



REPUBLIC OF KENYA

THIRD MEDIUM TERM PLAN 2018 – 2022

Transforming Lives: Advancing socio-economic development through the “Big Four”

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THE NATIONAL ANTHEM

Swahili

*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*

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

FOREWORD

Our country's long term development blue print, Vision 2030 aims to transform Kenya into an industrialized middle income country offering a high quality of life to all our citizens. The Vision is being implemented through successive five-year medium term plans. This Third Medium Term Plan (MTP III) 2018-2022 succeeds the Second MTP (MTP II) 2013-2017 which implemented the policies, programmes and projects of my first administration as outlined in the Jubilee Manifesto "Agenda for Kenya 2013-2017 and Beyond".

As with its predecessor, this Plan has been aligned with the Jubilee Manifesto 2017, with particular focus on implementing policies, programmes and projects designed to achieve the "Big Four" initiatives of my Second Administration. These are: Industrialization, Manufacturing and Agro-processing; Affordable Housing; Food and Nutrition Security; and Universal Health Coverage. Implementation of these four initiatives will not only support higher economic growth and faster job creation, but also reduce the high cost of living affecting many of our people.

We made considerable progress during MTP II period, most notably in development and modernisation of infrastructure, improved security, human resource development, job creation, expanding access to affordable health care, and in modernizing our public services. During this Plan period, we will build on these foundations and successes to continue our country's transformation and modernization in order to create more quality jobs, raise the living standards of every Kenyan, end inequality and lift more Kenyans out of poverty.

Furthermore, we will continue developing our nation's transport, Information Communication Technologies (ICT) and energy infrastructure to attract global industry and create high quality and hi-tech jobs. We will maintain a stable macro-economic environment and pursue policies that support high, rapid and inclusive economic growth, ensure price stability and sustainable debt levels. Trade with our traditional markets will be expanded and new markets for our goods and services established. In addition, the financial sector will be strengthened to ensure that entrepreneurs and investors are supported with affordable credit and other financial services.

Employment creation is at the heart of my Second Administration. During the Plan period, my Government will put in place comprehensive strategies and programmes to create at least 6.5 million jobs. This will be achieved by expanding the manufacturing sector to increase its contribution to Gross Domestic Product (GDP) from 9.2 per cent in 2017 to 15 per cent and increasing agro-processing to at least 50 per cent of total agricultural production. We plan to accelerate growth in manufacturing through the establishment of Special Economic Zones and Industrial Parks, creating an additional 1,000 manufacturing SMEs and providing them with access to affordable capital, training and skills enhancement, access to markets and establishing at least one industry in each county.

In the next five years we will also put in place measures to create over 1 million online jobs for our youths through the on-going *Ajira* Digital Programme. We will strengthen the institutional framework to support creative arts so that the industry can generate wealth and jobs for our youth.

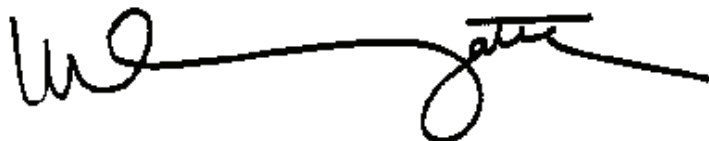
The development of the oil and other mineral resources sector and expansion of infrastructure projects, including the targeted construction of at least 500,000 affordable houses across the country are further expected to increase job creation over the Plan period. Food and nutrition security will be largely enhanced through investments in irrigation, affordable farm inputs, and development of the Blue Economy.

We will continue to give priority to inclusive and quality education to nurture a globally competitive workforce to drive economic growth and spur job creation. In this regard, we will restructure and modernise our education system to ensure that our graduates are competitive in the 21st century labour market. Measures will also be taken to expand and equip Technical and Vocational Education Training (TVET) institutions and polytechnics to improve the quality and quantity of the middle level workforce, while at the same time aligning the curriculum with industry needs.

My Administration will ensure that every citizen has access to the best possible health care at the most affordable price, including enhancing health care programmes for mothers and children. We will also provide dignified support to the elderly and persons with disability through enhancing and expanding our social protection programmes.

In the course of implementing this Plan, my Government will sustain the momentum in reforming our public sector through among others, digitization of all government services by expanding and delivery of e-government services, and strengthening policy, legal and institutional frameworks for devolution. In addition, my Government will support the strengthening of the Judiciary, improving governance and the rule of law, and the fight against corruption.

I, therefore, call upon all Kenyans to remain united so that we move forward as one peaceful and prosperous nation with a common vision. I also urge all of us to play our part in implementing this Plan as it is our shared responsibility. The Government on its part will work closely with County Governments, the private sector and development partners to ensure we deliver on this Plan's targets. This is critical as it will bring about faster socio-economic transformation of our country and improve the livelihoods and well-being of our people.

A handwritten signature in black ink, appearing to read 'U Kenyatta', with a long horizontal line extending to the right.

H.E. Hon. Uhuru Kenyatta, C.G.H.
President of the Republic of Kenya
And Commander-In-Chief of the Defence Forces

PREFACE

During the past five years, Kenya made significant progress in implementing the policies, programmes and projects outlined in the Second MTP (MTP II) 2013-2017. The achievements are documented in the Annual Progress Reports (APRs) and the Mid-Term Review Report of the MTP II.

One of the key achievements of the MTP II was the successful implementation of the devolved system of government. This saw the establishment of 47 County Governments with the relevant enabling laws in place and the transfer of devolved functions including the personnel performing the functions. It also saw the transfer of sharable revenues allocated to Counties increase from 31 per cent to 34 per cent by end of June 2017, well beyond the constitutional minimum threshold of 15 per cent.

Key devolution institutions were also established including the National and County Governments Co-ordinating Summit, the Inter-Governmental Budget and Economic Council (IBEC), the Inter-Governmental Relations Technical Committee (IGRTC) and the Council of Governors (CoG). As a result, equitable distribution of resources across the country was enhanced and government services brought closer to the people. In addition, poverty levels in Kenya fell from 46 per cent in 2005/2006 to 36.1 per cent in 2015/2016.

The Third Medium Term Plan (MTP III) 2018-2022 is the second to be prepared under the devolved system of governance. Like the previous MTPs, it has been prepared through a wide consultative process involving all stakeholders, right from the grass root level. It is aligned to the Constitution, Vision 2030 and key policy, legal and institutional requirements of the country. Implementation of the MTP III and its financing framework will focus on delivering the “Big Four” initiatives.


In view of limited fiscal space, implementation of the MTP III will leverage on private sector investments through Public Private Partnerships (PPPs). In this regard, a High Speed PPP Unit will be established to attract and engage the private sector on implementation of projects under the “Big Four” initiatives and other priority programmes and projects.

Additional initiatives will be undertaken to harmonise planning and implementation at county level with the national planning framework. These include finalization and implementation of the National Urban Development Policy (NUDP), amendment of the Public Finance Management (PFM) Act to entrench the minimum threshold for Parliament to review revenue allocation recommendations from the Commission on Revenue Allocation (CRA), and enactment of the County Government (Tax Regulations) Bill 2016. Other initiatives include development of a policy and enactment of legislation to provide for sharing of revenue and benefits accruing from exploitation of natural resources, and development and implementation of a policy on shared resources between counties.

Measures will be taken to strengthen existing structures for coordination with development partners in line with Global Partnership for Effective Development Cooperation (GPEDC). This will ensure that development partners’ Country Assistance Strategies and Programmes are aligned with the priorities of the MTP III.

The National Treasury and Planning prepared and issued guidelines for aligning the County Integrated Development Plans to MTP III. Guidelines for preparation of Strategic Plans for all Ministries, Departments and Agencies (MDAs) in line with MTP III will be issued. In order to ensure effective tracking of implementation, the National Treasury and Planning will prepare and disseminate quarterly and annual progress reports on implementation of the “Big Four” initiatives and other MTP III policies, programmes and projects.

I would like to thank all those who participated in the process of the preparation of this Plan, in addition to those who provided inputs and necessary support. The National Treasury and Planning appreciates the leadership and guidance of His Excellency The President and the Cabinet in spearheading the country’s transformative development agenda.



Henry Rotich, EGH
Cabinet Secretary
The National Treasury and Planning

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LIST OF ACRONYMS

ABE	Adult Basic Education
ABMT	Appropriate Building Materials and Technologies
ACA	Anti-Counterfeit Agency
ACE	Adult and Continuing Education
ADAK	Anti-Doping Agency of Kenya
ADC	Agricultural Development Corporation
ADR	Alternative Dispute Resolution
ADRVs	Anti-Doping Rule Violations
AF	Adaptation Fund
AFA	Agriculture and Food Authority
AFD	Agence Francaise de Developpement
AfDB	Africa Development Bank
AFFA	Agriculture, Fisheries and Food Authority
AG	Attorney General
AGOA	African Growth and Opportunity Act
AGPO	Access to Government Procurement Opportunities
AHITI	Animal Health Industry Training Institute
AI	Artificial Insemination
AIE	Authority to Incur Expenditure
AIRC	Agriculture Information and Resource Centre
ALTI	Agriculture and Livestock Training Institutions
AMISOM	African Union Mission in Somalia
APBET	Alternative Provision of Basic Education and Training
APR	Annual Progress Report
APRM	Africa Peer Review Mechanism
ARA	Asset Recovery Agency
ARCSS	Agreement on the Resolution of the Conflict in South Sudan
ARIC	Agriculture Resource Information Centre
ART	Anti-Retroviral Therapy
ASALs	Arid and Semi- Arid Lands
ASK	Agricultural Society of Kenya
ASSM	Artisanal and Small Scale Miners
ASTII	African Science Technology and Innovation Indicators Survey
ATDC	Agricultural Technology Development Centre
ATVET	Advanced Technical and Vocational Education Training
AU	African Union
AUPSC	Africa Union Peace and Security Council
AWS	Automatic Weather Stations
AYP	Adolescents and Young People
BASAs	Bilateral Aviation Safety Agreements
BEPS	Base Erosion and Profit Shifting
BIP	Border Inspection Post
BIRCS	Biotechnology Information and Resource Centre
BKB	Brand Kenya Board
BMO	Business Membership Organization
BMU	Beach Management Unit
BOHS	Basic Occupational Health Services
bOPV	Bivalent Oral Polio Vaccine
BPO	Business Processing Outsourcing
BPS	Budget Policy Statement
BRS	Business Registration Services
BRT	Bus Rapid Transit
BTAs	Bilateral Trade Agreements
BURs	Biennial Update Reports
CA	Communications Authority (of Kenya)
CAADP	Comprehensive African Agricultural Development Program
CABs	Conformity Assessment Bodies
CACCOCs	County Anti-Corruption Civilian Oversight Committees

CAIDI	Customer Average Interruption Duration Index
CAJ	Commission on Administrative Justice
CAJAC	China-Africa Joint Arbitration Centre
CAK	Communications Authority of Kenya
CAP	Content Access Point
CARPS	Capacity Assessment and Rationalization of the Public Service
CASBs	County Assembly Service Boards
CASP	Costed AIDS Strategic Plans
CBAs	Collective Bargaining Agreements
CBC	Competency Based Curriculum
CBD	Central Business District
CBET	Competency Based Education and Training
CBIT	Capacity Building Initiative on Transparency
CBK	Central Bank of Kenya
CBOs	Community Based Organizations
CBPP	Contagious Bovine Pleuropneumonia
CBTA	Centre for Business and Technology in Africa
CCCDC	Chandaria Cancer and Chronic Disease Centre
CCD	Care for Child Development
CCF	Climate Change Fund
CCK	Communication Commission of Kenya
CCP	County Connectivity Project
CCPP	Contagious Caprine Pleuropneumonia
CCTV	Closed-circuit television
CDACC	Curriculum Development Assessment and Certification Council
CDM	Clean Development Mechanism
CD-MIS	Community Development Management Information System
CEWER	Conflict Early Warning Early Response
CFTA	Continental Free Trade Area
CG	County Government
CHEW	Community Health Extension Work
CHV	Community Health Volunteers
CIDP	County Integrated Development Plan
CIH	Constituency Innovation Hubs
CIMES	County Integrated Monitoring and Evaluation Systems
CIS	Credit Information Sharing
CLE	Council of Legal Education
CLMB	County Land Management Boards
CLTS	Community Lead Total Sanitation
CMA	Capital Markets Authority
CMMP	Capital Markets Master Plan
CMS	Case Management System
CoB	Controller of Budget
CoE	Census of Establishments
CoG	Council of Governors
COMESA	Common Market for Eastern and Southern Africa
COTU	Central Organization of Trade Unions
CPDD	Centre for Product Design and Development
CPEBR	Climate Public Expenditure and Budget Review
CPF	Common Program Framework
CPI	Consumer Price Index
CPIMS	Child Protection Information Management System
CPMF	County Performance Management Framework
CPSBs	County Public Service Boards
CPST	Centre for Parliamentary Studies and Training
CRA	Commission on Revenue Allocation
CRD	Civil Registration Department
CRWPF	Central Radioactive Waste Processing Facility
CSA	County Smart Agriculture
CSA	County Statistical Abstracts
CSD	Customs Services Department

CSHSMS	Civil Servants Housing Scheme Management System
CSP	County Spatial Plans
CUCs	Court Users Committee
DD	Demographic Dividend
DFID	Department for International Development
DFIs	Development Finance Institutions
DFZ	Disease Free Zones
DHIS	District Health Information System
DLP	Digital Literacy Program
DMS	Discipline Management System
DoD	Department of Defence
DOSHS	Directorate of Occupational Safety and Health Services
DP	Development Partner
DRC	Disaster Recovery Centre
DRC	Democratic Republic of Congo
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DRSLP	Drought Resilience Sustainable Livelihood Programme
DRSRS	Department of Resource Surveys and Remote Sensing
DSA	Drug and Substance Abuse
DTI	Dairy Training Institute
EAC	East African Community
EACB	East Africa Central Bank
EACC	Ethics and Anti-Corruption Commission
EAMI	East African Monetary Institute
EARCs	Education, Assessment and Resource Centres
EARNP	East Africa Road Network Project
EARTTDFP	Eastern Africa regional transport and trade development facilitation project
EASF	East Africa Standby Force
ECA	Employment Creation Analysis
ECDE	Early Childhood Development Education
ECHN	Enrolled Community Health Nurses
ECoRAD	Enhanced Community Resilience Against Drought
ECTS	Electronic Cargo Tracking System
EDE	Ending Drought Emergencies
EDMS	Electronic Data Management System
EDR	Election Dispute Resolution
EEZ	Exclusive Economic Zone
EIB	European Investment Bank
EIS	e-registry Information Systems
EMCA	Environmental Management and Coordination Act
EMIS	Education Management Information System
EMPRETEC	Emprendedores and Tecnología (Entrepreneurs and Technology)
EOPS	Early Oil Pilot Scheme
EPA	Economic Partnership Agreement
EPC	Export Promotion Council
E-ProMIS	Electronic Project Management Information System
EPS	Expandable Polystyrene Panels
EPZA	Export Processing Zones Authority
ERC	Energy Regulatory Commission
ESIA	Environmental and Social Impact Assessment
ESP	Economic Stimulus Programme
EU	European Union
EWS	Early Warning Systems
FBOs	Faith Based Organizations
FDI	Foreign Direct Investment
FDP	Field Development Plan
FDSE	Free Day Secondary Education
FEED	Front End Engineering Design
FGM	Female Genital Mutilation
FID	Final Investment Decision

FKE	Federation of Kenya Employers
FNS	Food and Nutrition Security
FRC	Financial Reporting Centre
FSA	Foreign Service Academy
FSD	Financial Sector Deepening
FSI	Foreign Service Institute
FSS	Financial Services Sector
FY	Financial Year
GAA	Government Advertising Agency
GAC	Gulf Agency Company
GAVI	Global Alliance for Vaccines and Immunization
GBV	Gender Based Violence
GCCN	Government Common Core Network
GCF	Green Climate Fund
GCI	Global Competitiveness Index
GDC	Government Data Centre
GDN	Global Depository Notes
GDP	Gross Domestic Product
GDPI	Gross Direct Premiums Income
GDR	Global Depository Receipts
GEF	Global Environment Facility
GEMS	Growth Enterprise Market Segment
GEOCRIS	Geo-spatial Revenue Collection Information System
GER	Gross Enrolment Rate
GESIP	Green Economy Strategy and Implementation Plan
GEWE	Gender Equality and Women Empowerment
GGEP	Green Growth and Employment Programme
GHG	Greenhouse Gases
GHRIS	Government Human Resource Information System
GIS	Geographic Information System
GJLO	Governance, Justice, Law and ORder
GKFSP	Galana-Kulalu Food Security Project
GoK	Government of Kenya
GP	Government Press
GPEDC	Global Partnership for Effective Development Cooperation
GPS	Global Positioning System
HBV	Hepatitis B Virus
HELB	Higher Education Loans Board
HEP	Hydroelectric Power
HGSMP	Home Grown School Meals Program
HIPORS	HIV Implementing Partners Online Reporting System
HISP	Health Insurance Subsidy Program
HIV	Human Immunodeficiency Virus
HLM2	Second High-Level Meeting
HNWI	High Net worth Individuals
HPT	Health Products and Technologies
HRBA	Human-Rights Based Approach
HRH	Human Resources for Health
HSNP	Hunger Safety Net Program
HTS	HIV Testing Services
IAAF	International Association of Athletics Federations
IAEA	International Atomic Energy Agency
IAMCL	Internationally Accredited Mineral Certification Laboratory
IBEC	Intergovernmental Budget and Economic Council
IBQA	Institution Based Quality Assurance
ICAO	International Civil Aviation Organization
iCCM	Integrated Community Case Management
ICDC	Industrial and Commercial Development Corporation
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICGLR	International Conferences on Great Lakes Region
iCMS	Integrated Customs Management System

ICRAF	International Centre for Research in Agroforestry
ICT	Information Communication Technologies
ICTA	Information Communication Technology Authority
IDA	International Development Association
IDB	Industrial Development Bank
IDMIS	Irrigation and Drainage Management Information System
IDPs	Internally Displaced Persons
IEBC	Independent Electoral and Boundaries Commission
IEC	Information Education & Communication
IFMIS	Integrated Financial Management Information System
IGAD	Intergovernmental Authority on Development
IGAs	Income Generating Activities
IGOs	Inter-Governmental Organizations
IGRTC	Intergovernmental Relations Technical Committee
ILRI	International Livestock Research Institute
IOCs	International Olympic Committee
IOM	International Organization for Migration
IoT	Internet of Things
IPCRM	Integrated Public Complaints Referral Mechanism
IPMAS	Integrated Performance Management and Accountability System
IPMS	Information Protocol Management System
IPPs	Independent Power Producers
IPR	Intellectual Property Rights
IPRS	Integrated Population Registration System
IPV	Inactivated Polio Vaccine
IRMS	Integrated Public Records and Information Management System
ISO	International Organization for Standardization
ITC	Industrial Training Centre
ITES	Information Technology Enabled Services
ITMS	Integrated Tax Management System
IUU	Illegal, Unregulated and Unreported
JFSRF	Joint Financial Sector Regulators Forum
JICA	Japan International Cooperation Agency
JKIA	Jomo Kenyatta International Airport
JKUAT	Jomo Kenyatta University of Agriculture and Technology
JPC	Japan Productivity Center
JSC	Judicial Service Commission
KAA	Kenya Airports Authority
KAGRC	Kenya Animal Genetics Resource Centre
KAIST	Kenya Advanced Institute of Science and Technology
KALRO	Kenya Agricultural and Livestock Research Organization
KAM	Kenya Association of Manufacturers
KAS	Kenya Academy of Sports
KASF	Kenya AIDS Strategic Framework
KASNEB	Kenya Accountants and Secretaries National Examinations Board
KBA	Kenya Bankers Association
KBC	Kenya Broadcasting Corporation
KCAA	Kenya Civil Aviation Authority
KCC	Kenya Cooperative Creameries
KCCE	Kenya Co-operative Coffee Exporters
KDF	Kenya Defence Forces
KDHS	Kenya Demographic and Health Survey
KDIC	Kenya Deposit Insurance Corporation
KEBS	Kenya Bureau of Standards
KECOBO	Kenya Copyright Board
KEFRI	Kenya Forestry Research Institute
KeFS	Kenya Fisheries Service
KEHRI	Kenya Heritage Research Institute
KEMFSED	Kenya Marine Fisheries and Socio-Economic Development
KEMRI	Kenya Medical Research Institute
KEMSA	Kenya Medical Supplies Authority

KENAS	Kenya National Accreditation Service
KENHA	Kenya National Highway Authority
KENIA	Kenya National Innovations Agency
KENREF	Kenya Geodetic Reference Frame
KEPH	Kenya Essential Package for Health
KEPSA	Kenya Private Sector Alliance
KePSIC	Kenya Public Service Innovation Centre
KEPTAP	Kenya Petroleum Technical Assistance Project
KeRRA	Kenya Rural Roads Authority
KETRACO	Kenya Electricity Transmission Company Limited
KEWI	Kenya Water Institute
KFCB	Kenya Film Classification Board
KFS	Kenya Forest Service
KfW	Kreditanstalt für Wiederaufbau
KIB	Kenya Institute of Bankers
KIBT	Kenya Institute of Business Training
KICC	Kenyatta International Convention Centre
KICD	Kenya Institute of Curriculum Development
KIHBS	Kenya Integrated Household Budget Survey
KIMC	Kenya Institute of Mass Communication
KIOG	Kenya Institute of Oil and Gas
KIP	Kenya Integrity Plan
KIPI	Kenya Industrial Property Institute
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KIRDI	Kenya Industrial Research and Development Institute
KISE	Kenya Institute for Special Education
KISIP	Kenya Informal Settlement Improvement Project
KITI	Kenya Industrial Training Institute
KLDC	Kenya Leather Development Council
KLMSIS	Kenya Labor Market Information System
KLRC	Kenya Law Reform Commission
KM	Knowledge Management
KMA	Kenya Medical Association
KMC	Knowledge Management Centre
KMD	Kenya Meteorological Department
KMFRI	Kenya Marine and Fisheries Research Institute
KMHFL	Kenya Master Health Facility List
KMIS	Kenya Malaria Indicator Survey
KMTC	Kenya Medical Training College
KNA	Kenya News Agency
KNADS	Kenya National Archives and Documentation Service
KNAS	Kenya National Academy of Sciences
KNAYC	Kenya National Association of Youth Centers
KNBS	Kenya National Bureau of Statistics
KNCHR	Kenya National Commission on Human Rights
KNEB	Kenya Nuclear Electricity Board
KNEC	Kenya National Examinations Council
KNH	Kenyatta National Hospital
KNOCS	Kenya National Occupational Classification Standards
KNQA	Kenya National Qualifications Authority
KNQF	Kenya National Qualifications Framework
KNSA	Kenya Space Agency
KNSDC	Kenya National Skills Development Council
KNSDI	Kenya National Spatial Data Infrastructure
KNSL	Kenya National Shipping Line
KNTC	Kenya National Trading Corporation
KODI	Kenya Open Data Initiative
KOICA	Korea International Cooperation Agency
KOSAP	Kenya Off-Grid Solar Access Project
KOT	Kipevu Oil Terminal
KOTDA	Konza Technopolis Development Authority

KPC	Kenya Pipeline Company
KPLC	Kenya Power and Lighting Corporation
KPO	Knowledge Process Outsourcing
KPRL	Kenya Petroleum Refineries Limited
KRA	Kenya Revenue Authority
KRC	Kenya Railway Corporation
KSG	Kenya School of Government
KSL	Kenya School of Law
KSRAT	Kenya School Readiness Assessment Tool
KTC	KIRDI Techno Centre
KUC	Kenya Utalii College
KURA	Kenya Urban Roads Authority
KUSP	Kenya Urban Support Programme
KV	Kilo Vaults
KVB	Kenya Veterinary Board
KVDA	Kerio Valley Development Authority
KWS	Kenya Wildlife Services
KWTA	Kenya Water Towers Agency
KYEOP	Kenya Youth Employment and Opportunities Project
KYEP	Kenya Youth Empowerment Project
LAN	Local Area Network
LAPSSET	Lamu Port South Sudan Ethiopia Transport Corridor
LBDA	Lake Basin Development Authority
LDDs	Learners Digital Devices
LED	Local Economic Development
LEZ	Livestock Export Zone
LIA	Leadership and Integrity Act
LLINs	Long Lasting Insecticide Treated Nets
LMIS	Logistics Management Information System
LMIS	Labour Market Information System
LPCs	Local Peace Committees
LPG	Liquid Petroleum Gas
LVSR	Low Volume Seal Roads
M&E	Monitoring and Evaluation
MAT	Multi-Agency Team
MC	Ministerial Conference
MCA	Member of County Assemblies
MCDAs	Ministries, Counties, Departments and Agencies
MCS	Monitoring, Control and Surveillance
MDTI	Multi-Purpose Development Training Institutes
ME&F	Ministry of Environment and Forestry
MEAC & RD	Ministry of East African Community and Regional Development
MES	Managed Equipment service
METI	Ministry of Economy, Trade and Industry of Japan
MFA	Ministry of Foreign Affairs
M-Health	Mobile health
MI & CNG	Ministry of Interior and Co-ordination of National Government
MIA	Moi International Airport
MICE	Meetings, Incentives, Conferences and Exhibitions
MIOG	Morendat Institute of Oil and Gas
MIS	Market Information System
MITC	Mombasa Industrial Training Centre
MLA	Mutual Legal Assistance
MLND	Maize Lethal Necrotic Diseases
MNCH	Maternal, New Born and Child Health
MoALF & I	Ministry of Agriculture, Livestock, Fisheries and Irrigation
MoD & A	Ministry of Devolution and The ASALs
MoE	Ministry of Energy
MoE	Ministry of Education
MOH	Ministry of Health
MoICT	Ministry of Information Communication and Technology

MoITC	Ministry of Industry, Trade and Co-operatives
MoL&SP	Ministry of Labor and Social Protection
MoLPP	Ministry of Lands and Physical Planning
MoP&M	Ministry of Petroleum and Mining
MoSC&H	Ministry of Sport, Culture and Heritage
MoT&W	Ministry of Tourism and Wildlife
MoTIH & UD	Ministry of Transport, Infrastructure, Housing and Urban Development
MoUs	Memoranda of Understanding
MoW&S	Ministry of Water and Sanitation
MPSY&G	Ministry of Public Service, Youth and Gender Affairs
MRAs	Mutual Recognition Agreements
MRT	Mass Rapid Transit
MRV	Monitoring, Reporting and Verification
MSE	Micro and Small Enterprises
MSEA	Micro and Small Enterprise Authority
MSECOE	Micro and Small Enterprises Centres of Excellence
MSMEs	Micro, Small and Medium Enterprises
MT	Metric Tonnes
MTAP	Medium Term ASAL Programme
MTI	Meat Training Institute
MTO	Medium Taxpayers Office
MTP	Medium Term Plan
MTR	Mid-Term Review
MTRH	Moi Teaching and Referral Hospital
MVA	Megavolt-ampere
MVAR	Megavolt-ampere reactive
MW	Mega Watts
MWS	Ministry of Water and Sanitation
NACCSC	National Anti-Corruption Camp
NACHU	National Cooperative Housing Union
NACONEK	National Council for Nomadic Education in Kenya
NACOSH	National Advisory Committee on Occupational Safety and Health
NACOSTI	National Commission for Science, Technology and Innovation
NADICOK	National Diaspora Council of Kenya
NAICEC	Nairobi International Convention and Exhibition Centre
NAIP	National Agricultural Investment Plan
NAMIS	National Agricultural Market Information System
NAMSIP	Nairobi Metropolitan Services Improvement Project
NAP	National Adaptation Plan
NAS	National Addressing System
NASEP	National Agricultural Sector Extension Programme
NBA	National Bio-Safety Authority
NC	National Communication
NCA	National Construction Authority
NCAJ	National Council for the Administration of Justice
NCBF	National Capacity Building Framework
NCCAP	National Climate Change Action Plan
NCCRC	National Climate Change Resource Centre
NCDs	Non-communicable diseases
NCI	National Cohesion and Integration
NCIA	Nairobi Centre for International Arbitration
NCIP	Northern Corridor Integration Projects
NCPD	National Council for Population and Development
NCRC	National Crime Research Centre
NCTIP	Northern Corridor Transport Improvement Project
NDC	National Data Centre
NDC	Nationally Determined Contribution
NDEF	National Drought Emergency Fund
NDMA	National Drought Management Authority
NDOC	National Disaster Operations Centre
NEA	National Employment Authority

NECC	National Environmental Complaints Committee
NEIP	National Expanded Irrigation Programme
NEMA	National Environment Management Authority
NEMIS	National Education Management Information System
NER	Net Enrolment Rate
NESC	National Economic and Social Council
NETFUND	National Environment Trust Fund
NETIP	Northern Kenya Transport Improvement Project
NG	National Government
NGA	National Government Administration
NGAAF	National Government Affirmative Action Fund
NGCDF	National Government Constituencies Development Fund
NGEC	National Gender and Equality Commission
NGOs	Non-Governmental Organisations
NHIF	National Hospital Insurance Fund
NIB	National Irrigation Board
NID	National Identity Document
NIFC	Nairobi International Financial Centre
NIFCA	Nairobi International Financial Centre Authority
NIMES	National Integrated Monitoring and Evaluation System
NITA	National Industrial Training Authority
NKCC	New Kenya Cooperative Creameries
NLC	National Land Commission
NLIMS	National Land Information Management Standards
NLUP	National Land Use Policy
NMC	Numerical Machining Complex
NMDC	National Manpower Development Committee
NMK	National Museums of Kenya
NMT	Non-Motorized Transport
NOC	Network Operation Centre
NOCK	National Oil Corporation of Kenya
NOFBI	National Optic Fiber Backbone Infrastructure
NoKETF	Northern Kenya Education Trust Fund
Norad	Norwegian Agency for Development Cooperation
NOSH	National Occupational Safety and Health
NPC	National Payments Council
NPCC	National Productivity and Competitiveness Centre
NPHI	National Public Health Institute
NPI	Natural Product Industry
NPMF	National Performance Management Framework
NPoA	National Plan of Action
NPS	National Police Service
NPSRL	National Physical Science Research Laboratory
NPT	National Performance Trials
NQCL	National Quality Control Laboratory
NRB	National Registration Bureau
NRC	Norwegian Refugee Council
NRF	National Research Fund
NRRC	National Research & Repository Collection Centre
NSDI	National Spatial Data Infrastructure
NSE	Nairobi Securities Exchange
NSP	National Spatial Plan
NSSF	National Social Security Fund
NTFA	National Table of Frequency Allocation
NTFC	National Trade Facilitation Committee
NTNC	National Trade Negotiation Council
NTSA	National Transport and Safety Authority
NUA	New Urban Agenda
NUDP	National Urban Development Policy
NUTRIP	National Urban Transport Improvement Project
NVCET	National Vocational Certificate of Education and Training

NYES	National Youth Empowerment Strategy
NYS	National Youth Service
OAG&DOJ	Office of the Attorney General and Department of Justice
ODA	Official Development Assistance
ODPP	Office of Director of Public Prosecutions
OfD	Oil for Development
OOPs	Out Of Pocket Expenditure
OP-CT	Older Persons Cash Transfers
OSH	Occupational Safety and Health
OTMCP	Online Transaction Mining Cadaster Portal
OVCs	Orphan and Vulnerable Children
PBGs	Producer Business Groups
PBO	Public Benefits Organization
PCK	Postal Corporation of Kenya
PDTP	Presidential Digital Talent Programme
PEPFAR	President's Emergency Plan For AIDS Relief
PFM	Public Finance Management
PHC	Public Health Care
PHE	Population, Health and Environment
PHEOC	Public Health Emergency Operations Centre
PIBS	Program Independent Beneficiary Survey
PIM	Public Investment Management
PLHIV	People Living with HIV
PMI	Project Management Institute
PMMUS	Performance Management and Measurement Understandings
PMTCT	Prevention of Mother to Child Transmission
PPB	Physical Planning Bill 2015
PPE	Personal Protective Equipment
PPMC	Presidential Permanent Music Commission
PPP	Public Private Partnerships
PPRA	Physical Planners Registration Act, Cap 536
PrEPP	Pre-Exposure Prophylaxis project
PSC	Production Sharing Contract
PSs	Principal Secretaries
PV	Patrol Vessel
PVOC	Pre-Verification of Conformity
PWDs	Persons With Disabilities
PWSDs	Persons with Severe Disabilities
QMSs	Quality Management Systems
R.V	Research Vessel
RAS	Recirculation Aquaculture Systems
RBA	Retirement Benefits Authority
RBM	Results Based Management
REA	Rural Electrification Authority
RECTS	Regional Electronic Cargo Tracking System
REITs	Real Estate Investment Trusts
RIVATEX	Rift Valley Textiles
RMNCAH	Reproductive, Maternal, New Born, Child and Adolescent Health
RMP	Residue Monitoring Plan
RPL	Recognition of Prior Learning
RPLP	Regional Pastoral Livelihood Resilience Program
RRF	Rapid Response Fund
RRI	Rapid Results Initiatives
RSS	Road Side Stations
SACCOs	Savings and Credit Cooperative Organizations
SAG	Switch Africa Green
SAGA	Semi-Autonomous Government Agency
SAIFI	System Average Interruption Frequency Index
SAIT	Southern Alberta Institute of Technology
SAKSS	Strategic Analysis Knowledge Support System
SASRA	Sacco Societies Regulatory Authority

SCAC	State Corporations Advisory Committee
SCMPs	Sub-catchment management Plans
SCT	Single Customs Territory
SDAR	State Department for Agricultural Research
SDC&H	State Department for Culture and Heritage
SDCD	State Department for Crop Development
SDEAC	State Department for East African Community
SDFA&BE	State Department for Fisheries and Agriculture and the Blue Economy
SDGA	State Department for Gender Affairs
SDGs	Sustainable Development Goals
SDHUD&PW	State Department for Housing and Urban Development and Public Works
SDI	State Department for Irrigation
SDL	State Department for Labour
SDM & SA	State Department for Maritime and Shipping Affairs
SDM	State Department for Mining
SDPSY	State Department for Public Service and Youth
SDPW	State Department of Public Works
SDSP	State Department for Special Programmes
SDT	State Department for Trade
SDW	State Department for Wildlife
SEQIP	Secondary Education Quality Improvement Project
SESA	Strategic Environment and Social Assessment
SEZA	Special Economic Zones Authority
SEZs	Special Economic Zones
SFDRR	Sendai Framework for Disaster Risk Reduction
SFP	School Feeding Program
SFRTF	Street Family Rehabilitation Trust Fund
SFRTF	Strategic Food Reserve Trust Fund
SGBV	Sexual and Gender Based Violence
SGR	Standard Gauge Railway
SHGs	Self Help Groups
SKA	Square Kilometre Array
SLO&DoJ	State Law Office and Department of Justice
SME	Small and Medium-sized Enterprises
SNC	Second National Communication
SNE	Special Needs Education
SOPs	Standard Operating Procedures
SPS	Sanitary and Phyto-sanitary Standards
SRC	Salaries and Remuneration Commission
SSA	Sub-Saharan Africa
SSR	Self Sufficiency Ratio
ST&I	Science, Technology and Innovation
STC	Specialized Technical Committees
STCW	Standards of Training Certification and Watch-keeping
STEM	Science, Technology, Engineering and Mathematics
STP	Sanitary Towels Programme
SYPT	Subsidized Youth Polytechnic Tuition
TA	Transition Authority
TARDA	Tana & Athi Rivers Development Authority
TDDs	Teacher Digital Devices
TEC	Telecommunications, Electronics and Computers
TEUs	Twenty-foot Equivalent Units
TF	Tourism Fund
TFC	Tourism Finance Corporation
TFTA	Tripartite Free Trade Area
THE	Total Health Expenditure
THS	Transforming Health Systems
TICAD	Tokyo International Conference for Africa's Development
TIMS	Transport Information Management System
TIR	International Road Transport Carnet System
TMEA	Trade and Markets East Africa

TMP	Transport Master Plan
TNA	Training Needs Assessment
TNT&P	The National Treasury and Planning
tOPV	trivalent Oral Polio Vaccine
ToT	Turnover Tax
ToU	Time of Use Tariffs
TPCSI	Thika Production Centre for Shoe Industry
TRA	Tourism Regulatory Authority
TRWR	Total Renewable Water Resources
TSA	Treasury Single Account
TSC	Teachers Service Commission
TSPDRCs	Teacher Support and Professional Development Resource Centres
TTCs	Teachers Training Colleges
TVC	Technical Vocational Centre
TVET	Technical Vocational Education and Training
TVETA	Technical and Vocational Education and Training Authority
UFB	Universities Funding Board
UHC	Universal Health Care
UN	United Nations
UNAIDS	United Nations Programme on HIV and AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEA	United Nations Environment Assembly
UNECA	United Nations Economic Commission for Africa
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNODC	United Nations Office on Drugs and Crime
UNON	United Nations Office in Nairobi
UNSCR	United Nations Security Council Resolution
UoN	University of Nairobi
UPR	Universal Periodic Review
UPU	Universal Postal Union
USG	United States Government
VAT	Value Added Tax
VBE	Value-based Education
VMMC	Voluntary Medical Male Circumcision
VMS	Vessel Monitoring System
VTC	Vocational Training Centres
WADA	World Anti-Doping Agency
WASH	Water Sanitation and Hygiene
WB	World Bank
WCMA	Wildlife Conservation and Management Act
WCs	Wage Councils
WEF	Women Enterprise Fund
WFP	World Food Programme
WPP	Witness Protection Programme
WRA	Women of Reproductive Age
WRMA	Water Resources Management Authority
WSIs	Water Service Institutions
WSTF	Water Sector Trust Fund
WTO	World Trade Organization
YDC	Youth Development Centre
YEC	Youth Empowerment Centres
YEDF	Youth Enterprise Development Fund
YEP	Youth Empowerment Program

EXECUTIVE SUMMARY

The Third Medium Term Plan (MTP III) of the Kenya Vision 2030 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. The initiatives are: increasing the manufacturing share of GDP from 9.2 per cent to 15 per cent and agro-processing to at least 50 per cent of total agricultural output; providing affordable housing by building 500,000 affordable houses 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 per cent Universal Health Coverage. Additionally, the Plan targets to improve Kenya’s ranking in the Ease of Doing Business Indicator from position 80 to at least 45 out of 189.

Economic Growth and Macro Targets

The MTP III targets to increase real GDP annual growth from an average of 5.5 per cent achieved over the 2013-2017 period to 5.9 per cent in FY 2018/19 and 7 per cent by end of the Plan period. Savings and Investments as a percentage of GDP are targeted to increase from 18.8 per cent to 23.2 per cent and 24.4 per cent to 27.2 per cent respectively in order to support higher economic growth and development and create over 6.5 million jobs.

Foundations and Enablers of National Transformation

The MTP III focuses on nine key foundations and enablers for national transformation 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.

Under the infrastructure sector, the key projects planned for implementation over the Plan period are: expansion and rehabilitation of Terminal 1-B,C and D at Jomo Kenyatta International Airport (JKIA) in order to increase passenger handling capacity to 9 million passengers, and construction of second runway and associated facilities at JKIA; expansion of the second Container Terminal Phase II at the port of Mombasa; development of the Dongo Kundu free trade port; and, the completion of on-going construction of 3 berths and the development of the remaining 29 berths in Lamu port. The Standard Gauge Railway (SGR) Phase 2 (Nairobi-Malaba) will be constructed 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. On the other hand, 10,000 Km of paved roads will be constructed/ rehabilitated and electricity generation capacity increased from 2,699 MW in FY 2017/18 to 5,221 MW in FY 2021/22 and at the same time, improve the electricity distribution network by constructing 116 new primary distribution sub-stations and 1,244 Km of associated lines.

The key programmes and projects that will be implemented in the ICT Sector include expansion of the national optic fibre infrastructure, enhancement of Digital Government and e-Government services, boosting cyber security and establishment of the requisite policy, legal, regulatory and institutional frameworks.

In the STI Sector, key programmes earmarked for implementation include the Science, Technology, Engineering and Mathematics (STEM) Education Programme and establishment of national science technology and innovation parks. The Sector targets to increase research funding to 2 per cent of the GDP and attain a Global Competitiveness Index of 85 out of 137 countries by 2022.

Under the Land Reform Sector, the National Spatial Plan will be implemented as a key enabler of the MTP III and will be mainstreamed in County Spatial Plans and Sector Plans. The National Land Management Information System will be further developed to include digitalization of the remaining 39 land registries. The system will ensure effective and efficient access to land data.

An efficient, effective, equitable and ethical public service is vital for the successful implementation of the MTP III, hence the need to continue implementing public sector reforms. During the Plan period, the Government will among others, continue implementing the Integrated Service Delivery Models which include expanding the One-Stop Huduma Centres across 290 Sub-Counties. The Kenya Devolution Support Programme will also be implemented to ensure that the devolution process is smooth and seamless in order to safeguard delivery of quality services to citizens. The Public Service Values and Principles Act (2015) regulations will be developed to fully operationalize the Act.

A number of programmes will be implemented in the Labour and Employment Sector. The Labour Market Information System (LMIS) will be developed to enable data sharing between stakeholders in the labour market. The Government will also upgrade and expand existing industrial training centres, develop and implement guidelines for internships and establish a sponsored apprenticeship programme of up to 12 months for all university and Technical and Vocational Education Training (TVET) graduates.

A programme to institutionalize national values and ethics will be implemented to promote advancement of national values and ethics through institutional capacity building, promotion of integrity and ethical leadership and implementing frameworks for rewards and sanctions.

The country has been experiencing negative impacts of climate change such as drought in some regions over the years. To mitigate these, the Government will strengthen the Integrated Early Warning Systems and National Drought Emergency Fund.

Maintenance of security, peace building and conflict resolution is vital for sustainable development. During the Plan period, key programmes for implementation will include: security modernization; staff welfare programme with emphasis on housing; expansion of surveillance systems; improving data management through Integrated Population Registration System (IPRS); strengthening of the border security units, security infrastructure and strengthening programmes on peace building and conflict resolution.

The Economic Pillar

Eight (8) priority Sectors have been identified to drive economic growth. These are: Agriculture and Livestock; Manufacturing; Tourism; Trade; Business Process Outsourcing; Financial Services; Oil, Gas and Mineral Resources; and the Blue Economy.

In order to improve food and nutrition security, the Plan targets to irrigate 1.2 million acres, 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. Further, livestock disease free zones will be established and strategic feed reserves built to improve availability of fodder in Arid and Semi Arid Land (ASAL) areas during drought through stocking of one (1) million bales of hay and 100 MT of pasture seeds.

A total of 3,850 new manufacturing enterprises will be created through industrial financing and other incentives. Export earnings from textiles and apparel production are also targeted to increase from Ksh.80 billion in 2017 to Ksh.200 billion at the end of the Plan period.

The main target for the Tourism Sector is to increase tourist arrivals from 1.3 million in 2016 to 2.5 million by 2022. Other targets are to increase tourism earnings from Ksh.99.7 billion to Ksh.175 billion and bed-nights by domestic tourists from 3.5 million to 6.5 million.

Wholesale hubs and Tier 1 retail markets will be constructed to facilitate trade. In addition, a National Commodities Exchange and Export Credit Guarantee Scheme will be established and operationalized.

The Konza Technopolis City will be established as a smart sustainable city and innovation ecosystem contributing to Kenya's knowledge-based economy. Additionally, one (1) million on-line jobs will be created under the *Ajira* Programme.

The Nairobi International Financial Centre will be established and made fully operational as a major regional centre for financial services in the Sub-Saharan Africa market. Other initiatives include establishment of a Financial Services Authority, development of digital finance and capital markets deepening.

The Plan seeks to achieve security of supply of petroleum products by enhancing storage capacity of petroleum products from 989,000 m³ to 1,222,000 m³. Other key initiatives include carrying out aerial geophysical surveys to establish areas of mineralization, establishment of Internationally Accredited Mineral Certification Laboratory, construction of 840Km Lokichar-Lamu crude oil pipeline and commercialization of the oil and gas discoveries.

An integrated and holistic master plan for the Blue Economy will be developed to enhance full exploitation of maritime resources. A national fishing fleet will be established and fishing ports developed. Fish production is targeted to increase from 128,649 metric tonnes in 2016 to 304,000 metric tonnes annually. The development of fisheries infrastructure through investment in fish ports and associated facilities in the coastal area is expected to create 12,000 jobs and add Ksh.20 billion to the GDP. Additional jobs will be created under initiatives such as Vijana Baharia Programme to produce 1,250 strong work force annually and in ship building and repairs industry that has the potential of creating 1,000 jobs annually.

The Social Pillar

The Social Pillar identifies six Sectors to drive socio-economic development namely: health; population, urbanization and housing; education and training; environment, water and sanitation; gender, youth and vulnerable groups; and, sports, culture and arts.

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 will have access to health insurance mainly through NHIF by 2022. Other initiatives aimed at ensuring access to a fully equipped health centre within 8 kilometres of a household include establishment of 10 new referral hospitals and increasing the number of health facilities at the community level, including mobile health services.

The Plan targets to deliver 500,000 low cost affordable housing units through budgetary allocations and partnerships with financial institutions, private developers, cooperatives and manufacturers of building materials. A National Housing Development Fund will be established and other financing strategies created to finance low cost housing and associated social and physical infrastructure. Other programmes and projects planned for implementation are development of urban mass transport infrastructure and solid waste management infrastructure in cities and urban centres.

The Plan targets various initiatives under the Education and Training Sector which include: achievement of 100 per cent Universal

Secondary Education through ensuring 100 per cent transition from primary to 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; and integrating ICT into teaching, learning and training by expanding the Digital Literacy Programme.

Rehabilitation and protection of the five (5) water towers will continue and tree cover is targeted to increase from 6.9 per cent to 10 per cent. Completion of on-going water projects in urban and rural areas will increase the number of people connected to safe piped water from 3.6 million to 9 million. The proportion of people with access to potable water will be increased from 60 per cent to 80 per cent by 2022 with a focus on slums and arid areas. The Water Trust Fund will provide grants to counties to assist in financing water projects towards ensuring all Kenyans have access to safe potable water. The Green Technologies and Innovations Programme as well as the Sewerage Programme will be implemented to promote use of green technologies and improve universal access to sewerage facilities respectively.

Gender equality, empowerment of women, youth, and persons living with disability and other vulnerable groups as well as full realization of human rights will continue to be a priority during the Plan period. The Women Enterprise Fund will increase loan disbursement from a cumulative Ksh.10.4 billion to Ksh.25.7 billion targeting 2,157,653 beneficiaries by 2022. In addition, the number of women trained on entrepreneurship skills will be increased from 956,493 to 1,632,806. The Uwezo Fund will be scaled up by Ksh.2.5 billion to cover additional 500,000 beneficiaries. Capacity building will also be undertaken to 25,000 groups reaching 500,000 individuals. The number of Access to Government Procurement Opportunities (AGPO) registered enterprises will be increased to 210,000 to ensure full access to 30 per cent of government procurement opportunities. Further, the National Equality Bill will be developed, enacted into law and operationalized.

A total of three (3) national stadia will be built and 30 county stadia rehabilitated to international standards to facilitate development of sports, culture and arts. Other key programmes and projects will include the establishment of Kenya Film School, and establishment of County Heritage Centres and Community Cultural Centres in all counties.

The Political Pillar

Two (2) Sectors identified under the political pillar are devolution, and governance and rule of law. During the Plan period, the Government will continue strengthening policy, legal and institutional frameworks. Other initiatives include developing and implementing 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.

Thematic Areas

Three (3) thematic areas identified in the Plan are HIV and AIDS, Climate Change and Disaster Risk Management (DRM).

HIV continues to be a major challenge to the achievement of the national development aspirations as reflected in the Vision 2030. Towards this end, response to HIV and AIDS will be sustained towards fast tracking the ending of AIDS.

The negative effects of climate change will be addressed through promotion of a low carbon climate resilient and green growth development. This will be achieved through strengthening climate change governance and coordination, climate change monitoring, reporting and verification, capacity building and public awareness, and formulation and implementation of Green Economy Strategy and the National Climate Change Action Plan.

An integrated Disaster Risk Management System will be put in place to focus 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

The MTP III implementation framework is aligned to the Constitution, Vision 2030 and key policy, legal and institutional requirements towards attainment of the “Big Four” initiatives and other priority programmes and projects.

The National Treasury and Planning will strengthen the National Integrated Monitoring and Evaluation Systems (NIMES) and County Integrated Monitoring and Evaluation Systems (CIMES), and prepare regular progress reports on the Plan implementation. The County Integrated Development Plans (CIDPs), County Spatial Plans and Ministries, Departments and Agencies (MDAs) Strategic Plans (2018-2022) will be aligned to the MTP III and the National Spatial Plan. Implementation of these plans will also be linked to the Results-Based Management Framework through Performance Contracts and Staff Performance Appraisal System.

The Government will also work with the private sector in implementing the programmes and projects including fast tracking Public Private Partnership (PPP) projects. Measures will be taken to strengthen existing structures for coordination with development partners to achieve higher absorption of Official Development Assistance (ODA) for results.

1 SETTING THE CONTEXT OF THE THIRD MEDIUM TERM PLAN

1.0 Overview

The Kenya Vision 2030, which was launched in June, 2008, aims to transform Kenya into an industrialized upper middle income economy offering a high quality of life to all its citizens by 2030. The Vision is being implemented through successive five-year Medium Term Plans (MTPs) of which this is the Third.

The country recorded substantial progress under the first two MTPs. The poverty level declined from 46 per cent in 2005 to 36.1 per cent in 2015 (The 2015/16 Kenya Integrated Household Budget Survey). Substantial progress was made in education and health. There was also remarkable increase in power generation and the development of infrastructure, for example, the standard gauge railway from Mombasa to Nairobi, roads, airports, ports and harbours, irrigation, water and sanitation. However, progress varied across sectors and regions.

The MTP III builds on the gains made so far in implementing the previous MTPs, including completing projects initiated during MTP II. It endeavours to move the economy towards a high growth trajectory to achieve 7 per cent economic growth by the end of the Plan period. The Plan targets not only increasing the level of savings and investment but also enhancing the productivity of investment in all sectors of the economy as well as consolidating fiscal stance in a stable macro-economic environment. In addition, it aims at effecting structural changes in the economy towards increasing the shares of manufacturing, industrial and exporting sectors. The Plan also prioritizes development of the Oil and Mineral Resources Sector and the Blue Economy which are expected to play a key role in contributing to higher economic growth in the next five years and beyond.

The Plan prioritizes policies, programmes and projects which will support the implementation of the “Big Four” initiatives namely: **Raise the share of manufacturing sector to 15 per cent of GDP; Ensure that all citizens enjoy food security and improved nutrition by 2022; Achieve Universal Health Coverage; and deliver at least five hundred thousand (500,000) affordable housing units.** The implementation of the “Big Four” initiatives will also contribute to broad based inclusive sustainable economic growth, faster job creation and reduction of poverty and inequality. All this will be done with close cooperation between the national and county governments as well as other stakeholders.

The MTP III has mainstreamed and will implement the 17 Global Sustainable Development Goals (SDGs) as outlined in the United Nations 2030 Agenda for Sustainable Development. The Plan is further aligned to the Africa’s Agenda 2063 which constitute the strategic framework for socio-economic transformation of the African continent by the year 2063.

1.1 Progress Achieved Under the Second Medium Term Plan (MTP II) 2013-2017

Significant progress was recorded during the implementation of the MTP II. The Annual Progress Reports (APRs) as well as the Mid Term Review Report (MTR) of the MTP II detail some of the key achievements as follows:

- Construction of Phase I of the Standard Gauge Railway covering 472 Km of track from the port of Mombasa to Nairobi. This has significantly reduced freight and passenger tariffs as well as travel time;
- Under the Road Expansion Programme, 3,250Km of roads were constructed/ rehabilitated consisting of 2,779Km constructed/ rehabilitated under National Government and 471Km under County Governments;
- Increased Power Generation Capacity from 1,768MW in 2013 to 2,336MW as at 31st December 2017;
- A total of 6,456,516 (71.72 per cent) households were connected to the national electricity grid as of 31st December, 2017 up from 2.26 million households in 2013;
- Increased electricity access through upgrading and expansion of national power transmission network by an additional 1,426Km of high voltage (HV) lines;
- Increased area under irrigation from 142,000 ha (355,000 acres) to 193,600 ha (484,000 acres) by 2016 through the Galana-Kulalu Food Security Project (GKFSP); National Expanded Irrigation Programme (NEIP); and Community Based Smallholder and Irrigation Projects;
- Installation of 1,850 CCTV cameras in Nairobi and Mombasa and their environs;
- Improvement in the police to population ratio from 1:505 to 1:407 which is better than the UN recommended ratio of 1:450;
- Implementation of the Digital Literacy Programme which provided laptops to Kenyan school going children, trained teachers and developed digital curriculum thus integrating the use of digital technologies in learning;
- Introduction of free maternal care in public health facilities which resulted in increase of birth deliveries by skilled providers from 43 per cent to 62 per cent and a decline in maternal mortality rates by 26 per cent;
- The percentage of Kenyans with access to safe drinking water increased to 28,490,481 people (60 per cent) in 2017 from 23,190,481 people (53.3 per cent) in 2013, translating to an additional 5.3 million people served;

- Approximately 89 per cent of Kenyans aged three and above have some level of schooling;
- Establishment of 52 Huduma Centres in 47 counties as “one-stop” service delivery points offering 70 government services. This has significantly improved access to timely delivery of public services;
- e-Huduma and m-Huduma Service Delivery System developed;
- Successful implementation of the devolved structure of Government with establishment of 47 County Governments in line with the Constitution;
- Expanded Kenya's Diplomatic footprint by opening five (5) new diplomatic missions, resulting to expanded markets and enhanced consular services to the Kenyan diaspora; and
- Profiled Nairobi as a diplomatic hub for hosting international conferences and multilateral diplomacy. Kenya hosted several meetings including UNEA, WTO-10th MC UNCTAD 14, TICAD VI Summit and HLM2 on global partnership for economic development.

1.2 Critical Issues and Challenges

Despite the achievements realized over the MTP II, the country still faces significant challenges which need to be addressed during implementation of the Third MTP. These include:

- High reliance on rain fed agriculture;
- Low and stagnant shares of manufacturing and exporting sectors;
- Persistent unfavourable Balance of Payments position with growth of imports outpacing growth of exports;
- Low domestic savings and investment relative to GDP;
- Weak project selection and prioritization affecting productivity of investments;
- Low absorption of development partner funds in the development budget slowing down project implementation;
- Slow approval process and uptake of Public Private Partnerships (PPP) projects;
- Acquisition of land for developing public infrastructure projects including high compensation and resettlement costs;
- Fast-tracking implementation of reforms to improve ranking in the World Bank Ease of Doing Business Indicators, which currently ranks 80 out of 189 countries;
- High unemployment levels especially among the youth;
- High energy costs – industrial power costs an average of US \$ 0.17 per KWh compared to US \$ 0.06 in South Africa and US \$ 0.03 in China;
- Increase in prices of food and other basic items resulting in high cost of living;
- Agitation and pressure for upward wage adjustments leading to industrial unrest;
- Significant proportion of Kenyans still lack access to basic services such as electricity, affordable housing, universal health care and safe drinking water;
- Security concerns;
- Lack of a coordinating mechanism to oversee implementation, monitoring and evaluation of cooperation frameworks by MDAs;
- Inadequate data on Kenyan Diaspora hampering effective management, engagement and support;
- Vulnerability to cyber-crimes;
- Inadequate structure and strategy for improving the country's productivity and competitiveness; and
- Negative impacts of climate change.

1.3 Priority Areas to be addressed under the Third Medium Term Plan (MTP III) 2018- 2022

The MTP III outlines the policies, legal and institutional reforms and the programmes and projects that will be implemented over the five-year period to achieve accelerated, high, inclusive, broad based and sustainable economic growth as well as socio-economic transformation and development. The Plan will give the highest priority to achieving the “Big Four” initiatives as highlighted below:

- Support value addition and raise the manufacturing sector's share to 15 per cent of GDP by 2022. This will accelerate economic growth, create jobs and reduce poverty;
- Focus on initiatives that guarantee food security and nutrition to all Kenyans by 2022 through expansion of food production and supply, reduction of food prices to ensure affordability and support value addition in the food processing value chain;
- Provide Universal Health Coverage thereby guaranteeing quality and affordable healthcare to all Kenyans; and,
- Provide at least five hundred thousand (500,000) affordable new houses to Kenyans by 2022 and thereby improve the living conditions for Kenyans.

The other key priority areas that Government will focus on over the Plan period and which have been aligned with the above “Big Four” initiatives are:

- **Sustainable Development Goals (SDGs):** A key objective of MTP III is to implement policies, programmes and projects that will facilitate the attainment of the 17 SDGs. All Ministries, Counties, Departments and Agencies (MCDAs) will be expected to report on the relevant monitoring indicators identified by the Kenya National Bureau of Statistics (KNBS) out of the 230 Global Indicators.

- **Africa's Agenda 2063:** Agenda 2063 is Africa's long-term vision to achieve the collective aspirations of the continent, "The Africa We Want". It is a strategic framework for the socio-economic transformation of the continent over the next 50 years. It is being implemented through ten-year implementation plans. MTP III has incorporated the priorities of the First Ten-Year Implementation Plan (2014-2023).
- **National Spatial Planning:** The National Spatial Plan (2015-2045) launched in March, 2017 will guide the implementation of projects under MTP III, Sector Plans, County Integrated Development Plans (CIDPs) and other county plans .
- **Ending Drought Emergencies:** The Government will prioritize implementation of the policies, programmes and projects outlined in the Ending Drought Emergencies (EDE) sector plan through allocating increased resources and partnering with regional countries and other stakeholders including the private sector.
- **Irrigation Expansion and Agro-productivity:** The Government will partner with investors to expand irrigation coverage in order to reduce the country's dependence on rain fed agriculture. This will also enhance agro-productivity, avail affordable and adequate food, raw materials, as well as other produce leading to reduction in the cost of living and attainment of food and nutrition security.

Further, it will enhance agro-processing and exports and improve Kenya's trade balance. Large scale irrigation projects such as the Galana-Kulalu will be accorded priority while development of small scale irrigation will continue. Investment in irrigation water abstraction, storage and conveyance infrastructure will be equally prioritized to mitigate effects of climate change and the constraints of rain-fed agriculture.

- **Infrastructure:** The MTP III will build on the significant progress achieved under the preceding MTPs in developing and modernizing the country's infrastructure. New investments will include construction of the Standard Gauge Railway Line from Nairobi to Malaba, extension and strengthening national power transmission network, increasing the generation of electricity through investment in cheaper renewable energy, investment in water projects, expanding the roads and transport network and building adequate and affordable housing. To stimulate the 24 hour economy and catalyse the manufacturing sector, the energy charge rates for commercial and industrial customers will be reduced by 50 per cent for all consumption above set thresholds to stimulate economic growth under the Energy Regulatory Commission (ERC) gazette Time of Use Tariffs (ToU).
- **Industrialization:** A key objective of the MTP III is to effect structural transformation of Kenya's economy towards increasing the share of manufacturing and industry in GDP and increasing the share of manufactured products in Kenya's exports. Special Economic Zones (SEZs) and Industrial Parks will be established. The Government will facilitate local and foreign private investors to invest in the SEZs.
- **Micro, Small and Medium Enterprises (MSMEs):** The MSME sector employs 15 million Kenyans and contributes 29 per cent of GDP. Measures will be taken to support this Sector by improving the enabling environment including implementation of the National Credit Guarantee Scheme to facilitate access to affordable credit. The MSMEs will also be supported through development of skills and explicit linkages to domestic and external opportunities.
- **Oil, Gas and Other Mineral Resources:** The Government will implement various legislation and regulations which provide incentives for private investment in the oil, gas and other mineral resources sector. Priority will be given to developing supporting infrastructure for the sector.
- **The Blue Economy:** This will entail development of the maritime sector and the Blue economy including utilizing marine and fisheries resources in the 230,000 square Km of Kenya's Exclusive Economic Zone in the Indian Ocean as well as in international territorial waters. It will result in increased job creation, increased export revenue and contribute to higher economic growth.
- **National Skills Development Programme:** The Government will implement measures to develop skills and align them to market requirements. The education curriculum will be realigned including increasing budgetary resources to expand Technical and Vocational Training (TVET) and youth polytechnics in all parts of the country.
- **Productivity and competitiveness improvement:** The Government will develop and implement comprehensive productivity improvement programmes in collaboration with relevant stakeholders in both public and private sectors.
- **Social Protection:** The Government will implement measures towards achieving comprehensive social protection. Priority will be accorded to completion of the Integrated Population Registration System which is critical to support social protection measures.
- **Security:** Investment in security in terms of improving welfare and housing for National Police Service and other agencies and investing in modern technology and equipment will be prioritized. Community policing initiatives will also be expanded to ensure security for all Kenyans and investors.

1.4 Alignment with the 2030 Agenda for Sustainable Development and Africa's Agenda 2063

In September 2015, UN member countries adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals. As part of implementing the SDGs, the Government of Kenya has already published and launched its Road Map to achieving the SDGs. The Road Map envisages a partnership with all stakeholders as well as building capacity for devolved governments to implement the SDGs.

The domestication and integration of the SDGs is embedded in this MTP III, Sector Plans and County Integrated Development Plans. The policies, programmes and projects outlined in the chapters and sections of this MTP III have been integrated and aligned with the objectives of the following 17 SDGs:

- SDG 1: End Poverty and all its forms everywhere;
- SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture;
- SDG 3: Ensure healthy lives and promote well-being for all at all ages;
- SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;
- SDG 5: Achieve gender equality and empower all women and girls;
- SDG 6: Ensure availability and sustainable management of water and sanitation for all;
- SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all;
- SDG 8: Promote, inclusive and sustainable economic growth, full and productive employment and decent work for all;
- SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;
- SDG 10: Reduce inequality within and among countries;
- SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable;
- SDG 12: Ensure sustainable consumption and production patterns;
- SDG 13: Take urgent action to combat climate change and its impacts;
- SDG 14: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development;
- SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt bio diversity loss;
- SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; and
- SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

The MTP III policies, programmes and projects are also aligned with the aspirations of Africa's Agenda 2063 which is the strategic framework for the socio-economic transformation of the continent over the next 50 years. It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. Its guiding vision is "an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in international arena".

The MTP III has integrated and aligned the following seven (7) aspirations of Africa's Agenda 2063:

- Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development;
- Aspiration 2: An integrated continent, politically united based on the ideals of Pan-Africanism and the vision of Africa's renaissance;
- Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law;
- Aspiration 4: A peaceful and secure Africa;
- Aspiration 5: An Africa with a strong cultural identity, common heritage, values and ethics;
- Aspiration 6: An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and,
- Aspiration 7: Africa as a strong, united, resilient and influential global player and partner.

1.5 Foreign Policy and International Relations

The overarching objective of Kenya's Foreign Policy is to project, promote and protect the nation's interest globally. Kenya's foreign policy is anchored on five interlinked pillars of diplomacy that characterize her bilateral and multilateral engagements. These pillars are Peace, Economic, Diaspora, Environmental and Cultural.

The core priorities of Kenya's Foreign Policy which are anchored on the five pillars are: promotion of trade, foreign direct investment, regional and international cooperation; promotion of peace, security and stability and conflict resolution as a precursor to economic prosperity; sustainable management of natural resources and combating contemporary environmental issues; preservation and promotion of the country's cultural heritage; promoting and safeguarding Kenya's interests abroad and enhancement of Diaspora engagement and their participation in national development.

Kenya's pan-African agenda is to consolidate Africa's voice, pursue an African agenda from a common platform and accelerate Africa's integration, growth and development for shared prosperity. In pursuing this objective, the Kenya Foreign Policy will be aligned towards

fostering better relations with our immediate neighbours, the rest of Africa and the world at large. At the multilateral level, Kenya will continue to play a critical role in shaping global environmental agenda, particularly on climate change and sustainable development.

Kenya will continue to engage the rest of the global community with a view to expanding its economic ties especially in the emerging economies while at the same time seeking to deepen and maintain economic interaction with traditional partners. Kenya's diplomatic engagement and foreign relations will be geared towards leveraging comparative advantage in order to drive transformation envisaged under the "Big Four" initiatives. Measures will also be taken to align and grow Kenya's diplomatic footprint to enhance the country's ability to articulate national interests abroad.

1.6 Risks to the Implementation of the MTP III and Mitigation Measures

The MTP III has been prepared on the backdrop of the on-going Brexit negotiations and uncertainty on the impact on Euro area and the global economy. Global trade and growth of the world economy could also be adversely affected by the strong nationalist and anti-globalization policies emerging in some leading industrial economies. Other risks relate to geo-political developments and regional conflicts which could result in rise in international oil prices, insecurity, cyber-attacks and impacts of climate change.

The Government will implement measures and strategies to mitigate such risks, including diversifying Kenya's trade into new markets and implementing reforms that enhance the competitiveness and resilience of Kenya's economy to enable it compete effectively and cope with emerging challenges locally and in the global arena.

2 THE MACROECONOMIC FRAMEWORK

2.0 Overview

The medium term macroeconomic framework for the period 2018-2022 is consistent with the Kenya Vision 2030. It aims at putting the economy on a sustainable growth of 7 per cent by end of the Plan period. The implementation of the framework will be supported by policy, legal, institutional and structural reforms that will be implemented by the Government to strengthen macroeconomic stability, improve business environment and transparency and accountability in use of public resources. The framework will support realization of Vision 2030 and the “Big Four” initiatives, SDGs and aspirations of Africa’s Agenda 2063 which seek to achieve broad based inclusive growth that will contribute towards reduction of poverty and income inequality, and employment creation.

2.1 Progress in Implementation of the Macroeconomic Framework of the Second MTP (MTP II)

The main goal of the MTP II macroeconomic framework for the period 2013-2017 was to put the economy on a high and inclusive growth trajectory to achieve a double digit growth rate by the end of the Plan period. The framework also targeted to create more jobs including enhancing the share of formal sector jobs. Attainment of these objectives were anchored on a macroeconomic foundation that ensured stability in price level, sustainable fiscal deficits, increased share of infrastructure investments to GDP, sustained levels of public sector debt and balance of payments, transparent and accountable use of public resources and a conducive business environment.

2.1.1 Overall Economic Performance

During the review period, the economy recorded growth rates of 5.9 per cent in 2013, 5.4 per cent in 2014, 5.7 per cent in 2015, 5.9 per cent in 2016 and 4.9 per cent in 2017, all of which were lower than it was projected in MTP II as shown in Table 2.1. Among the factors which explain the lower than projected growth is insecurity, which negatively impacted inflow of investment and growth of key sectors such as tourism. Other factors included the slowdown in the growth of the manufacturing sector occasioned by imports of cheaper manufactured products and subsequent reduction in the share of Kenya’s manufactured export in the regional market, adverse weather patterns which affected growth of the agriculture sector, impediments to access credit and the slow uptake of Public Private Partnership (PPP) projects.

Table 2.1: Targeted and Actual GDP and Sectoral Growth Rates, 2012-2017

Sector	2012	2013		2014		2015		2016		2017	
	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Overall GDP (%)	4.5	6.1	5.9	7.2	5.4	8.7	5.7	9.1	5.8	10.1	4.9
Agriculture (%)	2.9	5.1	5.4	6.5	4.4	6.8	5.3	7.1	4.7	7.2	1.6
Industry (%)	4.2	6.0	5.3	7.6	5.6	8.6	7.0	10.1	5.5	10.2	3.4
Services (%)	5.3	6.5	5.4	7.3	6.3	9.4	6.4	10.0	6.5	10.1	6.2

Source: Economic Survey 2018

2.1.2 Review of Performance of Key Sectors

Agriculture Sector: During the MTP II period, growth in the agriculture sector registered low performance compared to the projections except for 2013 (See Table 2.1). The Sector grew by 5.4 per cent in 2013, 4.4 per cent in 2014, 5.3 per cent in 2015, 4.7 per cent in 2016 and 1.6 per cent in 2017. This is on account of adverse weather conditions and pest and crop diseases which affected production of key food crops such as maize. Other factors constraining the Sector’s growth included slow implementation of key initiatives among them delay in the construction of the High Grand Falls Dam and Galana Dam to support the irrigation of one million acres flagship project and slow progress in promotion of value addition to agricultural produce. During this Plan period, the Government has prioritized the construction of the two large dams for the Galana-Kulalu flagship irrigation project as well as other smaller dams for small scale irrigation projects to support growth of agriculture sector and attainment of the goals of Food and Nutrition Security (FNS).

Industry Sector: The Sector recorded lower than targeted growth, growing by 5.3 per cent in 2013, 5.6 per cent in 2014, 7.0 per cent in 2015, 5.5 per cent in 2016 and 3.4 per cent in 2017. Despite recording lower than projected growth, the sector performance accelerated steadily in the first three years of the review period which is attributed largely to continued development of infrastructure such as roads, ports, railway and power plants. However, the growth of manufacturing stagnated averaging 2.9 per cent between 2013 and 2017 due to low competitiveness of Kenya’s manufactured products. To address this, the Government enacted the Special Economic Zones Act 2015 which provides a framework for the establishment of Special Economic Zones and Industrial Parks in the country. The Mining Act 2016 is also expected to support investments in the mining and quarrying sub-sector and contribute to the growth of the industrial sector.

Services Sector: Despite the decline in tourism, the services sector registered resilient growth growing at an average of 6.1 per cent over the MTP II period with finance and insurance, real estate and ICT recording relatively high growth rates. On average, finance and insurance grew by 7.1 per cent over the five year period. It is expected that the Nairobi International Financial Centre Act 2017 will further boost the growth of Service Sector by facilitating and supporting the development of an efficient and globally competitive financial services sector in Kenya that generates high levels of national savings and investments.

2.1.3 Performance of Key Macroeconomic Indicators

The target for the MTP II was to pursue prudent macroeconomic policies to ensure fiscal and debt sustainability. Total revenue as a percentage of GDP stood at 19.2 per cent in 2013/2014, 19 per cent in 2014/2015, 18.4 per cent in 2015/2016 and 19.1 per cent in 2016/2017, which were slightly below targets of 24.9 per cent, 25 per cent, 20.2 per cent and 19.8 per cent respectively. Expenditure and net lending as a percentage of GDP were also below target at 25.6 per cent, 28.1 per cent, 26.6 per cent and 27.6 per cent over the same period. Gross national savings increased from 12.4 per cent of GDP in FY 2012/13 to 16.2 per cent of GDP in FY 2015/16 but declined to 12.4 per cent of GDP in 2016/17 while investments increased from 20.9 per cent of GDP in FY 2012/13 to 22.5 per cent of GDP in FY 2014/15 due to public infrastructural developments. However in FY 2015/16 and 2016/17, investments declined to 19.5 and 17.5 per cent of GDP, respectively.

Public debt (net) as a percentage of GDP increased from 43.9 per cent in 2013/2014 to 51.2 per cent in 2016/2017. The MTP II programmed to reduce the ratio of domestic and external financing to 30:70 by the end of the Plan period. In this regard, the ratio of domestic to external financing stood at 66:34 in 2013/2014, 53:47 in 2014/2015, 44:56 in 2015/2016, and 45:55 in 2016/17 progressing towards MTP II target to avoid crowding out the private sector in the credit market. Despite Government borrowing of USD 2 billion each through Sovereign Bond in 2013/2014 and 2016/17, and an additional USD 750 million from international investors by re-opening (tapping) the Bond in 2014/15; external debt remains largely on concessional terms.

The Central Bank of Kenya (CBK) continued to pursue prudent monetary policy to ensure price stability. The inflation rate averaged 7.1 per cent, 6.6 per cent, 6.4 per cent and 6.9 per cent during 2013/14, 2014/2015, 2015/2016 and 2016/2017 respectively, against the Government target of 5.0 + or - 2.5 per cent. International reserves were above target and increased from 3.8 months of import cover in FY 2012/13 to 6.2 months of import cover in FY 2015/16. The targets for current account balance including official transfers were met with the current account improving from a deficit of 8.9 per cent of GDP in FY 2012/13 to 3.2 per cent of GDP in FY 2015/16 before widening to 5.9 per cent in 2016/17.

Table 2.2: Summary of Key Macroeconomic Indicators, 2012/2013 - 2016/2017

Macroeconomic Indicators	2012/2013	2013/2014		2014/2015		2015/2016		2016/2017	
	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Real GDP Growth (%)	5.1	6.7	5.6	7.8	5.5	8.7	5.8	9.6	5.3
CPI Index (eop)	5.8	5.0	6.8	5.0	6.5	5.0	6.7	5.0	6.6
CPI Index (avg)	4.6	5.0	7.1	5.0	6.6	5.0	6.4	5.0	6.9
<i>As Percentage of GDP</i>									
Gross National savings	12.0	13.5	12.9	16.6	16.5	16.4	16.2	17.4	12.4
Investments	20.9	23.9	21.8	24.6	22.5	23.5	19.5	22.8	17.5
Total revenue	19.3	24.9	19.2	25.0	19.0	20.2	18.4	20.7	18.3
Total expenditure and net lending	25.2	35.3	25.6	31.6	28.1	31.5	26.6	31.3	27.6
Overall balance (excluding grants)	-5.9	-8.9	-6.4	-11.2	-9.1	-11.4	-8.2	-10.7	-9.3
Overall balance (including grants)	-5.4	-6.0	-5.9	-10.1	-8.4	-10.3	-7.4	-9.7	-9.1
Public Debt	38.2	48.3	43.7	45.4	44.6	48.8	47.9	49.1	51.9
Current Accounts Incl. official transfers	-8.9	-9.6	-9.0	-8.0	-6.0	-6.6	-3.2	-5.0	-5.0
Reserves (Months of import cover)	3.8	4.1	4.1	4.4	6.0	5.3	6.2	5.1	6.5

Source: Economic Survey 2018, CBK and BPS 2018

2.1.4 Medium Term Employment Review

During the MTP II, the Government committed to create an average of one million jobs annually to address youth unemployment and upscale skill training. The Government policy also aimed at increasing the proportion of modern sector employment from 12 per cent in 2012 to 40 per cent by the end of Plan period. On average, 826,600 jobs were created annually between 2013 and 2017 against an average annual target of 1,034,000 jobs over the same period. With exception of the initial year of MTP II, the other four years registered lower than the targeted number of jobs. As indicated in Table 2.3, the number of formal sector jobs created averaged 112,820 between 2013 and 2017. On the other hand, the number of informal sector jobs created increased progressively from 601,700 to 787,800 over the review period.

Although most of the jobs created were in the informal sector, it is likely that some of those categorized as informal are actually formal sector jobs. These can be re-classified as part of formal modern sector employment through policy review by the relevant authorities. Currently, informal sector jobs are characterized as those not formally registered; hence many of the jobs in the modern sector are inaccurately classified, thus reducing the tax base for raising revenue.

Table 2.3: Employment Targets and Actuals (,000) 2013-2017

	2013		2014		2015		2016		2017	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Formal	108	134.2	164	106.3	250	128	418	85.6	573	110
Informal	615	601.7	657	695.9	750	713.6	776	747.3	859	787.8
Total	723	735.9	821	802.2	1,000	841.6	1,194	832.9	1,432	897.8
Ratio of formal	0.15	0.18	0.20	0.13	0.25	0.15	0.35	0.103	0.4	0.12
Ratio of informal	0.85	0.82	0.80	0.87	0.75	0.85	0.65	0.897	0.6	0.88

Source: Economic Survey, 2018

2.1.5 Structural Reforms

The MTP II targeted to ensure that Kenya ranks among the top 50 countries in both the Ease of Doing Business and the Global Competitiveness Index (GCI). According to World Bank, 2018 Ease of Doing Business Report, Kenya's ranking improved significantly from position 129 in 2013 to position 80 out of 189 countries in 2017. For two years in a row, Kenya has been ranked as the 3rd most improved country globally in the Ease of Doing Business survey, making Kenya an attractive investment destination. As a result, about 200 international companies have established offices in Kenya, with 20 being established as regional headquarters. Despite not achieving the targeted rank, Kenya has recorded the most marked improvement in starting a business, electricity connectivity, registering property and accessing credit. This is attributed to digitization of the Company and Land Registries, rolling out of Huduma Centres and The Last Mile Electricity Connectivity Programme.

Kenya ranked position 91 out of 137 countries in 2017-2018 compared to position 96 out of 144 countries in 2013-2014 in the GCI. Competitiveness is defined as the set of institutions, policies and factors that determine the level of productivity of a country. GCI tracks performance on 12 pillars namely: institutions, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labour market efficiency, financial market development, technological readiness, market size, business sophistication, and innovation. The 2017-2018 GCI report identifies 16 highly problematic areas with corruption being the most prominent, the major cause being greed. The Government in collaboration with other stakeholders will therefore, address the issue of corruption which is a major impediment to economic growth.

The Government continues to re-engineer business processes of six of the ten World Bank Doing Business Indicators. The process of connecting electricity to businesses, for instance, has been simplified to only three steps and the time taken has reduced from 155 to 70 days. Under the Business Registration Service Act 2015, the process of registering business in Kenya has been made easier by the implementation of various reforms, such as online title search and online reservation of business name.

The Government enacted the Public Private Partnership Act 2013, the Business Registration Service Act 2015 and the Special Economic Zones Act 2015 to facilitate private sector investment in infrastructure and other sectors of the economy. In addition, the National Productivity Centre and the Competition Authority have been strengthened to enable them to effectively perform their mandates in order to enhance productivity and competitiveness of the economy.

Further, the Public Finance Management Act, 2012 was revised in 2015 while the Public Finance Management (County Government) Regulations, 2015 and Public Finance Management (National Government) Regulations, 2015 were issued in order to improve the management of public resources. Significant progress was made on implementation of Public Finance Management Reforms Strategy 2013-2018.

There are areas where implementation of the reforms lagged behind and affected the achievement of the planned targets. Most notable of these include the introduction of the Treasury Single Account (TSA) at National and County levels, payroll and pension reforms, and expansion of PFM systems. However, measures are currently being put in place to operationalize the TSA to ensure efficient and effective cash management. The Debt Management Office at the National Treasury was restructured to comprehensively manage debt related functions in line with the Constitution and PFM Act, 2012, revised in 2015.

In an effort to address procurement bottlenecks and build capacity both at national and county governments, the Public Procurement and Disposal Act 2015 was enacted. ICT initiatives such as re-engineering IFMIS were strengthened at both national and county levels. Plan to Budget, Procure to Pay and e-Business Suite - three core Modules of IFMIS were rolled out at the county level. Additionally, the strategy to roll out the National Integrated Monitoring and Evaluation System (NIMES) to county governments is in place. Implementation of the electronic Project Management Information System (e-ProMIS) progressed well with over 3,500 projects uploaded by MDAs and training for counties initiated to enable them utilize the system.

Although most of the jobs created were in the informal sector, it is likely that some of those categorized as informal are actually formal sector jobs. These can be re-classified as part of formal modern sector employment through policy review by the relevant authorities. Currently, informal sector jobs are characterized as those not formally registered; hence many of the jobs in the modern sector are inaccurately classified, thus reducing the tax base for raising revenue.

2.1.6 National Statistical System

MTP II targeted to strengthen the National Statistical System to support planning, and monitoring and evaluation of policies and programmes. In this regard, the Kenya National Bureau of Statistics (KNBS) established offices in each of the 47 counties to coordinate statistical capacity building programmes at the county level and ensure that international standards are applied in the production and dissemination of county statistics. The MTP II also envisaged that a number of surveys and censuses were to be conducted to improve on the quality and timeliness of data. Significant progress was made as indicated in Table 2.4.

Table 2.4: Status of the Implementation of Surveys Undertaken in MTP II

	Survey/Census	Objective (s)	Status
1.	Kenya Integrated Household Budget Survey (KIHBS) 2015/16	The Survey was expected to: <ul style="list-style-type: none"> <input type="checkbox"/> Update parameters used in national resource allocation <input type="checkbox"/> Update household consumption benchmarks <input type="checkbox"/> Provide estimates for endline of MDGs and a baseline for SDGs <input type="checkbox"/> Facilitate compilation of county -specific socio -economic indicators <input type="checkbox"/> Meet demand for emerging issues such as domestic concept in CPI, domestic tourism, ICT and others <input type="checkbox"/> Update the labour indicators e.g. un employment rates 	Basic Reports on: Wellbeing, Labour Force and Socioeconomic Indicators were released by end of third quarter 2017/18
2.	Census of Agriculture	Develop a frame for use in Agricultural surveys	Preparatory activities towards undertaking a Census of large Agricultural farms were initiated .
3.	Census Business establishment	Develop and revamp the Business register	Census carried out and the process of revamping the business register on -going
4.	Generation of County Statistical Abstracts	Inform counties on the status of various socio economic indicators. Assist in planning and policy formulation and; Monitoring and evaluation	County Statistical Abstracts for all counties produced and disseminated

Source: The Kenya National Bureau of Statistics (KNBS)

To support policy, planning, budgeting, monitoring and evaluation, KNBS produced various statistical publications. These include the Revised and Rebased National Accounts Report; Micro, Small and Medium Enterprises Survey (MSME, 2016); Kenya Demographic and Health Survey (KDHS, 2014/15); Information and Communication Technologies (ICT) Survey and the 2015/16 Kenya Integrated Household Budget Survey (KIHBS).

To provide information to the public in line with the Constitution, KNBS improved on dissemination of products through enhancement of the website, the use of social media and rejuvenation of data dissemination portals. The Bureau developed the advance release calendar and data quality assessment frameworks to ensure that statistics are produced in accordance with internationally agreed practices. To expedite the time taken before the release of the various statistical products, KNBS embraced the use of modern technology in data collection and processing. This has led to considerable reduction in the time taken to implement surveys and censuses and release of the reports to inform policy formulation.

2.1.7 Tax Reforms

Various reforms aimed at enhancing government revenue were implemented. These include:

Integrated Tax Management System (ITMS): The second phase of the Integrated Tax Management System ended in February 2014, after which Kenya Revenue Authority (KRA) adopted iTax which is a superior IT-based Tax Management System that is fully operational. The overall business objective of the iTax system is to create a unified taxpayer database that will lead to improved tax payers data quality, increased efficiency in the tax administration, identification and treatment of risks and better decision making process. As at March 2017, 4.93 million taxpayers were registered on iTax with their profiles and details updated on the iPage. The number of active taxpayers stood at 3.6 million as at September, 2017. A total of 24 iTax support centres have been established countrywide to offer necessary assistance to taxpayers. Since August 2015, all tax returns are filed online. iTax is already integrated with IFMIS, NSSF and CBK and plans are under way to integrate it with other systems such as NHIF and e-Citizen.

Payments of Taxes via Mobile Money: The system of payments of taxes via mobile money has been implemented and payments can now be made via Safaricom's Mpesa system and Airtel Money.

Turnover Tax: The Turnover Tax (ToT) was revamped and implemented to make it more efficient and easy for taxpayers to comply. Brief and simplified procedures handbooks were developed for ToT taxpayers and disseminated to relevant associations and stakeholders. Recruitment of SME taxpayers as at June 2015 stood at 417,497 against a corporate target of 403,176.

Taxation of Real Estate Sector: The implementation of Geo-spatial Revenue Collection Information System (GEOCRIS), a system that uses geo-spatial to locate property is yet to be implemented. It is envisaged that this will enhance revenue collection from real estate sector. However, the use of simplified rental income taxation commenced on 1st January 2016 and by the end of Financial Year 2015/2016, a total of 14,000 new landlords had filed returns. In 2016/17, a total of 16,983 new landlords were recruited whereas in the first quarter of 2017/18, a total of 3,500 new landlords were recruited.

Taxation of High Net Worth Individuals (HNWI): A dedicated unit to handle taxation of HNWI was established in the Domestic Taxes Department and a framework developed to guide on the identification of the HNWI. Successes recorded under this reform initiative include: identification of HNWIs and migrating them to iTax (Initial 70), conducted trainings to the HNWIs and their agents, courtesy visits and enhanced revenue collection. The identified HNWIs are usually encouraged to have open communication between all parties involved so as to achieve a swift resolution of any tax issue. This is a key initiative identified under the tax base expansion strategy with an aim of increasing the number of HNWIs.

Single Customs Territory (SCT): The SCT and introduction of tax payment at first point of entry is being implemented by Customs Services Department (CSD) in collaboration with other East African Community (EAC) Partner States that include Uganda, South Sudan, Tanzania, Burundi and Rwanda. As at September 2017, approximately 70 per cent of all the goods under transit were being cleared under SCT framework.

Integrated Customs Management System (iCMS): This was implemented to replace the Simba 2005 System. The iCMS has the following components: value benchmarking; auto population of declaration; importer intervention; automated tariff book; virtual auction; and, linkage to iTax for data sharing and compliance vetting.

Implementation of Electronic Cargo Tracking System (ECTS): The Regional ECTS has been implemented in the EAC along the Northern Corridor. As at November, 2017, a total of 2,900 seals were in use out of the expected 17,000 seals. Plans are underway to roll out the remaining seals by October, 2019 and extend coverage to the Central Corridor.

Transfer Pricing: A review of the governance of the Transfer Pricing programme was undertaken. An International Tax office was created as a division within Domestic Taxes Department to deal with all aspects of international taxation including protecting Kenya's tax base through legislative and operational intervention to prevent effects of Base Erosion and Profit Shifting (BEPS) schemes, strengthening tax information exchange agreements and treaties signed with various countries. Kenya is now a member of Global Forum on Transparency and Exchange of Information for tax purposes.

Modernization of Tax Legislations: Various tax laws were modernised and simplified for easier tax administration, elimination of unnecessary tax expenses and conformity to international best practises. They included: the VAT Act 2013; the Excise Act 2015; and, the Tax Procedures Act 2015. At the same time, Income Tax Act was amended to include a Ninth schedule for taxation of both mining and oil exploration.

County Taxation: KRA expanded its presence to cover 45 counties and engaged County Governments to increase tax base and revenue collection. It signed memoranda of understanding with Kiambu and Laikipia counties on collection of land rates and single business permits. Further, it engaged Makueni, Machakos, Kisumu, Kitui, Homa Bay, Vihiga, Migori and Kakamega Counties on this initiative.

Strengthening and Revamping Tax Enforcement Mechanisms: Kenya Revenue Authority (KRA) implemented several strategies to strengthen and revamp tax enforcement mechanisms. These included: use of tools such as scanners at points of entry, detector dogs and boats; enhanced usage and compliance with Excisable Goods Management System covering tobacco, wines & spirits; and continuing expansion of withholding VAT coverage. IFMIS-iTax and IFMIS-NSSF linkages were completed thereby enabling KRA to widen its taxpayer data capture. As at November 2017, eight (8) scanners were operational. These include: Four (4) scanners at Kilindini Port; and one (1) pallet scanner each at Moi International Airport, Mombasa; Africa Cargo Handlers Limited at JKIA; Inland Container Depot at Embakasi, Nairobi; and Eldoret International Airport.

2.2 Third Medium Term Macro-Fiscal Framework and Growth Strategy Prospects

Despite the challenges encountered during implementation of the MTP II, macroeconomic prospects for the medium term period remain favourable. Forecast for the global economy indicates that world output will grow at an average rate of 3.7 per cent over the period 2018-2022. Growth forecast for emerging market and developing economies are more favourable. On average, these economies are projected to grow by 4.9 per cent in 2018 to 5.0 per cent in 2022, thus opening up opportunities to expand trade and investment for Kenya. Growth in Sub-Saharan Africa (SSA) is projected to average 3.3 per cent in 2018 and increase to 3.9 per cent in 2022. However, growth in the EAC region is expected to average at around 6 to 8 per cent therefore offering opportunities for expansion of regional trade.

Kenya will continue to pursue policies which promote trade and investment through economic partnerships as well as bilateral arrangements. Increased focus will be directed to secure rapid expansion of Kenya’s share of intra-African and global trade.

The MTP III will focus on accelerating industrialization to address the remaining bottlenecks that continue to hold back the economy from achieving its full potential. This will be realized through implementation of the “Big Four” initiatives. Macroeconomic stability will be a key enabler for attainment of the Plan through ensuring low inflation, stable exchange and interest rates, sustainable debt position and fiscal space.

During the MTP III period, the Government will implement additional legal and institutional reforms to maintain and strengthen macroeconomic stability. The medium term macro–fiscal framework will ensure sustainable debt and improvement in expenditure management. In particular, the fiscal deficit will be gradually lowered (by closing the gap between revenue and expenditure) while at the same time providing sufficient room to finance productive expenditure to sustain high economic growth. Further, expenditures will be scrutinized carefully to ensure quality and alignment with the MTP III targets. In addition, the Government will continue to implement public sector and governance reforms in the areas of administration of justice and law and order so as to improve the ease of doing business and to sustain a favourable business environment that will promote investment, growth, and employment creation.

Foreign Direct Investment (FDI) is also expected to increase on account of investment in Special Economic Zones (SEZ), the oil and minerals resources sector and under implementation of key infrastructure projects through PPP arrangements.

The Government will pursue a balanced broad based, investment led, low deficit and low debt growth framework. The overall real GDP growth is projected to increase from 5.8 per cent in 2018 to 7.0 per cent in 2022 on account of increase in investment and implementation of reforms, programmes and projects in all key sectors of the economy (See Table 2.5).

Table 2.5: Real and Sectoral Growth Targets (%) 2018-2022

	2018	2019	2020	2021	2022
Overall GDP	5.8	6.0	6.6	6.8	7.0
Agriculture	5.7	5.5	6.0	6.7	5.9
Industry	5.8	6.4	7.5	8.6	7.9
Services	6.0	6.4	6.7	6.8	7.0

Source: KIPPRA Macro Model

Agricultural Sector

The prioritization of Food and Nutrition Security under the “Big Four” initiatives is expected to contribute to higher growth of the agricultural sector through development of 1.2 million acres of commercial irrigated production to enhance food production. This will entail implementation of measures to ensure rapid attraction for 10,000+acre plots with performance management. The growth will be supported by among others, provision of extension services and subsidized inputs for small holder farmers. Other measures will include livestock and crop insurance scheme, development of the Blue economy and fisheries, and measures to promote exports of agricultural and livestock products in the regional and international markets that will further boost the sector’s value addition.

Industrial Sector

In order to effect structural transformation of Kenya’s economy, growth of the industrial sector is projected to expand steadily from 5.8 per cent in 2018 to over 7.0 per cent in 2022. Prioritization of manufacturing as a “Big Four” initiative is expected to contribute to faster and higher growth of this sector by targeting to increase manufacturing contribution to GDP from 9.2 per cent in 2016 to 15 per cent in 2022. Special focus will be on sectors such as textiles and apparel, leather processing and construction materials. Measures will also be implemented to increase agro-processing to at least 50 per cent of agricultural production.

The Government will also facilitate the private sector to invest in Special Economic Zones (SEZs) and in industrial and SME parks. Implementation of the new Mining Act, 2016 based on global mining best practices and of the Petroleum Exploration and Production Bill which will be enacted into law are also expected to result in increased investment and spur industrial sector growth. The standard gauge railway line and increase in investment in renewable and other cheaper sources of energy will also support the sector’s growth. Additionally, growth of the industry sector will be supported by growth of the building and construction sector due to increased infrastructure spending during the Plan period.

Service Sector

The Services Sector is targeted to grow from 6.0 per cent in 2018 to 7.0 per cent in 2022. It will benefit from expansion of financial services due to establishment of the Nairobi International Financial Services Centre over the MTP III period. It will also benefit from the recovery and growth in tourism, expansion of transport services and the rapid growth in the ICT and ICT enabled business services as well as achieving 100 per cent Universal Health Coverage.

2.2.1 Medium Term Macroeconomic Projections

The Government will pursue prudent fiscal and monetary policies. The fiscal policy focuses on supporting rapid and inclusive economic growth, supporting devolution, reducing fiscal deficit and ensuring sustainable debt position. This will entail strengthening the revenue effort through on-going reforms in tax policy and revenue administration and containing the growth of total expenditure by shifting composition of expenditure from recurrent to capital expenditure, and eliminating unproductive expenditures. The fiscal policy will also target to rationalize and align resources to priority programmes to ensure outcomes are delivered cheaply and efficiently.

In addition, the Government will continue to pursue a fiscal consolidation programme that targets to reduce deficit from 7.2 per cent of GDP in FY 2017/18 to 3.0 per cent of GDP in FY 2021/22. The projected consolidation is driven more by slowdown in ministerial expenditures and boosted by dividends from the on-going reforms to enhance domestic revenue mobilization. The fiscal consolidation will also support the reduction of the public debt to GDP ratio from 53.0 per cent in 2017/18 to 43.6 per cent per cent in 2021/22.

Further, the Government will continue borrowing from domestic and external sources as well as diversifying the sources of financial resources over the medium term by maintaining a presence in the international capital markets. It will utilize and maximize the official external sources for loans on concessional terms. Non-concessional and commercial external borrowing will be limited to development projects with high financial and economic returns. On the external front, the extent of foreign exchange risk exposure associated with external debt portfolio will be minimised by adopting a deliberate approach in diversifying currency structure so as to hedge against exchange risks especially to new loan commitments. A cautious approach will be adopted in the issuance of external government loan guarantees and provision of support to minimize the risk exposure to contingent liabilities.

Over the medium term period, savings and investment ratios to GDP are projected to rise from 13.6 per cent and 19.7 per cent respectively in FY 2017/18 to 19.2 per cent and 23.4 per cent in FY 2021/22. The implementation of the contributory pension scheme for public servants and introduction of new financial instruments which enable savings through mobile phones will enhance savings. Tax reforms will be enhanced consistent with the objective of gradually reducing fiscal deficits.

The monetary policy will aim to maintain inflation within the 5.0 plus (+) or minus (-) 2.5 per cent target, strengthen the international reserves position to over 4.5 months of import cover, stabilize interest rates to provide space for increased private sector credit, and a competitive exchange rate to support productive activities. Table 2.6 provides the macroeconomic indicators underlying the MTEF framework, 2018/19-2022/23.

Table 2.6: Macroeconomic Indicators Underlying the MTEF Framework, 2018/19-2022/23

Indicators	2016/17	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	Actual	Projection	Projection	Projection	Projection	Projection	Projection
	<i>Annual percentage change</i>						
Real GDP	5.3	5.3	5.9	6.3	6.8	6.9	7.0
CPI Index (eop)	6.6	5.6	5.0	5.0	5.0	5.0	5.0
CPI Index (avg)	6.9	6.3	5.0	5.0	5.0	5.0	5.0
	<i>In percentage of GDP</i>						
Investment	17.5	19.7	21.9	22.6	22.8	23.4	25.4
Gross National Saving	12.4	13.6	16.5	17.1	18.0	19.2	21.2
Total Revenue	18.3	19.0	18.9	19.0	19.2	19.4	19.6
Total expenditure and net Lending	27.6	26.8	25.5	23.8	22.9	22.5	23.1
Overall Balance (Commitment basis) excl grants	-9.3	-7.9	-6.5	-4.8	-3.8	-3.4	-3.4
Overall Balance (commitment basis) incl. grants	-9.1	-7.2	-6.0	-4.3	-3.3	-3.0	-3.1
Nominal Public debt, net	51.9	53.0	52.8	51.0	48.2	43.6	42.0
Current external balance, including official transfer	-5.0	-6.1	-5.4	-5.5	-4.8	-4.2	-4.2
Gross international reserve coverage in months	6.5	6.7	6.8	6.9	7.0	7.1	7.2

Source: Budget Policy Statement (BPS) 2018, KIPPPRA

2.2.2 Medium Term Employment Projections

During the MTP III period, the Government is committed to create 1.3 million new jobs annually to address the pressing problem of youth unemployment. The principal focus of the Government job creation strategy will be to increase the ratio of formal sector employment from 13 per cent in 2017 to 40 per cent in 2022 as outlined in Table 2.7.

As part of the employment creation strategy the Government will:

- Implement the “Big Four” initiatives;
- Support MSMEs;
- Facilitate establishment of Special Economic Zones (SEZ) and industrial parks;
- Support skills training and internship programmes for the youth; and
- Initiate labour intensive public works programme including re-afforestation, environmental waste management and other green projects.

Table 2.7: Employment Projections (,000) 2018 – 2022

	2013-2017 (MTP 2)		2018	2019	2020	2021	2022	2018 -2022 (MTP 3)	
	Total	Avg						Total	Avg
Total employment	4,098	820	1,067	1,242	1,318	1,337	1,402	6,500	1,300
Formal	537	107	304	476	550	567	631	2,661	482
Informal	3,562	712	763	766	768	770	771	3,838	767
Ratio of formal to total employment	0.13							0.4	
Ratio of Informal total employment	0.87							0.6	

Source: The National Treasury and Planning, 2018

2.3 Structural Reforms

Kenya's 2017 ranking in the World Bank Ease of Doing Business Indicators was 80 out of 189 countries. The Government will formulate and implement a strategy with a view to improving Kenya's ranking to among the top 50 countries.

To fight against corruption and its adverse effects to the economy which includes inefficiency, low productivity and high costs of doing business, the Government will implement lifestyle audits for all Accounting Officers as well as Authority to Incur Expenditure (AIE) holders. There will also be enhanced enforcement of anti-corruption laws through multi-agency approach.

To improve budget execution and governance, the Government will ensure full adherence to the Public Finance Management Act, 2012; the Public Procurement and Disposal Act, 2015; Tax Appeals Tribunal Act, 2015; Excise Duty Act, 2015; Tax Procedures Act, 2015, and their respective regulations. Key initiatives will include ensuring 100 per cent compliance and usage of IFMIS at both national and county levels. Recommendations emanating from the Office of the Auditor General annual reports will be enforced and implemented. To improve management of projects, the usage of Electronic Project Monitoring Information Systems (e-ProMIS) will be enhanced and a fully-fledged Public Investment Management (PIM) Unit set up in The National Treasury and Planning.

Several reforms will be implemented in the financial sector including:

- Review of the existing Public-Private Partnerships Framework to secure faster approval and implementation of projects;
- Implementation of the Moveable Property Security Rights Act, 2017 which facilitates lenders to provide credit using moveable properties as collateral and also creates on-line electronic collateral agency;
- Expedite the enactment of the Financial Services Authority (FSA) Bill to consolidate the existing non-bank financial sector regulators and create a new market conduct framework;
- Expedite the enactment of the Securities Investment and Derivatives Bill to deepen the capital markets;
- Enactment into law of the Kenya Credit Guarantee Scheme Bill to further support access to credit by Small and Medium Enterprises and guide structured implementation and development of a vibrant Credit Guarantee Scheme that embrace a Public Private Partnership Structure;
- Reforms to facilitate leasing and factoring;
- Extending the credit reporting framework to include credit providers from outside the financial sector;
- Facilitating the expansion of mortgage finance to boost home ownership in urban centres;
- Enhancing Kenya's position as an Islamic Finance Hub by putting in place an Islamic Finance Regulatory Framework;
- Strengthening CBK bank supervision, legal and regulatory framework. This will include enhancing Macro- and Micro-Prudential Stress Testing Framework and cross border supervision framework;
- Strengthening the independence and capacity of the Kenya Deposit Insurance Corporation (KDIC) to ensure that it is able to expeditiously undertake bank resolution and protect interests of depositors;
- Working together with county governments to rationalise the public-sector wage bill while strengthening the capacity of Government to make and execute public policy;
- Strengthening support for devolution by implementing a structured system of Conditional Grants to enable county governments to enhance their capacity to raise their own revenues, drive investment to national priority areas and strengthen their organisational capabilities; and
- Establishment of a Kenya Ex-Im Bank and a Kenya Industrial and Commercial Development Bank to provide long-term credit funded by long-term bonds.

2.4 Statistical Reforms and Surveys

To improve the quality of data, the following surveys and censuses will be carried out within the MTP III period:

- Review of Statistical Act, 2006 to align it to the Constitution of Kenya 2010;
- Enactment of County Statistics Act to govern statistical activities at the county level;
- Compilation of Gross County Economic activity;
- Kenya Population and Housing Census 2019;
- Census of Industrial Production;
- Survey of Non Profit Institutions;
- Rebasing of National Accounts;
- Integrated Survey of Services; and
- Census of Agriculture.

2.5 Tax Reforms

The following tax reforms will be implemented to enhance government revenue to finance development programme and projects:

- Roll out of the Integrated Customs Management System (iCMS) to seal loopholes at the Customs to prevent concealment, undervaluation, mis-declarations and falsifications of import documents;
- Implementation of the Regional Electronic Cargo Tracking System (RECTS) to tackle transit diversion;
- Enhance scanning activities to detect concealment;
- Scaling-up on-going and routine activities such as Pre-Verification of Conformity (PVOC), benchmarking and auctions;
- Data matching and use of third party data to enhance compliance through integration of iTax with IFMIS;
- Expansion of tax base by targeting informal sector, pursue non-filers and increase focus on taxation of international transactions and transfer pricing;
- Enhance investigations, intelligence capacity and KRA capacity to support revenue collection;
- Improve on property tax revenue by implementing a Geographic (Geospatial) Information System (GIS) to automatically link data on land parcels, property ownership and development with the KRA taxes; and
- Work together with the County Governments to put in place a framework for taxation of property across the country.

3 FOUNDATIONS FOR NATIONAL TRANSFORMATION

3.0. Overview

The successful implementation of enablers/foundations is crucial for the realization of the Kenya Vision 2030 and the “Big Four” initiatives. The Government continues to invest in building a strong and solid foundation for economic transformation and industrialization. In this regard, the Plan will focus on implementing policies, programmes and projects as well as the legal and institutional reforms that will strengthen the foundations for national transformation, unlock growth potential and build the resilience of the economy.

3.1 Infrastructure

“Deploying World Class Infrastructure Facilities and Services”

Infrastructure plays a critical role in facilitating and accelerating socio-economic development in the country. The Government has continued in its efforts to develop efficient and effective infrastructure, which is a key enabler for other sectors as envisaged in Kenya Vision 2030. During MTP III, investment in infrastructure programmes and projects will focus on accessibility, quality, functionality, job creation, disaster preparedness and protection of the environment. Investing in infrastructural development will support achievement of the “Big Four” initiatives by building on the on-going infrastructural development in road, rail, marine, air, energy, and ICT.

3.1.1. Situation Analysis

During MTP II, both national and county governments implemented several programmes and projects aimed at improving the country's infrastructure. Key achievements included:

- Expansion and modernization of aviation facilities at Jomo Kenyatta, Moi and Kisumu International Airports, and selected airstrips countrywide;
- Improvement of shipping and maritime facilities to handle Panamax and Post Panamax container ships; completion of Berth No.19 in Mombasa; construction of the first three berths at Lamu Port was on-going; and acquisition of two ferries with a capacity of 1,500 seated passengers;
- The first phase of Standard Gauge Rail (Mombasa to Nairobi) was completed while the construction of the second phase (Nairobi-Naivasha) was on-going; construction of commuter railway stations at Makadara and Imara Daima were completed while others (Ruiru, Kikuyu, Kahawa, Dandora, Githurai and Embakasi Village) were on-going;
- Under the Road Expansion Programme, 3,250Km of roads were constructed/ rehabilitated consisting of 2,779Km constructed/ rehabilitated under National Government and 471Km under County Governments;
- Under the Northern Corridor Transport Improvement Project (NCTIP), the following projects were 100% completed: reconstruction works for Timboroa-Eldoret (73Km), rehabilitation of Kericho - Nyamasaria (76 Km), Mau Summit – Kericho (57Km), Nyamasaria – Kisian (87Km), and Kisumu Bypass (24Km), rehabilitation of Eldoret-Webuye (60Km) and Webuye-Malaba (62Km) road sections;
- East Africa Road Network Project (EARNP), a total of 137Km was done through construction of Modika-Nuno (23Km) and upgrading of Voi-Mwatate-Taveta (114Km) roads;
- Under Kenya Transport Sector Support Project, 132.3Km out of the targeted 222Km of roads were constructed/rehabilitated. These included: construction of fly-overs/interchanges at Nakuru/Nyahururu turnoff, rehabilitation of Kisumu-Kakamega (47Km) at 77 per cent complete and Bachuma Gate-Maji ya Chumvi (53Km) at 82 per cent complete;
- Under the upgrading and rehabilitation of Eldoret-Kitale-Lodwar-Nadapal road project, design studies for the rehabilitation/ construction of Lesseru to Kitale and Marich via Lodwar to Nadapal road were completed. Upgrading of Lokitaung - Kalobeiyei River-Nadapal, Lokitaung-Lodwar, Lodwar-Loichangamatak road sections and Kainuk Bridge were ongoing;
- Decongestion of Cities, Urban Areas and Municipalities involved construction of bypasses, missing links and improvement of roads in Nairobi, other Cities and Municipalities. Nairobi Southern bypass (30Km) was completed, construction of Meru bypass (20Km) was 50 per cent complete, construction of phase one of Dongo-Kundu bypass (26Km) was 70 per cent complete, Port Reitz/Moi International Airport road was 95 per cent complete and Miritini - Mwache Kipevu link road was 75 per cent complete. In addition, Murang'a bypass (20Km) and Eldoret bypass (15Km) were on-going;
- Under Low Volume Seal Roads (LVSr), a total of 450.75Km of roads were upgraded to bitumen standards as at 30th September, 2017;
- A total of 208,088.91 Km of national trunk roads and county roads were routinely maintained while 5,298.55 Km of National roads were periodically maintained and 765.65Km were maintained under Roads 2000 Programme;
- Standard curriculum for driver training, testing and licensing were developed to provide a standardized method of instruction by all driving schools in the country, and Transport Information Management System (TIMS) project implemented to provide automated services;
- Policy, legal and institutional framework for development of Mass Rapid Transit System was put in place;
- A total of six (6) stalled public buildings were completed and 299 Government building projects rehabilitated/maintained to improve the living and working conditions in Government buildings;

- A total of three (3) jetties and 2,100 metres of seawall were constructed/ rehabilitated;
- The Government purchased Chanceries in New York and Kampala, and completed construction of chancery and ambassador's residence in Islamabad;
- Increased Power Generation Capacity from 1,768MW in 2013 to 2,339.9MW as at 31st December 2017;
- Increased electricity access through upgrading and expansion of national power transmission network from 4,250Km to 5,676Km;
- The number of customers connected to electricity increased from 2.26 million in 2013 to 6,456,516 as 31st December 2017, reflecting an access rate of 71.7 per cent. In addition, a total of 15,134 schools were connected to electricity bringing the total number of primary schools connected to 23,496 attributed to the Digital Literacy Programme;
- The average power interruptions per 1,000 customers per month improved from 7.5 in 2013 to 4.4 in 2017 while the average repair response time improved from 7.3 hours in 2012 to 5.6 hours as at March 2017;
- The electricity reliability indicators Customer Average Interruption Duration Index (CAIDI) and System Average Interruption Frequency Index (SAIFI) were 5.66 hours and 45.32 respectively as at 30th June 2017;
- A total of 35 towns and urban centres in 27 counties were covered by May 2017 under the Public Lighting Project with 88,705 lanterns installed;
- Initiated implementation of Lamu Port South Sudan Ethiopia Transport Corridor (LAPSSET) components where 4 lots were completed namely: Isiolo-Merille River (136 Km); Merille River-Marsabit (143 Km); Marsabit – Turbi (121Km) and Turbi-Moyale (127 Km). In addition, construction of Lamu Port Headquarters and the port police building were completed while a new terminal and a 1.4 Km runway at Isiolo Airport were completed; and
- Key policies, legal and institutional frameworks to facilitate development in the sector were fast-tracked.

3.1.2 Emerging Issues, Challenges and Lessons Learnt

Emerging issues

- International disputes hindering cross border infrastructures;
- Regional competition in protection of national interests in trade and investment;
- The need to develop infrastructure to enhance exploitation of Blue economy as a new frontier for economic growth; and
- Disputes on Indian Ocean water boundary with Somalia.

Challenges

- Inadequate financing and high capital investment requirements;
- High construction and maintenance cost;
- Inadequate enforcement of traffic regulations and axle load limits;
- Tedious land acquisition processes;
- Inadequate skilled manpower in transport management and planning;
- Vandalism and security of infrastructure facilities;
- Lengthy procurement procedures;
- Encroachment of land earmarked for infrastructure development; and
- Difficulties in wayleaves/right of way acquisition for infrastructure projects.

Lessons Learnt

- Modernization of Kenya's infrastructure has had a positive effect in stimulating growth, and in opening up areas that were hitherto outside the reach of Kenyan markets; and
- Mobilization of investment funding for large scale infrastructure projects poses challenges to debt levels, and the Government is exploring different ways of accessing such funds including PPP and long term infrastructure bonds.

3.1.3. Programmes and Projects for 2018-2022

Flagship Programmes and Projects

Expansion and Modernization of Aviation Facilities: Kenya aviation modernization and expansion programme is aimed at improving passenger handling capacity to nine (9) million. The programme entails completion of detailed designs and expansion/rehabilitation of Terminal 1- B, C and D at JKIA; improvement of security at major airports; construction of second runway and associated facilities at JKIA; rehabilitation of Moi International Airport; expansion of Malindi and Isiolo Airports; and rehabilitation and maintenance of airstrips and airports countrywide.

Improvement of Shipping and Maritime Facilities: The objective of the programme is to facilitate the trans-shipment of cargo. The programme focuses on expansion of the Second Container Terminal Phase II & III, development of the Dongo Kundu Free Trade Port, revamping Kisumu Port, and relocation of Kipevu Oil Terminal (KOT).

Expansion of Railway Transport: The objective of the programme is to increase the railway capacity from 5% to 50% of the cargo freight from the port of Mombasa and promote commuter rail services. It entails: construction of Standard Gauge Railway (SGR) Phase 2 (Nairobi –Malaba) which comprises Phase 2A (Nairobi –Naivasha); Phase 2B (Naivasha– Kisumu) and Phase 2C (Kisumu –Malaba); and construction of a rail link from Lamu to Miritini. In addition, the programme will include Nairobi and Mombasa Commuter Rail Improvement projects.

Expansion of Roads Programme: The programme aims at enhancing domestic and regional connectivity, boosting rural productivity and reducing urban congestion. This would be realized through construction/rehabilitation of 10,000Km of roads comprising of 2,500Km of conventional roads and 7,500Km Low Volume Sealed Roads. The components of the programme include:

- East Africa Road Network Project (EARNP), 190Km;
- Kenya Transport Sector Support Project, 53Km;
- East Africa Regional Transport, Trade and Development Facilitation Project, 350Km;
- National Urban Transport Improvement Project (NUTRIP), 47Km;
- Northern Kenya Transport Improvement Project (NETIP), 344Km;
- Construction of the Mombasa-Nairobi six lane highway toll road, 450Km; and
- Construction/rehabilitation of 7,500Km under 10,000 programme and 177Km to low volume seal roads and 298.6Km to gravel surface dressing under Roads 2000 programme.

Maintenance of Roads: A total of 161,456Km of roads are targeted for maintenance under periodic and routine maintenance comprising of 39,995Km for National trunk roads and 121,456Km for County roads.

Decongestion of Cities and Urban Areas: This programme aims at easing congestion, reduce travel time and costs and enhance connectivity in cities and urban areas. The programme covers: construction of 308 Km bypasses, 53.3Km of missing links, and 40Km of Non-Motorized Transport Facilities. In addition, it will involve improvement of roads in Cities and Municipalities, and implementation of Mass Rapid Transit (MRT) improvement programme. MRT will entail construction of Bus Rapid Transit (BRT) infrastructure and facilities, development of Nairobi Commuter Master Plan, improvement of the Nairobi Railway, construction of Nairobi Viaduct, and development of integrated urban transport system and a loop line in Nairobi which include development of Nairobi Metro Line 1. Further, the programme will involve construction of Mombasa Gate Bridge, development of Mass Transport Transit Systems in Mombasa Gate City and improvement of Mombasa commuter rail.

Road Safety Programme: The programme involves implementation of key initiatives that would ensure safety in roads including: upgrading/rehabilitation of Motor Vehicle Inspection and Driving Test Centres; implementation of the 2nd generation number plates, the 3rd Identifier, and Second Generation Smart-Card Driving License; licensing of private Motor Vehicle Inspection Centres; and development and implementation of the National Road Safety Action Plan 2018-2022.

Development of the 50-Year Transport Master Plan: The Government will fast-track the development of a 50-year Transport Master Plan (TMP) as a vision for the long-term multimodal transportation system in the country.

Development of 20-Year Roads Master Plan: The Road Master Plan will be developed to guide development and investment in the road sector over the next twenty years.

Increase Power Generation: The programme aims at promoting development and use of renewable energy sources to create a reliable, adequate and cost-effective energy supply regime to support industrial development. Key programmes and projects are prioritized for implementation to increase additional electricity installed capacity to 5,221 MW by 2022 from the following sources:

- 93MW from Hydro Power Projects;
- 913MW from Geothermal Power Projects;
- 800MW from Wind Power Projects;
- 157MW from Biomass Power Projects;
- 442MW from Solar Power Projects;
- 328MW from Coal Power Project; and
- 400MW from Imports.

Nuclear Power Development Programme: This will involve development of a legislative and regulatory framework; site identification of the nuclear power plants; continued capacity building through both national programme and international partnerships; public education and advocacy; establish a Research and Development Institute in the energy sector.

Power Transmission: During the Plan period, a total of 5,121Km of power transmission lines and 77 high voltage substations will be constructed in addition to an ultra-modern National System Control Centre, and construction of transmission lines in offgrid townships to interconnect these regions to the national grid. Further, regional interconnector transmission lines (Ethiopia-Kenya, Kenya-Uganda and Kenya-Tanzania) will be constructed.

Last Mile Connectivity Project: A total of 5 million new households are targeted for connection to electricity through grid and off-grid

solutions and 15,739 public facilities other than primary schools will be connected. In addition, public street lighting project will be completed. To stimulate the 24-hour economy and catalyse the manufacturing sector, the cost of off-peak power to heavy industries will be reduced by 50%.

Distribution Network Expansion and Improvement: The Sector targets to construct 116 new primary distribution substations with a distribution capacity of 2,809 Megavolt-Ampere (MVA) and 1,244 Km of associated 66KV and 33 Kilo Volts (KV) lines, 20 new bulk supply substations and installation of 336.5 Megavolt-Ampere Reactive (MVAR) power compensation equipment in 15 transmission substations.

Improved Power Supply Reliability: The programme aims at improving power supply reliability by at least 20% by 2022. This will be achieved through replacing overhead distribution power lines across major towns and their environs, such as Nairobi, Mombasa, Kisumu, Eldoret, Thika and Nakuru with underground distribution power lines. In addition, system audits to identify weak points in the network will be undertaken while accurate calculation and monitoring of power supply quality indices will be initiated.

Renewable Energy Technologies: The programme will include: preparation of a renewable energy resources inventory and resource map; formulation of a national strategy for coordinating research in renewable energy; and promoting the use of municipal waste for energy production. It will also involve: promoting the development of appropriate local capacity for the manufacture, installation, maintenance and operation of basic renewable technologies such as bio-digesters, solar systems and turbines; harnessing opportunities offered under clean development mechanism and other mechanisms; and promoting international co-operation on programmes focusing on renewable energy sources and climate change.

Lamu Port South Sudan Ethiopia Transport (LAPSSET) Corridor: The objective of the LAPSSET project is to open up Northern Kenya and provide a reliable transport corridor for Ethiopia and Southern Sudan. These infrastructure projects will double Kenya's investible asset portfolio. Under this project, the following will be implemented; extension of Isiolo Airport runway by 1.1Km to 2.5Km; surveying of international airport site and gazettelement of the land for Lamu and Turkana International Airports; and finalization of land acquisition, implementation framework and harmonization of designs and specifications for railway corridor. It will also involve: sourcing of the operator and equipment for the 1st three berths, and development of berths 11-14 of the remaining 29 berths in Lamu port; and construction of Loruk-Barpelo (62Km), Garsen-Lamu-Witu (175Km) and Lamu-Isiolo road sections will be completed while final designs for Isiolo-Nginyang road section will be completed.

Other Programmes and Projects

- Improvement of Living and working Conditions in Government Buildings. This will include:
 - Development of a Ministry of Foreign Affairs Headquarters Building;
 - Modernization of Diplomatic Properties and Enhance security and branding of Missions;
 - Acquisition/development of Chanceries and Ambassadors residences in the East African Region;
 - Acquisition of Multi-lateral and Regional Missions and support for the Establishment of a Diplomatic Enclave;
- Development and Maintenance of Coastline Infrastructure and Inland Water Transport;
- Improvement of Communication in Human Settlements;
- Malindi Beach Integrated Development programme; and
- Revamping / Restructuring of Supplies Branch.

3.1.4. Policy, Legal and Institutional Reforms

Policy Reforms

- Review land acquisition framework;
- Establish a framework for supporting private investments in maritime support services;
- Strengthen compliance for submission through single window platform of genuine, fraud-proof and verifiable local (Kenyan) Marine Cargo Insurance Certificates;
- Develop standardized Marine Cargo Insurance Policy and Certificate with appropriate security features;
- Review policy framework of Kenya National Shipping Line (KNSL);
- Finalize the Public Works Policy;
- Finalize the National Energy and Petroleum Policy, 2015;
- Develop Public Transport Fare and Subsidy Policy;
- Develop Transit Oriented Development Policy;
- Enact the Toll funding Policy/establish dedicated road fund (Toll Fund) to finance road expansion;
- Develop the National Nuclear Energy Policy;
- Develop National and County Energy Planning Framework;
- Develop the National Lightning Protection Policy; and
- Develop the National Construction Policy.

Legal Reforms

- Develop legal framework to protect and manage critical infrastructure;
- Fast track conclusion of Merchant Shipping (Service Providers) Regulations, 2011;
- Enact the Coast Guard Service Bill 2017;
- Harmonize the Traffic and NTSA Acts for ease of coordination;
- Enact the Nairobi Metropolitan Area Transport Authority Act and development of regulations to operationalize the Act;
- Review of Motor Vehicle Inspection Regulations;
- Enact the Toll Funding Policy/establish dedicated Road Fund (Toll fund);
- Enact the Kenya Roads Bill;
- Ratify the Lome charter on maritime safety and security;
- Develop legal regulatory framework for Kenya Railways;
- Enact the Energy Bill 2017;
- Review legal framework of KNSL;
- Develop a legal framework to facilitate the growth of local entrepreneurs to invest in emerging maritime opportunities in inland water transport in lakes Victoria and Turkana;
- Develop energy regulations for Energy Bill 2015;
- Ratify Regional and International Obligations such as Convention on Nuclear Safety, the COP 21 and the Agenda 2063;
- Review of KAA Act and regulations;
- Develop legal regulatory framework for Kenya Railways to separate operations and regulations within the rail subsector; and
- Repeal the Architects and Quantity Surveyors Act Cap 525.

Institutional Reforms

- Establish a transport institute within the existing universities for management course;
- Develop and review standards for public service vehicles and body builders;
- Review the Road Annuity programme to fast track construction of roads;
- Develop local content capacity for infrastructure development through joint ventures or sub-contracting;
- Domesticate the Lome charter on maritime safety and security;
- Develop workable PPP models for infrastructure financing;
- Review institutional framework of KNSL; and
- Domesticate Regional and International Obligations such as Convention on Nuclear Safety, the COP 21 and the Agenda 2063.

3.2 Information and Communication Technology

“Leveraging ICTs for Increased Competitiveness”

Information, Communications Technology (ICT) has been identified as a key foundation sector under Kenya Vision 2030. The sector will continue to play that role under the “Big Four” priorities. This is because it has strong linkages with all the other sectors. It also plays a catalytic role in enhancing productivity and lowering the cost of achieving the Government’s “Big Four” and other development initiatives. As Kenya prepares to take advantage of the “Fourth Industrial Revolution” that brings together digital, biological and physical technologies, it will increasingly depend on the quality of ICT in national infrastructure, regulatory and business environment, human capacity, ICT usage and investments among others. It is in this regard that the Government has heavily invested in ICT projects aimed at transforming Kenya in to a knowledge based society. Kenya has in the past been distinguished for innovation in ICT sector, and its application to the real sectors such as financial intermediation, e-commerce and governance. These trends will be accelerated under MTP III.

3.2.1 Situation Analysis

During the MTP II period, the sector targeted to develop the national ICT infrastructure; review and develop ICT policies, legal, institutional and regulatory frameworks and improve public service delivery through the use of ICT applications.

The penetration rate for mobile subscriptions improved to 91.9 per cent in 2017 from 74.9 per cent in 2013, internet subscriptions per 100 inhabitants (Wireless and Fixed) increased from 31.6 per cent in 2013 to 58.5 per cent in 2016 while broadband subscriptions per 100 inhabitants (Fixed and Wired) increased from 5.9 in 2013 to 28 in 2016.

The number of mobile money subscribers increased to 70.5 per cent of the households in 2016 from 62.3 per cent in 2013. Between 2014 and 2017, mobile commerce (m-commerce) transactions with a value of Ksh.3.2 trillion were recorded. Mobile money transfer agents grew by 94.8 per cent from 93,689 in 2013 to 182,472 in 2017.

The number of TV frequencies increased from 228 in 2012 to 312 in 2016. The total number of mobile transceivers grew by 12.9 per cent from 109,294 in 2015 to 123,380 in 2016.

The following projects were implemented under MTP II:

Upgrading the National ICT Infrastructure: The Government and the private sector developed 60 per cent of the National ICT infrastructure to improve universal access to ICT services. This involved connecting Kenya to the international broadband highway as well as connecting all major towns in the country through the implementation of the following projects:

- **National Optic Fibre Backbone Infrastructure (NOFBI):** The Fibre cable network was extended from 4,300Km in 2012 to 6,400Km in 2017 linking fifty seven (57) towns within the country. This has increased internet access speeds in the country as well as providing a gate way to reaching the last mile internet connectivity.
- **County Connectivity Project (CCP):** During the review period, all the forty seven (47) county headquarters were connected to the National Optic Fibre Backbone Infrastructure (NOFBI) cable and Seventy (70) buildings via wireless to provide the last mile connectivity at the county level. In addition, co-location and related services to host twenty nine (29) sites across the country was acquired.
- **Government Common Core Network (GCCN):** The Network was extended to cover State Agencies that are housed in private buildings within and outside Nairobi. In addition, the Government Data Centre (GDC) was upgraded and cloud-computing infrastructure implemented to increase consolidation of the existing database systems and provide sharing of big data among MDAs, counties and sub counties. Further, 12 additional network engineers were recruited to maintain the infrastructure to ensure availability and reliability of the networks.
- **Government Data Centre (GDC) Upgrade Government Private Cloud:** The facility was upgraded with a 10 Gbps link capacity and was maintained to support applications from the government organizations. In addition, cloud-computing infrastructure was implemented to increase consolidation of the existing database systems and provide sharing of big data among MDAs, counties and sub counties.
- **Local Area Network (LAN) cabling:** LAN was upgraded and expanded to various government organizations and all the forty seven (47) County government headquarters.
- **Network Operation Centre (NOC):** The Government established and completed one (1) NOC. The facility is operational with ten (10) network engineers to monitor.
- **Roll out of 4G Networks:** The Government licensed telecommunications operators to roll out 4G Networks in 2014 starting with Nairobi, Mombasa and Kisumu. In addition, fibre networks in urban residential and commercial areas increased largely due to new partnership between telecommunications and power companies.
- **Analogue to Digital TV Migration:** The migration from analogue to digital TV was completed in time to meet the global deadline of 17th June 2015. Installation of digital transmitters in 10 sites was also completed in 2017. This increased the number of operational TV channels from 228 in 2012 to 312 in 2016.
- **Migration from Medium Wave to Frequency Modulation (FM) Radio Transmission:** The Government facilitated Kenya Broadcasting Corporation (KBC) to migrate 60 per cent from Medium Wave to FM radio transmission by June 2017.
- **Universal Access to ICT Services:** The Government through the Communication Authority of Kenya commenced the roll out of basic Voice Infrastructure to 78 sub-counties which had no 2G network coverage and broadband connectivity to 480 public secondary schools.

One Network Area Programme: The Government facilitated establishment of the One Network Area for telecommunications with a harmonized EAC rate of 10 US cents per minute for outgoing calls and zero charges for incoming calls between Kenya, Uganda and Rwanda resulting to a reduction in the cost of doing business within the member states.

National Information Security: To protect ICT from increased cases of cyber-attacks affecting networks and service delivery, the Government established Kenya Computer Incidence Response Team, the Cyber Command and Incidence Response Centre and developed Information Security Policy to guide in secure use of ICT within government.

National ICT Integrated Information Infrastructure and e-Government Services: The sector established various electronic systems to streamline tracking, retrieval and storage of documents within public sector. It involved development of workflow for conversion of physical documents and integrate already digitized registries.

Some of the achievements included:

- Establishment of Personal Data Hubs for National Population Register;
- Rolling out e-Citizen platform for business, marriages, driving, lands, immigration and civil registration services together with e-Citizen payment gateway;
- Digitization of over 107 Civil Registration Centres, 13 land registries and the High Court Registry;
- Development and implementation of Transport Information Management System (TIMS)-NTSA; and
- Development of the National Spatial Data Infrastructure (NSDI) as land data hub.

Policy, Legal and Institutional Reforms

The Government in partnership with other stakeholders developed and reviewed the National ICT Policy, Kenya Information and Communications Act 2014, Postal Corporation Act No. 2 (Amendment 2013), Media Council Act 2013, National Public Communication Policy, National Broadband Strategy and National Language Policy 2015 among others to support the sector's growth. The Government also harmonized its policies, legal and regulatory frameworks within regional integration and economic communities to improve trade and development.

In addition, the Government developed a draft Computer & Cybercrimes Bill 2016, National Cyber Security Master Plan and Strategy, National ICT Master Plan, National ICT Standards and reviewed the Information and Communications Regulation Guidelines (2010).

The following institutional reforms were undertaken: Transformation of Communication Commission of Kenya (CCK) to Communications Authority(CA); creation of Universal Service Fund Advisory Council, Complaints Commission Communications and Multimedia Appeals Tribunal; upgraded the Department of Kenya Institute of Mass Communications to a Semi-Autonomous Government Agency and the establishment of the Government Advertising Agency (GAA). In addition, the Government initiated the restructuring of Postal Corporation of Kenya (PCK) and Kenya Broadcasting Corporation (KBC).

3.2.2 Emerging Issues Challenges and Lessons Learnt

Emerging Issues

- Need for a regulatory framework consistent with ICT growth in Kenya, and the laws and the Constitution;
- The dynamic nature of ICT in creating emerging/new technologies such as Internet of Things (IoT), Big Data, Machine to Machine Communications and Cloud Computing pose challenges in the governing, administration and regulation of ICT usage;
- The spread of social media vices such as fake news, hate speech and incitement that have far reaching impact on a country that is building social cohesiveness like Kenya; and
- Cyber-attacks to critical ICT networks and infrastructure.

Challenges

- Inadequate safeguards against cyber-crime and ICT media abuse;
- Digital divide between the rural and urban areas;
- Slow adaption of harmonised services;
- Vandalism of ICT infrastructure;
- Lack of or inadequate supply and uninterrupted power supply;
- Inadequate human capacity for research and development in ICT; and
- e-Waste disposal.

Lessons Learnt

- Cyber Security and safeguards against media abuse are critical for the development of this sector and thus adoption of appropriate strategies and policies are needed for a secure country;
- Enhancing uptake of ICT technology will improve services delivery;
- Provision of adequate information resource centres in the rural areas will facilitate bridging rural urban digital divide; and
- Reliable supply of electric power is necessary for the provision of ICT services;

3.2.3. Programmes and Projects for 2018 -2022

The Sector priority programmes are classified into National ICT Infrastructure, National Information Security, Universal Access to ICT, and e- Government Services to ICT to improve information flow and accessibility of services in the various sectors of the economy.

National ICT Infrastructure Programme:

- **National Optic Fibre Backbone Infrastructure (NOFBI):** The NOFBI will be extended by an additional 2,500 Km of fibre to connect at least 290 offices at the sub-county level, educational centres, Level 4 and above hospitals, police stations and other key County Government offices.
- **County Connectivity Project Phase III:** This will entail interconnecting all 47 counties through a last mile wired and wireless network into one homogenous governmental network, using the NOFBI as the primary backhaul medium.
- **Government Common Core Network (GCCN) Programme:** The GCCN will be redesigned and expanded to include a redundant link to all within Nairobi for a robust, reliable, and secure government core connectivity network. This will enhance connectivity to provide MDAs with secure usage within the physical network.
- **Integrated Government Unified Communication System Project:** This will involve expanding and up-grading the system with new features like calendaring, active directory to all MDAs and counties. It will enable government officials to share information more securely, efficiently and effectively.
- **Eastern Africa Regional Transport, Trade and Development Facilitation Project:** This will involve laying of 600 Km Fibre Optic Cable from Eldoret to Nadapal at the common border with South Sudan.
- **Northern Eastern Corridor Transport Improvement Project (NETIP):** The project will involve construction of fibre spurs rings and connecting institutions and communities along the Northern Eastern road corridor between Isiolo and Mandera.
- **Digital Terrestrial Television Coverage:** Roll-out will continue to the unserved and underserved areas to ensure the remaining 22 per cent of the Country is covered.
- **Migration from Medium Wave to FM Radio Transmission:** This will be completed during the Plan period.
- **e-Waste Management Centres:** e-Waste Management Centres will be established in six (6) economic zones across the country.
- **National Addressing System (NAS):** The NAS will be rolled-out.
- **Data Disaster Recovery Centre (DRC):** This entails finalization of the Centre to safeguard Government data.

National Information Security Programme

- Enhancement of Government Common Core Network (GCCN) Security;
- Implementation of Security policies and deployment of firewall at all the gateways;
- Development and implementation of security framework for the entire GoK Cloud; and
- Establish Cyber Security Research Institute.

Universal Access to ICT Programme

- Provision of basic Voice Infrastructure under Universal Service Obligation; and
- Provision of Broadband Connectivity to Schools under Universal Service Obligation.

e-Government Services Programme

- Digitization of Government records;
- Kenya Open Data Initiative (KODI) will be strengthened to make public data sets accessible and in a usable format; and
- Digital Government Economy Programmes.

3.2.4. Policy, Legal and Institutional Reforms

The following policy, legal and institutional reforms will be implemented for the effective delivery of ICT programmes and projects:

Policy reforms

- Review the National ICT Master Plan, National Broadband Strategy and the National Cyber Security Strategy in line with the National ICT Policy 2017;
- Develop ICT Sector Standards for industry self-regulation;
- Develop and implement Digitization Strategy, Roadmap and Standards;
- Review the e-waste management Policy; and
- Develop National Addressing System Policy, Regulations and Standards.

Legal Reforms

- Enact the critical infrastructure bill to guard against the destruction of ICT infrastructure;
- Review of ICT Regulations;
- Review Kenya Information Communications Act;
- Review Kenya Broadcasting Corporation (KBC), Postal Corporation of Kenya (PCK), Government Advertising Agency (GAA) and Kenya News Agency (KNA) Bills, Acts and Gazette Notices; and
- Develop National Addressing System Regulations and Standards.

Institutional Reforms

The Government will restructure the Kenya Broadcasting Corporation (KBC), Postal Corporation of Kenya (PCK), Government Advertising Agency (GAA) and Kenya News Agency (KNA) to make them vibrant and viable government institutions.

3.3 Science, Technology and Innovation

“Accelerating the Transition to an Innovation-Led and Knowledge Based Economy”

Science, Technology and Innovation (ST&I) sector is a key enabler of the three pillars of the Vision 2030. Under MTP II, the Government committed to facilitate the development of a highly skilled human resources base that would sustainably support and trigger innovation in priority areas. Under MTP III, the sector will drive the transformation agenda by supporting the “Big Four” initiatives and by ensuring that all sectors have access to new technologies in order to increase productivity and efficiency. During MTP III, the sector targets to increase research funding from 0.79 per cent to 2 per cent of the GDP in order to attain position 85 in Global Competitiveness Index ranking out of 137 countries by 2022 from position 91 in 2016.

3.3.1 Situation Analysis

Key achievements over the MTP II period included improved legal, regulatory and institutional framework for the governance of the sector through the enactment of the ST&I Act, 2013. There was also increased capacity for universities to offer Science, Technology, Engineering and Mathematics (STEM) courses to meet the increased enrolment. Research funding grew from 0.48 per cent to 0.79 per cent of the GDP. Increased spending on R&D by private companies and the existence of high calibre sector-based scientific research institutions led to the improved ranking of Kenya in the World Economic Forum Global Competitiveness Index from position 96 in 2013 to 91 in 2016.

Other achievements under MTP II include:

- Development of a strategy for the establishment of the National Physical Science Research Laboratory for Engineering;
- Setting up of a secretariat to oversee the activities towards establishment of a nuclear energy facility and legal framework for establishing Kenya Institute of Oil and Gas, and Kenya Institute of Mining and Geology were put in place;
- Establishment of a Pan African University Institute of Basic Sciences, Technology and Innovations at JKUAT to undertake capacity building in STEM;
- Establishment of three (3) Centres of excellence under the Southern and Eastern Africa Higher Education Centres of Excellence project (ACE II) at Egerton, Moi and Jaramogi Oginga Odinga Universities;
- Development of a design for a national ST&I Statistics Observatory for capturing, developing, sharing and storing national ST&I information;
- Development of rapid test kits for HIV and HBV and a protocol for the management of sand flies using pyrethrum powder by the Kenya Medical Research Institute (KEMRI);
- Development of five vaccines for control of Newcastle, East Coast Fever (ECF), Contagious Bovine Pleuropneumonia (CBPP) and Contagious Caprine Pleuropneumonia (CCPP) diseases; animal health diagnostic kits; medicated urea-molasses blocks for livestock; 15 fodder varieties, improved indigenous chicken breeds and poultry feeds; and
- Production of 421 varieties of different crops; provision of 2,700 Sahiwal and Boran bulls to farmers; and installation of 12,000 drip irrigation kits for farmers.

Key policy and legal reforms undertaken include the following draft policies and bills: Biosciences Policy and Bill, Atomic Energy Policy and Bill, Nanotechnology policy, Kenya Space Science and Technology Policy and Bill and the Natural Products Policy and Bill. In addition, the following institutions were established: Kenya National Innovation Agency (KENIA), National Research Fund (NRF), National Commission for Science, Technology and Innovation (NACOSTI), and Kenya Space Agency.

3.3.2. Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- Rapid technological advancement in the area of digital technologies;
- Potential for utilization of space technology for national development;
- Harnessing of natural products for industrial production requiring substantial investment in natural products research; and
- Synthetic Biology, Stem Cell research and regenerative medicine that is extending therapeutic possibilities for previously incurable diseases.

Challenges

- Delayed development of a formal, comprehensive and integrated national policy (Sessional Paper) on ST&I for the country;
- Inadequate funding;
- Inadequate infrastructure and equipment for research, higher education and training institutions especially for physical sciences; and
- Inadequate relevant skills at TVET and University levels for emerging sectors such as oil, gas, earth minerals and the blue economy.

Lessons Learnt

- The innovation potential of the Kenyan youth to initiate and grow software development as an industry in Kenya is improving and ought to be exploited;
- The establishment of the National Space Agency has the potential to contribute to the development and application of space technology; and
- Synthetic Biology, Stem Cell research and regenerative medicine is an incredible area of science that is extending therapeutic possibilities for previously incurable diseases.

3.3.3 Programmes and Projects for 2018-2022

Flagship Projects

Nano-Sciences, Material Science and New Production Technologies Programme: This programme aims at building state-of-the-art infrastructure for high quality research and technology development. The following projects will be undertaken:

- **The National Physical Science Research Laboratory for Engineering and New Production Technologies:** The research units will provide consulting, engineering, fabrication and calibration services for both public institutions and private businesses. The Laboratory will incorporate research centres for the following highly specialized emerging sciences: electronics, telecommunications and computing; nuclear science for peaceful applications; and mining and mineralogy.
- **Centre for Nanotechnology Research:** The centre will focus on specialized research and technology development in Nanoscience. Access to the centre will be open to the broader nanotechnology practitioners in academia, industry and investment partners.

Space Science Technology Development Programme: The programme aims at enhancing the teaching, research and development of space science and subsequent use of space technology for peaceful purposes.

The projects to be implemented include:

- **Centre for Microsatellite Technology Development:** The centre will be established to undertake advanced research in the areas of satellite technology development, manufacturing, launch and operation.
- **The Square Kilometre Array (SKA):** This will involve building a large radio telescope with a node in Kenya to be used as a research facility for astrophysics, engineering, surveying, mathematics and information technology to generate “Big Data”. To this end, the Longonot Earth Station will be acquired from Telkom Kenya for conversion into a radio telescope.
- **Establishment of an Optical Astronomical Observatory:** This observatory will undertake advanced research, training and outreach in basic space science with relevance to astrophysics, mathematics, engineering and technology.

Energy Technologies Development Programme: The programme will facilitate the diversification of the country’s non-renewable and renewable energy mix to meet the energy demands for industrialization and development, to ensure use of clean energy and increased energy efficiency. The following projects will be implemented:

- **Renewable Energies Research Laboratory:** The laboratory will be established to conduct advanced research and development in the areas of solar energy, wind energy and biofuels.
- **The Centre for Petroleum and Gas Exploration Research:** The centre will undertake research and technology development in oil and gas exploitation. It will focus on the value chain in the exploitation of fossil fuel reserves including socio-economic considerations.

Science, Technology, Engineering and Mathematics (STEM) Programme: The programme will enhance the capacity of education institutions to provide STEM education by facilitating the provision of modern equipment and qualified staff. The following projects will be implemented:

- **Kenya Advanced Institute of Science and Technology:** The project will facilitate the human and infrastructure capacity building for the institute.
- **Establishment of Institute of Applied Sciences:** The institute will be established and modelled along the German Universities of Applied Sciences where training in engineering and applied sciences will be hands-on and industry oriented.
- **Enhancement of the Centres of Excellence in Universities and Research Institutions:** The project will provide advanced laboratory equipment and accesses to e-learning resources to the centres of excellence already identified and establish new ones in other universities and research institutions.
- **National Skills Inventory and Audit for ST&I:** The project will establish a database on the status of the national ST&I human resource capacity and skills in science, engineering and technology in relation to the job market needs. This will inform the development of a National Critical Skills Development Strategy.
- **The African Science, Technology and Innovation Observatory:** This project will facilitate the establishment of the Kenyan node of the African Science, Technology and Innovation Observatory for the collection, analysis and reporting on ST&I indicators.

Coordination of Technology and Innovation Commercialization Programme

The programme aims at ensuring an effective innovation system to harness the potential offered by modern science and technology for social and economic advancement. National Science, Technology and Innovation Parks will be established in Konza Technopolis and Dedan Kimathi University of Technology to spur the formation of new ST&I-based businesses and serve as incubation centres for technology and innovations. Phase I activities will be undertaken in the two parks.

County Technology and Innovation Delivery Services Programme

The programme will establish and empower county technology and innovations advisory and prospecting centres to coordinate technology transfer and adoption. The centres will also provide advisory services for the generation and protection of intellectual assets arising from the interplay between indigenous knowledge/technologies and modern science.

Other Programmes and Projects

Biotechnology and Biosciences Programme: The programme will build Kenya’s capacity to develop and safely apply biotechnology and biosciences in agriculture, health, mining, industry and environmental conservation. The projects to be implemented include:

- **Public Awareness on Biotechnology:** It will build on the Bio-Aware initiative with an objective of developing specific platforms for public education and awareness creation on modern biotechnology. It will also establish Biotechnology Information and Resource Centres (BIRCs) at the county level.
- **Centres of Excellence in Biotechnology Research:** It will identify Biotechnology Research Laboratories in research and higher learning institutions for infrastructure development and human capacity enhancement through the National Research Fund (NRF).
- **Biotechnology Stewardship:** It will facilitate the safe application and adoption of Biotechnology through technology stewardship of the approved National Performance Trials (NPT) for the insect protected and water efficient Bt. Maize and Bt. Cotton.
- **Centre of Excellence for Stem Cells Research, Synthetic Biology and Regenerative Medicine:** It will be established to

undertake advanced stem cells research and regenerative medicine to address the need for new therapeutic and interventional approaches to Non-Communicable Diseases (NCDs).

Natural Products Programme: The programme will support the development, acquisition, deployment and uptake of appropriate indigenous technologies to ensure optimal use of available natural resources in a sustainable manner. This will spur home-grown innovative culture and develop Kenyan unique products that meet international standards. The following projects will be undertaken:

- **Manufacture of Pharmaceuticals through Public Private Partnership Initiative:** It will be implemented through a Public-Private Partnership between the Kenya Medical Research Institute (KEMRI) and local pharmaceutical industries in the manufacture of pharmaceutical products through appropriate technology transfer and acquisition.
- **Development of Indigenous Technologies for the Manufacture of Niche Products:** It will identify, profile, document and secure indigenous technologies and home-grown innovations for application in the manufacture of niche products.

3.3.4. Policy, Legal and Institutional Reforms

Policy Reforms

The following policies will be developed:

- Science Technology and Innovations Policy;
- The National Biotechnology Development Policy;
- The Biosciences Policy;
- The Atomic Energy Policy;
- Kenya Institute of Nanotechnology Policy;
- Kenya Space Science and Technology Policy;
- Natural Products Policy;
- National Intellectual Property Policy;
- National Innovation Policy;
- National Research in Health Policy; and
- Indigenous knowledge and Technology Policy.

Legal Reforms:

The following bills will be reviewed and enacted:

- The Biosciences Bill;
- The Atomic Energy Bill;
- Kenya Institute of Nanotechnology Legal Framework;
- Kenya Space Science and Technology Bill; and
- Natural Products Bill.

Institutional Reforms:

The sector will strengthen the human and institutional capacity for the following ST&I related institutions:

- The National Commission for Science, Technology and Innovation (NACOSTI);
- The Kenya National Innovation Agency (KENIA);
- The National Research Fund (NRF);
- The Kenya Space Agency (KNSA);
- The Kenya National Academy of Sciences (KNAS);
- The Kenya Agricultural and Livestock Research Organization (KALRO);
- The National Biosafety Authority (NBA);
- The Technical Vocational Education and Training Authority (TVETA);
- The Commission for University Education (CUE);
- The Higher Education Loans Board (HELB);
- The Universities Funding Board (UFB);
- The Curriculum Development, Assessment and Certification Council (CDACC); and
- The Kenya National Qualification Framework (KNQF).

3.4 Land Reforms

“Globally Competitive Sustainable Land Management”

Land is a critical resource in the planning and development of all the major sectors of the economy and society. These include agriculture, industries and mining, housing and urban development, public health water and sanitation, all of which are vital components of the “The Big Four”. Land management policies should in addition take into full account the increasing population, environmental sustainability, and the vagaries of global climate change. Considerable progress was made in this Sector under MTP II, and MTP III will further accelerate the progress.

Land is a key driver of rapid economic transformation. For this reason, the Kenya Government will upgrade policies and programmes covering overall land use, security of tenure, wider access to land titles, and a transparent and secure land registration system. Secure access to land, proper land use planning, and equitable access to land are essential ingredients to food security, growth in investments and industries and improved general household incomes given the country's reliance on agriculture. The sector has identified and prioritized appropriate programmes and projects to be implemented during the Plan period to enable land to effectively play its critical role as well as support the "Big Four" initiatives in manufacturing, universal health coverage, decent and affordable housing and food security and nutrition.

3.4.1. Situational Analysis

The sector achieved the following during the MTP II period:

- **Registration and Issuance of Title Deeds:** A total of 3.2 million title deeds were processed and registered countrywide. All public schools were mapped while 762 out of 2,000 title deeds were registered.
- **Digitization of Land Registries:** Reorganization of 28 land registries out of which 18 were digitized; renovation of 12 land registries; new equipment to 28 land registries and the construction of four county land registries. In addition, an Electronic Document Management System (EDMS) was acquired and installed; online search and payment for Nairobi registry was operationalized; a framework of cadastral database system developed, and 100,000 parcels of land digitized.
- **National Spatial Plan:** The National Spatial Plan (NSP) was formulated, discussed publicly and launched. The Government also drafted County Spatial Plans guidelines for use by county governments.
- **Kenya National Spatial Data Infrastructure (KNSDI):** A modern coordinate system, Kenya Geodetic Reference Frame (KENREF) was developed, all maps scanned, about 50 per cent of the scanned maps digitized and 30 per cent of topographical maps updated.
- **National Land Use Policy:** The National Land Use Policy was formulated and approved by the Government.
- **Land Adjudication and Settlement of Landless:** Adjudication of 576,606 parcels was finalized and 96 new adjudication sections declared. A total of 80,227 landless households were settled.
- **Technical Support:** The Government provided technical support to counties on physical planning matters.
- **Land Administration:** Lease and grants were executed in various parts of the country and letters of allotments reviewed in various counties; status of Garissa, Mandera and Olekasasi Townships were regularized; and land administration processes and procedures handbook finalized. In addition, public institutions' land were documented; allotment letters issued on public utilities were reviewed and cancelled; 42 County Land Management Boards (CLMBs) were established and operationalized; Monitoring and Oversight Guidelines were developed; and inventory of natural resources in twenty three (23) Counties developed.
- **Legal, Policy and Institutional Framework:** National Land Use Policy (NLUP) was approved by Cabinet. The Draft KNSDI Policy was prepared; Land Laws (Amendment) Act 2016 was enacted; the Physical Planning Bill submitted to Parliament; the Survey Act Cap 299 was reviewed; National Land Information Management (NLIMS) standards and guidelines were developed and gazetted. In addition, investigation and adjudication of historical land injustices was undertaken, a framework for land alternative dispute resolution mechanism was developed; Community Land Act 2016 was enacted; and rules and regulations to operationalize Community Land Act were developed.

3.4.2 Emerging Issues, Challenges and Lessons Learnt

- Inadequate funding;
- High number of litigation cases;
- Adverse cultural practices in land use and management;
- Manual land records;
- Lack of a land value index;
- High rate of urbanization leading to uncontrolled subdivisions, urban sprawl and informal settlements;
- Inadequate capacity in land administration and management;
- Lack of attendant guidelines, rules and regulations to implement Land Act, 2012, Community Land Act 2016 and the Land Laws (Amendment) Act 2016;
- Land degradation and desertification; and
- Delays in inspection, maintenance and affirmation of international boundaries leading to insecurity along the international boundaries.

3.4.3. Programmes and Projects for 2018-2022

Flagship projects

Registration, Processing and Issuance of Title Deeds: The Government will continue with the registration of all unregistered land through the following: operationalization of Community Land Act 2016; completion of on-going land adjudication programme; finalization

of on-going settlement schemes; preparation of a database of all private land invaded by squatters to guide the settlement programme; regularization of informal urban centres; land subdivision; processing of leases; demarcation and registration of community land; purchase land for settlement of squatters; and titling programme for public institutions.

National Land Management Information System: This will entail implementation of National Land Information Management System including digitization of the remaining 39 land registries to ensure effective and efficient access to land data.

Implementation of the National Spatial Plan: The National Spatial Plan will facilitate higher productivity through more efficient allocation of land; equity and sustainability in land use; and better access to land and territorial space. It will focus on resource potential growth regions, high rain fed agriculture potential, irrigated agriculture and livestock potential, large scale livestock production and potential for Blue Economy. It will also involve: enhancing national competitiveness; modernization of agriculture; diversifying tourism; managing human settlements; integrating national transport network; provision of appropriate infrastructure; and conserving natural environment.

The National Spatial Plan constitutes the basis for preparation of Sector Plans with more precise details on project location and zoning for relevant social and economic development. At the county and local level, land use plans will be used to achieve integrated and sustainable land use planning, and to promote harmony and mutual cooperation in planning between competing needs in the country.

National Land Value Index: The sector will finalise the National Land Value Index to guide taxation on underutilised private arable land; leasing of vacant Government land for commercial farming, agro-processing and manufacturing; creation of strategic housing land bank to facilitate affordable housing; and curb speculation on land.

Other Programmes and Projects

Preparation of Regional Physical/ Spatial Plans and One Model County Spatial Plan: A model county spatial plan will be prepared to be used by counties as a guide in preparing their respective county spatial plans which the law under the County Government Act, 2012 obligates them to prepare.

Preparation of the Physical Planning Handbook: A Physical Planning Handbook containing physical planning guidelines and standards will be prepared under MTP III. This will ensure that the planning practice and process is harmonized and standardized across the forty seven counties.

Capacity Building and Technical Assistance to the Counties on Physical Planning: The National Government will assist counties with the necessary tools, guidelines and standards on physical planning. The Government will further provide technical backstopping, and conduct public sensitization on processes and procedures for physical planning.

National Cadastre: In order to realize national land register for efficient and effective land management and governance, the Government will adopt Geo-referencing of all land parcels in the country. As envisaged in the Land Registration Act 2012, cadastral plan and cadastral maps will be registrable documents for conferring of land rights. Geo-referencing will eliminate overlap of land parcel ownership and ensure sanctity of Title.

Development of Geospatial Data: The programme will be implemented through three projects namely: development, extension and maintenance of National Geodetic Control Network; development of Hydrographic Database; and development of Kenya National Spatial Data Infrastructure (KNSDI).

Historical Land Injustice: Through the National Land Commission, the Government will continue to investigate and recommend appropriate redress for historical land injustice in the land sector.

Natural Resources Inventory and Database: This will involve development of specific natural resources management guidelines, establishment of natural resource database; establishment of county and regional natural resources platforms for engagements, information sharing and coordination of natural resources sector players.

Modernisation of Land Registries: This will entail construction, renovation/refurbishment of land registries to ensure the security of records. This will facilitate easy access, storage, retrieval and sharing of land information.

Survey and Maintenance of the National and International Boundaries: The sector will inspect and maintain international borders to safeguard integrity and sovereignty of the nation. This will support industrialization through mapping of natural resources and promote peaceful co-existence among the locals and between Kenya and her neighbouring countries to attract investors in food production, real estate and manufacturing.

Settlement of Landless: This entails regularisation of squatter schemes and purchase of farms through settlement fund trustee to settle squatters, displaced persons and forest evictees. This will guarantee the security of tenure, land rights and increase food production and nutrition.

3.4.4. Policy, Legal and Institutional Reforms

Policy Reforms

- Finalize Kenya National Spatial Data Infrastructure Policy;

Legal Reforms

- Review the Physical Planners Registration Act, Cap 536 (PPRA);
- Align Rating Act cap 267, Valuation for Rating Act Cap 266 and Survey Act Cap 299 to the Constitution and other recently enacted land laws; and
- Finalize Physical Planning Bill 2015 (PPA) and Physical Planning Regulations.

3.5 Public Sector Reforms

“A Citizen-Focused and Results-Oriented Public Service”

Kenya’s nationhood and its development are dependent on a professional, innovative and efficient public sector whose employees are well remunerated. Its services must be transparent and corruption free.

Public 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 ranging from security, health, education, water and sanitation, to name a few. An efficient, effective, equitable and ethical public sector is vital to the successful implementation of policies, programmes and projects outlined in Kenya Vision 2030 and its Medium Term Plans (MTPs). Under the Third MTP, these will be achieved through building and strengthening institutional capacities in the public service, sound financial management, efficient and fair collection of taxes, and transparent processes. These reforms will place emphasis on the delivery of public services and in the implementation of government “Big Four” transformative agenda.

3.5.1 Situation Analysis

Key achievements in the Sector during the MTP II period include the following:

Results Based Management (RBM) in the Public Service: The institutionalization of RBM in the public service continued during the review period to ensure citizens access quality services. This led to increased focus on results, improved human resource capacity, increased value for money, transparency and accountability in service delivery.

Performance Management: Performance management training was undertaken and County Performance Management Framework (CPMF) developed and harmonized with the National Performance Management Framework (NPMF) to improve human resource management in the counties. In addition, over 300 Rapid Results Initiatives (RRI), RBM, and business processes reengineering coaches were trained on transformational leadership. A total of 303 MDAs and 24 counties have so far adopted performance contracting.

Huduma Kenya Integrated Service Delivery Model: Integrated service delivery (One-stop shop) was implemented through the establishment of Huduma Centres across the country. A total of 52 Huduma Centres in 47 counties have been established and operationalized, offering over 70 services. In addition, one (1) Government-Wide Contact Centre, Smart Service and Payment Card, e-Huduma and m-Huduma Service delivery systems were launched. Further, Huduma Mashinani outreaches were held in over 160 towns;

Staff Rationalization: A Capacity Assessment and Rationalization of the Public Service (CARPS) programme study was conducted. The study findings revealed, among others, that the public service workforce is aging with 60 per cent of the public servants aged 45 years and above and will be exiting the service in the next 10 to 15 years. It also revealed that there is a shortage of technical and professional staff. The Sector also developed and launched the Human Resource Planning and Succession Management Strategy to guide in addressing some of the findings of CARPS.

Human Resource Management Policies: Various Acts, policies, strategies and guidelines were developed to guide and standardize public service management practices and processes across the service. These included: Public Service (Values and Principles) Act, 2015; Public Service Transformation Framework and guidelines; Human Resource Development Policy; Internship Policy; Public Service Norms and Standards; Human Resource Strategy for the Public Service; Human Resource Policies and Procedures Manual in the Public Service. In addition, job evaluation was undertaken to harmonize grading structure and address existing remuneration and benefits disparities and inequalities in the public service.

Further, the Sector developed and rolled out a Policy on decentralization of human resource management in the public service; guidelines on organizational structures in the service; guidelines on establishment and abolition of offices in the public service; reviewed the Human Resource Policies and Procedures Manual for the Public Service, automated the Discipline Management System (DMS) and the Staff Performance Appraisal System (SPAS) on Government Human Resource Information System (GHRIS).

Career Management Strategy: The Sector developed organization structures and determined staffing levels for newly established State Departments; developed schemes of service and career progression guidelines for cadres in the Civil Service and State Corporations. Generic organization structure and guidelines for entry, progression and grading of staff in the county governments were also developed.

Public Service Ethics and Values: The Ethics and Anti-Corruption Commission (EACC) conducted a national ethics and corruption survey in 2015. The survey report identified: Intentional delay in service provision, bribery, and lateness and absenteeism as three (3) most common forms of unethical behaviour by public servants. The report further recommended law enforcement, public education, adoption of good morals and transparency in public service as key in curbing corruption. The Survey also found out that the most common reason for corruption behaviour is greed followed by low remuneration.

Upgrading the Kenya School of Government (KSG): KSG continued with the development of infrastructural facilities and the curriculum for both national and county governments' officials. The curricula included programmes such as transformational leadership, management for results, business process re-engineering, public service values and principles, performance management, and information, communication and technology. Focus on training shifted to competency-based training and capacity building for improved service delivery as well as attitudinal change.

National Productivity and Global Competitiveness: The Sector finalized the National Productivity Policy Framework. The implementation of the framework entailed promotion of productivity improvement tools in 125 enterprises in the country. It also trained over 300 technical service providers on productivity and undertook two productivity surveys on productivity awareness in the country. In addition, national and sector level productivity measurements were undertaken to provide sector-based productivity indices.

Public Finance Reforms: The Public Finance Management Act 2012 was revised in 2015 while PFM (County Government) Regulations, 2015 and PFM (National Government) Regulations, 2015 were issued in order to improve the management of public resources. The Government also enacted Public Procurement and Asset Disposal Act 2015 and Public Audit Act 2015. Integrated Tax System (iTax) system was rolled out, leading to the automation of recording, accounting and reporting on various sources of income with the aim of easing administration and provision of better services to tax payers. In the budgeting process, achievements were made through the Medium Term Expenditure Framework (MTEF) to align budgeting and planning at both the national and counties.

Reforms in the Administration of Justice: The Sector introduced performance management in all courts and directorates through the signing of Performance Management and Measurement Understandings (PMMUs). A new performance appraisal tool and the guiding framework was also developed and implemented to all judiciary staff. In conformity to the Constitution, to bring justice closer to the people, magistrate courts were increased from 109 to 120, while 11 stand-alone Kadhis Courts and 39 mobile courts were established and operationalized. Further Environment and Land Courts were also established in 26 counties.

Foreign Affairs Reforms: The Cabinet approved the transformation of the Foreign Service Institute (FSI) into a Semi-Autonomous Government Agency (SAGA). The Foreign Service Academy Strategic Plan 2016-2020 was also launched and the Africa Union Institute of Remittances established in Kenya. The sector also finalized, launched and implemented the Kenya Diaspora Policy. These reforms resulted in increased remittances from Ksh.129 billion in 2013 to Ksh.156 billion 2016, representing 3 per cent of Kenya's GDP.

The Sector also facilitated the establishment of passport issuance offices at the Kenyan Embassy in Washington, London, Berlin, South Africa and the Consulate General of Kenya in Dubai, with a view to taking services closer to Kenyans in the Diaspora. Their coverage extends to the other countries in their respective regions.

Devolution: Kenya continued to strengthen the devolved system of government. Various institutions and intergovernmental structures such as the Intergovernmental Relations Technical Committee, Intergovernmental Public Sector Sectoral Forum, Intergovernmental Budget and Economic Committee (IBEC) were launched and operationalized to foster cooperation and collaboration between the two levels of government.

3.5.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issue

- Cyber-crime related activities that tend to compromise Government's digitization efforts.

Challenges

- Inadequate human resource capacity;
- Shortage of technical and professional staff;
- Inadequate human resource planning and weak succession management;
- Financial constraints;
- Frequent industrial disputes;
- Increased number of public institutions have led to underfunding and human capacity gaps;
- Overlapping and conflicting mandates between County and National Government; and
- Threats of terrorism.

Lessons Learnt

- Mainstreaming the sector programmes in the national planning and budget framework is important in ensuring achievement of set goals;
- Integrated human resource information management system improves efficiency in human resource management;
- Proper coordination and collaboration among intergovernmental and inter-agency in service delivery is critical to the successful implementation of reforms in the sector; and
- Human resource capacity constraints can be addressed through effective and efficient management and rationalization of staff.

3.5.3 Programmes and Projects for 2018-2022

Flagship Projects

Integrated Service Delivery Models (One-Stop Shops): The Sector will implement the Huduma Kenya Programme by establishing and operationalizing One-Stop shop Huduma Centres across 290 sub-counties. In addition, Huduma One-stop shop electronic services will be fully rolled out while Huduma Global Huduma Service Excellence Standard, Huduma Mashinani and Huduma on Wheels Service Delivery Model will be implemented.

Capacity Assessment and Rationalization of the Public Service (CARPS): The Sector will implement Phase II and III of CARPS. It will also develop public service strategies, norms and standards and adopt a Unified Human Resource Management Information and Payroll Number Generating System in the public service.

National Capacity Building Framework: The Sector will continue to implement the national capacity building framework, anchored under the induction and training, technical assistance to counties, inter-governmental sectoral forums, civic education and public awareness, institutional support and strengthening pillars.

Other Programmes and Projects

Enhancement of Public Service Delivery Systems and Processes: This will entail automation and digitization of service delivery through development of a Records Management System, e-Judiciary Platform, Case Management System (CMS) and Integrated Performance Management and Accountability System (IPMAS).

Transformative and Value Based Leadership: This aims at creating a culture of transformative and value based leadership and will entail:

- Developing role models who are visionary, emotionally intelligent leaders and capable of leading and driving change in the public organizations;
- Promoting national values and principles of governance as well as values and principles of the public service;
- Developing and implementing Public Service Emeritus initiative in order to support the transfer of knowledge and information sharing;
- Developing programmes to create a pool of young professionals in the public service; and
- Promoting engagement of youth in internship, apprenticeship and industrial attachment to enhance their employability across the public service.

Strengthening Public Sector Institutions: This will entail:

- Establishment and operationalization of diverse funds to support public service delivery (Public Service Training Revolving Fund and the Judiciary Fund);
- Collaboration with Development Partners to support technical and capacity building programmes through: Kenya Country Support Programme; Kenya Devolution Support Programme; Governance for Enabling Service Delivery and Public Investments Programme; and Agence Francaise de Development (AFD);
- Reviewing and coordinating implementation of various human resource management and development policies and programmes in the public service;
- Implementation of a Comprehensive Medical Scheme for Civil Servants and Development rolling out a Post-retirement Medical Scheme to improve the welfare of retired public servants;
- Strengthening the Kenya School of Government to continue undertaking training, research, consultancy and advisory in the public service;
- Developing and rolling out of Public Service Competency Framework to serve as a tool to attract, select and recruit candidates;
- Establishing the Kenya Public Service Innovation Centre (KePSIC) to incubate and showcase innovations developed across the service; and
- Transforming Foreign Service Academy (FSA) into a Semi-Autonomous Institution.

Enhanced Public Service Productivity to Leverage on Kenya's Global Competitiveness: This will focus on improving ease of doing business, development of framework for productivity enhancement in public sector, and research and development. In addition, it will entail improving internal operational efficiency through elimination of wasteful practices and creating a quality and conducive work environment.

Institutionalization and Strengthening Result Based Management: This will involve:

- Rolling out a comprehensive public service transformation framework and developing and implementing an Integrated Results Based Management legal framework;
- Developing and implementing Knowledge Management (KM) policy to provide a framework for systematic management of knowledge in the public service;

- Developing and rolling out change management programme in the public service to inculcate RBM culture for enhanced service delivery;
- Developing and rolling out a framework for performance management in the public service that include rewards and sanctions criteria; and
- Undertaking capacity building programmes on RBM.

3.5.4 Policy, Legal and Institutional Reforms

Policy Reforms: The Sector will develop/review/finalize the following: Public Service Emeritus Policy; Training Impact Assessment Framework; Performance Management Framework; Operational Guidelines for implementation of Capacity Assessment and Rationalization of the Public Service; Public Service Innovation Policy; Integrated HR Information System Policy; policy to guide the integration of various Human Resource Management Information Systems such as GHRIS, IFMIS, IPPD, Disciplinary Management System (DMS), Record Management Information System (RMS), and Information Protocol Management System (IPMS); decentralization of HR Management Policy; National Youth Policy; and the Judiciary Finance Policy and Procedure Manual.

Legal Reforms: The Sector will develop/review/finalize the following: Legal framework for common pension scheme; Public Service Values and Principles Act, 2015 regulations; Public Service Commission Act 2017 regulations; Legal Notice for establishment of Huduma Kenya Agency; Integrated Results Based Management; Enactment of legislation to give effect to Article 235 of the Constitution.

The Sector will also review the Kenya School of Government Act, 2012; Harmonize the PFM Act 2012 with other relevant laws; Procurement Regulations; regulations to operationalize the transfer of functions between the two levels of government in line with Article 187 of the Constitution and Inter-governmental Relations Act, 2012.

Key Bills to be developed include: Tribunal Bill, Foreign Service Bill, National Economic and Social Council (NESC) Bill and National Productivity Bill.

Institutional Reforms: This will include: development of Concurrent Functions Framework; and establishment of National Council for the Administration of Justice (NCAJ) and National Diaspora Council of Kenya (NADICOK) and full operationalization of the Office of the Registrar of Treaties in line with the Treaty Making and Ratification Act, 2012.

3.6 Labour and Employment

“Provide Every Kenyan with Decent and Gainful Employment”

Unemployment is a major social and economic problem for Kenya. According to the 2015/16 Kenya Integrated Household Budget Survey, about 72 per cent of the country’s population is under 35 year of age. An essentially young population with relevant job skills could be a great asset to the country and it puts Kenya in a competitive position to attract capital by taking advantage of the labour pool. The result would be “the demographic dividend” contributing to high economic growth, through rising savings as a result of lower dependency ratio.

The Sector therefore, will continue to play a key role in the achievement of the aspirations of the Kenya Vision 2030 through the creation of jobs, improvement of productivity and promotion of conducive working conditions for Kenyans. The Sector’s goals are well aligned to the constitution which has entrenched labour, employment and social security rights as well as the protection of vulnerable groups. The Sector will be critical in achieving the country’s “Big Four” initiatives on manufacturing, housing, food and nutrition security and universal health coverage. The Sector will implement various programmes and projects that will also lead to achievement of the Sustainable Development Goal (SDG) number eight(8) on decent work and economic growth.

3.6.1 Situational Analysis

During the Second Medium Term Plan period, the country created about 4.1 million jobs, mostly for the youth, with the informal sector accounting for 83.1 per cent of the total. This was however not at pace with the growth of the labour force which was estimated at 23 million in 2012 and increased to 27 million in 2017.

Several key policy, legal and institutional reforms were achieved. A total of four (4) labour and employment policies were developed. These are Sessional Paper No. 2 of 2013 on Industrial Training and Attachment Policy; Sessional Paper No. 3 of 2013 on National Productivity Policy; Sessional Paper No. 4 of 2013 on Employment Policy and Strategy for Kenya; and Sessional Paper No. 1 of 2015 on National Policy on Elimination of Child Labour. In addition, the Diaspora Policy, and Public Sector Workplace Policy on HIV and AIDS were developed.

The National Employment Authority Act, 2016 was enacted, creating the National Employment Authority. The National Industrial Training Authority (NITA) and Micro and Small Enterprise Authority (MSEA) were also operationalized. Further, the National Social Security Fund (NSSF) Act, of 2013 facilitated the transformation of NSSF from a Provident Fund to a Pension Scheme with two schemes: the new Provident Fund and a Pension Scheme.

The Sector also made notable progress in human resource planning and development as well as development of critical skills. These included development of accurate, timely and updated labour market information which is important for effective planning, development and utilization of human resources. A total of 106,418 persons were trained in various industrial skills while various skills development programmes were upgraded, and tailor-made curricula for targeted industries developed and implemented to respond to industry-specific skill requirements.

Targeted productivity awareness campaigns were carried out in Kitui, Machakos, Kisumu, Nairobi, Busia and Nakuru counties while productivity improvement programmes were implemented in 151 private sector companies and organizations countrywide. A total of 10,778 work injury benefit claims were processed and claims processing time reduced considerably from 30 working days in 2013/14 to 5 working days in 2016/17. Construction of the Occupational Safety and Health (OSH) Institute continued and was 85 per cent complete at the end of 2016/17 Financial Year. Phase one of the National OSH Database Management System was completed and a pilot OSH Baseline Survey conducted.

A total of 56,589 reported industrial disputes were resolved, 1,818 strikes apprehended, while 1,405 Collective Bargaining Agreements covering 1,284,437 unionisable employees were analysed for conformity with Wage Orders and the labour laws. Further three (3) Labour Attaché Offices were established and operationalized in Qatar, Saudi Arabia and United Arab Emirates (UAE). Negotiation of labour agreements on a bilateral basis was also initiated with Saudi Arabia, UAE, Jordan and Oman. Moreover, bilateral labour agreement for domestic workers was concluded and signed with Saudi Arabia in 2017.

Active membership of the NSSF increased from 1.2 million in 2013 to 2.5 million in 2017 out of which 19 per cent (517,251) were from the informal sector. NSSF members' contributions increased from Ksh.7.9 billion in June 2013 to Ksh.13.5 billion in June 2017, representing an average annual growth rate of 18 per cent.

A baseline Micro, Small and Medium Enterprises (MSME) Survey to provide comprehensive data, at national and county levels on the characteristics, operations, dynamics and evolving nature of MSMEs in Kenya was conducted and a report produced. A total of 13 Micro and Small Enterprises (MSE) worksites were refurbished and operationalized while a curriculum that integrates entrepreneurship was introduced in primary and secondary schools, and tertiary institutions. Further, 128,943 entrepreneurs in the MSE sector were taken through a short-term tailor-made training on entrepreneurship.

Piloting of the Kenya Youth Empowerment Project (KYEP) to enhance youth employability by providing them with training and internships opportunities in the private sector was completed in Nairobi, Mombasa and Kisumu. A total of 21,393 youth were provided with core life and business skills, 13,200 youth proceeded for industry related training and workplace experience while at least 75 per cent of beneficiaries secured employment.

The *Studio Mashinani* also dubbed '*Talent ni Kazi*' initiative was launched. It seeks to empower the youth to build and operate independent audio music recording and creative production studios for recording quality audio music, commercials and jingle pieces. A total of five (5) studios were set up in Kenya Broadcasting Corporation (KBC) offices in Nairobi, Kisumu, Machakos and Mombasa to enable the youth to record music free of charge.

3.6.2 Emerging Issues, Challenges and Lessons Learnt

Emerging issues

- Employers in Kenya insist on greater need for school leavers to have job-relevant skills and experience;
- Overlapping mandates among the newly created autonomous agencies in the Sector;
- Skills requirements following the discovery of oil, gas and other minerals;
- Emergence of "green" jobs whose creation requires an integrated framework; and
- The changing nature of the world of work.

Challenges

- Inadequate human and financial resource capacity;
- High unemployment rate especially among the youth;
- Limited number of industrial training centres and outdated curriculum;
- Lack of a harmonized skills development framework;
- Outdated Training and National Occupational Classification Standards;
- Weak linkages between industry and training and research institutions;
- Weak linkages between MSMEs and large enterprises;
- Lack of an integrated framework to guide the creation of green jobs;
- Weak Alternative Dispute Resolution (ADR) mechanism;
- Inadequate framework to regulate and manage labour migration;
- Low levels of productivity and competitiveness;
- Upsurge in industrial action in the public sector;
- Inadequate up-to-date data on child labour; and
- Low social security coverage, especially for the youth and informal sector.

Lessons Learnt

- Wide stakeholders support is key in the development and implementation of programmes;
- Setting up necessary institutional structures is critical in the implementation of Bilateral Labour Agreements;
- Adoption of modern technologies is instrumental for efficient implementation of programmes;
- The dual nature of ICT as an employment seeking tool and a jobs creator can be exploited to promote innovative job search and matching technologies which create employment opportunities;

- Recent upsurges in disputes, especially in the public sector call for alternative dispute resolution mechanisms which are accessible, cost effective and expeditious and at the same time preserve harmonious industrial relations;
- Inadequate regulation of the emerging sectors such as exploration of the newly discovered oil and gas reserves resources may lead to occupational hazards; and
- The world of work is fast changing and the jobs we have today might not be there tomorrow hence the need to embrace changes in the world of work.

3.6.3 Programmes and Projects for 2018-2022

Flagship Projects

Labour Market Information System: The Sector will develop and implement a policy to govern the collection, analysis, storage, retrieval and dissemination of labour market information. The programme will also involve development of modules for facilitating information exchange between the East Africa Community (EAC) Partner States, migrant workers and Kenyans in Diaspora. In addition, a Technical and Vocational Education and Training (TVET) module for provision of information on vocational training will be developed.

Strengthening linkages between the industry and training institutions

The Government will strengthen the industrial attachment framework as one of the ways towards bridging skills gaps in the country. In addition, capacity building of the Sector Training Committees established under the National Industrial Training Authority (NITA) will be conducted to enhance their role in determining sector training needs as well as developing occupational competence standards, testing and certification systems, and internship and attachment, and accreditation.

Training providers and industry will be engaged to offer training and work experience to youths through apprenticeship and use of Master Craftsmen under the Kenya Youth Employment Opportunities Project (KYEOP). At least 250,000 youths will be trained and imparted with employable skills such as life skills, core business skills and technical skills. These interventions will benefit youth in both formal and informal sectors of the economy. The National Manpower Development Committee (NMDC) will be revamped to further strengthen linkages between the industry and training and research institutions.

National Internship Programme

The National Employment Authority, in collaboration with the social partners and other stakeholders, will develop and implement the National Internship Policy and National Internship Programme aimed at facilitating placement of graduates in internships. The programme aims to provide graduates with opportunities to gain the necessary skills and to apply the principles and techniques learned in real-life problem-solving situations. Key aspects of the programme will involve development of guidelines for internship, facilitation of placement of trainees in internship, and establishment and maintenance of a database of trainees seeking internships and those on internship.

Research and Training in Occupational Safety and Health

Construction and equipping of the National Occupational Safety and Health Institute will be completed. The institute will provide research and training in Occupational Safety and Health in all the sectors of the economy. The 16 Occupational Safety and Health proficiency curricula developed and launched during MTP II will be implemented to facilitate development of requisite competencies in the area of occupational safety and health.

Establishment of Alternative Dispute Resolution Mechanism (ADR)

The Government will establish an institutional mechanism for Alternative Dispute Resolution (ADR) for labour and employment disputes as provided for under Article 159 (2)(c) of the Constitution. This will facilitate expeditious conclusion of industrial disputes. The mechanism will provide conciliation and mediation services necessary for settlement of labour disputes and reduce strikes and lockouts in work places. The ADR mechanism is cost-effective, expeditious and preserves labour relations thus fostering social dialogue. It will also lead to decongestion of the already burdened Employment and Labour Relations Court.

Other Programmes and Projects

Human Resource Planning and Development: The objective of this programme is to ensure that the country has the right skills. This will be achieved through: development of an Integrated Human Resource Development Strategy; updating of the Kenya National Occupational Classification Standards (KNOCS), 2000 to 2008 (ISCO-08) and domestication of International Standard of Industrial Classification; undertaking a skills and occupational survey in the informal sector; undertaking training needs assessment in the energy sector; and undertaking a national manpower survey and a national labour force survey.

Skills Development: The objective of this programme is to create a pool of skilled manpower for industry. Towards this end, the Government will undertake the following projects: training of 50,000 youth and women in textile and apparel skills; enhancing skills in the MSE manufacturing sector; enhancing skills possessed by workers in the housing construction industry; apprenticeship training both in the formal and informal sector; enhancement of industrial attachment; upgrading and expansion of existing Industrial Training Centres; addressing skills mismatch; development of level based Masters' Standards and National Standards and Quality Assurance System; and Establishment of New industrial Training Centres and Levy Offices.

Employment Promotion: The objective of this programme is to facilitate employment creation and access to employment opportunities. Under this programme the Sector will undertake the following: re-engineering of public employment services; employment creation analysis; development and implementation of a National Internship Programme; development of Guidelines for Employment of Foreigners; labour migration management; and establishment of Labour and Employment Attaché Offices.

In addition, the Sector will undertake: registration of employment agencies; development and implementation of a Pre-Departure Training and Orientation Programme for prospective migrants; development of a framework for return and re-integration of returnees; implementation of targeted employment creation strategies to boost creation of new jobs in the country; scaling up of the ICT internship and employment initiative; development of a National Green Jobs Strategy and Action Plan; and revamping the EAC labour market.

Productivity and Competitiveness: This programme is aimed at raising the country's productivity levels and competitiveness. This will be enhanced through: productivity improvement in Textile and Leather Sectors; productivity improvement in Agribusiness Sector (Tea, Dairy, and Cereals (Maize)); developing National and Sectoral Productivity Indices; scaling-up productivity awareness campaigns; upscaling productivity improvement programmes and national competitiveness; undertaking a national productivity baseline survey; undertaking targeted productivity research and information sharing amongst stakeholders; establishment of a Productivity Association; development of a Strategy for Productivity-Linked Wage System; and mainstreaming productivity in the public sector.

Occupational Safety and Health: To achieve safe and healthy workplaces the Sector will undertake the following projects: improvement of occupational safety and health standards in MSEs, manufacturing, agriculture and construction sectors; mainstreaming of Basic Occupational Health Services (BOHS) into primary health care system; implementation of OSH curricula; and enhancement of collection of OSH Fund Levy. Further, the Sector will support development of capacity in training and research, development and implementation of a Communication Strategy on OSH, upgrading and expanding the Integrated OSH Information Management System and continued surveillance of work environment.

Promotion of Harmonious Industrial Relations: This project is geared towards promoting industrial peace and harmony and guaranteeing socio-economic rights of workers. This will be achieved through: strengthening the Labour Inspectorate and deepening of social dialogue; compliance with international standards and obligations; conducting a National Survey on Cost of Compliance with Labour Laws and labour related laws; undertaking labour administration audits, advisory services and research; negotiation of Bilateral Labour Agreements; enforcement of Rules on Hazardous and Light Work; conducting a Child Labour Survey; and implementation of counter trafficking in persons initiatives.

Management and Regulation of Trade Unions: The objective of this programme is to improve regulation and management of trade unions. This project will entail automation of the trade union records.

Social Security: Social security will be enhanced through widening membership of the NSSF coverage in the formal and informal sectors and widening the range of benefits; enhancing corporate governance; undertaking social responsible investments in low and medium cost housing in selected counties; and portability of social security and social protection benefits.

Promotion of Micro and Small Enterprises: The following projects will be undertaken to enhance job creation in the MSEs: continued implementation of the Kenya Youth Employment Opportunity Programme to support job creation within the MSEs; establishment of MSE model factories; scaling up support for MSE Product Competitiveness; promotion of entrepreneurship culture; development and updating a MSE inventory; promotion of access to markets for MSEs products; skills development within MSEs; formation of MSE associations and umbrella organizations; development and upgrading of MSE infrastructure; and completion and operationalization of Constituency Industrial Development Centres (CIDCs).

3.6.4. Policy, Legal and Institutional Reforms

Policy Reforms

- Develop the National Wages and Remuneration Policy;
- Develop the Policy on Labour Market Information Management;
- Develop the National Skills Development Policy;
- Develop the Integrated Labour and Employment Policy;
- Review the National Occupational Safety and Health Policy, 2012;
- Develop the National Internship Policy; and
- Develop the Labour Migration Policy.

Legal Reforms

- Review the Labour Laws (Occupational Safety and Health Act, 2007; Work Injury Benefits Act, 2007; Labour Institutions Act, 2007; Labour Relations Act, 2007; Employment Act, 2007; and National Social Security Fund Act, 2013);

- Develop and review the Occupational Safety and Health Practitioners' laws;
- Develop the Labour Migration Management Act; and
- Finalize the National Productivity Bill.

Institutional Reforms

- Develop the National MSE Coordination Strategy and Monitoring and Evaluation Mechanism;
- Establish an Alternative Dispute Resolution (ADR) Mechanism;
- Review, establish and operationalize Wages Councils to guide in the fixation of terms and condition of employment in the various sectors;
- Operationalize the Occupational Safety and Health Institute;
- Operationalize the National Employment Authority;
- Reactivate the National Manpower Development Committee (NMDC);
- Transform the Directorate of Occupational Safety and Health Services (DOSHS) to a Semi-Autonomous Organization; and
- Strengthen the capacity of institutions established under the MSE Act No. 55 of 2012: MSE Authority, MSE Tribunal, Registrar of MSEs and MSE Fund.

3.7 National Values and Ethics

"A Value-driven, Ethical, Peaceful, United and Prosperous Nation"

During the past two MTPs the Government attempted to inculcate national values as a key component of good governance and a harmonious society. In the MTP III period, greater emphasis will now be put on enforcing laws and policies that enhance nationalist values and ethical behaviour. The Constitution of Kenya is the foundation for national values and ethics. Advancement of national values and ethics is key to the realisation of a cohesive, values driven and prosperous nation.

A stable and cohesive nation will be the foundation for achieving the "Big Four" which will ultimately enhance the attainment of the Kenya Vision 2030. This will involve ordinary Kenyans, the public sector, Faith Based Organisations (FBOs), the private sector, Non-Governmental Organisations (NGOs), Community Based Organisations (CBOs), and Development Partners (DPs). These have contributed significantly to the inculcation of national values, ethics and morality as well as promotion of cohesion and integration by facilitating dialogue, capacity development, public education and awareness, cohesion monitoring, advocacy, research and media engagement. Faith-based institutions have particularly demonstrated remarkable commitment to peace and social harmony in Kenya in the past, working in partnership with governments at national and county level.

Under the MTP III, Kenya will strengthen national cohesiveness, unity and national values that will inform an ethical institutional framework. The national leadership will play a leading role in the process that will include widespread public mobilization and education, and enforcement of relevant policies and legislation.

3.7.1 Situation Analysis

During the MTP II period the following were achieved:

Development of an Institutional Framework: Sessional Paper No. 8 of 2013 was developed to operationalize and institutionalize values and principles of governance as enshrined in the Constitution. This led to the creation of the Directorate of National Cohesion and Values. In addition, a Framework for the Implementation of the Values and Principles in Articles 10 and 232 of the Constitution in the Public Service in 2015 was developed and issued.

Civic Education and Public Awareness Programme: Advocacy and sensitization forums of stakeholders were carried out through convening of 46 county forums, 42 County Public Service Boards (CPSBs) forums and sensitization of 180 MDAs.

County Value Systems programme: The programme did not take off due to policy and institutional challenges.

Programmes and Guidelines for Promotion of National Values and Principles of Governance in all Relevant Institutions: Educational curricula were reviewed to incorporate national values and principles of governance and inter-community, inter-religious and inter-county exchange programmes to promote appreciation of diversity were conducted.

A total of 44 anti-corruption desks were established in *Huduma* centres and corruption risk assessments were undertaken in various county governments and the counties advised on sealing corruption loopholes. The Kenya Integrity Plan (KIP) 2015-2019 was adopted to guide the fight against corruption and promotion of ethics and integrity in 15 sectors; and various reforms undertaken in the National Police Service.

Legal, Policy and Institutional Review: Sessional Paper No. 8 of 2013 on National Values and Principles of Governance; Sessional Paper No. 9 of 2013 on National Cohesion and Integration; *Mwongozo* Code of Governance for State Corporations (2015); and Public Service (Values and Principles) Act No. 1A (2015) were developed and adopted.

Several policies and bills were reviewed to mainstream national values and ethics. This included: Election Laws Amendment Bill (2016); Legal Aid Bill (2015); National Government Constituency Development Fund Regulations Bill (2016); Draft Supreme Court Presidential

Petition Rules (2013); Patients Charter (2013); Refugee Bill (2016); Basic Education Act (2015); Persons with Disabilities Amendment Bill (2014); Victim Protection Bill (2014); and the National Cohesion Integrity Act (2008). Reforms were also recommended in various laws including Whistle Blower Protection Bill (2017), False Claim Bill (2017), Bribery Act (2016), and the Anti-Corruption Laws (Amendment) Act (2015).

Public Service National Values Programme: A readiness assessment survey to determine the state of preparedness in the public service for the implementation of the constitutional values and principles in Articles 10 and 232 of the constitution was undertaken; a curriculum on values and ethics for the Public Service for both National and County Governments was developed and rolled out; and declaration of income, assets and liabilities was administered as per the Public Officers Ethics Act (2003).

Citizens' Service Delivery Charters: Compliance audits to assess the level of service delivery in various public institutions were conducted in accordance with the Constitution and the Public Service (Values and Principles) Act, 2015.

Internal Code of Conduct and Ethics: leadership and integrity codes for state and public officers were developed and disseminated to MDAs for financial disclosures.

Performance Contracting: National Cohesion and Values were mainstreamed into performance contracting for MDAs; 222 focal point persons were trained to facilitate the mainstreaming and reporting of national cohesion and values; and complaints resolution indicators in the public sector performance contracting system were entrenched.

National Recognition Honours and Awards Programme: The *Huduma* Ombudsman Award for excellent and outstanding public institutions and officers was initiated and implemented; and a framework for identifying and awarding honours to champions in national cohesion, reconciliation and national values was established.

Establishing Monitoring and Evaluation (M&E) Mechanisms: Annual President's reports on the measures taken and the progress made in the realization of the National Values and Principles of Governance, referred to in Article 10 were prepared; and a National Baseline Survey on National Values and Principles of Governance was conducted. Annual evaluation reports on the extent to which values and principles in Articles 10 and 232 is complied with throughout the public service were prepared and submitted to H.E. the President and the Parliament. Further, places of detention were monitored to assess compliance with human rights standards and State compliance with international human rights obligations; and a framework and checklist for monitoring and reviewing legislation and administrative acts to ensure adherence to national cohesion and integration principles were developed.

National Youth Programme on Values and Ethics: Sensitization on national values amongst the youth and advocacy for their representation in decision making on development initiatives were carried out; and 21,870 youth were trained on national values, leadership and entrepreneurship skills. In addition, about 3,000 *Amani* Clubs were established and operationalized following the training of 500 teachers and educational stakeholders in various counties.

3.7.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues:

- Increase in cyber-crimes and transmission of divisions and hostilities through the social media.
- Radicalization and violent extremism.

Challenges:

- Non-compliance with policy, legal and institutional provisions;
- Inadequate institutional capacity and coordination; and
- Inadequate monitoring and evaluation.

Lessons Learnt

- Successful implementation of programmes and projects depends on the level of awareness on national values and ethics; and
- Partnerships are a way of creating synergy amongst institutions and they provide a platform to reach a wider range of actors in promotion of national values and ethics.

3.7.3 Programmes and Projects for 2018-2022

Flagship Project

Enforcement of Policy, Legal and Institutional Frameworks: This programme will entail reviewing and putting into effect policy, legal and institutional frameworks to empower institutions to effectively discharge their mandates. This programme will also entail reviewing and implementing three Sessional Papers (8 & 9 of 2013 and 14 of 2012); and operationalization and enforcement of the relevant Acts and Regulations.

Other Programmes and Projects

Institutionalisation of National Values and Ethics: This programme will promote advancement of national values and ethics through institutional capacity building, promotion of integrity and ethical leadership and implementing frameworks for rewards and sanctions; vetting of applicants for public office; mainstreaming of national values and ethics in training programmes; and recognizing, honouring and celebrating individuals and institutions advancing national values, ethics and principles of governance.

Enhancement of Citizen and Stakeholder Engagement: The programme seeks to promote ownership of national values and ethics initiatives through the involvement of citizens, state and non-state actors such as the youth, vulnerable groups, Development Partners, Civil Society Organisations, professional bodies, the media, public transport sector, cultural institutions and elders. In addition avenues for citizen feedback will be strengthened; dissemination of reports on national values and ethics and sensitization of the public on the National Values and Principles of Governance Policy will be undertaken.

Mainstreaming Monitoring and Evaluation (M&E): This will involve development of indicators; carrying out of a baseline survey; tracking of implementation; conducting periodic surveys to establish trends on awareness, compliance and enforcement; and preparation of periodic progress reports on implementation of programmes and projects on national values and ethics.

3.7.4 Policy, Legal and Institutional Reforms

Policy Reforms

- Review and implement Sessional Papers No. 8 and 9 of 2013 on National Cohesion and Integration and National Values and Principles of Governance respectively;
- Formulate a National policy on Healing and Reconciliation;
- Review Sessional Paper No. 14 of 2012;
- Review the National Human Rights Policy and Action Plan; and
- Develop Citizen Service Delivery Standards for Public Service.

Legal Reforms

- Review National Cohesion and Integration Act No. 12 of 2008;
- Formulate the Kenya National Values Standards;
- Develop a framework of enforcement of orders of Chapter Fifteen institutions;
- Develop legislation on Article 10 of the Constitution; and
- Develop regulations to operationalize the PSC Act 2017.

Institutional Reforms

- Strengthen the enforcement institutions;
- Capacity build the institutions and stakeholders through training and technical support; and
- Develop and institutionalise a collaborative framework among oversight institutions for effective co-ordination.

3.8 Ending Drought Emergencies

“Planning for drought: An end to drought emergencies and food insecurity in Kenya”

Climate Change negatively affects the pattern, quantity and frequency of rainfall. Dwindling amount of rain result in long spells of drought in many parts of the country which adversely affect crop farming and livestock production. Unusually heavy floods tend to follow drought episodes. These adversities are likely to worsen with climate change. However, they can be significantly mitigated if adequate and appropriate measures are taken in advance. Ending Drought Emergencies (EDE) has therefore been recognized as one of the key foundations for national development. To enhance food and nutrition security under the “Big Four” initiatives, the Sector will implement programmes and projects to address the twin challenges of climate change and drought.

3.8.1 Situation Analysis

Severe drought is estimated to affect 3-4 million people in a given drought cycle in the country and where even in ‘good’ years, many families in Arid and Semi-Arid Lands (ASALs) live with hunger or the fear of potential hunger. The impact of drought in 2016/2017 was not as severe as was experienced in 2010/11. This was attributed to a number of interventions that included improved early warning and contingency planning systems, and early response by players, with real time release of funds by the National and County Governments to support the interventions identified in the drought response plans.

Key achievements during the second MTP period included:

- Development of Common Programme Framework (CPF) for EDE to guide all investment in drought risk management;
- Development of 1,000 Ha of irrigation area under the Galana-Kulalu Food Security Project;

- Production and distribution of 5,781 MT of assorted drought tolerant crop seeds, valued at Ksh.1.4 billion in various sub-counties;
- Reclamation of 4,800 Ha of degraded and wasted lands for food crop, fodder production and ecosystem improvement;
- Rolling out Livestock Insurance Programme for ASAL areas covering 14,000 households in Turkana, Wajir, Isiolo, Marsabit, Mandera and Tana River Counties;
- Establishment of the National Drought Emergency Fund (NDEF) under the NDMA Act 2016;
- Support to 98,432 households in four ASAL counties under Hunger Safety Net Programme (HSNP) in 2016/2017 compared to 68,621 households in 2013/2014;
- Construction of Chemususu Dam in Baringo County with a capacity of 13.2 million cubic meters;
- Construction of 11 small-size dams in 10 ASAL counties and more than 130 water pans (total volume of 18,061,000m³) and provision of greenhouses in ASAL counties;
- Designed and operationalized scalability mechanism for the HSNP, that benefited more than 260,000 households affected by drought in 2016/17; and
- Establishment of a Rapid Response Fund (RRF) to support the reduction of violent conflicts in the ASAL counties through early detection and quick response.

3.8.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- Devolution has expanded the peri-urban and satellite towns in ASAL counties, increasing demand for social services such as water and sanitation; and
- Increased radicalization of the youth in most ASALs counties and terror attacks.

Challenges

- Frequent droughts, declining water volumes for irrigation, floods, landslides and extreme weather-related incidents due to climate change;
- Lack of food and nutrition security; and
- Inadequate coordination between the national, county governments and other agencies dealing with EDE.

Lessons Learnt

- Devolution has reduced vulnerability and improved timely responses to emergencies;
- Local Peace Committees (LPCs) are valuable interface between the Government, community leaders, CSOs, and FBOs in responding to conflict and insecurity situations;
- Integration of drought relief interventions within the overall drought risk management framework is key to promoting sustainability; and
- Citizen participation and engagement at all stages are crucial for success of drought related programmes.

3.8.3 Programmes and Projects for 2018-2022

Flagship projects

- National Integrated Drought Early Warning Systems;
- National Drought Emergency Fund;
- Hunger Safety Net Programme; and
- Integrated Knowledge Management System for EDE.

Other Programmes and Projects

- High impact nutritional interventions implementation in all the ASAL Counties;
- Drought resilience and climate change adaptation;
- Drought risk management and coordination;
- Drought contingency planning and response;
- Peace-dividend projects in five (5) ASAL counties;
- Strengthening of the cross-border peace and security committees in frontier ASAL counties;
- Alternative dispute resolution mechanism;
- Fodder/pasture production and conservation;
- Conditional cash transfer interventions (Voucher system);
- Home-grown School Meals Programme (HGSM); and
- Develop surge mechanisms for health and education systems which expand and contract services during drought.

3.8.4 Policy, Legal and Institutional Reforms

Policy Reforms

- Review and implementation of the National Policy for the Sustainable Development of Northern Kenya and Other Arid Lands (2012);
- Review the Policy framework for Nomadic Education in Kenya (2009);
- Develop Livestock Insurance Policy to safeguard the livelihoods of pastoralists in the ASAL areas; and
- Finalize the National Livestock Policy, Animal Breeding Policy, Bee-Keeping Policy, Animal Feeds Policy, Poultry Policy and Camel Policy.

Legal Reforms

- Finalize Livestock Bill, Animal Breeding Bill, Bee Keeping Bill, and Animal Feeds Bill.

Institutional Reforms

- Strengthen county peace structures (County Peace Committees) and Conflict Early Warning Early Response Mechanisms in 23 ASAL Counties; and
- Establish and strengthen county mediation capacity teams in 23 ASAL Counties.

3.9 Security, Peace Building and Conflict Resolution

“A Nation of Peace and Stability: A Society free from Danger and Fear”

National security and protection of individuals and property, peace building and conflict resolution are cross-cutting themes of Vision 2030, and will continue to be of paramount importance to the Government of Kenya.

The Sector is a key incentive for attracting investment as it provides an enabling environment for individuals and business to thrive. It is crucial for sustainable development and achievement of the Kenya Vision 2030 goals. It will support the “Big Four” initiatives by facilitating a secure 24 hr economy, issuance of visas, passports and work permits. The sector aims at guaranteeing every person in Kenya freedom from danger (protection from physical or direct violence), and freedom from fear (a sense of safety and overall well-being).

3.9.1 Situation Analysis

During the MTP II period, the sector realized the following achievements:

- Enhanced security through installation of National Security Communication Network and the Surveillance System in Nairobi, Mombasa and their environs; installation of 1,850 CCTV cameras in Nairobi and its environs; and installation of 530 street lights within Nairobi Metropolitan Region and installation of street lights in all 47 county headquarters and satellite towns.
- Establishment of a call centre for National Police Service (NPS); recruitment of 10,000 police officers annually which improved the police population ratio from 1:505 to 1:407, which is better than the UN recommended ratio of 1:450; improved mobility through acquisition of 3,200 assorted vehicles for the NPS and National Government Administration; acquisition of 5,000 motorcycles for chiefs; and completion of the construction of the National Forensic Laboratory.
- Hosted the International Conferences on Great Lakes Region (ICGLR) Youth Summit on Youth unemployment in Nairobi.
- Improved police and prison officers' welfare through acquisition of 3,071 housing units for National Police Service and 590 for the Kenya Prisons Service and provision of comprehensive insurance cover and medical insurance.
- Improved the management of offenders through construction of 18 new prisons across the country to decongest the existing facilities and established a girls' borstal institution at Kamae, Kiambu County and the Integrated National Offender Records Management System for the non-custodial offenders.
- Enhanced registration and immigration services through construction of immigration and registration offices in Kisii, Nyeri, Lwakhakha, Bungoma, Masaba North and Kilifi; and connected Integrated Population Registration System (IPRS) to 171 agencies including Kenya Revenue Authority (KRA), Higher Education Loans Board (HELB), National Health Insurance Fund (NHIF), major banks and other financial Institutions, all telephony and mobile money transfer companies and all Credit Reference Bureaus.
- Improved disaster preparedness and mitigation through acquisition and deployment of 51 fire engines to selected County Governments; trained staff in 28 counties on safety of buildings; and acquired and deployed two (2) multipurpose ambulances with fire section and four (4) land rovers equipped with modern Fire-Fighting Equipment to counties.
- Enhanced national and regional peace through cooperation with East Africa Standby Force (EASF); establishment of a Technical Cooperation Fund to advance Kenya's influence in the region; and undertook Geographical Information System (GIS) mapping of cross-border conflicts in Karamoja and Somali clusters.
- Enhanced legal and policy frameworks that include enactment and operationalization of the National Government Coordination

Act, 2013; and review of Sessional Paper No. 8 of 2013 on National Values and Principles of Governance and Sessional Paper No. 9 of 2013 on National Cohesion and Integration.

- Improved management of wildlife through: reduction of elephants and rhino poaching by 67.6%; improved transport and communication infrastructure in parks and conservation areas; acquisition of over 71 surveillance vehicles and 36 firefighting all-terrain vehicles; recruitment of 1,158 rangers and training of 177 staff on firefighting skills; construction of 112 housing units for rangers; undertook 3,720 intelligence operations of local/national, cross-border and regional nature; construction of one (1) Eco-lodge in Lake Nakuru National Park; increased response to human wildlife conflict from previous 70 per cent to 90 per cent; and undertook a wildlife census in Tsavo, Laikipia and Mara ecosystem.
- Supported expeditious resolution of 688,052 criminal cases against a total of 901,311 cases that were filed translating to a Case Clearance Rate of 65 per cent by the Judiciary.
- Planted 265,234 tree seedlings under the Environmental Soldier programme to increase forests cover; erected a fence to protect the Mt. Kenya water catchment areas; designed and fabricated the DEFKITCH Thermolectric Generator Modules, field kitchens, and the domestic miniaturized module for households use; and drilled four (4) boreholes in Coast and North Eastern regions under Humanitarian Civil Action (HCA) Programme.
- Played a leading role in conflict resolution in Burundi, Central African Republic, Democratic Republic of Congo, Somalia and South Sudan.
- Initiated ratification of boundary agreements with neighbouring countries.
- Played a significant role in the stabilization efforts in Somalia including deployment of the Kenya Defence Forces, resolution of the South Sudan conflict leading to the signing of the *Agreement on the Resolution of the Conflict in South Sudan* (ARCSS) and resolution of the conflict in the Democratic Republic of Congo (DRC) and Central Africa Republic culminating in the signing of the cessation of hostility agreement in Nairobi.
- The GoK successfully negotiated and is implementing a Tripartite Agreement with the Government of the Federal Republic of Somalia and the United Nations High Commissioner for Refugees (UNHCR) Governing the Voluntary Repatriation of Somali Refugees living in Kenya signed on 10th November, 2013.
- Kenya was elected a member of the Africa Union Peace and Security Council (AUPSC) for a three year period. The AUPSC is the premier decision-making organ for the prevention, management and resolution of conflicts in Africa.
- Kenya has established a Technical Cooperation Fund to advance Kenya's influence in the region. So far, the Fund has facilitated the training of 103 diplomats from countries in the region on conflict resolution including DRC, Burundi, Ethiopia and South Sudan.
- Established the Kenya National Committee on the Prevention of the Crime of Genocide, War Crimes and Crimes Against Humanity and All Forms of Discrimination.

3.9.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- Sophisticated and changing forms of cybercrime, terrorism and poaching;
- Increased incidences of radicalization and extremism;
- Domestic and gender based violence;
- Persistent encroachment of public land; and
- Financial constraints facing the ICGLR and AMISOM due to reduction in donor funding and failure by most member states to pay up their annual subscription.

Challenges

- Continued radicalization, recruitment and indoctrination of Kenyans especially youth into terror organizations and proscribed groups;
- Cross-border conflicts and regional instabilities especially in Somalia and South Sudan;
- Porous borders, proliferation of illicit arms and light weapons and influx of refugees and aliens;
- Persistent resource based conflicts due to climate change;
- Continued negative ethnicity leading to political intolerance;
- Increasing levels of poverty, unemployment and widening inequality;
- Inadequate funding for various projects and programmes including infrastructure, houses for security officers, human resource development and research among others in the sector;
- Resettlement of IDPs;
- Unresolved international land and maritime border issues;
- Ageing security infrastructure and equipment;
- Human wildlife conflict, poaching and illegal logging in forests;
- Increased cases of alcohol, drug and substance abuse;
- Lack of an integrated digitized data system in the entire criminal justice system;
- Lack of adequate policy, legal and institutional framework for coastline security and management of blue economy resources; and
- Un-integrated population and registration systems.

Lessons Learnt

- Sustainable funding and technical assistance to AMISOM operations in Somalia is key towards combating terrorism;
- Adequate financial and political support is key towards creating and sustaining requisite momentum for resolving endemic regional conflicts;
- Enhanced specialized training and use of technology by security agencies is key in addressing emerging forms and changing trends of crime;
- Community involvement in improving security and conflict management leads to sustainable peace and stability;
- Youth engagement in productive economic activities is critical in fighting crime; and
- Stakeholders' engagement is very critical in projects' preparation and implementation for ownership and sustainability.

3.9.3 Programmes/ Projects for 2018-2022

Flagship Projects

- Installation of Surveillance Cameras in Nairobi & Mombasa metropolis, Nakuru, Eldoret and Kisumu;
- Equipping the National Forensic Laboratory;
- Police Modernization;
- KDF Modernization;
- Acquisition of an Integrated Case Management System;
- Construction and equipping of National Police Service (NPS) Hospital;
- Construction of 20,000 police and 6,000 prison staff houses and 37 new prison wards;
- Completion and equipping the 6 model prisons facilities;
- Installation of phase II of the Integrated Population Registration System (IPRS); and
- Research and Development.

Other Programmes and Projects

- Security agencies modernization involving modernization of Government Press (GP), Prisons, Kenya Wildlife Services, Kenya Forest Services, and population registration and immigration systems;
- Mobility enhancement by acquiring 11,000 additional vehicles, 12,000 motor cycles and 13 boats;
- Recruitment and training of over 51,000 security personnel;
- Security capacity enhancement programmes;
- Establishment/expansion of 13 security training facilities;
- Infrastructure development;
- Offender rehabilitation;
- Prison farm and industry modernization;
- National, regional and international peace initiative;
- Efficient administration of justice;
- Voluntary repatriation of refugees;
- Conflict resolution capacity enhancement programmes;
- Promotion of National, Regional and international peace;
- Early warning and conflict prevention;
- Monitor regional elections and implementation of Kenya's obligations under the PSC framework;
- Establish a Multi-agency forum, track and report its progress on promotion of maritime security;
- Establish and operationalize the regional Youth Secretariat under the ICGLR;
- Capacity development on conflict resolution, negotiation and mediation;
- Develop and implement a conflict mediation strategy; and
- Post conflict reconstruction and recovery.

3.9.4 Policy, Legal and Institutional Reforms

Policy Reforms

- Finalize and operationalize the National Government Coordination Policy;
- Develop National Disaster Management Policy;
- Develop the National Correctional Policy;
- Review recruitment and management of the National Police Reserve Policy;
- Review the Anti-Terrorism Strategy/ Policy;
- Review and implement National Strategy for the Prevention, Mitigation and Control of Alcohol and Drug Abuse Policy;
- Review the National Policy on Registration of Births and Deaths;
- Finalize and implement National Urban Development Policy;
- Finalize the Complaints Management Policy;
- Develop a conflict mediation strategy; and

- Develop a policy framework for the safety of Kenyans abroad including a Comprehensive Plan for Evacuation of Kenyan Nationals in conflict situations.

Legal Reforms

- Develop and enact the National Disaster Management Law;
- Review the Kenya Citizenship and Immigration Act 2011;
- Review of Firearms Act (CAP 114);
- Review Wildlife Conservation and Management Act,2013;
- Review Prisons Act (CAP 90) and Borstal Institutions Act (CAP 92); and
- Review and implement Urban Areas and Cities Act, 2011.

Institutional Reforms

- Strengthen the National Disaster Management and Coordination framework;
- Strengthen Border Security Units;
- Establish a SAGA to operate prison farms and industries;
- Establish the Kenya Corps of Engineers Agency;
- Establish Kenya Space Agency;
- Establish a parole system; and
- Fast track the conclusion of the Host country agreement of the ICGLR Multi-functional Youth Secretariat.

4 THE ECONOMIC PILLAR

"Moving the Economy up the Value Chain"

4.0 Overview

Kenya Vision 2030 identified six priority sectors with high potential of spurring the country's economic growth and development. The sectors are: Agriculture and Livestock; Manufacturing; Tourism; Trade; Business Processing Outsourcing (BPO)/Information Technology Enabled Services (ITES) and Financial Services. Two other sectors, namely Oil, Gas and Mineral Resources; and Blue Economy have been introduced as the seventh and eighth sectors respectively. In addition, two of the "Big Four" initiatives are expected to contribute to the achievement of the 7 per cent growth during the Plan period. These are: guaranteeing food and nutrition security for all, and raising the Manufacturing Sector's share of GDP to 15 per cent by 2022. These sectors will drive the achievement of the 10 per cent annual economic growth envisaged in the Vision 2030.

4.1 Agriculture and Livestock

"Innovative, Commercially - Oriented and Modern Agriculture and Livestock Sector"

Transformation of Kenya's agricultural sector to boost food and nutritional security through increased output and agricultural processing is one of the "Big Four" initiatives under this Medium Term Plan. Growth of the Sector will also enhance purchasing power of Kenyans especially that of rural households and contribute to the goal of attainment of food and nutrition security.

The Agriculture and Livestock Sector contributes on average 27 per cent to GDP, accounting for the largest share in GDP. The Sector provides critical supportive linkages to other sectors. It contributes approximately 75 per cent of industrial raw materials, 65 per cent of export earnings and 60 per cent of the total employment. Given its importance, the Sector is expected to play a significant role of ensuring food and nutrition security as well as driving the Manufacturing Sector through the provision of raw materials.

4.1.1 Situation Analysis

During MTP II, the Sector recorded an average growth rate of 4.2 per cent. However, annual growth rates varied primarily due to variable weather. Growth in agriculture Gross Value Added improved from 5.4 per cent in 2013 to 5.5 per cent in 2015 before declining to 4.0 per cent in 2016, and further declined to 1.6 per cent in 2017 due to insufficient rains that affected production of key crops and animal rearing. For this reason, the Government will continue to prioritize irrigation and construction of dams as was the case under MTP II.

Maize production, a key aspect of food security increased from 40.7 million bags in 2013 to 42.5 million bags in 2015 but declined to 35.4 million bags in 2017. Production of rice decreased from 125,256 tonnes in 2013 to 81,200 in 2017. This was due to the prolonged dry spell in 2017 which reduced water availability in irrigation schemes. Wheat production increased from 194,500 tonnes in 2013 to 214,700 tonnes in 2016 and declined to 165,200 tonnes in 2017. Attainment of food and nutrition security demands increased production, safe storage, and availability of these products at affordable prices by the public.

Among exports, tea remained a major foreign exchange earner at Ksh. 124.5 billion in 2016, from Ksh. 104.6 billion in 2013, representing 19 per cent increase. Tea production increased by 9.4 per cent from 432,400 tonnes in 2013 to 473,000 tonnes in 2016 before slightly declining to 439,800 tonnes in 2017. Coffee production increased by 15.8 per cent from 39,800 tonnes in 2013 to 46,100 tonnes in 2016, earning the country Ksh. 21.3 billion, up from Ksh. 16.3 billion in 2013. In 2017, coffee production declined to 40,800 tonnes.

The horticulture sub-sector comprising of cut-flowers, vegetables, fruits, nuts, herbs and spices remained pivotal to Kenya's export drive. The volume of exported horticultural products increased by 42.2 per cent from 213,900 tonnes in 2013 to 304,100 tonnes in 2017. The value of horticultural exports increased by 37.8 per cent to Ksh. 115.3 billion in 2017 compared to Ksh. 83.7 billion in 2013.

Milk production increased from 5.23 billion litres in 2013 to 6.48 billion litres in 2016 and declined to 5.35 billion litres in 2017. The annual intake by processors rose from 523 million litres in 2013 to over 648.2 million in 2016 but dropped to 535.7 million litres in 2017 representing a 17.4 per cent decline. The increase is attributed to increased farmer prices from an average of Ksh. 26 per litre in 2013 to Ksh. 35 per litre in 2015, enhanced milk promotion and sectoral reforms. Total beef production increased from 296,765 Metric tonnes (MT) in 2013 to 520,000 MT in 2016 while consumption increased from 414,093 MT in 2013 to 452,000 MT in 2016.

Overall, the food supply situation as monitored through the Food Balance Sheet, reflected in the energy supply, improved from 2,202 kilo calories in 2014 to 2,288 kilo calories in 2015 before declining to 2,123 kilo calories in 2017. The food Self Sufficiency Ratio (SSR) improved from 74.4 per cent in 2014 to 75.2 per cent in 2015 and declined to 60 per cent in 2017.

The Sector implemented the following programmes and projects over the last plan period:

Fertilizer Cost Reduction Strategy: Under this programme, the Sector concentrated on cost reduction activities through bulk purchase of fertilizers and blending. A total of 615,121MT of various fertilizers were purchased as a price stabilization mechanism, bringing down the price of Di-Ammonium Phosphate (DAP) from Ksh.4,500 in 2013 to Ksh.3,100 in 2017 and of Calcium Ammonium Nitrate (CAN) from Ksh.2,800 in 2013 to Ksh.2,600 in 2017. During the period, the Government also identified Toyota Tsusho Corporation as a strategic partner for fertiliser blending through Public Private Partnership (PPP).

Establishment of Four Livestock Disease Free Zones (DFZ): The Sector initiated establishment of the coastal area DFZ covering Bachuma, Kurawa and Miritini. Survey and design for Bachuma Livestock Export Zone (LEZ) was completed. Phase I of the project was initiated and constructed to 60 per cent while tenders for design of Kurawa and Miritini export quarantine stations were awarded.

Implementation of the Consolidated Agricultural Reform Legislations: Key achievements include: the enactment of the Agriculture and Food Authority Act 2013 (revised 2015), Crops Act (2013), and Kenya Agricultural and Livestock Research Act (2013); development of the Veterinary Medicines Bill and Veterinary Medicines Regulations, operationalization of the Agriculture Food Authority (AFA), the Kenya Agricultural and Livestock Research Organization (KALRO) and the Veterinary Medicines and Drug Council; modernization of Kenya Meat Commission (KMC); development of disease and pest control contingency plans; and development of strategies for management of diseases of economic importance such as Foot and Mouth Disease, Peste des Petits Ruminants (PPR), Rift Valley Fever and Contagious Bovine Pleuropneumonia (CBPP). To support policy reforms, the Sector adopted an evidence-scenario based policy analysis through the use of the T21 model tools.

Livestock Marketing Value Addition and Processing: The Sector purchased 49 milk coolers with an annual capacity of 50 million litres to improve milk marketing and reduce post-harvest losses. It also constructed and handed-over four (4) slaughter houses in Isiolo, Garissa, Wajir and West Pokot and installed poultry processing equipment in Bungoma and Kiambu counties. A total of six (6) tanneries and 17 mini-slaughterhouses were constructed and handed over to counties. In addition, six (6) milk processing facilities and five (5) animal feed manufacturing facilities were inspected and licensed to ensure compliance with required standards.

Semen Production: The production of semen by Kenya Animal Genetics Resource Centre (KAGRC) increased from 500,000 doses in 2013 to 1,200,000 doses in 2017. This was as a result of increased number of breeding bulls, investment in semen production infrastructure and improved efficiency in semen processing. The Sector initiated the establishment of a second bull station at Agricultural Development Corporation (ADC) Sabwani in Trans-Nzoia County with an annual capacity to produce 1.2 million doses of semen and is 95 per cent complete.

Installation of Liquid Nitrogen Plants: Six (6) liquid nitrogen plants were established to increase production, preservation and conservation of animal genetic materials. The plants were established in Eldoret, Bomet, Meru, Nyahururu, Kirinyaga and KAGRC headquarters in Kabete, Nairobi. Plants in Bomet, Kirinyaga and Nairobi are complete while those in Meru, Eldoret, and Nyahururu are 85 per cent complete.

Provision of Breeding Material: Farm infrastructure development was undertaken in 13 livestock farms and stations to improve their capacity to avail quality breeding stock. A total of 600 cattle, 2,680 rabbits and 2,100 sheep and goats were produced and distributed to farmers across the country.

Accelerated Agricultural Inputs Access Programme: A total of 5,781 MT of assorted drought tolerant crop seeds, 18,515,379 sweet potato vines and 18,512,110 cassava cuttings were distributed to 2.5 million farmers in various sub-counties. Further, a total of 70 MT of seed and five (5) rice mills were purchased to promote production among small scale farmers. Under the programme, 150 extension officers were trained and eight (8) rice entrepreneur' training sessions for farmers groups held. In addition, a total of 72 tractors, 16 combine harvesters, 52 reapers and 22 threshers were distributed to rice farmers' organizations to increase mechanization in rice farming.

Kenya Cereal Enhancement Programme: The Sector operationalized the e-voucher scheme to facilitate access to agricultural inputs to vulnerable subsistence cereal farmers. The scheme is operated in partnership with Equity Bank and agro-dealers under PPP arrangement. A total of 23,622 farmers accessed inputs through the e-voucher.

Strategic Food Reserve Trust Fund (SFRTF): The Strategic Food Reserve Trust Fund (SFRTF) was established in 2015 as a successor of the Strategic Grain Reserve (SGR). The shift to a Strategic Food Reserve is meant to facilitate the stocking of critical foodstuffs such as maize, beans, rice, fish, powdered milk and corned beef. During the review period, the SFRTF had 1.5 million bags of maize, 1,289 MT of powder milk and Ksh. 4 billion in cash.

Expansion of Irrigation Coverage: A total of 66,538 acres were developed under the National Expanded Irrigation Programme (NEIP). Under the ASAL project on food security, productivity per acreage increased from 15-20 bags in 2013 to 20-25 bags of maize in 2015.

Other Programmes and Projects

Other priority programmes implemented by the sector include: development of agriculture along the LAPSET corridor, National Agricultural Sector Extension Programme (NASEP) and agri-business development programme. These programmes were designed to improve service delivery, increase productivity, improve access to markets, transform land use, strengthen institutions as well as improve on quality of seeds and breeds.

4.1.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- Multiplicity of taxes, levies and charges by the national and county governments; and
- Making Agri-business a source of mass employment.

Challenges

- The increased frequency of severe droughts and floods and outbreak of pests and disease as a result of global climate change have adversely affected the Sector;
- The spread of Fall Army Worm in 42 counties;
- Sub-division of land into small uneconomic units and under-utilized land in some parts of the country;
- Low agricultural productivity due to low application of modern technology and innovation, inadequate capital and demand-driven research;
- Low and declining soil fertility due to poor farming methods;
- Frequent resource-use conflict between pastoralists and farmers;
- Pre and post-harvest losses due to inadequate storage facilities and poor handling of farm produce;
- Inadequate extension capacity;
- Export restrictions on agricultural produce;
- Limited access to affordable credit;
- Inadequate and poorly organized market access and marketing infrastructure;
- High cost of farm inputs;
- Poor physical infrastructure network in the rural areas;
- Inequality in resource access, ownership and control at household level;
- Underdeveloped agricultural value chain;
- Inadequate data for policy planning and development; and
- Weak Monitoring and Evaluation System.

Lessons Learnt.

- A robust response to climate change should be part of overall planning with special emphasis on agriculture and livestock;
- Improved linkages and strong collaboration with all the stakeholders is key in ensuring food security;
- Evidence based policy planning and strengthening of monitoring and evaluation is critical at all levels of governance; and
- Adoption of production methods that complement rain-fed agriculture is key to ensuring food security.

4.1.3 Programmes and Projects for 2018-2022

Flagship Programmes and Projects

Fertilizer Subsidy Programme: The Sector will continue its focus on agricultural productivity by improving access, affordability, and suitability of fertilizers. It will subsidize 200,000MT of assorted fertilizer annually; coordinate soil analysis in beneficiary regions; and monitor and evaluate the impact of the subsidy programme on crop production and productivity. The Government in collaboration with the private sector will explore local manufacturing of Ammonia, Urea, Di-Ammonium Phosphate (DAP) and Nitrogen Phosphate Potassium (NPP) fertilizers.

Agricultural Mechanization Programme: This programme will involve strengthening adoption of agricultural mechanization by supporting counties to provide affordable agricultural mechanization services to small scale farmers. The Sector will collaborate and partner with countries of origin and the end-users of the technologies in the counties. It will also entail identification, testing and upscaling of appropriate technologies. Under the programme 600 tractors and 3,000 walking tractors will be sourced and sold at subsidized rates to SMEs. It will also entail identification, testing and upscaling of appropriate technologies. Further, it will also entail development of Agricultural Development Corporation (ADC) farms including increasing land for crop production in ADC by 28,000 acres; distribution of tractor implements and other machinery; increasing rice production from 124,080 MT in 2018 to 270,991 MT by 2022; and fall army worm management. In addition, it will include enhancing potato seed production in ADC farms from 2,875 MT in 2018 to 5,500 MT by 2022; increasing production of certified seed maize in ADC farms from 13 million 90kg bags to 17 million 90 kg bags by 2022; increasing production of commercial maize from 250,000 bags in 2018 bags to 325,000 bags by 2022; increasing production of commercial potatoes in ADC farms from 4,500 MT in 2018 to 6,000 MT by 2022; and rehabilitation of 8 cotton ginneries.

Food and Nutrition Security: The Sector will focus on new and innovative initiatives that will drive food and nutrition security over the next five years by supporting enhanced large scale production, small holder productivity and agro-processing and reduction in food prices. Key targets include increasing major food production by the year 2022. Specifically, annual production of maize will be increased from current average of 40 million (90kg bags) to 67.4 million (90 Kg bag); additional 70,000 MT of rice will be produced annually to reach an annual production of 406,486 MT; while annual production of Irish potato is targeted to increase to 2.52 million MT by 2022. Increased production will be achieved through expansion of production areas, enhanced access to quality inputs (seed and fertilizer), irrigation, mechanization and post-harvest management. The Sector will also develop nutrition sensitive indicators for use in agriculture.

Livestock Production Programme: The programme aims at promoting food and nutrition security, and generation of income by focusing on milk, beef, egg and honey production. This will be achieved by: developing four (4) livestock breeding research farms; establishment of a National Rabbit Centre in Ngong; establishment of nine (9) sheep and goat breeding farms; production of breeding stock at Kenya Agricultural and Livestock Research Organization (KALRO) breeding and research farms in Naivasha and Marsabit; establishment of an Artificial Insemination (AI) station for dairy goats in Kirinyaga; enhancement of capacity for semen production; establishment of commercial feedlots; supporting commercial pig and poultry enterprises; and establishment of a Strategic Livestock Feed Reserve.

Value Chain Support Programme: This will involve improvement of dairy value chain infrastructure; equipping a Tea Research Factory in Kericho; and standardization of hides and skins.

Youth and Women Empowerment in Modern Agriculture Programme: The programme aims at creating sustainable and gainful self-employment for the youth and women through their participatory engagement in agriculture. The Government will offer incentives for integration of youth and women into agribusiness value chains. These incentives will include market guarantees, incubation training and scholarships for 340 youth in agribusiness to produce high value horticultural crops. The programme will train 25,000 pupils in 100 primary schools and 1,500 youth out of school in agricultural skills and engaging them in modern agriculture.

Agricultural Insurance Programme: The Government will support farmers to access agriculture insurance to manage risks and losses amongst smallholder farmers, increase crop productivity and livestock production through improved access to credit and higher yielding technology, and support transition from subsistence to commercially-oriented farming. Crop insurance will be expanded to cover 31 counties while the livestock insurance programme will be expanded to cover 500,000 households (2.5 million TLUs) in 14 Arid and Semi-Arid Lands (ASAL) counties. This will enhance the capacities of pastoral communities and stakeholders on the use of insurance products for reduction of weather-related risks and rebuilding of livelihood support systems in drought prone areas.

Research and Capacity Building Programme: To enhance the capacity of training institutions, the Sector will expand the capacity of the existing Agriculture and Livestock Training Institutions (ALTI) and engage other institutions to provide evidence-based policy training. This will increase access to pre-service and in-service courses for agricultural personnel and other groups. Research institutions will be supported to focus on new innovative technologies that are pest and herbicide resistant, tolerant and can withstand drought/water-stress for enhanced food security and productivity. The Sector will strengthen research infrastructure including linkages with international research institutions, universities and private sector research laboratories. It will also involve undertaking research and promotion of technologies for management of fall army worms and Maize Lethal Necrotic Diseases (MLND); establishment of bee bulking sites; and supporting Strategic Food Reserve through production of corned beef.

Crop Diversification Programme: The Sector will diversify the food production base through development and adoption of new crop varieties and distribution of assorted seeds to farmers. A total of 2,090 MT of assorted seeds will be distributed over the plan period. It will revitalize industrial crops including: cotton, coffee, pyrethrum, tea, sugar and oil and nuts. The programme will entail strengthening of farmers organization structures; rehabilitation of the factories; promotion of value additions and products diversification; improving productivity by reducing cost of production and provision of efficient processing technology; upgrading of Nairobi Coffee Exchange; increasing quality supplies of raw materials; provision of quality seedlings to farmers; replanting of high yielding tea clones, and creating an enabling regulatory framework.

Coastal Disease Free Zone Programme: The Sector will complete construction of Bachuma Export Zone and start construction works at Miritini and Kurawa Export Quarantine Stations. Further the Sector will upscale annual vaccines production from 40 million doses to 100 million doses, and establish Border Inspection Posts (BIPs) to prevent entry of trans-boundary diseases and pests into the country.

Strategic Food Reserve: This will involve contracting farmers for Strategic Food Reserve, redesigning subsidy model to maximize impact by focusing on specific farmers, securing investment through PPP in post-harvest handling and market distribution as well as elimination of multiple levies across counties. It will also involve aflatoxin management to improve food security and reduce post-harvest losses, and develop a modular Aflasafe plant in Machakos.

Other Programmes and Projects

Large Scale Production: The programme focuses on cultivating additional 700,000 acres through PPP, forming Agriculture and Irrigation Sector Working Group to provide coordination for irrigated agriculture and offering post-harvest technologies incentives to reduce post-harvest losses from 20 per cent to 15 per cent through waving of duty on cereal drying equipment, grain silos, fishing and aquaculture equipment, and feed.

Small Holder Productivity and Agro-processing: The programme will focus on establishment of 1000 targeted production level SMEs using performance based incentive model; establishment of commercialized food systems for livestock, fish, poultry and piggyery to revolutionize feed regime and traceability of animals; and establishment of East Africa's premier food hub.

Agricultural Technology Development Programme: This will entail support to agro-processing and reduction of post-harvest losses. The programme will improve access to modern and emerging agro-processing technologies to enhance value addition and better access to the market for agricultural products. This will be achieved through modernization and conversion of the 10 existing Agricultural Technology Development Centres (ATDCs) into centres of excellence.

Climate Smart Agriculture: To address the effects of climate change on agricultural systems, the Sector will develop and implement strategies for adaptation and mitigation including early warning, early preparedness and response, improved Climate Smart Agriculture (CSA) technologies and practices; and identify and promote suitable crop insurance products as a means of climate risk transfer.

Market Access and Product Development Programme: This programme is geared towards enhancing market access by providing an enabling environment through policy, legislations and regulations, model guidelines for improved market infrastructure and improved access to information. The Sector will set up a comprehensive National Agricultural Market Information System (NAMIS) with links to the regional e-Soko system to enable access to latest agriculture market information and services. The Sector will further develop Sanitary and Phyto-sanitary Standards that regulate and protect seeds and plant varieties and pest control products to ensure food safety.

Miraa Farmers Livelihood Improvement Programme: This programme focuses on improving production and marketing of the Miraa crop while supporting farmers to venture into other enterprises to improve their livelihoods. The crop will be promoted through international trade fairs in order to reclaim lost markets and open new ones. Trade in the domestic market will be supported through removal of restrictions and awareness creation among the public on the status of the crop. Other key activities will be support to establishment of marketing sheds; establishment of Miraa Research Institute to develop appropriate technologies and; capacity building of farmers and extension staff. A Miraa Directorate will be established under Agriculture and Food Authority (AFA) while regulations will be developed and gazetted to support the growth and transformation of the sub-sector.

Pastoral Resilience Building Programme: In improving livelihoods of pastoral communities in ASAL areas, the Sector will implement the Drought Resilience Sustainable Livelihood Programme (DRSLP) and Regional Pastoral Livelihood Resilience Programme (RPLP). The DRSLP supports small-scale irrigation schemes; livestock market development, pasture and water development and animal health; while the RPLP seeks to enhance livelihood resilience of pastoral and agro-pastoral communities in cross-border drought prone areas.

Traditional High Value Crops Programme: This programme aims at improving farmers' access to quality seeds and planting materials of drought tolerant traditional high value crops in the ASALs. This will be done through upscaling seed bulking and distribution in identified institutions and farmer groups. The Sector targets to provide 672 MT of high value crop seeds.

Comprehensive African Agricultural Development Program (CAADP): The programme aims at transforming Africa agriculture and improve the Sector growth by 6 per cent per annum for CAADP countries. In Kenya, the programme will support attainment of food and nutrition security as the African CAADP countries targets to reduce hunger by 50 per cent by 2025. To implement the programme, the Sector will establish country-level Strategic Analysis Knowledge Support System (SAKSS) to strengthen data gathering, and monitoring and evaluation. It will involve mainstreaming of CAADP activities in the National Agricultural Investment Plan (NAIP).

Promotion of Investment and Cooperation in Agriculture: This includes attracting investment in agriculture, and development and transfer of tools and technologies, and organising /participating in international agricultural expos and food festivals. Further, it will support Programmes and Projects by the United Nations Agencies, development partners, private sector, and other stakeholders; and advocate for the correction and prevention of trade restrictions and distortions in world agricultural markets.

4.1.4 Policy, Legal and Institutional Reforms

Policy Reforms

- Review the Agriculture Sector Development Strategy 2010-2020;
- Revise the National Agriculture Sector Extension Policy;
- Develop National Agriculture Insurance Policy;
- Develop Fibre Crops Policy;
- Develop Roots and Tubers Crops Strategy;
- Develop National Agricultural Mechanization Policy and Strategy;
- Develop National Agricultural Marketing Strategy;
- Develop National Rice Development Strategy (2018 – 2028);
- Develop Food Waste Management Policy;
- Develop Food Safety Policy and Protocols for Food Defence;

- Develop Beef Industry Development Strategy;
- Develop Bee Health Regulations and Strategy;
- Develop Conventional and Emerging Livestock Breeding Strategy;
- Develop Hides and Skin, Leather and Leather Products Development Strategy;
- Review National vector control strategies;
- Develop Zoological Management Strategy;
- Develop Urban and Peri-Urban Agricultural Policy;
- Develop Agro Chemical Industry Policy;
- Develop Organic Agriculture Policy;
- Develop Sugar Industry Policy;
- Develop Cereals Policy;
- Develop National Agricultural Soils Management Policy;
- Develop Climate Smart Agriculture Strategy;
- Develop Oil and Nuts Crops Strategy;
- Develop Agriculture Research Strategy;
- Develop a strategy to drive adoption of modern Biotechnology in Agriculture; and
- Develop Agriculture Research Internationalization Strategy.

Legal Reforms

- Enact legislation to make soil liming mandatory;
- Enact legislation to cap the cost of leasing land to attract private/foreign investors;
- Enact legislation to halt further subdivision of arable land;
- Enact Warehouse Receipt System Bill 2016;
- Enact Food Security Bill, 2014;
- Develop legal framework on pests of bees;
- Develop Regulations on Commodity Levies (sugar);
- Review the Hides, skins and Leather Trade Act (Cap 359);
- Amend Meat Control Act (Cap 366);
- Develop Guidelines on antimicrobials and Management of Acaricide;
- Review Regulation on food safety traceability; and
- Review of legal framework on pest control and complete the pending Pest Control Products bill and revision of regulations on pest control products.

Institutional Reforms

- Enforce the Road legislation to eliminate multiple levies across Counties;
- Enforce Agriculture regulations – Crops (Tea, sugar, potatoes);
- Restore commodity levies;
- Operationalize Veterinary Medicines and Drugs Authority;
- Establish Miraa Research Institute;
- Modernize and convert Agricultural Technology Development Centres into Centres of Excellence; and
- Transform the Agriculture Information and Resource Centre (AIRC).

4.2 Manufacturing

“Robust, Diversified and Competitive Manufacturing Sector”

Kenya aims to have a robust, diversified and competitive Manufacturing Sector to transform the country into a middle income economy by 2030. In the medium term, the goal of the Sector is to increase its contribution to the GDP from 9.2 per cent in 2016 to 15 per cent by 2022; create additional one million jobs yearly; increase level of Foreign Direct Investments to \$2 billion; and improve ease of doing business ranking from 80 in 2017 to 45 by 2022. The Sector is one of the “Big Four” initiatives and will play a key role in the country’s economic growth and development by facilitating employment creation, attraction of investments and wealth creation.

4.2.1 Situational Analysis

Kenya was ranked as the third most improved economy globally and the first in Africa by the World Bank for two consecutive years moving from position 136 in 2015 to position 80 in the World Bank Ease of Doing Business Report, 2018. Similarly, Kenya also improved from position 96 in 2015 to 91 in 2017 in the Global Competitiveness Index.

The Manufacturing Sector contribution to the GDP declined from 10.7 per cent in 2013 to 8.4 per cent in 2017 while its growth declined from 5.6 per cent in 2013 to 2.7 per cent in 2016 and further declined to 0.2 per cent in 2017. Manufacturing output increased from

Ksh. 1,737,699 million in 2013 to Ksh. 2,204,805 million in 2017. The Sector performance was mainly driven by the textiles and apparels, which grew by 15 per cent, pharmaceutical products by 17 per cent, beverages by 13 per cent, wood and wood products by 10 per cent, and basic metals by 11 per cent. Over the same period, assembling of motor vehicles reduced by 5 per cent, rubber products by 41 per cent, tobacco products by 5 per cent, fish processing by 38 per cent and fabricated metals by 5 per cent. The drop is partly attributed to, among others, high cost of doing business and stiff competition from imports.

Credit to the Manufacturing Sector increased from Ksh.182 billion in 2013 to Ksh.311.8 billion in 2017. The number of manufacturing projects approved by industrial financial institutions increased from 257 in 2013 to 388 in 2016 mainly due to the rise in the number of micro and small enterprises financed by the Kenya Industrial Estates (KIE). This however declined to 293 in 2017.

Total employment in the Manufacturing Sector stood at 1,760,400 persons in 2016 with 300,900 persons being formally employed.

In the period under review, the Sector implemented the following programmes and projects:

Flagship Programmes and Projects

Establishment of Special Economic Zones (SEZs): The Special Economic Zones Act was enacted in 2015 and its regulations developed in 2016. This paved way for establishment of the Special Economic Zones Authority (SEZA), master planning and prefeasibility study for SEZ at Dongo Kundu, Mombasa, while the Special Economic Zones Authority (SEZA) licensed three private SEZs enterprises.

Development of SME and Industrial Parks: Land meant for the establishment of SMEs industrial parks was identified in Eldoret and Taita Taveta. In each, 135 and 20 acres of land were identified respectively. The master plans and structural designs for the SME industrial parks were finalized.

Development of Industrial Clusters: Construction of basic infrastructure facilities for the Leather Park and industrial warehouses for textiles and apparels manufacturing were initiated in Athi River. Value chain studies on leather, textiles, wood, furniture and agro-processing were also completed.

Development of Integrated Iron and Steel Mill: The Scrap Metal Act 2015 was enacted and a feasibility study on the establishment of the integrated steel mill completed.

Skills Development for Technical Human Resource for the Manufacturing Sector: The Kenya Industrial Training Institute (KITI), Thika Production Centre for Shoe Industry (TPCSI) and Kariakor Common Footwear Centre for SMEs were equipped with modern machines and equipment. In addition, the Industry and Academia Collaboration Forum was established to foster strong linkages between training institutions and the industry.

Transformation of Kenya Industrial Research and Development Institute (KIRDI) into a World Class Research Institution: Construction of Kisumu Industrial Research, Technology and Innovation Laboratory was completed and the leather laboratory equipped. The construction of KIRDI Research, Technology and Innovation Laboratory in South B, Nairobi, is 60 per cent complete.

Development of a Standards Infrastructure: The Sector is upgrading and equipping Kenya Bureau of Standards (KEBS) testing laboratories at Mombasa as part of capacity building in testing of oil and gas products. The number of accredited Conformity Assessment Bodies (CABs) has increased from 13 in 2013 to 84 in 2016 and includes testing laboratories, calibration laboratories, medical testing laboratories, proficiency test service providers in the medical field, inspection bodies and certification bodies.

Branding and Marketing of Kenyan MSME Products: In the period under review, KEBS certified 8,243 products from large firms and 2,333 SMEs products. Similarly, compliance of products to standards in the market improved from 88 per cent in 2013 to 92 per cent in 2016, further improving consumer protection. During the same time, Kenya Industrial Property Institute (KIPI) enhanced intellectual property rights protection through opening of intellectual property desks at Universities and developed benefit sharing framework.

Other Programmes and Projects

- KIRDI undertook value addition activities in tomatoes and fruit processing in Kagio, Kirinyaga County and developed five (5) product prototypes and commercialized them. It also provided incubation services to 1,000 SMEs;
- The Business Environment Delivery Unit was established to improve the country's business environment; and
- Kariobangi Micro and Small Enterprise (MSE) Demonstration Centre was upgraded to a Centre of Excellence to promote technological transfer, capacity building, products designs and development and marketing of MSE products.

4.2.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- Multiple licenses, taxes and levies;
- Duplication of functions and uncoordinated allocation of land for industrial and enterprise development by National and County Governments;
- Rapidly changing consumer needs, preferences and quality requirements, both locally and internationally;
- The exit of Britain from the European Union (EU) – Brexit; and
- The sustainable exploitation of Blue Economy is evolving as the new frontier for value addition, wealth creation and job opportunities.

Challenges

- Huge and costly initial infrastructure investments required to attract investors in the Special Economic Zones and SMEs Industrial Parks;
- Unavailability, cost and ownership of land have a negatively impact on timely implementation of targeted programmes and projects such as SME parks, SEZ and industrial clusters;
- Poor linkages between training institutions and the industry;
- Unreliable and high cost of energy, labour and transport for industrial enterprises and MSMEs;
- Inadequate access to affordable long term financing for industrial enterprises and MSMEs;
- Stringent and non-uniform application of rules of origin coupled with the non-observance of various protocols and treaties within the regional trading blocs;
- Influx of counterfeit, sub-standard contraband and importation of subsidized goods into the country;
- Perceived insecurity and threat of terrorism;
- Weak adoption of environmentally sound technologies and practices;
- Limited technological capability and information on international markets opportunities; and
- Low value addition.

Lessons Learnt

- The discovery of oil, gas and minerals reserves presents tremendous opportunity to promote petrochemical industries;
- Compliance with international/and or national standards is critical in promoting fair competition in the domestic market and improving competitiveness in the global market; and
- Vast opportunities in the Blue Economy.

4.2.3 Programmes and Projects for 2018 – 2022

Flagship Programmes and Projects

Ease of Doing Business Programme: The Sector will implement targeted business reforms to lower the cost of doing business to attract foreign and domestic direct investments and increase job creation. It will also target to improve World Bank Ease of Doing Business ranking from position 80 in 2017 to 45 by 2022. The reforms will include enacting bills that affect company registration; putting in place online systems for business registration; linking the stamp duty collection with Kenya Revenue Authority (KRA) systems; simplifying the process of land registration, continuation of the automation/digitization of processes; reducing the time taken to connect a business to electricity and, establishment a one-stop shop centre by Kenya Investment Authority to facilitate investors starting businesses and investing in the country.

Industrial Clusters Programme: This programme will have two (2) elements aimed at increasing investments in the textile and apparel industries. These are textiles and apparel production and manufacture of leather and leather products. It will entail cotton and fibre production; rehabilitation of cotton ginneries; textile and apparel manufacturing; construction of low cost industrial warehouses; hides and skin collection; tanning; finished goods processing; completion of Machakos Leather Park in Kinanie; and construction of 3 other parks, and associated infrastructure.

Agro-food Processing Programme: This programme will involve value addition in agricultural, fisheries and livestock. Targeted products include: tea, coffee, nuts, legumes, cereals, fruits, vegetables, roots and tubers, animal feeds, dairy and meat. The programme will also entail training agro-processing entrepreneurs and expanding to seven (7) international markets.

Special Economic Zones (SEZ) Programme: The programme will involve resettling 1,500 squatters to pave way for the development of Dongo Kundu SEZ in Mombasa; and acquisition of 30,000 acres of land for the development of infrastructure facilities and locating 400 factories in the Naivasha industrial park. The SEZ Authority will also roll-out industrial parks and zones and develop world class infrastructure facilities at Athi River Industrial Zones. The programme will address key factors that reduce Kenya's competitiveness as an investment destination through infrastructure provision, simplification of business regulations, value chain integration and clustering, expanded market access for SEZ goods and services, and reduced taxation. Enterprises at the SEZs will enjoy several tax incentives under a tightly monitored set-up to avoid losses of government revenue. The preferential tax terms will include Value Added Tax (VAT) exemption and reduction in corporate taxes.

Industrial and Small and Medium Enterprises (SMEs) Parks Programme: In order to promote industrial dispersion and balanced economic development in the country, the national and county governments in conjunction with the private sector will collaborate in identification of land, infrastructure development and management of SMEs and industrial parks. In addition 290 SMEs support programmes will be established in constituencies and 47 SME centres of excellence rolled-out.

Micro, Small and Medium Enterprises (MSMEs) Development Programme: The MSMEs Development Programmes will include inculcation of entrepreneurial culture and skills development; development of Micro and Small Enterprises Centres of Excellence (MSE

COE); provision of worksites; incubation, innovation and technology transfer; provision of financing; productivity and promotion of quality improvement of MSMEs products; intellectual property right registration; and branding and market access to MSMEs products. The One-Village-One-Product initiative as one of the strategies for promotion of value addition to local resources will be implemented in partnership with the county governments.

In addition, the Sector will implement a robust SMEs development and support programme which would formalize the large number of informal enterprises and support their growth from micro and small to medium enterprises, and eventually into large firms. This would contribute to the creation of at least 1 million jobs and contribute to tax revenues.

Manufacture of Industrial and Agro-processing Machinery, Equipment, Parts and Tools Programme: The Sector will exploit the available potential to manufacture/assemble machineries and equipment used in agricultural product value addition, some of which are imported, in order to make use of competitive advantage available in skilled labour, market, raw materials and strategic location in the EAC and COMESA regions. The programme will also involve facilitating establishment of a transformer manufacturing facility; manufacture of cement media balls; manufacture of sugar rollers; and manufacture of agro-processing machinery and equipment.

Manufacture of Electrical Products and Electronics Programme: The programme will involve manufacturing of tools and accessories, tablets, laptops and other electronic equipment to support the Digital Learning Programme (DLP). The Sector will also put in place measures to attract at least 2 investors to operationalize electronic assemblies.

Automotive Parts, Motorcycles, Components and Auto-parts Programme: The programme will involve production of automotive parts and components to lay the foundation for a globally competitive steel production industry and support establishment of an automotive industry in Kenya. The Sector will also establish a motor-free trade zone in Mombasa and manufacture automotive and Standard Gauge Railway (SGR) components.

Iron and Steel Programme: The project will support import substitution worth Ksh.26 billion. The implementation of this project will be undertaken through the Numerical Machining Complex (NMC) which has been identified as a focal point for promoting development of the iron and steel industry.

Accreditation and Standards Infrastructure Programme: The programme will involve setting up of 135 Conformity Assessment Bodies (CABs) by 2022, aimed at improving compliance of products to standards in the market.

Research, Technology and Innovation Programme: This will involve investing in research, innovation and knowledge management to facilitate capability accumulation and technological upgrade. Kenya's innovation system has recently emerged with a number of hubs, innovation centres and start-ups which will be complemented by the public research institutions in conducting industrial research, technology development and transfer improving product designs and promoting product innovations. It will also involve transformation of KIRDI into a world class research institution.

Other Programmes and Projects

- Skills development and transformation of KITI to a Centre of Excellence; and
- Oil, gas and mineral processing.

4.2.4 Policy, Legal and Institutional Reforms

Policy Reforms

- Finalize the Intellectual Property Rights (IPR) Policy;
- Develop the Quality and Standards Policy;
- Review of MSEA Policy;
- Finalize the development of Kenya Leather Development Policy;
- Finalize the Kenya Investment Policy;
- Finalize the Iron and Steel Policy; and
- Finalize development of the incubation and sub-contracting policies.

Legal Reforms

- Enact the Kenya Accreditation Services Bill 2017;
- Develop the Kenya Leather Development Bill ;
- Enact of the KIRDI Bill 2017; and
- Review the legal framework for Micro and Small Enterprises Authority (MSEA).

Institutional reforms

- Transform KIRDI into a world class research institution;
- Set up Conformity Assessment Bodies; and
- Transform KITI to a Centre of Excellence.

4.3 Tourism

“To be a top 10 long haul tourist destination offering a high-end, diverse, and distinctive visitor experience”

Tourism is one of the key sectors that will spur economic growth and contribute 9.2 per cent of the total employment per annum over the medium term period. The Sector is an enabler to the achievement of the ‘Big four’ and is aligned to Sustainable Development Goals (8, 14 & 15) as well as aspiration 1 and 5 of the Agenda 2063. To achieve this, the Sector targets to increase tourist arrivals from 1.3 million in 2016 to 2.5 million visitors in 2022, increase tourism earnings from Ksh.99.7 billion in 2016 to Ksh.175 billion in 2022, and increase bed-nights by domestic tourists from 3.5 million in 2016 to 6.5 million by 2022.

4.3.1 Situation Analysis

Tourist arrivals declined from 1.52 million in 2013 to 1.4 million in 2017 and sector earnings increased from Ksh.94 billion to Ksh.120 billion respectively. The decline in tourists arrivals was mainly occasioned by negative travel advisories. However, the continued efforts to diversify tourism markets, enhanced security, incentive programs and subsequent withdrawal of travel advisories contributed to improved performance in 2016 with tourist arrivals increasing to 1.34 million and earnings rising to Ksh.99.7 billion. In 2017, tourist arrivals and earnings rose to 1.45 million and Ksh.119.9 billion respectively. Domestic tourism, on the other hand, grew by 29.5 per cent from 2.7 million bed nights in 2013 to 3.5 million in 2016. This is illustrated in Table 4.1.

Table 4.1: Trends in Tourism Performance Indicators (2013-2017)

Year	Tourism earnings (Ksh. Billion)	Annual growth (%)	Visitors arrival (000)	Annual growth (%)	Bed nights by Kenyans (000)	Annual growth (%)
2013	94	-2.1	1,519	-0.5	2,699.1	-3.2
2014	87.1	-7.3	1,350	-21.5	2,948.7	9.2
2015	84.6	-2.9	1,181	-12.5	3,154.1	7.0
2016	99.7	17.8	1,340	13.5	3,495.9	10.8
2017	119.9	20.3	1,448	8.1	3,645.1	4.3

Source: Economic Survey 2018

Implementation of sector programmes and projects was supported by key policy and institutional reforms as well as legal frameworks that included: establishment of Tourism Regulatory Authority (TRA) in 2014; development of National Tourism Strategy; and development of protocol on a common tourist visa and use of identification card as a travel document between Kenya, Uganda and Rwanda. In addition, Intergovernmental Authority on Development (IGAD) Sustainable Tourism Master Plan was finalized in 2013 with an aim of providing member states with a regional framework for sustainable tourism development.

4.3.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- **Digital Marketing:** The adoption of ICT has positively influenced dynamics in the Sector hence the need for tourism players to embrace technology in marketing and booking;
- **Multi-generational Travel and Market Segmentation Models:** Tourists needs have changed across generations and this necessitates designing products that suit each group;
- **Experiential Tourism:** Today’s traveller wants experiential travel and to interact with the destination through cuisine, culture among others rather than hotel-only offering; and
- **Devolution:** The establishment of devolved governance structures calls for collaboration in tourism development between the two levels of government to ensure sustainability of tourism products.

Challenges

The Sector experiences a myriad of challenges which include: insecurity/terrorism, travel advisories, outbreak of pandemic diseases, inadequate bed capacity, uneven distribution of facilities across regions, inadequate funding and weak inter-governmental collaboration.

Lessons Learnt

- The need to design and develop new, innovative and sustainable tourism products due to competition from similar destinations in Africa.
- Collaboration with national, regional and international agencies/governments on security and safety concerns is critical in ensuring a secure environment for tourism investment, visitor security and sustained tourist flow.

4.3.3. Programmes and Projects for 2018-2022

Flagship Projects

Specific Flagship programmes/projects will be implemented in line with the National Tourism Blueprint 2030. These include:

Coastal Beach Tourism – This will entail improvement of beach products and enhancement of priority beach nodes (popular beach areas) used by visitors. Specific initiatives include: Mombasa waterfront development (Mama Ngina Drive and Jomo Kenyatta Public beach); development of little theatre in Mombasa; development and implementation of a beach Strategy; Cruise Ship Programme; Incentive Programme to Drive Tourists; establishment of Hotel's Refurbishment Fund; development of Shanzu Creek Tourism Development City; tapping into the blue economy; and attraction of international hotel brands to invest in the coastal region.

Wildlife (Safari) Products - The initiatives include:

- **Maasai Mara Strategy:** Develop a detailed tourism development strategy for the Maasai Mara, visitor information and interpretive strategy and policy, strategic visitor centres, explore establishment of an airport in close proximity, enhance interactions and integration of local communities through cultural experiences, and seek attainment of world heritage status for the Maasai Mara;
- Elevating Amboseli National Park Status to "Must See" Park; and
- Development and transformation of KWS parks into a signature Africa safari product.

Niche Products Development and Diversification: The Sector will develop the following niche products:

- **Business Tourism Initiative:** To ensure that the Meetings, Incentives, Conferences and Exhibitions (MICE) segment in Kenya remains competitive, the Sector will undertake the following: establish and operationalize the National Convention Bureau; remodel and develop the Nairobi International Convention and Exhibition Centre (NAICEC); develop Mombasa International Convention Centre; establish Baraza Kenya as a state corporation to manage Kenyatta International Convention Centre (KICC), NAICEC and Mombasa International Convention Centre; build new KICC tower; modernization and expansion of KICC; and MICE destination marketing.
- **Cultural and Heritage Tourism:** This will involve revamping Bomas of Kenya to a contemporary, authentic cultural tourism experience; enhancing cultural tourism experiences alongside the African safari and nature experience; integrating story telling into existing cultural experiences; development of five (5) Public Programme and Cultural Festivals; development of visitor interpretive centres and enhancing existing home stay products.

In addition, the programme will include: refreshing and revamping key museums and historical sites; development of five (5) Heritage Circuits; digitization of at least three (3) museums sites; uploading virtual tours of digitized sites, enhancing awareness on heritage sites and products, and 100 Best Monuments Programme; rehabilitation and development of heritage assets (The Cradle of Mankind and Fort Jesus Wall Projects); undertaking heritage impact assessments; and development and gazettement of new Museums and Heritage sites/Monuments.

- **Events Strategy:** The Sector will consolidate all events across the country and establish a single calendar of events. This will entail compiling a database (calendar) of tourism-related events taking place across the country, classifying events by type and significance, creating annual signature events, and profiling and promoting off-road challenge events as key tourism activities.

Resort cities

To bolster the viability and sustainability of the LAPSSSET Corridor, three resort cities are planned in Lamu (Mokowe), Isiolo and Turkana (Eliye Springs). These are intended to harness and tap into the rich tourism potential. The concept is to create new tourism corridor based on group tours using the mass transportation network offered by LAPSSSET Corridor.

- **Isiolo Resort City** The Isiolo Resort city is premised on a rich bio diversity and habitation to rare and endangered wildlife species. It will leverage on the 5 National Parks/Reserves and internationally renowned private and community conservancies within the vicinity of the project site. The City therefore presents one of the most unique tourist menu in the country that can be exploited and harnessed to create positive economic impact. The process of procuring land in Isiolo had been initiated under LAPSSSET Programme. During MTP III, the process of procuring land would be finalized. This will be followed by undertaking of feasibility study, develop the Isiolo resort city master plan and develop support infrastructure such as, roads, sewerage, electricity.
- **Turkana Resort City** Lake Turkana Resort City is proposed to be located at Eliye Springs on the shore of Lake Turkana and will ride on the following facilities:- Central Island National Park; Sibiloi National Park; Southern Island National Park; Eliye Springs; and Loiyangalani sites. The process of procuring land for Turkana Resort City had been initiated under LAPSSSET Programme. During MTP III, the process of procuring land will be finalized, feasibility study carried out, develop master plan and support infrastructure such as, road, sewerage and electricity.
- **The Lamu Resort City** The Lamu Resort City is proposed to be at Mokowe and is premised on the rich cultural history including the Swahili village, beaches, unique cultural identity, world heritage sites and national reserves/parks.

Other tourism attractions include mangrove forests, deep sea fishing, archeological sites and water sporting activities. The construction of the resort city is expected to make Lamu one of the leading tourist destinations in the world.

During MTP III, the process of procuring land will be finalized, Environmental Social Impact Assessment (ESIA) study undertaken, develop master plan and supportive infrastructure such as road, sewage and electricity.

Tourism Promotion and Marketing

- **Destination Marketing:** The Sector will continue to intensify promotion and marketing of the destination product offering in a bid to improve tourism earnings and tourist arrivals. Key interventions will include:
 - Delivering an exceptional tourist experience through consultations with key stakeholders, putting in place a system of product sub-brands, and implementing the Safari Innovation and Development Programme;
 - Inspiring the world through Brand Kenya by implementing Magical Kenya's brand initiatives, digital marketing program, a customer relationship management initiative, and deploying a holistic communication plan;
 - Improving the competitive position of Kenya in the sales system by facilitating distribution and sales of Kenya's tourism products in the source markets;
 - Implementation of Kenya Industry Engagement Programme and setting up a Marketing Education Initiative; and
 - Improving performance of tourism marketing through Global Public Relations Campaigns, aggressive advertising campaign and setting up a framework for cascading the marketing strategy locally.
- **Domestic Tourism:** This will be undertaken in collaboration with the County Governments to ensure that every part of the country optimally benefits from the locally available tourist attraction potential. In addition, County-based events such as cultural weeks geared towards fostering national understanding and integration will be encouraged and supported.
- **Standards for tourism facilities and services:** This will entail development of minimum standards for hotels and restaurants, review of the EAC hotel classification criteria, provision of incentives and tax breaks and enforcement of standards for hospitality and tourism training institutions.

Enhancing the Quality of Tourism Training:

The Sector will continue to implement programmes that will promote capacity and skills advancement to the service providers through:

- Tourism service excellence;
- Kenya Utalii College (KUC) re-engineering; and
- Completion of Ronald Ngala Utalii College.

Tourism Financing: The Sector will operationalize the Tourism Transformation Fund, finalize and gazette regulations, and develop disbursement criteria. In addition, it will continue to finance the development and investment in accommodation facilities for increased bed capacity.

Tourism Infrastructure and Enabling services

The Sector will lobby for prioritization of development of key road networks serving key tourism circuits (Malindi – Watamu beach road, Mombasa – Malindi Dual carriage among others). The Air Growth Strategy will be implemented to maximize the air travel potential for Kenyan tourism. This is a facilitative policy to expand affordable local air travel, incentives for low-cost airline operators, lobby for upgrade of airports prioritised by the National Tourism Blueprint 2030 and implementation of open sky policy.

Tourism Research and the enabling services

This will involve operationalization of Tourism Research Institute, the Tourism Protection Service, and Tourism Crisis Centre.

Other programmes and projects

- **National Tourism Data and Information Project.** This will involve Development of an Innovation Hub to spearhead innovation in tourism and Development of a Tourism Satellite Account.

4.3.4 Policy, Legal and Institutional Reforms

- Review the National Tourism Policy and the Tourism Act 2011;
- Institutional reorganization: establishment of National Convention Bureau, Baraza Kenya, Beach Management Board, Tourism Council, Tourism Research Institute under Kenya Utalii College; and
- Establish an inter-governmental coordination mechanism on tourism product development and promotion.

4.4 Trade

“A Formal Sector that is Efficient, Multi-tiered, Diversified in Product Range and Innovative”

Trade remains one of the key sectors expected to contribute towards the attainment of the envisioned 10 per cent Gross Domestic Product (GDP) growth rate in the Vision 2030. This is due to the Sector's immense forward and backward linkages with the other

sectors of the economy in stimulating economic growth and development, employment and wealth creation, driving productivity increase and poverty reduction. During the medium term, the Sector will continue to support the structural transformation of the economy by increasing the share of exports to the GDP.

4.4.1 Situation Analysis

During the MTP II period, various programmes/ projects were implemented aimed at creating an enabling environment for trade and investment. Kenya's competitiveness in ease of doing business improved from position 129 in 2013 out of the 185 countries to position 80 in 2017 out of 190 countries. The value of domestic trade increased from Ksh.380.6 billion in 2013 to Ksh.588.5 billion 2017. However, its share contribution to GDP declined from 8.0 per cent in 2013 to 6.7 per cent in 2017. Exports increased from Ksh.502 billion in 2013 to Ksh.594.1 billion in 2016 and contributed 6.7 per cent of Kenya's GDP while total imports were valued at Ksh.1,725.6 billion in 2017. The export-import ratio deteriorated from 40.4% in 2016 to 116.5 per cent in 2017 due to increase in import volumes and depreciation of Kenyan shilling against the currencies of major trading partners.

Total exports to the East Africa Community (EAC) region increased from Ksh. 124.9 billion in 2013 to Ksh.126.8 billion in 2015 but declined to Ksh.121.7 billion in 2016. In 2017, exports to EAC further declined to Ksh.114.8 billion. The decline was due to contraction of exports to Uganda and Rwanda. The Common Market for Eastern and Southern Africa (COMESA) remained a major export market for Kenya accounting for 74.3 per cent of the total exports to Africa in 2017.

Achievements under the Flagship Projects

- Building Pilot Wholesale Hub in Maragua to serve as model for the Private Sector: Scheme and detailed designs for the proposed Wholesale Hub were completed and geotechnical and topological surveys undertaken.
- Building Pilot Tier 1 Retail Market in Athi-River to serve as model for the Private Sector: Scheme and detailed designs for the proposed Tier 1 Retail Market were completed and geotechnical and topological surveys undertaken.
- Profiling of Producer Business Groups (PBGs): 350 PBGs were profiled through identification of economic activities. The challenges facing the PBGs were also identified as well as expected mitigation measures to address them. A strategy for implementation of PBGs interventions was also developed.
- Establishment of Credit Guarantee Scheme: A Credit Guarantee Scheme Policy and Bill was developed and forwarded to the Cabinet for approval.
- Establishment of Commodity Exchange: A feasibility study was undertaken, standards for 18 commonly traded commodities were developed and the Capital Markets Act amended to license and regulate spot exchange. In addition, stakeholder sensitizations were undertaken both at national and county governments.

Achievements under other Programmes and Projects include:

- **Establishment and Institutionalization of International Road Transport (TIR) Carnet in Kenya and its application in East Africa:** A feasibility study for the compatibility of the transport system to the existing regional trade facilitation and transit instruments in application within EAC and COMESA region was undertaken.
- **Develop a strategy to address the influx of counterfeit goods:** A Strategy on Inter-Agency to address emerging counterfeiting issues, strengthening enforcement and protection of Intellectual Property Rights was developed. Suspected counterfeit goods worth Ksh. 1.558 billion were seized out of which goods worth Ksh. 900 million worth were destroyed.
- **Develop an Export Development Strategy:** The consultative process towards profiling the sectors and identifying the interventions that would lead to higher export performance were undertaken.
- **Construction of Legal Metrology Laboratories in 47 Counties to meet international best practices:** The sector equipped laboratories with electronic comparators and additional E2 and F1 mass standards. In addition, specifications and bills of quantities for water metres and electricity metres type approval laboratories were developed.
- **Regional Integration and Preferential Trade Arrangements**
 - **Tripartite Free Trade Area:** The COMESA-EAC-SADC Tripartite FTA (TFTA) was adopted by the Tripartite Summit in June 2015. Negotiations on tariff liberalization schedule, exemptions and trade remedies were concluded. Kenya has ratified the TFTA.
 - **Continental Free Trade Area (CFTA):** The CFTA was signed by 44 Heads of State and Government of the African Union and ratified by Kenya.
 - **Economic Partnership Agreement (EPA):** EPA negotiations were completed in October, 2014 with the initialling of the agreement by EU and all EAC Partner States. Subsequently, Kenya ratified the EPA in December 2016 and notified the EU.
 - **African Growth and Opportunity Act (AGOA):** AGOA was enacted in 2000 and was to expire in 2015 but extended to 2025. Total exports to US increased by 44.8 per cent from Ksh 29.9 billion in 2013 to Ksh 65 billion in 2016 out of which Ksh 35.2 billion in 2016 were derived from EPZ textile/apparel exports under the AGOA framework. In 2017, the value of exports to US grew to Ksh.129 billion.

- **Bilateral Trade Agreements (BTAs):** BTAs were signed with Sri-Lanka, Nigeria, Qatar, Ghana, Egypt and Jordan as well as Economic and Technical Cooperation with China and Israel. Joint Trade Committees between Kenya and Israel, Jordan, Egypt and India were constituted leading to market access for coffee and tea in Jordan with an initial volume of tea worth US\$ 50 million; expanded market for tea in Egypt; secured market for pulses in India; and negotiated exports of pineapples to Israel.
- **World Trade Organization (WTO) Trade Facilitation Agreement:** Kenya notified Category “A” measures, ratified the agreement in 2015 and established and gazetted a National Trade Facilitation Committee (NTFC) in 2016 to operationalize the WTO Trade Facilitation Agreement. Kenya hosted the 10th (WTO) Ministerial Conference (MC10) in Nairobi in December, 2015. The meeting adopted resolutions referred to as “Nairobi Package”, key among them the decision to stop the use of export subsidies in Global Agricultural Trade by 2020.

Policy, Legal and Institutional Reforms

- National Trade Policy was developed, approved by the Cabinet in December 2016 and launched in July 2017;
- Trade Remedies Act, 2017;
- Legal Metrology Bill was approved by the National Assembly;
- A Draft Trade Development Bill was developed;
- Draft Export Development and Promotion Bill was developed and submitted to State Law Office for legal drafting;
- Proposed amendments to the Anti-Counterfeit Act, 2008 and Anti-Counterfeit Regulations 2010 were prepared and submitted to the Office of the Attorney General; and
- A concept note and working framework for e-commerce policy was developed.

4.4.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

International Trade

- Rising wave of protectionism in Europe, USA and Asia;
- Ratification of the Continental Free Trade Area which is expected to create increased market and competition for Kenyan products and services;
- Brexit could lead to challenges in accessing the UK market;
- Increased appetite for imported goods; and
- Emergence of trading through e-Commerce.

Domestic Trade

- Closure of major retail outlets;
- Multiplicity of licenses, taxes and levies by county governments which has increased the cost of doing business. In addition, some County legislations contravene international agreements that the country has acceded to; and
- Increased trade barriers between counties thus reducing the free flow of goods across the country.

Challenges

- Inadequate funding;
- Influx of sub-standard, counterfeits and contra-band goods;
- Low access to credit hence inhibiting competitiveness and growth of businesses especially Micro Small and Medium Enterprises (MSMEs);
- Multiple trade regulations and existence of Non-Tariff Barriers;
- Delay in enactment of Legislations;
- Inadequate market infrastructure; and
- Inadequate capacity to develop new products, innovation, inventions and value addition on produced goods.

Lessons Learnt

- Effective collaboration, networking and linkages between the Government, the private sector and development partners is critical for successful implementation of key programmes;
- There is need to take stock and review the various Bilateral Trade Agreements in order to ensure maximum benefit to the country; and
- Adequate and sustained funding is necessary for effective implementation of flagship projects.

4.4.3 Programmes and Projects for 2018-2022

The Sector targets to attain position 45 in the ease of doing business as well as increase the value of domestic trade to Ksh.650.4 billion and the value of exports to Ksh.2,204 billion by 2022. To attain these, the Sector will implement the following programmes and projects:

Flagship Projects Pilot Wholesale Hub in Maragua: This will entail completion of standards for the Wholesale Hub, engagement of a Transaction Advisor and construction of the Wholesale Hub to serve as a model for the county governments and private sector.

Tier 1 Retail Market in Athi River: This will entail completion of Standards for the Tier 1 Retail Market, engagement of a Transaction Advisor and construction of the Tier I Market. It will serve as a model for the County Governments and the Private sector.

National Commodities Exchange: This will include development of a legal and regulatory framework, contracting collateral management, developing standards for the commodities to be traded, developing market information system, operationalization of warehouse receipt system, sensitizing the relevant stakeholders and operationalization of the exchange.

Export Credit Guarantee Scheme: The project will unlock the credit potentials in the export sector by creating a facility to provide guarantees to exporters and importers of Kenyan goods and services and will entail enactment and operationalization of the Credit Guarantee Scheme Bill.

World Trade Centre and International Exhibition and Convention Centre: The key activities will include: feasibility study on the establishment of the World Trade Centre in Nairobi; identification of land and cooperation agreements with the Agricultural Society of Kenya; resourcing and development of the Physical Exhibition and Convention Centre.

Other Programmes and Projects

Domestic Trade Development and Promotion

- Development of e-Commerce Policy;
- Strengthening of Business Membership Organizations (BMOs);
- Implementation of Buy Kenya Build Kenya Strategy;
- Modernization of existing warehouses and establishment of modern warehouses; and
- Establishment of one-stop office for business information and licences.

Export Trade Development and Promotion

- Development and implementation of National Export Strategy;
- Establishment of an Export/ Import Financing Bank;
- Establishment of an Export Development Fund;
- Establishment of a Centre for Product Design and Development (CPDD);
- Establishment of logistics bases and distribution hubs for Kenya's exports;
- Implementation of International Road Transport (TIR) Carnet System;
- Registration of Iconic Geographic Indications for prime Kenyan products;
- Establishment of warehouses and distribution centres in DR Congo;
- Export diversification and revival of the lost products (tariff lines);
- Kenya Merchant Shipping Project: Establish a shipping line with dedicated berths;
- Operationalize the Trade Remedies Agency;
- Establishment of Secretariat for National Committee on WTO Agreement on Trade Facilitation;
- Establishment of National Trade Negotiation Council (NTNC);
- Strengthening and expanding commercial representation abroad and opening Commercial Centres;
- Opening of Commercial Centres in London, New York and Dubai;
- Revival and Strengthening National Non-Tariff Barriers/Measures Monitoring Committee;
- Expand Kenyan Share of the US\$84 Billion US Textile Market;
- Maintenance of Strong Strategic Partnerships;
- Promotion of Regional Integration; and
- Northern Corridor Development Project.

Entrepreneurship and Business Development Services

- Business Management Consultancy Services for SMEs;
- Establishment of Empretec Centre for promotion of entrepreneurship and MSMEs; and
- Establishment of MSME Tool Room as part of incubation centre at Kenya Institute of Business Training (KIBT) Parklands complex.

Fair Trade and Consumer Protection

- Development of Anti-Counterfeit Agency Quick Response solution;
- Development of Enforcement Case Management System;
- Baseline survey to establish the magnitude of counterfeiting by sector in Kenya;

- Capacity building for Anti-Counterfeiting champions in Kenya;
- Modernization of the Standards Laboratory;
- Construction of Legal Metrology Laboratories; and
- Accreditation of Legal Metrology Department.

National Branding Programme

- Mark of Identity Programme;
- County Competitiveness Programme; and
- Public Service Branding Programme.

Cooperative Development and Marketing

- Dairy Sector Development; and
- Coffee Sector Development.

4.4.4 Policy, Legal and Institutional Reforms

Policies Reforms

- Develop e-Commerce Policy and its legal & regulatory framework; and
- Develop National Branding Policy.

Legal Reform

- Enact National Trade Development Bill;
- Enact National Commodities Exchange Bill;
- Enact Export Promotion and Development Bill;
- Enact National Credit Guarantee Bill;
- Operationalize Trade Remedies Act;
- Anchor Brand Kenya Board under an Act of Parliament;
- Develop regulations to operationalize the Legal Metrology Act;
- Review of Trade Descriptions Act to align it with the devolved system of Government;
- Amend the Kenya Consumer Protection Act to provide for establishment of a Board instead of a committee and operationalize the Act; and
- Amend the Anti-Counterfeit Act, 2008.

Institutional Reforms

- Rebrand Weights and Measures Department to Legal Metrology Department;
- Transform KIBT into a Semi-Autonomous Government Agency; and
- Transform the Export Promotion Council to an Authority.

4.5 Business Processes Outsourcing (BPO)

“To be a Top Offshoring Destination in Africa”

The growth in the global business outsourcing industry offers a clear opportunity for Kenya to exploit IT-Enabled Services (ITES). The BPO subsector provides a significant contribution to the creation, networking, and funding of a burgeoning tech cluster around Nairobi. The growing reputation of Nairobi as East Africa’s tech hub has also contributed to attracting a number of foreign investments in ICT. Kenyan BPO operators have become increasingly sophisticated leading to introduction of Knowledge Process Outsourcing (KPO), in areas such as research, customer profiling, social media management and graphic design.

The Sector plans to enhance public communications through gathering and packaging of news and information on the “Big Four” initiatives in different languages for dissemination in a Contact Centre. The Sector will also train and provide mentorship to youth online and equip them with skills to access available information and opportunities in the investment, trade and manufacturing sectors.

4.5.1 Situational Analysis

In order to exploit existing capacities under BPO, the Government is implementing various initiatives such as universal access to ICTs, promotion of the BPO/ITES, capacity building through the Ajira Digital programme. The Sector made progress in rolling out e-government services and developing innovative ICT Industry to ensure favourable government policies and exciting digital development in the ICT market.

During the review period, the sub-sector realized the following achievements:

- Established one (1) Centre of Excellence at the University of Nairobi to improve Kenyan youth’s employability and reduce skills gap;
- Partnered with Carnegie Mellon University (CMU) to develop a tool for software development certification;

- Established an ICT business incubator at Nailab to support ICT start-ups and entrepreneurs with business ideas;
- Digital Villages (Pasha Centres) were established to bring affordable technology and services to remote locations in the country;
- BPO Incentive Package: The Special Economic Zones Act 2015 was enacted.
- Implemented Digital Literacy Programme (DLP). Under this programme, the following was achieved:
 - Connected 22,675 public and private schools with electricity to support DLP;
 - Trained National ICT champions, trainer of trainers on basic ICT training, ICT certification and training and DLP devices handling;
 - Assessed 19,555 schools on e-readiness;
 - Completed digital content for class 1,2,3;
 - Supported the training of over 2,000 mass media personnel to boost the national talent pool on mass media skills;
 - Trained and graduated the 1st batch of 100 young professional's in ICT skills and leadership under the Presidential Digital Talent Programme;
 - Trained over 2,000 youths on basic BPO skills and connected them to online secure jobs through Ajira Programme;
 - **The National Government signed a contract with the National Government Constituencies Development Fund Board to roll out innovation hubs in the 290 Constituencies across the country offering free Internet under Constituency Innovation Hubs (CIH) project;**
 - Developed and operationalized five Studio Mashinani facilities in Mombasa, Kisumu and Nairobi to empower youths to develop and commercialize their talents and innovations at subsidized rates; and
 - Developed Six (6) ICT standards on infrastructure, information security, ICT human capital and workforce development, systems and applications standard.
- Conducted e-readiness assessment in all the counties to identify gaps to improve counties' efficiency and effectiveness in public service delivery;
- Trained and certified 285 ICT professional staff across the 47 counties on business process re-engineering, cyber security, project management and IT service management; and
- Trained 700 Office Administrators across the 47 counties on productivity tool for managing modern government office and security of government IT assets.

4.5.2 Emerging Issues, Challenges and Lessons Learnt

Challenges

- Inadequate legislation to institutionalize the agencies in charge of ICT in the Country and facilitate collaboration of government agencies in terms of data applications and data sharing;
- The legislative base regulating the youth internship is not comprehensive enough to warrant broad employment across the region, globally nationally and in counties;
- Infrastructure challenges that include: vandalism of ICT infrastructure, lack of harmonized data management system, limited penetration of telecommunication infrastructure in rural areas, and inadequate supply of affordable and uninterrupted power supply;
- Lack of National ICT Qualification and Capability Framework;
- Inadequate ICT skills in the public sector workforce relative to demand to provide online services to citizens;
- Risk of security breaches and data compromise;
- Lack of a policy on ICT human capital development;
- Limited interoperability of government systems;
- Rapid technological change; and
- Low ICT literacy levels among citizens that reduces uptake of e-services rolled out by Government.

Lessons Learnt

- The difference in technological growth between the rural and urban areas is limiting public awareness on the employment opportunities being created by ICT;
- Introduction of online jobs in the country through the *Ajira* Digital Programme plays a key role in providing livelihood for the Kenyan youth; and
- Devolution has created the 47 counties with business hubs that companies are now targeting for expansion.

4.5.3 Programmes and Projects for 2018-2022

Flagship Projects

Konza Technopolis: A smart sustainable city and an innovation ecosystem is being developed in Konza to contribute to Kenya's Knowledge-based economy. During the Plan period, the Sector will continue implementing projects under phase I which include: construction of National Data Centre and associated ICT infrastructure, tarmacking 40Km of murrum roads, construction of waste water

reclamation facility, provision of electrical network, construction of solid waste management system, and marketing Konza Technopolis to attract investors.

Digital Literacy Programme (DLP): The programme aims at enhancing the quality of teaching and learning in public primary schools. It will entail distribution of ICT devices to schools not covered in Phase I, construction of a computer lab in all schools to accommodate 50 pupils, develop cloud infrastructure for digital content and capacity build teachers to support the DLP.

Presidential Digital Talent Programme (PDTP): The project provides a one-year internship to ICT graduates to enhance their skills and enable them acquire gainful employment. The Government will continue to scale up the development of a critical pool of local high-end skills personnel to meet the needs of the industry and the entire economy. The Government will increase the current number of interns from 400 to 2,500 under the PDTP.

Other Programmes and Projects

National ICT Human Capital and Workforce Development

This programme will entail:

- **ICT Academy:** The Sector will establish an ICT Academy to conduct ICT capacity building for the public sector;
- **ICT Professionals Skills Development:** The project will involve development of an ICT National Qualification Framework for ICT professionals and develop a database to capture ICT professionals in the country; and establishment of a certification framework for ICT professionals and training;
- **Citizen Digital Literacy Programme.** This programme will improve digital literacy of 5 million adult citizens (senior citizens, women, and youth) on ICT skills to enable citizens interact with government, access government services and increase utilization of technology;
- **National ICT Authority Offices at the County Level.** The Government will decentralize national ICT services to cover all the 47 counties to support critical National Government ICT systems and infrastructure at the county level to improve services delivered to citizens;
- **Establishment of ICT Research & Development Centre:** This targets establishment of a fully-equipped facility for research and development in Information and Communication Technologies (ICTs) to stimulate innovation and economic growth;
- **Ajira Programme:** This will involve provision of infrastructure (Studio Mashinani and Constituency Innovation Hubs), training youth on basic BPO/ITES skills and connecting them to secure online jobs;
- **Public Information Management:** The programme involves licensing of radio and TV stations, newspapers and internet service providers; production of annual Kenya Yearbook publications; production of weekly government newspaper; mainstreaming of public communications; gathering, packaging and dissemination of news and information; modernization of Kenya News Agency (KNA); training of journalists; media complaints arbitration; media monitoring and development; and review of related policies;
- **Local Digital Content Development:** The Government will promote the development of local digital content through formulation and review of necessary policy frameworks, transformation of KNA into a Digital Content Agency and development of Data Centres for data storage and retrieval;
- **ICT and Mass Media Skills Development.** The project entails upgrading infrastructure and modernizing training equipment at the Kenya Institute of Mass Communication. This will include establishment of a tuition centre and state of the art technical studio and library. The Sector will also establish a referral Centre of Excellence in mass media training and product innovation;
- **Establishment of ICT Research and Development Centre:** The Government will facilitate the establishment of an ICT Research and Development Centre at the Multi-Media University of Kenya to spur growth in the BPO/ITES Sector;
- **Establishment e-Commerce Hub:** The project involves development and operationalization of hub to offer warehousing and distribution logistics for e-commerce in Eastern and Central Africa region through leveraging on the Postal Corporation of Kenya infrastructure and regional postal operators networks;
- **ICT Innovation and Enterprise Kenya:** The programme will facilitate commercialization of ICT innovations and Internet Protocol (IP); create incentives to encourage Angel Investors to invest in start-up companies; and promote effective partnerships for local ICT companies abroad; enhance capacity of local firms to undertake outsourced work; market the local ITES industry and attract two (2) BPO players;
- **Regional ICT Ecosystem Initiative:** This project aims at enhancing cross border broadband connectivity through harmonisation of tariffs on mobile voice calls, SMS and data transmission within the EAC and COMESA regional integration blocks, promotion of cross border trade using electronic transactions and through implementation of the EAC One Network Area and SMART Africa projects;
- **Government Call Centre:** This project proposes to develop Multilingual Contact Centres in all counties where Kenyans and visitors can obtain information on Government services and programmes, national issues of concern as well as provide feedback;
- **Media Park:** The programme will establish a Media Park in Nairobi to provide skills, competence and physical facilities for media development in entertainment, edutainment and mini-media; and
- **Digital Villages:** The purpose of the project is to build a sustainable market for the Kenyan media industry by ensuring that

Kenyans have ready access to media products and services as well as to deliver edutainment to Kenyans at the grassroots level.

4.5.4 Policy, Legal, Institutional Reforms

Policy reforms

- Develop and implement Digitization Strategy, Roadmap and Standards; and
- Develop Government Digitization Records Policy.

Legal Reforms

- Review Information Communication Technology Regulations;
- Fast track enactment of ICTA Bill, KoTDA Bill and e-government Act and Regulations; and
- Review Kenya Information Communications Act.

Institutional Reforms

- Develop ICT innovators and content creators institutional framework; and
- Restructure the Konza Technopolis Development Authority (KoTDA), Information Communication Technology Authority (ICTA), KNA, Kenya Broadcasting Corporation (KBC), Postal Corporation of Kenya (PCK) and Government Advertising Agency (GAA).

4.6 Financial Services

“A Vibrant and Globally Competitive Financial Sector driving high level of savings to finance Kenya’s investment needs”

The Financial Services Sector (FSS) is critical for the achievement of the 10 per cent annual GDP growth rate as envisaged in the Kenya Vision 2030. A significant increase in investment is needed for mobilizing both domestic and international resources towards achieving the Vision 2030. The FSS will finance the ‘Big Four’ development initiatives with the goal of raising the share of manufacturing sector to 15 per cent of Gross Domestic Product (GDP); ensuring that all citizens enjoy food and nutrition security by 2022; work towards achieving universal health coverage as well as delivering 500,000 affordable housing units. The goal of the Sector will be achieved by deepening financial markets focusing on enhancing effective access to financial services and improving efficiency while maintaining financial stability.

4.6.1 Situation Analysis

The Sector is made up of five sub-sectors namely banking, capital markets, insurance, retirement benefits/pensions, and savings and credit co-operatives (Saccos). During MTP II, the Sector made significant achievements. Banking remained the largest sub-sector by assets and the most systemically significant. The usage of the Banking System by adults grew from 29 per cent in 2013 to 38 per cent in 2016. Capital markets recorded strong asset growth with the Nairobi Securities Exchange (NSE) All Share index and Market Capitalization recording growth rates of 11.91 per cent and 15.65 per cent respectively in 2017. However, the level of new investment, raised through public offerings remained limited with only 67 companies listed on the NSE by 2017.

Insurance continued to be a relatively niche sub-sector with the level of usage remaining at 6 per cent of the population and contributing 1.5 per cent to GDP in 2016. By 2016, 19 per cent of the population had some form of Health insurance cover with the statutory National Hospital Insurance Fund (NHIF) at 21 per cent. In 2017, membership to NHIF grew to 6.8 million persons up from 6.1 million in 2016 accounting for 11.1 per cent increase. There were approximately 1,200 registered retirement benefits/pensions schemes with over 2.2 million members in 2017. Usage of formal pensions increased from a relatively low base to 12 per cent of adults.

The Saccos sub-sector makes an important contribution to financial access reaching 13 per cent of the population. It is dominated by 176 deposit taking Saccos, and 3,600 non-deposit taking Saccos. In 2016, Saccos accounted for 4.6 per cent of the assets in the financial system.

Access to formal financial services rose from 66.9 per cent of the adult population in 2013 to 75.3 per cent in 2016. The interest rate spread, used as a proxy for efficiency, declined from 11.4 per cent to 8.0 per cent mainly as a result of introduction of legislation to limit bank interest rates in 2016. Financial Sector stability was maintained despite instances of commercial bank failures.

The gross national savings rate increased steadily over the last Plan Period rising from 11.2 per cent at the end of 2013 to an estimated 18.3 per cent of GDP by mid-2017 (Table 4.2). On the other hand, the private and other government investment ratios more than doubled growing from 11 per cent to 24.4 per cent, over the same period. This was accompanied by a significant expansion in the Financial Sector with the share of GDP rising from 6.6 per cent to 7.1 per cent in 2013 and 2017 respectively.

Table 4.2: Key Financial Services Sector indicators

Indicator	Unit	2012	2013	2014	2015	2016	2017*
Overall							
Gross national savings	% of GDP	10.4	11.2	14.4	16.8	17.8	18.3
Private and other government investment	% of GDP	11.0	12.9	22.5	23.3	23.9	24.4
Financial sector contribution	% of GDP	5.9	6.6	6.8	6.8	7.1	7.1
Sub-sectors							
Banking assets (net)	KSh.bn	2,028	2,365	2,791	3,285	3,468	4,735
Capital markets assets	KSh.bn	2,049	2,807	3,253	3,209	3,262	3,638
Insurance assets	KSh.bn	240	296	355	390	425	580
Retirement benefit assets	KSh.bn	548	696	788	814	913	1,003
Deposit-taking Sacco assets	KSh.bn	202	257	302	343	393	448

*2017 figures are estimates

Source: CBK

The Sector achieved the following:

- Established Nairobi International Financial Centre Authority (NIFCA);
- Developed Capital Market Master Plan 2014-2023 to drive the long-term development of capital markets;
- Demutualised the Nairobi Securities Exchange (NSE);
- Established new market segments for Real Estate Investment Trusts and Asset Backed Securities;
- Introduced a new code of corporate governance for issuers of securities;
- Developed a framework for Global Depository Receipts (GDR) and Global Depository Notes (GDN) and securities lending and borrowing;
- Reviewed legislation, regulation and guidelines governing the Financial Sector Regulatory Authorities;
- Implemented National Payments Act, 2011 where over 200 government services were fully digitised;
- Developed a syllabus for financial education in secondary schools;
- Amended Insurance Act 2015 to define micro-insurance and developed micro-insurance policy and regulations;
- Launched the M-Akiba retail savings bond;
- Launched a Growth Enterprise Market Segment (GEMS) aimed at expanding the reach of the market beyond the large corporates which currently dominate the securities exchange;
- Launched Kenya's first international sovereign bond and created a hybrid bond market;
- Signed the East African Monetary Union Protocol;
- Completed legal and regulatory framework for the EAC Securities Market;
- Finalized a draft Bill for the proposed East African Monetary Institute (EAMI), the precursor to East Africa Central Bank (EACB); and
- Developed the National Policy on Climate Finance and the National Climate Change Act, 2016.

4.6.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- Capping of interest rates;
- Emergence of cryptocurrencies;
- Investing in Treasury instruments using digital technology (M-Akiba);
- Floating of Sovereign Bond; and
- Extension of NHIF coverage to the Informal Sector.

Challenges

- Poor market conduct, weak consumer protection and inadequate regulatory oversight;
- Inadequate access to finance for SMEs;
- Slackening of growth in private sector credit;
- Low insurance penetration;
- Low pension coverage;
- Limited use of electronic payments in many parts of the economy;
- Low utilization levels of many financial services; and
- Limited effective competition in some segments.

4.6.3 Projects and Programmes for 2018-2022

Flagship projects

Nairobi International Financial Centre (NIFC): The project aims at making Kenya a major regional Centre for financial services in the sub-Saharan Africa. The initiatives to actualize this include: operationalization of the NIFCA; development of NIFC Strategy; creating a one-stop shop for incorporation; developing an Investor Guide; developing the strategic incentives aimed at attracting firms; and marketing the NIFC.

Financial Services Authority (FSA): The aim of establishing FSA is to enhance the effectiveness of prudential oversight of the non-bank financial sub-sectors and improve the overall efficiency of the regulation structure. The key initiatives include: enactment of the new legislative framework; operationalization of the new FSA and merger of the regulatory agencies; and establishment of an integrated market conduct framework.

Digital Finance: This will be a major cross-government initiative with the aim of exploiting Kenya's established lead in digital finance. To achieve this, the following key interventions will be undertaken: development of strategy and policy framework; strengthening of the national digital identity system; strengthening of business registration Services to provide electronic Know Your Customer (eKYC) to all financial sector players; and enhancing retail infrastructure for cashing in and cashing out of digital money. In addition other initiatives will include development of new universal national payments addressing system and single payments API; establishment of single national biometric identity standards; digitisation of government payments; and development of policy, legal and institutional frameworks to support FinTech.

Capital markets deepening: The Sector will continue to implement the ten-year Capital Markets Master Plan (2014-2023). Key elements will include implementation of a new derivatives market; diversification of capital market products; strengthening capital markets infrastructure and institutions; promoting cross border trade and supporting infrastructure financing by Counties and National Government through the capital markets.

Other Programmes and Projects

Architecture of the Financial Sector: This programme is aimed at enhancing stability and competition in the Financial Sector. This will be achieved through: development of a Macro-Prudential Supervisory Framework and Financial Sector Crisis Management and Resolution Framework; revising National Insurance Policy; supporting 100 per cent Universal Health Coverage through the review of insurance policy and regulatory framework; designing and implementing a multi-tier health insurance model; preparing Retirement Benefits/Pensions Policy Paper and Bill; preparing National Sacco Strategy; establishment of regulatory sandboxes and implementation of recommendations from market enquiries into the banking leasing sectors.

Modernise Supervision: The aim of this programme is to improve the stability of the Financial Services Sector. The programme will entail full implementation of risk based supervision, strengthening the regulatory framework and capacity across all sub-sector regulators including the Financial Reporting Centre (FRC).

Financial Capability: The programme is aimed at enhancing access, usage quality and impact of financial products. This will be achieved through rolling-out of national financial education and customer awareness, and developing and implementing a consumer protection framework.

Long-term Saving: The programme aims at increasing opportunities for individual savings for personal investments in health, education, housing among others and to reduce vulnerability by providing pensions and insurance. It will entail designing and launching new micro-insurance products; reforming public service pension schemes; development of agricultural and livestock insurance; establishment of an Insurance Innovation Hub; and creation of regulatory framework for Sharia Compliant Micro- *Takaful* Insurance.

Lending and Investment Environment: The programme aims at increasing productive investment in small and medium enterprises (SMEs). Initiatives to achieve this will include: development and implementation of the Moveable Asset Registry; developing of Leasing Legislation; developing of Agriculture and Affordable Housing Lending Schemes; and further development of Credit Information Sharing. The Government will further undertake a number of policy initiatives including credit guarantee, digital finance, and extending frontiers of credit provision – both physical & virtual, in order to increase access to credit.

Government Debt Market: The programme aims at increasing debt sustainability and reducing costs of government debt. Interventions to achieve this will include: expansion of the M-Akiba savings product; creation of new government debt-based products; implementation of the Hybrid Bond Market Project; consolidation of outstanding bonds and issue of large benchmark bonds; increasing liquidity and lengthening of the yield curve; expansion of the maturity period of treasury bonds; implementation of the Government Securities Market Makers initiatives; and development of new trading platforms including internet banking and an Electronic Trading platform.

EAC Financial Services Integration: The programme is designed to promote greater integration in financial services across the EAC in order to facilitate cross border operations and movement of capital. This will include further work on integration of banking supervision, development of East Africa Payment Systems, capital markets development and development of an EAC Retirement Benefits Policy.

Climate Finance and Disaster Risk Financing: Key initiatives will include developing a strategy for climate finance to operationalize the Climate Change Fund (CCF), piloting the issuance of green bonds, implementation of the National Policy on Climate Finance, increasing the provision and uptake of climate financing and increasing the level of climate financing available for priority sectors (transport, agriculture and energy), implementation of the disaster risk financing strategy.

4.6.4 Policy, Legal and Institutional Reforms

Policy Reforms

- Develop Kenya digital finance policy paper;
- Develop a national payments system strategy;
- Develop a National Insurance Policy, and a National Retirement Benefits Policy;
- Review the Health Insurance Policy and Regulatory Framework; and
- Develop a strategy to implement the National Climate Finance Policy.

Legal Reforms

- Enact Financial Services Authority Bill;
- Review the National Payments System Act, 2011 and the National Payments System regulations 2013;
- Develop National Standards on Authentication;
- Review KYC regulations under current legislation;
- Enact the Securities, Investments & Derivatives Bill;
- Review of the Insolvency Act, Companies Act, Capital Markets Act, Central Depositories Act and Kenya Deposit Insurance Act and establishment of a Sukuk framework;
- Review the legal framework to support infrastructure financing;
- Develop regulations and guidelines to encourage enhanced market conduct;
- Develop legislation on leasing;
- Amend legal/regulatory framework for credit information sharing; and
- Review of the Banking Act, 2016.

Institutional Reforms

- Merge the existing sub-sector regulators;
- Consolidate the Development Finance Institutions (DFIs) including Industrial Development Bank (IDB) Capital Limited, Tourism Trust Fund, Industrial and Commercial Development Corporation (ICDC) into Kenya Development Bank; and
- Consolidate various Government Funds (Uwezo Fund, Youth Enterprise Development Fund, Women Enterprise Fund, and MSEA) into Biashara Kenya Fund.

4.7 Oil, Gas and Mineral Resources

“Promoting sustainable development of the Extractive Sector”

Oil, gas and mineral resources are spread across the geographical space of the country and raise potentials of socio-economic opportunities. 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. This is in tandem with the aspirations of the Government in the implementation of the “Big Four” development initiatives namely food and nutrition security, affordable housing, manufacturing and universal health coverage.

4.7.1 Situation Analysis

During MTP II, the Sector registered several achievements as indicated below:

Oil and Gas Sub-Sector

The achievements included: construction of a 122Km long, 12-inch diameter parallel petroleum pipeline from Sinendet to Kisumu; installation of mainline pumps in seven inter-stations along the Mombasa-Nairobi pipeline (Line I); modification of tanks and related facilities for receipt of crude oil for the interim scope for the Early Oil Pilot Scheme (EOPS); drilling of 17 oil exploratory and 22 appraisal wells; completion of the roadmap and report towards a Petroleum Master Plan for Kenya; gazettelement of additional 17 new oil exploration blocks; development of the Strategic Environment and Social Assessment (SESA), and Gender Assessment Guidelines. In addition, 51 wells were drilled (well density of 10 wells per year).

Mineral Subsector

The achievements included: extraction of heavy sand in Kwale County; enactment of the Mining Act, 2016; construction of the Gemstone Value Addition Centre in Taita/Taveta County and upgrading of the Online Transaction Mining Cadaster Portal. In addition, the Cabinet

approved the establishment of the National Mining Corporation in April 2016 as contained in the Mining Act, 2016. The Corporation will act as the investment arm of the National Government in mining. The sub-sector established the web-based system launched in February 2015 that allows online application, renewal and payment for mining rights at the convenience of the mining stakeholders.

Achievements under Policy, Legal and Institutional reforms include:

- Formulation of the National Energy and Petroleum Policy 2015;
- Petroleum Bill 2015 prepared, passed by the National Assembly and submitted to the Senate;
- Completion of a model Production Sharing Contract (PSC) in 2015 that was also approved by the Cabinet;
- Preparation of the Petroleum Exploration, Development and Production (Local Content) Regulations, 2014;
- Development of the Mining and Mineral Policy which culminated into the Sessional Paper No. 7 of 2016 on Mining and Minerals Policy;
- Mining Act 2016 came into effect in May 2016 replacing the colonial Mining Act of 1940 (Cap 306);
- Drafting of 18 out of 21 Mining Regulations and Guidelines to operationalize Mining Act 2016. Out of the 18 regulations developed, 14 have been validated by stakeholders and 13 of them published; and
- Implementation of an Online Transaction Mining Cadaster Portal (OTMCP) to reduce bureaucracies in issuance and application of licenses. The system is under reconfiguration to conform to the Mining Act, 2016.

4.7.2 Emerging Issues, Challenges and Lessons learnt

Emerging Issues

- Slowdown in investment in the Sector due to decline of international crude oil and other minerals prices;
- Insecurity which affects exploitation of resources in areas prone to attacks;
- Regional re-alignment which led to crude oil pipeline route adjustment and oil and gas importation and transportation through the Central Corridor; and
- Mainstreaming of Climate Change Act 2016 in the Sector policies, programmes and projects.

Challenges

- Land access and compensation causing project delays and increased cost;
- Inadequate financial resources;
- High incidences of insecurity in project areas;
- Inadequate appropriate equipment and technical skills in the sector;
- Maritime boundaries disputes hindering extractive activities;
- High community expectations in exploration and development which slows down project implementation; and
- Inadequate data on oil and gas blocks, and other minerals to inform investment decisions.

Lessons learnt

- Strong collaboration between national and county governments including engagement of other stakeholders is key in the implementation of programmes and projects;
- Involvement of local professionals in all phases of project implementation ensures capacity building and knowledge transfer;
- Managing community expectations needs a structured framework; and
- Value addition of minerals improves the country's competitiveness.

4.7.3 Programmes and Projects for 2018-2022

Flagship Projects

Commercialization of the Oil and Gas Discoveries: The programme entails implementation of Early Oil Pilot Scheme (EOPS) Project; Final Field Development Plan for South Lokichar field Basin (blocks 10BB and 13T); Drilling of production and re-injection wells; Drilling of exploratory and appraisal wells; Gas exploration, production and utilization while ensuring environmental integrity; and Government Back-in participation in Oil producing Blocks.

In addition, a Regional Hub for Upstream Petroleum Services will be developed and local content development enhanced by establishing (a) Geochemical and Petro-physical laboratory and National Seismic Processing Centre, and (b) an Upstream Drilling Service Unit; and De-risking Exploration Acreage through establishing Multi-Client Ventures in Data Acquisition, digitizing National Data Centre (NDC), and undertaking Licensing Rounds.

Complete Early Oil Pilot Scheme (EOPS) Project: The Early Oil Pilot Scheme (EOPS) is an initiative by the Government of Kenya (GoK) and the Kenya Joint Venture (Tullow Oil, Africa Oil Corporation and Maersk) to use the existing road infrastructure to transport crude oil from Lokichar to Mombasa for export. The key objectives for EOPS are to enable Full Field Development and establish Kenya as

an oil exporter commencing with testing the international market for Turkana crude. Although the project is not generating profits, it is envisaged that the scheme would create an investment case that would capture the immediate non-monetary benefits of early oil for the key stakeholders involved.

Capacity Development for Oil and Gas through the Kenya Petroleum Technical Assistance Project (KEPTAP): This will enhance capacity of institutions in Petroleum sector through supporting training, and development and implementation of the requisite policies and plans. These entail: Capacity Building and Field Development Planning; Implementation of Institutional Review Study; Procurement of an internationally recognized consultancy to review and ascertain the credibility of South Lokichar Field Development Plan (FDP), and development of local content policy and regulations to govern local content in the oil and gas sector

Construction of Lokichar-Lamu Crude Oil Pipeline: The project involves development of the crude oil pipeline from Lokichar to Lamu for transportation of the oil for export and early monetization of the resource. The pipeline system will include a 840Km pipeline, pumping stations, heating system, marine terminal storage and export facility and all associated facilities.

The pipeline will pass through Turkana, Samburu, Isiolo, Garissa, Tana River and Lamu counties. This will commence once the Environmental and Social Impact Assessment (ESIA) and Front End Engineering Design (FEED) are completed and Final Investment Decision (FID) taken. This will have added climate change benefits through the avoidance of greenhouse gases emissions.

Expansion of National Pipeline Network: Bulk of petroleum products is still transported by road from the pipeline depots to various towns and markets. The national pipeline expansion programme aims at constructing spur lines (extending the pipeline to key towns). This will ensure that the cost, efficiency, environmental, climate change mitigation and safety benefits of pipeline transportation are spread nationally. A feasibility study will be undertaken to inform and prioritize the pipeline expansion investments and implementation of the programme.

LPG Distribution and Storage Project in Mombasa and Nairobi: The project aims at enhancing LPG supply infrastructure through development of 20,000 MT bulk LPG import handling and storage facilities in Mombasa, and 2,200 MT bulk storage facilities in Nairobi. This will ensure availability and accessibility of LPG at competitive prices to support promotion of the use of LPG as a household fuel, enhance socio-economic development and climate change benefits.

Enhancement of Petroleum Products Storage Capacity in Mombasa: The project will entail converting the idle crude oil storage tanks for white oil (Petrol/ Diesel) use, fully integrating the KPRL and expanding the oil and gas facilities. The integration will result in additional storage and efficiency in handling of petroleum imports, thereby reduce demurrage expenses, enhance security of supply of petroleum products, enhance environmental integrity and consequently positively impact the pump prices.

Establishment of Centre of Excellence in Oil and Gas: Kenya Pipeline Company (KPC) in collaboration with Southern Alberta Institute of Technology (SAIT) of Canada, will fast track establishment of a Centre of Excellence at the Morendat Institute of Oil and Gas (MIOG). The Centre's objective will be to bridge the skills gap and, build capacity in pipeline management, oil and gas operations and maintenance for the country and the region.

Mwananchi LPG Project (National LPG Enhancement Project): The project will upscale LPG usage by increasing LPG per capita consumption from two (2) Kg per person per year to fifteen (15) kg. Five million 6 kg LPG cylinders will be bought and distributed across the country with the objective of enhancing LPG penetration from 10 per cent to 70 per cent and thereby provide an affordable and cleaner alternative to forest-based fuels for the urban poor and the rural population. In addition, 40 mini LPG storage and filling plants (LPG skids) will be installed to be operated by women and youth.

Development of a Regional Hub for Upstream Petroleum Services: This programme will enhance local content development. This will entail setting up a Geochemical and Petro-physical laboratory and a National oil and gas Seismic Processing Centre in Nairobi, and establishing an Upstream Drilling Service Unit.

Quality Assurance of Petroleum Products: This project aims at intensifying monitoring of petroleum products quality standards to ensure compliance; prevent diversion of products meant for export into the local market; eradicate illegal LPG refilling, and minimize environmental degradation.

Geological Surveys: These will constitute carrying out aerial geophysical surveys to establish potential areas of mineralization by undertaking Nationwide Airborne Geophysical Survey, Nationwide Geological Survey Ground Follow-up, Marine Geophysical survey and Geological Mapping, Mineral Exploration and Evaluation.

Internationally Accredited Mineral Certification Laboratory (IAMCL): The project will be located in Madini House, Nairobi and will entail procurement of specialized laboratory equipment and ensure geo-technical laboratory is incorporated in the IAMCL. In addition, the accreditation process will be pursued.

Establishment of Geological Data Bank: The project will entail equipping and commissioning a repository centre to host geological data and information. Data and information on known mineral quantities will be availed to users at affordable prices. This will generate revenue to government.

Enhancing Mining for Development: This will entails construction, equipping and operationalizing the Mineral Value Addition Centres (the Gemstone Value Addition Centre in Taita-Taveta County; Granite Processing Plant in Vihiga County, a Gold Refinery in Kakamega County and Gypsum Products Manufacturing Plant in Garissa/Tana River County); mineral promotion and investment; establishing mineral and metal commodity exchange, and hosting the African Mineral Development Centre.

Capacity Building of Artisanal and Small Scale Miners (ASM): The project will involve formalization of Artisanal and Small-scale Miners and ensure that the Explosive Act is complied with and fully enforced. In addition, preparation of inventory and zoning of areas with construction materials will be undertaken.

Minerals and Metals Commodity Exchange and Mineral Promotion and Investment: The project entails establishment of commodities exchange to facilitate mineral trading and marketing Kenya as a mining and investment destination.

Other programmes and projects

- Security of Supply of Petroleum Products: The project will enhance storage capacity of petroleum products from 989,000 m³ to 1,222,000 m³;
- Implementation of Oil for Development (OfD) Programme supported by Norwegian Agency for Development Cooperation (Norad);
- Automation of the Petroleum Data Inventory system;
- Natural Resource Mapping;
- Geohazards and engineering geology; and
- Establishment of Kenya Seismological Network.

4.7.4 Policy, Legal and Institutional Reforms

Policy Reforms

- Implement the National Energy and Petroleum Policy;
- Develop Local Content Policy and Regulations;
- Develop a policy to provide for the sharing of revenue and benefits accruing from the exploitation of natural resources;
- Develop a policy to provide for the development of extractive industries;
- Implement the Mining and Mineral Policy;
- Develop rules and regulations for the establishment of metals and minerals commodity exchange; and
- Develop the National Extractive Policy.

Legal Reforms

- Enact the Petroleum (Exploration, Development and Production) Bill 2015;
- Implement the Public Participation Bill, 2016, once enacted;
- Implement the Land Laws (Amendment) Act, No. 28 of 2016;
- Enact legislation to provide for the sharing of revenue and benefits accruing from the exploitation of natural resources;
- Develop the outstanding seven (7) Regulations to operationalize the Mining Act, 2016; and
- Ratify the International Treaties, Conventions, Bilateral Agreements and Memoranda of Understanding (MoUs).

Institutional Reforms

- Implement the provisions of the Mining Act, 2016
 - Strengthen the Mineral Audit Unit;
 - Establish the National Mining Corporation;
 - Establish the Mineral Royalty Fund; and
 - Upgrade Online Transaction Mining Cadaster Portal.
- Transform the Directorate of Remote Sensing and Resource Survey to a Centre of Excellence for Mineral Exploration; and
- Establish the National Mining Institute.

4.8 Blue Economy

“Sustainably manage and develop the Blue Economy resources for enhanced socio-economic benefits to Kenyans”

The Blue Economy refers to sustainable use of aquatic and marine spaces including oceans, seas, coasts, lakes, rivers, and underground water. It encompasses a range of productive sectors, including fisheries, aquaculture, tourism, transport, shipbuilding, energy, bio prospecting and underwater mining and related activities. Kenya is endowed with rich coastal and maritime resources, which have huge potential for development of the Blue Economy, that have not been developed to full capacity.

The development and exploitation of the Blue Economy has the potential to contribute towards the attainment of the “Big Four” initiatives due to its enormous forward and backward linkages with other productive sectors in wealth and employment creation especially in food security, the service sector and manufacturing.

4.8.1 Situation Analysis

During the MTP II period, total fish production declined by 21.3 per cent from 163,389 Metric Tonnes (MT) in 2013 to 128,645 MT in 2016. The marine fish landed declined by 0.45 per cent from 9,136 MT in 2013 to 9,095 MT in 2016. Fish production in the freshwater dropped by 22.5 percent from 154,253 MT in 2013 to 119,550 MT in 2016. The decrease is attributed to shrinking lakes and dams, excessive and unregulated fishing, climate change, deteriorating environment, inadequate fisheries infrastructure, use of inappropriate fishing methods and the presence of the water hyacinth particularly in Lake Victoria.

Total cargo handled at the port of Mombasa increased from 22.3 million tonnes in 2013 to 30.3 million tonnes in 2017. During the same period, the total container traffic handled rose from 894,000 Twenty-foot Equivalent Units (TEUs) to 1,200,000 tonnes. This was mainly due to larger capacity of the vessels docking at the port in the review period. Total exports handled grew from 3 million tonnes to 3.8 million tonnes.

Marine insurance business increased by 13.3 per cent from the premiums reported in March 2017 against an increase of the total monthly Gross Direct Premiums Income (GDPI) during the same period in 2016. This was an indication of the impact of localization of marine business in Kenya which also led to a reduction in capital flight in form of offshore insurance premiums.

The sector’s key achievements included: development of the Kenya Coast Guard Service Bill 2016; localization of the Marine Cargo Insurance in accordance with Section 20 of the Insurance Act of 1984 that became operational in 1987; establishment of a Maritime Technology Cooperation Centre-Africa in Mombasa; and development of Fisheries Management Plans. The sector also developed the Tuna Strategy 2013-2018; enacted Fisheries Management and Development Act No. 35 of 2016; and procured an Offshore Patrol Vessel (*PV Doria*) for surveillance of deep sea fishing and two patrol boats, one each for Lake Victoria and Lake Turkana. In addition, an offshore research vessel (*R.V Mtafiti*) was acquired; four foreign deep sea fishing vessels were reflagged (with the Kenyan flag); a Monitoring, Control and Surveillance (MCS) centre was established in Mombasa and a Vessel Monitoring System (VMS) was installed.

Other achievements realized during the MTP II period include:

- Restocking of 135 dams, 11 rivers and 3 lakes with a total of 4,881,663 assorted fish fingerlings to increase productivity;
- Mapping and delineation of 13 critical fish habitats, five (5) in Lake Naivasha, three (3) in Lake Baringo and five (5) in Lake Turkana to protect these breeding areas and thus increase *in-situ* stock recruitment;
- Adoption of the Fisheries and Aquaculture Policy Framework and Strategy for African Union (2014) which provide a comprehensive framework for governance and exploration of Africa’s fisheries and aquaculture resources in Africa;
- Developed a Residue Monitoring Plan (RMP) for farmed fish that was approved by the European Union (EU) there by opening up export markets for farmed fish and fishery products in the EU;
- Established three Fish Quality Control Laboratories in Nairobi, Mombasa and Kisumu; and four cold storage and mini fish processing facilities in Meru, Kakamega, Nyeri and Migori;
- Developed seaweed farming in Kibuyuni, Kwale County;
- Improved local strain of tilapia and transferred to 10 certified hatcheries for mass production of quality seed; and
- Established intensive Recirculation Aquaculture Systems (RAS) demonstration infrastructure in Sagana and developed an aquaculture curriculum for Advanced Technical and Vocational Education Training (ATVET).

4.8.2 Emerging Issues, Challenges and Lessons Learnt

Emerging issues

- Terrorism, Piracy and Trafficking in illicit cargo in water bodies;
- Invasive species in water bodies like water hyacinth and harmful algae blooms associated with ballast water exchange that affect the marine ecosystem; and
- Fish cage farming.

Challenges

- Trafficking in illicit cargo in water bodies;
- Inadequate policy integration and uncoordinated development in the Blue Economy sector;
- Lack of supportive legislative framework and policies such as Cabotage regime and cargo reservation policy;
- Insufficient training facilities and equipment to offer training required for qualification and certification under the Standards of Training Certification and Watch-keeping (STCW '78) Convention;
- Weak Monitoring, Control and Surveillance (MCS);
- Inadequate sharing of Maritime information at the international and regional levels;
- Increased Illegal, Unregulated and Unreported (IUU) fishing activities;
- Inadequate appropriate technology to exploit Marine resources; and low adoption of modern fishing and aquaculture technologies;
- Pollution arising from developments around the basins such as agricultural, industrial and urban development that negatively affect marine ecological system;
- Insecurity at sea, piracy, and fishing gear thefts;
- Inadequate regional institutional framework for collaboration in some of the trans-boundary water bodies;
- Lack of agro-ecological specific fish strains for aquaculture;
- Low investment in fisheries and aquaculture and low value addition;
- Inadequate fisheries infrastructure such as cold storage facilities, landing sites, market-access roads and energy;
- Weak stakeholders associations and commercial viable enterprises along the fish value chain;
- High fish post-harvest losses;
- Climate change; and
- Inadequate data on Blue Economy.

Lessons learnt

- Monitoring, Control and Surveillance is key to curbing illegal activities in marine space;
- Appropriate and adequate capacity building is critical in ensuring that priority interventions deliver the expected development results; and
- Close collaboration and co-operation among MDAs, County Governments and other stakeholders is crucial in development and implementation of sector policies, strategies, programmes and projects.

4.8.3 Programmes and Projects for 2018-2022

Flagship Programmes and Projects

Development of Blue Economy Programme: This programme will involve development of a Blue Economy Master Plan; Capacity building for Blue Economy; promotion of Kenya as a centre for Agro-based Blue Economy; development of Blue Book; development and management of Blue Economy database; sensitization of Young population on the Blue Economy; strengthening of Beach Management Units (BMUs); restructuring and reviving of Kenya National Shipping Line (KNSL) to a pre-eminent logistics and transportation hub on the eastern seaboard of the African continent.

It will also involve establishment of Coast Guard Unit; transformation of Bandari College to a centre of excellence to supply competent and highly skilled Blue Economy labour; launch of Vijana Baharia Programme to provide youth with proficiency-based training so as to access jobs in the maritime sector; capacity needs assessment at both the National and County levels; and diversification of tourist products to include cruise, sport fishing, game safaris, marina, dolphin and whale watching.

Fisheries and Maritime Infrastructure Development Programme: The programme will involve construction of fish ports in Mombasa, Kilifi, Lamu and Shimoni that are expected to create 12,000 jobs and add Ksh. 20 billion to the GDP; construction of a small commercial port in Takaungu; construction of fish markets in Kisumu, Mombasa, Lamu, Malindi, Nairobi, Kilifi and Shimoni; construction of jetties in Mombasa, Kilifi and Malindi and a Jetty for RV. Mtafiti; installation of fish processing plants, cold storage facilities and ice plants; development of maritime water transport; development of coastal shipping; provision of inspection facilities at border inspection posts and recovery of encroached public land reserved for jetties.

Exploitation of Living Resources under Blue Economy Programme: The programme will entail development of coastal fishing facilities; establishment of a National Fishing Fleet for the Exclusive Economic Zone (EEZ), initially through reflagging of foreign fishing vessels with a the Kenya flag; development of capacity for artisanal fishers; development of value addition programmes for seaweed and up-scaling seaweed farming; promotion of fish production and consumption; diversification of fish export markets; development of Lake Victoria Fisheries; development of Lake Turkana Fisheries Management Plan; strengthening of Aquaculture Association of Kenya and Wavuvi Cooperative Society; monitoring and assessment of fish stock; and regularization of fish landing sites.

Aquaculture Business Development Programme: This is aimed at improving production, productivity as well as food security and nutrition of smallholder farmers. It will support aquaculture value chain with a series of strategic Public Private Producer Partnerships within a robust modern public sector framework as well as deepen and broaden smallholder farmers groups' business plans. It will also involve stocking and restocking of lakes, rivers and dams as well as identification, mapping, delineation and protection of critical habitats.

Kenya Marine Fisheries and Socio-Economic Development (KEMFSED) Programme: Under this programme, a functional Fishery Information System will be developed; fisheries management plans for priority fisheries operationalized; and Shimoni Mariculture Research Centre established.

Aquaculture Technology and Development and Innovation Transfer Programme: This will involve development and transfer of aquaculture technology and innovations to stakeholders; development of a training facility at Sagana; enhancement of trout production technology in Kiganjo; development of market outlets for farmed fish; implementation of National fish breeding programme in Sagana, Kiganjo, Ngomeni and Kabonyo; implementation of youth aquaculture programme; development of International Nile Perch Research Centre at Kabonyo in Kisumu; Development of Aqua-parks; promotion and development of ornamental fisheries; development and promotion of recreational fisheries; establishment of a Marine Aquaculture Research Centre and a Marine Aquaculture Hatchery to facilitate diversification of aquaculture species.

Monitoring, Control and Surveillance Programme: The programme will enhance monitoring, control and surveillance in the EEZ. It will also involve conducting frame surveys in Lake Victoria, Lake Turkana and marine waters. In addition, quarterly Catch Assessment Surveys will be undertaken in Tana River, Turkwell Dam, and marine waters, Lakes Victoria, Turkana, Baringo, Naivasha, Jipe and Chala.

Development of Fish Quality Laboratories Programme: The programme will be implemented in two (2) phases. Under Phase I, this will entail: construction of sewerage line; installation of electricity and water supply; paving and landscaping; construction of concrete perimeter walls; and burglar proofing of the laboratories and provision of CCTV's; and provision of water harvesting gutters and water storage tanks for the three (3) laboratories already constructed in Nairobi, Mombasa and Kisumu. Phase II will involve accreditation and operationalization of the laboratories.

Rehabilitation of Fish Landing Sites in Lake Victoria Programme: The programme will entail rehabilitation of six (6) landing sites namely: Sori in Migori, Nyandiwa in Homa Bay, Mulukhoba in Busia, Wichlum in Siaya, Lwanda K'Otieno in Siaya and Ogal in Kisumu County.

Other Programmes and Projects

Maritime Transport Services Programme: This programme will entail the development of a fixed facility with dry dock and fabrication equipment for ship construction, repair, conversion, alteration, and production of prefabricated ship, barge sections and other specialized services. The facility will also include parts manufacturing and service provision for shipbuilding. In addition, container repair facilities will be established.

Maritime Cluster Enterprises Development Programme: This will entail establishment of Seafarers Training Fund, Women in Maritime Fund, Cluster Development Fund and Shipping and Maritime Training Fund, to benefit organized clusters in the maritime and shipping affairs subsector including the youth and women.

Research and Development Programme: This will entail research on promotion of investments in the Blue Economy; diversification and commercialization of aquaculture species; economic valuation of marine and coastal resources; development of innovative technologies for value-addition and reduction of post-harvest losses; and maritime and shipping affairs research.

Marine Risk and Disaster Management Programme: The programme will involve carrying out thorough investigations into marine disaster that take place in Kenyan waters or involve Kenyan registered vessels and implement key interventions measures including promotion of safety and use of aids to navigation and marine pollution control.

Cooperation and Implementation of Regional/International Frameworks and Standards Programme: Cooperation will be strengthened within regional and international frameworks including Regional Economic Communities (RECs) and Inter-Governmental Organizations (IGOs). This will include: implementation of the Indian Ocean Rim Association processes; implementation of the work of the African Union Commission's Specialized Technical Committees (STC) of Trade, Industry and Economic Development; ratification and domestication of the Lomé Charter upon the completion and adoption of the draft Annexes; implementation of international and regional fisheries, aquaculture and maritime treaties.

4.8.4 Policy, Legal and Institutional Reforms

Policy Reforms

- Develop the Integrated National Maritime Policy;
- Finalize the Integrated Ocean Development Policy;
- Develop Aquaculture Guidelines and Standards;
- Develop the National Maritime Spatial Plan;
- Develop the Cabotage Policy;

- Develop the Blue Economy Master Plan;
- Review the Aquaculture Policy 2011;
- Review the National Aquaculture Strategy and Development Plan;
- Develop Aquaculture Master Plan;
- Develop a Fish Marketing Strategy;
- Develop Ornamental and Recreational Fisheries Guidelines;
- Develop policy on incentives for materials used in ship building, ship and container repairs, bunkering services, aquaculture, boats and fishing gears, fish processing among others;
- Develop Cargo Reservation Policy for ships owned and/or registered in the country;
- Develop Disaster Management Framework for the ocean and inland waters; and
- Develop Integrated Maritime Transport Policy.

Legal Reforms

- Review of the Fisheries (Safety of Fish, Fishery Products and Fish Feed) Regulations 2007;
- Develop Cage Culture Regulations;
- Review of Fisheries Beach Management Units (BMUs) Regulations 2007;
- Undertake miscellaneous amendment of the Fisheries Management and Development Act, 2016;
- Develop the Marine and Inland Fisheries Regulations;
- Review Sections 3 and 16 of the Merchant Shipping, Act 2009 as amended;
- Enact the Coast Guard Bill, 2017;
- Develop Cabotage Bill; and
- Develop the bill to establish Admiralty Courts and Maritime Arbitration Centre.

Institutional Reforms

- Implement the Fisheries Management and Development Act, 2016;
- Enforce the Insurance Act;
- Restructure Kenya National Shipping Line (KNSL); and
- Transform Bandari College to a Centre of Excellence.

5 THE SOCIAL PILLAR

"Investing in the people of Kenya"

5.0 Overview

Kenya's journey towards prosperity involves investing in the people and building a just and cohesive society that enjoys equitable socio-economic development in a clean and secure environment. This quest is the basis for transformation of our society in six key social sectors namely: Health; Population, Housing and Urbanization; Education and Training; Environment, Water and Sanitation; Gender, Youth and Vulnerable Groups; and Sports, Culture and the Arts.

The sector will play a key role in providing an enabling environment in the implementation of the "Big Four" initiatives that will catalyze the transformation of the country.

5.1 Health

"Equitable, Affordable and Quality Health Care of the Highest Standards"

The Health Sector is key to ensuring that the populace is healthy and productive. The Sector will pay special attention to the "Big Four" initiatives with particular focus on the achievement of Universal Health Coverage by implementing programmes that increase health insurance coverage, increase access to quality healthcare services and offer financial protection to people when accessing healthcare. This will continue the transformative agenda initiated during the MTP I and deepened during MTP II by consolidating the gains made in the last five years and expanding them in line with aspirations of the Kenya Vision 2030 and the Constitution that guarantee the highest attainable standard of health to all citizens.

The Kenya Health Policy 2014-2030 supports implementation of various MTP III priorities in the Health Sector to address prevention, diagnosis and treatment leading to universal health care. The Government will also facilitate implementation of programmes and projects that will lead to the attainment of Sustainable Development Goal (SDG) No. 3 (Ensure healthy lives and promote well-being for all at all ages) and aspiration of Africa's Agenda 2063.

5.1.1 Situation Analysis

Mortality rate: The achievements recorded include reduction of Under Five Mortality Rate from 74 per 1,000 live births in 2008 to 52 per 1,000 live births in 2014 and Infant Mortality Rate from 52 per 1,000 live births to 39 per 1,000 live births in the same period (Kenya Demographic Health Survey, 2014). Further, Neonatal Mortality Rate declined from 31 per 1,000 live births in 2008 to 22 per 1,000 live births while Maternal Mortality Rate dropped substantially from 488 per 100,000 live births in the 2008 to 362 per 100,000 live births in the 2014.

HIV and AIDS Control: The Human Immunodeficiency Virus (HIV) prevalence in 2015 was 5.9 per cent (Female 6.3 per cent and male 5.5 per cent). New HIV infections among adult (15+) population declined from 88,622 in 2013 to 56,100 in 2016 and that of children from 12,940 to 4,900 over similar period. Mother to child transmission declined from 14 per cent in 2013 to 6.3 per cent in 2016. Notably, 46 per cent of all new HIV infections are among young people aged 15-24. By end of 2016, Kenya achieved its target of putting 1 million people on Antiretroviral Therapy (ART). AIDS-related deaths reduced from 58,000 in 2013 to 32,500 in 2016.

Tuberculosis (TB) Control: World Health organization (WHO) estimates that TB case detection rate in Kenya was 80 per cent (2014), treatment success rate was 90 per cent (2016) and cure rate was 90 per cent (2016). Uptake of antiretroviral therapy (ART) among TB/HIV co-infected patients increased from 80 per cent in 2013/14 to 83 per cent in 2015/16. Of the TB patients seen at the health facilities, 96 per cent were tested for HIV in 2014 compared to 97 per cent in 2015. The number of patients in Kenya with resistance to anti-TB drugs increased from 266 in 2013 to 368 in 2015.

Malaria Control: The provision of Long Lasting Insecticide Treated Nets (LLINs) increased from 1.7 million in 2013/14 to 7.3 million in 2015/16 translating to 63 per cent of all households owning at least one LLIN. Malaria incidence reduced from 72 persons per a 1,000 population in 2015 to 61 persons per 1,000 population in 2016. The proportion of children under five years sleeping under mosquito net increased from 39 per cent in 2010 to 56 per cent in 2015, while the proportion of pregnant women sleeping under mosquito net increased from 36 per cent to 58 per cent within the same period (Kenya Malaria Indicator Survey (KMIS) 2010 & KMIS 2015).

Community Health Services: In 2014, Community Health Strategy for 2014-2019 was launched to strengthen the delivery of integrated comprehensive and quality community health services. The sector made progress in Reproductive, Maternal, New Born, Child and

Adolescent Health (RMNCAH). As a result, the proportion of Women of Reproductive Age (WRA) using contraceptives improved from 40.7 per cent in 2014/15 to 44.9 per cent in 2016/17. In addition, the fourth ante-natal clinic coverage registered improvement from 51.7 per cent in 2014/15 to 52.2 per cent in 2016/17. This was matched by a remarkable improvement in births by skilled attendants in health facilities from 69 per cent in 2013/14 to 77.4 per cent in 2016/17 largely attributed to free maternity services.

Further, the Beyond Zero Campaign that advocates for zero preventable maternal deaths, zero child deaths and zero transmission of HIV from mother to child led to the placing of mobile clinics in all the 47 counties to increase coverage of Maternal, New born and Child Health (MNCH) services.

Immunization: According to District Health Information System (DHIS2) data, both penta3 and measles immunization coverage declined from 89 per cent in 2013/14 to 83 per cent in 2015/16 while fully immunized coverage declined from 83 per cent in 2013/14 to 79 per cent in 2015/16. In 2015/16, 34 out of 47 counties had full immunization coverage. In addition, Inactivated Polio Vaccine (IPV) and rota virus vaccines were introduced into the routine immunization. A successful switch from trivalent Oral Polio Vaccine (tOPV) to bivalent Oral Polio Vaccine (bOPV) during National Immunization Days was also achieved.

Nutrition: National stunting rates decreased from 35 per cent in 2008/9 to 26 per cent in 2014 (KDHS 2014). During the same period, wasting rates declined from 6.9 per cent to 4 per cent while exclusive breastfeeding increased from 31 per cent to 61 per cent. By 2015, Kenya was on-course for all five World Health Assembly targets. However, there are disparities in stunting rates ranging from 15 per cent to 45 per cent across counties, while wasting rates ranges from less than 1 per cent to greater than 20 per cent in many of the Arid and Semi-Arid Land (ASAL) counties. In addition, the 2015 Kenya STEPwise Survey Report showed that Vitamin A, key for child development and growth, had coverage of 41 per cent against the global target of 80 per cent.

Non-Communicable Diseases (NCDs): NCDs contribute to annual mortality rate of 182 per 100,000 population, with 12,651 healthy years lost annually per 100,000 population (WHO, 2013). The STEPwise Survey 2015 showed that 27 per cent of Kenyan adults are overweight/obese, 1 in 7 women aged 25-49 years having been screened at least once for cervical cancer, while 23.8 per cent of Kenyans are hypertensive.

Infectious Disease Surveillance and Outbreak Response: The Government established the Public Health Emergency Operations Centre (PHEOC) to develop, strengthen and maintain the capacity to respond effectively to public health emergencies. During the period, various disease outbreaks such as Cholera, Chikungunya, Whooping cough, Anthrax and Dengue fever were experienced.

Environmental Health and Climate Change: The Environmental Sanitation and Hygiene Policy (2016-2030) and its Strategic Plan (2016-2020) were developed in 2016 to provide guidelines on management of health risk factors associated with environment and climate change. The Community Lead Total Sanitation (CLTS) was implemented. Malaria early warning system was implemented under the project of climate change adaptation to protect the public. The National Health Care Waste Management Strategic Plan (2015 – 2020) was launched and implementation mechanisms put in place.

Radiation Protection: The phase I of the Central Radioactive Waste Processing Facility (CRWPF) in Ooloolua Forest, Ngong was completed to ensure the safety and security of radioactive sources and nuclear materials.

Specialized Spinal Injury: The total number of patients receiving spinal rehabilitation services increased from 111 in 2014/15 to 122 in 2015/16.

Mental Health Services: The average daily mental health inpatient was 730 patients between 2013/14 and 2015/16, translating to 126 per cent bed occupancy. The Mental Health Policy was also developed.

Health Infrastructure: The number of health care facilities increased from about 9,000 in 2013 to 10,000 in 2016, increasing the national average facility density from 1.9 to 2.2 health facilities per 10,000 population. The Sector implemented the Managed Equipment Service (MES) programme under which 98 (2 in each of the 47 counties and 4 national hospitals) targeted hospitals were equipped.

Health Products and Technologies (HPT): Kenya Medical Supplies Authority (KEMSA) order fill rate improved through the use of the Enterprise-wide Resource Planning (ERP) and Logistics Management Information System (LMIS) from 50 per cent in 2013/14 to 86 per cent in 2015/16. The order turnaround time reduced from 12 days in 2013/14, to 9 days in 2015/16. Further, the National Quality Control Laboratory (NQCL) received the ISO 17025 accreditation and the WHO prequalification for the testing of medicines, vaccines, medical devices and other health products technologies.

Health Financing: The Government (national and county) health expenditure increased from KSh.94 billion in 2012/13 to Ksh.144 billion in 2015/16 representing an increase of 55 per cent. The total budget allocated by county governments to health increased from 13 per cent in 2013/14 to above 25 per cent in 2015/16. On the other hand, the national health budget increased by 67 per cent from Ksh.36 billion to Ksh.60 billion between 2013/14 and 2016/17. Household Out of Pocket (OOPs) expenditure continues to be a major source of financing for health services in Kenya accounting for 26 per cent of Total Health Expenditure (THE) by 2015/16. Government contribution to all HIV expenditure amounted to 27 per cent by the end of 2016.

Health Insurance Coverage: National Hospital Insurance Fund (NHIF) membership grew to 6.8 million by 2016/17 which translates to 17 million Kenyans (principal contributors and their dependents), providing an overall coverage of 36 per cent. NHIF also introduced a cover for chronic conditions and vulnerable populations.

Human Resources for Health (HRH): A total of 46,000 health workers were devolved to the counties after digitization of their records. A number of guidelines were developed, including HRH norms and standards. By 2016, the health workers' density was 6 per 10,000 population against a target of 7 per 10,000 population following recruitment by counties. Graduates from Kenya Medical Training College (KMTC) increased from 6,394 in 2013 to 8,000 in 2016.

Research and Innovation: Kenya Medical Research Institute (KEMRI) research complex in Mkuyuni in Kilifi County was launched to strengthen clinical trials and research. The number of completed research projects increased from six (6) in the 2013/14 to 10 in the 2015/16. Further, KEMRI, through its model production facility for the Production of Biomedical Products (the only one in East Africa) established the Quality Management Systems (QMSs) that are necessary for commercialization of products.

Scale up of Community Health High Impact Interventions: Free Maternity Services programme was rolled out in all public health facilities in 2013. This resulted in an increase in the number of skilled deliveries from 600,323 to 1.2 million in 2017. These contributed to a reduction in the Maternal Mortality Rate from 488 to 362 deaths per 100,000 live births, thus averting 2,000 maternal deaths annually. The Government launched a Strategic Plan geared towards the prevention and control of all neglected tropical diseases in Kenya. A total of 13 million school going children were also de-wormed across the country.

Other achievements include:

- Establishment of 11 mobile clinics in slum areas;
- Health insurance subsidy programme for the elderly and Persons With Disability covering a total of 140,186 of the 160,421 households in all counties targeted;
- Establishment of National e-Health Policy; and
- Modernization of Kenyatta National Hospital and Moi Teaching and Referral Hospital.

5.1.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- Emergence of drug resistant strains of TB and other diseases such as Ebola, Bird flu, Dengue fever, Chikungunya;
- Increased industrial unrest emanating from devolution of human resource function; and
- Lack of decentralized trade unions for health workers.

Challenges

- Health programmes remain heavily donor dependent;
- Increased incidence of Non-Communicable Diseases (NCDs) such as hypertension, heart disease, diabetes and cancer;
- Inadequate emergency services for delivery and under-utilization of existing antenatal services;
- Inadequate capacity for emergency and disaster preparedness;
- Inadequate skills and competences of health workers and skewed distribution of the health workers across counties;
- Inadequate funding for the sector;
- Low Health Insurance coverage in the country and high cost of health services;
- Inadequate infrastructure and skewed distribution of available infrastructure with a strong bias towards the urban areas as well as existence of obsolete equipment;
- Weak multi-sectoral coordination of programmes and projects in the sector;
- Poor surveillance systems for NCDs; and
- High new HIV/AIDS infections among adolescents and the youth.

Lessons Learnt

- A multi-sectoral approach is essential for successful implementation of the health sector programmes and projects;
- Innovative mechanisms are necessary for sustainable financing of health services; and
- Effective surveillance and Cross-border collaboration and partnership are critical in prevention and management of infectious and communicable diseases.

5.1.3 Programmes and Projects for 2018-2022

Flagship projects

Social Health Protection Programme: The Government will expand social health protection by implementing schemes to cover harmonized benefit package to targeted populations. Key projects to be implemented include:

- Health Insurance project for Elderly People and Persons with Severe Disabilities (PWSDs) to cover about 1.7 million persons by 2022;
- Health Insurance Subsidy Programme (HISP) for the orphans and the poor to cover about 1.5 million persons by 2022;
- Linda Mama Project to cover 1.36 million mothers and babies by 2022;
- Elimination of user fees in public primary health care facilities;
- Informal Sector Health Insurance Coverage to cover 12 million informal sector workers by 2022; and
- Formal Sector Medical Insurance (Medical Insurance Cover for Civil Servants Retirees) to cover 4.2 million workers by 2022.

Medical Tourism Programme: The main objective of the Medical Tourism is to market Kenya as a hub for specialized healthcare, support training and retain specialized health expertise, create employment in specialized health care and make healthcare a vibrant socio-economic sub-sector in Kenya. The Government will implement the following key components namely:

- Establishment of East Africa Kidney Centre of Excellence;
- Establishment of two (2) Trauma Centres in Makindu and Rongai;
- Establishment of 10 new referral hospitals;
- Development of a national strategy on Medical Tourism;
- Establishment and modernization of the four (4) national referral health facilities (MTRH, KNH, Mathari and Spinal Injury hospitals) as modern centres of excellence to provide specialized services in oncology, mental health and Non-Communicable Diseases among others;
- Development of Communication & Marketing Strategy to promote health tourism products; and
- Promote and attract investments in medical tourism to market Kenya as a hub for specialised health care.

Health Infrastructure Programme: The Government will develop the following key health infrastructure components:

- Expansion and completion of Managed Equipment Services (MES) project in 120 hospitals by 2022;
- Establishment of four (4) Comprehensive Cancer Centres;
- Provision of Essential Health commodities (Construction of National Commodities Storage centre by KEMSA and enhancement of supply chain management);
- Strengthening of the primary healthcare facilities;
- Construction of new KMTCs in Mandera, Taveta, Voi and Lamu;
- Establish Regional Cold Chains for drugs and vaccines to ensure availability of safe and high-quality drugs;
- Construction and Equipping of Multi-Specialty Moi Teaching and Referral Hospital;
- Construction and Equipping of an Ultra-Modern Laboratory Complex for the National Quality Control Laboratory; and
- Construction of the state of the art research laboratories in three (3) counties namely; Kirinyaga, Uasin Gishu and Marsabit.

Community Health High Impact Interventions Programme: The Government in partnership with stakeholders will implement high impact health interventions in line with the existing community health strategy. The following components will be implemented:

- National Integrated Community Case Management (iCCM);
- Strengthen community health units to promote healthcare interventions;
- Scale-up Nutrition Intervention at community level; and
- Use Community Health Workers to scale up health insurance coverage.

Digital Health Programme: To expedite the development of the healthcare industry, the Government will digitize services and adopt technologies such as e-health, m-health, telemedicine and space technologies by leveraging on the improved ICT infrastructure and mobile penetration rates, which stands at over 80 per cent. The following measures will be undertaken to improve the uptake of digital health technologies:

- Digitization of health facilities including instalment of the Electronic Health Information System to capture patients' data at the health facilities level and enhance digital communication between facilities (Healthcare ICT);
- Enhancement of Mobile health (m-Health) services technology;
- Enhancement of District Health Information System (DHIS2) and Kenya Master Health Facility List (KMHFL) as the national reporting systems; and
- Installation of Enterprise-wide Resource Planning System at KMTCC.

Human Resource for Health Programme: This is aimed at addressing capacity gaps within specialized and sub-specialized areas in health sector and also reduce shortages in the health workforce especially in the ASAL areas. The number of health workers will be increased from 40,500 health workers at the beginning of the Plan period to 63,000 by 2022. This will include:

- Training of Enrolled Community Health Nurses (ECHN);
- Training of the specialized and sub-specialized health workers;
- Capacity build County Public Health Officers on food, and Water, Sanitation and Hygiene (WASH) interventions;
- Establishment of Kenya Institute of Health Management; and
- Recruitment of additional health workers.

Quality Care/Patient and Health Worker Safety Programme: This will be implemented at all levels of healthcare to ensure provision of quality services and safety of the environment in which services are provided.

Other Programmes and Projects

- Management of Malaria, HIV and TB;
- Expanded Programme on Immunization;
- Scaling up Nutrition Programme: Stunting & Food supplements;
- Geriatric and Paediatric Facilities Project;
- Reproductive, Maternal, New-born, Child and Adolescent Health;
- Strengthening Health Interventions in Ending Drought Emergencies;
- Building Capacity and Utilizing Natural Product Research, Innovation and Development;
- Control of Non-Communicable Diseases;
- Strengthening the Kenya National Blood Transfusion Service;
- Construction and equipping of Forensic Medicine Referral Centre and Centre of Excellence;
- Establishment of the National Public Health Institute; and
- Modernize the National Public Health Laboratory.

5.1.4 Policy, Legal and Institutional Reforms

Policy Reforms

- Implement Sessional Paper No. 2 of 2017 on the Kenya Health Policy 2014-2030;
- Finalize and implement Health Financing Strategy and Health Internship Policy;
- Develop a Medical Tourism Strategy;
- Develop the Emergency Medical Care Policy;
- Implement the Kenya Environmental Sanitation and Hygiene Policy 2016-2030;
- Implement the National Food and Nutrition Security Policy 2012 and the Nutrition Plan of Action; and
- Implement the Community Health Policy.

Legal Reforms

- Review the NHIF Act, 1998;
- Implement the Health Act, 2017;
- Finalize the Food and Nutrition Security Bill;
- Develop Food and Drug Authority Bill;
- Develop the National Public Health Institute (NPHI) Bill;
- Finalize the Environmental Health and Sanitation Bill 2017; and
- Develop the National Research for Health Bill.

Institutional Reforms

- Develop and implement effective partnership framework for health service delivery. This will promote delivery of efficient, cost effective and equitable health services;
- Establish institutions as provided in the Health Act, 2017; and
- Establish the Kenya Institute of Health Systems Management.

5.2 Population, Urbanization and Housing

“Quality Population with Adequate and Decent Housing in a Sustainable Environment”

Kenya’s population is projected to increase to 50.8 million by 2022 from 45.9 million in 2017. The population of those less than 15 years is estimated at 20.3 million in 2018 and is expected to increase to 21.5 million in 2022 while youthful population is expected to increase to 19.3 million in 2022 from 17.5 million in 2018. The population of elderly (65+ years) is estimated at 1.4 million in 2018 and projected to increase to 1.6 million by 2022. The high population growth exerts pressure on agricultural land and available resources leading to rural-urban migration. On the other hand, rapid urbanization leads to various challenges including increased demand for housing and associated infrastructure. Uncontrolled urban settlements in all urban areas is increasing and needs to be addressed since the Constitution guarantees all Kenyans decent housing.

To cater for the increased population, it is estimated that over 240,000 additional housing units are required annually to satisfy the unmet need for decent and affordable housing. However, persistent low output of houses results in an annual shortfall of new units for urban residents of about 132,000 houses. The Government has identified housing as one of the “Big Four” initiatives and targets to facilitate construction of at least 500,000 affordable and decent houses in this Plan period. This will be achieved through strategic partnerships between the Government, private sector, cooperatives, the financial sector, development partners and foreign investors.

The delivery of 500,000 housing units is expected to provide decent homes for Kenyans, create an additional 350,000 jobs, provide market for manufacturers and building materials suppliers, and raise real estate and construction sector contribution to GDP from 5 per cent in 2016 to 14 per cent by 2022.

5.2.1 Situation Analysis

Kenya's population was estimated to be growing at an annual average rate of 2.7 per cent in 2017 from 2.9 per cent in 2013. The population was estimated at 41.8 million in 2013 and increased to 45.9 million in 2017. The proportion of urban population to the total population stood at 12 million representing approximately 31.8 per cent in 2017. Rapid urbanization leads to various challenges including increased demand for housing and associated infrastructure.

Contraceptive and fertility rate stood at 58 per cent and 3.9 in 2014, respectively while unmet need for family planning was 18 per cent in 2014. Life expectancy stood at 58 years for male and 61 years for female in 2017.

According to the Kenya Integrated Household Budget Survey (KIHBS, 2018), the age dependency ratio declined to 81.6 per cent in 2015/16 from 84 per cent recorded in the 2005/06. At the national level, 8.4 per cent of children were orphans while 2.8 per cent (1,285,200) of the population had some form of disability.

During MTP II, the Sector achieved the following:

Population

The Sector implemented: the Population Policy for National Development that led to a reduction in annual population growth rate from 2.9 per cent in 2013 to an estimated 2.7 per cent in 2017; published and disseminated 30 population policy briefs; published and disseminated Male Involvement in Family Planning and Reproductive Health Survey report, 2014; developed three (3) multi-media presentations, nine (9) fact sheets on HIV and AIDS, one (1) data sheet on population and three (3) messages for radio and TV; published and disseminated National Adolescents and Youth Survey report, 2015; published and disseminated Kenya Health Facility Assessment (Family Planning and Maternal Health) report, 2015; and developed and launched the Kenya Demographic Dividend Roadmap.

Urbanization

The Sector supported the 24-hour Economy initiative by installing 92 Closed Circuit Television (CCTV) cameras within Nairobi Central Business District; provided technical assistance and support to county governments in planning, urbanization and infrastructure development; prepared 15 Strategic Urban Development Plans; constructed 11 flagship markets, 36 Economic Stimulus Programme (ESP) markets, two (2) livestock markets and seven (7) bus parks; 101.43 Km of NMT and 48.8 Km of storm water drainage; installed 332 street lights and 20 high masts security lights; and rehabilitated dump sites.

On disaster management, 63 fire engines were purchased and distributed within Nairobi Metropolitan Region; 147 firemen trained; two (2) fire fighting stations in Nairobi were rehabilitated, while on solid and liquid waste management, Ruiru Sewerage treatment, 56Km trunk sewer and sewer collection network, 3.8Km of outfall drain, and Manyani Estate Roads drainage infrastructure were completed.

Housing

The Sector promoted the use of Appropriate Building Materials and Technologies (ABMT) through establishing 19 Housing Technology Training Centres at constituency level, training 300 community groups on use of ABMT and production of Expandable Polystyrene Panels (EPS). Under its slum and informal settlements programme, it improved physical and social infrastructure such as Non-Motorized Transport infrastructure, access roads, sewer lines, pedestrian bridges, security/street lights, sanitation facilities, schools, health centres and markets, in selected urban areas of Mombasa, Nairobi, Kisumu, Eldoret, Nakuru, Nyeri, Malindi, Naivasha, Kericho, Kakamega, Bungoma and Isiolo. During the same period, national construction levy, pegged at 0.5 per cent of the project value above Ksh.5 million was waived. Further, audit of 4,831 buildings to establish their structural safety, including those under construction, was conducted in Nairobi.

5.2.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- Demographic Dividend (DD) has been identified as an opportunity for addressing the myriad of socio-economic challenges in developing countries on the African continent; and
- Increasing number of older persons due to increasing life expectancy resulting in more need for social security including health insurance and regular income.

Challenges

- Inadequate decent and affordable housing;
- Rapid population growth in relation to the available resources;

- High rural-urban migration;
- Teenage pregnancy;
- High dependency ratio;
- Low male participation in family planning and reproductive health;
- Increasing youthful population in need of diverse services;
- Increasing numbers of the elderly with inadequate social support systems;
- Inadequate population data on some population subsets;
- Inadequate awareness on population and development inter-linkages;
- Inadequate support systems for the street families; and
- Lack of legal institutional mechanism to coordinate the population programme.

Lessons Learnt

- Market forces tend to provide houses for the high income segment neglecting the needs of the low and middle income segment;
- Government intervention in partnership with other players is critical for the provision of affordable and decent houses for all;
- Strategic resource mobilization is key to implementing programmes and projects in the sector;
- Implementing population programmes requires a multi-sectoral approach due to their cross-cutting nature;
- Coordination of the housing sector requires a robust policy and legal framework; and
- Integrated development planning (Spatial Plans, Sectoral Plans, Cities and Urban Plans) leads to well-planned cities and urban areas with the required services and amenities.

5.2.3 Programmes and Projects for 2018-2022

Flagship Programmes and Projects

Kenya Population and Housing Census 2019: The census will be conducted to provide data on various population indicators. The data will also form a basis for conducting further analysis on population variables to enhance indepth understanding of the population dynamics thereby supporting evidence based planning and implementation of the population programme.

Affordable Housing: The programme intends to bring together and facilitate various stakeholders and players in delivery of affordable houses. It will involve: construction of 400,000 affordable housing units; construction of 100,000 social housing units; completion of 462 housing units at Mavoko; construction of 30,000 housing units by Co-operative Movement; construction of 7,394 housing Units for National Police and Kenya Prison Services; construction of 10,400 housing units under the Civil Servants Housing Scheme; facilitation of 1,220 Civil Servants with Mortgage; Redevelopment of Soweto East Zone "B" at Kibera, Nairobi; refurbishment of 12,400 Government pool housing units; refurbishment of staff houses in 10 State Houses and Lodges; and replacement of asbestos roofs in 4,000 government housing units.

Research and Development on Appropriate Building Materials and Technologies (ABMT): This will entail collaborative research, documentation and technology transfer on building and construction materials; training of 20,000 new trainees on ABMT; dissemination of appropriate building materials and technologies; and development of 20 ABMT Centres.

Physical and Social Infrastructure in Slums and Informal Settlements in Selected Urban Areas: The programme will improve security of tenure and invest in social and physical infrastructural facilities based on plans developed in consultation with the communities. A database of informal settlements will be established to capture socio-economic dynamics. Periodic mapping and monitoring of slum dynamics will also be undertaken to ensure that upgrading efforts solve needs of residents.

Kenya Informal Settlement Improvement Project Phase II (KISIP II): Implementation of KISIP II (World Bank funded) will cover informal settlements in 33 counties that did not benefit under KISIP I. Projects to be implemented include access roads, foot paths, security floodlighting masts, sewerage systems, storm water drainage, water connections and sanitation facilities.

Buildings' Safety and Compliance: This will entail a comprehensive audit of buildings including those under construction throughout the country to establish their structural safety and compliance with building requirements and regulations such as access by Persons with Disabilities (PWDs), and fire safety facilities among others. The programme targets inspection and auditing of 12,000 buildings and testing of 280 buildings.

Facilitation of 24 Hour Economy: The programme will be implemented through installation of street lighting, high mast security lights and Close Circuit Television Cameras (CCTVs) in urban areas and Metropolitan Regions.

Integrated Urban Development Planning: The programme will be implemented through detailed planning of 2Km² around six (6) SGR railway terminus; slum and informal settlement upgrading; planning of three (3) border towns; dissemination of the National Urban

Development Policy to counties; creation of an Urban Observatory Centre; and developing standards for urban land management and development control.

Urban Renewal Programmes: The programme will entail water supply; sewerage collection and treatment; recreational, security and leisure facilities development; roads connectivity development; solid waste collection and disposal; market trade areas, cold storage, standardization and quality control; weigh bridges and planning, disaster management and social infrastructure.

Nairobi Metropolitan Services Improvement Project (NaMSIP): This project will entail improvement of railway stations, construction of markets, development of Integrated Urban Development Plans, construction of fire stations and purchase of fire engines, construction of trunk sewer lines and construction of storm water drainage systems.

Urban Storm Water Infrastructure: The programme will involve construction of Narok Storm Water Drainage Phase II and construction of Kerugoya-Kutus Storm water drainage. It will also entail construction of vehicular bridges and footbridges crossing the storm water drainage; installation of security lighting at the crossing points for vehicular and pedestrian; and preliminary treatment of storm-water in case of discharge into sensitive water masses.

National Population Centre: A Population Centre will be set up and equipped to improve the institutional capacity to collate and analyse population and population related data to support evidence based planning at both national and county levels. This will also entail improvement of technical and management skills for the management of the population programme. The Government will undertake a National Population and Housing Census in the plan period.

Other Programmes and Projects

National and International Agenda on Housing and Human Settlements: The programme will coordinate the implementation and reporting on National and International Agenda on Housing through the Human Settlement Secretariat.

National Housing Database: This programme entails establishment of a National Housing Database that will provide informed guidance and accurate data on the sector as well as act as a one-stop real estate advisory centre. The database will provide housing data, information on market trends, best practices and risk assessment on real estate investment. M&E will be strengthened and institutionalized to ensure that the expected outputs and desired impacts are realized.

Kenya Urban Support Programme (KUSP): The objective of the programme is to establish and strengthen urban institutions to deliver improved infrastructure and services. It is one of the strategies for the implementation of the Kenya National Urban Programme (KenUP), which is the broad based Government development strategy under the Kenya National Urban Development Policy (NUDP). KUSP is a combined Investment Lending (Window 1) and Performance for Results (P4R) (Windows 2&3) programme. The programme targets 59 Municipalities and will cost approximately Ksh.30 billion (US\$ 300 million) for both human capacity and infrastructural development.

Urban Mass Transport Infrastructure: This includes development of terminal facilities (bus/lorry parks), access roads, missing link roads, high mast lighting and street lighting, improvement of railway stations, and Non-Motorized Transport (NMT).

Solid Waste Management Infrastructure: The main component of this programme include solid waste separation at source; solid waste treatment plant; collection network infrastructure and capacity improvement; transfer stations development; intermediate treatment; final disposal; and security lighting along the collection network.

Water and Sewerage Infrastructure: The programme entails urban waste water (sewerage) collection, treatment and reuse; generation of by-products; and disposal of solid waste from sewerage.

Urban Disaster and Safety Management: The programme will be implemented through establishment of fire and rescue training centres, fire and rescue simulators, provision of fire fighting and rescue equipment, and establishment of six (6) modern equipped fire stations across the country.

Securing Reclaimed Urban Space: This will entail securing, re-development and protection of reclaimed urban spaces (riparian reserves and wetlands) for recreational purposes.

Urban Social Infrastructure: The programme will involve development of markets, modern recreation and water front facilities.

Population and Development Advocacy: This will involve advocacy and awareness creation on population and development issues to various stakeholders at national and devolved levels.

Population and Development Research: Quality population data and information will be generated and provided through research. Information generated on population issues will form a basis for effective and evidence-based decision making.

State of Kenya Population Annual Reports: This will involve development of reports to provide data and information to policy makers and programme implementers on population and development issues.

Population and Development Partnerships: This will involve strengthening of partnerships and coalitions to mobilize resources and capacity building for population and development issues.

Demographic Dividend Roadmap: The implementation of the demographic dividend roadmap will be coordinated to harness the youth potential for socio-economic transformation.

5.2.4 Policy, Legal and Institutional Reforms

Policy Reforms

- Develop policy on lowering the cost of housing and improving accessibility to affordable mortgage;
- Develop policy on increasing availability of low cost funds from public and private sectors for investment in large scale housing production;
- Review and implement the National Housing Policy (2004);
- Formulate and implement National Building Maintenance Policy;
- Implement the National Slum Upgrading and Prevention Policy (2016);
- Develop Population, Health and Environment Policy;
- Formulate Metropolitan Areas Policy to operationalization 6 Metropolitan Areas namely: Nairobi, Mombasa, Kisumu-Kakamega, Nakuru-Eldoret, Wajir-Garissa-Mandera, and Kitui-Mwingi-Meru; and
- Implement the National Urban Development Policy.

Legal Reforms

- Enact the Urban Areas and Cities Amendment Bill 2015;
- Formulate Metropolitan Areas Bill to operationalization 6 Metropolitan Areas namely: Nairobi, Mombasa, Kisumu-Kakamega, Nakuru-Eldoret, Wajir-Garissa-Mandera, and Kitui-Mwingi-Meru;
- Review and harmonize existing legislative framework governing urbanization;
- Enact the Housing Bill, Built Environment Bill, Building Surveyors Bill, Landlord & Tenant Bill and Kenya Building Research Institute Bill; and
- Anchor the National Council for Population and Development under an Act of Parliament to strengthen coordination of programmes.

Institutional Reforms

- Develop standards for urban land management and development control;
- Establish the Maintenance Fund for Government houses;
- Establish the Urban Observatory Centre; and
- Establish the National Population Centre.

5.3 Education and Training

“Globally Competitive Quality Education, Training and Research for Sustainable Development”

The Sector is composed of Basic Education; Vocational and Technical Training; Post Training and Skills Development and University Education sub-sectors and their respective agencies as well as the Teachers Service Commission (TSC). The sector priorities include: actualization of the right to free and compulsory basic education; improvement of post basic education; enhancement of quality and relevance of education; integration of ICT into teaching and learning; enhancement of financing in education and training; and improvement of governance. The Sector will contribute to the “Big Four” development initiatives by providing the requisite skilled human resource and promoting research and development.

5.3.1 Situation analysis

During the MTP II period, the sector realized several milestones in the following areas:

Early Childhood Development and Education (ECDE): The number of ECDE centres increased from 40,145 in 2013 to 44,779 in 2017 while Gross Enrolment Rate (GER) increased from 71.6 per cent in 2013 to 77.1 per cent in 2017. The Net Enrolment Rate (NER) increased from 68.7 per cent in 2013 to 76.9 per cent in 2017. This is as a result of targeted investment at this level of education by

county governments and development partners. To harmonize ECDE service delivery across counties, the Government formulated the pre-primary policy and developed the Kenya School Readiness Assessment Tool (KSRAT) to guide the transition to primary level and to ensure quality learning.

Primary Education: The number of primary schools grew from 28,026 (public 21,205, private 6,821) in 2013 to 35,442 (public 23,584, private 11,858) in 2017. As a result, enrolment in primary schools (both public and private) increased from 9,857,600 pupils (boys 5,019,700, girls 4,837,900) in 2013 to 10,403,700 pupils (boys 5,293,900, girls 5,109,800) in 2017. Further, construction of new classrooms and renovation of existing ones was carried out in 781 primary schools. During the same period, the Government enhanced the Free Primary Education capitation per learner from Ksh. 1,020 to Ksh. 1,420 to cover the rising costs of instructional materials.

To enhance retention of girls in school, the Sanitary Towels Programme (STP) was scaled up. The programme targets girls entering their puberty who are at risk of being excluded from participating in learning. During the Plan period, the programme benefitted more than 3.5 million girls and is effective in addressing cases of girls' absenteeism.

Secondary Education: The number of secondary schools increased from 7,834 (public 6,807, private 1,027) in 2013 to 10,655 (Public 9,111, private 1,544) in 2017. As a result, enrolment in secondary schools increased from 2,104,262 (boys 1,127,697, girls 976,565) in 2013 to 2,830,800 (boys 1,450,800, girls 1,380,000) in 2017. To improve learning and teaching environment in public secondary schools, infrastructure improvement was carried out in 103 national schools and 64 extra-county schools across the country. In addition, funds were disbursed to schools under normal school infrastructure improvement grants, including 100 per cent transitional grants. Funds were also disbursed for infrastructure improvement, equipment, repair and maintenance of schools in ASAL areas.

Special Needs Education (SNE): According to the National Disability Survey (2017), there were 2,489,252 special needs children in Kenya, of which 5.6 per cent had visual impairment, 2.2 per cent hearing impairment, 4.6 per cent mental disability and 6.7 per cent with physical disability. A total of 34 classrooms were constructed and others renovated in 6 special needs' schools to address accessibility of education services to children with special needs.

The sector initiated the construction of the National Psycho-Educational Assessment Centre, which is expected to enhance assessment and placement of trainees with special needs and disabilities. The sector also integrated ICT and assistive technology to learners with special needs with a focus on capacity building of teachers, digitization of content and supply of SNE accessible devices and technologies.

Adult and Continuing Education: To strengthen Adult and Continuing Education (ACE), 202 ACE secondary centres were created with an enrolment of 7,701 learners. A boarding centre for adult learners with a capacity of 40 in boarding section and 60 day scholars was established while five (5) Multi-Purpose Development Training Institutes (MDTI) were renovated and furnished.

Teacher Education: The number of public primary teacher training colleges increased from 22 in 2013 to 27 in 2017, while that of private colleges increased from 101 in 2013 to 108 in 2017. Total teacher trainees enrolment increased from 37,113 in 2013 to 42,131 in 2017. Further, 10 new Primary Teachers Training Colleges (TTCs) were constructed to address the increasing demand for teachers. These include Bondo, Kenyena, Kitui, Garissa, Narok, Chesta, Ugenya, Aberdares, Kaimosi and Mosoriot. In total, these colleges enrolled 6,120 trainees by 2017. The Government recruited a total of 22,000 additional teachers during the review period.

Technical, Vocational Education and Training (TVET): The number of TVET institutions increased from 753 in 2013 to 1,962 in 2017. The Sector established 60 new technical training colleges across the country including 14 in ASAL counties. A total of three (3) Vocational Training Centres were established by county governments in each of the arid counties of Turkana, Wajir, Mandera, Garissa, Lamu, Isiolo, Marsabit and Tana River.

On post training and skills development, 40 TVET institutions were connected to the fibre optic cable while smart classrooms were established in 10 technical institutions. Further, 8 technical institutions are offering Cisco Networking Academy Programme meant to provide trainees with industry-valued certification in skills to repair and maintain computers.

Curriculum Review and Reforms: The sector undertook education curriculum review and reforms with a focus to having a competence-based system aimed at improving knowledge, skills, values and attitudes to enable learners to successfully perform a function. Key achievements in the review process included preparation of a needs assessment report and development of a Curriculum Assessment Framework for teachers' education. Basic Education Curriculum Framework which proposes a new education system with 4 tiers (early years; middle school; senior school; tertiary and university) was developed.

Integration of ICT into Teaching and Learning: A total of 882,765 Learners Digital Devices (LDDs), 43,777 Teacher Digital Devices (TDDs), 21,133 Content Access Point (CAP) and 19,409 projectors were supplied to primary schools. Additionally, 91,526 education professionals were trained to support the programme and integration of ICT and assistive technology to learners with special needs.

University Education: To strengthen teaching and learning in public institutions of higher learning, 82 lecturers and tutors from technical colleges and officers from public institutions were enrolled for various Masters and Doctorate study programmes in Engineering and Applied Sciences. During the period, enrolment in universities grew from 361,379 (male 213,967, female 147,412) in 2013/14 to 564,507, (Male 330,347, female 234,120) students in 2016/2017.

Student Financing: The number of students who benefited from higher education loans increased from 139,646 in 2013/2014 to 198,032 in 2015/2016 while, the number of students who benefited from bursaries increased from 15,257 to 30,492 during the same period. Approximately 63,800 trainees in TVET institutions received Subsidized Youth Polytechnic Tuition (SYPT) funds.

Quality Assurance Assessments: Quality assurance assessments were conducted in the 47 counties. A total of 27,672 schools were assessed and 80,559 teachers were observed in various subjects. Quality assurance officers were also sensitized on curriculum reforms to support implementation of the new curriculum.

Education in Arid and Semi-Arid Lands: The National Council for Nomadic Education in Kenya (NACONEK) was established in 2015 to address the educational needs and aspirations of the marginalized communities and to support education in Arid and Semi-Arid Lands. Through the NACONEK, 426 Low Cost Boarding (LCB) schools and 117 mobile schools were financed.

5.3.2 Emerging Issues, Challenges and Lessons Learnt

Emerging issues

- Radicalization and violent extremism which has led to learning disruptions and destruction of training institutions' property;
- Emergence of priority sectors in the economy such as Oil, Gas and Minerals and the Blue Economy which require specialized skills for exploitation and management;
- Increase in illiteracy levels amongst adult population; and
- Inadequate capacity in TVET institutions to cope with high transition rate from secondary schools.

Challenges

- Regional and gender disparities in access, completion and transition;
- Extreme poverty in informal settlements and ASAL areas;
- Weak governance and accountability structures/systems;
- Inadequate funding;
- High cost of ICT equipment and infrastructure;
- Inadequate and dilapidated infrastructure;
- Weak data management;
- Drug and Substance Abuse (DSA);
- HIV and AIDS;
- Poor perception and recognition of TVET;
- Mismatch between skills and labour market demands;
- Industrial labour actions;
- Insecurity; and
- Understaffing across the sector.

Lessons Learnt

- Collaboration between the two levels of government is necessary in the provision of education resources in an effective and efficient manner.

5.3.3 Programmes and Projects for 2018 - 2022

Flagship Projects

Universal Secondary Education: The project entail provision of infrastructure in all public schools; provision of capitation to the additional students in secondary schools beyond the current provision under Free Day Secondary Education (FDSE) and recruitment of 125,480 additional teachers. This is to address the immediate need occasioned by the increased enrolment in public secondary schools.

TVET Infrastructure and Equipment: The Government aims to complete the construction of 70 Technical Vocational Centres (TVC) initiated during the MTP II period; construct 88 TVCs in constituencies that have none; expand and equip 217 TVCs; upgrade, rehabilitate and equip the existing 10 national polytechnics; establish 37 national polytechnics to ensure that each county has at least one; and establish four (4) new Technical Trainer Colleges.

Basic Education Competency Based Curriculum (CBC): The programme entails preparation and roll-out of Competency Based Curriculum designs and syllabuses and review of pre-primary teacher training curriculum and other levels of teacher education curriculum.

Competency Based Education and Training (CBET) for TVET: The programme entails development and roll-out of competency based curriculum; establishment and operationalization of 50 TVET competence assessment centres; capacity building of trainers/instructors/lecturers/assessors/verifiers and other TVET stakeholders on CBET; conduct assessment in collaboration with industry; monitoring and evaluation of CBET implementation; and recruitment of staff for TVET Curriculum Development Assessment and Certification (CDACC).

Kenya National Qualifications Framework (KNQF):The Sector will develop and implement the Kenya National Qualifications Framework; develop and implement national qualifications system standards and guidelines; establish and implement KNQF database; capacity build education and training providers, professional, quality assurance and qualifications' awarding bodies; recruit KNQA staff; and strengthen the capacity of qualifications awarding bodies.

National Education Management Information System (NEMIS): The objective of the project is to establish a system for collection, integration, processing, maintenance and dissemination of data and information to support decision making, policy-analysis and formulation, planning, monitoring and management. This project will entail the operationalization of NEMIS.

National Skills Development: The project entails development and implementation of the Kenya National Skills Development Framework; recruitment of staff for Kenya National Skills Development Council (KNSDC); establishment and implementation of KNSDC database; capacity building education and training providers, professional regulators in the provision of teaching service; developing a national skills inventory; and development and implementation of a National Skills Development Plan.

National Psycho-Education Assessment and Placement Centre: The objective of this project is to enhance assessment and placement of special needs learners. The project will entail the construction and equipping of a psycho-education and placement centre at Kenya Institute of Special Education (KISE).

Enterprise Development Incubators: The objective of the project is to support creativity and innovation, research and development. The project will establish and strengthen 94 enterprise development incubators in TVCs and Vocational Training Centres (VCTs).

Teacher Provision, Competence and Professional Development: The objective of this project is to improve the provision and competencies of teachers at the basic education level. The new curriculum proposes new learning areas that are currently non-existent in the basic education sub-sector. It will therefore involve the development of teacher professional development modules and provision of professional development training for career progression and re-certification.

Laptops and Assistive Technology for Learners with Special Needs: The project entails the provision of assistive technology and specialized laptops to assist in teaching and learning for the visually impaired and physically disabled; provision of laptops for visually impaired learners in secondary, TVET institutions and universities; and adaptation of digital content materials for learners with special needs.

Student Financing: The project will provide enhanced loans and bursaries to trainees to enable them fully participate and complete their education and training.

Other Priority Programmes and Projects

The sector has identified seven (7) programmes, each with several projects for implementation during MTP III period. These are:

Skills Initiative for Africa: The programme is aimed at: promoting dissemination of innovative approaches for practice-oriented TVET in Africa; developing relevant skills, knowledge, talents and commitment of its young people; and impacting young people with entrepreneurial skills to address unemployment.

Curriculum Review and Reform: This programme will ensure that curriculum is competency-based at all levels of education and training through:

- Mainstreaming *Tusome* Model in Early Grade Learning Processes;
- Reforming Learner Assessment;
- Review and Implement National Vocational Certificate of Education and Training (NV CET) curriculum; and
- Review of University Curriculum.

Access and Equity in Education and Training: Access and equity in education and training will be enhanced through the following projects:

- Universal Early Childhood Development Education;
- Education and Training in Marginalized Areas;
- Universal Basic Education;
- Enhance Retention in Basic Education;

- Enhance Retention in TVET;
- Infrastructural Development for ACE; and
- Increasing Access to University.

Special Needs Intervention for Education and Training: Access to education and training for learners with special needs and disabilities will be enhanced through the following projects:

- Rehabilitation and Equipping of TVET SNE Institutions;
- Rehabilitation and Equipping of County and Sub County Education, Assessment and Resource Centres (EARCs);
- Capacity Building SNE Stakeholders;
- Production of Assistive Devices, Technologies and Learning Materials;
- Rehabilitation and Equipping of Special Needs Schools;
- Establishment of a National Academy for Gifted and Talented Learners;
- Provision of Specialized Equipment to Trainees with Special Needs and Disabilities in VTCs;
- Mentorship and Talent Development in all levels of Education and Training;
- Establishment of TVET- SNE Institutions in Each County;
- Provision of Specialized Equipment to SNE Students in Universities;
- Training of Examiners of Special Needs Education Candidates;
- Special Needs Education Inclusivity in TVET; and
- Establishment of Model Inclusive Education Institution.

Quality and Relevance of Education and Training: Quality and relevance in education and training will be enhanced through the following projects:

- Institution Based Quality Assurance;
- Secondary Education Quality Improvement Project;
- Research in Education and Training;
- TVET Trainer Management;
- Establishment of Centres of Excellence and Resource Centres;
- Establishment and Development of Centres of Specialization in Universities;
- Rebrand and Reposition TVET;
- Monitoring Learning Achievements in Education; and
- Teacher Performance Appraisal and Development.

Integrating ICT into Teaching, Learning and Training: Quality of delivery by integration of ICT in teaching and learning programmes will be enhanced through the following projects:

- Digital Learning Programme in Primary Schools;
- ICT Integration in Secondary Education;
- ICT Integration in TVET;
- Integration of ICT in ACE;
- Transition from Print to e-Books;
- ICT integration in University Education; and
- ICT Integration in Examinations Management.

Revitalization of Adult and Continuing Education (ACE): Adult literacy and productivity of the youth and adult population in the country will be improved through the following projects:

- Kenya Adult Literacy Survey;
- Development of Curriculum Support Materials; and
- Advocacy and Community Empowerment for ACE.

Governance and Accountability in Education and Training Sector: Capacity of education managers and stakeholders on governance and financial management skills will be built through the following projects:

- Establishment of the Kenya School of Education and Training;
- Capacity Building for Education and Training Sector;
- Electronic Data Management System (EDMS);
- Efficiency improvement of TVET; and
- Establishment and equipping of teacher support and professional Resource Centres.

5.3.4 Policy, Legal and Institutional Framework

Policy Reforms

- National Curriculum Reforms Policy Framework for Education and training;

- The National ICT Strategy for Education and Training;
- Security Safety Policy for Education and Training Sector;
- Capitation framework for Basic, TVET and University;
- Adult and Continuing Education and Alternative Provision of Basic Education and Training Policies;
- Text book policy across the education and learning institutions;
- National Policy framework on capacity building in the sector;
- National Policy for accreditation of Quality Assurance and Qualification Awarding Bodies;
- Teacher utilization and deployment policy; and
- NEMIS Policy for education and training.

Legal Reforms

- Basic Education Act 2013 and corresponding regulations;
- Universities Regulation 2014 and TVET Act 2013;
- TSC Act 2012, KNEC Act 2012 and KICD Act 2012; and
- The HELB Act and regulations.

Institutional Reforms

- Staffing norm so as to be responsive to the CBC; and
- Recruitment and deployment of TVET education managers.

5.4 Environment, Water, Sanitation and Regional Development

“Enhancing development in a clean safe environment and, sustainably managed Natural Resources, Access to Water and Sanitation Services”

The Environment, Water, Sanitation and Regional Development Sector has an important role in ensuring the sustainability of natural resources in the country. It is also aligned to the relevant SDGs, Africa Agenda 2063 and other regional development initiatives. The Sector will contribute towards achieving the “Big Four” initiatives on universal health coverage, food and nutrition security, manufacturing and affordable housing. During the Plan period, the Sector will focus on the conservation and management of forests, wildlife resources, water catchments, and management of wetlands, restoration of degraded land, green economy, waste management, pollution control, integrated regional development, water resources management, increase access to water and sanitation and mitigation and adaptation to the effects of climate change among other programmes.

5.4.1 Situation Analysis

During the period under review, various projects and programmes were implemented.

Strengthening Environmental Governance: The Environmental Management and Coordination Act 1999 and Wildlife Conservation and Management Act 2013 were reviewed. In addition, the Forest Conservation and Management Act, 2016, Natural Resources Act, 2016, Water Act 2016, and Climate Change Act 2016 were enacted. The National Environment Management Authority (NEMA) was also accredited as a National Implementing Entity for the Green Climate Fund.

Waste Management and Pollution Control: A National Solid Waste Management Strategy was developed in 2015; Plastic Bags Initiative was implemented vide Gazette Notice No. 2334; municipal and industrial effluent standards within the Lake Victoria Basin were harmonized; sewerage treatment plants in Kisumu, Homa Bay, and Bomet towns were constructed; and a system to monitor Nutrient and Sediment Losses from Land Use and Covers in the Nyando Basin was developed.

Rehabilitation of Urban Rivers: Approximately 270 Km of urban rivers were rehabilitated; reclaimed lands along the riparian zones at the Michuki Memorial Park; constructed 2.5 Km river banks embankment; and planted 270,000 indigenous trees along Mathare, Ngong, Nairobi, and Sosian river banks.

Modernization of Meteorological Services and Adverent Weather Modification Programme: Installed 88 Automatic Weather Stations (AWS), automatic hydro-meteorological stations, upper air observing systems in Garissa and Lodwar, and automatic airport weather observing systems at JKIA, MIA and Eldoret. In addition, manned observatories at Ngong, Kitui and Nganyi Meteorological stations were commissioned while the Adverent Weather Modification Programme that entailed establishment and equipping of a weather modification operation and research centre was implemented.

Forest, Research and Wildlife Conservation and Management: Tree cover increased to an estimated 7.29 per cent in 2017 from the estimated 7.2 per cent reported in 2013. State managed forests increased from 1.2 million hectares to 2.4 million hectares, 115 Forest Management plans were developed, facilitated production of 222,124 bamboo seedlings and 800 million tree seedlings while

500,000 hectares on farmlands for livelihood improvement were planted. A total of 16 demonstration plots were established on Prosopis management and utilization and 45,000 kilogrammes of high value seed were produced and distributed. New tree products namely *Vitexpayos* fruits, juice from *Syzygiumcordatum*, *Opuntia* jam and nectar from *Vitexpayos* were developed. In wildlife conservation, mapping and documentation of wildlife migration corridors and various dispersal areas were realized. An Integrated Database System which incorporates wildlife research was also developed.

Rehabilitation and Protection of water towers: This programme entailed the rehabilitation and protection of Kenya's five major water towers namely; the Aberdares, Cherangany, Mau, Mt. Kenya and Mt. Elgon and other smaller significant Water Towers and catchment areas. The rehabilitation, protection and securing of Enosupukia (12,000 Ha), South West Mau (19,000 Ha), Masai Mau (64,000 Ha) and Olpusimoru (26,000 Ha) was realized through the Joint Enforcement Unit. An area of 1,250 Ha was surrendered voluntarily at Mau complex and a Water Towers Fund established. An assessment of 18 water towers was conducted and water towers ecological health status reports were prepared.

Water Resources Management Programme: Installation and rehabilitation of 140 hydro-meteorological stations were completed across the 6 major catchment regions. Upgraded 15 gauging stations to telemetry and developed and implemented 157 Sub Catchment Management Plans.

Trans-boundary Waters: The locations for trans-boundary surface waters and their status were finalized. Three bilateral frameworks were developed, negotiated and finalized for the management of trans-boundary water resources of Sio-Malaba-Malakisi River, Mara River, and Lakes Challa-Jipe and Uмба River.

Water Harvesting and Storage Programme: Three (3) medium-sized dams namely Kiserian, Chemususu and Theta dams were constructed.

Urban Water Supply and Sewerage Programme: The overall coverage of population with access to safe drinking water rose from 53.3 per cent in 2013 to 60 per cent in 2017. Urban water supply coverage increased from 61.7 per cent to 68.3 per cent over the same period. Access to sewerage is estimated to be 25 per cent in urban areas by 2017. The national sanitation coverage (which includes sewerage and onsite sanitation) is estimated at 68 per cent. This was achieved through rehabilitation of sewerage schemes in Nairobi, Kisumu, Mombasa, Kericho, Kisii, Nyahururu and Murang'a, and construction of new sewerage schemes at Othaya, Ruiru, Isiolo, Bomet, Garissa, Siaya, Bondo and Kitui.

Rural Water Supply Programme: Rural water supply coverage improved from 47.1 per cent in 2013 to 50.2 per cent in 2017 countrywide. Rural access was boosted through rehabilitation and extension of rural water schemes where 199 new water and sanitation projects were constructed, 410 existing rural water supplies rehabilitated and 276 new boreholes drilled and equipped.

Irrigation and drainage infrastructure: The area under irrigation increased from 142,000 Ha (355,000 acres) to 193,600Ha (484,000 acres) through the Galana-Kulalu Food Security Project (GKFSP); National Expanded Irrigation Programme (NEIP); and Community Based Smallholder and Irrigation Projects.

Land Reclamation: A total of 4,800 Ha was reclaimed and 4,984 reclamation structures and 701 water pans constructed, thus increasing water storage capacity by 16 million cubic metres.

Integrated Regional Development: A total of 44 integrated development projects were implemented; leading to improved food security, energy, water harvesting and supply as well as environmental conservation and protection. Towards this end, 7,000 Ha were put under irrigation, and 400 water pans and 70 boreholes rehabilitated/drilled and equipped. In addition, 170 Km of riparian land were reforested and over 9 million tree seedlings produced and planted.

Other achievements were promotion and piloting of green energy, carbon credit trading, and rehabilitation of storm water drainage systems in selected towns as well as digitisation of urban plans.

5.4.2 Emerging Issues, Challenges and Lessons Learnt

Emerging issues

- Transition to green economy;
- Sophisticated poaching, smuggling and trafficking;
- Integration of the National Spatial Plan into Sector Plans;
- Sea water desalination; and
- Innovative financing mechanism for water utilities.

Challenges

- Environmental degradation;
- e-Waste management;

- Climate change;
- Inadequate institutional framework for management of trans-boundary resources;
- Pressure on natural resources due to population increase;
- Inadequate enforcement of laws and regulations;
- Incidences of insecurity particularly in ASAL regions;
- Invasive plant species continue to affect ecosystems across the country;
- Human and wildlife conflict;
- Inadequate institutional capacity to enhance environmental stewardship within counties;
- Slow uptake of Public Private Partnerships (PPP) projects;
- Inadequate infrastructure that inhibits access to project sites;
- Inadequate water conservation strategies; and
- Land acquisition issues for large infrastructure projects.

Lessons Learnt

- Capacity building is critical for successful implementation of projects and programmes;
- Public Participation is essential in Project Cycle Management;
- Growth of peri-urban and satellite towns has led to increased demand for water and sanitation services;
- Collaborative Framework between the National and County Governments is essential for sustainable environmental management; and
- Adoption of advance techniques is essential to map and access large ground water resources.

5.4.3 Programmes and Projects for 2018-2022

Flagship Projects

Waste Management and Pollution Control: This programme will focus on disposal of human and industrial waste, e-waste, elimination of harmful emissions including those from factories and motor vehicles. In addition, the National Government, in close collaboration with County Governments will establish at least two proper waste management systems in each county as well as providing incentives to investors to establish waste to energy infrastructure for Nairobi, Mombasa, Nakuru, Kisumu and other counties.

Modernization of Meteorological Services programme: This programme will entail expansion and automation of data collection network and weather observing systems; improvement of data processing, analysis and forecasting systems; improvement of data exchange and telecommunication systems; enhancement of data management and archival systems; enhancement of capacity for dissemination of information on disaster preparedness, mitigation and response; and decentralization of meteorological services to counties.

Rehabilitation and Protection of the Water Towers: The programme will continue with rehabilitation and protection of the five major water towers namely Aberdares Range, Mt. Kenya, Mau Forest Complex, Mt. Elgon and Cherengany as well as other water towers and catchment areas in the country.

Strengthening Environmental Governance: The Sector will undertake environmental monitoring for strengthening compliance with standards, prepare water towers status reports; license sustainable water utilities and ensure pricing of water services is justified.

Advertent Weather Modification Programme: This programme will involve equipping the Weather Modification Operation and Research Centre and, construction of the Weather Modification Cloud Physics Laboratory.

Rehabilitation of Urban Rivers: The programme will continue to rehabilitate the Nairobi rivers and other urban rivers within counties.

Promotion and Piloting of Green Energy: The programme aims at promoting green energy options by piloting innovative options that can be commercialized in order to make Kenya a world leader in its green energy mix.

The Plastic Bags Initiative: The programme involves continuous monitoring, compliance enforcement and stakeholders' engagements on the total ban of plastic bags pursuant to the Gazette Notice No. 2334 of March, 2017 on the ban on use, manufacture and importation of all plastic bags.

Forest Conservation and Management: This includes establishment of forest plantation, promotion of forest based nature enterprises, establishment of commercial woodlot, promotion of bamboo establishment and utilization and, control of invasive species.

Forestry Research and Development: Research activities related to promotion of sustainable forest products utilization, forestry conservation and management, biodiversity and environment management, and strengthening environmental governance will be undertaken.

Wildlife Conservation and Management: The programme aims to sustainably conserve, and manage Kenya's wildlife and its habitats. This will include enhancing species conservation and habitats through securing of wildlife corridors and dispersal areas, reducing human-wildlife conflicts, eliminating poaching, strengthening partnerships in wildlife conservation and management.

Water Resource Management Programme: It will involve development and implementation of Sub-catchment Management Plans, rehabilitation of monitoring stations, upgrading telemetry equipment and facilities, establishing national Water Quality Reporting Stations, country-wide ground water mapping, and establishment of Isotope Hydrology Laboratory.

Provision of Water to Poor Unserved areas including informal settlements: The Sector will implement rural and urban water and sanitation projects in low income areas in collaboration with County Governments and implement the School WASH programme. The social/flat rate water tariff will be implemented on an area basis.

Trans-boundary Waters: Negotiations for a joint management and development of shared water resources and review of three international water treaties/conventions will be undertaken. This includes implementation of bilateral frameworks on Sio-Malaba-Malakisi River sub-basin; and Mara River basin and Lakes Chala/Jipe and Uмба River basin.

Water Harvesting and Storage programme: The programme involves increasing water storage capacity by 4.4 billion cubic metres through enhancing reliable and adequate water harvesting and storage to meet domestic, irrigation and industrial water needs as well as environmental storage through the construction of medium size and multipurpose dams.

Urban Water Supply: The programme will focus on increasing water supply and sanitation in major urban towns and upcoming urban areas. This will be done in collaboration with County Governments.

Rural Water Supply: The programme will focus on rehabilitating and expanding existing large rural water supply schemes; drilling new boreholes; and providing safe, reliable and sustainable water to public schools and health institutions. This will be done in collaboration with County Governments.

Water Research Programme: The sector will operationalize Water Resource Centre at KEWI; establish and operationalize Water Resources Management Institute; establish Sewerage Research Centre in Kisumu; establish a Water Sector Research Funding mechanism to support water research projects; and undertake capacity building and provide technical assistance at county level.

Irrigation and Drainage Infrastructure: Towards ensuring food and nutrition security, the Sector will increase land under irrigation by 518,000 acres (207,200 Ha) through the implementation of large scale, smallholder and ground water irrigation projects.

This will entail developing 170,000 acres of maize under the Galana-Kulalu Food Security Project; development of Lower Tana, Greater Kibwezi, Mwea; Turkwel and Kerio irrigation project; Perkerra, Kaagari Gaturi, Lower Kuja, Rwabura, Kieni, Muringa Banana, Upper and Lower Nzoia, Ahero and West Kano, Lower Muranga, Mitunguu, Barwesa, Lower Sabor, and Rahole canal irrigation project to cover 225,000 acres. Smallholder irrigation projects covering 100,000 acres will be implemented under the national Expanded Irrigation Project and Community Based Smallholder Irrigation Programme.

Irrigation Water Storage Programme: The programme seeks to increase reliability of irrigation water to support full exploitation of irrigation potential for food security through construction of water harvesting and storage facilities. This will involve construction of large and medium-sized irrigation dams which include Twake, Thiba, Lowaat, Radat, Thuchi, New Gogo, Kerita, Rwaburu, Thirirka, Galana, Kaiti, Sergoit, Kitheno, Karemenu, Narumoru, Elgeiyo Border dam, Lower Sabor, Maara, Narosura, Ngurumani, Kyakivai, Miu/Ithatani, Uмба, Kipkoi/Kimatgei, Kora and Upper Nzoia dams to provide 2.74BCM irrigation water to cover 674,000 acres. In addition, it will involve construction of 1,500 water pans, small dams and 4,000 water harvesting structures in ASAL areas.

Irrigation Water Management Programme: The Sector will increase irrigation production and productivity efficiency from 60 per cent to over 150 per cent by 2022. This will involve the development and review of policies, legislations, regulations and guidelines; including research, capacity building and technical support to counties, irrigators and related stakeholders in order to promote sustainability of irrigation schemes through participatory irrigation management. In addition, an Irrigation and Drainage Information Management System (IDMIS) will be developed to facilitate mapping of irrigation schemes, water storage structures and general information management.

Promotion of Drip Irrigation, Green Houses and Renewable Energy: This will involve promotion of use of drip irrigation and greenhouses to ensure efficient utilization of water. The Sector will also put in place measures to ensure solar energy and wind power technologies are promoted to support new irrigation technologies. A total of five (5) million farmers will be supported.

Land reclamation: The sector will identify and map all degraded land in the country. The programme will also rehabilitate and reclaim 60,000 Ha in the counties prone to landslides, floods and heavy soil loss.

Integrated Regional Development Programme: The programme will implement multipurpose dams that will generate energy, support irrigation and water supply, flood control and environmental conservation. Some of the projects include High Grand Falls, Arror, Kimwarer,

Magwagwa, Nandi Forest and Munyu. It will also install 100 megawatts of hydroelectric power and 7000 hectares irrigated. Other projects to be implemented include Dry Port Development, Tana Delta Irrigation Project, Cherangany Catchment Conservation and Lake Chala Integrated Project.

Other Programmes and Projects

Green Technologies and Innovations Programme: Under this programme, the sector will focus on creating awareness of green technologies and initiatives; recognizing and rewarding best practice; and creating an enabling environment for the promotion of green growth as well as promoting financial inclusion and investments.

Sewerage Programme: The programme aims at providing and improving access to sewerage facilities in urban centres and priority areas identified under the “Big Four” initiatives.

Population, Health and Environment Programme: This programme aims at strengthening the legal and policy framework of population, health and environment approach in development planning in collaboration with the National Council for Population and Development.

5.4.4 Policy, Legal and Institutional Reforms

Policy Reforms

- Develop Meteorology Policy;
- Develop National Air Quality Management Strategy;
- Develop Policy on plastics;
- Develop National Solid Waste Management Policy;
- Develop policy on population, health and environment;
- Finalize National Wildlife Conservation and Management Policy;
- Draft Water Towers Management Policy;
- Develop National Resource Assessment Policy;
- Develop National Water Policy;
- Finalize National Policy on Groundwater Resources Development and Management;
- Develop Legal framework for the implementation of trans -boundary water policy;
- Finalize National Irrigation Policy;
- Finalize National Land Reclamation Policy;
- Draft National water harvesting and storage Policy; and
- Finalize the review of the RDA Policy.

Legal Reforms

- Develop Meteorology Bill;
- Develop Bill on plastics;
- Develop National Solid Waste Management Bill;
- Review Environmental Impact/Audit Regulations of 2003, and the Environmental Management and Co-ordination (Wetlands, river banks, lake shores and sea shore management) Regulations, 2009;
- Review Environmental Management and Co-ordination (Water Quality) Regulations, 2006;
- Enact regulations and guidelines to operationalize the Wildlife Act 2013;
- Develop regulations and guidelines to operationalize the Forest Conservation and Management Act 2016;
- Draft the Biodiversity Bill;
- Draft the Water Towers Management Bill;
- Finalize the regulations and guidelines to operationalize the Water Act 2016;
- Review the Kenya Water Institute Act 2001;
- Finalize National Irrigation Bill;
- Finalize National Land Reclamation Bill;
- Draft National water harvesting and storage Bill; and
- Finalize the review of the RDA legal framework.

Institutional Reforms

- Operationalize the National Water Harvesting and Storage Authority; and
- Transit the Water Sector Institutions as per Water Act 2016.

5.5 Gender, Youth and Vulnerable Groups

“Equity in Access, Control and Participation in Resource Distribution for Improved Livelihood of Women, Youth and Vulnerable Groups”

The Kenya Constitution is emphatic on gender equality and the uplifting of the lives of all vulnerable groups. Since Kenya's population is predominantly young, special programmes dedicated to youth have become increasingly urgent. Projects outlined in this MTP emphasize promotion of gender equality and empowerment of women, youth, children and the vulnerable members of society. This is essential in realization of human rights and sustainable development. The Sector is determined to strengthen equity and gender equality, including ratifying and domestication of several international and regional instruments by establishing a clear vision in delivery of its services.

5.5.1 Situation Analysis

Gender

During the MTP II period, the subsector disbursed a total of Ksh.12.31 billion through Women Enterprise Fund (WEF) and Uwezo Fund to support women, youth and PWDs in training on entrepreneurial skills and capacity building. These funds benefited 1,545,694 people across the 290 constituencies. In addition, the Government disbursed Ksh.5.12 billion through National Government Affirmative Action Fund (NGAAF) to support the affirmative action groups' programmes and projects. Further, 45,812 tenders amounting to Ksh.50 billion were awarded to enterprises owned by youth, women and PWDs.

In 2013 women comprised 33.3 per cent of all Cabinet Secretaries, 19.8 per cent in the National Assembly, 26.8 per cent in the Senate, 26.9 per cent Principal Secretaries (PSs), 34.2 per cent of Members of County Assembly (MCAs), 36 per cent of County Commissioners and 47 per cent of Magistrates. However, in 2018, women Cabinet Secretaries comprised 27.2 per cent, women Governors 6.4 per cent, 21.8 per cent of Members of the National Assembly, 31.3 per cent in the Senate, 22 per cent, Principal Secretaries (PSs), 8.5 per cent of County Commissioners and 50 per cent of Magistrates.

Key laws and policies to address women's empowerment and gender equality were developed and enacted. The Anti-Female Genital Mutilation (FGM) Board and the Kenya National Action Plan for the implementation of United Nations Security Council Resolution (UNSCR) 1325 were established and launched in 2014 and 2016 respectively.

Youth

The youth (15-35 years) comprise about 35.7 per cent of the total population in Kenya. During the review period, the following were achieved: development of the National Employment Policy and Strategy for Kenya and the National Youth Empowerment Strategy (NYES). In addition, Ksh.4.9 billion was disbursed through the Youth Enterprise Development Fund benefiting 497,037 youth entrepreneurs across the country. Further, 19,532 youth were trained on core business skills, life skills and entrepreneurship while 11,915 youth were placed on attachment in both public and private institutions. The National Youth Service was also upgraded and enrolment increased to provide skills and training to 21,870 youth per year. Further, paramilitary training was conducted for 23,165 youth and 23,235 service men and women undertook vocational training.

Vulnerable Groups

The Vulnerable Groups include: elderly persons, PWDs and children with special needs. The number of beneficiaries under cash transfers increased from 444,000 to 710,000 between 2013 and 2016 through the National Safety Net Programme (*Inua Jami*). In addition, a Programme Independent Beneficiary Survey (PIBS) was undertaken and an Integrated Management Information System (MIS) Single Registry geared towards enhancing transparency and accountability was put in place.

A total of 214,926 community groups and 63,573 Self Help Groups (SHGs) were mobilized and registered; Community Development Management Information System (CD-MIS) was developed; and Volunteerism Portal was developed and linked to the Kenya Labour Market Information System.

Other key achievements include: provision of Presidential Bursary Scheme to Orphans and Vulnerable Children (OVCs), upgrading of six (6) statutory children institutions, establishment of two (2) child protection centres and development of the Child Protection Information Management System (CPIMS). In addition, relief food was procured and distributed to 127 Sub Counties in 23 ASALs Counties reaching approximately 2.7 million people in ASALs and 300,000 people in non ASALs Counties on a monthly basis.

In addition, the Street Families Habitation Trust Fund (SFRTF) built capacity of 806 care-givers in partner institutions; enrolled 8,200 street children and youth back to primary and secondary schools; and re-integrated 18,000 former street children with their families and communities.

5.5.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- Medicalization of female genital mutilation and cross border cutting;
- Focus on demographic dividend as a means of addressing youth issues and harnessing their potential to spur socio- economic development;
- Youth radicalization;
- Violent extremism;
- High youth vulnerability to HIV/AIDS and Sexually Transmitted Infections;
- Increased youth involvement in gambling, cyber-crime, abuse of social media;
- High cost of land compensation and resettlement; and
- Ritual killings for persons with albinism.

Challenges

- Inadequate financial and human resources;
- Inadequate gender disaggregated data for effective policy formulation, planning, budgeting and assessing women's contribution to the economy;
- Harmful socio-cultural and religious practices;
- Implementation of Two-Thirds Gender Rule;
- Unemployment, under-employment and skills mismatch;
- Increased drug and substance abuse;
- Inadequate coordination framework on social protection and relief food management between national and county government;
- Erosion of social values and technology change leading to weakening of social fabric hence an increase in the number of vulnerable persons;
- Limited awareness on opportunities on 30 per cent in AGPO;
- Inadequate disaggregated data on AGPO; and
- Under-valued women contribution to the economy.

Lessons Learnt

- Partnership approach is key for effective and efficient implementation of programmes and projects in the Sector;
- Involvement of men and boys in gender issues is essential for realization of gender equality and women empowerment and;
- The demographic dividend provides an opportunity that can be harnessed to spur economic growth.

5.5.3 Programmes and Projects for 2018-2022

Flagship Projects

Affirmative Action Funds:

- **Women Enterprise Fund:** The Fund will increase loan disbursement from Ksh.12 billion in 2017 to Ksh.25.7 billion by 2022, countrywide targeting 2.1 million beneficiaries. It targets to upscale training of women on entrepreneurship skills from 956,493 trained during MTP II period to 1,632,806 by end of the Plan period. The Fund will also support investment in infrastructure for business incubation and provide logistics support to strengthen women owned enterprises.
- **UWEZO Fund:** The Fund will be scaled up by Ksh.2.5 billion to reach 500,000 additional beneficiaries. Capacity building will also be undertaken for 25,000 groups and exchange programmes will be facilitated amongst the groups for learning and benchmarking.
- **National Government Affirmative Action Fund (NGAAF):** The programme will enhance access to financial facilities for women and other vulnerable groups. This will boost socio-economic empowerment initiatives such as table banking, savings and credit cooperative organizations, value addition and nurturing of talent among others. It will promote initiatives to eliminate child and forced marriages through the provision of rescue centres and legal support. It will also support affirmative action groups and in particular youth out of school, orphans and child-headed homesteads. In addition, NGAAF will assist special needs children through bursaries and scholarships to access education opportunities; establish rehabilitation and counselling centres for control of drug and substance abuse and rehabilitation of persons affected by drug and substance abuse. The Fund will disburse Ksh.2 billion to its beneficiaries annually.
- **Access to Government Procurement Opportunities (AGPO):** The Government will establish AGPO Preference and Reservations Secretariat to offer technical and advisory services to procuring entities to empower Youth, Women and PWDs to access the minimum 30 per cent preference on Government procurement. This will increase the number of AGPO registered, prequalified and certified enterprises to 210,000 during the plan period.
- **Youth Enterprise Development Fund (YEDF):** The Fund will continue providing credit to youth, support marketing of youth products and services, attract and facilitate investment in Micro, Small and Medium Enterprises (MSMEs). It will also facilitate

youth to secure employment abroad. Loans disbursements are targeted to reach Ksh.2.27 billion by 2022 to benefit 454,100 youth. In addition, the Fund will provide business support services which include mentorship and business incubation services and linkages for youth enterprises. Development of a database on national youth socio-economic status including youth-led MSMEs will also be undertaken.

Prevention and Response to Gender Based Violence and eradication of Female Genital Mutilation (FGM): The programme will enhance prevention of and response to Gender Based Violence (GBV) and improve utilization of essential GBV services. One-Stop Gender Based Violence Recovery Centres will be established in counties in collaboration with health institutions. The Sector will also enhance research on GBV and strengthen the capacity of GBV actors to fully operationalize the Gender Based Violence Management Information System. The Sector will implement the National Policy on Eradication of FGM. This will include protecting women and girls from the malpractice, ensuring that perpetrators are prosecuted and provide support services to victims. Public education and sensitization of communities on the dangers and adverse effects of FGM will also be undertaken.

Gender Mainstreaming: The programme will involve enhancing capacities of National and County Government Institutions to embrace Gender Equality and Women Empowerment (GEWE). This will ensure integration of gender related issues in policies, planning and budgeting processes. The Sector will also oversee the implementation of the national strategy for supporting increased participation of women in elective politics, public service and private sector leadership positions.

Sanitary Towels Programme: Studies have shown that girls in primary school lose on average 5 school days in a month. Within 4 years of high school the same girls lose 156 learning days equivalent to almost 24 weeks of learning. To address this challenge, the Government has amended the Education Act to provide “free, sufficient and quality sanitary towels” to every girl registered at school, as well as provide “a safe and environmentally sound mechanism for disposal”. The Sector will also expand the coverage of the sanitary towels programme to reach all schools.

Youth Empowerment Centres (YEC): Youth Empowerment Centres will be operationalized and scaled up as centres of excellence in every constituency. The programme will also involve upgrading of 47 existing Youth Empowerment Centres (YEC) to centres of excellence in every county and establishment of 137 YECs in the remaining constituencies. The centres will house fully equipped libraries, ICT hubs and social halls that will provide integrated services for the youth.

Kenya Association of Youth Centres: Kenya National Association of Youth Centres (KNAYC) will be established to provide leadership to all youth serving organizations in Kenya. KNAYC will promote youth empowerment in youth environmental matters, campaigns to reduce crime and drug abuse, support youth employment, enterprise development, participation in national and community affairs, recreation and youth health.

Kenya Youth Employment and Opportunities Programme (KYEOP): The programme will continue to address unemployment among youth in the 18-29 age bracket and with up to form four education. This will be achieved through: provision of training and work experience to 280,000 youths; job creation; improving labour market information system and strengthening implementation of youth policies. The programme will be up-scaled countrywide to offer incentives to employers who hire fresh graduates and offer internship programmes for youth.

Youth Cohesion, National Values and Social Development: The Sector will implement programmes aimed at addressing the challenges of ethnic fragmentation, radicalization, rivalry, crime and effects of drugs and substance abuse. This will be done through establishment of national inter-communal youth exchange programmes, promotion of patriotism, cohesion and sensitization of youth on dangers of drugs and substance abuse. It will entail mentoring of 57,000 youths on leadership and national values.

Youth Employment and Enterprise Development: The Sector will facilitate provision of youth employment advisory services, capacity building for the youth on SACCOs, building partnerships for creation of employment and enterprise development internships, industrial attachment and apprenticeships. In addition, the Sector will negotiate for favourable tax infrastructure and regime for youth commercial enterprises. A total of 170,000 youth will be sensitized on AGPO and entrepreneurship skills to increase uptake of procurement opportunities to youth and support enterprises.

National Youth Service (NYS) Transformation Programme: The NYS transformation programme will entail: providing training to youth on vocational skills; providing service to the nation on tasks of national importance; coordination, monitoring and evaluation of youth training programmes; and rehabilitation and training of disadvantaged youth. The National Youth Service will recruit 150,000 youth and 75,000 youth will be trained on various vocational skills. The NYS will also be commercialized to provide more opportunities for employment to the youth.

Biashara Bank: The Biashara Bank will be established by merging the Kenya Industrial Estates, Development Bank of Kenya, Industrial Development Bank of Kenya, the Youth Enterprise Development Fund, the Women Enterprise Fund and the Uwezo Fund to provide coordination in the delivery of affordable financing and support for business development.

National Safety Net (*Inua Jamii*): The cash transfers to OVC, OPCT, PWDs and HSNP will be scaled up from 810,000 to 1,800,000 beneficiaries by end of the Plan period. The Harmonized Targeting Methodology (HTM) and tool will be finalized and rolled out for all the cash transfer programmes. An Integrated Management Information System (MIS) will be developed and decentralized to all counties.

Disability Mainstreaming: The Sector will continue to mainstream disability in its operations. The interventions planned include: scaling up of National Development Fund for Persons with Disabilities, provision of assistive device, provision of educational bursaries, advocacy and provision of grants for economic empowerment. Implementation of the Procurement Guarantee Fund for PWDs under the Access to Government Procurement Opportunities (AGPO) affirmative action initiative will also be monitored.

Child Community Support Services: The Presidential Bursary Scheme targeting OVCs in high schools will be enhanced. The Government will continue with placement of children with no families under foster care; provision of rescue and reunification services to children in emergency situations through the toll-free line 116.

Other programmes and Projects

National Youth Council: This will entail registration of all young people seeking employment through the *Ajira* platform and link them to potential employers. The Council will work with Kenya Films Classification Board to establish 47 talent studios in the 47 counties, to provide affordable recording and exposure to creative arts. Structured support will be provided to the creative sectors, which have high potential for youth employment including film, music and fashion.

Young Professionals' Management Programme: This programme will prepare highly talented young people to work in the public service.

Establishment of School of excellence in driving: This will aim at retraining PSV drivers to adhere to the provisions of the traffic Act.

Establishment of the NYS School of Oil and Gas: This programme will offer a reputable learning experience for providing the oil and gas industry with suitably skilled, trained and motivated artisans/ technicians.

School of agribusiness: This will aim at developing abilities of students for resourceful and innovative agricultural production.

Youth health, Crime and Drug Abuse: The objective of this programme is to protect youth against harmful practices that includes reduced crime rate and drug and substance abuse by the youth.

Community Mobilization, Development and Empowerment: The programme will entail mobilization, registration and empowerment of Self Help Groups (SHGs) by linking them to Micro Finance Institution (MFIs) and non-state actors for financial and technical support. The programme will also develop and operationalize a Community Development Management Information System (CD-MIS), and undertake sensitization and capacity building to enhance community involvement/participation in programmes and projects.

Child Care, Protection and Rehabilitation Programme: The following projects will be implemented under this programme:

- **Child Rehabilitation and Custody:** The sub sector will upgrade infrastructure in statutory children institutions; provide safe custody for children in conflict with the law in remand homes; rehabilitate and train children in various skills; and provide temporary care to abandoned and rescued children outside households.
- **Counter Trafficking in Persons:** The programme will entail carrying out sensitization and capacity building programmes for key actors on eradicating trafficking of children and Persons with Albinism; establishing a Trust Fund for victims of human trafficking; and developing frameworks to enhance international cooperation on counter trafficking in persons.

Relief Food Management: This programme aims at providing assistance to any food insecure persons affected by disasters, droughts and emergencies. Food security assessments on a biannual basis to assess the food situation will be conducted to inform an integrated relief management system that will be developed.

Special Programmes for Development of Northern Kenya and other Arid Lands: The programme will aim at implementing the National Policy for Sustainable Development of Arid and Semi-Arid Lands. This will involve implementation of Enhancing Community Resilience Against Drought (ECORAD) project phase 11.

Special Programmes for Promotion of Social Economic Development: The Sector will finalize, disseminate, and implement the street families' rehabilitation policy. Rehabilitation and Resource Centres for street families will be established in Embu and rolled out in other Counties. It will also develop an M & E framework for Street Family Rehabilitation Trust Fund (SFRTF) and undertake a national census of street persons in Kenya.

Community Mobilization: The programme will entail development and implementation of a National Community Mobilization Strategy in collaboration with other government agencies; Establishment of community development centres, and undertake capacity building to enhance community involvement/participation in programmes and projects.

5.5.4 Policy, Legal and Institutional Reforms

Policy Reforms

- Develop Relief and Rehabilitation Policy;
- Develop a Sessional Paper on the Kenya National Association of Youth Centres;
- Develop a Social Development Policy;
- Develop implementation guidelines for the Prohibition of Female Genital Mutilation Act, 2011;
- Develop frameworks for the operationalization of: Protection Against Domestic Violence Act (2015); Marriage Act (2014) and Matrimonial Properties Act (2013);
- Develop Resource Mobilization Strategy for Gender programs and projects;
- Develop Intergovernmental Coordination Framework for Gender;
- Review the National Government Affirmative Action Fund Access Guidelines;
- Review the National Youth Policy (2007);
- Develop National Youth Mainstreaming Policy;
- Review the National Children Policy 2010 and the National Social Protection Policy;
- Review Child Care Protection Manual, National Standards for Children Officers, Alternative Family Care Guidelines of Children in Kenya, Child Protection Guidelines and Adoption Regulations and Develop Community Mobilization and Communication Strategy;
- Finalize review of the National Social Protection Policy 2011 and Social Assistance Act 2013;
- Develop National Community Mobilization Strategy; Harmonized Community Development Guidelines; and a Monitoring and Evaluation Framework for the Street Family Rehabilitation Trust Fund;
- Finalize the following policies: National Equality Policy; National Gender Policy; National Policy on Abandonment of Female Genital Mutilation (FGM); Community Development Policy; Family Promotion and Protection Policy; Older Persons and Ageing Policy; Persons with Disability Policy; and Street Families Rehabilitation Policy;
- Develop and implement Monitoring, Evaluation and Reporting Frameworks for Gender and Affirmative Action Funds; and
- Finalize the Social Protection Investment Plan and Strategy which will guide the implementation of social protection programmes in the country.

Legal Reforms

- Review the National Youth Council Act (2009);
- Develop and enact the following Bills: National Equality Bill, Women Enterprise Fund Bill, Social Protection Bill, Social Development Bill, and Family Promotion and Protection Bill;
- Develop legal frameworks for: development of ASALs; street families; community mobilization; and relief management and humanitarian response;
- Review of Public Finance Management Act 2012 – The Public Finance Management (National Government Affirmative Action Fund) Regulations, 2016; the Public Finance Management (Uwezo Fund), Regulations, 2014;
- Develop and enact the Youth Enterprise Development Fund Bill;
- Review the following Acts: National Youth Service (NYS) Act (1964); Social Assistance Act, 2013; Children Act 2001; Counter Trafficking in Persons Act, 2010);
- Align the property and succession laws with the Constitution;
- Enact the Two-Third Gender Rule Bill; and
- Finalize the following Bills: Persons with Disabilities Bill; Volunteerism Bill; Community Group Registration Bill; and Older Members of the Society Bill.

Institutional Reforms

- Establish One-Stop Gender Based Violence Recovery Centres;
- Establish the GoK-UN joint programme on GBV Secretariat;
- Establish/ strengthen ASAL transformation structures;
- Expand Huduma Centre services to include Gender Based Violence services;
- Establish Youth Empowerment Centres;
- Establish Youth Development Council;
- Scale up the National Development Fund for Persons with Disabilities (PWDs);
- Establish Kenya National Association of Youth Centres; and
- Establish Community Development Centres.

5.6 Sports, Culture and the Arts

“Celebrating the Best in Us”

Sports, Culture and the Arts Sector plays a crucial role in overall national development. Kenya continues to excel in sports at international level as well as in preserving its cultural identity and the arts. The Sector will contribute towards attaining the “Big Four” initiatives through betterment of the nation’s health and unlocking employment opportunities. It will further intensify efforts to promote sports, national heritage and culture as well as talents in music and arts. Additionally, the Sector will upscale its support to development of Kenya’s film industry while also promoting a reading culture and research through management of libraries and protection of all historical records.

5.6.1 Situation Analysis

Key achievements during MTP II include:

Flagship projects

- **Construction of the Kenya Academy of Sports Phase I:** Phase I comprising of 8 floor hostels, classrooms, administration office and three sports pitches (two for Football and one for Rugby) was 80% complete.
- **Refurbishment and Rehabilitation of Stadia:** Three county and two national stadia were refurbished and rehabilitated: Kipchoge Keino, Kisumu and Mombasa; and Moi International Sports Centre Kasarani and Nyayo National Stadium.
- **Construction of National Stadia:** The Sector planned to construct five new national stadia. However, only feasibility studies and concept designs for 3 of the stadia were completed for Nairobi, Mombasa and Eldoret and funding structure through joint venture developed.
- **The National Sports Lottery Fund:** The Fund mobilized Ksh.24 million which was disbursed to support sports events.

Other Programmes and Projects

- **Enactment of Sports Act, 2013** which provides the legal framework to facilitate growth and development of sports industry.
- **Enactment of the Anti-Doping Act, 2016:** the Act provides the legal framework for carrying out the fight against doping in sports through anti-doping value-based education, sensitization and awareness campaigns.
- **Enhancement of Anti-Doping Services to promote sports:** The main goal for establishing the Anti-Doping Agency of Kenya (ADAK) was to protect athletes’ fundamental rights to participate in doping-free sport and thus promoting good health, fairness and equality for athletes in Kenya.
- **Improved performance of Team Kenya in major international sports competitions:** Team Kenya won assorted medals and awards in the following competitions: 2014 Commonwealth Games; 2014 Commonwealth Games in Glasgow; 2015 International Association of Athletics Federations (IAAF) Athletics championship; 2015 African Games; 2016 International Rugby 7s (sevens) series; 2016 Rio Olympic Games; and 2017 IAAF World Cross-country.
- **Establishment of Satellite Sports Academies:** The Kenya Academy of Sports partnered with schools, county governments and communities and established four (4) Satellite Sports Academies.
- **Capacity Building of Sports Technical Personnel:** The Kenya Academy of Sports trained 30 coaches and 35 sports administrators who are spread within the national federations and schools.
- **Identification and Nurturing of Athletes:** 400 athletes were identified and trained in several sports disciplines.
- **Registration, Licensing and Regulation of Sports Organizations and Persons:** The Office of Sports Registrar was established under the Sports Act, 2013. The Office assisted 16 sports organizations that were duly registered under the Societies Act (Cap. 108) to transition to the Sports Act 2013.
- **Establishment of Kenya Film School:** The Kenya Film School was established to promote indigenous Kenyan creative and production talent among the youth and increase Kenyan content in TV to 60 per cent. A total of 25 talented youth graduated from the school.
- **Film Production and Dissemination of Vision 2030 Flagship Projects:** The Sector, in collaboration with institutions implementing Vision 2030 flagship projects, developed documentaries on the extent of implementation and benefits to communities.
- **Regulation of TV Content and Other Media:** The Sector enhanced film monitoring and enforcement by issuing 4,500 film regulatory licenses, conducted 5,753 random inspections and issued 11,561 film production licenses.
- **Marketing Kenya’s Film Industry:** The Sector, through Film and Television Market (Kalasha), supported industry participants in attending 18 international and local film festivals and markets as part of screen culture development in communities where 220 films were screened.
- **Access to Information:** The Sector, through the Kenya National Library Service, continued to improve access to information and knowledge sources to all communities country-wide. The construction of the Ultra-Modern National Library was 80 per cent complete and the library section was completed.
- **Acquisition and Preservation of Public Records:** The Sector acquired 24,669 public records for preservation and digitized 698,000 public records and archives.

- **Public Records Management:** The Sector upgraded and operationalized the Integrated Records Management System to reform, modernize and improve records and information management for good governance in the Public Service.
- **Empowerment of Cultural Practitioners:** The sector empowered 12,847 cultural practitioners through organized capacity building workshops, festivals, exhibitions and competitions to achieve national cohesion. In addition, it organized community cultural festivals both at the county and national level and coordinated cultural exchange programmes with foreign countries with which Kenya has signed cultural agreements.
- **Promotion of Talent in Music and Dance:** The Sector in partnership with UNICEF and county governments trained 785 talented youth in music and dance to enable them make a living out of their talents.
- **Establishment of the Music Studio:** A music recording studio was established at the Presidential Permanent Music Commission (PPMC) to set standards of quality music recording and record artistes at subsidized rates.
- **Documentation, preservation and dissemination of music and dance heritage of Kenya.** A total of 1600 music and dance heritage were documented for reference and posterity and one biography on Kenyan musicians was published.
- **Conservation of National Heritage:** A total of 57,071 heritage collections were acquired and preserved for posterity. The Kenya Heritage Research Institute (KEHRI) was established in Mombasa and the Lake Systems and Fort Jesus Museum was incorporated into the UNESCO World Heritage listing.
- **Honouring Kenyan Heroes and Heroines:** A total of 400 heroes and heroines were honoured country-wide.

5.6.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- Increased cases of doping among athletes in international competitions;
- Sports betting especially by the youth; and
- Increased appreciation of cultural and creative industries in offering sustainable employment to youth in this country.

Challenges

- Weak regulatory framework and institutions to regulate the sector;
- Inadequate data in the sector;
- Inadequate mechanism for talent identification, nurturing and promotion;
- Inadequate human resource and budgetary provision;
- Rampant piracy in creative production;
- Low publicity, branding and poor quality production;
- Inadequate arts and culture infrastructural facilities;
- Lack of World Anti-Doping Agency (WADA) accredited laboratories in Eastern Africa region; and
- Perception of sports and Arts as a social entertainment and not a profession.

Lessons Learnt

- Adoption of advanced technology is effective in reaching out to a wider market for artistes' products and services;
- A one-stop shop for sports, arts and culture industry in each county is necessary to promote growth and development of the sector;
- Partnerships with stakeholders lead to increased outputs and thus assist in bridging the gap of funding and understaffing;
- A baseline survey is necessary to establish the actual employment opportunities created by the sector; and
- The onset of digital migration creates employment in the film industry and provides viewers with many alternative TV stations.

5.6.3 Programmes and Projects for 2018-2022

Flagship Projects

Build and Rehabilitate Sports Stadia: Six major new stadia will be constructed in Nairobi, Mombasa, Garissa, Kisumu, Nakuru and Eldoret and regional stadia in Kiambu, Makueni, Elgeyo Marakwet, Marsabit, Nyeri, Uasin Gishu and Chuka upgraded. Existing sporting facilities at the county level will be upgraded to accommodate diversified and emerging sports disciplines. The Sector will also rehabilitate 30 county stadia to national standards. In addition, Iten, Nandi, Nyahururu, Eldoret, Embu and Mombasa towns will be elevated to sports city status.

Kenya Academy of Sports: The Sector will complete construction of Phase I and initiate construction of Phase II of the Academy which comprises construction of an administration block, a hotel and a High Performance Centre. Further, the Academy will establish 10 regional sports academies in 10 counties to identify and nurture talents among the youth. The Academy will administer certificate and diploma courses to at least 3,000 sports personnel and develop curricula for 25 sports disciplines.

The National Sports Lottery: The Lottery will be fully operationalized to raise funds targeting development of sports and arts. The funds will be used for development of sports in the country, train technical personnel and increase the award scheme to enhance competitiveness of the country's sports men and women. The funds will also be used for development of the cultural/creative sector and in particular build capacity for artists and support cultural exchange programmes.

Anti-Doping Promotion: An anti-doping education programme will be implemented through value based education and deterrence through testing, information sharing and outreach. In addition, the Sector will enhance skills for personnel involved in sample collection processes for effective testing results.

National Library of Kenya: The Sector will complete construction of the Ultra-Modern National Library at Upper Hill in Nairobi. The project will increase access to information and knowledge and transform the reading culture in the country.

The International Arts and Culture Centre: The Centre will be established on the land adjacent to Kenya Cultural Centre on Harry Thuku Road, Nairobi. The facility will be a Centre of excellence for development of youth potential and nurture talent among the youth in music, arts and theatre, and house the International Hall of Fame. It will provide showrooms, exhibition and performance halls for marketing and showcasing Kenya's cultural goods and services.

Natural Product Industry (NPI) Initiative: The programme seeks to add value to our indigenous knowledge and associated technologies through scientific validation and business expertise to generate locally derived products. Products under this initiative include nutritional, personal care, household care, pharmaceuticals, organic fertilizers and ethno-veterinary.

Other Programmes and Projects

Sports promotion

- **Strengthen the sports sector policy and legal framework:** This will entail aligning the Sports Policy and the Sports Act with the Constitution, Vision 2030 and emerging global sports trends.
- **Promote Sports Tourism:** The national government will collaborate with county governments to promote sports tourism through hosting sports events in tourist attraction sceneries such as mountains, national parks, ocean beaches, lakes, dams and large rivers.
- **Increase access to Sports Registrar's Services:** The Office of the Sport Registrar will be strengthened by recruiting staff, establishing and automating offices in 8 regions of the country. It will also ensure compliance to the Sports Act and other relevant laws and sensitize Sports Organizations, persons and sports officials on the Sports Act and other relevant laws.
- **International Cooperation in Sports:** This will be achieved through implementation of International Sports Conventions, coordination of Technical/ Bilateral Sports Cooperation and hosting international championships.
- **Develop an International Convention Centre and Sports Museum.** The sector will establish a Sports Museum and Convention Centre that will preserve sports related collections while at the same time raise A-I-A through the Convention Centre.

Library Services

- **Establish modalities for Presidential Libraries:** This will be achieved through documentation of modalities for preservation of materials acquired and written by outgoing Presidents while in office for national posterity.
- **Automation and Development of a Digital Library Network:** Library services in Government Ministries/Departments will be automated to enhance access to information.
- **Establishment of Public Libraries at County Headquarters:** A total of 27 libraries will be constructed in Makuani, Nyandarua, Kirinyaga, Kiambu, Turkana, West Pokot, Samburu, Trans Nzoia, Elgeyo – Marakwet, Nandi, Machakos, Tharaka Nithi, Lamu, Kwale, Bungoma, Busia, Siaya, Homa Bay, Migori, Nyamira, Vihiga, Taita/Taveta, Kajiado, Bomet, Kitui, Tana River, and Marsabit.
- **Upgrading of County Libraries:** Four (4) county libraries in Awendo, Wajir, Munyu and Isiolo will be upgraded to increase access to information and knowledge for empowerment to all Kenyans.
- **Conditional Grant for Development of Library:** A grant will be established to develop the capacity of county governments and other stakeholders in the country to speed up the development of libraries and hence increase access of services to the public.
- **Sponsorship of the Library of the Year Awards (Maktaba Awards):** The project will promote excellence in development and management of public schools' libraries. This will be achieved by sponsoring the 'Public Schools category' in the said awards.

Performing Arts, Music and Culture

- **Documentation, Preservation and Dissemination of Music and dance Heritage of Kenya:** This will entail research and documentation on audio visual format, collection of music and dance materials and artifacts from different communities of Kenya and digitizing them for reference and posterity.
- **Promotion of Talent in Music and Dance:** The Sector will train talented youth in music and dance, upgrade their skills and support them to make a living from their talents. It will also establish Music Talent Centres to help the youth improve their skills and prepare them for career in music industry.
- **Establishment of County Heritage and Community Cultural Centres:** The Kenya Cultural Centre will partner with communities to locate and mark cultural heritage sites important to their identity. Rural communities will also be empowered to promote traditional culture and performances in the community cultural centres. Standards for the promotion of national values, identity and enhancement of national cohesion will be developed.

- **Empowerment of Artists and Cultural Practitioners:** The Sector will establish a National Arts and Culture Gallery to serve as a national cultural space for exhibition of master pieces of art works and also coordinate cultural exchange programmes with other countries.
- **Implementation of UNESCO 2003 and 2005 Conventions:** The Sector will implement the UNESCO 2003 Convention to safeguard intangible cultural heritage elements present in Kenyan communities and promote creativity among artists and cultural practitioners.

Film Industry

- **Expansion of Kenya Film School:** This will involve expanding capacity of Kenya Film School to promote indigenous Kenyan creativity and production of talent and increase domestic Kenyan content on local television to 60 per cent.
- **Modernization of Filming Equipment:** This project is expected to nurture talented youth in film production under mentorship programmes and give them a competitive professional edge in use of latest film technology in anticipation to job and wealth creation.
- **Promotion of the film industry:** This project aims at promoting the film industry through: implementation of Sinema Mashinani Project; establishment of the Film Resource & Archiving Centre, Film Industry Promotion Fund, Regional Film Incubation Centres and Film and Media City; and mapping of film industry locations.

Public Records Management

- **Integrated Public Records and Information Management System (IRMS):** The IRMS operationalized to ensure that public service offices operate a standard registries workflow system for ease of management of public records with cost effectiveness in terms of sustainability and running costs.
- **Digital Revolution:** This will entail automation of public registries and development of records and information databases for quality, accessible, timely and reliable data/information.
- **Improvement of National Archives:** This will involve digitalization of records, records management, retrieval of migrated archive from UK and diaspora, refurbishment of the archives building, construction of a purpose built archives building, installation of mobile shelves, and establishment of a National Research & Repository Collection Centre (NRRCC).
- **Establishment of a National Research & Repository Collection Centre (NRRCC):** This will act as a one-stop storage area that will serve as a reference point for researchers, visitors and students interested in the diverse range of collections captured in a catalogue and whose records are also replicated in the Registrar of Collection's Digital Database.

National Heritage

- **100 Best Monuments:** The National Museums of Kenya (NMK) will partner with the 47 county governments in choosing 2 monuments per county of cultural/iconic significance and the remaining 6 monuments will be nominated from the UNESCO World Heritage Listing.
- **Fort Jesus Sea Wall:** The sea wall around Fort Jesus will be reinforced to protect it from destruction by sea water.
- **Formation of a National Heroes Council:** The National Heroes Council will be established and operationalized to address issues related to heroes and heroines in the country.

5.6.4 Policy, Legal and Institutional Reforms

Policy Reforms

- Review the Sports Policy;
- Finalize the National Policy on Culture and Heritage;
- Develop Creative Industry Policy;
- Develop the National Policy on Libraries;
- Finalize the Natural Products Industry Policy;
- Finalize the Public Records and information Management and develop the e-registry policies;
- Development of Kiswahili Policy; and
- Finalize the National Music Policy.

Legal Reforms

- Develop a draft Bill on Libraries;
- Finalize the Music Bill;
- Finalize the Natural Products Industry Legal Notice;
- Review the Sports Act 2013;
- Review the Anti-Doping Act 2016;
- Review the Kenya Cultural Centre Act Cap 218;
- Review the Public Archives and Documentation Service Act Cap.19 and Records Disposal Act Cap 14;
- Finalize the review of Films and Stage Plays Act. Cap. 222; and
- Finalize the National Culture Bill.

Institutional Reforms

- Restructure the Office of Registrar of Sports.

6 POLITICAL PILLAR

"Moving to the Future as One Nation"

6.0 Overview

The political pillar of Kenya Vision 2030 envisages a democratic political system that is issue-based, people-centred, result-oriented and accountable to the public. It envisions the transformation of the country's political governance system to take place across six strategic areas: rule of law; electoral and political processes; democracy and improved public service delivery; transparency and accountability; public administration reforms; and security, peace building and conflict management. Since the inauguration of the Constitution in 2010, Kenya has made enormous strides in advancing devolution, promoting public participation in policy-making, and in strengthening the three arms of government: the Executive, Judiciary and Legislature.

Under the Third MTP measures will be undertaken to strengthen governance at all levels of government to facilitate the achievement of the Government's "Big Four" initiatives. Achievement of the "Big Four" initiatives calls for an enabling legal, policy and regulatory framework that ensures prudent management of available public resources. Such reforms include: ensuring that elections are free, fair and violence free; strengthening governance and the fight against corruption; ensuring level playing field for businesses and entrepreneurs; deepening public financial management reforms; fostering financial sector development and reforms; modernizing the criminal justice system, and improving Kenya's ranking in governance at political and financial levels. It will also require close collaboration between National Government and County Governments through enhanced financial support and capacity building for County Governments.

6.1 Devolution

"Making Devolution Work: A Catalyst for Holistic, Transformative and Sustainable Development"

The Constitution prescribes the national values and principles of governance which include sharing and devolution of power to provide basis for Kenya's system of devolved government. The devolved system of government has been implemented since 2013 with a significant level of success, including transfer of functions to county governments, preparation of a devolution policy and alignment of sectoral laws to the Constitution.

Over the Plan period, devolved government interventions will revolve around the enactment and enforcement of supportive legislations, strengthening of governance institutions, planning and budgeting to ensure adequate resource allocation and management, and enhancement of human and technical capacities at national and county levels. The sector will support the Government "Big Four" initiatives by developing policies and legislation that effectively support inclusion, good governance, equity and efficient service delivery at the county level.

6.1.1 Situational Analysis

During MTP II, several programmes and projects including policy, legal and institutional reforms were developed to support the implementation of devolution. Other sectors also implemented programmes that impacted on devolution. Key institutions and structures were established which included County Public Service Boards, Intergovernmental Relations Technical Committee (IGRTC) and Council of Governors (CoG), while Intergovernmental Budget and Economic Committee (IBEC), Controller of Budget (CoB), Commission on Revenue Allocation (CRA) and Transition Authority (TA) were strengthened.

Other achievements include:

- Capacity building framework was developed and operationalized.
- A civic education curriculum and strategy were developed and implemented. In addition, a Draft Public Participation Bill was developed.
- County infrastructure was developed including acquisition of office blocks, connection to internet and other utilities.
- Devolution Policy was developed and operationalized. The following laws were reviewed: the County Government Act 2012; Transition to devolved Government Act 2012; Urban Areas and Cities Act 2011; Public Finance Management Act 2012; Inter-governmental Relations Act 2012; and the National Government Coordination Act 2013. In addition, model laws and a guideline on legislation were prepared and shared with counties.
- County Integrated Development Plans 2013-2017 were developed and implemented. Spatial, sectoral and strategic plans were also developed.
- Capacity Assessment and Rationalization Programme was undertaken and County Public Service Boards established in 47 counties.
- Counties also mobilized own resources to support their budgetary requirement.
- A national spatial data plan was developed to guide spatial planning at national and county levels.

- The national and county performance management frameworks aimed at improving efficiency and effectiveness in service delivery were developed.
- In addition, the following were achieved: unbundling, transfer and costing of functions; operationalization of county governments; rolling out of the Public Financial Management Reforms; development and rolling out County Integrated Monitoring and Evaluation System; and development of Knowledge Sharing Platform and Integrated Basin.

6.1.2 Emerging Issues, Challenges and Lessons Learnt

Emerging issues

- The emergence of County Economic Blocs;
- Decentralisation of resources beyond the county level (Ward Development Fund); and
- Unharmonized fees and charges.

Challenges

- Transfer of assets and liabilities between national and county governments;
- Weak human resource management at the two levels of government;
- Weak linkage in integrated development planning between the two levels of government;
- Weak resource mobilization and management strategies at the county level; and
- Weak civic education and public participation mechanism;

Lessons learnt

- Strong intergovernmental relations between the national and county governments is key towards ensuring efficient and effective service delivery;
- Civic education on devolution is of paramount importance;
- It is imperative to have systems and capacity in place before devolving certain functions;
- Home grown solutions are more effective in enhancing knowledge for implementation of devolution; and
- It is important to have norms and standards to guide county governments in managing the institutions.

6.1.3 Programmes and Projects for 2018 – 2022

Devolution Policies and Legal Reviews: This programme aims at deepening devolution. It will involve strengthening Policy, Legal and Institutional Frameworks for Devolution, and developing and implementing laws for devolved units, urban planning and management.

Capacity Building and Technical Support for Implementation of Devolution: The programme aims at strengthening competencies of county governments and involve capacity building and technical support, and embracing public participation. The following will be implemented: gazettment and implementation of the National Capacity Building Framework (NCBF); provision of grants for capacity building and technical support; and promotion of Local Economic Development (LED) in counties. It will also involve supporting civic education units at the county; accreditation of civic education providers and roll out of civic education and public participation programmes.

Planning, Budgeting, Financial Management and Resource Mobilization: The programme aims at strengthening planning, budgeting, public financial management and resource mobilization at county level. It will involve development of frameworks for integrated planning and budgeting, development of a framework to guide inter-county cooperation including formation of county regional economic blocs, supporting automation of county governments, and implementation of a structured system of conditional grants. In addition, the programme will promote equitable sharing of revenues between national and county governments and among counties and ensure resource mobilisation including own-source revenues for counties. Further, M&E systems for the National and County Government will be harmonized and a framework for the county data management developed.

Intergovernmental Relations and Structures: The programme will strengthen intergovernmental relations and structures by: reviewing the Intergovernmental Relations Act 2012 and development of attendant regulations; developing, disseminating and implementing a communication strategy and a framework to institutionalize ADR mechanism; and strengthening the sectoral consultation mechanisms. In addition, the inventory of national and county public assets and liabilities will be updated and appropriate transfers undertaken.

Human Resource Management, Development and Service Delivery: The programme will strengthen public service and rationalize human resource functions across national and county governments through: implementation of relevant Capacity Assessment and Rationalization of the Public Service (CARPS) recommendations; enactment of legislation to establish the county pension scheme; and strengthening the implementation of the 30 per cent inclusivity rule. This will also entail strengthening the collaboration between Public Service Commission and County Public Service Boards; establishment of norms and standards for harmony and uniformity in human resource management and performance; rationalizing human resource functions, training recruitment and deployment; and setting aside 1 per cent from research to support documentation of lessons and best practices from counties.

Development of Industrial Clusters & Products: It will involve development of industrial clusters covering various counties based on dominant economic activities, and implementation of One-County-One Product initiative which aims at promoting development of industries in each county based on products and resources potential unique to each county.

6.1.4. Policy, Legal and Institutional Reforms

Policy Reforms

- Develop and implement policy on shared resources between counties;
- Develop and implement policy to guide investment in the sustainable management of natural resources;
- Finalize the National Urban Development Policy (NUDP);
- Develop guidelines for County Spatial Planning;
- Develop and implement policies targeting marginalized areas;
- Develop policy on benefit sharing from natural resources; and
- Finalize the Policy on Own Source Revenue Enhancement.

Legal Reforms

- Review the County Government Act, 2012;
- Review the Intergovernmental Relations Act 2012 and develop the attendant regulations;
- Amend and operationalize the Urban Areas and Cities Act 2011;
- Develop regulations for the Urban Areas and Cities Act;
- Develop a framework for harmonization of fees and charges across counties;
- Develop a framework for inter-county cooperation including formation of county regional economic blocs;
- Develop legal framework on benefit sharing from natural resources; and
- Enact County Government Tax Regulations Bill (2016).

Institutional Reforms

- Develop guidelines on fiscal and functional decentralisation of services to sub-units of counties;
- Implement framework that facilitates functional analysis, unbundling, costing and transfer of functions between the two levels of government and management of concurrent functions;
- Restructure institutions performing both County and National functions to align with the Constitution;
- Conduct gap analysis of existing legal instruments to address any gaps that hinder service delivery to the people of Kenya; and
- Development and implementa framework to institutionalize Alternative Dispute Resolution (ADR) mechanism in settlement of intergovernmental disputes.

6.2 Governance and the Rule of Law

“A secure, just, cohesive, democratic, accountable, transparent and conducive environment for a prosperous Kenya”.

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. It is also intended to provide a secure environment and strong governance institutions that will propel citizens to full attainment of stable and sustainable socio-economic and political development. The Governance, Justice and the Rule of Law sector will facilitate the necessary legal framework for the “Big Four” initiatives including the implementation of the SDGs, the Paris Agreement on Climate Change and the Africa Agenda 2063.

6.2.1 Situation Analysis

During the period under review, the sector implemented the following programmes and projects:

Implementation of the Constitution and Legal Reforms

All the 49 laws required under the Fifth Schedule of the Constitution and subsidiary legislations in support of the laws were developed, enacted, and published. An audit of the laws existing prior to the promulgation of the Constitution was undertaken and a review of 150 laws was done. A total of 51 model laws were developed to support county governments to develop their own laws.

Leadership, Ethics and Integrity

The Leadership and Integrity Act (LIA) 2012 was developed and operationalized while the Ethics and Anti-Corruption (EACC) Act was reviewed and amended in 2015 to strengthen the legal framework for the fight against corruption. The Anti-corruption and Economic Crimes (Amnesty and Restitution) Mechanism was reviewed.

The Assets Recovery Agency was operationalized to recover the proceeds of crime and money laundering and a permanent Multi-Agency Team (MAT) established to tackle corruption. Mutual Legal Assistance (MLA) engagements with peer jurisdictions were also enhanced. A Draft National Ethics and Integrity Act was developed and disseminated. The Whistle-blower Protection Bill, 2017 was developed and a comprehensive review of Anti-Corruption laws seeking to amend a number of laws to strengthen the legal framework for fighting corruption was undertaken.

The Sector rolled out an advisory programme on corruption prevention in 14 County Governments to support them in mapping out corruption prone areas Strategies and measures to address corruption and unethical practices were developed. The Sector also developed Leadership and Integrity Regulations, the Kenya Integrity Plan (KIP) and its first Strategic Plan under the new expanded mandate for the period 2013-2018. Twenty two County Anti-Corruption Civilian Oversight committees (CACCOCs) were established and operationalized.

The National Cohesion and Integration (NCI) Act (2008) was reviewed to address hate speech and related offences while the National Police Service Commission (Recruitment and Appointment) Regulations of 2015 were reviewed to include NCI Act 2008 recommendations. A social media monitoring station to support investigations on hate speech and related crimes in the social media platforms was established. Sessional Paper No. 9 of 2013 on National Cohesion and Integration and Sessional Paper No. 8 of 2013 on National Values and Principles of Governance were finalized.

Strengthening the Criminal Justice System

- **Strengthening Public Prosecution Services:** The Office of Director of Public Prosecutions (ODPP) has presence in all the 47 counties and in all the sub-counties where court stations exist. This has strengthened the institutional framework and provision of prosecution services across the country.
- **Strengthening Correctional Services (Prison and Probation Services):** The Victims Protection Act, 2014 was reviewed, National Correctional Policy was developed, 57 prisoners' wards and 18 new prisons were constructed. Further, a Girls' Borstal Institution was operationalized at Kamae and a Boys' Remand Home established at Kamiti.
- **Witness Protection Services:** The Witness Protection (Amendment) Act 2015 was enacted and Rules of Court gazetted vide Legal Notice 225 of 2015. The programme achieved 100 per cent protection level of witnesses admitted in the Programme and an average of 60 days' time taken for resettlement and re-integration of witnesses after final testimony from a target of 90 days was realized.
- **Crime Research programme:** Crime research methodologies were developed and live crime data placed on the National Crime Research Centre's interactive website for County Governments to review status of every day crimes.

Judicial Transformation

High Court stations were increased from 18 in 18 counties in 2013 to 39 in 38 Counties in 2017. Environment and Land Courts were established in 26 counties while Employment and Labour Relations Courts were established in 6 counties. In addition four (4) Courts of Appeal stations were established and sub-registries opened in two counties. Magistrate courts increased from 109 in 2013 to 120 in 2017 while eleven (11) stand-alone Kadhis' courts were established and 40 mobile courts opened in far-flung areas to reduce distance from mother courts.

The number of judges was increased from 104 in 2013 to 161 in 2017 thus improving the judge to population ratio from 1:394,321 to 1:303,448 in 2013 and 2017 respectively. The number of magistrates increased from 380 in 2013 to 1,236 in 2016 thus increasing the rate of finalization of complaints.

Legal Aid and Awareness programme

Capacity was built for 560 stakeholders in the justice sector on Alternative Dispute Resolution (ADR), civil and criminal law; and over 350 citizens empowered to self-represent in court. A total of 3 Legal Resource Centres were established in Nairobi, Eldoret and Kisumu while 1,000 Information Education & Communication (IEC) materials on child law, mediation and criminal law (Right to fair hearing) were developed and disseminated. The National Legal Aid and Awareness Policy, 2015 was approved by the Cabinet and the Legal Aid Bill enacted into law, transiting the Programme into the National Legal Aid Service, a Semi-Autonomous Agency and the National Legal Aid Service Board was operationalized. Baseline Surveys on Access to Justice by People living with Disabilities were undertaken.

Other programmes and projects

Implementation of the Bill of Rights

The National Policy and Action Plan on Human Rights was adopted by Parliament in 2014 and disseminated.

Political and Economic Governance programme

Electoral and Political Processes: Electoral laws and regulations were reviewed and amended. A total of 40,766 polling centres were mapped and collection of 4,033 Global Positioning System (GPS) coordinates for polling/registration centres completed, while 68 per cent of eligible voters were registered.

Economic Governance: The Nairobi Centre for International Arbitration (NCIA) was designated as a China-Africa Joint Arbitration Centre (CAJAC) to provide facilities for resolution of Sino-Africa commercial disputes. The NCIA established a customized Arbitration Centre and Mediation Centre.

Policy, Legal and Institutional Reforms

Policy Reforms: During the period under review, the following policies were developed: the National Ethics and Anti-Corruption Policy; Policy on public participation; GJLOS Policy; the National Legal Aid and Awareness Policy, 2015; Draft National Correctional Policy; Draft Gaming Policy, Bail Information and Supervision Policy; Aftercare policy; and the Gender and Disability Policy.

Legal Reforms: Bills, Regulations and Rules drafted during the period under review include: Bail Information and Supervision Bill; Bail and Bond Policy guidelines; Aftercare of Offenders Bill, 2014; Community Service Orders Amendments Bill, 2015; Probation of Offenders Act Amendment Bill, 2015; Transfer of Prisoners Bill, Arbitration Rules 2015; and Mediation Rules 2015.

Institutional Reforms: The Nairobi Centre for International Arbitration (NCIA), Asset Recovery Agency (ARA) and the Business Registration Services (BRS) Board were operationalized. Online registration of businesses (companies and business names) was operationalized through the e-citizen platform www.ecitizen.go.ke. The Office of the Attorney General and Department of Justice (OAG&DOJ) decentralized its services to 12 regional offices.

Correctional Service Reforms: The Kenya Prisons Service's structure, probation and aftercare were re-organized in 2016 to enhance service delivery. Amendments were made to the Criminal Procedure Code incorporating victim impact statement and bail inquiries by probation officers. A Concept Paper on parole system was developed and legislative proposals made to anchor the system in the draft Aftercare of Offenders Bill and in the Prisons Act.

6.2.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issue

- Complexity and sophistication of crime (cybercrime, terrorism, radicalization, violent extremism and piracy);
- Increased access to justice which has led to increase in the number of cases being filed against the Government; and
- Increased socio-economic rights awareness, discovery of natural resources, cyber-crimes, terrorism, internationally organised crime, global changes in the legal environment and ethics all of which necessitates specialized training of judicial officers.

Challenges

- Inadequate human and financial resources;
- Limited civic awareness on the Constitution;
- Limited knowledge of the functions of both national and county governments;
- Increased risks of terrorist attacks;
- Inadequate number of technical persons to draft laws;
- High public expectations;
- Tedious law making processes; and
- Lack of clear linkage between the Senate (as the guarantor of devolution) and County Governments.

Lessons Learnt

- A Multi-Agency Team (MAT) approach to fighting corruption creates synergy among anti-corruption law enforcement agencies;
- Promotion of ADR mechanisms increases levels of asset recovery;
- Promotion of the rule of law is critical to preventing and combating corruption;
- Holistic approach to service provision, especially inclusion of psycho-social support and process services is key;
- For sustainable development, there is need to ensure that human rights-based approach guides all government processes;
- Proper coordination of the various agencies in developing the legislations implementing the Constitution contributed to the timely enactment of laws; and
- Policy formulation by Ministries, Departments, Agencies and County Governments should always precede enactment of legislation.

6.2.3. Programmes and Projects for 2018 – 2022

Flagship Projects

Implementation of Constitution and Legal Reforms: The objective of this project is to ensure that all laws conform to the Constitution. The project entails reviewing and developing laws to implement the constitution, undertaking civic education and inculcating a culture of constitutionalism.

Leadership, Ethics and Integrity: The programme seeks to strengthen legislative, policy and institutional framework for leadership, ethics and integrity by developing whistleblower protection mechanism, asset tracking and recovery, framework for wealth declaration, leadership and integrity framework and strengthening of multi-agency collaborations. It will also implement bilateral and multilateral leadership, ethics and integrity agreements.

National Cohesion and Integration: This programme plays a significance role in building the spirit of nationhood and national integration under the nation's leadership. It will promote national unity by facilitating processes and policies that encourage elimination of all forms of ethnic discrimination irrespective of background, social circle, race and ideological belief(s). It will further enhance the capacity for Kenyans to accept each other in appreciating the significance of diversity through sensitization and training on non-violent conflict resolution processes, as well as peace building initiatives that appreciate human dignity.

Legal Aid and Awareness: The programme will focus on development and implementation of a sustainable funding strategy, automation of legal aid services, rolling out legal aid to sixteen additional counties and broadening of public private engagement.

Judicial Transformation: The programme aims at transforming the judiciary into a legitimate, effective and independent custodian of justice. It will involve the transforming of court procedures, processes, organizational culture and management to re-orientate them towards a culture of responsive, proactive, friendly, effective and accessible service delivery. In addition, a Judiciary Fund will be operationalized to safeguard its independence and to redesign institutional and administrative arrangements of judiciary to create a unified national institution with appropriate levels of devolution. Further, the Judiciary will be re-equipped to develop a robust, indigenous, patriotic and progressive jurisprudence.

Strengthening the Criminal Justice System: The criminal justice system will be strengthened to ensure independent institutions have clear mandates, and that formal collaboration mechanisms exist amongst the relevant institutions. This programme will entail four sub-programmes, which include prosecution services, correction service (including probation and prison services), witness protection services and crime research.

Other Programmes and Projects

Implementation of the Bill of Rights: The Constitution espouses a Human-Rights Based Approach (HRBA) to development by encapsulating important national values and principles of governance, which must inform all aspects of government development planning. The sector will therefore build capacity on HRBA to programming and planning for meaningful realization of rights.

Strengthening Administrative Justice: The Sector will develop standards and best practices on administrative justice and access to information and data protection, as well as strengthening and decentralization of the Ombudsman Office to 10 counties.

Improve Crime Research: This will entail development of a national crime year book on crime trends, roots, consequences and prevention; and establishment of a national crime data repository unit and systems.

Legal Education: This will entail modernization of the Legal Education System to enhance quality and access to legal education and training.

Victim of Offences: This will entail establishment of systems and structures for victims of offences.

Capacity Building: Enhance capacity building for state counsels to enable them handle litigation and disputes arising from novel and emerging issues through local and international litigation or arbitration.

Political and Economic Governance

- **Electoral and Political Processes:** The Sector will ensure credible elections as a critical component for issue-based politics. This will be achieved through constitutional and legal requirements governing electoral processes to ensure free, fair and credible elections.
- **Economic Governance:** The Sector will implement laws related to economic governance through formulation and implementation of the National Policy on alternative dispute resolution, and improvement of ease of doing business.

6.2.4. Policy, Legal and Institutional Reforms

Policy Reforms

- Finalize the Anti-corruption Policy;
- Develop National Public Participation Policy; and
- Develop National Policy on Legal Education and Training in Kenya.

Legal Reforms

- Enact data protection legislation;

- Enact whistle-blower protection legislation;
- Develop a framework of enforcement of orders of Chapter Fifteen institutions; and
- Develop and institutionalize a collaborative framework among oversight institutions for effective co-ordination.

Institutional Reforms

- Automate the registries to secure data;
- Develop and implement curriculum for probation officers;
- Introduce intensive supervision through electronic offender surveillance system for prolific offenders under supervision in the community;
- Introduce evidence based offender rehabilitation programmes that is responsive to needs and risks posed by the offender; and
- Train staff on emerging security challenges.

7 THEMATIC AREAS

7.0 Overview

As the country continues with the implementation of Vision 2030, three thematic areas have been identified, due to their importance to Kenya's overall development covering: HIV and AIDS; Climate Change and Disaster Risk Management.

7.1 HIV and AIDS

“A Kenya free of HIV infection, Stigma and AIDS-related deaths “

HIV continues to be a major challenge to the achievement of the national development aspirations as enshrined in the Vision 2030. It impacts negatively on the productive capacity of the Kenyan labour force especially those between ages 15-35 years. HIV and AIDS is a cross-cutting issue that needs a multi-faceted approach to mitigate its impact and reduce its spread. During the Plan period, various programmes and projects will be implemented across all sectors to address the pandemic.

7.1.1 Situation Analysis

During MTP II, the country made gains in reducing HIV incidence among adults aged 15-49 from 4.48 per 1000 in 2000 to 1.46 per 1000 in 2016. The national HIV prevalence rate was 5.9 per cent in 2015. The new HIV infections among adults stood at 56,000 while those from mother to child transmission were 6,100 in 2016. The scale-up of Prevention of Mother to Child Transmission (PMTCT) has averted 114,300 new infections and 51,400 AIDS-related deaths among children under 5 years of age.

The annual AIDS related deaths have stabilized at approximately 30,000 deaths occurring among adults aged 15 years and above since 2015. Deaths related to AIDS among children of less than 14 years were 4,800 in 2016. The number of people initiated on life-long Anti-Retroviral medication stood at 1,018,900 (64 per cent of total population of persons living with HIV). The scale-up of ART since 2013 has saved 237,500 lives by averting deaths due to AIDS-related causes. The National treatment targets are at 67 per cent against the global commitments of 90 per cent of all those who are HIV infected.

There was an increase in the number of new HIV infections, especially among adolescents and young people (15- 24 years). Notably, 46 per cent of all new infections were among young people aged 15 to 24 years as at 2016.

High level of external funding for HIV programmes and limited coordination across implementers makes the sector vulnerable to external decisions and poses a risk for Kenya's health security. The domestic financing for the HIV response stood at 29 per cent in 2016.

Substantive efforts have been made to facilitate access to legal services for People Living with HIV (PLHIV), and other priority groups. There are on-going efforts to address human rights violations that increase vulnerability to HIV and more broadly, undermine responses to the epidemic. However, stigma and discrimination, Sexual and Gender Based Violence (SGBV) remain recurring challenges.

The HIV response is guided by the Kenya AIDS Strategic Framework (KASF) 2014–2019. All counties have costed their AIDS Strategic Plans (CASPS) that guide the HIV response and the plans are aligned to the KASF. In 2016/17, 34 per cent of the counties included HIV specific budgets in their plans. These interventions among others have strengthened service delivery and contributed to results experienced nationally.

Other achievements include:

HIV Prevention

- New HIV infections among adults (15+) were reduced by 37 per cent from 88,600 in 2013 to 56,100 in 2016.
- New HIV infections among children (less than 14 years) was reduced by 53 per cent from 12,900 in 2013 to 6,100 in 2016.

Care and Treatment

- The number of people who received Anti-Retroviral Therapy (ART) treatment increased by 55 per cent from 656,400 in 2013 to 1,018,900 in 2016.
- Retention on ART for adults at 60 months increased by 11 per cent (70 per cent in 2013 & 81 per cent in 2016)
- The percentage of people who have suppressed viral load increased by 4 per cent (75 per cent in 2013 & 79 per cent in 2016).
- AIDS-related deaths reduced by 38 per cent from 58,000 in 2013 to 36,000 in 2016.
- A National Commodity Pipeline with enhanced planning and reduced stock-out was established through the Kenya Medical Supplies Agency (KEMSA).

Coordination of the Multi-sectoral HIV response

- Kenya AIDS Strategic Framework 2014/15-2018/19 and County HIV and AIDS Strategic Plans for 47 counties were developed and launched.
- Research funding increased by 1 per cent of AIDS expenditure to strengthen research.
- The National AIDS Control Council established nine regional offices to support various counties in the coordination of the HIV response.
- The MAISHA MAARIFA Online Research Hub for HIV, Sexual Reproductive Health and co- morbidities was established in 2015 as a repository and interactive platform (www.maishamaarifa.or.ke) and currently holds 1,083 on-going studies.
- Established an automated Dash Board – Situation Room which provides strategic information for decision making at National and County Level.
- The HIV Implementing Partners Online Reporting System (HIPORS) was also established to enhance Non-Governmental Organization (NGO) reporting on funding across 47 counties.
- Domestic financing increased by 12 per cent from 17 per cent in 2013 to 29 per cent in 2016 of the total HIV and AIDS expenditure.
- The number of community based organizations that implemented HIV and AIDS programmes across the country increased from approximately 7,000 in 2013 to 15,400 in 2015.
- Establishment of a certification system, MAISHA certification to leverage the competencies of public sector to deliver on the country's targets.

7.1.2 Emerging Issues, Challenges and Lessons Learnt

During the period under review, various emerging issues and challenges impacted negatively on effective implementation of programmes under this sector. There were also several lessons learnt that can help to improve in prioritization and implementation of programmes identified in the MTP III.

Emerging Issues

- High numbers of new infections, especially among adolescents and young people (15- 24 years);
- Increased AIDS related deaths among adolescents and young people;
- New infrastructure projects that have the potential to increase HIV infections among the communities;
- Resistance to HIV drugs due to challenges in ART programme retention and adherence; and
- Reduced financing due to change in policies of major development partners.

Challenges

- High stigma towards HIV and AIDS positive persons, which contributes to poor uptake of medicine;
- Low levels of comprehensive knowledge about HIV, especially among young people, in spite of many being engaged in the education sector;
- High risk sexual behaviour including multiple partnerships and low condom use and distribution;
- Limited socio-economic empowerment and challenges with retention in education, especially among adolescent girls and young women, which increase HIV risk;
- Low domestic resource mobilization for HIV programmes;
- Weak framework to enforce Kenya Essential Package for Health (KEPH) defined HIV services in private facilities and few functional Community Units across counties and uncoordinated response by private sector;
- Limited reporting of community level and non-health sector HIV interventions, limiting the ability of programs to respond appropriately to needs and ad- hoc rather than routine use of data for decision making;
- Poor service coverage among vulnerable and priority populations;
- Poor treatment adherence and management of co-morbidities;
- Inadequately equipped laboratories; and
- Late detection and diagnosis of HIV.

Lessons learnt

- Population and location-based analysis of 90-90-90 (By 2020; 90 per cent of all people living with HIV will know their HIV status, 90 per cent of all people with diagnosed HIV infection will receive sustained antiretroviral therapy, 90 per cent of all people receiving antiretroviral therapy will have viral suppression) is needed to determine programmatic gaps. In 2016, Kenya's progress towards 90-90-90 stood at 65-63-55 at national level.
- There is need for improved data and information management at all levels to enhance programming for the HIV response e.g.,

- implementing Situation Room in all the 47 counties.
- Enhanced coordination with the NGO Coordinating Board to increase utilization of the HIPORS among NGOs is necessary for implementing HIV programmes.

7.1.3 Programmes and Projects for 2018-2022

Flagship Programmes and Projects

Sustainability of the HIV Response Towards Fast Tracking the Ending of AIDS

- Inclusion of HIV services as part of the Universal Health Coverage /National Hospital Insurance Fund supa cover and all persons living with HIV covered for ART services and HIV services offered as part of NHIF package.
- Establish a mechanism for long term financing for HIV and Non-Communicable Diseases (NCDs);
- Establish a Public Private Partnership (PPP) to promote local manufacturing of HIV related commodities to improve access to affordable HIV commodities.

HIV Prevention

- Elimination of Mother to Child HIV transmission through increased coverage of prevention of mother to child transmission services attained annually for all HIV positive pregnant women;
- Reduction in the number of annual new adult HIV infections to 15,100 by 2022 through; Increasing coverage of HIV prevention services including HIV Testing Services (HTS) and Voluntary Medical Male Circumcision (VMMC) and use of protection; and
- Reduction in the number of new HIV infections among adolescent and young people annually by increasing comprehensive knowledge of HIV among adolescents and young people and uptake of comprehensive services.

Universal Access to Treatment to Achieve 90-90-90 Targets

- Improve ART Coverage to 90 per cent of the Persons Living with HIV by identification of PLHIV through provision of target population-friendly, integrated and quality HIV Testing Services (HTS), linkage and retention in care for persons diagnosed with HIV;
- Establish functional treatment literacy centres; and
- Establish County HIV tribunal hubs and develop Model Anti-discriminatory laws for counties to promote Human Rights – based approaches to HIV programming and reduce HIV related stigma.

Promoting utilisation of strategic information for research and monitoring and evaluation (M&E) to enhance programming

- Generation and availability of routine data for decision making from community, health and Ministries, Departments and Agencies (MDA) sub-systems; and
- Establish an enhanced and accessible HIV and health analytics platform (Situation room).

Strengthening Accountability and Coordination of the HIV Response

- Strengthen stakeholder co-ordination and accountability structures and systems at all levels (National and County).

Other Programmes

- Create mechanism to harmonize infrastructure resources available for mitigation of HIV and related NCDs with national HIV prevention and control priorities;
- Increase the County HIV budget allocations and government contribution;
- Undertake an estimate for NCDs burden; and
- Develop a multi-sector strategy for NCDs prevention.

7.1.4 Policies, Legal and Institutional Reforms

Legal and Policy Reforms

- Review policies and promote an enabling policy environment for an effective HIV response in the Country.

7.2 Climate Change

“Enhance climate actions towards a low carbon and climate resilient development”

East Africa has been identified as one of the regions that will become more vulnerable to the vagaries of climate change. Kenya's economy is highly dependent on climate-sensitive sectors, making it vulnerable to climate variability and change. Increasing frequency and intensity of climate events such as severe droughts and massive floods in recent decades pose a challenge to the attainment of Vision 2030 development agenda.

The MTP III will continue to provide an opportunity to mainstream climate actions into development planning, decision making and implementation in all sectors of the economy at national and county levels to ensure sustainable development, as required by the Climate Change Act 2016, United Nations Paris Climate Change Agreement, and Sustainable Development Goal Number 13 (Climate Action). This will promote low carbon climate resilient development, ensure that investments are climate proofed against climate change related shocks and that development does not adversely impact on the environment. Additionally, climate change mitigation actions will facilitate achievement of the “Big Four” initiatives especially relating to food and nutrition security and health.

7.2.1 Situation Analysis

During the MTP II, climate change adaptation and mitigation actions were to some extent mainstreamed across the sectors. Kenya ratified the United Nations Paris Climate Change Agreement in December 2016 signifying its strong commitment to the global efforts to address climate change. Other initiatives include:

National Climate Change Action Plan (NCCAP 2013-2017): The NCCAP, which is anchored in the Climate Change Act 2016, was developed and recommended the mainstreaming of climate change actions in development planning, budgeting and implementation processes. It also recommended the formulation and implementation of a climate change policy and legal frameworks. The priority adaptation and mitigation actions are at different stages of implementation based on the review study of the NCCAP 2013-2017.

Climate Change Act, 2016: The implementation of Climate Change Act commenced in May 2016. The Act aims to strengthen climate change governance and coordination structures. It outlines the key climate change duties of public and private sector entities and also recognises the complementary roles of the national and county governments towards addressing climate change.

Climate Finance: The National Treasury developed a draft National Policy on Climate Finance that establishes the institutional framework for mobilization and management of climate finance. Kenya accessed climate funding from international sources including Global Environment Facility (GEF), Green Climate Fund (GCF), and the Adaptation Fund (AF).

Green Economy Strategy and Implementation Plan (GESIP): The GESIP (2016-2030) was launched in July 2017 and aims at providing guidance to all development actors to adopt pathways with higher green growth, cleaner environment and higher productivity relative to the business as usual growth scenario. It will aid Kenya’s transition to a low carbon development path through promotion of economic resilience and resource efficiency, sustainable management of natural resources, development of sustainable infrastructure and providing support for social inclusion.

County Climate Change Initiatives: Several Counties have taken actions such as development and legislation of county climate change Policies and Bills to address climate change. Other actions include: establishment of climate funds; mainstreaming of climate change actions into the County Integrated Development Plans (CIDPs) and Spatial Plans; and implementation of Greening initiatives like solar street lighting, energy efficient cook-stoves, and climate smart agriculture.

Sectoral climate change policies and initiatives: Sectoral policies and legislations with relevance to climate change mitigation and adaption actions were prepared and enacted. These include: Climate Smart Agriculture Strategy (2016), Forest Conservation and Management Act (2016) and the National Forest Programme (2016–2030), National Drought Management Authority Act (2016), Water Act (2016), Draft Energy and Petroleum Policy (2015), Integrated National Transport Policy, Draft National Solid Waste Management Bill (2017), and National Spatial Plan 2015-2045. Greening initiatives were implemented in different sectors such as manufacturing, agriculture, tourism, infrastructure, and health.

7.2.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- The United Nations Paris Climate Change Agreement, that entered into force in 2016 presents new obligations for all Parties to the United Nations Framework Convention on Climate Change (UNFCCC);
- Recent developments in the global carbon market occasioned by the failure of the second commitment period under the Kyoto Protocol to enter into force, and the European Union’s decision to limit emissions trading to Least Developed Countries impacts negatively on Kenya’s prospects to continue benefitting from the Clean Development Mechanism (CDM) market;
- Recent developments in the extractives sector, particularly the discovery of coal, oil, gas and other minerals requiring clean and safe technologies to optimize low carbon climate resilient development;
- Increase in incidences of climate related vector-borne diseases; and
- The ban on use, manufacture and importation of bags has led to the need to find alternative packaging materials..

Challenges

- Increase in the frequency and intensity of extreme climate events, especially droughts and floods, that continue to negatively affect the livelihoods of communities making them more vulnerable to climate change impacts;
- Inadequate capacity for timely reporting in view of the increased frequency of reporting under the Paris Agreement; and
- Trans-boundary climate change issues such as cross-border adaptation initiatives.

Lessons Learnt

- Enactment of the Climate Change Act brought to the fore the importance of a high-level climate change coordination structure;
- Kenya is now a net Green House Gas (GHG) emitter, and hence the need to strengthen efforts in attaining the constitutional requirement of a tree cover of at least 10 per cent of the land area so as to enhance the GHG sink;
- Capacity building is critical for low carbon climate resilient development; and
- Climate change financial resources into the country are skewed in favour of mitigation actions, and hence the need to ensure a balance in allocation of resources between adaptation and mitigation.

7.2.3 Programmes and Projects for 2018-2022

Climate Change Governance and Coordination: The Programme aims at enhancing governance, coordination and financing of climate change related activities in all sectors of the economy. It will be implemented through: operationalization of the National Climate Change Council; development of subsidiary legislations; operationalization and resource mobilization for the Climate Change Fund and Partnering for the Green Growth & Global Goals 2030 (P4G). P4G is a new, global initiative to accelerate delivery on the Global Goals through green growth to be achieved by harnessing the strengths of the public and private sectors and supporting partnerships towards promoting practical solutions to development challenges, based on solid knowledge and evidence.

The programme will also strengthen the Climate Change Directorate and operationalize climate change units in the Ministries, Counties, Departments and Agencies (MCDAs); formulate and implement national gender and intergenerational responsive public education and awareness on climate change; mainstream climate change actions into the National and County Governments' policies and plans; and operationalize the National Climate Change Resource Centre.

Promote Environmental Diplomacy: Kenya will continue to play a critical role in shaping global environmental agenda, particularly on climate change and sustainable development. In addition, Kenya will continue to champion raising of Nairobi's stature as the world's environmental headquarters. The programme aims at strengthening the United Nations presence in Nairobi, thus profiling Kenya as a global leader in championing environment and climate change debate.

Capacity Building and Public Awareness Programme: The programme will strengthen both institutional and human capacity towards enhancing access to timely and accurate information on climate change. It will entail awareness creation; establishing dialogue, networking and building alliances on climate change; and integrating climate change into the education system.

Other Programmes and Projects

- Formulation and implementation of the second National Climate Change Action Plan (NCCAP) 2018-2022. The second NCCAP will entail development of adaptation and mitigation actions. Adaptation involves reducing vulnerability to avoid or cushion the impacts of climate change, and to enable people to respond to climate risks by moving towards a climate resilient society. Mitigation actions entails taking measures to encourage Green House Gas (GHG) emission that are lower than business-as-usual practice; and to reduce the human causes of emissions by moving toward a resource efficient economy that is as low carbon as possible. These actions will enable the country achieve the Nationally Determined Contribution (NDC) under the Paris Agreement towards reducing the GHG emissions by 30 per cent by 2030 relative to the business-as-usual scenario of 143 Metric tons of Carbon dioxide Equivalent (MtCO_{2e}). The actions will be implemented in various sectors of the economy which include environment, agriculture, forestry, energy, waste management, health, water, infrastructure, manufacturing, tourism, and disaster risk management.
- Climate Change Monitoring, Reporting and Verification (MRV);
- Green Growth and Employment Programme (GGEP);
- Switch Africa Green (SAG) Project;
- Green Innovations and Technologies Programme; and
- Green Economy Transition at Local Level.

7.2.4 Policy, Legal and Institutional Reforms

- Develop subsidiary legislation and roadmap for the implementation of the Climate Change Act, 2016;
- Initiate harmonization of sectoral policies and laws to integrate climate change;

- Develop and implement climate change mainstreaming guidelines and indicators; and
- Develop regulations governing the incentives for the promotion of climate change initiatives by private entities.

7.3 Disaster Risk Management

“An Integrated and Coordinated Disaster Risk Management System”

Disasters retard development and economic gains through destruction of infrastructure and properties which often require reconstruction using diverted development funds. Effective Disaster Risk Management is therefore vital as it contributes to sustainable development and enhances community resilience.

Kenya is vulnerable to both natural and man-made hazards, which include drought, floods, land-slides, urban and forest fires, armed conflicts, human and animal diseases, pests, earthquakes, infrastructure collapse, Tsunami and road accidents, affecting an estimated 3 to 4 million people annually. The economic cost associated with floods and droughts creates an estimated long-term fiscal liability equivalent to 2 to 2.4 per cent of GDP each year. Specifically, estimated costs of floods are 5.5 per cent of GDP every 7 years, whilst droughts account for 8 per cent of GDP every 5 years. The increasing intensity and magnitude of disasters in Kenya is further aggravated by conflicts (mostly over natural resources) and security threats.

Disaster Risk Reduction (DRR) addresses both the causal factors of disasters, including reducing exposure to hazards, lessening vulnerability, and improving preparedness for adverse and complex incidents. Disaster Risk Management (DRM) is a multi-sectoral responsibility and mainstreaming DRR is cost effective and more efficient in saving lives and livelihoods, and also enhances ability to respond timely to potential disasters.

7.3.1 Situation analysis

In March 2015, 189 countries Kenya included, agreed to adopt the Sendai Framework for Disaster Risk Reduction (SFDRR) 2015-2030 to address the increasing threats caused by disasters globally. The overall goal of the Sendai Framework is *“the substantial reduction of disaster risks and losses of lives, livelihoods and health in the economic, physical, social, cultural and environmental assets of persons, business, communities and countries”*. The Framework identifies four (4) priority areas: understanding disaster risk; strengthening disaster risk governance to manage disaster risk; investing in disaster risk reduction for resilience; and enhancing disaster preparedness for effective response and to build back better in recovery, rehabilitation and reconstruction. The Framework makes it clear that even though a country may have development priorities, it must take proactive measures that address the underlying factors that contribute to disaster risk and vulnerability.

Regional Inter-Governmental Organizations have increasingly taken responsibility for following-up and implementing risk reduction measures. In November 2016, the African Union held the 6th Session of the African Regional Platform and the 5th High Level Meeting on DRR. The African region agreed to the programme for action through The Mauritius Declaration on the implementation of the SFDRR in Africa.

Kenya embarked on the development of the DRM policy which, is based on the four priority areas of SFDRR. Additionally, the National Platform for DRR was reconstituted in 2015 and a National plan for DRR action developed.

In the MTP II, the DRM was not effectively mainstreamed into the development agenda. The post-disaster needs assessment by the Government and the World Bank indicates that the disasters have adversely impacted Kenya's key sectors of the economy. National and County Government staff were also sensitized on the five (5) HYOGO Framework of Actions.

7.3.2 Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- Increase in magnitude and intensity of natural and man-made hazards;
- Developments in energy and petroleum sector;
- Emergence of new diseases and mutation of the current diseases; and
- Change in biodiversity and emergence of invasive plants and weeds affecting land productivity.

Challenges

- Inadequate mainstreaming of DRM into the country's development plans;
- Inadequate policy, legal and institutional framework for the coordination of disaster risk management;
- Lack of a comprehensive National Disaster Risk Financing Strategy resulting in inadequate budgetary allocations for DRM;
- Inadequate DRM awareness and proper information sharing mechanisms;

- Lack of coordination among Early Warning actors;
- Inadequate preparedness for effective response and risk management;
- Radicalization and violent extremism;
- Migration, human trafficking and refugees; and
- Cyber security, conflicts, insecurity, and climate change adaptation.

Lessons learnt

- Modernized and effective Early Warning Systems are key to DRM;
- Resilience mechanisms among communities reduce exposure and vulnerability to disasters;
- Access to information relating to DRR by the general populace is necessary for adequate preparedness and response in case of a disaster;
- Disaster Risk financing instruments targeting all layers of impacts of disasters are critical for timely and effective response; and
- High-impact disasters require the availability and use of disaster risk financing tools.

7.3.3 Programmes and Projects for 2018-2022

Disaster Risk Management Programme: This will entail:

- Establishment of DRM Centre of Excellence;
- Develop an effective multi-hazard Early Warning System and preparedness;
- Develop DRM information database and hazard and risk mapping in the country;
- Capacity building and civic (formal and informal) education on DRM;
- Mainstreaming DRR in other sectors;
- Developing and finalizing DRM Frameworks;
- Development of a comprehensive National Disaster Risk Financing Strategy; and
- DRM Monitoring and Evaluation.

7.3.4 Policies, Legal and Institutional Reforms

- Finalize a national policy for disaster risk management;
- Finalize Disaster Risk Management Bill;
- Strengthen disaster risk reduction, governance and coordination structure; and
- Develop 47 county policies for Disaster Risk Management.

8 THE IMPLEMENTATION FRAMEWORK

8.0 Overview

The implementation Framework for the MTP III 2018-2022 has incorporated the “Big Four” initiatives and key policy, legal and constitutional requirements as well as institutional reforms which include:

- The Fourth Schedule of the Constitution of Kenya (2010) which outlines the functions of the National and County Governments and supporting laws such as the Public Financial Management Act (2012) and its updated regulations (The Public Finance Management National Government Regulations 2015 and the Public Finance Management County Government Regulations 2015); County Government Act (2012); Inter-governmental Relations Act (2012); the National Government Coordination Act (2013); the Urban Areas and Cities Act (2011); and the Public Procurement and Asset Disposal Act No. 33 of 2015;
- The Inter-governmental Relations Technical Committee (IGRTC), Inter-governmental Budget and Economic Council (IBEC), Council of Governors (CoG) and the National and County Government Coordinating Summit;
- The Public Private Partnership Act (2013) to facilitate investment in key infrastructure projects and projects in other sectors of the economy;
- A Draft Monitoring and Evaluation (M&E) Policy and M&E Bill have been prepared to provide the legal and institutional framework for operationalization of an efficient ICT-based M&E system to track the implementation of programmes and projects at both the national and county level;
- Adherence by the Government and Development Partners to Aid Effectiveness and General Principles of Partnership to ensure faster and higher absorption of donor funds to achieve development results;
- Alignment of County Governments Integrated Plans, County Spatial Plans, and Ministries, Departments and Agencies’ (MDAs’) Strategic Plans (2018-2022) to MTP III and linking them to a Results-Based Framework through Performance Contracts and Staff Performance Appraisal System;
- Developing guidelines for Public Investment Management to enhance efficiency and effectiveness in public investments;
- Tracking implementation of Kenya’s economic partnerships to maximize benefits from regional and international engagements;
- Deepening regional and international economic cooperation; and
- Tracking productivity and competitiveness improvement in the country.

8.1 Implementation of the MTP in the Context of National and County Governments

The implementation of programmes and projects of the MTP will be done in accordance with the Fourth Schedule of the Constitution and Acts and Institutions cited above.

During MTP III, additional initiatives will be taken to further strengthen the planning and implementation framework at the national and county level especially to efficiently deliver on the “Big Four” initiatives. These include:

- Use of conditional grants to Counties to implement the “Big Four” initiatives and other targeted programmes;
- Finalization and implementation of the National Urban Development Policy (NUDP);
- Amendment of the PFM Act to entrench the minimum threshold for Parliament to review the recommendations of the Commission on Revenue Allocation (CRA);
- Enactment of the County Government (Tax Regulations) Bill 2016;
- Development of a policy and enactment of legislation to provide for appropriate sharing of revenue and benefits accruing from exploitation of natural resources; and
- Development and implementation of a policy on shared resources between counties.

The Implementation Matrices (Annex 1) indicate the programmes and projects to be implemented by the National and County Governments in conformity with the various laws and institutional reforms that support the framework for inter-governmental consultations and coordination.

8.2 Statistical Reforms and Surveys

During the MTP III period, focus will be to improve the quality of data for policy, planning and budgeting purposes. Various surveys and Censuses will be carried out which include Kenya Population and Housing Census 2019, review of Statistical Act, 2006 to align it to the Constitution, enactment of County Statistics Act to govern statistical activities at the county level, rebasing of National Accounts, Census of Industrial Production and Census of Agriculture.

8.3 Monitoring and Evaluation

The Constitution provides a fundamental basis for M&E to ensure transparency, integrity, accountability and access to information at national and devolved levels of Government. In this regard, the Government has developed a Draft M&E Policy that sets the policy direction for conducting M&E of policies, programmes and projects to ensure efficient and effective implementation of MTP III. The policy will inform the formulation of the M&E Bill.

The M&E Policy and Bill will provide the legal and institutional framework to operationalize the National Integrated Monitoring and Evaluation System (NIMES) and the County Integrated Monitoring and Evaluation Systems (CIMES). It will establish M&E Committees at the National, Sectoral and County levels. The respective Committees will identify national, sectoral and county level indicators; ensure compliance with reporting standards and formats.

Ministries, Counties, Departments and Agencies (MCDAs) will be required to submit timely and accurate progress reports of programmes and projects in line with the approved reporting standards and formats. To enhance evidence based policy making, evaluation will be an integral tool for management and governance thereby enabling the Government to review performance, learn from experiences and make informed decisions. Evaluation will be done with the aim of assessing the outcomes and impact of public policies, programmes, projects and service delivery. The Government will develop standards, principles and guidelines for conducting evaluation. In addition, a Capacity Development Strategy to guide M&E capacity development in the country will be developed in consultation with stakeholders. The Strategy will define the capacities that will be enhanced at technical, managerial and institutional levels. Further, both levels of government will be required to develop Communication Strategies for NIMES and CIMES.

Effective implementation of the M&E framework will require provision of adequate financial resources. Each MCDA will be required to set at least 1 per cent of its development budget for M&E activities in line with the M&E Policy.

8.4 Africa Peer Review Mechanism (APRM)

The APRM is an important framework for promoting good governance in Africa aimed at championing transformative leadership through the sharing of experiences amongst member countries. The mechanism is undertaken on four thematic pillars namely Democracy and Political Governance, Socio-Economic Development, Economic Governance, and Management and Corporate Governance.

During MTP III, Kenya will implement the recommendations from the 2nd Country Review Report through a five-year National Plan of Action (NPoA). These recommendations will be implemented in collaboration with the various Ministries, Counties, Departments, Agencies and other relevant stakeholders. Progress reports will be presented to the APR Forum of Heads of State and Government.

8.5 Role of Public Benefits Organizations

The development of strong partnerships with Public Benefits Organization (PBOs) will strengthen implementation of the MTP and enhance socio-economic development of the country. The PBO Act 2013 will be operationalized during the Plan period to improve coordination of non-state actors and alignment of their activities and resources towards implementing MTP III. The Act establishes an effective regulatory and institutional framework for Public Benefits Organizations. It aims at among other things, to facilitate formation and growth of PBOs; promote their compliance with legal and statutory organizations and high standards of governance, transparency and accountability; and enhance cooperation between PBOs, Government, Private Sector and Development Partners.

8.6 Aid Effectiveness and General Principles of Partnership

The Global Partnership for Effective Development Cooperation (GPEDC) which Kenya subscribes to is guided by international commitments on Sustainable Development Goals (SDGs) and Financing for Development which champions improved means of implementation of programmes. GPEDC has four shared Effective Development Cooperation principles, namely: Country Ownership of Development priorities by recipients of development assistance; Focus on Results; Inclusive Development Partnerships; and Transparency and Accountability which will guide national and county governments in programme implementation.

Effective development cooperation in Kenya is implemented at both technical and policy levels through multi-stakeholder partnerships which include government ministries, departments, agencies; development partners; the civil society organizations; foundations; the private sector; trade unions; and the academia. The implementation of GPEDC requires stronger Government leadership and ownership guided by the requirements of the Constitution, Public Finance Management Act, Kenya External Resources Policy and the Devolution Policy. The principles offer an accountability framework which measures the progress of governments in tackling the effectiveness of their development co-operation.

Official Development Assistance (ODA) plays a key role in supplementing the development budget at the national and county levels. During the MTP II, ODA averaged 53.6 per cent of the development budget. In 2016/17, it accounted for 50.4 per cent of development

budget and 16.4 per cent of the total national budget. To ensure effective implementation of the MTP III, measures will be put in place to ensure higher absorption of ODA to achieve the desired results. Further, the two levels of government (National and County) will need to domesticate and implement the effective development cooperation principles and the 2016 Nairobi Outcome Document on GPEDC.

During the MTP III, the Government and development cooperation actors in Kenya commit to work closely and implement the following actions:

- Ensure that Development Partners' Country Assistance Strategies and Programmes are aligned to Kenya Vision 2030 and the MTP III;
- Sensitization and implementation of the Kenya External Resources Policy;
- Adhere to laws, regulations, and policies relevant to development finance;
- Implement the operational guidelines for development partners' engagement at the counties;
- Champion the use of country systems in budgeting, procurement, reporting, accounting, auditing, and monitoring of government programmes and projects;
- Regular joint assessments will be done to monitor progress of development partners' use of country systems;
- Finalize the integration of the electronic Project Monitoring Information System (e-ProMIS) with other governmental financial systems and ensure full implementation of all modules in e-ProMIS by all actors;
- Promote broader engagement of the public in the budgeting process;
- Improve the engagement modalities with non-traditional development partners and other non-state actors;
- Improve the predictability of development finance by ensuring that development partners provide reliable indicative commitments over a multi-year period (3 years) within the Medium Term Expenditure Framework (MTEF);
- Ensure that expenditure returns are submitted to the National Treasury on resources channelled directly to implementing agencies by development partners;
- Coordinate and maintain a harmonized and rationalized timetable for all development partners' joint missions;
- Operationalize and strengthen inclusive joint sector working groups between Government, development partners and non-state actors;
- Strengthen the capacities of existing projects' monitoring and evaluation systems to ensure timely availability of information and transparency in implementation of programmes and projects;
- Support reduction in data gaps by capacity building through appropriate financial and technical support to improve the national statistical capacity;
- Develop networks for knowledge exchange, peer learning and coordination among South-South and Triangular cooperation and establish a South-South Centre;
- Hold regular technical and policy level meetings for review and follow-up on implementation of effective development cooperation principles and commitments;
- Establish a National Coordinating Mechanism to facilitate Monitoring and Evaluation of implementation of various bilateral, regional and international cooperation frameworks as well as international obligations between the Government of Kenya and foreign governments, regional and international organizations; and
- Promote Nairobi City as an economic and diplomatic hub.

8.7 Alignment of County Integrated Development Plans(CIDPs), County Strategic Plans, (CSPs), and MDAs Strategic Plans with MTP III

The National Treasury and Planning has prepared guidelines for aligning the CIDPs with MTP III. The Ministry will prepare guidelines for aligning CSPs and MDA Strategic Plans with the MTP III to ensure effective implementation of the Plan. The Performance Contracts of all MCDAs will also be aligned to MTP III targets. The framework for County Governments' engagement with development partners will be developed and implemented during the MTP III period.

8.8 Reporting on Implementation of the MTP III

MCDAs will prepare quarterly and annual progress reports on the implementation of the MTP III. The National Treasury and Planning will consolidate and prepare regular reports and publish Annual Progress Reports (APRs), Mid-Term and End-Term Review Reports on implementation of MTP III. These reports will be presented to the Cabinet; the National and County Government Coordinating Summit; the President's Delivery Unit, the National Economic and Social Council (NESC) and the Vision 2030 Delivery Board. These reports will be published and availed on the Ministry's website. They will also be shared with all stakeholders including the public, development partners, private sector and civil society.

ANNEX I: IMPLEMENTATION MATRIX

SUMMARY BUDGET – MTP III

S/NO.	Category/Sector	% Sub-total % Total	Indicative Budget (Ksh. Million)					
			Total Cost	2018/19	2019/20	2020/21	2021/22	2022/23
	Foundations for National Transformation							
A1	Infrastructure	71.5	3,237,427	523,640	756,495	763,186	633,298	561,581
A2	Information and Communication Technology	6.1	277,038	56,005	63,934	65,167	53,052	38,880
A3	Science, Technology and Innovations	0.6	29,280	4,040	5,780	6,420	6,510	6,530
A4	Land Reforms	0.7	32,781	5,256	8,445	7,110	6,910	6,260
A5	Public Sector Reforms	6.1	278,035.5	20,351.8	146,928.9	19,908.8	68,170.0	22,676
A6:	Labour And Employment	2.4	107,306.5	11,626.2	15,457.1	24,632.8	21,186.0	34,421.4
A7:	National Values	0.1	5,435	1,293	1,132	1,007	1,013	990
A8:	Ending Drought Emergencies	2.2	99,012	17,590	18,719	20,059	20,517	22,127
A9:	Security, Peace Building And Conflict Resolution	10.2	462,449	87,279	94,772	92,312	90,604	97,486
	Sub-Total	39.3	4,528,764	727,081	1,111,663	999,802.6	901,260	790,951.4
	The Economic Pillar							
B1	Agriculture and Livestock	15.4	252,865	46,304	55,973	54,192	49,072	47,328
B2	Manufacturing	38.6	633,363	100,625	125,415	176,514	130,753	100,056
B3	Tourism	9.2	150,802	30,280	31,718	29,231	28,092	31,483
B4	Trade	5.8	95,815	6,355	14,691	18,360	29,609	26,799
B5	Business Processing Outsourcing/ It-Enabled Services (BOP/ITES)	20.2	331,933	33,926	91,005	98,683	61,647	46,672
B6	Financial Services	0.3	4,185	1,545	1,425	435	415	365
B7	Oil, Gas and Mineral Resources	1.7	27,954.5	3,231.4	4,816.6	5,031.2	7,575.0	7,300.3

FOUNDATIONS FOR NATIONAL TRANSFORMATION

A1: INFRASTRUCTURE

Programme/ Project	Objective	Expected Output/Outcome	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Expansion and Modernization of Aviation facilities	To improve passenger handling capacity and position JKIA as the Eastern Africa commercial airport hub	Increased capacity from the current 7.5 million to 10million; second Runway Code F of 4.8 Km, Constructed; Terminals 1-B,C and D at JKIA expanded/rehabilitated; security improved	Number of handled passengers in a year % completion of the construction work on Terminal B, C and D	KAA MOTIHUD&PW	2018-2019	GoK KAA DPs	3,450	1,250	1,300	600	200	0
	To upgrade and improve airside capacity	MIA rehabilitated, and Malindi and Isiolo Airports expanded - Aircraft Ground Lighting (AGL) Rehabilitated and remedial sink holes Extended	% rehabilitation works in MIA and % works completed on Malindi and Isiolo airports	KAA	2019-2020	AFD WB KAA GoK	1,577	1,221	356	0	0	0
	To increase handling capacity of airstrips country wide	Migori, Kitale Lodwar, Musiara-Narok, Mandera, Lokichoggio Moyale rehabilitated and maintained	Number of airstrips constructed and rehabilitated	KAA	2018	GoK	2,700	800	0	400	550	0
	Improve on service delivery in the aviation industry	Capacity building activities to modernize aviation facilities undertaken	List of modern aviation equipment procured and put into use	KCAA	2018-2022	GoK WB IDA	9165.2	1300	1850	1600	1400	3,015.2
Improvement of Shipping and Maritime Facilities	To facilitate transshipment of cargo	Yard and Berth Capacity of Second Container Terminal phase II&III expanded	% completion of expansion programme Phase II	KPA	2017 – 2021	KPA JICA GoK	27,000	5,000	8,000	8,000	6,000	-
	To facilitate trade Construction of	2 berths to serve Dongo Kundu free trade port constructed	% completion of the construction works for berths in Dongo Kundu	KPA	2017 – 2020	KPA DPs	TBD					
	To revitalize Kisumu Port to serve the lake region area	Kisumu Port revamped with better handling facilities	% rehabilitation works in Kisumu and list of new handling equipment	KPA	2017 – 2020	KPA DPs	176	176	-	-	-	-

Programme/ Project	Objective	Expected Outputs/ Outcomes	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		MSEs				Private Partners WB						
		Entrepreneurship skills and culture promoted	Report	MITC, MSEA, SDPTSD, Schools, ILO, FKE, training institutions, MSE Associations, SACCOS	2018-2022	GoK ILO DPs Private Sector	650	100	120	130	150	150
Total							107,306. 5	11,626. 2	15,457. 1	24,632. 8	21,186. 0	34,421. 4

A7: NATIONAL VALUES AND ETHICS

Programme/Project	Objective	Expected Output	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Flagship												
Enforcement of Policy, Legal and Institutional Framework	To enhance harmonious and effective Legal, Policy and Institutional instruments for realisation of national values and ethics	Reviewed Policy, Legal and Institutional Framework	No. of Policy, Legal and Institutional Frameworks reviewed; No. of sessional papers reviewed	The Presidency Parliament MDAs KEPSA FBOs MCDAs Non-state actors	2018/19 2022/23	GoK DPs PPP	1,295	297	250	245	228	275
Other Programmes and Projects												
Institutionalization of National Values and Ethics	To entrench integrity in the Public Service	Integrity in the public service enhanced; Reviewed guidelines	% of compliance No. of reviewed documents	The Presidency Service Commissions MDAs	2018/19 2022/23	GoK DPs PPP	470	120	100	100	80	70
	To realize peaceful coexistence and national unity among Kenyans	Exchange programmes and ethnic audits undertaken; Dialogue forums Peace meetings held	No. of ethnic audits No. of exchange programmes	The Presidency NCIC Judiciary, MCDAs	2018/19 2022/23		230	60	50	50	40	30
	To promote compliance with international and regional agenda on values and ethics	Ratified and domesticated agenda	No of ratified agenda	SLO&DoJ KNCHR MFA NGEC EACC CAJ	2018/19 2022/23	GoK DPs PPP	25	5	5	5	5	5
	To mainstream national	Officers vetted	No. of officers vetted;	The Presidency	2018/19	GoK	500	100	100	100	100	100

Programme/ Project	Objective	Expected Output/Outcome	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	To develop a modern and safe oil handling facility	KOT relocated; Safe and increased oil handling facility developed	% relocation works	KPA	2017 – 2020	GoK KPA	15,000	4,760	7,500	0	0	0
Expansion of Roads Programme	To enhance domestic and regional connectivity	190Km of roads under East Africa Road Network Project (EARNP) constructed	Km of roads constructed	KeNHA	2018-2022	GoK DPs	31,950	10,000	3,950	4,800	6,000	7,200
	To increase efficiency in roads transport	53Km of roads under Kenya Transport Sector Support Project (KTSSP) constructed	Km of roads constructed	KeNHA/KURA/KeRRA	2018-2020	GoK DPs	9,400	6,800	2,600	-	-	-
		350 Km of roads under East Africa Regional Transport, Trade and Development Facilitation Project										
	To increase efficiency in urban transport	47 Km of roads under National Urban Transport Improvement Project (NUTRIP) constructed	Km of roads constructed	KeNHA	2018-2022	GoK DPs	62,495	15,225	30,270	11,000	4,000	2,000
	To promote regional integration	344Km of roads under Northern Transport Improvement Project (NETIP)Kenya constructed	Km of roads constructed	KeNHA	2018-2022	GoK DPs	35,000	7,000	8,000	8,000	6,000	6,000
	To improve mobility along Northern Economic Corridor	450Km Mombasa-Nairobi 6 lanes highway toll road constructed	Km of roads constructed	KeNHA	2018-2024	GoK DPs	230,000	50,000	45,000	50,000	40,000	45,000
	Increase connectivity in productive areas	7,500Km under Roads 10,000 programme, and 177Km to low volume seal roads and 298.6Km to gravel service dressing under Roads 2000 programme constructed / rehabilitated respectively	Km of roads constructed/rehabilitated	KeRRA/CG	2018-2022	GoK DPs	344,418	61,268	61,000	61,000	80,650	80,500
Maintenance of Roads	Increase connectivity /Reduce vehicle maintenance costs	161,456 Km of roads put under periodic and routine maintenance	Km of roads reconstructed/rehabilitated/maintained	KeNHA/KURA/KeRRA/CG	2018-2022	GoK DPs	572,523	110,423	112,095	116,120	117,515	116,370
Decongestion of cities and urban areas	Increase mobility in cities and urban areas; reduce	308Km of bypasses constructed; 53.3Km of missing links and 40Km Non-motorised transport	Km of roads constructed	KeNHA/KURA	2018-2022	GoK	114,819	26,907	36,623	19,741	14,273	17,275

Programme/ Project	Objective	Expected Output/Outcome	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	travel time	facility constructed; Bus Rapid Transit (BRT) infrastructure and facilities; Nairobi Metro Line 1 developed; Mass Transport Transit System developed; Nairobi Commuter Master Plan developed				DPs						
Road Safety Programme	To improve road safety	Reduced road fatalities, Motor Vehicle Inspection and Driving Test Centres upgraded/rehabilitated; 2 nd generation Smart-Card Driving License and 2 nd Generation number plates and the 3 rd Identifier rolled out	% annual reduction of road fatalities	NTSA	2019/2020	GoK	5,111	1820	2320	971	0	0
Development of 50 year Transport Master Plan	To provide long term multi-modal transportation system	50-year Transport Master Plan developed	Transport Master Plan	MOTIHUD&PW/C G	2018-2022	GoK	200	40	40	40	40	40
Development of 20 year Roads Master Plan	To guide development and investment on roads	20-year Road Master Plan developed	Road Master Plan	MOTIHUD&PW/C G	2018-2022	GoK	350	60	70	80	80	60
Expansion of Railway Transport	To increase railways transportation capacity; Reduce cost of transportation	Standard Gauge Railway (SGR) phase II (Nairobi-Malaba) – Phase 2A constructed, and 2B and 2C initiated and a rail link from Lamu to Miritini developed	Km of railway line under phase 2A constructed	KRC	2017-2022	Government of China	21,000	4,200	4,200	4,200	4,200	4,200
	To ease commuter transport within Nairobi Central Business District (CBD)	Railway station and Rolling stocks rehabilitated; Commuter rails and non-motorized transport facilities constructed; and Light rail constructed Nairobi Commuter Rail Master Plan developed	% completion of railway stations; Km of light rail line constructed within Nairobi	KRC	2018-2022	GoK World Bank	26,604	5,204	6,200	5,200	5,000	5,000
	Enhance commuter	Detailed project designs for Mombasa Commuter Rail	Detailed design	KRC	2018-	World	350	150	200	-	-	-

Programme/ Project	Objective	Expected Output/Outcome	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	service within Mombasa	developed	document		2020	Bank						
LAPSSET project	To improve regional integration	Enhanced trade and free movement of people	Km. of roads; Km. of railway	MOTIHU&PW	2018-2022	GoK DPs	44,150	8,830	8,830	8,830	8,830	8,830
Increase power generation	To increase power generation capacity and lower cost of power	A total of 913 MW installed in Olkaria, Menengai phase I&II, Baringo-Silali and Suswa; 290 Wells drilled	No. of MW generated	KenGen	2018-2022	JICA EIB PPP KfW KenGen IPP	401,426	59,719	120,000	120,000	51,000	51,000
		800MW of wind installed in Ngong, Lake Turkana, and Meru among others	No. of MW generated	KenGen /KPLC	2018-2021	KenGen AFD KfW	17,511	2,990	10,465	1,495	2,561	-
		93 MW installed from various hydro projects	No. of MW generated	KPLC/MoE	2018-2022	KTDA IPPs	13,955	5,300	4,890	1,934	1,389	442
		442 MW installed from various solar projects	No. of MW generated	KPLC KENGEN REA MoE	2018-2022	KenGen REA China Exim IPPs	39,900	0	9,090	23,370	6,840	600
		157 MW installed from biomass projects	No. of MW generated	KPLC/ MoE	2018-2022	IPPs	24,450	667	2,002	3,539	10,134	8,108
		328MW installed from coal power projects	No. of MW generated	MoE/KPLC	2018-2022	IPPs	61,138	6,114	6,114	18,341	18,341	12,228
Nuclear power development	Develop safe and efficient nuclear energy	Legislative and regulatory framework developed; Nuclear sites identified; and an R&D Institute established; Capacity building undertaken; public education and advocacy undertaken	Legislative and regulatory framework; Nuclear sites; R&D Institute; No. of persons trained	MoE, KNEB, MoI	2018-2022	GoK IAEA	19,879	2810	3503	3604	4800	5100
Power Transmission project	Increase reliability of power and access rate	5,121Km power transmission lines extended and rehabilitated; 77 high voltage substation; off-grid transmission line constructed; ultra-modern National System Control Centre constructed and regional interconnector transmission lines	No. of Km of power transmission lines; No. of high voltage substation; No. of off-grid transmission line; ultra-modern National System Control Centre; No. of regional interconnector	KETRACO KPLC	2018-2022	GoK China EXIM IDA	675,028	52,279	168,253	166,173	147,753	140,570

Programme/ Project	Objective	Expected Output/Outcome	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		constructed	transmission lines									
Last Mile connectivity project	Increase electricity connectivity	5 million new households and 15,739 Public Facilities projects connected with electricity; Public Street lighting project implemented	No. of new households/Public Facilities; No. of towns/urban centres with public street lighting	KPLC REA	2018-2022	AfDB GoK KPLC EU EIBWB	92,551	18,510.2	18,510.2	18,510.2	18,510.2	18,510.2
Distribution Network Expansion and Improvement	Increase reliability and connectivity of power and access rate	116 new primary distribution substation with capacity of 2,809MVA constructed; 21,244Km of 66KV and 33KV lines constructed; 20 new bulk supply sub stations, and installation of reactive compensation 336.5MVAR equipment installed in 15 transmission substations	No. of new primary distribution substations; No. of Kms of 66KV and 33KV lines; No. of new bulk supply sub stations; No. of transmission substations installed with reactive compensation equipment.	KPLC	2018-2022	KPLC China Exim IDA	29,510	1,773	5,284	11,186	9,317	1,950
Improved Power Supply Reliability	To improve power supply reliability by at least 20% by 2022	Overhead distributions power lines replaced with underground distribution power lines; Live Line maintenance tools procured and set-up of the Laboratory; System audits undertaken; power supply quality indexes improvement	No. of Km of overhead distributions power lines replaced with underground distribution power lines; No. of Live Line maintenance tools procured; Set-up of Laboratory; No. of system audits undertaken; CAIDI index; SAIFI index	KPLC	2018-2022	GoK KPLC China Exim	111,500	5,200	27,600	31,200	29,500	18,000
Renewable Energy Technologies	Promote generation of green energy	Renewable energy resource inventory and resource map developed; National renewable energy strategies developed; local capacity for green energy built; international cooperation on programmes promoted	Renewable energy resource inventory and resource map; Renewable Energy Strategy	REA	2018-2022	GoK	109,588	21,178	17,030	40,659.5	34,397.5	655
Lamu Port Southern Sudan Ethiopia Transport (LAPSSET) Corridor	To improve Port Capacity in Lamu	Berth 11-14 constructed; Container handling capacity increased in Lamu port by 1.5 Million TEUs	%completion	KPA	2017 – 2022	GoK KPA	18,500	2,000	3,500	4,000	2,500	6,500

Programme/ Project	Objective	Expected Output/Outcome	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	To develop an alternative gateway	First three Berths in Lamu Port completed	% completion	KPA	2017 – 2023	GoK	45,300	12,150	12,150	13,000	4,000	4,000
Other Programmes and Projects												
Improvement of Government Buildings and other public works	To improve working and living conditions in government buildings	14 No. Stalled and 300 No. new Government Building completed	No. of stalled, maintenance, and new government building projects completed	SDPW, Other MCDAs	5 Years	GoK	9,704.7	2,291	2,281	2,181	1,476	1,476
		45 No. county/ districts HQs completed/constructed; facilities in government buildings improved										
		East African Region Chanceries and Ambassadors residences acquired and developed; Acquisition and development of missions abroad; enhanced security and branding of missions; diplomatic enclave established	No. of Chanceries and Ambassadors' residences acquired/ developed	MFA, MOTIHUD&PW	2018-2020	GoK	14,300	4,515	2,750	2,500	1,675	2,860
Development and Maintenance of Coastline Infrastructure and Inland Water Transport	To develop and maintain Coastline infrastructure and inland water transport	4,000M of seawall constructed and maintained along the coastline	No. of Metres of seawall	SDPW	2018-2022	GoK	2,498	377	671	650	700	100
		100 No. foot bridges constructed across rivers	No. Footbridges constructed	SDPW	2018-2022	GoK	2,000	400	400	400	400	400
Malindi Beach Integrated Development	To improve infrastructural facilities of Malindi beaches	Fish Market and Food Court Boat repair yard Jetty Restaurant, water park and other facilities constructed	Malindi beach integrated project implemented	SDPW	2018-2022	GoK	15,700	3,600	3,600	3,400	3,400	1700
Total							3,237,427	523,640	756,495	763,186	633,298	561,581

A2: INFORMATION AND COMMUNICATION TECHNOLOGY

Programme/ Project	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
National ICT	To improve access to	National Optic Fibre Backbone	No. of Km laid	ICTA, MolCT	2018/19-	GoK	22,000	5,000	5,000	5,000	5,000	2,000

Programme/ Project	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Infrastructure programme	government services through enhanced Broadband Connectivity To reduce cost of doing business	Infrastructure Broadband connectivity extended by 2,500Km to learning, government and social institutions.			2022/23							
	To create a wireless Network Infrastructure to all counties	VoIP, GoK Internet and Video conferencing services developed under County Connectivity Program (CCP phase III)	No of new buildings connected to wireless service	ICTA, MoICT	2018/19-2019/20	GoK	9,600	2,400	2,400	2,400	2,400	
	To provide reliable and stable interconnectivity between MDAs for efficient delivery of Government services	MDAs connected, Redundancy link, LANs Upgraded, Operational NOC under Government Common Core Network (GCCN)	No. of MDA's connected to GCCN	ICTA, MoICT	2018/19-2022/23	GoK	6,550	2,000	2,000	1,000	1,000	550
	To enable easy communication, information sharing and collaboration within the MDAs.	Integrated Government Unified Communication System expanded and upgraded	No. of MDA's on the system	ICTA, MoICT	2018/19-2022/23	GoK	2,300	500	500	500	500	300
	To provide broadband connectivity	600Km Kms of fibre cable from Eldoret to Nandapal laid under Eastern Africa regional transport, trade and trade development facilitation project	No of Km	MoICT	2018/19-2020/21	GoK	2,700	800	950	950	-	-
	To provide broadband connectivity	Fibre spur rings constructed; institutions & communities connected between Isiolo and Mandera under Northern Eastern Corridor Transport Improvement Project (NETIP)	No. of Km	MoICT	2018/19-2020/21	GoK	33,000	11,000	11,000	11,000	-	-
	To create a trusted centralized digital identity system for Government transactions.	Unique identifier established	% of unique identifier established	ICTA, MoICT	2018/19-2022/23	GoK	21,000	4,200	4,200	4,200	4,200	4,200
	To enhance access to digital TV broadcasting	Digital Terrestrial Television Coverage rolled to the remaining 22% of the country	Proportion of the country covered by digital signal	MoICT, KBC, CA, TNT&P	2018/19-2022/23	GoK	1,423.6	300	223.6	300	300	300
	Improve quality of radio broadcasting	Migration from Medium Wave to FM Radio Transmission Radio Transmission completed	No of KBC radio services migrated to FM	MoICT, KBC, CA TNT&P	2018/19-2022/23	GoK, DPs	490	100	90	100	100	100

Programme/ Project	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	Provide mechanisms for disposal of e- waste materials	e-waste management centres established in six Economic Zones,	No of e-waste centres established	ICTA, MoICT	2018/19-2022/23	GoK	6,200	-	2,000	2,000	1,000	1,200
	To provide infrastructure for commerce	National Addressing System infrastructure rolled out	% of National coverage rate	MoICT	2018/19-2022/23	GoK	20,000	1000	4000	5000	5000	5000
	To Ensure continuity in Government operations	Data Disaster Recovery Centre established	% of DRC established	MoICT	2018/19-2022/23	GoK	4,300	300	1,000	1,000	1,000	1,000
National Information Security programme	To secure Kenya's cyber space	Cyber Security Infrastructure developed	% of cyber security initiatives implemented	ICTA, MoICT	2018/19-2021/22	GoK	5,500	1,500	1,500	1,500	1,000	-
	To build the Kenyan capacity to deal with cyber crime	Cyber security Research Institute established	% of Cyber security Research Institute completion	MoICT, CA	2018/19-2021/22	GoK DPs	2,500	500	500	500	1000	-
E-Government Services	To set up a centralized digitization centre and automate registries.	Digitization of Government Records undertaken; Functional Digitization centre, Digitization roadmap and strategy	No of agencies with digitized records	ICTA, MoICT	2018/19-2021/22	GoK	12,000	3,000	3,000	3,000	3,000	-
	To preserve national value, open access and create e-commerce opportunities	Kenya Open Data Initiative (KODI) strengthened	No of data sets accessed under KODI	ICTA, MoICT	2018/19-2021/22	GoK	800	200	200	200	200	-
	To promote Digital Economy	Online ICT Applications developed under Digital Government economy Programmes	No. of online ICT Applications developed	MDA's	2018/19-2022/23	GoK	100,000	20,000	20,000	20,000	20,000	20,000
Universal Access to ICT's	To enhance Universal access to ICT	Basic Voice Infrastructure 2G connectivity in all unserved and underserved areas in the country	% of areas covered by 2G network	CA, Universal Access fund Board, CGs	2018/19-2022/23	GoK Operators	6,072	1,372	1,500	1,400	1,100	700
	To provide broadband Internet connectivity to public secondary schools and other educational institutions in the entire country	Broadband Connectivity to public secondary schools and tertiary institutions provided.	% of schools and tertiary institutions connected with fibre optic infrastructure in unserved and underserved areas.	CA, MoEd, Operators,	2018/19-2021/22	GoK Operators	1,642	283	440	417	502	-
Policy Legal, Institutional and Regulatory Frameworks	To provide necessary policy, legal and institutions to support programmes and projects	Policy, legal and institutional frameworks developed	No of frameworks developed	MoICT and Stakeholders	2018/19-2022/23	GoK	18960	1550	3430	4,700	5750	3530
Total							277,038	56,005	63,934	65,167	53,052	38,880

A3: SCIENCE, TECHNOLOGY AND INNOVATIONS

Programme/ Project	Objectives	Expected Outputs/ Outcomes	Performance Indicator	Implementing Agency	Time Frame	Source of Fund	Indicative Budget (Ksh. Million)					
							Total	2018/ 19	2019/ 20	2020/ 21	2021/22	2022/ 23
Nano-Sciences, Material Science and New Production Technologies	To build a state-of-the-art infrastructure for high quality research and technology development in Nano- and Material Sciences	National Physical Science Research Laboratory (NPSRL) established; Centre for Nanotechnology Research (NRC) established and equipped	% completion of the NPSRL % completion of the NRC	MoEd NACOSTI NRF Konza Technopolis Authority KIRDI	2018/19-2022/23	GoK DPs	4,000	400	700	900	1000	1000
Space Science Technology Development Programme	To enhance teaching, research and development of space science technology for peaceful purposes	Centre for Microsatellite Technology Development established; Square Kilometre Array (SKA) facilities established; Optical Astronomical Observatory established.	% completion of the Centre % completion of the Square Kilometre Array (SKA) % completion of the optical Astronomical Observatory	MoEd, NACOSTI NRF Universities	2018/19-2022/23	GoK DPs	2,450	290	460	500	600	600
Energy Technologies Development Programme	To facilitate research into the country's non-renewable and renewable energy mix for industrialization and development	Renewable Energies Research Laboratory constructed; Centre for Petroleum and Gas Exploration Research equipped	% level of equipping the laboratory % level of completion of the Centre	MoE, NACOSTI NRF KIRDI	2018/19-2022/23	GoK DPs	1,130	100	180	250	300	300
Science, Technology, Engineering and Mathematics (STEM) Programme	To enhance the capacity of education and training institutions to provide high quality STEM education	Kenya Advanced Institute of Science and Technology (KAIST) established; Institution of Applied Sciences established; Centres of Excellence in Universities and Research Institutions enhanced; African Science, Technology and Innovation Observatory (ASIO)	% level of completion of the KAIST % level of completion of the institute % level of equipping the centres of excellence % level of completion of (ASIO)	MoEd, NACOSTI NRF Universities KNBS KENIA PSC MoL&SP	2018/19-2022/23	GoK DPs	6,850	780	1420	1550	1490	1610

Programme/ Project	Objectives	Expected Outputs/ Outcomes	Performance Indicator	Implementing Agency	Time Frame	Source of Fund	Indicative Budget (Ksh. Million)					
							Total	2018/ 19	2019/ 20	2020/ 21	2021/22	2022/ 23
		established										
Coordination of Technology and Innovation Commercialization Programme	To develop an effective innovation system and harness the potential offered by modern science for social and economic advancement	National, Science Technology and Innovation parks established in Konza Technopolis and Dedan Kimathi University of Technology	% level of completion of Science and Technology parks	MoEd, KENIA NRF KIPi KIRDI Universities	2018/19-2022/23	GoK DPs	6,500	1500	1500	1,200	1,000	1,300
County Technology and Innovation Delivery Services Programme	To Deliver science, technology and innovation advisory services to counties	County technology and innovations advisory and prospective centres established;	Number of the County Technology and Innovations Advisory and Prospective Centres established	MoEd KENIA NRF	2018/19-2022/23	GoK DPs	2,000	100	400	500	500	500
Biotechnology and Biosciences Programme	To build Kenya's capacity to develop and safely apply Biotechnology, and Biosciences including Synthetic Biology and Regenerative Medicine	Public awareness on Biotechnology undertaken; Centres of excellence in Biotechnology Research identified and equipped; Biotechnology Stewardship adopted and applied; a Centre of Excellence for Stem Cell Research, Synthetic Biology and Regenerative Medicine established	Number of public awareness platforms held; Number of Centres identified and equipped; No. of Biotechnology Stewardships adopted and applied; % level of completion of the Centre	NACOSTI NBA NRF KALRO KEMRI	2018/19-2022/23	GoK PPP DPs	2,450	370	420	520	520	620
Natural Products Programme	To enhance domestic innovative culture and develop Kenyan unique products that meet international standards	Pharmaceuticals Manufactured through PPP; indigenous technologies for the manufacture of Niche products developed	No. of pharmaceuticals produced; No. of technologies for the manufacture of Niche products developed	NACOSTI KEMRI KENIA NRF KAM KIRDI TVET Institutions	2018/19-2022/23	GoK PPP DPs	1,400	200	200	400	400	200
Policy, Legal and Institutional Reforms	To Consolidate the ST&I Policy, Legal and	Policy, Legal and Institutional Reforms	No. of Policy, Legal and Institutional	MoEd, NACOSTI,	2018/2022	GoK DPs	2,500	300	500	600	700	400

Programme/ Project	Objectives	Expected Outputs/ Outcomes	Performance Indicator	Implementing Agency	Time Frame	Source of Fund	Indicative Budget (Ksh. Million)					
							Total	2018/ 19	2019/ 20	2020/ 21	2021/22	2022/ 23
	Institutional Framework for efficient governance and development of the Sector		Reforms developed/ reviewed	TNT&P, SCAC								
Total							29,280	4,040	5,780	6,420	6,510	6,530

A4: LAND REFORMS

Programme/ Project	Objective	Expected Outcome/ Output	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Processing and Registration of Title Deeds	To improve livelihoods through security of tenure, enhanced food production and promote investments	Improved management and access to land 1.3 million title deeds issued	No. of title deeds issued	MoLPP/ NLC	2018/19-2022/23	GoK	10,900	1,600	2,000	2,300	2,500	2,500
			No. of public institutions titled	NLC/ MoLPP	2018/19-2020/21	GoK DPs	1,500	200	1,000	300	-	-
			No. of public institutions mapped	NLC/MoLPP	2018/19-2020/21	GoK DPs	1,000	200	700	100	-	-
National Land Management Information System	To guarantee investor and property owners confidence on land transactions	Automated land registration processes in 55 land registries	No. of land registries digitized	MoLPP/ NLC	2018/19-2022/23	GoK	4,900	900	1,100	1,200	1,200	500
Modernization of land registries	To facilitate easy access, storage, retrieval and sharing of land information	25 Land Registries constructed	Number of land registries constructed	MoLPP	2018/19-2022/23	GoK	1,250	250	250	250	250	250
		25 land registries rehabilitated	Number of land registries rehabilitated	MoLPP	2018/19-2022/23	GoK	250	50	50	50	50	50
Implementation of the National Spatial Plan and National Land Use Policy	To ensure optimal and sustainable use of land	Sensitize counties on the NSP & NLUP	Number of counties sensitized	MoLPP	2018/19-2022/23	GoK County Governments DPs	470	130	110	110	60	60

Programme/ Project	Objective	Expected Outcome/ Output	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
National Cadastre	To minimize land disputes and support the land information system	Geo-referenced land parcels Established and functional national cadastral system	No of land parcels geo-referenced %of established and functional cadastral system	MoLPP	2018/19-2022/23	GOK DPs	4000	800	800	800	800	800
Survey and maintenance of the national and international boundaries	To promote peaceful co-existence among the locals and between Kenya and her neighbouring countries	Inspected and maintained boundaries Resolved county boundary disputes	No. of Km inspected and maintained; No. of boundary maps prepared	MoLPP	2018/19-2022/23	GOK	4,750	250	1,500	1,000	1,000	1,000
Settlement of landless	To guarantee security of tenure, land rights and increase food production & nutrition	18,500 households settled Data base of squatters on private land	No. of households settled; Profile of private land invaded by squatters	MoLPP	2018/19-2022/23	GoK	2,961	476	535	600	650	700
Develop a National Land Value Index	To provide a National Value database	A National land value index	A National land value index	MoLPP	2018/19-2022/23	GoK	500	100	100	100	100	100
School titling programme	Secure lands for public institutions	Secure land for public institutions	No. of public institutions titles issued	MOLPP	2018/19-2022/23	GoK	300	300	300	300	300	300
Total							32,781	5,256	8,445	7,110	6,910	6,260

A5: PUBLIC SECTOR REFORMS

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2020/22	2022/23
Flagship Projects												
Integrated Service Delivery Model	To improve service delivery country-wide	290 One-stop Huduma Centres Electronic Services; Huduma Global; Huduma Service Excellence Standard; Huduma Mashinani and Huduma on Wheels	No of One Stop Huduma Centres No of electronic services No. of services offered	GoK	2018-2022	GoK	22,000	4,686	4,329	4,329	4,328	4,328

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2020/22	2022/23
		Service Delivery Model										
National Capacity Building Framework	To build capacity of national and county government staff	Capacity built at both nation and county governments;	No of counties trained No of officers trained	GoK Counties	2018-2022	GoK Counties	450	150	150	50	50	50
Other Programmes and Projects												
Enhancement of Public Service Delivery Systems and Processes.	To enhance efficiency and effectiveness in delivery of public service	Enhanced efficiency and effectiveness in the delivery of public services	Operational record management system; Operational e-judiciary platform; Operational diaspora web portal	PSC , MPSYGA, MFA,Min of sports and culture Judiciary Service Commission; YEDF and UWEZO Fund	2018-2022	GOK DPs	3,337	1,283	881	526	406	241
Transformative and Value-based Leadership	To develop a transformative and value based leadership culture in the public service.	Enhanced adoption of transformative value based Leadership Culture in the Public Service	No. of leaders trained on transformative leadership and value based skills	MPSYG KSG MCDA PSC EACC	2018-2020	GoK MPSYGA	481	150	118	95	63	55
	To enhance transparency and accountability in MCDAs	Enhanced transparency and Accountability in MCDAs; A reward and recognition scheme for integrity champions rolled out in the Public Service	Report on promotion of values and Principles; A reward and recognition scheme for integrity champions; % increase in compliance with national values and principles of public service index	EACC MPSYGA PSC, CPSBs/CASBs Judiciary, SRC	2018-2022	GoK	968	175	200	198	205	190
	To promote knowledge management and information sharing	Efficient and effective Public Service	Emeritus Policy developed; No. of Public Service Emeritus accredited	MPSYGA	2018-2022	GoK	230	50	40	40	50	50
	To develop young professionals for absorption in the labour market	Enhanced leadership skills among the youth	No of young professionals trained	MPSYGA&PSC	2018-2022	GoK	805	210	180	155	140	120
Strengthening Public Sector Institutions (Aligning	To increase efficiency and effectiveness in service delivery	Increased efficiency and effectiveness in service delivery	Proportion of CMDAs that have reviewed establishment based	MPSYGA; PSC CoG CPSB/CASB	2018-2022	GoK	185000	-	130,000	-	50,000	5,000

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2020/22	2022/23
them to the Constitution and Respective Mandates)			on the CARPs recommendations	SRC; TNT&P								
	To harmonize the management of human resource information and issuance of Payroll Numbers across the public service	Enhanced management of human resource information	Operational system in place; Proportion of MCDAs adopted the system	MPSYGA	2018- 2022	GoK DPs	1,537	1,500	3	3	25	6
	To transform the public service for improved service delivery	Transformed public service for efficient and effective service delivery	Proportion of MCDAs implementing the framework; Succession Management Strategy developed and rolled out	MPSYGA KSG EACC ICT Judiciary	2018- 2022	GoK	1,936	896	450	270	160	160
	To attract and retain high priority and critical skills in the public service	Efficient and effective Public Service	No. of staff with high priority and critical skills retained; Master plan developed.	MPSYG MDAs Commissions/CP SB County Govts	2018- 2020	GoK DP	450	200	100	50	50	50
	To provide alternative training funding to support self- development	Enhanced access to training opportunities in the Public service	Amount in Ksh. Allocated; No of public servants accessing the fund	MPSYGA MDAs County Govts	2018- 2022	GoK	500	100	100	100	100	100
	To support the implementation of the Constitution and improve utilization and transparency of resource management in selected service delivery MDAs	Improved Public Expenditure and Financial Accountability	Revenues collected audit reports Financial reports; PEFA assessment rating	TNT&P	2018- 2020	GoK Danida WB	15,186.5	790.8	986.9	4,636.8	4,539	4,233
	To strengthen the provision of public infrastructure and service delivery	Strengthened public financial management and governance system	Functional Public Financial Management Framework	TNT&P	2018- 2020	GoK AFD	3,552	1,184	1,184	1,184	-	-
	To support Training and capacity building	Enhanced access to training opportunities in	No. of public servants supported; No of	MPSYGA, TNT&P, PSC, KSG, CoG	2018- 2022	GoK DP	1,755	380	375	350	330	320

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2020/22	2022/23
	in the public service	the public service	MCDAs whose capacity has been built Amount in Ksh. Set aside for counterpart funding	CPST, MCDA, CPSB/CASB, DP, CGs								
	To enhance access to quality health services	Improved staff welfare	Proportion of civil servants accessing the scheme; Post-retirement Medical Scheme; No. of retirees benefiting	MPSYGA, NHIF, TNT&P	2018-2022	GoK	25,420	4,600	4,830	5,070	5,330	5,590
	To build school capacity to undertake its mandate	Enhanced capacity of Kenya School of Government	Legal Framework in place; Infrastructure developed; Kenya Public Service Innovation Centre (KePSIC)	KSG, TNT&P MPSYGA	2018-2022	GoK	5,100	1,050	1,050	1,000	1,000	1,000
	To adopt and implement a public service competency framework to guide recruitment, training and development, promotion of HR in the public service	Efficient and effective Public Service	No. of MDAs implementing Public Service Competency Framework; No. of counties sensitized	MPSYGA MDAs Commissions/CP S Boards; County Govts, PSC	2018-2022	GOK DP	500	200	100	100	50	50
	To strengthen capacity building and enable the Kenyan Diaspora to participate in the national democratic process	Enhanced service delivery.	Transformed Foreign Service Academy (FSA); No. of Kenyan participants in the Diaspora	MFA	2018-2022	GoK	1,540	1,050	250	150	50	40
Enhanced Public Service Productivity to Leverage Kenya's Global Competitiveness	To enhance public service productivity to leverage Kenya's global competitiveness	Enhanced productivity and competitiveness in the public sector	Operational excellence management model adopted and implemented Ease of Doing business ranking; Stakeholders Framework on productivity developed	MPSYGA KENIVEST MPSYGA MoL, KENIVEST, TNT&P, CoG, PSC NESG, KSG DPs	2018 - 2022	GoK	1,143	532	145	154	152	160

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)						
							Total	2018/19	2019/20	2020/21	2021/22	2022/23	
			and implemented; NESC Act enacted; productivity index										
Institutionalization and Strengthening Result Based Management	To develop and implement an integrated Results Based Management system	Enhanced service delivery	Operational results based management system; Proportion of MCDAs adopted; No. of institutions whose capacity has been built; No. of public servants whose capacity has been built	MPSYGA MCDA, TNT&P, MPSYGA KSG COG	2018- 2022	GoK	6,050	1,150	1,440	1,430	1,120	910	
	To set performance standards in the public service	Improved employee performance and accountability	Framework for Performance Management in place	PSC JSC	2018- 2022	GoK	95	15	17	18	22	23	
Total								278,035.5	20,351.8	146,928.9	19,908.8	68,170.0	22,676.0

A6: LABOUR AND EMPLOYMENT

Programme/ Project	Objective	Expected Outputs/ Outcomes	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Labour Market Information System (LMIS)	To provide timely and accurate Labour Market Information	Policy on LMIS; LMIS in place	Policy; Modules for facilitating information exchange	SDL, World Bank, MoE, KNBS, NEA, TVETA, NEA, IOM	2018-2022	GoK WB	162	80	45	20	10	7
Strengthening linkages between the industry and training institutions	To close the gap between the skills learnt in the training institutions and skills demanded in the industry.	10 Linkages between training institutions and industry in all the sectors of the economy	Number of MoUs Number of Students Placed on Industrial Attachment	NITA, SDL, Industry, Training Institutions	2018-2022	GoK Levy funds	150	30	30	30	30	30
	To enhance the employability of youths in the informal sector	70,000 youth trained for employment opportunities under the Kenya Youth	No. of youth trained for employment opportunities	NITA, World Bank, MSEA, Youth, Training Providers	2018 – 2022	GoK	5,308	1,740	1,784	1,784	0	-

Programme/ Project	Objective	Expected Outputs/ Outcomes	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		Employment Opportunities Project (KYEOP) – Improving – Youth Employability										
	To provide effective industrial training in line with the industry requirements	Capacity of the Industrial Training Sector Committees enhanced TNA reports for the key sectors developed Occupational Competence Standards for specific industry developed Enhanced productivity	No. of exposure and exchange programmes carried out No. of TNA produced and implemented , No. of Curriculum and training programmes developed Occupational Competence Standards No. of employees in the sectors trained	NITA, Industry, Sector Training Committees, Employees, Training Providers	2018-2022	NITA, Sector Training Committee Industry	150	25	30	30	40	25
	To address the skills mismatch in the labour market	National Manpower Development Committee (MPDC) established and operationalized	Operational National Manpower Development Committee	SDL, MOE, MPSYGA, SDP, KNBS	2017-2018	GoK	13	5	2	2	2	2
Develop and Implement a National Internship Programme	To expose trainees to the world of work	720,000 placed on internship	No. of youths placed on internship	NEA, NITA, SDPTSD, Industry, SDL, KAM, Interns	2018 – 2022	GoK	434	35	93	93	93	120
	To guide the implementation of internship activities in the country	National internship policy developed	National internship Policy	NEA, SDL, NITA, PSC, SDPTSD, MPSYGA, Parliament	2017/ 2018	GoK	29	15	14	0	0	0
Research and Training in Occupational Safety and Health	To complete construction of OSH institute building	Completed building	Building	SDL, ML&SP,	2017-2018	GoK	250	250	-	-	-	-

Programme/ Project	Objective	Expected Outputs/ Outcomes	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	To equip institute with specialized OSH equipment	Equipped institute	No. & types of equipment	SDL, ML&SP, TNT&P	2018-2020	GoK	1250	-	300	400	500	50
	To undertake research in 3 OSH areas	Research findings	Research reports	SDL, ML&SP,	2017-2022	GoK	43	3	10	10	10	10
	To recruit staff for the institute	Recruited staff	Number and cadre of staff recruited	SDL, ML&SP, TNT&P, PSC	2017-2022	GoK	275	30	40	60	70	75
	To enhance the occupational safety and health culture at workplace	Improved skills in occupational safety and health for OSH practitioner	Number of persons trained in occupational, safety and health	SDL, NACOSH, Industry, KICD	2018-2022	GOK, NACOSH	57.6		14.4	14.4	14.4	14.4
	Establishment of Alternative Dispute Resolution (ADR) Mechanisms	To improve the resolution of industrial disputes	Alternative Dispute Resolution (ADR) for resolution of labour and employment disputes	An operational institutional mechanism for Alternative Dispute Resolution (ADR)	SDL, ML&SP State Law office, Social Partners, TNT&P	2018- 2022	GoK ILO DPs Social Partners	200	50	60	30	30
Human Resource Planning and Development	To ensure that the country has the right skills	Integrated Human Resource Development Strategy	HRD Policy	SDL, MoE, MPSYGA, SDP	2017-2018	GoK	42	25	7	5	3	2
		Updated Kenya National Occupational Classification Standards (KNOCS), 2000 to KNOCS 2018	Updated KNOCS	SDL, MoE, MPSYGA, SDP, KNBS	2017-2019	GoK, WB	260	100	70	60	30	-
		Informal Sector survey undertaken	Survey report	SDL, WB MOL&SP, KNBS, NITA, MSEA	2018-2019	GoK, WB	200	180	20	-	-	-
		National Manpower Survey undertaken	Survey report	SDL, WB, MOL&SP, KNBS, WB, MDAs,	2017-2020	GoK, WB	800	600	145	45	5	5
		National Labour Force Survey undertaken	Survey Report	SDL, WB, KNBS, MDAs	2019-2021	GoK, WB	316	100	150	50	10	6
Skills Development	To create a pool of skilled manpower for industry	Five (5) Industrial Training Centres upgraded & expanded	Number of centres upgraded and expanded	NITA, SDL, SDPTSD, KOICA,	2018-2022	GOK Levy funds, DPs	850	300	200	150	100	100
		Two (2) Industrial Training Centres established	No. of industrial training centres established	NITA, SDL, SDPTSD, DPs	2018-2022	GOK Levy funds DPs	1,000	300	300	200	100	100
		37 Levy offices established	No. of new levy offices established in the	NITA, SDL, SDPTSD, DPs	2018-2022	GOK Levy funds	23.5	5.5	5.5	5.5	5.5	1.5

Programme/ Project	Objective	Expected Outputs/ Outcomes	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
			counties			DPs						
		Level based Masters' standards, National Standards and Quality Assurance System developed	Masters & national standards developed	NITA, SDL, SDPTSD, UNDP, ILO, Industry	2018-2022	GOK Levy funds	105	45	40	20		
		50,000 youths and women trained in textile and apparel skills	No. of youths and women trained	NITA, WB, SDL, MPSY&GA, MoE, ML&SP, MSEA	2018-2022	WB	5,800	2,500	2,000	1,300	0	0
		10 Linkages between training institutions and industry created; 200,000 Students trained and placed on Industrial	No. of MoUs; No. of Students Placed on Industrial Attachment; No. of persons trained in Industrial Skills	NITA, SDL, SDPTSD, Industry, Training Institutions	2018-2022	GOK Levy funds	510	110	110	100	100	90
Employment Promotion	To facilitate employment creation and access to employment opportunities	National Employment Policy and Strategy for Kenya Implemented	Operational National Employment Authority; Report	NEA, MDP, County Govts, MPSYGA, TNT&P, SDPSY,	2018/2020	GoK	312.02	47.6	44.66	65.7	71.56	82.5
		Public Employment Services Re-engineered	A working digitized system for Jobseekers; Guidelines for Placement of jobseekers developed	NEA, SDL, Industry, Employers, Job Seekers, Counties	2017 – 2022	GoK	2,965	575	575	605	605	605
		Labour Migration Management	Labour Migrations Management Act; Labour migration policy; No. of bilateral Labour Agreements signed	SDL, NEA, AG, MFA, IOM, TNT&P			1335	102	155	300	364	414
		National Internship programme developed and implemented	Policy; Database on trainee internships	NEA, NITA, PSC, SDL, MOE, MPSYGA	2018/2019	GoK	254	45	49	50	55	55
		Employment creation monitoring framework in place	Framework; Annual reports	NEA, SDL, FKE, SOPS, KNBS, KIPPRRA, MDAs, County Govts	2017/2019	GoK	125	25	25	25	25	25
		National Green job	Strategy and action	SDL, NEA, ILO, FKE, COTU, ME&F,	2018/2020	GOK	145	25	30	30	30	30

Programme/ Project	Objective	Expected Outputs/ Outcomes	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		strategy and action plan developed	plan	DFID,		DPs						
Productivity and competitiveness	To raise the country's productivity levels and competitiveness	47 Productivity Officers trained on certified KAIZEN Course, National Productivity Council Bill finalized	No. of staff recruited No. of office equipment procured	ML&SP, NPCC, MPSY&GA, TNT&P, AG	2018 – 202	GoK	21.5	21.5	-	-	-	-
		50,000 workers in EPZA trained on productivity skills in textile sector	No. of workers in EPZA trained on productivity skills in textile sector	NPCC, ML&SP EPZA, MITC,	2018 – 202	GoK	180	20	40	40	40	40
		9,000 workers trained on productivity skills in leather sector	No. of workers trained on productivity skills in leather sector	NPCC, ML&SP Leather industry players	2018 – 202	GoK	12	12	-	-	-	-
		15,000 workers in the tea, dairy, and cereals (maize) sub-sectors trained on productivity improvement	No. of workers trained on productivity skills in the tea, dairy, and cereals (maize) sub-sectors	NPCC, SDL, KCC, KTDA, NCPB	2018 – 202	GoK	14	5	9	-	-	-
		85 MSEs in the 4 clusters trained on Productivity improvement skills	85 MSEs in the 4 clusters trained on Productivity improvement skills	NPCC, ML&SP, MSE, MSEA	2018 – 202	GoK	15	7	8	-	-	-
		Productivity improvement programmes implemented	No. of enterprises and organizations implementing productivity improvement programmes. No. of people trained No. of productivity research reports	ML&SP; NPCC, TICAD, JICA, NEPAD JPC, METI, TNT&P, MFA, Ministry of Devolution and ASALs, ,	2017/22	GoK	305	35	50	60	80	80
		National and sectoral productivity indices developed and published	Published indices	ML&SP NPCC, KNBS	2017/22	GoK	100	20	20	20	20	20
		National productivity	Survey Report	ML&SP, NPCC, KIPPRA, KNBS, FKE,	2017/22	GoK	300	10	210	30	20	20

Programme/ Project	Objective	Expected Outputs/ Outcomes	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		baseline survey undertaken		COTU, KAM, KEPSA								
		Improved competitiveness	Competitiveness strategy and action plan; GCI ranking Productivity levels	ML&SP, NPCC, KAM, KEPSA, KenInvest, UoN, WEF, CoG	2017/22	GoK	450	50	100	100	100	100
		Strategy for implementation of Productivity-wage-linked system developed	Strategy document	ML&SPNPCC, KEPSA, KNCCI, KAM, Academia, METI/JPC, SRC, Employers, Unions	2017/22	GoK	440	250	40	45	50	55
Occupational Safety and Health (OSH)	Safe and healthy workplaces	Strengthened OSH Culture	OSH Communication Strategy developed and disseminated; No. of MSEs trained on OSH; OHS curricula	SDL, ML&SP, DPs	2017-2019	GoK	701	234	295	90	41	42
		Integrated OSH information management system developed and operationalized	Operational information system	SDL, ML&SP, ICTA	2017-2019	GoK	104	10	45	13	8	8
		Surveillance of work environment contacted	No. of workplaces complying with law	SDL, ML&SP,	2017-2022	GoK	765	95	295	115	115	135
Promotion of Harmonious Industrial Relations	To promote industrial peace and harmony and guarantee socioeconomic rights of workers.	Enhanced capacity of the National Labour Board and Wages Councils Secretariat	Secretariat established; No. of Wages Councils established and operationalized	SDL, ML&SP, TNT&P, State Law Office PSC, Social Partners	2018- 2022	GoK ILO DPs	80	30	20	10	10	10
		Capacity for labour Inspectorate enhanced; Equipment for labour inspectorate procured; Social dialogue roundtables organized	No. of Labour Inspectorate recruited; No. of equipment procured and offices capacity built; No. of meetings held.	SDL, ML&SP, TNT&P, PSC, MPSY&GA, Social Partners, DPs	2018-2022	GOK, DPs	820.37	75.7	189	209.2	200.57	145
		Labour Laws and Policies reviewed to align to the Constitution and emerging issues	Number of Labour Laws & policies reviewed.	ML&SP, SDL, TNT&P, Social Partners, AG, KLRC, ILO, DPs	2018- 2022	GoK ILO DPs	35	20				
		National survey on Child Labour	Child labour survey report.	ML&SP, SDL, KNBS, ILO.	2018- 2022	GoK, ILO	100	120	20	20	5	5
		National Wages and	Policy	SDL, ML&SP	2018- 2022	GoK	50	20	15	5	5	5

Programme/ Project	Objective	Expected Outputs/ Outcomes	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		Remuneration Policy developed		State Law office, Social Partners, TNT&P, SRC & PSC		ILO DPs Social Partners						
		Policy on Labour Relations	Policy	SDL, ML&SP TNT&P, State Law Office, Social Partners	2018- 2022	GoK ILO DPs	40	20	5	5	5	5
Management and Regulation of Trade Unions	Improve regulation and management of trade unions	Capacity of Office of Registrar for Trade Unions strengthened Automated trade union registry	No. of Staff Recruited Automated registry	SDL, ML&SP, TNT&P, PSC, MPSY&GA, Social Partners	2018-2022	GoK	92.54	32.94	22.56	12	12	15
Social Security	Enhance social security	30,000 low cost houses constructed in Mavoko	No. of houses constructed	NSSF	2018-2022	NSSF	60,000	0	3,000	14,250	14,250	28,500
		NSSF Act No. 45 of 2013 implemented	No. of regulations revised and harmonized	NSSF, KRA, County Governments, TNT&P, SDL	2017-2022	NSSF	250	50	50	50	50	50
		Growth in NSSF membership in the informal Sector by 3.7 M beneficiaries	No. of new and active members	NSSF	2017-2022	NSSF	500	100	100	100	100	100
		Two Products with short term maturity period targeting the informal sector	No. of products	NSSF	2018-2021	NSSF	200	40	40	40	40	40
		Medical cover for retired NSSF Members	Number of beneficiaries	NSSF and Social partners	2018 to 2022	NSSF	400	-	100	100	100	100
Promotion of Micro and Small Enterprises	Enhance Job Creation	Kenya Youth Employment Opportunity Programme implemented	report	MPSYGA, MSEA, NITA	2018-2022	GoK World Bank	2432	445	990	569	346	82
		MSEs model factories established	No. of model factories established	MITC, MSEA, KIRDI, KIPI, Universities	2018-2022	GoK UNIDO UNDP	14,100	2,400	3,000	3,000	3,000	2,700
		MSE Products Competitiveness improved	Report by product type	MITC, MSEA, KEBS, PCK; IDS; NMC, KIPI, KIRDI, private sector,	2018-2022	GoK Private Sector JICA UNIDO	545	45	125	125	125	125
		Updated Inventory for	MSE Inventory	MITC, MSEA, KNBS	2018-2022	GoK	240	10	200	10	10	10

Programme/Project	Objective	Expected Outputs/Outcomes	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		MSEs				Private Partners WB						
		Entrepreneurship skills and culture promoted	Report	MITC, MSEA, SDPTSD, Schools, ILO, FKE, training institutions, MSE Associations, SACCOS	2018-2022	GoK ILO DPs Private Sector	650	100	120	130	150	150
Total							107,306.5	11,626.2	15,457.1	24,632.8	21,186.0	34,421.4

A7: NATIONAL VALUES

Programme/Project	Objective	Expected Output	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Flagship												
Enforcement of Policy, Legal and Institutional Framework	To enhance harmonious and effective Legal, Policy and Institutional instruments for realisation of national values and ethics	Reviewed Policy, Legal and Institutional Framework	No. of Policy, Legal and Institutional Frameworks reviewed; No. of sessional papers reviewed	The Presidency Parliament MDAs KEPSA FBOs MCDAs Non-state actors	2018/19 2022/23	GoK DPs PPP	1,295	297	250	245	228	275
Other Programmes and Projects												
Institutionalization of National Values and Ethics	To entrench integrity in the Public Service	Integrity in the public service enhanced; Reviewed guidelines	% of compliance No. of reviewed documents	The Presidency Service Commissions MDAs	2018/19 2022/23	GoK DPs PPP	470	120	100	100	80	70
	To realize peaceful coexistence and national unity among Kenyans	Exchange programmes and ethnic audits undertaken; Dialogue forums Peace meetings held	No. of ethnic audits No. of exchange programmes	The Presidency NCIC Judiciary, MCDAs	2018/19 2022/23		230	60	50	50	40	30
	To promote compliance with international and regional agenda on values and ethics	Ratified and domesticated agenda	No of ratified agenda	SLO&DoJ KNCHR MFA NGEC EACC CAJ	2018/19 2022/23	GoK DPs PPP	25	5	5	5	5	5
	To mainstream national	Officers vetted	No. of officers vetted;	The Presidency	2018/19	GoK	500	100	100	100	100	100

Programme/Project	Objective	Expected Output	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)						
							Total	2018/19	2019/20	2020/21	2021/22	2022/23	
	values and ethics in public service	Training forums	No. of training forums	Parliament MDAs Non-state actors The Media	2022/23	DPs PPP							
	To create awareness on the importance of national values and ethics in Environment, Climate change, HIV and AIDS, Gender, youth and PWD	Awareness forums	No. of awareness forums	The Presidency MDAs Non state actors County Governments	2018/19 2022/23	GoK DPs PPP	1,250	250	250	250	250	250	
Enhancement of citizen and stakeholder engagement	To promote public awareness for the realization of national values and ethics	Curricula reviewed Awareness Forums held; Trainings held	No. of curricula reviewed No. of forums held No. of training held	KSG MoE KICD CUE KASNEB KEMI KISE DNC&V PSC	2018/19 2022/23	GoK DPs PPP	950	270	185	165	165	165	
	To realise citizen centred and responsive service delivery	Dashboard developed; Forums held; Citizen surveys conducted	No. of dashboards No. of forums No. of surveys	CAJ KNCHR ME&F through the NECC MCDAs EACC	2018/19 2022/23	GoK DPs PPP	500	150	150	50	100	50	
Monitoring and Evaluation (M&E) of NV&PG	To improve monitoring and evaluation of implementation of the national values and principles of governance programmes, projects and activities	Values and ethics indicators developed; surveys conducted; periodic progress reports prepared and disseminated	No. of surveys conducted; No. of periodic reports	The Presidency State, MDAs and non-state actors	2018/19 2022/23	GoK DPs PPP	215	41	42	42	45	45	
Total								5,435	1,293	1,132	1,007	1,013	990

A8: ENDING DROUGHT EMERGENCIES

Programmes/ Projects	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)				
							Total	2018/19	2019/20	2020/21	2021/22

Programmes/ Projects	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Flagship Projects												
National Integrated Drought Early Warning System	To provide relevant, timely and objective drought early warning information	Early warning information accessible to stakeholders	No. of early warning information reports	NDMA ILRI WFP FAO	2018-22	GoK DPs	230	42	44	46	48	50
National Drought Emergency Fund (NDEF)	To promote timely disbursement of drought contingency funds	NDEF operational	Amounts of NDEF disbursed; NDEF regulations;	TNT&P, NDMA	2018-22	GoK DPs	10,000	2,000	2,000	2,000	2,000	2,000
Hunger Safety Net Programmes	To protect and support chronically food insecure households	Hunger Safety Net scalability programme implemented	No. of vulnerable households receiving cash transfers	NDMA DFID WB WFP	2018-22	GoK DPs	39,279	6,990	7,174	8,045	8,110	8,960
Integrated Knowledge Management (KM) System for EDE	To establish a robust knowledge management system.	Integrated and open access KM system in place	Integrated KM system in place	NDMA UN Sectors CSOs, pillar members	2018-22	GoK DPs	1,740	260	320	360	400	400
Other Programmes and Projects												
High Impact Nutrition Interventions (HINI) in ASAL Counties	To increase the uptake of nutrition services	HINI scaled up in all ASAL counties	No. of counties implementing HINI package	MoH/CGs Partners	2018-22	GoK DPs	500	100	100	100	100	100
Drought Resilience and Climate Change Adaptation	To enhance adaptive capacity at community level	Climate change adaptation projects introduced and implemented	No. of projects	NDMA WFP Sectors CSOs	2018-22	GoK DPs	40,810	7,170	7,620	8,240	8,540	9,240
Drought risk management and coordination	Strengthen drought risk management and coordination	Drought management and coordination strengthened	No. of programmes coordinated	NDMA	2018-2022	GoK DPs	3,900	620	710	820	870	880
Drought Contingency Planning and Response	Strengthen drought contingency planning and response	County drought contingency plans prepared; Rapid response mechanisms developed	Drought contingency plans; Rapid response mechanisms	NDMA	2018-2022	GoK DPs	73	23	21	23	4	2
Peace dividend projects	To promote & reinforce the socio-economic	Peace dividend projects	No. projects completed	NDMA CGs	2018-22	GoK DPs	65	20	15	15	10	5

Programmes/ Projects	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	benefits of maintaining peace	implemented in 5 ASAL counties		NCIC NSC EDE Pillars 2 & 4								
Strengthening Cross-border peace and security committees	To enhance the capacity of cross-border peace & security committees	Cross-border committees trained on conflict prevention & management	No. cross-border peace committees trained No. border security outposts established	NG CGs NDMA NCIC NSC NPS	2018-22	GoK DPs	100	15	10	20	25	30
Alternative Dispute Resolution Mechanism	To enhance dispute resolution mechanisms	ADR mechanism in place	No. formal & informal peace structures established	NG CGs	2018-22	GoK DPs	1,350	100	500	200	250	300
Fodder/Pasture Production and Conservation	To improve the availability of livestock feeds	improved Livestock fodder production and conservation	Hectares of land sustainably reseeded with appropriate grass seed and established pastures	SDL CGs Farmer groups	2018 – 22	GoK DPs	380	100	100	80	50	50
Conditional cash transfers (voucher system) interventions	To increase school enrolment & retention through conditional cash transfers	Increased enrolment & retention	No. of new enrolments	MoE CGs NGCDF	2018-22	GoK DPs	220	30	40	45	50	55
Home-grown School Meals Programme (HGSMP)	To increase the number of children benefiting from the Home-grown School Meals Programme	HGSMP implemented in target schools	No. schools benefiting; No. children receiving school meals	MoE CGs NGCDF	2018-22	GoK DPs	65	20	15	15	10	5
Surge Mechanism in the Health and Education System	To strengthen health and education systems capacity to detect & manage increased workloads	Surge mechanisms in place	No. counties with functional surge mechanism	MoH/CGs Partners	2018-22	GoK DPs	300	100	50	50	50	50
Total							99,012	17,590	18,719	20,059	20,517	22,127

A9: SECURITY, PEACE BUILDING AND CONFLICT RESOLUTION

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Ksh. Million)				
							Totals	2018/19	019/20	020/21	021/22

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Totals	2018/19	019/20	020/21	021/22	2022/23
Flagship Projects												
Installation of Surveillance Cameras in Nairobi & Mombasa metropolis, Nakuru, Eldoret and Kisumu	To enhance security surveillance	Surveillance cameras installed in priority areas	No. of cameras installed	NPS	2018/19 2022/23	GoK DPs	16,000	3,200	3,200	3,200	3,200	3,200
Equipping of the National Forensic Laboratory	To improve forensic investigations	Fully equipped forensic laboratory	% level of equipping the forensic lab	NPS	2018/19 2022/23	GoK	3,988	488	750	500	500	1,750
Police Modernization	To acquire additional assorted security equipment and kitting	Assorted security equipment acquired; Police Stations Back Office automated	No. of assorted security equipment acquired; No. of Police Stations automated	NPS, DPs	2018/19 2022/23	GoK	53,704	8,288	11,354	11,354	11,354	11,354
KDF Modernization	To acquire additional assorted security equipment and kitting	Assorted security equipment acquired	No. of assorted security equipment acquired	Ministry of Defence	2018/19 2022/23	GoK	87,400	15,600	17,100	17,100	17,100	20,500
Case Management System	To develop an integrated system for records in the criminal justice system	An automated and integrated Case Management System developed	% level of implementation	NPS, O.D.P.P, EACC, Judiciary, Prison, Probation, KEPISA	2018/19 2022/23	GoK	4,200	500	750	1,050	1,050	850
Construction and equipping of NPS Hospital	To enhance health and welfare among NPS personnel	An operational NPS Hospital	% level of completion of NPS hospital	NPS	2018/19 2022/23	GoK	10,000	2,000	2,000	2,000	2,000	2,000
Infrastructure Development	To improve living environment for security staff	Housing units constructed and refurbished	No. of housing units	NPS, Kenya Prison Service; SDHUD&PW, CGs, KWS, KFS	2018/19 2022/23	GoK DPs	43,404	8,790	8,700	8,637	8,667	8,610
	To improve work environment and security control management	Security facilities acquired/constructed/refurbished; Border control points established	No. of facilities/refurbished; No. of control points	NPS ,Interior, Immigration, NRB,CRD, Kenya Prison Service; SDHUD/CGs, KWS, KFS	2018/19 2022/23	GoK DPs	42,819	6,979	9,485	8,511	8,782	9,065
	To facilitate investors and visitors at points of entry	Integrated Border Control Systems strengthened	Border systems; Advanced Passenger Information	Immigration	2019- 2022	GoK	950	20	300	210	210	210
Prisons Infrastructure modernization	To ease congestion in Prisons and bring services closer to people	37 Prisoners wards constructed	No. of prison wards constructed	Kenya Prison Service	2018/19 2022/23	GoK	1,110	222	222	222	222	222
		18 New prisons completed	No. of new prisons constructed	Kenya Prison Service	2018/19 2022/23	GoK	14,225	2,845	2,845	2,845	2,845	2,845

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Totals	2018/19	019/20	020/21	021/22	2022/23
IPRS Upgrade	To improve population and registration data management	IPRS connected to marriage registration system and other secondary registration agencies; Birth registration mop up implemented	% level of implementation; No. of new agencies connected to IPRS; No. of registered births	CRD, NRB, Immigration, IPRS and Administration	2018/19 2022/23	GoK	1,190	90	200	300	400	200
Research and Development	To promote innovation and use of new technologies	Mobile Field Kitchens and food processed	No. of Field Kitchen Produced; No. of Kgs/tons processed	Ministry of Defence	2018/19 2022/23	GoK	1,773	133	570	495	275	300
Other Priority Programmes and Projects												
Modernization of security agencies	To increase Production capacity of GP	Modern Print Production Equipment Purchased	No. of modern print equipment acquired	GP	2018/19 2022/23	GoK	1,800	150	150	500	500	500
	To improve the capacity of security agencies	Assorted security equipment acquired for Prison, KWS and KFS	No. of security facilities acquired	Kenya Prison Service, KWS, KFS	2018/19 2022/23	GoK	7,012	1,645	1,232	1,295	1,383	1,456
	To enhance issuance of identification documents and border security	Automated registration, and integrated border control systems developed	level of automation of Electronic ID cards system	NRB, Immigration, CRD	2018/19 2022/23	GoK	19,755	2,960	4,940	4,935	3,660	3,260
Mobility enhancement	To enhance mobility of security agencies	Assorted vehicles, motorcycles and boats acquired	No. of assorted vehicles, motorcycles and boats acquired	NPS, NGA, CRD, Immigration, IPRS, Prisons ,KMA and Judiciary	2018/19 2022/23	GoK	75,200	16,700	14,950	14,750	14,400	14,400
Recruitment and training of security officers	To enhance human resource capacity	Officers recruited, trained and deployed; in-service training conducted	No. of security personnel recruited, trained and deployed	NPS, Immigration, NRB, CRD, KWS, Kenya Prisons Service	2018/19 2022/23	GoK	19,190	5,198	3,398	3,398	3,798	3,398
Wildlife Protection & Law Enforcement	To improve wildlife protection and management	Increased capacity for wildlife protection	% reduction in poaching	KWS, MoT&W	2018/19 2022/23	GoK	932	159	174	182	197	220
Security capacity enhancement programmes	To strengthen capacity of security agencies	Improved capacity of security agencies	communication systems; surveillance system; % reduction in proliferation of SALW	KMA, Interior, NPSC, KPAS, KPS, NDOC, NPS	2018/19 2022/23	GoK DPs	11,830	2,862	2,987	2012	2,037	1,932
Establishment and Expansion of security training facilities	Enhanced capacity and skills among personnel	Training facilities established/expanded	No. of training facilities acquired and expanded	NPS, Kenya Prison Service, KPAS and Immigration	2018/19 2022/23	GoK	14,750	1,200	3,650	4,100	3,200	2,600
Offender Rehabilitation Programmes	To improve on behaviour change and level of supervision of offenders	Formal and vocational education/training programmes conducted	No. of education/ training programmes conducted; No. of Electronic	Kenya Prison Service, KPAS & Stakeholders	2018/19 2022/23	GoK	630	166	126	116	111	111

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Totals	2018/19	019/20	020/21	021/22	2022/23
			surveillance systems									
Prison Farms and Industries	To improve capacity of the prison farms and industries	Prisons farms and industries mechanized	No. of modern machines/equipment acquired	Kenya Prison Service	2018/19 2022/23	GoK	5,080	2,095	806	806	756	617
Regional and international peace initiative	To improve regional and international peace initiatives	Improved regional, continental and international security capacity.	No. of regional forums; No. of officer in Standby Force; conflict mediation strategy	Ministry of Defence, MFA and relevant MDAs.	2018/19 2022/23	GoK	7,395	1324	1,471	1274	1,453	1,874
Efficient administration of justice	To enhance interagency collaboration in the criminal justice system	Improved administration of justice	No. of criminal cases, No. of CUCs, NCAJ Secretariat; Court Annexed mediation	Judiciary, police, ODP	2018/19 2022/23	GoK DPs	1,885	625	315	315	315	315
Voluntary repatriation of refugees	To reduce threat of terrorism and transnational crimes	Voluntary refugees repatriated	No. of refugees	MFA, UNHCR, Interior, Relevant (MDAs)	2018/19 2022/23	GoK	650	250	200	100	50	50
Conflict resolution capacity enhancement	To strengthen capacity in mediation and negotiation	Effective resolution of conflicts	No. of capacity development programmes	MFA, MDAs and relevant stakeholders	2018/19 2022/23	GoK	35	5	6	7	8	9
Promotion of national and regional peace	To enhance engagement on continental security issues	Regional and continental engagement enhanced.	No. of regional forums	MFA and relevant MDAs.	2018/19 2022/23	GoK	5,180	830	1,061	972	1,203	1,114
Early warning and conflict prevention	To strengthen monitoring, forecasting, early warning system and text messaging alert system in Disaster Management	Reliable communication channels and hotlines established	Time taken to respond to distress calls	NDOC/ Stakeholders	2018/19 2022/23	GoK DPs	1,000	200	200	200	200	200
Implementation of PSC framework	To reduce election related conflicts	Election related conflicts resolved	No. of election related conflicts	MFA, IEBC, Parliament	2018/19	GoK	35	5	6	7	8	9
Promotion of maritime security	To promote maritime security.	Secured maritime boundary and resources	Multi-agency forum	MFA, Relevant MDAs	2022/23	GoK	27	10	4	4	5	5
Kenya Space Agency	To develop National Space Programme for Kenya	Satellite Ground Station Capacity developed	Level of National Space Programme completed	Ministry of Defence	2018/19 2022/23	GoK	1,400	200	300	300	300	300
Kenya Corps of Engineers Agency	To undertake and fast-track securitized infrastructure projects	Securitized projects undertaken	% of projects implementation	Ministry of Defence	2018/19 2022/23	GoK	7,800	1,500	1,300	600	400	4,000
Parole System	To establish the parole	Parole system established	Parole system	KPAS & KPS	2018/19	GoK	100	40	20	15	15	10

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Totals	2018/19	019/20	020/21	021/22	2022/23
	system				2022/23							
Total							462,449	87,279	94,772	92,312	90,604	97,486

THE ECONOMIC PILLAR

B1: AGRICULTURE AND LIVESTOCK

Programme/ Project	Objectives	Expected Output/ Outcome	Performance Indicator	Implementing Agency (s)	Time Frame	Source of Funds	Indicative budget (Ksh. Million)					
							Total	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
Flagship Programmes												
Fertilizer Subsidy	To improve agricultural productivity through accessible, affordable and quality fertilizers	200,000MT of assorted fertilizers subsidized annually; Improved productivity per ha; organic fertilizer factory established at Lake Olbolossat	MT of subsidized fertilizer; Yield per acre by smallholder farmers; price of 50 kg bag of fertilizer;	SDCD, CGs, PPP	2018-2022	GoK	21,500	4,300	4,300	4,300	4,300	4,300
Agricultural Mechanization Programme	To increase crop production	600 tractors and 3,000 walking tractors procured and sold/distributed at subsidised rates to SMEs; Appropriate technologies identified, tested and up-scaled;	No. of tractors and accessory equipment; No. of technologies identified, tested and up-scaled.	SDCD	2018-2022	GoK DPs	8,049	49	2,000	2,000	2,000	2,000
	To increase crop production in ADC farms	28,000 acres of new land opened for crop cultivation; tractor implements and machinery received and distributed; Increased production of commercial maize to 325,000 bags, certified seed maize to 17 million 90kg bags, rice to 270,991 MT	No. of acres opened up; No. of tractor implements and machinery distributed; MT of rice; 90 kg bags produced; 90 kg of seeds produced; No. of ginneries rehabilitated	SDCD	2018-2022	GoK	1,970	500	220	350	400	500

Programme/ Project	Objectives	Expected Output/ Outcome	Performance Indicator	Implementing Agency (s)	Time Frame	Source of Funds	Indicative budget (Ksh. Million)					
							Total	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
		and potato seed to 5,500MT commercial potatoes to 6,000 MT; 8 cotton ginneries rehabilitated.										
Food and Nutrition Security Programme	To improve food and nutrition security over the next five years	Increased maize production to 67.4 million 90kg bags, rice production to 406,486MT annually, Irish potatoes to 2.52 million MT annually; Improved food and nutrition security; Nutrition sensitive indicators developed	No. of bags/MT of crops produced; Prevalence of stunting and wasting in children under five years; Nutrition sensitive indicators	SDL, DPs, CGs, PPP	2018-2022	GoK	56,126	10,836	10,845	11,325	11,810	11,310
Livestock Production Programme	To promote milk, beef and eggs	7,000 million litres of milk and 10,610.7 MT of meat produced	Litres of milk; MT of meat produced	SDCD ,SDL	2018-2022	GoK	15,190	4,390	2,700	2,700	2,700	2,700
	To promote food security and generation of income	4 livestock breeding farms developed; national rabbit centre established in Ngong; 9 sheep and goat breeding farms established; production of breeding stock in KARLO farms in Naivasha and Marsabit; Artificial Insemination stations for dairy goats in Kirinyaga established; enhanced semen production; stocks for cattle, rabbits, poultry and goats produced; doses of semen produced; commercial feedlots produced; enterprises for commercial pig and poultry supported; strategic livestock feed reserve established; research and promotion of technologies for Fall Army Worms undertaken; research	No. of breeding stocks for cattle, rabbits, poultry and goats; No. of doses of semen produced; No. of commercial feedlots produced; No. of enterprises supported; hectares of irrigated pasture and fidders; No. of technologies developed; No. of bee bulking sites; MT of corned beef									

Programme/ Project	Objectives	Expected Output/ Outcome	Performance Indicator	Implementing Agency (s)	Time Frame	Source of Funds	Indicative budget (Ksh. Million)					
							Total	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
		and promotion of technologies for Maize Lethal Necrotic Diseases (MLND) undertaken; bee bulking sites established; pasture and fodders produced; corned beef produced										
Value Chain Support Programme	To support value addition in livestock and agriculture	Milk coolers purchased; Dairy value chain improved; Tea research facility in Kericho equipped; hides and skin standardized	No. of milk coolers; Tea research facility; MT of hides and skin standardized									
Youth and Women Empowerment in Modern Agriculture	To enhance youth empowerment and employment creation	25,000 pupil in 100 primary schools and 1,500 youth out of school trained; Market guarantees developed; incubation training undertaken; scholarships for 340 youth in agri-business offered	No. of job created for the youths in the agricultural sector; No. of youth and women groups supported	SDCD	2018-2022	GoK DPs	600	100	110	120	130	140
Agricultural Insurance Programme	To manage risks and losses amongst smallholder farmers and pastoralists	Crop insurance rolled out to 31 counties; livestock insurance rolled out to 500,000 households (TLUs) in 14 ASAL counties; 5 million insurance policies purchased	No. of farmers benefiting; No. of counties covered	SDCD, insurance companies	2018-2022	GoK	7,678	678	1,600	1,700	1,800	1,900
Crop Diversification Programme	To improve productivity of Traditional High Value and industrial crops, and livestock	Improved productivity; 2,090 MT of assorted seeds distributed; factories rehabilitated; value addition and product diversification promoted; Nairobi Coffee Exchange upgraded; quality supplies of raw material increased; quality seedlings provided; high-yielding tea clones re-planted	Yield per Acre; Value of livestock; MT of seeds	SDCD, SDL PPP	2018-2022	GoK	7,865	907	2,797	1,827	1,817	517

Programme/ Project	Objectives	Expected Output/ Outcome	Performance Indicator	Implementing Agency (s)	Time Frame	Source of Funds	Indicative budget (Ksh. Million)					
							Total	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
Research and Capacity building programme	To build new and innovative capacity for optimal production	Agriculture and Livestock Training Institutions (ALTIs) capacity expanded; access to pre-service and in-service increased	No. of agricultural extension workers per 1000 farmers; No. of PhD/MSc students trained; No. of ALTI supported	SDCD, SDL KSG, KVB	2018- 2022	GoK	3,227	920	693	674	481	459
	To increase productivity through innovative research technologies	Research institutions supported to focus on new innovative technologies; new innovative technologies developed; research infrastructure modernized	Proportion of farmers with improved technologies; No. of new technologies developed; Modernized infrastructure	SDCD, SDL	2018- 2022	GoK	7,640	4,410	1,112	1,282	579	257
	To revitalize and Modernize Agriculture Resource Information Centre (ARIC)	A modern and responsive ARIC	Modernized ARIC	SDAR/AIRC	2018- 2020	GoK	500	-	200	200	50	50
Coastal Disease Free Zones Programme	To enhance local, regional and international trade in livestock and livestock products	Bachuma Export Zone constructed; Miritini and Kurawa Export quarantine Stations constructed; annual vaccines production up- scaled from 40 million to 100 million dozes; border inspection posts established	Value of livestock and livestock; products exported as a % of total exports; No. of DFZ; Dozes of vaccines produced; Border Posts inspected	SDL, DPs, CGs, PPP	2018- 2022	GoK	2,100	100	500	500	500	500
Strategic Food Reserve	To strengthen Strategic Food Reserve	Strengthened Strategic Food Reserve; subsidy models re- designed; Contract farming for SFR;PPP investment in post-harvest and market distribution secured; Technologies for prevention, management and control of Aflatoxin generated; modular	No. of 90kg bags; No. of technologies developed; No. of new contracts	SDCD, SDL KALRO	2018- 2022	GoK	10,380	1,400	1,570	2,035	2,450	2,925
Other Projects and Programmes												
Large Scale Production	To provide coordination for irrigated agriculture and offering post- harvest technologies incentives	Enhanced large scale production (maize, potato, rice, cotton, aquaculture and feeds production)	Acres under cultivation; Yield per acre	SDL, DPs, CGs, PPP	2018- 2022	GoK	35,122	5,485	7,792	5,600	8,115	8,130

Programme/ Project	Objectives	Expected Output/ Outcome	Performance Indicator	Implementing Agency (s)	Time Frame	Source of Funds	Indicative budget (Ksh. Million)					
							Total	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
Small Holder Productivity and Agro-processing	To enhance production at SMEs level using performance based incentive model	1,000 SMEs identified for performance-based incentive; Commercial food systems for livestock established; East Africa's Premier Food Hub established	No. of agricultural extension workers per 1000 farmers; Share of agro-processing in manufacturing production	SDL, DPs, CGs, PPP	2018-2022	GoK	2,126	346	1,120	150	310	200
Agricultural Technology Development Centres (ATDCs)	To improve access to agro-processing and post-harvest technologies	10 existing ATDCs modernized and converted to Centres of Excellence; Enhanced use of technology in production	No. of proportion of farmers using modern technology in production; No. of ATDCs converted	SDCD, KALRO	2018-2022	GoK DPs	4,352	1,426	977.3	763.5	685.6	500
Climate Smart Agriculture programme	To promote adaptive and mitigation capacity.	Climate Smart Agriculture (CSA) technologies and practices improved; Early Warning System for food security established	Proportion of farmers using climate smart agriculture; No. of famers supported.	MoALF&I, CGs KALRO	GoK, DPs and PPP	2018-2022	43,673	3,641	11,775	14,130	7,065	7,065
	Establish an early warning system for tracking climatic events, pests and other occurrences that could disrupt food security	Resilience against food insecurity arising from pests, drought or disasters built; Early Warning, and M&E System for food security established;	Early Warning, and M&E System; An Early Warning model	SDAR; KALRO; Universities; KMD; ICRAF; DRSSRS	2018-2022	GoK DPs	1000	-	250	250	250	250
Market Access and Product Development Programmes	To improve market access through policy, legal and institutional reforms	Enhanced competitiveness of Kenyan goods in international market; NAMIS established. Sanitary and Phyto-sanitary standards developed;	Value of exports; NAMIS	SDCD	2018-2022		4,300	1,200	1,150	650	650	650
Miraa Farmers Livelihood Improvement Project	To improve livelihoods of Miraa farmers	Exports, and export income increased;	Value of Miraa exported; No. of enterprises promoted	SDCD	2018-2022	GoK	3,500	1,000	1,000	500	500	500
		Miraa directorate established, Miraa industry regulations developed and enforced, Miraa standards and codes of practice developed and enforced; Miraa Research Institute established; farmers and staff capacity built;	Establishment of Miraa directorate; Miraa Research Institute; No. of Miraa famers' capacity built.	SDCD, AFA	2018-2022	GoK	800	200	150	150	150	150

Programme/ Project	Objectives	Expected Output/ Outcome	Performance Indicator	Implementing Agency (s)	Time Frame	Source of Funds	Indicative budget (Ksh. Million)					
							Total	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
Pastoral Resilience Building Programme	To build resilience for pastoral and agro- pastoral communities in drought prone areas	Small irrigation schemes; livestock market development, pasture and water development and animal health supported	No. of agro-pastoralist; No. livestock sale yards and hay sheds /fodder banks	SDCD, DPs, CGs	2018- 2022	GoK DPs	2,300	1,100	300	300	300	300
	To improve Natural resources management, market access and trade, livelihood support to pastoralist	Improved livelihood and Natural resources management	No. of value chains improved	SDL, DPs, CGs	2018- 2022	GoK DPs	8,828	2,500	2,000	1,878	1225	1225
Traditional High Value Crops (THVC) Programme	To improve farmers access to quality seed and planting materials of drought tolerant Traditional High Value Crops in the Arid and Semi-Arid Areas	Seed bulking and distribution scaled-up; 672MT of traditional high value crops seed distributed; production and consumption of THVC in ASAL increased	MT of high Value seed distributed	SDCD, KALRO	2018- 2022	GoK	239	56	52	47	44	40
Comprehensive African Agricultural Development Programme (CAADP)	To attain food and nutrition security	Country-level Strategic Analysis Knowledge Support Systems (SAKSS) established; CAADP target of reducing hunger by 50% by 2025 achieved	Strategic Analysis Knowledge Support Systems	SDCD	2018- 2022	GoK DPs	1,900	380	380	380	380	380
Policy, legal and institutional development	To provide an enabling environment for Agriculture sector growth and development	Enhanced policy and legal framework	No. of policies and laws reviewed, developed and implemented	SDCD	2018- 2022	GoK DPs	1,900	380	380	380	380	380
Total							252,865	46,304	55,973	54,192	49,072	47,328

B2: MANUFACTURING

Programmes /Projects	Objectives	Expected Outcomes/Output	Performance Indicator(s)	Implementing Agency	Time Frame	Source of Fund	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23

Programmes /Projects	Objectives	Expected Outcomes/Output	Performance Indicator(s)	Implementing Agency	Time Frame	Source of Fund	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Ease of Doing Business	To reduce administrative and regulatory impediments to starting and growing businesses in the country.	Improved business environment; improved ease of doing business ranking to position 45	EODB overall ranking; 20% annual improvement; Manufacturing FDI	MOITC KEPSA World Bank OAG, KRA MOLPP, BRS KENTRADE KenInvest Kenya Power	2018-2022	GoK World Bank	1,870	50	470	450	450	450
Industrial Clusters	To improve cotton and fibre production and competitiveness and increase revenues	Increased cotton and fibre production; cotton ginneries rehabilitated; increased textile and apparel manufacturing; low cost industrial warehouses constructed; hides and skins collected; revenue and investments increased	Kgs of cotton and fibre produced by quality; No. of ginneries rehabilitated; No. of warehouses constructed; No of jobs created; total investment in the sector	MoITC, RIVATEX	2018-2022	GoK	21,366	4,187	4,692	4,792	3,830	3,865
	To propel Kenya towards becoming a regional leather and leather products hub	Completed infrastructure development at Kenanie, Machakos; 3 parks constructed;	Operational Kenanie, Machakos leather industrial park; No of jobs created; No. of leathers parks established	MoITC KLDC MoE MoW&S MOLHUD&PW	2018-2022	GoK	12,948	3,268	6,920	1,250	750	760
Agro-food processing	To promote value addition to agricultural products (Dairy, Tea, Meat, fish, Animal feed, sugar, Fruit & Vegetables, Poultry, Piggery)	Established food hub and agro park at Nakuru and Taita Taveta; established fish plant; 7 new international markets identified; agro-processing entrepreneurs trained	No. of food hubs established; Number of jobs created; No. of Fish plants established; No. of international markets; No. of agro-processing entrepreneurs trained	MoITC MoALF&I, MoL&PP KDB, IDB Capital NKCC, KEBS TEA DIRECTORATE, EPC, CGs KenInvest AFA, LAPPSET Authority	2018-2022	GOK, PPP	12,803	882	3,846	2,855	2,660	2,560
Special Economic Zones (SEZ)	To promote investments to the economy; To improve the	1,500 squatters in Dongo Kundu resettled; SEZ in Dongo Kundu	Operational SEZ; No. of squatters settled; No. of acres of land	MoITC SEZA	2018-2022	GoK	22,424	4,230	7,050	7,400	2,430	1,314

Programmes /Projects	Objectives	Expected Outcomes/Output	Performance Indicator(s)	Implementing Agency	Time Frame	Source of Fund	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	country's competitiveness	established; 30,000 acres of land acquired for Naivasha Industrial Park; Development of the Naivasha Industrial Park 400 factories located; world class infrastructural facilities developed in Athi River; infrastructure improved	acquired; % of completion of infrastructural facilities									
SMEs Parks/ Industrial parks	To promote industrial dispersion and balanced economic development	47 SMEs/Industrial Parks rolled out; 290 SME support programmes established;	No. of SMEs/ Industrial Parks developed; No. of SME centres of excellence	MoITC, CG Private sector, KIE, ICDC NMC, MSEA	2018-2022	GoK PPP	141,485	28,297	28,297	28,297	28,297	28,297
Development of MSMEs	To improve Productivity, sustainability and competitiveness of the MSMEs	Entrepreneurship culture and skills developed; MSME centres of excellence established; worksites provided; incubation; innovation and technology transferred; branding and market access; one-village one-product (OVOP) initiative implemented	No. of MSMEs trained; No. of MSME centres of excellence; No. of worksites provided; No. of incubations; No. of counties adopting OVOP initiatives; No. of jobs created	MoITC,KIE MSEA, KITI KIRDI, PCK KLDC, KIBT KEBS,BRAND KENYA	2018-2022	GoK DPs	113,553.3	25,241	22,665	22,285	21,917.3	21,445
Manufacture of Industrial and Agro-processing Machinery, Equipment, Parts and Tools	To promote local manufacture of machinery, tools and equipment	Increased investments in the manufacture of Agro Machinery, equipment and tools; transformer manufacturing facility established; cement media balls and sugar rollers manufactured	Volume of investments; No. of transformer manufacture facility; No. of cement media balls and sugar rollers	MoITC MoEducation MOEnergy TVETA CG, Private Sector NMC	2018-2022	GoK PPP	51,080	10,025	11,055	10,000	10,000	10,000

Programmes /Projects	Objectives	Expected Outcomes/Output	Performance Indicator(s)	Implementing Agency	Time Frame	Source of Fund	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Manufacture of Electrical Products and Electronics	To promote manufacture of computer parts, Electronics and IT related components	New investments in the ICT Sector; Increased investments in manufacture of Electrical and electronics; 2 investors identified and operational	No. of reports; Value of investment; No. of investors	MoITC, KenInvest, Universities MoEducation	2018-2022	GoK PPP	2,565	515	825	525	200	500
Automotive Parts, Motorcycles, Components and Auto-parts	To promote the manufacture of automotive, motorcycles, components and auto-parts	Developed Policy Improved human resources capacity; Motor-free trade zone established in Mombasa; auto-motives parts and components manufactured; Standard Gauge Railway components manufactured	No. of automotive and SGR parts; Motor-free trade zone in Mombasa	MoITC MoEducation TVETA Universities County Governments Private Sector NMC	2018-2022	GoK	100,600	20,135	20,155	20,160	20,075	20,075
Iron and steel	To promote local production of Iron and steel products	Finalized iron and steel strategy; Established iron and steel plant and import substitution initiatives supported; Numerical Machine Complex (NMC) fully operational	Strategy Report; % of completion of Iron and steel plant; No. of jobs created; Import substitution volumes; fully operational NMC	MoITC NMC Private Sector	2018-2022	GoK	139,224	500	16,100	75,400	37,724	9,500
Accreditation and standards Infrastructure	To strengthen the accreditation and standards infrastructure	Accredited institutions Developed; standards for SMEs products developed;	No. of institutions accredited; No of standards developed; No. of Conformity Assessment Bodies (CABs)	MoITC KEBS KENAS	2018-2022	GoK DPs	600	50	300	150	50	50
Research, Technology and Innovation programme	To enhance capacity for research & technology development and	Equipped and operationalized Laboratories; Strengthened innovation and	No of laboratories equipped and operationalized; No. of SMEs incubated and	MoITC KIRDI WB, PCK, MoICT	2018-2022	GoK PPP	9,470	2,430	1,990	2,210	1,910	930

Programmes /Projects	Objectives	Expected Outcomes/Output	Performance Indicator(s)	Implementing Agency	Time Frame	Source of Fund	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	innovation.	entrepreneurship ecosystem; KIRDI transformed	accessing grants; Transformed KIRDI									
Skills development and Transformation of KITI to a centre of excellence	To train workforce on industrial skills and improve labour productivity	Completed and equipped infrastructure; Established common manufacturing facilities; skills developed; improved labour productivity	% level of completion; No. of common facilities established; labour productivity index	MoITC KITI KLDC DPs	2018-2022	GoK	3,265	775	1,025	715	450	300
Oil, gas and mineral processing	Develop local content and value addition policy	Finalized oil, gas and mineral policy Geospatial Report on mapped minerals	Oil, gas and mineral Policy in place Geospatial Report	MoP&M MoITC MoE	2018-2022	GoK DPs	110	40	25	25	10	10
Total							633,363	100,625	125,415	176,514	130,753	100,056

B3: TOURISM

Programme/ Project	Objective	Expected Outcome/ Output	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Coastal Beach Tourism	To renovate and improve the beach tourism product	Attractive beach product developed; improved priority beach nodes (Popular beach areas); Hotels Refurbishment Fund established; international hotel brands established	No. of <i>facilities</i> refurbished; No. of new facilities built; hotels refurbishment fund; No. of international hotel	Ministry of Tourism & Wildlife	2018-2022	GoK	4,040	600	750	800	920	970
Wildlife (Safari) Product	To enhance the value of Wildlife (Safari) Product	Revamped Maasai Mara; elevated Amboseli National Park status to a "Must See" Park; KWS parks developed and transformed; Enhanced tourists experience in premium parks; Increased visitation to under-utilized parks	Tourists feedback reports; No. of visitors to premium and under-utilized parks; No. of KWS parks developed and transformed	MoT&W, Counties, KWS	2018-2022	GoK	6,089	1,886	1,060	1,203	989	951

Programme/ Project	Objective	Expected Outcome/ Output	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Niche Products Development and Diversification	To diversify away from nature based tourism products	National Convention Bureau established and operationalized; NAICEC re-modelled and developed; Mombasa International Convention Centre developed; Baraza Kenya established; New KICC Tower built; KICC modernized and expanded; and MICE destination marketing; refurbished Mama Ngina Water front; refurbished Nairobi Railway Museum; New Heritage products, Sports Gallery, Cultural products, Cruise , Agro, Medical tourism , Fort Jesus rehabilitated	Completion rate (%) /Implementation of projects; No. of new products initiated	MOT&W, NMK, MoSC&H MoH KICC BoK	2018-2022	GoK UNESCO County Governments	19,607	3,473	3,718	2,640	5,408	4,368
Development of Isiolo, Turkana and Lamu Resort Cities	To harness and tap into the rich tourism potential and create new tourism corridor	Master Plans, Model designs, Regional physical development, Resource Mobilisation Framework	Completion rate of resort cities (%)	MoT&W		GoK	1,917	400	506	78	744	189
Tourism Promotion and Marketing	To market Kenya as a leading tourism destination; To promote domestic tourism; To improve the overall quality of products and services in tourism services	Increased tourist arrivals and earnings	No. of tourists arrivals and earnings from tourism	KTB, MoT&W	2018-2020	GoK DPs PPP	6,174	1,584	1,293	1,297	1,000	1,000
		Increased Bed nights by Kenyans	No. of bed-nights by Kenyans	MoT&W, KTB, County Governments	2018-2020	GoK	400	50	70	80	100	100
		Standards of Tourism Facilities and Services improved	No. classified hotels/restaurants	TRA, MoT&W, Ministry of Education	2018-2020	GoK	881.8	120.7	140.6	184.5	195.5	240.5
Tourism Training and Capacity Building	To improve skilled manpower for the hospitality industry	Kenya Utalii College (KUC) re-engineered; Ronald Ngala Utalii College (RNUC) completed; Revolving Fund for training;	re-engineered KUC; Ronald Ngala Utalii College completion rate; Revolving Fund	TF, KUC, MoT&W	2018-2020	GoK	5,163	1,780	1,100	1,133	500	650
Tourism Financing	Increase investment	Tourism Transformation Fund	Volume of Tourism	MoT&W, TFC	2018-	GoK	83,550	16,010	17,510	17,510	16,010	16,510

Programme/ Project	Objective	Expected Outcome/ Output	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	in tourism facilities	Operationalized; New Tourism facilities Established; Improved tourist services	Transformation Fund; No. of facilities financed		2020	DPs PPP						
Tourism Infrastructure Enabling services	To ease access by tourists; To ensure safety of tourist ; To enhance tourist experience	Key tourism circuits roads network developed; tourism Protection Service operationalized; tourism Crisis Centre operationalized; Cruise ship terminals improved; Upgraded airports; Tourism Research Institute operationalized	No. of Km tourism circuits roads network; no. of airports upgraded; tourism Protection Service; tourism Crisis Centre ; Cruise ship terminals; Tourism Research Institute	MoT&W, OP, KPA, KWS, counties and MoT&I	2018-2020	GoK DPs	22,437	4,246	5,455	4,195	2,130	6,411
National Tourism Data and Information Project	Promote tourism information	A digital tourism platform developed; Tourism Satellite Account developed	TSA system in place; TAS Reports	MoT&W, SAGAS, Counties	2018-2020	GoK	543	130	115	110	95	93
Total							150,802	30,280	31,718	29,231	28,092	31,483

B4: TRADE

Programme/ Project	Objective	Expected Outcome/ Output	Performance Indicator	Implementing agencies	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Flagship Projects												
Construction of pilot Wholesale Hub in Maragua	To improve supply chain efficiency in the wholesale sector	Wholesale Hub in Maragua constructed	wholesale Hub	MoITC(Lead), CGs, Public Works	2018-2021	GoK Private Sector	4,525	0	0	0	2,025	2,500
Construction of Tier 1 Retail Market in Athi River	To improve supply chain efficiency in the retail sector	Tier 1 Retail Market in Athi River constructed	Tier I Retail Market	MoITC(Lead), CGs, Public Works	2018-2021	GoK Private Sector	6,000	0	0	0	3,000	3,000
National Commodities Exchange	To address challenges facing farmers in the liberalized market place	Established and operational Commodities Exchange	Commodities Exchange	MoITC(Lead) MoALF&I, TNT&P, KEBS, CMA, Mining, Energy, Private Sector, DPs	2018-2022	GoK DPs	3,200	400	2000	400	400	0
Export Credit	To protect exporters	National Credit Guarantee	National Credit	MoITC (Lead)	2018-	GoK	7,000	0	1,000	2,000	2,000	2,000

Programme/ Project	Objective	Expected Outcome/ Output	Performance Indicator	Implementing agencies	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)						
							Total	2018/19	2019/20	2020/21	2021/22	2022/23	
Guarantee Scheme	from external exposure to international trade risk	scheme established and operationalized	Guarantee scheme	TNT&P; EPC, AG's Office, KBA	2022								
World Trade Centre and International Exhibition and Convention Centre	To attract international Businesses into the country	WTC and International Exhibition and Convention Centre established and operational	World Trade Centre and International Exhibition and Convention Centre	EPC (Lead) MoITC, ASK, MoLAF&I, Treasury, CGs	2018-2022	GoK ASK PPP	4,500	0	500	2,000	2,000	0	
Other Projects and Programmes													
Domestic Trade Development and Promotion	To create an enabling and business friendly environment;	E-Commerce Policy Trade licensing guidelines developed	Approved e-commerce Policy Approved Trade licensing guidelines	SDT (Lead) KEBS, KenInvest ICT	2018-2022	GoK	75	0	40	35	0	0	
	To enhance participation of SMEs in the regional integration;	8 CBTA's revived; 8 Trade Information Desks established	CBTA's revived Trade Information Desks established	SDT (Lead) BMOs	2018-2022	GoK	60	0	20	15	15	10	
	To promote local products and services	A profile of specific local products & services developed under the Buy Kenya – Build Kenya Strategy	Profile of specific local products	SDT (Lead) KEBS, MDAs, CGs, Private Sector	2018-2022	GoK	115	20	25	20	25	25	
	To enhance storage and distribution of surplus produce by farmers	Four (4) existing warehouses modernised	No. of warehouses modernized	KNTC (Lead) KEBS, Public works	2018-2019	GoK	870	0	350	350	170	0	
	To enhance value chain in the commercial sector	Five (5) new modern warehouses constructed	No. of new modern warehouses	KNTC (Lead) Public Works	2019-2022	GoK Private Sector	5000	0	0	1000	2000	2000	
Establishment of a one stop office	To improve access to business information and reduce cost of doing business	47 one-stop offices for accessing National and County governments business information established	No. of one-stop offices	SDT (Lead), KenInvest, County Governments	2018-2022	GoK	60	0	15	20	15	10	
Export Trade Development and Promotion	To promote priority value chains	National Export Strategy developed and implemented; 20% Annual	Approved National Export Strategy; 20% Annual increase	MoITC (Lead) EPC, MoALF&I, MoPM Private Sector,	2018-2022	GoK DPs	4,500	500	1000	1000	1000	1000	

Programme/ Project	Objective	Expected Outcome/ Output	Performance Indicator	Implementing agencies	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		increase in exports	in exports									
	To finance pre- and post- export operations	Export/Import financing bank established	Export/Import bank established and operationalized	EPC (Lead), SDT, TNT&P	2018-2022	GoK DPs	4,110	110	1000	1000	1000	1000
	To facilitate low cost financing	Export Development Fund established	Operational Export Development Fund	MoITC (Lead), EPC, TNT&P	2018-2022	GoK	3,050	0	550	500	1000	1000
	To develop products that meet international quality standards	Centre for Product Design and Development established	One (1) CPDD established	EPC(Lead) MoITC, KIRDlo, KEBS	2018-2022	GoK DPs	350	30	20	100	100	100
	To consolidate goods for export	Seven (7) Logistics Bases and Distribution Hubs established	No. of Logistics Bases and Distribution Hubs	EPC (Lead),KNTC, MoITC	2018-2022	GoK TMEA PPP	5,000	0	200	800	2,000	2,000
	To reinforce greater movement of Kenyan exports	Operational International Road Transport Carnet (TIR) System	Operational International Road Transport Carnet (TIR) System	EPC (Lead) MoITC, Ministry of Transport, MoFA, EAC	2018-2022	GoK ComSec IRU	500	0	100	200	200	0
	To generate higher value from Kenyan exports and protect iconic products from infiltration	Six (6) prime products covered under the Geographic Indications registered	No. of prime products covered under the Geographic Indications	EPC (Lead), MoITC, BKB, MoALF&I, KEBS	2018-2022	GoK DPs	30	0	5	10	10	5
	To facilitate distribution of Kenyan Products in DRC and other West African countries	Two (2) warehouses established in Kinshasa and Lubumbashi; Increased exports	No. of warehouses established in Kinshasa and Lubumbashi.	EPC (Lead), KNTC, MoITC, MFA, TNT&P, State Law Office	2018/2019	GoK DPs	1,050	0	50	500	500	0
	To rejuvenate production of diminishing products with high export potential	Export Diversification and Revival of the lost products (tariff lines) for pyrethrum products; Sisal; and industrial crops;	No. of Generic tariff lines for pyrethrum products; Sisal; and industrial crops reintroduced	EPC (Lead) SDT, Agriculture, CGs	2018/2022	GoK DPs PPP	5,000	0	500	500	2,000	2,000
	To rationalize delivery and turnaround time for Kenyan exports	One (1) Merchant Shipping fleet established	Merchant Shipping fleet	KMA, EPC, MoITC, State department of Transport, KPA	2018/2022	GoK DPs	5,150	0	50	100	2,000	3,000
	Safeguard actions on imports which cause	Operational Trade Remedies Agency	Operational Trade Remedies Agency	SDT	2017-2022	GoK	545	0	245	100	100	100

Programme/ Project	Objective	Expected Outcome/ Output	Performance Indicator	Implementing agencies	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	material injury to domestic industry based on complains from the industry in accordance with WTO											
	To implement the new WTO National Trade Facilitation Agreement (NTFA)	Secretariat for NTFC in place; Effective National Facilitation Committee (NTFC)	Operational Secretariat for NTFC	SDT	2017-2018	GoK	5	1	1	1	1	1
	Provide Institutional Framework for effective National Trade Negotiations	Operational National Trade Negotiations Council	Operational National Trade Negotiations Council	SDT/MDAs	2017-2022	GoK	25	5	5	5	5	5
	To increase Kenya's Commercial representation abroad to market Kenya's products and services in key markets	Strengthened and expanded commercial representation abroad; 33 overseas commercial offices established	commercial offices established	SDT	2017-2022	GoK	7,596	1156	1632	1904	1904	1000
	To make Kenya and her products and services visible in Foreign Markets; To provide information on business and investment opportunities in Kenya	Three (3) commercial offices established in London, New York and Dubai	No of commercial offices	MoITC, EPC, MFA, Treasury, KenInvest	2018/2022	GoK	3,100	0	100	1,000	1,000	1,000
	To provide an Institutional Framework for timely reporting on existing and emerging non - Tariff Barriers/ Measures	Operational National Non-Tariff Barriers/ Measures Monitoring Committee;	No. of Non - Tariff Barriers /Measures reported and resolved	SDT, SDEAC&RD	2017-2022	GoK	50	10	10	10	10	10
	Expand Kenyan Share of the US\$84 Billion	additional Ksh. 14 to 20 billion generated and over	No. of jobs created; Value of increase in	SDT, MoALF&I, SEZ, EPZA, KEPSA,	2018-2022	GoK	5,226	1,600.2	712.2	637.2	1,136.2	1,140.2

Programme/ Project	Objective	Expected Outcome/ Output	Performance Indicator	Implementing agencies	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	US Textile Market	100,000 jobs created	exports									
	Expand market share in COMESA, EAC and Africa	Increase in value of exports to Africa	25% Increase in Kenya exports to the region	SDT, EAC, MoALF&I, EPC	2018-2022	GoK	8400	1,600	1,700	1,700	1,700	1,700
		One Stop Border Posts Operationalized	Four One Stop Border Posts Operationalized	MEAC&RD, Transport, Infrastructure & Public Works	2018 - 2022	GoK	125	25	25	25	25	25
		Regional Integration Centres Operationalized	Five Regional Integration Centres Operationalized	MEAC&RD	2018-2022	GoK DPs	120	20	20	20	40	20
		Kenyans Informed and empowered on Customs Union, Common Market, Monetary Union and Political Federation	20,000,000 Kenyans informed on EAC Integration process	MEAC&RD	2018-2022	GoK	910	10	200	200	200	300
	EAC related activities facilitated	Protocols; Reports	MEAC&RD, MoITC	2018-2022	GoK	461	69	81	89	108	114	
Northern Corridor Development	To enhance regional connectivity	Coordinated Northern Corridor Development Projects	No. of Reports on Northern Corridor Development Projects	MEAC&RD	2018-2022	GoK	500	100	100	100	100	100
Entrepreneurship and Business Development Services	To offer specialized technical advice to SMEs	30 firms/ enterprises graduated from MSEs to Large Scale Enterprises (LSEs)	No. of firms/ enterprises graduated	SDT (Lead) KEBS, KenInvest	2018-2022	GoK JICA	75	7	13	15	20	20
	To operationalize UNCTAD EMPRETEC programme	EMPRETEC Centre at KIBT Parklands building established	Operational EMPRETEC Centre	SDT (Lead), KNCCI, MoEAC&RD, SDI, JICA	2018-2022	GoK UNCTAD	300	90	75	45	45	45
	To provide light equipment demonstration centre to support incubation for entrepreneurs with practical and	MSME tool room as part of incubation centre at KIBT Parklands Complex established	Operational MSME tool room	SDT	2018-2022	GoK JICA	235	70	70	30	35	30

Programme/ Project	Objective	Expected Outcome/ Output	Performance Indicator	Implementing agencies	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	technical skills. Provide conducive environment for entrepreneurial training of MSMEs and room	Seven (7) floors at KIBT Parklands building partitioned and equipped	Space partitioned	SDT (Lead), Public Works	2018-2021	GoK	442	102	200	140	0	0
Fair Trade and Consumer Protection	To effectively enforce Intellectual Property Rights (IPR); To effectively control influx of counterfeit products	Anti-Counterfeit Agency Quick Response (QR) solution developed; Anti-Counterfeit champions trained; Standards laboratory modernized; legal metrology laboratories constructed; legal metrology Department accredited	Operational ACA QR solution; No. of Anti-Counterfeit champions trained; a modernized Standards laboratory; legal metrology laboratories; accredited legal metrology Department	ACA (Lead), KIPI, KRA, KEBS	2018-2022	GoK	140	50	45	45	0	0
		Enforcement Case Management System developed and operationalized	Operational Enforcement Case Management System	ACA (Lead) Judiciary, DPP	2018-2022	GoK	60	0	54	2	2	2
	To provide authoritative baseline data on the level of public awareness on counterfeiting and the magnitude of counterfeiting	Baseline survey to establish the level of awareness and the magnitude of counterfeiting by sector undertaken	% level of public awareness on counterfeiting; % level of counterfeiting	ACA (Lead), KAM, KIPPRA, KEBS, KIPI, KECOBO	2017-2022	GoK	82	0	36	10	26	10
	To create Anti-Counterfeiting champions in all the counties in order to enhance the level of awareness in the country	A wide base of champions in fighting counterfeits developed in 47 counties; Reduction in counterfeiting	No. of Anti-counterfeiting champions	ACA, KAM, KEBS, KIPI, KECOBO	2017-2022	GoK	93	0	47	42	2	2
	To ensure accurate measurement of water and electricity	Two (2) modernized and equipped laboratories for water and Electricity meters	No. of laboratories	SDT	2018-2020	GoK	110	0	100	10	0	0
	To provide for	47 metrology laboratories	No. of laboratories	SDT	2018-	GoK	1850	0	500	500	500	350

Programme/ Project	Objective	Expected Outcome/ Output	Performance Indicator	Implementing agencies	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	calibration of mass, volume and linear standards/measurements in Counties	constructed and equipped in the 47 Counties	constructed and equipped		2022	Public Works Counties						
	To ensure international recognition of certifications by the Legal Metrology Directorate	Legal Metrology Directorate accredited	Certification of Legal Metrology Department	SDT	2018-2022	GoK	170	0	20	40	60	50
	To align the Trade Descriptions Act with the devolved system	Trade Descriptions Act reviewed	Approved Trade Descriptions Act	SDT (Lead), AG Office, CGs	2018-2020	GoK	20	0	10	10	0	0
	To expand the mandate of the department to cover the fields of Trade, Health, Public safety and environmental protection	Rebranded Weights and Measures Department to Legal Metrology Department	Level of change in service delivery	SDT	2018-2022	GoK	75	0	50	10	10	5
	To provide for establishment of a Board to replace the committee. Operationalize the Act ; Promote consumer protection	Kenya Consumer Protection Act amended and operationalized to ensure effective enforcement of the Act.	Approved Kenya Consumer Protection Act	SDT, AG Office	2018-2022	GoK	75	15	15	15	15	15
National Branding Programme	To give Kenyan goods and services a unique identity	Kenya mark of identity developed; county competitiveness programmes developed; public service branding programme implemented	Approved mark of identity; No of firms using the mark of identity; No. of programmes developed and implemented	BKB (Lead) EPC, KEBS, KIPI, AFFA	2018-2022	GoK	110	30	20	20	20	20
	To improve the competitiveness of Counties	County Competitiveness Index County brand profiles, Interventions to address the	47 County Competitiveness Indexes	BKB (Lead), SDT CoG, KenInvest	2018-2022	GoK	60	20	10	10	10	10

Programme/ Project	Objective	Expected Outcome/ Output	Performance Indicator	Implementing agencies	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		challenges/issues identified										
	To develop a one look one feel in the whole of the public service.	Branding Guidelines developed; Uniform visual identity in Public Service introduced	Approved Branding; Guidelines on Uniformity in identity of Public Service	BKB (Lead), SDT, PSC, CoG	2018-2022	GoK	70	50	20	0	0	0
	To mainstream nation branding concept and understand perception of Kenyan brand globally	Nation branding policy Global developed; Perception Survey undertaken	Approved Nation branding policy	BKB (Lead), SDT	2018-2022	GoK	20	10	10	0	0	0
Cooperative Development and Marketing	To strengthen co-operatives to participate in wholesale and retail trade;	volume/ value of commodities traded through cooperatives increased; increased returns to small scale producers	volume/ value of commodities traded; % increase in returns to small scale producers	SDC, County Government	2018-2022	GoK	125	25	25	25	25	25
	To promote Value addition in dairy farming;	New KCC modernized; dairy co-operatives capacity built; farm level prices increased by Ksh. 9.50 per litre and earnings to above Ksh.5 billion annually	Modernized New KCC; Farm-gate price per litre;	SDC, NKCC, County Governments Co-operative movement	2018-2022	GoK	2,495	230	615	550	550	550
	To increase coffee production and value	coffee producer cooperatives capacity built; coffee primary processing plants modernized; increased earning by farmers from Ksh 60 per kg to Ksh.100; value addition to coffee increased	No. of coffee producer cooperatives capacity built; No. of coffee primary processing plants modernized; price of coffee per kg	SDC, Counties, KCCE, Co-operative Bank	2018-2013	GoK	2,000	-	500	500	500	500
Total							95,815	6,355	14,691	18,360	29,609	26,799

B5: BUSINESS PROCESSING OUTSOURCING/IT-ENABLED SERVICES (BPO/ITES)

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Establishment of Konza Technopolis	To develop a smart sustainable city and an innovation ecosystem contributing to Kenya's Knowledge-based economy	Konza Technopolis Phase 1 Infrastructure Completed; Investors Attracted and Facilitated	% of completion of construction of Konza Technopolis	MoICT, KOTDA	2018-2022	GoK; Private Sector; DPs	75,020	7,768	30,677	26,860	9,567	148
Digital Literacy Programme (DLP)	To enhance the quality of teaching and learning in public primary schools	Digital devices Installed in schools; Digital content Developed; Schools connectivity Infrastructure established; Trained teachers	No. of Digital devices Installed i %age of Digital content Developed; No. of schools with connectivity; No. of teachers trained	ICTA, MoE, MoEducation, MoICT, MoITC	2018-2022	GoK	93,800	13,400	26,800	26,800	13,400	13,400
Presidential Digital Talent	Provide apprenticeship to ICT fresh university graduates	Graduates trained	Number of ICT fresh graduates Trained	MoICT/ICTA	5	GoK	2,875	377	377	707	707	707
National ICT Human Capital And Workforce Development	Develop ICT skills to transform the industry and the public sector for efficient and effective service delivery.	ICT academy established; ICT professional accreditation body established; ICT framework developed	No. of civil servants trained	MoICT,	5	GoK DPs Private sector	19,860	0	2930	8610	4020	4300
Establishment of ICT Research & Development Centre	To establish a fully-equipped facility for R&D on (ICTs) technologies	A functioning ICT Research Centre established	ICT Research Centre	Multi-media University	5	GoK DPs	400	0	150	100	100	50
Ajira Programme	To empower and expose the youth to online jobs through training	Infrastructure provision; Training youths on Basic BPO/ITES basic skills; and Connecting trained youths to secure online jobs	Number of infrastructure provided; Number of Youths trained; and Number of Youths connected to online jobs	MoICT	2018-2022	GoK	10,227	2,034	2,034	2,045	2,057	2,057

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Public Information Management	Improved Public Information Management	Increased number of Radio and TV licensed stations; Public communication mainstreamed in MDAs; Kenya Yearbook publications produced; News items gathered and disseminated; High quality news items; resolution of media related media complaints; Compliance with the Media Code of Conduct; Training of practicing Journalists on thematic areas; and Public information policies developed	Number of Kenya Yearbook publications produced; No. of MyGOV Newspaper issues published; % of KNA modernized; News items gathered and disseminated; % of Media disputes resolved; No. of KNA news items gathered, packaged, disseminated; No. of public information policies developed.	Department of Information, Department of Public Communications, Kenya Yearbook, Media Council of Kenya, CA	2018-2022	GoK	5,910	1,050	1,020	1,140	1,270	1,430
Local digital content development	Provide storage of data	Construction of data/recovery Centre completed; Government Data Centre /Disaster Recovery;	A fully operational data Centre	MolCT		GoK	4,306	306	1,000	1,000	1,000	1,000
ICT and Mass media skills development (KIMC)	To enhance ICT and mass media skills	Tuition Centre and state of the Art Technical studios established Library established	No. of studios and libraries established	MolCT, KIMC	5	GoK	1,155	221	437	221	176	100
Establishment of ICT Research & Development Centre	To establish a fully-equipped facility for research and development in the Information and Communication Technologies (ICTs) to	High Performance Computing lab established; Incubation laboratories operationalized; Post graduate research and training centre	% completion rate No. of Incubation laboratories operationalized;	Multimedia University	2018-2022	GoK DPs	500	100	150	100	100	50

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	stimulate innovation and economic growth	established; and Industry training centre established										
Establishment of E-Commerce Hub	To promote E-Commerce	E-commerce hub established Postal infrastructure Modernized Warehousing established Human capacity developed	% completion E-commerce hub Number of Human personnel trained on e-commerce % of Fleet acquired	MoICT, UPU, PCK, KRA, CA	2018-2022	GoK	5,250	1600	1100	1150	1000	400
ICT Innovation and Enterprise Kenya	To facilitate BPO/ITES companies' access to capital	Capital provided to BPO SME's	Amount disbursed; No. of BPO/ITES SME's funded	MoICT, ICTA, CoG, Private sector	5	GoK, Private Sector	6,000	0	2000	2000	1000	1000
Regional ICT Ecosystem Initiatives	To have a single digital market for efficient cross-border trade	Harmonized Border connectivity, electronic/digital payment systems, harmonizing internet and mobile communication tariffs	Number of border points connected, approved digital payment systems, reduced index cost of internet and mobile tariffs	MoICT, MoEAC, TNT&P, MoITC, other MDAs	2018-2022	GoK	2,500	500	500	500	500	500
Digital government transformation programme	To promote ICT applications MDAs	ICT applications	No.	MDAs	5	GoK	58,000	0	13,000	15,500	15,500	14,000
Government call centre	To enhance service delivery of government services to the public	Operational government call centre	One Call centre	MoICT	2019/20 - 2021/22	GoK	2,150	-	-	650	500	1000
Media city	To create employment for youth with creative and technical skills in the media industry.	Establish a media centre; Train youth on media skills	Functional media centre; No of youths trained	MoICT; DP	2018-2022	GoK	23,800	5,000	5,200	5,800	4,800	3,000
Digital Villages	To promote access to public information	Access to digital satellite television;	No of new communities accessing digital televised information	MoICT; DP	2018-2022	GoK DPs	1,220	20	200	800	200	-
Policy, Legal and Regulatory Frameworks:	To promote growth and development in the ICT sector through creation and	Policy, standards, legal and regulatory Frameworks	Number of Frameworks formulated	MoICT, ICTA, NCS, CA, Private sector,	2018-2022	GoK	6,310	1100	1430	1300	1250	1230

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	maintenance of conducive business environment.			Stakeholders								
Institutional Reforms	Carry out reforms to revitalize State Corporation under the ministry of ICT to make them vibrant and viable government institutions	Restructured corporations	Number of corporations restructured	MoiCT, ICTA, CA, TNT&P	2018-2022	GoK	12,650	450	2,000	3,400	4,500	2,300
Total							331,933	33,926	91,005	98,683	61,647	46,672

B6: FINANCIAL SERVICES

Programme/ Project	Objective	Expected Output/ Outcome	Performance indicators	Implementing Agency(s)	Time frame	Source of funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Nairobi International Financial Centre (NIFC)	To make Kenya a major regional centre for financial services in sub-Saharan Africa market	Nairobi International Financial Authority (NIFCA) operationalized	A functional NIFCA	NIFCA, TNT&P	2018 – 2020	GoK DPs	80	40	40			
		NIFC strategy developed	NIFC Strategy	NIFCA, TNT&P	2018 – 2020	GoK DPs	60	30	30			
		One –stop shop created	Investor guide	NIFCA, TNT&P	2018-2020	GoK DPs	60	30	30			
		Strategic incentives for investors developed	Incentive structures	NIFCA, TNT&P	2018 – 2020	GoK DPs	60	30	30			
		Marketing campaign conducted	No. of market campaigns	NIFCA, TNT&P	2018 – 2020	GoK DPs	60	30	30			
Financial Services Authority	To enhance effectiveness in prudential supervision and market conduct regulation	FSA established	FSA operational	TNT&P, FSASC	2018-2022	GoK DPs	335	80	75	60	60	60
		Market conduct framework developed	Market conduct framework	FSASC	2018-2020	GoK DPs	40	20	20			
Digital Finance	To increase efficiency	Policy framework developed	Digital finance	TNT&P, CBK	2018-	GoK DPs	20	10	10			

Programme/ Project	Objective	Expected Output/ Outcome	Performance indicators	Implementing Agency(s)	Time frame	Source of funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	of payments		policy framework		2020							
		Single national biometric identity standards established	Single national biometric identity standards	TNT&P, CBK	2018-2022	GoK DPs	100	20	20	20	20	20
		Full interoperability established between mobile money and banking system	Real time money transfer between money & banking	CBK, TNT&P	2018-2022	GoK DPs	100	20	20	20	20	20
		Regulatory framework modified	Modified regulatory framework	CBK, TNT&P	2018-2010	GoK DPs	40	20	20			
		Universal Payments addressing system developed	Options identified and reviewed; New policy approach developed	CBK, TNT&P	2018-2022	GoK DPs	100	20	20	20	20	20
		Complete digitisation of Government payments.	All P2G and B2G payments digital; All G2P and G2B payments digital	TNT&P	2018-2022	GoK DPs	1,000	200	200	200	200	200
Capital Markets Deepening	To strengthen capital markets as a major source of funding for infrastructural projects and private sector investment	Regulations issued on online forex trading, securities lending, and Amendments to Collective Investment Scheme Regulations issued	No. of regulations issued	CMA	2018-2019	GoK DPs	20	20				
		Derivatives market implemented	Enhanced liquidity	CMA	2018-2022	GoK DPs	100	20	20	20	20	20
		Capital markets products diversified	No. of new capital market products introduced	CMA	2018-2022	GoK DPs	100	20	20	20	20	20
		Increase in number of Mes listed on the GEMS	No. of new SMEs listed	CMA	2018-2020	GoK DPs	10	5	5			
Architecture of	To increase	Strategy Paper and regulations	Strategy paper;	CAK, CBK	2018-	GoK DPs	20	20				

Programme/ Project	Objective	Expected Output/ Outcome	Performance indicators	Implementing Agency(s)	Time frame	Source of funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
financial sector	competitiveness, efficiency and stability of market structure for financial services	developed and implemented	Macro-prudential supervisory Framework; Financial Sector Crisis Management and Resolution Framework; Regulatory sandboxes		2019							
	Enhanced FSS competitiveness	Financial sector competitiveness index		CAK, CBK, IRA, SASRA	2018-2020	GoK DPs	40	20	20			
	National Insurance Policy revised and implemented	Revised National Insurance Policy		TNT&P, IRA	2018-2022	GoK DPs	80	20	20	20	20	-
	Multi-tier health insurance model designed and implemented	Multi-tier health insurance model		IRA, TNT&P	2018-2022	GoK DPs	30	10	5	5	5	5
	Pensions / Retirement Benefits Policy paper and bill prepared	Policy Paper and bill		RBA	2018-2020	GoK DPs	40	20	20			
	National Sacco Strategy prepared	National Sacco Strategy Paper		SASRA	2018-2020	GoK& DPs	20	20				
	To restructure Government owned Development Financial Institutions (DFIs)	Restructuring strategies developed and implemented; AFC Transformation Strategy developed and implemented	Restructuring strategies; AFC Transformation Strategy		TNT&P	2018-2020	GoK DPs	40	20	20		
To ensure efficient infrastructure for Single Central Securities Depository	Single Central Depository developed and implemented	Single Central Securities Depository		TNT&P, CBK, CMA	2018-2022	GoK DPs	40	20	10	10		
Modernise financial sector Supervision	To ensure financial services sector is stable and well	Financial service sector supervised and regulated	% of financial institutions complying with	CBK, CMA, IRA, RBA, SASRA	2018-2020	GoK DPs	540	250	250	20	20	

Programme/ Project	Objective	Expected Output/ Outcome	Performance indicators	Implementing Agency(s)	Time frame	Source of funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	regulated		financial regulations									
			% of stable financial institutions	CBK,	2018-2020	GoK DPs	40	20	20			
Financial Capability	To enhance access, usage and quality of financial products	Consumer protection framework developed	Consumer protection framework	TNT&P, JFSRF, CAK	2018-2020	GoK DPs	30	10	20			
		Financial Education Framework developed	Financial Education Framework	TNT&P, JFSRF	2018-2020	GoK DPs	30	10	20			
Long Term Savings	To Increase national savings rate	Pillar 0 pension policy developed and implemented	Pillar 0 pension policy	TNT&P; MoL&SP, ¹	2018-2020	GoK DPs	20	10	10			
		New products under micro-insurance designed	No. of new micro insurance products designed and launched	IRA	2018-2020	GoK DPs	20	10	10			
		Insurance Innovation Hubs established	Innovation Hubs	IRA	2018-2020	GoK DPs						
		Individual savings products developed	M-Akiba Bond expanded Diaspora bonds designed	TNT&P, CBK	2018-2020	GoK DPs	20	10	10			
		Sacco saving strategy implemented	Sacco saving strategy paper	SASRA	2018-2020	GoK DPs	20	10	10			
		Deposit protection strategy developed and implemented	Deposit protection strategic plan.	TNT&P, CBK, SASRA, KDIC	2018-2020	GoK DPs	20	10	10			
		Sharia compliant regulatory framework developed	Regulatory framework	TNT&P, CBK, IRA	2018-2020	GoK DPs	20	10	10			

¹State Department of Social Protection

Programme/ Project	Objective	Expected Output/ Outcome	Performance indicators	Implementing Agency(s)	Time frame	Source of funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Lending and Investment Environment	To increase productive investment in small and medium enterprises	Legislations on credit information enacted	Credit information legislation	CBK, CIS Kenya	2018-2020	GoK DPs	20	10	10	-	-	-
		Leasing market policy and legislation developed	Leasing market policy and legislation	CAK, CBK, TNT&P	2018-2020	GoK DPs	20	10	10	-	-	-
		Collateral Registry developed and implemented	Collateral Registry	BRS/AG	2018/21	GoK DPs	80	60	10	10	-	-
		Agriculture and Affordable Housing lending schemes developed	Agriculture and Affordable Housing lending schemes	TNT&P, AFC, CBK	2018-2020	GoK DPs	80	40	40	-	-	-
Government Debt Market	To increase debt sustainability and reduce cost of government debt	Government bonds issued	Islamic bond issued	TNT&P, CBK, CMA	2018-2020	GoK DPs	40	20	20	-	-	-
			Large benchmark bonds issued	TNT&P, CBK, CMA	2018-2020	GoK DPs	20	10	10	-	-	-
			Issue of longer term bonds	TNT&P, CBK, CMA	2018-2022	GoK DPs	20	10	10	-	-	-
		Government Securities Market Makers Program launched	No. of new market players	TNT&P, CBK, CMA	2018-2020	GoK DPs	20	10	10	-	-	-
		Internet banking and trading platforms developed	Internet banking platform developed; Electronic trading platform developed	TNT&P, CBK, CMA	2018-2022	GoK DPs	40	10	10	10	10	-
EAC Financial Services Integration	To attain single market for financial services in EAC	EAC payment system fully developed and operational	Interconnected RTGS fully completed; Growth in cross border retail payments	CBK	2018-2020	GoK DPs	20	10	10	-	-	-
		Cross border listing / trading	No. of companies listed/trading within EAC	CMA	2018-2020	GoK DPs	20	10	10	-	-	-

Programme/ Project	Objective	Expected Output/ Outcome	Performance indicators	Implementing Agency(s)	Time frame	Source of funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		EAC Retirement Benefits Policy developed	Policy developed	RBA	2018-2020	GoK DPs	20	10	10	-	-	-
Climate Finance	Increased availability and efficient use of climate finance funding	National Climate Finance Strategy developed	National Climate Finance Strategy	TNT&P	2018-2020	GoK GCF	50	40	10	-	-	-
		Climate Change Fund (CCF) established	Climate Change Fund operational	TNT&P	2018-2020	GoK GCF	220	100	120	-	-	-
			No. of Climate Change proposals funded	TNT&P	2018/22	GoK GCF				-	-	-
		Green Climate initiatives funded	Number of direct access entities; Total volume of financing	TNT&P	2018-2020	GoK GCF	40	20	20	-	-	-
		Awareness creation on green climate financing	No. of awareness creation forums	TNT&P	2018-2020	GoK GCF	120	60	60	-	-	-
Total							4185	1545	1425	435	415	365

B7: OIL, GAS AND MINERAL RESOURCES

Programmes/ Projects	Objectives	Expected Outcomes/Outputs	Performance Indicators	Implementing Agencies	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total Cost	2018/19	2019/20	2020/21	2021/22	2022/23
Commercialization of the Oil and Gas discoveries	Increased availability and access to oil and gas	Petroleum Exploration Blocks marketed Nationally and Internationally; Regional Hub for upstream petroleum services established; Geochemical and Petro-physical laboratory and National Seismic Processing Centre	No. of petroleum Exploration Blocks marketed. No. of Hubs; Geochemical and Petro-physical laboratory; National Seismic Processing Centre	MoP&M	2018-2022	GoK	5,300	752	950	1000	1100	1500

Programmes/ Projects	Objectives	Expected Outcomes/Outputs	Performance Indicators	Implementing Agencies	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total Cost	2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
		established										
Complete Early Oil Pilot Scheme	To enable export of crude oil for the duration of the EOPS	2000 bpd of crude oil exported	2000 bpd of crude oil delivered.	KPC/KPRL/IOCs	2018-19	GoK IOCs	3,165	170	180	180	1320	1315
Capacity Development for Oil and Gas: Kenya Petroleum Technical Assistance Project (KEPTAP)	To enhance Capacity on 21 Beneficiary organization in Oil and Gas sector	Organizations in Oil and Gas sector capacity enhanced; Kenya National Petroleum Master Plan (KNPMP) developed	Number of officers trained under KEPTAP; A petroleum Sector Master Plan	MoP&W, TNT&P, MOITC, TNT&P	2018-2022	IDA GAC	3,750	996	930	840	840	144
Construction of Lokichar-Lamu Crude Oil Pipeline	To Construct infrastructure for transportation and export of crude oil	Crude oil Pipeline constructed	Lokichar-Lamu Crude Oil Pipeline	Pipeline Company once established.	2018-2022	GoK	9,700	215	230	280	4490	4485
Expansion of National Pipeline Network	To ensure that pipeline transportation is spread throughout the country	Pipeline extension and/or spur line constructed.	Pipeline network in Km (to be determined)	KPC	2020-2022	KPC	5,800	-	-	3,000	2,800	-
Liquefied Petroleum Gas (LPG) Import and Storage in Mombasa	To provide capacity for importation of bulk LPG	Import handling and storage facilities constructed	20,000MT LPG Import and storage facility in Mombasa	KPC/KPRL	2018-2020	KPC	3,000	1,500	1,500	-	-	-
LPG Bulk Storage Facilities in Nairobi	To provided capacity for Storage of bulk LPG.	Bulk Storage facilities in Nairobi constructed	Bulk LPG storage facilities	KPC	2018-2020	KPC	2,000	1,000	1,000	-	-	-
Enhancement of petroleum products storage capacity in Mombasa	Increase capacity for import storage and additional ullage.	Additional Storage Capacity	100,000m ³ additional white oil storage at Mombasa	KPC/KPRL	2018-2019	KPC	1,000	1,000	-	-	-	-
Establish Centre of Excellence in Oil and Gas	To build capacity in Pipeline management, Operations and Maintenance	Skilled manpower on oil and Gas	No of Skilled Manpower	KPC	2018-2022	KPC	3.36B	1,300	760	500	400	400
National Liquid Petroleum Gas (LPG) Enhancement Project 'Mwananchi LPG project'	To enhance LPG uptake and penetration	LPG uptake increased	No. of cylinders distributed and LPG skids Purchased and Installed	MOP&M /NOC	2018-2021	GoK	7900	2496	2666	2676	62	-
Quality Assurance of Petroleum Products	To effectively monitor and enforce quality assurance	Quality and secure petroleum products	No. of samples of petroleum products	SDP/ERC	2018-2022	GoK	333	33	75	75	75	75

Programmes/ Projects	Objectives	Expected Outcomes/Outputs	Performance Indicators	Implementing Agencies	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total Cost	2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3
	standards to alleviate dumping and adulteration of petroleum products	marketed nationally and regionally	tested									
Geological Surveys	To identify areas of mineral potential.	Nationwide Airborne Geophysical surveys undertaken	Per cent of the country mapped/surveyed	SDM	2018-2020		9,000	0	1320	1320	3180	3180
	To ascertain the occurrence of minerals in the mineralized areas revealed by airborne	Nationwide Geological Survey Ground Follow-up undertaken	Per cent area mapped	SDM	2021-2022	GoK	1500	-	-	-	800	700
	To conduct geophysical survey of Kenya's marine territory	Marine Geophysics Survey and geological mapping undertaken	Per cent of the marine area mapped/surveyed	SDM	2021-2022	GoK	1,000	-	-	-	500	500
	To carry out detailed systematic geological mapping and surveys, exploration and evaluation of minerals in Kenya	Mineral exploration and evaluation conducted	Area in Km2 mapped. No. of reports	SDM	2018-2022	GoK	1,000	200	200	200	200	200
Internationally Accredited Mineral Certification Laboratory (IAMCL)	To provide quality testing services in Kenya and in the region	A modern Mineral Certification Laboratory.	Per cent ISO 17025 Certified laboratory	SDM	2018-2022	GoK	780	103	103	443	65	66
Geological Data Bank	To create a National Data Repository for geological data and information	A well-equipped Geological data and information bank	% of geological data and information digitized	SDM	2018-2022	GoK DFID	386	150	100	99	19	18
Mining for Development	To add value to gemstone through processing of raw gemstone	Gemstone Value Addition Centre in Taita/Taveta established	Gemstone Value added in Ksh	SDM	2018-2022	GoK	95	40	35	10	5	5
	To add value to granite through processing of raw granite	Granite Processing Plant in Vihiga established	Granite Processing Plant	SDM	2018-2022	GoK	200	50	100	37	7	6
	To add value to gold through processing of raw gold	Gold Refinery plant in Kakamega established	Gold Refinery	SDM	2020-2022	GoK	200	-	-	-	100	100
	To add value to gypsum in	Gypsum Products	Gypsum processing	SDM	2020-	GoK	250	-	-	-	100	150

Programmes/ Projects	Objectives	Expected Outcomes/Outputs	Performance Indicators	Implementing Agencies	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)						
							Total Cost	2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3	
	Garissa and Tana Athi through processing	manufacturing Plants in Garissa and Tana River established	Plants		2022								
	Host the AMDC for research development for the AMV	African Minerals Development Centre (AMDC) hosted	African Minerals Development Centre	MoP&M	2018-2021	GoK	74	15	24	27	8	-	
Artisanal and Small-scale Miners formalization in Kenya	To formalize and support ASM	Legal operations of artisanal and small scale miners	No. of artisanal and small scale miners formalized	SDM	2018-2022	GoK	335	-	-	-	200	135	
Minerals and Metals Commodity Exchange and Mineral Promotion and Investment	To market Kenya as a mining and investment destination	Mineral Promotion and Investment operationalized	Capital inflows in Ksh	SDM	2020-2022	GoK	1,900	-	-	-	950	950	
	To provide platform for mineral commodities trading	Minerals and Metals Commodity Exchange established	No. of Minerals and Metals traded	SDM NSE CBK KRA	2021-2022	GoK	450	-	-	-	250	200	
Other Programmes and Projects													
Security of Supply of Petroleum Products	To promote good governance of the petroleum resources	Established Legal and regulatory framework for the petroleum sector; Institutional capacity development built	Established Legal and regulatory framework for the petroleum sector; Number of officers trained and capacity built	SDP TNT&P NEMA	2018 – 2022	GoK Norad	631	127	126	126	126	126	126
Oil for Development Programme (OfD)	To ensure reliable availability of petroleum products Nationally and Regionally	Reliable availability of petroleum products	No. of Stock days cover	SDP	2018 -2022	GoK	91.1	17.4	17.6	18.2	18.6	19.3	
Automation of the Petroleum Data Inventory system	To design study for automated Petroleum cadastral system	A Modernized Petroleum Data Centre	Automated Petroleum Data Centre	NOCK/ KEPAP	2019	IDA GAC	50		50				
Rangeland Resource Inventory, Mapping and Monitoring	To Generate data on livestock/wildlife population, distribution and the associated environment/ecological attributes in the Rangelands for planning,	well managed rangelands and conservation of the wildlife	Technical reports (maps and statistics).	SDM	2020-2022	GoK	239.4	-	-	-	139.4	100	

Programmes/ Projects	Objectives	Expected Outcomes/Outputs	Performance Indicators	Implementing Agencies	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total Cost	2018/19	2019/20	2020/21	2021/22	2022/23
	conservation and management											
Geohazard and engineering geology	To map and monitor geohazards and climate change hotspots prone areas	Delineation of geohazards and climate change hotspots prone areas	National geohazard atlas	SDM	2018-2022	GoK	40	-	-	-	20	20
Kenya National Seismological Network	To monitor both local and global seismicity (intensity of earthquake)	Earthquake Risk mitigation	Operational Seismology Centre and Network	SDM	2021-2022	GoK	1500	-	-	-	750	750
Total							27,954.5	3,231.4	4,816.6	5,031.2	7,575.0	7,300.3

B8: BLUE ECONOMY

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicators	Implementing Agency (s)	Time frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Flagship Programmes/Projects												
Development of Blue Economy Programme	To provide a blue print to guide the long-term holistic development of the Blue Economy	Blue Economy Master Plan developed	Master Plan	S DFA&BE SDM&SA CGs	2018/19 – 2020/21	GoK IMO	700	200	400	100		
	To create awareness and develop diverse skills and competencies	Diverse skills and competencies developed and awareness on Blue Economy created	Number of persons trained	S DFA&BE , MDAs CGs MoE	2018/19 – 2022/23	GoK DPs	3,948	617	755	817	875	884
	To promote Kenya as a centre for agro-based Blue Economy	Awareness on Kenya as a Centre for Agra- based Blue Economy created	Number of promotion forums for Kenya as a Centre for Agra-based Blue Economy	S DFA&BE , SDS&MMDAs CGs	2018/19 – 2022/23	GoK	138	23	25	25	30	35
	To collect, process, present and manage information in the sector	Blue economy database established and managed	Blue Economy database	S DFA&BE SDM&SA KeFS, KMA, DoD, MDAs, KPA, KRA, KMFRI, KIRDI, CGs	2018/19 - 2022/23	GoK DPs	550	15	110	110	110	205
	To create awareness of the	Awareness created on the	Number of	SDF & BE,	2018/19	GoK	1,130	80	150	200	300	400

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicators	Implementing Agency (s)	Time frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	young population on the Blue Economy	young population on the Blue Economy	sensitization forums	SDM&SA, MoE MPSY& GA, CGs, Media	– 2022/23	DPs						
	To facilitate BMUs to operate as commercial entities	BMUs organized and supported to operate as commercial entities	Number of BMUs organized and supported	SDF & BE, KeFS, KeFMA, CGs	2018/19 – 2021/22	GoK	645	175	235	235	0	0
	To improve operational efficiency and capacity of the Kenya National Shipping Line	Kenya National Shipping Line (KNSL) revived and operationalized	% level of completion of revival of KNSL	SDM&SA, TNT, AG, KNSL	2018/19 – 2022/23	GoK	10,200	3,200	1,750	1,750	1,750	1,750
	To provide maritime security	Coast Guard Unit established	Coast Guard Unit	SDFA&BE , SDM&SA, CGs & MDAs	2018/19 – 2022/23	GoK	3	1	1	1	0	0
	To transform Bandari College to a centre of excellence	Bandari College capacity enhanced	Number of people trained on maritime affairs	SDFA&BE , SDM&SA, MoE CGs & MDAs	2018/19 – 2022/23	GoK	1,000	50	100	150	300	400
	To create a skilled workforce among the youth through Vijana Baharia Programme	Skilled youth workforce created	Number of Skilled youth trained	SDM&SA, Bandari College, Utalii College, SDPSY, SDT, NYS, SDFA&BE , CGs	2018/19 – 2022/23	GoK	1,130	226	226	226	226	226
	To diversify the tourist package	Tourist package diversified	Number of Tourist packages diversified	SDFA&BE , KeFS, SDM&SA, MoT&W	2018/19 – 2022/23	GoK	1,130	200	200	230	250	250
	Sustainable utilization of marine and aquatic resources	Fisheries Management and Development Act 2016 implemented	Level of establishment of the KeFS, KeFMA, FLTF, KFAC	SDF&DE, KeFS, KeFMA, TNT&P, TP, CGs	2018/19 – 2022/23	GoK	15,000	1,000	2,000	3,000	4,000	5,000
	To create an enabling environment for development of the blue economy	Policy, legal, regulatory and institutional framework developed/reviewed	No. of policies developed; No. of institutions reformed; No. of Acts reviewed	SDFA&BE , SDM&SA, AG, Parliament, TNT&P SDT, CGs	2018/19 – 2022/23	GoK	760	20	200	180	180	180
	To define and guide the Maritime Sector	Integrated National Maritime Policy developed	Level of development of Integrated National Maritime Policy	SDFA&BE , SDM&SA, CGs &AG	2018 – 2022	GoK	200	50	140	10	0	0
	To facilitate investment in the Blue Economy Sector	National Maritime Spatial Plan developed	National Maritime Spatial Plan	SDFA&BE , SDM&SA, MDAs, CGs	2018/19 – 2021/22	GoK	162	50	54	58	0	0
	To enforce the insurance act	Insurance act enforced	Level of compliance	SDM&SA, TNT&P,	2018/19	GoK	1,600	320	320	320	320	320

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicators	Implementing Agency (s)	Time frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
			with the Insurance Act	AG	- 2022/23							
Fisheries and Maritime Infrastructure Development Programme	To provide enabling infrastructure for the sector	Fish ports in Mombasa, Kilifi, Lamu and Shimoni constructed; Small commercial port in Takaungu constructed; Fish markets in Kisumu, Nairobi, Lamu, Kilifi, Malindi, Shimoni and Mombasa constructed;	No. of fish ports; No. of fish markets; % level of completion of commercial port	SDFA&BE , SDM&SA, SDT, KPA, TNT&P, CGs, DPs, private sector	2018/19 – 2022/23	GoK Private Sector DPs	15,443	1,973	2,043	3,100	4,156	4,171
	To create efficiency of inland water transport	Inland water transport infrastructure and network developed; jetties in Mombasa Kilifi, Malindi and for RV Mtafiti Constructed	No. of jetties	SDM&SA, KPA, SDT, KMA, MoTIHUD&PW, KWS, SDFA&BE,CGs	2018/19 – 2022/23	GoK DPs	3,500	300	800	800	800	800
	To increase socio-economic benefits to Kenyans through increased investment in coastal shipping	Specialized ports in Takaungu, Shimoni, Kilifi Bay, Malindi developed; fish processing plants, cold storage facilities and ice plants installed	No. of ports developed; Fish processing plant	SDM&SA, SDFA&BE , KPA, SDT, CGs	2018/19 - 2022/23	GoK PPP	20,080	4,000	4,000	4,000	4,000	4,080
Exploitation of Living Resources under Blue Economy Programme	To increase socio-economic benefits from Kenya's EEZ and international trade	National fishing and merchant fleet developed.	No. of national fishing and merchant vessels	SDF&BE, KeFS, SDM&SA, KNSL, KMA, TNT&P, CGs, private sector	2018/19 – 2022/23	GoK PPP	5,000	20	1,245	1,245	1,245	1,245
	To increase socio-economic benefits from marine aquaculture	Seaweed farming up – scaled; Farming of Fin fish, crustaceans, prawn and molluscs developed	Level of marine aquaculture development	SDFA&BE , KeFS, KMFRI,CGs	2018 – 2022	GoK PPP	2,500	200	300	500	700	800
	To increase fish production from inland water systems	Fish stocks in inland water systems increased; Lakes Victoria and Turkana fisheries management plans developed	No. of fish fingerlings stocked	SDFA&BE , KeFS, CGs	2018/19 – 2022/23	GoK	500	100	100	100	100	100

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicators	Implementing Agency (s)	Time frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	To increase per capita fish consumption	Per capita fish consumption raised	No. of Kg of fish consumed per person per year	SDFA&BE , KeFS, KeFMA, CGs	2018 – 2022	GoK	595	100	120	120	125	130
	To increase the diversity of export markets for Kenyan fish and fishery products	Fish export markets diversified	Level of diversification of fish export markets; Reports	SDFA&BE , KeFS, KeFMA	2018/19 - 2022/23	GoK	300	5	60	70	75	90
	To increase fish production	Fish landings increased	Tonnage of fish landed	SDFA&BE , KeFS, CGs	2018/19 - 2022/23	GoK	2,190	375	415	450	450	500
	To increase per capita fish consumption	Per capita fish consumption raised	Number of Kg of fish consumed per person per year	SDFA&BE , KeFS, KeFMA, CGs	2018/19 - 2022/23	GoK	595	100	120	120	125	130
Aquaculture Business Development Program	To raise the efficiency and sustainability of on-going and new aquaculture activities	Aquaculture business enterprises developed; aquaculture value chain supported; lakes, dams and rivers restocked	No. of Aquaculture business enterprises supported; No. of lakes, rivers and dams restocked	SDFA&BE , KeFS, CGs	2018/19 – 2022/23	GoK IFAD	15,860	3,255	3,765	3,494	2,933	2,413
Kenya Marine Fisheries and Socio-economic Development Project (KMFSED)	To increase the socio-economic benefits from Kenya's marine fisheries while safeguarding resource sustainability	Socio-economic benefits of the coastal communities improved; Fishery Information System established; Mariculture Research Centre established	Level of implementation of KMFSED; Fishery Information System; Mariculture Research Centre	SDFA&BE , KeFS, TNT&P, World Bank and coastal County Governments	2018/19 - 2022/23	GoK, WB	10,000	120	1,750	2,750	2,750	2,630
Aquaculture Technology Development and Innovation Transfer Programme	To increase uptake of aquaculture technologies and innovations	Aquaculture technologies developed and transferred; Training facility in Sagana established; Trout production technology in Kiganjo enhanced; national fish breeding programme in Kabonyo, Sagana Kiganjo and Ngomeni; youth aquaculture programme developed; international Nile perch research centre in Kabonyo	No. of aquaculture technologies developed and transferred; Training facility; trout production technology; No. of national fish breeding programmes; international Nile perch research centre; ornamental fisheries programme; No. of aqua parks; recreational fisheries	SDFA&BE , KeFS, KMFRI, CGs	2018/19 – 2022/23	GoK Private Sector	1,536	600	386	300	150	100

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicators	Implementing Agency (s)	Time frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		established; aqua parks developed; ornamental fisheries developed and promoted; recreational fisheries developed; marine aquaculture research centre and a marine aquaculture hatchery established	programme; marine aquaculture research centre and a marine aquaculture hatchery									
	To improve farmed fish safety	Safety of farmed fish improved; market facilities established	No. of fish firms under Residue Monitoring Plan inspected & Quarterly reports	SDFA&BE , KeFS, CGs	2018/19 - 2022/23	GoK	206	33	34	40	46	53
Monitoring, Control and Surveillance Programme	To establish fishing effort and trend of catches for evidence-based management	Fishing effort and trend of catches established; frame and catch assessment surveys in Lakes Turkana, Victoria and marine waters; quarterly catch assessment surveys conducted in Tana River, Turkwel Dam, marine waters, Lakes Victoria, Turkana, Baringo, Naivasha, Jipe and Chala	No. of frame and catch assessment surveys	SDFA&BE , KeFS, KMFRI, CGs	2018/19 - 2022/23	GoK	1,200	240	240	240	240	240
	To improve safety of fish from natural water bodies	Safety of fish improved	Number of Certified fish processing establishments and landing beaches	SDFA&BE, KeFS, KeFMA	2018 - 2022	GoK	723	140	140	140	140	163
Development of Fish Quality Laboratories Programme	To ensure quality fish	Three (3) laboratories in Nairobi, Mombasa and Kisumu constructed; equipped, accredited and operationalized	No. of laboratories constructed; equipped, accredited and operationalized	SDFA&BE, KeFS, KeFMA	2018/19 - 2022/23	GoK	208	68	72	68	0	0
Rehabilitation of Fish Landing Sites in Lake Victoria Programme	To improve fish handling facilities	Six landing sites rehabilitated (Sori, Nyadiwa, Mulukhoba, Wichlum, Lwanda Kotieno and Ogal)	No. of landing sites rehabilitated	SDFA&BE, KeFS, CGs	2018/19 - 2022/23	GoK	269.5	85	84.5	100	0	0

Programme/ Project	Objective	Expected Output/ Outcome	Performance Indicators	Implementing Agency (s)	Time frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Other Programmes and Projects												
Maritime Transport Services Programme	To increase job opportunities for youth and reduce cost of doing business with Kenya	Ship building and repairs facilities established; container repair industry developed	% level of completion	SDS&M, Private Sector, KMA, SDT, CGs	2018/19 – 2022/23	GoK Private Sector, PPP, KMA SDT CGs	7,070	4,000	3,040	10	10	10
Maritime Cluster Enterprises Development Programme	To increase youth and women participation in maritime affairs through cluster enterprises development	Seafarer's Fund, Women in Maritime Fund, and Shipping and Training Maritime Fund established	Operationalized Funds (Seafarer's Fund, Women in Maritime Fund, and Shipping and Training Maritime Fund)	SDS&Mand parliament, KMA, KPA, SDFA&BE, CGs	2018/19 – 2022/23	GoK	3,000	600	600	600	600	600
Research and Development	To provide information, technologies and innovations for development of the sector	Aquaculture species diversified and commercialized; valued marine and coastal resources; value addition technologies developed; post-harvest losses reduced; maritime and shipping affairs research conducted	Researches/ surveys conducted; No. of innovations and technologies developed; No. of institutions benefiting from the research funding; research reports	SDFA&BE, SDS&M, KMFRI, & Universities, KMA, KeFS	2018/19 – 2022/23	GoK NACOSTI DPs	14,000	1,000	2,000	3,000	4,000	4,000
Marine Risk and Disaster Management	To mitigate marine pollution and marine disasters	Marine disaster investigation; safety and use of aids to navigation promoted; Marine pollution and marine disasters reduced	Level of compliance with maritime and shipping laws	SDS&M, SDFA&BE, KMA, SDT, KPA, Coastguard, CGs, SDSP,	2018/19 – 2022/23	GoK	457	169	72	72	72	72
Cooperation and Implementation of Regional/ International Frameworks and Standards	To comply with Kenya's international obligations and commitment touching on the sector	Kenya's international obligations and commitments complied with and enforced; international obligations and commitments domesticated	No. of obligations complied with; No. of international obligations and commitments domesticated	SDFA&BE, SDS&M, KeFS, KMA, TNT&P, SDT, MoFA, MoD, CGs, AG, NEMA, MDAs	2018/19 – 2022/23	GoK	2,000	400	400	400	400	400
Total							145,528.5	24,110.0	28,452.5	29,131.0	31,458.0	32,377.0

THE SOCIAL PILLAR

C1: HEALTH

Programme/ Project	Objective(s)	Expected Output	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Social Health Protection Programme	To provide medical cover for elderly & PWSD	1.7 million Elderly People and Persons with Severe Disabilities (PWSDs) accessing Health Insurance	No of people registered & accessing healthcare	MoH NHIF MLSS	2018-2022	GoK	20,700	3,200	3,500	4,000	4,500	5,500
	To increase prepaid health insurance coverage for the poor	1.5 million poor and vulnerable households accessing Health Insurance Subsidy	No. of beneficiaries per year	MoH, NHIF	2018-2022	GoK WB	5,800	800	750	1,250	1,500	1,500
	To increase utilization of health facilities for deliveries	1.36 million women and under 1 year children reached under Linda Mama Programme	No of mothers and infants benefiting	MoH, NHIF	2018-022	GoK, JICA	26,111	4,298	4,298	5,315	6,100	6,100
	To enable people access primary healthcare	All people access medical care at primary level facilities without paying	No of people accessing healthcare in PHC Facilities	MoH County Governments	2018 - 2022	GoK	5,000	900	900	900	1,100	1,200
	To increase utilization of health insurance cover	12 million informal workers benefitting from Informal Sector Health Insurance Coverage; retired Civil Servants benefitting from Formal Sector Medical Insurance	No. of beneficiaries; No. of retired workers benefitted	MoH County Governments	2018 - 2022	GoK	4,300	800	800	900	900	900
	To increase access to basic health services	Health services user fees waived	No. of beneficiaries	MoH County Governments	2018 - 2022	GoK	4,500	900	900	900	900	900
Medical Tourism Programme	To build capacity in specialized renal care within the EAC region	East Africa Kidney Centre of Excellence established and operationalized	Operational Kidney Institute	MoH/ KMTC/ UoN/ MoE	2018 – 2022	GoK ADB	4,500	1,950	500	600	700	750
	To manage trauma incidences	Two (2) Trauma Centres established in Makindu and Rongai										
	To provide specialized care	10 new referral hospitals	No of new hospitals	MoH	2018-	GoK	50,000	To be	12,500	12,500	12,500	12,500

Programme/ Project	Objective(s)	Expected Output	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	and training	established	established		2022			mobilized				
	To Market Kenya as a destination hub for medical tourism	National strategy on Medical Tourism developed	National strategy on Medical Tourism	MoH	2018-2019	GoK	10	10	0	0	0	0
	To provide specialized services in oncology, mental health, renal health and Non-Communicable Diseases among others	4 national referral hospitals (KNH, MTRH, Mathari and Spinal Injury Hospital) fully modernized as Centres of excellence	No. of modernized Centres of excellence	KNH, MTRH, Mathari and Spinal Injury Hospitals	2018-2022	GoK	27,121	4,161	4,928	5,828	8284	4609
	To enhance marketing of medical tourism products	Medical Tourism Communication & Marketing Strategy developed	Medical Tourism Communication & Marketing Strategy	MoH	2018 - 2020	GoK	10	5	5	0	0	0
Health Infrastructure Programme	To improve access to quality health care services	Expanded and completed Medical Equipment Services (MES) project in 120 hospitals	Operational Equipment and components; No. of hospitals benefiting	MoH, County Governments	2018 - 2022	GoK	38,300	6,100	6,100	6,100	10,000	10,000
	To improve response to increasing cancer incidences	Four Comprehensive Cancer Centres established	No. of cancer centres	GoK	2017 - 2022	GoK DPs	13,450	450	2,500	2,500	4,000	4,000
	To optimize and strengthen the supply chain for multiple health commodities	National Commodities Storage Centre constructed and supply chain management enhanced	National Commodities Storage Centre; order fill rate	KEMSA	2018 - 2020	Global Fund, GoK	2,999	1,048	94	94	880	883
	To improve the provision of basic essential primary health services	Primary Healthcare Facilities established/ strengthened	No. of Primary Healthcare Facilities	MoH County Governments	2018 - 2022	GoK	10,000	2,000	2,000	2,000	2,000	2,000
	To offer medical training	Four KMTCs in Voi, Lamu Mandera and Taveta constructed and operationalized	No. of colleges constructed an operationalized	KMTC	2018 - 2021	PPP	1,239	13	13	13	600	600
	To ensure availability of safe and high quality drugs	Regional Cold Storage Chains for Drugs and Vaccines established	No. of New Cold Chains established	MoH	2018-2022	GoK DPs	13,650	3,300	1,950	3,750	2,250	2,400
	To improve response to the increasing NCDs	Multi-Specialty Moi Teaching and Referral Hospital constructed and equipped	Operational Multi-Specialty MTRH	GoK	2018 – 2022	GoK DPs	50,000	10,000	10,000	10,000	10,000	10,000

Programme/ Project	Objective(s)	Expected Output	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	To ensure quality and affordable health products and technologies	Ultra-Modern Laboratory Complex for the National Quality Control Laboratory (NQCL) in Nairobi constructed and equipped	Ultra-modern laboratory complex	MoH	2018-2022	GoK Private Sector DPs	6,000	1,000	2,000	2,000	1,000	-
	To strengthen laboratory services to be able to deal with health security challenges and threats	3 State of the art Research laboratories in Kirinyaga, Uasin-Gishu and Marsabit constructed	No. of research laboratories	MoH	2018-22	GoK DPs	1,500	300	300	300	300	300
	Increased community led high impact interventions	5000 trained Community Health Extension Workers (CHEWS) to improve Quality National Integrated Community Case Management (iCCM) services	No of CHEWs trained	MOH Partners	2017 - 2022	GoK DPs	3,500	700	700	700	700	700
	Improve access to health services to empower communities to take charge of their own health	4000 functional Community Health Units set up and 4000 CHV equipped with kits	No of functional Community; Health Units established; No of CHVs equipped with kits	MOH Partners	2017 - 2022	GoK DPs	8,155	1,631	1,631	1,631	1,631	1,631
	To reduce and control stunting rates	Nutrition interventions at the community level Scaled-up	No of Community Units supported	MOH Partners	2017 - 2022	GoK DPs	3,820	765	765	765	765	760
Digital Health Programme	To transform the health care delivery system through digital health	250 Public Health facilities digitized	No. of Public Health facilities digitized	GoK	2018 - 2022	GoK DPs	5,000	1,000	1,000	1,000	1,000	1,000
	To improve health system performance	Mobile health services technology enhanced	No. of robust Health platform	GoK	2018 - 2022	GoK DPs	200	40	40	40	40	40
	To optimize the functionality of the national reporting systems	Enhanced DHIS 2 and KMHL systems	Enhanced and operational DHIS 2 and KMHL systems	GoK, UoN, WHO, UNICEF, USAID	2018 - 2022	GoK DPs	500	100	100	100	100	100
	To automate KMTC systems	ERP System at KMTC in place and operational	Operational system	KMTC	2017-2019	GoK	100	40	40	20	0	0
Human Resource for Health Programme	To increase the skills pool in the health sector to improve the health outcomes	1200 Enrolled Community Health Nurses (ECHN) trained;	No. of Enrolled Community Health Nurses trained; No. of health workers recruited	KMTC	2016-2021	GoK WB	1,051	296	305	150	150	150
	To capacity of the specialized and sub-	Specialized and sub-specialized health workers	No of specialized and sub-specialized health workers;	MoH, KMTC, County	2018-2022	GoK DPs	1,200	300	300	300	300	300

Programme/ Project	Objective(s)	Expected Output	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	specialized health workers	trained; Kenya institute of health management established	Kenya Institute of Health Management	Governments								
Quality of Care/Patients and Health Workers Safety Programme	To improve care of patients and safety	Quality health standards mainstreamed in all health facilities	No. of health facilities adopting Quality health standards	MoH County Governments	2018-2023	GoK DPs	500	100	100	100	100	100
Other Programmes and Projects												
Management of Malaria, HIV and TB Programme	To reduce Malaria, HIV and TB incidents	New HIV infections reduced by 75%; AIDS related mortality reduced by 25%	% reduction in New HIV infections; HIV prevalence rate	MoH, DPs	2018-2022	GoK G Fund USG/PEP FAR CHAI UNAIDS UNODC	32,300	6,400	6,900	6,800	6,100	6,100
		Malaria Prevalence reduced	% reduction in Malaria Prevalence	MoH, Partners	2018-2022	GoK Global Fund USG PMI UKAID	9,900	1,200	1,200	1,200	3,200	3,100
		TB prevalence reduced	% reduction in TB prevalence	MoH Partners	2018-2022	GoK Global Fund USG	10,200	2,000	2,900	2,800	1,300	1,200
Expanded Programme on Immunization	To reduce prevalence of vaccine preventable illnesses by increasing immunization coverage countrywide	Increase Pentavalent 3 coverage at the national level from 82% to 88% Increase Measles containing vaccine (first dose) coverage (MCV1) from 82% to 88%; Increase Percentage of Counties with Penta3 coverage greater than 80% from 55% in 2017 to 75% in 2019; Increase proportion of facilities reporting zero stock-outs for nationally available vaccines	% Penta3 coverage; % increase Measles containing vaccine (first dose) coverage; % of Counties covered; % of Health facilities reporting zero stock-outs	MOH, Partners	2018-2022	GOK GAVI	6,310	1,050	1,050	1,290	1,395	1,525

Programme/ Project	Objective(s)	Expected Output	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		(Pentavalent) From 85% to 95%										
Scaling up Nutrition Program	To reduce stunting rates and cushion infants against effects of drought	Reduce Stunting from 11% to 5 %; Food supplements supplied	% reduction in Stunting; % reduction in wasting; No. of beneficiaries	MoH Partners	2018-2022	GoK DPs, MoH, CGs,	7,352	1,184	1,284	1,284	1,800	1,800
Geriatric and Paediatric Facilities	To reduce mortality rates for children and vulnerable old	Improved capacity of health workers and facilities to manage geriatric and paediatric conditions	No of trained staff No of facilities supported	MoH CGs,	2018 -22	MoH, CGs, DPs,	1,500	300	300	300	300	300
Reproductive, maternal, new born, child and adolescent health	To accelerate the achievement of benefits associated with the demographic dividend.	A healthy, productive and youthful population	% reduction in IMR; % reduction in MMR; % reduction in CMR; % reduction in U5MR	MoH, CGs,	2018-2022	GoK, DPs	17,000	3,400	3,400	3,400	3,400	3,400
Strengthening Health Interventions in Ending Drought Emergencies	To strengthen Health interventions in drought prone areas	Uninterrupted health services in drought affected populations	No of Counties with integrated drought management systems	MoH CGs,	2018-2022	MoH, CGs,	25,430	6,120	5,150	4,930	4,830	4,400
Building Capacity and Utilizing Natural Product Research, Innovation and Development	To promote research and utilization of natural products in treatments	Natural products mainstreamed in the treatment regimes	No of treatment regimens mainstreaming Natural products	MoH	2018-22	GoK	250	50	50	50	50	50
Control of Non-Communicable Diseases	Improve capacity to management NCDs	Improved capacity of the staff and facilities to handle NCDs improved	No of staff trained; No of facilities supported with equipment	MoH, CGs,	2018-22	MoH, CGs, DPs	1000	200	200	200	200	200
Strengthen the Kenya National Blood Transfusion Service	To improve blood transfusion services	Regional blood Centres established	No of operational regional blood Centres	MoH, CGs,	2018-22	MoH CGs, DPs	863	154	154	154	200	200
Modernize the National Public Health Laboratory	Improving capacity city to tech health threats	Renovated, equipped and staffed Public Health Laboratories	No of Public Health Laboratories renovated equipped and staffed	MoH, CGs	2018-2022	MoH, CGs, DPs	4,730	1,300	1,340	790	800	500
Construction and equipping of Forensic Medicine Referral Centre and Centre of Excellence	Provide a platform for the forensic medical practice, training and research in country and in the EA region.	An operational Forensic Medicine Referral Centre and Centre of Excellence	An equipped forensic Centre	MoH	2018-2022	GoK	6,000	-	100	2,000	2,000	1,900

Programme/ Project	Objective(s)	Expected Output	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Establishment of National Public Health Institute	Improve national capacity to handle disease outbreaks and control	Legal and Institutional framework for establishment of NPHI in place	Legal and institutional framework	MoH	2018-22	GoK	500	50	50	100	100	200
Total							432,551	69,615	82,797	89,054	97,975	93,198

C2: POPULATION, URBANIZATION AND HOUSING

Programmes/ Projects	Objective	Expected Outputs/ Outcomes	Performance Indicators	Implementing Agency(s)	Time Frame	Source of funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Housing												
Affordable Housing Programme	To facilitate access to decent and affordable housing	400,000 affordable housing units constructed	No. of housing units constructed	SDHUD&PW, NHC/CGs/ DPs	2018 – 2022	GoK DPs Money market	5,000	1,000	1,000	1,000	1,000	1,000
		100,000 social housing units constructed	No. of housing units constructed	SDHUD&PW	2018 – 2022	GoK	120,000	2,000	29,500	29,500	29,500	29,500
		462 housing units finalized under sustainable neighbourhood project	No. of housing units constructed	SDHUD&PW	2018 – 2019	GoK	550	550	-	-	-	-
		30,000 housing units constructed Co-operative Housing Development Programme	No. of housing units constructed	SDC, NACHU Co-ops	2018-2023	GoK DPs NACHU Co-ops	95,000	19,000	19,000	19,000	19,000	19,000
National Police and Prisons Services Housing Programme	To improve living conditions of security personnel	7,394 National Police and Prisons Services Housing units constructed	No. of housing units constructed	SDHUD&PW	2018 – 2022	GoK	9,270	1,510	1,760	2,000	2,000	2,000
Civil Servants Housing	To facilitate civil servants access affordable and adequate housing	10,400 Civil Servants Housing Scheme units constructed	No. of housing units constructed	SDHUD&PW	2018 – 2022	GoK	15,257	1,537	3,430	3,430	3,430	3,430
		1,220 Civil Servants Mortgage beneficiaries	No. of Civil Servants beneficiaries	SDHUD&PW	2018 – 2022	GoK	5,503.2	1,000	1,036.4	1,036.4	1,036.4	1,394.0
Refurbishment and	To have healthy buildings	12,400 Government pool	No. of Government pool	SDHUD&PW	2018 –	GoK	3,970	450	150	830	960	1,580

Programmes/ Projects	Objective	Expected Outputs/ Outcomes	Performance Indicators	Implementing Agency(s)	Time Frame	Source of funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
security of government housing stock	and secure government housing stock	housing units refurbished	housing units refurbished		2022							
		10 Staff Houses in State Houses and Lodges refurbished	No. of State Houses and Lodges refurbished	SDHUD&PW	2018 – 2022	GoK	970	50	50	220	250	400
		4,000 housing units with asbestos roofs replaced in government housing	No. of housing units with asbestos roofs replaced	SDHUD&PW	2019 – 2022	GoK	721	-	50	400	137	134
Development and Implementation of Housing Finance Initiatives	To stimulate private sector contribution to housing delivery goals To facilitate access to affordable housing finance and steady flow of financing for maintenance of Government houses	Guidelines and regulations for housing sector incentives developed; 2 Housing Finance Funds established	Incentives Guidelines & regulations Fund in place	SDHUD&PW, TNT&P, State Law Office	2019 – 2022	GoK	6,008	-	1,502	1,502	1,502	1,502
Research and Development on Appropriate Building Materials and Technologies (ABMT)	To promote use of sustainable low cost housing building materials and technologies	20 ABMT centres established;	No. of ABMT centres	SDHUD&PW	2018 – 2022	GoK	750	150	150	150	150	150
		20,000 new trainees; Collaborative research, documentation and dissemination conducted	No. of New trainees trained on ABMT									
		Collaborative research, documentation and dissemination conducted	No. of research reports documented and disseminated	SDHUD&PW	2019 – 2022	GoK	136	-	34	34	34	34
Physical and Social Infrastructure in Slums and Informal Settlements in Selected Urban Areas	To improve quality of life for people living and working in Informal Settlements	Physical and Social infrastructure developed; Informal settlements database	Physical and Social infrastructure; Informal settlements database	SDHUD&PW/ UN Habitat/CGs	2018 – 2022	GoK DPs	3,244	204	760	760	760	760
Kenya Informal Settlement Improvement Project (KISIP II)	To improve quality of life for people living and working in Informal Settlements	Critical social and physical infrastructure installed; Tenure Regularization in 90 informal settlements regularized	Supporting infrastructure developed installed; No. of allotment letters/title deeds issued; No. of counties covered	SDHUD&PW/ CGs/ML&PP	2018 – 2022	GoK DPs	14,647	2,301	2,346	3,000	3,000	4,000
Buildings' Safety and	To improve safety and	12,000 Buildings	No. of buildings audited;	SDHUD&PW/CGs	2018 –	GoK DPs	746	106	120	120	200	200

Programmes/ Projects	Objective	Expected Outputs/ Outcomes	Performance Indicators	Implementing Agency(s)	Time Frame	Source of funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
compliance programme	quality of built Buildings'	inspected/ audited; 280 buildings tested; Unsafe buildings demolished	No. Buildings tested; No. of unsafe buildings demolished		2022							
National and International Agenda on Housing and Human Settlements	To coordinate implementation and reporting on National and International Agenda on Housing	12 reports prepared	No. of reports	SDHUD&PW	2018 – 2022	GoK DPs	210	30	30	50	50	50
National Housing Data Centre	To provide informed guidance and accurate data for the sector	Housing data centre established	Data centre	SDHUD&PW/ CGs/ Kenya Power/ KNBS	2019- 2022	GoK	400	-	100	100	100	100
		Database Development	Database	SDHUD&PW	201- 2022	GoK	80	-	20	20	20	20
Policy, Legal and Institutional Reforms	To create a conducive policy and legal framework to implementation of programmes and projects	Policies and Bills Formulated and implemented	No. of Policies & Bills formulate and implemented	SDHUD&PW/CGs/ Parliament	2020 – 2022	GoK DPs	770	-	-	250	310	210
Urbanization												
Kenya Urban Support Program (KUSP)	To establish and strengthen urban institutions and improve infrastructure and services	Urban Institutions (Municipalities) established and improved infrastructures and services	No. of Urban Institutions (Municipalities) established; improved infrastructure and services provided	SDHUD&PW / County Governments	2017 – 2023	GoK DPs	30,000	5,088	5,198	7,658	5,608	6,448
Facilitation of 24 Hour Economy	To increase working hours and minimize crime levels	Supportive Infrastructure installed	Lighting, CCTV and other Infrastructure in place	SDHUD&PW/CGs	2019 – 2022	GoK DPs	9,000	-	3,000	3,000	2,000	1,000
Integrated Urban Development Planning	To foster sustainable development	Integrated Urban Development Plans and Policies prepared; Observatory Centre established	No. of plans developed; Infrastructure developed; Policies formulated; Observatory Centre	SDHUD&PW/CGs	2018- 2022	GoK DPs	1,006	341	271	273	276	186
Urban Renewal Programmes for selected towns	To improve and enhance new business frontages; and promote 24-hour economy	Market hubs & link supportive infrastructure constructed; Lake frontage and recreational facilities constructed	No. of facilities; Area of Lake frontage constructed	SDHUD&PW/CGs	2020 – 2022	GoK DPs CGs	11,000	-	-	6,000	3,000	2,000

Programmes/ Projects	Objective	Expected Outputs/ Outcomes	Performance Indicators	Implementing Agency(s)	Time Frame	Source of funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	Facilitate food security initiative	Completion of Flagship and ESP markets (Chaka, Karatina, Westlands, Kerugoya, Daraja Mbili, Oyugis, Kibun 'a and Kongowea)	No. of markets constructed	SDHUD&PW	2018 – 2021	GoK	1,432.7	273.8	731.9	427	-	-
Nairobi Metropolitan Services Improvement Project (NaMSIP)	To strengthen urban Services and infrastructure in 13 Urban Centres of the Nairobi Metropolitan Region (NMR)	Railway stations improved; Bitumen road Markets; Integrated Urban Development Plans; Fire stations Fire engines; Trunk sewer Storm water drainage	No of railway stations improved; No. of Km of bitumen road constructed; No. of markets constructed; No. of Integrated Urban Development Plans prepared; No. of fire stations constructed; No. of fire engines procured and distributed to counties within NMR; No. of Km of trunk sewer constructed; No. of Km of storm water drainage constructed	SDHUD&PW/CGs	2018 – 2020	GOK DPs	13,600	7,200	6,400	-	-	-
Development of Urban Storm Water Infrastructure facilities in selected urban areas	To improve level of sewerage and infrastructure	Narok, Storm Water drainage phase II; Kerugoya Kutus storm water drainage; bridges constructed; Storm water drainage in other urban towns developed	No. of facilities developed; Km of storm water; Km of sewer line	SDHUD&PW/CGs	2018 – 2022	GOK DPs	12,300	300	300	4,000	4,000	4,000
Urban Mass Transport Infrastructure	To improve mobility, accessibility and security in urban areas	Terminal infrastructural facilities developed	No. of Km of road; No. of interchanges; Km of bypasses; No. of missing link roads developed; Km of foot paths; no. of foot bridges; No. of overpasses and underpasses	SDHUD&PW/CGs	2018 – 2022	GoK	22,000	5,000	7,000	6,000	2,000	2,000
Solid Waste	To improve living	Solid waste facilities and	No. of solid waste	SDHUD&PW/CGs	2018 –	GoK	20,000	3,000	5,000	5,000	4,000	3,000

Programmes/ Projects	Objective	Expected Outputs/ Outcomes	Performance Indicators	Implementing Agency(s)	Time Frame	Source of funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
management infrastructure	environment and health of the citizens	collection network developed; transfer station established and solid waste link roads constructed	facilities; Km of collection network; transfer station; Km of solid waste link roads		2022							
Water and Sewerage infrastructure	To improve level of service for urban water and sewerage	Water treatment facilities established; water distribution networks developed, sewerage treatment facilities developed; sewerage collection network developed	No. of water treatment facilities; Km of water distribution network; No. of sewerage treatment facilities; Km of sewerage collection network	SDHUD&PW/CGs	2018 – 2022	GoK	25,000	5,000	7,000	6,000	5,000	2,000
Urban Disaster and Safety Management	To enhance urban disaster management and safety	National urban disaster centres developed and equipped; six (6) modern equipped fire stations established	No. of National urban disaster centres developed; No. of fire and simulators purchased; No. of modern fire stations	SDHUD&PW/CGs	2019 – 2022	GoK	4,000	-	1,000	1,000	1,000	1,000
Securing Reclaimed Urban Space Redevelopment	To secure riparian reserves and re-develop them for recreation	Secured, reclaimed and redeveloped urban spaces; Nairobi Four River fronts Redeveloped	No. of reclaimed and redeveloped sites; No. of recreational spaces developed	SDHUD&PW/CGs	2020 – 2022	GoK	24,500	-	-	7,500	8,000	9,000
Urban Social Infrastructure	To create employment and enhance income	Market hubs, other market centres & national recreational facilities established	No. of market hubs, markets constructed and recreational facilities constructed	SDHUD&PW/CGs	2019 – 2022	GoK DPs	14,000	-	4,000	4,000	2,000	4,000
Population												
National Population Centre	To enhance capacity to collate and analyse population data	National Population Centre Established	Operational Centre	TNT&P NCPD	2018-2022	GoK DPs	5,530	500	1,500	1,500	1,500	530
Advocacy on Population and Development Issues	to create awareness on population	Programmes in DD road map implemented	No. of Programmes No. of MCDAs capacity built	NCPD	2018-2022	GoK DPs	840	160	160	170	170	180
Research on population and development issues	To provide updated information	Research reports produced and disseminated	No. of research reports	NCPD KNBS MoH MoL&SP	2018-2022	GOK/ DPs	2900	500	500	500	900	500

Programmes/ Projects	Objective	Expected Outputs/ Outcomes	Performance Indicators	Implementing Agency(s)	Time Frame	Source of funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
State of Kenya Population Annual Reports	To inform on the current status of the population for policy and planning	State of Kenya Population Annual Reports	No. of Reports produced	NCPD	2018-2022	GoK DPs	50	10	10	10	10	10
Partnerships on Population and Development	To enhance institutional capacity	Partnerships, Agreements/MoUs	No. of Partnerships/ Agreements/ MoUs created/signed	NCPD	2018-2022	GOK	50	10	10	10	10	10
Demographic Dividend (DD) Roadmap	To coordinate efforts to harness potential of youth	Road Map implemented	Reports; Roadmap	NCPD	2018-2022	GOK	50	10	10	10	10	10
Policy, Legal and institutional Frameworks	To strengthen policy, legal and institutional framework of NCPD	Enactment of NCPD Bill	NCPD Act	TNT&P NCPD	2018-2020	GOK	15	5	10	-	-	-
		Population, Health and Environment (PHE) Policy developed and implemented	PHE policy	TNT&P	2018-2020	GoK	15	5	10	-	-	-
Total							480,521	57,291	103,149	116,460	102,923	101,338

C3: EDUCATION AND TRAINING

Sub-Programmes/ Projects	Objectives	Expected Outputs	Performance Indicator	Lead Implementing Agency	Time Frame	Funding Source	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Flagship Projects												
Universal Secondary Education	To ensure that all candidates who sit KCPE are guaranteed a place in secondary school	All learners transiting from primary to secondary (100% transition)	Transition rate and completion rate; No. of teachers employed	MoEd	2018-23	GoK	195,457	13,730	34,325	34,325	34,325	78,752
TVET Infrastructure and Equipment	To raise the profile and acceptance of TVET	Increased infrastructure capacity in TVET	Number of institutions constructed/rehabilitated/equipped	MoEd	2018-22	GoK DPs PPP	10,230	2,046	2,046	2,046	2,046	2,046
Basic education Competency Based Curriculum (CBC)	To ensure that education nurtures the potential of every learner and provide different pathways	Competency Based Curriculum (CBC) Operationalized	% level of rollout	KICD	2018-2022	GoK DPs PPP	3600	220	580	800	1000	1000

Sub-Programmes/ Projects	Objectives	Expected Outputs	Performance Indicator	Lead Implementing Agency	Time Frame	Funding Source	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Competency Based Education and training (CBET) for TVET	To ensure that TVET courses are competency-based and aligned to the labour market demands	Competency Based Education and training (CBET) rolled out	% level of CBET roll out	TVET-CDACC	2018-2022	GoK DPs PPP	1600	100	250	350	450	450
Kenya National Qualification Framework	To promote life-long learning through recognition of acquired skills and knowledge	Kenya National Qualification Framework (KNQF) implemented	% level of implementation	KNQA	2018 – 2022	GoK DPs PPP	1800	100	300	400	500	500
National Education Management Information System (NEMIS)	To establish a data system for use in E&TS	NEMIS Established	Operational NEMIS; number of education managers and teachers trained; % coverage of schools	MoEd	2018-2020	GoK DPs	1000	100	300	300	200	100
National Skills Development	To enhance coordination of education and training	Kenya National Skills Development Council (KNSDC) established and operationalized	% level of operationalization of the KNSDC	MoEd	2018 – 2022	GoK DPs	399	24	75	100	100	100
National Psycho-Education Assessment and Placement centre	To enhance assessment and placement of special needs learners	A National Psycho-Educational Assessment Centre established	% level of completion	KISE/ MoEd	2018-2020	GoK DPs	550	150	200	200	0	0
Enterprise Development Incubators	To support creativity and innovation, research and development in education and training	Incubators established; Centres of excellence and resource centres established; Centres of specialization in universities Established	No. of enterprise development incubators established; No. of centres of excellence and resource Centres established; No. of centres of specialization in universities established	MoEd	2018 – 2022	GoK DPs	58,050	6,900	10,100	13,200	15,400	12,450
Teacher provision, Competence and Professional Development	To improve the provision and competencies of teachers at the basic education level	Teacher provision and competencies improved	Pupil: Teacher Ratio (PTR) at basic education level; % of teachers who have undergone competency Programme; no. of teachers recruited	TSC	2018 – 2022	GoK DPs	75,000	15,000	15,000	15,000	15,000	15,000

Sub-Programmes/ Projects	Objectives	Expected Outputs	Performance Indicator	Lead Implementing Agency	Time Frame	Funding Source	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Laptops and assistive technology for learners with special needs	To improve the quality of learning for the VI & PH learners	Adapted laptops and assistive technologies	Number of learners provided with adapted laptops	MoEd	2018-2022	GoK DPs	1980	220	340	440	540	440
Student Financing	To ensure learners are adequately funded to complete their training	Increased number of beneficiaries	Amount of loans and bursaries (in Ksh. Mn)	HELB and MoEd	2018-22	GoK and HELB	155,017	19,054	23,922	30,443	37,598	44,000
Other Programmes and Projects												
Curriculum Review and Reform	To improve reading as a foundation of summative learning	Tusome model of early grade learning mainstreaming	% of concept of Tusome mainstreamed in schools	MoEd - Basic Education	2018-2022	GoK, DPs, PPP	2437	447	396	594	500	500
	To ensure shift from summative to formative mode of assessment	Formative mode of assessment operationalized	% level of formative assessment rollout	KNEC	2018-2022	GoK, DPs, PPP	880	80	200	200	200	200
	To ensure VET courses are aligned to the labour market demands	National Vocational Certificate of Education and Training (NV CET) curriculum rolled out	% level of roll out	TVET-CDACC	2018-2022	GoK, DPs, PPP	1250	100	250	250	300	350
	To ensure that the curriculum is in tandem with the labour market	universities curriculum Reviewed	Reviewed curriculum	CUE Universities	2018-2022	GoK, DPs, PPP	765	115	200	200	200	50
Access and Equity in Education and Training	To ensure that all Children aged between 4 to 5years have access to quality pre- primary education	Increased Pre-school attendance	% increase in the number of children in pre-school	MoEd , CGs	2018 – 2023	GoK CGs, DPs, PPP	5,220	522	1,305	1,305	1,305	783
	To increase equitable access for learners in marginalized areas	Increased number of learners in marginalized areas	% increase in the number of learners accessing education in marginalized areas	MoEd	2018 – 2023	GoK DPs PPP	234	23.4	58.5	58.5	58.5	35.1
	To increase access, equity and enhance retention in basic education	Increased enrolment and reduced dropouts	Net enrolment rate, Gross Enrolment rate and Dropout rate	MoEd	2018 – 2023	GoK DPs PPP	131,381	15,730	25,325	30,125	30,125	30,125
	To enhance access, equity and retention in TVET	Increased Enrolment and reduced dropout	Completion rate of learners in TVET	MoEd	2018 – 2023	GoK DPs PPP	23,080	4,616	4,616	4,616	4,616	4,616

Sub-Programmes/ Projects	Objectives	Expected Outputs	Performance Indicator	Lead Implementing Agency	Time Frame	Funding Source	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	To improve access, retention and completion in ACE	Increased infrastructure capacity in ACE	Number of classrooms constructed/rehabilitated/equipped; learning resource centre	MoEd	2018-22	GoK CoG DPs	1150	100	150	200	300	400
	To improve access to quality university education	Increased enrolment	Percentage increase in enrolment	MoEd	2018-22	GoK PPP	12,500	1,250	3,750	3,750	2,500	1,250
Special Needs and Intervention for Education and Training	To enhance access for trainees with SN&D	Infrastructure improved and equipment provided to the 4 special TVCs	Number of TVET SNE equipped, rehabilitated	MoEd	2018-2022	GoK DPs	1400	200	200	300	300	400
	To improve assessment and placement services	47 County and 324 sub – county EARCs rehabilitated and equipped	No of EARCs rehabilitated and equipped	MoEd	2018-2022	GoK DPs	3076	146	600	740	760	830
	To build the capacity of Stakeholders in Special Needs Education and training	Special Needs Education (SNE) stakeholders capacity built	Number of SNE stakeholders capacity built	MoEd, KISE	2018-2022	GoK DPs	390	40	50	100	100	100
	To enhance the production capacity of assistive devices, technology and materials	Assistive devices, technologies and learning materials produced and workshops constructed	Number of devices; % level of completion	MoEd , KIB KISE	2018-2022	GoK DPs	300	50	100	50	50	50
	To facilitate best practices in provision of inclusive education and training	Special equipment for Special Needs Institutions provided/upgraded	Number of institutions equipped	MoEd	2018-2022	GoK DPs	1200	100	200	250	300	350
	To enhance education and training for the Gifted and talented	A National Academy for the Gifted and Talented learners (GT) established	% completion	MoEd	2018-2022	GoK DPs	550	50	150	150	100	100
	To enhance the quality and relevance of special need training in VTCs	Specialized Equipment for Trainees with Special Needs and Disabilities in VTCs provided	No of trainees provided with Specialized Equipment	MoEd	2018-2022	GoK DPs	3200	500	550	600	750	800
	To enhance the quality and relevance of special need training in Universities	Specialized Equipment for students with Special Needs and Disabilities in Universities provided	No of students provided with Specialized Equipment	MoEd	2018-2022	GoK DPs	200	20	50	50	50	30

Sub-Programmes/ Projects	Objectives	Expected Outputs	Performance Indicator	Lead Implementing Agency	Time Frame	Funding Source	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	To mentor and nurture talents and learners with special needs	Individualized Education Plans (IEPs) implemented	Number of Learners with IEPs	MoEd , KISE	2018-2022	GoK DPs	500	100	100	100	100	100
	To increase access to TVET with PWDs	43 TVET SNE Institutions established	Number of TVET Institutions established	MoEd	2018-2022	GoK DPs	1800	100	300	500	500	400
	To ensure inclusivity in TVET Institutions	Admission of PWDs; Special needs assessment centre developed	Number of SNE trainees enrolled; % level of completion	MoEd	2018-2022	GoK DPs	500	100	100	100	100	100
	To ensure an adequate pool of examiners/ assessors	Examiners trained on SNE	Number of SNE Examiners	MoEd , KNEC	2018-2022	GoK DPs	100	20	20	20	20	20
Quality and Relevance of Education and Training	To strengthen quality assurance at the institution level	Institution Based Quality Assurance (IBQA) established	No. of institutions implementing IBQA	MoEd	2018 – 2022	GoK DPs	1000	50	300	300	300	50
	To improve student learning in secondary education and transition from primary to secondary in 110 targeted sub-counties	Improved transition, enhanced retention	Transition rate, Retention rate	MoEd	2018 – 2022	GoK	20,000	2,300	4,900	5,300	4,400	3,100
	To provide accurate information for improvement of quality and relevance in ETS	Evidence based research	Number of evidence-based researches conducted	MoEd	2018 – 2022	GoK DPs	2000	100	300	600	600	400
	To ensure a reformed TVET trainer management	TVET trainer management reformed	% of reforms in TVET trainer management undertaken; number of trainers for TVCs recruited	MoEd	2018 – 2022	GoK	8,000	500	1,500	1,500	2,000	2,500
	To advance and standardize the learning experience of learners and educators at all levels	Centres of Excellence and Resource Centres established	No. of Centres of Excellence and Resource Centres established	MoEd	2018 – 2022	GoK DPs	44,800	5000	8,000	11,000	12,000	8,800
	To provide leadership, best practices, research and training in specialized disciplines	Centres of specialization in universities Established	No. of centres of specialization in universities	MoEd	2018 – 2023	GoK	11,700	1,800	1,900	2,000	3,000	3,000

Sub-Programmes/ Projects	Objectives	Expected Outputs	Performance Indicator	Lead Implementing Agency	Time Frame	Funding Source	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	To make TVET responsive to labour market and attract more learners	TVET Rebranded	% increase in enrolment	MoEd	2018 – 2022	DPs	500	50	100	100	150	100
	To have enhanced education standards	Learner achievement monitoring studies carried out	No of Learner achievement monitoring studies. Number of teachers capacity built under PRIEDE Project	MoEd	2018 – 2022	GoK DPs	2000	400	400	400	400	400
	To enhance compliance with set teaching standards	An 100% online appraisal for teachers	% of teachers appraised	TSC	2018 – 2022	GoK, DPs GoK DPs	2350	400	450	500	600	400
Integration of ICT into Teaching, Learning and Training	To provide quality education that prepares learners to competitively function within a highly integrated, technologically-oriented and information based global economy	Digital devices provided; teachers trained in digital literacy	No. of std 1 children supplied with digital devices; No of teachers trained on digital literacy	MoICT, MoEd, TSC	2018-2022	GoK PPP	18,950	3,200	3,550	3,900	4,100	4,200
	To enhance the usage of ICT for education management services and delivery of curriculum in secondary of education	ICT Infrastructure and equipment provided	No. of schools benefitting from ICT infrastructure and equipment	MoEd, MoICT	2018-2022	GoK DPs PPP	3550	450	600	750	850	900
	To enhance the usage of ICT for education management services and delivery of curriculum in TVET	ICT Infrastructure and equipment provided	No. of TVET institutions with ICT infrastructure	MoEd	2018-2022	GoK County Government DPs PPP	6,300	1,000	1,500	2,000	1,000	800
	To prepare techno-savvy human resource with requisite ICT skills	ACE institutions supplied with ICT Infrastructure	No. of ACE Institutions supplied with ICT equipment	MoEd	2018-2022	GoK DPs	250		64	76	55	55
	To enable one teacher to teach more than one class or school	All content in the Orange Book transformed to e-books	Percentage of content translated and printed in e-books/ Number of	KICD, MoEd	2018-2022	GoK DPs	1700	300	400	450	350	200

Sub-Programmes/ Projects	Objectives	Expected Outputs	Performance Indicator	Lead Implementing Agency	Time Frame	Funding Source	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	concurrently hence improve the utilization of the teachers		teachers trained									
	To enhance the usage of ICT for education management services and delivery of curriculum at university level	ICT Infrastructure and equipment provided	% of Universities with ICT infrastructure and equipment	MoEd	2018-2022	GoK DPs	3430	455	595	840	910	630
	To leverage on technology to safeguard credibility of examinations	Examination management system in place	Examination management system	MoEd	2018-2022	GoK	0	0	0	0	0	0
Revitalization of Adult and Continuing Education (ACE)	To generate data on current adult literacy rates	Data on adult literacy generated	Survey report	MoEd	2018-2020	GoK DPs	350	50	150	150	-	-
	To improve quality of learning for out of school youth and adult learners	Curriculum Support Materials developed	No. of curriculum materials	MoEd	2018-2022	GoK DPs	700	50	150	200	200	100
	To increase visibility of ACE and reduce stigma associated with adult illiteracy	Advocacy forums	No. of forums	MoEd	2018-2022	GoK DPs	300	20	50	80	100	50
Governance and Accountability in Education and Training	Establish a premier capacity building institution for the education and training sector	Kenya School of Education established	An operational Kenya School of Education	MoEd	2018-2021	GoK DPs	2000	200	600	600	400	200
	To revamp capacity building of education managers in prudent resource management	Capacity of education managers built; ESD model institutions established	No. of education managers capacity built in 47 Counties; ESD model institutions established	KEMI	2018-2022	GoK DPs	600	50	150	150	150	100
	To digitize teachers records	Records digitized	% of teachers whose records have been digitized	TSC	2018-2022	GoK DPs	850	400	350	100	-	-

Sub-Programmes/ Projects	Objectives	Expected Outputs	Performance Indicator	Lead Implementing Agency	Time Frame	Funding Source	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	To develop a Kenyan framework for measuring the efficiency of TVET	TVET efficiency improvement framework established	Operational TVET framework	MoEd	2018-2022	GoK DPs	40	10	10	10	5	5
	To ensure effective Teacher Supervision and continuous in service mentoring counselling and Induction for a quality Teaching	47 counties and 330 sub counties TSPDRCs established and Equipped	No. of County and sub-county TSPDRCs established and Equipped	TSC	2018-2022	GoK DPs	3500	500	600	800	800	800
Total							831,666	99,338	152,728	173,669	182,764	223,217

C4: ENVIRONMENT, WATER AND SANITATION

Programme/ Project	Objectives	Expected Outcome/Output	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Flagship Projects												
Waste Management and pollution Control	To improve solid waste management in urban and rural areas	Improved solid waste management countrywide; proper waste management systems established; waste energy infrastructure established in Nairobi, Mombasa, Nakuru, Kisumu and other counties	No. of proper waste management systems; waste energy infrastructure	ME&F/ NEMA	2018-2022	GoK DPs	4,260	860	850	850	850	850
Modernization of meteorological services	To enhance provision of meteorological services	National Weather Network Modernized; meteorological services decentralized to counties	% of Meteorological services modernized; No. of counties with meteorological	ME&F/KMD	2018-2022	GoK	4,325	726	827	860	932	980

Programme/ Project	Objectives	Expected Outcome/Output	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
			services									
Rehabilitation and Protection of Water Towers	To rehabilitate and restore five water towers and other selected areas	Five (5) water towers and other selected areas rehabilitated and restored	No. of water towers	SDNR/KWTA/KFS	2018 - 2022	GoK DPs	20,074	3,700	4,500	4,233	3,821	3,820
		Nature based enterprises established	No. of nature based enterprises established	SDNR/KFS/KWS	2018 - 2022		30	6	6	6	6	6
Strengthening Environmental Governance	To provide enabling policies, legislation and institutional arrangement.	Enhanced environmental and natural resources' governance; water towers status reports prepared; water utilities licensed	No. of policies, legislation and regulations implemented; No. of status reports; No. of utilities licensed	ME&F/ NEMA	2018- 2022	GoK DPs	5,821	1042	1161	1206	1216	1196
Advertent weather modification	To promote operational research and real time monitoring of weather parameters	Radar derived weather data; Weather modification operation and research centre equipped; weather modification cloud physics laboratory constructed	Weather modification operation and research centre; weather modification cloud physics laboratory	ME&F/KMD	2018 - 2022	GoK	4,950.4	945.8	990	996	999	1019.6
Rehabilitation of Urban Rivers	To rehabilitate and protect riparian areas in urban areas	Nairobi River and other Riparian areas in urban areas rehabilitated and protected	No. of KM of riparian areas rehabilitated	ME&F	2018 - 2022	GoK	1,500	300	300	300	300	300
Forest Conservation and Management	To increase forest cover from 7.24% in 2016 to 8% in 2022	Increased forest Cover to 8%; Forest plantations established; commercial woodlots established; bamboo utilization enhanced ; invasive species controlled	% increase in forest cover; No. of Forest plantations; No. of commercial woodlots; % increase in bamboo utilization	KFS	2018 - 2022	GoK DPs	41,511	7,311	7,996	8,534	8,720	8,950
Forest Research and Development	To develop forest research technologies for sustainable management of forest and allied natural resources	Research related forest conservation and management undertaken; Forest and allied technologies developed	No. of technologies developed; Environment governance policy; No. of research reports	KEFRI	2018 - 2022	GoK DPs	3,432	569	683	700	730	750
Wildlife Conservation	To protect and	Kenya wildlife and its	Km of wildlife	KWS	2018 -	GoK	31,654	7,277	7,109	7,339	4,964	4,965

Programme/ Project	Objectives	Expected Outcome/Output	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
and Management	conserve wildlife resources	habitat sustainably conserved; wildlife corridors and dispersal areas secured; human-wildlife conflict reduced; poaching eliminated.	corridors and dispersal areas; No. of corridors; No. of human-wildlife conflict cases; No. of poaching cases		2022	DPs						
Water Resources Management Programme	To conserve and Protect Water Resources	Sub-catchment management plans developed; monitoring stations rehabilitated; telemetry equipment and facilities upgraded; national water quality reporting stations established; ground water mapping undertaken; Isotope Hydrology Laboratory established	Total renewable freshwater (TRWR)-per capita (10 ⁹ m ³ /yr); No. of Sub-catchment management plans; No. of monitoring stations; No. of telemetry equipment and facilities; no. of national water quality reporting stations; No. of ground water maps; Isotope Hydrology Laboratory	MW&S/ WRMA/ WSTF	2018-2022	GoK DPs	43,116	8,263	9,310	9,349	9,015	7,579
Provision of Water to Underserved areas including informal settlements	To increase access to safe water and sanitation in underserved areas	Improved access to water and sanitation services for 3,145,300 people; School WASH programme implemented; social/flat rate water tariff implemented	No. of people accessing safe water and sanitation; No. of counties implementing WASH; No. of social/flat rate water tariff implementation reports	MW&S/ WSTF	2018-2022	GoK DPs	10,543.3	1,770.3	2,330.5	1,993.9	2,076.9	2,371.6
Transboundary Waters	Enhance cooperation in Sustainable management and development of shared water resources	Equitable utilization and sharing of benefits from these shared water resources	Proportion of trans-boundary basin area with an operational arrangement for water cooperation	MW&S	2018-2022	GoK DPs	76	20.6	-	22.6	-	32.8
Water Harvesting and storage programme	To increase water storage and availability capacity	Water storage capacity increased by 4.4 billion cubic metres	Storage capacity (M ³)	MW&S	2018-2022	GoK DPs	325,626.2	83,349.2	89,442.5	76,148.5	50,250.5	26,435.5
Urban water supply	To increase access to safely managed water	Access to safely managed water and sanitation	Proportion (%) of population using	MW&S/ WSIs	2018-2022	GoK DPs	330,000	45,658	67,240	88,731	70,136	58,235

Programme/ Project	Objectives	Expected Outcome/Output	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	and sanitation supply in urban areas	supply in urban areas increased	safely managed drinking water and sanitation services									
Rural Water supply	To increase access to safely managed water and sanitation supply	Large rural water schemes rehabilitated and expanded; Boreholes drilled; public schools and health institutions provided with clean water	Proportion (%) of population using safely managed drinking water services; No. of boreholes; No. of public schools and health institutions benefitted	MW&S/ WSIs	2018-2022	GoK DPs	20,474.4	2727.6	5080.8	5057	3971	3638
Water research programme	Technical Capacity built in the subsector	Water sector reforms undertaken; Water resource centre at KEWI operationalized; Water resource management institute established; Sewerage Research Centre established; water research funding mechanism put in place.	Water resource centre at KEWI; Water resource management institute; Sewerage Research Centre.	MW&S/KEWI/ WSTF	2018-2022	GoK DPs	1857.5	572.5	484.5	301.5	299.5	199.5
Irrigation and drainage infrastructure	To expand area under irrigation	Area under irrigation increased by 170,000 acres for Galana Kulalu Food Security project	No. of Acres increased	MoALF&I	2018-2022	GoK DPs	21,000	6,600	2,400	3,600	3,600	4,800
		Area under irrigation increased by 100,000 acres for Smallholder irrigation projects	No. of Acres increased	MoALF&I, NIB	2018-2022	GoK DPs	36,375	2,000	3,125	6,250	9,375	15,625
		Area under irrigation increased by 155,000 acres under large scale irrigation projects	No. of Acres increased	MoALF&I, NIB	2018-2022	GoK DPs	75,000	-	7,500	15,000	22,500	30,000
Irrigation water storage programme	Increase water storage and availability for irrigation	Water storage capacity increased by 2200(large and medium size dams)	Storage capacity (M ³) increased	MoALF&I, NIB	2018-2022	GOK DPs	180,120	6,657	18,186	34,973	51,759	68,545
		National water harvesting increased	Storage capacity (M ³) increased	MoALF&I	2018-2022	GOK DPs	21,000	2,000	4,000	5,000	5,000	5,000

Programme/ Project	Objectives	Expected Outcome/Output	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		Area under irrigation increased by 23,000 acres through groundwater irrigation development	No. of Acres increased	MoALF&I, NIB	2018-2022	GoK DPs	11,730	530	2,500	2,700	3,000	3,000
Land Reclamation	To increase productivity and utilization of marginal degraded lands, ASAL, waste lands and waste water	Degraded land identified and mapped	National land Regional Maps and reports	MoALF&/SDI	2018-2023	GoK DPs	155	5	5	25	50	70
		60,000ha reclaimed	No. of hectares	MoALF&/SDI	2018-2023	GoK DPs	10,200	1,435	1,920	2,010	2,425	2,410
		Capacity building and knowledge management enhanced	Research reports	MoALF&/SDI	2018-2023	GOK DPs	500	100	100	100	100	100
		Swampy and waterlogged prone land identified and mapped	National maps and reports	MoALF&/SDI	2018-2023	GoK DPs	100	-	20	20	30	30
		50,000 Ha of swampy and waterlogged prone land reclaimed	No. of hectares	MoALF&/SDI	2018-2023	GoK DPs	150,000	-	10,000	40,000	50,000	50,000
Strengthen Governance irrigation programmes	To provide enabling policies, legislation and institutional arrangement	Irrigation policy/and bill; Land reclamation policy and bill developed	Policies and bills	MoALF&I	2018-2019	GoK DPs	70	6	11	23	20	10
Irrigation water management programme	Increase production, efficiency and sustainability of irrigation schemes	Increased production and efficiency from 50% to over 90% by 2022	Increased efficiency by 90%	MoALF&/SDI	2018-2022	GoK DPs	4,600	0	200	2,000	1,400	1,000
		Capacity building and knowledge management enhanced	No. of IUWAs capacity built	MoALF&/SDI	2018-2023	GOK	200	40	40	40	40	40
		Establishment of irrigation data base and mapping of irrigation schemes	Irrigation data base established	MoALF&/SDI	2018-2022	GOK	220	0	50	100	50	20
Micro/drip irrigation development programme	Expand irrigated area	Increased area under irrigation	No. of farmers	MW&S	2018-2023	GOK	50,000	0	5,000	15,000	15,000	15,000
Promotion of solar energy and wind power for irrigation farming	Expand irrigated area	Increased area under irrigation	No. of farmers	MW&S	2018-2023	GOK	5,000	0	500	1,000	1,500	2,000
Promotion of green houses	Expand irrigated area	Increased area under irrigation	No. of green houses	MW&S/NIB	2018-2023	GOK	50,000	0	2,000	10,000	20,000	18,000

Programme/ Project	Objectives	Expected Outcome/Output	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Integrated Regional Development	To decongest the port of Mombasa, the Nairobi Mombasa high way and bring efficiency in the transportation of cargo from Mombasa to the hinterland	Dry port developed to handle up to 1 Million TEUS; A regular employment for over 2000 people and a temporary employment of about 3000; Provision of water and improvement of sanitation facilities; The dry port will generate the required foreign exchange earnings to the country; Development of trading centre.	Dry port; No. of people employed; Tonnes of Cargo handled	CDA, KPA, Min. Transport, Trade, CG	2017-2022	GOK DPs	6,550	100	1,000	3,000	2,000	450
	To develop a concrete faced rock-fill dam with live storage capacity of 445 million cubic metres as well as generate of 120 MW and irrigate 13,807 ha of land.	Magwagwa Multipurpose Dam constructed	Magwagwa Multipurpose Dam	LBDA	2018-2023	GOK DPs	5,268	30	30	1,736	1,736	1,736
	To develop a 63 m high roller compacted earth dam with live storage capacity of 230 million cubic metres as well as generate of 50 MW and irrigate 7,500 ha of land.	Nandi Multipurpose Dam constructed	Nandi Multipurpose Dam	LBDA	2018-2023	GOK DPs	2,010	30	30	200	250	1,500
	Sustainable utilization of environmental resources, improve Food Security and income generation	High Grand Falls Multipurpose Dam Constructed; 5.4 bn M3 Water storage Hydro Power generation of 700 Mw; Up to 180,000 ha irrigation	High Grand Falls Multipurpose Dam	TARDA	2018-2023	GOK DPs	100,060	20	40	20,000	30,000	50,000

Programme/ Project	Objectives	Expected Outcome/Output	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		potential; 20000 ha land conserved										
	Sustainable utilization of environmental resources, food security, infrastructure development and revenue generation	Tana Delta Sugar Irrigation Project implemented; 16,000ha nucleus farm 4,000ha out growers component; Sugar mill with cane crushing capacity of 10,000 ton/day 35 MW power co-generation; White sugar at least 100,000 tons per year	Tonnes of sugar produced; MW power co-generation; hectares of nucleus farm out growers	TARDA	2018-2023	GOK DPs	30,080	20	50	5,000	10,000	15,000
	To enhance quality of life through environmental protection, food security and revenue generation	Munyu Multipurpose Dam constructed; Feasibility Study Report Impound 575 million M3 of live storage at Munyu Dam and Fourteen falls Hydro-Power Station – 4yrs Hydro Power generation of 40 Mw; Develop 13,000 ha irrigation at Greater Kibwezi Irrigation – 8yrs	Feasibility study report; Munyu Multipurpose Dam; MW of Power; Hectares of land under irrigation	TARDA	2018-2023	GOK DPs	7,090	30	40	20	2,000	5,000
	To enhance quality of life through environmental protection, food security and revenue generation	Arror Multi-Purpose Dam constructed ; Provision of Clean water for domestic use to serve 50,000 households & 80,000 livestock; 4,000 ha irrigable land for improved food security; Generation of 60MW of Hydro-electric power; Conserve and manage 185 Km2 of	Arror Multi-Purpose Dam; MWs of HEP; Acres of land irrigated; No. of households provided with water	KVDA	2018-2023	GOK DPs	35,000	5,000	8,000	10,000	8,000	4,000

Programme/ Project	Objectives	Expected Outcome/Output	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		the catchment area										
	To enhance quality of life through environmental protection, food security and revenue generation	Kimwarer Multi-Purpose Dam constructed; Provision of Clean water for domestic use to serve 30,000 households & 80,000 livestock; 2,500 ha irrigable land for improved food security; Generation of 20MW of Hydro-electric power; Conserve and manage 136 Km ² of the catchment area	Kimwarer Multi-Purpose Dam; MWs of HEP; Acres of land; No. of households provided with water	KVDA	2018-2023	GOK DPs	28,000	5,000	10,000	8,000	3,000	2,000
	To enhance quality of life through environmental protection, food security and revenue generation	Lower Turkwel Irrigation implemented; 35,000 ha developed and planted with sugarcane; 1.46 million tons of cane to be produced annually; Sugarcane factory developed for value addition; 150,000 tons of sugar produced annually; 500 tons of food crops produced by farmers	Acres of land under irrigation; Tonnes of sugar produced; Sugarcane factory; tons of food crops	KVDA	2018-2023	GOK DPs	38,565	50	5,000	10,000	10,000	13,565
	To protect, conserve and rehabilitate Cherangany water shed.	114,416 ha of Cherangany Forest Ecosystem conserved; Riverbank protected, soil and water conservation activities undertaken	% forest cover protected; Km of river bank protected	KVDA	2018 - 2022	GOK DPs	1,000	60	120	120	150	150
Other Programmes and Projects												
Green Technologies and Innovations Programme	To help the country transition towards a circular economy with Green Growth	Environment and climate change management improved; awareness creation on green technologies undertaken; best practices recognized	No. of Green Growth initiatives; Ni. Of awareness forums	ME&F/NEMA/ NETFUND	2018 - 2022	GOK DPs	8362.5	1795.5	1766	1796.5	1487	1517.5

Programme/ Project	Objectives	Expected Outcome/Output	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		and awarded;										
Sewerage Programme	To increase access to safe water and sanitation in priority areas under the "Big Four"	Proportion of population using safely managed sanitation services increased	Proportion of population using safely managed sanitation services	MW&S/WSIs	2018-2022	GOK DPs	63287	8627	18544	2205	20248	13663
Population, Health and Environment Program	To simultaneously improve access to reproductive health including family planning services while helping communities manage their natural resources in ways that improve their health and livelihoods	Sustainable management of natural resources, improvement of livelihoods, food security, nutrition and habitats and ecosystem restored	Population, Health and Environment integrated approaches Policy	NCPD, NEMA, ME&F	2018 - 2022	GOK DPs	500	100	100	100	100	100
Policy, Legal and Institutional Framework	Strengthen policy, legal and institutional frameworks for Natural resource management	Well governed natural resources sector	No. policies developed	State Department for Wildlife/Agencies	2018 - 2022	GOK DPs	53,812	346	401	404	26,330	26,331
	To establish Wildlife Compensation Insurance Scheme (WCMA, 2013)	Wildlife Compensation Insurance Scheme Established	Wildlife compensation Insurance scheme	State Department for Wildlife	2018 - 2022	GOK	5,000	-	-	-	2,500	2,500
	To establish the Wildlife Research and Training Institute	Wildlife Research and Training Institute established	Wildlife Research and Training Institute	State Department for Wildlife	2018 - 2022	GOK	10,000	-	-	-	5,000	5,000
Total							1,860,105	205,680	300,988	407,050	466,937	479,491

C5: GENDER, YOUTH AND VULNERABLE GROUPS

Programme/Projects	Objectives	Expected Output/Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Affirmative Action Funds (Women Enterprise Fund, AGPO, Uwezo, YEDF and	To promote economic empowerment.	Increased access to affordable credit (WEF – Ksh.25.7 billion; Uwezo Fund – Ksh.2.5 billion; NGAAF – Ksh.2.5 billion; YEDF - Ksh.2.27 billion); 210,000	Amount disbursed; No of beneficiaries; investments by the target groups by volume and value	MPSYGA, WEF, Parliament,	2018-2022	GoK	44,136	5,980	7,635	9,000	10,141	11,342

Programme/Projects	Objectives	Expected Output/Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
NGAAF)		enterprises benefitted under AGPO										
Prevention and response to GBV,FGM	To eradicate GBV and FGM in Kenya	Reduced prevalence of GBV and FGM; One-stop gender based violence recovery centres established; research on GBV conducted; capacity of GBV and FGM actors built; national policy on abandonment of FGM implemented	No of legislative frameworks on GBV, FGM developed/reviewed; No of One-stop gender based violence recovery centres; research; no of trainings on GBV and FGM	MPSYGA- Anti-FGM Board, ODPP	2018-2022	GoK, DPs	3,920	410	590	800	950	1,170
Gender mainstreaming	To mainstream gender related issues in Public and Private Sector	Reduced gender disparities across all levels and sectors; integration of gender issues in policies, planning and budgeting processes	% of women in key decision making positions	MPSYGA MDCAs	2018-2022	GoK, DPs	15,800	2,000	2,400	2,900	3,500	5,000
Sanitary Towels Programme	To keep girls in school throughout the school calendar	Girl absenteeism reduced; sanitary towels provided	No. of learning days	SDGA, MoE	2018-2022	GoK DPs	3,350	470	570	670	770	870
International, Regional and National Commitments	To enhance compliance to treaties and obligations	International and Regional treaties, conference and conventions complied with and National Commitments implemented	No. of Reports	MPSYGA MDCAs	2018-2022	GoK DPs	1,300	160	200	250	310	380
Gender responsive policies and guidelines	To formulate, review and implement gender responsive policies and guidelines	Enhanced policy, legal and institutional framework and reforms	No. of policies, legislations and institutional frameworks	MPSYGA NGEC MDCAs	2018-2022	GoK DPs	2,200	320	350	400	480	650
Gender Data Management	To collect, analyse, collate and disseminate gender disaggregated data	Evidenced based-decisions for policy and programming; research and reports undertaken/prepared	No. of research and reports	MPSYGA MDCAs	2018-2022	GoK DPs	1,150	80	120	200	300	450
Youth Empowerment Centres (YEC)	To coordinate provision of youth friendly services	47 YDCs upgraded to YEC; 137 YECs established; social amenities provided in YECs;	No of YDCs	MPSYGA, CGs, MoTIHUD&PW, NCA	2018-2022	GoK	480	96	96	96	96	96

Programme/Projects	Objectives	Expected Output/Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Kenya National Association of Youth Centres	Develop a framework for KANYC	KANYC established	KANYC framework	MPSYGA, CGs	2018-2022	GoK	10	2	2	2	2	2
Kenya Youth Employment and Opportunities Programme (KYEOP)	To increase employment and earning opportunities for targeted youth	280,000 youth provided with training and work experience; enhanced Internship, attachment and job opportunities;	No of youths on attachment/internship; No. of youth in Agribusinesses; No. of jobs created	MPSYGA, NEA, MSEA, NITA	2018-2022	GoK DPs	15,100	3,020	3,020	3,020	3,020	3,020
Youth cohesion, National Values, and social development	To promote peaceful coexistence	Exchange programs and peace campaigns conducted; 57,000 youth mentored on leadership and values; sensitization programmes on drugs and substance abuse	No of exchange programs and campaigns conducted No. of youth mentored; No. of sensitization forums	MPSYGA, NCIC, NYC, MI&CNG	2018-2022	GoK	23.5	4.7	4.7	4.7	4.7	4.7
Youth Employment and Enterprise Development	To create sustainable employment opportunities	Increased Income; 170,000 youth sensitized on AGPO and entrepreneurship skills; enhanced Internship and attachment opportunities	No of youth in gainful employment; No. of enterprises established; No. of youth sensitized on AGPO	MPSYGA	2018-2022	GoK	43.5	24.7	4.7	4.7	4.7	4.7
National Youth Service Transformation	Re-engineering the structure, processes and programmes of the NYS	34 NYS units established; 150,000 youth recruited and 75,000 trained on vocational skills; NYS driving school and Maritime Institution established; SACCOs established	No of NYS Units, No. of youth recruited and trained; NYS driving school, Maritime Institution, No of SACCOs	MPSYGA, NYS, KMA, MoTIHUD&PW	2018-2022	GoK	46,523	10,230.4	9,070	9,070	9,070	9,070
Establishment of School of excellence in driving	To retrain PSV drivers to adhere to the provisions of the traffic Act	Attitude for PSV drivers positively changed	No of drivers trained	NYS	2018-2022	GoK	1,000	100	150	200	250	300
Establishment of the NYS School of Oil and Gas	To offer a reputable learning experience for providing the oil and gas industry with suitably skilled, trained and motivated artisan/technicians	Skilled artisan/technician in the oil and gas industry	No of skilled artisans trained	NYS	2018-2022	GoK	1,100	150	130	200	280	350

Programme/Projects	Objectives	Expected Output/Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
School of agribusiness	To develop abilities of students for resourceful and innovative agricultural production	Improved knowledge in Agribusiness	No of Youth trained	NYS	2018-2022	GoK	680	100	150	150	150	150
National Safety Net Program (<i>InuaJamii</i>)	To empower the poor and vulnerable to enhance their capacities and opportunities	Cash transfer scaled up to 1.8 million beneficiaries Integrated Management System developed and decentralized	No. of beneficiaries; Integrated Management System	SDSP, NDMA	2018-2022	GoK	214,148	33,924	41,481	44,753	47,100	46,900
Disability mainstreaming	Inclusion and accessibility among Persons with Disabilities	National Development Fund for PWDs scaled up; equipment and devices provided; scaled up AGPO opportunities	National Development Fund for PWDs; No. of equipment and devices; No. of PWDs accessing AGPO	SDSP	2018-2022	GoK	3,582	596	699	699	796	796
Community Mobilization, development and Empowerment	To enhance community capacities for self-reliance and socio-economic development	Self Help Groups (SHGs) mobilized, registered and empowered; Community Development Management Information System (CD-MIS) operationalized; sensitization and capacity building programmes undertaken	No. of SHG mobilized; operational CD-MIS; No. of SHG members trained	SDSP	2018-2022	GoK	1,221	479	283	153	153	153
Child Community Support Services	To strengthen child protection services	Enhanced Presidential Bursary Schemes targeting OVCs; children with no families placed under foster care; rescue and reunification services provided	No of children accessing protection services ; reviewed Children Policy and Act	SDSP	2018-2022	GoK	11,212	2,225.4	2,170.4	2,225.4	2,248.4	2,278.4
Relief Food Management	To support vulnerable persons affected by drought, disasters and food insecurity	Vulnerable Persons supported with Food; Food security assessment undertaken; National Relief policy developed	No. of beneficiaries receiving food relief; Food security assessment report; National Relief policy	SDSP	2018-2022	GoK	23,710	3,200	4,350	7,365	4,365	4,365
Special Programmes for Development of Northern Kenya and other Arid Lands	To ensure accelerated and sustained socio-economic development in the ASALs	Community Resilience Against Drought phase II project implemented; National Policy for Sustainable Development of ASALs implemented	No of Community Action Plans (CAPs) reviewed; No. of boreholes developed	SDSP	2018-2022	GoK	1,654.6	232.2	348.2	348.2	330	396
Special	To provide rescue,	Street Families Rehabilitation	National Policy on	SDSP	2018-	GoK	2132	209	652	567	449	245

Programme/Projects	Objectives	Expected Output/Outcome	Performance Indicator	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Millions)						
							Total	2018/19	2019/20	2020/21	2021/22	2022/23	
Programmes for Promotion of Social Economic Development	rehabilitation, reintegration, and exit strategy to street families from all parts of Kenya	policy implemented; Rescue Centres established; M&E Framework for Street Family Rehabilitation Trust Fund developed	street families; No. of Rescue Centres; No. of Street Families rescued, rehabilitated and reintegrated; M&E Framework		2022								
Community Mobilization	To enhance community participation in activities geared towards improvement of their livelihoods	National Community Mobilization Strategy developed and implemented; Community Development Centres established; capacity building programmes undertaken	National Community Mobilization Strategy ; No. of Community Development Centres No. of training forums	SDSP	2018-2022	GoK	315	0	70	80	85	80	
Youth health, Crime and Drug Abuse	To protect youth against harmful practices	Reduced crime rate, drug and substance abuse by the youth	No of sensitization forums and youths rehabilitated	MPSYGA, NACADA, MI&CNG, MoH MoE, NCPD	2018-2022	GoK	300	60	60	60	60	60	
Review and Implement Youth Responsive Policies and Guidelines	To enhance youth involvement in decision making and national development processes	Enhanced policy, legal and Institutional reforms	Reviewed Policies and Acts	MPSYGA, MoD&ASALs NYC, CGs	2018-2022	GoK, WB	1178	338	180	200	220	240	
Total								396,269	64,411	74,786	83,418	85,135	88,373

C6: SPORTS, CULTURE AND ARTS

Programme/Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Flagship Projects												
Build and rehabilitate Sports Stadia	Provide sports facilities to enable the youth grow their talents in sports	6 National stadia constructed	No. of National stadia constructed	Sports Kenya	2018-22	PPP	50,000	-	-	30,000	10,000	10,000
		7 regional stadia upgraded to international standards	No. of regional stadia upgraded to international standards	Sports Kenya	2018-22	GoK	6,000	100	250	2,900	2,750	-
		30 County stadia refurbished to National standards	No. of County stadia refurbished to National standards	Sports Kenya	2018-22	GoK	4,000	100	-	2,000	1,000	900

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		6 Stadia upgraded to sports city status	No. of Stadia upgraded to sports city status	Sports Kenya	2018-22	GOK PPP	6,000	-	-	2,000	2,000	2,000
	To regulate, protect and enforce facilities standards to ensure access and quality	Sports facilities Standards/ Regulations developed and implemented	Standards/ Regulations developed and implemented	Sports Kenya	2018-22	GoK	250	-	100	100	50	0
Kenya Academy of Sports.	To serve as a centre for excellence in sports development	an Kenya Academy of Sports phase one completed	% completion of Phase I	KAS, MoPW	2018-22	GoK	610	200	319	91	0	0
		Phase II of the Academy's Administration block, Hotel, High Performance Centre constructed	Percentage completion of Phase II	KAS	2018-22	GoK	1050	-	-	350	350	350
	To identify develop and nurture sports talent; Diversification of sports	10 regional sports academies established in 10 counties;	No of regional sports academies established	KAS; County governments	2018-22	GoK Federations UNICEF County Govt Schools	281.6	0.8	0.8	60	100	120
	To provide a standard approach to training in sports talent development	Curriculum for 25 sports disciplines developed	No. of Curricular developed	KAS; KICD; Federations, Academia,	2018-22	GoK UNICEF	38.2	1.2	2	25	10	-
	To streamline sports management in Kenya	3000 personnel trained; Improved performance	No. of personnel trained;	KAS; Federations; UNICEF; KICD; Universities	2018-22	GoK Federations UNICEF County Govts	354.3	2.1	2.19	90	110	150
	To improve and enhance on the existing researches; To collate, collect and store data	Research conducted; Sports research database established	No. of Research conducted; Sports research database established	KAS; Federations; UNICEF ; Universities; County Govts	2018-22	GoK Federations UNICEF County Govts	101	0.5	0.5	30	30	40
	National Sports Lottery	To improve performance of the sports industry	National Sports Lottery operationalized; Sports organizations supported; Sports persons supported	An operational National Sports Lottery; No. of organizations supported; No. of Sports persons supported	National Sports Fund	2018-22	GoK	2,242.75	200.66	1,706.65	110.88	106.47
Anti-doping Promotion	Create awareness through anti-doping	Anti-doping workshops organized	No. of persons reached	ADAK	2018-22	GoK	106.1	17.22	19.22	21.22	23.22	25.22

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	information sharing among Kenyans	Anti-doping outreach programs organized	No. of persons reached	ADAK	2018-22	GoK	75	11	13	15	17	19
	Prevention of doping practices among athletes	VBE curriculum developed	VBE curriculum	ADAK	2018-22	GoK	60	8	10	12	14	16
		Games teachers trained	No of games teachers trained	ADAK	2018-22	GoK	50	6	8	10	12	14
		Values based education programs organized	No of school going children reached	ADAK	2018-22	GoK	50	6	8	10	12	14
	Heightened publicity for enhanced visibility and anti-doping awareness	TV and Radio Infomercials produced	No of infomercials aired	ADAK	2018-22	GoK	77.5	11.5	13.5	15.5	17.5	19.5
		Poems and skits recorded	No of poems and skits played	ADAK	2018-22	GoK	35	3	5	7	9	11
		Various categories of Anti-doping publicity materials branded	Categories of branded anti-doping materials developed	ADAK	2018-22	GoK	35	3	5	7	9	11
	Effective sample collection processes	Enhanced skills and knowledge for personnel involved on sample collection	No. of trained personnel	ADAK	2018-22	GoK	14.5	2.3	2.6	2.9	3.2	3.5
	Prevention and deterrence of doping among athletes	Reduced number of doping cases to minimal levels	No. of tests carried out	ADAK	2018-22	GoK	400	60	70	80	90	100
Provision of TUEs to deserving athletes	Reduced number of ADRVs	Percentage of TUEs processed	ADAK	2018-22	GoK	12	1	2	2.5	3	3.5	
National Library of Kenya	To increase access to information and knowledge for empowerment to all Kenyans	The Ultra-Modern National Library of Kenya completed	% level of completion	KNLS Board	2017-19	GoK	1,940	595	800	545	-	-
The International Arts and Culture Centre.	To provide infrastructure for cultural development	An ultra-modern cultural centre developed.	An ultra-modern cultural centre; No. of stakeholders trained	Kenya Culture Centre.	2018-22	PPP	3,000	12.5	10	240	1,532.5	1,205
Natural Product Industry (NPI) Initiative	To add value to our indigenous knowledge and associated technologies	Locally derived value added natural products produced and marketed in the local and international markets	Quantity of products value added; No. of people engaged	GOK; County Governments	2018-22	GoK	480	-	10	200	170	100
Other Programmes and Projects												
Sports promotion	To provide a policy and legal framework	A reviewed a Sports Policy and	Sports Policy Sports Act	Department of Sports	2018-20	GoK	13	-	7	6	-	-

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	for sustainable growth and development of sports.	A reviewed sports Act										
	Promote sports tourism	Sports events in tourist attraction sceneries hosted	No of sports events in tourist sites hosted	Sports Kenya	2018-22	GoK	200	-	50	50	50	50
	Improve access to Sports Registrar's Services	Functional 8 regional offices	No. of Functional regional offices established	Office of Sports Registrar	2018-20	GoK	110	-	20	40	50	-
		8 regional offices automated and linked to headquarters.	No. of regional offices automated and linked to headquarters	Office of Sports Registrar	2018-22	GoK	205	-	25	50	60	70
		Improved compliance to the Sports Act and other relevant laws enforced	No. of registered sports organizations; No. of Licensed Professional Sports Bodies and Persons; No. of inspections carried out;	Office of Sports Registrar	2018-22	GoK	192.5	38.5	38.5	38.5	38.5	38.5
		Sports organizations' elections observed	No. of elections observed	Office of Sports Registrar; Dept of Sports	2018-22	GoK	76	6	7	19	21	23
		Timely dispute resolution	No. of disputes arbitrated, mediated or conciliated upon; No. of court cases handled	Office of Sports Registrar	2018-2022	GoK	36	9	9	9	9	9
		Public knowledgeable of the Sports Act and other relevant laws	No. of Regions/Counties sensitized	Office of Sports Registrar	2018-22	GoK	100	20	20	20	20	20
		Domesticate international sports conventions and expose Kenyan talents globally	UNESCO Conventional sports strategies implemented	No. UNESCO conferences attended; Reports produced	Department of Sports	2018-22	GoK	30	2	4	6	8
		Technical/ Bilateral Sports agreements executed	No. of Technical/ Bilateral Sports agreements entered	Department of Sports	2018-22	GoK	34	2	4	7	9	12

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
			into with other countries and executed.									
		International championships hosted	No. of international Championships hosted	Department of Sports; Sports Kenya	2018-22	PPP	4,650	-	650	2,000	1,000	1,000
	To expand Kenya's capacity to host global conference	A convention centre and museum developed and commissioned at Kasarani	Commissioning of convention centre and museum	Sports Kenya	2018-22	PPP	3,000	-		1,300	1,000	700
Library Services	Enable preservation of materials acquired, and written by an outgoing presidents while in office for national posterity	Modalities for Presidential Libraries established	Approved modalities for establishment of Presidential Libraries.	SDC&H	2018-22	GoK	50	-	-	20	15	15
	To increase access to information and knowledge for empowerment of all Kenyans	50 Automated libraries; A virtual library created	No. of libraries automated; Functional virtual library	KNLS Board and County Govt	2018-22	GoK	250	-	-	150	50	50
		27 functional county libraries established	No. of County libraries established	KNLS Board and County Govt	2018-22	GoK	650	-	-	250	200	200
		4 County libraries upgraded in Awendo, Wajir, Munyu and Isiolo	No of County libraries upgraded	KNLS Board and County Govt	2018-22	GoK	250	-	-	150	50	50
	To enhance capacity for the development of library services in Kenya	Conditional Grants fund for Development of Libraries approved	Amount approved for the fund; No of libraries assisted;	SDC&H	2018-22	GoK	1200	-	-	200	350	650
	To promote excellence in development and management of public schools' libraries	Library of the year awards under the public schools category held	No. of Awards presented; No of Awards held	SDC&H	2018-22	GoK	23	-	-	10	8	5
Performing Arts, Music and Culture	To preserve Kenya music heritage and expose Kenya's culture globally	Documented cultural practices, events and activities in Kenya; Guidelines for cultural activities and/or best practices	No. of documented practices; events and activities; No. of publications; Guidelines	KCC	2018 – 2022	GoK	37	-	-	12.5	12	12

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)						
							Total	2018/19	2019/20	2020/21	2021/22	2022/23	
		Digital Music repository	No of visits to the online portal	PPMC	2018-20	GoK	200	-	-	100	50	50	
		Kenya music heritage documented, preserved and disseminated	No. of Music and Dances recorded; No. of research papers; No. of Musicians engaged; No of transcriptions	PPMC	2018-22	GoK	500	-	-	200	150	150	
		To develop performing arts, music and culture into productive skills and jobs	Trained talented youth in music and dance; Music Talent Centres established	; No. of youths trained; No. of Music Talent Centres; No of Jobs created in creative economy	KCC; County Govts	2020-22	GoK	600	-	-	290	280	30
		Heritage Centres created and Cultural festivals held within the counties	No. of Heritage Centres created; No. of Cultural festivals	KCC; County Govt	2019-22	GoK	50	-	-	30	10	10	
		Artists and Cultural Practitioners empowered	No. of Skilled artists and cultural practitioner empowered	Arts and Culture	2018-22	GoK	750	100	155	160	165	170	
		National Arts Gallery established	National arts gallery	Arts and Culture	2019-21	GoK	600	-	-	350	250	-	
		Cultural festivals and arts exhibitions undertaken	No. of exhibitions held	Arts and Culture	2018-22	GoK	550	-	-	200	150	200	
		Cultural exchange programmes	No. of exchange programmes undertaken	Arts and Culture	2018-22	GoK	595	60	100	125	150	160	
		To ensure compliance to international obligations on culture and heritage	UNESCO 2005 Convention on protection and promotion of the diversity of cultural expressions implemented	Implementation reports	MoSCH	2018-22	GoK	560	75	90	110	140	145
			UNESCO 2003 convention on safeguarding of ICH implemented	Implementation reports	MoSCH	2018-22	GoK	583	78	90	110	150	155
Promotion of Film Industry	To nurture talent and create jobs for youth in film industry	Cinema Mashinani outlets	No. of outlets operationalized	KFCB	2018-22	GoK	3000	-	-	1000	1000	1000	
		Film Resource & Archiving Centre	A modern film resource Centre	Kenya Film Commission	2018-23	GoK	250	-	-	150	50	50	

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
			developed									
		Film Industry Promotion Fund	Film industry promotion fund	Kenya Film Commission	2018-22	GoK	2400	-	-	800	800	800
		Regional Film Incubation Centres	8 film incubation Centres established	Kenya Film Commission	2018-22	GoK	600	-	-	200	200	200
		Film Industry Locations mapped	% Coverage of the Country; Number of visits to the portal	Kenya Film Commission	2018-23	GoK	100	-	15	50	35	-
		Film and Media City – KONZA	% of completion	Kenya Film Commission	2018-22	GoK	400	-	-	200	100	100
		Acquired and refurbished Cinema theatre	Cinema theatre acquired	Kenya Film Commission	2018-22	GoK	378	30	100	100	100	48
		Expansion of Broadcast Monitoring Systems	No. of cases addressed No. of media platforms monitored	KFCB	2018-22	GoK	250	-	100	62.5	52.5	35
		Kenya Film School established and youths trained	No. of Youth trained	DFS	2018-22	GoK	720	45	30	195	200	250
		Modern filming equipment acquired for the youth	No. of youth with access to film equipment	DFS	2018-21	GoK	250	-	100	100	15	35
Public Records Management	To attain a paperless Public Service by the year 2030.	Integrated Public Record and Information Management System adopted by Ministries	No. of Ministries using IPRIS System	MoSCH	2018-22	GoK	225	50	10	100	40	25
	To enhance preservation and access of archival materials and public records	Public Records in all registries (RMUs) automated and digitized	No of RMU digitized; No. of visits to the portal	MoSCH	2018-22	GoK	950	-	-	400	200	350
		High density mobile shelves installed at all Regional Record Centres	No. of mobile shelves installed at the regional records Centres	KNADS	2018-22	GoK	150	-	10	100	25	15
		Refurbishment of Kenya National Archives	% of completion of refurbishment	KNADS	2018-22	GoK	100	-	6.5	50	43.5	-
		A purpose –built archives building constructed	Archives building constructed	KNADS	2018-22	GoK	2500	-	-	800	850	850
		Archival Records digitized	No. of materials digitized	KNADS	2018-22	GoK	400	-	-	200	100	100
		Copies of migrated archives retrieved from UK & diaspora	No of copies of migrated archives	KNADS	2018-23	GoK	100	-	-	50	50	

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Ksh. Million)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
			retrieved.									
		National Research and repository centre constructed	No of materials stored	NMK and donors	2018-22	GoK DPs	1500	-	-	600	600	300
National Heritage	To ensure preservation of national heritage sites and monuments	100 best monuments identified	No. of monuments identified	NMK/ County Govt	2018-22	GoK Private Sector	1100	-	-	400	400	300
		Sea wall constructed	% of wall constructed	NMK	2018-22	GoK	500	25	325	50	50	50
	To honour national heroes and heroines	National Heroes Council established	No. of heroes and heroines honoured	MoSCH	2018	GoK	-	-	-	-	-	-
Total							109,240.0	1,882	5,323	50,546	27,775	23,712

THE POLITICAL PILLAR

D1: DEVOLUTION

Programme / Project	Objectives	Expected Outputs	Performance Indicators	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/22
Devolution Policies and Legal Reviews	To deepen devolution through strengthened legal and institutional frameworks	Reports on functional analysis, costing and transfer of functions and framework for concurrent functions; Amended Laws and regulations; Devolution Institutions restructured; Devolution policy reviewed; Guidelines in place and implemented; County services decentralized	No. of reports; Laws and regulations; Institutions restructured; Devolution Policy; Guidelines; No. of services decentralized;	MoD&ASALs, IGRTC, CRA,	2018-2022	GoK DPs	6,689	1,066	1,452	1,872	1,263	1,036
	To improve urban governance	Guidelines for county spatial planning developed	Guidelines on county spatial planning	MoD&ASALs, Lands, Counties	2018-2022	GoK DPs	3,358	550	605	666	732	805
Capacity Building and Technical Support for Implementation of Devolution	To strengthen county government competencies	Capacity built and technical support provided	No. of counties supported	MoD&ASALs MS&P, CRA, Devt Partners	2018-2022	GoK DPs	1,864	611	458	344	258	193
	To improve public participation in county development	Civic education guidelines developed and forums held; Civic educations units established;	Guidelines; No of forums; No. of civic education units established; No. of civic educators	MoD&ASALs MS&P, Devt Partners	2018-2022	GoK DPs	3,888	1274	956	717	537	404

Programme / Project	Objectives	Expected Outputs	Performance Indicators	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2021/22
Planning, Budgeting, Financial Management and Resource Framework for regional blocks Mobilization	To improve county planning, budgeting and public financial management	Integrated planning; Framework for regional block developed; Digitized county operations;	Regional blocks framework; No. of county operations digitised;	CRA, TNT&P, MOD&ASALS & Non-state Actors	2018-2022	GoK DPs	7,936	1,300	1,430	1,573	1,730	1,903
	To promote equitable sharing of revenues between national and county governments and improve resource mobilization by counties	Publications; Policy on own sources revenue in place and implemented; Framework for harmonisation of fees and charges across counties; Framework for resource mobilisation for alternative financing of county governments;	No. of publications; Own resource Policy; Harmonised fees and charges; Framework for alternative financing;	CRA, MoD&ASALS, TNT&P, Counties	2018-2022	GoK DPs	4,249	696	766	843	926	1018
Intergovernmental Relations and Structures	To strengthen intergovernmental structures and relations	Enacted Reviewed Intergovernmental Relations Act and attendant regulations developed; Communication strategy; Alternative Dispute Resolution mechanism framework established; Sectoral forums held;	Enacted Act and regulations in place; Communication strategy; No of Disputes resolved; No. of forums held	MoD&ASALS, KSG,	2018-2022	GoK DPs	3,432	600	634	677	731	790
	To improve management of public assets and liabilities	Assets transferred and liabilities cleared	No. of assets transferred, Liabilities settled	ICT, TNT&P, MoD&ASALS,	2018-2022	GoK DPs	16,124	2,641	2,905	3,196	3,515	3,867
	To harmonised M & E systems across governments	Devolution M & E framework developed	M & E framework	CRA, TNT&P, MoD&ASALS & Non state Actors	2018-2022	GoK DPs	12,210	2,000	2,200	2,420	2,662	2,928
Human Resource Management, Development and Service Delivery	To improve human resource capacity for effective service delivery	Guidelines on human resource management in the counties developed; County pension scheme established; Norms and standards developed; 30% inclusivity rule implemented; Partnerships established	Guidelines; County pension scheme; Norms and Standards; No. of counties compliant with 30% inclusivity rule; No of partnerships developed	SPM, PSC, CPSB	2018-2022	GoK DPs	1,418	232	255	282	310	339
Development of Industrial Clusters &	To improve regional industrialization and	Inter county industrial clusters	No. of inter county industrial clusters	GoK & CGs	2018-2022	GoK & CGs	4,700	1,000	1,000	1,000	1,000	700

Programme / Project	Objectives	Expected Outputs	Performance Indicators	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2021/22
Products	productivity through harnessing dominant product base											
	To promote counties productivity and diversification through comparative product and resource base	Dominant county products identified, promote and developed	Number of product based industries developed	GoK & CGs	2018-2022	GoK DPs	1,200	200	300	200	300	200
TOTAL							67,068	12,170	12,961	13,790	13,964	14,183

D2: GOVERNANCE AND THE RULE OF LAW

Programme/ Projects	Objectives	Expected Outputs/Outcome	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Flagship Projects												
Implementation of Constitution and Legal Reforms	To ensure conformity, consistence and implementation of existing laws with the Constitution.	Laws to implement the Constitutions reviewed and developed; Civic education undertaken; a culture of Constitutionalism inculcated	No. of laws reviewed, developed and enacted to implement the constitution; No. of civic education forums held	OAG, Judiciary KLRC	2018-2022	GoK	2,350	560	560	460	410	360
Leadership, Ethics and Integrity	To strengthen legislative, policy and institutional framework for leadership, ethics and integrity	Whistle blower protection mechanism developed; assets recovery and tracking undertaken; framework for wealth declaration strengthened; leadership and integrity framework strengthened; multi-agency collaborations strengthened; bilateral and multilateral leadership implemented; ethics and integrity agreements signed Improved leadership, ethics and integrity.	Whistle blower protection mechanism; assets recovery and tracking No. of bilateral and multilateral leadership implemented; No. of ethics and integrity agreements signed	EACC NCACSC Judiciary ODPP	2018-2022	GoK	363	80	71	71.5	67	73

Programme/ Projects	Objectives	Expected Outputs/Outcome	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
National Cohesion and Integration	To promote national unity.	Sensitization and training on appreciation of diversity, non-violent resolution processes and peace building initiatives; Improved national cohesion and integration	No. of sensitization and training forums held; No. of hate speech cases reported, prosecuted and determined.	NCIC Judiciary ODPP	2018-2022	GoK	435	125	100	70	70	70
Legal Aid and Awareness	To strengthen legal assistance to the public and broaden public private engagement.	Sustainable Funding Strategy developed and implemented; legal aid services automated; legal aid rolled out to 16 counties; public private engagement broadened; Improved legal assistance	Sustainable Funding Strategy; automated legal aid services; No. of counties with legal aid; improved legal assistance	Judiciary ODPP OAG	2018-2022	GoK	2,017	351	690	398	329	249
Judicial Transformation	To improve access to and expeditious delivery of justice to all.	Court procedures and processes transformed and reoriented; operationalized judicial fund; institutional and administrative arrangements of Judiciary redesigned; re-equipped judiciary; Improved access to and quality of justice to all.	Transformed and reoriented court procedures and processes; operational judicial fund; redesigned institutional and administrative arrangements of Judiciary; re-equipped judiciary	Judiciary KSL	2018-2022	GoK	15,500	3100	3100	3100	3100	3100
Strengthening the criminal justice system	To improve access to and expeditious delivery of justice to all.	Strengthened prosecution services, correction services, witness protection services and crime research; Improved access to and quality of justice to all.	Average time taken to determine a case.	OAG ODPP Judiciary National Police Service	2018-2022	GoK	4,438	1,693	1,352	461	446	486
Other Programmes and Projects												
Implementation of Bill of Rights	To strengthen Human- Rights Based Approach to programming and planning (HRBA) in economic development	Capacity built on HRBA; Improved human rights	No. of capacity building forums held	KNCHR OAG	2018 – 2022	GoK	367	108	108	23	58	70
Strengthening administrative justice	To strengthen administrative justice	Standards and best practices on administrative justice developed; Ombudsman office decentralized to 10 counties	Standards and best practices on administrative justice;	CAJ OAG DOJ	2018 – 2022	GoK	675	70	110	45	200	250

Programme/ Projects	Objectives	Expected Outputs/Outcome	Performance Indicator	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		Improved access to justice	No. of counties with Ombudsman offices									
Crime Research	To map and identify crime research themes	National crimes year book developed on crimes trends, roots, consequences and prevention developed; National crime data repository unit and systems developed	Crime year book; unit; systems	NCRC	2018/19 – 2022/23	GoK	2,752	1,480	628	225	197	222
Legal Education and Training	To enhance quality of legal education and training	Modernized legal education system; regional school of law campuses established	Training programme; policy on legal education and training; no. of campuses	CLE, KSL	2018/19 – 2022/23	GoK	3,190	390	940	820	570	470
Political and Economic Governance	To strengthen governance systems	Enhanced Constitutional and legal requirements governing electoral processes; National Policy on Alternative Dispute Resolution formulated and implemented	Ease of doing business index; No. of cases on electoral process taken to court	KECOBO IEBC, Judiciary, registrar of political parties	2018 – 2022	GoK	60,760	17,460	4,610	7,170	6,250	25,270
Policy, Legal and Institutional Reforms	To strengthen policy, legal and institutional framework	Enhanced policy and legal framework	No. of policies and laws reviewed, developed and implemented	OAG KLRC KSL DOJ	2018 – 2022	GOK	7,988	1,475	1,952	1,693	1,433	1,435
Total							100,835	26,892	14,221	14,537	13,130	32,055

THEMATIC AREAS

E1: HIV and AIDS

Programme/ Project	Objective	Output/Outcome	Performance Indicator	Implementing agencies	Time Frame	Source of Funds	Indicative budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Sustainability of the HIV response	To create a sustainable pool of funds to support	HIV and Priority Non-Communicable Diseases revolving Fund established;	HIV and Priority Non-Communicable	Ministry of Health, County Governments,	2018-2022	GoK; CGs; Private Sector	197,057	39,826	39,848	39,591	39,108	38,680

Programme/ Project	Objective	Output/Outcome	Performance Indicator	Implementing agencies	Time Frame	Source of Funds	Indicative budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
towards Fast Tracking the ending of AIDS	HIV & AIDS and NCD; improve access to affordable HIV commodities	A firm to manufacture HIV commodities established	Diseases revolving Fund; HIV commodity manufacturing firm	Council of Governors, NACC,		DPs						
HIV Prevention	To eliminate Mother to Child HIV transmission; and reduce new HIV infections	Resources pooled to support elimination of mother to child transmission; awareness to reduce new infection undertaken; Adolescents and Young People (AYP) internship programme implemented; country-wide digital network of youth centres established	No. of HIV transmissions from Mother to Child; No. of awareness forums; No. AYP internship opportunities offered; No. of digital network of youth centres	MoH, County Governments, NACC, Civil society, private sector, Development partner	2018-2022	GoK; CGs; Private Sector DPs	414,703	77,745	83,802	84,092	84,384	84,678
Universal Access to Treatment to Achieve 90 90 90 Targets	To promote Universal access to care and treatment; and advance human rights based approaches to HIV programming	Improved ART coverage; functional treatment literacy centres established; outreach programmes undertaken; County HIV tribunal hubs established; Model Anti-discriminatory laws for counties developed	No. of PLHIV on ARVs; No. of literacy centres; No. of outreach programmes; No. of PLHIV accessing justice through the HIV Tribunal hubs	MoH, Counties NACC, Civil society, private sector, DPs	2018-2022	GoK; CGs; Private Sector DPs	430,858	87,118	87,135	86,560	85,498	84,543
Promoting utilization of strategic information for research & monitoring and evaluation (M&E)	To Strengthen M & E capacity	Situation room as a web based HIV information platform established;	No. of M&E sub system integrated to HIV information platform	NACC and Counties	2018-2022	DPs	155	40	35	40	40	-
Strengthen Accountability and Coordination of the HIV Response	To strengthen the accountability and coordination of the HIV response.	Effective and well-functioning stakeholder coordination and accountability structures and systems established	No of counties with functional county HIV coordination Committees; No. Of counties with HIV Strategic Plans;	MoH, Counties NACC, Civil society, private sector, Development partner	2018-2022	GoK; CGs; Private Sector DPs	597.17	107	112.89	119.09	125.64	132.55

Programme/ Project	Objective	Output/Outcome	Performance Indicator	Implementing agencies	Time Frame	Source of Funds	Indicative budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
			No. of implementing Partners reporting through HIV Implementing Partners Online Reporting System									
Total							1,043,374	204,839	210,936	210,405	209,159	208,036

E2: CLIMATE CHANGE

Programme/ Project	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Climate Change Governance and Coordination	To enhance governance, coordination and financing of climate change related activities in all sectors of the economy	National climate Change Council operationalized	Gazette Notice	ME&F	2018- 2022	GOK DPs	300	80	80	60	40	40
		Subsidiary legislation enacted	No. of regulations	ME&F, TNT&P	2018- 2022	GOK DPs	500	150	150	70	65	65
		Climate Change Fund established	Amount of funds mobilised and disbursed	TNT&P, ME&F	2018 - 2022	GOK DPs	1,600	200	200	200	200	800
		Climate Change Directorate and Climate Change Units in the MCDAs established	No. of CCUs established	ME&F/ MCDAs	2018- 2022	GOK DPs	1,500	150	200	300	400	450
		Climate change Gender and Intergenerational responsive public education and awareness Strategy developed	Published Strategy	ME&F-CCD	2018- 2022	GOK DPs	100	50	20	10	10	10
		Climate responsive national and county government plans	No. of plans that have integrated climate change	ME&F-CCD; TNT&P	2018- 2022	GoK DPs	20	20	20	20	20	100
		NCCRC operationalized	Functional NCCRC (Web-portal; furniture and	ME&F-CCD	2018- 2022	GoK DPs	300	100	100	50	25	25

Programme/ Project	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
			equipment; No. of materials stocked)									
		Partnership for Green Growth (P4G) implemented	Number of sustainable business partnerships established	TNT&P; VDS; ME&F	2018-2022	GoK DPs	750	150	150	150	150	150
Capacity Building and Public awareness	To strengthen both institutional and human capacity towards enhancing access to timely and accurate information on climate change	Climate change awareness forums and sensitizations undertaken	No. of people sensitized; No of awareness forums held	ME&F-CCD, TNT&P	2018 – 2022	GoK DPs	250	50	50	50	50	50
		Climate change dialogue, networking and alliances built	No of network/alliances	ME&F-CCD	2018 – 2022	GoK DPs	250	50	50	50	50	50
		Climate change curriculum developed and integrated into education system	Integrated Climate change curriculum into education system	ME&F-CCD	2018 – 2022	GoK DPs	100	20	20	20	20	20
Other Programmes and Projects												
Formulation and implementation of National Climate Change Action Plan	To enhance low carbon climate resilient sustainable development	NCCAP II (2018-2022 developed and implemented)	NCCAP II (2018-2022)	ME&F-CCD/ TNT &P	2018-2022	GoK DPs	500	100	100	100	100	100
		NCCAP III 2023 – 2027 initiated	NCCAP III 2023 – 2027	ME&F-CCD/ TNT&P	2022	GoK DPs	100	-	-	-	-	100
Climate change Monitoring, reporting and Verification (MRV)	To enhance climate change information dissemination	Tracking tool and registry developed	Operational tracking tool and registry	ME&F-CCD/ TNT&P	2018-2022	GoK DPs	1000	300	200	200	150	150
		GHG inventory system strengthened	Functional GHG inventory system	ME&F-CCD	2018-2022	GoK DPs	360	40	40	40	40	200
		Climate change MRV system developed	Functional Climate change MRV system	ME&F-CCD/TNT&P	2018-2022	GoK DPs	835	123	175	213	164	160
		NC, BUR, GHG inventory report, NDC update Report	No.of reports	ME&F-CCD	2018-2022	GoK DPs	868	208	100	214	112	234
Green Growth and Employment programme	To promote green growth and jobs in the economy	Green projects implemented; Green decent jobs created;	No of green jobs; No of green projects	ME&F, CCD	2017-2020	GOK DPs	1080	400	300	200	90	90

Programme/ Project	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Switch Africa Green Project	To enhance sustainable consumption and production patterns and practices	Participating SMEs better equipped; Policy instruments to enable green business entrepreneurship developed;	No of SMEs engaged; green policy instrument developed	ME&F, CCD	2018- 2022	GoK DPs	700	180	150	150	120	100
Green Innovations and Technologies Programme	To promote the adoption of green technologies	Green technologies and innovations adopted	No. of Green technologies and innovations	NETFUND	2018- 2022	GOK / DPs/ NSAs	1000	180	200	220	240	160
Green Economy Transition at local levels Project	To mainstream green growth concept in the CIDPs	Green growth concepts mainstreamed	No. of CIDP that have mainstreamed green growth concept	ME&F, TNT&P	2018- 2022	GOK / DPs/ NSAs	2,350	600	500	550	400	300
Total							14,623	3,151	2,805	2,867	2,446	3,354

E3: DISASTER RISK REDUCTION

Programme	Objective	Expected Output	Indicator	Implementing Agency	Time frame	Source of funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Disaster Risk Management	To reduce disaster risks and vulnerability, and enhance resilience	DRM Centres of Excellence established.	No. of hubs created	Line ministries and Agencies	2017- 2022	GoK, DPs	2000	1000	250	250	250	250
		Multi-hazard early warning system and preparedness developed	No of hazard specific early warning systems	NDMA; NDOC; KMD MI&CNG DRSRS	2017- 2022	GoK, DPs	1000	500	125	125	125	125
		DRM information database developed; hazard risk mapping undertaken	No of Hazard atlas for counties developed; Risk maps developed; Hazards database	NDMA; NDOC KMD NEMA DRSRS KNBS Academic Institutions	2017- 2022	GoK, DPs	380	180	50	50	50	50
		Capacity building and civic education on	No. of forums for awareness	NDMA; NDOC KSG	2017- 2022	GoK, DPs	1150	330	205	205	205	205

Programme	Objective	Expected Output	Indicator	Implementing Agency	Time frame	Source of funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		DRM undertaken	creation held; Number of plans aligned to Best Practices	TNT&P, KICD MoE MoICT Academic Institutions								
		DRM frameworks developed and finalized, A National Disaster Risk Financing Strategy Developed	No. of DRM frameworks developed; A National Disaster Risk Financing Strategy	NDOC, NDMA, Counties TNT&P	2017-2022	GoK DPs	250	50	50	50	50	50
		DRM monitoring and evaluation report	No of M&E reports	MoP, TNT&P MI&CNG MoE NDMA NDOC KMD	2017-2022	GoK, DPs	100	20	20	20	20	20
Total							4880	2080	700	700	700	700

F: IMPLEMENTATION FRAMEWORK

Programme/ Project	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Strengthening Monitoring and Evaluation												
Track implementation of the MTP III	To improve the level of implementation of programmes and projects,	Status reports prepared	No. of quarterly reports; APRs reports; Mid-term review report and end-term review report	TNT&P, MCDAs	2018-2022	GoK	300	50	50	75	50	75
Monitoring and Evaluation Policy and bill		Monitoring and Evaluation Policy finalized; M&E Act in place	Monitoring and Evaluation Policy; M&E Act	TNT&P	2018-2022	GoK	20	10	10	-	-	-
Strengthen NIMES and CIMES		NIMES and CIMES strengthened	Proportion of counties on CIMES		TNT&P	2018-2022	GoK	250	50	50	50	50
	Proportion of MDAs on NIMES			TNT&P	2018-2022	GoK	250	50	50	50	50	50
Tracking productivity	To track productivity	Productivity and	Productivity and	TNT&P; NPCC;	2018-2022	GoK	300	60	80	60	50	50

Programme/ Project	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
and competitiveness improvement	and competitiveness improvement in the country	competitiveness improved	competitiveness improvement status reports	MCDAs; KNBS								
Capacity building and technical support on Monitoring and Evaluation	To create M&E capacity in government	Capacity built Planning and budgeting officers on M&E at both levels of government	No. of officers trained	TNT&P	2018-2022	GoK	100	20	20	20	20	20
County Planning Capacity Development and Coordination												
Guidelines on integrated development plans	To link policy, planning and budgeting at both levels of government	CIDP, ADP and Sectoral Plan Guidelines prepared, issued and reviewed	CIDP, ADP and Sectoral Plan Guidelines	TNT&P	2018-2022	GoK	60				60	
		Mid-term and end-term review of CIDPs and Sectoral Plans' guidelines and TORs prepared	Mid-term and end-term review guidelines and TORs	TNT&P	2018-2022	GoK	120		60		60	
Technical support to counties on integrated development plans and sectoral plans		Counties supported in preparation of integrated development plans and sectoral plans	No. of counties	TNT&P	2018-2022	GoK	150	30	30	30	30	30
Public Investment Management	To enhance efficiency and effectiveness in public investments	Guidelines for Public Investment Management prepared and issued to county governments	Public Investment Management Guideline	TNT&P	2018-2022	GoK	10	10				
Operationalize county planning offices	To strengthen linkages between national and county planning and budgeting	County planning offices operationalized	No. of county planning units established and functional; No. of officers deployed	TNT&P	2018-2022	GoK	620	100	110	120	140	150
Coordination of SDGs Implementation												
Track implementation of the SDGs	To ensure effective implementation of	Annual progress reports on SDGs	Annual Reports	TNT&P	2018-2022	GoK	100	20	20	20	20	20

Programme/ Project	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	the SDGs at both levels of government	implementation prepared										
Capacity building and technical support on SDGs	To strengthen capacity for implementation of SDGs at both levels of government	National and county staff capacity built on SDGs	No. of staff trained	TNT&P	2018-2022	GoK	100	20	20	20	20	20
Regional and International Economic Cooperation												
Track implementation of Kenya's economic partnerships	To ensure effective implementation of regional and international cooperation frameworks	TICAD Pledges implemented; effective participation in the TICAD Follow-Up mechanism; decisions and resolutions of ACP-EU, ECOSOC, EAC, UNECA, TFTA & CFTA implemented; and other multilateral Agreements implemented; Bilateral Agreements implemented	Status Reports	TNT&P, MFA, Other MDAs	2018-2022	GoK DPs	100	20	20	20	20	20
Deepen regional integration and economic cooperation	To assert Kenya's position at Multilateral power house	Kenya's national interests articulated in TICAD, FOCAC, UNGA, WTO, UNCTAD, AGOA, COMESA, EAC, AU, LAC Business Forums, among others ; Increased trade, investment and tourism flows	Trade, investment and tourism flows and volumes	MFA; TNT&P; Kenya Missions abroad	2018-2022	GoK	180	90	90	0	0	0
South-South Centre	To ensure effective coordination of South-South and Triangular Cooperation in	South-South Centre established	South-South Centre	TNT&P	2018-2022	GoK DPs	400	-	100	100	100	100

Programme/ Project	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
	Kenya											
Networks for knowledge exchange, peer learning and coordination among South-South and Triangular cooperation Partners	To promote South-South Cooperation and maximize its benefits	Networks developed	No. of networks	TNT&P	2018-2022	GoK DPs	100	20	20	20	20	20
Africa Agenda 2063												
Track implementation of the Africa Agenda 2063 and its ten year Implementation Plan	To ensure Africa Agenda 2063 is mainstreamed in all development Plans and effectively implemented.	Annual progress reports on implementation of Agenda 2063 prepared	Annual Progress Reports	TNT&P	2018-2022	GoK	50	10	10	10	10	10
Africa Peer Review Mechanism	To improve governance and inclusive development	National Programme of Action implemented APRM rolled-out to counties	Progress Reports	TNT&P; Kenya NEPAD Secretariat; MCDAs	2018-2022	GoK; DPs; UNECA	300	50	100	50	50	50
Effective Development Planning												
Statistical Reforms	To provide data and information for policy, planning and budgeting	Kenya Population and Housing Census 2019 report; Statistical Act, 2006 reviewed; county statistics act enacted; Compilation of Gross County Product Census of Industrial Production Survey of Non Profit Institutions Rebasing of National Accounts Rebasing of CPI	Census reports Statistical Acts GCP Report Census report Survey Report New Accounts	TNT&P KNBS NCPD KNBS KNBS KNBS	2018 – 2022 2017 -2019 2017 – 2019 2018- 2020 2017 – 2020 2017 -	GoK DPs	15,759 17.5 132.0 80.0 80.0	7,015 17.5 132.0 60.0 30.0	8,590 17.5 132.0 20.0 50.0	124 124 124 124 124	15 15 15 15 15	15 15 15 15 15

Programme/ Project	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)						
							Total	2018/19	2019/20	2020/21	2021/22	2022/23	
		Integrated Survey of Services Agriculture Census	New CPI Survey Report Census Report	KNBS KNBS KNBS	2019 2017 – 2019 2019 - 2022		128.3 50.0 2,000	128.3 50.0			350.0	850.0	800.0
Fourth Medium Term Plan (MTP IV) and its Sector Plans	To ensure effective development planning	MTP IV prepared; Sector Plans prepared; National and County Consultations undertaken; MTP III disseminated	MTP IV ; Sector Plans; Consultative and dissemination Reports	TNT&P	2022	GoK DPs	500	-	-	-	-	500	
Build Capacity on Macroeconomic Modelling and Forecasting	Strengthen evidence based policy decision making	Policy Briefs and Reports	No. of Briefs and Reports	TNT&P	2021-2022	GoK DPs	75	15	15	15	15	15	
Key investment opportunities in Kenya	To provide investment opportunities to potential investors	Key investment opportunities in Kenya Report	No. of Reports	TNT&P	2021-2022	GoK	50	25			25		
Mainstreaming social budgeting	To complement Government efforts in achieving set national targets and promoting participatory planning and monitoring	Improved child and other vulnerable groups sensitive planning and budgeting	SIR System redesigned	TNT&P	2018-2022	GoK UNICEF	60	60	60	60	60	60	
Knowledge Management Programme	To establish platforms for sharing and utilization of knowledge	Database of the pool of existing and new knowledge	Database	TNT&P	2018-2022	GoK DPs	75	15	15	15	15	15	
Economic Empowerment Programme	To enhance and mainstream inclusiveness of the poor and vulnerable groups as economic agents	The poor empowered as economic agents Inclusiveness of the poor and vulnerable mainstreamed in policy frameworks	No of programmes targeting the poor and vulnerable groups;	TNT&P MCDAs	2018-2022	GoK UNDP	60	60					

Programme/ Project	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Participatory Poverty Assessment (PPA)	To evaluate and review Kenya's poverty reduction strategies and pro-poor initiatives	PPA Survey undertaken; Poverty Research Centre established	Qualitative Poverty Assessment Report; Poverty Research Centre	TNT&P	2018-2022	GoK/ DPs	200	20	60	40	20	60
Development Effectiveness For Results												
Kenya External Resources Policy rollout and review.	To ensure effective sourcing and management of external assistance	External Resources Policy rolled out and reviewed	Dissemination reports; Reviewed Policy	TNT&P	2018-2022	GoK/DPs	22.5	12.5	5	5	0	0
Operational guidelines and best practice models for Development Partners engagement in the Counties.	To harmonize and streamline Development Partner engagement in the Counties	Public Finance Management Act and Regulations adhered to	Guidelines; Best practice models	TNT&P	2018-2022	GoK	-	-	-	-	-	-
Financial and technical support to improve national statistical capacity	Availability and accessibility of timely and accurate data that is disaggregated by age, sex and location	Timely, comprehensive and reliable data	Timely disaggregated data	KNBS, TNT&P	2018-2022	GoK/DPs	5.5	1.1	1.1	1.1	1.1	1.1
Integration of the e-ProMIS with the IFMIS	To improve budgeting and expenditure reporting of development projects	Integration finalized	Integrated system in place; No. of Officers trained	TNT&P	2018-2022	GoK/DPs	15.0	3.0	3.0	3.0	3.0	3.0
Harmonization of the Government Sector Working Groups	To harmonize the MTP and MTEF Sectors for use in MTP IV and revise Chart of Accounts	One set of sector definition used for Planning, budgeting and Implementation	One set of sector definition in place	TNT&P	2018-2022	GoK/DPs	10.0	3.0	3.0	2.0	2.0	-
Capacity	To enhance capacity	Resource Mobilization	Resource	TNT&P, Kenya	2018-2022	GoK/DPs	10.0	2.0	2.0	2.0	2.0	2.0

Programme/ Project	Objectives	Expected Outcomes/ Outputs	Performance Indicator	Implementing Agency	Time Frame	Sources of Funds	Indicative Budget (Ksh. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
development for County Governments on Resource Mobilization	of County Staff on Resource Mobilization	Curriculum Developed and implemented	Mobilization Curriculum No. of Staff trained	School of Government								
Policy and Legal Framework												
Preparation/review of policies, strategies and legal frameworks	To strengthen linkage between policy, planning and budgeting	Policies, strategies and legal frameworks prepared/reviewed	No. of Policies, Strategies and Legal Frameworks	TNT&P MDAs	2018-2022	GoK	100	20	20	20	20	20
						TOTAL	22,939.8	8,279.4	9,684.1	1,282.1	1,778.1	2,156.1

ANNEX II: INDICATIVE MONITORING AND EVALUATION MATRIX

FOUNDATIONS FOR NATIONAL TRANSFORMATION

A1: INFRASTRUCTURE

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Aviation				
Air Cargo Handling capacity	Tons in Millions	0.253	0.3	0.35
Air Passenger handling capacity	No in millions	7.5	10.82	12
Air Passengers handled	No in millions	10	11	12
Air Craft movements	No	120,000	320,000	350,000
Shipping and Maritime				
Port handling capacity	Tons in million	27.4	35	41.1
Railway Transport				
Proportion of Cargo transported through rail	%	3	40	50
Road Transport				
Length of Roads constructed and rehabilitated	KMs	3,250	4,000	6,000
Energy				
Number of household connected with electricity	No in millions	6,367,646	2.5	5
Installed Electricity generating capacity	MW	2,336	3,476	4,821
Public Works				
Number of Public Buildings constructed, rehabilitated and maintained	No.	69	174	315
Sea walls	Metres	209	3,950	6,300
Jetties	No.	3	4	8
Foot bridges	No	39	50	100
Number of diplomatic properties acquired and/or Renovated in Missions abroad	No	22	31	37

A2: INFORMATION AND COMMUNICATION TECHNOLOGY

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Length of Fiber optic cable laid	Km	6,400	7600	9500
Number of MDA's connected to GCCN network	No	52	80	100
Cyber-attacks Rates	%	40	30	20
Proportion of the country covered by digital Television signal	%	78	90	100
No. of e-waste centres established	No.	0	3	6
Proportion of population accessing ICT services	%	60	80	100
Number of secondary schools and tertiary institutions provided with fiber optic broadband Connectivity	No	500	700	896
Number of underserved/ unserved areas and sub-locations provided with 2G basic Voice Infrastructure	No.	6	30	78

A3: SCIENCE, TECHNOLOGY AND INNOVATIONS

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Share of Research and development as a % of GDP	%	0.79	1.4	2
Global Competitiveness Index (ranking)	No.	91	88	85
Innovation and Sophistication Index (ranking)	No	41	38	36
Higher Education and Training Index (ranking)	No.	97	94	92
Technological Readiness Index (ranking)	No	88	85	83

A4: LAND REFORMS

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
No. of title deeds issued	No.	8,600,000	9,300,000	10,250,000
% of NLIMS in place	%	0	40	90
No. of counties sensitized on National Spatial Plan & National Land Use Policy	No.	0	47	0
No of land parcels geo-referenced	No.	499,907	550,000	700,000

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
No. of KMs of international boundaries surveyed, inspected and maintained.	No.	1,573	1,733	2,063
No of counties with land value index	No.	-	47	0
No. of landless households settled	No.	314,025	326,525	343,925
Preparation of one model county spatial plan	No.	0	1	0
Preparation of regional plans/spatial plans	No.	1	2	2

A5: PUBLIC SECTOR REFORMS

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
No. of Huduma Centres established and operationalized	No	42	72	87
Compliance with National Values and Principles of Public Service Index	%	0	15	25
Proportion of MDAs that have reviewed establishment based on the CARPs recommendations	%	0	100	100
Proportion of representation by gender and diverse ethnic composition	%	26	>30	>30
Public Service Productivity Index	%	0	15	25

A6: LABOUR AND EMPLOYMENT

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
proportion of labour disputes resolved	%	87%	90%	95%
A functional Alternative Dispute Resolution for labour and employment	N/A	-	Legal framework in place	Operational ADR
No of people accessing labour information through the LMIS	No.	132,542	250,000	1,000,000
No. of graduates on internship through the National Internship Programme	No	-	130,000	488,000
No. of occupational Safety and Health (OSH) curricular rolled out in education institutions	No.	0	10	16
No of occupational Qualifications Standards implemented	No.	5	15	20
Country productivity index	%	3	4	5
Country competitiveness index	ratio	3.9 out of 7	4.0 out of 7	4.5 out of 7
Total number of jobs created	No. in '000	832.9	3,627	6,500

A7: NATIONAL VALUES

Performance Indicator	Unit of measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Level of public awareness on national values and ethics	%	59%	70%	100%
Level of compliance with public service values and principles of governance	%	69.9%	75%	100%

A8: ENDING DROUGHT EMERGENCIES

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
No. of people requiring food relief as a result of drought	No. (millions)	3.5	3.0	2.0
Value of livestock lost in drought compared with previous drought episodes	Ksh. (billion)	643.19 (Base 2011)	578.87	463.1

A9: SECURITY, PEACE BUILDING AND CONFLICT RESOLUTION

Performance Indicator	Unit of measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Police : Population ratio (PPR)	Ratio	1:407	1:400	1:400
No. of CCTV installed in Nairobi & Mombasa metropolis, Nakuru, Eldoret and Kisumu	No	3,000	4,500	4,500
No. of Police, Prisons and KWS housing units	No	23,290	39,866	50,906
No. of Border points installed with integrated border control system	No	8	14	15
Poaching rate	%	50	30	10

ECONOMIC PILLAR

B1: AGRICULTURE AND LIVESTOCK

Performance Indicator	Unit of measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Self Sufficiency Ratio	%	75.2	80	90
Amount of Milk Produced	Million Litre	5,300	6,000	7,000
Amount Beef Produced	'000 MT	520	915.2	1,610.7
Amount of Subsidized fertilizer distributed	'000 MT	615.1	800	1,000
Number of 90kg bags of Maize produced	No in Millions	40	55.6	67.4
Value of Tea Export	Ksh. In Million	124,500	148,155	176,304
Value of Coffee Export	Ksh. In Million	21,300	27,818	36,330
Value of Horticulture Export	Ksh. In Million	101,500	123,120	150,575
Amount of rice produced	'000 MT	112.8	193.6	406.5
Area of land under irrigation	'000 Acres	500	880	1,200
Crop Insurance policies purchased	millions of policies	0.2	3.0	5.0
Vaccine production	million doses	40	60	100

B2: MANUFACTURING

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Manufacturing Sector Growth (%)	%	3.5	5	10
Contribution to GDP (%)	%	9.2	12	15
Employment ('000 Numbers)	No.	1,760.4	2,260.4	3,260.4
Ease of Doing Business Ranking	Rank	80	60	45
Global Competitiveness Index	Rank	91	60	45
Proportion of Manufactured Exports	%	25	35	40
Manufacturing FDI	US\$ million	393	1000	2,000

B3: TOURISM

Performance Indicator	Unit of measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Tourism Earnings	Ksh. Billion	99.7	145	175
International arrivals	No.	1.34	2.1	2.5
Bed-nights by Kenyans	No.	3.5	5.5	6.5

B4: TRADE

Performance Indicator	Unit	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Value of Kenyan Exports	Ksh. Billion	578	1411	2,204
Value of Domestic Trade	Ksh. Billion	520.4	588	650.4
Ease of Doing Business (World Bank Ranking)	Rank	80	65	50
Jobs created in retail, wholesale and informal sub-sectors	No.	918,500	1,037,000	1,148,000

B5: BUSINESS PROCESSING OUTSOURCING, AND IT-ENABLED SERVICES (ITES)

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Completion rate of Phase I Konza horizontal Infrastructure.	%	40	70	100
Number of devices provided for Digital Literacy Programme	No.	1,200,000	1,300,000	1,500,000
Number of Schools with ICT digital Devices	No.	21150	24000	24350
No. of Teachers trained in public digital literacy	No.	100	2000	5000
Number. of Studio Mashinani established	No.	5	20	30
Number of. of BPO/ITES SME's supported through ICT Innovation and Enterprise Kenya initiative	No.	0	10	20
Number of ICT Graduates under Presidential Digital Talent	No.	400	800	1200
No of Trained youths on Basic BPO/ITEs basic skills;	No.	10,000	25,000	50,000
No of Kenyans engaged on online jobs	No.		50,000	100,000

B6: FINANCIAL SERVICES

Performance Indicator	Unit	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Proportion of population using formal financial services	%	75.3%	80%	85%
Proportion of the population with full digital identity	%	26%	40	80
Proportion of business with full digital identity	%	25.4%	20	40
Proportion of entities directly accessing Green climate Fund	%	15	30	60
Volume of financing mobilized from Green Climate Fund (GCF)	Ksh.Billions	6.4	10	15
Proportion of Financial service providers offering climate finance products	%	10%	20	40

B7: OIL, GAS AND MINERAL RESOURCES

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Additional white oil storage at Mombasa	M ³	140,376m ³	240,376m ³	240,376m ³
Extension of pipeline network in Km	Km	1384 Km of pipeline	0	>1384 Km
LPG Import handling and storage facility in Mombasa	MT	0	0	20,000MT facility
Bulk LPG storage facilities in Nairobi	MT	0	0	2,200MT facility
No. of additional skilled manpower in Oil and Gas	No.	0	735	2,223
No. of households using Mwananchi LPG	No.	0	1.8 million	3.6 Million
Per cent of the country mapped/surveyed	%	0	100	100
Total area in Km ² mapped	Km ²	0	100	200
% of geological data and information digitized	%	30	70	100
No. of Geo-hazard Atlas developed	No.	0	5	10
Revenue generated from minerals	Ksh.billion	1.08	2	3
Capital inflows	Ksh.billion	0	2	4

B8: BLUE ECONOMY

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Fish harvested per year	Metric Tonnes	128,649	240,000	304,000
Consumption of fish Per capita	Kg/Person/Year	4.6	7.2	10

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Amount Fish exported	Metric Tonnes	5,996	6,595	7,255
Value of Fish Exported	KShs billion	1.9	2.1	2.3
Number Skilled youth (by sex) trained under <i>Vijana Baharia</i>	No.	N/A	3,750 (30% female, 70% male)	6,250 (40% female, 60% male)
Number of Seaweed farmers	No.	200	1,000	2,000
Number of Twenty-foot Equivalent Unit(TEUs) (Government and project cargo) handled by KNSL	No.	N/A	40,000	60,000

THE SOCIAL PILLAR

C1: HEALTH

Performance Indicator	Unit of measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Health Insurance Coverage	%	36	70	100
People covered by Health Insurance (NHIF)	No in Millions	16.5	41.6	51.6
Health Insurance coverage for (Employed Persons With Disability (EPWD)	No.	181,898	725,000	1,225,000
Health Insurance coverage – Linda Mama	No.	1,200,000	1,263,211	1,329,752
Proportion of births attended by skilled health personnel (Health Facility)	%	77.4	85	95
Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods	%	78.1	81	85
Under Five Mortality Rate	No. per 1000 live-births	52	48	45
Infant Mortality Rate	No. per 1000 live-births	39	35	30
Maternal Mortality Rate	No. per 100,000 live-births	362	350	300
Malaria Prevalence rate	%	8	6	<5
TB treatment cure rate	%	90	95	100
Prevalence of undernourished population	%	26	23	20
Immunization coverage(under one)	%	79	85	90
Death rate due to road traffic injuries	No. per 100,000 populations	11	9	7
Proportion of health budget as a percentage of Total budget (National + County)	%	7	9	12

Performance Indicator	Unit of measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Access to specialized health care in management of lifestyle diseases (Renal, Cancer, Diabetes and Cardiovascular Diseases)	%	12	18	30
Doctors : Patient Ratio	No. per 10,000 population	2.3	3.2	3.5
Nurses : Patient	No. per 10,000 population	23	33	40
Average distance to Nearest Health Facility	Kms	9	7.5	5

C2: POPULATION, URBANIZATION AND HOUSING

INDICATORS (MILESTONES)	Unit of Measure	BASELINE (2016/17)	MID TERM PROJECTION (2020/21)	END-TERM PROJECTION (2022/23)
Annual Population Growth Rate	%	2.9	2.1	2.1
Total Population	No.	45.9	48.9	50.8
Dependency Ratio	No Per hundred person aged 15-64	81.6	79.6	77.7
Fertility Rate	%	3.75	3.5	3.5
Life Expectancy at birth	Years of life	61.4	63.2	63.2
Length Bitumen of Non- Motorized Transport (NMT) roads	KM	159	130	310
Length Storm Water Drainage	KM	49	150	250
No of Housing units constructed	No.	66,672	250,000	500,000
Adopted Appropriate Building Technologies (ABT)	No.	3	2	3
Urban Institutions (Municipalities) established with improved infrastructure and services	No.	-	40	59

C3: EDUCATION AND TRAINING

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Primary to Secondary School Transition Rate	%	83.5	100	100
Net Enrolment Rate in primary school(by sex)	%	Total 91.1	Total 96	Total 100
Net Enrolment Rate in Pre-primary School(by sex)	%	Total 74.9	Total 81	Total 85
Parity Index (female/male)	Ratio	0.97	0.99	0.99

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Trainees enrolled in TVET	No	Total 49,222	Total 112,695	Total 195,827
Teacher-pupil Ratio at basic education level.	Ratio	1:41	1:40	1:40
Teacher-student Ratio at secondary education level.	Ratio	-	1:40	1:40
Enrolment in Adult and Continuing Education(ACE)	No.	227,322	244,874	257,322

C4: ENVIRONMENT WATER AND SANITATION

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
County dumpsites with ten minimum points	No.	3	25	47
Proportion of land under Tree Cover	%	7.24	7.62	8.00
Proportion of population with access to clean and safe water	%	Rural 50.2	60.5	70.0
		Urban 70.3	77.0	83.0
		National 60.0	70.0	80.0
Proportion of Population with access to improved sanitation service	%	68	74	80
Proportion of urban population with access to sewerage connection	%	25	33	50
Proportion of Household with access to improved water sources	%	National 72.6	81.3	90.9
		Rural 61.8	70.1	78.4
		Urban 86.7	91.9	97.1
Area under irrigation	No. of Ha	-	141,250	425,000
Water storage capacity	Million M ³	-	220	2,198
Area of land reclaimed	No. of Ha	-	31,600	60,000
Proportion of urban solid waste regularly collected and with adequate final discharge	%	44	60	80
Area of land under conservation (under RDAs)	Acres	27530	41050	54,500
Area under riparian (under RDAs)	Acres	1040	1440	1800

C5: GENDER, YOUTH AND VULNERABLE GROUPS

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Amount disbursed (Ksh) through Affirmative Action Funds	Ksh in billions	4.892	15.596	19.7
No of beneficiaries of Affirmative Action Funds(by sex)	No	1,800,146	8,146,000	20,672,100
Cash transfer beneficiaries(by sex)	No	1,800,146	1,800,146	1,800,146
Proportion of women in key decision making positions (MPs, Senators, Governors, CSs, PSs and MCAs)	%	26	30	33
Proportion of girls and women aged 15-49 who have undergone FGM/cutting	%	21	15	10

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Proportion of women and girls who have been subjected to Gender Based Violence	%	30	20	10
Proportion of total procurement awarded through Access to Government procurement Opportunities(AGPO)	%	33	35	40
No. of youth sensitized on drugs and substance abuse	No.	2,350	4,700	9,400
No. cash transfer beneficiaries	No.	810,000	1,200,000	1,800,000

C6: SPORTS, CULTURE AND ARTS

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
No. of National stadia constructed	No.	0	3	6
No. of County stadia refurbished to National standards	No.	11	15	30
No of satellite academies established in various regions	No.	1	5	10
No. of athletes sensitized on anti-doping	No.	22,134	27,000	30,000
Number of additional historic sites and monuments developed	No.	10	60	100
% of an ultra-modern cultural centre developed	%	0	50	100
Number of Kenyans with access to library and information facilities;	No.	20.5M	23M	25M
No. of libraries automated	No.	1	20	50
% of Refurbishment of Kenya National Archives	%	10	50	100
No. of Archival materials digitized.	No.	2	50	100
% of Cinema theatre acquired	%	15	80	100
% of Film Resource centre established	%	20	70	100
No. of Skilled artists and cultural practitioner empowered	No.	1903	3000	3500

THE POLITICAL PILLAR

D1: DEVOLUTION

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
No. of functions transferred	No.	10	12	14
% of county services decentralized	%	10	60	80
County government services automated	No.	20	35	45
No. of counties with urban governance and management systems	No.	1	12	20
No. of counties with spatial plans	No.	5	35	47
No. of MCDAs with operationalized M and E systems (NIMES & CIMES)	No.	3	25	47

D2: GOVERNANCE AND THE RULE OF LAW

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Judges to population ratio	Ratio	Provide data	Provide data	Provide data
Magistrates to population ratio	Ratio	Provide data	Provide data	Provide data
Average time taken to determine a case.	Days	Provide data	Provide data	Provide data

THEMATIC AREAS

E1: HIV AND AIDS

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Proportion of Domestic Financing for the HIV response and Non-Communicable Diseases (NCDs)	%	28	50	60
HIV and AIDS Prevalence Rate	%	Total 4.8 Male-4.5 Female-5.2	Total 4.5 Male-4.0 Female-4.5	Total 4.0 Male-3.5 Female-4.0
Proportion of Child infections from HIV infected women delivering in the past 12 months	%	8.2	4.1	2.1
No of New Adult HIV infections.	No	62,100	31,100	15,500
Proportion of PLHIV on ARVs	%	64%	90%	95%
PLHIV accessing justice through the HIV Tribunal hubs	No	150	1050	1700

E2: CLIMATE CHANGE

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
Amount of Climate Change funds mobilized and disbursed	Ksh in Billions	0	4	8
No of plans that have integrated climate change	No.	0	72	72
No. of green jobs created	No.	0	500	1200

E3: DISASTER RISK MANAGEMENT

Performance Indicator	Unit of Measure	Baseline 2016/17	Mid-Term Projection 2020	End-Term Projection 2022
No of Deaths, missing persons and directly affected persons attributed to disasters per 100,000 population	No.	1	0	0
No. of county governments that adopt and implement local disaster risk reduction strategies in line with national risk reduction strategies	No.	-	47	47
Early warning systems developed	No.	-	1	1

