

MERU VISION 2040

A Prosperous, United and Happy Society



MERU



VISION 2040

A Prosperous, United and Happy Society



COUNTY GOVERNMENT OF MERU

Meru

December 2019

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County Government of Meru
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NATIONAL ANTHEM

English

O God of all creation
Bless this our land and nation
Justice be our shield and defender
May we dwell in unity
Peace and liberty
Plenty be found within our borders.

Let one and all arise
With hearts both strong and true
Service be our earnest endeavour
And our homeland of Kenya
Heritage of splendour
Firm may we stand to defend.

Let all with one accord
In common bond united
Build this our nation together
And the glory of Kenya
The fruit of our labour
Fill every heart with thanksgiving.

Kiswahili

Ee Mungu nguvu yetu
Ilete baraka kwetu
Haki iwe ngao na mlinzi
Natukae na undugu
Amani na uhuru
Raha tupate na ustawi

Amkeni ndugu zetu
Tufanye sote bidii
Nasi tujitoe kwa nguvu
Nchi yetu ya Kenya
Tunayoipenda
Tuwe tayari kuilinda

Natujenge taifa letu
Ee, ndio wajibu wetu
Kenya istahili heshima
Tuungane mikono
Pamoja kazini
Kila siku tuwe na shukrani

EAST AFRICAN COMMUNITY ANTHEM

Ee Mungu twaomba uilinde
Jumuiya Afrika Mashariki
Tuwezeshe kuishi kwa Amani
Tutimize na malengo yetu.

*Jumuiya Yetu sote tuilinde
Tuwajibike tuimarike
Umoja wetu ni nguzo yetu
Idumu Jumuiya yetu.*

Uzalendo pia mshikamano
Viwe msingi wa Umoja wetu
Na tulinde Uhuru na Amani
Mila zetu na desturi zetu.

Viwandani na hata mashambani
Tufanye kazi sote kwa makini
Tujitoe kwa hali na mali
Tuijenge Jumuiya bora.

FOREWORD



The unveiling of the Meru Vision 2040 heralds a new beginning towards a prosperous future for the people of Meru. It is based on recognition that the greatness of Meru County will grow from collective efforts of all residents in the County, both ordinary citizens and leaders. Indeed, Vision 2040 is founded on the recognition that the future of Meru County lies in, among other things, unifying the various communities, living by values of inclusivity, integrity, accountability to the people, and promoting respect for the rule of law. The future of Meru County is dependent on efforts of every single individual and the collective efforts of all citizens. Having a prosperous county in which residents live happily and enjoy high quality of life is the aspiration of every person. This is the dream that Meru people want to achieve through development plans in Meru Vision 2040.

Vision 2040 has strategies pegged on four key pillars; Economic, Social, Political and Enablers. Under these four pillars, key county flagship projects and other priority initiatives will be implemented for the next 21 years. On the whole, Vision 2040 is a tool that will: aid better planning; safeguard the interests of all Meru residents regardless of the administrations of the day; foster unity, social justice and inclusivity; and, be a launch-pad that propels the county towards better regional, national and international interaction, trade and investment.

Vision 2040 will be implemented through short, medium and long-term rolling plans. Implementation will begin from financial year 2019/2020 for short-term goals, and spread to 2039/2040 for long-term goals. The performance of county administrations shall therefore be scored on basis of progress towards achieving the various objectives under each of the pillars and the enablers. Implementation will be through short-term and medium-term plans (ranging from 1-5 years) and reviews will be carried out on an annual basis.

The programmes in this important Vision, are the result of wide consultations by Meru people to make the county a prosperous and a happy county by 2040. The Vision was coordinated by a Drafting Team under the Meru Economic and Social Council (MESCC), which I constituted in early 2018, with membership comprising professionals and other opinion leaders from all the Sub-Counties in Meru. MESCC's mandate is to prepare a blueprint roadmap to guide Meru's development agenda up to the year 2040. The priority of the Council has been to identify and fast-track short, medium and long term development opportunities that ensure no one is left behind. Inclusive development is indeed an important goal for any people wishing to have a peaceful, prosperous and a happy future and thereby, *Make Meru Great*.

The Vision is an endeavour to reorganise the greater Meru economy towards prosperity and specialisation. It has identified the key competencies that give Meru County a comparative advantage. The focus of future development programmes is to consolidate and amplify gains from every sector of the economy. The scope of the Vision is to quantify the potential, to ensure that the development programmes deliver sustainable and viable jobs, generates

revenue for the county and distributes the benefits of development to all the citizens of Meru County in an equitable and fair manner.

The journey to 2040 for the great County of Meru begins now. The responsibility is on each Meru resident and partners of goodwill to play their role in this future-defining moment.

Of course, challenges lie ahead. Overcoming them and translating them into opportunities require the collective efforts, hard work and commitment of everyone towards a prosperous future. The National Government will provide enormous support and goodwill to drive this Vision. This is a new phase of common focus and unity of purpose for the Meru people in the endeavour of **Making Meru Great!**

H.E. Kiraitu Murungi EGH

Governor, Meru County & Patron of MESC

MESSAGE FROM THE MESC CHAIRPERSON



I take immense pride on behalf of the entire Meru Economic & Social Council (MESC) upon the successful completion and launch of the Meru Vision 2040 document. Its launch marks MESC's first milestone, which elevates Meru County into the realms of greatness, making history as the first county under the current dispensation of the Constitution of Kenya 2010 to come up with a long-term development blueprint.

The journey has been long and winding, with a committed team of highly competent drafters carefully piecing together meagre letters into words, words into sentences, and sentences into ideas. Today, those ideas lie herein as magical seeds, awaiting action before they can sprout into the beautiful industrial parks we crave, the mega factories and processing plants we desire, and the digital cities as are in the greater economies we envy and take pride in. The painstaking efforts of the valiant men and women who put in countless man hours to ensure this document turned out the immense success it is today have finally been vindicated.

I wish to particularly convey my hearty gratitude to the respective Pillar Chairs, the MESC Steering Committee, the drafters as well as the Secretariat for their selfless efforts, without which the success of this document may never have been realised. May the good Lord immensely reward your efforts.

The clarion call for this futuristic journey rang with the launch of the Meru Economic and Social Council (MESC) on the 9th day of February 2018, by our Patron, Meru Governor Kiraitu Murungi; shortly afterwards entrusting the Council with the onus of being the dream-carriers of this ambitious vision. The need for collective pulling never more appealing, elite sons and daughters of this revered county from every imaginable background were drafted into the Council, mandated with charting a development and prosperity blueprint for the county. This burning need and desire for inclusivity has shone bright throughout the process of writing this document. Participatory forums have been held to harness input and feedback from county residents, starting with the Youth, MCAs, MPs, before finally culminating in the public participation by residents in each of our eleven sub-counties. At the tail-end of this rigorous process, it gives me utmost confidence that the dreams, opinions, feelings, aspirations and visions of every Meru resident are fully represented and reflected.

The launch of this document today must however not be seen as an end, but rather as a new beginning; the projects suggested herein must be turned into a reality. The hard work starts now. The same vigour with which we weaved these ideas, must now be recalibrated towards resource mobilisation, with my challenge going particularly to the implementers of the respective flagship projects to now take the mantle and diligently turn this vision into a reality. When we wake up on the morning of 1st January 2040, let's wake up to a United, Prosperous and Happy Meru. That is what Meru Vision 2040 is all about!

Ambassador Francis Muthaura, EGH MBS
Chairman, Meru Economic & Social Council (MESC)

Meru Vision 2040

A Prosperous, United and Happy Society

Mission

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

Core Values

Integrity and Honesty

Accountability and Rule of Law

Discipline and Hard Work

Courage and Innovativeness

Inclusivity

CONTENTS

<i>Foreword</i>	v
<i>Message from the MESC Chairperson</i>	vii
<i>List of Tables</i>	xi
<i>List of Figures</i>	xii
<i>National Values and Principles of Governance</i>	xiii
<i>National Preambles</i>	xiii
<i>Linking Meru Vision 2040 to Other Supra-County Development Goals</i>	xiv
<i>List of Abbreviations</i>	xv
<i>Members of MESC Management Steering Committee</i>	xvii
<i>Executive Summary</i>	xix
Chapter 1: Introduction	1
1.1 A Vision for Meru	1
1.2 The context for Meru Vision 2040	1
1.3 Fact sheet	2
1.4 Physiographic and natural conditions	5
1.5 Administrative and political units	5
1.6 Demographic features	6
1.7 Meru's road to Prosperity, Unity and Happiness	7
Chapter 2: Economic Pillar: A Fast Growing and Inclusive Economy	11
2.1 Agriculture sector	13
2.2 Industry development	34
2.3 Retail and wholesale trade	38
2.4 Tourism development	41
2.5 Mining	46
2.6 Financial services	47
Chapter 3 Social Pillar: For a Happy Society	50
3.1 The family unit	52
3.2 Health sector	53
3.3 Education and technology sector	59
3.4 Social Protection Sector	66
3.5 Culture and Heritage Sector	68
3.6 Environment Sector	70
3.7 Youth and Sports Sector	73
Chapter 4 Political Pillar: For a United and Values-Based Society	76
4.1 Pillar overview	76
4.2 Situation analysis: County overview	77
4.3 Leadership and governance	78
4.4 Ethnicity and conflicts	79
4.5 Strategic political positioning of Meru County	80
4.6 Political Pillar flagship projects	81

Chapter 5 Enablers Pillar: For a Well-Planned and Industrialised County	87
5.0 Pillar overview	87
5.1 Infrastructure	88
5.1.1 Energy	88
5.1.2 Roads	91
5.1.3 Information Communication Technology (ICT)	97
5.1.4 Railways	102
5.1.5 Airports/airstrip	102
5.2 Water	103
5.3 Land	112
5.4 Services	113
5.4.1 Public Service Management	113
5.4.2 Security	113
5.4.3 Legal systems	116
5.4.4 Disaster risk management	118
5.4.5 Services flagship projects	121
5.5 Urbanisation	121
5.5.1 Housing	122
Chapter 6 Implementation: Delivering the Vision	126
6.1 Drivers of the Implementation of Vision 2040	126
6.2 Vision 2040 Implementation Matrix Tables	128
Economic Pillar	128
Social Pillar	148
Political Pillar	161
Enablers Pillar	165
6.3 Progress Audit: Monitoring, Evaluation and Reporting	172
Annex 1: Summary of Flagship Projects per Sub-County	175
South Imenti flagship projects	175
North Imenti flagship projects	178
Central Imenti flagship projects	180
Tigania East flagship projects	182
Tigania West flagship projects	185
Igembe South flagship projects	189
Igembe Central flagship projects	192
Igembe North flagship projects	195
Buuri flagship projects	197
Tigania Central flagship projects	201
Annex 2: Flagship Projects for the County	202
Meru Vision 2040 Team	207
Index	209

LIST OF TABLES

Table 1: Population of Meru County	3
Table 2: County Population projections by age cohorts	4
Table 3: County population projection by age cohorts per gender	6
Table 4: Crop development, best practices and flagship programmes.....	22
Table 5: Livestock development, best practices and flagship programmes	28
Table 6: Fisheries development, best practices and flagship programmes	33
Table 7: Flagship projects for wholesale and retail trade.....	40
Table 8: Number of visitors to Meru National Park and Meru Museum	44
Table 9: Flagship projects for tourism sector.....	45
Table 10: Flagship projects for financial services sector	49
Table 11: Selected health indicators.....	55
Table 12: Number of health facilities per Sub-County by KePH level.....	55
Table 13: Distribution of health personnel in Meru County by profession and by Sub-County.....	57
Table 14: Population to health centre ratio	57
Table 15: Education Sector key statistics in Meru County	61
Table 16: Number of GBV cases reported at the County Police	67
Table 17: Number of children rescued by type of violence	67
Table 18: Political units (Sub-Counties and Wards)	77
Table 19: Distribution of energy sources for lighting by type	89
Table 20: Distribution of energy sources for cooking by type.....	89
Table 21: Household access to ICT services in Meru County	99
Table 22a: Proportion of population aged 3 years and above by ICT equipment and services used, residence and county	99
Table 22b: Proportion of population aged 3 years and above with a mobile phone	99
Table 22c: Proportion of population aged 18 Years and above that subscribed to mobile money transfer and mobile banking platforms.....	99
Table 23a: Proportion of households that owned functional ICT equipment and used ICT services	100
Table 23b: Percentage distribution of households with connection to the Internet by type.....	100
Table 24: General data on utilities, 2017/18	104
Table 25: Main sources of water, overall by Sub-County.....	105
Table 26: Distance to the nearest water source (in km)	107
Table 27: Total monthly cost of water for households by Sub-County (in Kshs).....	108
Table 28: Number of police stations and posts and the prevalent crime by Sub-County	115
Table 29: Number of prosecutions and types of offences in Meru courts, 2015-2017 ...	117
Table 30: Distribution/analysis of disaster occurrences in Meru.....	119
Table 31: Key Indicators for Meru Vision 2040	173

LIST OF FIGURES

Figure 1: Meru Vision 2040 key pillars	2
Figure 2: Location of Meru County	4
Figure 3: Agro-climatic zones of Meru County	5
Figure 4: Administrative map of Meru County	6
Figure 5: Demographic profile of Meru County	7
Figure 6: County Gross Product Report 2018.....	11
Figure 7: Meru Gross County Product.....	12
Figure 8: Livestock data.....	14
Figure 9: Challenges faced when accessing inputs	16
Figure 10: Value addition of produce.....	18
Figure 11: Access to extension services.....	18
Figure 12: Tourism circuit in Meru County	43
Figure 13: Health facility sick household member visited	55
Figure 14: Ease or difficulty to access health services in case of a health emergency	56
Figure 15: Reasons for ease or difficulty to access health services in case of a health emergency	56
Figure 16: Enrolment in primary schools in Meru County by Sub-County	60
Figure 17: Education attainment by Ward (percentages)	61
Figure 18: Waste disposal by households, overall	71
Figure 19: Distribution of lighting fuel by source	89
Figure 20: Distribution of households by source of cooking fuel	90
Figure 21: Roads flagship projects.....	97
Figure 22: Household access to the Internet.....	99
Figure 23: Rivers and dams in Meru County.....	104
Figure 24: Main sources of water, overall	105
Figure 25: Water usage per Sub-County	107
Figure 26: No. of offences reported to police by type of crime	115
Figure 27: House construction material used for the wall	122
Figure 28: House construction material used for roofing	122
Figure 29: House construction material used for the floor	123
Figure 30: Proposed flagship projects.....	206

NATIONAL VALUES AND PRINCIPLES OF GOVERNANCE

The national values and principles of governance include:-

- (a) Patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people;
- (b) Human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalised;
- (c) Good governance, integrity, transparency and accountability; and,
- (d) Sustainable development.

NATIONAL PREAMBLES

We, the people of Kenya (Meru County)

ACKNOWLEDGING the supremacy of the Almighty God of all creation:

HONOURING those who heroically struggled to bring freedom and justice to our land:
PROUD of our ethnic, cultural and religious diversity, and determined to live in peace and unity as one indivisible sovereign nation (County):

RESPECTFUL of the environment, which is our heritage, and determined to sustain it for the benefit of future generations:

COMMITTED to nurturing and protecting the well-being of the individual, the family, communities and the nation (County):

RECOGNISING the aspirations of all Kenyans for a government based on the essential values of human rights, equality, freedom, democracy, social justice and the rule of law:

EXERCISING our sovereign and inalienable right to determine the form of governance of our country and having participated fully in the making of this Constitution:

ADOPT, ENACT and give this Constitution to ourselves and to our future generations.

God Bless Kenya (Meru County)

LINKING MERU VISION 2040 TO OTHER SUPRA-COUNTY DEVELOPMENT GOALS

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

The SDGs are an urgent call for action by all countries. They are a universal call to end poverty and other deprivations and seek to improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our rivers and forests which also form the backbone for Meru Vision 2040. Meru County in Kenya takes up this call to support Kenya achieve the goals in the global partnership.

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

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

- Infrastructure
- Science, Technology and Innovation
- Public Sector Reforms
- Tourism
- Agriculture
- Trade
- Manufacturing
- BPO (Business Process Outsourcing) & ICT (Information Communication & Technology)
- Financial Services
- Education & Training

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

Further proposals to have an extension of the railway line from Laikipia County to Meru County and a railway line for passenger and cargo from Sagana, Embu, Tharaka Nithi and Meru to Isiolo, developing a County Metro and a tram system to link Meru to Isiolo Metropolis, as well as the establishment of a Kimeru Institute augur well with Agenda 2063.

LIST OF ABBREVIATIONS

AEZ	-	Agro-ecological zoning
AI	-	Artificial Insemination
ASAL	-	Arid and Semi-Arid Land
AU	-	African Union
APVC	-	Agricultural Produce Value Chains
ARVs	-	Antiretroviral Drugs
CBP	-	Community-Based Policing
CCTV	-	Closed Circuit Television
CDF	-	Constituency Development Fund
CSA	-	Cooperative Societies Act
DICECE	-	District Centres for Early Childhood Education
DOMWASCO	-	Diocese of Meru Water and Sewerage Company
ECDE	-	Early Childhood Development Education
ERC	-	Energy Regulatory Commission
FDI	-	Foreign direct investment
FGD	-	Focus Group Discussion
FGM	-	Female Genital Mutilation
GAPS	-	Gut and Psychology Syndrome
GBV	-	Gender Based Violence
GCP	-	Gross County Product
GDP	-	Gross Domestic Product
GPS	-	Global Positioning System
GSM	-	Global System for Mobile Communications
HIS	-	Health Information System
HR	-	Human Resource
ICT	-	Information and Communication Technology
KALRO	-	Kenya Agricultural and Livestock Research Organization
KCAA	-	Kenya Civil Aviation Authority
KDHS	-	Kenya Demographic and Health Survey
KEPH	-	Kenya Essential Package of Health Services
KEPHIS	-	Kenya Plant Health Inspectorate Service
KEMFRI	-	Kenya Marine and Fisheries Research Institute
KEMRI	-	Kenya Medical Research Institute
KMTC	-	Kenya Medical Training College
KeNHA	-	Kenya National Highways Authority
KeRRA	-	Kenya Rural Roads Authority
KESHP	-	Kenya Environmental Sanitation and Hygiene Policy
KPLC	-	Kenya Power and Lightning Company
KNBS	-	Kenya National Bureau of Statistics
KURA	-	Kenya urban roads authority
KWS	-	Kenya Wildlife Service

LAPSSET	-	Lamu Port, South- Sudan, Ethiopia Transport Corridor
LPG	-	Liquid Petroleum Gas
MESC	-	Meru Economic and Social Council
MEWOLA	-	Meru Women Legislative Association
MICE	-	Meetings, Incentives, Conventions and Exhibitions
MCAAs	-	Members of the County Assembly
MOH	-	Ministry of Health
MPs	-	Members of Parliament
MEWASS	-	Meru Water and Sewerage Company
MTRH	-	Meru Teaching and Referral Hospital
MYS	-	Meru Youth Service
NEMA	-	National Environment Management Authority
NG	-	CDF- National Government Constituencies Development Fund
NGO	-	Non-Governmental Organisation
NCPB	-	National Cereals and Produce Board
NHIF	-	National Hospital Insurance Fund
NP	-	National Polytechnic
PBN	-	Performance Based Navigation
PP	-	Public Participation
PWDs	-	Persons with Disability
REA	-	Rural Electrification Authority
RRI	-	Rapid Results Initiative
SACCOs	-	Savings and Credit Co-Operatives
SEZ	-	Special Economic Zones
SMEs	-	Small and Medium-sized Enterprises
SDGs	-	Sustainable Development Goals
SFRTF	-	Street Families Rehabilitation Trust Fund
SGBV	-	Sexual and Gender-Based Violence
SSA	-	Savings and credit Societies Act
TTI	-	Technical Training Institute
TVC	-	Technical Vocational College
TVETA	-	Technical and Vocational Education and Training Authority
TVET	-	Technical and Vocational Education and Training
TIMPS	-	Technologies, Innovations and Management Systems
UNCTAD	-	United Nations Conference on Trade and Development
UNDP	-	United Nations Development Programme
UN	-	United Nations
USSD	-	Unstructured Supplementary Service Data
VTCs	-	Vocational Training Centres
WASREB	-	Water Services Regulatory Board
WHO	-	World Health Organization



MEMBERS OF MESC MANAGEMENT STEERING COMMITTEE

1. H.E. Kiraitu Murungi - Patron
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MERU VISION 2040

EXECUTIVE SUMMARY

Meru Vision 2040 is founded under 4 (four) key pillars, namely Economic Pillar, Social Pillar, Political Pillar and the Enablers Pillar and which are representative of the various sectors of the county. The Vision integrates well into the broader national and global development goals, key among them the Sustainable Development Goals (SDGs), Africa's Agenda 2063 and more closely the Kenya Vision 2030. The link has been deliberately made to tie Meru County's development efforts towards alignment with the key aspirations of the Kenya Vision 2030, which will in turn support Kenya achieve the SDGs in the global partnership.

Economic Pillar: For a Fast Growing and Inclusive Economy

The Economic Pillar emphasises on Agriculture, Industry, Trade, Tourism, Mining and Financial Services, that will ensure an overall fast growing and inclusive economy. The overall goal is to grow the Meru economy by 15 per cent per annum through improved agricultural productivity, increased value addition, industrialisation, tourism, trade, and appropriate infrastructural development.

Agriculture Sector

The strategy organises agricultural production by commodity and agro-ecology to optimise productivity, harness raw materials and promote investment in processing facilities for increased opportunities and benefits. Livestock development focus will be on livestock surveillance and disease control with emphasis on prevention, reduction of cost of production, commercialisation of livestock farming, improved breeding, improved feed, support for processing and marketing, and support for farmers in agricultural equipment and inputs.

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

Industrial Development

Vision 2040 envisages a strong and sustainable industrial sector with a vibrant entrepreneurial base to spearhead the economic development of the county. The main goal of Industrialisation is creation of job opportunities in the county.

Retail and wholesale trade

Retail and wholesale trade are particularly among the most prosperous types of businesses with the numbers of registered traders in 2018 consisting of 14,076 retailers, 358 wholesalers, 8,971 traders in service industry, and 28 manufacturers. The county aims to increase these

numbers for employment creation and revenue generation. It also aims to attain sustainable growth and development of commerce as well as viable enterprises by applying appropriate strategies.

Tourism development

Some of the tourism strategies earmarked for the sector include: promoting investment in conference facilities – i.e. MICE (Meetings, Incentives, Conference and Exhibitions) tourism; partnerships with the private sector in promoting tourism; construction of entertainment products such as amusement parks, theme parks, entertainment clubs and specialty restaurants; and importing animals that are not commonly found in the county, which would be placed in zoos and sanctuaries.

Mining

The county focus will be to promote conducive working environment for the private sector and to develop enabling infrastructure in the areas with mineral wealth to support exploitation.

Financial services

The County of Meru's thriving economy hosts a number of banks and other financial institutions, which implies that there exists potential for increased access to financial services.

Social Pillar: For a Happy Society

The overall goal of the Social Pillar is “Improved happiness level of Meru County citizens by 5 per cent every year by providing access to Quality Social Services”. The Social Pillar aims to emphasise on aspects that will ensure a high quality of life and community happiness in Meru, aspects that cut across the family unit, the health sector, education, social protection, Meru's cultural heritage, the environment, youth empowerment and sports sectors. The focus in this Pillar will be the following: empowering the family unit; promoting Holistic Education and research and development; increasing access to affordable Universal Healthcare; promoting progressive cultural values; enhancing skills and talent development and creative arts; and, ensuring sustainable clean and green environment.

The family unit

The County Government of Meru recognises that the modern Meru family faces many challenges, which include prevalence of some aspects of the traditional way of life, negative impact of modernity on the cultural way of life, changing occupation of women, change in gender roles, and increase in prevalence of single parent families. Therefore, the modern family unit, as well as the communities, need to be supported and organised to foster positive societal values.

To counter these challenges, the County Government of Meru will deploy the following strategies: running a campaign on “strong fathers, strong families”; introducing programmes that train parents on basic parenting education; encouraging a corporate culture that is sensitive to families (parents); and, carrying out capacity building for nannies and care givers.

Health sector

The County Government recognises that the rising cases of diseases (such as Cancer and Clinical Malaria) pose a threat to the county's social and developmental agenda. The main goal in the sector is the provision of a Comprehensive Health Care Package to the people of Meru County. Among the challenges facing the sector, lack of proper equipment and drugs is seen as the key issue ailing the health facilities, it needs to be addressed as a short-term strategy.

The overall health sector strategy will encompass health promotion, preventive health care and curative health care. Specific objectives that will lead to the overall goal achievement include improving logistics for medical supplies, training on primary health care (level 1) and provision of health financing.

Education and technology sector

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

The goal of the Sector is “to increase access to education and training, improve quality and relevance of education, reduce inequality and exploit knowledge and skills on science, technology and innovation for global competitiveness”. Among the planned specific interventions include increasing the literacy rates from 62 to 80 per cent; increasing enrolment rates in ECDE from 91 to 99 per cent; raising the investment in education infrastructure such that a child does not travel more than 1 km to school; reducing the teacher student ratio at all levels; and, increasing transition rates from primary to secondary from 87 to 100 per cent.

Social Protection Sector

Social Protection looks at improving the well-being of affirmative groups in the community such as the elderly, persons with disability (PWDs), marginalised persons, orphans and vulnerable children, street children and families and victims of gender based violence. There are a total of 62,000 registered persons with disability, but the specific types of disabilities are not documented and this poses a challenge in establishing types of assistive aids required.

The Vision aims to raise the esteem of PWD by facilitating inclusion. Gender mainstreaming is essential in ensuring that members of the community are protected irrespective of their gender.

Culture and Heritage Sector

The goal of the Sector is to promote positive cultural values and practices through celebration of Kimeru culture, legislation and implementation of a County Cultural Policy, mapping of Kimeru cultural artefacts, values and practitioners in the county and educating individuals on the harms of FGM and corruption by changing the mindset. The County Government also recognises that the Meru culture is also a strong tool for integration into tourism revival and promotion in the county.

Environment Sector

The goal of the Environment, Natural Resources and Climate Change Sector is to have a clean green environment and hopes to employ the following strategies: undertaking a baseline survey to map all natural resources in the county; carrying out education for the public on environmental conservation through circular economy enterprises; rehabilitation and protection of the river-lines; increasing of forest cover; establishing County Legal Framework on Environment; and, establishing an Environmental Monitoring facility.

Youth and Sports Sector

The goal of the Youth and Sports Sector is to promote youth empowerment and participation. In 2018 the sector rolled out the Meru Youth Service (MYS) programme to help in skills development and to curb rampant unemployment. The Sector intends to deploy the following interventions: acquire land for MYS agri-business projects; acquire machines and equipment for training; rehabilitate existing Youth Resource Centres – one in every Sub-County – for youth development programme; construct a stadium in every Sub-County; establish a County Talent Academy; train on mindset change and information showing existing and available opportunities; and establish a Sports Council.

Political Pillar: For a United and Values-Based Society

The Political Pillar highlights transformational governance for a united and value-based society being the key focus area. The goal is to build a united and values-based society with a 5 per cent annual growth in public participation, transparency, accountability, equity and adherence to rule of law. The Vision builds on the national values and principles of governance to build a “united and a values-based” Meru County. Additionally, the Vision anchors on these values and principles to address governance challenges, promote sustainable and inclusive development in the county. It ensures no one in the county is left behind in terms of development and access to essential services.

Leadership and governance

The Vision emphasises on the importance of assessing the kind of leadership values that the Ameru want as people and decide what culture of leadership they should be developing. It aims at building and developing leaders with values and, in the long run, developing a culture of leadership that will propel Meru County to greater heights in terms of development, values and respect to the rule of law.

Ethnicity and conflicts

Although the various groups in Meru County have co-existed harmoniously, sub-tribal, ethnic, land, political and other conflict-related factors have affected relations between them. These rivalries extend to families and clans, and spill over to individual members of the different clans. Rivalry on sub-ethnic/tribal basis shapes political competition thereby making it difficult for leaders to develop a collective solution to county problems.

Strategic political positioning of Meru County

Meru County is part of the Central Region Economic Bloc (CEREB), which brings together counties within the Mount Kenya region with a view to enhancing social economic development for the well-being of residents of the region by harnessing resources jointly

and also enhancing the bargaining power with financiers and promotion of peace in the region.

The Enablers Pillar: For a Well-Planned and Industrialised County

The Enablers Pillar engages cross-cutting themes intended to facilitate and reinforce the other three Vision pillars. Its goal is to have a well-planned and industrialised county through a 10 per cent annual increase in quality of and access to infrastructure services, legislative reforms and level of satisfaction with security, and aims at setting out proposals for Land Use, Infrastructure, Public Services, Buildings, Urbanisation and Movement strategies for an overall well-planned and industrialised county.

Infrastructure

The strategic objective in this Sector is to accelerate productivity and profitability of all sectors through access to sustainable and affordable infrastructure in the county for purposes of realising the overall Vision 2040. This objective will be met through enhancement and development of the five sub sectors within it – Energy, Roads, ICT, Railways and Airports.

In the **energy** sub-sector, the Vision's main goal is to improve access to clean and sustainable energy in Meru County, with flagship projects resulting in the improvement in the quality of life for the citizens of the county.

Roads have been recognised as key enablers of economic growth and have productive interlinkages with other socioeconomic activities such as industry, services, agriculture, commerce, social institutions and households. The ultimate goal of this sector is to have an increase in paved roads to 1000 km from the existing 582 km by 2040, while ensuring that they are well-designed to accommodate efficient and environmentally friendly vehicular, pedestrian and cyclist movements as well as effective storm water drainage, and the development of a Transport Master Plan for the county.

The **Information and Communication Technology (ICT)** sub-sector is crucial because the integration of ICT into all sectors within the county would ensure efficient and effective delivery of public services and creates an enabling environment for innovation and job creation. The Vision envisages enhancing real access to information, as fulfilment of universal access for county residents. In the short term, the County Government will work towards full GSM network connectivity in areas that currently do not have mobile connection coverage and ensure that all public institutions in the county are connected to fast and reliable Internet by 2022.

The Vision recognises that Meru County is inaccessible via **railway transport**. The goals in this sub-sector are to connect Meru County to the old railway (Nairobi-Nanyuki) and to the LAPSSET trunk and to create a major railway terminus within Meru County by 2040.

The only existing **airport** touching Meru County is the Isiolo International Airport, which straddles between Isiolo and Meru Counties. The main goal in this sub-sector is to revamp the existing airstrips in the county. The key interventions will be to improve road networks to Isiolo Airport and existing airstrips and to secure the existing airport and airstrips in order to prevent their encroachment.

Water

Meru County has eleven (11) permanent rivers with the major one being River Kathita, which is a tributary to River Tana. The county has several shallow wells, protected springs, water pans, public and private dams and boreholes. The quality of water in the county is good hence recommended for both domestic use and irrigation as it originates from pristine catchment areas within Mt. Kenya and Nyambene forests. Land use practices and increase in use of agrochemicals in the agriculture sector have however led to pollution of the water as it flows downstream.

The strategic objective of this sector is the improved access to clean and potable water, especially in the arid and semi-arid areas in the county.

Land

The goals and strategies in the lands sector are aimed at achieving better and efficient utilisation of land in the county include. The following strategies are envisaged: 100 per cent land registration and title deed issuance, land banking for planning, and development of the county's integrated spatial plan by the year 2020; development of policy and legal frameworks to support the spatial plan; elimination of informal settlements in the county by 2040 through urban planning; acquisition of land for public institutions as well as securing of land for industry and commerce in every Sub-County; and, repossession of illegally acquired public land.

Services

The Services Sector is composed of four sub-sectors, namely Public Service Management, Security (Administration and Enforcement), Legal Systems, and Disaster Management. The strategic objective of the sector is the improvement of the efficiency and effectiveness of public service delivery, improved access to efficient legal systems and effective disaster management.

Public Service Management exists to provide citizens of Meru County with world-class human capital that shall steer the provision of quality public services. The current challenge is the existence of a lazy, lethargic and demotivated workforce, which may compromise the quality of public services offered to residents.

Incidents of **insecurity**, mainly cross border conflicts and crime, affect economic activities such as tourism, which are highly sensitive. It also means that economic production potential is not fully realised.

Legal systems include policing, courts, prisons and probation services. Functional legal systems are a key enabler to development; legislative reforms provide a legally conducive environment for development, while aggrieved parties can settle disputes and grievances and seek redress.

Disaster risk management involve such hazards as droughts, fires, floods, terrorism, collapsing buildings, accidents in the transport sector and disease/epidemics. Despite the exposure to recurrent natural and human-induced hazards, the management strategy has largely remained reactive.

Attainment of the goals in the **Services Sector** require the development, rehabilitation and remodelling of civic amenities and recreation facilities in all the county towns, installation

of solar powered lighting systems for all towns and establishing systems for a corruption-free county public service through capacity building and development and implementation of transparent systems.

Urbanisation

Uncontrolled development and other social evils have led to informal settlements in a number of towns such as Mujiini and Majengo in Meru town. Squatters are also a major challenges in centres such as Timau and Subuiga. This focuses attention to the issue of housing.

The main goals and strategies in the urbanisation sub-sector include: having a policy and legal frameworks that support urban development through the enforcement of existing county legal framework; planned, directed and controlled urban areas; improved access to decent and affordable housing using locally sourced sustainable building materials in the informal settlements in all major towns and urban centres; integration of ICT in the urban ecosystem, which includes urban infrastructure, systems/services; and, adoption of PLWD-friendly house designs.

Implementation: Delivering the Vision

The implementation of the Vision calls for synchronised efforts from various agencies in the public and private sector to ensure that all who are involved work towards the common goals. This will require a fundamental shift from the notion of “Business As Usual” to “Business Unusual”, and the adoption of a new management philosophy within the implementing departments.

The Vison will be implemented through the Vision 2040 Delivery Secretariat (VDS) and Vision 2040 Delivery Board (VDB). The VDS shall have the responsibility of gathering information, assessing it, preparing reports and conducting sequencing and prioritisation of the projects to be implemented and hence provide strategic leadership and direction to the implementing departments, while the VDB shall play a policy making and advisory role to the County Executive Committee, in addition to approving or advising on the recommendations of the VDS.

An implementation matrix has been provided to outline how each flagship programme will be measured against critical indicators to ensure that objectives are being met.

Chapter 1

INTRODUCTION

1.1 A Vision for Meru

Where do we want to see Meru County 20 to 100 years from now? How do we empower Meru people to achieve their fullest potential? How do we make Meru County a place of choice to do business, to work, live and raise families? How do we ensure sustained wealth, health, happiness and well-being for all Meru people?

These are some of the questions that have guided development of Meru Vision 2040, and were raised by many participants at the launch of the Meru Economic and Social Council (MESOC) on 9th February, 2018. Furthermore, the questions have been at the centre of discussions among Meru residents since the start of devolution and even earlier. Answers to these questions will evolve important strategies for moving the county forward and creating a foundation for a prosperous and a happy county.

MESOC is a high-powered advisory and oversight outfit to the County Government of Meru, comprised of eminent men and women with diverse professional backgrounds, experiences, knowledge and skills, who are drawn from the political sphere, academia, business, social as well as the corporate world. The Council, chaired by Ambassador Francis Muthaura, with Meru Governor, H.E. Kiraitu Murungi, as patron, was tasked with setting out proposals for socio-economic growth of the county, and to match these proposals to a delivery strategy that is complete with project identification, prioritisation, resource mobilisation and implementation in Meru County. Further, the Council was mandated with coming up with a Meru Vision 2040 document by the end of the year 2019, as well as overseeing its implementation. The Vision, which is detailed in this document, outlines a 20-year plan in which all the Ameru people can have a stake in the present and the future through a transformative process across the social, economic, political and infrastructural sectors of our county.

1.2 The context for Meru Vision 2040

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

Meru Vision 2040 is based on an in-depth situational analysis of the social, economic and political aspects of the county. This analysis in particular has aided in truly highlighting and revealing the county's demands, its strong suits that can be optimised as well as acknowledging gaps that need innovative interventions. It is the reconciliation of the existing context's

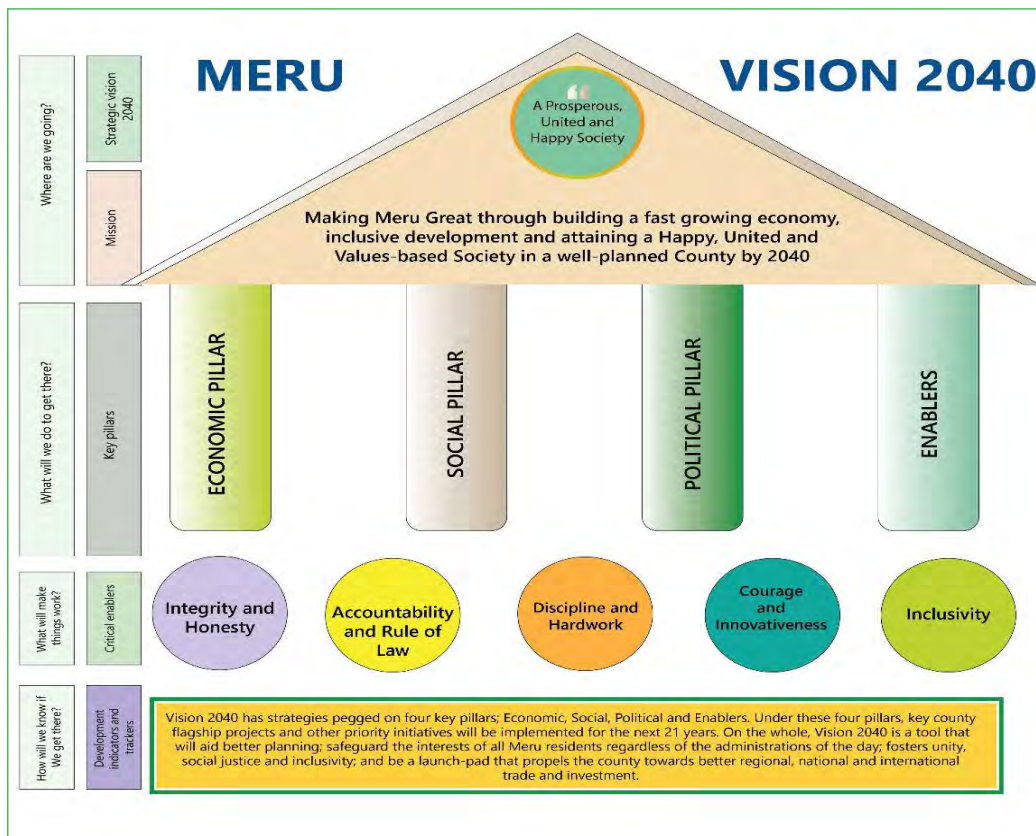


Figure 1: Meru vision 2040 key pillars

demands, with a vision-fuelled supply that this Vision has used to identify and prioritise projects across all of the 45 Meru County wards for the next 20 years. The county’s unique features across its physiographic and natural conditions, its administrative and political units, its demographic features as well as its strength, weaknesses, opportunities and threats were keenly considered to establish the current status, as detailed here below.

1.3 Fact sheet

Name: Meru County

In existence as a county: Since 4th March 2013

Location of Meru County in Kenya: 0°3’N 37°38’E; Meru County lies on the eastern slopes of Mt. Kenya covering a total area of 693,620 hectares (ha) out of which 177,610 ha is gazetted forest (GoK, 2013). The county shares borders with Tharaka/Nithi County to the south, Isiolo County to the north and east, Laikipia County to the west, Nyeri County to the southwest and Tana River County to the southeast.

Time Zone: GMT +3

Land area (sq. km): 7,006.3

Population size: 1,545,714 (KNBS, 2019 Census)

Population density (no. per km²) – 221

Projected Population by the year 2030: 1,675,867

Number of households: 426,360 with an average of 3.6 heads per household (2019 Census)

Situation analysis

INTERNAL ANALYSIS

STRENGTHS

- Basic infrastructure and connectivity needed for development in place
- Abundant natural resources
- Healthy, skilled and vibrant human capital – with a large pool of Meru professionals, including in the diaspora, willing to support development of Meru County
- Rich cultural heritage and traditional institutions.
- Increased interest and involvement of women in leadership and development
- Large population that can be tapped and exploited for development
- Diverse ecological zones which provide a conducive environment for agriculture and tourism
- Youthful and dynamic population interested and involved in leadership that drive the future development of the county
- A strong cooperative movement

WEAKNESSES

- Limited value addition to produce and products, which hampers maximising income
- Lack of appropriate post-harvest storage facilities
- Low hospitality standards which impacts negatively on tourism activity in the county
- Disparities and imbalances in development levels in the county
- Poor market infrastructure
- Low technical skills especially among the youth
- Low technology uptake in the County
- Weak enforcement of existing laws
- Sub-tribal socio-economic and political conflicts and rivalry that undermines development
- Selfishness, lack of unity of purpose among Meru leaders, and lack aggressiveness in positively profiling and marketing Meru County
- Unsustainable and wasteful exploitation of natural resources, especially forest products and water resources
- High population growth resulting in the increased pressure on resources and provision of services
- Negative attitude towards technical education

EXTERNAL ANALYSIS

OPPORTUNITIES

- Abundant unexploited natural resources
- Strategic positioning of the county providing markets for surrounding counties and neighbouring countries for goods and services, and for the socio-economic development of Meru
- Advantageous and strategic geographical location with Mt Kenya and Nyambene Ranges influencing the county's volcanic soils, temperatures, humidity, relief rainfall and diverse ecological zones conducive for different forms of agriculture and tourism
- Emergence of Isiolo as a regional hub for air, railway, road transport, tourism and a strategic commercial city ongoing developments (LAPSSET/Isiolo Airport) offering unique opportunities for export, development of special economic zones and the hospitality industry, air transport, and opening of more markets in North Eastern and Coastal counties, as well as the Northern Frontier (up to South Sudan and Ethiopia)
- Government policies encouraging production and productivity enhancement

THREATS

- Insecurity and border conflicts create a hostile environment for any productive activity
- Increased insecurity inside neighbouring counties and countries creating a negative ripple-effect, affecting business across the counties
- Climate change and natural disasters
- Inadequate mentorship of young generation which negatively impacts on leadership, development and cohesion
- Low interest and participation in politics by the citizenry (political apathy)
- Declining representation in government at the national level
- Low school attendance and achievement.
- Alcoholism and increased substance abuse due to influx and easy availability



Figure 2: Location of Meru County

Table 1: Population of Meru County

POPULATION	YEAR	1999	2009	2019
	TOTAL	1,102,930	1,356,301	1,545,714
	FEMALE	-	-	777,975
	MALE	-	-	767,698
	INTERSEX	-	-	41

1.4 Physiographic and natural conditions

Meru County has a wide variety of microclimates and agro-ecological zones, characterised by rivers and streams originating from catchment areas such as Mt. Kenya to the South West and Nyambene ranges in the North East of the county. The rivers drain into the Tana and Ewaso Nyiro basins. The ecological zones range from upper highlands, lower highlands, upper midlands and lower midlands. The upper highlands zones cover the majority of the county's area ranging from Imenti South, Upper Buuri, Imenti Central, Imenti North, part of Tigania East, part of Tigania West, Igembe Central and Igembe South constituencies. The lower midland zones are only found in lower parts of Buuri, Igembe North and Tigania East and West, which borders Laikipia and Isiolo Counties.

The distribution of rainfall ranges from 300mm per annum in the lower midlands to 2500mm per annum in the South East. Temperatures range from a low of 8°C to a high of 32°C during the cold and hot seasons respectively.

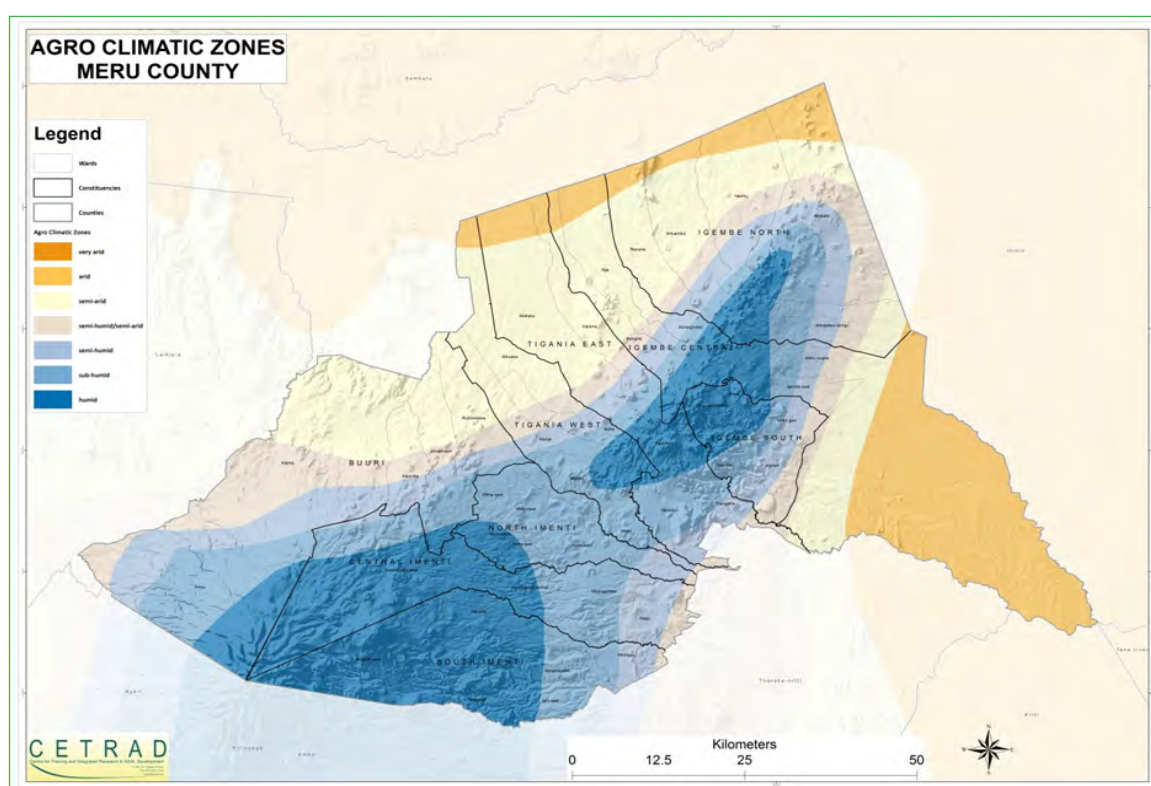


Figure 3: Agro-climatic zones of Meru County

1.5 Administrative and political units

The County Government's administrative and political structure comprises eleven (11) Sub-Counties, nine (9) Constituencies, forty-five (45) Wards (electoral) and three hundred and ninety-two (392) villages. The 11 Sub-counties are: Imenti South, Imenti Central, Imenti North, Buuri East, Buuri West, Tigania East, Tigania West, Tigania Central, Igembe Central, Igembe South and Igembe North.

The National Government administration recognises eleven (11) Sub-Counties, namely Imenti South, Imenti Central, Imenti North, Buuri East, Buuri West, Tigania East, Tigania Central, Tigania West, Igembe Central, Igembe South and Igembe North; 133 Locations and 351 Sub-Locations.

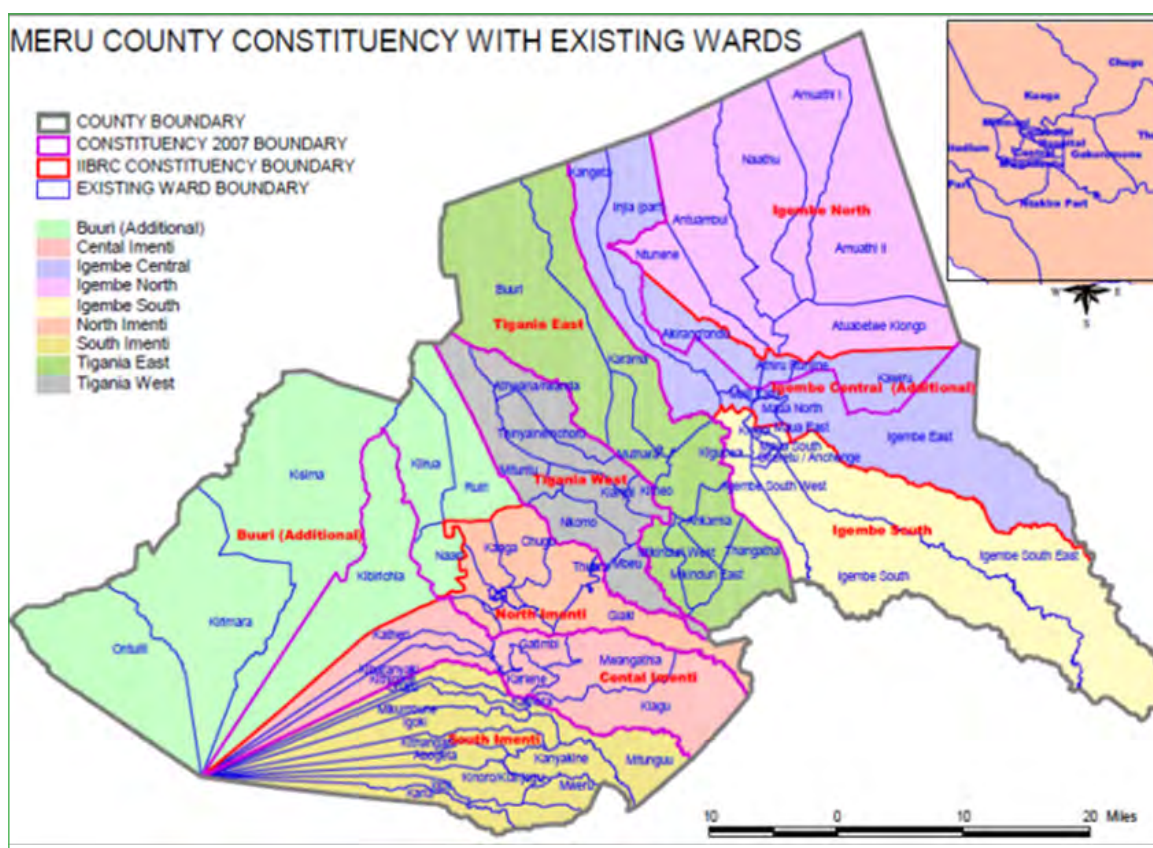


Figure 4: Administrative map of Meru County

1.6 Demographic features

The demographic features of a population are important in the development process because they determine resource allocation and utilisation. The county's annual population growth rate is 2.1 per cent. The total population according to the 2019 Population and Housing Census was 1,545,714, up from 1,356,301 recorded in the 2009 census. Of the 1,545,714, a total of 767,698 are male with 777,975 being female. The remaining 41 were recorded as intersex. This number is projected to increase to 1,650,159 by 2020 and further to 1,998,490 by 2030. It is expected that in the year 2040, the population of Meru County will be 2,353,500 people.

The 2019 census report further placed the number of households in the county at 426,360, with an average of 3.6 individuals per household. The urban population in 2018 is projected at 68,687 males and 70,007 females with approximately 60 per cent of the total urban population residing in Meru Town. Urbanisation is expected to be a major phenomenon and influence by the year 2040 meaning that it has to be planned for.

The current population density is widely varied among the eleven Sub-Counties, with the average density in the county standing at 221 persons per sq. km. Igembe Central Sub-County has the highest population as per the 2019 report with 221,412 persons, with Tigania East Sub-County recording the lowest at 72,549 persons. The settlement patterns in the county are influenced by soil fertility, topography, road networks, urbanisation and rainfall. The population projections are as per the Table 1.

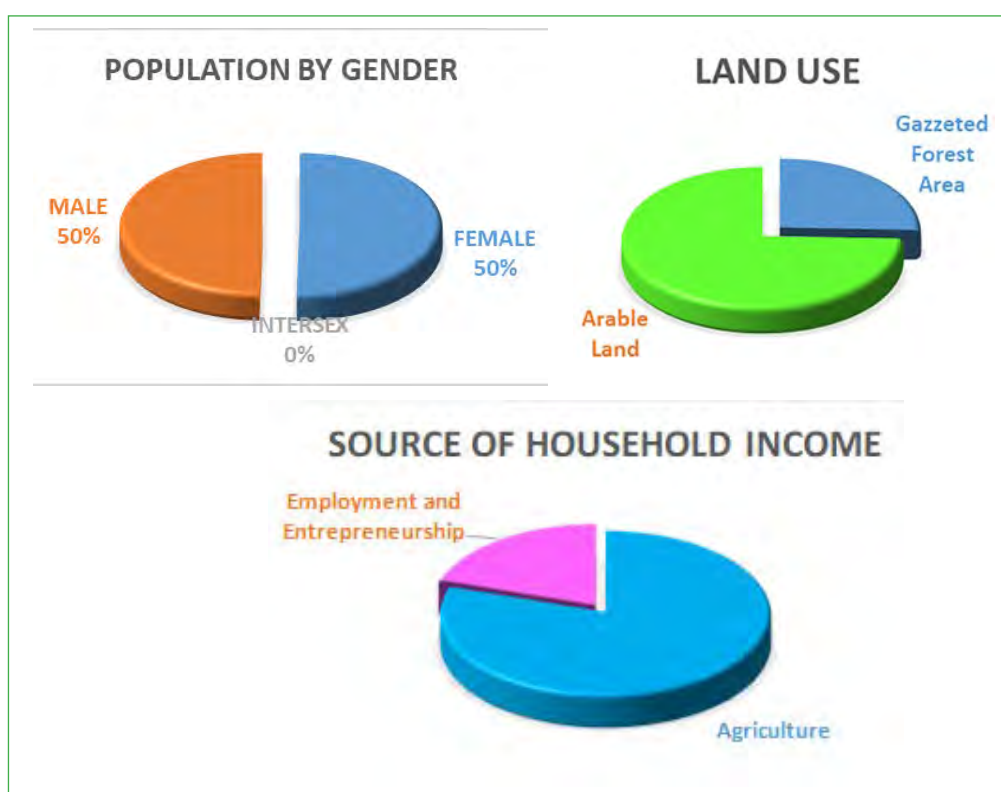


Figure 5: Demographic profile of Meru County

1.7 Meru's road to Prosperity, Unity and Happiness

The Meru Vision 2040 is a short, medium and long-term county development blueprint geared towards achieving a holistic well-being for all Meru residents by the year 2040. It is motivated by a desire and urgent need for collective contribution towards achieving a Prosperous, United and Happy Society thereby Making Meru Great!

The 20-year Vision is a culmination of months of intense participatory and consultative stakeholder interactions, anchored by the Meru Economic and Social Council (MESOC). It reflects feedback and opinions of a wide cross-section of Meru County's key stakeholder groups including – but not limited to – the youth, private sector, MCAs, MPs, the general public through public participation, professionals, national experts, the clergy and entrepreneurs. To ensure the highest quality, all these ideas were consolidated in a rigorously reviewed process by the Council's multidisciplinary teams of critical thinkers, key specialists and Meru County officials.

Meru Vision 2040 is modelled around the Kenya Vision 2030 and benchmarked against the global SDGs, AU's Agenda 2063, and the Kenya Vision 2030. As such, this vision is founded on 4 key pillars, namely the Social Pillar, the Economic Pillar, the Political Pillar and the Enablers Pillar. The Social pillar aims to emphasise on aspects that will ensure a high quality of life and community happiness in Meru; aspects that cut across the family unit, the health sector, education, social protection, Meru's cultural heritage, the environment, youth empowerment and sports sectors. The Economic Pillar emphasises on key focus areas of agriculture, industry, tourism, mining, financial services among others that will ensure an overall fast growing and inclusive economy. Transformational governance for a united and value-based society is the key focus area for the Political pillar. The Enablers Pillar engages cross-cutting themes intended to facilitate and reinforce the other three Vision pillars. It aims to set out proposals for land use, infrastructure, public services, buildings, urbanisation, and movement strategies for an overall well-planned and industrialised county.

Table 2: County Population projections by age cohorts

Age Cohort	2020 (Projections)			2030 (Projections)			2040 (Projections)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	93,516	92,247	185,764	108,667	106,748	215,415	111,157	108,415	219,570
5-9	86,462	85,483	171,945	101,098	99,804	200,903	110,128	107,866	217,995
10-14	90,964	89,403	180,368	91,588	90,707	182,294	107,463	105,737	213,198
15-19	92,375	91,313	183,687	86,385	85,755	172,140	101,234	100,210	201,446
20-24	85,943	86,021	171,965	91,279	90,430	181,710	92,243	91,933	184,176
25-29	69,864	72,071	141,935	92,900	92,711	185,612	87,453	87,472	174,925
30-34	59,680	67,834	127,514	86,250	86,996	173,247	92,086	91,730	183,817
35-39	57,567	63,437	121,003	69,772	72,276	142,050	93,068	93,131	186,199
40-44	50,305	49,330	99,636	58,991	67,312	126,305	85,720	86,726	172,445
45-49	39,001	38,165	77,165	55,987	62,321	118,309	68,654	71,588	140,241
50-54	26,479	26,645	53,124	47,901	47,905	95,806	57,126	66,046	123,172
55-59	22,725	24,026	46,752	35,958	36,361	72,318	52,768	60,286	113,054
60-64	16,806	18,596	35,402	23,227	24,629	47,855	43,297	45,340	88,636
65-69	12,049	12,369	24,419	18,351	21,042	39,394	30,434	33,146	63,580
70-74	8,655	9,709	18,365	12,048	14,944	26,992	17,782	21,024	38,807
75-79	4,333	5,376	9,708	7,212	8,654	15,866	11,994	16,037	28,034
80+	4,504	6,258	10,765	5,934	8,616	14,549	9,877	15,749	25,624
Age Not Stated	NA	NA	NA	NA	NA	NA	NA	NA	NA
Total	821,228	838,283	1,659,511	993,548	1,017,211	2,010,759	1,172,484	1,202,436	2,374,920

Source: PADIS INT PROJ- NCPD, 2018

Table 3: County population projection by age cohorts per gender

Age Cohort	2020 (Projections)			2030 (Projections)			2040 (Projections)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
U1	20,528	20,043	40,571	22,780	22,230	45,010	22,650	22,046	44,696
U5	93,516	92,247	185,763	108,667	106,748	215,415	111,157	108,415	219,572
6-13	141,690	139,645	281,335	154,450	152,692	307,142	174,394	171,186	345,580
14-17	74,669	73,594	148,263	68,778	68,270	137,048	82,742	81,792	164,534
18-34	251,975	262,101	514,076	305,434	304,888	610,322	311,370	310,357	621,727
15-49		468,171	468,171		557,801	557,801		622,790	622,790
15-64	520,745	537,438	1,058,183	648,650	666,696	1,315,346	773,649	794,462	1,568,111
65+	29,541	33,712	63,253	43,545	53,256	96,801	70,087	85,956	156,043

Source: PADIS INT PROJ- NCPD, 2018 Insert Tables 1 and 2

Each of the four pillars present novel proposals that contribute to make Meru County advance in its path towards Prosperity, Unity and Happiness. Each of these proposals have been matched to a delivery strategy spanning three terms: short-term, middle-term and long-term. The implementation strategy is supported by a results-based monitoring, evaluation and reporting mechanism to track sectoral performance.

Chapter 2

ECONOMIC PILLAR: A FAST GROWING AND INCLUSIVE ECONOMY

GOAL: To grow the Meru economy by 15 per cent per annum through improved agricultural productivity; increased value addition, industrialisation, tourism, trade and appropriate infrastructural development. This strong growth is targeted to create wealth, prosperity and improve quality of life for all.

In accordance with the international Sustainable Development Goals (SDGs), and National ‘Big 4’ Agenda, no resident of the county should live below the poverty line by 2040. The delivery of the projected growth rate of 15 per cent per annum will be achieved through strong yearly growth in all sectors, namely: 15 per cent growth in agriculture, livestock and fisheries; 15 per cent in industrialisation and manufacturing, 20 per cent in trade, 20 per cent in tourism, 10 per cent in mining and 15 per cent in financial services sectors.

According to the Kenya National Bureau of Statistics (KNBS) County Gross Product Report 2018, Meru County is the sixth largest contributor to the National Gross Domestic Product (GDP) out of the 47 counties for the period 2013-2017. The County contributed 2.9 per cent of the National GDP with a per capita Gross County Product (GCP) growth of 4 per cent. This was higher than the average per capita GCP in all Counties (2.8%).



Figure 6: County Gross Product Report 2018

The County GCP grew by an average of 18 per cent per year during this period and by 92 per cent between 2013 and 2017: (2013 - Kshs 119,374 million, 2014 - Kshs 141,079 million, 2015 - Kshs 171,009 million, 2016- Kshs 196,488 million and 2017 - Kshs 229,646 million). Agriculture was the main driver of Meru’s GCP as shown by Figure 3.

The agricultural sector contributed approximately 38 per cent of the County’s GCP according to the KNBS Survey Report of 2017. Efforts to strengthen the sector is informed by the fact that the county is within the Mt. Kenya and Nyambene ranges, which have ideal volcanic soils, temperatures, humidity, rainfall and diverse ecological zones favourable for different crops and livestock species. The sector, which is the engine of county growth, continues

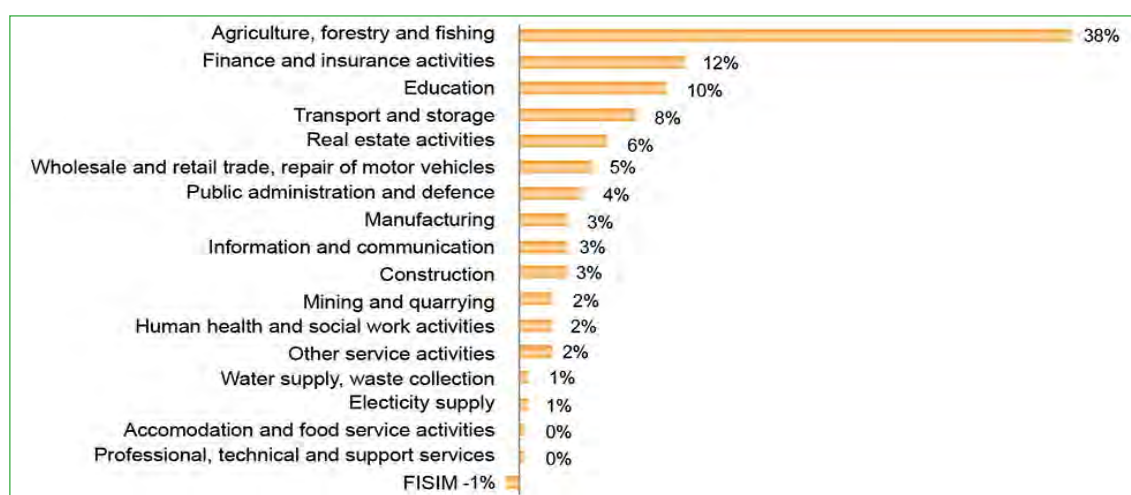


Figure 7: Meru Gross County Product

to receive attention as it has the potential to feed the whole country, the neighbouring countries and beyond.

To achieve the envisaged growth in the agriculture sector, the Economic Pillar prioritises efforts geared towards increasing productivity by doubling production of existing crops, in particular bananas, potatoes, tomatoes, maize, beans, and miraa, and introducing new crops, increasing income through development of value chains in all commodities, promoting sustainable use of water resources for domestic use and irrigation, and investing in technology and innovative agriculture. The strategy organises agricultural production by commodity and agro-ecology to optimise productivity, harness raw materials and promote investment in processing facilities for increased opportunities and benefits.

The county's location offers opportunities to tap from the LAPSSSET project for export, special economic zones, hospitality industry, involvement of cooperatives, air transport for goods, and opening of markets in the Northern Frontier and in the surrounding counties and countries. Programmes in the trade and service industries lay emphasis on product diversification, value addition, fair trade practices, increasing market access as well as promoting the growth and graduation of the micro and small enterprises. The establishment of physical infrastructure will be a great enabler in attracting industrial investments. The growing urbanisation and fairly developed infrastructure with an economically empowered community offers opportunities to exploit the county's potential, the Mt. Kenya Economic Block potential, the National potential and the Regional as well as International potential to promote trade and industry. The LAPSSSET corridor and the Isiolo Airport will enhance access to these markets. To this end, special emphasis is given to the establishment of industries and manufacturing units in the county.

The financial services sector will enhance growth through increasing access to financial services. This will be done through improved financial literacy, increased financial services coverage and development of suitable financial products. Efforts will also be made to enhance savings and encourage an investment culture. The growth and deepening of the financial sector has been identified because of its key role in reducing inequalities in the society.

The full potential of Meru County tourism remains unexploited despite having diverse flora and fauna, a rich cultural heritage and proximity to Mt. Kenya and Nyambene Hills, which are attractive factors for tourists. Moreover, Meru County hosts one of the world-renowned

national parks and is in close proximity to many national parks in Laikipia, Isiolo and Samburu Counties. The low tourism numbers can be attributed to inadequate marketing of tourism and the development of facilities such as hotels and lodges and diversification of products to attract both local and international visitors. The county focus in Vision 2040 is to promote the tourism sector through development of a Meru Tourism Circuit, upgrading sport facilities to attract national and international sports events and promoting better use of the Isiolo Airport. Other measures aimed at making Meru a tourism destination of choice include creating an enabling environment for investment in conferencing facilities to attract national and international conferences.

2.1 Agriculture sector

Agriculture is a devolved function with policy, research, international trade and capacity building issues being left to the National Government.

Situational analysis

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

Meru County is endowed with rich agricultural land cutting across all agro-ecological zones. Out of the total agricultural land, 37 per cent is high potential, 15 per cent is medium potential and 48 per cent is low potential. A major focus under Vision 2040 is investment towards the improvement of productivity of all the land in the county. An overwhelming majority, 89 per cent of farmers in the county use their own land for farming whereas 11 per cent use leased land. Only 24 per cent of those practising farming use irrigation. Overall access to agricultural extension services stands at 22 per cent. Access to other agricultural support services include subsidised fertiliser at 12 per cent, training and extension services at 5 per cent, artificial insemination at 4 per cent, and seedlings at 3 per cent.

The excellent climatic conditions in Meru County, including rich volcanic soils, favourable temperatures, good humidity and reasonable rainfall and the diverse ecological zones, favour the production of a variety of commodities including wheat, potatoes, barley, millet, maize, sorghum, groundnuts, cereals, vegetables and fruits. High grade tea, coffee, bananas, macadamia and miraa (khat) are the key cash crops; while beef is important in the lower parts of the county.

In an effort to increase production and incomes for all chains, the Meru Vision 2040 flagships prioritise the production of macadamia, potatoes, avocado, miraa, green grams and bananas. The production of cereals such as green grams and other crops in the dry regions of the county will be boosted by increased investment in harvesting water through the construction of water pans, dams and reservoirs in collaboration with the National Government. These activities are in line with the 'Big 4' Agenda of food security.

According to the Baseline Survey Report, 2019, cattle, sheep, goats, pigs, rabbits, poultry, donkeys and hives are the key livestock being farmed in Meru. Poultry forms 50 per cent of the total livestock the county produces. Survey findings also noted that majority of households keep dairy cattle (57.3%), local goats (16.5%) and cross breed dairy cattle

(15.5%). These programmes will also impact the livestock subsector, with the focus directed at dairy farming, targeting both cows and goats, indigenous chickens and leather processing.

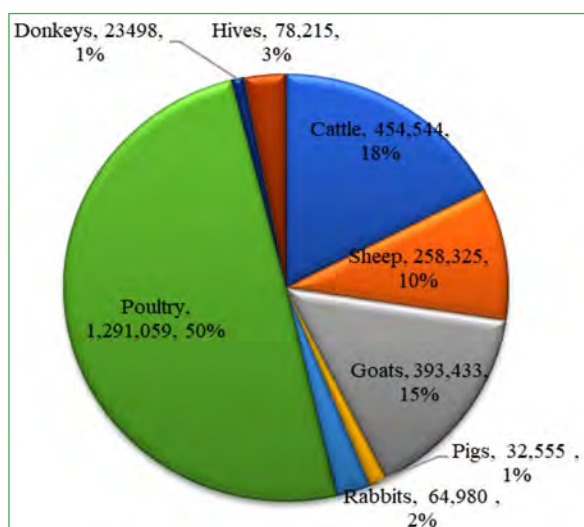


Figure 8: Livestock data

The total dairy cows' annual yield in the county is 180 million litres of milk, of which only 40 per cent is processed. The focus of the programmes in this subsector is to increase the amount of processed milk to 75 per cent and to increasing production to about 480 million litres annually. The quality of livestock breeds is being improved through the Artificial Insemination Programme.

The current fish production in Meru County stands at 60 tons with an output of 0.75 kg per m². The focus under Vision 2040 is to increase production to 2250 tons by 2040. It comprises both aquaculture and, to a small extent, fisheries in rivers and dams. Riverine fisheries are, however, not fully exploited. Aquaculture is mainly practised in upper and medium zones, which have adequate water for fish production.

The county has aquaculture potential of 10,000 ha. There are over 3,000 fish farmers practising pond culture at subsistence level. The main fish species cultured are tilapia, catfish, common carp and trout in high altitude areas.¹ Vision 2040 sees great potential in fish production, with increased demand for fish grown in the county from the markets in surrounding counties and neighbouring countries, and has appropriately prioritised programmes and projects to produce feed, and promote production and establishment of fish processing facilities in the county.

The county's gazetted forest cover is 972.3 km², which is 14.02 per cent of the total county area. There are nine gazetted forests and nineteen un-gazetted forests. The Upper Imenti and Ontulili forests are the main gazetted forests occupying 480.62 km² in the county. Other gazetted forests include Lower Imenti, Ruthumbi, Nyambene, Mucheene, Marania, Ngarendare and Ngaya forests. Many forests serve as essential wildlife habitats and are traditionally important for cultural ceremonies and as sacred sites to local communities.

¹ Meru County Fisheries Annual Report, 2015

Forests provide crucial direct and indirect goods and services to the people of Meru and make a significant contribution to the county's economy. About 70 per cent of Kenya's domestic energy comes from wood and Meru County is no exception. In addition to providing a variety of wood and non-timber products, the forests provide the following ecosystem services: they trap and store rain water; they regulate river flows and prevent flooding; they help recharge groundwater; they improve soil fertility; they reduce soil erosion and sediment loads in river water; they help regulate local climate conditions; and, they act as carbon reservoirs and sinks.

The Ameru have co-existed amicably with the environment. Vision 2040 recognises the huge challenges that climate change now poses and has fast tracked programmes and projects for the protection of the environment and sustainable exploitation of the forest resources.

Agroforestry practices have been adopted and farmers are continuously being more informed of new transformations within the agroforestry sector. Agroforestry has an ability to raise the capacity of farmlands to conserve more biodiversity. Under Vision 2040, the County Government will facilitate the planning of biodiversity conservation in farmlands to determine the kind of biodiversity (flora and fauna) suitable for each area, and the kind of agroforestry system or tree species that biodiversity requires for long-term conservation and sustainability. Support by the County Government will extend to initiatives by local communities for conservation where these exist.

Challenges facing agriculture in the county

There are a number of challenges facing the agriculture sector in the Meru County:

- *Farm size:* The average farm size differs from one agro-ecological zone to another. It ranges from 0.2 ha in the tea/dairy zone to over 2 ha in the lower drier midlands. Vision 2040 envisages programmes aimed at the modern technologies to counter the effects of increasing pressure on land. Further, the county will evaluate the variety of agrarian reforms for effective adoption across the county by agro-ecology, which will lead to the growth of the farm sizes and reduction in the number of farmers.
- *Peasant agriculture:* Agriculture remains a smallholder multi-crop undertaking powered by aging, hoe-based manual labour of extremely low productivity. Eighty-five per cent (85%) of the farmers in the county practise peasant farming with large areas of land under subsistence farming of maize and beans. Commercial agriculture for small households is poorly organised given the uneconomical size of individual plots of land available. The ratio of extension officers to farmers is low, which has tended to retard agricultural farming.
- *Uneconomical plot sizes:* Programmes under Vision 2040 are meant to address the challenges of uneconomical plot sizes and peasant farming. In the former case, bringing farmers together through cooperatives, and in the latter case through promotion of crops best suited to the drier areas and by developing water pans, constructing dams and reservoirs to provide water for irrigation. Also, in times of bumper harvests to construct post-harvest storage facilities and through value chains to add value to the produce.
- Vision 2040 programmes are also accelerating the demarcation of land and issuance of titles in the lower areas and to promote leasing of land by investment companies

interested in solar and wind energy. Infrastructural investment is being fast tracked in the area in terms of roads to open up the areas for development. Industries such as leather tanning and other value addition activities are also envisaged, including the construction of an international market for the goods produced in the county.

- *Low level of agro-industries:* In addition, there are few agro-industries, and hence low levels of value addition and agro-processing in the county. The sector is characterised by undeveloped markets for agricultural produce, low mechanisation and poor level of adoption of technology as well as limited use of agricultural extension services. The main programmes under Vision 2040 are geared towards addressing these gaps.
- *Cost and quality of farm inputs:* A major challenge is the cost and quality of inputs for the farmers in the form of fertilisers and seeds. Continuous use of the land without proper soil maintenance practices has resulted in declining fertility of the soils. The programmes under Vision 2040 have fully factored in ways to address these challenges.

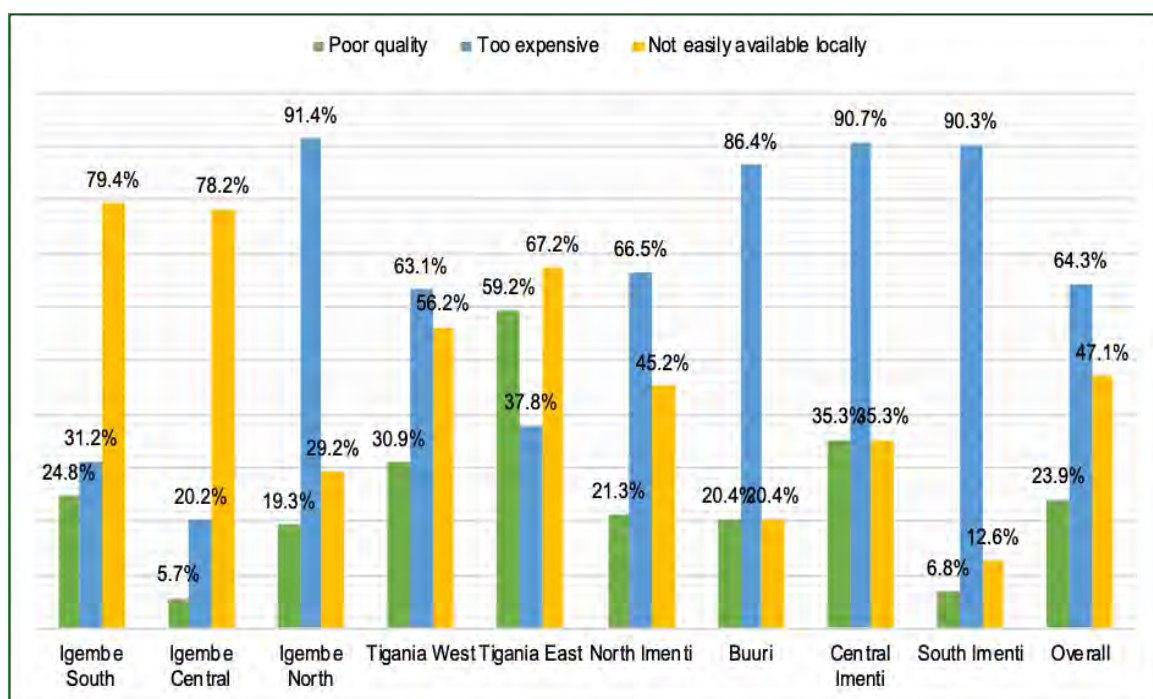


Figure 9: Challenges faced when accessing inputs

Source: Meru County baseline survey 2019

- *Marketing:* One of the challenges affecting farm produce prices is the lack of adequate storage facilities. There are two National Cereals and Produce Board (NCPB) depots in Meru and Maua that handle the government subsidised fertiliser and occasional relief food supplies. Produce storage is mainly done at individual farm level where the facilities are both inadequate and inefficient. This results in high post-harvest losses (around 40%) as well forcing farmers to sell produce immediately after harvesting, a time when prices are low due to over-supply. The public participation conducted by MESC clearly highlighted the need for storage and proper marketing channels especially for potatoes, bananas, maize and beans as well as other commodities. The programs under Vision 2040 take these concerns into account.

- *Irrigation*: The agricultural potential of Meru County has not been fully harnessed due to widespread reliance on rain-fed agriculture. The rains are often not enough and this results in massive crop failure. In the drier parts of the county – parts of Buuri, Tigania West, Tigania East and Igembe Sub-Counties – with vast land resources, are more adversely affected by drought. Development of irrigation infrastructure in these areas would boost food production and improve food security in the county– Water is a big challenge despite availability of fertile land. Construction of water pans and small dams to store rain run-off water would be more than adequate to cater to the county’s irrigation needs. Indeed, water was a common theme throughout the whole county – both for human use and irrigation. Programmes under Vision 2040 reflect these concerns.
- *Mechanisation*: Using tractors and oxen to plough the farm land is widespread, while commercial mechanisation is low and is restricted to the main farms in Kisima, Timau and Buuri Sub-Counties. While mechanisation is not feasible in the small units, programmes have been identified to facilitate ploughing and accessibility to farm inputs in addition to the other measures identified in the other sections.
- *Diseases and pests*: Diseases and pests, especially the fall armyworm have become a menace especially for the small individual farmers, while the cost of insecticides and pesticides has made them inaccessible. Efforts will be directed to addressing these concerns in a sustainable and environmentally friendly manner.
- *Agro-ecological zoning*: There is absence of agricultural zoning to encourage land-use consolidation. The county will develop and adopt relevant legislation to allow for zoning of land.
- *Centres of excellence*: There are no centres of excellence and model farms to encourage growth of platforms for stakeholder information sharing and development of business relationships.
- *Minimal value addition*: Over 90 per cent of surveyed households that practise crop farming and livestock keeping do not undertake value addition on their products. Value addition is highest in the households within Tigania West (15.9%) for crop and livestock produce. Following the public participation that was conducted, it emerged strongly that there is need for establishing and accrediting centres of excellence and model farms, as well as activities geared towards adding value to crop and livestock produce.
- *Technological uptake*: Farmers are unaware or unable to effectively and sustainably exploit technological advancement and new and improved best farming practices. A number of programmes have been developed to bring technology to the reach of farmers.
- *Environmental degradation*: Farmers continue to farm with great destruction to the soil and environment. This leads to water logging, acidity, mineral deficiency and consequently aridity. In addition, there is wanton destruction and environmental degradation that has occurred, including on many of the hills in the county. Measures to address these concerns have been incorporated under Vision 2040 programmes.
- *Extension services*: Within Meru County, there are agricultural extension services in place as a conduit for disseminating information on farm technologies and to assist farmers in developing their farm technical and managerial skills. However, survey findings note that only 18 per cent of the respondents have access to these services, while the majority, 82 per cent do not. The public was unanimous in requesting for

affordable and reliable AI services, veterinary services as well as access to affordable hay and animal feeds. Accordingly, under Vision 2040 programmes, priority is given to measures designed to address these gaps.

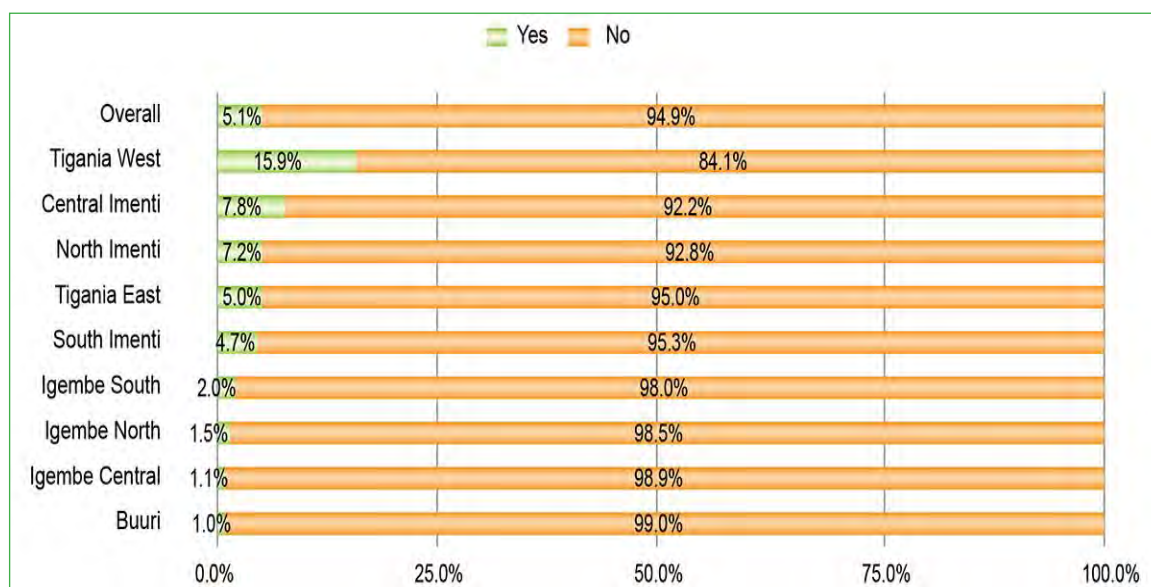


Figure 10: Value addition of produce

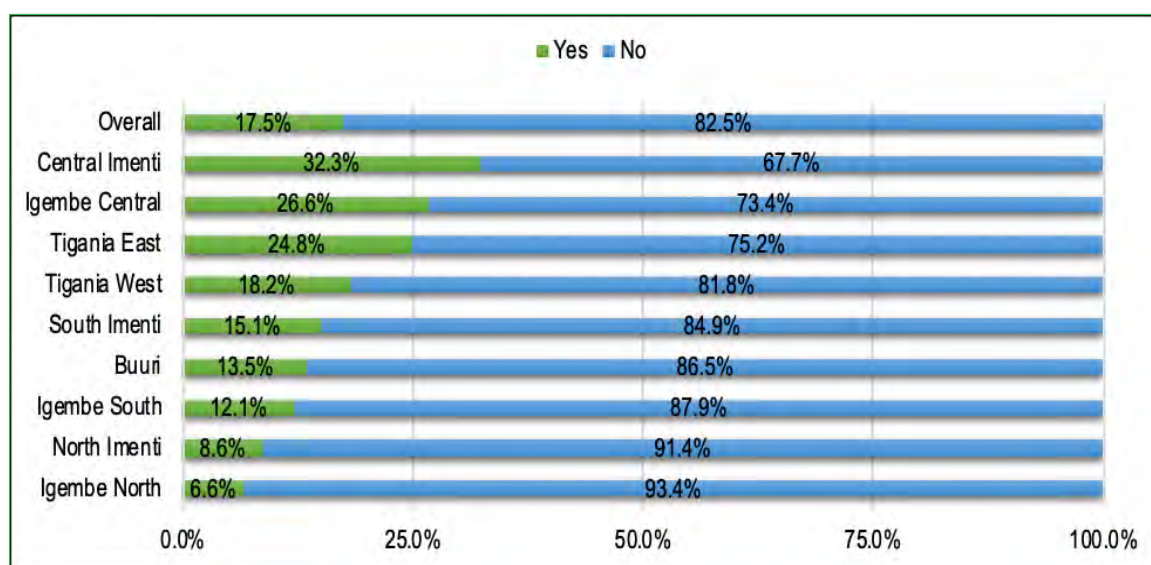


Figure 11: Access to extension services

Source: Meru County baseline survey 2019

Goals and strategies for addressing agricultural challenges

To address the challenges facing the agriculture sector and enhance its performance as well as contribute to greater prosperity, the following section contains strategies that will be deployed.

Crop development:

- Develop Agriculture and Agribusiness Master Plan showing specific interventions per commodity
- Promote agriculture mechanisation

- Carry out market research and data management for validity/reliability
- Zero rate irrigation pumps and drip irrigation kits to promote irrigation
- Promote Public Private Partnerships
- Apply artificial intelligence (robots)
- Mentor value chain cooperative societies to own some of the production and processing activities
- Improve agri-marketing and sector financing
- Embrace public participation
- Integrate gender, youth and PWDs in agri- projects
- Youth mentorship for mind-set change on agriculture and integration of youth in agricultural processing
- Revival of traditional crops, e.g. maize, beans, millet, cassava, sorghum, etc.
- Increase value addition and agro-processing of agriculture products
- Develop adequate agricultural policies
- Adopt Land Amalgamation-One Village One Product Approach
- Promote farm Planning, conduct Soil Mapping and Testing
- Put up an agricultural ‘How-To-Do’ YouTube channel
- Establish an efficient communication technology platform in agribusiness
- Increase employment in Agri-industry and service provision
- Achieve a level of optimal sustainable natural resource management
- Establishment of operational agri-industrial parks
- Carry out monitoring, evaluation and reporting
- Adopt climate smart agricultural practices
- Promote of technology-led water harvesting and alternative methods of water harvesting and use of solar pumps
- Increase tree cover in farmlands through sensitisation of farmers to practise sustainable agricultural practices

Livestock development

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

Fisheries development

Programmes under fisheries development prioritise the integration of the latest technology in aquaculture, improving hatcheries management for good quality fingerlings, certification of producers of fingerlings for mono sex fingerlings, capacity building of farmers,

improving water resource management, processing and marketing, increasing the area under fish production, improving the quality of fish feeds using the Eco-Tosha approach, promoting local fish consumption and creating market linkages, and promoting research and development in fishery sector.

Agriculture sector flagship projects

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

A Crop development

Short-term flag-ship projects for crop development:

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

Medium and long-term flagship projects for crop development:

1. Enhancing crop development – potato, banana, sorghum, sunflower, groundnuts, wheat, green grams, etc. under suitable agro-ecological zones
2. Establishing one major first class nursery in each sub-county for the key crops in the respective sub-counties, e.g. macadamia, avocado, tea, coffee and mangoes
3. Promoting tree crops - grapes, miraa, macadamia, avocado, tea and coffee
4. Processing or manufacturing plant of specific abundant crops in all areas
5. Establishing an agricultural IT Plant Clinic such as the CABI Plantwise Clinic model
6. Introducing new high value crops that would be processed into pharmaceuticals
7. Establishing mechanisation and agribusiness hubs where farmers can get services for agriculture
8. Development of Centres of Excellence for value chains and develop full services (training, soil testing, irrigation, input provision, mechanisation, sorting and grading, storage etc.), including model farms and market establishment
9. Establishing agriculture value chain – value-added agriculture will focus on production or manufacturing processes, marketing or services that increase the value of primary agricultural commodities. This will increase appeal to the consumer and the consumer's willingness to pay a premium over similar but undifferentiated products, generates higher return, allow penetration of new, potentially high-value market, extend the production season, or create brand identity or develop brand loyalty

B Livestock development

Short-term flagship projects for livestock development:

1. Supplying high yielding fodder and good quality seeds to dairy cow farmers to plant
2. Enhancing affordable AI and veterinary services
3. Vaccinating at least 200,000 livestock annually
4. Increasing milk production, collection, preservation and processing
5. Constructing a County Tannery
6. Equipping effectively livestock sales yards
7. Increasing production of chickens (indigenous) by:
8. Training of chicken farmers;
9. Supporting 10 large-scale chicken farmers per ward per annum;
10. Implementing Eco-Tosha project.

Medium and long-term flagship projects for livestock development:

1. Supplying high yielding fodder seeds and good quality to dairy cow farmers to plant on at least 40,000 acres by 2040
2. Promoting the production of first-class animal feeds in Meru County on PPPs initiative
3. Enhancing affordable AI and veterinary services
4. Establishing a County Breeding Programme
5. Vaccinating at least 200,000 animals annually
6. Introducing new goat breeds using AI e.g. Toggenburg goats
7. Increasing production of chickens (indigenous) by:
 - Training of chicken farmers,
 - Supporting 10 large-scale chicken farmers/groups per ward per annum, and
 - Implementing Eco-Tosha project.
8. Establishing an agricultural IT Animal Clinic such as the CABI Plantwise Clinic model
9. Establishing a County Agricultural Bank

C Fisheries development

Short-term flagship projects for fisheries:

1. Enhancing aquaculture development
2. Educating and creating awareness on fish consumption

Medium and long-term flagship projects for fisheries

1. Enhancing aquaculture development
2. Upgrading existing fish processing plant for value addition

Table 4: Crop development, best practices and flagship programmes

Industry	Where are we in 2018	Where do we want to go by 2040?	What are the best practices?	Strategies adopted	Flagship
Macadamia Production	Currently macadamia is produced on 710ha	Increase acreage under macadamia production to 11,133ha	<ul style="list-style-type: none"> Incorporating macadamia in existing coffee farms Planting macadamia along farm fences Planting pure orchards. 	<ul style="list-style-type: none"> Provision of Grafted Macadamia Seedlings Sensitisation of farmers Grow crop under irrigation 	Macadamia
	Production is estimated at 4,549MT per year	Increase production to 70,000MT	<ul style="list-style-type: none"> Practise good agronomic management Grow crop under irrigation Plant appropriate and high yielding varieties 	<ul style="list-style-type: none"> Planting appropriate varieties per AEZ Increase area under production Mobilise and empower macadamia farmers Procurement and distribution of macadamia seedlings Training farmers on good husbandry practices Facilitate bulk procurement of farm inputs. 	
	Macadamia sold valued at Kshs 682.4M per year	<ul style="list-style-type: none"> Increase the value of macadamia sold to Kshs 2.5B per year 3000 new jobs created 	<ul style="list-style-type: none"> Observe quality standards in production Utilise by products for income generation. 	<ul style="list-style-type: none"> Promote contract farming between buyers and sellers Empower local processors Establish 3 processing facilities/factories Mobilise and empower farmer groups for processing and value addition. 	

Industry	Where are we in 2018	Where do we want to go by 2040?	What are the best practices?	Strategies adopted	Flagship
	<p>Average production per mature tree is estimated at 30kg per tree per year</p> <p>Negligible % macadamia is processed locally</p>	<p>Increase the average production per tree to 200kg per tree per year</p> <p>Increase the quantity of macadamia processed by 30% per year</p>	<ul style="list-style-type: none"> Practise good Agronomic Management Grow crop under irrigation Prudent of Macadamia Management Programme Observe quality standards in production Adhere to marketing/ reprocessing group rules and regulations 	<ul style="list-style-type: none"> Train and link farmers to MFIs Develop and disseminate a County Macadamia Management Programme with Research Institute and Agro Dealers Establish 3 processing machines Mobilise and empower farmer groups for processing and value addition 	
	<p>Currently raw macadamia is sold at Kshs 150 per kg on average</p>	<p>Increase the price macadamia to Kshs 250 per kg per</p>	<p>Negotiate prices with increasing quantities and qualities</p>	<ul style="list-style-type: none"> Promote value addition and processing Set up collection centres and sales yards Develop macadamia warehousing facilities Establish macadamia cooperatives 	
Avocado production	<p>Currently avocado is produced on 1050ha</p>	<p>Increase the area under avocado production to 2000ha</p>	<p>Grow avocado as an agroforestry tree along the boundaries.</p>	<ul style="list-style-type: none"> Procure and distribute 200,000 avocado seedlings of appropriate varieties per year Recruit and train 25,000 avocado farmers on gap 	
	<p>Production is estimated at 5407MT per year (2018)</p>	<p>Increase production to 20,000 MT per year</p>	<ul style="list-style-type: none"> Practise climate smart production techniques Maintain avocado management programme 	<ul style="list-style-type: none"> Hold research extension farmer workshops to share new ideas and experiences Improve on technologies, innovations and management systems (TIMPS) 	

Industry	Where are we in 2018	Where do we want to go by 2040?	What are the best practices?	Strategies adopted	Flagship
	<p>Avocados sold valued at Kshs 50,744,000 per year</p>	<ul style="list-style-type: none"> • Increase quantity and value of avocados sold to 150M per year • Establish 100 charcoal coolers at farm level • Establish 8 county aggregation centres in key areas • Increase no. of jobs created by 70% • Increase income generated by 200% 	<ul style="list-style-type: none"> • Value add avocados • Observe quality standards in production chain • Reduce post-harvest losses through cold storage systems • Improve on marketing/promotion of avocado 	<ul style="list-style-type: none"> • Engage in contract farming with local processors and/or exporters • Train value chain actors in all segments • Establish a management structure for avocado farmers • Establish warehousing facilities with possibilities of cleaning, sorting, grading, packaging and labelling for the target market 	
	<p>Average production per mature tree is estimated at 30kgs per tree</p>	<p>Increase yield per tree to 90kgs per tree</p>	<ul style="list-style-type: none"> • Maintain avocado management programme (TIMPS) • Improve other agronomic practices 	<ul style="list-style-type: none"> • Procure and distribute high yielding avocado varieties • Form avocado growers' clusters • Establish collection centres and warehouses 	

Industry	Where are we in 2018	Where do we want to go by 2040?	What are the best practices?	Strategies adopted	Flagship
	5% of avocado is processed locally	Increase locally processed avocados to 25%	<ul style="list-style-type: none"> • Create value chain relationships towards processing • Popularise the product 	<ul style="list-style-type: none"> • Interest investors in avocado processing through confidence building • Train value chain actors on specific handling technologies 	
	Currently raw avocado is sold at Kshs 5-7 per piece	Increase price for avocado fruit to 20 Kshs per fruit	<ul style="list-style-type: none"> • Maintain cold storage chain in avocado handling • Popularise avocado production for known markets 	<ul style="list-style-type: none"> • Identify and strengthen linkage to alternative avocado markets. • Train youths on value addition and processing • Train and promote avocado utilisation • Empower VCAs 	
Potato production	Potato is produced in approximately 16,254 ha	Increase area under production to 25,000 ha	<ul style="list-style-type: none"> ▪ Use appropriate high yielding varieties ▪ Intensify productivity per unit 	<ul style="list-style-type: none"> ▪ Promote production under irrigation ▪ Procure and distribute quality seed ▪ Mobilise and empower farmer groups to grow for processing and value addition 	Potato
	Production is estimated at 156,524 MT per year	Increase production to 500,000MT	<ul style="list-style-type: none"> • Observe quality standards in production • Practise GAPs • Practise new innovations by research. • Popularise the use of hybrid seeds 	<ul style="list-style-type: none"> • Conduct evaluation of released varieties in collaboration with KEPHIS • Produce quality seeds • Construct seed storage structure 	

Industry	Where are we in 2018	Where do we want to go by 2040?	What are the best practices?	Strategies adopted	Flagship
	Potato sold valued at 6,336M per year	Increase value to 15B per year	<ul style="list-style-type: none"> Value add and process potatoes Promote targeted potato production systems 	<ul style="list-style-type: none"> Establish county potato development committee Enforce potato laws and regulations Promote suitable processing and table varieties. Recruit and train quality seed producers in the county 	
	5% potatoes are processed locally	Increase the potatoes processed to 40%	<ul style="list-style-type: none"> Grow appropriate processing varieties Conduct market survey for products 	Recruit and train on quality standards and processing regulations	
Green grams	Currently green grams is produced in app approximately 4,427ha	Increase area under production to 8000ha	<ul style="list-style-type: none"> Produce green grams as a cover crop Promote appropriate varieties per various AEZ Procure and distribute superior seed to farmers 	<ul style="list-style-type: none"> Procure and distribute good yielding green gram seed Conduct area suitability analysis Promote contract farming Establish warehousing systems 	<ul style="list-style-type: none"> Green grams
	Production is estimated at 6091MT per year	Increase production to 15,000MT	<ul style="list-style-type: none"> Use GAP practices Create farmer forum for better information flow Set up demonstrations 	<ul style="list-style-type: none"> Capacity building of farmers Mobilise and train green gram production 	

Industry	Where are we in 2018	Where do we want to go by 2040?	What are the best practices?	Strategies adopted	Flagship
	Green grams sold valued at 180M per year	Increase income from 180M to 300M	<ul style="list-style-type: none"> Grow green grams on contract arrangement Value add and brand Meru green grams Hold regular business to business meetings Hold stakeholder meetings 	<ul style="list-style-type: none"> Mobilise and capacity build Value Chain Actors Promote popular varieties Lobby for purchase and inclusion of green grams into relief foods in the county 	
	40 % green grams produced is consumed locally	Increase the quantity of green grams consumed to 70%	<ul style="list-style-type: none"> Produce green grams as a cover crop Use green grams for intercropping with maize and sorghum in ASAL areas 	<ul style="list-style-type: none"> Lobby for purchase and inclusion of green grams into relief foods in the county Introduce green grams as a cover crop in new but suitable areas 	
Banana	Area under production 10,405ha	Increase the area under production to 20,000ha	<ul style="list-style-type: none"> Plant appropriate and high yielding varieties Grow crop under irrigation 	<ul style="list-style-type: none"> Capacity building of farmer Plant appropriate and high yielding varieties Increase the area under production Grow crop under irrigation Establish banana farmers SACCOs 	Banana Processing Plant

Table 5: Livestock development, best practices and flagship programmes

Industry	Where are we now in 2018?	Where do we want to go by 2040?	What are the best practices?	Strategies Adopted	What are our target flagship projects in the industry?
Dairy (cows)	Current dairy cow population: 190,000	300,000 cows	<ul style="list-style-type: none"> • Zero grazing • Controlled Breeding Programme • Rearing and Replacement Strategies 	<ul style="list-style-type: none"> • Use of quality genetics (Bull Semen) • Establish/improved the liquid nitrogen for increased semen viability • Promote fodder production and home-based ratio formulations 	<ul style="list-style-type: none"> • Supply high yielding fodder seeds to farmers to plant on at least 40,000 acres by 2040 • Subsidise quality semen and annually • Vaccinate at least 200,000 animals
	Number of lactating cows: 75,000	120,000 cows	40% of the dairy herd should be lactating at all times	<ul style="list-style-type: none"> • Train farmers on efficient dairy management to increase per cow performance • Train farmers on dairy technologies, innovations and management systems (TIMPS) 	<ul style="list-style-type: none"> • Produce oil seeds such as sunflowers and cotton for homemade feeds
	Average daily milk yield per cow: 8 litres	20 litres	<ul style="list-style-type: none"> • 30 litres • Improve the herd average by 50% 	<ul style="list-style-type: none"> • Enhance use of AI services, feeding and disease control • Support cooperative marketing • Improve on homemade ratios 	
	Total county annual yield: 180M litres	480M Litres	Improve the herd average by 50% across all ecological zones	Train dairy farmers on new and better milk production technologies; lowering the cost of production	

Industry	Where are we now in 2018?	Where do we want to go by 2040?	What are the best practices?	Strategies Adopted	What are our target flagship projects in the industry?
	Amount processed 40%	75%	95%	<ul style="list-style-type: none"> Train residents on the importance of consuming processed milk Supply milk coolers to dairy societies Encourage dairy industry actors to support dairy value chain at all levels 	
	Dairy breeds and their crosses: Friesian (55%), Ayrshire (30%), others (15%)	Friesian (25%), Ayrshire (30%), Guernsey (10%), Jersey (35%)	Match the breeds with agro-ecology for large-scale management systems	Train and encourage dairy farmers to rear breeds that are best suited to their environments/ecological zones	
	Feeding levels: 50-70%	80-100%	95%	<ul style="list-style-type: none"> Support farmers with quality fodder inputs Provide link between research institutions and dairy farmers Provide surveillance on quality of inputs sold in the County (conc. feeds, minerals, drugs) 	
	Pests and disease surveillance and control (75%)	95%	98%	<ul style="list-style-type: none"> Improve pests and disease surveillance activities Conduct vaccination campaigns Target tsetse flies eradication on the lower eastern areas of the county 	
	Total county annual yield: 4.4M litres	20M Litres	Improve goat milk consumption through sensitisation	<ul style="list-style-type: none"> Support cooperative marketing Form strong dairy goats' associations 	

Industry	Where are we now in 2018?	Where do we want to go by 2040?	What are the best practices?	Strategies Adopted	What are our target flagship projects in the industry?
Dairy (goats)	<p>Current dairy population: 30,000</p> <p>Number of lactating Does: 12 000</p> <p>Average daily milk yield per doe: 1 litres</p> <p>Amount processed: <2%</p>	<p>150,000 goats</p> <p>60,000 does (female goats)</p> <p>At least 3 litres</p> <p>20%</p>	<p>The greater population of dairy goat farmers are small scale</p> <p>40% of the dairy flock should be lactating at all times</p> <p>At least 75% of the dairy goats to produce 4 litres daily</p> <p>40%</p>	<ul style="list-style-type: none"> • Use of quality genetics (regular importation of new goats, every two years) • Manage the breeding process of dairy goats-benefit from heterosis • Train farmers on efficient management to increase per goat daily yield and general performance • Use sexed semen to increase the number of deliveries • Develop a Meru Dairy Goat by stabilising genetics at 75% Toggenburg & German Alpine and 25% indigenous goat • Enhance feeding and disease control • Train farmers on dairy goat management/husbandry • Sensitise residents on the importance of consuming processed goat milk • Supply milk coolers to dairy goat groups 	<p>CGM to regularly import 100 Toggenburg goats once every two years</p>

Industry	Where are we now in 2018?	Where do we want to go by 2040?	What are the best practices?	Strategies Adopted	What are our target flagship projects in the industry?
	Dairy Goat Breeds and their crosses: Toggenburg (85%), German Alpine (10%), others (5%)	Toggenburg (75%), German Alpine (20%) Others (5%),	N/A	Encourage county residents living in dry areas to adopt dairy goat keeping especially those infested with tsetse flies, cattle cannot thrive	
	Feeding levels: 60-70%	90-100%	95%	Support farmers with quality fodder inputs	
Leather	Current number of hides and skins per year: 160 000	400,000 Units	Train farmers on appropriate branding to preserve leather	<ul style="list-style-type: none"> • Initiate a tannery in the county • Increase the number of abattoirs, slaughter houses and slabs • Improve hides and skins sales' price 	Construction of a County Tannery
	Current proportion of hides and skins tanned: 40%	90% of produced hides and skins tanned into blue leather	<ul style="list-style-type: none"> • 100% of produced leather tanned • Link leather production with users 	<ul style="list-style-type: none"> • Link slaughter slabs/houses to the County Tannery • Deliberately promote offtake of locally produced leather products 	

Industry	Where are we now in 2018?	Where do we want to go by 2040?	What are the best practices?	Strategies Adopted	What are our target flagship projects in the industry?
Chickens (indigenous)	Current population: 1,100,000	2,000,000	Improve production systems from free range to semi-intensive	<ul style="list-style-type: none"> • Train farmers on better production husbandry; genetics, housing, feeding and disease control • Establish slaughter facilities and cold storage chains for capons • Innovate use of multi coloured feathers in deco-production • Intensify use of by products 	<ul style="list-style-type: none"> • Training of chicken farmers • Implement Eco-Tosha project
	Number of laying: 500,000	2,000,000 layers	60% of chickens/flock laying	<ul style="list-style-type: none"> • Farmer training • Invest in large-scale hatcheries • Manufacturing of quality feed 	
	Average annual per chicken egg production: 30	90 eggs a chicken a year (cross-breed)	90 eggs a chicken a year (cross-breed)	<ul style="list-style-type: none"> • CGM to liaise with KALRO to supply high grade chicken to farmer groups • Organise farmers into a chicken marketing federation • Improve on feed quality for better performance 	
	Total county annual egg output: 6.0M	36.0M	Promoting of large-scale poultry/eggs production	<ul style="list-style-type: none"> • Support cooperative marketing of eggs • Promote hybrid poultry egg consumption • Synchronise egg marketing with quality feed supply to the products 	
	Feeding levels: 50% (estimated)	90-100%	95%	<ul style="list-style-type: none"> • Innovate on new sources of chicken feeds (Eco-Tosha) • Organise feed supply to suit intensive farming practices 	

Table 6: Fisheries development, best practices and flagship programmes

Industry	Where are we now in 2018	Where do we want to go by the 2040?	What are the best practices?	Strategies Adopted	What are our target flagship projects in the industry
Fisheries	Current fish production: 60MT	2,250MT (tilapia-750MT, cat fish-1,500MT)	3,000MT (tilapia-1,000MT, cat fish-2,000MT)	<ul style="list-style-type: none"> Increase area under fish production from 54 Ha to 200 Use of quality fish seed Feeding the fish with adequate quality feeds Train farmers on efficient fish pond management Support cooperative marketing and enhance market linkages Encourage fish industry actors to support the value chain at all levels Promote local fish consumption Initiate new & innovative approaches for fish feed development e.g. Eco-Tosha Provide link between research institutions and fish farmers 	Fish pond construction (individual and institutional, 1.26B)
	Current fish output per M ² : 0.75kg	<ul style="list-style-type: none"> Tilapia: 1.5 Kg/M² Cat Fish: 3 Kg/M² (Under Intensive production) 	<ul style="list-style-type: none"> Tilapia: 2 Kg/M² Cat fish: 4kg/M² (under intensive production) 		
	Area of operating Ponds: 540,000 M ² (54ha)	<ul style="list-style-type: none"> Tilapia: 1,000 000 M² (1,000 T) Cat Fish: 1,000 000 M² (2,000 T) (Both 200 Ha) 	N/A		
	Amount processed: 6% (10kg daily, out of the 60MT/annum)	90 %	N/A		Fish marketing and value addition (equipment and trainings on value addition 20m)
	Feeding levels: ≈ 20%	80-100%	100%		
	Manufacture of quality fish feeds locally 600kg annually	6,000,000kg annually	< 360MT annually	<ul style="list-style-type: none"> Use of locally available materials (Shrimp) as protein source in manufacturing of feeds Enhance capacity building at the ward level for fish farmers in fish feed manufacturing Acquisition of quality fish feed pelletisers 	Fish feed and nutrition (procurement of pelletiser machines and construction of feed store 6 pelletisers each @1.5m and 6 stores each @1m, total=15m)
	Hatchery development for quality fingerlings production (2 currently)	One hatchery per sub-county	One own hatchery per fish farmer	<ul style="list-style-type: none"> Prioritise hatchery development in our annual work plan and budget Continuously collaborate with KEMFRI at Sagana for certification of fingerlings 	Hatchery development (2 each @15m total 30m)

2.2 Industry development

Situation analysis

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

The county has adequate raw materials for value addition across various sectors. With its strategic location, proximity to the LAPSSET and increasing urbanisation, this sector stands to boost the economy of the county immensely as a centre of commerce. However, the potential impact of the sector is limited by a number of challenges including, overreliance on rain fed agriculture for raw materials needed for processing, inadequate and unreliable power, lack of adequate land, lack of baseline data on production and consumption patterns, and potential, lack of data/information of the resource potential in Meru, as well as poor skills amongst the artisans and workers in the sector.

Industry and manufacturing goals and strategies

Vision 2040 envisages a strong and sustainable industrial sector with a vibrant entrepreneurial base to spearhead the economic development of the county. The following strategies will be adopted: developing a policy, legal and institutional framework for industrialisation, building capacity for artisans, enhancing physical infrastructure required for industrialisation, developing reliable supply streams for raw materials, promoting value addition, promoting standardisation, product diversification and productivity improvement, attracting local and foreign industrial investments, improving access to affordable finance and credit facilities, sensitising stakeholders, conducting market surveys, creating information data bank, and facilitating patenting of innovations.

The main goal of Industrialisation is creation of job opportunities in the county. To achieve this, the county will focus on the following sectors:

- Scaling up the production of tea, coffee, miraa, horticulture, grain/legumes and livestock sectors;
- Leveraging on natural advantages to drive competitiveness (e.g. textiles and apparel through cotton, leather, etc);
- Promoting agro-processing of dairy beef and fishing;
- Supporting resource and infrastructure investments in sectors such as minerals, infrastructure and green energy; and,
- Promoting non-industrial job creating sectors such as, ICT, retail/wholesale trade and tourism;

To revamp the above sectors, the following strategies will be adopted:

- Supporting sectors for growth: availing land and improving on skills, infrastructure and financing;
- Promoting value addition along Agricultural Produce Value Chains (APVC);
- Unlocking the potential of SMEs;
- Developing and promoting compelling FDI attraction plan;
- Building a strong government delivery capability;
- Building capacity for artisans; and,
- Improving the general business environment and competitiveness.

Industrialisation flagship projects

1. **Industrialisation/Manufacturing Policy** – The County will develop an Industrialisation /manufacturing policy to guide the sector in the implementation of its programmes, anchored on competitive advantage, placement of different industries and how to attract private investors into the industry. The policy will also outline how to harness the locally available resources.
2. **Exploration and exploitation of mineral resources (iron) in the county** – The exploration and exploitation of mineral resources as a flagship project is key to unlocking the industry. This is after the realisation that there are unexploited mineral resources such as iron ore deposits in some pockets of the county. Iron is the foundation of industrial development as the products from this industry are widely used in all sectors of the economy including the construction industry and infrastructural projects. The manufacturing industry depends heavily on products from the iron. This project will be carried out across the county.
3. **Establishment of Industrial and incubation centres/parks** – Industrial and incubation parks are important vehicles for catalysing innovation and value addition in the manufacturing sector. These parks are developed to attract new companies, expand employment opportunities to citizens and attract Foreign Direct Investment (FDI). The parks offer infrastructure and shared resources such as power supply, telecommunication hubs, management offices and internal transportation.

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

- Promotion of innovation;
 - Platform for linkage between academia and research institutions and industries;
 - Promotion of deliberate technology transfer;
 - Commercialisation of research outputs;
 - Technology incubation, transfer and development; and,
 - Value addition.
4. **Development of Cottage Industrial Clusters** – The Cluster Approach is a modern business value creation method of effecting positive social and economic changes

through enriching the culture of innovation, productivity and prosperity in utilisation of natural resources and assets, networks and culture of regions. Meru Vision 2040 development blue print advocates a regional manufacturing and industrial clusters as engines for realising industrialisation.

Adoption of a cluster development strategy enhances regional competitiveness strategies. The main focus here is government intervention in promoting market-oriented research, value addition and marketing of regional specific products through the support of academia, the private sector and related actors. The County Government of Meru will focus on resource-based and market-based industries.

The sector will pursue the development of industries which include:

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

- Tools, equipment and inputs – There is also need for industries to produce farm and irrigation tools and equipment as well as inputs such as fertilisers, pesticides and insecticides for promotion of agriculture. Investors also need to produce sports equipment with the view of promotion sports and sports tourism.
 - Furniture production – The vision aims at creating a conducive environment for the production of export quality furniture made from ‘Muringa tree’ and Muuru’-Meru Oak. There will be promotion of bamboo in furniture making for both local consumption and for export.
5. Provision of renewable energy and manufacture of Green products: Energy is a key enabler of the sector and the supply of adequate and quality energy to industries is an important factor in improving competitiveness. The manufacturing sector needs support to transition to a low carbon sources of energy and to enhance its resilience to climate change impacts.

Meru County has huge unexploited potential in the generation of Green energy from solar, wind, small hydro plants, biogas and solid waste. Generation of these renewable energy is targeted to be concentrated in the Igembe North, Igembe Central, Tigania West and Tigania East. Consequently, there are opportunities in innovation and manufacture of equipment, components and accessories for renewable energy generation including solar lamps, panels, biogas digesters, burners, batteries and wind turbines among others. The proposed area for establishment of the manufacturing plant is Igembe Central.

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

The County Government will create an enabling environment by automating processes to fasten the approvals of development plans, licences and establishing the Utungati Centres in every sub-county, which will be a One Stop Shop Centre to facilitate government process. The Government is committed to establishing a land bank by acquiring land across the County to attract both local and foreign investors. The county is also committed to protecting investors against all predatory factors during their investment periods in line with the Kenyan Constitution.

7. Development of SME parks: SME parks are transformative and high impact projects that are expected to create jobs and wealth. For this to be realised, land will be required for development of the project in the identified areas. SMEs in the manufacturing sector form the bedrock of industrialisation and it is a recognised fact that SMEs play an important role in many developing economies.
8. Research, innovation and commercialisation: Research and development are essential in developing innovative capacity and commercialising research findings for increased efficiency and productivity. By 2040, the county will improve the existing research centres such as Mariene, Kaguru, Marimba among others and establish new ones to allow for the expansion of research and innovation. This will be essential for creation of niche products, increasing the products base, improvement of production processing and packaging technology through the following activities:
- (i) Creating a database of commercialisable research findings from Universities and Research Institutions;

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

2.3 Retail and wholesale trade

Situation analysis

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

The county has continued to prosper in terms of retail and wholesale trade. The types of businesses operating in Meru County include retail shops and wholesale shops that break the bulk of fast consumer moving goods. There are beauty parlours, salons and barber shops, boutiques and fashion shops that cater for the beauty and fashion industries. In the financial sector, the county hosts several banks, including the Central Bank of Kenya and microfinance institutions. The agriculture and building sectors are catered for by agro-processing factories/plants, hardware shops and manufacturing. The other kinds of businesses include print and stationery, bookshops, health centres, pharmacies and hospitals. The numbers of registered traders in 2018 were: retailers - 14,076; wholesalers – 358; traders in service industry - 8,971; and, manufacturers - 28. The county aims to increase these numbers for employment creation and revenue generation.

The sector has experienced a variety of weaknesses over time, which include inadequate capital or access to finance, lack of well-equipped incubation centres, poor infrastructure and utilities, insufficient skills, lack of value addition, inadequate information on business opportunities and markets, inadequate business premises, inadequate warehousing facilities, exploitation by middlemen, lack of enforcement of certain regulations, lack of collateral/security, stiff competition facing small enterprises, inability to meet standards of market goods for international market, low capacity to collect and update data on the sector, high levels of default on loans, limited capacity to provide training to entrepreneurs, limited information on available credit facilities, and inadequate knowledge of the market structure.

Table 7: Flagship projects for wholesale and retail trade

Industry	Where are we now in 2018	Where do we want to go by the 2040?	What are the best practices?	Strategies adopted	Flagship
Trade					
Informal trade	Number of barter markets for informal traders – 81	Have 160 county barter markets	<ul style="list-style-type: none"> • Need 350 markets in Meru to serve population of 2.4m) • Policies geared towards value addition. • Emphasise on Green energy manufacturing practices 	<ul style="list-style-type: none"> • Undertake policy, legal, regulatory and institutional reforms for the development of the trade sector • Setting aside County Clean-up Days. • Provision of business advisory services • Introduce credit scheme to traders to regulate kiosks acquisition • Enforcement to ensure traders work within the confines of the markets structures • Provide proper display shelves, storage, skylights, aisle and room for seller to sit. • Shop owners to be encouraged to lay ballast/cabro at their shop front • Well publicised special rotational market days in every ward • Ensure provision of ablution facilities for new markets. • Setting up satellite markets for Meru products in other counties • Promote growth and graduation of micro, small and medium enterprises • Promote fair trade practices. • Continuous reforms and rationalisation of the licensing, rates and County levies. 	<ul style="list-style-type: none"> • Market cleaning & maintenance programme • Construction of modern kiosks • Upgrade of market infrastructures in all sub-counties • Establishment of an integrated SEZ to support value addition of Meru products. • Establishment of branded Made in Meru satellite markets • Establishment of modern kiosks in strategic places • Upgrade of market infrastructure • Establishment of architecturally well-designed markets with kiosks. • Establishment of special rotational markets.
Retail trade	Number of licensed retailers – 14,076	Have 30,000 licensed retailers			
Wholesale trade	Number of licensed wholesalers – 358	Have 700 licensed wholesalers			
Trade in services	Number of licensed trade in services operators – 8,971	Have 16000 licensed trade in services operators			
Manufacturers	Number of licensed manufacturers – 28	Have 60 licensed manufacturers			

Industry	Where are we now in 2018	Where do we want to go by the 2040?	What are the best practices?	Strategies adopted	Flagship
Trade				<ul style="list-style-type: none"> • Facilitate graduation of informal trader into retail traders. • Facilitates public private partnerships that enable direct investments • Facilitates local exporters of goods and services access to national, regional and international markets • Create an enabling environment for trade in services • Capacity building in value addition. • Setting up business Incubation facilities for micro industries • Promoting subcontracting linkages • Promote public procurement opportunities for SMEs • Linking MSIs with markets • Trade fair & exhibitions • SME parks for Jua Kali 	<ul style="list-style-type: none"> • Establishment of international produce markets in Buuri, Igembe South, Tigania West • Evaluation and characterisation of towns in to the classified framework

Goals and strategies of the trade sector

Sustainable growth and development of commerce and viable enterprises will be attained through embracing the following strategies:

1. Market clean-up and improvement programme
2. Promotion of growth and graduation of micro, small and medium enterprises
3. Sensitisation of stakeholders
4. Provision of trading infrastructure
5. Enhancing of market garbage disposal and collection
6. Capacity building of traders and entrepreneurs
7. Facilitation of patenting of innovations
8. Establishment of satellite markets outside the county
9. Develop trade policy, legal and institutional reforms for the development of the sector
10. Promotion of fair trade practices
11. Market surveys and creation of market data bank
12. Provision of business information and advisory services
13. Improvement of sewerage and drainage systems
14. Promotion of market linkages
15. Organisation and participation in both local, national and international exhibitions/fairs
16. Resource profiling

2.4 Tourism development

Situation analysis

Meru County has several international-class tourism attractions, including Meru National Park, Lewa Wilderness Conservancy and Mount Kenya. These sites have sustained attraction of adventure tourists and competitive sports like the rhino charge and the annual Safaricom Marathon. They offer additional activities such as mountain climbing, canopy walks, camping, trekking and diving at waterfalls, bird watching and safari drives.

There are also many other sites with great potential, such as for eco-tourism (e.g. Imenti Forest, Sacred Lake Nkunga, Ngare Ndare, Nyambene Forest and Water Tower, Ngaya Forest, Igombe, etc.). There are other sites with great appeal for cultural tourism such as the Meru Museum and Njuri Ncheke shrines. The county is in the process of establishing Nyambene Conservancy that has attraction sites like Igombe Crater, Ngaya Forest for bird and butterfly watching and breath-taking sceneries.

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

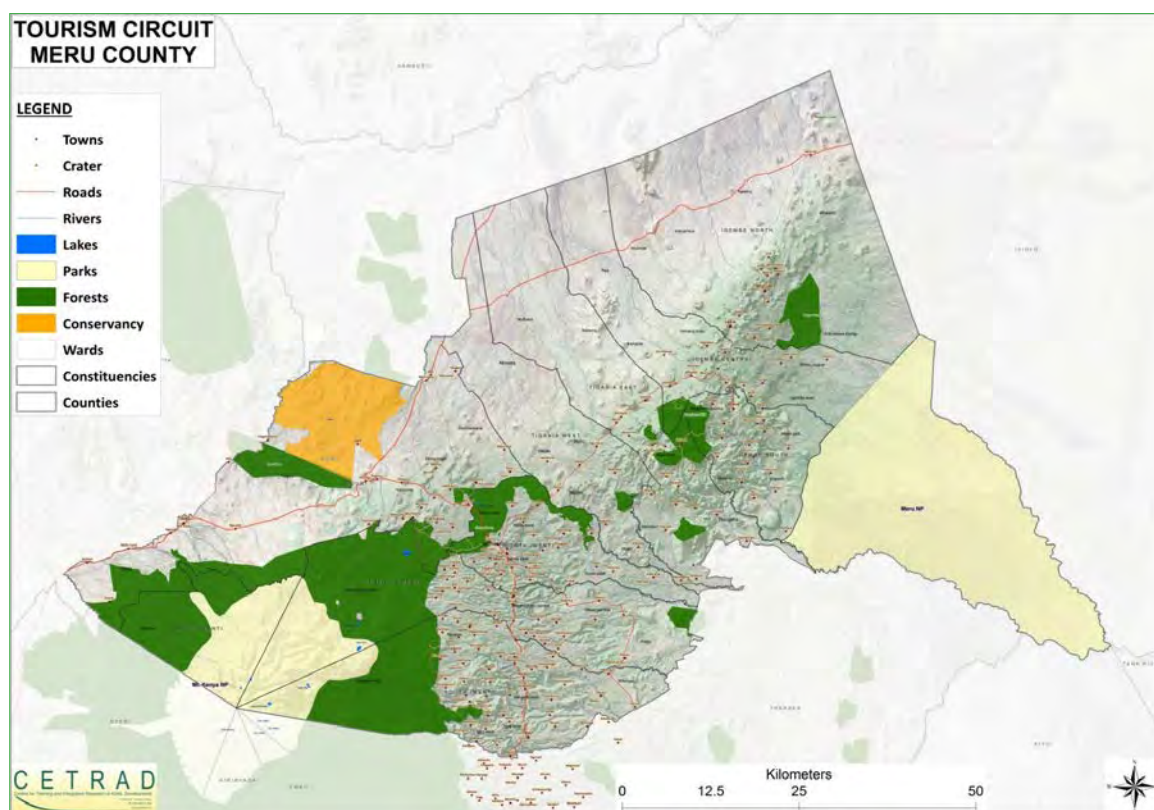


Figure 12: Tourism circuit in Meru County

Attraction sites at a glance

1. **Meru National Park** – The park is known as the “complete wilderness”, one of the remaining few pristine national parks in Kenya. This important feature of the park should be promoted with the aim of benefitting from the trend in international tourism which favours such destinations. Besides being the home of the Big Five, Meru is particularly famous for its lions. The park is especially associated with Elsa the Lioness and the film ‘Born Free’, a 1966 Technicolor British drama film starring Virginia McKenna and Bill Travers as Joy and George Adamson respectively, a real-life couple who raised Elsa, an orphaned lion cub, to adulthood. Virginia McKenna has continued and deepened her ties with Meru National Park. Elsa’s grave is at the southern end of Meru National Park, off the southern bank of the Ura River. It continues to be the draw of many international visitors. The lion population in Meru National Park seems to be growing, as attested by the large prides seen by visitors. Moments of sighting lions are usually mentioned by guests as important aspects of their satisfying experience. Some of Kenya’s largest herds of buffalo are to be seen at Meru. The park is one of the best places in the country for birdwatching – over 400 species of birds are reported.
2. **Lewa Wildlife Conservancy** – This Conservancy is famous for its rare and endangered black rhino and Grévy’s zebra. About 12 per cent of Kenya’s eastern black rhinoceros population and the largest single population of Grévy’s zebra in the world (approximately 350 individuals) are to be found there. In the context of Kenya and international tourism, Lewa caters for a “niche market”. More concerted efforts should be made to encourage more Kenyans to visit Lewa.

3. **Mount Kenya** – The feature is a UNESCO World Heritage site, recognised for its “Outstanding Universal Value” and for its “exceptional natural beauty”. Mount Kenya offers unparalleled opportunities for those who appreciate nature – enjoyment of the great outdoors, including walking, mountain running and trekking, and for those interested in conquering any of the mountain’s three peaks.

The mountain is a fascination of lifeforms of both flora and fauna. The distinctive eco-systems vary with the elevation; upland forest, bamboo forest (2500m), high-altitude equatorial heathland (3000m to 3500m) and lower alpine moorland (3400m to 3800m), which includes several species of bright everlasting flowers. In the so-called Afro-alpine zone (above 3500m) and the upper alpine zone (3800m to 4500m) are to be found hairy carpets of tussock grass, giant lobelias and the giant groundsel, which looks like a cross between an aloe, a cactus and a dwarf. Then there is the summit – all rock and ice. There are lots of animals to be found on the slopes of the mountain. Elephants and buffalo abound in the lower elevations. There are also Sykes’ monkeys, Mackinder’s eagle owls, waterbucks, leopards, hyenas and servals in the thick bushes in the lower forests. Higher up the mountain are the highland rock hyrax, a hyrax sub-species that is larger and thicker-furred than its lowland cousins.

Challenges of the tourism sector

Some of the challenging factors in the tourism sector that requires consideration include poor access to sites, insecurity, poorly maintained amenities, increased poaching and encroachment, environmental degradation, poor waste disposal, erosion of the culture, destruction of heritage sites, delayed financing, and inadequate supply of agricultural produce for trade.

Despite this, domestic tourism in the country has witnessed a steady growth leading to high demand for accommodation and the establishment of star rated hotels in Meru County with a bed capacity of 101, and homestays as unique hospitality facilities. The majority of the hotels are privately owned with the county having one lodge within the Meru National Park, which is being refurbished. Only two hotels have been classified by Tourism Regulatory Authority.

The domestic and international tourists visiting the county is summarised in Table 8.

Table 8: Number of visitors to Meru National Park and Meru Museum

	2012	2013	2014	2015	2016
Visitors to Meru National park ‘00’	17.8	14.7	19.2	17.3	19.8
Visitors to Meru Museum ‘000’	24.2	26.3	32.8	23.7	19.9
TOTAL	42	41	52	41	39.7

Table 9: Flagship projects for tourism sector

Industry	Where are we now in 2018	Where do we want to go by the 2040?	What are the best practices?	Strategies adopted	Flagship project
Tourism	Tourists to Meru National Park: 19,800 Annually	Tourists to Meru National Park: 150,000 annually	Tourist traffic comparable to Amboseli	<ul style="list-style-type: none"> Incentives to tour companies Publicity and marketing activities to market tourism product to locals Aggressively engage print and electronic media Introduce annual outdoor activity to the attraction site Enhance accommodation facilities in the park Improve access roads Identify 3 sites around Nyambene for investors and Link with Consolata fathers winery (Igombe Crater, Ngaya Forest, Nyambene Hills) 	<ul style="list-style-type: none"> Construction of a five-star facility at the Meru National Park Open up and aggressively promote mountain tourism Capacity build service providers to raise service standards Upgrade tourist sites to exploit their potential Aggressively market Meru County as a destination of choice Construction of a 300 bed capacity premier conference facility Embrace modern medical tourism
	Tourists to Meru Museum: 19,900 annually	Tourists to Meru Museum: 39,800 annually		<ul style="list-style-type: none"> Incentives to tour companies Publicity and marketing activities to market tourism product to locals Aggressively engage print and electronic media Introduction of school programmes 	
	Tourists to Mt. Kenya National Park: 19,100 annually	Tourists to Mt. Kenya: 100,000 annually		<ul style="list-style-type: none"> Incentives to tour companies Publicity and marketing activities to market tourism product to locals Aggressively engage print and electronic media Introduce annual outdoor activity to the attraction site 	

Industry	Where are we now in 2018	Where do we want to go by the 2040?	What are the best practices?	Strategies adopted	Flagship project
				<ul style="list-style-type: none"> • Improve access roads • Introduction of unique products like zip lines and cable cars • Identify 3 sites around Mt. Kenya to market to investors (Lake Ellis, Nturuakuma, Thaa, Kibaranyaki Conservancy) 	
	Star rated hospitality facilities in Meru: 4	3 star rated and above for at least 10 facilities	All facilities to be rated	<ul style="list-style-type: none"> • Collaboration with Tourism Regulatory Authority • Training on importance of facility rating and standard operating procedures 	
	Below 30% bed occupancy	60% bed occupancy		<ul style="list-style-type: none"> • Introduction of annual outdoor activity to drive traffic to Meru • Aggressively market Meru as a destination of choice • Capacity build service providers on standards to enhance satisfaction levels of tourists hence repeat business • Diversify tourism product from the traditional products 	
Sports tourism	Not well exploited	Promote sports tourism to contribute 10% of tourist numbers		<ul style="list-style-type: none"> ▪ Develop activities around new sports such as baseball, golf, skating, archery & Meru Cycling Race, motorcycle race 	<ul style="list-style-type: none"> ▪ Sport tourism
Mountain tourism	Not well exploited	Promote sports tourism to contribute 10% of tourist numbers		<ul style="list-style-type: none"> ▪ Installation of cable cars and zip lines 	<ul style="list-style-type: none"> ▪ Mountain tourism

Goal and strategies for the tourism sector

1. High level engagement of County Government with National Government agencies for resource allocation for projects beyond the county functions
2. Intensive marketing of Meru County as a tourism destination
3. Training seminars and workshops for service providers in the tourism and hospitality
4. Promote investment in conference facilities to promote MICE (Meetings, Incentives, Conference and Exhibitions) Tourism
5. Tourism product development and diversification to reduce overdependence on traditional tourism product
6. Extensive marketing strategies to place Meru County as the tourism hub of Mt. Kenya
7. Partnerships with the private sector in promoting tourism
8. Resource mobilisation and prudent utilisation of resources from the county budget
9. Introduction of a quality/standards competition's/event for service providers in the industry
10. Construction of entertainment products such as amusement parks, theme parks, entertainment clubs and specialty restaurants
11. Promotion of best practice in the industry
12. E-marketing of tourist attractions in Meru County
13. In the interest of attracting local tourists, the sector could benefit from importing animals that are not commonly found in the county, which would be placed in zoos and sanctuaries
14. Feasibility studies and mapping of tourism sites and opportunities

2.5 Mining

Situation analysis

The main ongoing mining activities in the county include building stones mining in Imenti Central, Imenti South and some parts of Buuri Sub-County. Sand mining is carried out in lower parts of Tigania West and East and much potential in Kiagu area at the confluence of River Mariara and River Kathita. There has been inadequate mineral exploration, meaning that there is potential for economic mineral deposits in the county. The revision of the Mining Act of 2016 created an enabling legislative framework for artisans and miners. There are abundant quarries and other natural resources for this sector to tap from.

Goals and strategies for the mining sector

The county focus is to promote conducive working environment for the private sector and developing enabling infrastructure in the areas with mineral wealth to support exploitation, increase mineral exploration and resource mapping across all the resource abundant areas

in the county through acquisition of mineral resource data in the county and by carrying out a survey as well as capacity building of the artisans and small-scale miners.

Flagship projects for mining sector

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

2.6 Financial services

Situation analysis

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

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

The county has both mortgage and insurance companies. Housing Finance is the mortgage financial institution in the county. According to the insurance annual report 2018, there are 28 insurance firms in Meru. This represents 47 per cent of total national number of insurances. The major insurance firms include APA, UAP, Britam, Jubilee, Kenya Alliance, Orient, Heritage, Madison, Sanlam, Direct Line, Invesco, AON and CIC Insurance among others. There is also a good command of money in circulation due to the productive activities carried out in Meru.

The challenges facing the financial service sector include the prevailing low savings culture that hinders the development of financial services, high interest rates thereby making cost of credit expensive. Operational legal frameworks of the Cooperative Societies Act (CSA), the Savings and credit Societies Act (SSA) have not been amended to conform

to the assignment of devolved functions, and unreliable sources of information and data pertaining to financial service products.

Access to various financial service providers opens doors to many economic opportunities. More than one third of the population in Meru County, about 39 per cent, have access to various financial service providers. At the same time, 25 per cent have access to self-organised groups, 26 per cent have access to mobile banking services, while 15 per cent can access SACCOs. In addition, 14 per cent have access to commercial banks and a further 4 per cent to micro-finance institutions. This shows there is need for further effort to ensure increased access to financial services in order to prevent the county from being left behind development-wise. (Meru Socio Economic indicators survey, 2016). There is need to strengthen the financial institutions to broaden their scope of services to include elaborate agricultural products to cushion on economic shocks.

Goals and strategies for financial services

The main goal for the financial sector is to increase access to services in the society by:

1. Enhancing access of financial services;
2. Enhancing saving initiatives;
3. Being responsive to emerging economic issues;
4. Promoting efficient financial service delivery;
5. Improving stakeholder involvement;
6. Building capacity for the stakeholders,
7. Automating County Revenue Systems;
8. Carrying out civic education and enforcing the Meru County Finance Act;
9. Creating a conducive environment for investors; and,
10. Mobilising support for resources in market accessibility.

Table 10: Flagship projects for financial services sector

Industry	Where are we now in 2018	Where do we want to go by the 2040?	What are the best practices?	Adopted strategies	Flagship projects
Financial services	<ul style="list-style-type: none"> • 157 SACCOs with turnover of 759M • 20 commercial banks • 12 microfinances • 50% automation of systems 	200 SACCOs with a turnover of 3B.	<ul style="list-style-type: none"> • Promotion of cooperative societies and cooperative governance • Product branding and marketing 	<ul style="list-style-type: none"> • Formation of new SACCOs • Capacity building of cooperatives • Engaging innovative & skilled cooperative leaders • Branding products • Streamlining marketing systems for commodities handled by cooperatives • Amalgamating weak societies to enjoy economies of scale • Educating residents to improve their savings • Capacity building of all stakeholders • Improving societies management/leadership through inculcating corporate governance • Strengthening the Meru Microfinance Corporation and broaden their scope of services including Agricultural products • Introducing credit guarantee schemes for youth, women and PWDs 	<ul style="list-style-type: none"> • Financial literacy for the residents • Provision of credit facilities • 100% automation of revenue systems • Capacity building for SACCOs • Cooperative (SACCO) Governance • Enhancing Meru Microfinance • Introduction/attraction of development financing

Chapter 3

SOCIAL PILLAR: FOR A HAPPY SOCIETY

GOAL: Improved happiness level of Meru County citizens by 5 per cent every year by providing access to Quality Social Services.

Overview

For a long time, the main indicator for a developed society has been its economic growth. This is the basis on which countries are today segmented into 'developed', 'developing' and 'underdeveloped' economies. And while a robust economy does indeed contribute to overall quality of life, developmental economists are now arguing that a Wealthy Society is not necessarily a happy one. In fact, the UNDP has expanded their definition of Human Development to include level of happiness in a country.

But is Happiness attainable? And what are the dimensions of a happy life?

In general, happiness comes when individuals in a society are allowed to lead a decent and meaningful life. This includes crucial aspects of good health, access to education and opportunity, a clean environment, social support and justice as well as freedom to make choices. This Social Pillar is anchored on the belief that focusing on attaining a Happy Society will ultimately lead to raising all other indicators of human development. The main sectors of the Social Pillar include Health, Education, Environment, Culture, and Youth and Sports; this will propel the pillar to deliver its contribution to happiness.

First and foremost a Happy Society is the product of happy families. While governments are tasked to provide basic social amenities, it is the onus of the parents to provide the initial environment where the child grows and is protected from harm. It is the parents who are the first educators in a child's life; they help formulate morals, instil ethics, empathy, virtue, respect and work ethic. It is within the family unit that a child learns how to relate to others, develop character and nurture ideas. The family unit also makes economic decisions on savings and investments, migrations and settlements, and population growth rate. The modern Meru family unit needs to be supported.

Due to changing socio-cultural practices, the role that the traditional family played in inculcating social norms has been abandoned. This should not end here. The communities also need to be supported and organised to foster positive societal values. It is important to create new institutions that contribute to the social capital necessary to mitigate social problems such as street children, abuse and youth delinquency.

The rising cases of diseases such as Cancer and Clinical Malaria reported in Meru pose a threat to the county's social and developmental agenda. The focus in the sector will be on increasing access to affordable universal healthcare. This will be possible through harnessing strengths and opportunities within the sector. The Health Sector already derives

synergies from the fact that healthcare is a key component of the National Big Four Agenda under the National Government and the Kenya Vision 2030.

The Education sector contributes towards the Vision by increasing levels of literacy in the county. Currently the literacy level stands at 40 per cent and 60 per cent among school going males and females respectively against a global literacy rate of 90 per cent and 83 per cent for males and females respectively. The Vision identifies education and skills development as a key catalyst to spur empowerment, industrialisation and actualise self-employment in the county. To this end, the county will invest more in improving access to quality competency-based education.

The Meru Vision 2040 acknowledges the existence of affirmative groups in the society. These include but are not limited to the elderly, persons living with disability (PWDs), marginalised persons, orphans and vulnerable children, street children and families and victims of gender based violence. These groups need special protection initiatives so as to contribute to the development of the county.

The Meru community is proud of their traditions and cultural heritage and boasts of unique heritage sites such as Mt. Kenya and the Njuri Ncheke Shrines. However, the existence of some retrogressive cultural practices undermine the gains achieved in promoting human and cultural dignity. The legislation and implementation of a County Cultural Policy and laws are vital in eliminating practices such as FGM and Gender Based Violence (GBV).

Meru County enjoys favourable climatic conditions and fertile soils. The Social Pillar, through the environmental sector, seeks to promote clean and green environment for present and future generations through increasing forest cover, reduction of freshwater drying rates, mitigating against climate change and development of a sustainable waste management and recycling system. The Vision will ultimately be accomplished by incorporating community based sustainable and friendly interventions.

Youth in Kenya comprise 32 per cent of the total population; this makes them the fastest growing demographic group in the county. In Meru County, the youthful population makes approximately 28 per cent of the population. The youth are the most vulnerable demographic category with huge potential to contribute to the economy, but with risks of radicalisation, substance abuse, peer pressure and engagement in crime. To tap into this vibrant group, the Vision 2040 aims to empower the youth through sports, creative arts, talent identification and creation of self-employment opportunities.

Finally, to realise the Social Pillar Vision of a Happy Society, all sectors need to work together to transform Meru County into a Harmonious Society by providing high quality of life to all its people.

The focus in this sector will be:

- Empowering the family unit;
- Promoting Holistic Education and research and development;
- Increasing access to affordable Universal Healthcare;
- Promoting progressive cultural values;
- Enhancing skills and talent development and creative arts; and,
- Ensuring sustainable clean and green environment.

3.1 The family unit

The family unit is considered critical in the society since it is the fundamental unit for governance, culture and education. Through accomplishment of personal goals, individuals within the family contribute ‘family capital’ that enables them to achieve societal goals and ultimately contributes to the implementation of the 17 Sustainable Development Goals (SDGs).¹

The traditional Meru family unit was a patrilineal unit characterised by communal sharing, cohesion and interdependence. The society demanded strict adherence to culture norms regulated at various levels of cultural institutions at different age stages. The community was bound together by spiritual and communal beliefs which were monitored and enforced by the elders.

While the Ameru people are still very proud of their heritage, some aspects of the traditional way of life remain. Colonisation and urbanisation have led to dislocation of persons from their rural lands, leading to division of families. Furthermore, modern ways of living have impacted negatively on the cultural way of life. In addition, the advent of religions such as Christianity, Islam and Hinduism has accelerated impact on cultural way of life.

Today, the changing occupation of women has affected how children are now raised and educated. It is common to find that mothers will now employ nannies as primary caregivers in addition to sending children to crèches and kindergartens. Rural-urban migration has also removed the social support structure that would have been crucial to raise children and care for the sick and elderly in the community.

According to the Meru County Socio-economic Baseline survey (2019), North Imenti has the highest rate of urbanisation followed by Buuri and Igembe South Sub-Counties. Tigania West, Tigania East, South Imenti and Central Imenti remain largely rural. Change in gender roles has also been witnessed in many parts of the Meru community with women increasingly becoming breadwinners. It is estimated that Igembe Central has the highest rate of female-led households at 54 per cent, while South Imenti has the highest number of male-led households at 66 per cent. Recent statistics have shown that the number of single households in Meru is increasing (as high as 38% in Igembe South).²

Other challenges facing the family unit today include:

- a) Change in gender roles; women are now increasingly becoming bread winners and hold leadership positions
- b) Poverty, which include a) food insecurity leading to child malnutrition; and b) unemployment
- c) Single parent families, which include i) increase in female headed households, ii) absentee fathers, iii) deadbeat fathers – lack of responsibility;
- d) External cultural influences – i) formal education, ii) religion, and iii) gambling and drug abuse;
- e) Break in cultural norms – i) gender violence, ii) youth delinquency, iii) FGM is now outlawed in the community, and iv) women have greater responsibility in the community.

1 Barlow, M. (2016). Family Capital. *Family Capital and the SDGs*

2 Meru County Socioeconomic Survey 2019

Goals and strategies for family unit

- Run campaign on “strong fathers, strong families”: men empowerment strategies
- Introduce programmes that train parents on basic parenting education: preventative health, savings culture, etc
- Encourage a corporate culture that is sensitive to families (parents): flexible working hours/teleconferencing, office crèches, etc
- Carry out capacity building for nannies and care givers

Family unit flagship programmes

- A. Family and community social clubs: develop all-inclusive social clubs in the communities where families can meet and build communal social capital. These social clubs can:
 - a. Help mitigate social evils such as crime, alcoholism and deal with the issue of drug abuse and reinforce the efforts of Nyumba Kumi.
 - b. Be used as an avenue to encourage sponsorship or adoption of children in extreme poverty.
- B. Family environmental strategy: Set a tree growing target for families and have family tree planting days in the community. Involving the family unit will lead to increased responsibility on environmental awareness and improved soil fertility and conservation.
- C. Youth: Find ways of changing mindset. Harness linkages from professional bodies such as Ameru Professionals Association: War against sloth: promote role models and study how current generation can overcome physical, mental and spiritual sloth. Engage youth through the Meru Youth Service (MYS) by offering critical life skills and sustainable employment opportunities.
- D. Capacity building of child care givers: Develop curriculum for nannies and house managers offered through the TTIs and train unemployed youth through the MYS programme.
- E. Develop the Mumeru Family Pledge:
 - a. It is my duty to get an education;
 - b. It is my duty to contribute to a better society;
 - c. It is my duty to protect the environment;
 - d. It is my duty to protect my culture; and,
 - e. I am responsible for extending peace in my community by caring for elders and avoiding crime.

3.2 Health sector

Healthcare is the prevention, treatment and management of illnesses and the preservation of health through the services offered. It includes all the goods and services designed to promote health including “preventative, curative and palliative interventions, whether directed to individuals or to populations”.³

3 World Health Organization Report. (2000). “Why do health systems matter?” WHO.

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

Over the years, the Meru County Government, together with other stakeholders has embarked on many initiatives aimed at improving the health sector. Some of the initiatives include establishment of health facilities, provision of drugs, health education, staffing, and immunisation efforts. These provisions are centered on tenets described by the *Kenya Essential Package of Health Services (KEPH)* and Schedule IV of the *Kenya Constitution 2010*. These documents define roles for service delivery at various levels; Community-Level 1, Dispensary-Level 2, Health Centre-Level 3, Sub-County-Level 4 and County Referral-Level 5.

Meru County has a total of 549 health facilities; 56 per cent are private facilities, 32 per cent are under the MOH, 11 per cent are under faith-based organisations and 1 per cent are owned by NGOs. The facilities under the Ministry of Health are 1 Level 5 Hospital, 15 Sub-County Hospitals, 122 Dispensaries and 34 Health Centres. Public health facilities are distributed across the sub-counties with Imenti South registering the highest percentage of health facilities at 20 per cent and Igembe North recording the least number at 7 per cent. Private medical facilities are normally concentrated in major towns and urban centres. The World Health Organization (WHO) recommends 15 health centres per 30,000 people and 45 dispensaries per 10,000 people.

The doctor/patient ratio stands at 1:14,285, nurse/patient ratio is 1:1,652, while the clinical officer/population ratio is 1:7,142. HIV and AIDS estimated prevalence stands at 2.9 per cent for Meru County.

The major diseases in the county are upper respiratory tract infections, joint pains and intestinal worms. The county has a life expectancy of 63.5 years against a global estimate of 72 years, an infant mortality rate of 39 (per 1,000 births) against a global average of 30 (per 1,000 births) and an adult mortality rate of 375 (per 1,000 population) against a global estimate of 142 (per 1,000 population). According to the KDHS 2017, the stunting rate is 25 per cent, underweight 8.15 per cent and wasting at 2.9 per cent. The immunisation coverage in the county is 70 per cent.

One of the threats facing the sector is the distance to the health facilities and cultural practices that prevent patients from seeking medical advice. For example, data from 2012 shows that births delivered at health facilities were 42.5 per cent;⁴ nonetheless, this trend improved drastically in two years as data from 2014 puts hospital births at 81.8 per cent against a country average of 61.2 per cent.⁵ Table 12 shows the distribution of Health facilities per sub-county in Meru County by the Kenya Essential Package of Health (KePH) level.⁶

A survey conducted in Meru County found that at least 40 per cent of Meru citizens usually access local dispensaries first, followed by County Hospital (25%), while at least 24 per cent go to local private facilities; less than 1 per cent opted for herbalists and traditional healers.⁷

4 Kenya Health Information System (HIS) Division of Child Health (2012)

5 Kenya Demographic and Health Survey, 2014

6 Meru County Department of Health 2019

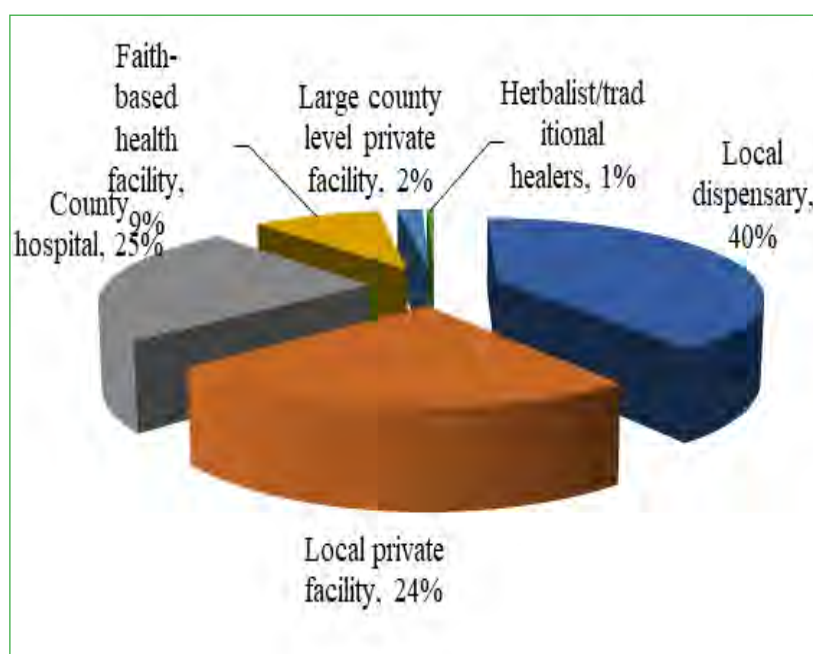
7 Meru County Social Economic baseline survey 2019

Table 11: Selected health indicators

Impact level indicators	Meru County Baseline	Global Health estimates	Target		
			2022	2030	2040
Life Expectancy at birth (years)	63.5	72	68	75	85
Infant Mortality Rate (per 1,000 births)	39	30.5	32	25	12
Under 5 Mortality Rate (per 1,000 births)	52	41	42	25	15
Maternal Mortality Rate (per 100,000 births)	362	216	300	230	120
Adult Mortality Rate (per 1000 population)	375	142	250	180	120

Table 12: Number of health facilities per Sub-County by KePH level

Sub-County	KePH Level					Total	Percent of total
	Level 2	Level 3	Level 4	Level 5			
Buuri	59	7	4	-	70	12.75	
Igembe Central	37	2	2	-	41	7.47	
Igembe North	23	3	2	-	28	5.10	
Igembe South	40	7	2	-	49	8.93	
Imenti Central	33	6	4	-	43	7.83	
Imenti North	142	13	6	1	162	29.51	
Imenti South	67	5	5	-	77	14.03	
Tigania East	33	3	3	-	39	7.10	
Tigania West	29	9	2	-	40	7.29	
Total	463	55	30	1	549	100.00	

**Figure 13: Health facility sick household member visited**

Source: Meru Socioeconomic Baseline survey 2019

Research also shows that the average distance to the nearest health facility is 4.2 km with citizens from Igembe North finding it most difficult to access a health service (see Figs 14 and 15).

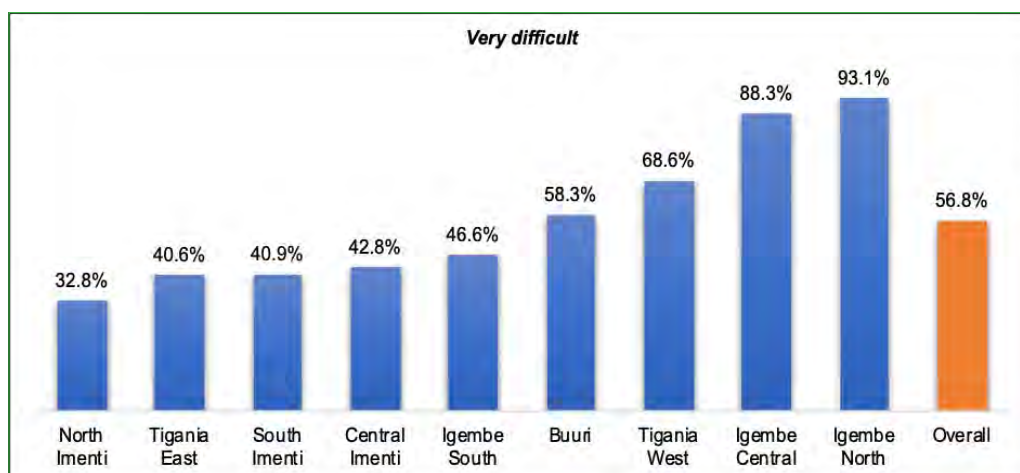


Figure 14: Ease or difficulty to access health services in case of a health emergency

Source: Meru Socioeconomic Baseline survey 2019

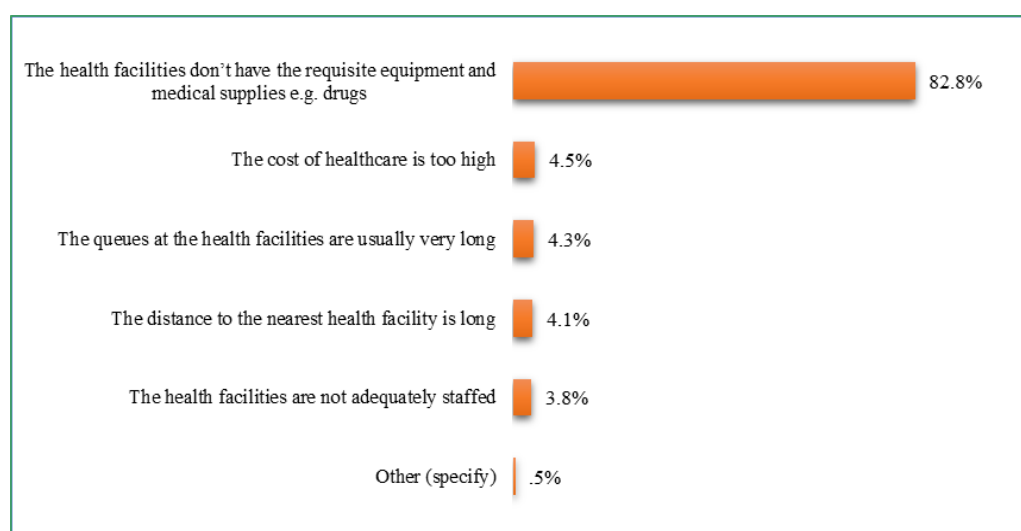


Figure 15: Reasons for ease or difficulty to access health services in case of a health emergency

Source: Meru Socioeconomic Baseline survey 2019

Medical insurance penetration in Meru is commendable, with NHIF Meru Branch reporting that 51 per cent of citizens covered under NHIF.

Health provision is hampered by various factors which include erratic drug supply, poorly equipped health facilities, lack of a comprehensive public health awareness programme and inadequate staff (see Fig 15). Lack of proper equipment and drugs is seen as the key issue ailing the health facilities and therefore needs to be addressed as a short-term strategy.

Goals and strategies

The Social Pillar proposes various strategies aimed at enhancing healthcare in the county. The main goal in the sector is the provision of a Comprehensive Health Care Package to the people of Meru County. The strategy will encompass health promotion, preventive health care and curative health care.

Table 13: Distribution of health personnel in Meru County by profession and by Sub-County

	Buuri	Igembe Central	Igembe North	Igembe South	Imenti Central	Imenti North	Imenti South	Tigania East	Tigania West	Total
Doctors	3	1	1	11	2	36	5	3	2	64
Nurses	77	27	50	95	67	234	174	88	94	
Clinical officers	15	4	8	20	11	41	25	19	17	
Nutritionists	0	2	2	2	1	3	2	1	1	
Public Health Officers	4	2	4	11	5	3	9	8	8	
Social workers	0	0	0		1	17	1	9	0	28

Source: Directorate of Efficiency Monitoring (2018)

Table 14: Population to health centre ratio

SUB-COUNTY	2009 (Census)			2018 (Projections)		Public Health Care	
	Area (Km ²)	Pop	Density (km ²)	Pop	Density (km ²)	No. of Public HC	HC: Population Ratio
Buuri	1068.67	134,653	126	162,348	152	19	1:8,544
Igembe North	1172.83	154,814	132	186,656	159	12	1:15,554
Igembe Central	511.62	193,392	378	233,169	456	14	1:16,654
Igembe South	263.31	134,550	511	162,224	616	14	1:11,587
Imenti North	293.01	149,144	509	179,820	614	16	1:11,238
Imenti Central	333.10	116,918	351	140,965	423	18	1:7,831
Imenti South	393.87	179,604	456	216,545	550	36	1:6,015
Tigania East	647.10	157,246	243	189,588	293	19	1:9,978
Tigania West	456.31	135,980	298	163,948	359	24	1:8,081
County	5137.50	1,356,301	264	1,635,263	318	172	1:9,507

Source: Directorate of Efficiency monitoring (2018)

The sector will focus on the following specific interventions:

- Reducing maternal mortality rate from 362 to 120 (per 100,000 births)
- Reducing infant mortality rate from 39 to 12 (per 1000 births)
- Increasing life expectancy from 63 to 85 years
- Immunisation coverage from 70 to 100 per cent
- Increasing access to potable water from 15 to 100 per cent
- Increasing the number of HIV+ pregnant mothers receiving preventive ARV's from 93 to 100 per cent
- Increasing the number of patients' eligible HIV clients on ARV's from 59 to 100 per cent
- Reducing the number of new outpatients with mental health conditions from 20 to 12 per cent
- Increasing the number of women of reproductive age screened for cervical cancers from 7 to 100 per cent
- Reducing the FGM prevalence from 39.7 per cent to 0 per cent
- Raising the number of residents aware of risk factors to health from 45 to 96 per cent
- Increasing the number of schools providing complete school health package from 0 to 100 per cent
- Increase the number of people covered under the medical insurance scheme from 16 to 80 per cent
- Increasing number of citizens engaging in exercise from 0.2 to 60 per cent
- Marketing Meru as a health tourism destination
- Establishing health research linkages between the hospitals and universities in the county; this will help identify sources of illnesses and possible actions for preventive care
- Increasing the number of research studies on health care in Meru County by establishing a Meru County Education Research Fund increasing it every consecutive year by 2 per cent
- Establishing linkages between the health, environment and education sectors
- Embarking on an aggressive networking strategy that will attract partnerships increasing it every consecutive year by 20 per cent

Specific objectives that will lead to the overall goal and achievement of the above interventions include improving logistics for medical supplies, training on primary health care (Level 1) and provision of health financing.

Health sector flagship projects

The immediate to **short-term projects** are:

- A. Community Health Campaign: Employing an aggressive youth workforce to conduct door to door campaigns on hygiene and sanitation as well as preventative health strategy. This can be linked to the Meru Youth Service.

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

The medium to **long-term projects** are:

- A. Manufacturing of pharmaceutical products: This medium-term flagship programme in the health sector (2022-2030) will be to make essential drugs accessible and affordable. The sector will partner with major pharmaceutical companies to produce at least 30 per cent of the drugs required by the health centres.
- B. Establishing a Meru Gastrointestinal and Cancer Centre: This will be a longer-term flagship programme; the project will be established to actualise the reduction of non-communicable diseases in the short and medium term.
- C. Establishment of traditional Medicine research and Linkages Centre: Research on disease trends (disease trend monitoring), link with traditional medicines; integration of traditional medicine with conventional medicine, strengthen partnerships with KEMRI.
- D. Medi-tourism: The Vision projects that Meru County will have high-level quality medical facilities that will be able to treat specialised medical conditions currently being treated outside the country. This will enable the sector to embark on an aggressive marketing strategy to position Meru as a regional hub for medical care.

3.3 Education and technology sector

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

Globally, higher levels of education have been seen to translate into higher levels of human capital in any given nation and as a result increased social and economic development. A higher literacy level also positively correlates to democracy and a better quality of life since members are able to positively contribute to their communities.

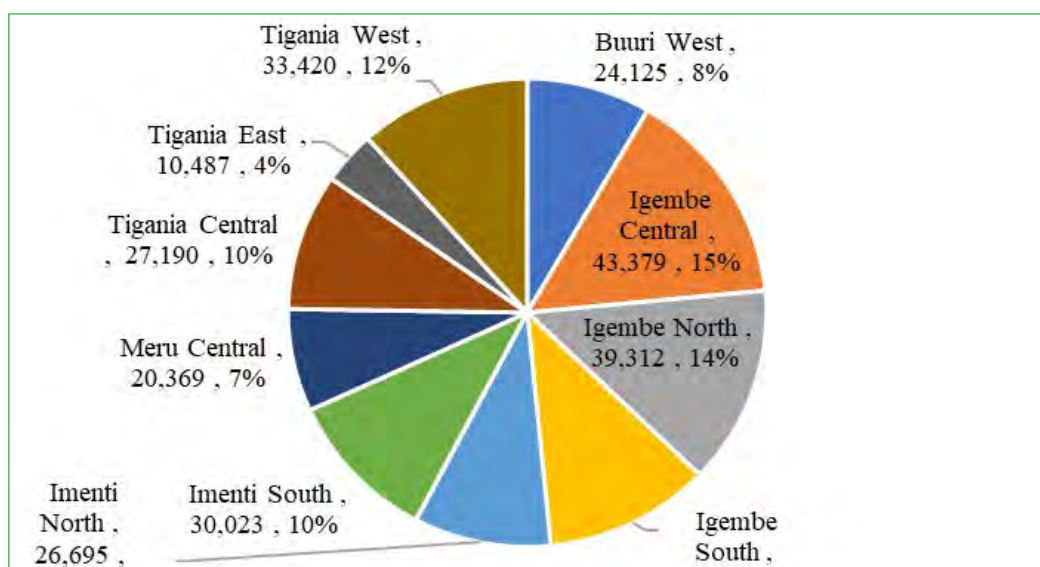


Figure 16: Enrolment in primary schools in Meru County by Sub-County

The Education Sector has benefited from ongoing interventions at the National and County levels. For example, in 2003 Kenya introduced Free Primary Education (FPE) and in 2017 Free Secondary Education (FSE) in day schools. This has made education more accessible to a wider population across the country, leading to higher levels of literacy.

Education largely remains a National Government function. Budgetary allocation to education, technology, gender culture and social development as a share of total county budget increased from 9.59 per cent in 2018/2019 to 9.67 per cent in 2019/2020.⁸

Meru County currently reports a literacy level of 40 per cent of school-going males (15-24 yrs) against a global average of 90 per cent and a 60 per cent literacy rate of school-going females (15-24 yrs) against a global average of 83 per cent. There has also been a long history of investing in education infrastructure. According to the public education sector in Meru County there are 773 ECDE centres with 65,396 children enrolled; 753 primary schools with 263,892 pupils enrolled; and, 379 secondary schools with a total enrolment of 93,218 students.

Efforts from both the National and County Governments ensure that education infrastructure is catered for through the Constituency and Ward Funds. Building more schools will ensure that Meru County adheres to internationally accepted standards where a child does not walk more than 2km to school.

The Education Sector continues to experience challenges in levels of staffing. The teacher: student ratio for ECDE centres is 1:50 against the recommended ratio of 1:25; teacher: student ratio for primary schools is 1:48 against the recommended ratio of 1:40. Teacher: student ratio for secondary schools is 1:60 against the recommended ratio of 1:40, while instructor: trainee ratio stands at 1:24 against the recommended ratio of 1:10.

A recent baseline survey (September 2019) shows that Igembe South, Central and North have the highest teacher: pupil ratio.

⁸ Meru County Socioeconomic Baseline survey

Table 15: Education Sector key statistics in Meru County

Impact Level Indicators		National 2017 statistics	County estimates 2018 (%)	Target		
Education attainment	Levels			2022	2030	2040
Access to education	ECDE	89.3	91.3	93	96	99
	Primary	76.24	77.6	81	85	96
	Secondary	79.91	74.2	76	80	94
	VTCs	6.93	7.07	10	16	20
	Adult education	0.98	1.22	2.5	4	8
	University	7.97	8.87	12	17	22
Completion Rates	ECDE	96	97.5	98	99	100
	Primary	91.2	62	68	74	90
	Secondary	86.1	93.5	94.5	96	99
	VTCs	48	52.6	55	59	63

[Table 16: Number of Educational institutions in Meru as at 2017

	ECDE	Primary	Secondary	VTCs	TTIs	National Polytechnic
Public	770	753	379	30	6	1
Private	423	355	21	2	0	0

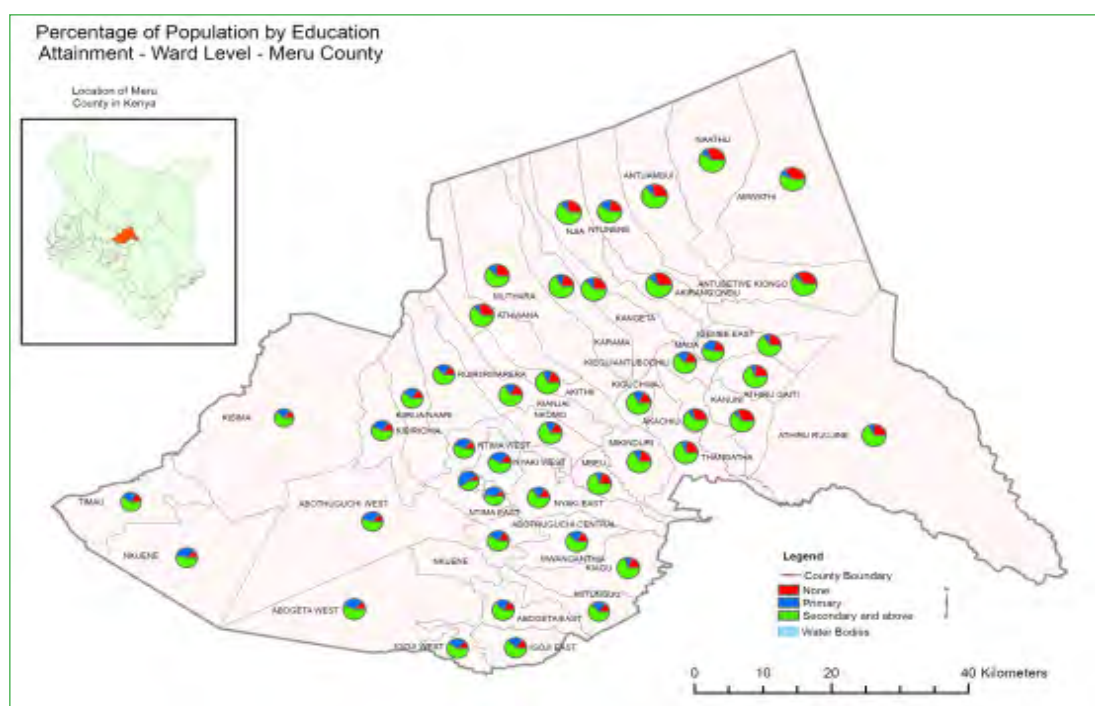


Figure 17: Education attainment by Ward (percentages)

Despite high levels of access at ECDE (89%) the transition rates continue to drop. Average dropout rate in ECDE, primary, secondary and VTCs stands at 2.3 per cent, 38%, 6.5 per cent and 47 per cent respectively. The high rate of dropout has led to an increase in social problems among the youth such as break down in culture, substance abuse, idleness and radicalisation.

According to the data on accredited institutions by the Technical and Vocational Education and Training Authority (TVETA), the county has 40 TVET institutions of which 36 are registered and licensed whereas four are only registered. Of the 40 institutions, 20 are Technical Vocational Colleges (TVCs), 19 Vocational Training Centres (VTCs) and one National Polytechnic (NP). Private institutions form 20 per cent of TVET institutions.⁹ Meru County only has two chartered universities with more than ten substitute campuses.

Enrolment rates of Vocational Training Colleges (VTCs) stands at 7 per cent against a country average of 6 per cent. VCTs are fundamental in providing knowledge and skills to facilitate industrialisation and technology absorption. These centres provide specialised training in technical vocations such as automotive engineering, electronics, computer technology and building and construction. New courses such as culinary arts and beauty and hairdressing have now been introduced to meet a demand in the market and spur entrepreneurship.

However, there is a growing negative perception towards technical courses; they are perceived to be of inferior quality by the youth who are supposed to benefit through them. The challenge now is to change this negative perception to counter the declining number of artisans in the county.

To further appreciate the education statistics in Meru County, it is important to know the comparative literacy levels across the various Sub-Counties and Wards and compare this against existing educational infrastructure. The map in Figure 12 gives an overview of levels of education attainment across the county.

Overall, among the general population in Meru County, data shows that only 18 per cent of the total population has attained secondary level of education and above; 62 per cent have a primary level of education and 21 per cent have no formal education.

Figure 12 further gives the education levels per Sub-County. North Imenti Sub-County leads in the number of residents with a secondary education at 31 per cent, while Igembe North has the lowest number of residents with a secondary education of 10 per cent. At 31 per cent, Igembe North also has the highest share of residents with no formal education. Specifically, Amwathi Ward has the highest percentage of residents with no formal education at 36 per cent, while Municipality Ward has the lowest percentage of residents with no formal education.

How do we move from the above statistics towards achieving 80 per cent literacy rates among the Meru citizenry?

First, there is need to move from focusing ECD around pre-school centres (taking care of children aged 3-5 years) to a continuum of inter-sectoral programmes integrating interventions in health, nutrition, education, as well as social and child protection. This

⁹ <https://www.tveta.go.ke/institutions/>

means that the county will need to make use of existing ECD centres/pre-schools and other similar existing services to provide more comprehensive services by reinforcing their health and other care components.

Partnerships between government, NGOs and civil society organisations should be promoted so as to provide leadership for Early Parenting and Early Childhood Development at local, regional and national government levels.

Advocacy is needed at all levels, especially at the community level. This is about providing information to parents and other caregivers, so that accessible services are demanded and used. Parental education could be a cost-effective strategy for the care and education of young children under 3 years of age.

The sector needs to identify the service venues through which parenting education can be delivered. This may require development of partnership with various stakeholders, especially those at the community level. These delivery points may include ECD centres, literacy classes, DICECE's ECD training courses and clinics in communities where parents can have frequent and easy access.

So as to ensure 100 per cent enrolment and transition, the sector can consider conditional cash transfers or vouchers for households, contingent upon enrolling a child in pre-primary school or accessing other ECD services in hardship areas.

Meru County strives to be an Industrial City by the year 2040. So as to achieve this goal, there is need to develop policies, plans and guidelines to rebrand and reposition TVET. This includes conducting baseline survey of TVET institutions to ensure that all courses in TVET are competency-based, market-driven and address the needs of the workplace as well as promote employability, soft, generic and life skills.

It will also require integrating ICT into TVET to contribute to quality improvement, technological innovation and increased outreach and access to learning opportunities. So as to position vocational skills as a viable career choice, campaigns on TVET should be conducted for learners at primary and secondary levels.

Finally, while it is the impetus of the government to provide access to education to its people, every Mumeru should understand the importance of attaining an acceptable education level. Moving to 2040, every Mumeru needs to make a pledge to get an education. An educated citizenry will raise the levels of literacy in the community, thereby increasing the human development index.

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

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

Goals and strategies

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

The sector will focus on the following specific interventions:

- Increasing the literacy rates in Meru County from 62 to 80 per cent;
- Increasing enrolment rates in ECDE from 91 to 99 per cent;
- Raising the investment in education infrastructure such that a child does not travel more than 1km to school;
- Reducing the teacher student ratio at all levels
- Supporting research and knowledge sharing platforms to promote best practices at all levels of the education system;
- Clearly outlining the indicators for measuring child outcomes: cognitive, language, socio-emotional development, as well as indicators for measuring outcomes in related sectors such as number of children immunised, etc.
- Measuring and publicly reporting on targets and achievements in relation to Early Childhood Development;
- Increasing infrastructure investment at all levels of education
- Increasing transition rates from primary to secondary from 87 to 100 per cent;
- Increasing enrolment rates of VTCs from 7 to 20 per cent;
- Increasing transition rates to VTCs from 62 to 80 per cent;
- Establishing a national skills inventory in partnership with industry;
- Licensing, registering and accrediting all TVET institutions according to established quality standards;
- Promoting action research in TVET and link information gathered and analysed from labour market surveys and other studies;
- Reducing the instructor trainee ratio from 1:30 to 1:10;
- Equipping TVET with modern equipment from 15 to 80 per cent;
- Reducing the tool trainee ration from 1:10 to 1:1 by 2040
- Increasing the number of hostels constructed for VCTs from 33 to 80 per cent;
- Launching a positive communication campaign to encourage enrolment in vocational training centres;
- Improving access to adult education classes from 0 to 25 per cent;
- Banning children from child labour, e.g. miraa business, to help in increasing enrolment of children, especially boys, in primary and secondary schools;
- Improving quality of education in the county by establishing a minimum operating standard in:
 - a) Basic infrastructure requirements such a toilet with water,
 - b) Emphasis on positive attitude towards environmental protection, positive attitude towards persons of different faith, culture and religion.

- Galvanising resources for education sector availed by National Government, County Government, MCAs, MPs and other stakeholders so as to achieve synergy for the improvement of school infrastructure

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

Education and Technology Sector flagship programmes

In the **immediate to short term**:

A. Meru County Meals and Nutrition: This is a short-term programme where Meru County aims to increase enrolment at the basic level of education by offering a school feeding programme. The programme was introduced in 2018 and is scheduled to continue up to 2022.

Alumni will also be mobilised to support education programmes (such as feeding programmes, infrastructure development and bursaries) in their old schools.

B. Universal education: Education will be tailored to infuse strong values (integrity, honesty) and life skills (sanitation, hygiene) on the individual and will include

- a. Day care centres (crèche)
- b. Universal ECDE
- c. Universal primary education
- d. Universal secondary education

C. Inclusivity in education: This will ensure that the education system caters to special needs students

D. ICT integration at all levels: this will move the County forward in enhancing use of technology and innovation.

E. Establishing craft centres in every Sub-County: geared to teach crafts such as beading, pottery, weaving

In the **medium to long term**:

A. Establishment of Model Vocational Training Centres: To counter the declining number of artisans in the county and change the existing negative perception of vocation training, the Vision plans to improve management of VTCs, increase equipment from 15 to 80 per cent and increase boarding facilities for trainees from existing capacity of 33 to 80 per cent. The sector will also develop a County Education Master Plan that will have an audit of what is lacking in terms of infrastructure, technical equipment or human resource. It will also establish a link to the local market such that the 60 per cent of courses taught are directly linked to local products. This will include

- Specialised TTIs to maximise on resources
- Setting linkages between National Polytechnics and existing TTIs to develop curriculum on railway technology, aircraft, military technology etc.
- A VTC per Ward

- B. Two training institutes at county level for instructors: to train high level instructors for growing vocational and technical institutes.
- C. University linkages: establish linkages with the universities to make Meru County an educational hub, improve industry by linking to educational institutions, universities specialised in agro-food systems – industrial innovations, petroleum gas expertise
- D. University college at every Sub-County: This will raise literacy by supporting adult education at the sub-county level.

3.4 Social Protection Sector

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

The *Constitution of Kenya 2010* provides for the inclusions of all Kenyans in spheres of development. This ensures that catering for affirmative groups is not considered a philanthropic issue but a key agenda in Social Development. According to the Kenya National Bureau of Statistics (KNBS) there are a total of 62,000 registered persons with disability. However, the specific types of disabilities are not documented and this poses a challenge in establishing types of assistive aids required.

Persons with disability in Meru have difficulty engaging in economic activities and accessing public amenities such as education, health and government services. It is the aim of the Social Protection Sector to raise the esteem of PWD by facilitating inclusion.

The social set up within the Meru community has been such that less fortunate individuals in the society received social support. Faith based organisations and charitable institutions have also been secondary avenues for provision of social support for vulnerable groups especially children. However today, the community finds itself at crossroads. Meru is one of the towns that have, in recent years, experienced the upsurge in street children and families. A report by KNBS shows that street children have increased by 3 per cent since 2010. These children, for whom the street has become home, face multiple risks of exploitation, sexually transmitted diseases and substance abuse. The sector will establish why children run away from home (e.g. sexual abuse, lack of resources, delinquency) so as to establish the right protection for the various categories of children in need.

The sector acknowledges that gender mainstreaming is essential in ensuring that members of the community are protected irrespective of their gender. Both genders are today facing various challenges in the community. Boys are dropping out of school earlier and this increases their probabilities of substance abuse. Girls are exposed to retrogressive cultural practices such as FGM, which leads to early marriages and teenage pregnancies. In Meru County, the proportion of women subjected to physical or sexual abuse in the last 12 months was estimated at 38 per cent of the female population against a global average of 35 per cent.

According to the County Police Commander for Meru, the number of gender-based violence cases reported has increased from 469 in 2017 to 585 in 2018. Of these, 114 cases were investigated in 2017, while 255 were investigated in 2018. Table 16 provides the details by Sub-County.

Table 16: Number of GBV cases reported at the County Police

Sub-County	2017		2018		Total	
	No. of cases reported	No. of cases investigated	No. of cases reported	No. of cases investigated	No. of cases reported	No. of cases investigated
Tigania Central	20	20	16	16	36	36
Igembe South	27	0	37	0	64	0
Imenti North	22	22	22	22	44	44
Igembe North	26	26	25	25	51	51
Tigania East	10	0	7	7	17	7
Imenti Central	290	1	383	107	673	108
Imenti South	29	4	42	23	71	27
Tigania West	21	17	24	26	45	43
Buuri	24	24	29	29	53	53
Total	469	114	585	255	1054	369

Source: County Police Commander Meru

There are three renowned rescue centres in Meru, namely Watoto wa Ahadi Street Children Rescue Centre, St Francis Children's Village and Ripples Rescue International. In 2018, Watoto wa Ahadi Street Children Rescue Centre partnered with the Street Families Rehabilitation Trust fund (SFRTF) to undertake rescue, rehabilitation and reintegration of street children and youth in Meru that only reached 37 male beneficiaries. Table 20 provides details in the number of rescues done by Ripples between 2016 and 2019. The most rampant cases are of defilement.

Table 17: Number of children rescued by type of violence

Year	Defilement	Physical abuse	Witness	Child Labour	FGM	Early marriage	Counselling	Child neglect	Total Rescued
2016	17	2	-	-	2	2	-	-	23
2017	15		1	1		1	-	-	18
2018	26	4	1	-	4		1	2	40
2019	20	-	-	-		3	-	-	23
Total	78	6	4	1	6	6	1	2	104

Source: Ripples International, Meru

Goals and strategies

The goal of the Sector is to empower the marginalised and enforce affirmative action. To this end, the strategies include increased inclusivity in planning and decision-making, increased engagement in business among women and PWDs, reduction in GVCs, reduction in FGM and early marriages, reduction in number of street children and partnerships with NGOs to source for PWD assistive devices.

The Sector will focus on the following specific interventions:

- Mapping out the PWDs in Meru County;
- Upgrading the education facilities to cater for disabled learners;
- Conducting survey to determine the number of street children in the major towns of Meru County;
- Establishing categories of children in need of care, protection and other needs;
- Reducing the reported cases of FGM by 5 per cent annually;
- Reducing the reported cases of SGBV from 38 to 29 per cent;
- Reducing the children subjected to child labour from 26 to 16 per cent.

Social Protection flagship programmes

Immediate to **short-term programmes** are:

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

These clubs should also be an avenue to encourage sponsorship or adoption of children in extreme circumstances.

The **medium to long-term** programmes are:

- A. Home for the elderly in every Ward;
- B. School for the handicapped in every Ward; and,
- C. A rehabilitation centre per Sub-County.

3.5 Culture and Heritage Sector

The Meru community prides itself of Njuri Ncheke, a formal system of governance that existed before colonialists came to Kenya. Despite this rich heritage, the Great Njuri Ncheke Elders are not as celebrated as say the Kabakas of Uganda. The Kimeru language is also at a risk of losing its dominance since it is neither a language of commerce, administration or art (for example, few if any Kimeru books are published every year).

Meru County has one Museum at Meru Town, managed by the National Museums of Kenya. Proposals have been made to relocate the Museum to a more spacious site at Nchiru, which houses the Njuri Ncheke Shrines. The County is in the process of establishing two cultural centres, namely Mitunguu Cultural Centre located in Imenti South Sub-County and Mwariama Cultural Centre located in Tigania East Sub-County.

The Kimeru culture has also been noted to have some rigid and retrogressive cultural practices such as child marriages and FGM. This and the lack of operational cultural centres are considered the main weaknesses in the sector. The good cultural inter-linkages with neighbouring counties such as Isiolo and Tharaka Nithi present opportunities in the sector particularly for peace building and conflict resolution.

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

Goals and strategies

The Goal of the Culture and Heritage Sector is to promote positive cultural values and practices through celebration of Kimeru culture, legislation and implementation of a County Cultural Policy, mapping of Kimeru cultural artefacts, values and practitioners in the county and educating individuals on the harms of FGM and corruption (change mindset).

The sector will focus on the following specific interventions:

- Increasing the number of heritage sites and cultural centres from 47 to 90 by 2040;
- Increasing the number of annual cultural festivals from 5 to 8 by 2040;
- Mapping out herbal practitioners and medicine men;
- Promoting greater interaction among men, women & youth;
- Building community mechanism to control drug abuse; and,
- Focused & heightened administrative action against alcohol and drug abuse:
 - a) Channel through MYS
 - b) Local administration.

Culture and Heritage Sector flagship projects

The immediate to **short-term projects** include:

A. Cultural festivals

B. Establishing a Kimeru Institute – This strategy hopes to increase the number of Kimeru speakers as well as the quality of Kimeru being used to communicate in the media and public spheres. It will include teaching Kimeru, encouraging Kimeru literature, music and poetry as well as setting a benchmark for Kimeru journalism.

- C. Encouraging Kimeru activities in schools: Introduce Kimeru books in local primary schools, competition of Kimeru songs, poems and dances and organising debates in Kimeru.

The **medium-term to long-term projects** include:

- A. Setting up of cultural centres in every Ward: The sector is presently working to have two operational cultural centres. This programme will be rolled out in phases from the short-term to the long run such that by 2040 every Sub-County will have a cultural centre. These centres will encourage promotion of Meru songs in churches, functions and dowry ceremonies that encourage Meru culture. Cultural centres in the Wards could also be executed through philanthropy; prominent and able persons in the community will be tasked to make a donation to their community – these centres will be named after Heroes in the particular Wards. Cultural centres will be the centres for recording of history, storing culture, to act as a place of recreation and sporting activities, to practise music and operate as educational centres. Cultural tourism will be based on age-set and gender events.
- B. Document Meru culture material history – This strategy will begin in the short term and continue to the long term and will involve collecting pictures, artefacts and interviewing cultural icons in the society.
- C. Re-energising of the Njuri Ncheke – In the traditional Meru community, the Njuri was seen as a traditional system of governance for the Ameru. Over time, its role has been taken over by government institutions. For it to remain relevant, Njuri needs to recreate itself to sit in modern governance systems and still fulfil its purpose in society. As the *Kenyan Constitution* provides for alternative dispute resolution, the Njuri should take up its place in mediation at local and national level. Recognise the role of prominent women in society (Mwariki) – Arika- begin the process of identifying Mwariki in the county and providing platform for them.

3.6 Environment Sector

Meru County is an agricultural-based economy, blessed with rich soils, abundance of rivers and favourable climate. In the past, an organised system of cultural elders ensured that communities safeguarded the forests and the environment in general. However, due to population explosion and immigration, the environment today has suffered from human encroachment and pollution. This has been compounded by the fact that laws on environmental conservation, under NEMA and devolved units, have been difficult to enforce.

A clean green environment is instrumental for a healthy population and productive economy. However, due to low level of awareness of environmental issues and lack of regulations and policies, the sector has experienced rampant pollution and mismanagement of natural resources. Currently, the forest cover is estimated to be at around 18 per cent of total land and a 30 per cent freshwater drying rate. The county also lacks a sustainable waste management system that supports circular economy.

The main causes of environmental degradation in the county is attributed to anthropogenic activities such as farming, mining, road construction, human settlements and overstocking of livestock. Human activities such as over-cultivation, overgrazing, uncontrolled mining

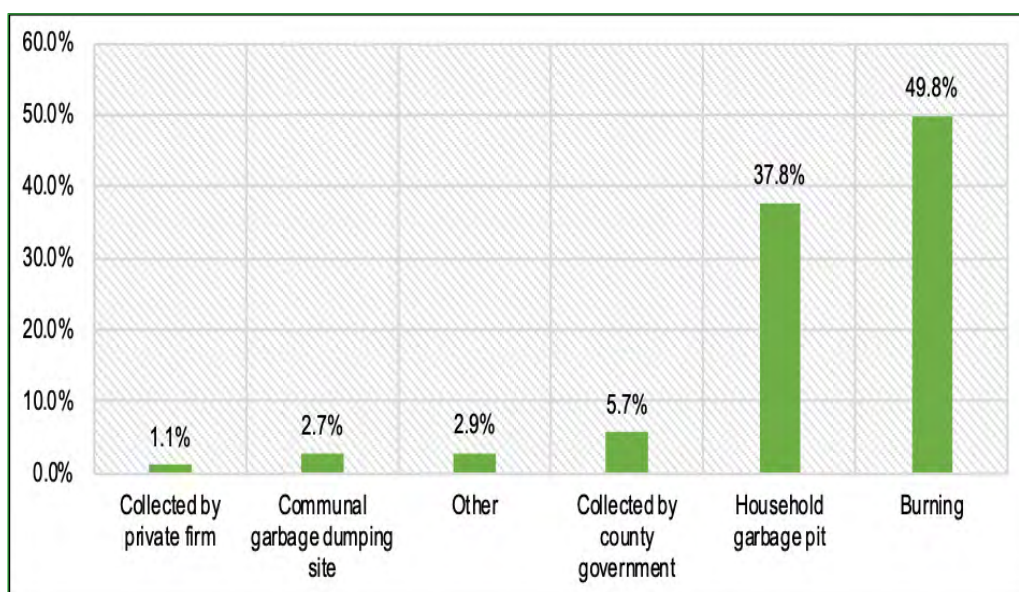


Figure 18: Waste disposal by households, overall

as well as settlements along sensitive ecosystems disturb the ecological set-up and expose soil to erosion, reducing its ability to sustain natural regeneration of fauna and flora species.

The major degraded areas within the county is comprised of river ecosystems, hill ecosystems and forest ecosystems. The major hotspots consists of stone and sand mining quarries, which are prone to collapsing especially during rainy seasons. Nchuura hills for example, are prone to massive erosion, which has resulted in heavy losses of fertile soils within Nkomo and Kianjai Wards.¹⁰

More than 60 per cent of diseases reported in health facilities are related to water, sanitation and hygiene. According to the Meru County Socio-Economic Baseline Survey, 2019 pit latrines are the most common form of ablution by 92 per cent of the households followed by flushable toilets at 8 per cent. Burning was used by 50 per cent of the households as a means of disposing household wastes, while household garbage pit was used by 38 per cent of the respondents.

The County lacks enough space and land for disposal of the collected waste and garbage and lack of proper methods of disposal results in environmentally degrading methods such as burning. The sector can benefit from new and available technologies in waste management in the circular economy context. There is also an opportunity to educate citizens on generation and use of renewable energy from natural sources such as biogas. For example, despite the fact that a large percentage of the population of Ameru keep cows, only about 30 per cent use biogas. The sector also needs to manage emerging threats from uncontrolled industrial emissions which affect air quality, encroachment by humans into forested areas leading to human wildlife conflict and rampant deforestation which leads to drying up of river sources.

Recommended measures for waste management includes training on waste management and recycling, improved methods of garbage collection, waste separation, provision of waste

¹⁰ Meru County Socioeconomic Survey 2019

bins and more trucks as well as setting up circular economy enterprises. Environmental conservation efforts also need to be stepped up by encouraging residents to control soil erosion, practise organic farming and adopt drip irrigation.

Goals and strategies

The goal of the Environment, Natural Resources and Climate Change Sector is to have a clean green environment. To achieve this goal, the following strategies will be employed:

- Baseline survey to map all natural resources in the county,
- Education for the public on environmental conservation through circular economy enterprises,
- Rehabilitation and protection of the river-lines,
- Increase of forest cover,
- Establishing County Legal Framework on Environment, and
- Establishing of an Environmental Monitoring facility.

The sector will focus on the following specific interventions:

- Increasing tree cover from 18 to 30 per cent by 2040;
- Increasing efficiency in waste management from 0 to 50 per cent;
- Increasing the population accessing safely managed clean water from 55 to 95 per cent;
- Increasing percentage use of renewable energy forms (biogas, solar energy, etc.) from 30 to 75 per cent;
- Increase percentage of rivers and wetlands rehabilitated and protected from 20 to 90 per cent;
- Increasing solid waste management from 40 to 80 per cent;
- Terracing of farm lands to reduce loss of top soil; and,
- Establishing climate change innovation and incubation hub to promote circular economy enterprises that leverage on new and appropriate innovations and technologies.

Environment flagship projects

A. Safeguarding encroachment and reclaiming riparian areas: This is an immediate strategy to mitigate against drying of wetlands and rivers.

Protection of underground water systems to avoid seepage of toxic matter and lowering of the water table.

B. Integrated tree nurseries: The medium-term strategy is to have an aggressive afforestation strategy to be carried out through the Meru Youth Service and organised community groups,

- a. One major tree nursery per Ward
- b. Youth tree nurseries to offer employment to the youth

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

Nyambene National Reserve

Nyambene National Reserve was gazetted by the Wildlife Conservation and Management Order 2000 by Hon Masden H. Madoka, Minister of State. It comprises all that area of land measuring approximately 640.6 square kilometres situated north of Garba Tula road with boundaries touching Isiolo County in the north, east and west. It is traversed by the Isiolo-Moyale road. The boundaries are more particularly delineated on the plan no 216/61, which is signed, sealed and deposited at the Survey Record Office, Survey of Kenya, Nairobi, a copy of which may be inspected at the Office of the Director, Kenya Wildlife Service, Nairobi. This gazette notice was made after consultation with the competent authority of Nyambene County Council.

During public participation, there was a request for The Nyambene National Reserve to be adjudicated. However, the said land cannot be declared an adjudication area unless a change of user is made by Meru County Government, which manages the former activities of the then Nyambene County Council, whose name later Changed to Meru North County Council before the new constitution that created Meru County Government.

3.7 Youth and Sports Sector

Youth are the fastest growing demographic in the country and at the same time the most vulnerable. The National Census of 2009 put the number of young people in Kenya at 35 per cent of total population. Failure to successfully transition and integrate young people into self-dependent adults in the society leads to substance abuse, radicalisation, social exclusion and an increase in crime. In Meru, 17 per cent of the youth are engaged in substance abuse.

Various stakeholders in the Youth Sector now recognise that youth empowerment is crucial for a stable society. The National Government has put youth policies in place such as Youth Enterprise Development Fund and UWEZO Fund to strengthen capacity among youth. Unfortunately, there is low entrepreneurial culture and skills among youth.

One of the ways in which youth can be empowered is through sport and talent enablement. Currently there is late talent identification among the youth due to overemphasis on formal education. The Youth and Sports Sector plans to encourage youth to join sporting disciplines to instil values of team work and reduce cases of idleness. Meru County has upgraded the following stadiums: Kinoru National Stadium, Maua, Maili Tatu, Timau, Kibirichia,

Nguthiru and Kirwiro Baseball Complex. There is also a public playground in every Sub-County. Foolproof strategies for generating employment, identifying talent and creating viable industries in the arts will reduce youth delinquency and radicalisation.

Goals and strategies

The goal of the Youth and Sports Sector is to promote youth empowerment and participation. In 2018 the sector rolled out the Meru Youth Service (MYS) programme to help in skills development and to curb rampant unemployment. To this end, the sector intends to:

- Acquire land for MYS agri-business projects,
- Acquire machines and equipment for training, rehabilitate existing Youth Resource Centres – one in every Sub-County – for youth development programme,
- Construct a stadium in every Sub-County,
- Establish a County Talent Academy,
- Train on mindset change and information showing existing and available opportunities, and finally
- Establish a Sports Council.

The sector will focus on the following specific interventions:

- Reducing percentage of youth in drug abuse from 17 to 8 per cent;
- Reducing percentage of youth with early pregnancies by 10 per cent annually;
- Increasing the number of youth accessing affirmative action funds from 34,500 to 276,000;
- Increasing the number of sports stadiums from 10 to 18;
- Increasing the number of active sports disciplines from 10 to 20;
- Increasing the number of sporting tournaments per year from 32 to 55;
- Increasing the number of athletes taking part in national and international tournaments by 15 per cent annually;
- Providing youth with skills to venture into self-employment and increase number of youth entrepreneurs by 20 per cent annually;

Youth and Sports flagship projects

Immediate to **short-term projects** include:

- A. Meru Youth Service (MYS): The MYS programme, initiated in 2018, is projected to continue for the next 5 years. The project targets to employ 1,000 youths every cycle.
- B. Rehabilitate sports centres, construction of stadium: The number of stadiums in the county currently stands at 10, while the number of active sports disciplines is 10 with additional games such as archery planned for the period 2018-2022. The sector currently holds 32 sporting tournaments per year; this number is set to increase to 55 by the year 2040.

Medium term to **long-term projects** include:

- A. Establishing and strengthening new games in the county: The long-term strategy in the sector is to promote new games such as baseball and archery so as to field athletes to represent;
 - a. Baseball
 - b. Archery
 - c. County cycling and motor sports championships; for example, cycling and boda boda county race
 - d. Mountain running
 - e. High altitude athletic training camp
 - f. Roller skating
 - g. Rugby
- B. Talent centres: this will be linked to cultural centres

Chapter 4

POLITICAL PILLAR: FOR A UNITED AND VALUES-BASED SOCIETY

GOAL: To build a united and values-based society with a 5 per cent annual growth in public participation, transparency, accountability, equity and adherence to rule of law.

Aims:

- Enhanced public education
- Adherence to rule of law
- Merit-based recruitment
- Good governance for all institutions
- Balance in gender representation
- Fair distribution of public projects among Sub-Counties and Wards
- Proper application of Nyumba Kumi to fight crime
- Growth of National and International leaders
- Establishment of values-based system in the community and schools
- Honouring and rewarding people of integrity
- Programmes for promotion of cohesion and security (sports and cultural events)
- Development of good relationship with other communities
- Development of a calendar of cultural activities
 - Annual county cultural week held on a rotational basis in all the Sub-Counties in Meru
 - Cultural conference in every quarter where various influential leaders, business people, scholars etc. can speak to people about success

4.1 Pillar overview

The *Constitution of Kenya 2010* provides for sharing and devolution of power as a national value and principle of governance. The constitution also addresses a number of challenges stemming from governance since independence. Prior to the 2010 constitution, imbalances in development fuelled grievances of marginalisation and poor service delivery, bureaucratic inefficiencies, limited public participation in decision-making, lack of accountability and transparency, marginalisation of certain segments of the population, unequal distribution of national resources, and patronage politics characterised the governance systems in Kenya.

The *Constitution of Kenya* provides for a set of national values and principles of governance aimed at addressing longstanding challenges. It identifies accountability, participation, equity, rule of law, and integrity, among others, as principles and values to guide everyday

public life. The constitution also requires high levels of integrity in public leadership where leaders holding public offices are to serve and not to promote individual and self-interests.

The Meru Vision 2040 builds on these national values and principles of governance to build a "united and a values-based" Meru County. Additionally, the Vision anchors on these values and principles to address governance challenges, promote sustainable and inclusive development in the county. It ensures no one in the county is left behind in terms of development and access to essential services.

4.2 Situation analysis: County overview

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

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

Table 18: Political units (Sub-Counties and Wards)

No	Sub-County	Wards
1	Tigania East	(1) Muthara, (2) Karama (3) Special ward
2	Tigania West	(4) Mbeu, (5) Nkomo, (6) Kianjai, (7) Akithii (8) Athwana
3	Tigania Central	(9) Mikinduri, (10) Kiguchwa (11) Thangatha
4	Igembe North	(12) Naathu, (13) Amwathi, (14) Antubetwee/Kiongo, (15) Ntunene (16) Antuambui
5	Igembe South	(17) Maua, (18) Akachiu, (19) Kiegoi/Antubochiu, (20) Kanuni (21) Athiru Gaiti
6	North Imenti	(22) Nyaki East, (23) Nyaki West, (24) Ntima East, (25) Ntima West (26) Municipality
7	South Imenti	(27) Igoji East, (28) Igoji West, (29) Abogeta East, (30) Abogeta West, (31) Nkuene (32) Mitunguu
8	Buuri East	(33) Ruiru/Rwarera, (34) Kiirua/Naari (35) Kibirichia
9	Buuri West	(36) Kisima (37) Timau
10	Igembe Central	(38) Kangeta, (39) Njia, (40) Athiru Ruujine, (41) Akirang'odu (42) Igembe East
11	Meru Central	(43) Mwanganthia, (44) Abothuguchi Central, (45) Abothuguchi West (46) Kiagu

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

4.3 Leadership and governance

In today's democracies, citizens elect individuals to represent and lead them. The elected talk on their behalf and make most of the decisions that affect them in one way or the other. In this way, political leaders embody the beliefs, wishes, and will of the populations they represent, and must therefore act as citizens' representatives. It is therefore essential, for all citizens, to understand what defines them, what their role is and what kind of power is in their hands. It is also necessary to understand the role of politicians who are elected as representatives.

The Meru Vision 2040 emphasises on the importance of assessing the kind of leadership values that the Ameru want as people and decide what culture of leadership they should be developing. This will work in protecting the community from falling for visionless political leaders who might end up derailing the county's goals, vision and mission. The Vision aims at building and developing leaders with values and, in the long run, developing a culture of leadership that will propel Meru County to greater heights in terms of development, values and respect to the rule of law.

Through the various programmes and projects targeting both leaders and citizens, the Vision intends to build on meritocracy in leadership that will allow "low" status group members and communities to dream about improving their social status, economic class, and have a place in the hierarchy of leadership, implanting the ideology that everyone has a chance of succeeding if they cultivate the required abilities.

Notwithstanding the various challenges in leadership especially at the political level, Meru County has plenty of resources ready to support in governance and leadership development. Notably, many of the professionals residing out of the county are regularly engaged in county-based activities including leadership development platforms. The constitutional provision on devolution has evolved new opportunities for improving governance. The emphasis on people's participation creates opportunities for people to impact on decision making at different levels of the County Government. It also creates an opportunity for the Meru people to participate in national and regional processes.

Meru County has leaders who make a mark on national political processes and governance. There are eminent persons from the county who are always supporting efforts to build a better society in the county. With regard to gender, there is a relatively high number of women in national positions compared to the past. Gradually, women in Meru are coming together to build strong movements as well as creating opportunities for their voices to be heard and participating in decisions-making processes.

In 2018, the women Members of the County Assembly (MCAs) of Meru came together and formed a caucus dubbed the Meru Women Legislative Association (MEWOLA) aimed at creating a space for the women leaders to champion for the rights of women and engender the legislative processes at the county level. Progressively, there is a noted increase in the number of women and youth who are participating in county based electoral politics and development processes. Professionals and political leaders are involved in activities aimed

at transformative leadership in Meru. This can be clearly seen in the Meru Economic and Social Council activities. A united Meru should be able to leverage this latent capacity to source for resources and to influence the allocation of resources from the national government and from external sources.

4.4 Ethnicity and conflicts

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

Rivalry on sub-ethnic/tribal basis shapes political competition thereby making it difficult for leaders to develop a collective solution to county problems. This prevents implementation of coherent solutions to problems in the county. Furthermore, it makes it difficult for leaders to work as one; it suppresses 'collective action'. The sub-groups rivalry stems from perceptions of imbalances in development from the early days of independence. These kind of conflicts are witnessed mostly between the Tigania and Imenti, Tigania and Igembe, Imenti and Nyambene. This form of conflict has fuelled grievances that continue to widen divisions among leaders especially during elections, as well as to deepen divisions among the sub-ethnic groups. The grievances include lack of inclusive development and inequality in the overall sharing of resources.

These divisions have had other consequences. They result in reduced public participation in decision-making and public affairs in general. Further, some leaders make decisions on the basis of political considerations. Such decisions end up excluding or including some regions. Given the rivalry characterising governance, some segments of the county feel excluded or included depending on how the decisions on development programmes are made. This in turn contributes to apathy in public affairs. Rivalries prevent Meru County leaders from effectively influencing the seizing of opportunities at the national level that would benefit the county in terms of development.

The rivalries extend to families and clans. There have been divisions along clans with some of them expressing grievances in the form of conflicts with neighbouring clans. The emerging conflicts also spill over to individual members of the different clans. Linking with the Meru Social Economic baseline survey 2019, 45.2 per cent of conflicts are among family members, 11.9 are conflicts within the community while 6.7 per cent are intra community related conflicts. Most of the intra community conflicts are as a result of scramble for the scarce resources especially water and grazing land. This can also be as a result of perceptions of exclusion and inequality in the distribution of resources in some regions within and without Meru County.

The culture of rule of law has also weakened over the years. Adherence to rule of law and living the spirit of the constitution are not pursued in the manner required of a law-abiding society. Nationally, Meru County is among the counties that have high crime rates according to the National Police Service Crime Report 2018 where Meru was ranked third in the number of crime related cases with a total of 4,384 reported cases. This is in addition to intra-ethnic land conflict due to the physical features that exist on the borders of different tribes in areas including Imenti, Igembe, Tigania, Tharaka and Chuka sub-tribes. The conflicting

regions mostly are Tigania with Isiolo, Igembe North with Isiolo, Kiagu in Imenti Central with Tharaka, Mbeu (Tigania West) with Tharaka, and Kunati (Tigania East) with Tharaka. Most of these conflicts are witnessed along the borders where most clash over the territorial boundaries. Additionally, the people from these regions reject the borders demarcated by physical features such as rivers and hills and instead have preferences for boundaries which go along with the resources around or along the physical features. Leaders from the warring communities argue that the current boundaries that created new districts separated families in Isiolo, Tharaka and Tigania.

4.5 Strategic political positioning of Meru County

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

Strategic objectives

1. *Inclusive governance* – Promotion of inclusive governance will ensure that all groups and individuals participate in public affairs and management of public resources efficiently and effectively in order to guarantee the realisation of consensus development which ultimately ensures a cohesive county. The citizens will be required to participate in the county fora and contribute in the development of Meru.
2. *Accountable leadership* – Accountability requires a more inclusive, courageous and transformational leadership where the leaders are committed and answerable to the values that ensure unity of the people and creation of a prosperous county. The citizens will be required to participate in the development agenda of the county, and elect accountable leaders on merit basis other than on political affiliations and sub-ethnic basis.
3. *Promotion of security initiatives* – The County Government will collaborate with the National Government in managing security issues in the county. However, initiatives that support installation of relevant security infrastructure in major centres will be enhanced. The county will promote peace building and reconciliation in order to improve conflict management and ensure sustained peace within the county.
4. *Improvement in adherence to the rule of law* – The county will ensure compliance and adherence to the law and promote human dignity by advocating respect of human rights.
5. *Promotion of devolution and sharing of power and resources* – The principles and objects of devolution will ensure equitable distribution of resources, power and bringing services closer to the people.

4.6 Political Pillar flagship projects

1. **Enactment of Meru Vision 2040:** The County Government of Meru, through the Directorate of Economic Planning and the Directorate of Legal Affairs, will develop a policy guiding the implementation of Meru Vision 2040. Thereafter, the policy document will be presented to the County Assembly for the enactment of an Act to insulate the Vision from political interference. The document will be a guiding blueprint for planning and development agenda for the County Government.
2. **Civic Education and Citizen Participation Programme:** Democracy cannot be achieved in the absence of citizen participation. Meru County Government will set up a continuous civic education programme with the focus of facilitating the Meru residents to embed national values and the spirit of the Constitution in the exercise of their sovereign power. The programme will also enable citizens to participate in strengthening public institutions and holding public officials to account. Through a civic education programme, a value-based system in community and schools will be established to ensure that values are embedded among Meru citizens from an early age.

This Vision recognises civic education as a critical tool for promoting nationhood, constitutionalism, human rights, good governance and public participation. It also believes that civic education plays a critical role in informing citizens about their rights and responsibilities, and how these rights are accessed and are to be exercised. Civic education is aimed at increasing the citizens' understanding of the constitution as well as creating awareness to the citizens on the reform process brought by the 2010 constitution.

The civic education programme will aim at empowering the Ameru to fully enjoy the rights provided for in the Constitution, as well as enhance the citizens' political efficacy as part of promoting active citizen participation in political processes. Additionally, the programme will aim at nurturing a democratic citizenry who adheres to the principles inherent in a democracy, which include upholding and defending the Constitution, promoting and participating in competitive elections, promoting political equality, inclusive political participation, promoting and protecting civil liberties, and protection of the rights of the marginalised and minority communities. These will be achieved through:

- a. **Enacting the Civic Education Act and Policy Framework –** The County Assembly of Meru will enact legislation to guide civic education in Meru County. The Act will give a legal framework for the implementation of civic education in the county and guide the key implementers and drivers of civic education. The Act shall expressly specify the purpose and objectives for civic education, the limits of the law, the nature and scope of the law and the principles and standards applicable to the Act made under the County Assembly. Additionally, the mandated Office and/or Directorate for Public Participation and Civic Education should develop a policy that guides on how civic education will be coordinated and implemented in Meru County.
- b. **Development of a curriculum and programmes to foster civic education –** Meru County Government will collaborate with the National Government and other non-state actors to develop a curriculum on civic education that will be used in the roll out of civic education programmes across the county in both public and

private primary schools, secondary schools and tertiary institutions within Meru. The roll out will be done in collaboration with Ministry of Education, civil society organisations and faith-based organisations among other stakeholders.

Additionally, the County Government of Meru will collaborate with the various non-state actors in the development of a programme that will ensure continuous civic education targeting the Meru County residents. The programme will run through various forums including religious forums, open forums and barazas among others. Creating active citizenship is instrumental in the flourishing of democracy. Active citizenship in this sense is the ability of the people “to exercise and defend their democratic rights and responsibilities in the society, to value diversity and to play an active part in democratic life. For citizens to be active and thereby undertake these activities, they need to have the necessary knowledge, skills, attitudes and values.

Through a sustained civic engagement programme, it is expected that the citizenry will be involved meaningfully in the development affairs and the kind of initiatives they need to see in their regions. This will bring a sense of belonging to every Meru County resident and will bring down the inequalities that arise from political division and unequal distribution of resources and positions of power.

The County Government of Meru will continuously capacity build the Public Participation and Civic Education units, which include the Ward Development and Coordination Committee, the Sub-County Development and Coordination Committee, the County Development and Coordination Committees, market committees, town committee, municipality boards, among other committees and boards for continuous support in engaging the citizens at the grassroots level.

- c. Public Participation and Civic Engagement System – To promote continuous public engagement, Meru County Government will put in place a system that provides structured engagement among all groups and stakeholders seeking to identify, prioritise, and recommend consensus as well as fact-based solutions to a specific need, challenge, or problem. The ICT-based platforms will be used for mobilising citizens for forums as well as passing on information. Through this system, the county will promote cost-effective alliances with different stakeholders to form basis for structured citizen engagement through sectoral groupings for proper policy formulation and citizen input towards the development agenda. The system for engagement will include:
- Public Participation Portal and mobile App
 - Integrated stakeholder-led citizen engagement system
 - USSD code supported communication system
 - Bulletins and updates options
 - Expert suggestions and opinions
 - GPS-backed mapping for development needs
 - Stakeholder open information centre
 - Stakeholder initiatives portal
 - Community and stakeholder chat rooms

A well-established public participation programme in Meru County will revolve around activities, which will include and not limited to voting, attending meetings, participating in public or private political discussion or debate on issues, signing a petition on a desired government action or policy, volunteering in community among others.

The following are the roles of duty bearers in facilitating public participation:

- Ensuring that as duty bearers (leaders) they are accessible and exist to represent citizens.
- Ensuring existence of forums and opportunities for citizens to participate and engage in matters affecting their lives.
- Providing civic education.
- Developing effective communication channels with citizens.
- Providing timely information to citizens on critical and emerging issues.
- Providing resources to facilitate public participation.

3. **Honours and Awards Programme:** The honours and awards are intended to recognise the outstanding men and women who are contributing to development and growth of Meru County and are able to do this within their various scopes of work, in localities both within and outside Meru County.

The honours and awards will be known as “Nchamba/Nkatha” awards. This awards will be given annually focusing on men and women and not limited to age. The recipient of the ‘Nchamba/Nkatha’ awards will be required to mentor young people within his or her industry or line of practice. This will empower and motivate young people to become great, contribute to the development of Meru County as they strive to win the ‘Nchamba/Nkatha’ award. The recipients will also be required to provide yearly reports of mentorship to the office of the Governor, the Meru County Assembly and the Meru Vision 2040 implementation Committee. The honours and awards programme will have an Act enacted by the County Assembly and a committee appointed and vetted to guide and identify the beneficiaries for the Honours and Awards.

4. **Meru Cultural Week:** The county will also establish the Meru Cultural Week, that will seek to bring together the different cultures/ethnic groups within Meru, through showcasing the cultural/traditional food, dance, debating competitions, drama/performing arts, innovations, talent, science, agricultural produce and the Mr. and Miss Meru County competitions, among others. This will be an annual event that will be carried out in 3-4 days to showcase the Meru cultural heritage in all spheres and advance harmony among the various ethnic groups and communities within Meru. The event will be rotational across the eleven Sub-Counties.
5. **Renovation and beautification of memorial parks:** In recognition of the Meru heroes and heroines, various parks – e.g. the Nteere Mbogori Park – will be renovated and beautified with statues of heroes and heroines.
6. **Conflict resolution, peace building and security**
 - a. Establishment of Institutes of Leadership and Ethics – The County Government of Meru in collaboration with the Njuri Ncheke, local, national and international

civic society organisations will establish three institutes of leadership and ethics as centres of excellence in Meru, Maua and Mikinduri towns. The institutes will have two arms including an academic institution to offer formal and certified courses and another arm to offer informal community-based programmes. The two arms will build capacities on community leadership, governance, cohesion and peace building, ethics among other courses and programmes.

The institutes will also work closely with various stakeholders such as Njuri Ncheke in the civic education, cohesion and peace building programmes. The institute in collaboration with various stakeholders will work to support and strengthen the localised conflict resolution and peace building programmes by promoting social cohesion and empowering communities to become inclusive and resilient to external and internal shocks. Meru County engagement in peace building and conflict resolution is informed by the growing instability, extremism and radicalisation in the neighbouring counties and in the region.

Through the institutes, peace and conflict resolution stakeholders in the civil society and National Government will enhance the Nyumba Kumi Initiative to fight cases of crime and extremism in the county. The combined efforts will hence improve security in Meru region and thus ensure cohesion, peace and stability. The county has recorded high crime rates in the past and Nyumba Kumi initiative will provide an alternative to fight high crime rates that stood at 4,384 reported cases as per the National Police Service Crime Report 2018.

- b. Leadership and mentorship programme – The institutes will run a leadership mentorship programme, which will involve renowned leaders from the county and beyond who will be invited to a mentorship programme regularly. The influential leaders will thereafter be paired with young leaders for a period of one-year in a mentorship programme. The pool of this leaders will also be drawn from the award winners of the Nchamba/Nkatha awards programme. The intention of this activity is to empower and motivate young people to develop, gain outstanding leadership skills and be agents of change to other young people.
- c. Enhancing Alternative Dispute Resolution (ADR) and Traditional Dispute Resolution (TDR) – The constitution guarantees the right of every person to access justice and calls for the state to take appropriate policy, statutory and administrative interventions to ensure the efficacy of justice systems.¹ In order to guarantee access to justice for Kenyans, the Constitution broadens the available mechanisms in the justice system by encouraging the utilisation of formal and informal justice systems.² In this regard, Article 159 recognises the use of Alternative Dispute Resolution (ADR) and Traditional Dispute Resolution (TDR) mechanisms in addition to the court process.³

Alternative Dispute Resolution (ADR) mechanisms refer to the set of mechanisms a society utilises to resolve disputes without resort to costly adversarial litigation i.e. through negotiation, conciliation, mediation and arbitration.⁴ Most of the

1 Articles 21, 47, 48 & 50 of the Constitution of Kenya 2010.

2 Article 159(2) (d) of the Constitution of Kenya 2010.

3 Legitimizing Alternative Dispute Resolution in Kenya: Towards a Policy and Legal Framework by Kariuki Muigua: [July, 2015] at https://profiles.uonbi.ac.ke/kariuki_muigua/files/legitimising_alternative_dispute_resolution_mechanisms_in_kenya.pdf

4 Ibid

African communities had their own unique dispute resolution mechanisms.⁵ Similarly, each African community had a council of elders that oversees the affairs of the community, including ensuring that there is social order and justice in the community. In Meru, this is the Njuri Ncheke council of elders.

The main aspects of TDR and other ADR mechanisms, which make them unique and community oriented, is that they focus on the interests and needs of the parties to the conflict as opposed to positions, which is emphasised by formal common law and statutory regimes.⁶ The main objective of these mechanisms is to resolve emerging disputes and foster harmony and cohesion among the people.⁷

The *Constitution of Kenya, 2010* recognises application of TDR and ADR mechanisms in dispute resolution for efficient dispensation of justice since their merits outweigh the disadvantages thereof.⁸ A high percentage of disputes in Kenya are resolved outside courts or even before they reach courts by use of TDR or ADR mechanisms. The main disputes that may be resolved by way of TDR mechanisms in the communities include land disputes, marriage, gender-based violence, family cases including inheritance, clan disputes, cattle rustling, debt recovery, overall community conflicts and political disputes. Included also are welfare issues such as nuisance, child welfare and neglect of elderly in a community amongst others.⁹ Generally, many cases are resolvable through TDR except for serious criminal offences that require the intervention of the courts.

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

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

7. Annual leadership conference: Vision 2040 envisages to bring together Meru leaders and citizens in an annual leader's conference that will bring together leaders from all walks of life from Meru County and beyond. The purpose of this event is for leaders and citizens to discuss openly on the type of leadership that is desired for the county and

5 B. Laurence, "A History of Alternative Dispute Resolution," ADR Bulletin: Vol. 7: No. 7, Article 3, 2005. p. 1. Available at: <http://epublications.bond.edu.au/adr/vol7/iss7/3> [Accessed on 26/06/2015].

6 K. Muigua, 'Effective Justice for Kenyans: Is ADR Really Alternative?' pp. 12-13. Available at <http://www.kmco.co.ke/attachments/article/125/Alternative%20Dispute%20Resolution%20or%20Appropriate%20Dispute%20Resolution.pdf>

7 K. O. Hwedie and M. J. Rankopo, Chapter 3: Indigenous Conflict Resolution in Africa: The Case of Ghana and Botswana, op cit p. 33.

8 See Article 159 (2) (c) of the Constitution of Kenya 2010.

9 J. Kenyatta, op.cit.

country and how to bring synergies in leadership. During this event various renowned leaders from Kenya and beyond will be invited to lead and guide the discussions by giving key note addresses. Each year the conference organisers will coin a theme around which discussions will revolve depending on the various emerging issues within Meru and beyond. The conference will provide a platform to nurture young visionary leaders who will propel Meru to the future.

- 8. Formation of Sub-County Development Associations:** The associations will consist of local professionals, opinion leaders, prominent investors and businessmen and women, religious leaders among others from that specific Sub-County. The associations will be expected to resolve most of the development related conflicts in the Sub-County, build the capacities of emerging leaders in the locality as well as foster peace and cohesiveness within the Sub-County and the neighbouring Sub-Counties.

Chapter 5

ENABLERS PILLAR: FOR A WELL-PLANNED AND INDUSTRIALISED COUNTY

GOAL: A well-planned and industrialised county through a 10 per cent annual increase in quality of and access to infrastructure services, legislative reforms and level of satisfaction with security.

5.0 Pillar overview

The Enablers Pillar is a cross-cutting pillar whose main objective is to facilitate and reinforce the other pillars (Economic, Social and Political). It aims to enable development in the county by focusing on 5 priority sectors, namely Infrastructure (energy, roads, ICT, railway, and airports), Water, Land, Urbanisation and Services (public service, security and legal systems); with a view to achieving its goal of a well-planned and industrialised county.

Infrastructure is a critical anchor of development. Access to infrastructure in the county is poor with only 10 per cent of the total road network in the county being paved and only 14 per cent of the households having access to electricity. Poor access to clean energy, water and poor road networks has a direct bearing on poverty in the county. The focus therefore in the infrastructure sector of this pillar is on improvement of the quality of life for citizens of the county through improved access to clean and sustainable energy, improved access to clean and potable water in all households, improved road networks and quality of roads, and improved access and affordability of ICT as well as improved air transport that will promote development in the county.

Water is a basic right of all citizens. Meru County is endowed with several water resources (both surface and underground) comprising rivers/streams, springs, wetlands, lakes, ponds, dams, wells and boreholes among others. These form the major sources of water for domestic use and irrigation in the county. These resources, if sustainably managed, can greatly benefit the county and the country at large. It is the focus of this pillar, through its water sector, to ensure increased access to clean, potable and adequate quantities of water to all households. Currently people walk long distances to access potable water due to diminishing water levels and deteriorating quality of water as a result of encroachment of water catchment areas, intensive/unethical agricultural practices and human activities along the various water resources, as well as climate change.

Land is a critical factor of production in any economy. Meru County has a total land area of 7,003.1 km² out of which 1,776.1 km² (25.3%) is gazetted forest. Land is mainly used for agricultural activities for both crop farming and livestock-keeping, but is unequally distributed within the county with the average land holding size per household being 1.8 ha for the small-scale and 18.25 ha for the large-scale land owners. Overall, household land ownership in the county stands at 78 per cent, with more than 60 per cent of land in the county being registered under private ownership. Increased population growth, has resulted

in uneconomic land sub-divisions, rural-urban migration and mushrooming of informal settlements. Undocumented and unregistered community and public land also pose a threat of unlawful alienation of the land for private purposes. It is thus the focus of the land sector within this pillar to increase land security for economic and social development of the county.

Rapid population increase and rural-urban migration have resulted in urban growth in Meru County. Majority of residents of Meru County live in rural villages, but a large numbers continue to migrate from rural areas to urban areas in search of jobs, business opportunities, and education, among others. Uncontrolled development, inadequate, expensive and indecent housing and other social evils have led to the emergence and growth of informal settlements in a number of towns. Urbanisation has the potential to improve economic opportunities and living conditions for the county if properly managed. This pillar focuses on the urbanisation sector with a view to achieving sustainable urban development through proper urban planning.

In order to realise the county's Vision of a prosperous, united and happy society, there is need for the provision of adequate security, enhancement of public order through efficient and effective administration and enforcement and legislative reforms that provides a legally conducive environment for development. The Services Sector thus focuses on public service management, security and legal systems within the county in order to ensure provision of quality public services to the citizens of Meru County.

5.1 Infrastructure

The strategic objective in this sector is to accelerate productivity and profitability of all sectors through access to sustainable and affordable infrastructure in the county for purposes of realising the overall Vision 2040. This objective will be met through enhancement and development of the five sub sectors within it – Energy, Roads, ICT, Railways and Airports.

5.1.1 Energy

Situation analysis

1. Sources of energy:

There is low access to clean and sustainable energy sources in Meru County. The percentage distribution of lighting energy source by households in the county is 13.7 per cent for electricity, 49.2 per cent for tin lamp, 28 per cent lantern, 5.5 per cent solar, 1.8 per cent fuel wood, 0.8 per cent gas lamp, 0.7 per cent pressure lamp and 0.4 per cent of other lighting energy sources.

The percentage of cooking fuel source by household is 81.9 per cent firewood, 12.7 per cent charcoal, 2.6 per cent paraffin, 1.6 per cent LPG, 0.5 per cent biogas, 0.4 per cent electricity, 0.1 per cent solar and 0.3 per cent of other cooking fuel sources.

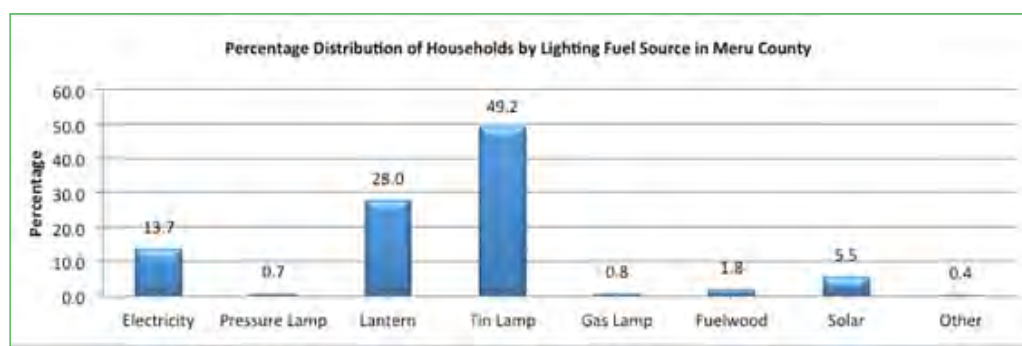
2. Renewable/green energy:

According to the Energy Regulatory Commission (ERC), the country's energy needs primarily stem from three sources, namely wood fuel, petroleum and electricity (which account for 69%, 22% and 9% of total energy respectively). Given the heavy reliance on

Table 19: Distribution of energy sources for lighting by type

Source	Usage (Percentage)
Electricity	13.7%
Tin lamp	49.2%
Lantern	28%
Solar	5.5%
Fuel wood	1.8%
Gas lamp	0.8%
Pressure lamp	0.7%
Others	0.4%

Data Source: KNBS, 2013

**Figure 19: Distribution of lighting fuel by source**

Data Source: Exploring Kenya's Inequality: Meru County, KNBS, 2013

Table 20: Distribution of energy sources for cooking by type

Source	Usage (Percentage)
Firewood	81.9%
Charcoal	12.7%
Paraffin	2.6%
LPG	1.6%
Biogas	0.5%
Electricity	0.4%
Solar	0.1%
Others	0.3%

Data Source: KNBS, 2013

biomass and petroleum (non-renewable sources of energy), the National Government has set its sights on harnessing viable renewable sources of energy as it has mapped the energy zones; that is, solar, wind and small hydro, and is partnering with private investors to generate the energy.

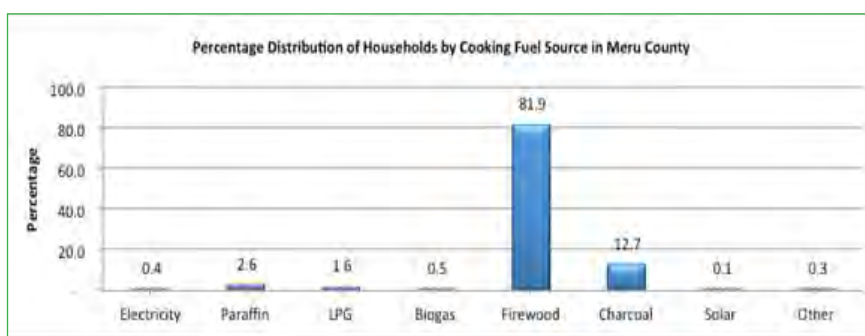


Figure 20: Distribution of households by source of cooking fuel

Data Source: *Exploring Kenya's Inequality: Meru County*, KNBS, 2013

Meru County is well placed nationally on green energy generation potential, which can be tapped from the main rivers with good sites for hydro-power; a wind speed of approximately 7m/s ideal for wind energy and solar radiation of 6.2 KWh/m²/day. Mapping of the energy zones (solar, wind and small hydro) has been done – a key step towards improving access to clean energy in each household – will be achieved through partnering with private investors to generate the energy.

Several renewable energy opportunities have been identified, which are estimated to generate a total of 146.1 MW for the county. These are projects in Iraru, Kithino, Thangatha, Kathita, Ura Thingithu, Thanantu, Turingwi and Kamweline. There are also a number of planned energy projects approved by the ERC between 2008 and 2015, which include small hydro projects in South Imenti, Gakurugu River, Mutonga River, Mukarangatine, Iraru River, Mutonga, Mutuandanju Falls-Mutonga River, Kathita River, Michimikuru, Thuci River, Iraru River and Nithi River estimated to generate approximately 321.29 MW of power, as well as wind power projects in Nyambene, Kangeta, Meru and Michimikuru that are estimated to generate approximately 170 MW of power.

The actualisation of these projects will make the county realise the Vision 2040 objective of making the county self-sufficient in energy needs, reduce the cost of doing business and contribute to the national grid. It will further assist in generating employment and raising the income levels of the county.

Goals and strategies

The main goal in this sector is to improve access to clean and sustainable energy in Meru County, and more specifically:

- Reduction of wood fuel to 10 per cent maximum usage by 2030;
- 100 per cent power connection in the county by 2040;
- 100 per cent lighting of all major towns in order to foster a 24hr economy by 2040;
- Solar street lighting in all urban and market centres and solar lighting in most homes by 2040; and
- To ensure that the county is at least 50 per cent reliant on its own energy sources by 2040.

The strategies for achieving the above goals include investing in a good mix of energy sources, investing in underground cabling power distribution infrastructure, having private-sector friendly legislation and infrastructure that encourages both the generation and distribution of energy, conducting civic education and public participation especially across the scale of renewable power, development of an Energy Master Plan for the county, and exploring damming for both water supply and for energy.

Energy flagship projects

1. Installation of flood lights and street lights in all townships and market centres by 2022;
2. Domestic solar lighting to replace the use of firewood and tin lamps for lighting in households by 2040;
3. Tapping hydropower from the various rivers in the county through the development of mini-hydropower plants in the medium term with transmission lines for power distribution.
4. Installation of transformers to ensure all the households have access to electricity by 2030 in conjunction with other agencies (i.e. Kenya Power, REA);
5. Development of a recycling and solid waste management plant to convert waste into energy in the county in the short term;
6. Development of a wind and solar power parks and development and setting up a county power grid by 2040.

These projects will result in the improvement in the quality of life for the citizens of the county as it will lead to:

- Enhancement of security;
- Promotion of a 24-hr economy and the subsequent growth of industries in the county that is an avenue for increased employment opportunities; and
- Contribution to employment and revenue growth through the distribution of power to neighbouring counties through the county grid.

5.1.2 Roads

Situation analysis

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

The county has 5,968 km of road network. This comprises 582 km (10%) of paved roads, 581 km (11%) of gravelled roads and 4,805 km (79%) of earth roads. Of the paved roads in the county, Buuri has the largest portion at 114 m, North Imenti with 103.92 km, South Imenti at 95.8 km, Tigania East at 60.08 km, Tigania West at 56.33 km, Igembe Central at 54.34 km, Central Imenti at 40 km, Igembe North at 28.82 with Igembe South least connected at 22.96 km. This network is maintained by different road agencies such as KeRRA, KURA, KeNHA and the county government; 80 per cent of the earth roads are under the mandate of the County Government.

The LAPSSET Corridor offers opportunities for export, development of special economic zones and of the hospitality industry, air transport of county goods and opening of markets in the Northern Eastern and Coastal counties, as well as the Northern frontier (e.g. Ethiopia). Improvement of the road network and quality of roads will therefore lead to the growth and development of numerous sectors in the county such as agriculture, tourism and trade among others. The same is achievable given that there already exists a relatively good infrastructural base core.

There are however challenges of road degradation due to poor weather conditions such as flooding and poor drainage systems, encroachment of the road reserve which has hampered road expansion, and inadequate road design which does not incorporate provisions for cycling and pedestrian walkways. Moreover, there have been increasing incidents of political interference which threaten or otherwise compromise the speed and quality of road works done. There is also the threat of insecurity in Isiolo and the neighbouring ASAL counties which have hampered penetration into the said regions.

Goals and strategies

Short-term goals (2018-2022):

- Achievement of all-weather accessibility to all urban centres, economic magnets/sites, institutions and all public amenities by 2022; and
- Maintenance of the current road network.

Medium-term goals (2023-2030):

- Improvement of access to tourist sites in order to develop the tourism industry in the county; to connect the missing link between Kitui and Meru through construction of a road between the two counties and to have a road from Isiolo to Lamu connecting Meru County to the Coast thereby opening up the county to the available market for agricultural produce and other commodities in the Ukambani and Coast regions.
- Development and management of the road infrastructure in a sustainable manner by 2030; i.e. develop quality road infrastructure that takes into consideration proper measurement of roads, as well as proper drainage.
- Development of a road network classification system at the county level.
- Building of proper drainage channels throughout the county.

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

Long-term goals (2030-2040):

The ultimate goal of this sector is to have an increase in paved roads to 1000 km from the existing 582 km by 2040, while ensuring that they are well-designed to accommodate efficient and environmentally friendly vehicular, pedestrian and cyclist movements as well as effective storm water drainage. The strategies necessary for achieving the above goals are the development of a Transport Master Plan for the county.

Roads flagship projects

1. Construction of a proper dual carriageway road from Nkubu, through Meru to Maua, with a branch from Ruiiri to Isiolo Airport in order to:
 - (i) Tap into the much anticipated “Isiolo City” and
 - (ii) Enhance the export of agricultural produce and other commodities from Meru County to the neighbouring counties, as well as the neighbouring countries.
2. Construction of tarmac backbone roads:
 - A. Inter-County Road Connectivity
 - (1) Construction of an Eastern Ring Road that links Mitunguu to Garbatula in the short term – i.e. from Mitunguu passing through Makandune, Giaki, Gatiithine, Kunati, Murera, Kina to Garbatula; inter-county (linking Meru-Tharaka Nithi-Isiolo);
 - (2) Construction of a Western Ring Road that links Katheri to Isiolo – i.e. from Katheri passing through Kibirichia, Ntugi, Ntumburi to Isiolo; Inter County – Meru- Isiolo;
 - (3) Construction of a road linking Mikinduri to Isiolo – i.e. from Mikinduri passing through Kitheo, Ngundune, Thinyaine, Mwerondu to Saiyon (Meru – Isiolo);
 - (4) Construction of a road linking Karamene to Isiolo – i.e. from Karamene passing through Mwanika, Matiru, Twaramene, Mangu’uai, Mwerondu, Saiyon to Isiolo (Meru - Isiolo);
 - (5) Construction of a road linking Kianjai to Isiolo – i.e. from Kianjai passing through Mumui to Isiolo. (Meru-Isiolo);
 - (6) Construction of a road linking Kunati to Isiolo – i.e. from Kunati passing through Kiguchwa, Muthaara to Isiolo (Meru-Isiolo);
 - (7) Construction of a road linking Isiolo to Laare – i.e. from Isiolo passing through Ndumuru to Laare (Meru-Isiolo);
 - 8) Construction of a road linking Isiolo to Garbatula – i.e. from Isiolo passing through Ndumuru to Gachuru, Kula Mawe to Garbatula (Meru-Isiolo);
 - (9) Construction of a road linking Gaitu to Isiolo – i.e. from Gaitu passing through Giaki, Mulika, Akaiga, Mikinduri Parish, Kigushwa to Isiolo (Meru-Isiolo);
 - (10) Construction of a road linking Mutuati to Isiolo – i.e. from Mutuati passing through Kamweline to Isiolo (Meru-Isiolo);
 - (11) Construction of a road linking Makandune to Marimanti – i.e. from Makandune passing through Giitune, Kiriro, Gacibine, Kauthene, to Marimanti (Meru-Tharaka Nithi);
 - (12) Construction of a road linking Giaki to Marimanti (Meru-Tharaka Nithi);

- (13) Construction of a road linking Mikinduri to Gatunga (Meru-Tharaka Nithi);
- (14) Construction of a road linking Maua to Gatunga – i.e. from Maua passing through Gatiithine to Gatunga (Meru-Tharaka Nithi);
- (15) Construction of a road linking Kabaune to Isiolo – i.e. from Kabaune passing through Kamanoro, Maitha, Kathinia, Kaaliu to Isiolo (Meru-Isiolo).

B. Inter-Sub-County Road Connectivity

- (1) Construction of a Northern Ring Road that links Mikinduri to Ntugi – i.e. from Mikinduri passing through Kianjai, Ruiiri to Ntugi; sub-county (Tigania east, Tigania west, Buuri);
- (2) Construction of a Western Ring Road that linking Katheri to Isiolo – i.e. from Katheri passing through Kibirichia, Ntugi, Ntumburi to Isiolo; Inter County – Meru-Isiolo (Imenti Central, Buuri);
- (3) Construction of a road linking Mikinduri to Isiolo – i.e. from Mikinduri passing through Kitheo, Ngundune, Thinyaine, Mwerondu to Saiyon (Tigania West, Tigania East);
- (4) Construction of a road linking Kitheo, Karamene to Isiolo – i.e. from Kitheo passing through Kitheo, Karii, Maciuku, Karamene, Mwanika, Matiru, Twaramene, Mangu’uai, Mwerondu, Saiyon to Isiolo; (Tigania East, Tigania West);
- (5) Construction of a road linking Muricia Primary School to Luthii – i.e. from Muricia Primary School, Mwili (Akarakara), Ilia Ria Nguu, Muruta, Katheru to Luthii;
- (6) Construction of the Great Meru North Road from Tutua to Mutuati – i.e. from Tutua to Mweronkoro, Mwerondu, Laciathuriu, Kiremu, Ndumuru, Kabachi, Kamweline to Mutuati. This road links Buuri, Tigania West, Tigania East, Igembe Central and Igembe North Sub-Counties’
- (7) Construction of a road on the Kianjai/Akithii boundary, linking Urru to Isiolo; – i.e. from Urru to Kabutetu, Kiolo Kia Mikuu, Thewene, Mweronkoro, Libubungi to Isiolo;
- (8) Construction of a road from the Meru/Maua Highway at St. Anne to Tharaka – i.e. from St. Anne to Kagaene, Mbeu, Kaboto to Tharaka
- (9) Construction of a road from Mwanika to Ndamuru on the Garba Tula road – i.e. from Mwanika to Kamanoro, Mweromuthanga, Luuma, Thamama, Liliaba, Ndamuru on the Garba Tula Road;
- (10) Construction of a road from Mbaranga to Garba Tula road on the boundary of Tigania East and Igembe passing through Mbaranga to Karama market, Mukuani, Njarune to Garba Tula Road;
- (11) Construction along the Karama/Igembe boundary from Mukuiru to Garba Tula/Isiolo Road – i.e from Mukuiru, Laikukumu, Ikuune, Mula to Garba Tula/Isiolo Road.

- (12) Construction of a road linking Gitoro to Ntugi – i.e. from Gitoro (with a branch to Kithaku) passing through Naari, Kibirichia, Ruibi to Ntugi; (Imenti North, Imenti Central, Buuri);
- (13) Construction of a road linking Kaongo to Mitunguu – i.e. from Kaongo passing through Mujwa to Mitunguu (Imenti Central to Imenti South);
- (14) Construction of a road linking Kunati to Isiolo – i.e. from Kunati passing through Kiguchwa, Muthaara to Isiolo (Tigania East, Tigania West);
- (15) Construction of a road linking Lambuliu to Kangeta – i.e. from Lambuliu passing through Mariara to Kangeta (Tigania East, Igembe Central);
- (16) Construction of a road linking Gaitu to Isiolo – i.e. from Gaitu passing through Giaki, Mulika, Akaiga, Mikinduri Parish, Kigushwa to Isiolo (Imenti Central, Imenti North, Tigania East, Tigania West);
- (17) Construction of a road linking Maua to Gatunga – i.e. from Maua passing through Gatiithine to Gatunga (Igembe South, Tigania East, Tharaka);
- (18) Construction of a road linking Kabaune to Isiolo – i.e. from Kabaune passing through Kamanoro, Maitha, Kathinia, Kaaliu to Isiolo (Tigania East, Tigania West, Igembe Central);
- (19) Have a road near the border of the park-Murera Gate connecting (Igembe North-Igembe Central-Igembe South);
- (20) Naathu-Kangeta-Karama-Muthara-Athwana
- (21) Gitune-Mujwa-gitie-Mitunguu
- (22) Muoroga-Kiriria-Kiamuri
- (23) Kibaranyiki-Lake Ellis-Lake Rutundu
- (24) Ntirimiti-Lake Thaa-Lake Rutundu-Lake Alice—Kibaranyiki

C. Inter-Ward Road Connectivity

- (1) Construction of a road linking Kariene to Chaaria – i.e. from Kariene passing through Kaongo to Chaaria (Abothuguchi Central to Abothuguchi East);
- (2) Construction of a road linking Kambakia to Kaithe (along the Meru-Maua Road) i.e. from Kambakia passing through Karumanthi, Chugu, Munithu to Kaithe. (Nyaki West, Nyaki East);
- (3) Construction of a road linking Kariene to Githongo – i.e. from Kariene passing through Mbwinjeru, Kithirune, Muurugi, Gancheke to Githongo. (Abothuguchi Central and Abothuguchi West);
- (4) Construction of a road linking Kinoro to Mitunguu – i.e. from Kinoro passing through Igoji, Mweru to Mitunguu. (Igoji, Abogeta, Nkuene);
- (5) Construction of a road linking Katheri to Kaguma – i.e. from Katheri passing through Kinjo, Gatimbi, Ruiga to Kaguma. (Abothuguchi West, Abothuguchi Central to Mwanganthia);
- (6) Construction of a road linking Mount Kenya to Ngare Ndare – i.e. from Mount Kenya passing through Timau to Ngare Ndare (Timau, Kisima);

- (7) Construction of a road linking Isiolo to Laare – i.e. from Isiolo passing through Ndumuru to Laare (Ntunene, Amwathi);
- (8) Construction of a road linking Isiolo to Garbatula – i.e. from Isiolo passing through Ndumuru to Gachuru, Kula Mawe to Garbatula (Amwathi, Naathu);
- (9) Construction of a road linking Mutuati to Isiolo – i.e. from Mutuati passing through Kamweline to Isiolo (Naathu, Amwathi);
- (10) Construction of a road linking Mutuati to the Garbatula Road (Naathu, Amwathi);
- (11) Construction of a road linking Makandune to Marimanti – i.e. from Makandune passing through Giitune, Kiruiro, Gacibine, Kauthene, to Marimanti (Abothuguchi Central, Mwanganthia, Kiagu);
- (12) Construction of a road from Githongo to Kaguma passing through, Karuugwa, Mariene, Kirigara to Kaguma (Abothuguchi West, Abothuguchi Central, Mwanganthia);
- (13) Construction of a road connecting the Eastern Bypass to the Meru-Nanyuki Highway – i.e. from the Bypass passing through Mafuko to Kambakia to the Meru-Nanyuki Highway;
- (14) Construction of a road connecting Mafuko to the Eastern Bypass – i.e. from Mafuko (around Cock & Coin) to Karumanthi, Mwithumwiru Secondary School, Kaaga Boys to the Bypass;
- (15) Construction of a road connecting Mwithumwiru to the Meru-Maua Highway – i.e. from Mwithumwiru Primary, passing through MCK grounds, to Kanthiga, Runogone to the Meru-Maua Highway;
- (16) Construction of a road connecting Kaaga to the Meru-Maua Highway – i.e. from Kaaga, passing through Mpakone to Kienderu, Kaithe to the Meru-Maua Highway;
- (17) Kinaa up through Amwathi to Kachulu;
- (18) Kiirua (Barrier) – Mugae;
- (19) Gitune-Kaongo-Kirwiro-Mutii-Kanywe-Kiamuri-Kauthene;
- (20) Kiruiro-Ucheru-Gachuru-Gikuruu-Kiamuri;
- (21) Gatimbe-Ruiga-Kagoma-Catelengo-Juthine;
- (22) Kioru-Kibaranyaki-Kathiranga-Kageere.

D. Intra-Ward Road Connectivity

- (1) Construction of a road linking Kionyo to Lake Ellis (Abogeta) – Tourism Circuit;
- (2) Construction of a road linking Ntirimiti to Lake Thaa (Timau) – Tourism Circuit;
- (3) Construction of a road from Githongo, Gancheke, Kibaranyaki to Nturukuma (Rutundu) (Abothuguchi) – Tourism Circuit;

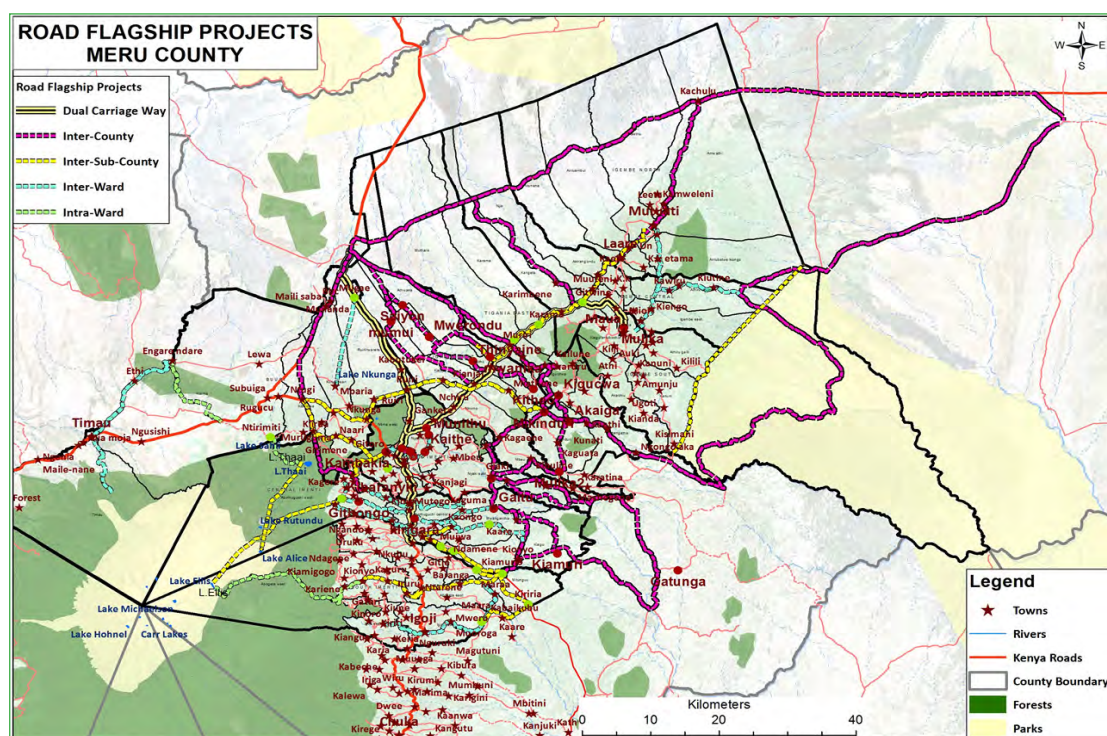


Figure 21: Roads flagship projects

- (4) Construction of a road linking Kisima to Ngare Ndare (Kisima) – Tourism Circuit;
 - (5) Construction of a road linking Giaki to Marimanti (Ntima East);
 - (6) Construction of a road linking Mikinduri to Gatunga (Mikinduri);
 - (7) Construction of a road linking Mutuati to Magado Crater (Amwathi).
4. Development of well-planned mass transport system in all major urban centres by 2040.

The key interventions for achievement of these flagship projects include:

- Identifying encroachments on road reserves;
- Marking and expansion to enable the development of better urban centres with ease of mobility;
- Exploring funding options including private sector and government partnerships; and,
- Pursuing technology-led and innovative road design.

5.1.3 Information Communication Technology (ICT)

Situation analysis

According to the 2017 UNCTAD report, the digital economy is a key driver of growth and development.¹ It can provide a boost to competitiveness across all sectors, provide new opportunities for business and entrepreneurial activity, and present new avenues for accessing markets and participating in global e-value chains. It also provides new tools

1 UNCTAD Report, 2017 https://unctad.org/en/PublicationsLibrary/tdr2017_en.pdf

for tackling persistent development problems. The adoption of digital technologies in Meru County, thus, has the potential to transform the operations of the county and impact investments in the county.

Digital development through the integration of ICT into all sectors within the county is a key driver of development in various sectors such as education, health, infrastructure, agricultural production and public service management among others, as it ensures efficient and effective delivery of public services and creates an enabling environment for innovation and job creation.

In a nutshell, ICT can be used as a tool to:

- Create awareness, inform and educate the citizens on the relevant development issues and activities of the County Government;
- Profile Meru County as a regional and global hub for investments and tourism;
- Provide data and information to other sectors for better planning; and,
- Enhance operations of the County government and reduce operational costs by automating County internal services and processes.

There is therefore need to focus resources into ICT integration in the county. Overall, the County has not optimised ICT integration and related systems for service delivery and internal efficiencies.

ICT adoption and usage in Meru County remains basic. The ICT infrastructure is also inadequate as there is no public broadband or Wi-Fi.

- i. **Access to Internet** – Access to the Internet is a critical aspect and enabler of economic development. The main means of access to the Internet is mobile phones. Latest national communication statistics indicate that Internet penetration levels stood at 87.2 per cent.² Furthermore, mobile-based access still accounts for 99.4 per cent Internet access. However, broadband Internet penetration stands at 18.2 per cent.³

Survey findings show that in Meru County reported access to the Internet stands at 40 per cent. This is broken down by Sub-Counties as shown in Figure 21.

Meru County is very well covered by 2G network and only 5 Sub-Locations, namely Kinjo North, Kinjo South, Kiarago, Mugambone and Kaibu have coverage less than 100 per cent. The 5 Sub-Locations have population coverage ranging between 50-75 per cent. The only areas without any coverage are Mt. Kenya and Meru National Park.⁴

A majority of Sub-Locations in Meru County have at least more than 75 per cent of 3G network coverage. However, there are about 9 Sub-Locations, namely Amwathi, Naathu, Nkandone, Lairangi, Ntirititi, Maritati, Auki, Ngundune and Amugenti, with 3G coverage of less than 25 per cent.⁵

2 Quarterly Sector Statistics Report Third Quarter for the Financial Year 2015/2016 (January –March 2016), Communications Authority of Kenya <http://bit.ly/2azJi73>

3 Meru Socio-Economic Indicators Baseline Survey, 2016

4 ICT Access Gaps Study Final Report <https://ca.go.ke/wp-content/uploads/2018/02/ICT-Access-Gaps-Report-April-2016-.pdf>

5 Ibid

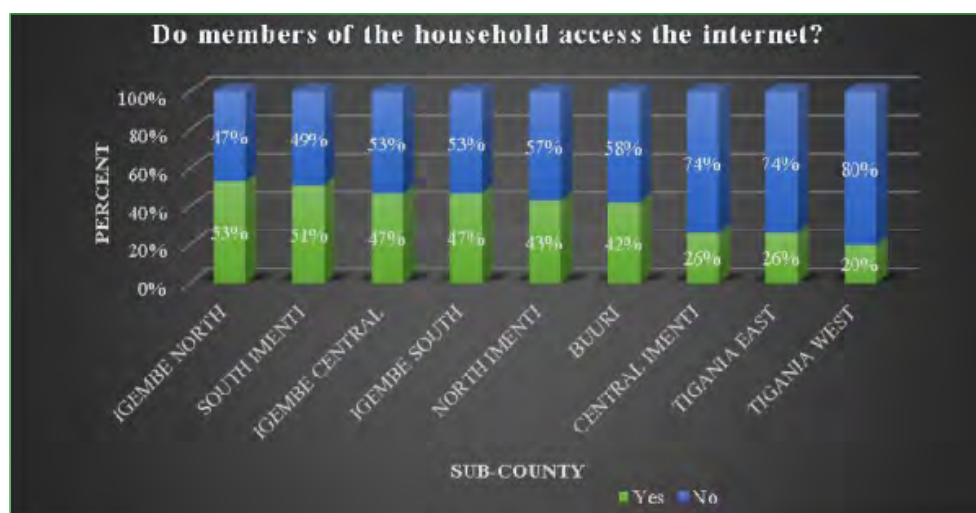


Figure 22: Household access to the Internet

Source: Meru County Social and Economic Indicators Baseline Survey 2016

Table 21: Access to ICT services in Meru County

Indicator	
Total population*	1,356,301
Schools with more than 10 entrants to computer studies KCSE Exams	6
No. of post offices	18
2G population coverage	95%
3G population coverage	81%
Broadcast signal coverage	97%
Sub-locations with zero population mobile voice coverage	0

Source: Communications Authority of Kenya - ICT Access Gaps Study Final Report, 2016

ii. Access to ICT equipment and services

Table 22a: Proportion of population aged 3 years and above by ICT equipment and services used, residence and county

Television	Radio	Mobile phone	Computer	Internet
47.7	75.2	62.1	5.4	14.0

Table 22b: Proportion of population aged 3 years and above with a mobile phone

Proportion population having a phone	48.3
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Table 22c: Proportion of population aged 18 Years and above that subscribed to mobile money transfer and mobile banking platforms

Proportion of population subscribed to mobile money transfer platform (%)	62.8
Proportion of population subscribed to Mobile Banking platform (%)	9.6

iii. Ownership of ICT equipment and used ICT services

Table 23a: Proportion of households that owned functional ICT equipment and used ICT services

ICT Equipment	Percentage
Computer/ Laptop/Tablet	4.2
Television	24.2

Table 23b: Percentage distribution of households with connection to the Internet by type

Proportion of households with Internet Connection Overall (%)	Households with internet connection				
	Fixed Wired Broadband	Terrestrial Fixed Wireless	Mobile Broadband (Modems)	Mobile (Phones)	Other
28.8	3.9	0.0	0.6	95.9	0.0

Source: Kenya Integrated Household Budget Survey (KIHBS), 2015/16

Meru County has an opportunity to tap into the National Optic Fibre Backbone Infrastructure (NOFBI) currently being undertaken by the National Government that is connecting all towns in Kenya to enable seamless connectivity; and of the conducive social and political goodwill that exists in supporting the implementation of the Constitution.

The strategic objective in this sub-sector is the improvement of access and affordability of ICT in Meru County. Investment in ICT, more particularly in Internet and GSM network (mobile) connectivity presents the county with opportunities for efficient and effective service delivery to the citizenry of the county and attraction of investors, which will lead to the overall growth and development of the county and increased happiness and satisfaction of the society.

The challenges in this sector include:

- Inadequate ICT infrastructure,
- Insufficient technological expertise,
- High cost of the technology, which makes integration of technology difficult, and
- General resistance (especially in the agricultural sector) to new innovations and adoption of new technology due to technology illiteracy.

There is need for development and reform of the legal framework on ICT in the county in order to ensure secure online transactions, privacy, intellectual property protection, consumer protection and the safeguarding of cultural values.

Goals and strategies

The Meru Vision 2040 envisages enhancing real access to information, as fulfilment of universal access for county residents. The county will look to build on the now completed efforts by the National Government of laying down of the optic fibre backbone across

the country. The country converged the two fibre routes (South Africa-Mombasa and Mediterranean Sea-Mombasa) at Nairobi, before stretching the cable network to all county headquarters. By tapping into the main optic fibre grid, the county targets to boost accessibility of voice and data services in Meru County through connecting public institutions such as hospitals, police stations, schools and other administrative centres, from which connectivity can be pushed down further to grassroots areas. High human-population concentration areas such as market centres, malls and shopping centres will also be targeted.

To create an enabling environment towards wider accessibility, the county government will explore the possibility of offering waivers to citizens who want to install private access points, as well as encouraging more private investors to invest into the sector.

Short-term goals (2018-2022):

1. To have full GSM network connectivity in areas that currently don't have mobile connection coverage; and,
2. To ensure that all public institutions in the county are connected to fast and reliable Internet by 2022. The strategy for the achievement of this goal is partnership with the private sector.

Medium-term goals (2030-2040):

1. To increase consumption of technology for decision support in the county;
2. To build capacity for ICT integration in county development; and,
3. To lay a foundation for IT governance and cybersecurity measures.

The ultimate goal in this sector is full connectivity by 2040.

ICT flagship projects

1. Building of a fibre-optic backbone in every Ward by 2040, which will boost connectivity and access to Internet services.
2. Setting up Digital Villages providing free Wi-Fi in all Sub-County headquarters and key administrative and social institutions within the County (e.g. hospitals, police stations, market centres, cultural centres etc).
3. Establishing at least 3 ICT equipment production plants in the county.
4. Establishing Incubation of Youth Start Ups at ICT Labs for commercialisation

The key sub-sector interventions include county services automation and integration, promoting awareness of the ICT integrated services in the county, development of a 4-year ICT strategy for service delivery, development of a funding model for ICT strategy, development of a growth and monitoring policy and the development of an ICT governance model in the county. The improved connectivity will therefore improve operational efficiency, increase citizen satisfaction, contribute to an empowered and ICT literate citizenry and improve the digital environment for business development in the county.

5.1.4 Railways

As at 2019, Meru County cannot be accessed via railway transport as the nearest existing railway line, the Nairobi-Nanyuki line, ends at Nanyuki town. The proposed railway under the National Government's LAPSSET project will cut across the eastern part of the country, passing through Meru County.

The goals in this sub-sector are to connect Meru County to the old railway (Nairobi-Nanyuki) and to the LAPSSET trunk and to create a major railway terminus within Meru County by 2040. The strategy crucial to the attainment of these goals is the lobbying of the National Government for an extension of the railway under the LAPSSET plan to Meru County.

Railway flagship projects

1. Development of a railway line for passenger and cargo from Sagana, Embu, Tharaka Nithi and Meru to Isiolo: This will essentially open up Meru County to markets in the Northern Eastern and Coastal counties, as well as the Northern Frontier (e.g. Ethiopia); strategically position Meru County as a key beneficiary of the emergence of Isiolo as a regional hub for air, railway, road transport and a strategic commercial city; allow Meru County to access the existing untapped market for goods from Meru County in Kitui, Embu, Tana River, Garissa, Isiolo and Marsabit Counties.
2. Development of a County Metro and an electric tram system to link Meru to Isiolo Metropolis.
3. Extension of the Nanyuki railway to Meru County.

5.1.5 Airports/airstrips

The only existing airport touching Meru County is the Isiolo International Airport, which straddles between Isiolo and Meru Counties. It is a 1,524-metre-long asphalt runway, half of which extends to Meru County, with plans to extend this to 2,500 metres long.

Isiolo Airport sits on a 673 acre parcel of land with a 4,500 m² passenger's terminal building. The airport however lacks a control tower. There are plans by KCAA to start the process of implementing air navigation services, which shall include building a control tower and a mobile communication tower within the airport. Currently, KCAA is developing PBN (Performance Based Navigation) procedures manual for operations in and out of the Airport.

There are several existing airstrips in Meru County. These include Mulika airstrip, a civilian airstrip located inside Meru National Park. Planes landing here mostly come from Wilson Airport bringing tourists to the park. There is also the Gaitu airstrip in Imenti Central, which was once vibrant, but is currently poorly maintained with minimal activity. The National Government has had plans to construct proper infrastructure for the airstrip, but none has succeeded. Other airstrips, including Mitunguu, Nguthiru é Laing'o, Lewa Downs and Kisima Farm airstrip among other private airstrips within the horticultural farms in Buuri Sub-County.

The major challenge in this sub-sector is that the existing airstrips in the county are poorly maintained with minimal activity.

Goals and strategies

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

Airports/airstrips flagship projects

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

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

5.2 Water

Situation analysis

In 2010, the UN General Assembly explicitly recognised the human right to water and sanitation. Everyone has the right to sufficient, continuous, safe, acceptable, physically accessible, and affordable water for personal and domestic use.⁶ Article 43 of the *Constitution of Kenya, 2010* further recognises access to safe water and improved sanitation services as a right of every Kenyan.⁷ County Governments are responsible for delivering water and sanitation services. Kenya Vision 2030 aspires to deliver universal access to water and improved sanitation services by 2030. This aspiration is also reflected in the Kenya Environmental Sanitation and Hygiene Policy (KESHP) 2016-2030 that aims to ensure 100 per cent access to improved sanitation services by 2030.⁸ The National Water Master Plan 2030 has been developed to facilitate achievement of these targets.⁹

Adequate access to safe water and improved sanitation services is central to achievement of better health and well-being of Meru County population as this helps to prevent the prevalence of waterborne diseases. In turn, this may reduce mortality rates and catastrophic health expenditures. Better access to clean water and water management creates tremendous opportunity for the poor and is a progressive strategy for economic growth.¹⁰

Good management of water resources therefore brings more certainty and efficiency in productivity across economic sectors and contributes to the health of the ecosystem. Table 24 presents general data on utilities 2017/18 as assessed by WASREB for the financial year 2017/2018.¹¹

6 WHO (2017)? Drinking-water Factsheet. Available online.

7 Constitution of Kenya 2010. Available at: www.kenyalaw.org/lex/actview.xql?actid=Const2010

8 Kenya Environmental Sanitation and Hygiene Policy 2016–2030. Available at: <https://afyauzazi.org/resources/kenya-environmental-sanitation-and-hygiene-policy-2016-%E2%80%932030>

9 Meru County Socio-Economic Baseline Survey, 2019

10 Meru County Socio-Economic Baseline Survey, 2019

11 Meru County Socio-Economic Baseline Survey, 2019

Table 24: General data on utilities, 2017/18

Indicators	Meru
Total population in service area	148,292
Total population served	96,070
Total no. of connections (active + inactive)	14,935
Total no. of active connections	13,500
No. of towns served	1
Turnover (Kshs million)	191
Total water produced in m ³ ('000)	2,768
Domestic + kiosks billed volume in m ³ ('000)	2,341
Total billed volume in m ³ ('000)	2,341
Non-revenue water (%)	15

Data Source: Meru County Socio-Economic Baseline Survey, 2019

Water sources

Meru County has eleven (11) permanent rivers with the major one being River Kathita, which is a tributary to River Tana. The county has several shallow wells, protected springs, water pans, public and private dams and boreholes. The quality of water in the county is good hence recommended for both domestic use and irrigation as it originates from pristine catchment areas within Mt. Kenya and Nyambene forests. Despite this, the land use practices and increase in use of agrochemicals in the agriculture sector has led to pollution of the water as it flows downstream.

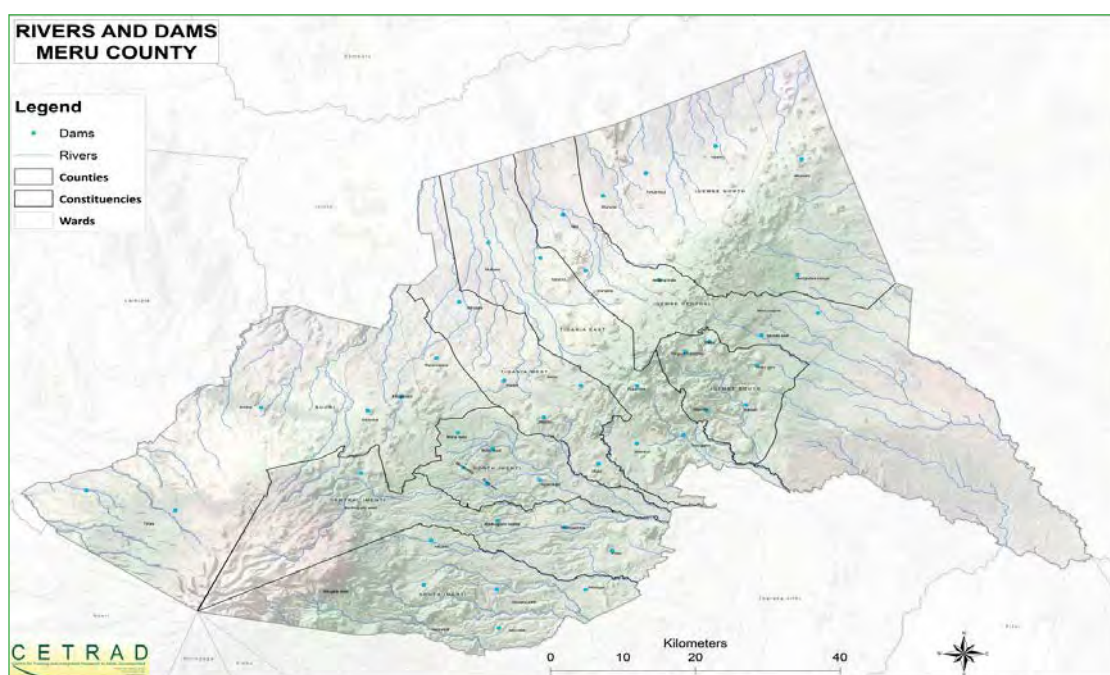


Figure 23: Rivers and dams in Meru County

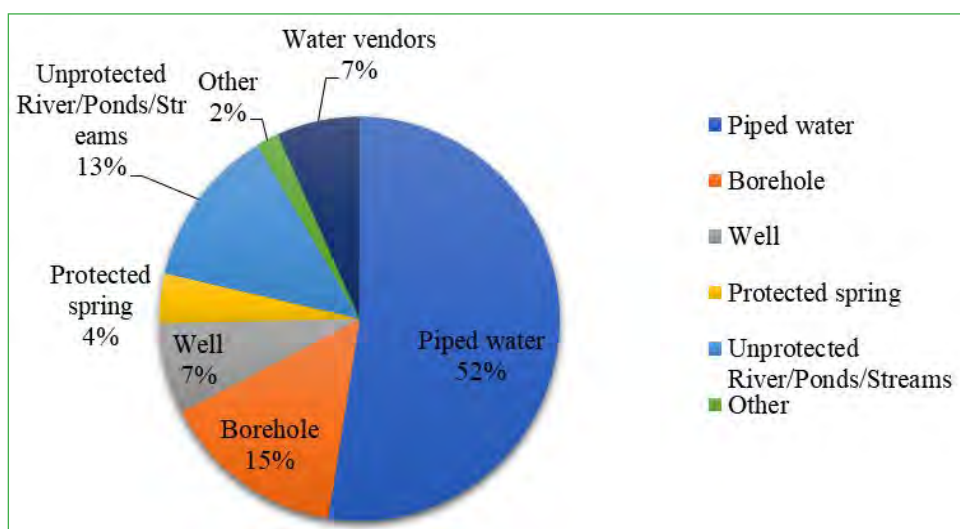


Figure 24: Main sources of water, overall

Data Source: Meru County Socio-Economic Baseline Survey, 2019

Access to improved water sources refers to the percentage of the population with reasonable access to adequate water from an improved source, such as a household connection, a public standpipe, a borehole, a protected well or spring, and rainwater collection. Unimproved sources include vendors, tanker trucks and unprotected wells and springs. Most households (78%) in the survey have access to improved water sources – 52 per cent piped water, 15 per cent borehole, 7 per cent well, and 4 per cent protected spring. Those with access to unimproved water sources form 22 per cent; 13 per cent unprotected/river/ponds/streams, 7 per cent water vendors and 2 per cent other sources. When compared to the 2016 baseline survey data, there has been a 6 per cent increase in the number of households connected to piped water, and 1 per cent increase in those using wells. The Figure 24 indicates that there has been a drop in those using unprotected/river/ponds/stream from 22 per cent to 7 per cent. The number of those using water vendors has also decreased from 17 per cent to 7 per cent.

A Sub-County analysis shows that Central Imenti has the highest number of households using piped water (89%), Igembe Central has the highest number using boreholes (34.3%),

Table 25: Main sources of water, overall by Sub-County

Sub-County	Piped water	Borehole	Well	Protected spring	Unprotected River/Ponds/Streams	Other	Water vendors
Igembe South	40.5%	24.3%	4.0%	3.6%	27.5%	0.0%	0.0%
Igembe Central	47.8%	34.3%	7.7%	1.1%	8.8%	0.0%	0.4%
Igembe North	22.4%	13.5%	0.4%	0.4%	0.0%	6.2%	57.1%
Tigania West	16.8%	15.9%	9.5%	2.7%	54.5%	.5%	0.0%
Tigania East	28.7%	4.5%	40.1%	5.9%	20.3%	.5%	0.0%
North Imenti	72.8%	0.0%	5.5%	13.1%	4.8%	3.4%	.3%
Buuri	77.6%	9.9%	5.7%	4.2%	1.0%	1.6%	0.0%
Central Imenti	89.2%	.7%	0.0%	4.5%	1.9%	3.7%	0.0%
South Imenti	67.4%	28.0%	0.4%	0.0%	4.3%	0.0%	0.0%

Data Source: Meru County Socio-Economic Baseline Survey, 2019

Tigania East using wells (40.1%), North Imenti using protected spring (13.1%), Igembe North using water vendors (57.1%), and Tigania West using unprotected river/ponds/streams. Notably, the high presence of water vendors in Igembe North indicates that the Sub-County continues to face insufficient water supply as highlighted in the 2016 baseline survey.¹²

Reasonable access is defined as the availability of at least 20 litres per person a day from a source within one kilometre of the dwelling. From the findings, majority of households, on average, do not have reasonable access to water, particularly those in the rural areas.¹³

Distance to the nearest water source

The distance to water is one of the key constraints to accessing greater quantities or better-quality water, especially for rural households.¹⁴ Further, the distance to water is a main component of the burden of collecting water especially affecting women and girls. This affects the foregone time that would have been used in other economic activities.¹⁵

The right to water means physical access (non-discriminatory) to a water outlet in urban areas with a 30 minutes cycle and in rural areas within a distance of 2 km round trip.¹⁶ While the survey findings indicate that shorter distances are more frequent, 31.6 per cent of the households have a distance of zero, 24.4 per cent distance of 0.1-1km, and 15.1 per cent walk between 1.1-2.0 km, 28.9 per cent walk more than 2 km with nearly half of surveyed households in Igembe North walking very long distances of more than 4 km.

Frequency of access to water

On average, statistics show that in 49 per cent of households, women are responsible for water collection with women in rural households bearing the burden of water collection of up to six times more than men (58% v 9%). From the baseline findings, over 70 per cent of the county, residents accessed water on a daily basis, 20.5 per cent several times a week, while 5.0 per cent on a monthly basis. Due to water access issues, less than 40 per cent of Igembe North households access water on a daily basis. Residents also noted that there is persistent water rationing and that the water supply, even through boreholes and rivers, is not sufficient.

Water usage per household

When it comes to usage, domestic use takes up 81 per cent, while 19 per cent represents both domestic and irrigation use. The comparative chart (Fig. 25) presents water use by Sub-County. Central Imenti and South Imenti have the largest percentage of households utilising water for both domestic and irrigation at 62.1 per cent and 54.1 per cent respectively.

¹² Meru County Socio-Economic Baseline Survey, 2019

¹³ Meru County Socio-Economic Baseline Survey, 2019

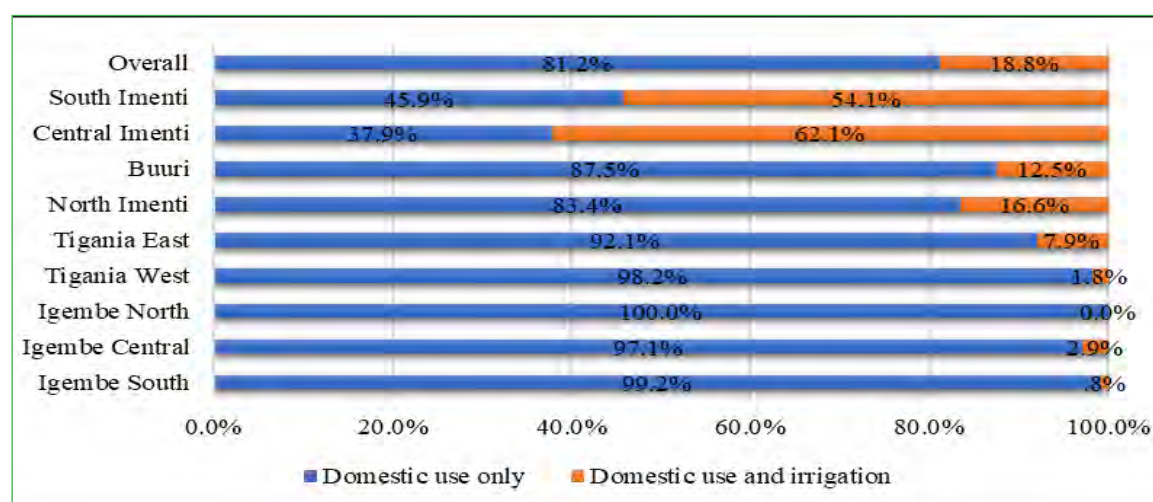
¹⁴ http://www.developmentgoals.org/Definitions_Sources.htm

¹⁵ Accelerating Sustainable Water Services Delivery (ASWSD) Safe Drinking Water Project

¹⁶ WASREB, A Performance Assessment of Kenya's Water Services Sector 2015/16 and 2016/17, ISSUE NO. 10 Published 2018

Table 26: Distance to the nearest water source (in km)

Sub-County		zero	0.1 - 1.0	1.1 - 2.0	2.1 - 3.0	3.1 - 4.0	> 4.0	Total
Igembe South	Count	80	46	55	40	13	13	247
	% within Sub County	32.4%	18.6%	22.3%	16.2%	5.3%	5.3%	100%
Igembe Central	Count	20	130	85	18	12	9	274
	% within Sub County	7.3%	47.4%	31.0%	6.6%	4.4%	3.3%	100%
Igembe North	Count	22	63	21	22	13	118	259
	% within Sub County	8.5%	24.3%	8.1%	8.5%	5.0%	45.6%	100%
Tigania West	Count	33	113	49	8	1	16	220
	% within Sub County	15.0%	51.4%	22.3%	3.6%	.5%	7.3%	100%
Tigania East	Count	33	38	46	50	13	22	202
	% within Sub County	16.3%	18.8%	22.8%	24.8%	6.4%	10.9%	100%
North Imenti	Count	228	28	9	3	5	17	290
	% within Sub County	78.6%	9.7%	3.1%	1.0%	1.7%	5.9%	100%
Buuri	Count	70	50	10	12	2	48	192
	% within Sub County	36.5%	26.0%	5.2%	6.3%	1.0%	25.0%	100%
Central Imenti	Count	123	20	25	13	15	73	269
	% within Sub County	45.7%	7.4%	9.3%	4.8%	5.6%	27.1%	100%
South Imenti	Count	96	56	37	41	25	24	279
	% within Sub County	34.4%	20.1%	13.3%	14.7%	9.0%	8.6%	100%
Overall	Count	705	544	337	207	99	340	2232
	% within Sub County	31.6%	24.4%	15.1%	9.3%	4.4%	15.2%	100%

**Figure 25: Water usage per Sub-County**

Data Source: Meru County Socio-Economic Baseline Survey, 2019

Cost of water

A 2019 socio-economic survey conducted in Meru County found that the cost of water per households per month ranged from Kshs 0 to Kshs 30,000, with a median cost of Kshs 300. The cost of water is highest in Igembe Central (Kshs 30,000) followed by Igembe North (Kshs 15,000) and Buuri (Kshs 10,000).

The cost of water has resulted in prevalent use of unimproved water from unprotected springs/dams and water vendors. This has contributed to various waterborne diseases; for instance, focus group discussions pointed to cholera and typhoid at Kianjai Rivers, occurrence of dysentery in Mitunguu Ward in 2019, and typhoid and dysentery at Mwanganthia and Abothuguchi Central.

Table 27: Total monthly cost of water for households by Sub-County (in Kshs)

Sub-County	N	Minimum	Maximum	Mean	Median	Range
Igembe South	247	0	5,000	386	300	5,000
Igembe Central	274	0	30,000	1,304	1,000	30,000
Igembe North	259	0	15,000	2,415	2,000	15,000
Tigania West	220	0	7,000	628	200	7,000
Tigania East	202	0	3,000	710	800	3,000
North Imenti	290	0	3,000	388	250	3,000
Buuri	192	0	10,000	443	110	10,000
Central Imenti	269	0	2,000	112	-	2,000
South Imenti	279	0	5,000	180	50	5,000
Total	2,232	0	30,000	734	300	30,000

Data Source: Meru County Socio-Economic Baseline Survey, 2019

Water supply and sewerage services

Meru County has water supply in some urban centres mainly from rivers originating from Mt. Kenya forest and Nyambene Hills. Meru Water and Sewerage Company (MEWASS) is the only company licensed to supply water and sewerage services in Meru and Maua towns. IMETHA Water Company supplies water to all other towns and markets around the county. Other small water projects, including church-owned Diocese of Meru Water and Sewerage Company (DOMWASCO), have been started through community initiatives due to high demand for domestic and irrigation water, especially in arid areas of the county.

The average distance to the nearest water point in 2009 was 1.5 km. This has however been reduced following the use of county water and NG-CDF funds to finance community water projects aimed at bringing water closer to the people. The number of households with access to piped water stands at 25,212, while household with access to potable water is at 7,418. This contrasts sharply with the supply of water as only 2 per cent of the population in the county has access to piped water.

Water management institutions in Meru County include MEWASS, IMETHA and DOMWASCO. These institutions work with community water projects committees to ensure sustainable usage of water in the county. The County Government is embarking on various activities to protect water catchment areas for sustainability through of planting of bamboo trees.

Meru town is served by an old sewerage system, while Makutano area of the town has no sewer system. Other major towns within the county completely lack functional sewerage systems. The major sanitation facilities are pit latrines, which are used by over 69 per cent of the population. Other households using flush toilets and VIP latrines account for 7.9 per cent and 9 per cent respectively.

The County Government is committed to providing its citizens with clean and potable water through allocation of funds for increasing access to water (i.e. for its various water projects). There exist various opportunities in the water sector, which include, but are not limited to use of the existing water resources (e.g. Lake Nkunga, Lake Ellis, etc.) for water sports and various tourist activities such as nature trails and boat/canoe riding, and use of the various water resources for hydropower generation among other opportunities.

The growth in population in the county presents a strain on available water resources, while encroachment on riparian/catchment areas and climate change/environmental degradation (manifested through drought and other negative effects) pose a threat to future water levels. Dwindling river flows also pose the threat of human/water-based conflict as well as low agricultural productivity as irrigation will be hampered.

The challenges in this sector include:

- Insufficient access to potable water as citizens currently walk for long distances to access potable water;
- Unavailability of data on agricultural water supply and its distribution in the county, yet, agriculture is the backbone of the county's economy;
- Diminishing water resources/water levels as a result of encroachment and climate change; and,
- Declining water quality, which is expected to deteriorate further due to intensive/unethical agricultural practices and human activities.

Lack of knowledge on environmental/water conservation/management and inadequate uptake of climate smart agricultural practices further perpetuates these challenges. There are ongoing projects of drilling and equipping of boreholes in the county, construction of dams and water pans among others, and introduction of bamboo farming to boost water conservation.

Goals and strategies

The strategic objective of this sector is the improved access to clean and potable water, especially in the arid and semi-arid areas in the county. Additional strategies include;

1. Provision of clean, treated, piped domestic water by restoring water flows, rehabilitating and protecting water catchment areas/water towers through mapping by 2022;

2. Development of a vibrant irrigation scheme and development of efficient sewerage and storm water management infrastructure by 2030 through mapping out of new areas and reviving those needing irrigation and strengthening water governance by 2030;
3. Provision of clean, treated, piped domestic water for all households in the county by 2040 through developing a water sector master plan and strengthening water governance;
4. Development of conservation-based water projects;
5. Separation of the water supply systems in the county as follows: -
 - (i) Poor/rural areas will be provided with free water; and,
 - (ii) Urban area residents will be charged for water.
6. Establishment and strengthening of community-based Water Resource Management Committees at Ward level;
7. Encouraging Community Water Projects – Looking at Conservation and Water Treatment-Storm Water Storage;
8. Regulation and enforcement of water abstractions as per the water project permit and through the installation of controlling devices and master meters at the water intakes and water consumption meters at the points of usage.
9. Enforcement of pegging and riparian area conservation by uprooting of Eucalyptus trees and planting of water-friendly indigenous trees such as bamboo.
10. Protection, rehabilitation/re-afforestation of all water sources such as springs, wells and wetlands; and,
11. Creation of public awareness and education on water conservation and protection of water sources and catchment areas.

Water flagship projects

1. Development of a Water Sector Master Plan in the short term.
2. Development of 1 dam in every Ward.
3. Development of a sewer system in all Sub-County headquarters and 2 other urban centres in every Sub-County.
4. Development of storm water storage system in all urban centres by 2040;
5. The short to medium-term flagship project in this sector is mapping and protection of all water towers in the county by 2030;
6. Development of sewer and storm water drainage system in all urban centres by 2040.
7. Water distribution to all urban settlements in the Wards.
8. Development of the Water Sector Master Plan by 2022.
9. Establishment of a Water Sector Coordinating Committee – a multi-agency committee co-chaired by the Governor and the County Commissioner.

The sector interventions necessary for achieving the above goals and flagship projects include:

- Facilitating improved efficiency in water harvesting methods such as construction of water pans to supplement piped water sources;
- Expediting the sinking, casing, equipping and commissioning of boreholes especially in drier parts of Meru County;
- Restoring water flows by liaising with departments of Environment, Water and Agriculture;
- Rehabilitating and protecting water catchment areas/water towers through mapping – i.e. for purposes of planning and eventual protection (making them bankable); and,
- Developing a water resource database for effective and efficient management of water resources in the county and initiating conservation and protection initiatives by involving various stakeholders for each and every water source.

These flagship projects will benefit the citizens in Meru County through the prevention of diseases linked to insufficient water, and alleviation of hunger and poverty due to the increase in agricultural productivity arising from enhanced irrigated farming, among other gains.

5.3 Land

Situation analysis

Land stands as a critical component of production in any society, forming a base for most – if not all – of the other sectors to operate on. Meru County has a total land area of 7,003.1 km² out of which 1,776.1 km² is gazetted forest area and makes up about 25.3 per cent of the total county area. The total acreage under food and cash crops is 161,907.2 ha and 15,773.4 ha respectively. Land subdivision has significantly reduced the average farm acreage to 1.8 ha.

Land in the county is utilised in diverse ways that include agricultural, residential, educational, public purposes, public utilities, transportation, industrial, recreational, conservation and commercial. Urban uses are also rapidly emerging in the county with Meru, Maua, Nkubu, and Timau developing as urban nodes. The urban areas are also being complemented by other centres in the Sub-Counties and Ward levels.

Land is unequally distributed within the county, with large-scale farmers, mainly in Timau area, holding large tracts, while most households survive on small parcels. The potential land area for irrigation is 81,262 ha with only 2,131 ha of it under irrigation.

The county however boasts of rich arable land, with expansive tracts of land in Buuri under horticultural use. The volcanic soils around Nyambene Hills are excellent for Miraa and tea farming.

Challenges existing in the land sector are nevertheless manifested in the form of urban sprawl as a result of rapid urbanisation, boundary disputes that prolong the adjudication process, uneconomic land subdivisions as well as undocumented and unregistered community land.

Meru County, in collaboration with the National Government, has taken the Rapid Results Initiative (RRI) to land adjudication, particularly in the greater Nyambene region to fast-track the process of issuing title deeds. The county has committed funds, and other resources such as vehicles, GPS, maps and alternative dispute resolution mechanisms to facilitate the adjudication process to conclude.

Meru County established a committee on identification of public land and buildings within the county. The committee embarked on the process of ground trothing, verification and validation of all public land in the county in consultation with the elected leaders; a report on the same is awaited. This process is critical in securing the identified land through survey and fencing, proper registration and establishment of a Meru County Public Land Bank for purposes of proper land use planning that caters for community facilities such as schools, libraries, markets, sports arenas, museums, historic sites, etc. The objective is to regularly update and add land to the bank.

Goals and strategies

The goals and strategies in the lands sector, aimed at achieving better and efficient utilisation of land in Meru County include, but are not limited to the following:

- 100 per cent land registration and title deed issuance, land banking for planning and development of the county's integrated spatial plan by the year 2020. This will be achieved through development of policy and legal frameworks to support the spatial plan and the allocation of a percentage of the developmental budget for the acquisition of land for development.
- Eliminate informal settlements in the county by 2040 through urban planning.
- Acquire land for public institutions as well as secure land for industry and commerce in every Sub-County with at least 3 centres for industrial parks and for purposes of potential investors in every Sub-County. This will be realised through development of an Urban and Regional Land-Use Master Plan.
- Carry out civic education on land use/land policy through the promotion of urbanisation in order to save agricultural land and stop the issue of sub-division.
- Repossess illegally acquired public land.

Lands flagship projects

1. Development of a Land-Use Master Plan that underpins urban planning and urban infrastructure development for growth and development of the county in the short term.
2. Identification and acquisition of land for key industrial and commercial parks.
3. Repatriation of illegally acquired public land.

5.4 Services

Situation analysis

The Services Sector is composed of four sub-sectors, namely Public Service Management, Security (Administration and Enforcement), Legal Systems, and Disaster Management. The strategic objective of the sector is the improvement of the efficiency and effectiveness of public service delivery, improved access to efficient legal systems and effective disaster management.

The Services Sector is mainly characterised by coordination of County Government functions, provision and management of efficient and effective human resource, coordination of town administrative functions, provision of professional legal service to the county and to sensitise, educate and inform citizens on devolved governance as well as disaster risk management.

5.4.1 Public Service Management

The Public Service Management sub-sector exists to provide citizens of Meru County with world-class human capital that shall steer the provision of quality public services. It involves HR planning, recruitment of skilled personnel, compensation, HR development, personnel registry, and discipline among others.

The County Government of Meru has an establishment of over 5000 employees drawn from the devolved structures of government, the defunct Local Authorities and those recruited by the County Public Service Board.

The county has an enterprising and educated population, which provides the county with a pool of skilled potential employees who can take part in the delivery of public services to the citizenry. There is however the current challenge of the existence of a lazy, lethargic and demotivated workforce, which may compromise the quality of public services offered to residents.

5.4.2 Security

Economic development that results in high living standards is underwritten by a calm and tranquil environment. Incidents of insecurity stall development and in their wake leave a trail of poverty and turmoil. Economic activities such as tourism are highly sensitive to insecurity.

- **Crime prevalence and County Crime Index** – In the past, the county has experienced issues such as cross border conflicts. Meru County faces some of the highest incidence of crime in the country.¹⁷ According to the Annual Crime Report 2015 by the Kenya Police Service, the county is among the top five counties with high crime prevalence with 4,215 cases; that is, 377 cases of crime per 100,000 population.¹⁸

The major crimes reported include:

- Theft/robbery - 87%

¹⁷ Baseline Survey on Meru County's Socio-Economic Indicators, 2016

¹⁸ Annual Crime Report 2015 Available at <http://bit.ly/2azOJmq>

- Murder - 4%,
- Cattle raiding/rustling - 4%
- Robbery with violence - 2%
- Others (rape, assault/battery/mob justice & land/family conflict - 1%¹⁹

During the Meru County Socio-Economic Baseline Survey, 2019, 55 per cent of the respondents said they had witnessed crime in their locality, while 45 per cent had not. When asked about the factors that undermine security in their locality, the residents pointed out idleness and youth unemployment. Drugs and substance abuse were also another major contributing factor. In most parts of the county, there were inadequate number of police officers. Poverty was also cited, as well as unavailability of street lights as contributing factors to insecurity.²⁰

These trends need to be reversed if economic production potential is to be fully realised.²¹

- **Crimes by Offences Committed** – The major crimes committed in the county include; theft of vehicle and other parts with a total of 1,242 offences reported in 2015, stealing with 831 reports, other penal code offences at 411 criminal damage with 374 and robbery with 253 reported offences. Others are breakings with a total of 240 and theft by servant with a total of 165 reported offences. These are shown in Figure 26:
 - (i) **Police stations, posts, crime types and crime prone areas** - Table 28 shows the types of crime and the distribution of security facilities (police stations, police posts and prisons) by Sub-County within Meru County.
 - (ii) **Types and prevalence of conflict in the county** – In the past, the county has experienced issues such as cross border conflicts. From the baseline survey findings, in the past 5 years, 48 per cent of the respondents had heard of conflicts in their Wards, while 52 per cent had not.²² Of these conflicts, 62 per cent were family related, 51 per cent on land ownership, 23 per cent politically motivated, and 19 per cent on cattle rustling. These conflicts were majorly seasonal and among family members as well as individuals. From the findings, bodily injuries were the major impact at 77 per cent, followed by loss of assets and loss of lives at 65 per cent and 31.6 per cent respectively. Only 35 per cent of the respondents were aware of early warning signs of conflict, while 65 per cent were not. Some of the common early warning signs included people arming themselves, enhanced security by the police, and meetings by the local administration. These conflicts were mainly seasonal.²³

When it comes to mitigation, community policing is hailed as one of the best approaches of improving security.²⁴ Community-Based Policing (CBP) is an approach that has brought together the police, civil society and local communities to develop local solutions to safety and security concerns. CBP allows the police

¹⁹ Baseline Survey on Meru County's Socio-Economic Indicators, 2016

²⁰ Meru County Socio-Economic Baseline Survey, 2019

²¹ Baseline Survey on Meru County's Socio-Economic Indicators, 2016

²² Meru County Socio-Economic Baseline Survey, 2019

²³ Meru County Socio-Economic Baseline Survey, 2019

²⁴ Baseline Survey on Meru County's Socio-Economic Indicators, 2016

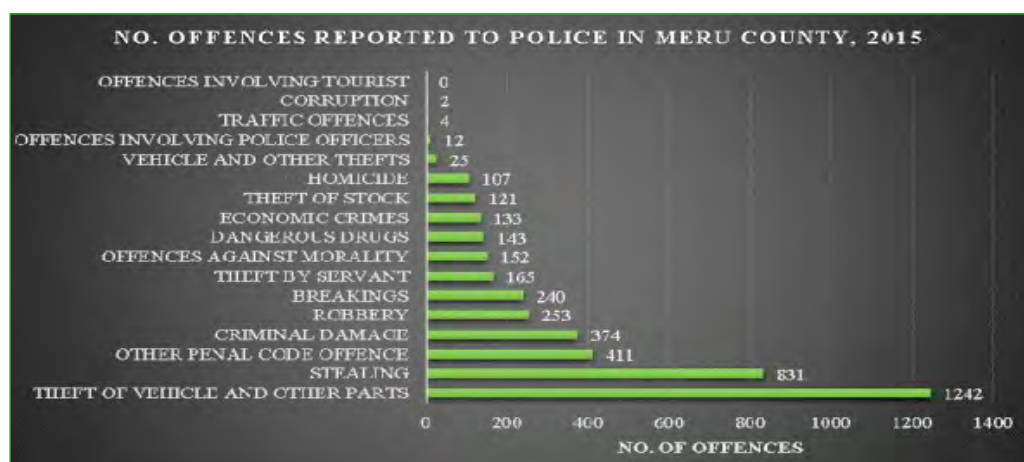


Figure 26: No. of offences reported to police by type of crime

Sources: Annual Crime Report by National Police Service Commission. Compilation and Illustration by Author

Table 28: Number of police stations and posts and the prevalent crime by Sub-County

Sub-County	Police posts	Police stations	Prison services and probation	Crime types	Crime Prone Areas
Igembe Central and Igembe South	11	6	1	Assaults, arson, suicide, burglary, motor cycle theft, cattle rustling, miraa theft, rape, defilement, FGM and murder	Kianda, Kanuni, Kimongro, Makiri, Akirangondu, Mariera and Kalimbene
Tigania East	13	1	-	Cattle rustling, land disputes, assault, boundary disputes and resource based conflict	Kisima, Gambela., Matabithi, Chumburi, Turingwi, Kandebene, Kaongo, Ngaremara and Aburwa
Igembe North	19	3	-	Cattle rustling	Ndumuru, Nginyo and Malaene
Buuri	20	3	-	Assault, stealing and breaking	Riverside, Kangaita, Ngusishi and Mutarakwa
Imenti North	17	2	1	Assault, malicious damage, stealing, rape and careless driving	Township, Majengo and Gitimbine
Tigania West	18	3	-	Rape, murder, burglary, cattle rustling and illicit brew	Kianjai, Ngundune, Limoro and Athwana
Imenti South	5	4	1	Murder, suicide, rape, defilement, assault, robbery and petty crimes	Nkubu township, Mitunguu, Ndamene, Igoji, Miruriri, Mweru, Keria and Ntharene
Imenti Central	17	8	Probation offices in Githongo	Malicious damage, petty cases, breaking and stealing	Githongo and Chaaria

Source: County Commissioner, Meru 2017

and the community to work together to solve crime, disorder and safety problems. It makes safety and security a shared responsibility. CBP develops synergy between community and administrative organs. In Meru County CBP is embraced through sharing of information by members of public to security organs, peace building activities, Nyumba Kumi Initiative and monthly security meetings with the community.²⁵

5.4.3 Legal systems

Legal systems that are functional are another key enabler to development, through legislative reforms that provide a legally conducive environment for development. The existence of laws and justice systems provides a starting point for individuals and communities to claim and demand their human rights as laid down in international, regional and national instruments. However, it is not enough to have laws, these laws must be enforced and there must be mechanisms for rights holders and claimants to seek justice and redress where these rights are not protected and promoted or have been violated. Functioning systems and mechanisms are required through which aggrieved parties can settle disputes and grievances and seek redress.²⁶

1. Types and number of courts²⁷ – There are 5 courts in Meru County, namely:

- (a) One (1) High Court – Meru High Court
- (b) Four (4) Magistrate Courts – Maua, Nkubu, Tigania and Githongo

The public prosecution offices are at the five law courts that include Meru, Nkubu, Githongo, Maua and Tigania.²⁸

2. Number of prosecutions²⁹ – The prosecutions over the last 3 years are detailed in Table 29.

3. **Prisons and probation services** – There are only 3 prisons in Meru County with a total population of approximately 3,200 inmates (both male and female); these are Kangeta Prison with 1,200 male inmates, Meru Prison with 1,300 male inmates and 300 female inmates, and Uruku Prison with 400 male inmates. There is therefore need for more prisons in tandem with the population growth in the county, with industry programmes that will benefit the society through products and performance of services and the ultimate output of rehabilitated inmates who will return to society as law-abiding taxpayers owing to the job-skills training and work experience they received in such a programme.

4. **Community policing activities** – Community-Based Policing (CBP) is an approach that brings together the police, civil society and local communities to develop local solutions to safety and security concerns. CBP allows police and the community to work together to solve crime, disorder and safety problems. It makes safety and security

25 Meru County Socio-Economic Baseline Survey, 2019

26 <https://www.undp.org/content/dam/undp/library/democratic%20Governance/Access%20to%20Justice%20and%20Rule%20of%20Law/Rules%20of%20Law%20and%20Access%20to%20Justice%20in%20Eastern%20and%20southern%20Africa%202013%20EN.PDF>

27 Baseline Survey on Meru County's Socio-Economic Indicators, 2016

28 Meru CIDP 2018-2022

29 Baseline Survey on Meru County's Socio-Economic Indicators, 2016

Table 29: Number of prosecutions and types of offences in Meru courts, 2015-2017**a) Meru High Court**

Year	Revision	Misc.	Criminal	Murder
2015	535	55	122	98
2016	38	73	115	92
2017	324	89	161	100

b) Githongo Law Court

YEAR	CASES
2015	1226
2016	1475
2017	1377

c) Tigania Law Court

Year	Criminal	Traffic	Misc.	Sexual Offences	Children related
2015	2715	103	30	16	20
2016	2775	220	15	35	18
2017	2099	182	20	29	39

d) Maua Law Court

Year	Criminal	Traffic
2015	2953	148
2016	3952	623
2017	4124	621

e) Nkubu Law Court

Year	Criminal	Traffic	Misc.	Sexual Offence	Children Related
2015	956	58	20	20	20
2016	1271	19	22	42	42
2017	819	128	28	27	28

a shared responsibility. CBP develops synergy between community and administrative organs. In Meru County CBP is embraced through sharing of information by members of the public to security organs, peace building activities, Nyumba Kumi Initiative and monthly security meetings with the community.³⁰

The administration sub-sector exists to facilitate coordination of County Government functions from the county level all the way to the village level. The administrators in this sector are the representatives of the Office of the Governor in the lower levels of

30 Baseline Survey on Meru County's Socio-Economic Indicators, 2016

the government. They are the secretaries to the Sub-County and Ward Development Committees.

There is currently an increased number of citizens accessing County Government services due to establishment and staffing of the county administration structure (at County, Sub-County and Ward levels) as per the County Government Act, 2012.

The county enforcement sub-sector exists to ensure compliance with the county laws as well as any other laws and policies under its jurisdiction to ensure order and a secure business environment. It is also charged with protection of the county conservancies as well as tourist attraction sites. This sub-sector's mandate includes, but is not limited to, upholding the rule of law and defending the public interests through supporting the County Government of Meru's investment in socio-economic development, public participation, promoting transparency, accountability, ethics and integrity, spearheading policy, legal and institutional reforms, capacity building and enhancing access to justice.

The main challenges in this sector include inadequate capacity of officers (lack of equipment and specialised skills) for effective and efficient service delivery, insufficient personnel in delivering services, insufficient personnel inclusivity (protected groups under the constitution e.g. persons with disability), skewed staff establishment, lack of motivation, poor performance hurdles and insufficient and uncoordinated town management services.

5.4.4 Disaster risk management

Disasters that have occurred in recent years are from diverse hazards, such as droughts, fires, floods, terrorism, collapsing buildings, accidents in the transport sector and disease/epidemics. Over time, the frequency and intensity of disasters has increased due to a number of factors including climate change, widespread poverty and rapid population growth especially in the urban centres. Poorly managed agricultural and environmental practices have left fragile ecosystems even more vulnerable.

Despite the exposure to recurrent natural and human-induced hazards in Kenya, her disaster management strategy has largely remained reactive. This also rings true in Meru County. Table 30 is a representation of the current situation as far as disaster in the county are concerned.

Goals and strategies

Short-term goals (2018-2022):

The goals in this sector to be achieved by 2022 include:

1. Increase in adequate and highly skilled workforce for efficient delivery of services;
2. Provision of quality and accessible county public services, clean, secure and dust-free municipalities and towns, a good mix of technology and enforcement officers to achieve public safety and compliance with county laws as well as any other laws and policies;
3. Reduction of legal disputes arising from the ignorance of public service employees;
4. Capacity building of the Ward Development Committees and the Market Committees, especially on environmental issues;

Table 30: Distribution/analysis of disaster occurrences in Meru

Type of disaster	Prevalence in regions
Landslides	These mostly occur in Imenti South, Imenti Central and Tigania Central.
Forest fires	Occurs in all forested areas within Meru county.
Floods	Most affected areas are in Tigania, Buuri (Ngarendare area) and Igembe South (Maua).
Fires	Mostly reported in schools, informal settlement (slums), highly reported in Buuri West (Timau), Imenti North (Katheri), Igembe South (Maua) and Igembe North (Laare).
Draught	Most affected areas are in Tigania and Igembe regions, lower side of Imenti North and Imenti Central, areas bordering Isiolo in Buuri East.
Insecurity/ Conflicts	Mostly reported in Igembe North, South and Central, Tigania East, Buuri East. Most causes are land, boundary disputes and scramble for resources e.g. water, grazing land, cattle rustling and among others
Wildlife/Human conflict	Most affected areas include Buuri, Tigania Central, Igembe South and Central, Imenti South and Central on the upper side of the forest.
Road traffic accident	Mostly occurs in Meru black spots which include: Subuiga. Ngusishi - Timau stretch Ng'onyi area Laare road at K.K Mitunguu - Nyagene Junction to National Park and Maua. Most of the accidents reported are caused by motor bikes and PSV vehicles
Disease outbreak	Meru County is almost leading in Cancer cases. Although the causes are not well established, most cases are linked to life styles and use of banned agrochemicals in the farms. Dysentery and cholera outbreaks are also commonly reported.
Drowning	Mostly reported in Imenti South – areas around the quarrying activities.

5. Increase in number of county cases/matters concluded and/or settled and enhanced enactment and gazettelement of county laws;
6. Expansion and improvement of existing prisons facilities to cater for the increase in population in the prisons in the short term and increase the number of prisons in tandem with population growth in the long term;
7. Enhancement of security along the border between Meru and Tharaka Nithi;
8. Conducting of research and maintenance of inventories of disaster management resources for development of early warning systems;
9. Conducting of risk assessments (identifying areas and persons that may be at risk of a disaster before a disaster occurs); and,

10. Enhancement of preparedness capacity for disaster anticipation, response, recovery and reconstruction.

The strategies relevant to the attainment of these goals include:

1. Development of an approved document with authorised establishment for all county departments;
2. Use of an automated county personnel registry, establishment and automation of the county performance management system;
3. Establishment and operation of Ward offices in all the 45 Wards, establishment of at least one “Utungati” centre for each Sub-County;
4. 90 per cent citizen satisfaction on devolved government services, operationalisation of the devolved governance structure as per the County Government Act, 2012;
5. Identifying 90 per cent of county development projects through the community-based Ward and Sub-County Development Committees, enactment of Meru County Enforcement Act;
6. Operationalisation of the Municipal Charter and initiating of the process of establishment; and,
7. Operationalisation of at least three county courts in Imenti, Tigania and Igembe.

Medium-term goals (2022-2030):

The goals to be achieved by 2030 include:

1. Achievement of 65 per cent employees’ empowerment; and
2. 85 per cent job satisfaction.

The requisite strategies for achieving these goals include:

1. Establishing, equipping and automating human resource complaints desk and having an approved schemes of service and comprehensive HR plans with details of skill sets, qualifications, and optimal staffing levels;
2. Establishing at least one “Utungati” centre for each Ward;
3. Establishing a Meru School of Government to train the staff and offer other services to people in and out of the county;
4. Establishing at least three enforcement stations to all major towns – Meru, Maua, Nkubu, Laare, Timau etc.;
5. Developing and operationalising closed end to end communication system for the enforcement and ranger service;
6. Developing and operationalising CCTV surveillance security systems for Meru, Maua and Nkubu, Laare, Timau towns etc.;
7. Developing and operationalising a solid waste management system and a recycling plant, developing walkways and cyclist lanes in all the towns; and,
8. Establishing county courts in Imenti, Tigania and Igembe.

Long-term goal (2030-2040):

1. 100 per cent employees' empowerment (i.e. employees say they are empowered to do their jobs);
2. 100 per cent compliance with the affirmative action requirement under the constitution;
3. Achieving the level of the operationalisation of the devolved governance structure as per the County Government Act, 2012; and,
4. Enhancing the enactment and gazettelement of county laws.

The above goals shall be attainable through development, rehabilitation and remodelling of civic amenities and recreation facilities in all the county towns, installation of solar powered lighting systems for all towns and establishing systems for a corruption-free county public service through capacity building and development and implementation of transparent systems.

5.4.5 Services flagship projects

The key flagship projects in this sector are:

1. Establishment of 'Utungati' Centres in every Ward
2. Establishment of county courts by 2040
3. Capacity building of development Committees – town and market committees
4. Modern integrated security system
5. Establishment of a Disaster Management Plan for every Sub-County
6. Establishment of a County Disaster Command Centre

5.5 Urbanisation

Situation analysis

Like most of Africa, Kenya is characterised by rapid urbanisation and urban growth. The rapid growth of the urban population in Kenya is the direct result of a shift in the balance between the urban and rural economies.

The primary driving forces for rapid urbanisation and urban growth in Kenya are natural population increase and rural-urban migration. These two factors are very significant to the rapid urbanisation being experienced in Meru County. Devolution has further accelerated urban growth in Kenya, with the devolved units exerting significant pressure to growth of commercial, residential and, to some extent, industrial functions of their urban centres.

In Meru County, people live in two broad classifications of settlements, namely rural settlements and urban settlements. The majority of residents in the county live in rural villages in all Sub-Counties. However, over the recent past, people are migrating from rural areas to urban areas in search of jobs, business opportunities, and education, among others. The main urban centres in the county are Meru town, Maua town, Nkubu town, Timau town and Laare town. There are many other market centres, which are experiencing high rate of urbanisation.

While urbanisation is steadily rising in Meru County, a number of urban centres are experiencing rise in population. Consequently, these urban centres, both major and small, have been expanding their boundaries as more developers are coming into the county. In effect, uncontrolled development and other social evils have led to informal settlements in a number of towns. Such settlements include Mujiini and Majengo found in Meru town. Squatters are also a major challenges in centres such as Timau and Subuiga. This focuses attention to the issue of housing.

5.5.1 Housing

The houses in the county that are made of stone/brick, constitute 26 per cent, while 67 per cent are made of timber, 6per cent of mud, and 1per cent of iron sheet. Corrugated iron sheets account for 97.5 per cent of the household’s roofing materials with 0.7 per cent using asbestos sheets, while 2 per cent use tiles/clay. The balance is accounted for by other materials such as thatch roofing. In terms of materials used on the floors 57 per cent use cement, 40 per cent mud, 3 per cent tiles and 1 per cent wood.

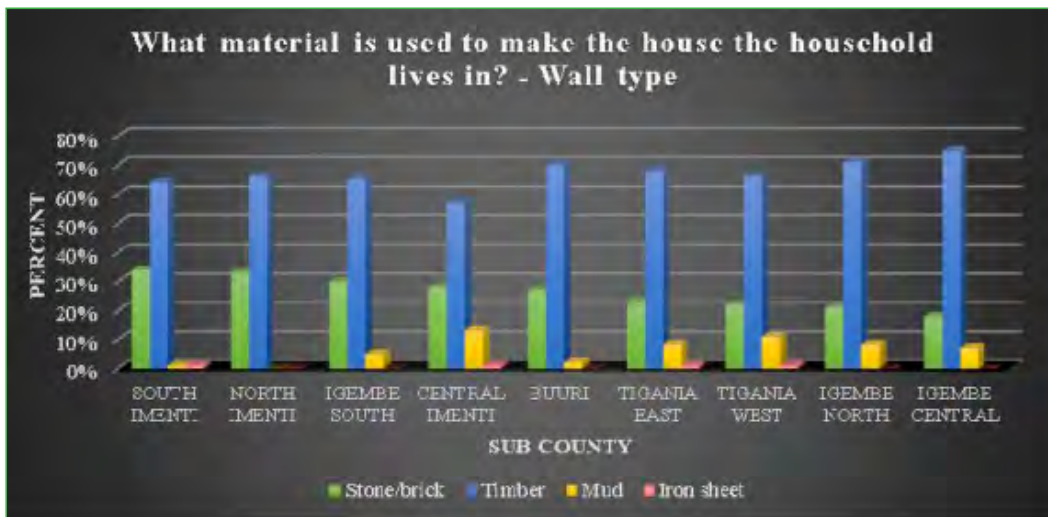


Figure 27: House construction material used for the wall

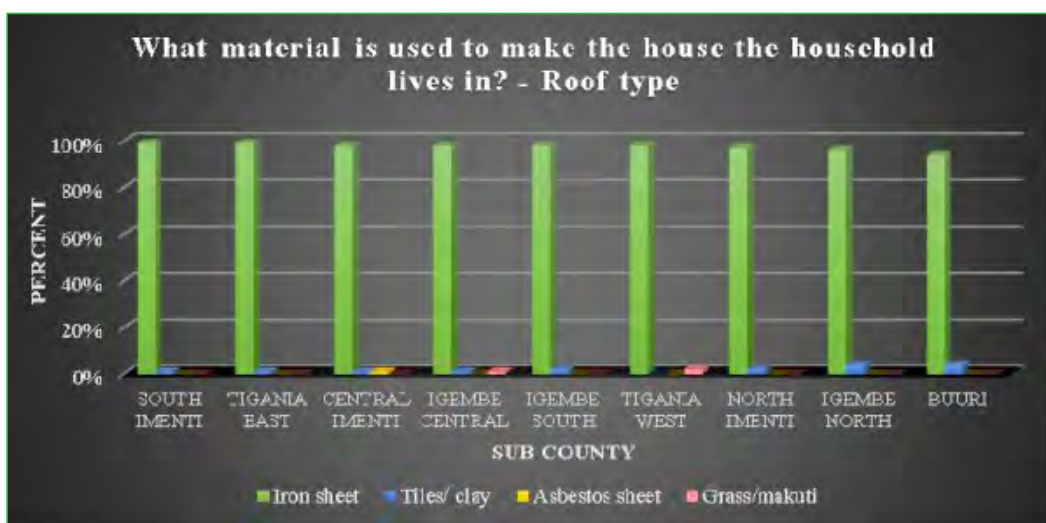


Figure 28: House construction material used for roofing

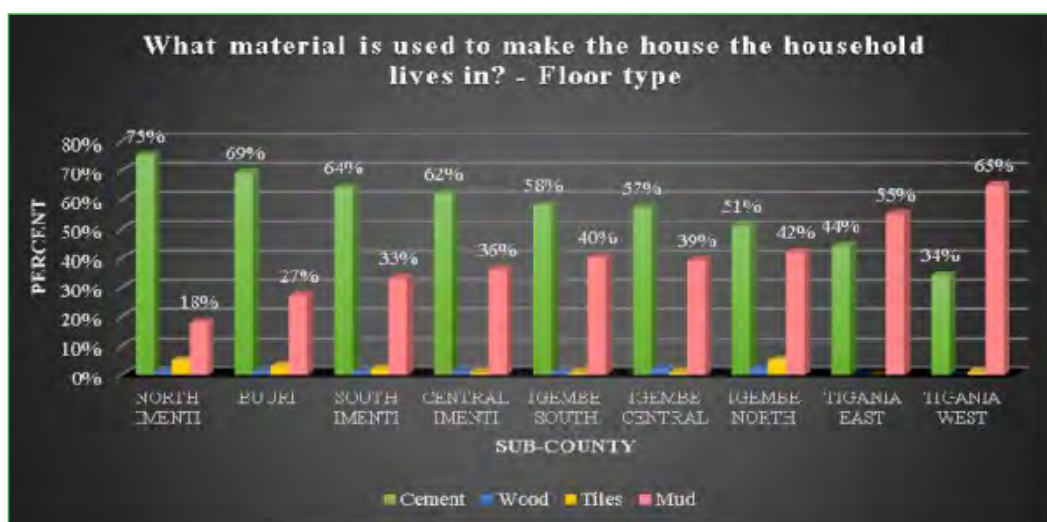


Figure 29: House construction material used for the floor

The average number of rooms the houses have is three and an average of two bedrooms. Considering an average household size is four people, the number of rooms may be considered largely adequate. The county has 315, 100 and 35 low, medium and high grade government houses respectively to supplement the private sector efforts.³¹

5.5.2 Urban planning

The Kenya Vision 2030 development blueprint recognises that there cannot be sustainable development without well planned urban centres. It is anticipated that by 2030, over half of Kenya's population will reside in urban areas. The migration of rural population to towns is therefore expected to increase.

Spatial planning is an important tool to address the challenges in urban infrastructure. The county has prepared Integrated Strategic Urban Spatial Plans for various major urban centres and Sub-County headquarters, including Meru and Timau towns. Plans for other towns are in various stages of the preparation process.

In view of the inevitable urban growth that will be experienced in the county in the near future, there is need for Meru County to tap into ICT advancement through the transformation of the existing Meru Municipality into a Smart City that uses information and communication technologies to increase operational efficiency, shares information with the public and improves both the quality of government services and citizen welfare. This is a city that brings together technology, government and society to enable a smart economy, smart mobility, a smart environment, smart people, smart living and smart governance.

The key features of such a City include adequate water supply, assured electricity supply, sanitation through proper (solid and liquid) waste management, efficient urban mobility and public transport, affordable housing, robust IT connectivity and digitalisation, good governance (through e-Governance and public participation), sustainable environment, safety and security of citizens and efficient health and education.

The county is however not devoid of a few challenges, ranging from inadequate planning, which is manifested by the numerous unplanned and uncontrolled developments in many

31 Meru County Social and Economic Indicators Baseline Survey 2016

of the towns and urban centres, ineffective planning and poor management of urbanisation, which has resulted in urban centres that are overcrowded, have narrow roads and incessant traffic jams. There is also a strain on public amenities, conflicting land uses and a general state of disorder. Moreover, there is inadequate, expensive and indecent housing, particularly for low income earners in urban areas and equally so, in the rural areas.

Goals and strategies

1. Having a policy and legal frameworks that support urban development through the enforcement of existing county legal framework.
2. Planned, directed and controlled urban areas.
3. Improved access to decent and affordable housing using locally sourced sustainable building materials in the informal settlements in all major towns and urban centres.
4. Integration of ICT in the urban ecosystem, which includes urban infrastructure, systems/ services.
5. Adoption of PLWD-friendly house designs.

These will be achieved through strengthening the existing master plan for Meru Smart City and other towns/urban centres, and developing master plans for the other towns and urban centres in the county. The identification and development of parking areas within the county will also play a significant role.

Urbanisation flagship projects

Short-term flagship projects:

1. Development of a County Spatial Plan.
2. Construction of at least 10,000 low-cost housing units in the county by 2040.
3. Designation of public cemeteries for purposes of proper land use management.
4. Planning and designation of land for schools, markets, sports arenas, etc.
5. Development of long-term physical Master Plan in all Sub-County headquarters and at least 2 major towns.

Medium to long-term flagship projects:

1. Establishment of a factory for the production of alternative building materials to be used in housing.
2. Development of a new well-planned centralised model city – a Smart City – with the proposed location being the area from Tigania West, through Ruiru-Rwarera to Ntumburi (within close proximity of Isiolo Resort City) with a distinct/unique feature of attraction such as education, culture, research, energy etc.
3. Public land banking for all the urban areas.
4. Development of at least three (3) Urban Areas in each Sub-County (including the Sub-County headquarters and two (2) others), with the necessary urban planning: -
 - (a) Buuri – Timau and Kibirichia;

- (b) Tigania West – Urru, Mbeu and Kianjai;
- (c) Tigania East – Muthaara, Mikinduri and Kunati;
- (d) Igembe North – Laare, Mutuati and Kiutine;
- (e) South Imenti – Kanyakine, Mitunguu, Igoji, Kionyo;
- (f) Igembe South – Maua, Athi, Kiegoi;
- (g) Imenti Central – Gatimbi, Chaaria and Githongo;
- (h) Igembe Central – Kangeta and Kiengo; and,
- (i) Imenti North – Meru town and Giaki.

Chapter 6

IMPLEMENTATION: DELIVERING THE VISION

In order to achieve the successful realisation of Meru Vision 2040, there is need for clarity as to the responsibilities of various stakeholders involved in implementation of the flagship projects. The three main indicators for success in implementation are meeting of timelines, efficient allocation of resources and meeting community expectations. This therefore calls for synchronised efforts from various agencies in the public and private sector to ensure that all who are involved in the Vision's implementation work towards the common goals. The implementation will also be a crucial function of the Meru Economic and Social Council (MESC), which is the think tank behind the programmes under Meru Vision 2040.

The Meru vision 2040 is a long-term blueprint that brings focus on planning beyond the usual County Annual Development Plans and the 5-year County Integrated Development Plan (CIDP). The implementation of the Vision is categorised into three implementation periods, namely: the 'Short-term' implementation period that will cover the timelines within the initial 5 years, following the launch of the Vision, the 'Medium-term' implementation period that shall run for the period beyond 5 years and up to 10 years, while the 'Long-term' implementation period shall cover the period beyond 10 years, leading up to the year 2040 when it is expected that the Ameru will be a 'Prosperous, United and Happy Society'.

During the life cycle of the Vision, strategies and action plans will be systematically reviewed and adjusted every 5 years in order for them to be aligned to the CIDP and in order to effectively respond to the changing regional and local environment.

Delivering this ambitious process of county transformation will require a fundamental shift from the notion of "Business As Usual" to "Business Unusual", and the adoption of a new management philosophy within the implementing departments.

6.1 Drivers of the Implementation of Vision 2040

Vision 2040 Delivery Secretariat

To ensure the timely implementation of the flagship projects, the Governor of Meru shall appoint a Vision 2040 Delivery Secretariat (VDS) and a Vision 2040 Delivery Board (VDB). The VDS shall be a lean technical team comprised of professionals appointed by the Governor from various key sectors, whose expertise in their respective sectors will be crucial in the implementation of the Vision. The Secretariat shall report to and be under the overall guidance of the Vision 2040 Delivery Board.

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

The VDS will also provide strategic leadership and direction to the implementing departments in the realisation of Vision 2040. This includes working closely with the

key line departments to develop the relevant development plans for the county as per the proposed projects and project timelines. Additionally, the VDS will have strong linkages with existing institutions and organisations both in the public and private sector to assist and collaborate in the implementation of the Vision.

Vision 2040 Delivery Board

The Vision 2040 Delivery Board shall be appointed by the Governor and shall consist of the Chief Officer of the relevant/key County departments, chaired by the County Secretary, being the Head of Public Service, all County Executive Committee Members (CECM), as well as at least 5 external members co-opted and appointed by the Governor from various key sectors in the Meru economy, who will be invaluable to the implementation process. It shall play a policy making and advisory role to the County Executive Committee, in addition to approving or advising on the recommendations of the Vision 2040 Delivery Secretariat. The Board shall also conduct sector monitoring and make recommendations to the relevant line County Executive Committee Member in charge of the respective department. During the initial phase of the implementation of the Vision, MESC shall hold quarterly meetings, together with the VDS and the VDB, to assess the progress of implementation of the Vision.

The implementation matrix in the tables in the following pages outline how each flagship programme will be measured against critical indicators to ensure that objectives are being met. Specific Indicators for each programme/project that will be used to measure progress will be linked to outcome indicators discussed in the Monitoring and Evaluation section.

6.2 Vision 2040 Implementation Matrix Tables

KEY

- Short term: S
 Medium term: M
 Long term: L

ECONOMIC PILLAR

PROGRAMME 1: CROP DEVELOPMENT

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Agriculture Value Chain Master Plan showing specific interventions per commodity	Develop a value chain for all commodities in Meru	S	Number of Master Plans developed	Master Plan developed	County wide	<ul style="list-style-type: none"> Department of Agriculture Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
County Soil Fertility Management	<ul style="list-style-type: none"> Training on farmers Distribute subsidised soil fertility inputs 	S	<ul style="list-style-type: none"> No. of farmers trained No. of soil fertility inputs developed 	Improved soil fertility management	County wide	<ul style="list-style-type: none"> Department of Agriculture Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Green Grams	Production of Green Grams Value Addition and Marketing.	S	<ul style="list-style-type: none"> Tonnage produced Acreage under production 	<ul style="list-style-type: none"> Increased crop productivity Increased incomes for farmers 	Countywide	<ul style="list-style-type: none"> Department of Agriculture Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Project	Action	Timeframe S/M/L	<ul style="list-style-type: none"> Performance Indicators 	<ul style="list-style-type: none"> Expected Output/ Outcome 	Area/ Region	<ul style="list-style-type: none"> Implementing Agency 	<ul style="list-style-type: none"> Source of Funding

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Tree Crops Promotion	Promotion of Macadamia, Avocado and Cotton farming	S	<ul style="list-style-type: none"> Tonnage produced Acreage under production 	<ul style="list-style-type: none"> Increased crop productivity Increased incomes for farmers 	Countywide	<ul style="list-style-type: none"> Department of Agriculture Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Herbs, spices and Horticulture	Promotion of Local and Export Vegetables, Herbs and Spices	S	<ul style="list-style-type: none"> Tonnage produced Acreage under production 	<ul style="list-style-type: none"> Increased crop productivity Increased incomes for farmers 	Countywide	<ul style="list-style-type: none"> Department of Agriculture Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Conservation Agriculture	Rolling out conservation agriculture as the quickest and cheapest approach to increasing agricultural productivity in the county	S	Acreage under conservation	<ul style="list-style-type: none"> Increased crop productivity Increased incomes for farmers 	Countywide	<ul style="list-style-type: none"> Department of Agriculture Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Value Addition of Potatoes and Bananas	<ul style="list-style-type: none"> Construction of value addition plants Stakeholder engagement Operationalisation of the plants Marketing of products 	S/M	<ul style="list-style-type: none"> Number of processing plants established Tonnage of banana and potatoes processed 	<ul style="list-style-type: none"> Increased incomes for farmers Expanded market for banana and potato products 	Buuri South Imenti Central Imenti	<ul style="list-style-type: none"> Department of Agriculture Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Grain Banks & Storage, Grading and Packaging	<ul style="list-style-type: none"> Establishment of Grain Banks, Storage, Grading and Packaging Facilities 	S/M	<ul style="list-style-type: none"> Tonnage of grains Number of storage, packaging & grading facilities established 	<p>Increased grain reserves</p> <p>Increased income</p>	Countywide	<ul style="list-style-type: none"> Department of Agriculture Department of Trade Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
	<ul style="list-style-type: none"> Establish consultation and information hubs Revamp Extension Services 	S/M	Number of farmers accessing extension services	<p>Improved quality and yield</p> <p>Increased coverage of extension services</p>	Countywide	<ul style="list-style-type: none"> Department of Agriculture Ministry of Agriculture Ministry of Environment 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Crop Development	Enhance potato, banana, sorghum, sunflower, groundnuts, wheat, green grams etc. under suitable agro-ecological zones	S/M	<ul style="list-style-type: none"> Acreage under crop Tonnage of crop produced 	<ul style="list-style-type: none"> Increased productivity Increased Incomes 	County Wide	<ul style="list-style-type: none"> Department of Agriculture Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
	Industrialisation of specialised crops: <ul style="list-style-type: none"> Bananas Potatoes 	M	Number of finished products	<ul style="list-style-type: none"> Create employment Improve income Reduce crop wastage Increase food security 	Countywide	<ul style="list-style-type: none"> Department of Agriculture Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
First Class Seedlings Nurseries	Establishment of nurseries in each Sub-County for the key crops in the respective sub-counties e.g. macadamia, avocado, tea, coffee, mangoes etc.	S/M	<ul style="list-style-type: none"> Number of seedlings grown Number of farmers' capacity-built 	<ul style="list-style-type: none"> Increased acreage of land under tree crops Increased capacity for farmers 	All Sub-Countries	<ul style="list-style-type: none"> Department of Agriculture Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Promotion of Tree Crops	Macadamia, Grapes, Miraa, Avocado, Tea and Coffee	S/M	<ul style="list-style-type: none"> Number of tree crop seedlings grown Number of tree crop seedlings procured and distributed to farmers Number of farmers benefitting from seedling distribution 	Increased acreage of land under tree crops	County wide	<ul style="list-style-type: none"> Department of Agriculture Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Two Cash Crops one Ward approach	Promote two perennial cash crops per Ward	S/M/L	<p>Acreage under cash crops</p> <ul style="list-style-type: none"> Increased acreage with cash crop Increased Incomes 	<ul style="list-style-type: none"> Increased acreage with cash crop Increased Incomes 	County wide	Department of Agriculture	<ul style="list-style-type: none"> County Government National Government Donors/Private Organisations
Commercialisation of Forest Plantations	Establish Commercial Forest Plantations on hills, public lands and own lands	M/L	<p>Acreage under commercial forests</p> <ul style="list-style-type: none"> Increased forest cover Increased incomes 	<ul style="list-style-type: none"> Increased forest cover Increased incomes 	County wide	<ul style="list-style-type: none"> Department of Agriculture Department of Environment 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Agricultural Processing or Manufacturing Plants	Establishment of abundant crop-specific processing plants	M/L	<ul style="list-style-type: none"> Number of processing plants established Tonnage of crop processed 	<ul style="list-style-type: none"> Increased incomes for farmers Expanded market for processed products 	Countywide	<ul style="list-style-type: none"> Department of Agriculture Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Establishment of an Agricultural IT Plant Clinic such as the CABI Plantwise clinic model.	<ul style="list-style-type: none"> • Crop Mapping • Establishment of an Agricultural IT Plant Clinic 	M/L	<ul style="list-style-type: none"> • Number of crops mapped • Number of Agricultural IT Plant Clinics established 	<ul style="list-style-type: none"> • Increased awareness • Improved productivity/ yields 	Countywide	<ul style="list-style-type: none"> • Department of Agriculture • Ministry of Agriculture • Ministry of ICT 	<ul style="list-style-type: none"> • County Government • National Government • Donors • Private Organisations
Mechanisation and Agribusiness Hubs	Starting Mechanisation and Agribusiness Hubs where farmers can get services for agriculture	M/L	Number of Mechanisation and Agribusiness Hubs established	<ul style="list-style-type: none"> • Increased adoption of mechanised farming • Improve crop yield 	Countywide	<ul style="list-style-type: none"> • Department of Agriculture • Ministry of Agriculture 	<ul style="list-style-type: none"> • County Government • National Government • Donors • Private Organisations
Centres of Excellence for value chains	Set up centres of excellence & develop full services (training, soil testing, irrigation, input provision, mechanisation, sorting & grading, storage etc.) including model farms & market establishment	M/L	Number of centres of excellence for value chains established	<ul style="list-style-type: none"> • Improved productivity • Improved incomes & revenue • Expanded markets • Reduced post-harvest crop losses 	Countywide	<ul style="list-style-type: none"> • Department of Agriculture • Department of Trade • Ministry of Agriculture 	<ul style="list-style-type: none"> • County Government • National Government • Donors • Private Organisations
PROGRAMME 2: LIVESTOCK DEVELOPMENT							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Dairy Farming	<ul style="list-style-type: none"> • Animal Feeds Management • Milk production, collection, preservation and processing 	S/M	<ul style="list-style-type: none"> • Quantity of improved animal feed uptake • Volumes of milk produced 	<ul style="list-style-type: none"> • Improved animal feeds • Increased milk production, collection, preservation and processing 	Countywide	<ul style="list-style-type: none"> • Department of Agriculture and Livestock • Ministry of Agriculture 	<ul style="list-style-type: none"> • County Government • National Government • Donors • Private Organisations

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Leather Development	Construction of a County Tannery	M/L	<ul style="list-style-type: none"> Number of tanneries Quantity of animal skin processed 	<ul style="list-style-type: none"> Increased revenue and incomes Increased quantity of hides processed Expanded markets for leather products 	Tigania East Tigania Central Tigania West Igembe North Igembe Central	<ul style="list-style-type: none"> Department of Agriculture and Livestock Department of Trade Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Livestock Marketing	Construct and equip and renovate livestock sales yards	S/M	<ul style="list-style-type: none"> Number of livestock sales yards constructed equipped and renovated Number of livestock sold 	<ul style="list-style-type: none"> Increased livestock sales and revenues Improved trading environment 	Countywide	<ul style="list-style-type: none"> Department of Agriculture and Livestock Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Pig farming	Create avenues for large scale pig farming	M/L	Number of large scale (>100) pig farmers	Increase pork production in Meru County	Countywide	<ul style="list-style-type: none"> Department of Agriculture and Livestock Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Chicken (Indigenous) -Training of Chicken Farmers	Support 10 large scale chicken farmers per Ward per annum	S/M	<ul style="list-style-type: none"> Number of large-scale chicken farmers trained Number of chickens reared 	<ul style="list-style-type: none"> Increased numbers of chicken reared Improved incomes 	Countywide	<ul style="list-style-type: none"> Department of Agriculture and Livestock Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Fodder Production	Supply high yielding and good quality fodder seeds to dairy cows' farmers to plant on at least 40, 000 acres by 2040	S/M/L	<ul style="list-style-type: none"> Amount of fodder seed supplied Acreage of land under fodder 	<ul style="list-style-type: none"> Improved milk production Increased incomes Increased fodder production 	Countywide	<ul style="list-style-type: none"> Department of Agriculture and Livestock Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Animal Feeds Initiative	Production of first-class animal feeds in Meru County	S/M	<ul style="list-style-type: none"> Amount of fodder seed supplied Acreage of land under fodder 	<ul style="list-style-type: none"> Improved milk production Increased incomes Increased fodder production 	Countywide	<ul style="list-style-type: none"> Department of Agriculture and Livestock Ministry of Agriculture 	<ul style="list-style-type: none"> PPPs County Government National Government Donors Private Organisations
Artificial Insemination (AI) Services	Enhance provision of subsidised AI services	S/M/L	<ul style="list-style-type: none"> Number of animals under AI Number of AI extension officers in the field 	<ul style="list-style-type: none"> Improved animal quality Improved dairy and beef production 	County wide	<ul style="list-style-type: none"> Department of Agriculture and Livestock Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
County Livestock Breeding Programmes	Establish Livestock Breeding Centres	S/M	Number of Livestock Breeding Centres	Increased number of Livestock Breeding Centers	County wide	<ul style="list-style-type: none"> Department of Agriculture and Livestock Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Animal Health	Vaccinate at least 200,000 animals annually	S/M/L	Number of animals vaccinated	Improved animal health	County wide	<ul style="list-style-type: none"> Department of Agriculture and Livestock Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Dairy Goat AI Services	Start Dairy goats breeding Programme for Toggenburg and German Alpine goats	S/M	Number of goats served with AI semen	Increased number of Toggenburg and German Alpine Goats	County wide	<ul style="list-style-type: none"> Department of Agriculture and Livestock Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Bee Keeping	Establish bee keepers cooperatives and honey processing training center	M/L	Volume of honey produced	Increased variety of products from honey	County wide	<ul style="list-style-type: none"> Department of Agriculture and Livestock Ministry of Agriculture 	<ul style="list-style-type: none"> County Government/ National Government Donors/Private Organisations
PROGRAMME 3: FISHERIES DEVELOPMENT							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Aquaculture Development	<ul style="list-style-type: none"> Fish farmers training & Extension support Fingerlings Production Fish ponds rehabilitation Fish ponds construction Fish Feed production 	S/M/L	<ul style="list-style-type: none"> Number of farmers trained Number of fish ponds constructed Number of fish ponds rehabilitated Tonnage of quality fish feeds produced 	<ul style="list-style-type: none"> Improved capacity of fish farmers Increased fish yields Increased tonnage of fish feeds 	Countywide	<ul style="list-style-type: none"> Department of Agriculture, Livestock & Fisheries Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Local Fish Consumption	Education and creation of awareness on fish consumption	S/M/L	<ul style="list-style-type: none"> Appreciation of fish health benefits Amount of fish consumed locally 	<ul style="list-style-type: none"> Increased consumption Increased sales and incomes Increased appreciation of fish health benefits Improved health 	County wide	<ul style="list-style-type: none"> Department of Agriculture, Livestock & Fisheries Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Upgrading existing Fish Processing Plant for value addition	Improve the capacity of Existing Value plants	S/M/L	<ul style="list-style-type: none"> Number of fish processing plants upgraded Tonnage of fish processed 	<ul style="list-style-type: none"> Increased volumes of fish processed Increased income 	County wide	<ul style="list-style-type: none"> Department of Agriculture, Livestock & Fisheries Ministry of Agriculture 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
PROGRAMME 4: INDUSTRIALISATION							
Industrialisation/ Manufacturing Policy	Policy formulation, approval and implementation	S	Percentage Completion	Policy to guide manufacturing & industrialisation in the County	County wide	County Government	<ul style="list-style-type: none"> County Government National Government Donors/Private Organisations
Mineral resources identification in the County	Exploration, mapping and exploitation	S/M/L	% completion	<ul style="list-style-type: none"> Inventory of minerals in the County Increased benefits from our mineral resources 	County wide	<ul style="list-style-type: none"> County Government National Government Private Sector 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Industrial and Incubation Centers/ Parks	Establishment of Industrial Parks and Centers	S/M	No. of Parks/Centers established	Increased industrial contribution to the county Productivity	County wide	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Donors/Private Organisations

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Assembly of Computers & Electronics	Setting of Computer and Electronics Manufacturing Plants	S/M	<ul style="list-style-type: none"> No. of plants established No. of units produced 	Increased employment opportunities	County wide	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Donors/Private Organisations
Building, Materials and Paints Industry	Establish paints, Materials and Construction Plants	M	<ul style="list-style-type: none"> No of building materials industries 	<ul style="list-style-type: none"> Increased employment opportunities Reduced cost of construction 	County wide	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Private sector
Furniture Manufacturing	Setting up Furniture Plants	S	<ul style="list-style-type: none"> No. of plants No. of units produced 	<ul style="list-style-type: none"> Increased employment opportunities Value addition to forestry products leading to higher earnings 	County wide	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Private sector
Assembly of Motor vehicles	Establishment of Motor Vehicle Assembly Plants	S/M	<ul style="list-style-type: none"> No. of plants No. of motor vehicles assembled 	Increased employment opportunities	County wide	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Private sector
Manufacturing of Motor Vehicle Spare parts	Setting up of spare parts plants in Meru	S/M	No. of plants established	<ul style="list-style-type: none"> Increased employment opportunities Reduced cost of transport 	County wide	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Private sector
Production of Farm tools, Fertiliser	Manufacturing of farm tools & inputs	S	<ul style="list-style-type: none"> No. of plants No. of farm inputs 	<ul style="list-style-type: none"> Increased employment opportunities Reduction in agriculture production costs 	County wide	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Private sector

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Manufacture of Irrigation, Pipes & Gadgets	Establishment of plants for irrigation	S/M/L	No of plants	<ul style="list-style-type: none"> Increased employment opportunities Increased agricultural production 	County wide	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Private sector
Manufacture of Pharmaceutical Products	Setting of plants to manufacture various pharmaceutical products	S/L/M	No. of plants	<ul style="list-style-type: none"> Increased employment opportunities Reduced health costs 	County wide	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Private sector
Manufacture of Plastics	Setting up factories to produce various plastics e.g. water storage tanks	S/M	No of plants set up	<ul style="list-style-type: none"> Increased employment opportunities 	County wide	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Private sector
Production of Sports Equipment	Setting up and manufacture of sports equipment	S/M	No of plants No. of units produced	<ul style="list-style-type: none"> Increased employment opportunities Increased sports opportunities 	County wide	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Private sector
Assembly of Bicycles and Motorbikes	Set up plants for manufacturing of Bicycles & Motorcycles	S/M	No. of units produced	<ul style="list-style-type: none"> Increased employment opportunities Improved local transport 	County wide	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Private sector
Development of Cottage Industrial Clusters	Development and operationalisation of 3 industrial Cottage clusters: <ul style="list-style-type: none"> Meat, dairy & leather industry Agro-processing programme Textile & apparel industry 	S	No. of cottage clusters developed	<ul style="list-style-type: none"> Cottage industries started in the County Increased value addition to our products 	County wide	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Private sector

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Provision of Renewable Energy and Manufacture of Green Products	<ul style="list-style-type: none"> Tapping unexploited potential in the generation of green energy from solar, wind, small hydro plants, biogas and solid waste. Taking advantage of opportunities in innovation and manufacture of equipment, components and accessories for renewable energy 	S/M/L	No. of new energy sources developed	Increased utilisation of green energy sources	<ul style="list-style-type: none"> Igembe North Igembe Central Tigania West Tigania East. 	<ul style="list-style-type: none"> County Government National Government Private sector 	<ul style="list-style-type: none"> County Government National Government Private sector
Improving the ease of doing business	<ul style="list-style-type: none"> Reducing time taken on processes for starting and running a business. Reduce time taken for development approval. Making it easy to register property. Businesses support on challenges with enforcing contracts, reducing on corruption 	S/M	<ul style="list-style-type: none"> No. of SME parks developed Ease of doing business ranking 	<ul style="list-style-type: none"> Increased number of businesses Increased employment opportunities 	County wide	<ul style="list-style-type: none"> County Government National Government 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Development of SME Parks	<ul style="list-style-type: none"> Acquiring land for development of the project. Stakeholder engagement in development of SMEs Construction and operationalisation of SME Parks 	S/M	No. of Parks	Increased productivity from SMES	Countywide	<ul style="list-style-type: none"> County Government National Government Private Sector 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Commercialisation of Research and Innovation	<ul style="list-style-type: none"> Create a database of commercialisable research findings from Universities & Research Institutions. Create linkage between research institutions and industry for commercialisation Create a legal framework for protection of intellectual rights Coordination of the institutions for production, research and development 	S/M/L	<ul style="list-style-type: none"> No. of Research, Innovations linked for commercialisation % commercialisation Number of universities linked Number of local patents registered 	Increased commercialisation of research and innovations	County wide	<ul style="list-style-type: none"> County Government National Government Private Sector 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
PROGRAMME 5: WHOLESALE AND RETAIL TRADE							
Develop of trade policy, legal and institutional reforms for the development of the sector	Policy formulation, approval, legislation and implementation	2019 - 2022	% completion	A legal policy to guide trade in the County	County wide	<ul style="list-style-type: none"> County Government National Government 	<ul style="list-style-type: none"> County Government National Government Donors/Private Organisations

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Market cleanup and improvement	<ul style="list-style-type: none"> Improve management of our towns Enhance market garbage disposal and collection Improve sewerage and drainage systems Paving of markets 	2019 - 2022	% of markets improved and clean	Increased clean and improved markets for our produce	County wide	<ul style="list-style-type: none"> County Government National Government Private Sector 	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Provision of Trading Infrastructure	<ul style="list-style-type: none"> Modern Kiosks Well designed and upgraded markets Market surveys and creation of information data bank Provision of Business Information and Advisory Services Facilitate patenting of innovations 	2019 -2028	No. of new market infrastructure provided	Increased trade	County wide	<ul style="list-style-type: none"> County Government National Government Private Sector 	<ul style="list-style-type: none"> County Government National Government Private Sector
Markets for our products	<ul style="list-style-type: none"> Establishment of satellite markets outside the county Establishment of branded 'Made in Meru' products Establishment of a special Economic Zone (SEZ) Organisation and participation in both local, national & international exhibitions/ fairs 	2019 – 2040	<ul style="list-style-type: none"> No. of new markets established No. of branded Meru products traded % completion of SEZ 	<ul style="list-style-type: none"> Increased market for our products Increased earnings & incomes 	County	<ul style="list-style-type: none"> County Government National Government Private Sector 	<ul style="list-style-type: none"> County Government National Government Private Sector

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Capacity buildings of entrepreneurs	<ul style="list-style-type: none"> Promote growth and graduation of micro, small and medium enterprises 	2019 – 2028	No of entrepreneurs supported/trained	<ul style="list-style-type: none"> Growth of entrepreneurs 	County wide	<ul style="list-style-type: none"> County Government National Government Private Sector 	<ul style="list-style-type: none"> County Government National Government Private Sector
Promotion of Fair-trade practices	<ul style="list-style-type: none"> Fair Trade activities Enforcement of fair-trade practices 	2019 – 2040	% reduction of unfair trade practices	<ul style="list-style-type: none"> Improved business environment 	County wide	<ul style="list-style-type: none"> County Government National Government 	<ul style="list-style-type: none"> County Government National Government
PROGRAMME 6: TOURISM DEVELOPMENT							
Tourism Development of Meru County	<ul style="list-style-type: none"> Aggressively market Meru County as a destination of choice using print and electronic media Introduce local sites in school programmes 	S/M/L	<ul style="list-style-type: none"> Number of marketing tourism campaigns % of annual increase in tourists coming to Meru Number of students visiting local tourism sites 	<ul style="list-style-type: none"> Increase the number of tourists coming to Meru by 10% annually Raise knowledge of local tourism sites among local citizens 	All Wards	Department of Tourism	<ul style="list-style-type: none"> County Government National Government

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding	
Development of Tourist sites to exploit their potential	<ul style="list-style-type: none"> Map all potential Tourism sites 	S/M/L	Number of tourism sites identified and protected	Raise the tourism profile of Meru sites to Maasai Mara level	All Wards	Department of Tourism	<ul style="list-style-type: none"> County Government National Government 	
	<ul style="list-style-type: none"> Conduct stakeholder engagement forums Give incentives to tour companies 	S/M	Number of stakeholder forums conducted	Partnerships with local and overseas tour companies	All Wards	Department of Tourism	<ul style="list-style-type: none"> County Government National Government 	
	<ul style="list-style-type: none"> Import animals not commonly found in the county which would be placed in zoos & sanctuary 	M/L	<ul style="list-style-type: none"> Variety of animals in Meru Number of zoos within Meru 	Tourist traffic comparable to Maasai Mara			<ul style="list-style-type: none"> County Government National Government 	
	Project Construction of a Five-Star Facility at Meru National Park	<ul style="list-style-type: none"> Investment forums to engage PPPs into development of Meru National Park 	M/L	Five-star family hotel constructed	Increase the number of tourists coming to Meru National Park from 19,800 to 150,000 annually	Igembe North	<ul style="list-style-type: none"> Department of Tourism Department of Trade External partnership 	PPPs
		<ul style="list-style-type: none"> Capacity build service providers to raise service standards 						

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Construction of a 300 Bed Capacity Premier Conference Facility	Promote Investment in conference facilities to promote MICE (Meetings, Incentives, Conference and Exhibitions) Tourism	M/L	Conference Facility constructed	<ul style="list-style-type: none"> Increase the number of tourists coming to Meru Museum from 19,900 to 39,800 annually Increase level of employment in tourism industry by 5% per annum Increase the revenues in the hotel industry by 20% annually 	Imenti North	<ul style="list-style-type: none"> Department of Tourism Department of Trade 	PPPs
	Stakeholder engagement forums	S/M/L	Number of forums conducted	Increase level of investments in tourism by 150% by 2040	All Wards	<ul style="list-style-type: none"> External Linkages Department of Tourism 	<ul style="list-style-type: none"> County Government National Government
Star Rating of hospitality facilities in Meru	Capacity build service providers to raise service standards	M/L	Number of 4 Star hotels in Meru	Upgrade hospitality standards	All Wards	<ul style="list-style-type: none"> Department of Tourism 	<ul style="list-style-type: none"> County Government National Government
	MOUNTAIN TOURISM						
	Stakeholder engagement to aggressively promote mountain activities	S/M/L	Number of stakeholder forums	Increase level of investments in tourism	All Wards	<ul style="list-style-type: none"> External partners Department of Tourism and Sports 	PPPs
	Installation of cable cars & zip lines in mountain sites	M/L	Cable cars installed	<ul style="list-style-type: none"> Increase level of employment in tourism industry by 5% Increase the revenues in the hotel industry by 20% 	Buuri	Tourism	PPPs

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
SPORTS TOURISM							
	Develop activities around new sports e.g. Baseball, Skating, Archery, and Bicycle and Motorcycle race	S/M	Number of sport disciplines in the county	Increase number of sports disciplines in the County by 100% by 2040	Country Wide	Department of Sports	<ul style="list-style-type: none"> County Government National Government
PROGRAMME 7: MINING							
Mineral Exploration, Mapping and Prospecting	Develop a resource map for all mineral products of the County e.g. Clay, Mwanjo, Murrum, Quarry Stones and target investors.	S/M/L	Number of mineral resource sites identified and demarcated	Determining the Mineral potential of the County	All Wards	Department of Environment & Natural resources	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Marketing and Management our mineral resources	Stakeholder engagement	S/M	Number of stakeholder engagements	Growth of investment in the mining industry by 120% by 2040	All Wards	Department of Environment & Natural resources	<ul style="list-style-type: none"> County Government National Government
Large ballast producing plants in various parts of Meru	Support the private sector to invest in large ballast plants	M/L	Number of Investors in large ballast plants	Growth of investment in the mining industry by 120% by 2040	County Wide	Department of Environment & Natural resources	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
Local Building industry factories / plants utilising local materials	Support the development of local factories utilising local materials	M/L	Number of factories using local materials	Growth of investment in the mining industry by 120% by 2040	County Wide	Department of Environment & Natural resources	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Value addition of our Mineral resources	Mineral processing, branding & Marketing	M/L	Value of GDP from mineral resources	double % GDP from mining by 2040	County Wide	Department of Environment & Natural resources	<ul style="list-style-type: none"> County Government National Government Donors Private Organisations
PROGRAMME 8: FINANCIAL SERVICES							
Financial Literacy for the residents	<ul style="list-style-type: none"> Raising of investment culture through enhanced savings initiatives; Enhancing access of financial services; Efficient financial service delivery 	M/L	<ul style="list-style-type: none"> % increase in savings in County % increase in citizens investing % of citizens accessing financial services 	<ul style="list-style-type: none"> Raising of investment culture Enhancing access of financial services; 	All Wards	<ul style="list-style-type: none"> Department of Finance Department of Trade and Industry Ministry of Finance Ministry of Trade and Industry Department of Finance Department of Trade 	
Credit facilities	<ul style="list-style-type: none"> Provision of tailor-made credit facilities for the residents of Meru 	M/L	<ul style="list-style-type: none"> Number of tailor-made credit facilities for Meru County 	Increased access to credit	All Wards	<ul style="list-style-type: none"> Ministry of Finance Department of Finance 	
Automation of Revenue Systems	<ul style="list-style-type: none"> Roll-out ICT in revenue systems 	M/L	<ul style="list-style-type: none"> % of financial institutions fully automated 	To achieve 100% automation of our revenue streams	All Wards	<ul style="list-style-type: none"> Ministry of Finance Department of Finance 	

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Capacity Building for SACCOs	Capacity building forums	S/M	Number of capacity building forums held	Improve capitalisation of SACCOs for onward lending	All Wards	<ul style="list-style-type: none"> Ministry of Finance Department of Finance 	
Cooperative (SACCO) Governance	Capacity building forums	S/M	Number of forums	Improvement of societies management/ leadership through inculcating corporate governance	All Wards	<ul style="list-style-type: none"> Ministry of Finance Department of Finance 	
Consolidate microfinance & institutions into a Regional Bank	Amalgamation of weak societies to enjoy economies of scale	L	Bank established	Establish a Meru Bank	Imenti North	<ul style="list-style-type: none"> Ministry of Finance Department of Finance 	
Introduction/ attraction of development financing.	Create a conducive environment for investors Partner with investors to execute the projects through PPP	M/L	Number of partners signed up	Improved stakeholder involvement	All Wards	<ul style="list-style-type: none"> Ministry of Finance Department of Finance 	

SOCIAL PILLAR

PROGRAMME 1: FAMILY UNIT								
OBJECTIVE: EMPOWER THE FAMILY UNIT								
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding	
Family and community Social Clubs	Run campaign on 'strong fathers, strong families'	S/M	Number of campaigns ran	Increased responsibility of men in Meru by reduction in absentee fathers/ husbands Build communal social capital	All Wards	Department of Communication Department of Gender & Social Development	County Government National Government	
	Capacity Building for Men empowerment	S/M	Number of men reached	Mitigate social evils such as alcoholism and crime	All Wards	Department of Education, Gender & Social Development	County Government Partners	
	Capacity building for ECDE parents on preventative health, savings culture	S/M	% of ECDE parents reached	Develop strong family units	All Wards	Department of Education, Gender & Social Development	County Government Partners	
Family Environmental Strategy	Introduce family tree planting days	S/M	Number of trees planted per family member	Increased environmental responsibility	All Wards	Department of Environment & Climate Change	Partners County Government	
Youth Empowerment	Capacity building for youth to discourage sloth Establish Linkages and mentorship programmes with Ameru Professionals	S/M/L M/L	Number of youth reached Number of youth mentored	Change of Mindset Inculcate hard work Youth acquire critical life skills through mentoring Tap into employment networks	All Wards All Wards	Department of Youth Affairs, Sports and Culture Department of Education, Gender & Social Development	Partners County Government National Government PPP County Government	
Specialised Education for House managers and nannies	Introduce curriculum into TVET colleges	M/L	Curriculum developed and incorporated into TVET	House managers and nannies are well-trained	Imenti Central	Department of Education, Gender & Social Development	PPP	
Mumeru Family Pledge	Run communication campaign on Ameru Citizen pride	M/L	Number of campaigns ran	Encourage Ameru Citizen pride	All Wards	Department of Youth Affairs, Sports and Culture	County Government	

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
PROGRAMME 2: HEALTH SERVICES							
OBJECTIVE: PROVISION OF COMPREHENSIVE HEALTHCARE PACKAGE TO THE PEOPLE OF MERU							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Community Health Campaign on Preventive care	Door-to-door community health, hygiene and sanitation campaign	S/M	Number of residents aware of risk factors	Raising the number of residents aware of risk factors to health from 45% to 96%	All Wards	Department of Health Services	County Government Ministry of Health
	Increase number of community health volunteers through MYS programme	M/L	Number of community health workers per region Percentage of population accessing potable water	Immunisation coverage from 70% to 100% Increasing access to potable water from 15 % to 100%	All Wards	Department of Health Services Department of Youth Affairs, Sports & Culture	County Government
Upgrade all Sub-County Hospitals	Targeted health care to mother and child	S/M	Maternal mortality rate	Reducing maternal mortality rate from 362 to 120 (per 100,000 births)	All Wards	Department of Health Services	County Government Ministry of Health
			Infant mortality rate	Reducing infant mortality rate from 39 to 12 (per 1000 births)			
			Percentage of pregnant mothers receiving ARVs	Increasing the number of HIV + pregnant mothers receiving preventive ARV's from 93% to 100%			
	Increase number of Patients accessing ARVs	S	Number of patients accessing ARVs	Increasing the number of patients' eligible HIV clients on ARV's from 59% to 100%	All Wards	Department of Health Services	Ministry of Health Partners County Government

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
	Equip health centers in every Ward	M/L	Number of health centers fully equipped	Universal health coverage	All Wards	Department of Health Services	County Government Partners
Healthy Lifestyles Strategy	Set aside arrears for exercise Establishment of psychiatric Wards in major health facilities	S/M	Number of citizens engaging in exercise Life expectancy in Meru County	Increasing number of citizens engaging in exercise from 0.2% to 60% Increasing life expectancy from 63 to 85 years	All Wards	Department of Health Services Department of Youth Affairs, Sports and Culture	County Government Partners
	Set up mental health awareness centers	L	Number of new mental health patients	Reducing the number of new outpatients with mental health conditions from 20% to 12% Reducing mental health stigma	All Wards	Health Services	County Government Ministry of Health
Universal Health Coverage	Roll out ICT connectivity in all health centers	L	Number of health facilities connected via ICT Number of Health facilities using Tele medicine	Achieve 100% connectivity of major health facilities	All Wards	Health Services ICT	Partners County Government
	Door-to-door awareness campaign to increase number of citizens with medical insurance	S/M/L	Number of citizens covered under NHIF	Increase number of people covered under NHIF medical insurance scheme from 16% to 80% Increase number of schools providing complete school health package from 0% to 100%	All Wards	Health Services	County Government Ministry of Health
Manufacturing of Pharmaceutical Products	Map strategic areas for potential manufacturing plants and create an Industrial Park	L	Percentage of drugs produced locally	Produce drugs required by the Health centers.	Igembe South	Department of Health Services Department of Trade and industry	PPPs County Government

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
	Organise investment forums for PPPs to invest in the pharmaceutical industry	L	Number of individuals employed by the local pharmaceutical industry	Reduce unemployment in the county	Igembe South	External Partnerships	PPPs County Government
Establishment of a Meru Gastrointestinal and Cancer Center	Invite partners to invest in a Meru Cancer Center	M/L	Cancer center established	Increase number of women of reproductive age screened for cervical cancer from 7% to 100% Reduction of non-communicable diseases Reduce the incidence of terminal cancer in Meru County	Imenti North	Department of Health Services Department of Trade and Industry External Partnerships	PPPs
Establishment of Traditional Medicine research and Linkages Center	Organise investment forums between indigenous health practitioners and modern medicine	L	Number of indigenous practitioners signed up Number of forums organised	Establish health research linkages between the hospitals and universities in the County; to help identify sources of illnesses and possible actions for preventive care	North Imenti	Department of Health Services External Partnerships	Partners
	Approach universities to research linkages	L	Center of research running	Increase the number of research studies on healthcare in Meru by establishing a Meru County Education Research fund increasing it every consecutive year by 2%	North Imenti	Department of Health Services Department of Education, Gender & Social Development External partnerships	PPPs County Government Partners
	Organise quarterly forums for stakeholders in Health, agriculture and livestock, water and environment	S/M/L	Number of forums Number of attendees	Establish linkages between the Health, environment and education sectors	Imenti North	Departments of Health, Water, Agriculture and Environment	County Government

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Medi-Tourism	Initiate an aggressive marketing and net-working campaign for East African residents to showcase health facilities in Meru Organise international Medical health conferences	L	Percentage of residents reached Number of Health Conferences	Highlight Meru as a regional Hub for medical care Market Meru as a Health Tourism destination	Imenti North	Departments of Health Services External Partnerships Departments of Trade and Industry	Partners Ministry of Health PPPS
PROGRAMME 3: UNIVERSAL EDUCATION							
OBJECTIVE: IMPROVE QUALITY AND RELEVANCE OF EDUCATION, REDUCE INEQUALITY AND TO EXPLOIT KNOWLEDGE AND SKILLS ON SCIENCE, TECHNOLOGY AND INNOVATION FOR GLOBAL COMPETITVENESS							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Universal ECDE	Sustain Meals and Nutrition programme Employ and train more instructors to Reduce the student pupil ratio Establish best practices for ECDE centers Day care centers Inclusivity in education ICT integration at all levels	S/M/L M/L	Number of ECDE learners accessing Milk Enrollment rate of ECDE leaners Retention rate of ECDE learners Number of teachers per student Minimum operating Standards developed	Increasing enrollment rates in ECDE from 91% to 99% Reducing teacher-student ratio in ECDE from 1:45 to 1:25 Support research and knowledge sharing platforms to promote best practices in ECDE.	All Wards All Wards	Department of Education, Gender & Social Development Department of Education, Gender & Social Development	County Government County Government Ministry of Education

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
	Invest in education infrastructure through building ECDE centers and road networks	S/M/L	Number of ECDE Centers Average distance a child walks to an ECDE center	Raised the investment in education infrastructure i.e. a child does not travel more than 2KM to school	All Wards	Department of Education, Gender & Social Development	County Government
Universal Primary Education	Improve infrastructure around schools to improve access and connectivity	M/L	Transition rate to Primary School Retention Rate of primary school learners	Increasing transition rates from primary to secondary from 87 % to 100%	All Wards	Department of Education, Gender & Social Development	Ministry of Education County Government
Universal Secondary Education	Ban children from child labor e.g. Miraa business to help in increasing enrollment of children, especially boys, in primary and secondary schools	M/L	Transition rate to secondary School Completion Rate of secondary school learners	Increase number of citizens attaining basic education	All Wards	Department of Education, Gender & Social Development	Partners
Establishment of Model Vocational Training Centers	Launch a positive communication campaign to encourage enrollment in Vocational training centers	S/M/L	Enrolment rates of VTCs	Increasing enrollment rates of VTCs from 7 % to 20% Increasing transition rates to VTCs from 62 % to 80%	All Wards	Department of Education, Gender & Social Development	Ministry of Education
	License, register and accredit all TVET institutions according to established quality standards.	M/L	Number of accredited VTCs	Raise the level of technical and vocational education offered in Meru County	All Wards	Department of Education, Gender & Social Development	County Government
	Establish a national skills inventory in partnership with industry.	M/L		Promote action research in TVET and link information gathered and analysed from labor market surveys and other studies.	All Wards	Department of Education, Gender & Social Development	County Government

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
	Improve infrastructure of TVETs	S/M/L	Instructor student ratio % of TVETs fully equipped	Reducing the Instructor student ratio from 1:30 to 1:10 Increase the number of hostels constructed for VTCs from 33% to 80% Increased number of TVETs equipped with modern equipment from 15% to 80% A VTC per Ward	All Wards	Department of Education, Gender & Social Development	County Government
Establish TTIs on Railway Technology, aircraft and Military Technology	Investor forums to engage stakeholders on investing in specialised TTIs	L	Number of Forums	Specialised TTIs to maximise on resources	Tigania East	Department of Education, Gender & Social Development External Partnerships	Partners
County Training Institute for Instructors	Engage National Government to set up training institutes	L	2 Instructor Training Institutes established		Tigania East	Department of Education, Gender & Social Development	Ministry of Education County Government
University Linkages	Create database of education/ occupation opportunities Establish partnerships between industry and education institutions for job training	M/L	Database created and managed Number of universities partnering with Industry	Increasing the literacy rates in Meru county from 62% to 80% Improving access to adult education classes by 25% by 2040	Tigania West	Department of Education, Gender & Social Development	Ministry of Education

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
PROGRAMME 4: GENDER AND SOCIAL PROTECTION							
OBJECTIVE: EMPOWER THE MARGINALISED AND ENFORCE AFFIRMATIVE ACTION							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Legislation	Enacting of Laws that legislate and implement the Sexual, Gender Based Violence (SGBV) Policy and outlaw retrogressive cultural practices	S	SGBV laws enacted SGBV monitoring system established	Reduce the incidence of reported FGM cases by 5% annually Reduce the incidence of reported SGBV from 38% to 29%	All Wards	Department of Gender & Social Development	Partners County Government
Women Empowerment Programme	Capacity Building	S/M	Number of women trained	Reduction in FGM and Early marriages,	All Wards	Department of Gender & Social Development	Partners County Government
Social Development	Scale up finances for the PWD SACCO Establish schools for the handicapped Establishment of PWD friendly sports/recreational centers PWD representation in all County Boards	M/L	% of PWDs accessing loans from SACCO Number of schools PWDs per Ward Number of PWD sports/ recreation centers Number of PWD in county boards	Provide loans to over 70% of registered PWDs Upgrade the education facilities to cater for disabled learners Partnerships with NGOs to source for PWD assistive devices School for PWDs in every Ward	All Wards	Department of Gender & Social Development	County Government Partners
Family Social Clubs	Conduct survey determine the number of street children in the major towns of Meru County Establish categories of children in need of care, protection and other needs	M/L	Number of street children successfully rehabilitated	Reduction in number of street children Mitigate social evils such as crime, alcoholism, Reduce the children subjected to child labor from 26% to 16%	All Wards	Department of Gender and social development	Partners

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/Outcome	Area/ Region	Implementing Agency	Source of Funding
Home for the Elderly in every Ward	Forums to highlight investment in elderly homes	L	Number of forums held	Increased care for elderly persons	All Wards	Department of Gender & social development	Partners
A rehabilitation center per sub-county	Forums to highlight investment rehabilitation centers	L	Number of forums held	Deal with the issue of drug abuse and reinforce the efforts of Nyumba Kumi	All Sub-counties	Department of Gender & Social Development	Partners
PROGRAMME 5: CULTURE AND HERITAGE							
OBJECTIVE: PROMOTE POSITIVE CULTURAL VALUES AND PRACTICES THROUGH CELEBRATION OF CULTURE							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/Outcome	Area/ Region	Implementing Agency	Source of Funding
Cultural Festivals	Have an Annual Meru Cultural Week	S/M/L	Number of cultural festivals per annum % inflow of tourists during cultural festivals	Increase number of annual cultural festivals from 5 to 8 by 2040	Tigania West	Department of Culture & Heritage	Partners
Document Meru material, culture and history	Establish register of cultural sites Collecting, pictures, artifacts and interviewing cultural icons in the society	M/L	Number of active cultural sites % increase of cultural artifacts acquired and archived every year	Increase the number of Heritage sites and cultural centers from 47 to 90 by 2040 Increase the number of cultural artifacts submitted by the community to cultural centers	Imenti Central	Department of Culture & Heritage	County Government Partners
Establishment of a Kimeru Institute	Engage stakeholders to set up Kimeru institute	L	Kimeru institute established	Teaching Kimeru, encouraging Kimeru literature, music and poetry as well as setting a benchmark for Kimeru journalism	Tigania West	Department of Culture & Heritage	County Government Partners

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Setting up of Cultural Centers in every Ward	Zoning of special Heritage sites Map out Herbal practitioners and medicine men	L	Number of Wards with a cultural center	Centers will be the centers for recording of history, storing culture, to act as a place of recreation and sporting activities, to practice music and operate as educational centers	All Wards	Department of Culture & Heritage	Partners
Galvanising of the Njuri Ncheke	Forums to engage the Njuri-Ncheke on their roles in environment, water, culture and family unit	M/L	Number of Forums	Alternative dispute resolution Recognise the role of prominent women in society (Mwariki) – Arikire-establish, Begin process of identifying Mwariki in the county and providing platform for them	All Wards	Department of Culture & Heritage	County Government Local community
PROGRAMME 6: ENVIRONMENT AND NATURAL RESOURCES							
OBJECTIVE: TO HAVE A CLEAN GREEN ENVIRONMENT							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Safeguard encroachment and Reclaim riparian areas	Evaluate county natural resources and map out areas for conservation Scale up rain water management practices to avoid soil erosion Discourage use of wetlands and river banks as agricultural lands	M/L S/M/L	% of rivers and wetlands rehabilitated Number of citizens trained on soil management practices	% of rivers and wetlands rehabilitated and protected from 20% to 90% Terracing of farm lands to reduce loss of top soil	All Wards All Wards	Department of Water Department of Environment Department of Water Department of Environment	Partners County Government Partners

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
	Identify and map aquifer recharge areas 45 Integrated tree nurseries	M/L	% of forested areas One tree nursery per Ward	Increase in Gazetted forests from 18% to 30% by 2040 Youth tree nurseries to offer employment to the youth	All Wards	Department of Environment	Partners County Government
	Coordinate education, training and technical assistance in habitat protection and restoration	S/M/L	Number of citizens trained on environmental protection		All Wards	Department of Water Department of Environment	Partners County Government
	Coordinate agencies and local partners to identify areas of wetland restoration	S/M/L	Number of environment and water dialogues	% increment in population access to safely managed clean water from 55% to 95%	All Wards	Department of Water Department of Environment	Partners County Government
Solid Waste Management	Engage private partners for investment in Organic waste to Bio-char and Briquettes Promote activities that reduce Greenhouse emission (alternative energy)	M/L	Number of PPPs established % budget allocated to solid waste management)	Solid waste management from 40% to 80 % Increase efficiency in waste separation from 0% to 50% Increase % using renewable energy (Biogas, solar energy etc.) from 30% to 75%	Imenti North	Department of Environment	Partners County Government
Environmental Monitoring Facility	Engage private partner forums for investment in environmental monitoring	L	Number of investment forums	Climate change monitoring for proper mitigation and adaptation	North Imenti	Department of Environment	Partners
Environmental Policy	Enact an environmental policy and enforce of existing policies	S/M/L	Number of policies enacted	Well-coordinated environmental policy	North Imenti	Department of Environment	County Government National Government
	Beautification of highways & rivers valleys	S/M	% of highways & river valleys restored	Greening & beautification of city for tourism development	All Wards	Department of Environment	County Government

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/Outcome	Area/Region	Implementing Agency	Source of Funding
	Family environmental strategy by Njuri Ncheke	S/M	Number of trees planted per family	Encourage citizens to adopt commercial tree growing activities	All Wards	Department of Environment	County Government
PROGRAMME 7: YOUTH & SPORTS							
OBJECTIVE: TO PROMOTE YOUTH EMPOWERMENT AND PARTICIPATION							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/Outcome	Area/Region	Implementing Agency	Source of Funding
Meru Youth Service	Recruit 1000 youth per year for training	S/M	Number of youth trained	Provide youth with skills to venture into self-employment and increase number of youth entrepreneurs	All Wards	Department of Youth & Sports	Department of Youth
	Empower youth SAC-COS	S/M	% finances allocated to Youth Funds Number of youth accessing youth funds per year	Increase number of Number of Youth accessing affirmative action funds from 34,500 to 276,000	All Wards	Department of Youth & sports	Department of Youth
Talent Centers which are linked to cultural centers	Youth empowerment seminars to rehabilitate and educate on responsible lifestyles	M/L	Number of youth empowered per year	Reduce % of Youth in drug abuse from 17% to 8% Reduce % of youth with early pregnancies	All Wards	Department of Youth & Sports	Department of Youth
PROGRAMME 8: SPORTS							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/Outcome	Area/Region	Implementing Agency	Source of Funding
Rehabilitate sports center, construction of stadium	Raise the number of sporting tournaments per year through growing sporting infrastructure	S/M/L	Number of active stadiums	Increase the Number of sports stadiums from 10 to 18	All sub-counties	Youth & Sports	County Government Partners

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Establish new games in the County	Baseball	S/M	Number of tournaments per annum Number of teams qualifying for professional tournaments	The sector currently holds 32 sporting tournaments per year; this number is set to increase to 55 by the year 2040 Increase the Number of active sports disciplines from 10 to 20 Increase the number of athletes taking part in national land international tournaments	Imenti south	Youth & Sports	Partners PPPs County Government
	Archery	S/M			Imenti Central	Youth & Sports	
	Cycling: Motorcycle Race	S/M			Buuri	Youth & sports	
	Mountain marathon	S			Buuri	Youth & Sports	
	High altitude athletic training camp	S/M			Buuri	Youth & Sports	
	Roller skating	S/M			Imenti North	Youth & Sports	

POLITICAL PILLAR

PROGRAMME: 1: DEVELOPMENT OF A FRAMEWORK FOR THE IMPLEMENTATION OF VISION 2040	
OBJECTIVE: A UNIFIED AND VALUE BASED SOCIETY	

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Meru Vision 2040 policy	Development of the Vision 2040 policy	S	Policy developed and approved	100% of departments within the Meru county government use Vision 2040 as a planning	Meru county (all sub counties)	Directorate of Economic Planning and Directorate of Legal affairs Meru county assembly	County Government
Meru Vision 2040 Act	Enact a legislation for Implementation of Meru Vision 2040	S	A legislation enacted	100% of departments within the Meru county government, non-governmental organisation and the national government sectors use Vision 2040 as a planning document.	Meru County (all sub counties)	Meru county assembly Directorate of Legal affairs	Meru County Assembly
PROGRAMME 2. CIVIC EDUCATION AND CITIZEN PARTICIPATION							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Meru Civic education policy	Development of the Meru county civic education policy	S	Policy developed and approved	100% roll out of civic education programmes in Meru county	Meru County (all sub counties)	Directorate of public participation and civic education Directorate of legal affairs Meru county assembly	County Government
Meru Civic Education Act	Enact a legislation for implementation of civic education programmes in Meru county	S	A legislation enacted	100% roll out of civic education programmes in Meru county	Meru County (all sub counties)	Meru county assembly Directorate of Legal affairs	Meru County Assembly

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Development of a curriculum for civic education	Develop a curriculum for civic education to guide how civic education is conducted in Meru county targeting schools at all levels of education	S	4 curriculums developed	100% of school and learning institutions roll out civic education as a subject/unit	Meru county (all sub counties)	Directorate of public participation and civic education	County Government Non-State Actors National Government
Civic education programme	Develop a programme to foster continuous civic education in Meru county	S	1 programme developed	90% of citizens have access to information of the county government and governance	Meru county (all sub counties)	Directorate of public participation and civic education Non state actors	County Government Non state actors
Public Participation and Civic Engagement System	Develop an ICT based public participation and citizen engagement system for continuous engagement and information sharing between the county government, citizen and stakeholders in Meru county	S	1 system developed	Increased percentage of Meru citizens engaging with the Meru county government on a daily basis and in key design making processes.	Meru county (all sub counties)	Directorate of public participation and civic education Directorate of external linkages	County Government
PROGRAMME 3: HONOURS AND AWARDS PROGRAMME							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Legislation for Honours and Awards	Implement legislation for implementation of the Meru Honours and Awards Programme in Meru county	S	Operationalisation and enforcement of legislation	An annual honours and awards programme established	County Wide	Directorate of Legal affairs Meru County Assembly	Meru County Assembly

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Committee for Honours and Awards Programme	Committee appointed to conduct the selection and vetting of beneficiaries of the Honour and Awards	S	Committee in place	Increased number of professionals and businesspersons willing to contribute and support in the growth and development of Meru	County Wide	Office of the Governor Directorate of Legal affairs Meru County Assembly	County Government
Annual Cultural Event	Conduct an annual 3-4 days' cultural event in a selected sub-county to show case and promote the Meru cultural heritage and innovation.	S/L	Annual cultural event conducted	Demonstrated increase in level of cohesiveness and harmony among the various ethnic groups, tribes and sub tribes within Meru county.	County Wide	Directorate of culture	County Government Partners and Stakeholders
Renovation and Beautification of Nteere Park	The beautification programme will include the erecting of sculptures of heroes and heroines of Meru	SM	Renovation of the park	Park renovated	Meru Municipality	Meru Municipality Board Department of Trade	County Government Partners
PROGRAMME 4: CONFLICT RESOLUTION PEACE BUILDING AND SECURITY PROGRAMME							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Institutes of Leadership and Ethics	Establish three institutes in Meru county to train on leadership, governance, ethics, cohesion and peace building, among others	S/M	3 institutes established	Institutes Established in the three main Sub Counties	Meru town Maau town Mikinduri town	Department of Education, Directorate of Public Participation and Civic education Directorate external linkage Department of Public Service and Legal Affairs	County Government National government Non state actors

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Conflict Resolution Peace building and Security	Establish a community-based conflict resolution, peace building and security programme in all Wards in Meru county	S/L	A programme established	Reduction in the number of conflict related cases reported Increase in the number of locally resolved conflicts related cases at family and community levels Reduction in the number of cases reported related to inter and intra border conflicts	Meru county (all Wards)	Office of the Governor Directorate of Public participation and Civic education	County Government National government Non state actors
Enhancing Alternative Dispute Resolution (ADR) and Traditional Dispute Resolution (TDR)	Developing policy and legal framework for ADR/ TDR Mechanisms Forming of ADR/ TDR committees at Ward level Training ADR/TDR committees	S/L	Policy and legal framework established Number of committees formed Number of committee members trained Number of cases resolved using ADRTDR mechanism	Reduced backlog of social cases in Meru courts	Across the county	Department of legal affairs Judiciary	County Government National Government Partners

ENABLERS PILLAR

PROGRAMME: 1: ROADS/TRANSPORT NETWORK

OBJECTIVE: ACHIEVE A WELL-PLANNED AND INDUSTRIALISED COUNTY BY THE YEAR 2040

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Construction of a Dual Carriageway Road	Construction of a proper dual carriageway road between Meru and Isiolo	S/M/L	Kilometres of road constructed Development of a Master plan	Reduced transit time Reduced traffic jams Increase in quantity of cargo and passenger movement. Increase in business between Isiolo and Meru County	Cross-County/ Inter-County	Department of Roads & Infrastructure Ministry of Roads, Transport & Infrastructure	County Government National Government
Construction of a Passenger and Cargo Railway Line	Development of a railway line for passenger and cargo from Sagana, Embu, Tharaka-Nithi and Meru to Isiolo.	S/M/L	Kilometres of rail constructed Tonnage of cargo transported Number of passengers commuting via train	Reduced transit time Reduced traffic jams Increase in quantity of cargo and passenger movement. Increase in business among Kirinyaga, Isiolo, Embu, Tharaka-Nithi and Meru Counties	Cross-County/ Inter-County	Department of Roads & Infrastructure Ministry of Roads, Transport & Infrastructure	County Government National Government Development Partners

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Development of a Tram System	Develop a County Metro and a tram system to link Meru to Isiolo Metropolis.	S/M/L	Kilometres of tram system constructed.	Reduced transit time Reduced traffic jams Increase in cargo and passenger movement. Increase in business between Isiolo and Meru County	Cross-County/ Inter-County	Department of Roads & Infrastructure Ministry of Roads, Transport & Infrastructure	County Government National Government Development Partners
PROGRAMME 2: SOLID WASTE MANAGEMENT							
Building of a Recycling and Solid Waste Management Plant	Development of a recycling and solid waste management plant in the county	S/M	Tonnage of waste recycled	Reduced environmental pollution	North Imenti	Department of Environment	County Government
PROGRAMME 3: ICT DEVELOPMENT							
Building of Digital Villages	Setting up Digital Villages providing free Wi-Fi in key administrative and social areas within the County e.g. hospitals, schools, police stations etc.	S/M	Number of people with access to the internet Number of digital villages set up	Reduced cost of internet access to county residents Increase in online business and innovation Improved incomes through e-commerce	Countywide	Department of Lands, Physical Planning & ICT	County Government
Construction of Fibre-Optic Backbone	Building of a fibre-optic backbone in every Ward	S/M	Number of people connected to the internet Number of fibre-optic backbones set up	Reduced cost of internet access Increase in online business and innovation Improved incomes through e-commerce	Countywide/ Each of the 45 Wards	Department of Lands, Physical Planning & ICT	County Government

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Establishment of ICT equipment Production Plants	Setting up at least 3 ICT equipment production plants in the County	S/M	Number of plants set up	Increased access to affordable and local ICT equipment	Countywide	Department of Lands, Physical Planning & ICT	County Government of Meru National Government
Establishment of Incubation of Youth Start Ups at ICT Labs for commercialisation	Facilitate Incubation of Youth start-ups at ICT labs for commercialisation	S/M	Number of start-ups incubated Number of ICT labs set up	Reduction in youth unemployment Increased innovations	Countywide	Department of Lands, Physical Planning & ICT	County Government of Meru National Government
PROGRAMME 3: WATER SECURITY							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Mapping of water towers	Mapping and protection of all water towers in the county by 2030	S/M	Number of water towers mapped	Increase in water security Improved environmental conservation	Countywide	Department of Water/ Ministry of Water	County Government National Government
Building of Dams	Development of 1 dam in every Ward	M/L	One Dam in every Ward	Access to and adequate supply of water Reduced cost of accessing water	In all the 45 Wards	Department of Water and Irrigation Ministry of Water Development Partners	County Government Ministry of Water Development Partners
Development of Storm Water Storage System	Development of storm water storage system in all urban centres	M/L	One system in every urban centre	Reduced water shortages Eliminate wastage of storm and rain water	All urban centres in the County	Department of Water and Irrigation Ministry of Water	County Government of Meru Ministry of Water Development Partners
PROGRAMME 4: ENERGY (POWER GENERATION)							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Hydropower Generation	Tapping hydropower from the various rivers in the County through the development of mini-hydropower plants	S/M	Number of hydroelectric power plants constructed Amount of power in KW generated	Reduced costs of power Increase in number of people connected to clean energy	Across major rivers in Meru County	County Department of Energy Ministry of Energy	County Government

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Installation of Transformers	Installation of transformers to ensure all the households have access to electricity by 2030 in conjunction with other agencies i.e. KPLC, REA	S/M	Number of transformers installed across the county	Reduced costs of power connectivity Increase in number of people connected to electricity	Countywide	County Department of Energy Ministry of Energy	County Government National Government Partners
Construction of Wind and Solar Power Parks	Development of a wind and solar power park and development and setting up a county power grid	S/M	Number of solar and wind power parks constructed across the county Amount of power in KW generated County power grid Master Plan	Reduced costs of power Increase in number of households connected to clean energy	Wind and Solar intensive sub-counties within Meru County	County Department of Energy Ministry of Energy Development Partners	County Government National Government Partners
PROGRAMME 5: LAND BANKING							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Land Sourcing for Industrial and Commercial Parks	Identification and acquisition of land for key industrial and commercial parks.	S/M/L	Acreage of land mapped and secured	Increase of acreage of land reserve for key projects Increased ease of access to land for public development	Countywide	Department of Lands, Physical Planning & ICT Ministry of Lands	County Government National Government
Land Designation for key social amenities	Designation of burial sites for purposes of proper land use management. To extend the same to schools, markets, sports arenas etc.	S/M	Acreage of land mapped and secured	Increase of acreage of land reserve for key projects Increased ease of access to land for public development	Countywide	Department of Lands, Physical Planning & ICT	County Government National Government

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
PROGRAMME 6: URBAN PLANNING							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Development of a Land-Use Master Plan	Development of a Land-Use Master Plan that underpins urban planning and urban infrastructure development for growth and development of the County.	S/M	A Land-Use Master plan	Better utilisation of land available for development and reduced loss of public land through misuse Improved planning in towns	Countywide	Department of Lands, Physical Planning & ICT	County Government
County Spatial Plan Development	Development of a County Spatial Plan	S/M	A Spatial plan	Improved utilisation of land available for development and reduced loss of public land through misuse Improved planning in towns	Countywide	Department of Lands, Physical Planning & ICT	County Government
Construction of a Smart City	Development of a new well-planned centralised model city -a Smart City- to be located at a different location away from the existing Meru Municipality with a distinct/unique feature of attraction such as education, culture, research, energy etc.	S/M/L	Master Plan	Increased trade and innovation Decongestion of the existing urban centres	Buuri Tigania East Tigania West	Department of Lands, Physical Planning & ICT	County Government

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
PROGRAMME 7: AFFORDABLE HOUSING							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Construction of Low-Cost Housing Units	Construction of at least 10,000 low cost housing units in the County by 2040	S/M/L	Master Plan Number of low-cost houses constructed	Increase in number of people who own houses Reduction in housing costs Improved livelihoods	Countywide	External Partnerships Office of the Governor Ministry of Housing	County Government National Government Private Investors Development Partners
Construction of an Alternative Building Material-Making Factory	Establishment of a factory for the production of alternative building materials to be used in housing	S/M/L	Tonnage of alternative building material produced	Increase in number of people who own houses Reduction in housing costs Improved livelihoods	Clay/sand-rich sections of the county	External Partnerships Office of the Governor Ministry of Housing	County Government National Government Private Investors Development Partners
PROGRAMME 8: SECURITY & LAW ENFORCEMENT							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Installation of Floodlights/Street Lights	Installation of flood lights and street lights in all market Centres	S/M	Number of floodlights and street lights installed	Enhanced security Increase in working hours hence improved incomes Fall in crime rate	Countywide/ all streets/all markets	Department of Energy Department of Trade & Cooperative	County Government
Establishment of County Courts	Establishment of county courts by 2040.	S/M/L	Number of county courts established Number of cases presented to the county courts for hearing	Fall in crime rate Reduced amount of time spent in case hearing and resolution	Each of the eleven sub-counties	Department of Public Service and Administration/Municipal Board	County Government

Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
PROGRAMME 9: SOCIAL WELFARE							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Establishment of 'Utungati Centres'	Establishment of 'Utungati' Centres in every sub-county	S/M/L	Number of Utungati Centres established Number of people seeking services at the Utungati Centres	Increase in number of people getting access to government services	Each of the eleven sub-counties	Department of Public Service and Administration	County Government
PROGRAMME 10: DISASTER PREPAREDNESS, RESPONSE AND MITIGATION							
Project	Action	Timeframe S/M/L	Performance Indicators	Expected Output/ Outcome	Area/ Region	Implementing Agency	Source of Funding
Establishment of Disaster Management Plans for every Sub-County.	Engage stakeholders to develop Sub County Disaster Management Plans Developing Disaster Preparedness, Response and Mitigation structures	S/M/L	One Plan developed per sub county	Timely and effective response to disasters. Reduction in the number disaster related deaths and loss of property	Each of the eleven sub-counties	Directorate of Special Programmes Department of Legal Affairs, Public Service Management and Administration Office of the County Commissioner Development Partners	County Government of Meru National Government Development Partners
Establishment of a County Disaster Command Centre	Setting and equipping a command centre Capacity building of response teams on timely disaster preparedness, response and mitigation	S/M/L	One Command Centre established	Timely, coordinated and efficient response to disasters	Meru Municipality	Directorate of Special Programmes Department of Legal Affairs, Public Service Management and Administration Office of the County Commissioner Development Partners	County Government of Meru National Government Development Partners

6.3 Progress Audit: Monitoring, Evaluation and Reporting

Introduction

Through the process of public participation, the people of Meru relayed their hopes and dreams for a better Meru; as such the Meru Vision 2040 is a product of all citizens of Meru.

To ensure that the lives of ordinary citizens are transformed, the flagship projects captured in the vision document are distributed throughout the 11 Sub-Counties in Meru and will be implemented through five-year plans under the CIDP.

Having set targets towards economic, social and political growth for the next 20 years, there is need to define the strategies that will measure progress. The main purpose of Monitoring and Evaluation strategy for the Vision 2040 will be to:

1. Assess how effectively the flagships projects are being achieved
2. Outline roles and responsibilities of various department and stakeholders
3. Conduct assessments that contribute to data-led policy development

One of the critical roles that will be crucial for implementation, will be the oversight role done by the Vision Delivery Board. Members of the Board, who will be assisted by a secretariat, will provide guidance on the flagship programmes to ensure that implementation is achieved. The Board will also be tasked with mobilising private investors to take up opportunities, resource mobilisation and continuous monitoring and review of projects to ensure they remain relevant to the citizens of Meru.

The County Government of Meru has developed a Monitoring and Evaluation System, which begins at the village level through the Ward Development Committees right up to the County level through the COMEC. Therefore as most of the flagship projects will be implemented through five year County Plans (CIDP), existing M&E systems will be used to track progress towards achieving set results.

The Directorate of Efficiency Monitoring will monitor and evaluate the delivery of the Meru Vision 2040 through a clear system of data collection and analysis so as to enable evidence based decision-making. Ultimately the role of M&E is to provide accountability and transparency to stakeholders and citizens for resources allocated for various projects. Mid-term evaluations will be critical for reviewing progress, enabling collaboration between departments and other stakeholders and changing strategies where necessary.

Data collection, analysis, and reporting

All the departments will engage in continuous monitoring of flagship programmes identified. The Directorate of Efficiency Monitoring and the Department of Economic Planning will develop plans for data collection, analysis and data use. They will also organise the M&E activities to guide on sectoral coordination, reporting, feedback and data sharing.

Information generated will be analysed and reviewed regularly through quarterly and annual monitoring reports. The Evaluations will be done in five year intervals during the envisioned period; these are, 2025, 2035 and 2040. This will allow the VDB to reassess and set new targets.

A robust M&E system for Vision 2040 will help in project improvement, and be used to check relevance and impact of projects on stakeholders and provide linkages of investments to efficient projects.

M&E outcome indicators

Outcome indicators measure the effectiveness of interventions and projects over a number of years. The implementation matrix gives a comprehensive list of indicators that measures specific inputs and activities. The Table below is a summary of the key outcome and impact indicators that will signal the effective implementation of Vision 2040.

Table 31: Key Indicators for Meru Vision 2040

General indicators
Population growth rate
Poverty rate (< 2 USD a day)
Happiness index
Economic Indicators
Ease of doing Business
Average GDP growth rate
Growth rate of the agricultural sector
Agricultural population (%)
Growth rate of the industry sector
Growth rate of the service sector
Non- agricultural jobs
Growth rate of tourism sector
Social Indicators
Literacy level
Life expectancy
Doctors per 100,000 inhabitants
Infant mortality
Net ECDE enrolment (%)
Net Primary School enrolment (%)
Secondary school transition rate (%)
Net university enrolment
Net TVET enrolment
Gender equality on decision making positions (% of females)
Access to social protection
level of reforestation

Enablers Indicators
Access to potable water %
Road Network (km/km ²)
Rail Network (Km/Km ²)
Annual electricity consumption(Khw/inhabitants)
Access to electric energy (% of population)
Level of green energy
Level of water conservation
Land portion against soil erosion (%)
Household Access to internet %
Access to ICT gadget %

Annex 1: Summary of Flagship Projects per Sub-County

South Imenti flagship projects

SUB COUNTY		FLAGSHIP PROJECTS
SOUTH IMENTI	<p>WARDS IN SUB COUNTY</p> <ul style="list-style-type: none"> Igoji East, Igoji West, Abogeta East, Abogeta West, Nkuene, Mitunguu <p>POPULATION (AS PER 2009 CENSUS)</p> <p>179,604 (Percentage of the county population - 13.24%)</p> <p>MAIN CASH CROP</p> <ul style="list-style-type: none"> Tea Coffee Macadamia Cassava <p>MAIN FOOD CROP</p> <ul style="list-style-type: none"> Bananas Coffee Potatoes Maize Beans <p>POVERTY INCIDENCE (KENYA ATLAS. ORG)</p> <p>20.9%</p>	<ol style="list-style-type: none"> Banana Processing Plant Fish Processing Plant Set Up a Breeding Center in Marimba Farm (Improved Livestock Breeds) Development of Mountain Tourism Aquaculture Development Development of Centres of Excellence for value chains and develop full services (training, soil testing, irrigation, input provision, mechanization, sorting and grading, storage etc.), including model farms and market establishment. Establishment of Industrial and incubation Centers/Parks Cottage industries Enhance Mechanization & agribusiness hub where farmers can get agricultural services Construction of Dams and Reservoirs per ward Development of Sewer system in every Urban Center Water Distribution to Settlements in the wards Water Boreholes Establishment of 'Utungati' Centres Modern integrated security system Construction of modern Kiosks Upgrade of Market Infrastructure Development of Sports Tourism Establishment of county courts by 2040.

	<p>20. Building of a fiber-optic backbone in every ward</p> <p>21. Construction of an Eastern ring road</p> <p>22. Installation of flood lights and street lights in all market centres</p> <p>23. Installation of transformers to ensure all the households have access to electricity by 2030 in conjunction with other agencies i.e. KPLC, REA</p> <p>24. Rehabilitate Sports Centers, construction of Stadium</p> <p>25. Establishment of a cultural center</p> <p>26. Establishment of a PLWD SACCO Home for the Elderly in every ward</p> <p>27. School for the handicapped in every ward</p> <p>28. A rehabilitation center per sub-county</p> <ul style="list-style-type: none"> • Well-equipped Health Center in every ward • Level-4 hospital in every sub-county • Support the private sector development of large ballast producing plants • Establishment of Model Vocational Training Centers per ward • Enhancement of Civic Education and Citizen Participation in every ward • Mentorship programs for youth • Development of well-planned mass transport system in all major urban Centres by 2040. • Setting up Digital Villages providing free WIFI in key administrative and social areas within the County e.g. hospitals, schools, police stations etc. • Development of long-term physical Master plan in all Sub-County Headquarters and at least 2 major towns. • Mining/Mineral exploration • Enhanced extension services • Meat packaging/processing plant • Value addition for dairy cattle and goats' produce, • Slaughter house at Nkachiee location in Abogeta East

				<ul style="list-style-type: none">• Grain harvesting, drying and storage facility at Ithitune• Fruit processing factory• Revive cotton ginnery• Revive tobacco farming• Macadamia processing factory• Conflict Resolution Peace building and Security programs• Specialized health facilities• Establishment of modern social facilities for children and youth.• Talent Academies.• Establishment of PWD friendly sports/ recreational centres• Build and equip youth empowerment centres• Increase the number of National Schools in Meru County• Elevate 3 more hospitals into level 5 hospitals
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North Imenti flagship projects

SUB COUNTY		WARDS IN SUB COUNTY	FLAGSHIP PROJECTS
NORTH IMENTI		Nyaki East, Nyaki West, Ntima East, Ntima West and Municipality.	<ul style="list-style-type: none"> • Meru Rising Tower • Establishment of A Meru Gastrointestinal and Cancer Center • Recycling Plant of Organic and Inorganic Waste from to Biochar and Briquettes • County PWD SACCO • Establishment of an Environmental Monitoring Center and Climate Innovation Hub • Aquaculture Development • Development of Centres of Excellence for value chains and develop full services (training, soil testing, irrigation, input provision, mechanisation, sorting and grading, storage etc.), including model farms and market establishment. • Establishment of Industrial and incubation Centers/Parks • Cottage industries • Construction of modern Kiosks • Upgrade of Market Infrastructure e.g. Gakoromone/Marigiti market into an ultra-modern produce market • Development of Mountain Tourism • Development of Sports Tourism • Construction of Dams and Reservoirs per ward • Water Boreholes • Development of Sewer system in every Urban Center • Water Distribution to Settlements in the wards • Establishment of 'Utungati' Centres • Establishment of county courts by 2040. • Building of a fiber-optic backbone in every ward • Construction of a ring road • Construction of a dual carriage • Upgrading of slums • Renovation and beautification of Nteere Mbogori park

	POPULATION (AS PER 2009 CENSUS	149,144 (Percentage of the county population-11%)	<ul style="list-style-type: none"> • Installation of flood lights and street lights in all market centres • Installation of transformers to ensure all the households have access to electricity by 2030 in conjunction with other agencies i.e. KPLC, REA • Rehabilitate Sports Centers, construction of Stadium • Establishment of a Cultural Center • Home for the Elderly in every ward • School for the handicapped in every ward • A rehabilitation center per sub-county • Well-equipped Health Center in every ward • Level-4 hospital in every sub-county • Support the private sector development of large ballast producing plants • Establishment of Model Vocational Training Centers per ward • Enhancement of Civic Education and Citizen Participation in every ward • Development of well-planned mass transport system in all major urban Centres by 2040. • Setting up Digital Villages providing free WIFI in key administrative and social areas within the County e.g. hospitals, schools, police stations etc. • Development of long-term physical Master plan in all Sub-County Headquarters and at least 2 major towns.
MAIN CASH CROP	<ul style="list-style-type: none"> • Coffee • Macadamia • Cotton 		<ul style="list-style-type: none"> • Increase bamboo planting • Value addition of bamboo (e.g. clothing made from bamboo fibre) • Meat processing factory • Business resource hub/centre • Meru County Trade Fair
MAIN FOOD CROP	<ul style="list-style-type: none"> • Bananas • Potatoes • Maize 		<ul style="list-style-type: none"> • Support the private sector development of large ballast producing plants • Establishment of Model Vocational Training Centers per ward • Enhancement of Civic Education and Citizen Participation in every ward • Development of well-planned mass transport system in all major urban Centres by 2040. • Setting up Digital Villages providing free WIFI in key administrative and social areas within the County e.g. hospitals, schools, police stations etc. • Development of long-term physical Master plan in all Sub-County Headquarters and at least 2 major towns. • Increase bamboo planting • Value addition of bamboo (e.g. clothing made from bamboo fibre) • Meat processing factory • Business resource hub/centre • Meru County Trade Fair • Establishment of grains reserves/Silos/Storage plants
POVERTY INCIDENCE (KENYA ATLAS. ORG)	19.5%		<ul style="list-style-type: none"> • Establish Institute of leadership and ethics (Meru town) • Conflict Resolution Peace building and Security programs • Civic Education and Citizen Participation Program • Mentorship program for the youth • Establishment of PWD friendly sports/recreational centres • PWD representation in all County Boards • Rehabilitation of commercial sex workers in Makutano

Central Imenti flagship projects

SUB COUNTY		FLAGSHIP PROJECTS
CENTRAL IMENTI	<p>Mwangathia, Abothuguchi Central, Abothuguchi West and Kiagu.</p> <p>POPULATION (AS PER 2009 CENSUS)</p> <p>116,918</p> <p>MAIN CASH CROP</p> <ul style="list-style-type: none"> • Tea • Coffee • Macadamia • Cotton <p>MAIN FOOD CROP</p> <ul style="list-style-type: none"> • Bananas • Potatoes • Sorghum • Maize • Yams • Millet <p>POVERTY INCIDENCE (KENYA ATLAS. ORG)</p> <p>23.5%</p>	<ul style="list-style-type: none"> • Facility for Storage, Grading and Packaging Factory • Development of Mountain Tourism Starting with Central Imenti Conservancy and a Route to Nturukuma Moorlands • Potato Factory at Kianthumbi • Regional Museum and Cultural centre • Snake Park • Baseball Complex • Fruit Processing Factory • Upgrade Gaitu Airstrip • Enhance Artificial Insemination (AI) Services • Aquaculture Development • Development of Centres of Excellence for value chains and develop full services (training, soil testing, irrigation, input provision, mechanisation, sorting and grading, storage etc.), including model farms and market establishment. • Establishment of Industrial and incubation Centres/Parks • Cottage industries • Development of Mountain Tourism • Construction of Dams and Reservoirs • Water Boreholes • Development of Sewer system in every Urban Centre • Water Distribution to Settlements in the wards • Establishment of 'Utungati' Centres • Establishment of county courts by 2040. • Building of a fiber-optic backbone in every ward • Installation of flood lights and street lights in all market centres

	<ul style="list-style-type: none"> • Installation of transformers to ensure all the households have access to electricity by 2030 in conjunction with other agencies i.e. KPLC, REA • Rehabilitate Sports Centres, construction of Stadium • Establishment of a cultural centre • Establishment of a PWD SACCO • School for the handicapped in every ward • A rehabilitation Centre per sub-county • Home for the Elderly in every ward • Well-equipped Health Centre in every ward • Level-4 hospital in every sub-county • Establishment of Model Vocational Training Centres per ward • Enhancement of Civic Education and Citizen Participation in every ward • Development of well-planned mass transport system in all major urban centres by 2040. • Setting up Digital Villages providing free WIFI in key administrative and social areas within the County e.g. hospitals, schools, police stations etc. • Revive the coffee industry • Establishment of a brewery • Development of long-term physical Master plan in all Sub-County Headquarters and at least 2 major towns. • Revive the ginnery in Kiagu • Conflict Resolution Peace building and Security programs • Civic Education and Citizen Participation Program • Elevate MTRH into a referral hospital • Establishment of motor racing circuits • Boost efforts to combat youth addiction to drugs, substances and vices. • Establishment of PWD friendly sports/recreational centres • Lobby for a National Secondary School • Establishment of psychiatric wards in major health facilities
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Tigania East flagship projects

SUB COUNTY		FLAGSHIP PROJECTS	
TIGANIA EAST	WARDS IN SUB COUNTY	<ul style="list-style-type: none"> • Mikinduri, • Muthara, • Kiguchwa, Thangatha, • Karama 	<ul style="list-style-type: none"> • Establishment of a Wind Power Plant • Establishment of a Solar Power Plant • Set Up Technical Training Institute (TTI) On Railway Technology, Aircraft, Military Technology • International Standard Produce Market • Upgrade Nguthiru E Laing'o Airstrip • Enhance Artificial Insemination (Ai) Services • Aquaculture Development • Development of Centres of Excellence for value chains and develop full services (training, soil testing, irrigation, input provision, mechanisation, sorting and grading, storage etc.), including model farms and market establishment. • Establishment of Industrial and incubation Centres/ Parks • Cottage industries • Enhancement of land adjudication and Titling • Tree Planting Project in Kuani Hills • Upgrading of feeder roads in Lanyiru Ward (RDU access road) • Construction of modern Kiosks • Upgrade of Market Infrastructure • Development of Mountain Tourism • Development of Sports Tourism • Construction of Dams and Reservoirs • Modern Livestock Market • Promotion of Mountain tourism e.g. Kuani hills and other sites in Tigania East & West • Revival of culture- Mbaranga • Adult education classes • Protect riparian land • Mweromuthanga TTI, Polytechnic at Muero Muthanga • Youth resource centres • Kuani Hill to be gazetted: money to be disbursed to plant trees • Child protection services to cascade down to sub-location level. Ensure child safety

SUB COUNTY		FLAGSHIP PROJECTS
	POPULATION (AS PER 2009 CENSUS)	157,246(% of the county population - 11.59%)
		<ul style="list-style-type: none"> • Control soil erosion at Kuani Hill: teach on good farming practices for good harvest • Livestock centre at Kaguru • Tannery at Mula- Special Ward • Textile Industry in Thangatha Wards • Clay Industry in Thangatha Wards • Water Boreholes • Development of Sewer system in every Urban Centre • Establishment of a Wind Power plant • Water Distribution to Settlements in the wards • Establishment of 'Utungati' Centres • Establishment of county courts by 2040. • Building of a fiber-optic backbone in every ward • Construction of a ring road • Installation of flood lights and street lights in all market centres • Installation of transformers to ensure all the households have access to electricity by 2030 in conjunction with other agencies i.e. KPLC, REA • Rehabilitate Sports Centres, construction of Stadium • Establish of a Cultural Centre • Establishment of a PWID SACCO • Home for the Elderly in every ward • School for the handicapped in every ward • A rehabilitation centre per sub-county • Well-equipped Health Centre in every ward • Level-4 hospital in every sub-county • Establishment of Model Vocational Training Centres per ward • Enhancement of Civic Education and Citizen Participation in every ward • Mentorship programmes for the youth • Development of well-planned mass transport system in all major urban Centres by 2040. • Setting up Digital Villages providing free WIFI in key administrative and social areas within the County e.g. hospitals, schools, police stations etc. • Development of long-term physical Master plan in all Sub-County Headquarters and at least 2 major towns. • Establish Institute of leadership and ethics (Mikinduri town) • Conflict Resolution Peace building and Security programmes

SUB COUNTY		FLAGSHIP PROJECTS
	<p>MAIN CASH CROP</p> <ul style="list-style-type: none"> • Miraa • Tea • Coffee • Macadamia • Cotton 	<ul style="list-style-type: none"> • cereals board and input shops • Dairy plant for youth • promotion of 24hr economy Karama market • Civic Education and Citizen Participation Programme • School for the orphans in Karama and Muthara: • Plant trees on hills: Kuani hills • Enhance security around urban centres through lighting • Protect springs and water reservoirs: remove blue gum on water resources, reclaim grabbed water catchment areas • Institution of higher learning • Women empowerment: process procurement opportunities for women and special interest groups • School for disabled • Support youth SACCOs • Upgrade Nguthiru Stadium • Re
	<p>MAIN FOOD CROP</p> <ul style="list-style-type: none"> • Bananas • Maize • Beans 	
	<p>POVERTY INCIDENCE (KENYA ATLAS.ORG)</p> <p>3.3%</p>	

Tigania West flagship projects

SUB COUNTY		FLAGSHIP PROJECTS
TIGANIA WEST	WARDS IN SUB COUNTY	<ul style="list-style-type: none"> • Establishment of a County Tannery • Establishment of a Kimeru Institute • Development of A New Well-Planned Centralised Model City - To Be Located at A Different Location Away from The Existing Meru Municipality with A Distinct/Unique Feature of Attraction Such as Education, Culture, Research, Energy Etc. • Roofing Tile Manufacturing Plant • Establishment of A Wind Power Plant • Enhance Artificial Insemination (AI) Services • Aquaculture Development • Development of Centres of Excellence for value chains and develop full services (training, soil testing, irrigation, input provision, mechanisation, sorting and grading, storage etc.), including model farms and market establishment.
	POPULATION (AS PER 2009 CENSUS)	<ul style="list-style-type: none"> • Establishment of an Irrigation Scheme in the lower parts of Tigania West • Establishment of Industrial and incubation Centres/Parks • Cottage industries • Establishment of a training college • Establishment of Nchiru Town as a University Town/Educational Hub
	MAIN CASH CROP	<ul style="list-style-type: none"> • Construction of Dam in Karaene • Construction of modern Kiosks • Upgrade of Market Infrastructure • Development of Mountain Tourism • Development of Sports Tourism • Construction of Dams and Reservoirs • Water boreholes • Establishment of a Resort City in Athwana • Development of Sewer system in every Urban Centre • Water Distribution to Settlements in the wards • Establishment of 'Utungati' Centres
	MAIN FOOD CROP	
	POVERTY INCIDENCE (KENYA ATLAS. ORG)	26%

SUB COUNTY	FLAGSHIP PROJECTS
	<ul style="list-style-type: none"> • Establishment of a Kimeru Institute • Establishment of county courts by 2040. • Building of a fiber-optic backbone in every ward • Construction of a dual carriage • Construction of the Great Meru North road: Buuri- Tigania west- Tigania east- Igembe North and Igembe South • Installation of flood lights and street lights in all market centres • Installation of transformers to ensure all the households have access to electricity by 2030 in conjunction with other agencies i.e. KPLC, REA • Rehabilitate Sports Centres, construction of Stadium • Establishment of a Cultural Centre • Establishment of a PWID SACCO • Home for the Elderly in every ward • School for the handicapped in every ward • A rehabilitation centre per sub-county • Well-equipped Health Centre in every ward • Level-4 hospital in every sub-county • Establishment of Model Vocational Training Centres per ward • Enhancement of Civic Education and Citizen Participation in every ward • Mentorship programs for the youth • Development of well-planned mass transport system in all major urban Centres by 2040. • Setting up Digital Villages providing free WIFI in key administrative and social areas within the County e.g. hospitals, schools, police stations etc. • Development of long-term physical Master plan in all Sub-County Headquarters and at least 2 major towns • Macadamia processing plant • Gazettement of tourist sites in, Lairangi, Kiguchwa e.g. waterfalls • Farmers' research centres • Clay Industry in Kunati Wards • Establishment of a Milk Cooling Plant

SUB COUNTY	FLAGSHIP PROJECTS
	<ul style="list-style-type: none"> • Introduction of Dairy Goat Farming • Reviving of the cotton industry in Kunati • Enhance extension services • Establishment of a Water packaging factory • Banana processing plant in Thangatha Ward • Explore tourism potential of Thuuri Forest • Enhance the Dairy industry • Upgrading of Cereals Market • Upgrading of Livestock markets • Planting of Arid improved fruits • Explore new markets via Isiolo Airport • Meat processing plant • improved breeds: have centre for advisory and technology • Subsidised farm inputs • Centres for Tourism: do mapping of exotic hills (audit), artifacts, strategic hotels within Tigania west, Bututia, Lairangi • Upgrade maili tatu market • Macadamia factory to build by farmers (Kitheo) • Promote coffee, Bee keeping and Macadamia • sunflower cash crop • Research on available minerals for exploitation (e.g. Iron ore in Tigania) • sunflower factory- Mbeu ward • Disability vocational training centres – Kianjai Ward • Coffee Factory – Nkomo ward • Conflict Resolution Peace building and Security programs • Civic Education and Citizen Participation Program • Upgrade National & International Stadium: Urru stadium • Tree planting exercise • Talent academies

SUB COUNTY	FLAGSHIP PROJECTS
	<ul style="list-style-type: none"> • SACCO for youth • Water reservoir at Nchooro, Bututia • Polytechnic: complete and equip previously built workshops • Afforestation: bamboo planting to trap water and stop soil erosion • Youth SACCCOS to be revived • PWD sports opportunities • Social Hall: resource centre with indoor games and other facilities for Athwana ward • Cultural rehabilitation centre - have cultural training, life skills training • Introduction of Mining technology courses in Meru University

Igembe South flagship projects

SUB COUNTY		FLAGSHIP PROJECTS
IGEMBE SOUTH	WARDS IN SUB COUNTY	
	<ul style="list-style-type: none"> • Maua, • Akachiu, Kiegoi/ Antubochiu, Kanuni and • Athiru Gaiti. 	<ul style="list-style-type: none"> • Establishment of Pharmaceutical Products Plant • Development of Mountain Tourism • Brick Making Plant • Enhance Artificial Insemination (AI) Services • Aquaculture Development • Development of Centres of Excellence for value chains and develop full services (training, soil testing, irrigation, input provision, mechanisation, sorting and grading, storage etc.), including model farms and market establishment. • Establishment of Industrial and incubation Centres/Parks • Cottage industries • Construction of modern Kiosks • Upgrade of Market Infrastructure • Development of Mountain Tourism • Development of Sports Tourism • Miraa value addition industry and research centre • Banana and avocado industry • Upgrading of Dairy Market • Animal feeds factories • Banana processing plant • Construct a gate to the park in Igembe South • Promote greenhouse technology in every ward • Macadamia factory • Construction of a gate at Ngozi sanctuary at Kindani • Create concrete manufacturing and processing plant in Kithetu Maua • Agriculture research institute • Fruit Processing factory

SUB COUNTY		FLAGSHIP PROJECTS
POPULATION (AS PER 2009 CENSUS	134,550(Percentage of the county population - 9.92%)	<ul style="list-style-type: none"> • Cereal banks • Construction of Dams and Reservoirs • Water Boreholes • Development of Sewer system in every Urban Centre • Water Distribution to Settlements in the wards • Meru Industrial Park • Establishment of 'Utungati' Centres • Establishment of Alternative Building Materials Industry • Establishment of county courts by 2040. • Building of a fiber-optic backbone in every ward • Construction of a ring road • Construction of a road linking the Meru National Park to Maua • Enhancement of Land Adjudication and Tiling • Mega Irrigation Scheme in Kanuni and Akachiu Wards • Construction of a dual carriage • Upgrading of Road along the Meru National Park boundary • Construction of a bypass road in Maua in order to decongest it • Installation of flood lights and street lights in all market centres • Installation of transformers to ensure all the households have access to electricity by 2030 in conjunction with other agencies i.e. KPLC, RE • Rehabilitate Sports Centres, construction of Stadium • Establishment of a cultural Centre • Establishment of a PWID SACCO • Ensuring access for PWDs to public offices and all buildings • School for the handicapped in every ward • A rehabilitation centre per sub-county • Home for the Elderly in every ward • Well-equipped Health Centre in every ward • Level-4 hospital in every sub-county

SUB COUNTY		FLAGSHIP PROJECTS
MAIN CASH CROP	<ul style="list-style-type: none"> • Miraa • Tea • Coffee • Macadamia 	<ul style="list-style-type: none"> • Establishment of Model Vocational Training Centres per ward • Enhancement of Civic Education and Citizen Participation in every ward • Mentorship programs for the youth • Development of well-planned mass transport system in all major urban Centres by 2040. • Setting up Digital Villages providing free WIFI in key administrative and social areas within the County e.g. hospitals, schools, police stations etc. • Development of long-term physical Master plan in all Sub-County Headquarters and at least 2 major towns. • Establish Institute of leadership and ethics (Maua town) • Youth program e.g. car wash • Cancer screening at level 4 hospitals and Cancer Research • Start youth play grounds • Youth Development Board: and empowerment through SACCOs • Women empowerment through Saccos • Empower youth through sports • rehabilitation centres for children in all wards • Cultural promotion • Income generating activities for youth
MAIN FOOD CROP	<ul style="list-style-type: none"> • Bananas • Potatoes • Maize • Beans 	
POVERTY INCIDENCE (KENYA ATLAS. ORG)	37.6%	

Igembe Central flagship projects

SUB COUNTY		FLAGSHIP PROJECTS
IGEMBE CENTRAL	<p>WARDS IN SUB COUNTY</p> <ul style="list-style-type: none"> • Kangeta, • Njia, • Athiriru • Rujine, • Akirangodu, • Igembe East 	<ul style="list-style-type: none"> • Industrial Plant for Value Addition of Miraa Crop • Establishment of a Factory for the Production of Alternative Building Materials to be used in Housing • Wind Power Plant • Solar Power Plant • Solar Equipment Assembly Plant • Mega Irrigation Scheme in Kinanduba, Murera, Ntukai, Kiruuju, Nkanga, Gatwee, Kanjoo and Ithikaa, as well as in Kangeta to encourage the farming of grapes, cotton, rice and tobacco • Enhance Artificial Insemination (AI) Services • Aquaculture Development • Establishment of Industrial and incubation Centres/Parks • Establishment of Conservation Centres in catchment areas in Burushi (Ntonyiruru), Kinanduba, Ithikaa, Kiruuju, Ndumuuru and Igombe • Cottage industries • Construction of Dams and Reservoirs e.g. Mega dam along Liliaba River • Construction of Water Decks to collect rain water from the tarmac roads during rainy seasons that will flow to Moroiada Dam and Laliaba River • Construction of Boreholes • Make use of Kinyanga water gulleys • Reclamation and rehabilitation of wetlands • Development of Sewer system in every Urban Centre • Water Distribution to Settlements in the wards • Meru Industrial Park • Establish an abattoir and tannery • Introduce a new cash crop e.g. sunflower, tobacco etc. • Enhance extension services • Eco lodge in Nyambene forest

SUB COUNTY		FLAGSHIP PROJECTS
POPULATION (AS PER 2009 CENSUS	193,392 (Percentage of the county population-14.26%)	<ul style="list-style-type: none"> • Iron ore exploration and processing in Ndumuru and Sababa. • Establishment of a grain bank • Enhance bee keeping in Murera • Meat Processing plant in Kiutine • Livestock market close to the border with Isiolo • Grape farming in Likiau and Liliaba • Establishment of winery in Mukuluulu and Ntukai • Mineral Harvesting/prospecting in Gatwee and Ndusi • Value addition factories for watermelons, tomatoes, mangos, capsicum and meat. • Introduction of Herb farming • Revive Cotton Industry in Akirangondu • Establishment of 'Utungati' Centres • Establishment of county courts by 2040. • Building of a fiber-optic backbone in every ward • Construction of a ring road • Construction of a dual carriage • Installation of flood lights and street lights in all market centres • Installation of transformers to ensure all the households have access to electricity by 2030 in conjunction with other agencies i.e. KPLC, REA • Rehabilitate Sports Centres, construction of Stadium • Establishment of a Cultural Centre • Establishment of a PWID SACCO • Introduction a tree planting programme (for indigenous trees) along the rivers and hills • Home for the Elderly in every ward • School for the handicapped in every ward • Enhancement of security enforcement around Kasaarotho, Ikathakaa Kaii, Kinanduba, Ntukai and Kiruuju • A rehabilitation centre per sub-county

SUB COUNTY		FLAGSHIP PROJECTS
MAIN CASH CROP	Miraa	<ul style="list-style-type: none"> • Development of Centres of Excellence for value chains and develop full services (training, soil testing, irrigation, input provision, mechanisation, sorting and grading, storage etc.), including model farms and market establishment. • Well-equipped Health Centre in every ward • Level-4 hospital in every sub-county • Establishment of Model Vocational Training Centres per ward • Enhancement of Civic Education and Citizen Participation in every ward • Mentorship programmes for the youth • Development of well-planned mass transport system in all major urban Centres by 2040. • Setting up Digital Villages providing free WIFI in key administrative and social areas within the County e.g. hospitals, schools, police stations etc. • • Development of long-term physical Master plan in all Sub-County Headquarters and at least 2 major towns. • Repatriation of illegally acquired public land. • Conflict Resolution Peace building and Security programmes • Civic Education and Citizen Participation Programme • Establishment of an anti-gender violence rescuer centre • Establishment of Ameru Cultural Centres with kiosks that sell cultural products • Enhance adult education • Establish Research Centre for alternative medicine • Street Children Rescue Centres • Establish a high-altitude athletics training camp • Making the Meru National Park community owned, like Maasai Mara, and promote tourism in this area • Modern Stadium • Specialised referral hospitals • Rehabilitation centres for PWDs
MAIN FOOD CROP	<ul style="list-style-type: none"> • Potatoes • Maize • Beans 	
POVERTY INCIDENCE (KENYA ATLAS. ORG)	33.2%	

Igembe North flagship projects

IGEMBE NORTH		SUB COUNTY	FLAGSHIP PROJECTS
WARDS IN SUB COUNTY	<ul style="list-style-type: none"> Naathu, Amwathi, Antubetwee/Kiongo, Ntunene and Antuambui. 	<ul style="list-style-type: none"> Mega Irrigation Scheme Wind Power Plant Solar Power Plant Security Enforcement Stations (3) Along Boarders Grade-A Abattoir Tannery Enhance Artificial Insemination (AI) Services Aquaculture Development Establishment of Industrial and incubation Centres/Parks Cottage industries Introduce a Boda Boda Sacco Construct a research centre for Miraa Tile manufacturing factory in Ndumuru Construct a Hotel in Igombe Five Star Rated Hotel Construction of Dams and Reservoirs Water Boreholes Development of Sewer system in every Urban Centre Water Distribution to Settlements in the wards Establishment of 'Utungati' Centres Establishment of county courts by 2040. Building of a fiber-optic backbone in every ward Construction of a ring road Installation of flood lights and street lights in all market centres Installation of transformers to ensure all the households have access to electricity by 2030 in conjunction with other agencies i.e. KPLC, REA 	

SUB COUNTY		FLAGSHIP PROJECTS
POPULATION (AS PER 2009 CENSUS)	154,814 (Percentage of the county population - 11.41%)	<ul style="list-style-type: none"> Rehabilitate Sports Centres, construction of Stadium Establishment of a cultural Centre Establishment of a PWID SACCO Home for the Elderly in every ward School for the handicapped in every ward A rehabilitation centre per sub-county Development of Centres of Excellence for value chains and develop full services (training, soil testing, irrigation, input provision, mechanisation, sorting and grading, storage etc.), including model farms and market establishment. Well-equipped Health Centre in every ward Level-4 hospital in every sub-county Establishment of Model Vocational Training Centres per ward Enhancement of Civic Education and Citizen Participation in every ward Mentorship programmes for youth Development of well-planned mass transport system in all major urban Centres by 2040.
MAIN CASH CROP	Miraa	<ul style="list-style-type: none"> Setting up Digital Villages providing free Wi-Fi in key administrative and social areas within the County e.g. hospitals, schools, police stations etc. Development of long-term physical Master plan in all Sub-County Headquarters and at least 2 major towns. Enhancement of Sand Harvesting Conflict Resolution Peace building and Security programmes Civic Education and Citizen Participation Programme Introduce a mentorship programme for the youth Introduce a Meru cultural day to preserve the Ameru culture Introduce talent centres for youth Street Children Rehabilitation Centres Build a Meru county Prayer centre for all the churches in Meru
MAIN FOOD CROP	<ul style="list-style-type: none"> Maize Beans 	
POVERTY INCIDENCE (KENYA ATLAS. ORG)	49.8%	

Buuri flagship projects

SUB COUNTY		FLAGSHIP PROJECTS
<p>BUURI (EAST AND WEST)</p> <p>WARDS IN SUB COUNTY</p>	<p>Kisima, Ruiiri/Rwarera, Timau, Kiirua/Naari and Kibirichia.</p>	<ul style="list-style-type: none"> • Potato Processing Factory • Set Up of Animal Feed Plant • High Altitude Athletics Training Camp • Establishment of A Solar Power Plant • Development of A New Well-Planned Centralized Model City- A Smart City- to be located at a different Location Away from The Existing Meru Municipality with a Distinct/Unique Feature of attraction such as Education, Culture, Research, Energy, Etc. • International Standard Produce Market • Mountain Tourism • Enhance Artificial Insemination (AI) Services • Aquaculture Development • Development of Centres of Excellence for value chains and develop full services (training, soil testing, irrigation, input provision, mechanisation, sorting and grading, storage etc.), including model farms and market establishment. • Design master plan for water system, sewer system in Buuri West • Establishment of a major Dam for irrigation in Subuiga region • Develop programme for tapping into underground water and channel water using dykes and channels in Buuri East • Establishment of Industrial and incubation Centres/Parks • Cottage industries • Establishment of a Recycling Plant in Buuri West • Establishment of a Factory for Alternative Packaging in Buuri West • Upgrading of Timau Market • Development of a proper sewerage system in Buuri East • Enforce Building Code for the benefit of PLWD • Repossession of illegally acquired public land by using the old maps to return meeting places, playground, sporting fields, recreation areas, roads • Establishment of a Lands Registry in Buuri West

SUB COUNTY		FLAGSHIP PROJECTS
POPULATION (AS PER 2009 CENSUS	134,653 (Percentage of the county population-9.93%)	<ul style="list-style-type: none"> • Introduction of a Government Housing Scheme in Buuri East • Completion of water pans that were previously constructed but had no liners installed, making them unusable i.e. in Buuri East • Establish Roads Management Committees and capacity build communities on maintenance of roads in Buuri East • Development of Mountain Tourism e.g. Mwendantu Cave, Lake Thaaai • Establishment of an Appropriate Building Technology Centre in Buuri West • Construction of modern Kiosks • Upgrade of Market Infrastructure • Development of Mountain Tourism • Development of Sports Tourism • High Altitude Athletics Training Camp • Introduction of alternative cash crops e.g. macadamia, pyrethrum, Miraa and fruits. • Cold storage for Potatoes • Pyrethrum factory • Milk Processing Factory • Fertilizer Depot • Processing for vegetables: carrots, green peas and Central Market for processed vegetables • Livestock market • Promotion of fruit framing - promote tree tomato • Introduction of hybrid dairy cows & goats and AI services to improve current breeds • Export Park in Buuri • Market infrastructure to be developed in Ntumburi, Ngarendare, Kwa Mungania: • Enhance standard produce weighing scales • Dairy farming Industry: Package milk as Buuri • Construction material processing industry • Compliance with health safety measures • Safety in usage of agro-pastoral inputs Construction of Dams and Reservoirs • Water Boreholes

SUB COUNTY		FLAGSHIP PROJECTS
MAIN CASH CROP	Cotton	<ul style="list-style-type: none"> • Development of Sewer system in every Urban Centre • Water Distribution to Settlements in the wards • Establishment of a Solar Power Plant • Meru Industrial Park • Establishment of 'Utungati' Centres • Establishment of county courts by 2040. • Building of a fiber-optic backbone in every ward • Installation of flood lights and street lights in all market centres • Installation of transformers to ensure all the households have access to electricity by 2030 in conjunction with other agencies i.e. KPLC, REA • Rehabilitate Sports Centres, construction of Stadium • Establishment of a cultural Centre • Establishment of a PWID SACCO • Home for the Elderly in every ward • School for the handicapped in every ward • A rehabilitation centre per sub-county • Well-equipped Health Centre in every ward • Modernize Timau stadium into International stadium • Terminal area for travelers • TVET • Rehabilitation centre • Tree planting at water catchment areas • upgrade youth sports facilities; youth fund for youth groups • Social Hall For meetings in Timau • Cemetery • Equip existing polytechnics • ECDE: put desks in existing classes before building new ECDE centres • Dumpsite: find land to be used as a dumpsite and waste management – other than Nkunga • Control alcohol licenses • financing for PWDs: increased awareness to CBOs for PWDs for uptake of various opportunities • Jua Kali sheds for youth • Adult education classes • Manage Soil erosion • Build university and stadium at Kieni Kia Ndege • Talent Centre: Youth activity centres: football, boxing areas • cancer screening machines

SUB COUNTY		FLAGSHIP PROJECTS
MAIN FOOD CROP	<ul style="list-style-type: none"> • Wheat • Potatoes • Maize • Beans 	<ul style="list-style-type: none"> • Level-4 hospital in every sub-county • Establishment of Model Vocational Training Centres per ward • Enhancement of Civic Education and Citizen Participation in every ward • Mentorship programme for youth • Development of well-planned mass transport system in all major urban Centres by 2040. • Setting up Digital Villages providing free WIFI in key administrative and social areas within the County e.g. hospitals, schools, police stations etc. • Development of long-term physical Master plan in all Sub-County Headquarters and at least 2 major towns. • Conflict Resolution Peace building and Security programmes • Civic Education and Citizen Participation Programme • Talent Academy; to have ICT, studios for music, comedy • Protect Water catchment • School of adventure to be incorporate and emphasized • Institute of Vocational training
POVERTY INCIDENCE (KENYA ATLAS. ORG)	27.5%	
POPULATION (AS PER 2009 CENSUS)	179,604 (Percentage of the county population)	
MAIN CASH CROP	<ul style="list-style-type: none"> • Tea • Coffee • Macadamia 	
MAIN FOOD CROP	<ul style="list-style-type: none"> • Bananas • Coffee • Potatoes • Maize • Beans 	
POVERTY INCIDENCE (KENYA ATLAS. ORG)	20.9%	

Tigania Central flagship projects

SUB COUNTY		FLAGSHIP PROJECTS
TIGANIA CENTRAL	WARDS IN SUB COUNTY	<ul style="list-style-type: none"> Macadamia Processing Plant Gazettement of Tourist Sites in Kiguchwa E.G. Waterfalls Farmers' Research Centres Ultra-Modern Hotel in Mikinduri Establishment of a grain bank in Kunati Establishment of a Milk Cooling Plant Introduction of Dairy Goat Farming Reviving of the cotton industry Enhance extension services Establishment of a Water packaging factory Banana processing plant in Thangatha Ward Explore tourism potential of Thuuri Forest Establishment of at least one Public University in the Sub-County Recreational Park in Mikinduri Establish a school for the handicapped Public Cemetery Rehabilitation centres for PWDs Establishment of talent institutes Establishment of an emergency response/fire station Establish a home for the elderly Establishment of model vocational Training Centres Hydro power generation along the major rivers Establishment of a smart town Establishment of water reservoirs in the Nyambene Hills region Establishment of a recycling/Waste Management Plant Solar power plant in Amugaa Water Reservoir in Kiguchwa Ward Conflict Resolution Peace building and Security programmes Civic Education and Citizen Participation Programme Mentorship programme for youth Establishment of at least one Public University in the Sub-County Recreational Park in Mikinduri Establish a school for the handicapped Public Cemetery Rehabilitation centres for PWDs Establishment of talent institutes Establishment of an emergency response/fire station
	POPULATION (AS PER 2009 CENSUS	
	MAIN CASH CROP	
	MAIN FOOD CROP	
POVERTY INCIDENCE (KENYA ATLAS. ORG)		

Annex 2: Flagship Projects for the County

SHORT-TERM TO MEDIUM-TERM FLAGSHIP PROJECTS	ECONOMIC PILLAR	SOCIAL PILLAR	ENABLERS	POLITICAL PILLAR
<ul style="list-style-type: none"> 1. Develop agriculture master plan showing specific interventions per commodity. to be moved to strategies Insert short (2018-2022), medium (2023-2030 & long-term (2030-2040) flagship Green grams, Production, Value addition and Marketing Enhanced research and extension services <ul style="list-style-type: none"> • Promotion of Macadamia, • Avocado and cotton farming • Herbs, spices and Horticulture – local and export Vegetables, Herbs and spices • Rolling out of conservation agriculture as the quickest and cheapest approach to increase agricultural productivity in the county. • Establishment of grain bank / storage, grading and packaging facilities (testing for aflatoxin,) • Water Boreholes In every ward • Water Distribution to Settlements in the wards 	<ul style="list-style-type: none"> • Establish family social clubs in every ward • Family Environmental Strategy • Youth Mindset change programmes • Develop a curriculum for nannies and house managers • Develop the Mumeru Family Pledge • Establishment of a Meru Gastrointestinal and cancer centre • Research on disease trends, link with traditional medicines, strengthens partnerships with KEMRI – integration of traditional medicine with conventional medicine. (disease trend monitoring) • Meru County Meals and Nutrition • Universal Education • Universal ECDE • Universal Primary education • Universal Secondary education • Set up of two teacher training institutes at County Level for instructors • University linkages for research and Industry • Establishment of Model Vocational Training Centres per ward 	<ul style="list-style-type: none"> • Tapping hydropower from the various rivers in the County through the development of mini-hydropower plants • Development of a recycling and solid waste management plant in the county • Mapping and protection of all water towers in the county by 2030 • Identification and acquisition of land for key industrial and commercial parks. • Development of a County Spatial Plan • Setting up Digital Villages providing free WIFI in key administrative and social areas within the County e.g. hospitals, schools, police stations etc. • Installation of flood lights and street lights in all market Centres • Installation of transformers to ensure all the households have access to electricity by 2030 in conjunction with other agencies i.e. KPLC, REA 	<ul style="list-style-type: none"> • Enactment of Vision 2040 • Honors and Awards Programme • Mentorship programmes targeting the youth 	

	ECONOMIC PILLAR	SOCIAL PILLAR	ENABLERS	POLITICAL PILLAR
	<ul style="list-style-type: none"> • Development of Sewer system in every Urban Centre • Enhance Artificial Insemination (AI) Services • Aquaculture Development • Establishment of milk processing plants • Industrialisation/manufacturing policy • Integration of research and development (R&D) result • Cleaning & Maintenance of Market Utilities • Construction of modern Kiosks • Sports Tourism- Meru Cycling race and boda boda race • Capacity build service providers to raise service standards • Upgrade tourist sites to exploit their potential • Aggressively market Meru County as a destination of choice • Develop a resource map for all mineral products of the County e.g. clay, Mwonyo, Murrum, quarry stones and target investors. • Marketing for our mineral resources • Financial Literacy for the residents • To provide credit facilities • 100% automation of revenue systems • Capacity Building for SACCOs 	<ul style="list-style-type: none"> • Women Empowerment Programme- initiate 70% into Business Enterprise & Leadership • Enacting of Laws that legislate and implement the Sexual, Gender Based Violence (SGBV) Policy and outlaw retrogressive cultural practices • Document Meru Culture Material History • Re-energising of the Njuri Ncheke • Rehabilitation of riparian areas • 45 Integrated tree nurseries • Enactment of an environmental policy and enforcement of existing policies • Establishment of a Tree Planting Day where all residents of Meru shall participate • Beautification of highways & rivers valleys • Rehabilitate Sports Centres, construction of Stadium • Well-equipped Health Centre in every ward • Level-4 hospital in every sub-county 	<ul style="list-style-type: none"> • Development of a Land-Use Master Plan that underpins urban planning and urban infrastructure development for growth and development of the County. • Construction of at least 10,000 low cost housing units in the County by 2040 • Establishment of Water Sector Coordinating Committee • Designation of burial sites for purposes of proper land use management. To extend the same to schools, markets, sports arenas etc. • Building of a fiber-optic backbone in every ward • Establishment of 'Utungati' Centres in every subcounty 	

MEDIUM TO LONG-TERM FLAGSHIP PROJECTS	ECONOMIC PILLAR	SOCIAL PILLAR	ENABLERS	POLITICAL PILLAR
<ul style="list-style-type: none"> • Enhance crop development: potato, banana, sorghum, sunflower, groundnuts, wheat, green grams etc. (suitable agro-ecological zones) • Promotion of tree crops- Grapes, Miraa, Macadamia, Avocado, Tea and coffee • Processing or manufacturing plant of specific abundant crops in all areas • Supply high yielding fodder seeds to Dairy cows' farmers to plant on at least 40 000 acres by 2040 • Cottage industries • Production of first-class animal feeds in Meru County on PPPs initiative • Establish a county breeding farm-medium to long term • Vaccinate at least 200 000 animals annually • Introduce new goat breeds using AI for example Toggenburg goats. • Chicken (Indigenous) -Training of chicken farmers • Support 10 large scale chicken farmers per ward • Implement ECO-TOSHA project • Education and creation of awareness on fish consumption • Construction of Dams and Reservoirs per ward 	<ul style="list-style-type: none"> • Telemedicine- ICT connectivity of all health facilities in the County • Establishment of traditional Medicine research and Linkages centre • Set up Technical Training Institute (TTI) on railway technology, aircraft, military technology • Recycling of organic waste from to Biochar and Briquettes • Meru Youth Service (MYS) Programme • Establishment of a Cultural Centre in every ward • Home for the Elderly in every ward • School for the handicapped in every ward • A rehabilitation centre per sub-county. • Establishment of an environmental quality monitoring laboratory 	<ul style="list-style-type: none"> • Development of a wind and solar power park and development and setting up a county power grid. • Construction of a proper dual carriageway road between Meru and Isiolo • Development of a railway line for passenger and cargo from Sagana, Embu, Tharaka Nithi and Meru to Isiolo. • Develop a County Metro and a tram system to link Meru to Isiolo Metropolis. • Building of a fiber-optic backbone in every ward • Establishment of a factory for the production of alternative building materials to be used in housing • Development of a new well-planned centralised model city -a Smart City- to be located at a different location away from the existing Meru Municipality with a distinct/unique feature of attraction such as education, culture, research, energy etc. • Establishment of county courts by 2040. 	<p>1. Civic Education and Citizen Participation programme</p> <p>2. Conflict resolution, peace building and Security initiatives</p>	

	ECONOMIC PILLAR	SOCIAL PILLAR	ENABLERS	POLITICAL PILLAR
	<ul style="list-style-type: none"> • Development of Centres of Excellence for value chains and develop full services (training, soil testing, irrigation, input provision, mechanisation, sorting and grading, storage etc.), including model farms and market establishment. • Integration of research and development (R&D) results • Establishment of Industrial and incubation Centres/Parks • Sports Tourism e.g. Baseball & archery • Ecotourism: databank of all potential tourists spots • Development of Mountain Tourism • Support the development of building industry factories / plants utilising local mineral resources • Consolidate microfinance institutions & SACCOs into a Regional Bank 			

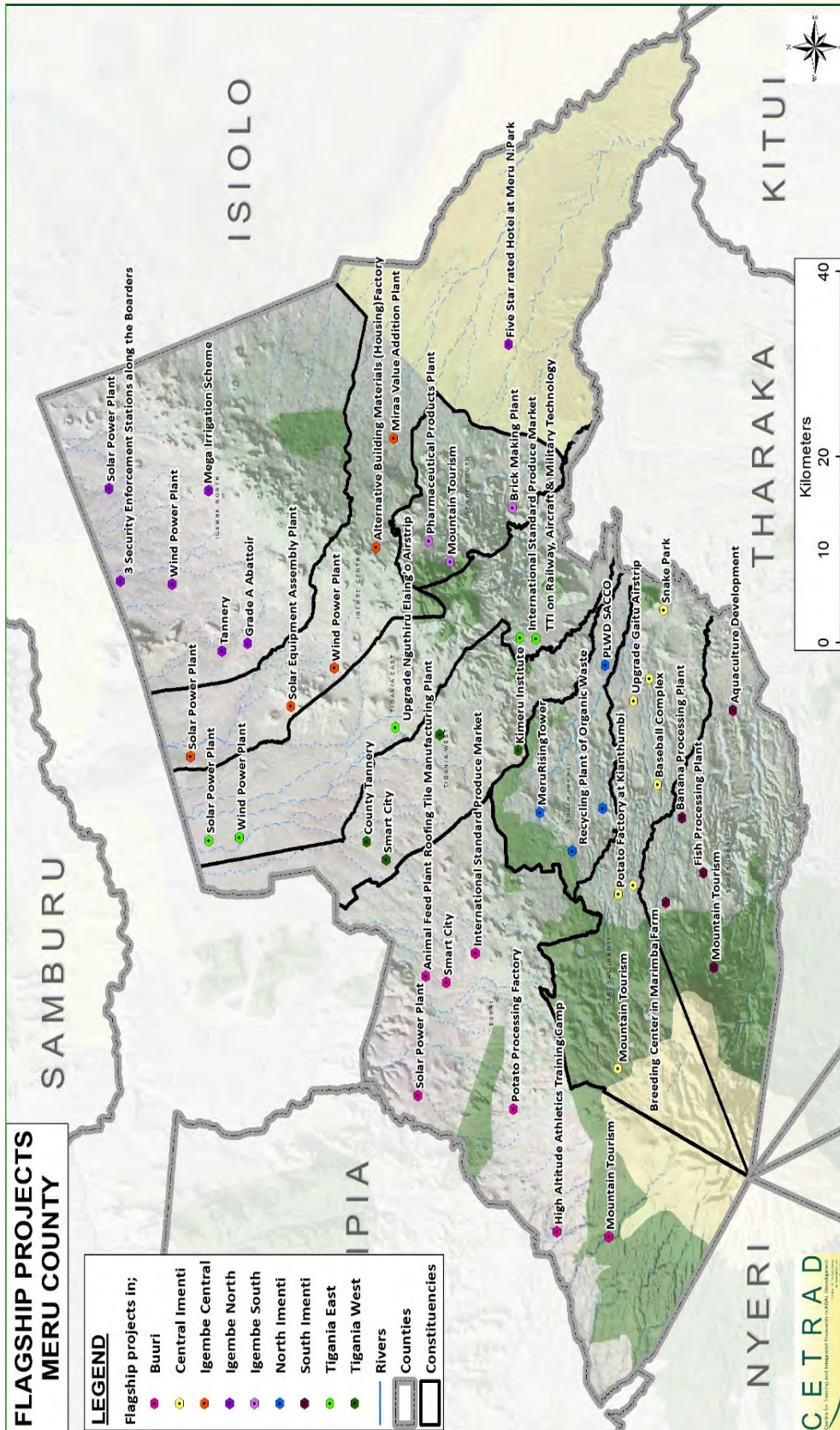


Figure 30: Proposed flagship projects

MERU VISION 2040 TEAM

H.E. Kiraitu Murungi, Governor of Meru County, is the Patron of MESC Management Steering Committee. Kiraitu is one of the most experienced political leaders in Kenya today. A graduate of both University of Nairobi and Harvard Law School, Kiraitu has had an extraordinary career as a Law teacher, an Advocate of the High Court of Kenya, a Champion for Democracy,



Justice, Human Rights and Constitutional Reform, a Member of Parliament for 25 years, a Cabinet Minister, a Senator before becoming the Governor. As a Member of Parliament (1992-2013), he distinguished himself as a visionary leader, a passionate social organiser, and an effective MP who propelled his South Imenti Constituency into one of the leading constituencies in Kenya with unprecedented levels of economic prosperity and social transformation. He was Founder and Patron of the South Imenti Development Association (SIDA), a grassroots anti-poverty CBO formed to promote the development of South Imenti. He was a member of the National Economic and Social Council (NESC), a

government think tank chaired by Rtd. President, Mwai Kibaki, which developed Kenya Vision 2030 currently under implementation. The Meru Economic and Social Council (MESC) of which he serves as the Patron and Member, is a high level think tank for the rapid socio-economic transformation of Meru County.

Amb. Francis Kirimi Muthaura is the Chairman of the MESC Management Steering Committee. Muthaura is a career diplomat who has served in numerous high-profile positions: Deputy High Commissioner in London; Permanent Representative to the European Union and Ambassador to Belgium and Luxembourg based in Brussels; Ambassador and Permanent Representative to the United Nations in New York; Founder Secretary General of the East African Community in Arusha; Permanent Secretary in the Ministries of Transport, Information and Communication, Environment, Water and Natural Resources; National Security and Provincial Administration; and, Head of Public Service and Secretary to the Cabinet. He has held Chairmanships for British-American Investments Company (Britam); the Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET); Kenya Revenue Authority (KRA) and now the Meru Economic and Social Council (MESC). Amb. Muthaura was a prime driver of the conceptualisation and institutionalisation of the National Economic and Social Council (NESC) to advise the President and Cabinet on the national development agenda.



In conjunction with the work of NESC, he was also instrumental in the conceptualisation and institutionalisation of the Kenya Vision 2030, an economic blue print for the transformation of the country into a medium income nation within the next 20 years. Muthaura is highly decorated, receiving Honorary Doctorate Degrees from both Kenyatta University and the Kenya Methodist University. He was awarded an MBS by Rtd. President Daniel arap Moi, an EGH by Rtd. President Mwai Kibaki as well as Africa's Gold Award for 2015 by the Association of African Public Administration and Management (AAPAM).

Esther Ngaine is the Vice Chairperson of the MESC Management Steering Committee.



Mrs Ngaine is a Senior Banker with over 30 years' experience having worked for Citibank N.A, a global bank. At Citibank she was Director and Head of Public Sector Group, Kenya. She holds a BSc in International Business Administration from United States International University (USIU). She is Non-Executive Director in NCBA Bank Kenya Plc, NCBA Group Plc and NIC Bank Tanzania. She serves in several companies as a Non-Executive Director and is currently Managing Director of Amuri Investment and Management Ltd and a member of Institute of Directors of Kenya. She is Chairperson/Elder of Leadership team of Nairobi Baptist Church, Westlands.

Hon. Titus Ntuchiu is the Deputy Governor of Meru County Government and the CECM-Finance, Economic Planning & ICT, and a Member of the Management Steering Committee of MESC. Ntuchiu has over 20 years' experience in the private sector with business interests in motor industry, Supply & Logistics, Telecommunications and Financial Services. He holds a Bachelor of Commerce degree and a Masters Degree in Strategic Management, both from the University of Nairobi.



Prof. Mbaabu Mathiu is an Associate Professor of Environmental Physiology & Ethno-medicine at the University of Nairobi. Mbaabu is an Environmental Veterinarian with vast experience in livestock health, production and livelihoods in Africa. He is an avid promoter of one health, which combines animal, human and ecosystem health for



inclusive well-being. He has served in various capacities at the University of Nairobi and is Member, National Biosafety Appeals Board. He is currently serving as member of the Governing Council, Kenya National Academy of Sciences, a Lead Expert, Environment Institute of Kenya plus various development organisations at community, national and international levels including Rotary International. His research interest include medicinal plants and traditional medicines validation. Prof. Mbaabu is not only a Member of MESC Management Steering Committee, but he also Chairs the Social Pillar and is part of the Drafting Team of Meru Vision 2040.

Prof. Karuti Kanyinga is Research Professor at the Institute for Development Studies (IDS), University of Nairobi. Prof. Kanyinga is an accomplished development researcher and scholar with extensive national and international experience and exposure. He has published extensively and is renowned for his contributions to scholarship and knowledge in governance and development. Prof. Kanyinga's work has a strong practical bent. He has been involved in designing and implementing several large-scale programmes in development, leading teams of project managers and researchers in the delivery of large, complex multi-donor funded initiatives. He is widely travelled and has participated in many international conferences where he has served as a resource person in the area of governance and development. Prof. Kanyinga has made intellectual contributions to the society through participation in community development efforts as well as providing intellectual insights on many national and international issues. He has served as a resource person in the area of development studies for many international organisations in Africa. Prof. Kanyinga is Member of MESC Management Steering Committee and was part of the Drafting Team of Meru Vision 2040.



Dr Moses Muriira Ikiara is the Managing Director of the Kenya Investment Authority

(KenInvest). He previously served as the Executive Director of the Kenya Institute for Public Policy Research and Analysis (KIPPRA), and was a lecturer in the School of Environmental Studies (SES) at Moi University. Dr Ikiara holds a PhD in Environmental and Natural Resource Economics from the University of



Amsterdam, The Netherlands, and BSc and MA (Economics) degrees, both from the University of Nairobi. He has worked in public policy research – e.g. in the areas of economics and ecological issues, tourism policy, trade issues and fisheries, the trade-environment nexus, agricultural and industry policy issues, and Foreign Direct Investment (FDI). He has been involved in the development of key policy documents for Kenya. Dr Ikiara is a Member of MESC Management Steering Committee and serves as Chairman of the Economic Pillar. He was also a member of the Drafting Team of the Meru Vision 2040.

Dr Peter Gakunu has a wide experience in economic development, development finance, trade and planning spanning more than 40 years. A graduate of Makerere University, Kampala, Uganda, and Catholic University of Louvain in Belgium, Gakunu has worked with the former East African Community in Arusha, the African, Caribbean and Pacific Group of countries (ACP) in Brussels, Belgium, the International Monetary Fund in Washington DC, USA, and as a member of the Dream Team with the Kenya Government. He has also worked as a consultant for the African Development Bank, the World Bank, the Independent Evaluation Office of the IMF, and the United Nations among others. With the then East African Community, Gakunu served as a Principal Economist in Arusha. He also served as the Economic Secretary and Director of Planning, Ministry of Finance



and Planning, Permanent Secretary Ministry of Environment, and Advisor in the Cabinet Office. He initiated and developed a number of policies including the Poverty Reduction Strategy Paper (PRSP), the Economic Recovery Strategy for Wealth Employment and Creation (ERS), the e-Government Strategy, Kenya's Approach to NEPAD, etc. Many of these policies found their way into programmes being implemented by the Kenya Government since 2003, including Vision 2030. Dr Gakunu served as a member of the Drafting Team of the Meru Vision 2040.

Samuel Mutungi Gitonga holds an MSc degree in Business Systems Analysis & Design from the City University, London, B.Ed. (Math's & Business Studies) from the University of Nairobi, and Diploma in Electronic Data Processing from Dawson College, Montreal (Canada). He



has vast experience in ICT applications and is an established banker focusing on leadership and business transformation. He is a Fellow Member of the Kenya Institute of Bankers (FKIB), Fellow Member (and Founder member) of the Kenya Computer Society (FKCS), Paul Harris Fellow (Rotary International), and Member of Who is Who in recognition of contributions towards the business recovery efforts after the 1998 US Embassy & the Co-operative Bank bomb blast. He possesses wide experience both in government sector and the corporate world, having served in various senior and executive positions including Lecturer at the then Kenya Polytechnic (now Technical University of Kenya), and Computer Services Manager – Glaxo East Africa (now GSK). He has played a key role in the transformation of the Co-operative Bank of Kenya serving in various senior and executive positions. Gitonga is currently the Chairman of the Meru Microfinance Corporation and a Member of the Meru Economic and Social Council (MESC). He also sits in other numerous boards at the county and national level, while running consultancy services.

Dr Rufus Miriti is currently the County Secretary of Meru County Government. He is a renowned teacher and holds a PhD in Education Management/ Administration and Leadership from Mt. Kenya University. He also holds a Master's degree in Modern Management and Administration from Cambridge College, UK. He has served in different capacities, namely Deputy District Officer, Education Officer and Director, Teachers Service Commission (TSC). Dr Miriti is a Member of MESC Management Steering Committee.



Advocate of the High Court of Kenya with a wide experience in civil litigation, commercial litigation, constitutional litigation, employment and business law. Muthomi is an accomplished draftsman having drafted key legal documents and instruments for the County Government of Meru including Bills, Policies, Regulations, Constitutions, Agreements, and Memorandums of Understanding for local and international partners. He practises in the Court of Appeal, High Court, Industrial Court, Subordinate Courts and other specialised dispute resolution tribunals providing legal representation to clients involved in land, civil, contract, insurance claims, landlord/tenant, labour and employment cases. Muthomi also specialises in Conveyance Law and Practice including drafting and reviewing agreements for sale, transfers, commercial leases, tenancy agreements, loan agreements, legal charges, mortgage documents, debentures, deeds of guarantee and other bank security documents. He is a Member of MESC Management Steering Committee.



Gideon Kimathi is the Chief of Staff in the Office of the Governor. He holds a Master's degree in Project Planning and Management and a Bachelor's degree in Political Science from University of Nairobi. He has 13 years' experience in politics and leadership having served as a Councillor and Chairman of the defunct Meru Central County Council, a Member of County Assembly and Deputy Speaker of the 1st Meru County Assembly. Besides being a Member of MESC Management Steering Committee, Kimathi is the Head of the MESC Secretariat.



Kenneth Ruteere is an Economist currently serving as the Director for Economic Planning in the County Government of Meru. He holds a Bachelor's Degree in Economics from the University of Nairobi and a Master's Degree in Economic Policy Management from Makerere University. Mr. Ruteere has over 20 years' of Economic Planning experience and management in the public sector. He previously, extensively worked in various districts before rising to the Provincial Director for Economic Planning where he coordinated preparation of District and Regional Development Plans. Upon devolution, he has worked in devolved units on Economic Policy Formulation, Planning, Implementation and Monitoring & Evaluation. He has facilitated production of County Integrated Development Plans (CDIPs), Annual Development Plans, sectoral plans, reports and strategic plans for



Lawrence Kiautha Arithi is the Committee Executive Member (CECM) in charge of Legal Affairs, Public Service Management and Administration at the Meru County Government. He is a seasoned lawyer and holds a Bachelor's degree in Law (LLB) from the University of Nairobi and a Diploma in Law from the Kenya School of Law (KSL). He is also an Advocate of the High Court of Kenya. He is a Member of MESC Management Steering Committee.



Kelvin Kimathi Muthomi is the Chief Legal Adviser to the Governor of Meru County on Constitutional and Legal Affairs. He is an

various county departments and agencies. He is an accredited trainer by Kenya School of Government (KSG) on county planning. At community level, he has contributed in the empowerment of communities through their facilitation to prepare community action plans and strategic plans. Mr Ruteere is a Member of MESC Management Steering Committee and the MESC Secretariat, and served in the Economic Pillar Teams as Secretary and in the Drafting Team of Meru Vision 2040.

Pauline Nkatha Laibon is the Director of External Partnerships and Affairs at the Meru County Government. She has experience in public relations, partnerships building and fundraising, event organisation and management with over seven years' experience in organisational management and administration. She holds a Master of Science degree in Organisational Development and an undergraduate degree in International Relations from United States International University-Africa (USIU-Africa). Pauline is the Secretary to the Management Steering Committee and Coordinator of MESC working closely with the Secretariat.



Hon. Joseph M'Eruaki is the former Member of Parliament for Igembe North Constituency during the 11th Parliament. He is an experienced community development specialist with over 15 years of experience. He holds a Master's degree in Development Studies from Moi University. He has held numerous high profile positions including Executive Director Kamurugu Agricultural Development Initiative and later as Caritas Director. In the year 2002 he was honoured as the United Nations Person of the Year. Hon. M'Eruaki served as the Vice Chair of the Economic Pillar.



Amb. Kalimi Mworia has a long and distinguished career in senior management

at the UN Organisation for the Prohibition of Chemical Weapons (OPCW) and served in development programmes in several international organisations. She has served as an ambassador in Netherlands and Czech Republic. During her career she has held numerous high profile position including; Acting Director-AMREF, Executive Director, Family Planning Association of Kenya (FPAK) and Director, International Planned Parenthood Federation (IPPF), London. She is currently in charge of international cooperation and assistance, which cover 188-member state and 3 major departments and works closely with ambassadors and donors like the European Union (EU). She has a wide experience in Finance Management, Human Resource, Resource Mobilisation both local and international, and international relations. Amb. Mworia serves as Vice Chair of the Social Pillar.

Dr Caroline Mbaya is a Senior Monitoring and Evaluation Specialist at the County Government of Meru. She is a trained researcher whose core research work revolves around Enterprise Development. Her experience and interest includes Project Evaluation, Quantitative Research, Policy Formulation, Finance and Banking. Dr Mbaya serves with the Social Pillar Team and is a Member of the MESC Secretariat.



Dr Gerishon Mwiti is a Leadership Scholar, Consultant and Trainer, having studied Classic Leadership (Leadership with Philosophical Base), specialising in the Being-ness of a Leader. He is the Founder and CEO of Leadership Institute of Kenya (LIKA); Founder and Chairman, Leadership Association of Kenya (LAK) and Chairman (2009/10) of the National



Committee that developed the Concept Paper of National Values of Kenya, out of which, the 17 National Values in our Constitution were derived. He went to Kenya Polytechnic, Guilds of London Institute. At Fuller Graduate School of Inter-Cultural Studies (Pasadena, California, USA) 1998-2004, he did MA in Classic Leadership founded on Leadership Epochs, Fundamentals of Leadership, Philosophy and Wisdom of Leadership. For his Doctorate, Dr Mwiti studied and researched on Leadership Philosophy, development and wrote his dissertation based on Intellectual Dimensions of Leadership. He serves as Chair of the Political Pillar.

Elizabeth Kailemia is a Director at Ace Pharmaceuticals Limited and Madawa Pharmaceuticals Limited overseeing the day



to day operations of the two companies. She began her career in 1982 as an Executive Personal Assistant to the then Kenya Power Company Secretary. She later moved to Diocese of Mount

Kenya South as PA to Diocesan Bishop, Plan International as Assistant Program Officer, Concord Insurance Company Limited as PA to the then Chairman, C Dorman Limited as PA to the Managing Director, and American Life Insurance Company Limited (ALICO) as PA to the Managing Director. In the year 2005, she established Stanridge Insurance Agency where she served as a Principal Officer from 2005 to 2009. Mrs Kailemia serves as Vice Chair of the Political Pillar.

Anthony Kimathi Ngari is a Disability Inclusion Specialist with over 9 years of experience in the successful management of Inclusion Project in complex humanitarian contexts. Anthony specialises in Special Needs Education, Inclusive Projects Management, research and development of user friendly manuals



and guides in disability inclusion specifically in politics and governance, livelihoods, work place and in emergencies. He currently works with the Meru County Government as the Director for Special Programmes, Public Participation and Civic Education. A strong believer in the power of positive thinking in the workplace, Anthony regularly participates in community and inclusion forums to assist employees and employers with skills and knowledge on inclusion and support in attitude change towards persons with disabilities and the minorities as well as supporting the teams to embrace the culture of Pubic Engagement. Anthony enjoys social work, but can also be found in movie theatres. He serves in the Political Pillar, is a Member of the MESC Secretariat and was part of the Drafting Team of the Meru Vision 2040.

Dr Nkatha Gachuyia holds an MPhil in Environmental Design and a PhD in Architecture, both from the University of



Cambridge in England. Before commencing her PhD, she worked in multiple architectural firms in Nairobi, and as a Tutorial fellow at the University of Nairobi.

She is currently a Lecturer at the Department of Architecture and Building Science, University of Nairobi, where she teaches Building Physics Masters courses as well as design and research Undergraduate courses of Architecture. Dr Nkatha is deeply involved in drawing both National Government and International Policy Frameworks, in her other various capacities as a knowledge broker, Gates Cambridge Scholar, practising Architect and as an independent researcher. She is the Chair of the Enablers Pillar.

Dr Paul Bundi Karau is a medical doctor, anatomist and writer. He holds a Bachelor of Science in Human Anatomy (First Class Honours), Bachelor of Medicine and Bachelor of Surgery (MBChB) and Master of Medicine in Internal Medicine, specialising as a consultant physician. He has authored over 30 scientific papers in medicine, and numerous articles on youth empowerment. He chairs the board of

Meru Youth Service, and serves in the boards of various secondary schools. He is lecturer in Human Anatomy and Internal Medicine at Kenya Methodist University, and an honorary consultant physician at Meru Teaching and Referral Hospital. Dr Bundi is the Vice Chair of the Enablers Pillar.



Liz Wanja Gikundi is a Principal Litigation Counsel at the County Government of Meru. She is an Advocate of the High Court of Kenya



and a Commissioner for Oaths with over 5 years' experience in the legal profession in diverse fields of law spanning from civil and criminal litigation, legal policy formulation and legislative drafting, corporate governance, commercial and corporate law among others. She has served in various capacities at the County Government of Meru, Dalbit Petroleum Limited (now Janus Continental Group), Mastermind Tobacco (K) Limited, among others. She is also a member of the Law Society of Kenya, as well as the Meru Bar Association. She serves in the Enablers Pillar and is a Member of the MESC Secretariat.

Oscar Mutugi is a Research and M&E practitioner, with over a decade's wealth of experience in market trends analysis, social research and quality control. He holds a

Bachelor's degree in Journalism & Mass Communication and a Master's Degree in Project Planning & Management. He is currently serving in the County Government



of Meru (Office of the Governor) as Senior Deputy Director – Efficiency Monitoring Unit. Oscar is a Member of the MESC Secretariat and contributed in drafting the Meru Vision 2040.

Terry Gatwiri Kimonye is the Assistant Director, Economic Planning, in the County Government of Meru. She holds a Master of



Arts in Economics from the University of Nairobi, currently pursuing a PhD in Economics at Kenyatta University. She also holds a certificate of Building Sustainable Communities; Leadership, Gender, and the Environment from Golda Meir Mount Carmel International Training Centre in Israel. Her experience includes working with the Ministry of Planning as a seasoned economist. She has vast experience in areas of planning, policy development, research works, training and capacity development, performance and change management, baseline surveys among others. She holds various leadership positions in the community and a board member in various institutions. Terry is a Member of the MESC Secretariat and contributed in drafting the Meru Vision 2040.

INDEX

- access to water 106
Ace Pharmaceuticals Limited 212
Adamson, George 42
Adamson, Joy 42
African, Caribbean and Pacific Group of countries (ACP) 209
African Development Bank 209
African Medical Research Foundation. *See* AMREF
Agricultural Produce Value Chains (APVC) 35
Agriculture and Agribusiness Master Plan 18
agriculture sector flagship projects 20
airports 102
Airtel Money 47
Alternative Dispute Resolution (ADR) 84
American Life Insurance Company Limited (ALICO) 212
Ameru Professionals Association 53
AMREF 211
Amuiri Investment and Management Ltd 208
Annual Crime Report 2015 113
AON [Insurance] 47
APA [Insurance] 47
Arithi, Lawrence Kiautha 210
Artificial Insemination Programme 14
Association of African Public Administration and Management (AAPAM) 207
- Big 4' Agenda 11, 13
Big Five 42
'Born Free' 42
Britam 47
British-American Investments Company (Britam) 207
- CABI Plantwise Clinic 20, 21
Cambridge College, UK 210
Catholic University of Louvain 209
CBP, 114, 116, 117. *See also* Community-Based Policing
C Dorman Limited 212
Central Bank of Kenya 38, 47
Central Region Economic Bloc (CEREB) 80
Champion for Democracy, Justice, Human Rights and Constitutional Reform 207
CIC Insurance 47
CIDP 116, 126, 172. *See also* County Integrated Development Plan
Citibank N.A 208
- City University, London 209
Civic Education Act 81
Civic Education and Citizen Participation Programme 81
Civic Education Policy Framework 81
Climate Change Innovation and Incubation Hub 73
COMEC 172
Community-Based Policing (CBP) 114, 116
Concept Paper of National Values of Kenya 212
Concord Insurance Company Limited 212
Conservation and Water Treatment-Storm Water Storage 110
Constitution of Kenya 2010 54, 66, 76, 84, 85, 103
Co-operative Bank of Kenya 209
Cottage Industrial Clusters 35
County Agricultural Bank 21
County Assembly of Meru 77, 81, 210
County Breeding Programme 21
County Crime Index 113
County Cultural Policy 51, 69
County Development and Coordination Committee 82
County Disaster Command Centre 121
County Education Master Plan 65
County Executive Committee Members (CECM) 127
County Government Act, 2012 118, 120, 121
County Integrated Development Plans (CDIPs) 126, 210
County Legal Framework on Environment 72
County Monitoring and Evaluation Committee. *See* COMEC
County Police Commander, Meru 66
County Public Service Board 113
County Spatial Plan 124
County Talent Academy 74
- Dalbit Petroleum Limited 213
Dawson College, Montreal 209
Department of Economic Planning 172
DICECE, 63
Diocese of Meru Water and Sewerage Company (DOMWASCO) 108, 109
Diocese of Mount Kenya South 212
Direct Line [Insurance] 47
Directorate for Public Participation and Civic Education 81
Directorate of Economic Planning 81
Directorate of Efficiency Monitoring 172

- Directorate of Legal Affairs 81
 Directorate of Trade [Meru County] 38
 Disaster Management 113, 121
 Disaster Management Plan 121
 disaster risk management 118
 District Centres for Early Childhood Education. *See* DICECE
 DOMWASCO. *See* Diocese of Meru Water and Sewerage Company
- Early Childhood Development Education. *See* ECDE
 Early Parenting and Early Childhood Development 63
 East African Community 207, 209
 Eastern Ring Road 93
 ECDE 60, 61, 62, 64, 65
 Economic Pillar 7, 11, 12, 13
 Economic Recovery Strategy for Wealth Employment and Creation (ERS) 209
 Eco-Tosha 20, 21, 32, 33
 education sector 60
 Education sector flagship programmes 65
 e-Government Strategy 209
 Elsa 42
 Enablers Pillar 7, 87
 energy 88
 energy flagship projects 91
 Energy Master Plan 91
 Energy Regulatory Commission (ERC) 88, 90
 environment flagship projects 72
 Environment Institute of Kenya 208
 Equity Money 47
 ERC. *See* Energy Regulatory Commission
 European Union (EU) 207 211
 Ewaso Nyiro River 5
- Family Planning Association of Kenya (FPAK) 211
 family unit 52
 family unit flagship programmes 53
 FGM 51, 52, 58, 66, 67, 68, 69
 Free Primary Education (FPE) 60
 Free Secondary Education (FSE) 60
 Fuller Graduate School of Inter-Cultural Studies 212
- Gachuyia, Dr Nkatha 212
 Gaitu airstrip 102, 103
 Gaitu Ginnery 36
 Gakunu, Dr Peter 209
 Gakurugu River 90
 Gender Based Violence (GBV) 51
- Gikundi, Liz Wanja 213
 Gitonga, Samuel Mutungi 209
 Glaxo East Africa 209
 Golda Meir Mount Carmel International Training Centre 213
 Great Meru North Road 94
 Great Njuri Ncheke Elders 68. *See also* Njuri Ncheke
 Guilds of London Institute 212
- Harvard Law School 207
 health sector flagship projects 58
 Heritage [Insurance] 47
 Honours and Awards Programme 83
 housing 122
 Housing Finance 47
- Igembe Central Sub-County 6
 Igembe North Constituency 211
 Igombe Crater 41, 44
 Ikiara, Dr Moses Muriira 208
 IMETHA Water Company 108, 109
 Incubation of Youth Start Ups 101
 Independent Evaluation Office 209
 Industrialisation flagship projects 35
 Information Communication Technology (ICT) 97
 Institute for Development Studies (IDS) 208
 Institute of Directors of Kenya 208
 Institutes of Leadership and Ethics 83
 Integrated Strategic Urban Spatial Plans 123
 Inter-County Road Connectivity 93
 International Monetary Fund 209
 International Planned Parenthood Federation (IPPF) 211
 Internet 98
 Inter-Sub-County Road Connectivity 94
 Inter-Ward Road Connectivity 95
 Intra-Ward Road Connectivity 96
 Invesco [Insurance] 47
 Iraru project 90
 Iraru River 90
 Isiolo International Airport 3, 12, 13, 93, 102, 103
 Isiolo City 93
- Janus Continental Group 213. *See also* Dalbit Petroleum Limited
 Jubilee [Insurance] 47
- Kaguru [Research Centre] 37
 Kailemia, Elizabeth 212
 Kamurugu Agricultural Development Initiative 211

- Kamweline project 90
 Kangeta Prison 116
 Kanyinga, Prof. Karuti 208
 Karau, Dr Paul Bundi 212
 Kathita project 90
 Kathita River 46, 90, 104
 KCAA 102
 KEMRI 59
 KeNHA 91
 Kenya Alliance [Insurance] 47
 Kenya Civil Aviation Authority. *See* KCAA
 Kenya Computer Society (KCS) 209
 Kenya Constitution 2010. *See* Constitution of Kenya 2010
 Kenya Environmental Sanitation and Hygiene Policy (KESHP) 103
Kenya Essential Package of Health Services (KEPH) 54
 Kenya Institute for Public Policy Research and Analysis (KIPPRA) 209
 Kenya Institute of Bankers (KIB) 209
 Kenya Investment Authority (KenInvest) 208
 Kenya Medical Research Institute. *See* KEMRI
 Kenya Methodist University 207, 213
 Kenya National Academy of Sciences 208
 Kenya National Bureau of Statistics (KNBS) 11, 66
 Kenya National Highways Authority. *See* KeNHA
 Kenya Police Service 113
 Kenya Polytechnic 209, 212
 Kenya Power Company 212
 Kenya Revenue Authority (KRA) 207
 Kenya Rural Roads Authority. *See* KeRRA
 Kenya School of Government (KSG) 211
 Kenyatta University 207, 213
 Kenya Urban Roads Authority. *See* KURA
 Kenya Vision 2030 7, 41, 51, 103, 123, 207
 Kenya Wildlife Service (KWS) 73, 103
 KeRRA 91
 Kibaki, President Mwai 207
 Kibirichia stadium 73
 Kieni kia Ndege airstrip 103
 Kimathi, Gideon 210
 Kimeru Institute 69
 Kimonye, Terry Gatwiri 213
 Kinoru National Stadium 73
 Kirwiro Baseball Complex 74
 Kisima Farm airstrip 102
 Kithino project 90
 KNBS Survey Report of 2017 11
 KURA 91
 KWS. *See* Kenya Wildlife Service
- Laare town 121
 Laibon, Pauline Nkatha 211
 Laikipia County 13
- Lake Ellis 45, 95, 96, 109
 Lake Nkunga 41, 109
 Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET) 3, 12, 34, 92, 102, 207
 land 111
 Land Amalgamation-One Village One Product Approach 19
 lands flagship projects 112
 Land-Use Master Plan 112
 LAPSSET. *See* Lamu Port-South Sudan-Ethiopia-Transport
 LAPSSET Corridor 92
 Law Society of Kenya 213
 Leadership Association of Kenya (LAK) 211
 Leadership Institute of Kenya (LIKA) 211
 Legal Systems 113, 116
 Lewa Downs airstrip 102
 Lewa Wilderness Conservancy 41, 42
 Lower Imenti forest 14
- Madawa Pharmaceuticals Limited 212
 Madison [Insurance] 47
 Madoka, Hon Masden H. 73
 Maili Tatu stadium 73
 Majengo settlement 115, 122
 Makerere University 209, 210
 Making Meru Great! 7
 Marania forest 14
 Mariara River 46
 Mariene [Research Centre] 37
 Marimba [Research Centre] 37
 Market Committees 118
 Mastermind Tobacco (K) Limited 213
 Mathiu, Prof. Mbaabu 208
 Maua stadium 73
 Maua town 121
 Mbaya, Dr Caroline 211
 McKenna, Virginia 42
 M'Eruaki, Hon. Joseph 211
 Meru Bar Association 213
 Meru Central County Council 210
 Meru County
 - administrative units 5
 - agriculture sector 13
 - agro-industries 16
 - air transport 102
 - conflict resolution 83
 - County Government 77
 - crime prevalence 113
 - crop development 20
 - culture and heritage sector 68
 - demographic features 6
 - Directorate of Economic Planning 81
 - ECD 62
 - ECDE centres 60
 - education and technology sector 59
 - e-health 59

- energy 88
- Environment Sector 70
- ethnic composition 78
- ethnic conflicts 79
- ethnicity 79
- financial services 47, 48
- fisheries development 19, 21
- governance 78
- GSM network connectivity 100
- health sector 53
- housing 122
- industry development 34
- infrastructure 87, 88
- Internet connectivity 100
- land resources 87, 111
- leadership 78
- livestock development 19, 21
- medi-tourism 59
- mining 46
- Model Vocational Training Centres 65
- peace building 83
- political units 5
- railway transport 102
- retail trade 38
- roads 91
- security 83
- Social Protection Sector 66
- spatial planning 123
- strategic objectives 80
- strategic positioning 80
- Sub-Counties 77
- tourism development 41
- tourism sector 43
- water 87
- water resources 103
- water sources 104
- wholesale trade 38
- wind power projects 90
- Youth and Sports Sector 73
- Meru County Baseline Survey, 2019. *See* Meru County Socio-Economic Baseline Survey, 2019
- Meru County Education Research Fund 58
- Meru County Enforcement Act 120
- Meru County Finance Act 48
- Meru County Meals and Nutrition 65
- Meru County Public Land Bank 112
- Meru County Socio-Economic Baseline Survey, 2019 13, 47, 52, 71, 114
- Meru Cultural Week 83
- Meru Economic and Social Council (MESOC) 1, 7, 16, 79, 126, 207, 209
- Meru Gastrointestinal and Cancer Centre 59
- Meru/Maua Highway 94
- Meru Microfinance Corporation 49, 209
- Meru Municipality 123
- Meru Museum 41, 43, 44
- Meru National Park 41, 42, 43, 44, 98, 102, 103
- Meru North County Council 73. *See also* Nyambene County Council
- Meru Oak 37. *See also* Muuru tree
- Meru Prison 116
- Meru Smart City 124
- Meru Teaching and Referral Hospital 213
- Meru Tourism Circuit, 13
- Meru town 6, 34, 109, 121, 122, 125
- Meru Vision 2040
 - affirmative groups 51
 - Alternative Dispute Resolution (ADR) 85
 - Business Enterprise & Leadership 68
 - context 1
 - Delivery Secretariat 126
 - development blueprint 7
 - drivers 126
 - enactment 81
 - fact sheet 2
 - family unit 7, 50, 51, 52, 53
 - ICT integration 97, 98
 - implementation 126
 - Industrial City 63
 - Monitoring and Evaluation 172
 - outcome indicators 173
 - programmes 126
 - Progress Audit 172
 - Sports Council 74
 - Youth Resource Centres 74
- Meru Water and Sewerage Company (MEWASS) 108, 109
- Meru Women Legislative Association (MEWOLA) 78
- Meru Youth Service (MYS) 53, 58, 69, 72, 74, 159, 204, 213
- MESOC. *See* Meru Economic and Social Council
- Methodist University 213
- MEWASS. *See* Meru Water and Sewerage Company
- MICE 46. *See also* Meetings, Incentives, Conference and Exhibitions
- Michimikuru 90
- mining sector flagship projects 47
- Miriti, Dr Rufus 210
- Mitunguu airstrip 69, 77, 93, 95, 102, 103, 108, 115, 119, 125
- Mitunguu Cultural Centre 69
- Mobicash 47
- mobile money 47
- Moi, President Daniel arap 207
- Moi University 209, 211
- Monitoring and Evaluation System 172
- Mount Kenya. *See* Mt. Kenya
- Mpesa 47
- Mt. Kenya 2, 5, 11, 12, 41, 43, 44, 45, 46, 51, 98
- Mt. Kenya Economic Block 12
- Mt. Kenya forest 108
- Mt. Kenya University 210
- Mucheene forest 14
- Mujiini settlement 122
- Mukarangatine River 90
- Mulika airstrip 102
- Mumeru Family Pledge 53
- Municipal Charter 120
- Muricia Primary School, 94
- Muringa tree 37

- Murungi, H.E. Kiraitu 1, 207
 Muthaura, Amb. Francis Kirimi 1, 207
 Muthomi, Kelvin Kimathi 210
 Mutonga River 90
 Mutuandanju Falls-Mutonga River 90
 Mutugi, Oscar 213
 Muuru tree 37
 Mwariama Cultural Centre 69
 Mwiti, Dr Gerishon 211
 Mworia, Amb. Kalimi 211
 MYS. *See* Meru Youth Service
- Nairobi Baptist Church, Westlands 208
 National 'Big 4' Agenda 11, 51. *See also* Big 4'
 Agenda
 National Biosafety Appeals Board 208
 National Census of 2009 73
 National Cereals and Produce Board (NCPB) 16
 National Economic and Social Council (NESC) 207
 National Environment Management Authority. *See*
 NEMA
 National Government Constituencies Development
 Fund. *See* NG-CDF
 National Hospital Insurance Fund. *See* NHIF
 National Museums of Kenya 69
 National Optic Fibre Backbone Infrastructure
 (NOFBI) 100
 National Police Service Crime Report 2018 79, 84
 National Polytechnic (NP) 62
 National Water Master Plan 2030 103
 NCBA Bank Kenya Plc 208
 NCBA Group Plc 208
 Nchamba/Nkatha awards 83, 84
 Nchiru 69
 Nchuura hills 71
 NEMA 70
 NEPAD 209
 New Partnership for African Development. *See*
 NEPAD
 Ngaine, Esther 208
 Ngarendare forest 14
 Ngari, Anthony Kimathi 212
 Ngaya forest 14, 41
 NG-CDF 108
 Nguthiru é Laing'o airstrip 102, 103
 Nguthiru stadium 74
 NHIF 56, 59
 NIC Bank Tanzania 208
 Nithi River 90
 Njeru Industries 34
 Njuri Ncheke 41, 51, 68, 69, 70, 83, 84, 85
 Njuri Ncheke Shrines 41, 51, 69
 Nkubu town 121
 Northern Ring Road 94
 Nteere Mbogori Park 83
- Ntuchiu, Hon. Titus 208
 Nyambene Conservancy 41
 Nyambene County Council 73
 Nyambene forest 14
 Nyambene Hills 12, 44, 108, 111
 Nyambene National Reserve 73
 Nyumba Kumi Initiative 53, 68, 84, 116, 117
- One Stop Shop Centre 37
 Ontulili forest 14
 Organisation for the Prohibition of Chemical
 Weapons (OPCW) 211
 Orient [Insurance] 47
- Paul Harris Fellow 209
 Plan International 212
 Political Pillar 7, 76
 Political Pillar flagship projects 81
 Population and Housing Census 6
 Poverty Reduction Strategy Paper (PRSP) 209
 Public Participation and Civic Engagement System
 82
 Public Sector Group, Kenya 208
 Public Service Management 113
- railways 102
 ranges 5
 Rapid Results Initiative (RRI) 112
 renewable energy 88
 Ripples Rescue International 67
 roads 91
 roads flagship projects 93, 97
 Rotary International 208, 209
 Ruteere, Kenneth 210
 Ruthumbi forest 14
- Safaricom 41, 47
 Safaricom Marathon 41
 Samburu County 13
 Sanlam [Insurance] 47
 School of Environmental Studies (SES) 209
 SDGs. *See* Sustainable Development Goals
 security 113
 security sub-sector 113
 services flagship projects 121
 Services Sector 113
 sewerage services 108
 Sexual, Gender Based Violence (SGBV) 68
 Smart City 123, 124
 Social Clubs 68
 Social Pillar 7, 50

- Social Protection 66
 South Imenti Constituency 207
 South Imenti Development Association (SIDA) 207
 Stanridge Insurance Agency 212
 St Francis Children's Village 67
 Street Families Rehabilitation Trust fund (SFRTF) 67
 Sub-County Development and Coordination Committee 82
 Sub-County Development Associations 86
 Sub-County Development Committee 120
 Survey of Kenya 73
 Sustainable Development Goals (SDGs) xiv, 11, 52
- Tana River 5, 104
 Tangaza 47
 Teachers Service Commission (TSC) 210
 Technical and Vocational Education and Training Authority (TVETA) 62
 Technical University of Kenya 209. *See also* Kenya Polytechnic
 Technical Vocational Colleges (TVCs) 62
 Thanantu project 90
 Thangatha project 90
 Thuci River 90
 Timau stadium 73
 Timau town 121
 Toggenburg goats 21
 Tourism Regulatory Authority 43
 Traditional Dispute Resolution (TDR) 84
 Transport Master Plan 92
 Travers, Bill 42
 Turingwi project 90
- UAP [Insurance] 47
 UNCTAD 97
 UNDP 50
 UN General Assembly 103
 United Nations 207, 209, 211
 United Nations Conference on Trade and Development. *See* UNCTAD
 United Nations Development Programme. *See* UNDP
 United States International University-Africa (USIU-Africa) 211
- United States International University (USIU) 208
 University of Amsterdam 209
 University of Cambridge 212
 University of Nairobi 207, 208, 209, 210, 212, 213
 Upper Imenti forest 14
 Ura River 42
 Ura Thingithu project 90
 Urban and Regional Land-Use Master Plan 112
 urbanisation 6, 87, 88, 121, 124
 urbanisation flagship projects 124
 urban planning 123
 Uruku Prison 116
 'Utungati' Centres 120, 121
 UWEZO Fund 73
- VDB. *See* Vision 2040 Delivery Board
 Vision 2040 Delivery Board (VDB) 126, 127, 172
 Vision 2040 Delivery Secretariat (VDS) 126
 Vocational Training Centres (VTCs) 62
- Ward Development and Coordination Committee 82
 Ward Development Committees 59, 60, 61, 62, 65, 68, 70, 72, 82, 95, 96, 101, 108, 110, 111, 118, 120, 121, 172
 WASREB 103, 106
 water flagship projects 110
 Water Resource Management Committees 110
 Water Sector Coordinating Committee 110
 Water Sector Master Plan 110
 Water Services Regulatory Board. *See* WASREB
 water sources 104
 water supply 108
 Watoto wa Ahadi Street Children Rescue Centre 67
 Western Ring Road 93, 94
 Wildlife Conservation and Management Order 2000 73
 Wilson Airport 102
 Women Empowerment Programme 68
 World Bank 209
 World Health Organization (WHO) 54
- Youth and Sports flagship projects 74
 Youth Enterprise Development Fund 73

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