

MANIFESTO

2022-2027



**MUTULA
KILONZO JUNIOR**

GOVERNOR
MAKUENI COUNTY

10 PRIORITY SECTORS

WATER

AGRICULTURE

INFRASTRUCTURE

HEALTH

EDUCATION

TRADE

LAND

ENVIRONMENT

TOURISM

YOUTH



Vision

A progressive and vibrant county where the well-being of every citizen is a top priority.



Mission

To improve the lives of the people of Makueni County through an integrated, multifaceted, impactful, and sustainable development process that prioritises people, promotes inclusivity and participation, upholds accountability, and fosters strategic partnerships.

Clarion Call

Our People, Our Priority

Slogan

*'Wauni wa Kwika Nesa
na Ulungalu'.*



Tina, Tina..!

PREAMBLE

Article 174 (f) of the Constitution of Kenya 2010 identifies one of the objects of devolution as follows: 'to promote social and economic development and the provision of proximate, easily accessible services throughout Kenya'.

In Advisory No. 2 of 2013, between the Speaker of the Senate and the National Assembly, the Supreme Court of Kenya in paragraph 176 notes the following:

Kenya has had a long but chequered history with decentralization. The country has experienced all three main aspects of decentralization: deconcentration, delegation and now, devolution. These have had political, administrative, and fiscal dimensions.



Most of these efforts have been inspired by the fear of domination and discomfort with rising horizontal inequalities, on the one hand, and on the other, a desire to take resources and services closer to the people. In this respect, decentralization has been a product of both fear and aspiration – an emotionally mixed venture; and this fact has been a major element in the country's political tribulations.

I have quoted the above two paragraphs to underscore the importance of my quest to become the Governor of Makueni County. Makueni County and its residents are still victims of under development, neglect, and inequalities almost six decades after independence. The residents of Makueni crave for true development, more resources, and proximate services to enable them achieve their dreams and visions for their families and future generations.

My inspiration to serve the people of Makueni is founded upon the hope that we can make further progress from the strides made by the first Governor, Prof. Kivutha Kibwana and his team. In doing so, I am under no illusion that the goal of ensuring that every part of Makueni receives adequate resources and equitable development is not a mean feat. My aim, and that of my government, if I am elected as the county's governor, is to continue a process

that will ensure that in the next five years we have set up systems through research and innovation for realising the goals of devolution in the shortest time possible. We will also establish a firm foundation that will inform the work of the future generation of leaders.

This manifesto is a summarised version of the research that I have conducted with my team on the progress of devolution so far in Makueni and other counties. We have also benchmarked with other counties in order to borrow the best practices and ideas for replication in Makueni. In addition, this manifesto is an outcome of extensive consultation with the people of Makueni and is my commitment to deal with the challenges identified and advance the devolution agenda as the second Governor of Makueni County.

The manifesto highlights ten priority sectors for the county's development, also referred to as the Ten-Point Agenda. The proposed sector-based development will be buttressed by four foundational pillars in an integrated approach to drive the county's socio-economic development. My development agenda for the county is also aligned to the relevant national and county policies and regulatory frameworks covering the medium-term development goals and long-term vision. My government will prioritise access to water development, agriculture, and infrastructure in an effort to spur growth in all sectors; we shall target to improve household incomes, general well-being, and the quality of life of the people of Makueni. I am convinced that we must leapfrog our development strategy in order to compete effectively with other counties.

My government will prioritise the interests and welfare of the people of Makueni first in all its endeavours. Through a robust and invigorated process of public participation, we will empower the people to work towards the achievement of their own prosperity and the prosperity of their county in line with our vision, 'A progressive and vibrant county where the prosperity of every citizen is a top priority'.

As I present my manifesto, I also submit my humble plea to you, the people of Makueni (whether resident in Makueni or in the diaspora), for an opportunity to serve as your governor. I send an appeal to all the people of Makueni, and to the friends of Makueni, to lend their support, expertise, time, and resources as we embark on a journey of service for the growth and prosperity of our great county and its people. Our goal and mission is to ensure equitable, realisable, and sustainable development to improve the livelihoods of Makueni residents now and in future.

God bless Makueni County. God bless Kenya.

Thank you!

**Mutula Kilonzo Junior CBS,
Wiper Democratic Party,
Governor – Makueni County, 2022**

ABBREVIATIONS AND ACRONYMS

ASAL	Arid and semi-arid lands
CHW	Core health workforce
CIDP	County Integrated Development Plan
CSO	Civil Society Organisation
CTTI	County Technical Training Institute
DFZ	Disease free zones
EAC	East African Community
ECDE	Early Childhood Development Education
EU	European Union
GCP	Gross County Product
GDP	Gross Domestic Product
GIS	Geographic information system
HIV	Human immunodeficiency virus
HMIS	Health Management Information System
ICT	Information and Communications Technology
KeNHA	Kenya National Highways Authority
KeRRA	Kenya Rural Roads Authority
KFS	Kenya Forestry Service
KIRDI	Kenya Industrial Research Development Institute
KPHC	Kenya Population and Housing Census
KPLC	Kenya Power and Lighting Company
KTB	Kenya Tourism Board
KWS	Kenya Wildlife Service
M&E	Monitoring and evaluation
MCA	Member of County Assembly
MIP	Makueni Industrial Park
MoALFD	Ministry of Agriculture, Livestock and Fisheries Development
MRI	Magnetic resonance imaging
NGO	Non-governmental organisation
NHC	National Housing Corporation
NHIF	National Hospital Insurance Fund
NITA	National Industrial Training Authority
NOFBI	National Optic Fibre Backbone
PPP	Public Private Partnership
PWDs	Persons with Disabilities
REA	Rural Electrification Authority
RIU	Rural Inspection Unit
SACCO	Savings and Credit Cooperative
SDGs	Sustainable Development Goals
SEKEB	South Eastern Kenya Economic Bloc
SGBV	Sexual and gender-based violence
SGR	Standard Gauge Railway
SMEs	Small and medium enterprises
UHC	Universal health coverage

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EXECUTIVE SUMMARY

This manifesto underscores the direction, focus, and purpose of my leadership if elected as the second governor of Makueni County for the period 2022-2027. The manifesto has been prepared for the benefit of the people of Makueni County, National Government, investors, and like-minded development partners among others. My aim, and that of my government, if I am elected as the county's governor, is to continue a process that will ensure that in the next five years we have set up systems through research and innovation for realising the goals of devolution in the shortest time possible. An important and critical element of the manifesto is that it captures the expressed development needs of the people, which were obtained through consultations with the people of Makueni. In a series of 112 meetings, we identified the political, social, and economic challenges affecting the people and also discussed the corresponding interventions that could be implemented to transform lives in the county.

My government's strategy for development of Makueni County is also informed by the Government of Kenya Vision 2030 national development blueprint, Makueni County socio-economic development policies, the global Sustainable Development Goals (SDGs), and the lessons from others, including counties in Kenya facing similar development challenges. This manifesto recognises that development is a complex process, which requires innovative approaches to address the intricate challenges facing the people.

The manifesto proposes my government's development plan, which is based on ten key sectors, which have been identified to drive the socio-economic transformation of Makueni County. The ten development priorities of Makueni County for the next five years, to be known as the Ten-Point Agenda, are listed as follows: **1. Water and Sanitation; 2. Agriculture and Food Security; 3. Infrastructure (roads, electricity, and ICTs); 4. Health and Well-being; 5. Education and Training; 6. Trade and Industrialisation; 7. Land, Urban Planning, and Development; 8. Natural Resource Management and Climate Change; 9. Tourism, Culture, and Heritage; and 10. Youth Empowerment, Sports, and Social Inclusion.** This manifesto elaborates on my government's pledges to the people of Makueni County in each sector. We have identified the flagship projects whose implementation will lead to accelerated and more impactful transformation. My government's vision of well-being of the people, which is the ultimate development goal, is symbolised by the attainment of appreciable levels of transformation in every sector for the benefit of all citizens in the county.

This manifesto also introduces the **Four Development Pillars**, which will be instrumental in the delivery of my government's Ten-Point Agenda. The development pillars are prioritising the **people, good governance and service delivery, strategic partnerships, and innovativeness and sustainability.** My government's proposed integrated development

approach encompasses an intricate relationship involving the four development pillars on one hand and sectoral development initiatives (Ten-Point Agenda) on the other hand to achieve the well-being of the people. The integrated development framework depicting this relationship will, therefore, act as an overarching county strategy to guide my government in programme design, targeting, implementation, and systematic monitoring of development projects.

The outcome of our my government’s efforts will be holistic, impactful, and sustainable development resulting from efficient and well-resourced development programmes. The implementation of this manifesto will be mainstreamed with the Makueni County Integrated Development Plan (CIDP) for the reference period. It will entail synergy of efforts from various players in planning and execution of the development agenda. My government will adopt a “holistic” and “result-based” e-monitoring and evaluation (M&E) system that guarantees a constant flow of quality and real-time data and information to county teams, the community, and other development partners for planning, reporting, and decision-making.





1

INTRODUCTION AND BACKGROUND

1. INTRODUCTION AND BACKGROUND



1.1 Introduction

This manifesto underscores the direction, focus, and purpose of my leadership if I am elected as the second governor of Makueni County for the period 2022-2027. It highlights the strategy that my government will utilise to achieve the well-being of the people of Makueni. The manifesto has been prepared for the benefit of the people of Makueni County, National Government, investors, friends of Makueni County, and like-minded development partners among others.

My proposed government's strategy for the development of Makueni County is informed by the Government of Kenya Vision 2030 national development blueprint, Makueni County socio-economic development policies, the global Sustainable Development Goals (SDGs), and lessons from others, including counties in Kenya facing similar development challenges. A significant element of the manifesto is that it captures the expressed development needs of the people, which were obtained through consultations across the length and breadth of Makueni County. The manifesto is also based on my own personal desire to impact the people of Makueni driven by the conviction of *'Wauni wa Kwika Nesa na Ulungalu'*.

The manifesto consists of six sections. Section 1 provides an introduction and background, while Section 2 contains the main highlights of my government's proposed development strategy consisting of a ten-point sectoral agenda anchored on the objects and principles of devolution, herein referred to as the essential development pillars. In Section 3, we present a detailed account of the Ten-Point Agenda, which is the core of my government's pledges to the people of Makueni County. Section 4 discusses how my government will apply the development pillars. Section 5 contains the implementation and monitoring & evaluation framework. The final section contains my promise to the people of Makueni County as I seek their vote to serve as the second governor.

1.2 Background and context of Makueni County

Makueni County is located in south eastern Kenya and borders Machakos County to the north, Kitui County to the east, Kajiado County to the west, and Taita Taveta County to the south. It has six political units (constituencies), nine sub-counties or administrative units, and thirty wards (see Figure 1 showing a map of Makueni County). Makueni County occupies a total land area of 8,176.7 km² consisting of 62% arable land, 21% non-arable land, and 17% national parks/reserves.¹

The population of Makueni County is 987,653 people.² The county has 244,669 households with an average household size of four persons. The population density is 121 people per km². The county has a youthful population consisting of 70% of people below 35 years. This demographic profile poses a youth bulge challenge and an enormous unemployment

¹ (Kenya National Bureau of Statistics. (2019). Kenya Population and Housing Census (KPHC)).

² (Kenya Population and Housing Census, 2019)

problem. About 86% of the children below 18 years are in school hence the county has a high household-level dependency rate. The combination of high dependency rate, burgeoning unemployment, and household poverty index of 34.6% have resulted in a growing number of vulnerable households.³ These factors notwithstanding, the county's human potential is a major asset that could be maximised to achieve a positive transformation.

Makueni County falls within the arid and semi-arid lands (ASALs) of Kenya and is located at an altitude of 600-1900 m above sea level. The county receives an average annual rainfall of 800-1200 mm in the higher altitude zones and 300-400 mm in the lower altitudes, thus presenting a high potential for agricultural production.⁴

Machakos



Figure 1: Map of Makueni County showing the six sub-counties (Source: Kenya National Bureau of Statistics, 2020)

³ (KPHC, 2019)

⁴ (Kenya Economic Report, 2020)



2

MY COUNTY DEVELOPMENT STRATEGY

2. MY COUNTY DEVELOPMENT STRATEGY



My government recognises that development is a complex process requiring innovative approaches to address the intricate challenges facing the people. My government's vision of well-being of the people as the ultimate development goal is symbolised by the attainment of appreciable levels of transformation in every sector for the benefit of all citizens in the county. My government, therefore, proposes a hybrid development approach that is based on agro-industrial growth, urbanisation and trade, and environmental sustainability to be achieved by focussing on key priority sectors as the drivers of economic development and an appropriate enabling environment. This section discusses how we identified the priority development sectors.

2.1 Consultations on County Developmental Constraints

My government's priority development sectors and approach to their transformation result from an elaborate process of consolidating the people's expressed needs with other dimensions that were considered as critical to the county's transformation. Rigorous and extensive consultative engagements with stakeholders took place in 23 wards of the six sub-counties of Makeni, Kaiti, Kibwezi East, Kibwezi West, Mbooni, and Kilome. We held discussions with representatives of farmers, business people, professionals, the general public, and other stakeholders at the ward and county levels. In a series of 112 meetings, we identified the political, social, and economic challenges affecting the people. We also discussed the corresponding interventions that could be implemented to transform lives in the county. The people's key concerns were access to water, governance issues, and youth employment among others as shown in Figure 2 below.

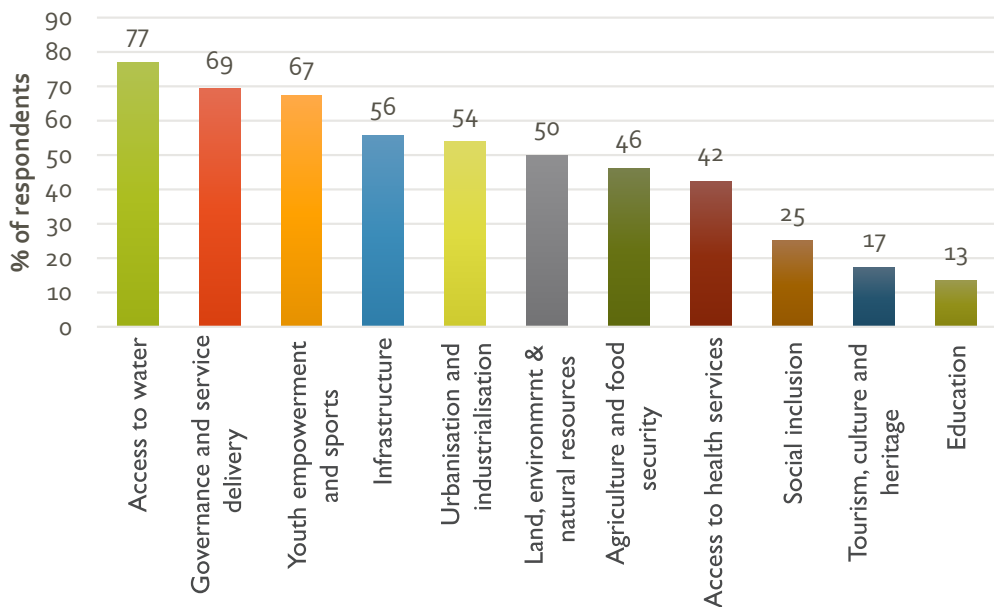


Figure 2: Political, social, and economic challenges identified during county consultations. (Source: Data Analysis from stakeholder consultations, 2022)

2.2 Development Sector Priority List

The people's identified problems and proposed interventions were further analysed in view of provisions of the Constitution of Kenya, relevant devolution legislations, Vision 2030, Makueni county socio-economic development policies and reports, SDGs, and lessons learnt from the developed countries and from other counties in Kenya with similar development challenges as Makueni County. We derived ten priority development sectors from this analysis. The ten sectors constitute my government's development priorities, to be known as the Ten-Point Agenda. Table 1 contains the list of ten development sectors and a justification for each sector's inclusion.

Table 1: Identified priority development sectors for Makueni County

No.	Development Sector	Justification
1.	Water and Sanitation	Priority sector for the people of Makueni who are faced with chronic water shortage
2.	Agriculture and Food Security	Significant contribution to GCP; food and nutritional security; livelihoods support; and job creation
3.	Infrastructure (roads, electricity, and ICTs)	Leading contributor to GCP; prioritised by the people; and potential for job creation
4.	Health and Well-being	Address the growing disease burden in the county and its potential impact on other sectors of the economy
5.	Education and Training	Contribution to GCP and skills development for the youth to enhance access to employment opportunities
6.	Trade and Industrialisation	Priority sector for the people and high potential for GCP contribution and job creation
7.	Land, Urbanisation and Development	Important for agricultural development, urbanisation, and industrial development
8.	Natural Resource Management and Climate Change	Important for agricultural development, improved livelihoods and resilience, and food and nutritional security
9.	Tourism, Culture, and Heritage	High potential for job creation and GCP contribution
10.	Youth Empowerment, Sports and Social inclusion	Priority need and high potential for creation of job opportunities in other sectors

* GCP – Gross County Product

2.3 Fundamental Development Pillars

Our reviews and stakeholder consultations also led us to identify four factors that we considered as critical to the effective delivery of my government's Ten-Point Agenda. Known as the Four Development Pillars, these factors and their importance are contained in Table 2.

Table 2: Development pillars for socio-economic development of Makueni County

	Development Pillar	Justification
1.	Prioritising the people	Necessary for ownership and sustainability of development projects in the county
2.	Good governance and service delivery	The people emphasised the need for equitable resource allocation and effective and accountable leadership
3.	Strategic partnerships	Additional resource mobilisation is key for upscaling development interventions
4.	Innovativeness and project sustainability	Ensure innovativeness and sustainability of development projects in all sectors

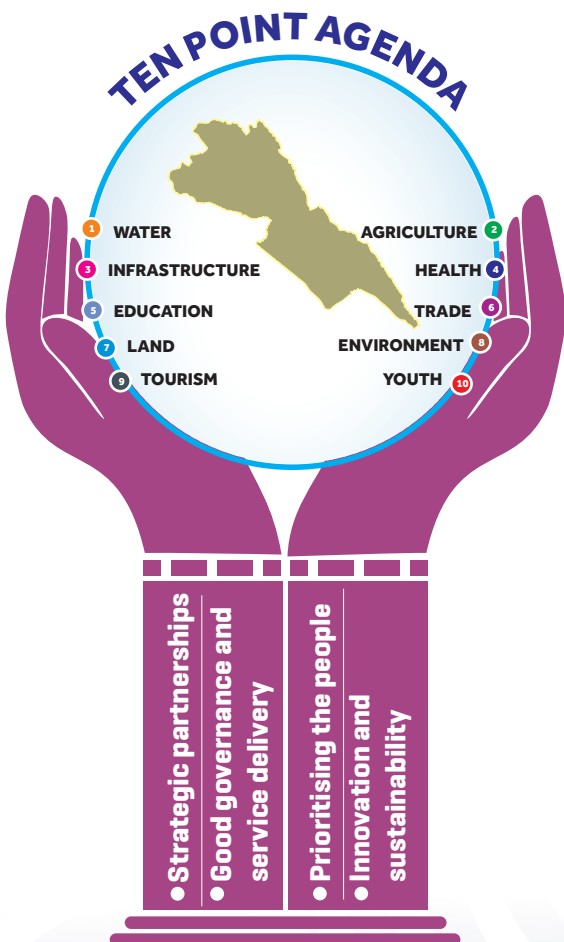
2.4 An Integrated Development Approach

My government recognises that development is a complex process that calls for a non-linear approach to solving the multifaceted challenges facing the people. In the case of Makueni County, my government will use an Integrated Development Approach in delivering the Ten-Point Agenda to the people. The integrated development approach encompasses an intricate relationship between the development pillars and sectoral development initiatives (Ten-point Agenda) to achieve the wellbeing of the citizens of Makueni. Figure 2 depicts the relationships among the components and the expected outcome in line with the objectives of my government.

The four development pillars, in the form of a pair of hands, support and also encompass the Ten-point socio-economic sectors targeted for development. Although each individual pillar makes an important contribution to sectoral development, the integration of all the four pillars, as a package, is essential for facilitating the desired development process as was consistent with our fact finding. The illustration is meant to emphasise that an effective development process is one where the four pillars are incorporated in all sectoral plans. Accordingly, the absence of, or failure in, one or more pillars will result in sub-optimal development outcomes

and, by extension, unfavourable results of county development. Similarly, constraints affecting sector-based development, such as inadequate resources, will impair the sectoral and overall development even in the presence of functional pillars.

The County Development Approach



The centre of the framework shows the outcome of complete mainstreaming of the four development pillars within the development processes involving all the sectors. The result of happy and prosperous citizens of Makueni is represented by the map of the county. The integrated development framework will, therefore, serve as an overarching county strategy to guide my government in programme design, targeting, implementation, and the systematic monitoring of development projects. Details of the Ten-Point Agenda are contained in Section 3 while the development pillars are described in Section 4.

Figure 2: Integrated approach to socio-economic transformation of Makueni County anchored on four development pillars



3

**TEN-POINT AGENDA:
MY PLEDGE FOR SOCIO-
ECONOMIC
DEVELOPMENTT**

3. TEN-POINT AGENDA: MY PLEDGE FOR SOCIO-ECONOMIC DEVELOPMENT

3.1 Clean Water and Sanitation

3.1.1 Situational Analysis

There is a strong connection between water resources, agriculture, and the environment, which necessitates the integrated development of these sectors in line with Goal 6 and Goal 12 of the SDGs. Makueni County experiences a chronic water shortage. The current water production stands at 14,489.91 m³/day against the demand of 40,794.39 m³/day, which translates to a deficit of 26,304.47 m³/day. The county's water coverage is 36% against the national coverage of 52%. Currently, about 64% of the county's population relies on water from unimproved sources compared to 47% nationally. According to Makueni County Vision 2025, less than one percent of households have access to piped water. About 29% of the county's population relies on water from running streams. Other sources of water include borehole/tube wells (12%), vendors (10%), and public taps/standpipes (10%).⁵

The average distance to a water source is 5 km with some households travelling up to 20 km in search of the commodity. The situation is worsened by the lack of sustainability of most water structures. Out of the county's 1,917 water structures, 203 are non-operational while 29 are partially operational.⁶ Access to safe and affordable water in the county is considered as a gender inequality problem, a sanitation issue, and a violation of human rights.



⁵ (KPHC, 2019)

⁶ (KPHC, 2019)

With a projected water demand of 45,934 m³/day by 2025, water scarcity, stress, and quality are bound to worsen with time.⁷ Factors aggravating the already chronic water problem include increased environmental degradation, illegal activities on wetlands, and reduced underground water availability. The other water challenges are insufficient and unreliable rainfall, high evapotranspiration rates, and increasing demand due to population growth.

On sanitation, the development of water supplies and distribution networks has not been matched with a corresponding increase in facilities for the sanitary disposal of wastewater. Most households in Makueni County use pit latrines with an estimated 86% coverage, while about 24% of the households have hand-washing facilities.⁸

3.1.2 Impact of Water Shortage

The highlighted water challenges impact residents of Makueni in several ways including:

- Limited agricultural production, which has a negative impact on livelihoods and food security.
- Compromised general hygiene and human health.
- Increased cost of living and doing business in the urban centres.
- Increased economic and social impact especially exacerbated by the COVID-19 pandemic. Women and children are forced to spend a lot of time in search of water.

3.1.3 Opportunities for developing the water sector

The county has numerous water sources that can be developed including seasonal and permanent rivers, streams, rain water, ground water (springs and boreholes), ponds, and dams (including the Thwake Multi-purpose Water Development Program, TMWDP, which is under construction). During the stakeholder consultations, the people requested harnessing these water sources to enhance water supply within the county.



⁷ (County Government of Makueni: Makueni County Vision 2025)

⁸(World Bank and Makueni County Government. (2017). Makueni Countywide Inclusive Sanitation Report.)

3.1.4 My Pledge on Water and Sanitation

My government will establish comprehensive measures to offer sustainable solutions to the water problem in Makueni County. Our target is to increase accessibility, affordability, and quality of water for household consumption and use in agricultural and industrial activities. We will establish innovative water programmes by tapping into diverse water sources while also enhancing environmental conservation. My government's pledges and the specific actions to be taken under the water and sanitation sector are described below.

Enhance access to safe water for drinking, agriculture, and industrial activities

- Ensure public participation in the identification of suitable water projects.
- Implement mega multipurpose impact water projects/dams and undertake ground water extraction including river damming, abstraction, and establishing gravitable water distribution systems in all the wards.
- Establish a Water Fund to support water harvesting, storage, and distribution.
- Ensure access to reliable, affordable, and quality water by public institutions.
- Identify and strengthen partnerships for development of viable water sources.
- Support farmers including youth with water for agricultural and industrial use. Strengthen the management of water projects
- Strengthen the capacity of community groups, including women and youth, on effective water management and sustainability.
- Protect water sources by fencing off water catchment areas and planting trees. Enhance the management of inter-county water sources
- Facilitate the review of legislations governing inter-county or shared water resources to better address water supply issues and the joint development, management, and utilisation of the resources.

Enhance waste management, pollution control, and sanitation

- Adopt modern technologies and public-private partnership (PPP) in waste management targeting household and market waste.
- Establish a water treatment system to ensure water safety.
- Implement community-led total sanitation programmes.

3.2 Sustainable Agriculture and Food Security

3.2.1 Situational Analysis

The agricultural sector is the economic mainstay of Makueni County. Although over 60% of the county's total land area is classified as arable, about 80% of the land mass is unsuitable for rain-fed agriculture.⁹ The agriculture sector is the highest contributor to the GCP at about 43% and also accounts for 78% of total household income.¹⁰ Over 47% of the small

⁹(County Government of Makueni (2020): Makueni County Agriculture and Livestock 2020).

¹⁰ Kenya National Bureau of Statistics and County Government of Makueni (2020). Makueni County Statistical Abstract 2020).

and medium enterprises (SMEs) in the county are agriculture-based. Additionally, about 24% of the youth are engaged in small-scale agriculture and livestock activities while 79% of the households are farmers.

The major agricultural activities in Makueni County include crop and livestock production.¹¹The leading crop commodities and their corresponding value in Kenya shillings include mangoes (Ksh 5.07b), pigeon peas (Ksh 2.7b), green grams (Ksh 2.6b), avocado (Ksh 2.2b), cowpeas (Ksh 0.858b), tomatoes (Ksh 0.78b), and oranges (Ksh 0.443b). Leading livestock commodities in value include poultry (Ksh 2.95b), dairy (Ksh 2.58b), beef (Ksh 0.78b), honey (Ksh 0.483b), and sheep and goats (Ksh 0.36b).¹²



The types of value chains produced in the county and the corresponding proportions of households involved include maize (98%), poultry (81-100%), mangoes (61-80%), beans (67%), green grams (41-61%) and dairy (21-40%).¹³

Agricultural development in the county is constrained by numerous factors, which include the following: insufficient and unreliable rainfall; high post-harvest losses due to diseases, insect pests, and lack of appropriate storage facilities; limited access to extension; lack of organised marketing systems; cartels that limit access to prime markets; poor road infrastructure; and limited compliance to standards and value addition with about 93% of the county's agricultural produce being sold without processed among others.

3.2.2 The Impact of agricultural and livelihood challenges

Challenges in the agriculture sector within Makueni County have impacted the people in several ways including:

- Farmers continue to grapple with low returns from agricultural sales. This problem affects about 79% of the farming households or 773,249 people in the county.
- There is perpetual food insecurity in Makueni County with 25% of children under five being stunted. About 10% of children under five years and 11% of women aged 14-49 are underweight.¹⁴

¹¹(County Government of Makueni: Agriculture and Livestock Policy, 2020).

¹²(Agriculture and Livestock Policy, 2020).

¹³(MoALF. (2016). Climate Risk Profile for Makueni. Kenya County Climate Risk Profile Series. The Kenya Ministry of Agriculture, Livestock and Fisheries (MoALF), Nairobi, Kenya).

¹⁴(Nutrition International. (2020). Makueni County Profile, Kenya).

3.2.3 Opportunities in agricultural value chains

a. Fruit crops value chains and horticultural products

Makueni County is the leading producer of mangoes in Kenya, hence the need to organise the sector to ensure that farmers benefit from their investment.¹⁵ About 65% of the mangoes produced in the county are consumed locally and another 20% and 8% are exported and processed respectively. The export markets for mangoes include the East African Community (EAC) countries, European Union (EU), and the Middle East. Makueni County is also one of the leading producers of avocados in Kenya and has suitable climatic conditions for production of citrus fruits, watermelon, passion fruit, dates, and berries. However, more than 25% of the fruit produce goes to waste due to limited preservation and processing technologies and lack of organised market systems.¹⁶ During the stakeholder consultations, the people of Makueni requested the streamlining of marketing to enhance farmer profitability and operationalisation of the Kalamba fruit processing plant. The plant was established by the county government. The county has a high potential to produce horticultural products including tomatoes, African leafy vegetables, kales, cabbages, and French beans among others. However, lack of water and limited land on irrigation remains a constraint to horticultural development.

b. Food staples value chains

While the production of maize and beans is common in the county, these crops do not perform well due to inadequate rains. The county has the potential for production of drought tolerant crops such as pigeon peas and green grams. However, most farmers lack knowledge of suitable crop varieties for different agro-ecological zones and appropriate storage methods. More than 70% of the farmers store grain for household consumption for six months or more. Insect damage is the biggest challenge during grain storage (57%) followed by rodent damage (43%).¹⁷



c. Industrial Crops

The key industrial crops produced in Makueni County include coffee, cotton, and sisal. Other potential cash crops in the county include sunflower and macadamia nuts. The production of these industrial crops is, however, faced with uncontrolled land subdivision which limits the scale of production.

¹⁵(Government of Kenya. (2021). Mango Value Chain Road Map, Makueni County.

¹⁶(Mango Value Chain Road Map, Makueni County, 2021)

¹⁷(Njoroge A. W, Ibrahim, B. & Baributsa, D. (2019). Postharvest Management Practices of Grains in the Eastern Region of Kenya, Purdue University)

d. Dairy value chain

Makueni is a milk deficit county due to the low quality of dairy livestock breeds kept by farmers and inadequate, low quality, and high cost of animal feeds. Most of the milk produced in the county is marketed informally. The county has two milk processing plants, namely Kikima and Kathonzweni dairies. Kikima Dairy has limited operations while Kathonzweni Dairy is non-operational due to low milk supplies and installation, and leadership challenges. During the stakeholder consultations, the people of Makueni requested the optimal operationalisation of the two of dairy plants.

e. Poultry value chain

Poultry keeping is a major avenue for poverty alleviation with the increasing consumer preference for white meat. Constraints affecting the poultry value chain include low genetic potential of the local breeds, poor feeding and disease control practices, lack of organised marketing, and small flock sizes. During the county stakeholder forums, the people of Makueni requested intervention in poultry production and marketing, including the completion and launching of the Kitise Poultry Plant.

f. Livestock value chain

Agro-pastoralism is an important source of income for households in semi-arid areas. Goats and cattle are hardy and can withstand the harsh climatic conditions. Inadequate pasture, livestock diseases and pests, and lack of market information are the most common constraints to livestock keeping in the county. In livestock ranching zones, land consolidation and pasture development are critical for sustainable livestock development. During the stakeholder consultations, the people of Makueni asked for the establishment of abattoirs and tanneries.



g. Bee products value chain

Honey, which is the major product in the bee production value chain, is used as a food additive and in the pharmaceutical and cosmetics industries while beeswax and propolis are used in the production of disinfectants. In addition to apriary products, bees support the maintenance of natural ecosystems and pollination. The challenges in bee keeping include decline in bee populations due to usage of pesticides and fungicides by farmers; adulteration of honey; destruction and fragmentation of the insects' natural habitats; traditional non-viable hives; poor knowledge and skills in bee keeping; and high cost of modern and high yielding hives.



3.2.4 My Pledge on Agriculture for Food Security and Improved Incomes

My government aims to revitalise the agricultural sector for increased productivity and profitability (in line with Goal 2 of the SDGs), growth in household incomes, food and nutritional security, establishment of more agriculture-based SMEs, and growth of the county's economy. We will promote the efficient management of our natural resources especially water, land, and forests in line with Goal 12 of the SDGs. Unlocking the county's untapped agricultural potential calls for a radical shift in the manner in which agriculture is practiced. My government will undertake the following actions for development of the agriculture sector:

Increase the productivity and profitability of crops and livestock value chains

- Enhance access to extension on climate- smart agricultural technologies, innovations, and practices and establish regional demonstration centres.
- Strengthen support for control of crop and animal pests and diseases.
- Link Makueni farmers to the Kenya Intergrated Agriculture Management Information systems (KIAMIS) to enhance access to quality inputs and services.
- Increase irrigation programmes by integrating agricultural initiatives with infrastructure (roads, electricity and water).
- Establish breeding centres for dairy and beef cattle and goats.
- Establish or develop local hatcheries for supply of quality chicks.
- Support farmers to establish modern beehives.
- Support profitable and nutritionally rich value chains based on suitability of agro-ecological zones.
- Promote the use of kitchen gardens at household level.
- Control land sub-division, enhance land consolidation for industrial crops, and expand land under irrigation.
- Identify strategic partnerships for additional resources.
- Link producer organisations and buyers for contract farming.
- Promote large-scale ranching and pasture development.

Streamline marketing of both crops and livestock value chains

- Strengthen the leadership, governance, and entrepreneurship capacity of producer organisations.
- Establish/rehabilitate aggregation centres to enhance access to prime markets.
- Establish/rehabilitate livestock yards to streamline livestock marketing.
- Support farmers to improve the quality and safety of agricultural produce to enhance market access.
- Link poultry farmers to markets to enhance their profits.
- Establish online registration systems for buyers and establish virtual markets of agricultural produce to strengthen business linkages.
- Develop county trade fairs and the Makindu showground.
- Facilitate cross-border trade.
- Establish a private-sector driven agricultural produce marketing board.

Enhance value addition and product diversification

- Establish the Makueni Industrial Park (MIP) for agro-processing, fruit packaging, and incubation of agriculture-based SMEs under the special economic zones framework.
- Revive existing processing plants including; dairy plants at Kathonzweni and Kikima, fruit processing plant at Kalamba, the grain incubation centre at Mukuyuni and Makindu grain plants by strengthening management to enhance efficiency.
- Construct at least one modern abattoir and one tannery.
- Establish/ rehabilitate cold storage facilities, warehouses, and strategic stores.
- Create an enabling environment for private investments and partnerships.
- Establish a regional laboratory to enhance access to product quality testing capacity to ensure compliance to Kenyan standards.

Support women and youth in agricultural enterprises

- Support constituency-level women and youth agricultural and livelihood projects on marketing and value addition.
- Integrate youth into agribusiness through training, promoting innovation and use of ICTs, and linkage to mentorship programmes.

3.3 Infrastructure – Roads, Electricity, and ICTs**3.3.1 Situational Analysis**

There is a strong link between the economy of a region and its infrastructure, especially the state of its roads and electricity connectivity (see SDGs 7 & 9). This is evident in the ‘road-locked’ Makueni County where the road network is in a poor state with some sections being non-motorable. This infrastructural limitation is even more evident during and just after the rainy season when most of the gravel roads are washed away and business comes to a standstill. Makueni County has a total of 11,458 km of unclassified earth roads. The classified roads in the county include 208.5 km of International Trunk Roads (Class A), 175.5 km of National Trunk Roads (Class B), 550 km of Primary Roads (Class C) and a further 622 km of roads in Class D, E and urban roads. The only Class A road in the county is part of the Nairobi-Mombasa highway that traverses the county. The other classified roads in the county have both bitumen and gravel surfaces with the bulk of them having gravel surfaces. Limited investment in road infrastructure in the last eight years of county development has further contributed to the limited number of motorable roads.

Makueni County has low electricity connectivity. Only about 19% of households, 69% of trading centres, 90% of public schools, 39% of the 236 government health facilities, and 46% of the 54 polytechnics are connected to the grid.¹⁸It is surprising, and rather, unfortunate that 390 secondary schools in the county are off the grid. Further, the penetration of ICT in the county is low due to lack of knowledge, information, skills, and infrastructural facilities such as ICT equipment. This notwithstanding, the county allocation and expenditure on infrastructure (roads, energy, and ICT) has declined from 9.2% of total budget in FY 2019/2020 to 5.6% in FY 2021/2022. The low level of investment in infrastructure continues to exacerbate the county’s development challenges.

¹⁸(KPHC, 2019)

3.3.2 The Impact of poor infrastructure

The limited availability, and in some cases poor development, of infrastructure has affected the county in the following ways:

- Reduced productivity and profitability of individuals, households, and various sectors thus leading to a negative impact on the overall development of the people and the county economy.
- Limited or inadequate access to public facilities, services, and markets; high transport costs; high post-harvest losses; and ultimately low income from agricultural produce leading to low incomes for individuals and the county as a whole.
- Reduced productivity and efficiency in service delivery, which are factors of access to basic infrastructure.
- Limited access to inputs, technologies, and innovations in various sectors of the economy, which limits their productivity and competitiveness.
- Limited ICT connectivity raises the overall cost of doing business in the county and low investor interest in businesses that thrive on ICTs.



3.3.3 Opportunities in Infrastructure Development

Prioritising infrastructural development – roads, energy, and ICTs – would increase the efficiency of all decentralised and local production processes, enhance the productivity and profitability of various economic sectors, and attract investors to the county. During our stakeholder consultations, the people of Makueni requested improved roads including bridges, electricity connection in markets and schools, and establishment of ICT centres.

3.3.4 My pledge on Infrastructure

My government commits to prioritise the modernisation of infrastructure as the key to maximising production and the productivity of all sectors in the county in line with SDGs goals 7 and 9. We will improve accessibility and movement within and outside the county. My government will also work to ensure that the people of Makueni have access to key services, especially in water, health, education, agri-business, and other sectors. We will develop a master plan for the next generation county physical infrastructure and utilities. My government will assess the state of existing roads, ICTs, and electricity infrastructure, deal with connectivity challenges, and collaborate with like-minded development partners to mobilise additional resources for infrastructural development as per the masterplan and identified needs. The commitments of my government in the various sub-sectors are outlined below.



Roads

Increase the coverage of motorable roads in the county

- Partner with the National Government in the implementation of Section I of the East African Economic Corridor road (Ukia- Emali Road, including Matiliku-Kilili-Wote-Itangini Loop Road); Itangini-Miu; Salama-Nunguni-Kola; Salama-Kiu; Wote-Katangini-Kalawa; and Kibwezi-Masongaleni-Ulilinsi-Athi Salama.
- Partner with the National Government, donors, and other relevant stakeholders to develop motorable roads linking the 30 wards and the major bridges connecting to other counties.
- Negotiate with the National Government for road re-classification and upgrading to bitumen roads.
- Build footbridges to enhance movement between communities and the transport of goods to markets.
- Improve small town loop roads and drainage systems.

Ensure construction and maintenance of quality roads

- Partner with the National Government to ensure the construction of roads to specified quality standards.
- Procure road machinery for routine maintenance of infrastructure.
- Mainstream sustainability in all infrastructural projects.
- Establish a ballasting plant to supply materials for road maintenance.
- Prioritise the awarding of road contracts to local contractors and especially organised youth and women groups.

Electricity and Clean Energy



Improve the quality of life of the people of Makeni by increasing electricity connectivity in the county

- Partner with the National Government and Rural Electrification and Renewable Energy Corporation (RRECEC) to enhance electricity connectivity to markets, health facilities, public utilities, schools, and households.

- Partner with the National Government in the production of 17.6 megawatts of electricity from Thwake Multi-purpose Water Development Program. Shift to low cost renewable energy
- Promote solar, wind, and bio-energy by providing linkages to the private sector for technology provision and credit facilities. This action will be implemented in collaboration with development partners and the National Government.

Information and Communication Technologies (ICTs)

Accelerate the development and application of ICTs to support economic development

- Establish an ICT Hub at Wote to train and equip youths with relevant ICT skills.
- Partner with National Government for expansion of the National Optic Fibre Backbone Infrastructure Connectivity (NOFBIC) and the Last Mile Connectivity to urban centres
- Assess, renovate, and equip ICT centres in wards for enhanced support to education and other development activities.
- Target both men and women for training in the technical skills and capabilities needed to succeed in the digital world as a top priority.

3.4 Health and Well-being

3.4.1 Situational analysis

The World Health Organization (WHO) defines health as the state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. The Constitution of Kenya, 2010 accords all Kenyans the right to the highest attainable standard of health. Unfortunately, this goal is yet to be fully realised in Makueni County. The county's health facilities include 179 Level 2 dispensaries, 45 Level 3 health centres, 12 Level 4 hospitals, and 1 referral hospital. The county's core health workforce (CHW) is 13.2/10,000 compared to the national average of 15.6/10,000.¹⁹ The CHW translates to a County Health Workforce Density score of 57%, costing the county 65% of its health budget. Additionally, the county's 236 health facilities are ill-equipped and inadequately staffed resulting into occasional closures of some dispensaries and recurrent lack of essential drugs.



¹⁹ (County Government of Makueni. 2020. Makueni County Health Policy, 2020).

3.4.2 My Pledges on Health and Well-being

My government's undertaking for development of the health sector in Makueni County is as follows:

Establish model health facilities

- We will establish Level 4 model health facilities where patients can access quality services to reduce self-referral to the higher level hospitals.

Staffing and equipping health facilities

- Develop infrastructure to health facilities in the county's 30 wards paying attention to all-weather roads, reliable electricity connectivity, and adequate water supply.
- Strengthen human resource management and development to control an escalating wage bill and ensure equitable employment and deployment.
- Ensure the provision of adequate medical supplies in all health facilities.
- Introduce community pharmacies. This will allow hospitals to stock essential drugs with reasonable pricing while sustaining the programme. A similar approach will be applied for laboratory and imaging services.

Upscale preventive and promotive health care

- Equip and motivate community health workers.
- Establish partnerships with the communities and other key health providers towards cultivating a health culture at the household level through improved nutrition, food security, access to quality drinking water, health education, sexual health education among the youth, and provision of adequate curative health services and promote community-driven health hygiene practices in public spaces.
- Enhance child and maternal health and nutrition.
- Work with the South Eastern Kenya Economic Bloc (SEKEB) affiliated counties to strengthen the management of zoonotic diseases.
- Fill health data gaps by establishing a health management information system (HMIS) which incorporates the referral procedures from Level 2 to Level 5 health facilities and a database to support evidence-based decision making and resource allocation.
- Register all new births and monitor children's health through the first five years to ensure optimal growth.

Create health tourism opportunities

- Equip Makueni Level 5 Hospital with specialised units for diagnostics and treatment including an oncology unit, renal unit, CT scan centre, radiology services, and MRI machine and position the county as a destination for those seeking specialised health and medical services.
- Train and retain specialised expertise in health care including laboratory testing. Introduce private in-patient wings (amenity wards) to attract the middle class population while enhancing county resources.

Upscale diagnostic services

- Equip the county with a referral laboratory with modern equipment and capacity to conduct more specialised tests such as molecular tests and histology and also re-invigorate the sample referral mechanism in all the laboratories across the county.
- Improve the quality of services by implementing quality management systems in all the health facilities and sub-county laboratories.

Strengthen healthcare financing

- Redesign MakueniCare and clearly define care packages (scope of services provided) and harmonise with the National Hospital Insurance Fund (NHIF) and the national UHC programme.
- Establish and strengthen partnerships and collaborations to support equitable access to health care including private insurers and other stakeholders.

3.5 Quality Education and Training**3.5.1 Situational Analysis**

Education in Kenya is a social and economic right for all as per the constitution. In Makueni County, the education sector contributes 19% of the county's GCP. With 69% (687,997 people) of the county population below 35 years, Makueni County is considered to have a youthful population. A large percentage (62% or 425,205 children) of the population is below 18 years. About 43,125 of these children are in ECDE centres, 237, 498 in primary school, and 109, 868 in secondary school.²⁰ About 390,490 of the children attend public schools. The county has 1,217 ECDE centres with an average of 35 children per centre; 902 primary schools with an average of 263 pupils per school; and 385 secondary schools with an average of 285 students per school.²¹ The county has 1,799 ECDE teachers against 43,125 children; 8,046 primary school teachers against 237,489 pupils; and 3,734 secondary school teachers against 109,868 students.²² The teacher to pupil ratio is 1:24 at ECDE level; 1:30 at primary school level; and 1:29 at secondary school level. The three ratios are within the recommended national averages. However, some of the teachers in primary schools are employed by the Parents and Teachers Associations (PTAs) and are poorly remunerated.

A large proportion of the county's school infrastructure is in a deplorable state while most of the ECDE schools are ill-equipped. Equally worrying is the expanding decline in enrolment at all levels – at ECDE level from 46,334 in 2018 to 43,125 in 2019. At primary school level, pupil enrolment dropped from 242,762 in 2018 to 237, 498 in 2019. There was an overall increase in secondary school enrolment from 102,551 (2018) to 109,869,²³ but the county faces a severe decline in transition after Form 2 with the situation being more severe at institutions of higher learning.

²⁰(KPHC, 2019)

²¹Ibid

²²Ibid

²³Ibid

The growing decline in enrolment in the county is attributed to poverty at the household level and hence inability to support children's education. There is high dependency within an already poor population and minimal or no external support available for bright, yet poor, children. The education sector also faces poor road accessibility, low electricity connectivity, and inadequate ICT infrastructure. Unfortunately, there has been inadequate investment in the sector coupled with limited sustainability mechanisms, thus the sufficiency and sustainability of school infrastructure remains a major challenge for the county.

3.5.2 The Impact of Education-related Challenges

The foregoing challenges in the education sector have a negative impact on the children (SDGs goals 4 and 5) and the larger Makueni population in the following ways:

- The poor learning environment, especially at ECDE level, lowers both enrolment and child morale for continued learning as witnessed in declining enrolment.
- A high school dropout rate, which increases illiteracy among the youth, thus worsening the underemployment and unemployment problems.
- School attendance and completion, student concentration, and overall student performance are affected by the low availability of household disposable income.
- Limited access to refresher training for teachers compromises the quality of education in schools.
- Growth in the number of youth dropping out of school leading to a rise in poverty and the emergence of social ills and lawlessness.

3.5.3 Opportunities in the Education Sector

To improve the quality of education in the county, there are opportunities to be found in improving the quality of education and learning environment and offering support to learners from vulnerable families to access education. In the stakeholder consultations, the people of Makueni requested the rehabilitation of ECDE centres, fair criteria for awarding scholarships, and equipping of technical colleges among other needs.

3.5.4 My Pledge on Education and Training

My government will ensure inclusive and equitable quality education in addition to promoting lifelong learning opportunities for all. My government specifically commits to the actions outlined below to improve the education sector in the county.

Enhance the quality of learning and the learning environment in ECDE centres

- Develop, equip, and staff ECDE model centres in each of the county's 30 wards.
- Ensure that all the ECDE centres have a decent learning environment and are adequately equipped and staffed with trained teachers.
- Partner with the National Government to ensure that catchment schools have electricity connectivity, water infrastructure, TSC teachers, and reliable accessibility.



Enhance the quality of learning and learning environment in CTTI and adult literacy centres

- Refurbish and equip model CTTI centres.
- Partner with the National Government to ensure that six constituency technical colleges are well-equipped and have trained tutors.
- My government, in conjunction with the National Government and partners, will collaborate with the universities to offer specialised courses to meet the needs of Makueni County and other neighbouring arid and semi-arid lands (ASALs).

Strengthen the training of artisans

- Train and certify a large number of artisans in order to meet the high demand for skills and quality especially in the construction industry.
- Expand youth polytechnics and vocational training colleges to provide students with adequate opportunities for pursuing module-based courses.
- Partner with relevant national institutions for certification of artisans and fabricators in the county.



Support vulnerable students and increase access to secondary and higher level education

- Provide bursary and sponsorship support to vulnerable and poor students qualifying for secondary and higher education.

Promote school health and nutrition

- Support the School Feeding Programme for ECDE learners.
- Improve sanitation facilities in ECDE centres.

3.6 Trade and Industrialisation

3.6.1 Situational Analysis

a. Industrialisation

Makueni County has a low level of industrialisation concentrated in cottage industries and agro-processing. Some of the agro-processing facilities established by the county include Makueni Fruit Processing plant, Kikima Dairy Cooperative Society Ltd, Kathonzweni Dairy plant, and Makueni Bulk Grain Handling plant, which are mostly non-operational.²⁴ The county also has private investments in agro-processing, motor assembly, health, education, and transport among others. To leverage the geographical positioning of the county around the Mombasa–Nairobi transnational highway as well as the standard gauge railway (SGR), strategic investments will be promoted to spur industrialisation.



b. Trade

Trade and investment play a critical role in the socio-economic development of our county by creating markets by which goods and services reach the consumer. The sector promotes and supports business growth and innovation by strengthening supply chains within the county. The sector also contributes an estimated 7% to the GCP, which is considered a significant

²⁴(County Government of Makueni (2020): Makueni County Agriculture and Livestock 2020).

underestimation given that most of the businesses in the county are SMES. It is estimated that SMES represent 90% of businesses that create up to 70-90 percent employment especially in emerging economies.²⁵

The contribution to the economy is even larger when informal SMEs are taken into account. Producer organisations form a substantial source of employment and income for households and the county in general. By December 2019, Makueni County had a total of 241 cooperative societies with a membership of 55,247 and turnover estimated at Ksh 231 million with a share capital of Ksh 129 million and members' deposits amounting to Ksh 275 million. Total loans granted in the sector amount to Ksh 314 million. This has progressively contributed to the economic growth of the community with direct and indirect impact on livelihoods.²⁶

Nevertheless, the industrialisation, manufacturing, and trade sectors are underdeveloped despite their role and potential in promoting business, employment, and economic growth in Makueni County. Some of the key challenges facing the sectors include poor infrastructure; limited access to financial services due to a large proportion of unbanked population; limited industrialisation and industrial infrastructure; weak enforcement of trade regulations and standards; weak market linkages; low quality of goods and services resulting into reduced profitability; and poor management and leadership in producer organisations. Other challenges in the sector include inadequate policy and institutional framework in trade and inter-county collaborations; weak business management and entrepreneurial skills, and high cost of doing business.

During the stakeholder consultations, the people of Makueni requested an environment that could attract investors to set up industries and thus create employment for the youth. Stakeholders also recommended the strengthening of producer organisations and market linkages.

3.6.2 The Impact of low Industrialisation and Trade

The challenges facing this sector have resulted in the following impact:

- Limited value addition of agricultural produce.
- High post-harvest losses with a negative impact on incomes and livelihoods.
- Increased unemployment and household poverty.
- Decline in sector income and contribution to the county budget.
- Increased rural to urban exodus in the search for better employment opportunities and living standards leading to brain drain, capital flight, and substance abuse among the youth.

3.6.3 Opportunities in Trade and Industry

Makueni County has opportunities in the establishment of agro-industries to add value to

²⁵World Bank. (2017). Atlas of Sustainable Development Goals 2017: from World Bank Development Indicators).

²⁶(County Government of Makueni: Makueni County Vision 2025)

agricultural products and expand trading activities.

3.6.4 My Pledge on Trade and Industrialisation

My government will support industrialisation to create employment and stimulate overall county economic growth. To maximise the potential in trade and industrialisation, my government pledges to put in place the measures outlined below.

Enhance the level of industrialisation in the county

- Acquire and designate public land for the development of public utilities and establishment of industrial parks.
- Establish the Makueni Industrial Park (MIP) for agro-processing, fruit packaging under PPP frameworks, and incubation of agriculture-based SMEs.
- Strengthen collaboration in all development sectors to improve the business environment and attract investors.
- Establish 'Jua-Kali' industry and partner with Keninvest to establish a special economic zone in the county.

Increase enterprise and business opportunities in urban and rural centres

- Promote the establishment of modern conference facilities.
- Establish a county 'Biashara Centre' to provide essential business linkages with public and private institutions dealing with trade, industry, and manufacturing.
- Enhance enterprise and trade opportunities, particularly along the Mombasa-Nairobi road, and the Machakos- Makindu road within Makueni County.
- Support the youth and other groups in building the relevant competencies for establishment of entrepreneurial initiatives.
- Engage financial institutions in partnerships for increased community (including women and youth entrepreneurs) access to banking and financial services.
- Establish modern kiosks for traders and stalls for fruit and vegetable markets.
- Strengthen the leadership, governance and management of cooperatives and other



Operations at Makueni Fruit Processing plant

producer organisations.

Support strengthening and expansion of SEKEB

- Establish the necessary policy and regulatory frameworks to strengthen SEKEB.
- Joint mobilisation of resources both nationally and internationally to finance water, infrastructure, trade, and investments as well as other priority, high impact flagship projects.

3.7 Land and Urban Planning and Development

3.7.1 Situational analysis

a. Land

The proportion of households with title deeds in Makueni County is 30%, which translates to 19.8% of the population as compared to the national average of 39.4%.²⁷ This hinders development and investments in the rural areas, major towns, and urban centres. The average farm size per household in the county is 1.2 Ha due to excessive land subdivision and fragmentation. The small uneconomical pieces of land owned by farmers undermine commercial agriculture in the county. The main development challenges facing the land sector include partially devolved land functions, political interference in titling, inaccuracies in surveyed land parcels, lack of lease documents for urban plots, delayed urban planning process, double allotment of plots in the main towns, inadequate land inventory, and encroachment of public land.

b. Urban Planning

Kenya is one of the fastest urbanising countries in Africa. According to the Makueni County Vision 2025, the proportion of Kenyans living in urban centres was 31% with the corresponding figure for Makueni County being about 12% in 2019. Rapid urbanisation in the county is due to a number of factors in the rural areas, which limit income and access to social amenities. These include underemployment or low employment; low income from agricultural produce; poor living conditions; inadequate and ill-equipped public facilities; under-developed infrastructure; the growing youth bulge, and inadequate land designated for public utility development (Makueni County Government, 2025). The increasing trend of rural-urban migration will lead to population pressure and increased demand for social services.

Makueni County hosts a large portion of the Mombasa-Nairobi road. Since urbanisation is inevitable, the main challenge is how to cope with rapid urban growth while preparing for the future. Makueni County also hosts the Konza Techno City that has great potential to enhance tourism through development of hotels, restaurants, and recreational facilities. My government understands that sustainable development cannot be achieved without significantly transforming the urban areas (in line with Goal 11 of the SDGs).

During the stakeholder consultations on the aspect of urbanisation the people of Makueni

²⁷(County Government of Makueni: Makueni County Vision 2025)

requested proper town planning including establishment of bus parks, toilet facilities, sewer works, market construction, and lighting of the towns. On land, the people requested the speedy issuance of title deeds, security of public land, delineation of boundaries, and the settlement of squatters.

3.7.2 Impact of Challenges in Land and Urbanisation

- Low demand for untitled rural land, which is considered risky thus lowering the value.
- Excessive land fragmentation due to lack of legal ownership makes it difficult to establish large commercial farms and industries.
- Poor zoning and erection of unplanned informal settlements on land with productive potential.
- Emergence of informal urban settlements and decline in urban living conditions characterised by poor housing, insufficient water, poor sanitation, and crime.

3.7.3 Opportunities in Land and Urbanisation

Sustainable land use and management will be realised by improving urban planning and development of infrastructure; enhancing land information management (use of GIS and digitisation of the land registry); facilitating land and property valuation services and administration; coordinating land information systems and maintaining a public land bank, and securing public land. Land tenure security is crucial for encouraging productive investment, sustainable land management, and access to finance (in line with Goal 1 of the SDGs). On urbanisation, the county has opportunities in the development of urban infrastructure to attract service businesses along the major highways and railway line.



3.7.4 My Pledge on Land and Urban Development

My government commits to fast-track the digitisation and digitalisation of land transactions in line with the national digital platform (Ardhisasa). We will put in place measures to promote the management and sustainable use of terrestrial ecosystems, including forests; combat desertification; and address the problems of land degradation and biodiversity loss as per SDG 15.²⁸ We shall also address the push and pull factors influencing rural to urban migration. My government specifically pledges to take the actions outlined below.

Accelerate land registration for issuance of title deeds

- Digitise land registry and establish a GIS lab to manage land information for improving land and property valuation and administration.
- Secure strategic public land reserves for establishment and development of key programmes such as public utilities, sports grounds, and industrial parks.
- Facilitate acquisition of title deeds for bona fide land owners.
- Address historical land injustices.
- Establish a database of available public land.

Ensure structured development of urban centres including Konza Techno City in line with the 'Just City' concept

- Structure town development and brand in 4-tier categories, namely city (Konza), municipality, towns, and urban centres to better guide the development of infrastructure.
- Implement urban planning and infrastructure development in some major towns in the sub- counties
- Undertake digital mapping and prepare urban development plans to guide the general development of all towns in Makueni County.
- Develop and implement a land use and development policy to guide urban planning.
- Improve the management of urban centres by establishing/strengthening urban management boards and/or units to ensure implementation of and compliance with policies formulated by both the national and county governments as well as make recommendations for consideration in relevant by-laws.
- Enhance tourism by creating an enabling environment for investors to establish hotels, restaurants, and recreational facilities.
- Implement strategic development and investment plans for urban centres.

Improve quality of life in the county's urban centres

- Strengthen/establish safety and emergency measures in urban centres.
- Improve sanitation and environmental management.
- Light the towns and market centres to support a 24-hour economy.
- Promote the establishment of low-cost housing (residential and offices) in collaboration with strategic partners.
- Establish urban governance boards and engage with the citizens for effective governance and provision of services in an efficient, democratic, just, and equitable manner.

²⁸World Bank. (2017). Atlas of Sustainable Development Goals 2017: from World Bank Development Indicators.

- Ensure provision of social services including schools and health facilities in urban centres.
- Create friendly urban centres that cater for the needs of various users including children, the sick, persons with disabilities, women, senior citizens, and cyclists among others.
- Hold regular forums for dialogue in urban centres as a way of unlocking the citizens' potential and innovation in addressing challenges of the urban environment.

Improve physical planning

- Enhance the design and implementation of programmes that integrate population issues, environment, climate change, and development.
- Improve solid waste management and encourage enterprises to turn waste into clean energy.
- Regulate and enforce proper construction codes incorporating the latest technologies in solar and wind energies.

3.8 Natural Resources, Environment and Climate Change

3.8.1 Situational analysis

a.Environment and climate change management

The environment sector is closely linked to other sectors of the economy such as development planning, population dynamics, finance, public health and sanitation, and trade. Environmental conservation and the management of natural resources are, therefore, pivotal to the socio-economic development of Makueni County. Land and environmental degradation is a serious challenge affecting Makueni County leading to loss in GCP. The county also experiences climate change hazards such as drought, rising temperatures, irregular rains, low or heavy rains, and flooding disasters.²⁹ Land degradation has reduced the vegetation cover in the county and negatively affected agricultural productivity. Whereas Makueni County has established climate change regulations and an action plan, low public engagement and poor climate change mainstreaming are a threat to inclusivity and the



²⁹(Climate Risk Profile for Makueni, 2016)

effective implementation of activities. Increased crop failures are forcing tens of thousands of farmers to rely on food aid.

b. Disaster Management

Goal 13 of the SDGs calls for stronger resilience and capacity to adapt to climate-related hazards and natural disasters. The major forms of disasters in Makueni County include drought, floods, collapse of buildings, road and rail traffic accidents, drowning, landslides/mudslides/land subsidence, sand mining accidents, terrorism, oil spillage (Thange oil spillage), whirlwinds, conflicts and violence, and fires among others.³⁰ These disasters have caused serious impacts in the past. It is, therefore, vital to enhance disaster risk reduction and preparedness in the county. Challenges facing disaster management interventions in Makueni County include low levels of awareness of disaster management, inadequate management and dissemination of information, and inadequate disaster management structures and resources.

c. Mining industry

The mining industry in Makueni County mainly involves the extraction of sand, soil, granite, stone, and ballast. Sand harvesting is predominant as this resource occurs naturally along almost all rivers and streams in the county. There is potential for extraction of other minerals like kaolinite, limestone, volcanic rocks, marble, salt, granite (green and red), quartz, gypsum, vermiculite, mica, copper, dolomite, iron ore, basalts, and gemstones.

3.8.2 Impact of Challenges in Natural Resource Management

- Decline in agricultural production leading to high dependence on food aid during drought.
- Drying of rivers resulting in water scarcity.
- Increased loss of vegetative cover in the lowlands.
- Human-wildlife conflict.
- Poor health due to undernutrition.
- Destruction of livelihoods for households that are dependent on agriculture.
- Destruction of property and infrastructure due to floods and mudslides.

3.8.3 Opportunities in Natural Resource Management

Environmental conservation and management of natural resources are pivotal to the socio-economic development of the county and its people and hence calls for sound management and governance of the sector. There are opportunities in employing research and technology to mitigate climate change effects, managing disasters to protect lives and livelihoods, and developing the mining industry.

3.8.4 My Pledge on Natural Resources, Environment, and Climate Change

My government commits to tap into the unexploited natural resources that have adequate potential and convert them into sources of wealth for the county. We will also enhance

³⁰(Makueni County disaster management and special programs policy, 2020)

the management and sustainable use of terrestrial ecosystems, combat desertification, and prevent and address problems of land degradation. We will partner with Kenya Forest Services and the local communities to ensure the protection of county forests by employing both traditional and innovative approaches (in line with Goal 12 of the SDGs). We also recognise that disaster management is a critical development agenda and therefore comprehensive disaster risk management strategies will be mainstreamed in our programmes. My government's specific pledges are outlined below.



Protect the land from environmental degradation

- Gazette and protect water catchment areas and the environment.
- Enhance climate change adaptation, mitigation, and resilience
- Establish soil conservation demonstration sites targeting smallholder farmers.
- Promote afforestation of all riparian land within the county using appropriate tree species.
- Put in place measures for the protection of endangered water springs.
- Control sand harvesting from all rivers in the county.
- Establish wildlife conservancies in wildlife rich zones in collaboration with National Government and local communities.

Greening the county by increasing tree cover to 15%

- Encourage massive tree planting targeting different ecological zones in all wards. We will promote drought-resistant trees in Kibwezi East and Kibwezi West sub-counties, as well as Nguu, Kathonzweni, Emali, Mathau, Kikumini, Mavindini, and Kitise wards. We shall also encourage establishment of fast-growing agro-forestry trees in Mbooni and Kilome sub-counties and the productive zones of Makueni sub-county.
- Support the establishment of fruit trees in public institutions including schools.

- Support women and youth groups to establish and run tree nurseries around water projects to supply seedlings.
- Promote agro-forestry on farms within the county.
- Promote re-afforestation and diversification of forest uses and benefits such as bee keeping.
- Promote forest tourism such as nature trails.
- Protect gazetted forests to curb encroachment and minimise human-wildlife conflict.

Safeguard the lives and properties of the people of Makueni against disasters

- In line with the Bill of Rights, which emphasises the right of every individual to live a dignified life in a safe and healthy environment, my government in partnership with the National Government, will establish mechanisms for disaster preparedness, response, recovery, and rehabilitation.
- Build capacity of communities living in disaster prone areas to cope with hazards by training on disaster awareness, mitigation, and response.
- Establish/rehabilitate fire stations and oxygen concentrator in the county.

Mineral mapping and development

- Promote the establishment of a ballast crushing plant in the county.
- Promote the establishment of a granite processing and tile making plant.

3.9 Tourism, Culture and Heritage

3.9.1 Situational Analysis

Tourism is the third-largest contributor to Kenya’s GDP after the agriculture and manufacturing sectors. Makueni County is positioned within the southern tourist circuit in the country. However, the county’s tourism activities are largely underdeveloped despite the sector’s potential to generate employment and foreign exchange. The county is endowed with natural and cultural resources such as hills, springs, national parks and game reserves, wildlife, and other unique topographical features. Key among these resources are Tsavo West National Park, parts of Tsavo East and Chyulu national parks, and the Mombasa-Nairobi highway.

A community’s art, culture, and heritage bestow upon it a unique identity and have a critical bearing on its sustainable development.³¹ In this respect, aspects like customs, practices, places, objects, artistic expressions, and values are vital elements. At the same time, leisure, recreation, and community service are necessary for people’s psychological and physical development and especially the youth. My government is cognisant of the fact that in addition to their inherent value to society, arts, culture, and heritage attract entrepreneurs and businesses.

An important challenge facing this sector is limited data on the local arts, culture, and heritage.³² Other key challenges include lack of streamlined revenue collection mechanisms, limited publicity of the county’s tourist destinations, under-exploitation of tourism attractions, dwindling wildlife population, and limited access to tourism sites due to a poor road infrastructure.

³¹Stiftung, F. E. (2020). Towards the Just City in Kenya. Kenya Office.

³²(County Government of Makueni. (2019). Makueni County Spatial Plan 2019-2029, 2019).



3.9.2 Implication of Challenges in Tourism, Culture, and Heritage

- Under-exploitation of tourist sites in the county.
- Dwindling of wildlife populations.
- Non-commercialisation of indigenous foods and their nutritional value as well as the genetic and other resources associated with Akamba indigenous/traditional knowledge.
- Inadequate talent development among artists.

3.9.3 Opportunities in Tourism, Culture, and Heritage

Makueni County is endowed with many natural and cultural resources including topographical features, forests, hills, springs, rivers and national parks which form the basis for a lucrative tourism industry, avenues for employment, and income generation both in the urban economic centres and the rural areas.³³ My government's specific commitments to develop the opportunities in the tourism, culture, and heritage sector are outlined below.

3.9.4 My Pledge on Sustainable Tourism, Culture and Heritage

Develop tourist attraction sites for wildlife, adventure and cultural tourism.

- Partner with KWS to establish animal conservation programmes.
- Partner with relevant National Government agencies and other entities to establish tourism forest projects within Makueni/ Makongo, Nzai, Kibwezi/Kiboko, and Chyulu Hills.
- Support other forms of tourism around the county's attractions including the expansive railway and road network crossing the county; Thwake Dam; conference tourism; industrial tourism; and Konza Techno City.

³³(Makueni County Spatial Plan 2019-2029, 2019).

Reduce human-wildlife conflict and ensure compensation for affected persons

- Work with KWS and farmers to address the human-wildlife conflict along the areas bordering Tsavo and Chyulu Hills, which includes preventing the destruction of natural resources and human life as well as the compensation of affected individuals.
- Map, zone, and conserve the wildlife migratory routes.



Enhancing the quality of tourism training

- Enhance tourism service excellence by supporting establishment of a hospitality training centre.
- Improve infrastructure to tourist sites.
- Partner with relevant government agencies to rehabilitate and fully operationalise the Makindu Aerodrome.

Conserve the Kamba culture and history

- Establish a cultural museum centre on the Akamba history.
- Establish large-scale handicraft centres to enhance market access for handcraft products.

3.10 Youth Empowerment, Sports and Social Inclusion

3.10.1 Situational analysis

a. Youth Enterprise Development

Makueni County has a youthful population with about 70% of the county's total population below 35 years. Approximately 43% of the population is below 18 years, while 27% consists of those in the 18-35 years age bracket.³⁴ The youth in the county are not productively engaged with most of them being either underemployed or unemployed. About 92% of the unemployed youth lack the vocational and professional skills demanded by the job market.

³⁴(Kenya National Bureau of Statistics and County Government of Makueni. (2020). Makueni County Statistical Abstract 2020).

Some of the notable challenges afflicting the youth relate to inadequate access to life skills and knowledge, unemployment, insecurity, lack of access to mentorship opportunities, financial constraints, and social vices like drug and substance abuse among others. These challenges hinder the county's youth from achieving their full social, economic, and political potential. In addition, young people with specific needs, including the socially disadvantaged and those living with disabilities require particular attention.

b. Sports and recreation

The county lacks a modern sporting and recreation facility. The existing sporting facilities are found in public learning institutions while the county lacks recreational facilities. The county also lacks creative centres for use by artists; experiences socio-economic disparities in access to resources for arts, sports, and leisure activities; and has no institutional support for the youth in arts and sports.

c. Women empowerment

According to the Makueni County Vision 2025, the county has a balanced gender ratio of 1:1 but a higher proportion of the male population (71%) participates in economic activities. Over 50% of families in the county are female-headed. In the constituencies/wards/villages, economic inequities and social barriers persist within the population sub-groups. Women farmers lack access to extension services and other productive resources including credit and financial services. Women are less educated, and hence have limited access to formal sector employment. Women also suffer a heavier burden from water scarcity in the county and travel long distances to fetch water.



d. Vulnerable Groups and Gender-based violence

Vulnerable groups include orphans, children from broken families, the elderly, and persons living with disabilities (PWDs). About 3% of the county population consists of PWDs who suffer discrimination in accessing socio-economic development opportunities. The National Government has initiated various interventions to support the vulnerable members of society. However, vulnerable groups in Makueni County still suffer poor access to the consolidated social protection fund due to poor coordination of programmes and insufficient and unsustainable funding. Other challenges facing the vulnerable section of the population include poor infrastructure in rehabilitation schools, children's homes, remand schools, and vocational rehabilitation schools; increase in the number of vulnerable groups in need of social protection; and neglect of the boy child.

Sexual and gender-based violence (SGBV) is prevalent in Makueni County. Women and girls are disproportionately affected by SGBV with minimal cases of violations reported against the perpetrators. Orphans and children, persons with disabilities, the elderly, and other marginalised persons are most vulnerable to SGBV. The high prevalence of SGBV in the county necessitates measures for effective prevention and response.

3.10.2 Implication of the youth challenge and disparities in social inclusion

- The youth are prevented from achieving their economic and social potential.
- Increased engagement in vices by the youth thus negatively affecting their productivity.
- High dependency levels leading to slow economic growth by the county.
- High poverty levels.
- Increased insecurity.

3.10.3 Opportunities for Youth Development

The existence of a dynamic young population is a source of wealth and a great opportunity for growth and prosperity of Makueni County. It is, therefore, vital to support the personal and social development of the youth and offer opportunities for them to utilise their potential, which includes active participation in the development of their county.

3.10.4 My Pledge on the Youth and other Vulnerable Persons

Through the Youth Empowerment Programme, my government will invest in the county's young people to enable them develop the skills, knowledge, and mind-set needed to become independent, productive, and engaged members of society. Youth employment was the third most important challenge facing the county after water and good governance as revealed during the county stakeholder consultative forums. To address youth employment and empowerment challenges, interventions targeted at this group will be mainstreamed across all sectors to ensure their participation. My government commits to undertake the actions outlined in this section to improve the welfare of the youth and vulnerable persons in Makueni County.

Develop youth enterprises and create employment opportunities

- Ensure that youth development activities are mainstreamed in all sectors such as infrastructure, water, agriculture, health, and education among others.
- Facilitate the incubation of youth businesses, develop entrepreneurial skills at the Makueni Industrial Park (MIP), and procure some county supplies such as detergents from the same.
- Facilitate the registration, education, and participation of youth groups in bidding for service delivery opportunities in the county.
- Improve the quality of life in the county's rural centres to discourage rural-urban migration, which has deprived the county of youth engagement in rural development projects.
- Support the development and dissemination of transformative agricultural technologies and interventions and ensure access by the youth to factors of production such as land, credit, insurance, and agricultural skills.
- Increase access to finance and markets by youth enterprises.

Develop knowledge and skills of young people to enhance access to employment

- Review, expand, and equip technical and vocational training institutions to produce relevant skilled labour for the job market.
- Partner with National Industrial Training Authority (NITA) and Kenya Industrial Research Development Institute (KIRDI), Kenya Bureau of Standards (KEBS) among others in equipping the youth with critical skills for improved employability.
- Establish community libraries or social centres with ICT facilities to enable the flow of information and knowledge for effective social engagement.
- Establish an integrated e-youth platform to enhance information access by the youth.

Talent nurturing and development

- Organise and facilitate implementation of Makueni County sports tournament to develop professional sporting activities in the county.
- Partner with the National Government to ensure that Makueni youth participate in key national youth events.
- Establish an award scheme to enhance competitiveness of the county's sports men and women.
- Establish co-creation spaces for the cultural and creative industries.
- Train coaches for different disciplines to improve the quality of sports coaching.

Develop sports infrastructure in the county

- Collaborate with the National Government in establishing a modern sports and recreational facility that will also train and equip talented youths in various sports activities.
- Develop and commission constituency sports grounds in partnership with Members of County Assembly (MCAs).

Strengthen social safety net

- Support the incubation of women-led business ideas and develop their entrepreneurial skills in the Makueni Industrial Park (MIP).
- Facilitate the registration, education, and participation of women groups in bidding for services and input supply to the county.
- Work with the community to empower and protect women including protection from gender-based violence (GBV).
- Contribute to keeping our girls in school by creating a conducive and enabling environment for their academic advancement.
- Develop, promote, and strengthen joint actions and collaboration towards prevention, reporting, and responding to gender-based violence.

Inclusion of persons with disabilities in economic activities

- Ensure all public spaces, including sports grounds and social amenities are friendly for persons with disabilities while also ensuring access to quality education by children with disabilities.
- Support persons with disabilities to set up and grow businesses and gain technical or employment skills.
- Support vulnerable groups and persons living with disabilities and ensure their inclusion and participation in the leadership and development of Makueni County.
- Ensure a consistent access to assistive devices for persons with disabilities.
- Rehabilitate schools, children's homes, remand schools, and vocational rehabilitation schools.
- Ensure access to consolidated social protection programme by the county's vulnerable and elderly citizens.



4

THE FOUR DEVELOPMENT PILLARS

4

THE FOUR DEVELOPMENT PILLARS



The development pillars are fundamental to the delivery of my government's Ten-Point Agenda including acceleration of the development outcomes and a lasting impact on the people. My government's transformation of Makueni County will emphasise be driven by four development pillars, namely prioritising the people, good governance and service delivery, strategic partnerships, and innovativeness and sustainability.

4.0 Pillar 1: Prioritising the People

The people of Makueni are the county's greatest resource thus the clarion call, Our People, Our Priority. My government will ensure that all development programmes are centred on the people. This will include embracing locally-led development initiatives and public participation in decision-making and project management to achieve sustainable outcomes.

4.0.1 Public participation

Devolution aims to give powers of self-governance to the people. Effective community development initiatives aimed at truly improving people's lives require a combination of community participation and empowerment. Generally, development committees exist to oversee various community projects and add value to economic development at the county level. However, the involvement of these committees in decision-making processes has been more of a compliance issue to the requirement for public participation than genuine seeking of partnerships and consultation with the people. The committees lack the requisite capacity to spur decision-making and community development initiative. They are also ineffective when it comes to inclusion of special interest groups. My government will aspire to achieve the highest levels of community participation and empowerment in the development process through the following outlined actions:

- Seek active involvement of the people in decision-making and the entire development process including the identification, implementation, and monitoring of projects.
- Create diverse opportunities to consult, influence, and shape all decisions affecting the lives of the people.
- Ensure that the community plays an active role in establishing the sustainability of all development initiatives.



We shall earnestly listen to the people's appeals, truthfully reflect their wishes, and sincerely assist in alleviating their hardships. Mutula Kilonzo Jnr.

4.0.2 Capacity building for effective public participation

- Facilitate the capacity building of committees and communities to make informed decisions on development processes including project priority setting and implementation oversight.
- Facilitate capacity building of project management committees on sustainable approaches to the management of projects.
- Build the capacity of communities on civic education and governance.

4.1 Pillar 2: Good Governance and Service Delivery

Leadership is the greatest single factor responsible for shaping change. During our stakeholder consultations, the people of Makueni identified good governance and service delivery as the second most important development need after water. The strategic nature of this issue in driving my government's development agenda for the people of Makueni also elevates it for further scrutiny. My government will undertake the following actions to ensure good governance and the efficient delivery of timely services to the people:

4.1.1 Establish a nimble and responsive County Executive

- My government's core execution team will be comprised of a nimble County Executive with an optimal structure for the delivery of quality services in a cost-effective manner.
- We will embrace the twenty-first century critical leadership competencies such as the leader's TriSight and multiple intelligences for enhanced performance and delivery of devolution gains.

4.1.2 Enhance the capacity of the County Team

- My government will facilitate the acquisition/strengthening of the capabilities of the County Executive and County Assembly in certain critical competencies to enhance effectiveness in the execution of their constitutional and developmental mandates.
- We will prioritise capacity building of personnel in addition to providing a conducive working environment for field teams by facilitating them in their respective stations.
- We will strengthen the operationalisation of the ward development fund.

4.1.3 Mainstream equity in all development activities

- Develop an 'equity' policy.
- Mainstream equity in all county government appointments.
- Sensitise the community and promote the principle of equity in the distribution of development opportunities, resources, and benefits.
- Enforce equity considerations when approving projects and promoting children, women, and youth projects in the county.
- Establish an equalisation fund targeting the marginalised and least developed areas to fast track development.

4.1.4 Strengthen ward development Fund

- My government commits to the ward development fund as per the regulations on the same.
- We shall continue to support capacity building of Ward Development Fund management committees
- Continually review the framework set out for the efficient delivery of development programs financed through the funds.

4.1.5 Establish Robust Accountability Mechanisms

My government commits to establish and employ automated revenue collection and accounting systems to enhance accountability for county resources. Specifically, we shall:

- Monitor key aspects of the devolution process including leadership pledges and devolution projects.
- Engage with and welcome feedback and support from horizontal accountability structures such as respective government institutions/departments and the Senate as well as vertical accountability structures such as the community, donors, and civil society organisations.
- Ensure compliance with relevant legislations including the Public Procurement and Asset Disposal Act, 2015.

4.1.6 Fight Corruption

My government will work closely with other accountability institutions of the National Government to eradicate corruption. We also commit to the following specific actions:

- Call leaders to account for the management of development processes and resources.
- Establish service delivery centres in all sub-counties.
- Eradicate rent-seeking in county government contracts.
- Establish an accountability office to host an internal auditor and accountability officer who shall report to the Governor.

4.2 Pillar 3: Resource mobilisation and Strategic Partnerships

My government acknowledges that the cost of realising the desired level of development in Makueni County is monumental. To meet the cost of development activities as outlined in this manifesto, my government will develop and strengthen strategic partnerships to mobilise resources and maximise development outcomes. This action will target the National Government, neighbouring counties, development partners, civil society organisations, and private sector institutions among others. My government commits to undertake the following specific actions:

4.2.1 Establish and strengthen partnerships and collaborations

- Establish a Makueni Leaders Development Caucus consisting of the Governor, Women Representative, Senator, Members of National Assembly, and Speaker to share

- development ideas and build synergies rather than duplicate efforts.
- Ensure that county and national government personnel, consultants, development partners, and donors play a facilitative role in the development process while promoting community participation.

4.2.2 Strengthen internal revenue generation systems

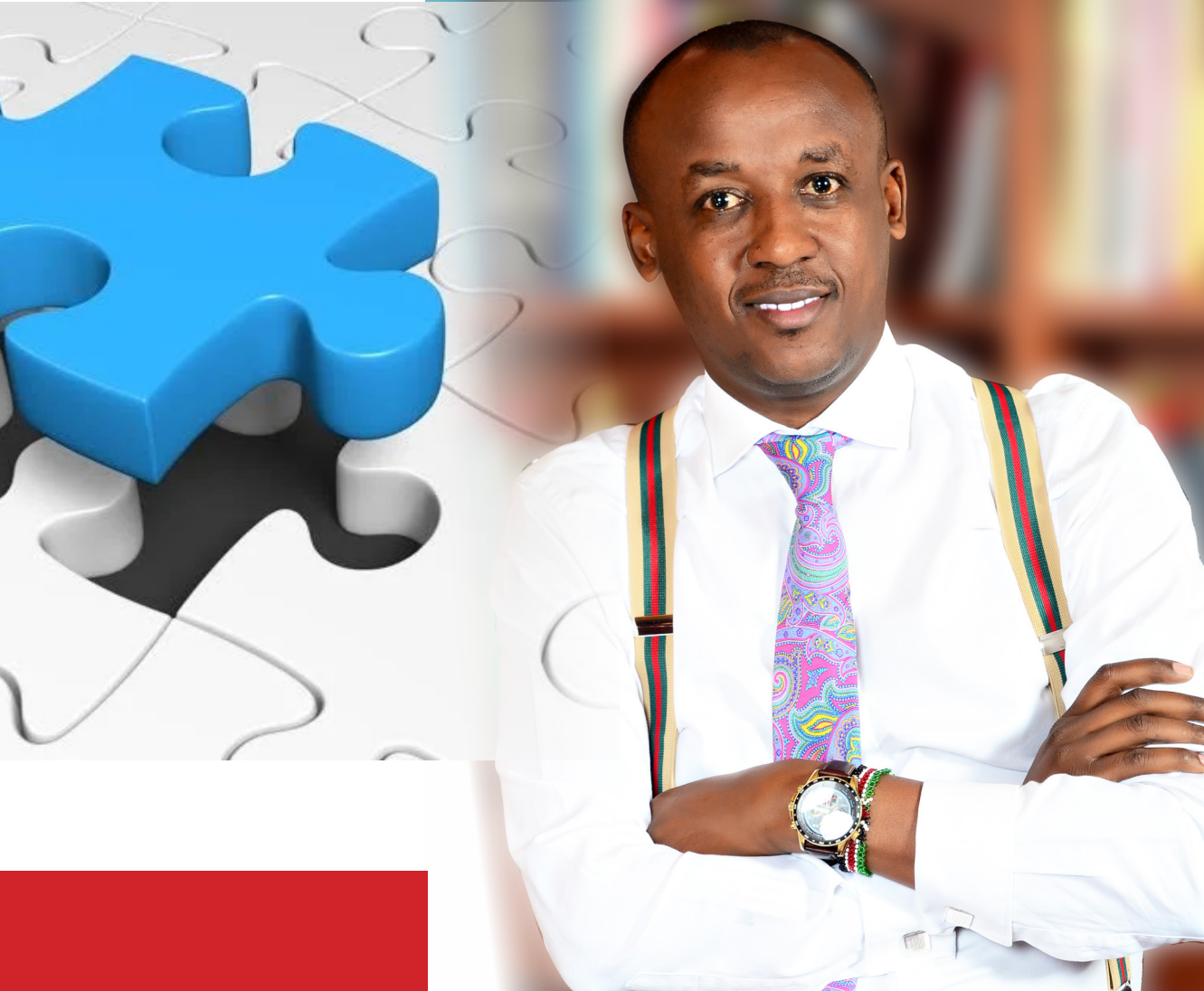
We shall harness appropriate technologies and innovations in the management of county revenue. This will include the acquisition of point-of-sale (POS) equipment and training of revenue officers on the use of these machines to ease payment of license fees by business operators.

4.2.3 Ensure sound financial management

My government will implement e-procurement mechanisms, ensure prompt payment of bills, and strengthen risk and asset management. We will enhance relevant technical support in resource management and utilisation.

4.3 Pillar 4: Innovativeness and Sustainability

My government will mainstream the idea of sustainability and innovation in all development projects through the integration of economic, social, and environmental systems. We commit to establish a real-time e-system to manage and monitor the implementation of all projects throughout their life cycle to ensure sustainable development outcomes. My government will promote and enhance innovation in all development projects as well as encourage and support skills and talent development.



5

STRATEGY IMPLEMENTATION



The successful development of Makueni County will result from exploitation of the synergies amongst various players in terms of planning, execution, capacity to deliver services, resources, innovation, leadership, and accountability. In order to deliver quality services to our people in an efficient and effective manner, my government's development and accountability framework will incorporate capacity building of the county team (County Assembly and County Executive), establishment of an accountability office, and the rollout of a results-based monitoring and evaluation (M&E) framework. The implementation of this manifesto will be mainstreamed to the third generation County Integrated Development Plan for Makueni County, annual workplans, and a budget all of which will be developed through people participation.

5.1 Monitoring and Evaluation

An effective approach to ensuring that the synergies of the various players is harnessed is to employ the use of a carefully crafted M&E framework. My government will adopt a holistic and result-based M&E framework by undertaking the following actions:

- Establish an e-monitoring system that guarantees the constant flow of quality and real-time data and information to county teams, the community, and other development partners for planning, reporting, and decision-making. The monitoring exercise will be undertaken by the county executive team, community representatives, and partners in the development process.
- Establish internal and external teams to evaluate project performance for enhanced objectivity and balance.
- Identify and facilitate a team drawn from the county executive and youths to use issue-management techniques in monitoring both the internal and external environments.
- Build the capacity in M&E techniques, tools, and actual data collection and reporting in order to have a holistic-result-based M&E framework.
- Establish a data centre to provide accurate and reliable information to guide decision making.



6

MY UNDERTAKING

6 MY UNDERTAKING



With each new day in Africa, a gazelle wakes up knowing he must outrun the fastest lion or perish. At the same time, a lion stirs and stretches, knowing he must outrun the fastest gazelle or starve. It is no different for the human race. Whether you consider yourself a gazelle or a lion, you simply have to run faster than others to survive. – My vision, Mohammed Bin Rashid Al Maktoum.

The above quote summarises my thoughts on what we all need to do. It is a call to duty and a call to put our best foot forward for our county and ourselves.

In order to realise the development agenda outlined in the manifesto, we will all need to sacrifice our time and resources and make selfless effort to reduce poverty within our ranks. The vision and dream of a prosperous Makueni cannot be realised if all the efforts/ thoughts are left to the Governor and his Government. No one has the monopoly of ideas. My government will bring on board all cadres of leadership (private and public) to form a critical mass network of ideas to spur our development agenda; not only for this election or the next one, but for future generations as well. An investment in this cause is also an investment in the prosperity of future generations.

I undertake to lead the way, and lead by example through servant leadership. I intend to borrow from my training in Rotary and the motto: ‘Service above self’ as the basis of service delivery for everyone in the county payroll. Every individual who will be called to serve with me will reckon with the reality that we are all servants of the people. I will lead the way as the Chief Executive. In doing so, we will eliminate corruption and incompetence, which have become part and parcel of our daily lives.

We will harness our resources, think together, and prosper together. Every resource will be utilised well and accounted for. However, nothing will be achieved without integrity, probity, and hard work. We will need to minimise wastage of resources and account for every coin we receive from the National Government and other sources. I will also put in place a service delivery unit to ensure that we get value for money in all our projects. We will invest in smart technology and innovation in order to achieve maximum returns at the least cost to the public.

This manifesto is my undertaking to the people of Makueni.

“Human ingenuity is infinite when translating power and discretion into personal gain” - Lee Kuan Yew-From Third World to First.



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ANNEXES

Annex 1: Flagship Projects

The flagship projects refer to strategic development projects which strengthen the relevant socio-economic sectors and also provide model long-term solutions to the challenges facing the county. My government will implement the flagship projects described below.

1. Development of Water Sources and Distribution

We will develop mega multipurpose high impact water projects to hold adequate water in strategic areas to supply to all sub-counties. The projects will include river damming, abstraction, rain water harvesting, ground water extractions, and establishment of gravitable and/or solar powered water distribution systems in all wards and major towns. The targeted damming sites include Kaiti River, River Athi, Kambu River, Muooni River, Mikuyu River, Kikuu River, Thwake River, Ikiwe River, and streams. Other initiatives will include the distribution of Thwake water and Nolturesh water; and expansion of springs including Mwaani, Kitundu, Utangwa, Kiboko, and Mzima springs. Further, my government will develop high yielding boreholes and expand Water Source Points (WSPs) such as Wote Water and Sewerage Company Ltd (WOWASCO), Mbooni Water and Sanitation Company Ltd (MBOWASCO), and Kibwezi and Makindu Water and Sanitation Company Ltd (KIMAWASCO). Strategic water utility companies will be established to serve Malili, Salama, Emali, Sultan and Kathonzweni areas. Major irrigation schemes will be developed including Kalawa, Mavindini, Kitise/Kithuki, Kikumbulyu South, Masongaleni wards in partnership with the Department of Agriculture. To finance this initiative, my government will establish a water fund and collaborate with strategic partners to upscale the projects.

2. Commercialise Agriculture and Establish Aggregation Centres

The project will commercialise high value and high yielding agricultural value chains in suitable ecological zones. This will focus on drought-resistant crop varieties such as sorghum, millet, green grams, pigeon peas, and cotton. It will also include the promotion of livestock farming such as large-scale ranching and bee farming in Kibwezi West, Kibwezi East, and the lower parts of Makueni sub-county. We shall promote the production of legumes and cash crops such as coffee and macadamia nuts in Mbooni and Kilome counties and intensive fruit and horticulture farming in the upper parts of Makueni subcounty, Kaiti, Kibwezi West, and Kilome sub-counties. Dairy farming and vegetable and poultry production will be developed in all the sub-counties. Producer organisations will be supported to establish aggregation centres, cold storage facilities, warehouses, and strategic stores and large markets for targeted agricultural value chains. We shall build the capacity of producer organisations and support establishment of contracts with input and service providers and buyers. A private sector driven agricultural produce marketing board will be established to organise, regulate, and develop the efficient production, marketing, distribution and supply of agricultural produce and promote private agro-enterprises.

3. Makueni Industrial Park (MIP)

My government will support industrial development in the county by establishing an industrial park for agro-processing and industrial supplies. We will seek partnership with KenInvest to establish the Makueni Industrial Park as a special economic zone to attract investors and develop market linkages. The industrial park will have a component of local capacity development in trade and industry and will thus provide training and incubation centres for SMEs including youth and women enterprises, a 'Biashara Centre' for business and trade related support, and a reference laboratory for animal health, food safety, and water and soil analysis among others to ensure compliance to standards. The industrial park will be operationalised under the PPP framework. It will target the value chains prioritised in this manifesto. It will also produce supplies, such as detergents, for public institutions including schools and health facilities.

4. Urban and Rural Planning and Development

(a) Model Urban Towns at Sub-County Level

My government's urban planning and infrastructure development will focus on at least one major town in every sub-county. The urban centres will be branded according to their unique functions and will include tourist towns, gateways, commercial towns, agro-industries, and administrative towns among others. We will upgrade services in the various urban areas based on the hierarchical category, as outlined in the Urban Areas and Cities Act (UACA). To enhance access to the towns, we will develop motorable roads and bridges connecting to the major towns and linking to other counties. In addition, we will spearhead the establishment of the Emali-Sultan municipality. To improve land administration, we will digitise the land registry and establish a GIS lab to manage land information and records.

(b) Wote Municipality

Wote Town, being the administrative headquarters of Makueni County will be the springboard for county development initiatives. Significant investments will thus be directed to Wote Municipality to attract investors, consumers, tourists and buyers among others in line with the historical call, 'Watu Wote, Wote'. Some of the investments will include the regional reference laboratory, the ICT hub, the creative centre for artists, and industrial infrastructure. We will develop housing for both office and residential use in partnership with relevant institutions. We will endeavor to ensure consistent and adequate water supply to Wote Municipality drawing from Nolturesh, Kaiti, and Thwake Dam waters and ensure efficient and effective sewerage storm water and solid waste management. We will light Wote town to stimulate a 24-hour economy and green the town by planting trees along the streets. We will position Wote as a preferred destination for conference and adventure tourism. My government will seek and strengthen strategic partnerships in urban planning and development such as the World Bank to enhance funding to the projects.

5. Develop Road Infrastructure

The project will include tarmacking the missing links (Emali-Kalamba-Ukia road; Sultan Hamud-Kasikeu-Nunguni road; Itangini-Miu road; Salama-Nunguni-Kola road; Salama-Kiu road; Wote-Katangini-Kalawa road; and Kibwezi-Masongaleni-Ulilinzi-Athi Salama road). Other interventions will include levelling and gravelling all centre connectors within the rural areas; establishment of bridges and drifts along rivers Athi, Muooni, Kambu, Kiboko, Kaiti, Thwake and Mtito Andei; levelling and murraming of the Mtito Andei-Manzui road (tourism road); and establishing transport disaster management units. We will renovate the Makindu Airstrip and other airstrips within the game parks in the county in collaboration with the national government and other relevant institutions. We shall engage local contractors, including youth-led enterprises, for road maintenance.

6. Model Level 5 and Level 4 Hospitals

My government will position Makueni County as a destination for those seeking specialised health and medical services by equipping Makueni Level 5 Hospital with specialised units for diagnostics and treatment including an oncology unit, renal unit, CT scan centre, radiology services, MRI machine, and private in-patient wings. We will further establish Level 4 model health facilities where patients can access quality services across the six sub-counties. This will be supported by a health management information system (HMIS), which incorporates the referral procedures to the Level 5 health facility and a database for evidence-based decision making and resource allocation.

ANNEX 2: PROJECTS OF THE FIRST 100 DAYS

My government will support industrial development in the county by establishing an industrial park for agro-processing and industrial supplies. We will seek partnership with KenInvest to establish the Makueni Industrial Park as a special economic zone to attract investors and develop market linkages. The industrial park will have a component of local capacity development in trade and industry and will thus provide training and incubation centres for SMEs including youth and women enterprises, a 'Biashara Centre' for business

Activity	Where	When
Environment and Natural Resources 1. Lead a tree planting campaign	County water sources	Oct 2022
Education 2. Conduct a capacity needs assessment for ECDE centres and CTTIs	County	Nov 2022
Healthcare and Well-being 3. Conduct a capacity needs assessment of all health facilities	County	Oct – Nov 2022
Agricultural Development – Livestock and Crops 4. Hold a meet-the-buyers conference	Wote	Nov 2022
Water and Sanitation 5. Commission an assessment of existing water sources to advise on viable investments	County	Nov 2022
Trade and Industry 6. Clean up activities of market shades, streets, settlements, and bus parks	Two major towns	Nov 2022
7. Engage with boda boda riders to understand their business development needs	County	Dec 2022
Culture, Gender and Social Services 8. Initiate football tournaments	2 sports grounds	Nov 2022
Governance and Service Delivery 9. Conduct a staff assessment to identify capacity gaps	County	Nov – Dec
10. Recruit members of the County Executive headquarters	County	Oct – Dec 2022 2022

MUTULA KILONZO JUNIOR



Tina, Tina..!

★ GOVERNOR 2022 ★

MAKUENI COUNTY

Waũni wa kwĩka nesa na ũlũngalu

CONTACTS

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