THE COUNTY TREASURY
DEPARTMENT OF FINANCE, ICT AND ECONOMIC PLANNING

2025 COUNTY FISCAL STRATEGY PAPER

'Promoting Sustainable, Inclusive Growth for Socio-Economic Development"

FEBRUARY 2025

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FOREWORD

The 2025 County Fiscal Strategy Paper (CFSP), the third under Governor Wamatangi's administration, highlights the progress made in implementing the 2023-2027 County Integrated Development Plan (CIDP). The National government continues to implement policies aimed at reducing the cost of living, improving livelihoods, and promoting sustainable and inclusive economic transformation through the Bottom-Up Economic Transformation Agenda.

The County Government remains committed to collaborating with the National Government to implement this transformative agenda and foster sustainable, inclusive growth. Several policies and programs have already been executed to accelerate this progress. These include boosting investment in key economic sectors such as agriculture, manufacturing, environmental conservation, water supply, and sustainable land management to drive recovery. Additionally, efforts have been made to expand critical infrastructure, including roads, water, and ICT, to create a business-friendly environment. The County is also enhancing access to quality social services in health, education, and social safety nets for vulnerable populations. Further, initiatives to empower youth, women, and persons with disabilities have been implemented through training programs and non-interest revolving funds. To improve overall public service efficiency, the County is also advancing policy, legal, and institutional reforms that enhance governance and service delivery.

The 2025 CFSP has been prepared against a backdrop of a stable global and domestic economic outlook. Domestically, the Kenyan economy has remained resilient, despite challenges in both the domestic and external environment. The macroeconomic framework directly or indirectly influences County Government decisions and operations, given that the largest share of County revenue comes from National Government transfers. A stable macroeconomic environment is crucial for the economic growth of both the County and the nation. The County's performance, therefore, is highly dependent on prudent policy formulation and implementation aimed at enhancing service delivery.

The fiscal policy for FY 2025/26 and the medium term supports the County Government's socio-economic transformation agenda through a fiscally responsible consolidation plan. It focuses on managing liabilities, curbing pending bills, and enhancing own-source revenue (OSR) mobilization while ensuring service delivery is not compromised. Key efforts include reprioritizing expenditures, protecting priority programs and social spending, and implementing austerity measures to reduce recurrent costs. The County will also roll out an end-to-end e-procurement system to enhance transparency and maximize value for money. Promoting fiscal discipline, allocative efficiency, and operational effectiveness remains a priority to ensure expenditures align with available resources. Additionally, the County is committed to financial prudence and the delivery of high-quality services at a reasonable cost.

To strengthen public finance management, the County Government, with guidance from the National Government, will accelerate the transition from a cash basis to an accrual basis of accounting to enhance cash management, financial reporting, and fiscal transparency.

Given the constrained fiscal environment, prioritization in resource allocation will be critical in ensuring that low-priority expenditures are dropped or deferred to create fiscal space for high-priority service delivery programs. Departments are, therefore, required to re-evaluate all existing and planned activities, projects, and programs in the FY 2025/26 and medium-term budget. They must also eliminate wasteful expenditures and focus on priorities that support livelihoods, job creation, business recovery, and economic resilience. Additionally, all expenditures in the FY 2025/26 budget must be justified, with resource allocations based on program efficiency and necessity rather than incremental budgeting. The hard sector ceilings for the FY 2025/26 budget and the Medium Term will form the basis for budgetary allocations.

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ACKNOWLEDGEMENT

The 2025 County Fiscal Strategy Paper (CFSP) has been prepared in compliance with the provisions of the Public Finance Management Act, 2012. It outlines the strategic priorities of the current administration, highlights the current state of the economy, and provides a macro-fiscal outlook over the medium term. Additionally, it summarizes the County Government's spending plans, serving as the basis for the FY 2025/26 budget. The publication of the 2025 CFSP aims to enhance public understanding of public finance management and foster informed debate on economic and development matters.

The County Government remains committed to the prudent management of public resources through Promoting Sustainable, Inclusive Growth for Socio-Economic Development. However, budget implementation in the second quarter of FY 2024/25 was hindered by delayed exchequer releases from the National Treasury, following the withdrawal of the Finance Bill 2024. Furthermore, shortfalls in own-source revenue and emerging expenditure pressures have affected the County's ability to execute the FY 2024/25 budget in a timely manner, leading to cash flow challenges.

To ensure the seamless implementation of the FY 2024/25 budget and safeguard the fiscal consolidation plan, the fiscal framework for FY 2024/25 was revised through Supplementary Estimates No. I, in line with the 2025 County Allocation of Revenue Act, (CARA).

The policy measures outlined in the 2025 CFSP are expected to improve economy-wide efficiencies, create an enabling business environment, reduce the cost of living, and enhance the well-being of Kiambu residents. The County's tight fiscal stance aims to reduce vulnerabilities related to pending bills by implementing reforms to broaden own-source revenue. Additionally, expenditure rationalization will continue, with a focus on improving service delivery efficiency.

The completion of this policy statement was a result of the collective efforts of ALL departments, whose valuable contributions were instrumental in its development. We extend our gratitude to them, as well as to stakeholders and the general public, for their valuable input during the Public participation forums. A dedicated team in the County Treasury invested substantial time and effort in compiling this CFSP, and we are particularly grateful for their commitment and dedication.

WILLIAM KIMANI,
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ABBREVIATIONS

ADP	Annual Development Plan
BPS	Budget Policy Statement
CADP	County Annual Development Plan
CBEF	County Budget and Economic Forum
CBROP	County Budget Review and Outlook Paper
CFSP	County Fiscal Strategy paper
CIDP	County Integrated Development Plan
CIUDS	County Integrated Urban Development Strategy
CLAIMS	County Land Management Information system
CLMC	County Land Management Committees
ECDE	Early Childhood Development Education
FY	Financial Year
GIS	Geographical Information system
GDP	Gross Domestic Product
ICT	Information, Communication & Technology
IFMS	Integrated Financial Management Information System
ISUDP	Integrated Strategic Urban Development Plan
KISIP	Kenya Informal Settlements Improvement Project
MOU	Memorandum of Understanding
MSMEs	Medium and small micro Enterprises
MTEF	Medium Term Expenditure framework
MTP	Medium Term Plan
OSR	Own Source of Revenue
PAPS	Project Affected Persons
PDPs	Partial Development Plans
PFMA	Public Finance Management Act
REA	Rural electrification Authority
SACCOs	Saving and Credit Cooperative Societies
USSD	Unstructured Supplementary Service Data
VTCs	Vocational Training Centers
WB	World Bank

Fiscal Responsibility Principles for the County Governments

(1) In line with the Constitution, the Public Finance Management Act (PFMA), 2012, sets out the fiscal responsibility principles to ensure prudent and transparent management of public resources. The PFM law (Section 107) states that:

(2) In managing the County government's public finances, the County Treasury shall enforce the following fiscal responsibility principles-

(a) The County government's recurrent expenditure shall not exceed the County government's total revenue;
(b) Over the medium term, a minimum of thirty percent of the County government's Budget shall be allocated to the development expenditure;
(c) The County government's expenditure on wages and benefits for its public officers shall not exceed a percentage of the County government's total revenue as prescribed by the County Executive member for finance in regulations and approved by the County Assembly;
(d) Over the medium term, the government's borrowings shall be used only for the Purpose of financing development expenditure and not for recurrent expenditure;
(e) The County debt shall be maintained at a sustainable level as approved by County assembly;
(f) The fiscal risks shall be managed prudently; and
(g) A reasonable degree of predictability with respect to the level of tax rates and tax bases shall be maintained, taking into account any tax reforms that may be made in the future.

(3) For the purposes of sub section (2) (d), short term borrowing shall be restricted to management of cash flows and shall not exceed five percent of the most recent audited County government revenue

(4) Every County government shall ensure that its level of debt at any particular time does not exceed a percentage of its annual revenue specified in respect of each financial year by a resolution of the County assembly.

Legal Basis for the Preparation of the County Fiscal Strategy Paper

The County Fiscal Strategy Paper is published in accordance with Section 117 of the Public Finance Management Act, 2012. The law states that:

1. The County Treasury shall prepare and submit to the County Executive Committee the County Fiscal Strategy Paper for approval and the County Treasury shall submit the approved Fiscal Strategy Paper to the County Assembly, by the 28th February of each year.

2. The County Treasury shall align its County Fiscal Strategy Paper with the National objectives in the Budget Policy Statement.

3. In preparing the County Fiscal Strategy Paper, the County Treasury shall specify the broad strategic priorities and policy goals that will guide the County Government in preparing its budget for the coming financial year and over the Medium term.

4. The County Treasury shall include in its County Fiscal Strategy Paper the Financial outlook with respect to County Government revenues, expenditures and Borrowing for the coming financial year and over the medium term.

5. In preparing the County Fiscal Strategy Paper, the County Treasury shall Seek and take into account the views of—
   a) The Commission on Revenue Allocation;
   b) The public;
   c) Any interested persons or groups; and
   d) Any other forum that is established by legislation.

6. Not later than fourteen days after submitting the County Fiscal Strategy Paper to the County Assembly, the County Assembly shall consider and may adopt it with or without amendments.

7. The County Treasury shall consider any recommendations made by the County Assembly when finalizing the budget proposal for the financial year concerned.

8. The County Treasury shall publish and publicize the County Fiscal Strategy Paper within seven days after it has been submitted to the County Assembly.

1.0 INTRODUCTION

Overview

1. The County Fiscal Strategy Paper (CFSP) is a Government policy document that outlines the broad strategic priorities and policy goals that guide the County government in preparing the budget for the coming financial year and over the medium term;
2. The document is prepared in accordance with Section 117 of the PFM Act, 2012 which stipulates that the County Treasury must prepare and present the County Fiscal Strategy Paper to the County Executive Committee for approval. The CFSP Preparation process is consultative and involves seeking and taking into account the views of: The Commission on Revenue Allocation; the public; any other interested persons or groups; and any other forum that is established by legislation.
3. Upon approval, the County Treasury shall submit the approved Fiscal Strategy Paper to the County Assembly by the 28th of February each year. The County Assembly is then required to table and discuss the approved County Fiscal Strategy Paper within 14 days of submission; and may adopt it with or without amendments. Subsequently, the County Executive Committee Member for finance shall consider recommendations made by the County Assembly in finalizing the budget for the FY 2025/2026 and the medium term.
4. The 2025 County Fiscal Strategy Paper is aligned to the 2025 Budget Policy Statement prepared by the National Government. The document emphasizes adherence to fiscal responsibility principles to ensure prudent and transparent management of public resources in accordance with the Constitution and the Public Finance Management (PFM) Act of 2012.
5. The 2025 County Fiscal Strategy Paper contains:
    a. The broad strategic priorities and policy goals
    b. An assessment of the current state of the economy including macroeconomic forecasts;
    c. The financial outlook with respect to County Government revenue and expenditures for the next financial year and over the medium term;
    d. The fiscal responsibility principles and financial objectives over the medium term; and
    e. Statement of Specific Fiscal Risks.

2.0RECENT ECONOMIC DEVELOPMENT AND MEDIUM TERM OUTLOOK

2.1. Global and Regional Economic Developments

6. The global economy has stabilized with global growth projected at 3.2 percent in 2024 and 2025 from 3.3 percent in 2023 supported by easing of global inflation and supply chain constraints. The outlook reflects stronger-than-expected growth in the USA, some large emerging market economies such as India, and improved growth prospects in the UK. The main risks to the global growth outlook relate to disruptions to the disinflation process, potentially triggered by new spikes in commodity prices amid persistent geopolitical tensions, a possible resurgence of financial market volatility with adverse effects on sovereign debt markets, a deeper growth slowdown in China and an intensification of protectionist policies which would exacerbate trade tensions, reduce market efficiency, and further disrupt supply chains.

7. The growth of the advanced economies is projected to increase from 1.7 percent in 2023 and stabilize at 1.8 percent in 2024 and 2025. The growth in the United State is projected at 2.8 percent in 2024 as a result of stronger outturns in consumption and non-residential investment and demand factors in the Labour market. This growth is anticipated to slow to 2.2 percent in 2025 due to gradual tightening of fiscal policy and consumption slowed by a cooling labor market. Growth in the euro area is expected to recover from 0.4 percent in 2023 to 0.8 percent and 1.2 percent in 2024 and 2025 as a result of better export performance, in particular of goods, stronger domestic demand, rising real wages which are expected to boost consumption, and a gradual loosening of monetary policy which is expected to support investment. However, growth in Japan is expected to slow down from 1.7 percent in 2023 to 0.3 percent in 2024 reflecting temporary supply disruptions and fading of one-off factors that boosted activity in 2023, such as the surge in tourism. Growth in emerging markets and developing economies is projected to remain stable at 4.2 percent in 2024 and 2025, with divergence across major economies.

8. The growth in the Sub -Saharan Africa region is expected to rebound to 4.2 percent in 2025 from 3.6 percent in 2024 and 2023. This growth is driven by improved economic activities as the adverse impacts of prior weather shocks subside and supply constraints gradually ease.

2.2. Domestic Economic Development

9. Kenya's economy remained strong and resilient to domestic and external shocks in 2023 and performed well above the global and Sub Saharan Africa. The economy grew by 0.7 percent from 4.9 percent in 2022 to 5.6 percent in 2023. The economy is estimated to slow down to 4.6 percent in 2024 and later expand to 5.3 percent in 2025. These projections are mainly supported by: a robust services sector and recovery of the manufacturing sector; robust agricultural productivity and improvement in exports. The outlook will be reinforced by implementation of policies and reforms under the priority sectors of the Bottom-Up Economic Transformation Agenda (BETA) and improvement in aggregate demand. Additionally, implementation of prudent fiscal and monetary policies will continue to support economic activity.

10. The economy will exhibit resilience in the first three quarters of 2024 despite its growth being relatively slower than the corresponding period in 2023. The economic growth in the first three quarters averaged 4.5 percent (5.0 percent Q1, 4.6 percent Q2 and 4.0 percent in Q3) compared to an average growth of 5.6 percent (5.5 percent Q1, 5.6 percent Q2 and 6.0 percent in Q3) in 2023. The growth in the first three quarters of 2024 was primarily attributed to strong performance in the agriculture sector, a slight recovery of the manufacturing sector, and the resilience of the services sector. All the economic sub-sectors except mining and construction recorded positive growth rates in the first the quarters of 2024, though the magnitudes varied across the economic activities.

11. The primary sector grew by an average of 4.2 percent in the first three quarters of 2024 (5.0 percent in Q1, 4.4 percent in Q2 and 3.2 percent in Q3) mainly supported by strong agricultural activities despite a contraction in mining and quarrying. The agriculture sector remained robust, growing by 6.1 percent in the first quarter, 4.8 percent in the second quarter and 4.2 percent in the third quarter. This growth was supported by favorable weather conditions and the impact of Government interventions to lower the cost of production. However, the sectors' performance was negatively affected by heavy rains and floods, between March and June 2024 that led to loss of livestock and damage to crops.

12. The performance in the industrial sector remained subdued, with growth slowing down to an average of 0.8 percent in the first three quarters of 2024 (1.0 percent Q1, 0.8 percent Q2 and 0.6 percent Q3). This was mainly on account of a slowdown in activities from electricity and water supply; and contraction of the construction sub-sectors. The slowed growth in electricity and water supply was due to a decline in generation of electricity from geothermal, wind and solar while the contraction in the construction sector is due to a slowdown in public sector infrastructure projects. Activities in the manufacturing sector, which accounts for nearly half of the industrial sector output, was supported by significant growths in the manufacture of food while the non-food manufacturing activities recorded varied performance.

13. The activities in the services sector sustained a strong growth rate in the first three quarters of 2024 averaging 5.6 percent (6.2 percent Q1, 5.3 percent Q2 and 5.3 percent Q3). The performance was largely characterized by significant growths in accommodation and food service, financial and insurance, information and communication, real estate, and wholesale and retail trade sub-sectors.

Inflation Rate

14. The overall inflation rate has remained below the Government target band of 5 percent since June 2024. The year-on-year inflation declined to 3.0 percent in December 2024 from 6.6 percent in December 2023 which is within the Government target range of 5 +/- 2.5 percent. Easing inflation has been supported by abundant supply of food arising from favorable weather conditions, lower fuel inflation attributed to appreciation of the exchange rate and lower international oil prices, and the decline in non-food non-fuel (NFNF) inflation reflecting impact of previous monetary policy tightening.

15. Food inflation remained a main driver of overall year-on-year inflation though it declined to 4.8 percent in December 2024 from 7.7 percent in December 2023. The easing of food prices was supported by increased food supply arising from favorable weather conditions, continued Government interventions particularly through subsidized fertilizer, and the general easing of international food prices. Prices of most vegetable food items increased in the month of December 2024 compared to

the same period in 2023 while those of non-vegetable food items declined significantly during the same period.

16. Fuel inflation declined to -1.0 percent in December 2024 from 13.7 percent in December 2023. The decline largely reflected the easing global oil prices and appreciation of the Kenya Shilling's which resulted in a downward adjustment of pump prices; and lower electricity prices.

17. Core (non-food non-fuel) inflation has remained low and stable reflecting the impact of tight monetary policy and muted demand pressures.

Kenya Shilling Exchange Rate

18. Despite increased global uncertainties, effects of a stronger U.S. Dollar and geopolitical tensions in the Middle East, the foreign exchange market remained stable in 2024. The Kenya Shilling was weak at the start of the year but strengthened against the US Dollar from mid-February and has now stabilized against major international currencies. The Kenya shilling exchanged against the US Dollar at an average of KShs 154.7 in January 2024 compared to an average of KShs 129.4 in December 2024. The shilling also strengthened by 22.2 percent against the Euro to exchange at an average of KShs 135.6 in December 2024 compared to an average of KShs 174.3 in January 2024 ; and by 19.3 percent against the Sterling Pound to exchange at an average of KShs 163.6 compared to an average KShs 202.9, over the same period.

19. The foreign market was mainly supported by inflows from agricultural exports, remittances and portfolio investors while demand was driven by pickup in economic activities specifically in the manufacturing, wholesale, and retail sub-sectors. The appreciation and stability of the exchange rate has created confidence and triggered inflows of foreign direct investment and attracted investors to the Nairobi Securities Exchange. This appreciation has helped to reduce debt service costs, improve performance of domestic borrowing and stabilize interest rates.

Interest rates

20. Short-term interest rate has declined with the easing of the monetary policy. The interbank rate decreased to 11.4 percent in December 2024 compared to 11.7 percent in December 2023. The 91-day Treasury Bills rate also decreased to 10.0 percent in December 2024 from 15.7 percent in December 2023.

21. Commercial banks' average lending and deposit rates increased in the year to November 2024 in line with the prevailing tight monetary policy stance thus reflecting high cost of investable funds. The average lending rate increased to 17.2 percent in November 2024 from 14.6 percent over the same period in 2023. Consequently, the average interest rate spread increased to 6.8 percent in November 2024 from 4.5 percent in November 2023.

Money and Credit

22. Broad money supply (M3) grew by 1.6 percent in the year to November 2024 compared to a growth of 21.1 percent in the year to November 2023. The slowdown in growth was due to a decline in the growth of Net Domestic Assets (NDA) particularly the domestic credit.

23. The primary source of the growth in M3 was the resilience in the Net Foreign Assets (NFA) of the banking system, mainly reflected in the stability of commercial banks' Foreign Assets. However, Net Foreign Assets (NFA) of the banking system contracted by 10.7 percent in the year to November 2024 compared to a growth of 179.6 percent over a similar period in 2023.

24. Net Domestic Assets (NDA) registered a growth of 0.1 percent in the year to November 2024 compared to a growth of 10.7 percent over a similar period in 2023. The slowdown in growth of the NDA was due to a decline in growth of the domestic credit to the private sector. The domestic credit extended by the banking system to the Government grew by 16.6 percent in the year to November 2024 compared to a growth of 14.4 percent in the year to November 2023.

Private Sector Credit

25. Growth in private sector credit from the banking system declined by 1.1 percent in the year to November 2024 compared to a growth of 13.2 percent in a similar period in 2023. This was due to the impact of exchange rate appreciation on foreign currency denominated loans and the lagged effects of monetary policy tightening. Reduced credit growth was observed in manufacturing, finance and insurance, trade (exports) and building and construction sub-sector.

26. The Monthly (month on month) credit flows to the private sector have slowed down since December 2023 following the monetary policy action of increasing the central bank rate to manage inflation expectation which resulted in the increased

cost of credit. Consequently, credit to the private sector is expected to recover as lending rates decline as a result of strong easing of monetary policy stance. Sustained demand particularly for working capital due to resilient economic activity and the implementation of the Credit Guarantee Scheme for the vulnerable MSMEs will also continue to support private sector credit uptake.

External Sector Developments

27. The overall balance of payments position slowed down to a deficit of US$. 1,500.7 million (1.2 percent of GDP) in November 2024 from a surplus of US$. 979.9 million (1.0 percent of GDP) in November 2023.

28. The current account deficit was at US$. 4,537.9 million (3.6 percent of GDP) in November 2024 compared to US$ 4,354.5 million (4.4 percent of GDP) in November 2023, reflecting strong performance of export of goods as well as increased remittances. The capital account balance increased by US$. 21.4 million to register a surplus of US$ 152.5 million in November 2024 compared to a surplus of US$. 131.1 million in the same period in 2023. Net financial inflows improved to US$. 5,420.6 million in November 2024 compared to US$. 2,539.6 million in November 2023 reflecting a slowdown in inflows to the government and other sectors. The net financial inflows were mainly in the form of other investments and direct investments. However, portfolio investments and financial derivatives registered a net outflow during the period partly due to Kenya's limited access to international financial markets owing to elevated borrowing costs.

Capital Markets Development

29. Economic recovery, appreciation of the Kenya Shilling against major international currencies and macroeconomic stability have created confidence and triggered inflows of foreign direct investment and attracted investors to the Nairobi Securities Exchange (NSE). The NSE 20 Share Index improved to 2,011 points in December 2024 compared to 1,501 points in December 2023 while market capitalization also improved to KShs 1,940 billion from KShs 1,439 billion over the same period.

2.3. Impact of National Macroeconomic Variables on County Development

30. The dynamics of the macro-economic framework have direct and/or indirect effects on the County decision and operations. The largest share of total County Government revenue comes from the National Government transfers. The stability of the macroeconomic environment supports economic growth of the County and Country at large. The global and national economic outlook therefore has a great impact on the performance of the County. The County performance also depends on formulation and implementation of prudent policies aimed at improving the service delivery.

31. The level of economic activities and developments in the County is influenced by the performance of the National Government. For instance, macroeconomic stability triggers foreign direct investments inflows which may lead to improvement of revenue in the Country resulting in higher revenue allocations to the County. Low and stable inflation rate on the other hand, encourages more investments and reduces uncertainties thus enabling the County to invest more on development leading to improved economic growth and stability. Similarly, low and stable interest rates stimulate higher private sector lending, especially the Small and Medium Enterprises. This encourages more spending and investments in the County leading to economic growth and improved quality of life for the residents.

32. Foreign exchange market has been stabilizing over time. The Kenya shilling is strengthening against the US dollar and stabilizing against other global currencies. This creates a conducive environment for investments coupled with reduced debt service costs, improved performance of domestic borrowing and stability of interest rates. This will have a ripple effect on economic growth and development in the County.

33. Agriculture is the major contributor of the Country's Gross Domestic Product (GDP). The sector has been employing a large proportion of the population. Kiambu County being predominantly an agricultural County has its population getting its livelihood from the agriculture sector. The sector remained robust and its growth was supported by favorable weather conditions and the impact of Government interventions to lower the cost of production. Consequently, the County will formulate prudent policies and interventions to support the agriculture sector and other critical sectors.

34. The County performance depends on formulation and implementation of prudent policies. The County Government will continue to pursue prudent fiscal policies and other appropriate measures to counter adverse effects; ensure stability and improve service delivery.

2.4 Fiscal Performance

35. Budget execution for seven months (July 2024 to January 2025) of the FY 2024/25 progressed well. Total Revenue available to the County as at 24th January, 2025 was KShs. 9.08 billion (37 percent) of the budget estimates comprising of, Own Source revenue of KShs. 1.96 billion (24.6 percent of the target), exchequer released on equitable share from National Government of KShs. 6.06 billion (49.3 percent of the target), Industrial Park and Aggregation Centers Grant of KShs 52.6 million (28.1 percent of the target) and unspent balance of KShs. 998 million from FY 2023-2024. Revenue performance is anticipated to improve over the course of the financial year, mainly due to the RRI initiatives adopted by the County Treasury.

36. The total budget absorption for the period under review was KShs. 7.23 Billion (29.5 percent) of the total revised budget estimates for FY 2024/25. However, it's worth noting that out of the available funds for the period under review, amounting to a total of KShs. 9.08 billion, the County was able to absorb 79.6 percent. Overall expenditures were below target primarily due to the late disbursement of exchequer funds and missed revenue targets, which adversely affected the budget execution. Consequently, there was low absorption of both the recurrent and development budgets. However, it is anticipated that the absorption rate will rise in the coming months as revenue flows from both the National Government and own source revenue increases.

37. Revenues are also expected to progressively improve in the third quarter of the financial year, as it is the peak period for the collection of major revenues such as business permits and rates, among others. The County has continued to implement new revenue collection strategies, such as RRI initiatives, which will ensure that its own-source revenue collection is optimized. Judging by the above revenue performance, it is anticipated that the revenue targets for the FY 2024/25 will be achieved.

38. On the expenditure, the County Government has embarked on expenditure rationalization by promoting fiscal discipline, allocative and operational efficiency and prioritization to improve efficiency and reduce wastage by ensuring the expenditures are on the most impactful Programmes that yield the highest welfare benefits to the people of Kiambu. Expenditure management will be strengthened with continued implementation of the Integrated Financial Management Information System (IFMIS) across all the departments.

2.4 Revenue Performance

39. The total funds available for budget implementation during the period amounted to KShs. 9.08 billion as shown in table **1 below**

Table 1: Overall Revenue performance

REVENUE PERFORMANCE AS AT 24th JANUARY 2025 FY 2024/2025				
	SOURCE OF REVENUE	Budget Allocation Supplementary 1 (KShs.)	Actual Receipts (KShs.)	Actual Receipts as % of Annual Allocation
A	Adjustment to cash Basis	998,653,54	998,653,541	100
B	Equitable Share Allocation	12,293,696,674	6,063,552,061	49.3
C	Own Source Revenue (OSR)	7,980,140,717	1,964,443,031	24.6
D	**TOTAL COUNTY GOVERNMENT ADDITIONAL ALLOCATIONS**	**3,270,313,564**	**52,631,579**	**1.61**
	I. Conditional Additional Allocation from the National Government share	**617,609,530**	**52,631,579**	8.52
	Industrial Park & Aggregation Centers Grant	187,500,000	52,631,579	28.1
	Road Maintenance Fuel Levy Fund	335,429,530	-	0
	Community Health Promoters (CHPs)	94,680,000	-	0
	II. Unconditional Additional Allocation from the National Government share	**6,230,202**	-	0
	Court Fines	5,697,644	-	0
	Mineral Royalties	532,558	-	0
	III. Conditional Additional Allocation financed from proceeds of loans and grants from Development Partners	**3,242,547,540**	-	0
	DANIDA Grant - Universal Healthcare for Devolved System Program	14,527,500	-	0
	IDA (World Bank) credit - Kenya Urban Support Project (KUSP)-Urban Development Grant (UDG)	1,658,136,816	-	0
	IDA (World Bank) credit - Kenya Devolution Support Project (KDSP) - Level II	37,500,000	-	0
	IDA (World Bank) credit - Kenya Urban Support Project (KUSP)-Urban institutional Grant (UIG)	35,000,000	-	0
	SIDA -Kenya Agricultural Business development Project (KABDP)	11,819,919	-	0
	IDA (World bank) National Agricultural Value Chain development Project (NAVCDP)	151,515,152	-	0

REVENUE PERFORMANCE AS AT 24th JANUARY 2025 FY 2024/2025				
	SOURCE OF REVENUE	Budget Allocation Supplementary 1 (KShs.)	Actual Receipts (KShs.)	Actual Receipts as % of Annual Allocation
	World Bank credit: Kenya Informal Settlement Improvement Project (KISIP II)	759,543,092	-	0
	IDA (World bank) FLLoCA- County climate Resilience Investment Grant	125,000,000	-	0
	FIAD Kenya Aquaculture business development project (KABDP)	19,395,531	-	0
	TOTALS	**24,542,804,496**	**9,079,280,212**	**37**

Source: Kiambu County Treasury

40. Kshs.6.06 billion (49.3 percent of the annual target) represents the equitable share of revenue from the National Government, while KShs. 52.6 million (28.1 Percent of annual target) comes from Industrial Park and Aggregation Centers Grant, and KShs. 1.96 billion (24.6 percent of the annual target) was generated from own-source revenue (OSR). Further, KShs. 998 Million was derived from closing balances in the County Revenue Fund account from the previous financial year (2023/2024).

41. Notably, only KShs 52.6 million has been received from grants both from the National Government, loans and proceeds from development partners during the period under review of the financial year. This has largely attributed to the low absorption of the budget and we anticipate that the grants will be disbursed in the remaining months of the financial year.

Own Source of Revenue Performance

42. Own Source Revenue (OSR) for seven months (July 2024 to January 2025) of the FY 2024/25 was KShs. 1.96 billion. This was attributed to the implementation of an automated revenue management system, the system has helped seal loopholes at sub-counties and hospitals, focusing on revenue streams like physical planning, land rates, vehicle parking, hospital fees and single business permits.

43. Further, the creation of various task forces such as Rapid Results Initiatives in supervising, analyzing and reporting on revenue collection processes and public sensitization on the importance of revenue payment, including reminders through sending of bulk SMS, has also contributed to efficiency in revenue collection.

Table 2: Own source revenue performance

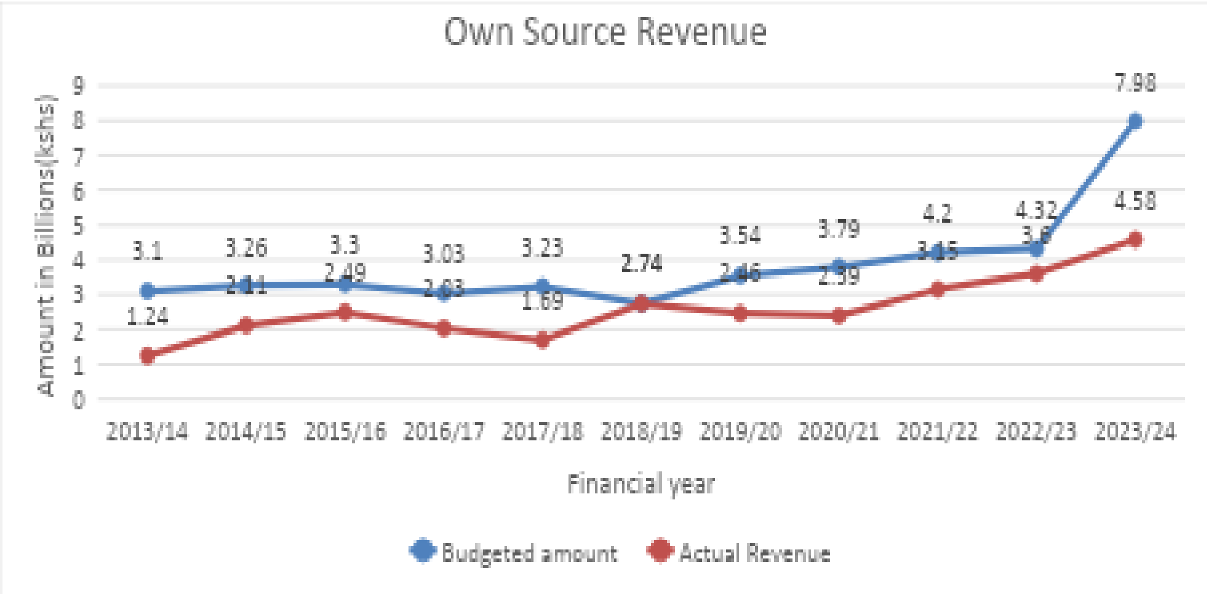
	Revenue Performance as at 24th January 2025 FY 2024/2025			
	Revenue Source	Budget Allocation Supplementary (KShs.)	Actual revenue (KShs)	Actual Receipts as % of Annual Target
	Own Source Revenue	**7,980,140,717**	**1,964,443,031**	**24.6**
	Physical Planning unit	1,630,645,457	414,954,058	25.5
	Land rates Management unit	1,951,633,742	232,315,882	12
	Business Permit Management Unit	450,650,500	105,414,110	23.4
	Vehicle Parking Management unit	602,132,055	162,350,950	27
	Liquor Licenses Management unit	350,000,000	20,460,415	5.9
	Roads, Transport and Public Works Management unit	180,310,302	32,366,552	18
	Water Environment & Natural Resources Management unit	102,805,757	34,942,625	34
	Cess Management Unit	156,921,249	52,677,686	33.6
	Agriculture	11,796,213	21,105,211	179
	Slaughterhouse Management Unit	71,599,762	34,939,423	48.8
	Housing Management unit	35,450,000	11,459,558	32.3
	Market Management unit	15,525,226	856,255	5.5
	Trade, Tourism Industry and Cooperative units	20,020,454	1,488,110	7.4
	Education, Culture & Social Services Unit	650,000	925,915	142.45
	Hospital Collections(FIF)	1,300,000,000	446,009,029	34.3
	NHIF Rebates	800,000,000	310,836,127	38.9
	Public Health	300,000,000	81,341,125	27.1

Source: *Kiambu County Treasury*

44. The County anticipates an upward growth of revenue collection for the next six months of the financial year. To enhance revenue measures, the county has installed a new integrated revenue management system to reduce revenue leakages, increasing the efficiency and effectiveness of existing revenue-generating operations and improving control through better recording and reporting. The County has also procured and installed a robust, efficient and cost-effective Hospital Management Information System (HMIS) for all public healthcare facilities to ensure a paperless and efficient records and patient information management system thus improving revenue collection over the medium term. The County will further build the capacity of revenue officers and officers involved in monitoring of revenue collection through training to equip them with relevant skills.

45. Other measures that the County government is putting in place to maintain growth of revenue over the medium term include mapping revenue sources, enforcement and targeting the community through short messages to encourage compliance.

Figure 1: Own Source of Revenue Trend



Source: *Kiambu County Treasury*

46. The County Own Source Revenue (OSR) has in recent years kept an upward trajectory of growth since the inception of devolution. From the figure above, the county has consistently continued to bridge the huge gap between the actual revenue realized versus the targeted revenue.

47. For the financial year 2024/25, the reported figure of Kshs.1.96 Billion is the actual collection as at 24th January 2025. With the implementation of the Own Source Revenue enhancement measures, actual revenue collection is expected to increase during the remaining months of the financial year.

48. During the period under review, the County faced some challenges that hindered optimal collection of revenue. These challenges include factors such as fluctuations in interest rates and inflation. The surge in fuel and food prices, which contributes to an escalated cost of living and affects the overall economy, poses a significant threat to the business environment. Further, weak enforcement mechanisms of development control fees especially in the area of building plans approvals and non-compliance by traders have also contributed significantly to the collection of

revenue. Regardless of this, revenue performance is projected to remain on an upward trajectory over the medium term.

2.6. Expenditure Performance

Table *3*: Analysis of County Expenditures as at 24th January 2025

COUNTY EXPENDITURE AS AT 24TH JANUARY 2025 FY 2024-2025				
Vote	Department	Approved Budget Supplementary 1 (AB)	Actual Expenditure (AE)	Total Expenditure as % of Annual Target
	RECURRENT		KShs.	
4061	County Assembly	1,418,615,658	469,653,861	33.1
4062	County Executive	476,482,683	131,123,821	27.5
4063	County Public Service Board	92,888,220	31,287,947	33.7
4064	Finance ICT & Economic Planning	1586,975,283	535,100,385	33.7
4067	Water ,Environment, Natural Resources, Energy and Climate Change	573,513,432	248,888,895	43.4
4068	Health Services	7,016,172,120	2,781,839496	39.6
4073	Roads, Transport & Public Works	788,314,721	347,032,126	44
4075	Administration & Public Service	1,076,502,785	396,530,040	36.8
4077	Agriculture, Livestock and Cooperatives	523,870,622	205,522,576	39.2
4078	Education, Gender, Culture & Social Services	1,563,953,042	584,148,801	37.4
4079	Youth Affairs, Sports & Communication	185,142,827	44,603,462	24.1
4080	Lands, Housing, Physical Planning &Municipal Administration and Urban Development	416,252,393	122,320,290	29.4
4081	Trade, Tourism, Industrialization and Investments	179,256,689	51,477,510	28.7
	Total	**15,897,940,475**	**5,949,529,210**	**37.4**
	DEVELOPMENT			
4061	County Assembly	110,000,000	-	0.00
4062	County Executive	-	-	0.00
4063	County Public Service Board	-	-	0.00
4064	Finance ICT & Economic Planning	183,780,000	-	0.00
4067	Water ,Environment, Natural Resources, Energy and Climate Change	550,957,494	34,458,327	6.3
4068	Health Services	846,744,990	339,161,217	40.1
4073	Roads, Transport & Public Works	2,109,589,721	362,274.321	17.2
4075	Administration & Public Service	87,549,484	1,352,180	1.5
4077	Agriculture, Livestock and Cooperatives	710,598,226	99,929,775	14.1
4078	Education, Gender, Culture & Social Services	847,088,955	255,017,211	30.1
4079	Youth Affairs, Sports & Communication	170,000,000	12,374,340	7.3
4080	Lands, Housing, Physical Planning &Municipal Administration and Urban Development	2,307,608,577	2,175,000	0.1
4081	Trade, Tourism, Industrialization and Investments	720,946,574	173,649,884	24.1
	Total	**8,644,864,021**	**1,280,392,255**	**14.41**
	GRAND TOTAL	**24,542,804,496**	**7,229,921,465**	**29.5**

Source: *Kiambu County Treasury*

49. The total expenditure for the period under review was KShs 7.23 billion representing an absorption rate of 29.5 percent of the total revised budget FY 2024/25. During the period under review, Recurrent Expenditure was at KShs. 5.95 billion representing an absorption rate of 37.4 percent while Development Expenditure was KShs. 1.28 billion, representing an absorption rate of 14.41 percent. Under recurrent expenditure, the department of Water, Environment, Natural Resources, Energy and Climate Change recorded the highest absorption at 43.4 percent while the department of Youth Affairs, Sports and Communication had the lowest absorption at 24.1 percent.

50. Under development expenditure, the department of Health Services had the highest absorption at 40.1 percent while the departments of County Assembly and Finance, ICT and Economic Planning had nil absorption.

51. The under absorption in both recurrent and development budget was occasioned by delay in disbursement of revenues from the National Government (NG) and the missed own source revenue target for the first six months of the financial year. With proper structures put in place, the absorption rate is expected to rise in the remaining months of the financial year.

2.7. Fiscal Policy for FY 2025/26 and the Medium Term

52. The fiscal policy for FY 2025/26 and the medium term aims to support the County Government's socio-economic transformation agenda by implementing a fiscally responsible consolidation plan. This plan focuses on managing liabilities, curbing the growth of pending bills, and establishing an effective liability management strategy while safeguarding service delivery. Efforts will also target enhancing own-source revenue (OSR) mobilization, reprioritizing expenditures, and protecting priority programmes and social spending.

53. To support economic recovery, the fiscal policy emphasizes revenue enhancement for FY 2025/26 and beyond. The County Government will focus on expanding the revenue base and strengthening revenue administration through administrative and policy reforms. These measures will aim to reduce fiscal deficits by increasing revenue and rationalizing expenditures.

54. Revenue projections indicate an increase in total revenue, including Appropriations-in-Aid (A-i-A), from KShs. 22.93 billion in FY 2025/26 to KShs. 23.47 billion in FY 2026/27 and KShs. 24.10 billion in FY 2027/28. Similarly, total expenditure is projected to rise from KShs. 22.93 billion in FY 2025/26 to KShs. 24.10 billion in FY 2027/28. Recurrent expenditure is expected to increase from KShs. 15.72 billion in FY 2025/26 to KShs. 16.60 billion in FY 2027/28, while development spending will grow progressively to sustain growth momentum.

Table *4*: Fiscal Framework

	FY 2023/2024	FY 2024/2025	FY2025/2026	FY2026/2027	FY2027/2028
	Actual	Supplementary 1	*2025 CFSP*	*PROJECTIONS*	
Amount in KShs.					
Total Revenue	**19,102,622,748**	**24,542,804,496**	**22,426,822,592**	**22,966,909,162**	**23,591,326,881**
Equitable Share Allocation	11,249,348,252	12,293,696,674	12,293,696,674	12,594,379,022	12,972,210,393
Additional Conditional Allocations	655,324,348	3,270,313,564	2,152,985,201	2,152,985,201	2,152,985,201
Own Source Revenue(OSR)	4,576,313,302	7,980,140,717	7,980,140,717	8,219,544,939	8,466,131,287
Other Revenues	2,621,636,846	998,653,541	0	0	0
Amount in KShs.					
Total Expenditure	**17,859,776,242**	**24,542,804,496**	**22,426,822,592**	**22,966,909,162**	**23,591,326,881**
Recurrent Expenditure	14,289,475,356	15,897,940,475	15,596,416,186	16,025,836,186	16,468,138,786
Development Expenditure	3,570,300,886	8,644,864,021	6,830,406,406	6,941,072,976	7,123,188,095

Source of Data: Kiambu Treasury

2.7.1 Revenue Reforms and Enhancements

55. The County Government has embarked on significant revenue reforms, including leveraging technology to automate existing and new revenue streams. These reforms aim to enhance efficiency, increase transparency, and boost Own Source Revenue (OSR) to finance County budgets and development priorities.

56. To improve revenue mobilization over the medium term, the County Government will implement various administrative and policy measures, including:

- **Integrated revenue management system**: Curb leakages and improve accountability.
- **Staff training**: Enhance the capacity and professionalism of revenue collection officers.
- **Equipping Sub-County offices**: Provide tools and facilities for efficient revenue collection.
- **Community engagement through SMS**: Issue payment reminders to ensure compliance.

- **Cashless revenue collection**: Eliminate cash handling to reduce theft and increase accountability.
- **Audit and compliance**: Strengthen the audit function to ensure transparency.
- **Public sensitization**: Educate residents on the benefits of timely revenue payments.
- **Mobile collection offices**: Improve access to payment points in marginalized areas.
- **Physical planning enforcement**: Ensure compliance with regulations and dues at construction sites.
- **Updated valuation roll**: Enhance land rates revenue collection significantly.

57. Revenue enhancement measures for FY 2025/26 include:

- **Advanced invoicing**: Sub-County offices will issue invoices early, reminding residents to pay business permits and levies.
- **Compliance task forces**: Teams will inspect construction projects to ensure approvals and payments, including settlement of land rates arrears.
- **Waivers on penalties**: The Governor has authorized interest waivers for landowners, encouraging the settlement of arrears and boosting revenue collections.

58. Adequate OSR mobilization is essential for counties to address rising expenditure needs, provide public goods and services, and achieve development goals. Enhanced OSR can bridge funding gaps caused by insufficient National Government disbursements, improve fiscal autonomy, and ensure counties maintain control over their development agendas.

59. However, challenges in OSR collection have persisted, including lack of transparency, poor organizational structures, inadequate monitoring systems, Insufficient revenue collection staff, Limited facilitation and logistical support, Political interference, Weak enforcement mechanisms and system downtimes, Cases of forgery, impersonation, system manipulation, Lack of comprehensive databases and interdepartmental coordination among others. These issues have historically impacted the County's ability to meet revenue targets, affecting programme and project implementation.

60. To address these challenges, the County Government is automating revenue processes and widening the revenue base. The focus is shifting from high-cost, high-risk streams with minimal returns to low-risk streams with higher revenue potential. Others interventions include; creating synergies between departments, Regular reporting and follow-up on fraud and impersonation cases, Decentralizing services to Sub-County and ward levels, Close staff supervision and establishment of databases, Implementing cashless payment systems and Revising outdated rules and regulations.

61. These efforts aim to improve transparency, accountability, and the achievement of revenue targets over the medium term.

2.7.2 Expenditure Reforms

62. On the Expenditure side, the County Government will sustain efforts to improve efficiency and effectiveness in public spending. These measures will include; implementation of austerity measures aimed at reducing County Government recurrent expenditure, rolling out an end-to-end e-procurement system to maximize value for money and increase transparency in procurement.

63. Promoting fiscal discipline, allocative, and operational efficiency is a primary focus for the County. The County Government aims to align its expenditures with total revenues, ensuring that budgets are allocated to programs, projects, and activities that will have a significant positive impact on society. In addition to financial prudence, the County is dedicated to ensuring the delivery of high-quality services at a reasonable cost. Other Expenditure measures will include;

Implementation of Treasury Single Account

64. To improve public cash management and in compliance with the Public Finance Management Act, 2012. The Cabinet at the National Government approved implementation of Treasury Single Account (TSA) over a three-year period. Treasury Single Account (TSA) is a unified structure of Government bank accounts that enables the consolidation and optimum utilization of government cash resources. The implementation is in line with Section 17(2) and Section 9(1) of the Public Finance

Management Act, 2012. The implementation of TSA will be rolled-out in phases as follows: -

i) **Phase 1**: Comprises the migration to the TSA environment in the first year (FY 2024/25) of all state organs including constitutional institutions and independent offices categorized as Schedule I National Government entities as per Regulations 211(2) of the PFM (National Government) Regulations, 2015. Accrual Accounting

ii) **Phase 2**: Comprises the migration of County Governments to the TSA in the second year (FY 2025/26) in close consultation with Intergovernmental Budget and Economic Council.

iii) **Phase 3:** Comprises the migration in the third year (FY 2026/27), of all other national government entities categorized as Schedule 3, Schedule 4 and Schedule 5 as per Regulations 211 of the PFM (National Government) Regulations, 2015.

Accrual Accounting

65. To enhance the management of public resources, the County Government is transitioning from cash-based accounting to accrual-based accounting. This shift aims to improve cash management and strengthen financial and fiscal reporting. Accrual accounting will allow the County Government to comprehensively account for all assets and liabilities, including its entire portfolio of assets. The transition is being guided by International Public Sector Accounting Standards (IPSAS 33) and a Road Map that will be approved by the Implementation Steering Committee. The standard permits a maximum transition period of three years, during which all County government assets and liabilities will be recognized in the balance sheet. In the first year, financial assets, including bank accounts, will be accounted for, while other assets, such as natural resources, will be included during the second and third years of the transition.

Zero-based Budgeting Approach

66. Through the guidelines from the National Government, the County Government will embark on the Zero-Based Budgeting approach in preparing future budgets. To implement Zero Based Budgeting, the National Treasury will guide on Budget Costing Tools in the IFMIS Budget Module and standardized costing methodologies to streamline calculation of budget baselines and prioritization to give credible base for preparation of budget estimates at the County level.

Public Investment Management Reforms

67. To deliver value for money in public capital expenditure, the National Government will continue to implement the Public Investment Management (PIM) Regulations. These regulations are designed to streamline the initiation, implementation, execution, and delivery of public investment projects. Government Ministries, Departments and Agencies (MDAs) will be required to complete ongoing projects before starting new ones, thereby minimizing the Government's exposure to stalled initiatives and reducing fiscal risks.

68. Over the medium term, the National Government will begin to roll out the PIM Regulations to County Governments and enhance the capacity of the Public Investment Management Information System (PIMIS) across all Ministries, Counties, Departments, and Agencies (MCDAs) to improve the management of development projects in all sectors. This will require the County Government to submit all project proposals through the PIMIS system. In addition, the National Government will update the PIM-PPP framework to enable capturing the PPP projects in PIMIS system.

Assets and Liabilities Management Reforms

69. To improve the management of public sector assets and liabilities, the National Government has introduced fiscal reforms aimed at automating and standardizing asset and inventory management across Ministries, Departments, Agencies (MDAs), and County Governments. As part of this initiative, the National Treasury has implemented the Assets and Inventory Management Modules within the Integrated Financial Management Information System (IFMIS). Currently, 52 State Departments are operational on the IFMIS Asset Module and are at various stages of uploading their registers for six asset categories. Plans are underway to extend the rollout of these modules to County Governments. This reform will provide Accounting Officers with full visibility of all assets and inventory under their jurisdiction, enabling better asset utilization and management.

70. To address resource gaps and enhance operational efficiency, the National Government has also embraced leasing as an alternative to direct asset acquisition. This approach aims to provide critical resources, including land, to investors for capital investments. However, the lack of a standardized leasing framework has led to inconsistencies in leasing practices across MDAs and County Governments. To address this, the National Treasury is developing a comprehensive leasing framework that will establish standardized guidelines and processes for the leasing of government assets across all public sector entities. Once finalized, County Governments will be expected to adopt and implement this framework.

2.7.3 Expenditure Reforms

71. The above reforms on the revenue and expenditure side, will ensure the budget is fully financed and there is no fiscal deficit.

3.0 PROMOTING SUSTAINABLE, INCLUSIVE GROWTH FOR SOCIO-ECONOMIC DEVELOPMENT

3.1. Preamble

72. The 2025 County Fiscal Strategy Paper, the third prepared under Governor Wamatangi's administration, highlights the progress made in implementing the strategic initiatives outlined in the 2023-2027 County Integrated Development Plan (CIDP). The CIDP is a five-year planning document that sets forth priority policies and strategies aimed at sustaining inclusive growth and driving socio-economic transformation within the county from 2023 to 2027. These priorities are aligned with the Governor's manifesto and are central to the objectives of the approved CIDP for the period. The CIDP places a strong emphasis on key areas such as poverty alleviation, education, empowerment of youth and women, and support for the elderly. These priorities are designed to ensure balanced, prudent, and sustainable development throughout Kiambu County.

73. At the national level, the National Government continues to implement policies and interventions aimed at reducing the cost of living and improving livelihoods, while promoting sustainable and inclusive economic transformation through the Bottom-Up Economic Transformation Agenda. These efforts are designed to reverse the economic recession and stimulate economic recovery. This Development Agenda emphasizes the importance of managing the cost of living through well-functioning markets to boost productivity, ensure the availability of goods and services, and make them more affordable for all citizens. The National Government has recognized significant market failures in sectors that once supported the economy. Consequently, targeted interventions have been identified in five core priority areas: i) Agricultural Transformation and Inclusive Growth; ii) Micro, Small, and Medium Enterprise (MSME) Economy; iii) Housing and Settlement; iv) Healthcare; and v) Digital Superhighway and Creative Industry.

74. The National Government has made significant progress in the core pillars of the Bottom-Up Economic Transformation Agenda (BETA). Key achievements include:

i) **Food Security and Cost of Living Reduction**: To ensure food security and reduce the cost of living, the Government has continued to roll out fertilizer and seed subsidies for farmers nationwide. These subsidies have helped farmers increase production in key food value chains and revive struggling export crops. Since February 2024, the Government has distributed subsidized fertilizer to 6.45 million registered farmers in 45 counties. This initiative has led to a remarkable increase in maize production, with 61 million bags harvested in 2023, compared to 30 million bags in 2022. The success was driven by the use of technology, including an integrated digital platform that registered over 6 million farmers.

ii) **Support for Livelihoods and Businesses**: The Government disbursed KShs 60.0 billion through the Financial Inclusion Fund, also known as the 'Hustler Fund', by the end of November 2024. This provided affordable credit to over 24.6 million customers, with 8.5 million repeat beneficiaries and a 79% repayment rate. In line with BETA's policy of promoting a savings culture, the Fund also successfully mobilized KShs 3.3 billion in savings.

iii) **Universal Health Coverage**: In pursuit of universal health coverage, the Government replaced the National Health Insurance Fund with Taifa Care and established the Social Health Authority (SHA). The SHA administers three essential funds, including the Social Health Insurance Fund (SHIF), ensuring that every Kenyan, particularly the most vulnerable, can access quality healthcare services. SHIF empowers citizens to contribute towards accessing a wide range of healthcare benefits.

iv) **Affordable Housing**: To enhance access to affordable housing and low-cost mortgages, the Government has facilitated the construction of 124,000 housing units across 75 sites in 37 counties. Currently, 4,888 housing units are nearing completion across 21 social housing projects and are set to be launched soon.

v) **Digital Transformation**: To drive digital transformation, the Government has expanded last-mile fiber-optic connectivity by leveraging the extensive Kenya Power transmission lines network, reaching remote and underserved areas. Additionally, significant strides have been made in establishing digital and ICT hubs. By the end of 2023, the Government had laid 13,712 kilometers of fiber cable and increased the number of public Wi-Fi hotspots from 40 in 2022 to 1,222, totaling 1,262 public Wi-Fi spots nationwide.

75. The County Government remains committed to collaborating with the National Government in implementing this transformative agenda, which fosters sustainable and inclusive growth. So far, several policies and programs have been successfully executed to accelerate and sustain this progress, including:

- Boosting investment in key economic sectors to drive sustainable recovery, with a focus on agricultural transformation, manufacturing growth, environmental conservation, water supply, and sustainable land management.
- Expanding critical infrastructure such as roads, water, and ICT to create a business-friendly environment.
- Enhancing access to quality social services in health, education, and social safety nets for vulnerable populations.
- Empowering youth, women, and persons with disabilities through County Government-funded programs that offer training and non-interest loans (revolving funds).
- Implementing policy, legal, and institutional reforms to improve public service efficiency.

76. Through a range of priority economic policies, structural reforms, fiscal consolidation plans, and sectoral expenditure programs outlined in this 2025 CFSP, the County Government is making decisive efforts to tackle these challenges and enhance resilience to shocks, aligning with its strategy for socio-economic transformation and inclusive growth. Over the medium term, guided by the County Integrated Development Plan (2023-2027), the County Government will focus on implementing economic recovery strategies to steer the economy toward a stable and sustainable growth path.

3.2 Core Thematic Areas

77. Through a range of priority economic policies, structural reforms, fiscal consolidation plans, and sectoral expenditure programs outlined in this 2025 CFSP, the County Government is making decisive efforts to tackle these challenges and enhance resilience to shocks, aligning with its strategy for socio-economic transformation and inclusive growth. Over the medium term, guided by the County

Integrated Development Plan (2023-2027), the County Government will focus on implementing economic recovery strategies to steer the economy toward a stable and sustainable growth path.

78. The County Government will implement policies, structural reforms, and strategic investments in six key thematic areas with the highest potential impact. These include:

- **Agricultural Transformation and Inclusive Growth**
- **Healthcare**
- **Education,** focusing on early childhood development, vocational training centers, and social protection
- **Infrastructure Development** to drive inclusive growth
- **Micro, Small, and Medium Enterprise (MSME) Economy** and employment creation
- **Manufacturing**
- **Water Supply, Environmental Conservation, and Climate Change Actions**

3.2.1. Agricultural Transformation and Inclusive Growth

79. The majority of the county's population relies on agriculture, either directly or indirectly, making it the sector with the highest employment multiplier effect and the greatest impact on job creation, particularly for economically excluded groups. Recognizing its critical role in sustaining livelihoods, the County Government has undertaken targeted interventions and increased investments to transform the sector. These efforts focus on enhancing productivity across key value chains, including coffee and tea, food crops such as maize and beans, and livestock development.

80. Over the past two years, the County Government has made significant strides in strengthening the agricultural sector, recognizing its vital role in job creation, food security, and economic empowerment. A series of targeted interventions have been implemented to enhance productivity, promote sustainability, and improve farmer's livelihoods.

81. To boost poultry farming, 285,400 indigenous chicks were procured and distributed, alongside 197,500 doses of vaccines, ensuring disease prevention and higher survival rates. Additionally, the distribution of 4,190 semen doses and 797 liters of liquid nitrogen has enhanced livestock breeding programs, improving dairy and beef production. The sector has also benefited from the supply of 166,000 fingerlings, promoting fish farming as an alternative income source and enhancing nutritional diversity.

82. Recognizing the importance of cooperative societies in strengthening agricultural value chains, the County Government facilitated the distribution of 41 dairy equipment units to cooperatives, supporting milk processing and value addition. Furthermore, the registration of new cooperatives has provided farmers with access to collective bargaining, better markets, and financial support, ultimately increasing their profitability.

83. To enhance food production and improve yields, the government distributed 284.76 tons of certified maize seeds, 1,235 tons of food crop fertilizer, and 83,000 fruit seedlings to farmers. These efforts have directly contributed to improved crop resilience, higher yields, and increased household incomes.

84. Sustainable land and water management remain a priority, given their impact on long-term agricultural productivity. In this regard, 35 farm ponds were constructed, ensuring a steady supply of water for irrigation, particularly in dry seasons. Additionally, 182.8 km of soil and water conservation structures were developed, preventing land degradation and promoting sustainable farming practices. The planting of 8,000 agroforestry trees further supports environmental conservation while providing additional economic benefits through timber, fruits, and improved soil fertility.

85. To strengthen farmer networks and knowledge-sharing, the County Government undertook the mapping and profiling of 130,465 value chain actors and trained 174 SACCO officials. These efforts have improved coordination across agricultural sectors, providing farmers with greater access to financial resources, training, and markets.

86. In promoting diversification and value addition, the County Government established two tissue culture (TC) banana hardening nurseries, each with a capacity

of 1,500 seedlings, across two sub-counties. These nurseries are crucial in supplying high-quality banana plantlets, which enhance yields and disease resistance. Additionally, the construction of a solar dryer and installation of banana flour processing equipment in two sub-counties have created opportunities for farmers to engage in value addition, increasing their earnings.

87. Furthermore, sustainable farming practices were promoted through the establishment of three demonstration sites for vermicomposting and liquid fertilizer production across three sub-counties. These initiatives empower farmers with eco-friendly alternatives to synthetic fertilizers, improving soil health and reducing input costs. The distribution of 14 exogamic banana ripening chambers has also enhanced post-harvest management, reducing losses and improving market readiness for banana farmers.

88. Through these strategic interventions, the County Government has reaffirmed its commitment to transforming agriculture into a more productive, sustainable, and profitable sector. These efforts not only improve livelihoods but also contribute to food security, environmental conservation, and inclusive economic growth

89. The County Government has been actively collaborating with development agencies to enhance agricultural productivity, sustainability, and economic opportunities for farmers. Through strategic partnerships, several **World Bank-funded projects** have been implemented, each designed to address key challenges in the agricultural sector and drive long-term growth.

90. The **National Agricultural and Rural Inclusive Growth Project (NARIGP)** has played a crucial role in increasing agricultural productivity and profitability among target communities. By providing technical support, financial assistance, and infrastructure development, this initiative has empowered farmers to adopt modern farming techniques, enhance yields, and improve their overall livelihoods.

91. Similarly, the **National Agriculture Value Chain Development Project (NAVCDP)** has focused on increasing market participation and value addition for farmers engaged in selected agricultural value chains. Through training, financial support, and market linkages, this project has helped smallholder farmers transition from subsistence farming to commercial agriculture, ensuring better prices and higher incomes.

92. To promote fish farming as an alternative source of income and nutrition, the **Aquaculture Business Development Project (ABDP)** has been instrumental in reducing poverty and improving food security. By supporting aquaculture enterprises with inputs, technical training, and market access, this initiative has strengthened the fisheries sector, creating new employment opportunities while enhancing dietary diversity in the county.

93. Additionally, the **Agriculture Sector Development Support Project (ASDSP)** has been key in developing sustainable priority value chains. This project has improved income generation, food security, and nutrition by enhancing agricultural production systems, supporting agribusinesses, and ensuring the adoption of climate-smart farming practices.

94. These partnerships and interventions underscore the County Government's commitment to fostering a thriving agricultural sector. By leveraging global expertise and financial resources, these programs have not only strengthened the county's agricultural value chains but also contributed to economic growth, improved livelihoods, and enhanced food security for the local population.

95. Over the medium term, the County Government aims to build on the progress made in the agricultural sector by aligning all sectoral policies toward increasing food production, enhancing smallholder productivity, and reducing food costs. These efforts will be instrumental in ensuring food security, improving farmer incomes, and strengthening the county's overall economic resilience.

96. To achieve these objectives, The County Government will continue supporting all farmers in all the 60 wards by providing them with high-quality agricultural farm inputs such as certified maize seeds, fruit tree seedlings and fertilizer in a bid to boost production. In addition, the government aims to ensure that farmers have access to extension services to enhance their farming skills.

97. To support dairy farmers, the County Government is committed to enhancing the dairy value chain by procuring milk coolers and pasteurizers for dairy cooperatives. These investments will help farmers overcome challenges related to milk storage, preservation, and market access, ensuring they can supply high-quality dairy products while minimizing post-harvest losses. In addition, the government will provide vaccines and sera and expand veterinary services to improve livestock health and productivity. By preventing diseases and ensuring the well-being of dairy cattle, these interventions will lead to increased milk yields and higher incomes for farmers.

98. To further promote livestock farming, the government plans to distribute piglets and indigenous chickens **to Vulnerable and Marginalized Groups (VMGs**). This initiative will empower small-scale farmers by diversifying their income sources, enhancing food security, and fostering inclusive economic growth. Collectively, these efforts will not only strengthen the dairy sector but also stimulate the local economy, create job opportunities, and improve food security. By addressing critical challenges such as high feed costs, limited access to veterinary services, and market constraints, the County Government aims to ensure that dairy and livestock farmers thrive in a more sustainable and profitable agricultural environment.

99. By consolidating these efforts, the County Government remains committed to transforming agriculture into a high-performing, resilient, and sustainable sector that not only ensures food security but also drives economic growth and improves the livelihoods of farmers across the county.

3.2.2 Healthcare

100. Health is a fundamental and essential aspect of human life, encompassing not only the absence of illness or disease but also the overall well-being and functioning of an individual, both physically and mentally. Recognizing its importance, the County Government of Kiambu has placed a special focus on strengthening the healthcare system as one of its key pillars in transforming the lives of its residents.

101. To achieve this, the County Government is committed to implementing strategic interventions aimed at accelerating the attainment of Universal Health Coverage (UHC). These efforts align with the National Government's vision of providing affordable and accessible healthcare.

102. By prioritizing healthcare, the County Government aims to ensure that every resident of Kiambu has access to quality health services, ultimately improving the health outcomes and quality of life for the population. These initiatives will contribute to building a healthier, more resilient community, supporting the county's socio-economic development in the long run.

103. Over the past two years, the healthcare sector in Kiambu has made significant progress in improving access to quality services and strengthening health infrastructure. Some of the key achievements include:

- The **refurbishment and equipping of 14 ambulances**, along with the provision of Lusigetti **ambulance** funded by JICA, to enhance emergency medical response services across the county.
- The **procurement of a medical waste truck**, ensuring the proper disposal and management of medical waste for a safer and cleaner environment.
- The **procurement of a medical drugs truck** to facilitate the timely and efficient distribution of Health Products and Technologies (HPTs) to health facilities.
- The **completion of Lusigetti Level 4 wards** and the **Central Medical Store**, significantly improving healthcare delivery and resource distribution within the county.

104. Additionally, the construction of Thogoto Level 4, Bibirioni Level 4, Lari Level 4, Wangige Level 4, Tigoni Level 4, Githunguri Level 4, and Gatundu Funeral home is ongoing at various stages, ensuring improved services for the community during times of need. The expansion and upgrading of several hospitals such as Gachororo, Karuri, Uthiru, Ndeiya, Gichuru, Ng'enda, Ting'ang'a, Gatuanyaga, Ndururumo, Maguguni, and Mutonya are all at various stages of completion, increasing capacity and enhancing healthcare services for residents.

105. Key improvements also include the completion of perimeter fence for Gachororo and Thogoto hospitals, enhancing security, and the renovation and refurbishment of Gituamba, Limuru, Karuri, and Ngorongo hospitals, improving their infrastructure and services. Refurbishment works are ongoing in numerous other facilities such as Kihara, Nyathuna, Rironi, Ngoliba, Gachika, Mugutha, Ngewa, Tigoni, Igegania, Kinale, Karia, Makongeni, Jujafarm, Kigumo, Kamae, Lusigetti, Gachege and Githiga.

106. Moreover, the payment of monthly stipends and the equipping of 3,070 Community Health Promoters (CHPs) have been implemented to support grassroots healthcare delivery. Additionally, the procurement and distribution of Health Products and Technologies (HPTs) to all health facilities has ensured that health centers are well-stocked to provide necessary medical care.

107. These achievements reflect the County Government's commitment to improving healthcare services and making quality healthcare accessible to all residents, aligning with the broader goal of achieving Universal Health Coverage (UHC).

108. Building on the gains made, the Government through the Facility Improvement Fund (FIF) will ensure that hospitals are equipped with the tools they need including: medicine, equipment and other resources necessary to provide quality care, while involving citizens in decision making at every facility.

3.2.3 Education in early childhood, Vocational training centers and Social protection

Social protection

109. The pursuit of a brighter future for Kiambu's children under the "Leave No Child Behind" initiative has sparked a transformative wave across the county. The County Government of Kiambu is deeply committed to ensuring that every child has access to quality education, recognizing it as the foundation for a prosperous and equitable society.

110. Upon assuming office, the new administration was confronted with the distressing state of the county's Early Childhood Development Education (ECDE) Centers. Many of these institutions, which are critical to the early learning and development of children, were in a state of neglect. The dilapidated classrooms stood as a stark reminder of the prolonged lack of investment and attention in these crucial facilities.

111. Over the past financial year, the County Government of Kiambu has made substantial strides in improving education, social welfare, and community development, with a focus on empowering vulnerable populations and enhancing infrastructure. Key achievements include:

- **Bursaries worth 400 million** shillings were issued to support needy students, benefiting over **84,824 learners**. This initiative has helped improve **school retention and transition rates,** ensuring that more students have access to education and the opportunity to complete their studies.
- A total of **108 new model ECDE centers** were constructed, providing modern, well-equipped learning environments for young children. In addition, stalled **Vocational Training Centers (VTCs)** projects were completed, and **digital literacy**

programs were introduced, enhancing access to technology and internet resources in libraries.

- Significant infrastructure developments were made in **VTCs,** including the construction of workshops, office blocks, and the installation of **cabro-making machines.** These projects not only improved the learning environment but also created opportunities for **job creation and revenue generation**. Over **500 VTC trainees graduated,** and more than **2,500** received certification, equipping them with valuable skills for employment.
- The County Government also made considerable progress in **social protection initiatives,** including **food distribution** to vulnerable groups and **targeted assistance** to the elderly, people with disabilities, and victims of floods, ensuring that these communities receive the support they need to improve their well-being.
- **Training programs** empowered **31 adolescent girls and teenage mothers** with **employable skills** through a partnership with World Vision, helping them to gain financial independence and improve their livelihoods.
- In addition, the **County advanced community and cultural initiatives** such as drafting a **child protection policy**, promoting **heritage sites**, and expanding **ECDE programs** to provide more children with early childhood education. These centers comprise of PP1 and PP2 classrooms, offices, ablution blocks, and children play areas. The county plans to modernize all the 524 ECDE centers within the medium term.
- Library services were also enhanced through **ICT training, graduations**, and the **development of a draft library services bill**, which will further improve the accessibility and quality of library services in Kiambu.

112. These efforts reflect the County Government's dedication to fostering a **transformative education system, promoting social inclusion**, and creating a foundation for a prosperous future for all residents.

113. To support children's growth and address nutrition, the County Government of Kiambu has launched a feeding program for ECDE pupils. Under this initiative, all ECDE pupils receive a daily nutritious bowl of uji and boiled eggs every week, providing essential nutrients that fuel their potential to learn and thrive in school.

Going forward, the county plans to expand this program by providing every pupil with a packet of milk once per week, further enhancing the nutritional value of their meals and supporting their overall health and development. This effort underscores the County Government's commitment to ensuring that children not only have access to quality education but also the proper nutrition needed to succeed in their academic journey and beyond.

114. Recognizing the potential of the youth in Kiambu, the County Government has acquired cabro-making machines as part of an initiative aimed at empowering young people. This program provides employment opportunities for the youth in the production and laying of cabro stones, contributing to the beautification and improvement of urban centers across the county. By engaging the youth in this productive work, the initiative not only enhances the physical infrastructure of the county but also equips young people with valuable skills and promotes economic empowerment within the community.

115. Over the medium term, the county government will continue with construction and remodeling of both new and old ECDEs and VTCs, which will eventually be fitted with contemporary equipment and computer laboratories to boost access to quality education across the county as well as building ablution blocks at VTCs and ECDEs to promote sanitation. In addition, the county will continue to recruit instructors for VTCs, promote teachers in ECDEs, develop quality assurance reports, evaluate and accredited VTCs and ECDEs, enhance enrolment and retention of school-age children, and upscale the feeding program to improve nutrition among school-age children.

3.2.4 Infrastructure Development for Inclusive Growth

116. Kiambu County has an extensive road network, covering a total of 7,917.425 km. However, there is still work to be done, with 249 km of roads yet to be opened. Of the total road network, 1,156.813 km are paved, while the majority, 6,760.612 km, and are unpaved, indicating a significant opportunity for road improvements.

117. The county is well-connected by major highways, including the Thika Super Highway, which spans 50 km from Githurai-Ruiru-Juja-Thika and the A104 highway, which stretches 65 km from Uthiru-Kikuyu-Kamandura-Kinungi, with 25.1 km of this section currently undergoing a rehabilitation and expansion program. Additionally, Kiambu is served by a railway line that spans 131 km, with railway stations located in Kahawa, Ruiru, Juja, Thika, Kikuyu, and Limuru, providing further transportation options for both passengers and freight.

118. The Roads and Infrastructure sector in Kiambu County has made significant progress in improving transportation and infrastructure across the county. Some of the notable achievements include:

- **Boresha Barabara Program**: Under this program, the **Road Directorate** undertook extensive **road maintenance and rehabilitation**, successfully grading a total of **780.27 kilometers** of roads and gravelling **432 kilometers**. These efforts have enhanced road accessibility and paved the way for smoother transportation across the county.
- **Storm water Management**: To mitigate the impact of flooding, the department improved **20 kilometers** of the **storm water drainage network**, significantly reducing flood emergencies and improving drainage systems during the rainy seasons.
- **Bus Park Rehabilitation**: As part of enhancing public transportation infrastructure, the department completed the rehabilitation and construction of **3 bus parks** in **Makongeni, Kiambu Town**, and **Kikuyu**, providing better facilities for commuters.
- **Bridge Construction and Rehabilitation**: The department rehabilitated and reconstructed **3 motorized bridges** at **Darasha**, **Riuriro**, and **Mugutha** in **Theta Ward**, improving connectivity. Additionally, **3 footbridges** were constructed at **Kianda Kinene-Kibiru**, **Lioki-Giathieko**, and **Kiambururu-Gitombo**, ensuring safer pedestrian movement.
- **Angaza Kiambu Initiative**: As part of this initiative, **4,000 solar streetlights** were procured and are being installed. The program also saw the installation of **73 grid-connected streetlights**, the maintenance of **900 streetlights**, and **flood mast maintenance**, all aimed at improving security and lighting across the county.

119. These efforts reflect the County Government's commitment to improving infrastructure and creating a safer, more efficient transportation network that meets the needs of residents, businesses, and visitors alike. The goal is to ensure that all **60**

wards in the county have roads that are well-maintained and accessible throughout the year, regardless of the season.

3.2.5 Micro, Small and Medium Enterprise (MSME) Economy and Employment Creation

120. The Micro, Small, and Medium Enterprise (MSME) sector plays a pivotal role in our economy, contributing significantly in providing income opportunities to economically excluded segments of the population including youth, women persons with disabilities and low skilled persons who experience disproportionately high unemployment.

121. Recognizing the critical importance of access to credit as a catalyst for MSME growth, the County Government is committed to ensuring that Kiambu residents have access to affordable credit. In pursuit of this objective, the County will annually allocate resources to facilitate accessible, affordable, and county-backed loans for MSMEs, with a focus on minimizing interest rates, as the prevailing high rates have tended to impede the private sector and MSMEs.

122. The county government has undertaken key initiatives to strengthen the Micro, Small, and Medium Enterprise (MSME) economy and boost employment creation, recognizing the sector's vital role in driving economic development and improving livelihoods.

123. To enhance trade and provide secure business environments, the county embarked on constructing new markets in Kinoo and Kimbo Matangini. Additionally, the completion of Gitaru Market and the rehabilitation of Kihara Market have provided traders with modernized spaces, improving market accessibility and facilitating increased economic activity. The construction of Goat Holding Yards in Dagoretti, Limuru, and Jamhuri Markets supports the livestock trade by ensuring proper holding facilities, thereby boosting agribusiness and enhancing food security.

124. To streamline trade operations, three containers were installed to serve as offices and workshops for Weights & Measures, ensuring fair trade practices and improving business efficiency. The resettlement of 364 traders at Gitaru Market and 1,145 traders at Githurai Market has formalized trade operations, reducing street vending congestion and improving revenue collection. Additionally, the county mounted and branded 96 bodaboda sheds across 60 wards, enhancing safety and organization for motorcycle taxi operators, a critical sector in urban mobility and job creation.

125. The revival of stalled construction projects at Kiganjo Market, Kigumo Market in Komothai Ward, and Rironi Market has restored business confidence and expanded trade infrastructure, enabling more traders to operate in a conducive environment. A perimeter wall constructed at Kiandutu Market has enhanced security, ensuring business continuity and protecting traders' investments.

126. Further boosting industrial and economic growth, the county facilitated the establishment of the Kiambu County Aggregation and Industrial Park (CAIP) at Waruhiu Agricultural Training Centre in Githunguri Sub-County. This initiative supports value addition, industrialization, and market linkages for agricultural produce, ultimately increasing farmers' income and job opportunities.

127. To empower the bodaboda sector, a one-million-shilling cheque was disbursed to Kimwi SACCO in Githurai, Mwiki Ward, Ruiru Sub-County, promoting financial inclusion and business sustainability for operators. Lastly, the completion of 36 modern kiosks in Kabete Town has provided structured business spaces, fostering entrepreneurship and ensuring small traders have a stable and dignified working environment.

128. These initiatives collectively contribute to economic development by creating employment, enhancing trade efficiency, improving market accessibility, and fostering business sustainability, ultimately driving economic growth and prosperity within the county.

129. Going forward, the county remains committed to strengthening the business environment by undertaking the construction, renovation, and equipping of markets and trading spaces, such as sheds, to provide a more conducive environment for traders. Additionally, efforts will be made to make trading licenses more affordable, ensuring that small-scale entrepreneurs can thrive.

130. A major initiative in this plan is the construction of seven mega markets in collaboration with the National Government. These markets—Kamwangi, Ruiru Phase 2, Madaraka, Kangangi, Githunguri, Wangige, and Githurai Phase 2—will significantly enhance trade infrastructure, providing modern, spacious, and well-equipped facilities for traders. The market designs have been developed in collaboration with the State Department for Housing and Urban Development to ensure alignment with national urban planning standards.

131. Beyond these, the county government will also finance the construction of 11 additional markets, further strengthening local trade hubs. Moreover, 20 more markets will be developed under the Economic Stimulus Programme (ESP), which will improve market access for traders and increase economic opportunities across the county.

132. In its continued efforts to create employment and improve livelihoods, the county has partnered with the National Government to implement the Affordable Housing Initiative. This initiative is expected to generate thousands of jobs in the construction and allied sectors while providing decent and affordable housing for residents. The county has already allocated over 100 acres of land for this transformative project, with various parcels identified for development.

133. The first phase of the affordable housing project commenced in Kiambu Council Estate, Bustani, and Depot in Thika, addressing the growing demand for urban housing in key economic centers. The second phase will expand to Tigoni, Ruiru, Haile Selassie, and Bibirioni, further boosting access to quality housing and stimulating local economies in these regions.

134. Through these strategic initiatives, the county aims to empower businesses, create employment, and enhance living standards for residents, ensuring sustainable economic growth and development.

3.2.6 Manufacturing

135. The pursuit of self-reliance and wealth creation in Kiambu County is strongly anchored in the transformative power of industrialization. Central to this vision are several ambitious projects, including the Thika Smart Industrial City and an Industrial Park in Thika Delmonte land, which are being developed in collaboration with the National Government and the private sector. These projects are strategically positioned to create over 50,000 jobs, fueling sustainable economic growth and driving the county's industrialization agenda.

136. In addition to these initiatives, the County Government, in partnership with the National Government, is investing KShs 500 million to establish an aggregation park at the Waruhiu Agriculture Training Center in Ngewa, Githunguri. This facility will help enhance the value of agricultural produce, benefiting farmers and supporting agribusiness growth by streamlining supply chains and increasing efficiency in agricultural processing.

137. Looking to the future, parallel initiatives are being planned, including Export Processing Zones (EPZ) in Ndeiya and Thika. These zones aim to attract investors, create economic opportunities, and generate jobs, all of which will stimulate the local economy and diversify the county's industrial base.

138. Together, these deliberate efforts aim to position Kiambu County as a leading manufacturing and innovation hub, driving job creation, economic diversification, and prosperity for the residents of Kiambu. By focusing on industrialization, the county is setting the stage for a resilient, sustainable, and thriving economy.

3.2.7 Water Supply, Environmental Conservation and Climate Change Action

139. The rapidly growing population in Kiambu County has placed significant pressure on the already limited water resources, making it essential for the County Government to make timely and strategic decisions to address this challenge. To ensure sustainable access to water, the Department of Water has implemented several interventions aimed at enhancing water supply across the county.

140. One of the key initiatives is the **"Maji Nyumbani" program**, which focuses on substantial improvements to water infrastructure in order to provide households with reliable access to water. This program involves the acquisition and deployment of an extensive network of **pipelines** and the strategic installation of **water tanks** throughout the county. These efforts are aimed at ensuring that every household has consistent and equitable access to clean water.

141. The **"Maji Nyumbani" program** and other water-related interventions in Kiambu County are driven by the strong network of **Eight (8) Water Service Providers (WSPs)**, all of which are wholly owned county entities. These WSPs play a critical role in ensuring that water infrastructure projects are effectively implemented and managed. They are responsible for the distribution, maintenance, and management of water services across the county, ensuring that the programs meet the needs of the population and are aligned with the county's broader water security goals.

142. The involvement of these WSPs strengthens the county's capacity to deliver sustainable and reliable water services to residents. Through their expertise and operational capacity, the county is enhancing its ability to address the growing demand for water and improve access to safe, clean water in both urban and rural areas. The strong partnership between the county government and these WSPs ensures that water service delivery remains efficient, and that all interventions, such as the installation of pipelines, water tanks, water harvesting systems, and boreholes, are properly coordinated and managed.

143. Additionally, the county government is promoting water harvesting, desilting of dams, and the drilling of boreholes to augment water supply, especially in areas facing water shortages. These interventions are designed to enhance water storage capacity, improve water distribution, and ensure that the county can better cope with the growing demand for water resources.

144. Through these targeted actions, the county is working towards improving water accessibility, which is essential for the well-being of its residents and for fostering sustainable development. To address the growing water needs and improve sanitation across Kiambu County, the Department of Water has achieved significant progress in its efforts. Some of the key accomplishments include:

- **Procurement and Installation of Pipes**: The department has procured, supplied, and delivered assorted diameter pipes, totaling **228 km**, with nearly **90 km** already laid, ensuring a significant improvement in the water distribution network across the county.
- **Provision of Water Tanks**: The department has procured and supplied **56 plastic tanks** for use in **ECDEs** and other institutions, contributing to the water supply for educational and community facilities.
- **Borehole Drilling**: The department has commenced the drilling of **9 boreholes** in strategic areas, including **Komo, Njiku, Gatunabu, Nderu, Mariaini**, and **Komothai Farmers**. Additionally, **Gathanje**, **Ondiri**, and **Lari DCC boreholes** have been drilled and equipped, further boosting water availability.
- **Rehabilitation of Boreholes**: The department is currently rehabilitating **6 existing boreholes**, ensuring that these vital sources of water continue to provide reliable access to clean water for residents.

- **Grant to Water Service Providers**: A **KShs 40 million grant** was issued to the **Water Service Providers**, strengthening their capacity to manage water distribution and infrastructure improvements across the county.
- **Public Sanitation Facilities**: The rehabilitation of **17 existing Public Sanitation Facilities (PSFs)** has been completed, enhancing sanitation services in key areas. Additionally, **14 new public toilets** are under construction, with **10 at cemeteries** and **4 modern toilets**, aimed at improving public hygiene and sanitation.

145. These efforts are crucial in ensuring a consistent and reliable water supply, as well as improved sanitation across Kiambu County, supporting the broader goal of providing sustainable services to all residents.

146. The FLLoCA Program encourages counties to create and implement **participative climate change policy frameworks** and **legislative frameworks** that will enable them to access pooled finance. This funding will support the implementation of locally-led climate actions, empowering communities and local governments to take proactive measures to address climate challenges. By enabling counties to design their own solutions to climate risks, the program promotes more effective, context-specific actions, ensuring that efforts to combat climate change are both sustainable and impactful.

147. In addition, the program enhances local capacity to respond to climate-related issues, builds resilience at the grassroots level, and ensures that the most vulnerable populations are supported in the face of climate change. This collaborative approach ultimately strengthens the overall response to climate challenges at both local and national levels, contributing to a more resilient future for the country.

148. Over the medium term, the Department of Water and Sanitation in Kiambu County is committed to enhancing the county's water supply and sanitation services through a series of strategic initiatives.

149. In the area of water supply, the department will focus on procuring, supplying, and delivering pipes of assorted diameters to expand the water distribution network and ensure that more residents have access to clean and reliable water. Additionally, the department will oversee the construction of water tanks and towers to increase storage capacity, allowing for a steady supply of water even during dry spells.

150. To further strengthen water access, the department plans to drill and equip more new boreholes in key areas across the county. This will provide vital water sources to communities that have been underserved. Additionally, existing boreholes will be equipped with the necessary infrastructure to ensure optimal performance. In a bid to promote sustainability and reduce dependence on electricity, the department will solarize more boreholes, which will help ensure a more consistent water supply in remote areas.

151. In terms of sanitation, the department has outlined plans to construct 4 new Public Sanitation Facilities (PSFs), which will improve access to clean and hygienic toilets for the community. To ensure that the existing sanitation infrastructure continues to serve the population effectively, 5 existing PSFs will undergo rehabilitation. This will address any wear and tear and improve the overall sanitation experience for residents.

152. To enhance a clean and sustainable environment, the Directorate of Environment and Waste Management will prioritize environmental conservation and solid waste management programs. This will include monthly community-led clean-up initiatives at the ward level, as well as the development of policies, plans, strategies, and legislative frameworks to enhance waste management efficiency.

153. The county will establish eco-schools, conduct awareness campaigns, and provide environmental training and research on solid waste management. Further, it will ensure environmental compliance and enforcement by introducing modern regulations and monitoring systems.

154. To create a sustainable waste collection and transportation system, the county will support Extended Producer Responsibility (EPR) and promote a circular economy aimed at achieving zero waste to landfills. Key infrastructure projects include the development of Kangoki Full-Scale Landfill, establishment of Material Recovery Facilities (MRFs), construction of a composting facility, and implementation of waste segregation programs in markets for both organic and inorganic waste. Additionally, the improvement of Kangoki access roads and construction of skip platforms will enhance waste collection efficiency.

155. To reduce carbon emissions and pollution, the county will implement measures to curb air and water pollution, including the procurement of noise meters and the establishment of bio digesters to convert waste into energy and soil-enriching products. The adoption of Artificial Intelligence (AI) in waste management will further enhance efficiency, and strategic partnerships will be expanded to ensure the sustainable development of waste management infrastructure. Furthermore, solid waste management equipment and machinery will be procured and repaired to improve service delivery.

4 BUDGET FOR FY 2025/2026 AND THE MEDIUM TERM

4.1 Fiscal Framework FY 2025/26 and the Medium Term

156. The FY 2025/2026 and the medium-term budget is based on the County Government's policy priorities and the macroeconomic policy framework outlined in Chapter II and Chapter III. The County Government remains committed to pursuing a growth-friendly fiscal consolidation plan by containing expenditures and enhancing mobilization of revenue in efforts to curtail the growth of pending bills without compromising the delivery of essential services.

4.2 Revenue Projections

157. In the financial year 2025/2026 total revenue is projected at KShs. 22.43 Billion from the projected KShs. 21.78 Billion in FY 2024/2025. Of this Equitable share is projected at KShs. 12.29 Billion, Own Source Revenue at KShs. 7.98 Billion, an anticipated allocation of KShs. 2.15 Billion from additional allocations from the National Government share of revenues and proceeds from loans and grants from development partners. The comprehensive breakdown of the total County revenue projection for the financial year 2025/2026 is provided for under ***Annex 2***. A summary of the major revenue sources have been analyzed in table 5 below.

Table *5*: Revenue Projections FY 2024/25-2026/27

Revenue Projection FY 2025/2026-2027/28 (KShs)					
	FY 2023/2024	**FY 2024/2025**	**FY2025/2026**	**FY2026/2027**	**FY2027/2028**
Revenue Source	**Actual**	**Target**	**Target**	**Projections**	
Total revenue from National Government	**11,904,672,600**	**15,564,010,238**	**14,446,681,875**	**14,747,364,223**	**15,125,195,594**
Equitable Share Allocation	11,249,348,252	12,293,696,674	12,293,696,674	12,594,379,022	12,972,210,393
Additional Conditional Allocations	655,324,348	3,270,313,564	2,152,985,201	2,152,985,201	2,152,985,201
Own Source Revenue(OSR)	4,576,313,302	7,980,140,717	7,980,140,717	8,219,544,939	8,466,131,287
Other Revenues	2,621,636,846	998,653,541	0	0	0
Totals County Revenue	**19,102,622,748**	**24,542,804,496**	**22,426,822,592**	**22,966,909,162**	**23,591,326,881**

Source: *Kiambu County Treasury*

4.3 Expenditure Projection

158. The overall expenditure is projected at KShs. 22.43 in FY 2025/26 from the projection of KShs. 21.78 Billion in FY 2024/25. The FY 2025/26 comprise of

Recurrent expenditure of KShs. 15.59 billion (69.5 percent) and development expenditure at KShs. 6.83 billion (30.5 percent).

4.4 Overall Deficit and Financing

159. The County Government has allocated resources for spending that are proportionate to revenues projections in the FY 2025/26. The County budget shall be financed through transfers from the National Government, Own Source of Revenue and revenues from development partners. The FY 2025/26 fiscal framework is therefore fully financed.

4.5 FY 2024/25 and Medium-Term Budget Priorities

160. The FY 2025/26 and the Medium-Term Budget Framework is built upon the County Government's initiatives to stimulate and sustain economic activity and reposition it toward a sustainable and inclusive growth path. This goal will be realized through the implementation of programs that support economic recovery and address the additional priority programs identified by the County Government as well as align its goals towards implementation of the Bottom-up Economic Transformation Agenda (BETA) at the National Government.

161. The County Government is dedicated to executing priority programs outlined in the 2024/25 Annual Development Plan (ADP) to fulfill the aspirations of the people of Kiambu, as articulated in the 2023-2027 County Integrated Development Plan (CIDP). Concurrently, there is a recognition of the necessity to enhance resources during the programming period. In pursuit of these objectives, the County Government will formulate a framework to deliver higher quality services, emphasizing strong connections between resources, and budgeting, monitoring, and clear expectations for achieving planned outcomes. This approach reflects the commitment to efficient resource utilization and the fulfillment of the community's long-term aspirations.

162. The agenda is oriented towards achieving economic turnaround and fostering inclusive growth. It seeks to amplify investments in seven core pillars, envisioned to yield the most substantial impact on both the economy and household welfare. These pillars include: Agricultural Transformation and Inclusive Growth; Healthcare;

Education in Early Childhood, Vocational Training Centers, and Social Protection; Infrastructure Development for Inclusive Growth; Micro, Small, and Medium Enterprise (MSME) Economy and Employment Creation; Manufacturing; Water Supply Environment Conservation and Climate Change Action. The implementation of these priority programs is designed to reduce the cost of living, eliminate hunger, create employment opportunities, and provide for the majority of the Kiambu population. Simultaneously, it aims to expand the revenue base, thereby enhancing own-source revenue collection. This comprehensive approach is poised to bring about positive transformations, contributing to the overall well-being and prosperity of the people of Kiambu.

163. Additionally, public spending will be directed towards the most critical needs of the county with the aim of achieving quality outputs and outcomes with optimum utilization of resources. Further, the departments will be encouraged to adopt efficiency in allocation of resources through cost budgeting and reviewing projects to restructure and re-align with the County Government priority Programmes and reduce non-priority spending.

4.6 Budgetary Allocations for the FY 2025/26 and the Medium-Term

164. The total budget for FY 2025/26 is projected at KShs. 22.43 billion. The allocation on County entities programmes has been summarized under ***annex 3***. However, the allocations to the County Government entities is summarized in **table 6 below;**

Table 6: Summary Budget Allocations for the FY 2025/26- 2027/28

Department Ceilings for the FY 2025/26-2027/28 (Kshs)												
	Department		Supplementary 1	Supplementary 1	CFSP	Projections		% Share In Departmental Expenditure				
Vote	Recurrent		FY 2023-2024	FY 2024-2025	2025/2026	2026/2027	2027/2028	2023/24	2024/25	2025/26	2026/27	2027/28
4061	**County Assembly**	**Sub-Total**	**1,755,986,518**	**1,528,615,658**	**1,382,416,186**	**1,382,416,186**	**1,382,416,186**	**7%**	**7%**	**6%**	**6%**	**6%**
		Rec-Gross	1,628,986,518	1,418,615,658	1,282,416,186	1,282,416,186	1,282,416,186	10%	9%	8%	8%	8%
		Dev-Gross	127,000,000	110,000,000	100,000,000	100,000,000	100,000,000	2%	1%	1%	1%	1%
4062	**County Executive**	**Sub-Total**	**449,052,495**	**476,482,683**	**501,000,000**	**516,030,000**	**531,510,900**	**2%**	**2%**	**2%**	**2%**	**2%**
		Rec-Gross	449,052,495	476,482,683	501,000,000	516,030,000	531,510,900	3%	3%	3%	3%	3%
		Dev-Gross	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0
4063	**County Public Service Board**	**Sub-Total**	**98,090,971**	**92,888,220**	**90,000,000**	**92,700,000**	**95,481,000**	**0.4%**	**0.4%**	**0.4%**	**0.4%**	**0.4%**
		Rec-Gross	98,090,971	92,888,220	90,000,000	92,700,000	95,481,000	1%	1%	1%	1%	1%
		Dev-Gross	0	0	0	0	0	0%	0%	0%	0%	0%
4064	**Finance, ICT & Economic Planning**	**Sub-Total**	**1,960,057,025**	**1,770,755,283**	**1,790,000,000**	**1,843,700,000**	**1,899,011,000**	**8%**	**8%**	**7%**	**8%**	**8%**
		Rec-Gross	1,585,091,007	1,586,975,283	1,550,000,000	1,596,500,000	1,644,395,000	10%	10%	10%	10%	10%
		Dev-Gross	374,966,018	183,780,000	240,000,000	247,200,000	254,616,000	4%	2%	4%	4%	4%
4067	**Water, Environment Energy & Natural Resources**	**Sub-Total**	**1,188,098,760**	**1,124,470,926**	**1,059,200,000**	**1,090,976,000**	**1,123,705,280**	**4%**	**5%**	**5%**	**5%**	**5%**
		Rec-Gross	579,518,760	573,513,432	557,200,000	573,916,000	591,133,480	4%	4%	4%	4%	4%
		Dev-Gross	608,580,000	550,957,494	502,000,000	517,060,000	532,571,800	7%	6%	7%	7%	7%
4068	**Health Services**	**Sub-Total**	**8,356,106,820**	**7,862,917,110**	**7,935,000,000**	**8,173,050,000**	**8,418,241,500**	**36%**	**34%**	**32%**	**35%**	**36%**
		Rec-Gross	7,104,427,420	7,016,172,120	7,200,000,000	7,416,000,000	7,638,480,000	45%	44%	46%	46%	46%
		Dev-Gross	1,251,679,400	846,744,990	735,000,000	757,050,000	779,761,500	15%	10%	11%	11%	11%
4073	**Roads, Transport Public Works & Utilities**	**Sub-Total**	**2,748,276,673**	**2,897,904,442**	**2,250,869,590**	**2,318,395,678**	**2,352,250,102**	**12%**	**11%**	**12%**	**10%**	**10%**
		Rec-Gross	646,628,021	788,314,721	700,000,000	721,000,000	742,630,000	4%	5%	4%	4%	5%
		Dev-Gross	2,101,648,652	2,109,589,721	1,550,869,590	1,597,395,678	1,609,620,102	25%	24%	23%	23%	23%
4075	**Administration & Public Service**	**Sub-Total**	**1,110,474,396**	**1,164,052,269**	**1,070,000,000**	**1,102,100,000**	**1,135,163,000**	**4%**	**5%**	**5%**	**5%**	**5%**
		Rec-Gross	982,614,396	1,076,502,785	1,010,000,000	1,040,300,000	1,071,509,000	6%	7%	6%	6%	7%
		Dev-Gross	127,860,000	87,549,484	60,000,000	61,800,000	63,654,000	2%	1%	1%	1%	1%
4077	**Agriculture, Livestock & Co-operative Development**	**Sub-Total**	**2,079,684,393**	**1,234,468,848**	**1,190,800,000**	**1,226,524,000**	**1,263,319,720**	**9%**	**9%**	**5%**	**5%**	**5%**
		Rec-Gross	525,777,238	523,870,622	490,800,000	505,524,000	520,689,720	3%	3%	3%	3%	3%
		Dev-Gross	1,553,907,155	710,598,226	700,000,000	721,000,000	742,630,000	18%	8%	10%	10%	10%
4078	**Education, Culture, & Social Services**	**Sub-Total**	**2,155,432,659**	**2,411,041,997**	**1,908,400,000**	**1,965,652,000**	**2,024,621,560**	**7%**	**9%**	**10%**	**9%**	**9%**
		Rec-Gross	1,532,748,958	1,563,953,042	1,440,000,000	1,483,200,000	1,527,696,000	10%	10%	9%	9%	9%
		Dev-Gross	622,683,701	847,088,955	468,400,000	482,452,000	496,925,560	7%	10%	7%	7%	7%
4079	**Youth Affairs, Sports and Communication**	**Sub-Total**	**346,554,011**	**355,142,827**	**395,000,000**	**406,850,000**	**419,055,500**	**2%**	**1%**	**1%**	**2%**	**2%**
		Rec-Gross	181,482,827	185,142,827	195,000,000	200,850,000	206,875,500	1%	1%	1%	1%	1%
		Dev-Gross	165,071,184	170,000,000	200,000,000	206,000,000	212,180,000	2%	2%	3%	3%	3%
4080	**Lands, Housing, Physical Planning, Urban Development & Administration**	**Sub-Total**	**824,726,920**	**2,723,860,970**	**2,283,136,816**	**2,260,385,298**	**2,340,777,233**	**4%**	**3%**	**11%**	**10%**	**10%**
		Rec-Gross	445,902,109	416,252,393	410,000,000	422,300,000	434,969,000	3%	3%	3%	3%	3%
		Dev-Gross	378,824,811	2,307,608,577	1,873,136,816	1,838,085,298	1,905,808,233	5%	27%	27%	26%	27%
4081	**Trade, Industrilization,Tourism & Investment**	**Sub-Total**	**1,272,503,099**	**900,203,263**	**571,000,000**	**588,130,000**	**605,773,900**	**5%**	**5%**	**4%**	**3%**	**3%**
		Rec-Gross	174,808,607	179,256,689	170,000,000	175,100,000	180,353,000	1%	1%	1%	1%	1%
		Dev-Gross	1,097,694,492	720,946,574	401,000,000	413,030,000	425,420,900	13%	8%	6%	6%	6%
	GRANT TOTAL	**Sub-Total**	**24,345,044,740**	**24,542,804,496**	**22,426,822,592**	**22,966,909,162**	**23,591,326,881**	**100%**	**100%**	**100%**	**100%**	**100%**
	Recurrent Gross	**Rec-Gross**	**15,935,129,327**	**15,897,940,475**	**15,596,416,186**	**16,025,836,186**	**16,468,138,786**	**65.5%**	**64.8%**	**69.5%**	**69.8%**	**69.8%**
	Development Gross	**Dev-Gross**	**8,409,915,413**	**8,644,864,021**	**6,830,406,406**	**6,941,072,976**	**7,123,188,095**	**34.5%**	**35.2%**	**30.5%**	**30.2%**	**30.2%**

Source: *Kiambu County Treasury*

4.6.1 Allocation to Personnel Emolument

165. The projected expenditure on personnel emoluments for the 2025/26 financial year is estimated at KShs 8.8 billion, representing 39 percent allocation of the total county revenue. Section 25 (1) (b) of the Public Finance Management (County Governments) Regulations, 2015 provides that there is a stipulated limit for the County Government's expenditure on wages and benefits, set at 35 percent of the County's total revenue. Consequently, the county government's expenditure on personnel emoluments exceeds the legal threshold. The figure 2 below illustrates the trend in personnel emolument expenditure since the 2014/15 financial year.

166. The County has not met the legal threshold since the onset of devolution. This deficiency has been influenced by several factors; The County Government inherited a substantial payroll from both the defunct local authorities and the National Government. The Department of Health carries the bulk of this considerable wage bill. Consequently, there has been a persistent demand for more staff to enhance services at our hospitals. Also there has been upward revision of salaries and allowances for health workers.

167. Similarly, the expansion of education in our ECDE centers and vocational centers, has also necessitated the recruitment of additional personnel. Further, other factors such as; promotion of county staff, the transition of employees from contractual to permanent and pensionable status, the establishment of new entities such as municipalities, salary review by SRC, introduction of additional taxes such as Housing levy has contributed to the overall increase in the wage bill over the years.

168. Nevertheless, the County Government is dedicated to ensuring that the allocation for personnel emoluments meets the required limit. To ensure compliance with expenditure regulations on salaries, the county intends to continue increasing its total revenues, particularly its own source revenue. Consequently, this will reduce the percentage of the wage bill relative to total revenues. Further, staff recruitment has been restricted majorly to technical and essential services positions.

Table 7: The table below shows the PE medium term projections 2025/26-2027/28

Personnel Emoluments			
Economic Classification	**FY 2025/2026**	**FY 2026/2027**	**FY 2027/2028**
Compensation of Employees	8,808,387,565	9,072,639,192	9,344,818,368
Operations & Maintenance	6,788,028,621	6,953,196,994	7,123,320,418
Sub Total Recurrent Expenditure	**15,596,416,186**	**16,025,836,186**	**16,468,138,786**
Development Expenditure	**6,830,406,406**	**6,941,072,976**	**7,123,188,095**
Total Budget	**22,426,822,592**	**22,966,909,162**	**23,591,326,881**

Source: Kiambu County Treasury

4.6.2 Allocation to County Established Funds

169. Section 116 (1) of the PFM Act, 2012 (CAP 412A) provides that a County Executive Committee member for Finance may establish other public funds with the approval of the County Executive Committee and the County Assembly. The County treasury has made allocations to the county established funds as indicated in table 8 below.

Table 8: Allocation to County Established funds

Fund Name	Allocation KShs.
Kiambu County Education Bursary Fund	200,000,000
Kiambu Emergency Fund	50,000,000
Kiambu Alcoholic Drinks Control Fund	60,000,000
Facility Improvement Fund(FIF)	2,100,000,000
Kiambu Enterprise Fund	50,000,000
Total	**2,460,000,000**

Source: *Kiambu County Treasury*

4.6.3. Conditional Grants

170. Article 202 (2) of the Constitution provides that County Governments may be given additional allocations from the National Governments Share of revenue either conditionally or unconditionally; while Article 190 of the Constitution also provides that Parliament shall by legislation ensure that County Governments have adequate support to enable them to perform their functions.

171. Further, Section 4 of the County Governments Additional Allocations Act (CGAAA), 2024 requires that additional allocations shall be funds agreed upon by the National Assembly and the Senate during the consideration of the Budget Policy Statement and shall comprise of County Governments' additional allocations financed from either the National Government's Share of Revenue or proceeds of loans or grants from Development Partners. Pursuant to Section 5 of the CGAAA

2024, funds for additional allocations to County Governments shall be included in the budget estimates of the National Government and shall be submitted to Parliament for approval.

172. In the 2025 Budget Policy Statement, the National Treasury proposes to allocate KShs 67.97 billion as additional allocations (conditional and unconditional) to County Governments. Out of this, KShs 12.89 billion will be financed from the National Government's share of revenue, and KShs 55.07 billion from proceeds of loans and grants from Development Partners.

173. The County will receive the aforementioned amount representing proceeds from external loans and grants for various programs under Agriculture, Health, Urban Development, and the Environment sector.

174. Conditional from National government Grants include: payment of outstanding salary arrears for health workers, Community Health promoters, aggregation and industrial parks (CAIPS) programme.

175. Additional allocations financed from proceeds of loans and grants from development partners include: IFAD-Aquaculture Business Development Programme (ABDP), IDA (World Bank) Financing Locally-Led Climate Action Program- County Climate Institutional support (FLLOCA-CCSI) and resilience Investment (FLLOCA-CCRI), IDA (World Bank) second Kenya Devolution Support programme – institutional (KDSP level I),& service delivery and investment grant(KDSP level II), IDA (World Bank) Second Kenya Urban support Project(KUSP)-Urban development Grant(UDG) & Urban Institutional Grant (UIG), IDA (World Bank) National agriculture value Chain Development Project (NAVCDP), DANIDA-Primary Health Care in devolved context. Final allocation details for these grants will be directed by the County Governments Additional Allocations Act, 2025.

4.6.3.1 Intergovernmental Fiscal Transfers

176. National Government Ministries Departments and Agencies (MDAs) are responsible for development of frameworks for the management of conditional additional allocations made to beneficiary County Governments. These frameworks outline the total allocation to each conditional additional allocation and the specific amount apportioned to each participating County Government; the conditions to be met by participating County Government; and the responsibilities of both MDAs, and beneficiary County Governments. The Accounting Officers in the respective MDAs are responsible for submission of these frameworks to the National Treasury for inclusion in the County Governments Additional Allocations Bill (CGAAB), 2025.

4.6.3.2 Intergovernmental Agreements in respect of the Additional Conditional Allocations

177. Section 9(b) of the County Governments Additional Allocations Act, 2022 amended the Public Finance Management Act, 2012 by introducing Sections 191A-191E. These sections required the National Treasury to enter intergovernmental agreements with County Governments for conditional allocations transfers.

178. However, during the 21st IBEC meeting on October 6, 2023, the Council directed engagement with Parliament to suspend the implementation of these sections for FY 2023/24. Parliament agreed to suspend the law's effective date for two financial years (FY 2023/24 and FY 2024/25) and requested IBEC to propose amendments through a draft Bill.

179. A Multi-Agency Taskforce reviewed implementation challenges, leading to IBEC's recommendation to repeal Sections 191A-191E during its 24th session on August 26, 2024. The National Treasury subsequently drafted the Public Finance Management (Amendment) Bill, which has been forwarded to Cabinet for approval following clearance by the Attorney General.

180. In FY 2025/26, the County Government of Kiambu expects to receive a total KShs. 2.15 Billion as additional allocations from the National Government share of revenue and proceeds of loans and grants as seen **in table 9 below**. The additional conditional allocations are meant to support specific national policy objectives to be implemented by County Governments.

Table 9: Summary of County Additional Allocations

Revenue Projections for the FY 2025/26-2027/28 MTEF Period (KShs)					
	FY 2023/2024	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
	Actual	Supplementary 1 Estimates	CFSP	Projections	
TOTAL COUNTY GOVERNMENT ADDITIONAL ALLOCATIONS	**655,324,348**	**3,270,313,564**	**2,152,985,201**	**2,152,985,201**	**2,152,985,201**
I. Additional Allocations Financed from National Governments Share of Revenue(Unconditional)	0	6,230,202	6,230,202	6,230,202	6,230,202
II. Additional Allocation Financed from National Government's Share of Revenue (Conditional)	64,000,000	617,609,530	94,680,000	94,680,000	94,680,000
III. Additional Conditional Allocations Financed from Proceeds of Loans and Grants from Development partners	591,324,348	2,646,473,832	2,052,074,999	2,052,074,999	2,052,074,999

Source: *Kiambu County Treasury*

4.7 Resource Allocation Framework

181. Resource allocation and utilization in the FY 2025/26 and the medium term will be guided by County Integrated Development Plan (2023-2027), County Annual Development Plan (2025/26) and MTEF sector reports FY 2025/26. This approach is designed to facilitate the efficient use of public funds. The baseline estimates reflect the current department/sector spending levels in sector Programmes. In the recurrent expenditure category, non-discretionary expenditures take first charge. These include payment of pending bills, salaries, pensions and critical daily operations to meet service delivery.

4.7.1 Criteria for Resource Allocation

182. The departments will be encouraged to adopt efficiency in allocation of resources through cost budgeting and reviewing the portfolio of funded projects. The departments are also encouraged to restructure and re-align with the County Government priority Programmes. Realization of these objectives will be achieved within the budget ceilings provided in this CFSP. The following criteria will serve as a guide for allocating resources:

i. Linkage of Programmes with the value chains of the Bottom-Up Economic Transformation Agenda priorities;
ii. Linkage of the programme with the priorities of CIDP 2023-2027

iii. Linkage of Programmes that support mitigation and adaptation of climate change;
iv. Completion of ongoing projects, viable stalled projects and payment of verified pending bills;
v. Degree to which a programme addresses job creation and poverty reduction;
vi. Degree to which a programme addresses the core mandate of the department/Sector expected outputs and outcomes from a programme;
vii. Cost effectiveness, efficiency and sustainability of the programme; and
viii. Requirements for furtherance and implementation of the Constitution.

183. The baseline estimates reflect the current ministerial spending levels in sector programmes. In the recurrent expenditure category, non-discretionary expenditures take first charge. These include payment of pending bills and salaries and pensions.

184. The budget estimates will be scrutinized and should additional resources become available in the process of firming up the resource envelope; the County government will redirect them to fund strategic priorities that may have been left out due to resource constraints.

185. Development expenditures have been allocated on the basis of priorities as outlined in the CIDP 2023-2027, Programmes/projects supporting the Bottom-Up Economic Transformation Agenda and the Governors manifesto. The following criteria was used in apportioning capital budget:

a) **On-going projects:** emphasis was given to completion of on-going capital projects and in particular infrastructure projects with high impact on poverty reduction, equity and employment creation;
b) **Counterpart funds:** priority was also given to adequate allocations for donor counterpart funds which is the portion that the County Government must finance in support of the projects financed by development partners;
c) **Strategic policy interventions:** further priority was given to policy interventions covering the entire nation, regional integration, social equity and environmental conservation.

4.7.2 Kiambu County Revenue Allocations Act, 2024

186. The Kiambu County Revenue Allocation Act, 2024, was enacted by the County Assembly of Kiambu to provide for the equitable allocation and use of county resources. This Act, signifies a pivotal legislative effort by the County Assembly of Kiambu to establish frameworks for the just distribution and effective utilization of county resources. Enacted with the objective of fostering equitable allocation and optimal utilization of these resources, the Act addresses various dimensions of fiscal management and distribution of resources within Kiambu County. The object and purpose of the Act is to; provide a framework for the equitable sharing of county resources among the wards; provide resources for economic and social development in a fair and just manner; provide a guaranteed budget line in the county budget cycles for funding of ward activities; provide mechanisms for identification and prioritization of ward projects and provide for participation of the public in the determination and implementation of identified projects within the wards. In the FY 2025-2026, the ward projects has been allocated **KShs. 600 million**.

4.8 Public Participation and Involvement of Stakeholders

187. Public participation and involvement of stakeholders in the medium-term budget process are constitutional requirements. In fulfillment of this obligation, the County Government convened Sector Working Groups (SWGs) to develop sector reports contributing to the development of the fiscal strategy paper, with the active involvement of key stakeholders.

188. The PFM Act, 2012 (CAP 412A) requires that the input of the public be taken into account before the budget proposals are firmed up. Accordingly, the County will conducted Public Participation forums across all 12 Sub Counties. Further, the draft 2025 CFSP is uploaded onto the County website, inviting both the public and stakeholders to provide comments. As required by the PFM Act, 2012 (CAP 412A), the document was shared with various stakeholders, including the Commission of Revenue Allocation (CRA) and the Office of the Controller of Budget (OCoB). The comments received were carefully considered in finalizing this document.

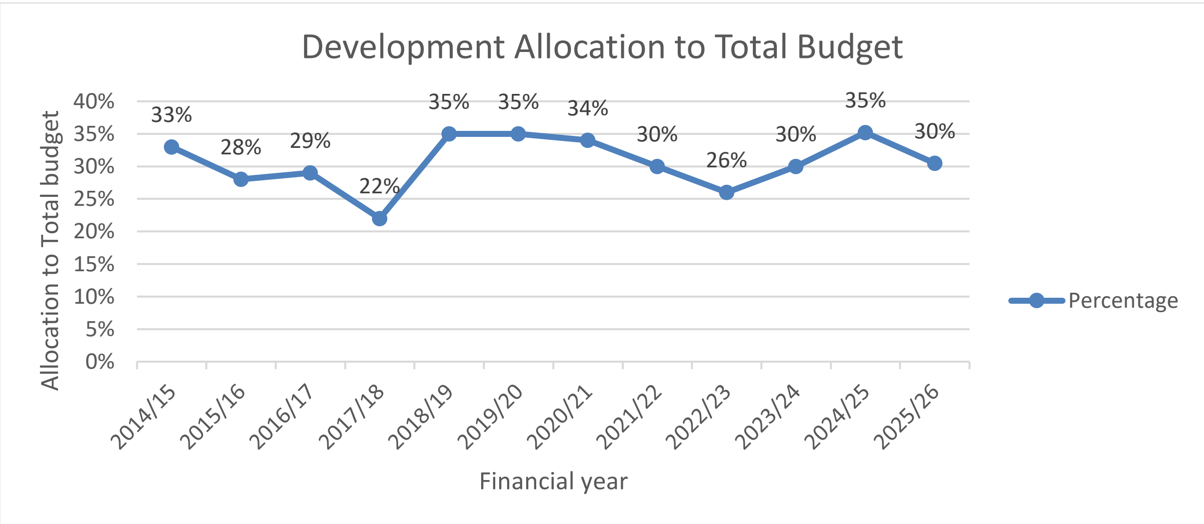
4.9 Compliance with Fiscal Responsibility Principles

189. In line with the constitution, the PFM Act, 2012, and the PFM (County Government) Regulations, 2015 and in keeping with the prudent and transparent management of public resources, the County Government has adhered to the fiscal responsibility principles as outlined in Section 107(2) of the PFM Act, 2012 (CAP 412A). These principles include:

i. **Recurrent Budget:** The County Government's recurrent expenditure should not exceed its total revenue. Adhering to this directive, the proposed recurrent expenditure is set at 69.5 percent of the total projected revenue.

ii. **Development Budget:** In accordance with the PFM Act, 2012 (CAP 412A), a minimum of thirty percent of the County Governments' budgets shall be allocated to development expenditure over the medium term. In adherence to this fiscal responsibility principle both at the budget approval stage and during the actual implementation of the budget. In alignment with this mandate, the County Government's allocation to development expenditures in the proposed fiscal outlays presented in this CFSP is at 30.5 percent of the total expenditures for development in FY 2025/26. This commitment reflects a dedication to fostering sustainable development and growth. The allocation to development expenditures is projected to remain above the recommended threshold over the medium term

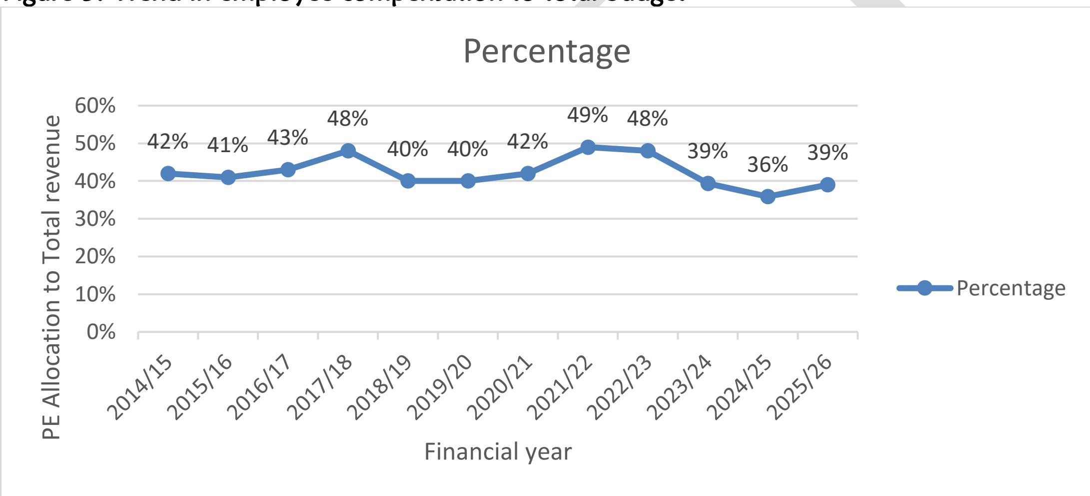
Figure 2: Trend in Development Budget Allocation



Source: Kiambu County Treasury

iii. **Wages:** Section 107 (2) (c) of the PFM (County Governments) Regulations, 2015 requires that County Governments' wage bill(including benefits and allowances) shall not exceed 35 percent of the total County revenue. To comply with this regulation, the County Government projected expenditure in FY 2025/26 on Personal Emolument (PE) is KShs. 8.8 Billion representing 39% of the total revenue. This is higher than the legal provision threshold of 35 percent. Going forward in the medium term, the County Government is committed to bringing the proportion of the expenditure on wages down so as to comply with the legal requirement.

Figure 3: Trend in employee compensation to total budget



Source: *Kiambu County Treasury*

iv. **Borrowing:** Regulation 107 (2) (d) of the PFM (County Governments) Regulations 2015 provides that the county public debt shall never exceed twenty (20%) percent of the County Governments' total revenue at any given time. The County does not intend to borrow in the FY 2025/26 and has therefore adhered to the principle.

v. **Risks:** County Governments are required to manage fiscal risks prudently in accordance with of the Public Finance Management (PFM) Act. The County Government has enhanced its macroeconomic forecasting capabilities and consistently evaluates the effects of macroeconomic projections on the budget. It remains committed to implementing measures aimed at bolstering revenue collection, primarily through automation and broadening revenue sources. Further, efforts to rationalize expenditure will persist. The County is also dedicated to addressing outstanding bills. The County Government is up to date on statutory deductions. On expenditures on wages, the County is committed to reduce on wage bill and increase its capacity to fund operations, maintenance and development activities.

vi. **Taxes:** In accordance with provisions of the PFM Act 2012, County Governments should uphold a reasonable degree of predictability regarding tax rates and tax bases, considering any potential future tax reforms while implementing legislation for the collection of own-source revenue. The County Government oversees the collection of its own source revenue by implementing revenue-raising measures pertaining to County taxes, licenses, fees, and charges through the annual preparation of the Finance Act. Over the medium term, the County's own-source revenue targets have consistently shown improvement. The County has developed a comprehensive revenue strategy, which includes reviewing laws, ensuring timely approval of the Finance Act, staffing the Revenue Directorate adequately, full automation of revenue collection and other services through the ERP system.

5 DEPARTMENT PRIORITIES AND ALLOCATIONS

5.1 County Assembly

5.2 County Executive

190. The County Executive comprises four directorates: Administration (Executive), Public Participation and Civic Education, the Office of the County Attorney, and Service Delivery. The County Executive provides overall policy and leadership direction in the management of public affairs and coordinates policy formulation, implementation, and monitoring and evaluation. Additionally, it facilitates the enactment of county legislation, oversees public agencies in budget execution, and manages public service delivery by supervising the human resource function across the public service. The sector also mobilizes resources to fund government programs at the county level, ensures prudent financial management, and promotes transparency and accountability in the use of public resources. Furthermore, it oversees the implementation of inter-county relations and links other sectors to counties across Kenya.

191. During this period, the County Executive made significant strides, including: Providing policy direction and guidelines through cabinet meetings to enhance efficient and effective service delivery, Issuing policy guidelines, statements, circulars, memos, and implementing security interventions, Developing county government policies and cabinet papers, as well as drafting bills for submission to the County Assembly for approval, Successfully arbitrating and representing several cases in court.

192. The County Executive faced several challenges during this period, such as: Inadequate funding, which negatively affected service delivery, A weak monitoring and evaluation (M&E) system, Low levels of community awareness regarding county plans, Acts, and policies.

193. In this period, the County Executive plans to implement two key programs: General Administration Planning and Support Services and Government Advisory Services. Under these programs, the following activities will be prioritized: Coordinate departments/sectors to formulate sector plans and policies, Present sector plans and policies to the County Executive Committee and County Assembly for approval, Follow up on the implementation of approved plans and policies, Service Delivery Improvement, Facilitate the formulation and development of a County Service Charter, Coordinate county departments to develop their respective service charters, Monitor and ensure the implementation of the service charter to enhance service delivery, Strengthening Inter-County Relations, Strengthen linkages between the County Government and the National Government, Promote civic education and enhance public participation in governance, policy formulation, and implementation, Increase employee efficiency through performance contracting, Provide public legal services to promote justice, democracy, and a corruption-free environment, Develop and fully automate a robust M&E system to enhance accountability and transparency.

194. To implement the planned Programmes, the county executive has been allocated Ksh.501 million, Ksh.516 million and Ksh.531 million as the recurrent budget in FY 2025/26, FY 2026/27 and FY 2027/28 respectively.

5.3 County Public Service Board

195. The County Public Service Board (CPSB) core mandate is to; establish and manage the County public service system; facilitate appointment, recruitment and promotion of staff; establish and abolish offices in the County; and ensure disciplinary control. The CPSB also promotes County public service values and principles of governance; facilitates the development of coherent and integrated human resource planning; advises the county on human resource management and development; and makes recommendations to the SRC on behalf of the county regarding remuneration, pensions and gratuities for County public service employees.

196. During the MTEF period FY 2021/22 - 2023/24, CPSB conducted recruitment and promotion of staff to various positions as required in the County. It also exercised disciplinary control by successfully solving cases of officers who breached either county policies, regulations or terms of employment. Further, the Board facilitated the decentralization of human resource services to the sub-county and departmental levels. In addition, the preparation and publishing of County Human Resource manual was done as well as updating of Human Resource competency framework.

197. The County Public Service Board faced several challenges during this period, among them; inadequate budgetary allocation to effectively implement the sectors mandates, huge pending payables affecting funding of priority programmes and high increase of mental illness among some employees which affected their performance.

198. During the 2025/26-2027/28 MTEF period, CPSB plans to continue delivering on its mandates by appointing and recruiting, promoting staff on a need basis. It will also hold disciplinary meetings to resolve cases of non-compliance to county policies, regulations or terms of employment. The Board will also ensure disciplinary guidelines are up to date, update the HR masterplan and the HR competency framework. Further, CPSB intends to continuously engage with stakeholders as well as staff through meetings and trainings.

199. To implement the planned programmers' activities, CPSB has been allocated KShs 90 million, KShs. 92.7 million and KShs. 95.8 million as recurrent budget for FY 2025/26, FY 2026/27 and FY 2027/2028 respectively.

5.4 Finance, ICT and Economic Planning

200. The department has eight directorates namely; Revenue, Finance, Budget, Accounting Services, Supply Chain Management, ICT, Internal Audit, and Economic Planning. The Department is mandated with preparation of development plans, preparation of estimates of revenues and expenditures, preparation of financial reports, supply chain management services, internal audit services, offering ICT support services, payment of goods and services and cash flow managements, management of county revenues among other functions. It is the County's think tank responsible for policy analysis on a wide range of fiscal issues.

201. The department ensures external resources (grants, loans, and donations) are effectively mobilized, and utilized. The department is also responsible for the administration and enforcement of revenue laws and for that purpose, the collection and accounting for all rates, taxes, fees and charges payable by or under any laws in the County; collection of statistical data needed for planning purposes; County budget implementation, monitoring and evaluation. In addition, it facilitates resource mobilization and allocation, budget execution, prudent financial management and promoting transparency and accountability in the County.

202. During the MTEF period FY 2021/22 - 2023/24, the department ensured there was prudent utilization of public resources. There was timely preparation and submission of the County Integrated Development plan 2023-2027, all County Annual Development Plans, Annual budget estimates, supplementary budgets, county fiscal strategy papers, county budget review and outlook papers, procurement plans, quarterly and annual progress reports, quarterly and annual financial statements, and internal audit reports. The department also trained staff on public finance management, mobilized collection of OSR, and ensured prioritized expenditure aligned with the available resources.

203. In the MTEF period 2021/22-2023/24, the department faced the following challenges; delayed disbursement of exchequer by the national government, missed own source revenue targets to fund priority areas, huge pending bills which affected funding of priority Programmes, inadequate budgetary allocation to effectively implement the sectors mandates, and low public participation in planning matters and policy development.

204. During the 2025/26-2027/28 MTEF period, the department plans to improve prudence and compliance in the management of public resources through; training of staff of various cadres, preparation and submission of financial reports, procurement plans, audit reports, County Annual Development Plans, quarterly and annual progress reports, budgets, county fiscal strategy papers, and county budget review and outlook papers. It will also engage the public in financial matters where various public participation forums will be held. In addition, the department plans to develop modern solar powered data centers, install integrated management systems, equip office blocks with internet and CCTVs as well as constructing and equipping solar powered ICT incubation centers.

205. To implement these programs, the department has been allocated, KShs. 1.79 billion in FY 2025/26, Kshs.1.84 billion FY 2026/27 and Kshs.1.89billion FY 2027/28. These allocations comprise, KShs.1.55 billion in FY 2025/26, Ksh.1.59 billion in FY 2026/27 and KShs. 1.64billion in FY 2027/28 for recurrent and KShs 240 million, KShs 247 million and KShs 254 Million for development expenditure for the same period.

5.5 Administration and Public Service

206. This department has five directorates namely: Administration, Alcoholic Drinks Control, Enforcement, Monitoring & Compliance, Betting & Gaming Control, and Human Management and Development. The core mandate of the department is to provide services to the public and ensure there is good coordination of various structures within the county. It is responsible for efficient management and development of the human resources in the county such as capacity building of staff and determination of optimal staffing levels. Further, the department; ensures enforcement and compliance of the public to various county laws, curbs alcohol & substance abuse and irresponsible betting & illegal gaming.

207. In the FY 2021/22 – 2023/24 MTEF period, the department Improved service delivery through; coordination of all departmental activities, undertaking of all payroll related activities, provision of medical insurance cover to the staff. deployment of staff of various cadres in the sub counties, carrying out capacity building on various members of staff, processing of staff benefits, staff promotions and medical cover. There was a headcount of all the county staff. The department also purchased uniforms and equipment for various officers including; sub county administrators, ward administrators, gaming inspectors and enforcement officers for better service delivery.

208. During the 2021/22 – 2023/24 MTEF period, the department faced various challenges which included; inadequate financial resources and accumulated pending bills affecting the implementation of the development projects and high rate of Alcohol and substance abuse which makes the control and fight on alcohol and substance take a huge budget allocation.

209. In the FY 2025/26 - FY 2027/28 MTEF period, the department has planned to improve service delivery through; construction, renovation, and equipping of offices, construction of ablution blocks, mainstreaming of climate change in the sub county offices, capacity building of staff and processing of staff medical cover and welfare benefits. The department will also focus on alcohol and substance abuse reduction through; crackdowns, awareness forums and rehabilitation services. Additionally, the department will ensure enforcement of county laws through rebranding of the inspectorate unit and ensure responsible betting and gaming through awareness forums, crackdowns and licensing of betting and gaming premises.

210. To implement these programs, the department has been allocated KShs 1.07 billion for FY 2025/26, KShs. 1.1 billion for FY 2026/27 and KShs. 1.13 billion for FY 2027/2028. These allocations comprise, KShs. 1.01 billion, KShs. 1.04 billion and KShs 1.07 billion, FY 2025/26, FY 2026/27 and FY 2027/28 respectively for recurrent and KShs 60 million, KShs 61.8 million and KShs 63.65Million for development expenditure for the same period.

5.6 Agriculture Livestock and Cooperative Development

211. The department comprises five directorates, namely: Crops and Irrigation; Agribusiness and Market Development; Livestock Production; Fisheries Development and Veterinary Services; and Cooperative Development. Additionally, the department oversees two institutions: the Agricultural Training Centre at Waruhiu and the Agricultural Mechanization Service in Ruiru.

212. The department's overarching goal is to attain food and nutrition security, promote innovative and commercially oriented agriculture through favorable policies and legal frameworks for sustainable development, support a vibrant and sustainable cooperative movement, and ensure equitable wealth distribution across the County. It plays a critical role in the County's social and economic development and contributes to key national agendas, including Kenya Vision 2030, the Bottom-Up Economic Transformation Agenda (BETA), the Agricultural Sector Transformation and Growth Strategy (ASTGS), and the Sustainable Development Goals (SDGs).

213. During the MTEF period, the department implemented six programs to enhance production and productivity, improve food and nutrition security, and increase farmer income. Key achievements included: Procurement and distribution of 284.76 tons of certified maize and bean seeds, as well as 83,000 Hass avocado seedlings to farmers across the County, Training of 24,950 farmers on modern farming technologies in collaboration with stakeholders, Construction of 182.8 kilometers of soil and water conservation structures, 35 small-scale demonstration water pans, and installation of 35 solar-powered systems in partnership with NARIGP, Completion of the Kamwamba irrigation project in Gatundu North, serving Chania and Mang'u wards, Identification and promotion of seven climate-smart agriculture technologies, including terracing, planting fruit trees on contours, gully rehabilitation, rainwater harvesting, and cover crop planting.

214. The Directorate of Agribusiness procured and distributed 123.5 tons of coffee and food fertilizer to farmers. It trained 428 farmers and agri-entrepreneurs on value addition for bananas, yogurt, and vegetable preservation. Furthermore, 7,998 farmers and 30 staff were trained on coffee production management and value addition. To ensure product quality and safety, the department trained 12 agro-dealers and 2,000 farmers on quality input use. Extension messages reached 3,881 farmers in Waruhiu ATC, and 23 farmers were trained on food safety and certification.

215. Through the Directorate of Livestock Production, the department held 12 FMD, four LSD, and four anthrax vaccination campaigns. Additionally, 48,007 artificial insemination (AI) doses were administered under the Free AI Program, while 138,000 indigenous chicks were procured and distributed. The department also trained 38,000 poultry farmers on improved production methods and 60,000 value chain actors on climate-smart technologies. Sensitization on drug residues in milk, eggs, and meat reached 3,200 farmers, while 41,000 farmers and stakeholders received training on livestock enterprises.

216. In collaboration with the Aquaculture Business Development Program (ADBP), the department stocked 584,100 fingerlings (tilapia and catfish) in selected ponds. It also conducted 86 farmer training sessions on modern aquaculture technologies and equipped 1,700 farmers with these innovations. Nineteen aquaculture demonstration centers were established to enhance knowledge sharing.

217. Despite the notable achievements, the department encountered several challenges: Accumulated pending bills, which impeded the implementation of development projects, Erratic weather conditions due to climate change, affecting agricultural production, Shortage of technical staff, exacerbated by retirements, Inadequate transport for extension services, Data deficiencies, hindering effective planning and policy formulation, Rapid urbanization reducing available agricultural land.

218. Over the next MTEF period, the department aims to enhance production, productivity, food security, and economic empowerment through the following initiatives:

219. Crop Production and Market Access: Procurement and distribution of certified seeds, seedlings, and fertilizers for food crops and coffee, Support for small-scale irrigation projects, Training farmers on agro-ecological farming, fruit and vegetable production, and best practices for post-harvest handling and packaging, Promotion of urban and peri-urban farming, Upgrading Waruhiu ATC to enhance the quality of extension services, Encouragement of value addition to agricultural produce.

220. Livestock and Fisheries Development: Disease control through vaccination campaigns and equipping veterinary laboratories, Training on disease management and drug residue prevention in livestock products, Completion and equipping of slaughterhouses for bovine, poultry, and rabbits, Provision of AI services, distribution of piglets and indigenous chickens, and procurement of milk coolers and pasteurizers, Stocking of rivers, dams, and ponds with fingerlings and equipping farmers with modern aquaculture technologies.

221. Cooperative Development: Training cooperative management committees and members, Conducting audits, inspections, and risk assessments, Registration of new cooperatives and facilitation of cooperative federations, particularly in ASALs, Promotion of good governance and digitization of cooperative operations.

222. To implement these programs, the department has been allocated KShs 1.19 billion for FY 2025/26, Ksh.1.23 billion for FY 2026/27 and KShs. 1.26billion for FY 2027/2028. These allocations comprise of KShs. 490.6 million in FY 2025/26, KShs 505.5 million in FY 2026/27 and KShs. Ksh520.6 million in FY 2027/28 for recurrent expenditure and KShs 700 million, KShs 721 million and KShs 742.6 million for development expenditure for the same period.

5.7 Water, Environment, Energy and Natural Resources

223. The Department of Water, Environment, Energy, and Natural Resources (WEENR) comprises four directorates: Water & Sanitation, Natural Resources & Forestry, Environment & Waste Management, and Renewable Energy & Climate Change. The sector's goal is to ensure the provision of water and sanitation services, environmental protection and management, conservation of natural resources, reduction of carbon emissions, and enhanced resilience to the impacts of climate change. The sector's programs support key productive areas, including Agriculture, Tourism, Housing, Energy, and Manufacturing. WEENR also has direct and indirect linkages with other sectors of the economy, promoting socio-economic development aligned with Kenya Vision 2030, relevant Sustainable Development Goals (SDGs), and various multilateral agreements.

224. Key Achievements (2021/2022–2023/2024 MTEF Period), Directorate of Water and Sanitation Distributed 20.1 km of pipes for water projects in Uthiru Ward, Kamangu, Nachu Mutiso, Kanyayo (Nachu Ward), Mutaara, and Witeithie Ward. Extended the sewer network by 28.7 km in areas such as Juja, Membley, Kahawa Wendani, Githurai, Kiuu, and Kinoo Trunk Sewer, connecting approximately 11,000 households under the KUSP program. Drilled new boreholes at Wangige Level 4 Hospital, Karuri Primary School, and Kahuho Shopping Center while operationalizing three existing boreholes in Ruiru Level 4 Hospital, Gitithia, and Uthiru. Published the Kiambu County Water Supply Investment Plan (2021–2025), developed draft public sanitation guidelines, and updated the database for 124 public sanitation facilities.

225. Procured over 50 km of pipes to operationalize boreholes and extend water services to underserved areas such as Gathiurure, Gatina, Gathiru, Gatei, and others, Supplied 30 water tanks to institutions across the county, Completed the Gathanje and Lari DCC borehole projects, distributed 228 km of pipes, and operationalized seven boreholes, Commenced drilling of seven boreholes (e.g., Komo, Nderu, and Komothai) and rehabilitated four existing boreholes in Githunguri, Supported storm water drainage construction in Kiandutu and funded the Kikuyu Water Company's KARLO/Renguti project. Sanitation Projects included: Rehabilitated 17 public sanitation facilities in markets, cemeteries, and bus parks and constructed nine public sanitation facilities (PSFs).

226. Directorate of Environment and Waste Management achievement included: Conducted over 100 environmental awareness training sessions during community clean-up exercises, Procured and serviced solid waste management equipment, including two compactors, 41 litter bins, an excavator, and a bulldozer (KOMATSU) through JICA, Decommissioned Kiambu and Gioto dumpsites, Held major clean-ups across the county and conducted environmental awareness campaigns.

227. Directorate of Natural Resources and Forestry raised and transplanted 430,210 tree seedlings while implementing forestry functions, Conserved water source catchments through awareness campaigns and tree planting in riparian areas, improved aesthetics by maintaining recreational parks, gardens, and green spaces in Thika, Ruiru, Kiambu, and Kikuyu.

228. Directorate of Renewable Energy and Climate Change conducted energy needs assessments in learning institutions, health facilities, and informal settlements, Organized climate change sensitization workshops and initiated the formulation of a County Energy Plan under the Sustainable Energy Technical Assistance (SETA) project, Conducted climate risk assessments and action planning under the Financing Locally-Led Climate Action (FLLoCA) program.

229. Challenges faced during the period under review included; Lack of a centralized database management system, Understaffing and an aging workforce, Inadequate field vehicles and budgetary allocations, Accumulated pending bills, Insufficient civic education.

230. Future Plans (2025/26–2027/28 MTEF Period under Water and Sanitation include; Drill, equip, and operationalize boreholes to realize the Maji Nyumbani program as outlined in the governor's manifesto, Map and digitize water infrastructure, develop spring sources, promote water harvesting, and desilt dams, Construct composite filtration units (CFUs) to enhance water supply, Scale up sanitation by constructing and rehabilitating public sanitation facilities.

231. Environment and Waste Management will Implement monthly community clean-up programs, Develop policies, strategies, and bills for solid waste management, Establish eco-schools, raise awareness, and promote a circular economy, Construct facilities such as a Kangoki landfill, composting plants, and material recovery facilities.

232. Natural Resources and Forestry will develop a natural resources and forestry policy and update databases for green spaces and quarries, Raise tree seedlings in schools and public spaces, conserve water catchments, and increase forest cover.

233. Renewable Energy and Climate Change will Formulate renewable energy and climate change policies, Promote clean cooking technologies and renewable energy adoption across the county, Operationalize the Climate Change Unit and develop climate actions to reduce vulnerability to climate change impacts.

234. To implement these programs, the department has been allocated KShs. 1.06 billion for FY 2025/26, KShs 1.09 billion for FY 2026/27, KShs 1.12 billion for FY 2027/28. These allocations comprise of KShs. 557.2 million for FY 2025/26, KShs. 573.9 million for FY 2026/27 and KShs. 591.1 million for FY 2027/28 for recurrent expenditure and Ksh.502 million, KShs. 517 million and KShs 532 million for development expenditure for the same period.

5.8 Health Department

235. The department has four directorates: Planning and Administration, Curative and Rehabilitative Services, Public Health and Sanitation Services, and Nursing Services. Its mandate is to provide curative and preventive health services by strengthening the available health systems for all. The department is a key player in implementing Universal Health Coverage (UHC) in line with the national government's vision of affordable and accessible healthcare, which is a vital part of the Bottom-Up Transformation Agenda.

236. During the FY 2020/21 – 2022/23 period, the department implemented four programs: Administration, Planning, and Support Services; Curative and Rehabilitative Services; County Pharmaceutical Services; and Preventive and Promotive Health Services. Under Administration, Planning, and Support Services, the department ensured effective and efficient health service delivery by renovating and upgrading seven health facilities, refurbishing the walkway at Gichuru Health Centre, and renovating OPDs in two facilities as well as two laboratory units. Additionally, the department completed medical wards at Lusigetti Level 4 Hospital and the Central Medical Store at Ruiru Level 4 Hospital. Ongoing completion of seven previously stalled projects includes Thogoto, Bibirioni, Lari, Wangige, Tigoni, Githunguri, and Gatundu Funeral Home. The department expanded 11 lower-level facilities, including Gachororo, Karuri, Uthiru, Ndeiya, Gichuru, Ngenda, Tinganga, Gatuanyaga, Ndururumo, Maguguni, and Mutonya, and began construction of 12 new Level III hospitals in Ndumberi, Kiawaroga, Ndenderu, Kahawa Sukari, Gathiga, Kiamumbi, Gitothua, Gitaru, Mwihoko, Kawaida, Kiganjo, and Gathanje, which are at various stages of completion.

237. To enhance Universal Health Coverage (UHC), the Kiambu Afya Care Program was launched, targeting 100,000 households, which benefited fully from NHIF services. Health facility in-charges and data clerks were trained on the hospital insurance claims system, and health facilities were equipped with modern technologies for efficient claims processing and billing. The department rolled out the electronic Community Health Information System (e-CHIS) mobile app, which enabled real-time household data collection, health service planning, and facility linkages. Community health promoters (CHPs) were trained on the application and provided with kits and mobile phones.

238. To promote curative health services, under Curative and Rehabilitative Services, the department established a fully functional dental clinic at Thika Level 5 and other dental clinics at Kiambu Level 5, Lari Level 4, Tigoni Level 4, Wangige Level 4, and Kihara. It also established and equipped a palliative care center at Ruiru Level 4 Hospital, provided equipment and reagents to 85% of laboratories, implemented quality assurance systems in labs, and acquired pulse oximeters for pneumonia management. Digital X-ray machines were provided to Kigumo Level 4 Hospital and four digital IOPA X-ray machines were procured and installed. Critical care services were enhanced with ICU/HDU centers, and NCD centers were established in all 12 sub-counties with weekly monitoring and reporting of clinical services. The department also conducted tobacco control sensitization, provided nutritional service equipment to 70% of facilities, and enhanced child health services through IMNCI mentorship and training on neonatal care standards.

239. Under County Pharmaceutical Services, the department procured, stored, and distributed health products and technologies (HPTs) through the Central Medical Store, procured a medical truck for HPT distribution, and developed systems for reporting and ordering program commodities, including ART, TB, and malaria medicines. The department automated inventory management, renovated pharmacies in Lari and Limuru, and distributed storage equipment. Additionally, patient safety was monitored through pharmacovigilance, antimicrobial stewardship activities were conducted, and staff were trained on infection prevention and control.

240. To reduce preventable health conditions under Preventive and Promotive Health Services, the department ensured skilled deliveries, supplemented pregnant women with iron and folic acid, audited maternal deaths, supervised facilities across the county, and monitored reproductive health indicators. Over 90% of children were fully immunized, while vitamin A supplementation and deworming exercises were conducted during Malezi Bora Weeks and school health programs.

241. To reduce communicable diseases, the department ensured 100% administration of PEP to HIV-exposed clients within 72 hours, initiated ART for HIV-positive mothers at ANC, provided prophylaxis for exposed infants, and sensitized adolescents on SGBV, HIV, and teenage pregnancies. Retention of clients in HIV care increased from 82% to 87%. For TB control, patients were screened, diagnosed, and treated, while contact tracing and follow-ups were conducted. Staff were trained on pediatric and drug-resistant TB.

242. The department conducted malaria supervision, distributed long-lasting insecticidal nets (LLINs) to pregnant women and children, and undertook health promotion visits. Disease surveillance and emergency response activities were also conducted. Support staff were sensitized on medical waste management and infection prevention, while food and water samples were analyzed, and health facilities and premises inspected for compliance with health guidelines.

243. The department faced various challenges during implementation of programmes that included inadequate budgetary allocation, rising NCD prevalence, shortage of healthcare workers, reliance on donor funding for critical programs, and limited specialized centers and equipment.

244. For the 2025/26–2027/28 MTEF period, the department plans to complete ongoing infrastructure projects, renovate health facilities, construct new ablution blocks and fences, procure utility vehicles and ambulances, recruit and promote staff, and establish customer care units. Other plans include upgrading data collection tools, implementing EMR systems, and introducing queue management systems.

245. The department also aims to inspect food premises and facilities for health compliance, screen schoolchildren for various health conditions, conduct sensitization campaigns on HIV, TB, and SGBV prevention, provide deworming and LLINs, undertake immunization and supplementation activities, promote family planning access, and reduce maternal and neonatal mortality.

246. Additionally, the department will procure medical equipment, expand surgical and specialized services, offer physiotherapy and laboratory services, procure HPTs, ensure commodity security, and provide patient-centered pharmaceutical care.

247. The department has been allocated KShs 7.94 billion, KShs 8.17 billion, and KShs 8.41 billion for FY 2025/26, FY 2026/27, and FY 2027/28, respectively. This includes KShs 7.2 billion, KShs 7.41 billion, and KShs 7.63 billion for recurrent expenditure and KShs 700 million, KShs 721 million, and KShs 742.6 million for development expenditure.

5.9 Education, Gender, Culture and Social Services

248. The department comprises four directorates: Early Childhood Development Education (ECDE), Vocational Training Education (VTC), Gender and Social Services, and Culture and Heritage. Its mandate includes increasing access, equity, quality, and relevance of vocational training and early childhood development education; promoting, conserving, and managing the county's cultural heritage and creative industries; and advocating for child protection, special interest groups, and gender and disability mainstreaming and empowerment.

249. During the 2021/22–2023/24 Medium-Term Expenditure Framework (MTEF) period, the department implemented three programs: General Administration, Planning and Support Services; Early Childhood Development Education (ECDE) & Vocational Training Education; and Gender, Culture, and Social Services. Several key achievements were realized.

250. The department improved service delivery by renovating and equipping one office and expanded access to learning by constructing and remodeling ECDE and VTC facilities. This included equipping facilities with modern tools, establishing computer laboratories, and operationalizing 108 new ECDE classrooms. Sanitation was enhanced through the construction of ablution blocks in ECDEs and VTCs.

251. Additionally, the quality of education and school participation improved due to initiatives such as assessing and accrediting VTCs and ECDEs, conducting quality assurance assessments, recruiting instructors for VTCs, hiring and promoting ECDE teachers, and implementing a feeding program.

252. To promote gender and cultural values, the department mapped cultural resources, trained women, persons with disabilities (PWDs), and special interest groups (SIGs), and procured and distributed sanitary towels to those in need. It also organized cultural festivals and conducted gender-based violence (GBV) training for community leaders and stakeholders.

253. Further, the department supported vulnerable groups by disbursing bursaries totaling KShs 680 million to needy learners and rehabilitating and assisting street families.

254. Despite these achievements, the department faced several challenges during the implementation of its programs. These included inadequate funding, an upsurge in SGBV cases that strained resources and safe houses, an overwhelming number of needy and vulnerable cases, and a negative perception of vocational training, which limited VTC enrollment despite many in society lacking other formal education options.

255. For the 2025/26–2027/28 MTEF period, the department plans to: Construct and equip offices, ECDEs, and VTCs; Upscale the school feeding program, Employ additional teachers and trainers for both ECDEs and VTCs, Introduce ICT integration and establish centers of excellence in VTCs. Construct production units, repair vehicles, disburse bursary grants, and upscale social welfare programs to improve the livelihoods of the needy and vulnerable, Rehabilitate and conserve cultural and heritage sites, map and document cultural resources, promote the creative industry, and enhance gender, disability, and child empowerment programs.

256. To implement these programs, the department has been allocated KShs 1.91 billion for FY 2025/26, KShs 1.97 billion for FY 2026/27, and KShs 2.03 billion for FY 2027/28. These allocations comprise KShs 1.44 billion, KShs 1.48 billion, and KShs 1.52 billion for recurrent expenditure and KShs 468.4 million, KShs 482.5 million, and KShs 496.9 million for development expenditure, respectively.

5.10 Youth Affairs, Sports and Communication

257. This department includes three directorates: Youth Affairs, Sports, and Communication. It plays a vital role in the county's transformation and economic development by promoting and developing youth initiatives and sports for a vibrant sporting industry and empowered youth.

258. During the 2021/22–2023/24 MTEF period, the department implemented four programs: General Administration, Planning and Support Services; Sports; Youth Affairs; and Communication.

259. Key achievements included the construction of stadia in Thika, Kagwe, Kanjeru, Kirangari, Thigio, and Githunguri. The department also nurtured talent by facilitating staff teams to participate in KICOSCA and EASLASCA games, where the teams performed exceptionally well. In partnership with the Kenya Film Commission, the department equipped 500 youth with skills in pre-production, production, and post-production, enabling them to access opportunities in the growing film industry. The directorate of youth affairs trained 2,400 youth in Meta digital and entrepreneurship skills. The directorate of communication prepared documentaries for all departments, showcasing milestones and key achievements. It also produced newspaper supplements, a county handbook, and a county magazine.

260. Challenges faced during this period included low budgetary allocations, high youth unemployment (leading to increased crime and drug abuse), inadequate staff capacity building, and constant technological changes requiring retraining and new investments.

261. For the 2025/26–2027/28 MTEF period, the department plans to: Improve service delivery through office construction, renovation, and equipping, as well as staff capacity building. Enhance youth participation in sports by constructing indoor arenas, upgrading stadiums to national standards, and rehabilitating playing fields. Train sports managers, referees, coaches, and first aiders, and establish sports academies. Empower youth by constructing and equipping amphitheaters, providing technical training, and supporting entrepreneurship and marketing skills. Establish exchange and skill enhancement programs, finance youth entrepreneurs, and provide training on access to government opportunities (AGPO). Enhance communication services by printing newspaper supplements, purchasing communication equipment, establishing desks in sub-counties, producing documentaries, and improving social media coverage.

262. To implement these programs, the department has been allocated KShs 395 million for FY 2025/26, KShs 406.8 million for FY 2026/27, and KShs 419.05 million for FY 2027/28. These allocations comprise KShs 195 million, KShs 200.9 million, and KShs 206.9 million for recurrent expenditure, and KShs 200 million, KShs 206 million, and KShs 212.2 million for development expenditure, respectively.

5.11 Lands Housing, Physical Planning, Urban Development and Administration

263. The department is comprised of five directorates: Physical Planning, Housing and Community Development, Survey and Geo-Informatics, Valuation and Asset Management, and Municipal Administration and Urban Development. The department's mandate includes the provision and implementation of spatial plans, development of a GIS/LIS database for spatial data management, determination of property boundaries, efficient land and property valuation and management, effective documentation and rating of county assets, promotion of decent housing in sustainable environments, implementation and review of land policies, and administration and management of urban areas and cities within the county.

264. The department achieved several milestones, including the preparation and validation of parcels of land in Kiang'ombe, Mwihoko Block 10 and 11, Ndeiya-Karai, and Mwanamukia for titling. Modern survey equipment, including Real-Time Kinetic Survey Equipment and six handheld GPS devices, was acquired to establish a functional GIS lab.

265. Additionally, 43 land-related disputes were resolved, and land clinics were conducted at the ward level in five sub-counties: Limuru, Ruiru, Juja, Thika, and Lari. Public land was secured and surveyed to support development by other departments, facilitating the construction of markets, waterways, hospitals, stadia, and schools. Over 100 market centers were surveyed, improving land management and planning across the county.

266. The department made significant strides in housing and community development by constructing 40 two-bedroom housing units in Thika Municipality and renovating six one-bedroom rental units in Kikuyu Municipality. Offices at the Red-Nova headquarters were also renovated, and three sites in Kiambu were identified and cleared for the Affordable Housing Project. Five local plans for tenure regularization in Kiandutu, Matharau, Kanjeru, Kiamburi, and Kiroe settlements were finalized, while 4,960 parcels of land were beaconed in preparation for title deed issuance. Project-Affected Persons (PAPs) were successfully relocated from Kiambu Council Estate, Depot Estate, and Bustani Estate in Thika to facilitate the Affordable Housing initiative.

267. A Transaction Advisory Consultant was engaged to support the affordable housing agenda, while a contractor was procured to upgrade seven kilometers of roads to bituminous standards and install 385 solar-powered security lights in Umoja, Kiang'ombe, Fort Jesus, Bosnia, and Misri settlements. Additionally, 195 streetlights were installed in collaboration with the State Department of Housing and Urban Development. The County Housing Bill 2023 was drafted and passed by the County Assembly of Kiambu in May 2024, strengthening the county's housing policy framework.

268. Achievements in Physical Planning; Twelve Integrated Strategic Urban Development Plans for 12 urban areas and one corridor plan were completed. Prequalification criteria for suppliers for 112 market centers were developed and submitted to procurement for action.

269. The County Spatial Plan was finalized and is undergoing data cleansing and publication for final approval. Thirty-seven Part Development Plans (PDPs) for public land were gazetted and launched on Ardhi-Sasa. Site inspections for 35 new parcels for PDPs were conducted, while Misri PDPs enabled the issuance of 470 title deeds to beneficiaries.

270. Valuation and Asset Management Achievements; The Kiambu County Valuation Roll 2015 was successfully implemented alongside the 2018 area rates. Assets from defunct local authorities were inspected and valued for transfer to the county government. Approximately 15,000 new properties were added to the county land rating register, which now contains 117,000 registered properties, representing 30% of Kiambu's land titles.

271. Urban Development Initiatives; The elevation of Thika Municipality to Thika Industrial Smart City is ongoing, with an Ad Hoc and Technical Committee supporting the process. Operationalization of 12 municipalities was achieved through the recruitment of 12 Municipal Managers and 84 Municipal Board members, with municipal offices under construction.

272. The Urban Improvement Program commenced with the surveying and designing of key urban centers, including Gatundu, Ruaka, Wangige, Ting'ang'a, and Githunguri. Under KUSP Phase 1, projects in six municipalities were completed, and public participation forums were conducted across all 12 municipalities to ensure transparency and community involvement.

273. The department faced several challenges, including: A manual approval system, leading to delays in building approvals and developer compliance, Inadequate budget allocations for key programs, such as establishing a GIS lab, Historical land issues resulting in high numbers of disputes, Inadequate vehicles for compliance and monitoring activities, A lack of digitized land records, hindering efficient land management, High court-imposed fines for non-compliant developers, Rapid development in some sub-counties with insufficient planning personnel, High building material costs affecting affordable housing projects.

274. Planned Activities for the 2025/26–2027/28 MTEF Period; To address these challenges and improve service delivery, the department plans to: Construct, equip, and maintain offices, Motivate and appraise staff and service departmental vehicles, Survey and map public land, issue title deeds, resolve land disputes, and digitize land records, Upgrade informal settlements, county residential houses, and implement affordable housing projects, Develop spatial frameworks, zoning plans, and property valuation systems to enhance revenue collection, Upgrade municipal infrastructure, including roads, drainage, sewer systems, and public amenities, Transform Thika into an Industrial Smart City, positioning it as a hub for innovation and economic growth.

275. The department has been allocated KShs. 2.28 billion in FY 2025/26, KShs. 2.26 billion in FY 2026/27, and KShs. 2.34 billion in FY 2027/28. This includes KShs. 410 million, KShs. 422.3 million, and KShs. 434.9 million for recurrent expenditure, and

KShs. 1.87 billion, KShs. 1.84 billion, and KShs. 1.91 billion for development expenditure during the same period.

5.12 Trade Industrialization, Tourism and Investment

276. The department comprises four directorates: Trade, Industrialization, Tourism, and Investments. Its core mandate is to promote investments in trade, industry, and tourism by creating an enabling environment for sustainable socio-economic development in the County. This is achieved through the implementation of five programs: General Administration, Planning and Support Services; Trade Development and Promotion; Industrial and Entrepreneurial Development; Tourism Development and Promotion; and Investment Development.

277. During this period, the department achieved significant milestones. It completed the construction of 114 new bodaboda sheds, nine markets, and the renovation of six markets to promote trade. Additionally, 19 market committee elections were successfully conducted, and six market conflicts were resolved.

278. The department verified and stamped 17,108 weights, 8,248 weighing instruments, and 3,596 trade-measuring instruments, generating KShs. 12,741,740 in verification fees. To promote industrialization and entrepreneurship, the department constructed 38 modern kiosks and trained 12 MSME groups on value addition and monitoring and evaluation (M&E) reporting. It also trained 48 MSME groups and 560 MSME owners in various forums, including an avocado farmers' training targeting 40 cooperative officials, in collaboration with the USAID-funded Small Business Development Program.

279. The department partnered with Ken Invest through programs such as 'Plug Mtaani' and the 'Vijana-2-Invest' initiative. These programs aim to nurture young entrepreneurs by providing soft skills and business plan development training, fostering innovation, resilience, and determination among the youth. The Innovator Training Program targeted 300 innovators in Kiambu County.

280. The department also initiated the construction of the Kiambu County Aggregation and Industrial Park at Waruhiu Farm. To promote tourism, it participated in 14 exhibitions and forums and completed the construction of eight public washrooms at Mathore Viewpoint.

281. The department encountered several challenges, including: An influx of sub-standard, counterfeit, and contraband goods. Delays in the release of exchequer funds, hindering the implementation of planned activities. Insufficient funding to meet financial requirements, Stalled projects and pending bills, Lack of departmental vehicles for program monitoring and evaluation, Absence of a workshop for trade measures verification and a store for seized sub-standard goods, Underdeveloped tourism and inadequate marketing of tourist attraction sites.

282. In the upcoming period, Planned Activities for the 2025/26–2027/28 MTEF Period the department plans to: Construct and renovate markets, install cold rooms, and build market ablution blocks and bodaboda sheds, Link traders to export markets and e-commerce platforms, Issue business licenses, verify trade measurements, and conduct legal metrological awareness forums, Establish smart business centers, industrial parks, cottage industries, and incubation/start-up centers, Host trade exhibitions and expos and create circular/green economies to promote recycling, Construct modern Juakali sheds, kiosks, car wash stations, and shoe shiner sheds, Develop tourism promotional materials, upgrade tourist sites, and promote cultural tourism activities, Create an investor's guide, identify feasible projects for PPP partnerships, and hold investment forums/events.

283. To implement these programs, the department has been allocated KShs. 571 million for FY 2025/26, KShs. 588.13 million for FY 2026/27, and KShs. 605.77 million for FY 2027/28. This includes KShs. 170 million, KShs. 175.1 million, and KShs. 180.3 million for recurrent expenditure and KShs. 401 million, KShs. 413 million, and KShs. 425.4 million for development expenditure for the respective years.

5.13 Roads Transport Public Works and Utilities

284. The Roads, Transport, Public Works and utilities department consists of four directorates namely: Roads, Transport, Public Works and Utilities. The department plays a key role in planning, development & maintenance of county roads, transport infrastructure, and all County public works buildings. The department also manages public transport and bus parks; install county lighting, promote renewable energy, prevent fire and emergency, and disaster response. Its main objective is to provide safe, efficient and effective transport infrastructure and services whilst achieving associated benefits and meeting the goals of environmental integrity, social equity and economic efficiency.

285. During the MTEF period 2021/2022- 2023/24, the department graded 890.27 km and gravelling 792 km of roads, completing key road upgrades, 3 motorized bridge, 2 cross culverts and 8 footbridges constructed, and procuring essential machinery. It constructed 5 bus parks, procured over 4,000 solar street lights which are currently being installed across the County and did repair works on the existing grid connected streetlights. Further the department trained 7,080 people in fire safety. Ongoing projects include roads maintenance, additional bus parks, footbridges, and lighting installations.

286. In the MTEF period 2021/22- 2023/23, the department faced several challenges that include; inadequate funding affecting service delivery, encroachment of road reserves, presence of huge pending bills, Contractors/Suppliers apathy in doing business with the County due to non-payment and inadequate technical capacity especially in fire men /women.

287. During the MTEF period 2025/26- 2027/28, the department has planned to keep reviewing the service charter, and capacity build the staff in various cadres. In addition, the department will construct different roads, non-motorized roads, motorable bridges, bus parks and parking bays and footbridges. The department also plans to maintain; roads to motorable status, storm water drains, non-motorized walkways and bridges. The department will further carry out installation and maintenance of flood masts and streetlights, as well as construction and equipping fire stations.

288. To implement these Programmes, the department has been allocated KShs 2.25 billion in FY 2025/26, KShs 2.32 billion in FY 2026/27 and KShs 2.35 billion in FY 2027/28. This comprises KShs. 700 million, KShs. 721 million and KShs. 742.6 million for recurrent expenditure and KShs. 1.55 billion, KShs 1.59 billion and KShs 1.61 billion for development expenditure for the same period.

ANNEXES

Annex 1: Specific Fiscal Risks

1. This section covers specific fiscal risk that the County Government of Kiambu faces and elevates the importance of effective risk management.
2. The specific fiscal risks include:
    a) Fiscal Risks Related to Devolution;
    b) Climate Change Related Fiscal Risks to the Economy;
    c) Crystallization of Contingent Liabilities;

a) Fiscal Risks Related to Devolution;

3. County Treasuries are required under Section 107 of the PFM, Act 2012 to manage their public finances in accordance with the principles of fiscal responsibility. Among the fiscal responsibility principles set out in Section 107 (2) is the requirement for the County Treasury to manage its fiscal risks prudently. A number of fiscal risks that require prudence in its management by the County Governments are as follows:

i) Pending Bills

4. As of January 26, 2025, the County Government had accumulated pending bills totaling KShs. 5.51 billion. Of this amount, KShs 922.7million were found to be audited and eligible, KShs 557.7m million were audited and ineligible, KShs 2.049 billion were unaudited pending bills from the previous years, KShs 2.9 million were audited ineligible staff payables, KShs 1.26 billion were audited eligible transfers per the OAG June 2020 report, and KShs 715 million were unaudited transfers for FY 2020/21 and FY 2021/22.
5. During FY 2024/25, the county government managed to settle KShs 1.146 Billion of the pending bills, including KShs 16.6 million in audited OAG eligible pending bills and KShs 1.13 billion that were not audited by OAG.
6. To mitigate this issue, the current administration is committed to avoiding an increase in the stock of pending bills by strictly adhering to approved budgets and closely monitoring cash flows. Additionally, the county government will submit a pending bills plan to the Controller of the Budget for compliance. In the current financial year, the county has pledged to settle pending bills with every monthly exchequer release.

7. Moving forward, the County Government is committed to maintaining pending bills at a sustainable level, as excessive outstanding bills negatively impact service delivery to the residents of Kiambu County, diverting a significant portion of development funds toward bill settlements. This goal can be achieved by reducing county expenditures, exploring strategies to augment available resources to prevent budgetary deficits, and implementing stringent measures to safeguard public resources, including austerity measures and combating corruption. Moreover, the county government has put measures in place to mitigate the problem of pending bills by strictly adhering to the approved budget.

ii) High Wage Bill

8. The county's wage bill remains substantial and poses a significant risk to the budget framework. Over time, the demand for technical and critical staff has necessitated additional recruitment, leading to a rising wage bill. The implementation of staff promotions by the Salaries and Remuneration Commission (SRC), coupled with the upward revision of salaries and allowances particularly for health workers has further exacerbated this issue.
9. To mitigate this risk, the county government plans to reduce the proportion of spending on personnel emoluments. Measures include freezing new recruitment, except for critical positions, and anticipating a reduction in the workforce due to retirements. Additionally, an ambitious revenue mobilization strategy aims to gradually lower the percentage of the wage bill.

iii) Missed Revenue Targets

10. Recurring issues with missed revenue targets have led to low budget absorption, particularly in development expenditures across various county departments. As a result, some projects remain unimplemented by the end of each financial year, leading to project rollovers. The unpredictability and delays in fund transfers from the National Government pose further risks to the effective implementation of the county’s budget. In previous financial years, this challenge was exacerbated by delayed resource releases from the National Government, missed own-source revenue targets, and substantial pending bills.
11. To address these challenges, the county government is enhancing its own-source revenue collection. Proactive strategies have been instituted to increase revenue collection, meet established targets, and fully finance the budget.

iv) Statutory Remittances

12. According to the Local Authorities Pension Trust (LAPTRUST), as of May 31, 2023, the Kiambu County Government owes approximately KShs 165,448,235.11 in pension contributions. This debt, accumulated over the years, includes both historical pension arrears and post-devolution pension liabilities, which were reviewed by the pension body as of March 2022. However, these pension liabilities have not been verified by the county and, therefore, are not reflected in the pending bills stock, posing a risk that they may not be prioritized for payment. Furthermore, the County Governments' Retirement Scheme Act (2019), which was expected to streamline the county pension framework, has faced legal challenges, hindering its implementation.
13. To mitigate the risk of neglecting these liabilities, the county treasury will take stock of all pension obligations and ensure their proper recording in the pending bills stock. Priority will be given to settling these liabilities to guarantee that county staff receive their pensions upon retirement.

v) Creation of New Entities

14. In accordance with the Urban Areas and Cities Act, the county has initiated the establishment of new urban institutions. In March 2023, six new municipalities were granted municipal charters, supplementing the existing six and bringing the total to twelve. Additionally, efforts are underway to elevate Thika Municipality to the status of an industrial smart city.
15. However, the existing municipal boards have been operating below their potential due to limited mandates and insufficient budgets. The initial six municipalities have relied heavily on conditional grants from the World Bank through the Kenya Urban Support Programme. To ensure the effective operation of these newly established municipalities, county funds must be allocated alongside donor funding. Over the medium term, all Municipal Management Committees are expected to become fully operational, requiring additional financial support.

b) Climate Change Related Fiscal Risks to the Economy

16. In the recent years, the county has faced harsh climatic conditions, including drought, famine, and, more recently, El Niño rains. While Kiambu County is not among the worst-hit areas, certain regions exhibit semi-arid characteristics. These extreme

climate variations have led to decreased agricultural productivity, reducing revenue from cess and agro-processing value chains. Additionally, food and nutrition insecurity has worsened, necessitating additional funding to address hunger and mitigate damage caused by the El Niño rains.

17. Food inflation within the county has further diminished consumers' purchasing power, limiting their ability to engage in income-generating activities and ultimately affecting revenue generation.
18. To address these challenges, the county is implementing the Financing Locally-Led Climate Action (FLLoCA) Program, supported by the World Bank, to fund climate adaptation and mitigation projects. Development budget allocations have been made to support program interventions, and all county sectors are mandated to incorporate climate change measures into their programs.

c) Fiscal Risks Related to Devolution;

Crystallization of Contingent Liabilities

19. Contingent liabilities refer to potential obligations that may arise based on uncertain future events. While they are not recorded in the CFSP's financial position, they must be adequately disclosed. A contingent liability is recorded in financial statements only if the obligation is probable and can be reasonably estimated.
20. Contingent liabilities can be explicit or implicit. Explicit liabilities are legal obligations established by law or contractual agreements that the government is required to settle when due. In contrast, implicit liabilities are not legally defined but arise from public expectations or political interventions. Since contingent liabilities are often not reflected directly in the budget, they may be poorly quantified, increasing the risk of unplanned expenditures if they materialize. Therefore, monitoring these liabilities is essential to avoid fiscal strain during the budget year.
21. The County government has been disclosing these contingent liabilities in its financial statements annually, including ongoing court cases, which are being closely monitored.

Annex 2: Revenue Projections FY 2025/2026-2027/2028

Revenue Projections for the FY 2025/26-2027/28 MTEF Period (KShs)						
		FY 2023/2024	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
	Revenue Source	**Actual**	**Supplementary 1 Estimates**	**CFSP Ceiling**	**Projections**	
	Total Revenue from National Government	**11,904,672,600**	**15,564,010,238**	**14,446,681,875**	**14,747,364,223**	**15,125,195,594**
A	**EQUITABLE SHARE**	**11,249,348,252**	**12,293,696,674**	**12,293,696,674**	**12,594,379,022**	**12,972,210,393**
B	**TOTAL COUNTY GOVERNMENT ADDITIONAL ALLOCATIONS**	**655,324,348**	**3,270,313,564**	**2,152,985,201**	**2,152,985,201**	**2,152,985,201**
	I. Additional Allocations Financed from National Governments Share of Revenue	**0**	**6,230,202**	**6,230,202**	**6,230,202**	**6,230,202**
	Unconditional Additional allocations from Court Fines	-	5,697,644	5,697,644	5,697,644	5,697,644
	Unconditional Additional allocations from Mineral Royalties	-	532,558	532,558	532,558	532,558
	II. Additional Allocation Financed from National Government's Share of Revenue	**64,000,000**	**617,609,530**	**94,680,000**	**94,680,000**	**94,680,000**
	Conditional Grant for Road Maintenance Fuel Levy Fund		335,429,530	-	-	-
	Conditional Grant for Community Health Promoters (CHPs)		94,680,000	94,680,000	94,680,000	94,680,000
	Conditional Grant for Industrial Park & Aggregation Centers Grant	64,000,000	187,500,000		-	-
	III. Additional Conditional Allocations Financed from Proceeds of Loans and Grants from Development partners	**591,324,348**	**2,646,473,832**	**2,052,074,999**	**2,052,074,999**	**2,052,074,999**
	IFAD- Aquaculture business development project ABDP		19,395,531	19,395,531	19,395,531	19,395,531
	IDA(World bank) Financing Locally-Led Climate Action Program- County climate institutional support (FLLoCA-CCIS) Grant	24,982,967	11,277,015	11,000,000	11,000,000	11,000,000
	IDA(World bank) Financing Locally-Led Climate Action Program- County climate Resilient Investment (FLLoCA-CCRI) Grant	99,578,725	254,578,726	125,000,000	125,000,000	125,000,000
	IDA (World Bank) Second Kenya Devolution Support Program- Institutional Grant (Level 1 Grant)(KDSP)	-	37,500,000	37,500,000	37,500,000	37,500,000
	IDA (World Bank) Second Kenya Devolution Support Program- Service Delivery & Investment grant (Level 2 Grant) (KDSP)	-	-	-	0	0
	IDA (World Bank) credit - Kenya Urban Support Project (KUSP)-Urban institutional Grant (UIG)	-	35,000,000	35,000,000	35,000,000	35,000,000
	IDA (World Bank) Second Kenya Urban Support Project (KUSP)-Urban Development Grant (UDG)	-	1,658,136,816	1,658,136,816	1,658,136,816	1,658,136,816
	IDA(World bank) National Agricultural Value Chain Development Project (NAVCDP)	195,533,663	151,515,152	151,515,152	151,515,152	151,515,152
	DANIDA - Primary Health Care in Devolved Context (PHDC)	17,209,500	14,527,500	14,527,500	14,527,500	14,527,500
	World Bank credit: Kenya Informal Settlement Improvement Project (KISIP II)	200,000,000	464,543,092	-	0	0
	World Bank Credit - National Agricultural & Rural Inclusive Growth Project (NAGRIP)	51,435,541	-	-	0	0
	Sweden- Agricultural Sector Development Support Programme (ASDSP II)	2,583,952	-	-	0	0
C	**Other County Revenue**	**2,621,636,846**	**998,653,541**	**-**	**-**	**-**
	Adjustment to cash Basis	2,548,373,211	984,598,316	-	0	0
	MSF BELGIUM	40,735,000	-	-	0	0

Revenue Projections for the FY 2025/26-2027/28 MTEF Period (KShs)						
		FY 2023/2024	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028
	Revenue Source	**Actual**	**Supplementary 1 Estimates**	**CFSP Ceiling**	**Projections**	
	Nutrition International	32,528,635	14,055,225	-	0	0
D	**Own Source Revenue**	**4,576,313,302**	**7,980,140,717**	**7,980,140,717**	**8,219,544,939**	**8,466,131,287**
	Physical Planning Management Unit	818,519,284	1,630,645,457	1,630,645,457.00	1,679,564,821	1,729,951,765
	Business Permit Management Unit	410,991,174	450,650,500	450,650,500.00	464,170,015	478,095,115
	Cess Management Unit	84,873,810	156,921,249	156,921,249.00	161,628,886	166,477,753
	Education Culture ICT & Social Services Unit	2,020,240	650,000	650,000.00	669,500	689,585
	Housing Management Unit	16,474,614	35,450,000	35,450,000.00	36,513,500	37,608,905
	Land Rates Management Unit	809,524,449	1,951,633,742	1,951,633,742.00	2,010,182,754	2,070,488,237
	Administration	25,711,958	-	0.00	0	0
	Roads Transport Public Works Management Unit	114,007,839	180,310,302	180,310,302.00	185,719,611	191,291,199
	Slaughterhouse Management Unit	49,730,795	71,599,762	71,599,762.00	73,747,755	75,960,188
	Agriculture Livestock & Fisheries Management Unit	1,039,109	11,796,213	11,796,213.00	12,150,099	12,514,602
	Trade Tourism Industry & Cooperatives Unit	3,871,199	20,020,454	20,020,454.00	20,621,068	21,239,700
	Market Management Unit	9,423,209	15,525,226	15,525,226.00	15,990,983	16,470,712
	Vehicle Parking Management Unit	354,811,617	602,132,055	602,132,055.00	620,196,017	638,801,897
	Water Environment & Natural Resources Mgt Unit	113,500,077	102,805,757	102,805,757.00	105,889,930	109,066,628
	Liquor management unit	276,844,559	350,000,000	350,000,000.00	360,500,000	371,315,000
	Miscellaneous Receipts	0	0	0.00	0	0
	Health Services Management Unit	**1,484,969,368**	**2,400,000,000**	**2,400,000,000**	**2,472,000,000**	**2,546,160,000**
	Public Health	247,280,473	300,000,000	300,000,000.00	309,000,000	318,270,000
	Hospital Collections(FIF)	728,193,767	1,300,000,000	1,300,000,000.00	1,339,000,000	1,379,170,000
	NHIF/SHIF Rebates	509,495,129	800,000,000	800,000,000.00	824,000,000	848,720,000
	TOTAL REVENUE	**19,102,622,748**	**24,542,804,496**	**22,426,822,592**	**22,966,909,162**	**23,591,326,881**

Annex 3: Summary of Sectors/Departments and Programmes Allocation FY 2025/2026 and the Medium Term

Department Ceilings by Programmes for the FY 2025/26-2027/28 MTEF Period (KShs)										
Vote No.	Programme Code	Sector/Department Name & Programmes	Supplementary 1		CFSP Allocation		PROJECTIONS			
			FY 2024-2025		2025/2026		FY 2026/2027		FY 2027/2028	
			Recurrent	Development	Recurrent	Development	Recurrent	Development	Recurrent	Development
4061		**County Assembly**	**-**	**-**	**1,282,416,186**	**100,000,000**	**1,282,416,186**	**100,000,000**	**1,282,416,186**	**100,000,000**
	0706004060	General Administration, Planning and Support Services			1,282,416,186	100,000,000	1,282,416,186	100,000,000	1,282,416,186	100,000,000
	0701004060	Legislation, oversight of county Government								-
	0707004060	Representation Services								-
4062		**County Executive**	**476,482,683**	**-**	**501,000,000**	**-**	**516,030,000**	**-**	**531,510,900**	**-**
	0706004060	General Administration, Planning and Support Services	426,982,683		450,000,000		463,500,000	-	477,405,000	-
	0711004060	Government Advisory Services	49,500,000		51,000,000		52,530,000	-	54,105,900	-
4063		**County Public Service Board**	**92,888,220**	**-**	**90,000,000**	**-**	**92,700,000**	**-**	**95,481,000**	**-**
	0715004060	Human Resource Management and Development Services	92,888,220		90,000,000		92,700,000	-	95,481,000	-
4064		**Finance, Economic Planning & ICT**	**1,586,975,283**	**183,780,000**	**1,550,000,000**	**240,000,000**	**1,596,500,000**	**247,200,000**	**1,644,395,000**	**254,616,000**
	0706004060	General Administration, Planning and Support Services	1,030,776,352	5,000,000	1,000,000,000	-	1,030,000,000	-	1,060,900,000	-
	0712004060	Public Finance Management Services	496,198,931	15,780,000	490,000,000	40,000,000	504,700,000	41,200,000	519,841,000	42,436,000
	0713004060	ICT Services	60,000,000	163,000,000	60,000,000	200,000,000	61,800,000	206,000,000	63,654,000	212,180,000
4067		**Water, Environment Energy & Natural Resources**	**573,513,432**	**550,957,494**	**557,200,000**	**502,000,000**	**573,916,000**	**517,060,000**	**591,133,480**	**532,571,800**
	1002004060	Administration, Planning and support services	556,036,417		540,000,000		556,200,000	-	572,886,000	-
	0109004060	Water Resources Management And Sanitation services		201,116,139		180,000,000	-	185,400,000	-	190,962,000
	0110004060	Natural Resources ,Forest Conservation and Management	1,200,000	8,700,000	1,200,000	10,000,000	1,236,000	10,300,000	1,273,080	10,609,000
	0111004060	Environmental Management and compliance	-	25,328,380	-	50,000,000	-	51,500,000	-	53,045,000
		Ward Projects				43,000,000		44,290,000		45,618,700

Department Ceilings by Programmes for the FY 2025/26-2027/28 MTEF Period (KShs)										
Vote No.	**Programme Code**	**Sector/Department Name & Programmes**	**Supplementary 1**		**CFSP Allocation**		**PROJECTIONS**			
			FY 2024-2025		**2025/2026**		**FY 2026/2027**		**FY 2027/2028**	
			Recurrent	**Development**	**Recurrent**	**Development**	**Recurrent**	**Development**	**Recurrent**	**Development**
	011204060	Climate Change Mitigation and Adaptation	16,277,015	315,812,975	16,000,000	219,000,000	16,480,000	225,570,000	16,974,400	232,337,100
4068		**Health Services**	**7,016,172,120**	**846,744,990**	**7,200,000,000**	**735,000,000**	**7,416,000,000**	**757,050,000**	**7,638,480,000**	**779,761,500**
	0402004060	Administration, Planning and Support Services	5,017,869,476	-	4,500,000,000	-	4,635,000,000	-	4,774,050,000	-
	0401004060	Curative and Preventive health care services	371,107,042	-	500,000,000	-	515,000,000	-	530,450,000	-
	0404004060	Curative and rehabilitative Health Services	1,507,195,602	846,744,990	2,100,000,000	700,000,000	2,163,000,000	721,000,000	2,227,890,000	742,630,000
		Ward Projects				35,000,000		36,050,000		37,131,500
	0405004060	County Pharmaceutical Services	120,000,000	-	100,000,000		103,000,000	-	106,090,000	-
4073		**Roads, Transport Public Works & Utilities**	**788,314,721**	**2,109,589,721**	**700,000,000**	**1,550,869,590**	**721,000,000**	**1,597,395,678**	**742,630,000**	**1,609,620,102**
	0202004060	Administration, Planning and Support Services	788,314,721	364,175,588	700,000,000	300,000,000	721,000,000	309,000,000	742,630,000	318,270,000
	0203004060	Infrastructure Development and Maintenance	-	1,691,433,259		764,269,590	-	787,197,678	-	792,964,885
		Ward Projects				462,600,000	-	476,478,000	-	472,923,617
	0204004060	Energy, Disaster Management, Fire, Safety and Rescue	-	53,980,874		24,000,000	-	24,720,000	-	25,461,600
4075		**Administration & Public Service**	**1,076,502,785**	**87,549,484**	**1,010,000,000**	**60,000,000**	**1,040,300,000**	**61,800,000**	**1,071,509,000**	**63,654,000**
	0706004060	General Administration, Planning and Support Services	1,011,422,785	47,549,484	950,000,000	30,000,000	978,500,000	30,900,000	1,007,855,000	31,827,000
	0714004060	Alcoholic Drinks Control and Rehabilitation	30,000,000	40,000,000	30,000,000	30,000,000	30,900,000	30,900,000	31,827,000	31,827,000
	0715004060	Human Resource Management and Development Services	35,080,000		30,000,000	-	30,900,000	-	31,827,000	-
4077		**Agriculture, Livestock & Cooperative Development**	**523,870,622**	**710,598,226**	**490,800,000**	**700,000,000**	**505,524,000**	**721,000,000**	**520,689,720**	**742,630,000**
	0113004060	Administration, Planning and Support Services	449,408,841		420,000,000		432,600,000	-	445,578,000	-

Department Ceilings by Programmes for the FY 2025/26-2027/28 MTEF Period (KShs)										
Vote No.	Programme Code	Sector/Department Name & Programmes	Supplementary 1		CFSP Allocation		PROJECTIONS			
			FY 2024-2025		2025/2026		FY 2026/2027		FY 2027/2028	
			Recurrent	Development	Recurrent	Development	Recurrent	Development	Recurrent	Development
	0106004060	Crop Development, Irrigation and Marketing services	806,000	460,015,152	800,000	430,000,000	824,000	442,900,000	848,720	456,187,000
	0107004060	Livestock and Fisheries Development and Management	33,155,781	210,583,074	30,000,000	240,000,000	30,900,000	247,200,000	31,827,000	254,616,000
	0108004060	Co-operative Development and Management	40,500,000	40,000,000	40,000,000	30,000,000	41,200,000	30,900,000	42,436,000	31,827,000
4078		**Education, Gender, Culture & Social Services**	**1,563,953,042**	**847,088,955**	**1,440,000,000**	**468,400,000**	**1,483,200,000**	**482,452,000**	**1,527,696,000**	**496,925,560**
	0502004060	General Administration, Planning and Support Services	1,023,683,042		1,000,000,000	-	1,030,000,000	-	1,060,900,000	-
	0503004060	Pre-Primary education, Vocational Education and Training	504,140,000	817,088,955	400,000,000	340,000,000	412,000,000	350,200,000	424,360,000	360,706,000
		Ward Projects				28,400,000	-	29,252,000		30,129,560
	0504004060	Culture, Gender and Social Services Development	36,130,000	30,000,000	40,000,000	100,000,000	41,200,000	103,000,000	42,436,000	106,090,000
4079		**Youth Affairs, Sports & Communication**	**185,142,827**	**170,000,000**	**195,000,000**	**200,000,000**	**200,850,000**	**206,000,000**	**206,875,500**	**212,180,000**
	0903004060	General Administration, Planning and Support Services	90,892,827	-	90,000,000	-	92,700,000	-	95,481,000	-
	0904004060	Youth Empowerment	12,900,000	-	25,000,000	50,000,000	25,750,000	51,500,000	26,522,500	53,045,000
	0905004060	Sports	53,400,000	170,000,000	55,000,000	150,000,000	56,650,000	154,500,000	58,349,500	159,135,000
	0906004060	Communication	27,950,000	-	25,000,000	-	25,750,000	-	26,522,500	-
4080		**Lands, Housing Physical Planning Municipal Administration & Urban Development**	**416,252,393**	**2,307,608,577**	**410,000,000**	**1,873,136,816**	**422,300,000**	**1,838,085,298**	**434,969,000**	**1,905,808,233**
	0104004060	General Administration & support services	240,266,793		270,000,000	-	278,100,000	-	286,443,000	-
	0116004060	Land Use Management, Valuation & Rating and Physical Planning	30,000,000	27,928,865	0	15,000,000	-	15,450,000	-	15,913,500
	0114004060	Housing and Community Development	-	536,043,092	0	50,000,000	-	51,500,000	-	53,045,000
	0115004060	Urban Areas Development and Administration	145,985,600	1,743,636,620	140,000,000	1,808,136,816	144,200,000	1,771,135,298	148,526,000	1,836,849,733

Department Ceilings by Programmes for the FY 2025/26-2027/28 MTEF Period (KShs)										
Vote No.	Programme Code	Sector/Department Name & Programmes	Supplementary 1		CFSP Allocation		PROJECTIONS			
			FY 2024-2025		2025/2026		FY 2026/2027		FY 2027/2028	
			Recurrent	Development	Recurrent	Development	Recurrent	Development	Recurrent	Development
4081		**Trade, Industrialization Tourism & Investment**	**179,256,689**	**720,946,574**	**170,000,000**	**401,000,000**	**175,100,000**	**413,030,000**	**180,353,000**	**425,420,900**
	0306004060	Administration, Planning and Support Services	179,256,689		170,000,000	-	175,100,000	-	180,353,000	-
	0302004060	Trade Development and Promotion		465,066,921	0	300,000,000	-	309,000,000	-	318,270,000
	0303004060	Industrial and Entrepreneurship Development		246,703,353	0	50,000,000	-	51,500,000	-	53,045,000
	0304004060	Tourism Development and Promotion		9,176,300	0	10,000,000	-	10,300,000	-	10,609,000
		Ward Projects				31,000,000		31,930,000		32,887,900
	0305004060	Investment Development and Promotion		-	0	10,000,000	-	10,300,000	-	10,609,000
		Totals	**14,479,324,817**	**8,534,864,021**	**15,596,416,186**	**6,830,406,406**	**16,025,836,186**	**6,941,072,976**	**16,468,138,786**	**7,123,188,095**