



COUNTY GOVERNMENT OF KITUI

REVENUE ENHANCEMENT STRATEGY

FY 2025/26-2027/28

2025

FOREWORD

The vision of Kitui County is to be a prosperous county with vibrant rural and urban economies, where all residents enjoy a high quality of life as articulated in H.E. the Governor's development blueprint, "*The Kitui Promise*." The County Integrated Development Plan (CIDP 2023–2027) provides the primary framework for the realization of this vision. However, the full implementation of this Plan continues to face constraints arising from limited fiscal resources.

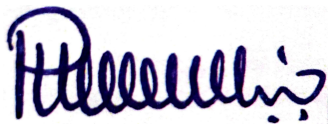
In this context, strengthening Own Source Revenue (OSR) generation remains a critical pillar in financing the County's development agenda. It is in recognition of this imperative that the Kitui County Revenue Enhancement Strategy (RES) 2024–2027 has been developed, with a clear focus on expanding and optimizing local revenue streams.

The County is committed to growing its OSR in line with Article 175(b) of the Constitution of Kenya, 2010, which underscores the need for county governments to have reliable sources of revenue to effectively discharge their mandates. This commitment will be realized through prudent financial management, enhanced efficiency in revenue administration, and continuous improvement in service delivery.

This Strategy outlines key interventions designed to address the structural and operational challenges that have historically constrained revenue performance. It is informed by lessons from past initiatives and aligned with the broader development priorities espoused in "*The Kitui Promise*," the Kitui Vision for Economic and Social Transformation (KIVEST) 2025, as well as the Sustainable Development Goals (SDGs), among other policy frameworks.

Revenue mobilization is central to the County's economic sustainability and service delivery obligations. Its success requires a whole-of-government approach, with all departments playing a proactive role in revenue generation, compliance, and accountability. While the Department of Finance, Economic Planning and Revenue Management will provide overall coordination, the collective commitment of all stakeholders will be essential in driving this agenda.

I am confident that the effective implementation of this Strategy will significantly enhance the County's revenue performance and contribute meaningfully to the realization of its development aspirations.



PETER MWIKYA KILONZO
CECM-FINANCE REVENUE MANAGEMENT AND ACCOUNTING

PREFACE

The Kitui County RES has been developed to lay out strategies towards optimization of revenue administration. The objective of this strategy is to gradually grow the County's OSR towards its estimated potential of Ksh 1.6 billion as per the Commission on Revenue Allocation (CRA)'s Comprehensive Own Source Revenue and Tax Gap Study (2022).

The strategy sets out specific approaches aimed at increasing the County's OSR and appreciates the significance of a collaborative approach to revenue enhancement. This is important in the devolved system of governance context where citizens demand immediate attention for interventions and the need for provision of efficient and effective service delivery. This will be achieved by addressing main challenges and constraints that include; policy gaps, fragmented automation, lack of database on key revenue streams, staff capacity gaps, untapped revenue streams, among other administrative challenges.

In implementing this strategy, deliberate efforts will be made to ensure participation of all stakeholders with the Government largely playing facilitative, regulatory and enabler roles.

This strategy will guide the County's OSR growth through effective and efficient revenue administration. I, therefore, call upon all County staff and all responsible stakeholders and actors to work together towards this end.



JOHN MAKAU
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ACKNOWLEDGEMENT

The development of this strategy was consultative and participatory, and I appreciate the contributions of all the County Ministries and Departments for giving valuable inputs.

I recognize the good leadership of our Governor H.E Dr. Julius Makau Malombe, EGH, the guidance of CECM Peter Mwikya Kilonzo, County Ministry of Finance Revenue Management and Accounting as well as the Chief Officer for Finance, Revenue Management & Accounting, Mr. John Makau during the development of this strategy.

I acknowledge and appreciate the efforts and commitment demonstrated by the inter-ministerial technical committee and the entire Ministry staff who's behind the scenes contributions were important.

Finally, I sincerely express gratitude to the Institute of Public Finance (IPF) and the William & Flora Hewlett Foundation for their technical support in the development process of this strategy.



ROSELYNE MUNYASYA
DIRECTOR – REVENUE MANAGEMENT

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1.0 BACKGROUND AND CONTEXT

The 2010 Constitution of Kenya devolved power, resources, and representation to the local level. Under devolution, legislative and executive power is assigned to County Governments. Part II of the Fourth Schedule of the Constitution stipulates their functions and powers. These include agriculture, health, environment and control of pollution, cultural activities and public entertainment, public transport, animal control and welfare, planning and development, education, public works and services, disaster management, control of drugs and pornography, and ensuring participation of communities in local governance.

Article 209 states that County Governments have the power to raise revenues through imposing taxes and charges for services, including property rates, entertainment charges, and any other tax and charge authorized under an Act of Parliament. Fiscal decentralization in the Kenyan context requires the County Governments to generate revenues for funding their own functions. In addition to nationally raised revenues, counties impose taxes, fees, and charges to address their local development needs.

Furthermore, Article 175 (b) of the Constitution of Kenya 2010, envisages that County Governments should have reliable sources of revenue to enable them to govern and deliver services effectively. The Kitui County Government collects fees and charges in accordance with Article 209(3) of the Kenya Constitution 2010. Under Article 209(3) "The County May Impose;

- i. Property rates
- ii. Entertainment Taxes, and
- iii. Any other tax that is authorized by an Act of Parliament

The Kitui County Government administers revenue collection through the enacted Finance Acts. The Acts provide for levying of various taxes, rates, fees and charges for goods, and services and for other revenue raising measures by the County Government. Kitui County is committed to enhancing sustainable revenue streams through efficient management of public resources and improved service delivery to unlock the full revenue potential of Kitui County.

1.1 Revenue Management Structure

The revenue management function is domiciled at the Kitui County Treasury, which is divided into two departments-the Department of Economic Planning & Budgeting and the department of Finance, Revenue Management & Accounting.

The Revenue Management organogram has the CECM finance, the Chief Officer- Finance, Revenue Management and Accounting, Director Revenue, Deputy Director and Assistant Director at the Helm of the structure.

Each of the County's 12 Ministries and the two Kitui County Level IV Hospitals have a Revenue Accountant seconded from the Finance, Revenue Management and Accounting Department for purposes of revenue administration.

Revenue Management in Kitui County is also structured division-wise; each division is headed by a Division Revenue Assistant who double up as revenue supervisors. The two Municipalities- Kitui Municipality and Mwingi Municipality- are headed by a Municipal Manager who is deputized by a Deputy Municipal Managers and supported by Division Revenue Assistants. Below the revenue supervisors are revenue clerks mandated with the day-to-day revenue collection.

1.2 Revenue Automation and Digitization

The County has automated its revenue collection through four systems: Wise Care for Kitui County Referral Hospital; Care-fix for Mwingi level IV Hospital; LAIFORMS for land rates; and ZIZI for other county departments. The ZIZI system is integrated with the County Revenue Account; however, the rest of the revenue collection systems are not integrated.

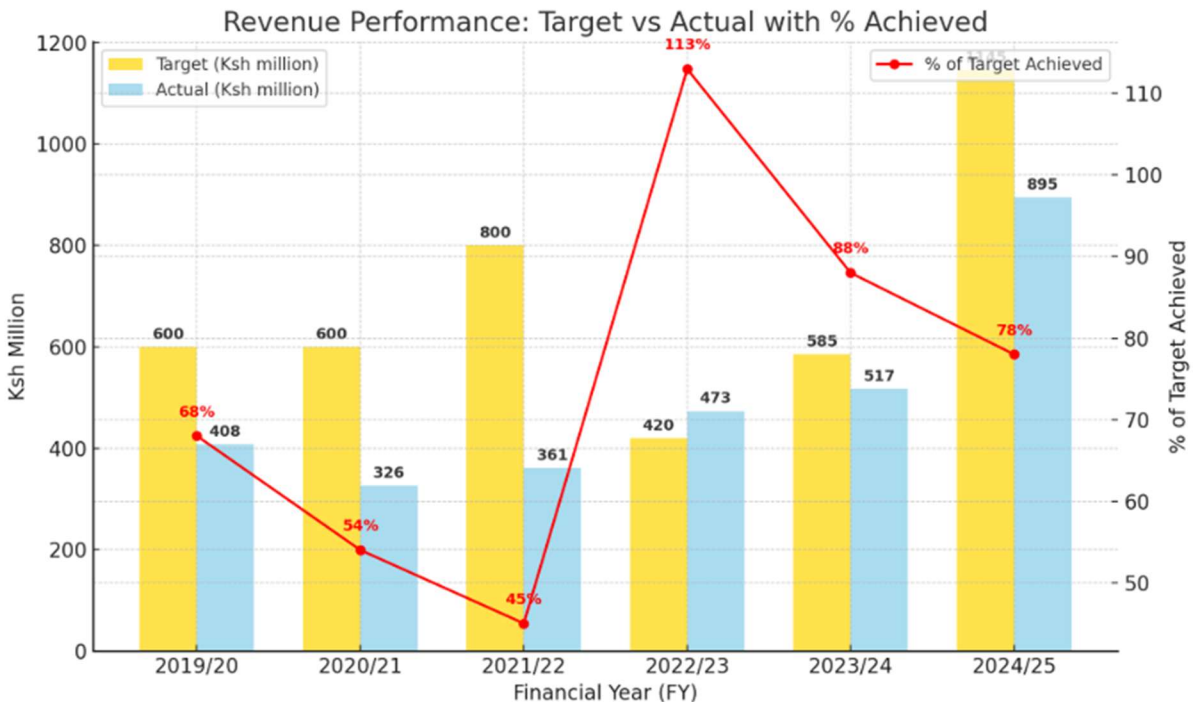
2.0 JUSTIFICATION

In the year ended 30th June 2025, the County collected Ksh. 895 million in OSR, which funded 7.0% of Total County Expenditure. Over the last five years, the County Government of Kitui has consistently sought to expand its OSR base and has recorded steady growth in annual collections over the past four financial years (Figure 1).

Table 1: Historical own source revenue performance

| Financial Year (FY) | Target (Ksh million) | Actual (Ksh million) | % of Target Achieved |
|---------------------|----------------------|----------------------|----------------------|
| 2019/20 | 600 | 408 | 68% |
| 2020/21 | 600 | 326 | 54% |
| 2021/22 | 800 | 361 | 45% |
| 2022/23 | 420 | 473 | 113% |
| 2023/24 | 585 | 517 | 88% |
| 2024/25 | 1,145 | 895 | 78% |
| TOTAL | 4,150 | 2,980 | 72% |

Figure 1: Historical own source revenue performance



In FY 2024/2025, the County Government of Kitui collected Ksh. 895 million, representing 78% of the target of Ksh. 1.145 billion and a growth of 73.2% from the Ksh. 517 million realized in FY 2023/2024 (Figure 1).

Although OSR increased compared to the previous financial year, there remains significant scope for further enhancement in revenue generation. It is therefore prudent to assess the potential of the various own-source revenue streams while continuously reviewing OSR performance.

3.0 REVENUE ADMINISTRATION POLICY MEASURES AND STRATEGIES

3.1 Challenges Facing Revenue Performance in Kitui County

Revenue administration in Kitui County faces several structural and operational challenges that directly affect performance. These challenges cut across automation and digitization, valuation roll updates, GIS mapping, staffing and staff capacity, as well as the policy framework. Key issues include:

- i. **Lack of critical policy documents** – The County does not have essential instruments such as a Tariffs and Pricing Policy and other supporting policies such as the revenue administration law that are vital for guiding revenue administration.
- ii. **Fragmented revenue collection systems** – Different revenue collection platforms are in use, yet they are not integrated. This limits real-time monitoring, reconciliation, and reporting of revenues.
- iii. **Outdated valuation roll** – The County has not prepared a supplementary valuation roll to update the existing roll. As a result, the record of rateable plots and properties does not reflect the true situation on the ground.
- iv. **Absence of GIS mapping** – Revenue sources have not been linked to Geographic Information Systems (GIS), making it difficult to manage, track, and optimize revenue streams effectively.
- v. **Inadequate staff training** – Revenue officers are not regularly trained, leaving them ill-prepared for the fast-evolving revenue collection and administration environment.
- vi. **Untapped revenue sources** – Several potential sources of income, such as game reserves and park entry fees, remain underexploited.
- vii. **Limited interdepartmental collaboration** – Weak coordination between departments hampers effective revenue mobilization and administration.

3.2 Policy Measures and Strategies

- i. **Develop, enact, and implement an elaborate policy and legal framework-** Over the strategy period the County Government of Kitui will
 - a) Enact a Revenue Administration Act as the primary legislation for the operationalization of the revenue function.
 - b) Develop Kitui County OSR Monitoring and Evaluation (M&E) framework
- ii. **Automation:** The County will
 - a) Integrate revenue collection systems for improved revenue collection, tracking and forecasting.
 - b) Introduce a self-service module on the revenue management system such as a web-based service for convenient access of services.
 - c) Procure digital weighbridges in selected core barriers including Kwa Vonza, Kanyonyoo and Athi barriers.
- iii. **Implement data collected during comprehensive Data collection exercise-** Over the strategy period the County will implement and update the data bank.
- iv. **Broadening the tax base** – Expanding the tax register by bringing more potential taxpayers on board, including businesses in the informal sector, to ensure inclusivity and fairness in taxation
- v. **Staffing and staff development:** The county will employ adequate staff, build their technical capacity through training and facilitate their work assignments. The revenue department will promote culture change and entrench ethical conduct through rewards and sanctions.
- vi. **Stakeholder engagement:** The Revenue Department will conduct revenue sensitization drives to make business operators and other taxpayers have a mindset shift and understand the importance of paying for licenses, fees and other charges. In addition, the department will restructure public participation of the Finance Bill to involve relevant stakeholders.
- vii. **Interdepartmental collaboration.** The Revenue Department will;
 - Hold regular interdepartmental meetings to foster collaboration and joint effort in revenue collection and enforcement.
 - Consultatively set and review departmental revenue targets and develop the annual Finance Bills

- Sensitize staff on monitoring and evaluation, carry out quarterly review of departmental targets and actuals, and take corrective actions.
- viii. **Explore untapped and underexploited revenue streams:** The county will explore additional revenue streams such as receipts from game reserves and park entry fees, materials testing by the roads department, stadium hire, and optimize revenue collection from Agricultural Training Centre (ATC) & Agricultural mechanization services (AMS).

4.0 REVENUE POLICY MEASURES AND RECOMMENDATIONS

4.1 County Treasury, Kitui Municipality, and Mwingi Municipality

The main revenue streams in the three departments are Single Business Permit (SBP), House and Stalls, Transportation and cess fees, Market and stock fees, Parking fees , Advertising and slaughterhouse fees.

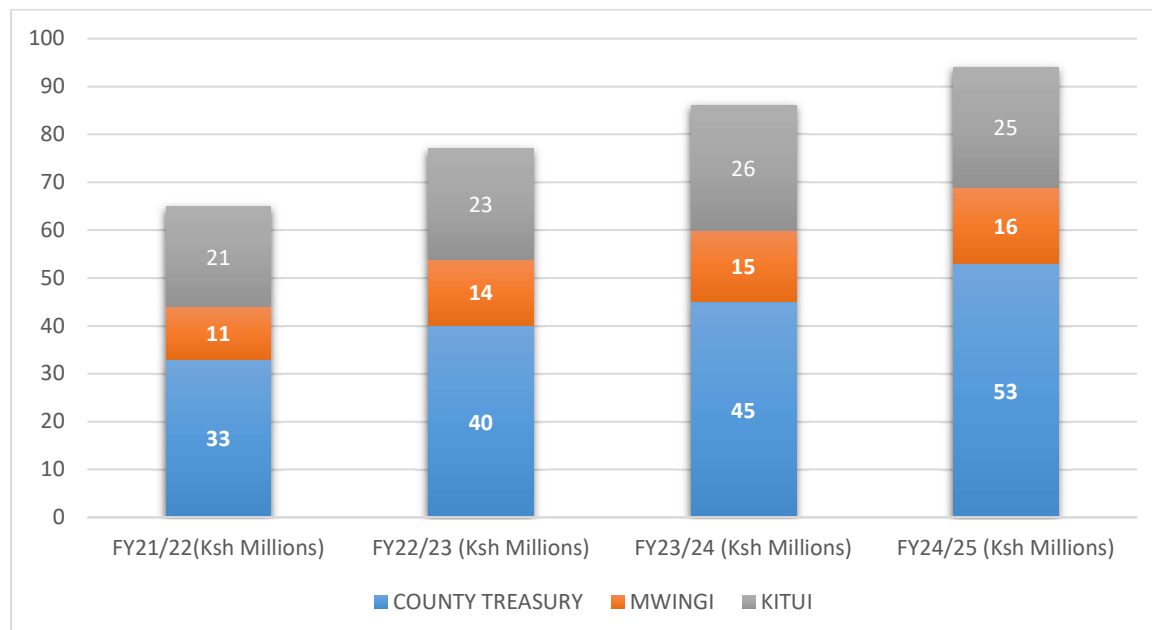
4.1.1 Single Business Permit

All businesses are required to obtain a Single Business Permit (SBP) from the County Government, making it a major source of revenue. In FY 2024/2025, the County Government of Kitui collected Ksh. 94.4 million, surpassing the estimated CRA potential of Ksh. 85.5 million (Figure 2).

Table 2: SBP Revenue Performance (Kshs in million)

| Financial Year | County Treasury | Mwingi | Kitui | Total |
|----------------|-----------------|-----------|-----------|------------|
| FY21/22 | 33 | 11 | 21 | 65 |
| FY22/23 | 40 | 14 | 23 | 77 |
| FY23/24 | 45 | 15 | 26 | 86 |
| FY24/25 | 53 | 16 | 25 | 94 |
| TOTAL | 171 | 56 | 95 | 322 |

Figure 2: SBP Revenue Performance (Ksh million)



4.1.2 Gaps and challenges

The gaps in collection and administration of SBPs include.

- i. Inadequate vehicles making it impossible to access all areas for revenue collection and enforcement.
- ii. Low compliance level among the business operators who close their business premises once they spot revenue collection team.
- iii. Political interference- politicians discourage revenue staff from collecting revenue from their premises or their allies' enterprises.
- iv. There are some cases of SBP undercharging/overcharging which arise from wrong interpretation of the Finance Act.
- v. Inadequate budgetary allocation to employ adequate number of staff, build the capacity of the revenue staff, and pay field allowances.

4.1.3 Recommendations

To improve revenue collection and address the identified gaps, we make the following recommendations:

- i. Provision of adequate vehicles to ease mobility during revenue collection.
- ii. Engage in aggressive sensitization of the public (business sector) and educate them on their responsibility to pay revenue for optimal service delivery.
- iii. Adequate budgetary provision to hire an optimal number of staff, capacity building for staff and field allowances payments to motivate and spur performance.
- iv. Adopting bulk SMS notification to businesses to ensure timely communication for compliance purposes especially in the month of January and a follow up reminder in March every year.

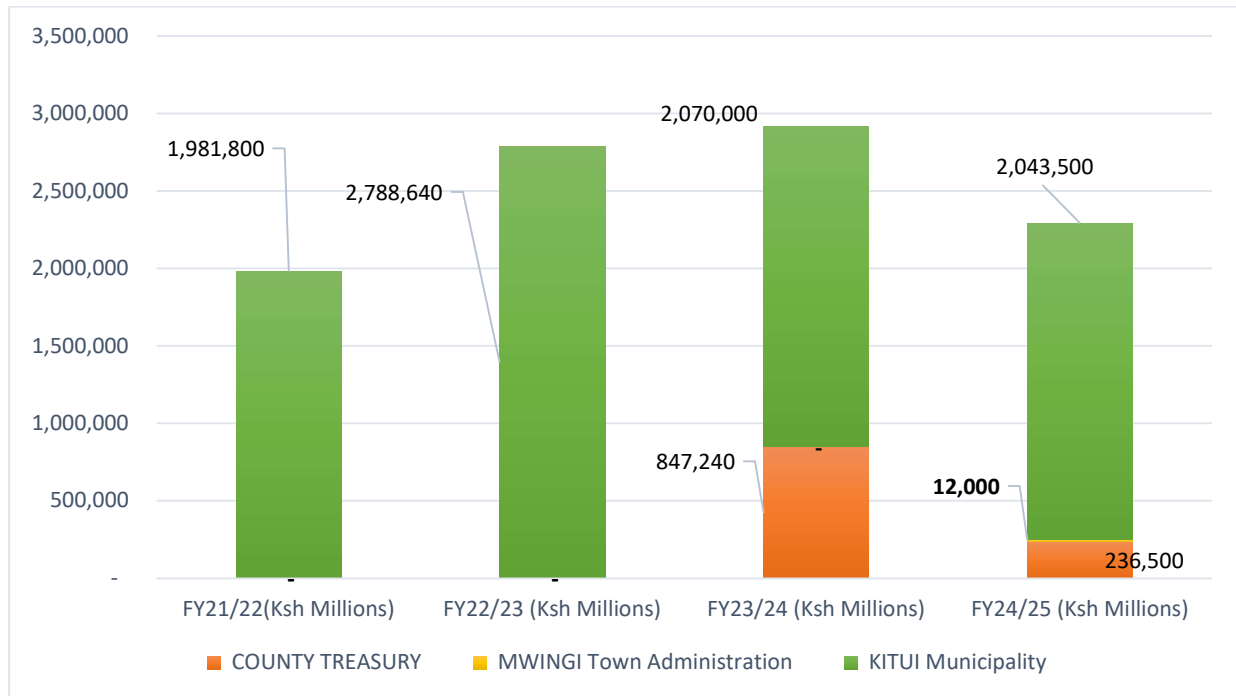
4.1.4 House and Stalls

Revenue collection from market stalls has exhibited fluctuating performance. However, in FY 2023/2024 and FY 2024/2025, the County recorded a significant increase, with collections amounting to Ksh. 2.298 million in FY2024/25 (Figure 3).

Table 3: House and Stalls Revenue Performance (Ksh)

| Financial Year | County Treasury | Mwingi Town Administration | Kitui Municipality | Total |
|----------------|------------------|----------------------------|--------------------|------------------|
| FY21/22 | - | - | 1,981,800 | 1,981,800 |
| FY22/23 | - | - | 2,788,640 | 2,788,640 |
| FY23/24 | 847,240 | - | 2,070,000 | 2,917,240 |
| FY24/25 | 236,500 | 12,000 | 2,043,500 | 2,292,000 |
| TOTAL | 1,083,740 | 12,000 | 8,883,940 | 9,979,680 |

Figure 3: House and Stalls Revenue Performance (Ksh)



4.1.5 Gaps and Challenges

- i. Bureaucratic and lengthy stalls’ reallocation process
- ii. The stalls run in arrears because the system continues to charge even when a stall is not occupied.
- iii. Low stalls’ rents.

4.1.6 Recommendations

- i. Review stalls reallocation process for process simplicity.
- ii. Data clean-up of the market stalls is required for ease of rent collection and tenants’ identification.
- iii. Revise the stalls’ rent to reflect existing market rates.

4.1.7 Transportation and Cess Fees

Transportation and cess revenues have a fluctuating trend over the years;

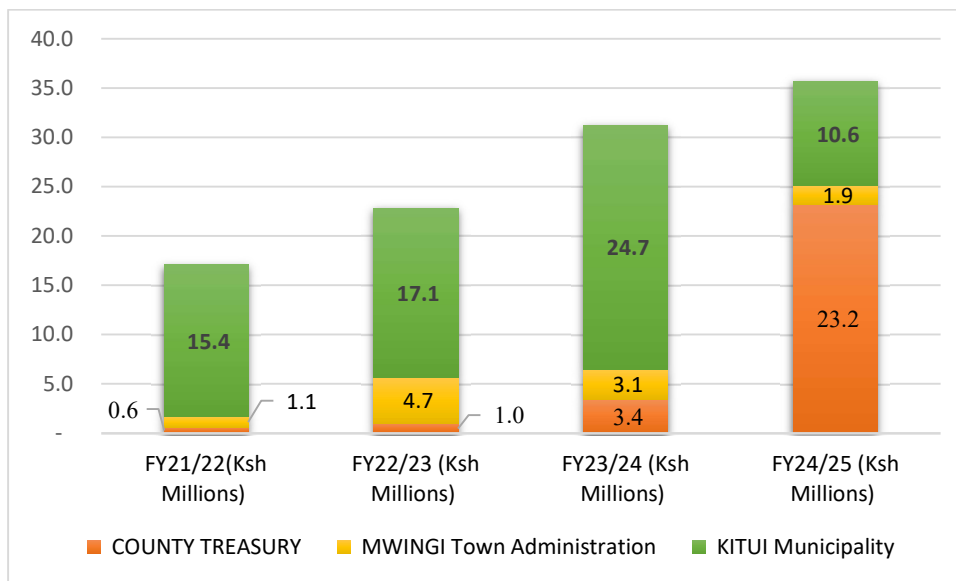
- i. Kitui Municipality collected Ksh 24.7 million in FY 2023/24, and Ksh 10.6 million in FY 2024/25.

- ii. Mwingi Town collections was Ksh 3.1 million in FY 2023/24, declining to Ksh 1.9 million in FY 2024/25.
- iii. County Treasury collections increased steadily, moving from Ksh 3.4 million in FY 2023/24 to Ksh 23.2 million in FY 2024/25

Table 4: Revenue Performance Transportation and Cess Fees (Kshs in Millions)

| Financial Year | County Treasury | Mwingi Town Administration | Kitui Municipality |
|----------------|-----------------|----------------------------|--------------------|
| FY21/22 | 0.6 | 1.1 | 15.4 |
| FY22/23 | 1.0 | 4.7 | 17.1 |
| FY23/24 | 3.4 | 3.1 | 24.7 |
| FY24/25 | 23.2 | 1.9 | 10.6 |
| TOTAL | 28.2 | 10.8 | 67.8 |

Figure 4: Revenue Performance Transportation and Cess Fees



4.1.8 Gaps and Challenges

- i. Non-operational county court to prosecute offenders who evade revenue collection check points.
- i. There are many alternate unofficial routes where traders evade cess barrier points hence loss of revenue.
- ii. lack of an enforcement unit attached to the revenue department.
- iii. Lack of specific legislation/ Policy/ Framework to support cess collection.

4.1.9 Recommendations

- i. Establish mobile cess points.
- ii. Deploy enforcement officers to the revenue department for manning of the cess points.
- iii. Develop appropriate legislation/ Framework to support cess collection.
- iv. Expedite the operationalization of county court to enable prosecution of offenders and facilitate collection of fines and penalties due to the county.

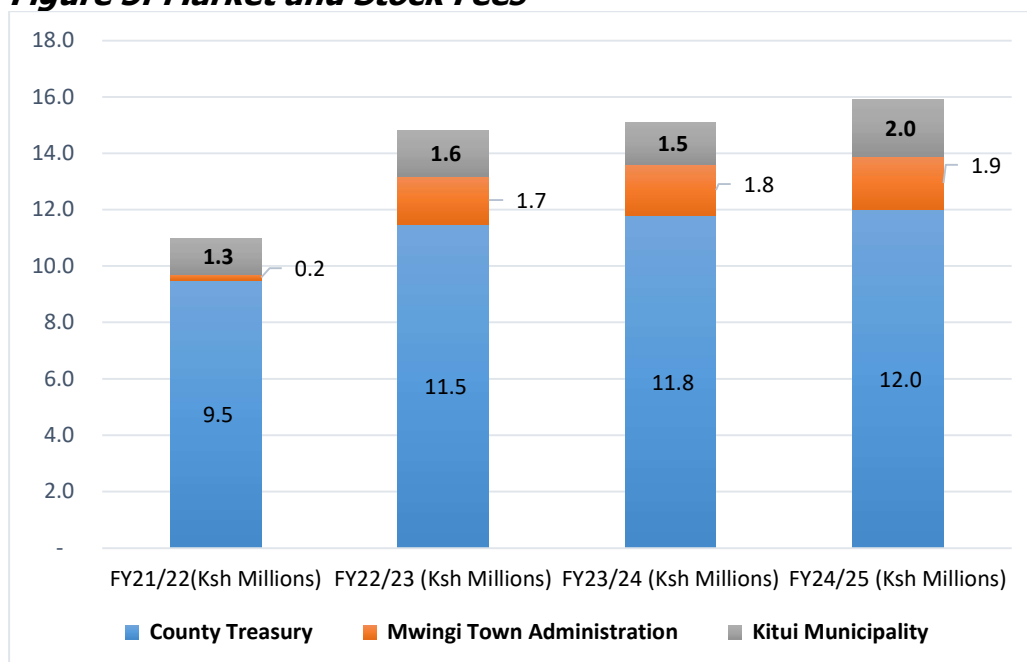
4.1.10 Market and Stock Fees

The actual collection in FY 2024/2025 was Ksh. 15.9 million, with Treasury accounting for Ksh. 11.98 million, Kitui Municipality Ksh. 1.99 million, and Mwingi Municipality Ksh. 1.93 million. This performance is below the CRA’s estimated potential of Ksh. 84.4 million (Figure 5).

Table 5: Market and Stock Fees (Ksh Millions)

| Financial Year | County Treasury | Mwingi Town Administration | Kitui Municipality |
|----------------|-----------------|----------------------------|--------------------|
| FY21/22 | 9.5 | 0.2 | 1.3 |
| FY22/23 | 11.5 | 1.7 | 1.6 |
| FY23/24 | 11.8 | 1.8 | 1.5 |
| FY24/25 | 12 | 1.9 | 2 |
| TOTAL | 44.8 | 5.6 | 6.4 |

Figure 5: Market and Stock Fees



4.1.11 Gaps and Challenges

- i. Low payment rate because of unsatisfactory service delivery due to failure by the County to collect garbage on daily basis because of the budgetary constraints
- ii. Evasion of payments by traders who deliver farm produce at night.
- iii. Some animals are traded outside the stock markets thereby losing revenue.
- iv. Some stock yards do not belong to the county government; they are leased/rented out which is expensive in the long run.
- v. Most stock yards are not fenced which makes it hard to contain the animals occasioning revenue leakage.

4.1.12 Recommendations

- i. Improve delivery service such as garbage collection, maintain public toilets and also fencing and installation of gates in the stock markets
- ii. Constant checks by revenue collection/enforcement staff to ensure animals are not traded outside the stock market thereby minimizing revenue leakage.
- iii. Budget to acquire pieces of land meant for increasing more land for stock markets.

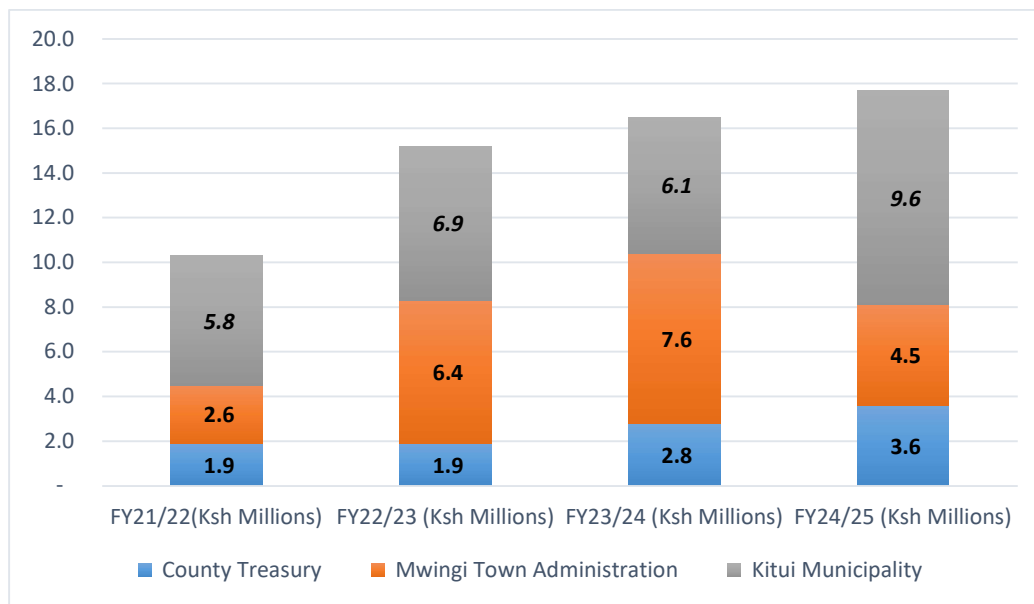
4.1.13 Parking

Parking revenue showed fluctuating performance over the period 2021/22 to 2024/25. The actual collection for FY 2024/25 of Kshs. 17.1 million is below the CRA's estimated potential of Ksh 31 million from both enclosed and street parking, pointing to significant untapped capacity (Figure 6).

Table 6: Revenue Performance from Parking Stream (Ksh Millions)

| Financial Year | County Treasury | Mwingi Town Administration | Kitui Municipality |
|-----------------------|------------------------|-----------------------------------|---------------------------|
| FY21/22 | 1.9 | 2.6 | 5.8 |
| FY22/23 | 1.9 | 6.4 | 6.9 |
| FY23/24 | 2.8 | 7.6 | 6.1 |
| FY24/25 | 3.6 | 4.5 | 9.6 |
| TOTAL | 10.2 | 21.1 | 28.4 |

Figure 6: Revenue Performance: Enclosed & Street Parking



4.1.14 Gaps and Challenges

- i. There is Insufficient number of enforcement officers manning the bus parks
- ii. Few demarcated parking slots along the roads/streets.
- iii. Resistance to pay street parking fees by the residents and especially by the bodaboda operators.

4.1.15 Recommendations

- i. Roll out periodic payment for parking fee (minimum of one month) from the sacco as opposed to individual vehicles. This will ease the collection and improve compliance.
- i. Deployment of enforcement officers to ensure parking fees payment.
- ii. Construction of cabro-paved parking areas and marking of parking slots accordingly.
- iii. Sensitize use of Unstructured Supplementary Service Data (USSD) code for enhanced voluntary fees payments.
- iv. Civic education and sensitization especially to the traders who often resist payment of street parking.
- ii. Work with Bodaboda Savings and Credit Cooperatives (SACCOs) leadership to help in the compliance of the parking fees payment.

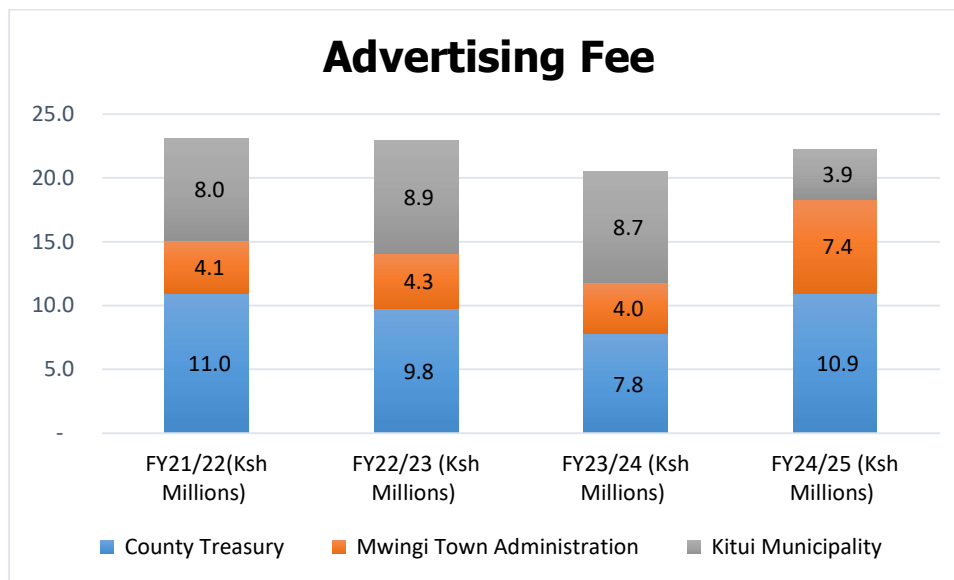
4.1.16 Advertising Fees

Advertising fees revenue for Fy 2024/25 was Kshs 22.2 million. This performance remains below the CRA’s estimated potential of Ksh 42.6 million, underscoring substantial untapped revenue capacity in advertising fees. (Figure 7).

Table 7: Advertising Fees Revenue Performance (Ksh in Millions)

| Financial Year | County Treasury | Mwingi Town Administration | Kitui Municipality |
|----------------|-----------------|----------------------------|--------------------|
| FY21/22 | 11 | 4.1 | 8 |
| FY22/23 | 9.8 | 4.3 | 8.9 |
| FY23/24 | 7.8 | 4 | 8.7 |
| FY24/25 | 10.9 | 7.4 | 3.9 |
| TOTAL | 39.5 | 19.8 | 29.5 |

Figure 7: Advertising Fees Revenue Performance



4.1.17 Gaps and Challenges

- i. Annual Lump sum payments by large corporations is done by estimation.
- ii. Lack of proper data for signposts/signboards

4.1.18 Recommendations

- i. Proper defining of amounts payable by the large corporations by benchmarking from other counties with good practice for the same.
- ii. Getting GPRS coordinates for all signposts/signboards for accurate invoicing.

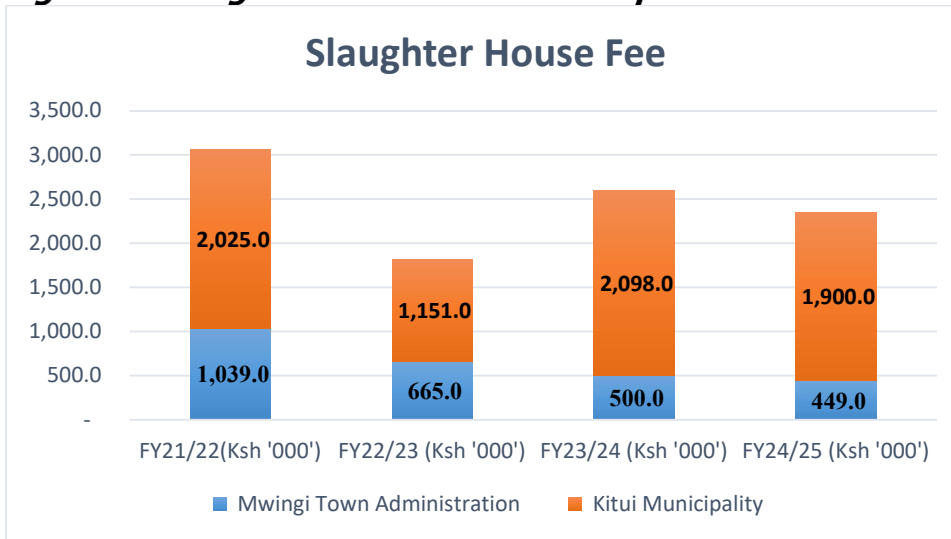
4.1.19 Slaughterhouse fees

Slaughterhouse fees revenue for FY 2024/25 was Kshs 2.3 million. Over the period from FY 2021/22 to 2024/25 the slaughterhouse fees collections has been fluctuating pointing to uneven performance and nonrealization of the stream’s optimal potential.

Table 8: Slaughterhouse fees revenue performance (Kshs '000')

| Financial Year | Mwingi Town Administration | Kitui Municipality |
|----------------|----------------------------|--------------------|
| FY21/22 | 1,039 | 2,025 |
| FY22/23 | 665 | 1,151 |
| FY23/24 | 500 | 2,098 |
| FY24/25 | 449 | 1,900 |
| TOTAL | 2,653 | 7,174 |

Figure 8: Slaughterhouse fees revenue performance



4.1.19.1 Gaps and Challenges

- i. Lack of reliable water source and back up
- ii. Poor waste disposal management
- iii. Competition from private investors
- iv. Staffing gaps with most workers being on casual terms
- v. Lack of sustainable power back up

4.1.19.2 Recommendations

- i. Drill boreholes within the slaughterhouses
- ii. Install drainage systems in the slaughterhouse
- iii. Deployment of adequate permanent staff for accountability purposes
- iv. Installation of alternative source of power. e.g solar lights

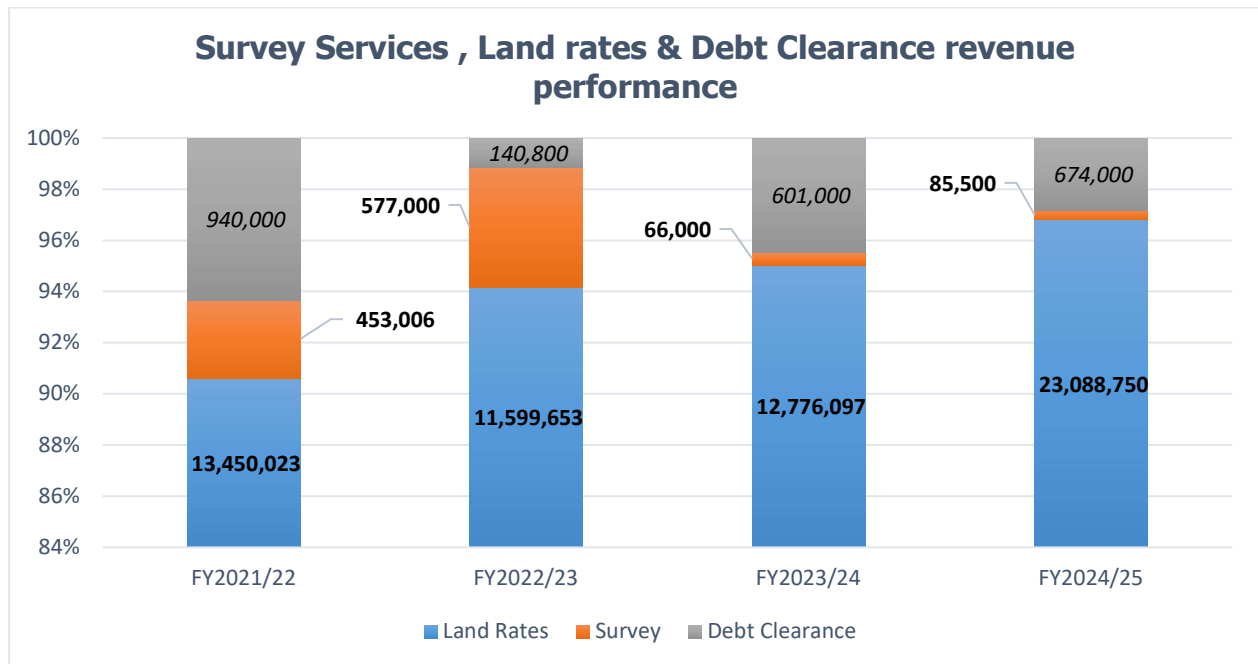
4.2 Ministry of Lands, Housing and Urban Development

Revenue streams under this category include survey services fees, building approvals, bills of quantities and NEMA comments, land rates, advertising fees, cutting across the road, and structure fees. Collections from the consolidated revenue streams have shown a steady growth from FY 2022/23 to FY 2024/25 as tabulated below.

Table 9: Survey Services, Land rates & Debt Clearance revenue performance

| Stream | FY2021/22 | FY2022/23 | FY2023/24 | FY2024/25 |
|----------------|-------------------|-------------------|-------------------|-------------------|
| Land Rates | 13,450,023 | 11,599,653 | 12,776,097 | 23,088,750 |
| Survey | 453,006 | 577,000 | 66,000 | 85,500 |
| Debt Clearance | 940,000 | 140,800 | 601,000 | 674,000 |
| TOTAL | 14,843,029 | 12,317,453 | 13,443,097 | 23,848,250 |

Figure 9: Survey Services, Land rates & Debt Clearance revenue performance



4.2.1 Gaps and Challenges

- i. Inadequate surveillance and enforcement. Some constructions are being done without approvals, pegging, surveying, cutting across the road, structural fees and advertising sign boards.
- ii. Lack of an automated billing system. The transfer process, approval of building plans, payment of land rates is not automated, hence creating avenues for revenue leakages.

- iii. Noncompliance in the survey process, preparation of Bill of Quantities (BoQs) and developers in paying fire inspection fees, occupational certificate and building inspection fees.
- iv. Inadequate resources to facilitate multi agency inspections
- v. Fragmented approval processes have led to loss of revenue. For instance, development of commercial buildings on agricultural land without doing change of user.
- vi. The County Ministry of Lands and State Department of Lands & Physical Planning (title registration section) lack collaboration in subdivision process hence losing revenue in the process.
- vii. Inadequate Geospatial Information Systems (GIS) data. The county has been losing revenue due to inadequate GIS data.
- viii. An outdated Part Development Plans (PDP) and survey plans for most urban areas leading to lose of revenue.
- ix. Low land rates collection due to poor collection mechanisms.
- x. Default in paying the land rates due to resistance by landowners
- xi. The current valuation roll is not updated through supplementary annual valuation roll.
- xii. Properties with disputes. Properties with disputes take long time to conclude leading to pile up of unpaid rates.
- xiii. Multiple allocation of land parcels. There has been confusion on ownership of properties hence unpaid rates accumulation.

4.2.2 Recommendations

- i. Enhanced enforcement and impromptu surveillance eg use of a multi sectorial team.
- ii. Automation of land systems and building approval processes. This will ensure no revenue leakages.
- iii. Adequate resource allocation and multi-agency inspection team.
- iv. Public sensitization through land clinics.
- v. Streamline of approval processes.

- vi. Land control boards to be engaged to get clearance from the county government before change of user and subdivisions to maximize fees collection.
- vii. Enhance collaboration with the title registration department to have all the subdivision schemes paid for.
- viii. Capacity building of the staff in rates collection.
- ix. Regular reminders through bulk SMS on payment of land rates.
- x. Regular updating of the Valuation Roll through supplementary rolls. This will ensure correct charging of the plots.
- xi. Amnesty packages such as giving waivers on penalty or accumulated interests on outstanding property rates. This will encourage compliance.

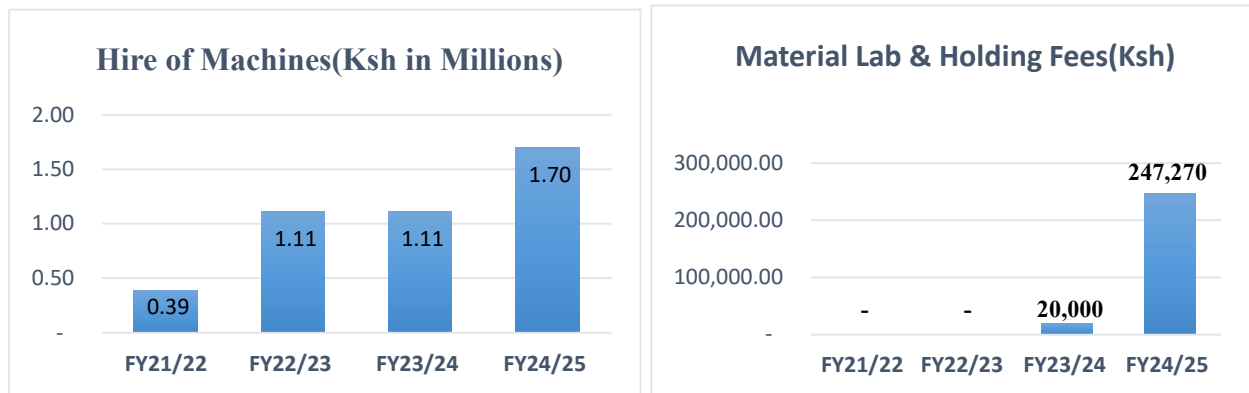
4.3 Ministry of Roads, Transport & Public Works

The revenue streams in the Ministry are Hire of Machines and Material Lab Testing Fee. Revenues in the respective streams have shown a modest year over year growth as is in (Figure 10).

Table 10: Hire of Machines and Material Lab & Holding Fees

| Financial Year | Amount |
|--|-------------------|
| Hire of Machines | |
| FY21/22 | 0.39 |
| FY22/23 | 1.11 |
| FY23/24 | 1.11 |
| FY24/25 | 1.70 |
| TOTAL (Millions) | 4.31 |
| Material Lab & Holding Fees | |
| FY21/22 | - |
| FY22/23 | - |
| FY23/24 | 20,000 |
| FY24/25 | 247,270 |
| TOTAL(Kshs) | 267,270.00 |

Figure 10: Hire of Machines and Material Lab & Holding Fees



4.3.1 Gap/Challenges

- i. There is no effective tracking of machines and monitoring of the machine hours
- ii. Non-Routine maintenance of the machinery.
- iii. Inadequate public awareness of the services rendered by the ministry

4.3.2 Recommendations

- i. Acquiring and fitting and tracking devices to monitor machine location and hours.
- ii. Ensure timely repairs and servicing of county machinery to guarantee availability.
- iii. Sensitization of services to members of the public.

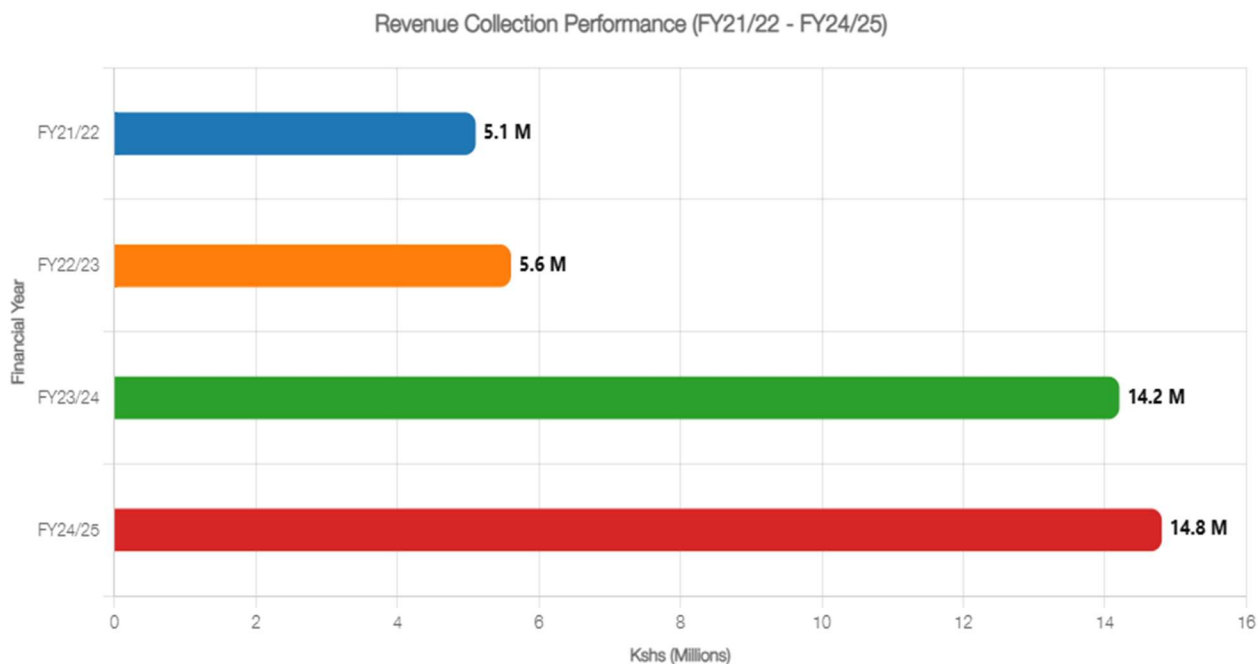
4.4 Ministry of Agriculture and Livestock and Water and Irrigation

The revenue streams under these ministries include the sale of agricultural goods, training and learning centre fees, ploughing, agricultural shows, veterinary services, and borehole drilling. Revenue performance from these streams recorded a continuous improvement from FY 2021/2022 to FY 2024/2025, reaching Ksh. 14.81 million in FY 2024/2025 (Figure 11).

Table 11: Revenue Performance in Ksh. from FY2021/22 to FY 2024/25

| Financial Year | Amount (Millions) |
|----------------|-------------------|
| FY21/22 | 5.1 |
| FY22/23 | 5.6 |
| FY23/24 | 14.2 |
| FY24/25 | 14.8 |
| TOTAL | 39.7 |

Figure 11: Revenue Performance in Kshs. from FY2021/22 to FY 2024/25



4.4.1 Gaps and Challenge

- i. Low adoption of new trends and emerging technology leading to underproduction.
- ii. Lack of a favorable financing structure leading to cashflow constraints
- iii. Poor debt management especially from county Ministries/ Department.
- iv. Underfunding of the Agricultural training center to maximize its potential.

- v. Budget constraints for tractors and machinery maintenance
- vi. Low public awareness of the services offered
- vii. Lack of adequate machinery to offer services across the county eg drilling machines
- viii. Undercharging of goods and services

4.4.2 Recommendations

- i. Diversification and use of emerging technology in production e.g. intensive chick and poultry production and value addition of produce e.g. mango juice, tomato paste etc.
- ii. Restructuring of funding and spending at ATC
- iii. Modernization of ATC Infrastructure
- iv. Public awareness of goods and services offered.
- v. Restructuring of funding and spending at AMS
- vi. Purchase adequate machinery to offer services across the county
- vii. Automation in revenue collection and adoption of cashless mode of payment
- viii. Review of charges/ rates

4.5 Ministry Of Health and Sanitation

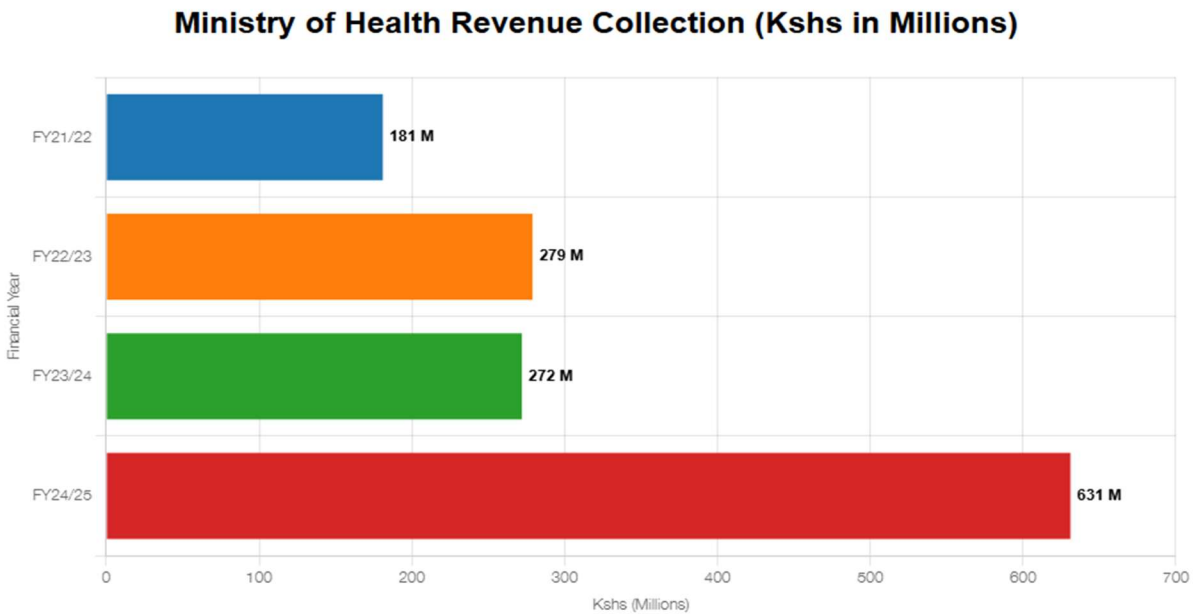
4.5.1 Health and Sanitation

This ministry encompasses preventive, curative, and promotive health care services in Kitui County. In FY 2021/2022, revenue collected from its streams amounted to Ksh. 181 million and has been on an upward trajectory since then. By FY 2024/2025, revenue collection had risen to Ksh. 631 million (Figure 12).

Table 12: Ministry of Health Actual Revenue Collection

| Financial Year | Amount (Ksh in Millions) |
|----------------|--------------------------|
| FY21/22 | 181 |
| FY22/23 | 279 |
| FY23/24 | 272 |
| FY24/25 | 631 |
| TOTAL | 1,363 |

Figure 12: Ministry of Health Actual Revenue Collection



4.5.2 Gaps and Challenges

- i. Frequent stock-outs in hospitals
- ii. Fragmented revenue collection systems
- iii. Delayed reimbursements from insurance

4.5.3 Recommendations

- i. Implementation of Facility Improvement Financing (FIF) Act 2023
- ii. Adoption of a single revenue system for all hospitals
- iii. Enhanced debt collection strategies
- iv. Diversification of specialized services

4.6 Office of The Governor

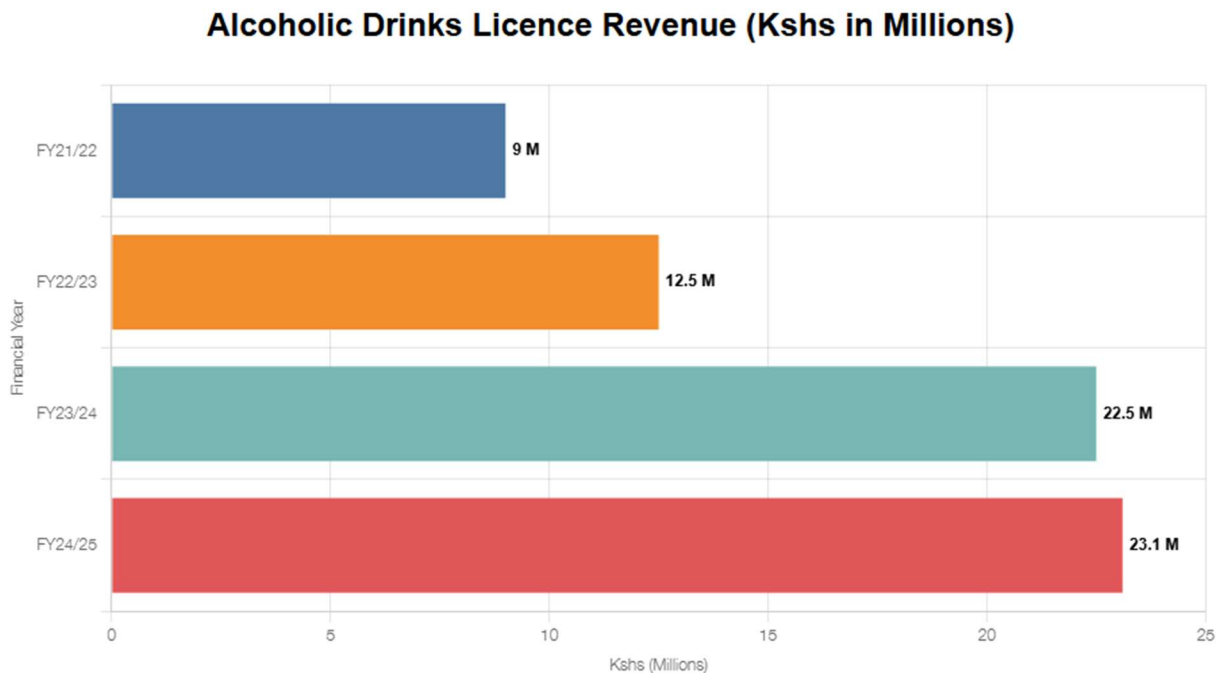
4.6.1 Liquor License

An analysis of revenue generated from liquor licence fees over the last four financial years shows an upward trend from FY 2021/2022 to FY 2023/2024. In FY 2024/2025, revenue collected amounted to Ksh. 23.1 million from 9M in the FY 2021/22. (Figure 13).

Table 13: Alcoholic drinks license actual revenue

| Financial Year | Amount (Ksh in Millions) |
|--------------------|--------------------------|
| FY21/22 | 9.0 |
| FY22/23 | 12.5 |
| FY23/24 | 22.5 |
| FY24/25 | 23.1 |
| TOTAL(Kshs) | 67.1 |

Figure 13: Alcoholic drinks license revenue



4.6.2 Challenges

- i. Revenue loss occasioned by overlapping of validity of liquor licenses and SBP.
- ii. Most bars operate at night making enforcement a challenge.
- iii. Lack of Alcoholic Drinks and Licensing Board

4.6.3 Recommendations

- i. Full operationalization of Kitui County Alcoholics Drinks Act 2014 including formation of Alcoholic Drinks and Licensing Board
- ii. Joint multi-sectoral assessment and enforcement of licensing i.e. collaboration between County and the National Governments for better guided classification.
- iii. Synchronize the timelines of paying the liquor licenses and SBP.

4.7 Office of the Deputy Governor

4.7.1 Game Reserves

The county has two game reserves namely, Mwingi Game Reserve and South Kitui Game Reserve. No revenue has been collected so far.

4.7.2 Gaps and Challenges

- i. The Game Reserves are not operational due to underfunding for rehabilitation.
- ii. Lack of collaboration between county and other stakeholders.
- iii. Lack of legal framework to guide engagement with private investors.

4.7.3 Recommendations

- i. Fast-track completion of rehabilitation of Game Reserves through increased fund allocation.
- ii. With the recent signing of an MOU between the County and Kenya Wildlife Services (KWS), the county should harmonize with KWS on how to charge entrance fees at Mwingi Game Reserves at the constructed tourist entrance gates.
- iii. Develop tourism investment policy to guide in engagement of public private partnerships (PPPs) to have potential investors invest in game lodges, campsites, picnic sites and tented camps in the reserves.

4.8 Ministry of Culture, Gender, Youth ICT, Sport and Social Services

4.8.1 Hire of grounds, resource centres and halls for events

The Ministry has various grounds and facilities namely; Ithookwe show ground, Kitui stadium grounds, Mwingi and Kyoani Resource centres, Mwingi Library and Mwitika social hall for hosting events. Revenue collected for FY 2024/25 was Ksh. 0.36 Million which is below set targets.

4.8.2 Gaps and Challenges

- i. Inadequate publicity of the availability of the grounds to the public and MDAs

4.8.3 Recommendations

- i. Upgrade the grounds and facilities to meet the current market standards.
- ii. Marketing and publicity of the grounds and facilities.

4.8.4 Park entry fees

The county is looking into raising revenue from Kalundu Dam Eco park and the upcoming Mutomo reptile park.

4.8.5 Gaps and Challenges

- i. Mutomo Reptile Park is not operational as construction is ongoing.
- ii. There is no policy to guide on Public Private Partnerships to engage private investors at the Eco park.
- iii. There is no reinforced fencing at the Kalundu Eco -park thus hindering collection of entrance fees at the gate.

4.8.6 Recommendations

- i. Completion and operationalization of Mutomo Reptile Park which is about 90% complete.
- ii. Development of a policy to guide in Public Private Partnerships.
- iii. Fencing of Kalundu dam Eco Park.

4.9 Ministry Of Energy, Environment, Forestry, Natural and Mineral Resources

4.9.1 Permitting and Disposal of Charcoal, Asbestos, Minerals & Fines, Penalties and Other Charges

The Ministry collected Ksh 296,850 in the FY 2024/25. The ministry has a potential of collecting 34M with the full implementation of Kitui Sand Utilization and Conservation Act.

4.9.2 Gaps and Challenges

- i. Lack of registration and transportation of New Charcoal Producers Associations (CPAs) due to charcoal ban of 2018

- ii. Lack of specialized environmental officers (hazardous waste dumping and spillage, felling of trees, noise pollutions, dumping sites, minerals)

4.9.3 Recommendations

- i. Implementation of Kitui County River Sand Utilization and Conservation Act and Policy of 2024
- ii. Recruitment of specialized environmental officers to handle hazardous waste dumping and spillage

4.9.4 Mining prospecting permit

In FY 2024/2025, the County Ministry of Energy, Environment, Forestry, Natural and Mineral Resources collected Ksh. 1.7 million. According to the CRA 2022 report, the revenue potential for this stream is estimated at Ksh. 159.3 million.

4.9.4.1 Gaps and Challenges

- i. Lack of mining policy stipulating maximum period of prospecting rights to companies to reduce revenue lost due to prolonged period of prospecting.
- ii. Inadequate unspecialized staff

4.9.4.2 Recommendations

- i. A policy stipulating maximum period on county minerals prospecting permit.
- ii. Recruitment of technical and specialized staff

4.9.5 Noise pollution

In FY 2024/2025, the Ministry of Energy, Environment, Forestry, Natural and Mineral Resources collected Ksh. 0.27 million from noise pollution.

4.9.5.1 Gaps and Challenges

- i. No Noise Policy at the county level to address the issue of Night clubs without soundproof walls, religious organizations and ceremony timing and noise strength and related penalties.
- ii. Inadequate specialized equipment

4.9.5.2 Recommendations

- i. Development of policy addressing noise pollution
- ii. Procurement of specialized equipment for noise level detection

4.10 Ministry of Trade, Industry, Cooperatives and MSMEs

4.10.1 Weights & Measures

The Ministry collected Ksh. 160,000 in FY 2021/2022, and Ksh.1M in FY 2024/25. However, the ministry has the potential to significantly increase collections from this stream if the identified gaps are effectively addressed.

4.10.1.1 Gaps and Challenges

- i. No data of all the trade premises with weighing equipment in kitui county
- ii. Insufficient qualified licensed staff and tools (vehicles, calibration tools)

4.10.1.2 Recommendations

- i. Recruitment of technical and specialized staff
- ii. Procure enough calibration equipment
- iii. Purchase of vehicles for inspection and enforcement.

4.10.1.3 Cooperative Audit Fee

The Ministry collected Ksh. 721,937 in FY 2024/2025 from cooperative audit fees. The collections have been growing for the past three years.

Gaps and Challenges

- i. Low Public awareness on SACCOs auditing services offered by the county at lower rates
- ii. Outdated data on number of cooperatives

4.10.1.4 Recommendations

- i. Sensitization of citizenry in public forums services offered by cooperatives
- ii. Keeping proper data on number of cooperatives
- iii. Capacity building of the available audit staffs

5.0 REVENUE IMPACT

The ultimate objective of the RES is to progressively increase Kitui County's OSR from Ksh. 895 million collected in FY 2024/2025 to Ksh. 1.086 billion in FY 2025/2026, Ksh. 1.352 billion in FY 2026/2027, and Ksh. 1.379 billion in FY 2027/2028.

The revenue projections were guided by past revenue performance and ministry wise potential collection justifications. For FY 2025/26, the projected growth was 21.3 % of the revenue realized in the FY 2024/2025. This will be achieved through implementation of proposed strategies including but not limited to; automation and digitalization, Implementation of the Kitui River Basins Sand Utilization & Conservation Act 2024, culture change, improved service delivery, data mapping, enforcement, and political goodwill, among others. Further, there is need for continuous review of administrative challenges affecting revenue collection and sustainable strategies cutting across the County revenue streams.

Kitui County Fiscal Strategy paper for the FY 2023/24 states that for effective service delivery, every Ministry will strengthen resource mobilization strategy for effective revenue collection and financial management. This will be achieved through setting up realistic revenue targets, reliable policies and laws.

Table 1 presents the revenue projections for the FYs 2025/2026, 2026/2027 and 2027/2028. The major source of OSR are health service fees and trade licenses which are projected to contribute over 60% and 10%, respectively.

Table 14: Revenue projection for FY 2025/26, FY 2026/2027&2027/28

| S/N | Revenue Stream(s) | Actual Collection FY 2024/2025 | Target for FY 2025/26 | Projection-FY 2026/27 | Projection-FY 2027/28 |
|--|-------------------------------|--------------------------------|-----------------------|-----------------------|-----------------------|
| Ministry of Agriculture and Livestock | | | | | |
| 1 | sale of agricultural goods | 362,610 | 674,665 | 742,132 | 779,238 |
| 2 | Training/Learning Centre fees | 2,536,250 | 3,718,896 | 4,090,786 | 4,295,325 |
| 3 | Ploughing | 1,278,850 | 2,166,366 | 2,383,003 | 2,502,153 |
| 4 | Agricultural Show | 5,612,650 | 6,442,784 | 7,087,062 | 7,441,416 |
| 5 | Veterinary Services | 2,073,325 | 2,955,661 | 3,251,227 | 3,413,788 |
| | Total | 11,863,685 | 15,958,372 | 17,554,209 | 18,431,920 |

| S/N | Revenue Stream(s) | Actual Collection FY 2024/2025 | Target for FY 2025/26 | Projection-FY 2026/27 | Projection-FY 2027/28 |
|---|--------------------------------|--------------------------------|-----------------------|-----------------------|-----------------------|
| Ministry of Water and Irrigation | | | | | |
| 1 | Borehole drilling Fees | 2,877,300 | 3,000,000 | 3,300,000 | 3,465,000 |
| | Total | 2,877,300 | 3,000,000 | 3,300,000 | 3,465,000 |
| Ministry of Energy, Environment, Forestry, Natural and Mineral Resources | | | | | |
| 1 | Sand Management Fees | | 17,802,097 | 19,582,307 | 20,561,422 |
| 2 | Mineral Cess | | | - | - |
| 3 | Charcoal Cess | | | - | - |
| 4 | Mining Permits | | | - | - |
| 5 | Noise Pollution | 296,850 | 1,169,975 | 1,286,973 | 1,351,321 |
| | Total | 296,850 | 18,972,072 | 20,869,279 | 21,912,743 |
| Ministry of Health & Sanitation | | | | | |
| 1 | Facility Improvement Financing | 630,888,823 | 773,901,696 | 1,008,869,424 | 1,018,739,319 |
| 2 | Public Health Fee | 414,332 | | - | - |
| | Total | 631,303,155 | 773,901,696 | 1,008,869,424 | 1,018,739,319 |
| Ministry of Culture, Gender, Youth, ICT, Sports & Social Services | | | | | |
| 1 | Hire of Specialized Ground | 227,000 | 272,825 | 300,108 | 315,113 |
| 2 | Resource Centres | 87,500 | 113,138 | 124,452 | 130,674 |
| 3 | Library Services | 54,190 | 66,293 | 72,922 | 76,568 |
| | Total | 368,690 | 452,256 | 497,482 | 522,356 |
| Ministry of Lands, Housing, and Urban Development | | | | | |
| 1 | Land Rates | 23,088,750 | 20,371,343 | 22,408,477 | 23,528,901 |
| 2 | Clearance Certificate Fee | 674,000 | 775,522 | 853,074 | 895,728 |
| 3 | Building Plan Approvals | 1,524,890 | 2,416,581 | 2,658,239 | 2,791,151 |
| 4 | Pole Connections | | | - | - |
| 5 | Architectural Fee | 8,303,203 | 10,952,190 | 12,047,409 | 12,649,779 |
| 6 | Fire Inspection | 230,600 | 275,558 | 303,114 | 318,269 |
| 7 | Building Inspection Fee | 1,103,500 | 1,864,897 | 2,051,387 | 2,153,956 |
| 8 | Land administrative fees | 1,936,750 | 1,769,332 | 1,946,265 | 2,043,578 |
| | Total | 36,861,693 | 38,425,423 | 42,267,965 | 44,381,364 |
| Treasury and Municipalities | | | | | |
| 1 | Single Business Permits | 94,413,064 | 102,649,433 | 112,914,376 | 118,560,095 |
| 2 | Advertising | 22,232,640.00 | 24,354,682 | 26,790,150 | 28,129,658 |
| 3 | Parking Fees | 17,743,785 | 20,096,257 | 22,105,883 | 23,211,177 |

| S/N | Revenue Stream(s) | Actual Collection FY 2024/2025 | Target for FY 2025/26 | Projection-FY 2026/27 | Projection-FY 2027/28 |
|--|--------------------------|--------------------------------|-----------------------|-----------------------|-----------------------|
| 4 | Stock and market Fees | 15,889,672 | 16,108,700 | 17,719,570 | 18,605,549 |
| 5 | Cess | 11,844,750.00 | 12,152,256 | 13,367,482 | 14,035,856 |
| 6 | Slaughterhouse Fees | 2,355,975.00 | 2,738,913 | 3,012,804 | 3,163,445 |
| 7 | Delivery Charges | 15,664,654 | 16,161,227 | 17,777,350 | 18,666,217 |
| 8 | House and Stalls Rent | 2,280,000 | 2,520,656 | 2,772,722 | 2,911,358 |
| 9 | Fines and Penalties | 664,890.00 | 244,847 | 269,332 | 282,798 |
| 10 | Document Search Fee | 17,700 | 17,690.00 | 19,459.00 | 20,431.95 |
| 11 | Clumping Fees | | | - | - |
| 12 | Burial Fees | 28,800.00 | 28,609 | 31,470 | 33,043 |
| 13 | Fire Fighting | 73700 | 99,383 | 109,321 | 114,787 |
| 14 | Exhauster Services | 88330 | 31,275 | 34,403 | 36,123 |
| | Total | 183,297,960 | 197,203,928 | 216,924,321 | 227,770,537 |
| Ministry of Roads, Public Works, and Transport | | | | | |
| 1 | Projects Sign Board | 2,022,000 | 3,067,583 | 3,374,341 | 3,543,058 |
| 2 | Preparation of BQs | | | 0 | 0 |
| 3 | Hiring of Machinery | 1,652,896 | 2,842,127 | 3,126,340 | 3,282,657 |
| 4 | Material Testing Lab | 26,700 | 6,170 | 6,787 | 7,126 |
| | Total | 3,701,596 | 5,915,880 | 6,507,468 | 6,832,841 |
| Office of the Governor | | | | | |
| 1 | Alcoholic Drinks Fees | 23,091,500 | 30,171,748 | 33,188,923 | 34,848,369 |
| | Total | 23,091,500 | 30,171,748 | 33,188,923 | 34,848,369 |
| Ministry of Education, Training, and Skills Development | | | | | |
| 1 | ECDE Centre registration | - | - | - | - |
| | Total | - | - | - | - |
| Ministry of Trade, Industry, MSMEs, Innovation & Cooperatives | | | | | |
| 1 | Weights and Measures | 1,031,670 | 1,536,011 | 1,689,612 | 1,774,093 |
| 2 | Cooperative Audit Fees | 721,937 | 712,614 | 783,875 | 823,069 |
| | Total | 1,753,607 | 2,248,625 | 2,473,488 | 2,597,162 |
| Office of the Deputy Governor | | | | | |
| 1 | Game park entrance fees | | - | - | - |
| | GRAND TOTAL | 895,416,036 | 1,086,250,000 | 1,352,452,559 | 1,379,501,610 |

6.0 MONITORING AND EVALUATION

6.1 Monitoring

Monitoring will entail routine data collection and measurement of progress towards set objectives. The process will assess implementation (input, process and output) and results (outcome and impact) by regular collection and analysis of data to provide information that assists timely decision-making, ensure accountability and provide the basis for evaluation and learning. The key monitoring Reports will include;

- i. **Periodic reports:** Quarterly & annual evaluation and progress reports will be submitted to the chief officers over the strategy period.
- ii. **Adhoc reports:** The respective County Ministries will generate adhoc reports with on a need basis.

6.2 Monitoring and Evaluation Framework

The Department will either establish and/or strengthen the following frameworks;

i. Revenue Data Base Information Management System

Data used for evidence-based policy formulation and planning should have the following qualities; timeliness, relevance, accuracy and legitimacy to enhance capacity to collect, transform and disseminate data. The database will form the basis for the establishment of the critical Monitoring and Evaluation Framework for the implementation of this revenue enhancement strategy.

ii. Automation and digitization of monitoring and evaluation structures

Monitoring and evaluation is key to enhancing revenue for the county. This will be achieved through automation and digitization of the revenue management system to have real time data reporting. This will require continuous capacity building of revenue officers as a dedication to achieving its own source targets for enhanced service delivery.

iii. Joint coordination and implementation committee

Coordination and regulation are required to promote professionalism and reduce unnecessary duplication of efforts and wastage of resources. To ensure this a joint inter ministerial committee under the leadership of CECM Finance, Economic Planning and Revenue Management shall be established. This committee will be responsible for coordination and carrying out planned and random inspections.

6.3 Performance Indicators

Performance indicators at all levels in the county will be measured against the indicators provided in Table 2. The indicators will be shared for purposes of implementing this Strategy and the preparation of the M & E cycle. Performance indicators will be cascaded to the lowest sub-activity.

Table15 : Performance Indicators

| Criteria | Indicator |
|---|--|
| Growth in OSR | Percentage growth in OSR Number of new revenue streams exploited |
| Stakeholder engagement | Number of stakeholders engagement meetings |
| Staffing and staff capacity development | Number of staff hired Number of staff trained |
| Revenue Enhancement workplans developed | Number of work plans developed |
| Monitoring and evaluation | Number of Monitoring and Evaluation visits Number of quarterly and annual reports |
| Interdepartmental collaboration | Number of interdepartmental review meetings |

7.0 IMPLEMENTATION MATRIX

| Strategy | ACTIVITY | RESPONSIBILITY | FY 2025-26 | FY2026-27 | FY2027-28 |
|----------------------------------|---|---|---|-------------------------------------|-------------------------------------|
| 1. Revenue administration | | | | | |
| Policy and legal framework | Implementation of Revenue Administration Act and Stream-specific revenue acts | CECM - Finance Revenue Management and Economic planning | -Sensitization of staff and stakeholders. -Prepare tariff and pricing policy | Two revenue acts | Two revenue acts |
| | Establishment of county court | CECM Overseeing Office of the Governor | Operationalize the court | Prosecute cases at the county court | Prosecute cases at the county court |
| | Develop revenue administration M&E framework | CECM - Finance Revenue Management and Economic planning | Draft M&E policy | Approval and implementation | Implementation |
| Automation | Acquire a unified integrated revenue collection system (UIRCS) | CECM-Finance Revenue Management and Economic planning | Procure the system and implement | Monitoring/improving | Monitoring/improving |
| | Acquire Lands Information and Management System (LIMS) | CECM- Lands, Housing and Urban Development | Embed LIMS to the UIRCS | Continuous improvement | Continuous improvement |
| | Automate public health revenue collection | CECM – Health and Sanitation | Automate revenue collection | Continuous improvement | Continuous improvement |
| | BulkSMS service for businesses. | CECM– Culture, Gender, Youth, ICT, Sports and Social Services | Continuous | Continuous | Continuous |

| Strategy | ACTIVITY | RESPONSIBILITY | FY 2025-26 | FY2026-27 | FY2027-28 |
|-----------------|---|---|--|--|--|
| | | CECM - Finance Revenue Management and Economic planning | | | |
| | Incorporate penalty schedule | CECM– Culture, Gender, Youth, ICT, Sports and Social Services | Incorporate penalty schedule in the revenue system | Operationalize | Operationalize |
| | | CECM - Finance Revenue Management and Economic planning | | | |
| | Set-up a USSD code for unstructured revenue | CECM – Finance Revenue Management and Economic planning. CECM - Culture, Gender, Youth, ICT, Sports and Social Services. | Acquire and operationalize the code | Operationalize | Operationalize |
| Data mapping | Obtaining GPS coordinates for all signboards for accurate invoicing | CECM - Lands, Housing and Urban Development. | Map coordinates | Update the system data | Update the system data |
| | Conduct data mapping on businesses | CECM – Finance Revenue Management and Economic planning | Updating database | Updating the database | Updating the database |
| | Georeferencing of rateable properties/plots | CECM, Lands, Housing and Urban Development and CECM Finance | Geo-reference rateable properties/plots | Update the database of rateable properties | Update the database of rateable properties |
| | Regular update of the main valuation roll | CECM, Lands, Housing and Urban Development and CECM Finance | One supplementary valuation roll | One supplementary valuation roll | One supplementar |

| Strategy | ACTIVITY | RESPONSIBILITY | FY 2025-26 | FY2026-27 | FY2027-28 |
|---|--|--|---------------------------------------|---------------------------------------|---------------------------------------|
| | | | | | y valuation roll |
| Staffing, staff development, and facilitation | Recruitment of revenue collectors and technical staff | CECM - Finance Revenue Management and Economic planning | Recruitment/deployment | Recruitment/deployment | Recruitment/deployment |
| | Training | CECM – Finance Revenue Management and Economic planning. | 1 training session | 1 training session | 1 training session |
| | Procure revenue vehicles | CECM - Finance Revenue Management and Economic planning. | Procure 2 vehicles | Procure 4 vehicles | Procure 2 vehicles |
| | Procure motorbikes | CECM - Finance Revenue Management and Economic planning. | Procure 8 motorbikes | Procure 8 motorbikes | Procure 7 motorbikes |
| | Provide staff with working PoSs | CECM - Finance Revenue Management and Economic planning. | Procure 100 PoSs | Procure 50 PoSs | Procure 50 PoSs |
| | Benchmarking for best practices | CECM – Finance Revenue Management and Economic planning | 1 | 1 | 1 |
| Stakeholder engagement | Hold quarterly stakeholder sensitization meetings in all divisions | CECM – Finance Revenue Management and Economic planning | 12 stakeholder sensitization meetings | 12 stakeholder sensitization meetings | 12 stakeholder sensitization meetings |
| Interdepartmental collaboration | -Regular revenue inspection drives | CECM - Finance Revenue Management and Economic planning. | 2 inspections drives | 2 inspection drives | 2 inspection drives |
| | | CECM – Lands, housing | | | |

| Strategy | ACTIVITY | RESPONSIBILITY | FY 2025-26 | FY2026-27 | FY2027-28 |
|--|--|--|---|---|---|
| | | and Urban Development. | | | |
| | Quarterly review of departmental targets and actuals | All CECMs | 4 | 4 | 4 |
| | Involve relevant departments in licensing, drafting of Finance Bill, Public Participation & Revenue inspection | All CECMs | Continuous | Continuous | Continuous |
| House and stalls | | | | | |
| Rationalize stalls allocation for enhanced rent compliance | Develop Market stalls Policy | CECM - Finance Revenue Management and Economic planning. CECM-Lands, housing and Urban Development. | Drafting the policy | Approve, disseminate, and implement | Implement |
| Transportation (Delivery) Fees | | | | | |
| Enhanced enforcement at county level | Establish mobile cess points | CECM - Finance Revenue Management and Economic planning. | Kibwezi road, Kitui –Katangi road and Garissa highway | Operationalize | Operationalize |
| | Construction of cabro paved parking slots | CECM – Lands, housing and Urban Development. | 1000M ² of cabro paved parking lot(s) | 500M ² of cabro paved parking lot(s) | 500M ² of cabro paved parking lot(s) |

| Strategy | ACTIVITY | RESPONSIBILITY | FY 2025-26 | FY2026-27 | FY2027-28 |
|--------------------------------------|---|--|---|--|---|
| | Upgrade the Kitui slaughterhouse | CECM – Lands, housing and Urban Development. | Borehole drilling and equipping | Rehabilitation of the drainage system. Installation of the solar lights | Operationalize |
| | Acquisition of parcels of land for new stock markets and fencing of the existing ones | CECM - Trade, Industry MSMESs, Innovation and Co-operatives. | Acquire land for the Mutha and Ngomeni yards | Acquire land for the Kamuw'ongo stock yard | - |
| Market and Stock Fees | | | | | |
| Conducive market environment | -Regular cleaning and maintenance of the markets - Increase fuel allocation | CECM – Lands, housing and Urban Development. | Continuous | Continuous | Continuous |
| Enhanced enforcement at county level | Establish mobile cess points | CECM - Finance Revenue Management and Economic planning. | Kibwezi road, Kitui –Katangi road and Garissa highway | Operationalize | Operationalize |
| | Construction of cabro paved parking slots | CECM – Lands, housing and Urban Development. | 1000M ² of cabro paved parking lot(s) | 500M ² of cabro paved parking lot(s) | 500M ² of cabro paved parking lot(s) |
| | Upgrade the Kitui slaughterhouse | CECM – Lands, housing and Urban Development. | Borehole drilling and equipping | Rehabilitation of the drainage system. | Operationalize |
| | Acquisition of parcels of land for new stock markets | CECM - Trade, Industry MSMESs, Innovation and Co-operatives. | Acquire land for the Mutha and Ngomeni yards | Acquiring land for the Kamuw'ongo stock yard | - |

| Strategy | ACTIVITY | RESPONSIBILITY | FY 2025-26 | FY2026-27 | FY2027-28 |
|------------------------------|--|--|------------|------------|------------|
| | and fencing of the existing ones | | | | |
| Market and Stock Fees | | | | | |
| Conducive market environment | -Regular cleaning and maintenance of the markets - Increase fuel allocation | CECM – Lands, housing and Urban Development. | Continuous | Continuous | Continuous |

MINISTRY OF AGRICULTURE

| Strategy | Activity | Responsible department | FY 2025-26 | FY2026-27 | FY2027-28 |
|---|--|---|--|----------------------------|---------------------------|
| 1. Receipts from sale of Agricultural goods | | | | | |
| Enterprise Diversification and use of modern technology in production | Establishment of intensive agricultural production units | Chief Officer Agriculture and Livestock | Establishment of intensive poultry production | Monitoring and evaluation | Monitoring and evaluation |
| | Value addition of farm produce | Chief officer, Agriculture and livestock | Operationalization of food processing plants at ATC | Diversify to other product | Monitoring and evaluation |
| 2. Training/Learning Centre fee | | | | | |
| Restructuring of funding and spending | Development of funding and debt management guidelines | Chief officers Agriculture and livestock/ Finance and economic planning | Implementation of funding and spending mechanism such debt management guidelines and Revolving funds | Monitoring | Monitoring |

| Strategy | Activity | Responsible department | FY 2025-26 | FY2026-27 | FY2027-28 |
|---|--|--|-------------------------------------|--------------------------------|----------------------------|
| Modernization of infrastructure | Construction and refurbishment of infrastructure | CECM- Agriculture and livestock | Refurbishment of Infrastructure | Construction of infrastructure | Improvement |
| Enhanced marketing of institutional goods and services offered | Sensitization through Media advertisement | CECM Agriculture and livestock/ | Sensitization | Sensitization | Sensitization |
| 3. Ploughing, Engineering and Works Levy | | | | | |
| Diversification of services rendered | Purchase of machines & equipment | CECM- Agriculture and Livestock | Purchase of machines & equipment | Monitoring and maintenance | Monitoring and maintenance |
| Restructuring of funding and spending | Development of funding guidelines | CECMs- Agriculture and Livestock, Finance and Economic Planning | Introduction of revolving fund | Monitoring and improvement | Monitoring and improvement |
| Enhanced marketing of the services rendered | Sensitization of public on services rendered | CECM Agriculture and Livestock | Sensitization | Sensitization | Sensitization |
| 4. Meat Inspection | | | | | |
| Capacity Enhancement | Procurement of motorbikes | Chief officer Agriculture and Livestock | Procure & issue motorbikes to staff | Maintenance of motorbikes | Maintenance of motorbikes |
| Automation in revenue collection and adoption of cashless mode of payment | Sensitizing the community on payment | Chief Officer Agriculture and Livestock/ Finance and Economic Planning | Sensitization | Sensitization | Sensitization |
| 5. Borehole Drilling | | | | | |

| Strategy | Activity | Responsible department | FY 2025-26 | FY2026-27 | FY2027-28 |
|--|---|------------------------------------|--------------------------------------|---------------------------------------|---------------------------------------|
| Enhance water and irrigation related revenue | Borehole drilling service awareness creation | Chief Officer Water and Irrigation | Sensitization | Sensitization | Sensitization |
| | Acquisition of modern drilling machines and equipment | Chief Officer Water and irrigation | acquisition of machine and equipment | Maintenance of machines and equipment | Maintenance of machines and equipment |
| Review of charges and rate | Domestication of model tariffs and pricing policy | Chief Officer Finance | Domestication of policy | Reviewing the charges in finance Act | Sensitization |

| Strategy | Activities | Responsible | FY 2025-26 | FY2026-27 | FY2027-28 |
|-------------------------------------|---|--|---------------------------------|------------------|------------------|
| Transportation and cess fees | | | | | |
| Enhance charcoal related revenue | -Review of Charcoal Management Act 2014 | C.E.CM –Ministry of Energy, Environment,Forestry,Natural and Mineral Resources | -Review Act | Implementation | Implementation |
| Enhance sand related revenue | -Sensitization on Sand Act and Policy | C.E.CM –Ministry of Energy, Environment,Forestry,Natural and Mineral Resources | Sensitize and implement the Act | Implementation | Implementation |
| | -Implementation of sand Act and policy | | | | |
| | Gazettement of sand harvesting sites | C.E.CM –Ministry of Energy, Environment,Forestry,Natural and Mineral Resources | Gazettement | Collection | Collection |
| Strategy | Activities | Responsible | FY 2025-26 | FY2026-27 | FY2027-28 |
| Mining prospecting permit | | | | | |
| Mineral policy framework | Develop the mineral extraction policy | C.E.CM –Ministry of Energy, Environment, | Develop mineral | Implementation | Implementation |

| Strategy | Activities | Responsible | FY 2025-26 | FY2026-27 | FY2027-28 |
|--|--|---|----------------------------------|----------------------------------|----------------------------------|
| | | Forestry,Natural and Mineral Resources | extraction policy | | |
| Noise Pollution | | | | | |
| Noise pollution policy framework | Develop the noise pollution policy | C.E.CM –Ministry of Energy, Environment, Forestry,Natural and Mineral Resources | Develop and implement policy | Implementation | Implementation |
| Trade | | | | | |
| Weights and Measures | | | | | |
| Weights and measures guidelines | -To develop guidelines on weights and measures | C.E.C.M Trade, Industry,MSMEs,Innovation and Cooperatives | Develop and sensitize guidelines | Enforce | Enforce |
| | -Sensitize public on the guidelines | | | | |
| Cooperative Audit Fee | | | | | |
| County cooperative audit guidelines | Develop County guidelines on cooperative audit | C.E.C.M Trade, Industry, MSMEs,Innovation and Cooperatives | Develop and sensitize guidelines | Enforce | Enforce |
| Game Reserves, Reptile Park and Kalundu dam ecopark | | | | | |
| Tourism Investment Policy for Public Private partnerships | Develop a Tourism investment policy that will guide on engagement of private investors to set up eco-lodges,campsites and tourism facilities in the reserves,reptile park and Kalundu dam ecopark. | C.E.C.M Tourism Hospitality and Game Reserves | Develop the policy | Sensitize and enforce the policy | Sensitize and enforce the policy |