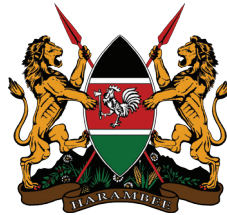


REPUBLIC OF KENYA



**THE NATIONAL TREASURY AND PLANNING
STATE DEPARTMENT FOR PLANNING**

**THIRD MEDIUM TERM PLAN 2018 -2022
DISSEMINATION REPORT**



Towards A Globally Competitive and Prosperous Nation

JULY 2019

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LIST OF ACRONYMS

ADR	Alternative Dispute Resolution
AGPO	Access to Government Procurement Opportunities
AIDS	Acquired immunodeficiency syndrome
ART	Anti-Retroviral Therapy
ASAL	Arid and Semi-arid Land
BPO	Business Process Outsourcing
CGs	County Governments
CIDP	County Integrated Development Plan
CIMES	County Integrated Monitoring and Evaluation System
CRA	Commission on Revenue Allocation
DRM	Disaster Risk Management
ECDE	Early Childhood Development Education
FBOs	Faith Based Organizations
FNS	Food and Nutrition Security
GBV	Gender Based Violence
GDP	Gross Domestic Product
HELB	Higher Education Loans Board
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
IGRTC	Intergovernmental Relations Technical Committee
ITES	IT Enabled Services
JKIA	Jomo Kenyatta International Airport
M&E	Monitoring and Evaluation
MDAs	Ministries Departments and Agencies
MT	Metric Tonnes
MTP	Medium Term Plan
MW	Mega Watts
NCDs	Non Communicable Diseases
NGOs	Non-Governmental Organizations
NHIF	National Hospital Insurance Fund
NIMES	National Integrated Monitoring and Evaluation System
OVCs	Orphans and Vulnerable Groups
PFM	Public Finance Management
PIM	Public Investment Management
PSC	Public Service Commission
PWDs	Persons With Disability
SACCO	Savings and Credit Cooperative Organizations
SDGs	Sustainable Development Goals
SEZs	Special Economic Zone
SME	Small and Medium Enterprise
STEM	Science, Technology, Engineering and Mathematics
STI	Science Technology and Innovation
TVET	Technical and Vocational Education and Training
VTC	Vocational Training Centres

FOREWORD

The Third Medium Term Plan (MTP III) 2018-2022 of the Kenya Vision 2030 was officially launched by H.E. The Deputy President, Hon Dr. William Ruto on 23rd November 2018, ushering in the dissemination and implementation phase. It outlines policies, programmes and projects for implementation over the Plan period with particular focus on achieving the Governments “Big Four” Agenda. It also incorporates programmes and projects aimed at achieving the Sustainable Development Goals (SDGs), Africa’s Agenda 2063 and other regional and international development frameworks.

The National Treasury and Planning, through the State Department for Planning, has disseminated the Plan widely in line with Article 10 (2) (a), Article 10 (2) (c), Article 174 (c) and the Fourth Schedule of the Constitution. This was done to ensure that all stakeholders are conversant with the Government’s medium term development priorities. Among the dissemination channels were forums held concurrently in all the 47 Counties between 25th February and 4th March, 2019.

The dissemination forums brought together members of the public, County Government Officials and representatives of non-governmental organizations. The forums provided an opportunity for County Governments to present the programmes and projects in their County Integrated Development Plans (CIDPs) 2018-2022 and show their linkage with the Third MTP. In addition, the dissemination forums provided a platform for consultations between the National and County Governments on development and implementation of the Third MTP and CIDPs.

This report has been compiled to provide a high-level outline of the organization and experience of the dissemination. It is expected that the lessons learned will enrich our future development engagements and related initiatives.

Let me take this opportunity to appreciate the entire National Treasury and Planning fraternity for the hard work, commitment and support in carrying out the dissemination. I am also heavily indebted to all Principal Secretaries and the various dissemination teams for their diligence in making the dissemination exercise a success.

Julius Muia, PhD, EBS
PRINCIPAL SECRETARY

1.0 INTRODUCTION

1.1 Background

Kenya Vision 2030 is the country's long term development blue-print that aims to transform Kenya into a newly-industrializing, middle income country providing a high quality of life to its citizens. The Vision is being implemented through five-year successive Medium Term Plans. The First Medium Term Plan covered the Period 2008-2012 while the Second Medium Term Plan covered the period 2013-2017.

The Third Medium Term Plan (MTP III) 2018-2022 whose theme is "*Transforming Lives: Advancing Socio-economic Development through the "Big Four"*" was officially launched by the H.E. William Samoei Ruto, The Deputy President of Kenya on 23rd November, 2018. It outlines policies, programmes and projects for implementation over the Plan period with particular focus on achieving the Government's "Big Four" Agenda. The MTP III incorporates programmes and projects aimed at achieving the Sustainable Development Goals (SDGs), Africa's Agenda 2063 and other regional and international development frameworks.

In line with the Constitution Article 10 2 (a), 2 (c), Article 174 (c) and the Fourth Schedule, the preparatory process of MTP III was undertaken through wide stakeholder engagements. The consultations were undertaken within the 28 MTP Sector Working Groups (See Appendix 1) as well as through the consultation forums in all the 47 counties. These consultations provided views that formed the basis for the design of policies, programmes and projects in the MTP III.

In the same vein, the State Department for Planning widely disseminated the Plan concurrently in all the 47 counties between 25th February and 4th March, 2019. The disseminations were aimed at ensuring that all stakeholders are conversant with the Government's medium term development priorities.

1.2 Objectives of MTP III County Dissemination Forums

The objectives of the dissemination forums were to:

- i. Ensure that county officers and non-government representatives are acquainted with programmes and projects outlined for implementation over the Plan period;
- ii. Provide a forum for County Governments to present programmes and projects in their CIDPs 2018-2022 and demonstrate how they have been aligned to MTP III; and
- iii. Provide a platform for consultation between the national government and county government on development and implementation of the MTP III and CIDPs.

1.3 Dissemination Process

The dissemination workshops targeted representatives from the county governments, national government staff at the county level and non-governmental organizations. The County Commissioners in collaboration with the County Secretaries invited participants

taking into consideration gender balance and sub-county representations. Each county dissemination forum was expected to have 150 participants.

A total of 15 dissemination teams were formed, each comprising at least a Principal Secretary as the team leader and technical officers from The National Treasury and Planning and representatives from Ministries, Departments and Agencies (MDAs). As detailed in Table 1 below, eleven (11) teams conducted dissemination forums in three counties each. Three (3) teams (Team 1, 4 and 11) conducted dissemination forums in four counties each while Team 15 covered two counties.

The dissemination teams made courtesy calls to the County Commissioners and Governors and briefed them on the MTP III and the programme of activities and logistics for the forums. The dissemination programme was as follows:

- i. Welcoming remarks by County Commissioners and County Executive Committee (CEC) in charge of Finance and Planning;
- ii. Remarks by the County Governor;
- iii. Statement by Cabinet Secretary, The National Treasury and Planning read on his behalf by Principal Secretaries;
- iv. Presentations on:
 - a) Objective of the dissemination forums;
 - b) County Integrated Development Plans (CIDP) Guidelines;
 - c) Key Highlights of MTP III 2018-2022;
 - d) Draft County Integrated Development Plans;
- v. Plenary discussions; and
- vi. Closing remarks by Principal Secretaries.

After the dissemination each Team prepared county specific dissemination reports. The 47 county reports have been consolidated into this Dissemination Report. It contains an overview of the MTP III dissemination process, highlights of the opening remarks and presentations, issues raised, challenges, lessons learnt and way forward.

1.4 Dissemination Output

The participants in the dissemination forums included Governors, Deputy Governors, Senators, County Commissioners, Members of National assembly, Members of County Assemblies, County Executive Members, National Government Departmental Heads/Staff, Ward Administrators, Youth representatives, Women representatives, representatives of Persons With Disability (PWDs), religious leaders/organizations, private sector, development partners, civil society organizations, the media and community/village Elders.

The attendance per county ranged between 149 and 260 against a target of 150 participants in each county. In total 8,558 participants attended the dissemination forums as detailed below.

Table 1: Summary of County Dissemination Venues/Participants

Team	County	Venue	Date	Participants
1.	Busia	Agricultural Training Center-Busia	26/02/2019	189
	Bungoma	Tourist Hotel Bungoma	29/02/2019	260
	Kakamega	Golf Hotel Kakamega	01/03/2019	191
	Vihiga	Broad Park Hotel Mbale	04/03/2019	215
2.	Kisumu	Kisumu Hotel	25/02/2019	157
	Homa Bay	ACK Quest House Homa-bay	27/02/2019	193
	Siaya	Distinction Garden Hotel	01/03/2019	203
3.	Kisii	Kenya Institute of Highway and Building Technology	25/02/2019	165
	Nyamira	Guardian Hotel	26/02/2019	152
	Migori	Migori Technical Teachers Training College-Migori	28/02/2019	184
4.	Lamu	National Museum of Kenya Hall-Lamu	25/02/2019	163
	Kilifi	Baobab Beach Resort-Kilifi	01/03/2019	165
	Kwale	Kenya School of Government-Matuga	28/02/2019	172
	Mombasa	Kenya School Of Government-Mombasa	04/03/2019	161
5.	Taita Taveta	Panlis Resort	25/02/2019	218
	Makueni	Kelvian Hotel	27/02/2019	172
	Machakos	Machakos Technical University Conference Centre	01/03/2019	198
6.	Tana River	Hola City Hotel	25/02/2019	150
	Garissa	Lantern Hotel	27/02/2019	150
	Kitui	Kenya Forestry Research Institute-Kitui	01/02/2019	211
7.	Marsabit	St. Stephen ACK Church-Marsabit	25/02/2019	186
	Samburu	Allamano Pastoral Center	27/02/2019	181
	Isiolo	Catholic Church- Isiolo	01/03/2019	193
8.	Tharaka Nithi	Lowlands Hotel –Chuka	25/03/2019	188
	Meru	Meru Slopes Hotel	28/02/2019	181
	Laikipia	Sportsman Arms Hotel-Nanyuki	01/03/2019	159

Team	County	Venue	Date	Participants
9.	Embu	Isaac Walton Hotel	25/02/2019	179
	Kirinyaga	Roswam Hotel	27/02/2019	175
	Muranga	Nokras Hotel	01/03/2019	173
10.	Nakuru	Kunste Hotel Nakuru	25/02/2019	225
	Nyandarua	Nyandarua Institute of Science and Technology (NIST)	27/02/2019	250
	Nyeri	Dedan Kimathi University	01/03/2019	195
11.	Nandi	Kapsabet Boys Dining Hall	25/02/2019	182
	Kericho	Taidy's Hotel Kericho	27/02/2019	183
	Bomet	Brevan Hotel Bomet	01/03/2019	186
	Narok	Chambai Springs Hotel	04/03/2019	200
12.	Kajiado	Maasai Technical Training Institute (MTTI)	25/02/2019	173
	Kiambu	Kiambu Institute of Science and Technology (KIST)	27/02/2019	215
	Nairobi	Intercontinental Hotel Nairobi	01/03/2019	160
13.	Baringo	Kenya School of Government-Baringo	25/02/2019	160
	Elgeyo Marakwet	Kenya Medical Training College –Iten	28/02/2019	169
	Uasin Gishu	Sirikwa Hotel-Eldoret	01/03/2019	165
14.	Turkana	Stegra Hotel Lodwar	25/02/2019	162
	West Pokot	Mtero Hall Kapenguria	27/07/2019	177
	Trans Nzoia	Kitale National Polytechnic	01/03/2019	165
15.	Wajir	Wajir Hilton Palace Hotel	27/02/2019	158
	Mandera	Riverside Hotel, Mandera	04/03/2019	149
TOTAL				8,558

The following materials were distributed during each county forum:

- i. 200 copies of the MTP III;
- ii. 10 copies of each of the 5 Sector Plans (Agriculture and Livestock; Health; Manufacturing; Population, Housing and urbanization; and Infrastructure);
- iii. Copies of the Blue Economy in Africa: A Policy Handbook; and
- iv. The Ministry Website was provided to stakeholders to enable them to download soft copies of the document.

2.0 HIGHLIGHTS FROM THE OPENING SESSION

2.1 Cabinet Secretary's Statement

The Statement of the Cabinet Secretary, National Treasury and Planning, was delivered by the Principal Secretaries. The following were the key highlights of the Statement:

- i. The MTP III outlines the Government's agenda of transforming lives: Advancing socio economic development through the "Big Four" Agenda. The "Big Four" Agenda aims to support value addition and raise the manufacturing sector's share of GDP from 9 to 15 per cent by 2022; guarantee food and nutrition security; achieve universal health coverage and provide at least 500,000 affordable new houses to Kenyans by 2022. Fast-tracking development in these four areas will have enormous impact on Kenyans' standard of living; and achieve Africa's Agenda 2063 and Agenda 2030 on Sustainable Development.
- ii. The priority sectors identified to drive economic growth are Agriculture and Livestock; Manufacturing; Tourism; Trade; Business Process Outsourcing; Financial Services; Oil and Mineral Resources; and the Blue Economy. The sectors will be supported by the following key foundations and enablers namely: Infrastructure; Information and Communication Technology; Science Technology and Innovation (STI); Land Reforms; Public Sector Reforms; Labour and Employment; National Values and Ethics; Ending Drought Emergencies; and Security, Peace Building and Conflict Resolution.
- iii. The MTP III endeavours to move the economy to a trajectory of 7 percent annual GDP growth rate by 2022. It targets not only increasing the level of savings and investment but also enhancing the productivity of investment and effecting structural changes in all sectors. During the Plan period, savings and investments as a percentage of GDP are targeted to increase to 23.2 per cent and 27.2 per cent of GDP respectively.
- iv. The major achievements of the 2013-2017 plan period were: successful implementation of the devolved structure of government; development and modernization of infrastructure; improved security; human resource development; job creation; expanding access to affordable health care; and modernizing the public services.
- v. To improve food and nutrition security, the Government targets to irrigate 1.2 million acres of land, expand the area under crop production, subsidize 200,000 MT of assorted fertilizer annually under the fertilizer cost reduction programme, and expand the Strategic Food Reserve Trust Fund to include additional food-stuffs.
- vi. Towards attainment of Universal Health Coverage, social health protection schemes will be expanded to cover harmonized benefit package to targeted populations and ensure that Kenyans have access to health insurance mainly through NHIF by 2022. Under the education and training sector, the plan targets various initiatives which include: achievement of 100 percent Universal Secondary Education by

ensuring 100% transition from primary to secondary education; improving the teacher-pupil ratio in both primary and post primary institutions; development of TVET infrastructure and equipment; and integrating ICT into teaching, learning and training by expanding the Digital Literacy Programme.

- vii. To ensure effective planning, The National Treasury and Planning prepared and issued guidelines for aligning County Integrated Development Plans to MTP III and Strategic Plans. For adequate monitoring of the projects and programmes in the MTP III, the Ministry will continue to strengthen the National Integrated Monitoring and Evaluation Systems (NIMES) and County Integrated Monitoring and Evaluation Systems (CIMES), and prepare regular progress reports.

2.2 County Governors

The following were the key highlights from the Governors' speeches during the forums:

- i. Harmonized economic planning at the two levels of government is a great step towards ensuring proper coordination and utilization of limited resources.
- ii. Counties have integrated the "Big Four" Agenda in the County Integrated Development Plans (CIDPs).
- iii. Assessment of past achievements and incorporating the lessons learnt and addressing challenges during formulation of subsequent plans is key to ensuring proper implementation of programmes and projects.
- iv. There is need for public participation at all stages of programmes/projects planning, implementation, monitoring and evaluation. This will enhance ownership and sustainability of programmes and projects.
- v. Counties have embraced the concept of the blue economy.
- vi. The country relies on the agricultural sector for food security hence the need for investing in irrigation infrastructure and innovative ways to harvest rain water and construction of dams and water pans to enhance growing of food crops and livestock productivity.
- vii. Counties need to enhance their own revenue collection. This can be achieved through automation of revenue collection systems.
- viii. Counties are working together with the National Government in the implementation of flagship projects.
- ix. There is need for regular disbursement of Equalization fund to the counties.

2.3 County Commissioners

During the dissemination of MTP III, the County Commissioners highlighted the following:

- i. The forums provided an opportunity to ensure that the national and county plans reflect the views that the public gave in 2017 during the national consultation

- forums for MTP III. This is in line with the constitutional requirement of ensuring public participation in setting the priorities for national and county development.
- ii. Participants were urged to objectively and constructively critique the proposals and discussions put forward while at the same time, suggest possible solutions to the various challenges facing the nation and respective counties.
 - iii. There is collaboration between National and County Governments which has boosted service delivery.
 - iv. While Arid and Semi-arid Land (ASAL) counties are hitherto largely characterized by livestock keeping, they are currently diversifying to other sources of livelihoods.
 - v. On the "Big Four" Agenda, four counties are piloting the National Government project in universal health care including X-Ray services, cancer treatment machines, dialysis machines and Intensive Care Unit (ICU). These four counties are Nyeri, Kisumu, Isiolo and Machakos.
 - vi. All counties need to provide land for affordable housing to enable partners to invest in housing.
 - vii. The need to involve the youth in the implementation of the "Big Four" Agenda was emphasized.
 - viii. There is need for public awareness about government programmes and projects to enhance their implementation.
 - ix. The importance of blue economy in counties bordering water bodies was highlighted. Marine schools, water sports and floating hotels are some of the interventions the national government is rolling out in collaboration with the county governments.
 - x. Executive Order No. 1 of 2019 created four committees charged with coordinating the implementation of national government programmes and projects. The committees at the county level should ensure that new as well as ongoing programmes are fast-tracked and government resources are efficiently used.
 - xi. For development to be realized, security is paramount and is a key determinant for successful implementation of policies, programmes and projects.
 - xii. It is important to enhance mechanisms for dispute and conflict resolutions at the county level.
 - xiii. The participants were urged to ensure that their children are enrolled in learning institutions in order to realize the Kenya Vision 2030 aspirations.
 - xiv. There is need for partnership with non-state actors such as Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs) and Faith Based Organizations (FBOs) among others in order to achieve the goals of the MTP III and the "Big Four" Agenda.

2.4 Members of Parliament

Highlights of the remarks made by the members of parliament were as follows:

- i. The need for adequate allocation of resources during the budgeting process to ensure full implementation of the set programmes and projects at both the national and county levels.
- ii. There is need for accountability and transparency in the implementation of programmes and projects.
- iii. There exist gaps in the implementation of the Access to Government Procurement Opportunities (AGPO), posing a challenge to the youth, women and persons with disabilities' groups in accessing the opportunities.

2.5 County Executive Committee Members in charge of Finance and Planning

The following were the highlights from the County Executive Committee Members in charge of Finance and Planning:

- i. There is need for active engagement between the citizens and officials of both the national and county governments for effective implementation of the set programmes and projects.
- ii. Disbursement of funds should be timely for improved efficiency and effectiveness in implementation of programmes and projects.
- iii. Counties have incorporated the "Big Four" Agenda in their development strategies by aligning their CIDPs to the MTP III and the "Big Four" Agenda. Some of the counties have envisaged the shift from rain-fed agriculture to irrigated agriculture to address food nutrition and security. Under manufacturing, some counties have set aside land for Special Economic Zones (SEZs). Under the affordable housing county governments are developing spatial plans that will zone out areas to enhance structured development.
- iv. The formation of County Economic Blocks is expected to open up the regions and counties for investment and address some challenges such as the low level of industrialization in the regions and potential food shortages.

2.6 County Directors of Planning

Highlights of the remarks made by the County Directors of Planning were as follows:

- i. The National and County Governments plans aim at changing the lives of the people through socio-economic development by addressing critical issues affecting the citizens; and
- ii. There is need to develop appropriate strategies to address poverty levels in the country.

3.0 HIGHLIGHTS OF PRESENTATIONS

This section provides the linkage between the Kenya Vision 2030, the Medium-Term Plan and County Integrated Development Plans (CIDPs). It also gives a summary of the presentations that were made during the Third Medium Term Plan County dissemination forums. The three presentations were on: Key priorities of MTP III; Overview of National and County Planning and; highlights of the CIDPs. The section also highlights challenges encountered by counties during implementation of the first generation CIDPs.

3.1 Key Priorities of MTP III

The MTP III outlines the main policies, legal and institutional reforms as well as programmes and projects that the Government plans to implement during the period 2018-2022. It builds on the achievements of the first and second MTPs and prioritizes implementation of the “Big Four” initiatives.

During the forums the key priorities of the 3rd MTP 2018-2022 were presented as follows:

3.1.1 The Big Four” Agenda

The “Big Four” Agenda comprises of Four (4) key initiatives namely: increasing the manufacturing share of GDP from 9.2% in 2017 to 15% in 2022, and agro-processing to at least 50% of total agricultural output; providing affordable housing by facilitating construction of 500,000 affordable houses in five years across the country; enhancing Food and Nutrition Security (FNS) through construction of large-scale multi-purpose and smaller dams for irrigation projects, construction of food storage facilities and implementation of high impact nutritional interventions and other FNS initiatives; and achieving 100% universal health coverage.

3.1.2 Economic Growth and Macro Targets

The MTP III macroeconomic targets include: increasing real GDP annual growth from 5.9% in FY 2018/19 to 7% over the plan period; increasing savings as a percentage of GDP from 18.8% to 23.2%; increasing investments as a percentage of GDP from 24.4% to 27.2%; and increasing the ratio of formal sector employment from 13% to 40% in 2022. These are meant to support higher economic growth and development, and create more than 6.5 million new jobs over the Plan Period.

3.1.3 Foundations and Enablers of National Transformation

The presentation highlighted key priorities in the 9 sectors that comprise the foundations of the MTP III. They include:

Infrastructure: Infrastructure plays a critical role in facilitating and accelerating socio-economic development in the country. The sector’s key priorities include: Expansion and rehabilitation of Terminal 1-B,C and D of Jomo Kenyatta International Airport (JKIA) to increase passenger handling capacity to 9 million passengers; construction of a Second Runway and associated facilities at JKIA; expansion of the Second Container Terminal

Phase II & III at the port of Mombasa; development of the Dongo Kundu Free Trade Port; operationalization of 3 berths and the development of additional 11-14 berths of the remaining 29 berths at Lamu Port.

It will also involve construction of the Standard Gauge Railway (SGR) Phase 2 (Nairobi-Malaba) to increase railway capacity from 5 per cent to 50 per cent of the cargo freight from the port of Mombasa and promote commuter rail services; construction/rehabilitation of 10,000 kms of conventional roads & low volume seal roads; increasing electricity generation capacity from 2,699 MW in FY 2017/18 to 5,221 MW in FY 2021/22 and connecting 5 million new households and 15,739 public institutions to electricity through the Last Mile Connectivity Programme.

Information and Communication Technology (ICT): The sector plays a catalytic role in enhancing productivity and lowering the cost of achieving the Government's "Big Four" and other development initiatives. Its key priorities include expansion of the national fibre optic infrastructure and enhancement of e-Government services among other initiatives.

Science, Technology and Innovation: The sector will drive the transformation agenda by ensuring that all sectors have access to new technologies in order to increase productivity and efficiency. This will be achieved through: Implementation of the Science, Technology, Engineering and Mathematics (STEM) Education Programme; and establishment of national science technology and innovation parks in Konza Technopolis and Dedan Kimathi University of Technology.

Land Reforms: Land is a key driver of rapid economic transformation. Its key priorities include: Implementation of the National Spatial Plan and mainstreaming into County Spatial Plans and Sector Plans; implementation of the National Land Management Information System to ensure effective and efficient access to land data; digitization of the remaining 39 land registries and finalization of the National Land Value Index.

Public Sector Reforms: The Sector plays a critical role in providing overall policy direction and leadership to the country, initiating national legislation, as well as provision of public services. Key among the priorities of this sector is expansion of the One-Stop *Huduma* Centres across 290 Sub Counties. Further, the National Capacity Building Framework will be implemented to entrench devolution and safeguard the delivery of quality services to all citizens.

Labour and Employment: The Sector will continue to play a key role in the achievement of the aspirations of the Kenya Vision 2030 through creation of jobs, improvement of productivity and promotion of conducive working conditions. Its key priorities include: Development of the Labour Market Information System (LMIS) to enable data sharing between stakeholders in the labour market; upgrade and expansion of existing industrial training centres; implementation of the National Internship Program aimed at facilitating placement of graduates in internships of up to 12 months; and implementation of the Kenya Youth Entrepreneurship Opportunities Programme to support job creation by Micro, Small and Medium Enterprises (MSMEs).

Security and Peace Building: The Sector is a key incentive for attracting investment as it provides an enabling environment for individuals and business to thrive. This will

be achieved through: security modernization; Security Staff Welfare Programme with emphasis on housing and medical care; expansion of surveillance systems; improving data management through the Integrated Population Registration System (IPRS); and strengthening of the border security units, security infrastructure, and programs on peace building and conflict resolution.

3.1.4 Economic Pillar

The presentation highlighted the key priorities in the eight economic sectors as follows:

Agriculture and Livestock: The Sector is expected to play a significant role in ensuring food and nutrition security as well as driving the Manufacturing Sector through provision of raw materials. Its key priorities include: Irrigation of 1.2 million acres and expansion of the area under crop production; provision of 200,000 MT of subsidized assorted fertilizer annually under the fertilizer cost reduction programme; expansion of the Strategic Food Reserve Trust Fund to include additional food stuffs and establish livestock disease free zones and strategic feed reserves built to improve availability of fodder in ASAL areas during drought, through stocking one (1) million bales of hay and 100 MT of pasture seeds.

Manufacturing: The sector will play a key role in the country's economic growth and development by facilitating employment creation, attraction of investments and wealth creation. Among the key priorities in the sector are: improvement of Kenya's ranking in the Ease of Doing Business Indicator from position 80 to at least 45 out of the 189 countries; improvement of Kenya's Global Competitiveness index from position 91 to below 50 out of 137 countries; creation of 3,850 new manufacturing enterprises through industrial financing and other incentives; increase of export earnings from textiles and apparel production from Ksh.80 billion in 2017 to Ksh.200 billion by 2022 and establishment of Special Economic Zones at Dongo Kundu, Athi River and Naivasha.

Tourism: This is a key sector that will spur economic growth and contribute 9.2 per cent of the total employment per annum over the medium- term period. Its key priorities include: increase in tourist arrivals from 1.3 million in 2016 to 2.5 million by 2022; increase in tourism earnings from Kshs.99.7 billion in 2018 to Ksh.175 billion; and increase in bed-nights by domestic tourists from 3.5 million in 2018 to 6.5 million.

Trade: The Sector will continue to support the structural transformation of the economy by increasing the share of exports to the GDP. It will construct whole sale hubs and Tier 1 retail markets to facilitate trade, and establish and operationalize a National Commodities Exchange and Export Credit Guarantee Scheme among other priorities.

BPO/ITES: The Business Process Outsourcing/ IT Enabled Services (BPO/ITES) subsector provides a significant contribution to the creation, networking, and funding of a burgeoning tech cluster around Nairobi. Its key priorities include: establishment of the Konza Technopolis City as a smart sustainable city and innovation ecosystem; and creation of one (1) million on-line jobs under the Ajira Programme.

Financial Services: The Sector will play a critical role in deepening financial markets focusing on enhancing effective access to financial services and improving efficiency while maintaining financial stability. This will be achieved through establishment of the

Nairobi International Financial Centre and fully operationalizing it as a major regional Hub, and establishment of a Financial Services Authority.

Oil, Gas and Other Minerals: The Sector has the potential to boost the country's economic growth and development through increased export earnings, development of infrastructure, employment creation and improvement of social welfare. The key priorities include: implementation of the Early Oil Pilot Scheme; construction of the 840km Lokichar-Lamu crude oil pipeline and commercialization of the oil and gas discoveries; enhancing storage capacity of petroleum products from 989,000 m³ to 1,222,000 m³; development of 20,000 MT bulk Liquefied Petroleum Gas (LPG) import handling facility at Mombasa; carrying out aerial geophysical surveys to establish areas of mineralization; and establishment of Internationally Accredited Mineral Certification Laboratory.

Blue Economy: The development and exploitation of the sector has the potential to increase job creation, increase export revenue and contribute to higher economic growth. This will be achieved through: establishment of a national fishing fleet and fishing ports; fish production to increase from 128,649 metric tonnes in 2016 to 304,000 metric tonnes annually; and jobs creation under the Vijana Baharia Programme - ship building and repairs industry.

3.1.5 Social Pillar

The presentation highlighted the key priorities in the six sectors as follows:

Health: The Sector is key in ensuring a healthy and productive population. It will pay special attention to the "Big Four" initiatives with particular focus on the achievement of Universal Health Coverage by implementing the following programmes and projects: expansion of social health protection schemes to cover harmonized benefit package to targeted populations and ensure that 51.6 million Kenyans have access to NHIF by 2022; implementation of Linda Mama Project to cover 1.36 million mothers and babies; establishment of 10 new referral hospitals and 4 Cancer Centres; and expansion of Managed Equipment Services to 120 hospitals by 2022.

Population, Housing and Urbanization: The key priorities include: construction of 500,000 low cost affordable housing units; establishment of a National Housing Development Fund to finance low cost housing and associated social and physical infrastructure; development of urban mass transport infrastructure and solid waste management infrastructure in cities and urban centres; and development of a National Housing Database.

Education and Training: The sector aims at: achieving 100 per cent universal secondary education; improving the teacher-pupil ratio from 1:45 to 1:30 in both primary and post primary institutions; development of TVET infrastructure and equipment; increasing access to education and training for learners with Special Needs and Disability; and expanding the Digital Literacy Programme in order to Integrate ICT into teaching, learning and training.

Sports, Culture and the Arts: Sector plays a crucial role in overall national development. Its key priorities include: construction of six (6) national stadia and rehabilitation of 30 county stadia to international standards; expansion of Kenya Film School to promote indigenous creativity; establishment of County Heritage Centres and Community Cultural Centres in all counties; and establishment of a Presidential Library & new 27 County Libraries.

Environment, Water, Sanitation and Regional Development: The Sector plays an important role in ensuring the sustainability of natural resources in the country. This will be achieved through: rehabilitation and protection of the five (5) water towers; increasing tree cover from 6.9 per cent to 10 per cent; completion of on-going water projects in urban and rural areas to increase the number of people connected to safe piped water from 3.6 million to 9 million; increasing the proportion of people with access to potable water from 60 per cent to 80 per cent by 2022, focusing on slums and arid areas; increasing the Land under irrigation by 518,000 acres; and undertake Land reclamation and rehabilitation of 60,000 Ha prone to landslides, floods and heavy soil loss.

Gender, Youth and Vulnerable Groups: The Sector is key in promotion of gender equality and empowerment of women, youth, children and the vulnerable members of society. Its key priorities are: increasing Women Enterprise Fund loan disbursement from a cumulative KSh. 10.4 billion to KSh. 25.7 billion targeting 2,157,653 beneficiaries by 2022; scaling up *Inua Jamii* programme for the elderly from 810,000 to 1,800,000 beneficiaries; disbursing Kshs. 20.7 billion under the Youth Enterprise Development Fund; scaling up *Uwezo* Fund by Kshs. 2.5 billion to cover additional 500,000 beneficiaries by 2022; implementation of the National Development Fund for Persons With Disability; and increasing the coverage of Free Sanity Towels to all public schools.

3.1.6 Political Pillar

The presentation highlighted the key priorities in the two sectors as follows:

Devolution: The sector aims at continuing strengthening policy, legal and institutional frameworks.

Governance and Rule of Law: The Sector aims at ensuring an effective, accountable and ethical leadership; and promotion of a just, democratic society in line with the Constitution and laws of the country. Its key priorities include: implementation of mechanisms for whistle blower protection; streamlining asset tracking and recovery of corruptly acquired assets; and providing legal aid to 200,000 vulnerable members of society.

3.1.7 Thematic Areas

The presentation highlighted the key priorities in the thematic areas as follows:

HIV and AIDS: This is a cross-cutting issue that needs a multi-faceted approach to mitigate its impact and reduce its spread. This will be achieved through: sustained response to HIV and AIDS towards fast tracking the ending of AIDS; manufacture of

HIV related commodities locally to reduce their cost; inclusion of HIV services in the NHIF Supa Cover; and increasing Ant-Retroviral therapy (ART) coverage to 90 per cent.

Climate Change: The key priorities include: Promotion of a low carbon climate resilient and green growth development; strengthening climate change governance and coordination; climate change monitoring, reporting and verification, capacity building and public awareness; and implementation of Green Economy Strategy and the National Climate Change Action Plan.

Disaster Risk Management (DRM): Effective Disaster Risk Management is vital as it contributes to sustainable development and enhances community resilience. This will be attained through: implementing an integrated Disaster Risk Management System focusing on preventing or reducing the risk of disasters, mitigating the severity of disasters, enhancing preparedness, rapid and effective response to disasters and post-disaster recovery.

Implementation Framework: This will include: Implementation of the Executive Order No. 1 of 2019; strengthen the National Integrated Monitoring and Evaluation Systems (NIMES) and County Integrated Monitoring and Evaluation Systems (CIMES); preparation of regular progress reports on the implementation of "Big Four " initiatives and the MTP III and its 28 Sector Plans; aligning the County Integrated Development Plans (CIDPs), County Spatial Plans and Ministries, Departments and Agencies (MDAs) Strategic Plans (2018-2022) to the MTP III and the National Spatial Plan; linking implementation to the Results-Based Management Framework through Performance Contracts and Staff Performance Appraisal System; and strengthen existing structures for coordination with development partners to achieve higher absorption of Official Development Assistance (ODA) for results.

3.2 Overview of National and County Planning

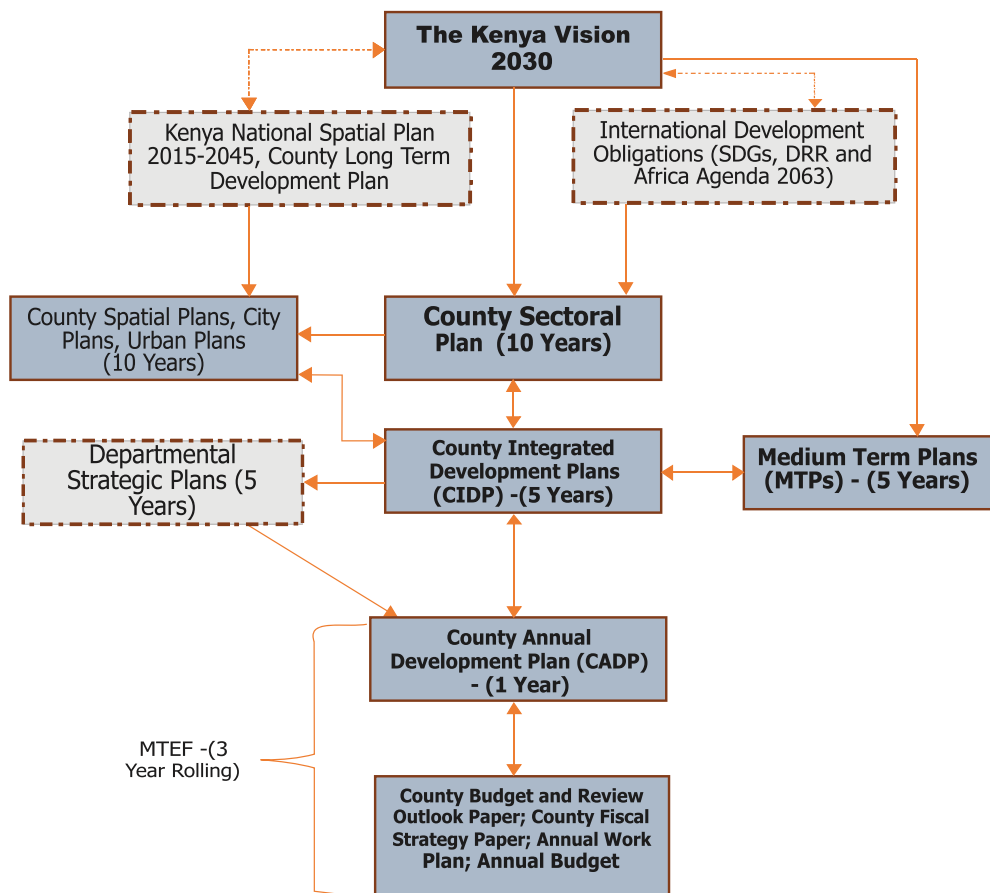
The presentation outlined the role of The National Treasury and Planning in county planning as:

- i. The National Government is responsible for providing overall policy guidance on development planning matters at both national and county levels;
- ii. The National Government has the function of capacity building and technical assistance to counties (Fourth Schedule of the Constitution);
- iii. The mandate of The National Treasury and Planning includes national and sectoral development planning; and
- iv. It is in view of this that The National Treasury and Planning, in collaboration with stakeholders, provides guidelines to counties for preparation of various development plans and for monitoring and evaluation.

The Ministry has also strengthened the county planning process in collaboration with Council of Governors (CoG) and other stakeholders. To achieve this, the State Department for Planning:

- i. Revised and updated the Guidelines for Preparation of County Integrated Development Plans to incorporate emerging issues in the Third Medium Term Plan especially the "Big Four" Agenda;
- ii. Prepared Guidelines for Preparation of Annual Development Plans;
- iii. Prepared Guidelines for Preparation of County Integrated Monitoring and Evaluation System (CIMES);
- iv. Prepared Draft Guidelines for Preparation of County Sectoral Plans – being subjected to stakeholder review before finalization; and
- v. Has been conducting capacity building of county staff to plan, budget and monitor the implementation of SDGs (Sustainable Development Goals).

Figure 1: Linkage between National and County Planning



3.3 Highlights of the County Integrated Development Plans

County Integrated Development Plans (CIDPs) provide a mechanism for linking county policy, planning and budgeting processes as required by the County Government Act,

2012 and the Public Finance Management (PFM) Act, 2012.

The County Government Act, 2012 Section 107 specifies the types and purposes of county plans. These plans include Spatial Plans; Sectoral Plans; and Integrated Urban and Cities plans. Counties are at different stages of preparing the plans.

3.3.1 “Big Four” Agenda

The “Big Four” Agenda is being implemented in all the counties with most counties concentrating on Food and Nutrition Security (FNS), Manufacturing and Universal Health Coverage. In FNS most counties are focusing on increasing food supply through modernizing agriculture, irrigation, livestock production (disease control, Improvement of breeds, livestock insurance, and strategic feed reserves) and fish farming. In Manufacturing, counties are focusing on developing value chains of different agricultural and livestock products, establishment of industrial parks and promotion of county investment opportunities.

Under Universal Health Coverage (UHC) program, counties are supporting the National Government initiative through provision of health infrastructure, staffing and medical supply. Most counties did not report on any progress made on the implementation of affordable housing despite the National Government having signed Memoranda of Understanding (MOUs) with 36 County Governments. However, majority of the counties have reserved land for housing development.

On Spatial plans, 8 counties are at an advanced stage of preparing the plans while 37 counties have initiated the preparation process.

3.3.2 CIDP Programmes and Projects

Counties have mainstreamed Kenya Vision 2030 flagship projects in their CIDPs and prioritized various programmes and projects for implementation during the plan period as highlighted below:

Infrastructure

a) Roads

All the counties are undertaking programmes aimed at improving the Road infrastructure. These include; road construction and maintenance; construction of new roads; expanding and maintaining existing roads; and constructing non-motorized transport facilities; Construction of culverts, river crossings and bridges to improve transport connectivity, in support of the slum upgrading programmes. Many counties also reported having programmes aimed at improving road networks in informal settlements.

b) Water Transport

Counties with water masses such as Homabay, Kisumu, Migori, Turkana, Mombasa, Kilifi, and Kwale reported implementation of water transport initiatives including; Ferry

services; Landing beaches; Jetties. This provides a massive opportunity for the blue economy.

c) Street lighting

All the counties are installing street lighting and floodlights in towns and rural centers. Most of the lights installed in rural centers are solar powered.

d) Urban infrastructure

Most of the counties are implementing programmes aimed at Improving drainage systems; beautification of towns; bus parks; boda boda and bus stop sheds. Some counties also reported that they were/had established firefighting stations with equipment and fire engines.

e) County office facilities

Counties are at various stages of constructing and rehabilitating their county headquarters offices; Governor and Deputy Governors' residences and sub-county offices.

f) Information Communication Technology

Most of the counties reported that they are mainstreaming ICT use in delivery of services. Some of the initiatives include automation of revenue collection, establishment of ICT centers, and development of county websites.

Education and Training

All counties are implementing the Early Childhood Development Education (ECDE) programme. Some of the key activities include: Implementation of free ECDE Programme; Construction and equipping of all ECDE and childcare centres; implementation of the ECDE Feeding Programme; and provision of high quality ECDE teaching and learning resources.

The counties are also supporting youth training programmes through: construction and equipping youth polytechnics; recruitment of instructors; and offering financial support to run training programmes. Further, counties have set up Education Funds to assist needy and bright students with bursaries and loans.

Environment, Water and Sanitation

All counties are implementing programmes under the Environment Water and Sanitation subsector, these include; Water resources conservation and protection; Water storage and flood control; Water supply and sanitation; Integrated solid waste management; Rehabilitation of degraded sites; and forest restoration & rehabilitation.

Sports, Culture, and the Arts

All counties reported that they are: developing sports facilities and providing sports equipment; Promoting sports talent events and tournaments; Refurbishing and equipping libraries and construction of new ones; Promotion and preservation of indigenous culture; promotion of herbal, medicinal and indigenous knowledge and promotion of creative and performing arts.

Gender, Youth and Vulnerable Groups

The main activities under this sector are geared towards ensuring that disadvantaged groups have equal access to socio-economic opportunities to promote harmony in the society. Most of the CIDPs have programmes aimed at; increasing Social protection programmes under the Social welfare and safety nets initiative; Creation of employment opportunities; empowering youth, women and PWDs to engage gainful activities and internship and other training programmes.

Trade and Cooperative Development

All counties are undertaking programmes that promote the trade environment. These are: construction, refurbishment and rehabilitation of modern markets; promotion of Jua Kali/Small and Medium Enterprise (SME) Sector, consumer protection; business regulation; provision of business support services and implementing the biashara funds.

The counties appreciate the role of cooperative societies in development and most reported to having programmes aimed at developing cooperative societies and cooperative governance (leadership and financial management).

Tourism

Most counties are implementing programmes that promote tourism such as: marketing and promotion of tourism attraction sites; tourism infrastructure development; enhancement of security; tourism hospitality standards, protection of wildlife migratory corridors; and restricting development within the tourist attraction sites.

3.3.3 Public Participation

All the counties have embraced public participation in policy formulation. The public is involved in: the budgeting process; preparation of financial documents; project planning; and generation of county legal bills. It was reported that Public engagement is done through townhall meetings, barazas, citizen forums, radio and television.

3.3.4 Monitoring and Evaluation (M&E)

Most of the counties have an elaborate M&E system to track the implementation of CIDPs. Seven (7) counties reported that they have an M&E policy in place while seventeen counties are awaiting adoption of their M&E Policies.

4.0 ISSUES RAISED AND RECOMMENDATIONS DURING PLENARY SESSIONS

The issues raised by the stakeholders during the dissemination are tabulated below:

Table 2: Issues and Recommendations raised by stakeholders

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
1.	Enablers	Infrastructure	Inadequate road network	<ul style="list-style-type: none"> i. Construction/ rehabilitation of roads to bitumen standard ii. Upgrade rural roads to all-weather standard iii. Construction/ rehabilitation of roads in ASAL areas 	Ministry of Infrastructure and Transport, Ministry of Energy, and Council Governors.
			Inadequate electricity connectivity	Increase number of institutions and households connected to the national grid	
			High cost of power	Review power tariffs	
			Low capacity to handle large cargo in airports and airstrips	Expansion of airport and airstrip facilities	
			High incidence of <i>boda boda</i> related accidents	<ul style="list-style-type: none"> i. Develop and implement a framework to regulate <i>boda boda</i> operations in Kenya; ii. Capacity building of <i>boda boda</i> operators in Kenya iii. Construction of Non-Motorized Transport infrastructure 	
			Overreliance on non-renewable sources of energy	<ul style="list-style-type: none"> i. Generation of energy from solid waste, wind power, solar, bio-gas, etc. ii. Increased uptake of renewable energy through sensitization 	
			Vandalism and theft of public infrastructural facilities	<ul style="list-style-type: none"> i. Civic education on the importance of facilities ii. Increased surveillance 	

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
			Unexploited potential of the old rail line	i. Revamp the old rail line	
		ICT	Inadequate ICT infrastructure	Expand ICT infrastructure to all counties and sub-counties	Ministry of ICT, NT&P.
			Poor Wi-Fi connectivity	Increased broadband connectivity and provision of subsidized Wi-Fi	
			Frequent IFMIS downtime	Reduce IFMIS downtime	
		Land Reforms	Lack of County Urban and Cities Spatial Plans	Prioritize development of County Spatial Plans and Urban and Cities Spatial Plans	Ministry of Lands, NLC and County Governments.
			Slow land adjudication and settlement process	<ul style="list-style-type: none"> i. Fast track land adjudication process ii. Fast track digitalization of land registries in all counties iii. Land indexing iv. Address historical land injustices 	
			Fragmentation of land to un-economical units	Enforce land use policy	
			Geographical coverage for Turkana County	Provide actual land size of Turkana County	
			Limited rights for women to acquire land	Enhance empowerment of women to acquire land rights	
		Science technology and Innovation (STI)	Inadequate harnessing of innovations	Establishment of innovation hubs	Ministry of ICT, National government County Development funds (NGCDF) and County Governments.
		Public Sector Reforms	Poor work ethics	<ul style="list-style-type: none"> i. Team building ii. Capacity building iii. Enforce human resource policies and standards 	Ministry of Public Service, PSC and County Public Service Boards.

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
		Labour and Employment	Youth unemployment	<ul style="list-style-type: none"> i. Creation of employment opportunities for the youth ii. Sensitization on available government opportunities 	Ministry of Labour and Social Services, Ministry of Public Service, PSC and County Public Service Boards
			Lack of merit in recruitment, promotion and training	Strict compliance with Article 10 and 232 of the constitution	
			Industrial action by workers	Negotiating and implementing Collective Bargaining Agreements (CBAs)	
			Delays in payment of casual labourers	<ul style="list-style-type: none"> i. Fast track payment of casual labourers ii. Compliance with the Employment Act 	
			Inadequate funding for internship and entrepreneurship training programmes	<ul style="list-style-type: none"> i. Adequate and timely release of funding for internship and entrepreneurship training programmes. ii. Enforcement of the Internship Policy and Guidelines for the public service (2016) 	
		National Values and Ethics	Poor work ethics	<ul style="list-style-type: none"> i. Team building ii. Strict compliance with Article 10 and 232 of the Constitution 	Public Service Commission, MDAs and County Governments.
		Ending Drought Emergencies (EDE)	Perennial Drought	<ul style="list-style-type: none"> i. Strengthen the capacity of National Drought Management Authority (NDMA) to handle drought related emergencies ii. Develop early warning systems iii. Increase investment around resilience 	Ministry of Devolution and ASAL, Ministry of Interior and Coordination of National Government.

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
		Security, Peace Building and Conflict Resolution	Lack of framework to support community security initiatives (Nyumba Kumi, Village Elders, etc.)	<ul style="list-style-type: none"> i. Develop a framework to support community security initiatives ii. Hold dialogues on conflict management 	Ministry of Interior and Coordination of National Government.
Cross-border crimes	<ul style="list-style-type: none"> i. Strengthen peace building initiatives ii. Strengthening and facilitate Nyumba Kumi committees iii. Beef-up security systems iv. Implementation of Alternative Dispute Resolution (ADR) mechanisms 				
Resource related conflicts (e.g. between pastoralists and farmers)	<ul style="list-style-type: none"> i. Peace building initiatives ii. Strengthening and facilitate Nyumba Kumi committees iii. Beef-up security systems iv. Implementation of ADR mechanisms 				
Insecurity	<ul style="list-style-type: none"> i. Peace building initiatives ii. Strengthening and facilitate Nyumba Kumi committees iii. Beef-up security systems iv. Implementation of ADR mechanisms v. Increased security during conducting of national government exercises such as census 				

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
				<ul style="list-style-type: none"> vi. Tagging of animals to track their movement vii. Disarmament of the persons with illegal fire arms viii. Recruitment of more security officers 	
2.	Economic	Agriculture and Livestock	Food insecurity	<ul style="list-style-type: none"> i. Review the land policy to prevent sub-division of agricultural land ii. Procurement and equitable distribution of subsidized farm inputs iii. Improve governance in National cereals and Produce Board (NCPB) iv. Direct purchase of farm produce through the Strategic Food Reserve (SFR) to avoid exploitation by middlemen/cartels v. Provision of agriculture and livestock extension services vi. Provision of incentives to the youth to be involved in agricultural activities vii. Promote climate smart agriculture and conservation farming viii. Promote indigenous crop and vegetable production ix. Promote small-holder irrigation and greenhouse farming 	Ministry of Agriculture, Livestock, Fisheries and Irrigation, CGs, Private Sector, and Ministry of Water and Sanitation.

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
			Counties that do not have a main cash crop	Promotion of cash crop farming	
			Inadequate water for farming activities	<ul style="list-style-type: none"> i. Increased acreage under irrigation ii. Construction/ rehabilitation of dams, reservoirs and water pans 	
			Sale of raw hides and skin	<ul style="list-style-type: none"> i. Construction of tanneries ii. Enhance quality of hides, skins and leather products iii. Provision of necessary equipment for tannery iv. Improve value addition of hides and skins 	
			Inadequate support on drought resistant crops	<ul style="list-style-type: none"> i. Promotion of drought resistant crops ii. Provide inputs for drought resistant crops iii. Undertake value-chain analysis iv. Promotion of value addition 	
			Inadequate market access for livestock products	<ul style="list-style-type: none"> i. Formation/revival/ strengthening of cooperative societies ii. Construction of livestock markets, abattoirs and slaughter houses iii. Improve quality of livestock and livestock products 	
			Inadequate promotion of agri-business	Promotion of agri-business	

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
			Low value addition and marketing of agricultural produce	<ul style="list-style-type: none"> i. Formation/revival/strengthening of cooperative societies ii. Promotion of value addition iii. Capacity building iv. Undertake value-chain analysis 	
			Low livestock productivity	<ul style="list-style-type: none"> i. Provision of livestock extension services ii. Establishment of disease free zones iii. Preservation of livestock feeds iv. Promotion of Apiculture v. Dairy farming promotion vi. Promotion of poultry feeds production vii. Development of demonstration sites viii. Vaccination of livestock 	
		Tourism	Unexploited tourism potential	<ul style="list-style-type: none"> i. Provision of access roads to tourist destinations ii. Provision of incentives to the tourism sector iii. Empowerment of local tour guides through capacity building iv. Fast track implementation of resort cities identified in the Kenya Vision 2030 	Ministry of Tourism and Wildlife County Governments

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
		Manufacturing	Concentration on traditional tourism circuit	Diversification through the promotion of all tourism circuits	
			Human wildlife conflict	<ul style="list-style-type: none"> i. Implementation of wildlife corridor and disposal areas report recommendations ii. Protection of wildlife corridors iii. Adequate funding for compensation 	
			Low hotel bed occupancy	<ul style="list-style-type: none"> i. Promotion of domestic and international tourism ii. Rotational hosting of national holiday celebration in counties 	
			Un-harmonized tourism-related levies	Harmonization of tourism levies at national and county level	
			Non-protection of locally produced goods	<ul style="list-style-type: none"> i. Provision of incentives for value addition ii. Revival of the local industries (e.g. textile) iii. Reducing cost of production 	Ministry of Industry Trade and Cooperatives Ministry of Labour and Social Protection
			Inadequate skilled manpower	<ul style="list-style-type: none"> i. Investing in TVETs and VTCs ii. Increasing labour productivity 	
			Mismanagement of public industries	<ul style="list-style-type: none"> i. Revival of industries ii. Improved governance 	
			Inadequate support to SMEs	<ul style="list-style-type: none"> i. Support to development of SMEs ii. Promotion of One Village One Product initiative iii. Establishment credit guarantee scheme 	

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
		Blue Economy	Unexploited blue economy potential	<ul style="list-style-type: none"> i. Promotion of fish farming, preservation and marketing ii. Investment in marine and lake transport (such as building and repairing of ships among other services) iii. Flagging of ships iv. Revival of Kenya National Shipping Line (KNSL) v. Exploration of minerals under the sea vi. Dredging of the waterways vii. Promoting marine tourism viii. Protection of Exclusive Economic Zones (EEZ), lakes and rivers ix. Strengthening Beach Management Units (BMUs) 	State Department for Shipping and Maritime, State Department for Fisheries, Aquaculture and the Blue Economy.
			Illegal and unregulated fishing	<ul style="list-style-type: none"> i. Intensify monitoring, control and surveillance against illegal fishing 	
		Financial Services	Increased level of debt to GDP ratio	<ul style="list-style-type: none"> i. Promote debt sustainability ii. Consider only concessional loans and grants iii. Use loan funds only for development purposes 	The National Treasury and Planning, Parliament, MDAs and County Governments.
			Mismanagement of SACCOs	<ul style="list-style-type: none"> i. Strengthen Sacco's Societies Regulatory Authority (SASRA) ii. Review taxation of dividends 	

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
			Un-harmonized business levies	Harmonization of levies at national and county levels	
			Pending bills and delayed disbursement of funds	<ul style="list-style-type: none"> i. Timely disbursement of funds to MDAs and county governments ii. Prioritization in expenditure iii. Strict adherence to the provisions of the PFM Act and regulations 	
		Oil and Other Mineral Resources	Unregulated and illegal mining	<ul style="list-style-type: none"> i. Streamlining mining licensing ii. Procurement of modern mining equipment iii. Training of artisanal miners iv. Establishment of mineral processing factories 	Ministry of Petroleum and Mining, and County Governments.
			Uncertainty in oil prospecting	Community sensitization on the benefit accruing from prospecting	
		Trade	Inadequate produce market facilities	Establish wholesale, retail and fresh produce markets	
			Inadequate information on investment opportunities	Update investment opportunities database and dissemination at national and county governments	Ministry of Industrialization, Trade and Cooperatives, and County Governments. Industrialization, Trade and Cooperatives, and County Governments.
			Unfavorable investment environment	<ul style="list-style-type: none"> i. Provision of enabling investment infrastructure (such as SME parks, SEZs, industrial parks, etc.) ii. Tax relief to new companies 	
			Unfavorable business environment at border towns	Improve ease of doing business by reduction of taxes/fees/licenses and subsidizing farm inputs, etc.	

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
			Importation of fish from outside the country	<ul style="list-style-type: none"> i. Full exploitation of the blue economy potential ii. Development of fish landing sites iii. Strengthening Beach Management Units iv. Improving fish handling facilities 	
		BPO/ITES	Unexploited BPO potential	<ul style="list-style-type: none"> i. Implementation of Digital Programmes (online jobs for the youth) ii. Fast tracking implementation of projects and programmes under the Konza Technopolis 	
3.	Social	Education and Training	Quality of education	<ul style="list-style-type: none"> i. Improve quality of education through provision of infrastructure, staffing and instructional materials ii. Implementation of Competence Based Curriculum (CBC) iii. Coaching and mentorship 	Ministry of Education, Technical and Vocational education and Training Authority (TVETA), Higher Education Loans Board (HELB), and County Governments.
			Inadequate TVET and VTC institutions	Increase the number of TVET and VTC institutions, equip them and recruit instructors	
			Shortage of TSC teachers	Recruitment and distribution of more TSC teachers	
			Low literacy levels in marginalized counties	<ul style="list-style-type: none"> i. Increased sensitization on ECDE, Free Primary Education (FPE), adult literacy programme and Free Day Secondary Education (FDSE) 	

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
				<ul style="list-style-type: none"> ii. Upscaling of school feeding programmes iii. Equitable provision of bursaries and scholarships 	
			Inadequate support to university students	<ul style="list-style-type: none"> i. Equitable provision of bursaries and scholarships ii. Upscale HELB loans 	
			Low school completion rate due to teenage pregnancies and early marriages	Sensitization of communities on teenage pregnancies and early marriages	
			Inadequate institutionalization of Science, Technology, Engineering and Mathematics (STEM) in schools	<ul style="list-style-type: none"> i. Sensitizing learners and parents on relevance Science, Technology, Engineering and Mathematics (STEM) ii. Provision of instructional materials iii. Construction and equipping laboratories 	
			Inadequate public libraries	Establishment and equipping of public libraries in the counties	
			Inadequate school infrastructure to support 100% transition	<ul style="list-style-type: none"> i. Provision of enough resources for school infrastructure and personnel ii. Construction of Special Needs Education (SNE) schools 	
			Unapproved university courses	Increased supervision by the Commission for University Education (CUE)	
			Slow process of school registration	Fast track the registration of schools, especially in ASALs	
		Health	High cost of health care	<ul style="list-style-type: none"> i. Increasing funding for county health services 	Ministry of Health and County Governments.

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
				<ul style="list-style-type: none"> ii. Increasing health conditional grants to counties iii. Review of NHIF benefit package to cover Non Communicable Diseases (NCDs), OVCs and elderly iv. Undertake civic education on preventive health v. Sensitize the public on NHIF uptake 	
			Increasing prevalence of NCD (e.g. Cancer, etc.)	Increased screening and management of NCDs	
			Inadequate referral services in most of the counties	<ul style="list-style-type: none"> i. Strengthening of hospital services (Levels 4 and 5) ii. Establishment of mobile health clinics 	
			High incidences of drug and substance abuse	<ul style="list-style-type: none"> i. Sensitization of the youth ii. Establishment of rehabilitation Centre's 	
			Inadequate health personnel and medical supplies and drugs in county health facilities	<ul style="list-style-type: none"> i. Recruitment and distribution of health personnel ii. Establishment of Kenya Medical Training Colleges in all counties iii. Timely provision of medical supplies iv. Proper management of medical supplies and drugs in public health facilities 	
			Weak Implementation of community health strategy framework	Implement Community Health Strategy	

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
			Inadequate promotion of medical tourism	Promotion of medical tourism	
		Population, Housing and Urbanization	Inadequate housing	<ul style="list-style-type: none"> i. Provision of affordable houses under the 'Big Four' Agenda ii. Promotion of Appropriate Building Technologies (ABTs) iii. Provision of incentives to developers 	State Department for Housing and County Governments.
			Bottlenecks in the construction industry	<ul style="list-style-type: none"> i. Address bureaucracy and ease the licensing process in the industry ii. Enforce compliance with the building code 	
			Youth bulge	Take advantage of Demographic Dividend (DD) to provide life skills to the youth	
		Gender, Youth and Vulnerable Groups	Exclusion of some sections of youth, PWDs, OVCs and elderly in government funded programmes	<ul style="list-style-type: none"> i. Equitable distribution of opportunities ii. Nurturing of talent and establishment of innovation hubs iii. Strengthening implementation of AGPO at national and county governments iv. Equipping youth empowerment centres v. Subsidizing TVET and VTCs education vi. County governments to supplement the efforts of national government in cash transfer programmes vii. Full implementation of the Public Procurement and Asset Disposal Act, 2015 	

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
				viii. Operationalize county affirmative funds/ grants ix. Proper targeting in programme and project implementation	Ministry of Public Service, Youth and Gender Affairs, Ministry of Education and County Governments.
			Low uptake/ repayment of empowerment funds	i. Sensitization on empowerment funds ii. Fast track the proposed merger of the funds to Biashara Fund iii. Implement affirmative action initiatives iv. Review the empowerment fund access procedures	
			Borrowing from unofficial lenders who exploit vulnerable groups	i. Sensitization against borrowing from unofficial lenders ii. Upscaling of the funds iii. Providing entrepreneurial skills and opportunities	
			Inadequate support to persons with severe disability	i. Enhancing support to persons with severe disability ii. Provision of free legal aid	
			Increased cases of Gender Based Violence (GBV) and child molestation	i. Establishment of rescue centres for GBV, children and the mentally ill ii. Sensitization on GBV support Programmes	
			Non-compliance with the one third gender rule	Encouraging compliance with the one third gender rule	
			Gender inequality	Sensitization to address cultural issues	
		Environment, Water and Sanitation	Inadequate safe and clean water	i. Improved supply of safe and clean water ii. Protection of water catchment/riparian/wetlands/water towers	Ministry of Environment, Ministry of Water and County Governments.

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
			Inadequate solid waste management infrastructure	Develop solid waste management infrastructure	
			Inadequate drainage systems	Develop drainage systems in urban areas	
			Jigger Infestation	Sensitization and campaigns	
			Addressing negative effects of Asbestos in roofing	Enforce compliance with guideline on replacement of asbestos	
			Low forest/tree cover	<ul style="list-style-type: none"> i. Promote agro-forestry e.g. bamboo farming to increase tree cover ii. Strengthening school 4k clubs iii. Planting appropriate trees on riparian land (elimination of Eucalyptus trees) iv. Strengthen surveillance on logging ban 	
			Inadequate water supply	<ul style="list-style-type: none"> i. Construction of mega dams and community water projects ii. Promotion of water harvesting systems 	
			Inadequate sanitation facilities in urban areas and public utilities	Construction of ablution blocks in urban areas and public utilities	
			Poor management of water resources	Enforce water resources management, to ensure benefits especially to downstream communities (for rivers)	
		Sports, Culture and Arts	Inadequate sports and rehabilitation facilities (stadia)	Develop sports and rehabilitation facilities (stadia) in all the counties	Ministry of Sports, Culture and Arts, and County Governments.
			Inadequate recreational facilities	Construction of recreational centres in counties	

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
			Inadequate cultural centres and museums	Establish cultural centres and museums in all counties	
			In adequate support to sports men and women	<ul style="list-style-type: none"> i. Put in place initiatives towards recognition and awarding of sports men and women' efforts ii. Nurturing sports talents iii. Establishment of talent academies 	
			Unexploited sports tourism	Promoting Kenya as a sports tourism destination	
4.	Political	Devolution	Lack of clarity on separation of functions between national and county governments	Strengthen inter-governmental relations	Ministry of Devolution and ASALs County Governments, Intergovernmental Relations Technical Committee (IGRTC), Commission on Revenue Allocation (CRA) and State Department for Planning.
			Weak partnerships	Strengthening collaboration partnerships with development partners, CSOs, FBOs, NGOs, Private Sector, etc.	
			Delayed payments for goods and services delivered at the sub counties	<ul style="list-style-type: none"> i. Counties to decentralize treasury services to sub-counties and ward levels; ii. Decentralize government services to ward level 	
			Legality of County Economic Blocks	Strengthen County Economic Blocks through necessary policy and legislation	
			Inadequate equitable sharable revenue to county governments and among counties	Review the revenue sharing formula between the national and county governments and among counties	
			Weak linkage between national and county plans	<ul style="list-style-type: none"> i. Strengthen Economic and Planning committee of the IBEC 	

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
				ii. Strengthen national government county planning offices	
			Slow legislation process at the county level	Strengthen the legislative capacity of the County Assemblies	
			Inter-county conflicts	i. Cross-boundary dialogues ii. Implementation of ADR policy	
		Governance and the Rule of Law	Increased incidences of corruption	i. Involvement of all Kenyans in the fight against corruption ii. Strengthening oversight institutions	Ministry of Interior and Coordination of Government, Ethics and Anti-Corruption Commission (EACC), All MDAs and County Governments
5.	Thematic Areas	DRM	Inadequate DRM	i. Strengthen DRM capacity in counties ii. Implementation of the DRM policy and strategies	Ministry of Interior and Coordination of Government, Ministry of Environment and all MCDAs.
		HIV and AIDS	HIV and AIDS prevalence	i. Sensitization and awareness creation ii. Counselling and testing iii. Provision of ARTs iv. Empowerment of vulnerable groups	
		Climate Change	Reliance on wood fuel for cooking especially in rural areas	Promotion of cleaner sources of energy	
6.	Others		Implementation and financing framework	i. Increased allocation equitable sharable revenue to counties, county own source of revenue, Public Private Partnerships (PPPs) uptake	State Department for Planning, Ministry of Interior and Coordination of National Government, Count

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
				<ul style="list-style-type: none"> ii. Review of MTP iii. Aligning counties strategies to the Big Four Agenda iv. Proper coordination of implementation of programmes and projects for both level of government v. Operationalization of national government county planning offices through deployment of staff vi. Preparation of CIDP status/review reports for and incorporate lessons learnt vii. Strengthen NIMES and CIMES viii. Effective implementation of the Executive Order No. 1 of 2019 on coordination of implementation of national government programmes and projects ix. Development and dissemination of ten year county sectoral plans guidelines x. Foster dialogue between and among all leaders at both levels of government 	Governments, and Council of Governors.
			Non-translation of policy documents into Kiswahili and local languages	i. Translation of policy documents into Kiswahili, local languages, and braille	State Department for Planning and County Governments.

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
				ii. Improve communication through use of vernacular radio stations, county administrators, chiefs, village elders and in social functions	
			Dissemination of government policy documents	i. Dissemination of policy documents through use of official languages and in sign language.	
			Non-adherence to norms and standards in project management	i. Enforce Public Investment Management (PIM) guidelines ii. Adhere to NCPWD guidelines on design of buildings and roads	State Department for Planning, State Department for Housing, and County Governments.
			Inadequate public participation in planning, budgeting, implementation, monitoring and evaluation of public programmes and projects	i. Greater involvement of the public during identification, implementation, monitoring and evaluation of public programmes and projects in line with the public participation guidelines ii. Proper labelling and displaying of programmes and projects' information iii. Establish feedback mechanisms	State Department for Planning and County Governments.
			Limited information on the equalization fund	Dissemination of information on the equalization fund on the areas of focus, sectors and mode of disbursement	National Treasury and Planning, CRA, and County Governments.
			Stalled projects	i. Fast-track implementation of stalled projects	State Department for Planning and County Governments.

S/No.	Pillar	Sector	Issue	Recommended Solution	Responsible Agencies
				ii. Prioritization of ongoing projects	
			Inadequate clarity on the linkage between the Kenya Vision 2030 and the Big Four priorities	Dissemination of information on the Big Four and the Kenya Vision 2030	State Department for Planning and County Governments.
			Lack of a Risk Management Strategy	i. Implement PIM guidelines ii. Implement strategic plan guidelines	State Department for Planning and County Governments.
			High poverty levels	Implement pro-poor interventions	State Department for Planning, MDAs and County Governments.
			Slow pace of implementation of flagship and other transformative projects	Strengthen inter-governmental committees to fast track implementation of programmes and projects	Ministry of Interior and Coordination of National Government, State Department for Planning, County Governments and Vision 2030 Delivery Secretariat (VDS).
			Sharing of benefits accruing from national resources such as national parks by the host counties	Develop legislation on sharing of benefits accruing from national resources	Ministry of Interior and Coordination of National Government, State Department for Planning, County Governments and responsible MDAs.
			High community expectation from the government	i. Community involvement in public sector initiatives. ii. community Sensitization on the government programmes	State Department for Planning and County Governments.

5.0 CHALLENGES, LESSONS LEARNT AND WAY FORWARD

5.1 Challenges

5.1.1 County Developmental Challenges

- i. The delayed release of funds by the national government to the counties
- ii. Low internal county revenue base;
- iii. Inadequate county revenue generation frameworks;
- iv. Lack of citizen feedback mechanisms;
- v. Sectoral plans that are supposed to inform CIDP are in draft form;
- vi. Inadequate technical and human capacity across county departments;
- vii. Weak monitoring, evaluation and reporting systems;
- viii. Incomplete unbundling of some functions;
- ix. Inadequate equitable share funding for financing development programs within the county;
- x. Inadequate awareness on implementation of the "Big Four" Agenda at the county level;
- xi. Uncoordinated planning of some development programmes due to political influence leading to duplication;
- xii. Encroachment of wetlands and water towers;
- xiii. Low investment in some counties due to lack of land ownership documents as a result of Community Land Tenure System;
- xiv. Perennial droughts in some counties that affect pastoral and agricultural productivity;
- xv. Insecurity in some regions which is a setback to economic development;
- xvi. Over reliance on rain fed agriculture resulting to crop failure or less than targeted productivity;
- xvii. Unreliable provision and distribution of farm inputs to the farmers;
- xviii. Frequent IFMIS downtime which adversely affects the delivery of services;
- xix. Inadequate value addition and marketing strategy for agricultural produce; and
- xx. High school dropout and early marriages in some regions.

5.2 Lessons Learnt

- i. Use of alternative languages for example sign language and Kiswahili is important in enhancing dissemination of information;
- ii. Adherence to the provided guidelines in participants invitations ensures objectivity of the forum;
- iii. Availability of popular version of the MTP is necessary during dissemination;
- iv. In order to have effective mobilization of the stakeholders during disseminations, it is essential to clarify the roles of the county governments and the County Commissioners;
- v. Prior to county visits is it essential to convene a meeting of all teams members;
- vi. It is important to agree on tasks/roles among team members prior to travel
- vii. Effective communication by the State Department for Planning with the county governments and County Commissioners is critical in ensuring achievement of the objectives of the forums.

5.3 Way Forward

- i. Share the report with all Principal Secretaries, Council of Governors and County Commissioners by 15th June, 2019;
- ii. The National Treasury and Planning to fast-track operationalization of the National Government County Planning Offices through staff deployment and allocation of resources;
- iii. Fast-track implementation of Executive Order no. 1 of 2019 in order to ensure all programmes that have been delayed are completed;
- iv. The State Department for Planning to prepare a popular version of the MTP III by 31st July, 2019 to ensure ease of reference;
- v. The State Department for Planning to ensure future MTPs are finalized in time to inform the preparation of the CIDPs; and
- vi. The State Department for Planning to organize public forums by 15th December, 2019 to sensitize the public on the 'Big Four' Agenda.

APPENDIX 1: THIRD MEDIUM TERM PLAN (MTP III) 2018-2022 SECTOR WORKING GROUPS (SWGs)

VISION 2030 PILLAR	MTP III SWGs
Economic	Agriculture and Livestock
	Manufacturing
	Tourism
	Trade
	Financial Services
	Business Process Outsourcing
	Oil Gas and other Minerals
	Blue Economy
Social	Health
	Population, Housing and Urbanization
	Education and Training
	Environment, Water, Sanitation and Regional Development
	Gender, Youth and Vulnerable Groups
	Sports, Culture and the Arts
Political	Devolution
	Governance, Justice and Rule of Law
Enablers	Infrastructure
	Information, Communication and Technology
	Science, Technology and Innovation
	Land Reforms
	Public Service Reforms
	Labour and Employment
	National Values
	Ending Drought Emergencies
	Security
Thematic Working Groups	HIV and AIDs
	Disaster Risk Management
	Climate Change



The Principal Secretary
State Department for Planning
The National Treasury and Planning
Treasury Building
P.O. Box 30005 - 00100, Nairobi, Kenya
Tel: +254-020-252299
Email: info@planning.go.ke
Website: www.planning.go.ke