

COUNTY GOVERNMENT OF TANA RIVER



SOCIAL PROTECTION: CULTURE, SPORTS, GENDER, SOCIAL SERVICES AND YOUTH AFFAIRS

FY 2018-2028

SECTOR PLAN DRAFT

**THEME: *Embracing efficiency for effective service
delivery***

Vision:

Sustainable and equitable socio-cultural and economic empowerment for all Kenyans.

Mission:

To formulate, mainstream and implement responsive policies through coordinated strategies for sustained and balanced socio-cultural and economic development of the county and empowerment of vulnerable and marginalized groups and areas.

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iv.) Foreword

Foreword

One of the most significant changes introduced to Kenya's national governance framework under the new constitutional dispensation is 47 new county governments with significant responsibilities in agriculture, health, trade, roads, county planning and other functions being devolved to the county level. The Constitution of Kenya 2010, the Kenya Vision 2030 and its Medium Term Plans, provided the foundation for the preparation of the First Sectoral Plans for Tana River County. This Sectoral Plan, will be used in the allocation of scarce resources to priority programmes.

The Kenya Vision 2030 is the country's development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrializing, middle-income country providing a high quality life to all its citizens by the year 2030. The Vision is based on three pillars: Economic, Social and Political Pillar. The pillars are supported by key enablers and macro foundations of the Vision. For each of the Pillars and the key enablers and macro foundations, priority sectors have been identified to drive the aspirations of the Vision. The Vision has also identified a number of flagship projects to be implemented across the country for all sectors. The County Government has identified county-specific flagship projects and programmes that will be implemented at county level and work with the national government to ensure these projects are implemented.

The preparation of this first Sectoral Plan is based on the County Governments Act, 2012 section 109 which mandates every county to prepare Sectoral Plans. The Sectoral Plan is a ten-year blue print that highlights the socio-economic challenges faced by the County, strategies for resources mobilization and programmes to be implemented in order to address the socio-economic challenges.

The County government is composed of the County Executive and County Assembly. The County Executive is expected to supervise the administration and delivery of services to citizens as well as conceptualize and implement policies and county legislation. On the other hand, the County Assembly is a legislative organ and plays an oversight role over the Executive.

The preparation of the Sectoral plan was done through a participatory process that involved various stakeholders including; county and national government officers, community members, private sector,

Public Benefit Organizations (PBOs), Civil Society Organizations (CSOs) and development partners. The views collected in the forums were consolidated by the Sector Working Group (SWGs) and subjected to the stakeholders for validation. Subsequently the document was handed over to the County Executive for onward forwarding to the County Assembly for approval and adoption.

H.E. RTD. MAJOR DHADHO GADAE GODHANA,
Governor, Tana River County.

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Preface

To achieve the desired county transformation, comprehensive development planning, commitment and utilization of scarce resources is necessary. The County Government Act, 2012 requires that counties prepare 10-year County Sectoral plans as component parts of the County Integrated Development Plan, that shall be programme based and form the basis for budgeting and performance management. These Sectoral Plans will be aligned with other county and national long-term plans and will be implemented through 5 year CIDPs. Effective Sectoral planning will contribute significantly towards realization of the objectives of the devolution as envisaged in the Constitution, Vision 2030 as well as the various enabling legislations and policies on devolution.

The Sector plan should contain detailed analysis of the sector covering: the various challenges experienced; the emerging issues affecting the performance of the sector; the environment through which the plans will be implemented; and key developmental issues within the county with the relevant interventions that inform the formulation of the programmes. The plan should mainstream various cross cutting issues and clearly outline the implementation framework as well as the monitoring, evaluation and reporting mechanism.

It is envisaged that the effective use of these guidelines will go a long way towards realization of the aspirations the Kenya Vision 2030 and county transformative agenda. This will, in turn, contribute to balanced growth and development throughout the country.

I wish to acknowledge the role played by Mr. Joseph Malonza, Mr. John Mbuthi and Ms. Anne Murithi in providing overall leadership in the development of the Sectoral plan. The role of the core team, other members of staff and stakeholders is also highly appreciated.

MATHEW BUYA BABWOYA

CECM, Finance and Economic Planning

ABAS KUNYO
CECM, EDUCATION

Acknowledgement

The 2018-2028 edition of social protection, culture and recreation Sectoral Plan was prepared in accordance with section 109 of the County Government Act, 2012 and is the First version since the inception of the County Government of Tana River.

I would like to acknowledge all the departments in the social protection, culture and recreation Sector for their tremendous contribution without which this document would not be a success. All the county departments in the Sector were invited to contribute in the preparation of the Sectoral plan. This information was analyzed by the team lead by our CEC Education Abas Kunyo CECM Chief Officer Culture Siraj Mohamed, Director Culture Tom Masanga, Economist Dahir Barisa, these officers spent significant amount of time putting together this Sectoral Plan.

Finally, I am indebted to express my sincere gratitude to the entire staff of the sectors for their dedication and commitment during the entire exercise.

SIRAJ MOHAMED
CHAIRPERSON
SOCIAL PROTECTION, CULTURE AND RECREATION

vii.) Executive Summary

The Social Protection, Culture and Recreation Sector comprises six programmes namely; Administrative and Support Services, Culture, Arts and Heritage Development, Children Protection, Social Development, Sports Development-and Youth Empowerment.

The sector envisions a globally competitive workforce, sports, culture and recreation industry, and a resilient equitable and informed society. Major achievements during the MTEF period 2015/16 - 2017/18 include: Increased financial support to Older Persons, PWDs, OVCs and food-insecure households through cash transfer programmes; provision of assistive and supportive devices to PWDs; distribution of relief food to food insecure persons, investment in drought preparedness and resilience; rescue and rehabilitation of street families; provision of support to vulnerable children; and capacity building for youth, women and PWDs on entrepreneurship.

The sector pursues building partnerships and linkages with development partners/donor agencies, National Government institutions, civil society and private sector players among other stakeholders to scale up the implementation of projects and programmes; up-scaling the implementation of the programmes in the sector that provide requisite skills for employment; prioritization of research and development to inform implementation of viable programmes and projects; enhancing public awareness of the sector programmes for the uptake of services, funding and improved stakeholder participation; and enhanced collection, analysis and dissemination of gender statistics.

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CHAPTER ONE: INTRODUCTION

1.1 Overview of the County

The Section provides the background information of the County in terms of size, physiographic and natural conditions and population profile. The chapter further explains the linkage between this plan and the CIDP and the Plan preparation process.

1.1.1. Geographical Location and Size.

Tana River County is located in the coastal region of Kenya. The county borders Kitui County to the West, Garissa County to the North East, Isiolo County to the North, Lamu County to the South East and Kilifi County and Indian Ocean to the South. The county straddles between latitudes 0°0'53'' and 2°0'41'' South and longitudes 38° 30' and 40°15' East and has a total area of 38,862.20 Km². The county has a coastal strip of 76 Km.

Figure 1: Map of Kenya showing the location of the County (Marked in red)



Source: Tana River County Development Planning Office, 2012

1.1.2. Physiographic and Natural Conditions

The major physical features in Tana River County is an undulating plain that is interrupted in a few places by low hills at Bilibil (around Madogo) and Minijila which are also the highest points in the county. The land in Tana River generally slopes south eastwards with an altitude that ranges between 0m and 200m above sea level.

The most striking topographical feature is the river Tana that traverses the county from the Aberdares in the North to the Indian Ocean in the South covering a stretch of approximately 500km. Besides the river Tana, there are several seasonal rivers in the county popularly known as *lagas*, which flow in a west-east direction from Kitui and Makueni Counties draining into river Tana and eventually into the Indian Ocean. The river beds support livestock as well as wildlife during the dry season since they have high ability to retain water. River beds are most appropriate sites for shallow wells, sub-surface dams as well as earth pans. However, these *lagas* are also major bottlenecks to road transport as they cut off roads during rainy seasons making the county virtually land locked.

1.1.3. Administrative Units

The county is divided into three (3) administrative units namely; Bura, Galole and Tana Delta, nine (9) divisions, 15 wards, forty five (45) locations and ninety six (96) sub-Locations.

Table 1: shows the area of the county by administrative units.

Constituency	Area(km ²)	No. of wards	No. of Locations	No. of Sub-Locations
Bura	13,191.5	5	14	29
Galole	9,657.3	4	16	33
Tana Delta	16,013.4	6	15	34
Total	38,862.2	15	45	96

Source: Tana River County Development Planning Office, 2012

Table 1 shows that Tana Delta is the largest with 16,013.4 Km² followed by Bura and Galole with 13,191.5Km² and 9,657.3Km² respectively.

The projected population of Tana River County in 2015 was estimated at 284,505 with 142,471 being female and 142,034 male. The county has an inter census population growth rate of 2.83 per cent slightly lower than the national average of 2.9 per cent. The ratio of male to female is 99:100 and the pattern is projected to remain the same by June 2018.

Table 2: Population Projection by Age Cohorts

Age Cohort	2009			2012			2015			June 2018		
	M	F	T	M	F	T	M	F	T	M	F	T
0-4	24,481	23,680	48,161	26,650	25,778	52,428	29,012	28,062	57,074	30,701	29,697	60,398
5-9	21,367	20,481	41,848	23,260	22,296	45,556	25,321	24,271	49,593	26,796	25,685	52,481
10-14	16,560	15,530	32,090	18,027	16,906	34,933	19,625	18,404	38,029	20,768	19,476	40,243
15-19	11,962	12,673	24,635	13,022	13,796	26,818	14,176	15,018	29,194	15,001	15,893	30,894
20-24	8,848	10,667	19,515	9,632	11,612	21,244	10,485	12,641	23,127	11,096	13,377	24,473
25-27	7,652	8,952	16,604	8,330	9,745	18,075	9,068	10,609	19,677	9,596	11,226	20,823
30-34	6,046	6,442	12,488	6,582	7,013	13,595	7,165	7,634	14,799	7,582	8,079	15,661
35-39	5,145	5,350	10,495	5,601	5,824	11,425	6,097	6,340	12,437	6,452	6,709	13,162
40-44	3,729	3,825	7,554	4,059	4,164	8,223	4,419	4,533	8,952	4,676	4,797	9,473
45-49	3,675	3,291	6,966	4,001	3,583	7,583	4,355	3,900	8,255	4,609	4,127	8,736
50-54	2,898	2,559	5,457	3,155	2,786	5,941	3,434	3,033	6,467	3,634	3,209	6,843
55-59	2,166	1,823	3,989	2,358	1,985	4,342	2,567	2,160	4,727	2,716	2,286	5,003
60-64	1,631	1,604	3,235	1,776	1,746	3,522	1,933	1,901	3,834	2,045	2,012	4,057
65-69	1,147	860	2,007	1,249	936	2,185	1,359	1,019	2,378	1,438	1,079	2,517
70-74	951	759	1,710	1,035	826	1,862	1,127	899	2,026	1,193	952	2,144
75-79	551	533	1,084	600	580	1,180	653	632	1,285	691	668	1,359
80+	1,009	1,161	2,170	1,098	1,264	2,362	1,196	1,376	2,572	1,265	1,456	2,721
AgeNS	35	32	67	38	35	73	41	38	79	44	40	84

Age Cohort	2009			2012			2015			June 2018		
	M	F	T	M	F	T	M	F	T	M	F	T
Total	119,853	120,222	240,075	130,473	130,875	261,348	142,034	142,471	284,505	150,305	150,768	301,073

Source: KNBS, County Development Planning Office Tana River 2013

In a county with over 70% of the population living in poverty, and with the population growth rate of 2.8 per cent, the projected increase in population has a major and direct impact on the basic needs such as food, water, health and education for all ages.

Additionally, there are special age groups that need targeted interventions because of their special characteristics. These include the under one year, the under five years, 3-5 years, primary school going age, secondary school going age, youth population, female reproductive age, labour force and aged population as shown in the table below.

1.1.4. Main economic activities

The county is categorized as an arid area due to its poor precipitation and divided into three livelihood zones namely, Marginal Mixed Farming, Pastoral and Mixed Farming. The Marginal Mixed Farming and Mixed Farming livelihood zones are ideal for farming while the Pastoral livelihood zone has great potential for livestock rearing.

The main economic activities therefore are farming and pastoralism, however, fishing is done at small scale along river Tana and the coastal shows in Kipini

1.2 Background of the sector

The constitution 2010, established a devolved system of Government with a National Government headed by the president and 47 county Governments under Governors, Tana River being one of them. This meant that some services, which were previously offered nationally were devolved and are to be offered at the county level. Counties have specific constitutional Mandates under schedule 4 of the constitution. To facilitate performance of these mandates, the Constitution provides for the establishment of a maximum of 10 ministries. Section 109 of the County Government Act mandates the County to develop ten-year county sectoral plans. The sectors are organized in line with the structure of government and according to the classification

of the function of government (COFOG). Social protection, culture and recreation being one of the sectors established comprises of the following sub sectors;

- a) Culture arts and heritage
- b) Youth and sports
- c) Gender
- d) Social services

1.3 Rationale for the County Sectoral Plan

In order to effectively perform its constitutional mandates, the County Government, through sectors, is required to develop sectoral plans to provide guidelines for action on county activities and ensure quality service delivery to citizens.

To help the county achieve its strategic goals, departments through their sectors, are required to align their functions to the corporate strategy. It is for this purpose that this plan was developed to guide activities in the sector and in the long run help the County contribute to the socio-economic transformation of Kenya as envisaged in Vision 2030 and the accompanying development Plans.

1.4 Approach/methodology in the preparation of the sector plan

Methodology of the Sector Review

The sectoral plan was developed by a team of technocrats from the county government of Tana River and state department of national planning with the participation of key stakeholders and development partners operating in the county. The team was overseen by a Secretariat from the County Directorate of Planning and Budgeting who facilitated consultations.

The plan used a number of information gathering methods. Information was obtained from a literature review of Kenya's social protection system, secondary analysis of existing programme and household survey data sets and structured, in-depth interviews with stakeholders from government, external partners, programme implementers and civil society organisations based in Tana River County. A consultation workshop for stakeholders was carried out during the first mission in September, 2019.

There were a variety of information sources used in the plan. These include:

I. The comprehensive review of the literature from Government of Kenya policies, legislation and strategic planning documents, programme reviews and operational manuals, reports, critiques and studies from external organisations. Further reports and publications were used to understand the broader environment in Kenya and the provision of social protection in other countries. Much financial and other information was obtained from: TRCG annual budget reports for different departments.

The Review has taken a variety of analytical approaches in looking at the Social Protection Sector and the report includes a range of simulations and mapping analyses.

CHAPTER TWO: SITUATION ANALYSIS

2.1 Sector Context Analysis

2.1.1 Sector socio-economic environment

Economic activities picked up in 2018, after the slowdown in 2017, reflecting improved rains, better business sentiment and easing of political uncertainty. The economy grew by 5.8 percent, 6.2 percent and 6.0 percent in the first, second and third quarters of 2018 respectively, up from 4.7 percent in similar quarters in 2017. Growth for the first three quarters of 2018 averaged 6.0 percent and is projected to grow by 6.0 percent in 2018 up from 4.9 percent in 2017. This growth is supported by a strong rebound in agricultural output, steadily recovering industrial activity, and robust performance in the services sector. 40.

The economy continues to register macroeconomic stability with low and stable interest rates and a competitive exchange rate to support exports. Month-on month overall inflation remained stable and within target at 5.7 percent in December 2018 from 5.6 percent in November 2018, largely on account of low food prices following favorable weather conditions and a decline in energy prices due to lower prices of electricity and diesel. However, overall inflation increased from 4.5 percent in December 2017 to 5.7 percent in December 2018 on account of an increase in international oil prices.

2.1.2 Sector Policy and legal environment

The overarching framework for social protection in Kenya is embedded within the national Constitution. Article 43(1)(e) states that ‘Every person has a right to social security’ while Article 43(3) stipulates that, ‘The State shall provide appropriate social security to persons who are unable to support themselves and their dependants.’ These rights reflect Kenya’s commitments to its citizens, arising most fundamentally from its adherence as a member of the United Nations to the Universal Declaration of Human Rights and as a Party to the International Covenant on Economic, social and Cultural Rights⁵⁸. In addition, Kenya has ratified several international conventions that require the extension of social security to specific categories of the population including the right to social security for all children, that is found in the Convention on the Rights of the Child (CRC), the right to social security for all women, found in the Convention on the Elimination of Discrimination Against Women (CEDAW), and the right to social protection for all persons with disabilities, which is stipulated in the Convention on the Rights of Persons with Disabilities (CRPD). Therefore, within Kenya, social security is recognized as an entitlement that all citizens should be able to access, whenever they are in need.⁵⁹ However, it is important to recognize the right to social security should be progressively realized over time: developed countries took many decades to build their current systems.

Social protection plays a key role in realising Kenya’s Vision 2030 which aims to provide a ‘high quality of life for all its citizens by the year 2030’ and ‘a just and cohesive society with social equity.’ These priorities cannot be achieved without a significant level of investment in social protection, as well as in other core services such as health, education, transport, housing and social care.

Since the last Sector Review, Kenya has taken some major steps forward in terms of social protection policy and legislation. In 2011, the National Social Protection Policy (NSPP) was agreed by Cabinet, accompanied by a sessional paper on the NSPP in 2014;⁶⁰ in 2012, a new international instrument, the Social Protection Floors Recommendation (ILO Recommendation No. 202) was formalised and agreed by Kenya, thereby providing a globally recognised standard and framework within which the NSPP can be embedded;⁶¹ in 2012, the Public Service Superannuation Scheme Act was passed by Parliament with the objective of bringing about a transition to a funded basis of the old-age provision for (national) civil servants; in 2013, a Social

Assistance Act was passed by Parliament (Act 24 of 2013); and, in 2013, National Social Security Fund Act was promulgated to bring about key reforms within the NSSF. A Social Protection Coordination Bill is currently under development.

The NSPP set out the direction of social protection in Kenya with the objective of ensuring that: ‘All Kenyans live in dignity and exploit their human capabilities to further their own social and economic development.’ It defined social protection as: ‘Policies and actions, including legislative measures, that enhance the capacity of and opportunities for the poor and vulnerable to improve and sustain their lives, livelihoods, and welfare, that enable income-earners and their dependants to maintain a reasonable level of income through decent work, and that ensure access to affordable healthcare, social security, and social assistance.’

In Tana River County there are efforts to enhance the community capacities for self-reliance and greater participation in the development process through community mobilization, initiating and supporting community-based development programs with particular emphasis on women, children, older persons, youth, persons living with disabilities, the poor, the internally displaced persons and other disadvantaged groups. This is being done through provision of social grants by the Department of Culture, Gender and Social Development.

There are also various interventions on disaster preparedness, mitigation against drought effects, provision of relief food and reconstruction through the Department of Special Programs. The county will also increase its efforts in including women, youth, the Persons with Disabilities, People Living with HIV/AIDS and other disadvantaged groups in decision making organs such as the County Development Committee and County Steering Group among others.

The major projects in the sector are registration and capacity building of groups, promotion, development and preservation of culture and heritage, mainstreaming gender, people with disabilities (PWD) issues in all sectors of development, provision of social development grants and enhancing resilience to disasters.

2.2 Sector Financing

The Government of Kenya is significantly increasing its commitment to social protection by introducing a universal social pension for those aged 70 years and over **the Inua Jamii** Senior Citizens’ scheme. This is a major expansion, for which financial sustainability is strengthened by it being funded from the government’s own resources.

2.3 Sector Performance Trends and Achievements

Where there is more than one sub- sector, the analysis should be done per sub- sector

CULTURE AND ARTS DEVELOPMENT			
Program/Sub-programme	Planned outputs/Targets	Achievements	Remarks
SP1: Establish Sub County Community Cultural Centres and Museums.	Operationalize 3 Sub County Cultural Centres Museums by 2017	On going Garsen Community Cultural Centre furnished	Funds allocated for the furnishing of 1 cultural centre.
SP2: Cultural sensitization and education campaigns	Conduct county wide cultural sensitization in all the 15 wards by 2017.	On going 5 sensitization meetings conducted.	-Continuous -Slowed down by - inadequate financial allocation/
SP3: Identification/Preservation of cultural heritage sites	Tana River County Heritage Sites and Monuments preserved.	None	No funds availed for the mapping exercise
SP4: Cultural tours and exchange visits	Conduct 6 extra county Cultural Exchange visits	None	No funds allocated for the exercise
SP5: Talent identification and development	Conduct countywide talent identification and development activities	Countywide talent mapping exercise in the process	No funds allocated for the exercise

CHILD PROTECTION			
Program/Sub-programme	Planned outputs/Targets	Achievements	Remarks
SP1: Create awareness on child rights and child protection in the county	Reduced cases of Child abuse in the county by 50%. 10,000 children to participate in Day of African Child, World orphan's day and universal day of children celebrations	-The day of the African child held- 500 children participated -International day against FGM celebrated- 500 children participated 5 awareness meetings held	-Inadequate funds to conduct countywide sensitization meetings. -Need for continuous awareness campaigns and more funding
SP2:	Reduced cases of	-International day	-Need for continuous

Campaign against harmful cultural practices i.e. early marriages/early pregnancies and female genital mutilation	girl's school dropouts due to early pregnancies /marriages and FGM by 50% by June 2017	against FGM held in Danisa- Garsen -Campaign against GBV held in 11 locations	awareness campaigns and more funding
SP3: Support Charitable Children institutions	To provide 50 orphans IN CCIs with food, education, clothing and shelter	-No centers were supported	Set a budget to cater for institutions
SP4: Carry out child rescue missions	-To rescue 200 children from early marriages, and abuse by June,2017,	None	No funds to facilitate child rescue availed.
SP5: Campaign against drugs and substance abuse	Disseminate Alcoholics and drug abuse act to .50 schools	Not done	No funds allocated
SP6: Support national and international children days	3 national and international children days held in all sub counties	Day of the African child celebrated	Inadequate funds limited countywide awareness creation,

SOCIAL DEVELOPMENT

Program/Sub-programme	Planned outputs/Targets	Achievements	Remarks
SP1: Construct Multi-purpose social halls	Construct 2 Multi-Purpose Halls in Hola and Sera	Not done	No financial facilitation.
SP2: Strengthening social development structures	Have functional social development committees in the 3 sub-counties by June 2017.	50% Countywide mapping of social structures	Completion impeded by Inadequate financial facilitation.
SP3: Gender based violence (GBV) coordinating units in 3 Sub Counties.	Set up 3 functional and equipped gender-based units in the Sub Counties.	3 Sub county public sensitization meetings done.	Formation of clusters and trainings withheld due to limited funds.
SP4: Drug abuse rehabilitation center/units	3Sub County units to be set up by June, 2017.	Conducted one training by NACADA on drug and substance abuse. Bill development is	Inadequate funds limited limited the setting up of the centres.

		ongoing.	
SP5: PWDs inclusion/mainstreaming	Identify the PWDs in the county	Identification exercise completed both in the Tana River and Tana Delta sub counties	Limited finance impeded completion of the exercise in the Tana North Sub County.
SP6: Capacity Building and Training	To impart knowledge to women, youth and the PWDs on entrepreneurship	Capacity building Workshops for 150 youth group leaders held in the 3 Sub counties.	Continuous
SP7: County Women, Youth and PWDs empowerment fund	Empower women, youth and the PWDs economically	Not done	No funds allocated

2.4 Sectoral Development Issues

The information should be captured in the template provided in table 1.

Table 1: Sectoral development issues, causes, opportunities and challenges

SUB-SECTOR	DEVELOPMENT ISSUES	CAUSES	OPPORTUNITIES	CHALLENGES
Culture	Untapped cultural potential	Inadequate cultural development services; Entrenched negative traditions	Vibrant cultures among communities Devolution of resources for cultural function	Weak legal and policy framework to regulate the sector. The sector lacks adequate legislation on labour migration, Sport betting, e-sport and social development. The functions of the sector are anchored in various institutional and legal frameworks some of which are not in tandem with the Constitution. Lack of county legal framework Un regulated and un coordinated stakeholders Harmful and retrogressive cultural

				practices 8. Inadequate gender disaggregated data leading to uninformed policy decision.
Gender	Low levels of women participating in community leadership initiatives	Retrogressive traditions and low levels of literacy	Provision of Bill of Rights in the Constitution/Application of the Affirmative action	<p>Inadequate Human Resource capacity causing constraints in professional/technical levels and support staff mainly due to natural attrition and turnover. This is compounded by an ageing workforce and lack of effective succession management to ensure sustainability of effective and efficient service delivery</p> <p>Lack of county legal framework</p> <p>Un regulated and un coordinated stakeholders</p> <p>Increased demand for social protection due to high numbers of vulnerable groups</p>
Social Services	Socially and economically unempowered communities	Inadequate and lowly capacitated social and economic development structures; Discrimination of women in decision making; Retrogressive cultural practices; Low literacy levels	Availability of multiple adequately resourced stakeholders like the NGOs and other development partners in the Sub Sector	<p>Inadequate staff in the Culture, Gender, Youth, Sports and Social Services office</p> <p>Low Literacy levels.</p> <p>Cultural influences</p> <p>Non-recognition and representation of women in major forums and County committees;</p> <p>Women lack collateral for credit</p> <p>Harmful cultural practices such as FGM</p> <p>Inadequate skills in fund raising and proposal</p>

				writing Poor management of the social groups Illiteracy.
Children	Neglected Children/OVCs	Poverty; Retrogressive cultural practices; Low literacy levels	Availability of multiple adequately resourced stakeholders like the NGOs and other development partners in the Sub Sector	Inadequate funding due to resource constraints had affected implementation of programmes and projects in the Sector. Lack of county legal framework Un regulated and un coordinated stakeholders
Youth	Un employed youth	Lack of employment opportunities; Low literacy levels; Lack of appropriate skills among the youth	A large number of energetic and enthusiastic youth who can be positively motivated to engage in community development initiatives.	Lack of county legal framework Un regulated and un coordinated stakeholders
Sports	Low capacity for sports talent identification and development.	Inadequate and poorly resourced structures for sports development	A large number of energetic, talented and enthusiastic youth who can be positively motivated to engage in sports.	Poor appreciation and negative perception of the significant role and contribution that sports, culture, arts, records management and heritage can make in national development agenda. Lack of county legal framework Un regulated and un coordinated stakeholders

2.5 Crosscutting Issues

Cross-Sector issues involve two-way workings between the Social Protection, Culture and Recreation Sector and other MTEF Sectors, which are herewith listed with the specific interactions outlined:

1. Agriculture, Rural and Urban Development (ARUD)

The Sector has linkage with the ARUD Sector on land related matters. Specifically, it provides expertise on acquisition of land for development of sports infrastructure, cultural centres, national monuments, historical sites, libraries, plantations of raw material for the Natural Products Industry and office space for the Sector. Further, the ARUD sector has a linkage with this sector on food security, resilience building of marginalized communities and infrastructure development for Persons with Disabilities.

2. Energy, Infrastructure and ICT

Kenya is experiencing rapid growth in the energy, infrastructure and ICT sector. The development focus on infrastructure in the country has seen a massive expansion of the road, rail and air network while the Information, Communication and Technology field has witnessed an unprecedented activity on the virtual platform. This has resulted in new employment opportunities, skills and embracing of modern technology for efficient service delivery. This Sector therefore works closely with Energy, Infrastructure and ICT Sector in addressing unemployment; resilience building through diversification of livelihoods; and industrial relations matters and partners with Communications Authority of Kenya in developing regulations on online content access.

3. General Economic and Commercial Affairs–GECA

The SPCR Sector has a linkage with the GECA sector in promotion and development of sports talents among the East African Countries. While the SPCR sector is responsible for the creation of cultural products and services, the GECA sector uses these products to promote and market Kenya as a tourist destination as well as develop and commercialize cultural and natural products. In addition, the sectors collaborate in industrial skills development, implementation of the Northern Corridor integration projects on the free movement of labour and services and with the East African Community Common Market protocol on free movement of labour and rights of establishment and residence. The SPCR Sector ensures that labour rights provisions are included in global trade agreements.

4. Health

The SPCR sector contributes to the health sector through biomedical research on major killer diseases as well as promotion of traditional and alternative medicine through the Natural Product Industry (NPI) initiative. The sector also partners with the Health sector in addressing nutrition security and ensuring that sports persons and the vulnerable groups access quality health care, workers are examined for effects of exposure to occupational hazards, assessment of injured workers for compensation and assessment of PWDs on disability status for certification. In addition, this Sector links to the Health Sector to curb doping in sports and negative cultural practices like female genital mutilation, unhygienic traditional male circumcision, and promotion of reproductive health rights.

5. Education

The Education sector facilitates the issuance of licenses for projects related to biomedical research, cultural heritage, sports, with a view to sharing, sourcing talent development and

dissemination of information crucial to nurturing talents to enable the sector effectively plan for the market needs. Furthermore, the SPCR Sector collaborates with the Education Sector in to develop skills and competences to meet requirements of the labour market based on the supply and demand dynamics and in development of training curricula in various disciplines across the Sector. The Sector also enhances access to education through provision of sanitary towels to girls and bursaries to OVCs.

6. Governance, Justice, Law and Order (GJLO)

The SPCR Sector relies on the GJLO Sector in maintenance of law and order, formulation of various legal instruments and provision of services such as legal guidance in the face of increasing Public Private Partnerships as well as advice on protection of intellectual property and legal support in case of litigation. GJLO Sector registers Collective Bargaining Agreements and arbitrates disputes emanating from the Sector including sports, children and labour disputes. 7. Public Administration and International Relations (PAIR) The PAIR Sector plays a crucial role in guiding on national planning and budgeting, resource mobilization, budget execution and oversight, enactment of Bills, provision of policy direction and advising on remuneration for public servants. PAIR collaborates with SPCR Sector in matters relating to inter-governmental relations, negotiation and signing of bilateral and multilateral agreements as well as International Protocols and Conventions, and monitoring their implementation.

8. Environmental Protection, Water and Natural Resources (EPWNR)

The SPCR Sector collaborates with the EPWNR Sector on water harvesting and supply in ASAL areas, adaptation to climate change, preservation and conservation of the natural resources suitable for sporting activities, cultural activities and sources of natural products. In addition, SPCR Sector is involved in providing EPWNR Sector with Environmental Impact Assessment (EIA) information and heritage impact assessment in compliance with international obligations.

4.2

2.6 Emerging issues

The emerging issues affecting the sector include the following: -

1. Introduction of Competency Based Education curriculum in Kenyan schools will be very imperative as a career pathway for talents in sports, creative and performing arts. This will enhance awareness and consciousness in healthy living.

2. Innovative ways and methods in the use of prohibited substances has hampered the fight against doping.

3. Rapid change in technology has created innovative and emerging ICT related occupations that improves communication and transfer of skills, thereby enhancing service delivery in the sector such as on-line jobs and e-sport. However, this poses a challenge in regulating the sector.

4. Development of new industries such as oil and gas create employment but also bring about new hazards that are not regulated in the country with potential negative impacts on workers and communities. Further, existing legislations do not address some of the peculiar challenges in the new industries. Some of these occupations require sophisticated skills not locally available which exacerbate conflicts between the locals and expatriate staff.

5. Medicalization of FGM practices in some regions has hampered the fight against FGM.

Other emerging issues are

- Demographic dividend
- Blue Economy
- Regional Economic Blocks

2.7 Stakeholder analysis

The Social Protection, Culture and Recreation Sector has a wide range of stakeholders who play a key role in the achievement of the Sector's goals. The stakeholders include:

Stakeholder	Role
Catholic Diocese of Garissa (CDG)	Capacity building on gender issues and harmful cultural practices;
UNICEF	Advocate for the rights of the child
World Food Programme	Provision of food for emergencies
Proposed County Development Committee	Mainstreaming gender, youth, disability, OVC and other disadvantaged groups issues into development programs
State Department of Social Services	<ul style="list-style-type: none"> • Development and Implementation of policies on Community Development, Persons • with Disabilities, Older Persons, Family and Volunteerism • Facilitate formation, registration and management of self-help groups, community based organizations and projects • Protection and Advocacy of Needs of Persons with Disabilities (PWDs) Designing and implementation of programmes on older persons
State Department of Children's Services	Protection of the rights of children
African Muslim Agency	Supporting orphans and vulnerable children
National AIDS Control Council	Support OVCs and People Living with HIV/AIDS; Coordinate HIV/AIDS activities
Constituency Development Fund Committee	Funding construction of agricultural and livestock infrastructure
Tana Peace Reconciliation and Development	Promotion of peace and reconciliation, capacity building and advocacy against harmful cultural practices
Tana Women for Peace and Development	Promotion of peace and reconciliation, capacity building and advocacy against harmful

	cultural practices,
UNFPA-United Nation Fund for Population Activities	<ul style="list-style-type: none"> • Support Institutions Of Persons With Disabilities • Promotion of peace and Reconciliation’ capacity building and advocacy against harmful
MaendeleoyaWanawake	cultural practices and HIV/AIDS activities
Red Cross	Mainstreaming gender issues as well as advocating for the rights of women and the girl child
National Council for Persons with Disabilities (NCPWD)	<ul style="list-style-type: none"> • Enhance capacity of persons with disabilities institutions and individuals
Catholic Relief Services	Supporting education for People with Disabilities
Kenya National Chamber of Commerce (KNCCI)	Mainstreaming of child protection issues
County Disability Organization	Promotion and marketing of cultural creative industry products
UNESCO	Promotion of sustainable development on cultural heritage
Tana River Council Peace Ambassador	Promotion of peace initiatives in the county
Tana River Citizen Oversight Forum	<ul style="list-style-type: none"> • Capacity building on Public Participation and civic education
National Gender and Equality Commission (NGEC)	Promotion of community advocacy on development matters
Catholic Justice and Peace Commission	Promotion of equality and inclusion in the public and private sector
Tana River County Community Chairpersons’ Association (TRICCA)	Awareness creation on devolution and human rights
National Drought Management Authority (NDMA)	Advocacy on citizen involvement on public issues
Ministry of Interior and Coordination of National Government	Coordination of disaster, preparedness, response and mitigation programs
German Agro Action	Coordination of stakeholders and providing linkage between the national and county government
Departments of Water and Irrigation	Disaster response, water, sanitation and food security services support
Community representatives	Provision of water infrastructure for irrigation and livestock
Kenya Wildlife Services	Assist in mobilization for community participation in development programs
Financial Institutions	Conservation of wildlife and mitigation against Human- Wildlife menace
Kenya Forest Services	Provide credit facilities to farmers, livestock keepers and to other traders
Departments of Agriculture, Fisheries and Livestock	Co-ordinate conservation of the forest resources
Media Houses	Provision of technical/ extension services and funding
Public Works Department	Dissemination of information using the radio, newspapers and set up TV transmitter
Kenya National Bureau of Statistics	Provide technical support in design and construction of buildings
	Data collection and dissemination of information.

CHAPTER THREE: SECTOR DEVELOPMENT STRATEGIES AND PROGRAMMES

3.1 Sector Vision, Mission and Goal

3.1.1 Sector Vision

Sustainable and equitable socio-cultural and economic empowerment for all Kenyans.

3.1.2 Sector Mission

To formulate, mainstream and implement responsive policies through coordinated strategies for sustained and balanced socio-cultural and economic development of the county and empowerment of vulnerable and marginalized groups and areas.

3.1.3 Sector Goal

To provide social welfare services and disability Mainstreaming, youth development, Gender and community services, promote, develop and preserve culture, provide library and information services, rescue and rehabilitate, Orphans and Vulnerable Children, Care for the Abandoned Aged.

3.2 Sector Development Objectives and Strategies

The information should be captured in the format as provided in table 2

Table 2: Sector Developmental issues, Objectives and strategies

Sub-Sector	Developmental Issue	Developmental Objectives	Strategies
Culture	Untapped cultural potential	To harness, develop, and preserve culture and heritage for sustainable development.	construct talent academies, libraries; community museums, capacity build cultural practitioners; conduct learning visits

Gender	Low levels of women participating in community leadership initiatives	To increase the participation of women in the community leadership initiatives.	Stakeholder meetings -Trainings -Organize women leadership mentorship activities
Social Services	Socially and economically unempowered communities	To empower community groups socially and economically	Stakeholder meetings -Trainings -Learning Visits -Public participation fora
Children	Neglected Children/OVCs	To provide child protection and care and support.	-Stakeholder meetings
		To raise awareness on child protection and strengthen existing structures	-Celebrate International Days for Children -Carry out child rescue missions
Youth	A large number of un-employed and idle youth.	To fully empower the youth, participate effectively in community development initiatives.	Stakeholder meetings -Trainings -Learning Visits -Public participation for a -Youth mentorship activity

Sports	Low capacity for sports talent identification and development.	To identify and develop sporting talent in the communities.	Stakeholder meetings --County sports skill upgrading trainings
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3.3 Sector Programmes

The detailed sector programmes and interventions should be presented in the implementation matrix provided in Annex 1

Annex 1: Implementation Matrix

Program me	Objecti ves	Sub-Program me	Strategi es/Act ions	Implementi ng Agency(s)	Time Fra me	Funding	
						Total Budget (Ksh)	Source(s)
Culture and Heritage	To promote, preserve and develop all functional aspects of culture for sustainable development.	Culture Promotion and Development	i) Stakeholders Committee meetings	Department of Culture, Gender, Sports, Youth and Social Services-TRCG	2018-2028		TRCG
		Empowerment/Capacity building of cultural practitioners	ii.) Cultural Sensitization/Education campaigns iii.) Trainings/ Capacity building of cultural practitioners				

			iv.) Shows and exhibitions v.) County Cultural Festival vi.) Exchange/ Learning visits			
Children Protection	To ensure efficient and effective Child Protection, care and support systems in the County	Accelerating /scaling up of Birth Registration for children.	- Stakeholder Meetings -Field visits	Department of Culture, Gender, Sports, Youth and Social Services-TRCG	2018-2028	TRCG
		Empowerment of Existing Child Protection Structures/ Mechanisms through capacity building on Child Rights and Child Protection	- Conducting Public Participation Fora -Develop TRC OVC policy - Celebrate			TRCG
		Enhance Child Participation through Supporting of children events	International Days for the Children.			TRCG

		(Children Assemblies , Day of the African Child, World Orphans Day, International Day of the Girl Child)					
		Capacity building of Community Child Protection actors on Emergency Preparedness					TRCG
Social Development	To promote Community Development and Empowerment	Women Empowerment/ Gender and Leadership	<ul style="list-style-type: none"> - Stakeholder Meetings - Conducting Public Participation Fora -Develop TRC Gender Mainstreaming Policy 	Department of Culture, Gender, Sports, Youth and Social Services-TRCG	2018-2028		TRCG
		Strengthening Community Based Organizations' projects					TRCG
		Capacity					TRCG

		Building for women, youth and People living With Disabilities					
		Provision of Assistive devices to PWDs					
Youth Empowerment	To increase sector coordination in positive youth engagement and employment			Department of Culture, Gender, Sports, Youth and Social Services-TRCG	2018-2028		TRCG
Sports	To identify and develop sports talent			Department of Culture, Gender, Sports, Youth and Social Services-TRCG	2018-2028		TRCG

Table 3: Sectoral flagship projects

Project Name: Social Support to PLWDs and other vulnerable groups-, elderly, OVCs	Location: County wide
Objective: To empower and Improve the lives and welfare of PWDs, elderly and OVCs.	
Outcome: Improved welfare for the targeted individuals and households	
Description of key activities: -Process a database of the vulnerable groups, roll out the support scheme	
Key Outputs: Increased number of vulnerable groups being supported	
Performance Indicators: Number of individuals and households sensitized and supported	

Timeframe: 2018-2022	
Estimated Cost (Ksh): 600m	Source(s) of funds: TRCG
Implementing agency(s): Department of Education, Gender, Youth, Sports and Social Services	

Project Name: Construction and equipping of Ward Multi-purpose/ Social Halls	Location: 15 Wards
Objective: To provide a County facility for recreation and public events	
Outcome: Promotion of community cohesiveness	
Description of key activities: - Constituting of the Project Management Committees, Processing the architectural designs and BQs Procurement processes, Construction at County Multipurpose Hall	
Key Outputs: Provision of modern and functional venues for public events	
Performance Indicators: No of functional County Multipurpose Halls constructed	
Timeframe: 2018-2022	
Estimated Cost (Ksh): 300m	Source(s) of funds: TRCG
Implementing agency(s): Department of Education, Gender, Youth, Sports and Social Services	

3.5 Cross-Sectoral Linkages

The information should be captured in the format as provided in table 4.

Table 4: Cross-sectoral linkages

Programme Name	Linked Sector	Cross-Sector Linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
Coordination of partnerships' interventions	All Sectors	Departments actively engaging with partners in the implementation of programmes	Inadequate provision of funds affects implementation of projects and service delivery; Delay in release of funds affects programmes and projects implementation	To collaborate with other partners in developing a common approach of handling funding gaps and involvement of partnerships
Social	All sectors	Tracking of	Weak	Collaborate with sectors

Development		Disability, Youth and Gender Mainstreaming initiatives in all sectors	coordination structures	to identify best interventions to maximize the mainstreaming agenda.
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CHAPTER FOUR: IMPLEMENTATION MECHANISMS

4.1 Institutional and Coordination Framework

4.1.1 Institutional Arrangement

Gaps in staff capacity to deliver on the ground have been identified for programmes delivered by government staff. A 2014 review of Inua Jamii programmes found significant gaps for the OPCT and CT-OVC programmes in terms of capacity on the ground, which is not to detract from the significant and committed work from staff in post. Gaps could be exacerbated in the short term by the introduction of the Inua Jamii Senior Citizens' scheme in 2018 and need to be taken into account as the programme is designed.

Social assistance programmes depend, in part, on volunteers in their delivery model. The same DFID Review found that neither the DCS nor the DSD 'is resourced at sub-county level, or even county level, with staff, equipment and systems to effectively implement CTs without a community-based framework. It also appears that Chiefs pick up a lot of responsibilities, without sufficient training or support. This raises questions on how sustainable or saleable this voluntary effort can be, unless positive steps are taken to either strengthen incentives for volunteers or replace some of their functions with paid staff. There, are, though, potentially some advantages: for example, the use of volunteers may increase citizen engagement and ownership.

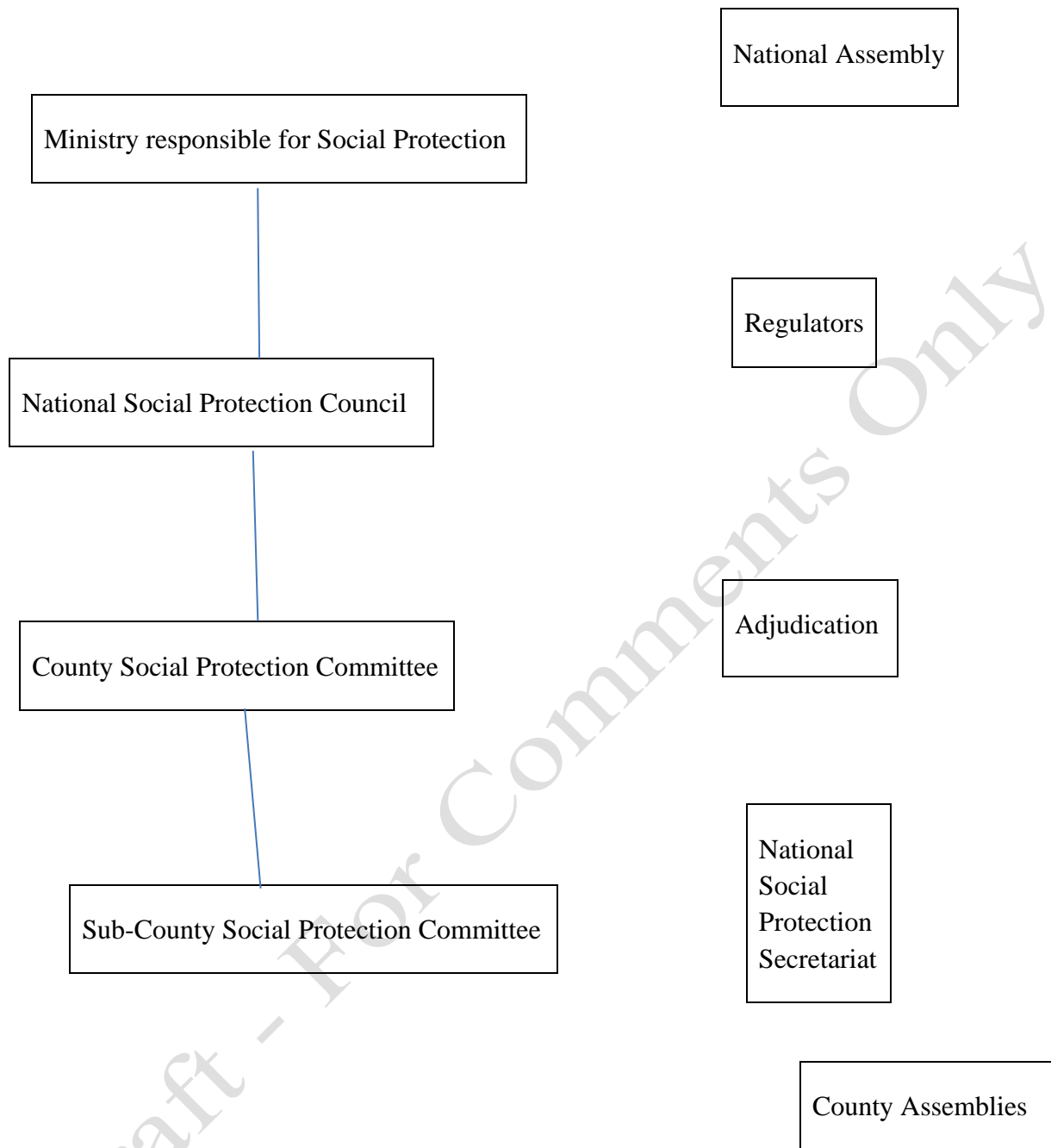
External partners have been collaborating with the Government of Kenya to fill capacity gaps for social assistance. The next challenge will be to develop a government-owned plan for strengthening capacity for the long-term which external partners can support. External partner support is helping to address many of the short-term capacity constraints for social assistance programmes on the ground. There is a need to develop a long-term, sustainable plan for addressing capacity constraints that is realistic and in line with the Government of Kenya's vision for the Social Protection Sector, including the introduction of the universal Inua Jamii Senior Citizens' scheme. It could quantify current capacity levels and gaps at an institutional, organization and individual level, building on the functional review of NSNP mentioned, and draw on lessons and evidence from capacity strengthening initiatives in other countries and in other sectors using available literature and emerging international collaboration in this area.

Above all it could set a baseline, milestones and targets based on outcomes, not just outputs (such as the delivery of training courses). And, it could develop a process for monitoring and evaluation that allows course correction and ensures sustainable, long-term impact. The plan could be designed to attract financing from external partners.

4.1.2 Coordination Framework

The section should also present a diagram depicting the coordination framework

Currently, social protection interventions are managed by several different line ministries, including the Ministry of Gender, Children, and Social Development; the Ministry of Labour; the Ministry of Public Health and Sanitation; the Ministry of Medical Services; the Ministry of Special Programmes, the Ministry of Agriculture, and the Ministry of Education. This has led to fragmentation and a lack of coordination and synergy in the social protection system. In response to the need for a more coordinated approach to social protection, the Government shall establish a National Social Protection Council (NSPC) to coordinate and oversee the development, implementation, and integration of social protection strategies, programmes, and resources. This agency will have offices at both the national and county levels as is illustrated in Figure 1.



4.2 Financing Mechanism

Financing mechanisms is about method or source through which funding is made available for the sector plan. Financing mechanisms includes:

Local Revenue Article 209 (3) of the Constitution empowers the county governments to impose two types of taxes and charges. These sources of county government revenue in Kenya are property rates and entertainment taxes. The county governments can also impose charges for any services they provide in accordance with the stipulated laws. Local revenue for this case contribute little fund to the flagship projects earmarked for this sector. However, the revenue collected is meagre and very little money is siphoned to finance the sector plan. About 10M is targeted to finance the sector Mega/ flagship projects.

Equitable Share The equitable share is the money parliament shares vertically between the national and the county governments. The money comes from the revenue the national government raises nationally. The Senate then divides the equitable share of revenue allocated for the counties among them. The equitable share is the biggest of the sources of county revenue in Kenya. The equitable share for the counties should not be less than fifteen percent of all the revenue raised by the national government. The most recent audited revenues by parliament should form the base for this threshold of 15 per cent. This fund is almost funding the projects undertaken by the county government and so to speak almost 80% of the projects are mainly funded by the equitable share from the national government. It is anticipated that more than 200M will be obtained from the Equitable share to finance the sector flagship projects.

The Senate uses a revenue sharing formula developed by the Commission on Revenue Allocation (CRA) to divide the equitable share among the counties. The equitable share allocated to the counties is unconditional. The county governments can spend the money without any restrictions from the national government.

Conditional Grants The county governments can receive additional allocations from the national government's equitable share of revenue. These additional allocations are known as conditional allocations or conditional grants.

They are conditional when the national government imposes restrictions on how county governments will spend them. They are unconditional when the national government does not impose any restrictions concerning their expenditure.

Most of these additional allocations are conditional allocations or grants. The county governments should spend them on specific items in the budget. They cannot divert them for other purposes. The conditional grants include the Equalization Fund (Article 204) that currently benefits 14 counties that CRA categorizes as marginalized. Other examples are money for Level Five hospitals and leasing of medical equipment.

The national government may require the county governments to put up “matching” funds to

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receive a conditional grant. For example, the national government can allocate a conditional grant of 80% to a county government to build a health facility. The national government may then require the county government to raise the other 20% as a condition to receive the rest. If the county government in question cannot raise the ‘matching’ funds, then it may miss the conditional grant completely.

It is also important to note that not all counties receive some conditional grants. For example, only the counties with level five hospitals receive the grant for level five hospitals. In addition, only 14 counties receive the Equalization fund.

Loans as sources of county government revenue in Kenya come from external sources or private lenders. The external sources include foreign lenders such as multinational corporations. The County Governments can borrow or access loans, which they repay with interest.

However, the counties must meet two conditions in order to access the loans. First, they can only access a loan if the national government guarantees the loan. That is, the national government should be willing to repay the loan if the county government is unable to repay. Second, the county assembly must approve any loans that the county government intends to borrow. The Kenyan Constitution Mandates Parliament to come up with legislation to prescribe how the national government should guarantee loans.

The county governments should not borrow beyond the limits set by the County Assembly.

Donor Funding Donor funding as one of the sources of county government revenue in Kenya involves aid from international donors. The international donors provide the aid in form of loans and grants. As with the national government, the international donors can also request counties to put in ‘matching funds’ to receive a grant.

Such international donors include: □ United States Agency for International Development (USAID); □ The World Bank; □ Denmark’s development cooperation (DANIDA); and □ United Kingdom’s Department for International Development (DFID).

The donors can send the money directly to the counties as conditional grants or through the national government ministries, departments and agencies (MDAs). Apart from ‘matching’ the funds, the donors may also require the counties to increase accountability mechanisms or improve the capacity of county staff in monitoring and expenditure of donor aid.

4.3 Capacity Development

Capacity Development is about building knowledge, acquiring skills, having resources, building, changing and adjusting institutions ensuring sustainability and monitoring the environments in which they operate.

Social protection, culture and cohesion work within the periphery of This framework used for conceptualizing, analyzing and addressing capacity and institutional development. It identifies four basic, inter-related elements of capacity development. A Capacity Development Framework includes:

The Enabling Environment: Education systems are not ‘closed’ systems. An education system operates within the culture, power relationships and social norms of the country which govern the interaction between people and organizations. Other parts of the Government influence and interact with the education system, as do systems of governance, law and regulation; in particular, the degree to which these support consultation, participation and responsiveness to local contexts in the delivery of cultural services. The relationship between civil society and the

Government also has an important impact on the sector. Enabling Environment for Socio-cultural Norms Aid Environment Reform programmes Civil Society Human Resources Values Motivation Attitudes and practices Knowledge and skills Systems Governance Planning, management, and monitoring Finance HR management and development Information Service Delivery Quality Assurance Mechanisms Communication Coherence Collaboration Partnerships Cross-cutting issues.

The sector environment includes the ‘users’ of cultural services. Their capacity to support cultural programmes locally, as well as monitoring quality and accountability, is vital to achieving social protection sector goals. The capacity of development partners and private sector agencies that support education either directly or indirectly at different levels, are also part of the sector. Attention to strengthening the effectiveness of the contributions and interactions of these wider players will help to maximize progress on capacity development within the sector. Human Resources: The departments and institutions of the education sector are ultimately formed by the people who are a part of them. However, capacity development is not just a matter of ensuring that individuals have the necessary skills, knowledge and understanding to carry out their technical tasks and roles. A range of wider, more general competencies is required. Effective leadership, at the senior level but also of teams, departments and units, is essential; and in the context of change or reform such skills include ‘change management’, implying flexibility and tolerance of uncertainty. The creation of effective, learning organizations requires that people are able to communicate effectively, work in teams, share information and manage their time and tasks. Motivation is often linked to the extent to which people in an organization have shared values and a common sense of mission and purpose. Hence the development of human resource implies a broad range of strategies and approaches (not just training workshops) to support the development of a complex mix of competencies, values and behaviors. Systems: The education sector is underpinned by a range of interlocking systems. Each of these needs to function smoothly for the education system as a whole to be effective. Without well-functioning systems, even where individuals and teams have strong skills, these will not be put to best use. For example, a school principal with excellent interpersonal and mentoring skills, will still be constrained in supporting effective school development if there are no clear, well-understood systems for creating school development plans, allocating and channeling adequate funding to schools or monitoring. In addition, for people to be able to exercise their skills and ‘add value’ to the work of their team or department, they also need to have appropriate authority, good management and performance incentives, which imply attention to creating HRD systems.

The effective mobilization of human resources and the functionality of the systems depend on the effectiveness of mechanisms that are in place to support coherence, coordination and collaboration at different administrative levels. An obvious set of mechanisms are the vertical lines of formal management and reporting. For an effective education system, there should be

mechanisms in place to support: senior leadership to have a strategic overview of the sector and to ensure overall

- ♣ coherence and direction; consultation and participation with the main stakeholders of education;
- ♣ mainstreaming of gender, equity and other cross-cutting issues;
- ♣ linkage to cross-government reform programmes;
- ♣ coordination of development partner support and assessment and application of learning from development partner-supported programmes horizontal communication and joint working, for example across technical

4.4 Risk Management

The main objective of risk management is to reduce the likelihood of risk exposures and the impact thereon. The process involves identifying risk drivers, analyzing their causes, assessing their likelihood and impact, instituting the mitigation measures and monitoring and evaluation of the implementation.

The Sector has developed a risk management framework which ensures the following: -

I. Significant strategic, operational, compliance and financial risks have been identified and prioritized.

II. Management reports and information from internal and external auditors are reviewed and acted on promptly.

III. Management is held accountable for continuous implementation of the risk management framework within the subsectors.

CHAPTER FIVE: MONITORING, EVALUATION, REPORTING AND LEARNING

Introduction

This chapter specifies programmes/projects to be implemented during the plan period. It also outlines objectively verifiable outcome indicators that will be used to monitor project/program implementation, and sets both medium term and end term milestones for impact assessment.

It will be necessary to have in place an effective monitoring and evaluation system to track the implementation of the projects and programmes which will be a continuous process to assess the extent to which development objectives and targets set in the plan have been achieved.

5.1 Purpose of M&E

- To track implementation and outputs systematically and measure the effectiveness of programmes.
- It helps determine exactly when a programme is on track and when changes may be needed.

5.2 Performance indicators and how they will be used in tracking and reporting of progress/achievement

- Percentage or number of youths with sustainable access to sport kits
- Percentage of Gender Based Violence cases solved every day
- Percentage or number of people access to the basic sports and cultural activities

5.3 M&E Reporting structures

At the National level, Monitoring and Evaluation is conducted through National Integrated Monitoring and Evaluation System (NIMES), whose main aim is to improve the effectiveness and quality of tracking of implementation of various development policies, strategies and programmes. The County and lower level monitoring and evaluation of projects and programmes are part of this system. The County will put in place a functional County Monitoring and Evaluation System to serve the needs of the county government, while complimenting the National M & E system. The system will take cognizance of the projects and programmes included in the Sector Plan as well as indicators facilitating the process, and development aspects of the county.

5.4 Data sources and Collection method

Data collection and collation will be the responsibility of individual officers in their respective departments. However, there will be need for established systematic fashion in gathering and measuring of the information on the targeted variables to aid in evaluating the outcomes

5.5 Types of Reports to be produced and their frequency, and consumers

A) Annual reports

County Annual progresssocial protection

This is the annual report documenting progress against the implementation of the County Annual Work Plans for all planning units in the county as well as against sector performance (Indicators and targets) set in this strategic plan and any additional county specific indicators. It will include challenges encountered during the period under review and key priorities for the coming year. The report will be developed by the county social protection sector stakeholder's forum through a consultative process.

Annual Budget implementation Reports

This reports that specifically reports on the planned expenditure , budget use, supplementary and absorption rate for the whole financial year for both the capital and non capital projects.

B) Quarterly reports

At all levels a performance review reports will be produced outlining the performance against the strategic objectives in this plan. The reports will be discussed by the health management teams including all the stakeholders at the quarterly performance review meetings. The discussion will focus on a review of the findings and the agreed action points as well as a review of the recommendations improvement tracking plan for the previous quarter, which will be outlining

5.6 The use of M&E findings especially in planning, budgeting, decision making and policy formulation/review

Support evidence based decision making especially budget decision making, performance budgeting, national planning, and program budgeting and planning. These processes focus on County government priorities among competing demands from citizens and interest groups; Helps County government departments in their policy development and policy analysis work and in program development;

Helps county government departments/agencies manage activities at the sector, program, and project levels. This includes government service delivery and the management of staff;

M&E identifies the most efficient use of available resources and thus ensures accountability in the use of county resources; Performance indicators can be used to make cost and

performance comparisons among different administrative units; sub-counties, wards and villages. Comparisons can also be made over time that help identify good, bad, and promising practices, and this can prompt a search for the reasons for this performance;

M&E links the performance contracting, appraisal systems and the incentive systems;

M&E is a tool for public participation, where citizens play a significant role when carrying out monitoring and evaluation by providing feedback; it will be implemented across all devolved levels;

M &E is an essential management tool for the County Government, and hence its availability and implementation will improve project performance and contribute towards to achievement of intended results.

5.7 Dissemination and Feedback mechanisms and citizens engagement

The county shall use modern online system in tracking and reporting on the progress of the Projects/programs by adopting a CIMES. Communication is considered key in operationalization of CIMES. There will be sharing of information from the County Executive Committee to the respective sectors/departments, CSOs, development partners, community, sub-county and county level. Information to be shared will include monitoring and evaluation reports, policy reports (surveys,) and data.

5.8 Mechanism for reviewing (evaluating) and updating the sectoral plan

Program evaluations are systematic studies conducted periodically or on an ad hoc basis to assess program performance. As tools to support good management practice, this helps determine if timely adjustments are needed in project/program design to improve the rate or quality of achievement relative to the committed resources. Evaluation may be done in the middle of a project/program or after the project/program has been completed.

Table 5: Monitoring and Evaluation Matrix

Programme /Project	Objectives	Expected Outcomes	Key Performance Indicator(s)	Time frame	Baseline		Targets		Data Collection Methods/ Sources	Responsibility
							Five Year Target(s)	Ten Year Target(s)		
					Year	Value				
Culture, Heritage Creative Arts and Library Services	. To promote, preserve and develop all functional aspects of culture for sustainable development.	A culturally vibrant, tolerant and cohesive society								
Cultural Infrastructure Development	Provision of modern and functional venues of culture and heritage promotion.		No. county cultural centers Libraries and Citizen documentation services /museums/ constructed and operationalized	2018-2028	10	50	50	100	TRCG	TRCG
	Cultural research centre		No. of cultural research	2018-2020	10	30	60	100	TRCG	TRCG

			centres established	28						
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Programme /Project	Objectives	Expected Outcomes	Key Performance Indicator(s)	Time frame	Baseline		Targets		Data Collection Methods/ Sources	Responsibility
	To ensure efficient and effective Child Protection, Care and Support Systems in the County				Year	Value	Five Year Target(s)	Ten Year Target(s)		
Establishment of Children Rescue Centres	6 Children rescue centers established and equipped as per gender needs.		No. of Rescue Centers established .	2018-2028	10	3	3	6	TRCG	TRCG
Conduct children rescue missions	240 children rescued protected and in safe environment		No. of reports	2018-2028	10	120	120	240	TRCG	TRCG

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