



BUNGOMA COUNTY

TRADE, INDUSTRIALIZATION AND TOURISM

SECTOR PLAN FOR THE PERIOD 2023-2032



Enhancing Trade, Investment, Industrialization and Tourism

COUNTY GOVERNMENT OF BUNGOMA

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TRADE, INDUSTRIALIZATION AND TOURISM

SECTORAL PLAN FOR BUNGOMA COUNTY

VISION

A Globally Competitive sector in Sustainable Trade, Investment, Cooperative Development, Industrialization and Tourism

MISSION

To provide an Enabling Environment for Sustainable Trade, Investment, Cooperative Development, Industrialization and Tourism

FOREWORD



Development planning is paramount for proper utilization of scarce resources. The Public Finance Management Act, 2012, outlines the key stages for county governments planning and budgeting process and comprises integrated development planning process which should include both long term and medium-term planning; planning and establishing financial and economic priorities for the county over the medium term; and making an overall estimation of the county government's revenues and expenditures.

The County Government Act, 2012, requires that counties prepare ten-year County Sectoral Plans. The County Sectoral Plans shall be Programme-based and will be used as the basis for budgeting and performance management and shall be reviewed every five years by the County Executive and approved by the County Assembly. The Act also requires that the County Sectoral Plans be updated annually.

County financial and institutional resources through this plan have been aligned to policies, objectives, and programmes. The plan is also aligned to National - Vision 2030, Regional -Agenda 2063 and Global Sustainable Development Goals among others for consistency and collaboration in economic development.

The Sectoral plan will stimulate distinct interest in policies, programmes and projects and allow feed- back to the executing CDAs so that they can keep their progress on track. The plans were developed based on public assessment of status of government service delivery, identified gaps therein and suggested interventions.

The County Government will work with stakeholders to foster a broader use of the plan in ensuring efficiency, effectiveness, transparency and accountability in its implementation and resource utilization. I am confident that this collaboration will provide an effective feedback mechanism to the Government and where necessary, remedial actions will be undertaken to keep our development agenda on track.

It is my expectation that this Sectoral plan will be useful in providing a transformative development agenda for Bungoma County in the next ten years as well as fulfill the aspirations of Kenya Vision 2030.

A handwritten signature in black ink, appearing to read 'K. Lusaka', written over a horizontal line.

**H.E. KENNETH MAKELO LUSAKA, EGH.
THE GOVERNOR
COUNTY GOVERNMENT OF BUNGOMA**

PREFACE



This sector plan has been prepared within the framework of the Kenyan Constitution, 2010. The County Government Act, 2012 provides for County Governments to develop plans including five year County Integrated Development Plan (CIDP), and ten year programme based County Sectoral Plans as component parts of the CIDP.

The plan seeks to achieve within the county the aspirations envisaged in the Constitution of Kenya, 2010 including the right to economic prosperity, the need for balanced development across the county, the right to a clean and healthy environment and the right to property among others. It is my expectation that the Sectoral Plan, being the second to be prepared for the sector by the County Government, will transform the county by giving guidelines on how best to utilise resources for socio-economic development.

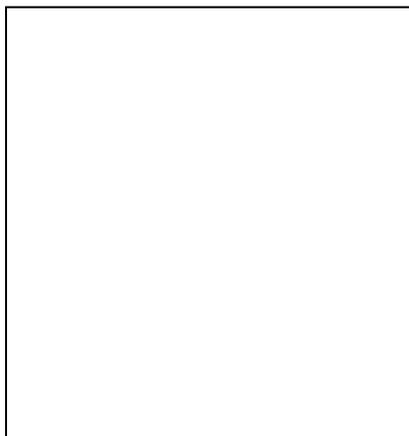
The sectoral plan covers a long term period of 10 years in order to achieve balanced and sustainable socio economic development. The plan provides comprehensive strategies to deal with issues of development and modernising trade, investment, cooperatives, industry and tourism. The plan forms a basis upon which lower level plans in the county shall be prepared which include the CIDP III and IV, MIDP, CADP, among others. The plan provides a coordinating framework which will result in more prudent use of county scarce resources and provides a standard for prioritisation of County programmes and projects.

The approach adopted during the preparation of this plan was highly collaborative, participatory and consultative and it brought on board participants from diverse backgrounds including related County Departments, Agencies, professionals, civil society, and non-state actors among others with the hope that this will provide a basis for participation in the implementation of the plan.

Therefore as a county we must prioritise the implementation of this plan so as to promote equity and competitiveness, balanced development, optimal resource utilization and cultivate an integrated approach to development in order to address intertwined problems within the county.

HON. CAROLYNE KHALAYI
COUNTY EXECUTIVE COMMITTEE MEMBER
TRADE, ENERGY AND INDUSTRIALIZATION

ACKNOWLEDGEMENT



The preparation and publication of the County Sectoral Plan (CSP) 2023-2032 benefited from inputs of different individuals and key institutions.

I wish to thank His Excellency the Governor Kenneth Lusaka and Her Excellency the Deputy Governor Jenifer Mbatiany for overall coordination and leadership in the preparation of this plan.

The department of finance and Economic Planning under the leadership of CECM Chrispinus Barasa, Chief officers Edward Makhandia and Dina Makokha, and Treasury Directors provided direction and tremendous support. For

this, you are highly appreciated.

Further I wish to acknowledge the Sector CECM(s), COs, Directors, SWGs, and technical team for providing their invaluable technical input.

The economic planning directorate under the leadership of Ag. Director James W Wafula, Ag. Deputy Director Metrine Chonge, Senior economists Peter Cheworei, Beatrice Nyambane, Evans Kisika, Cyphrene Sabuni, Humphrey Situma, Howard Lugadiru and the sector economist(s) are highly appreciated for providing secretariat services and input to the preparation process.

Finally, I wish to thank most sincerely the various institutions (CBEF, CSOs, COG, KIPPRA, National Government MDAs, LREB and Development Partners), the County Citizenry and any other stakeholders that contributed in one way or the other to the development of this plan.

Thank you and God bless you all.

DENSON BARASA
CHIEF OFFICER
TRADE, ENERGY AND INDUSTRIALIZATION

BEATRICE NAKHUMICHA
CHIEF OFFICER
COOPERATIVE DEVELOPMENT

EXECUTIVE SUMMARY

County planning and development is one of the functions assigned to the County Governments in the Fourth Schedule of the Constitution of Kenya 2010. Article 174 of the Constitution provides the objects of devolution of government, which include, amongst others: to promote democratic and accountable exercise of power; to recognize the right of communities to manage their own affairs and to further their development; and, to promote social and economic development and the provision of proximate, easily accessible services throughout Kenya.

Part XI of the County Government Act, 2012 provides for amongst others, the principles of county planning and development facilitation; objectives of county planning; Obligation to plan by the county; integrating national and county planning; and types and purposes of county plans. Section 102 (h) of the Act underscores the relevance of planning at the county level with a view to aligning county financial and institutional resources to policies, objectives and programmes; providing a platform for unifying planning, budgeting and financing programme implementation, as well as performance review.

Counties align their development policies, programmes and projects to the national development framework. It is on this basis that this sectoral plan is prepared. The plan is organised into six chapters as follows;

Overview of the County; The section gives highlights on the county size, the overall demographics, a summary of major economic activities driving the economy of the county.

Situation analysis; discusses the environment within which the sector operates in terms of macro-economic, political (administration), socio-cultural, demographics, environmental, technological issues among others while giving factors influencing the performance of the sector. Resource management to finance its programmes for the previous ten (10) years is discussed showing clearly the sources of funds and the expenditures.

Sector Performance Trends and Achievements; an analysis of the sector performance trends based on the key sector outcomes, Sectoral Development Issues and their causes as well as any cross-cutting and emerging issues and how they affect the performance of the sector.

Sector Development Strategies and Programmes; the sector objectives and strategies in relation to development issues identified in the previous chapter.

Implementation Mechanisms; Institutions and their specific roles in the implementation of the sectoral plan. County Government institutions may include County Executive Committee, County Assembly, County Planning Unit, Council Sectoral Committees, County Budget and Economic Forum (CBEF), Regional Economic Blocs, Intergovernmental Sectoral Committees under Intergovernmental Budget and Economic Council (IBEC), among others. A structure for effective coordination of the implementation of the sector plan as well as the potential financing mechanism is discussed.

Monitoring and Evaluation Framework; a framework that will enable tracking implementation of the CSP and its continual review and updating is highlighted in line with the County Integrated Monitoring and Evaluation system (CIMES) as well as the County Monitoring and Evaluation Policy.

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ABBREVIATIONS AND ACRONYMS

AU	African Union
CADP	County Annual Development Plan
CBEF	County Budget and Economic Forum
CECM	County Executive Committee Member
CGB	County Government of Bungoma
CIDP	County Integrated Development Plan
CIMES	County Integrated Monitoring and Evaluation System
CO	Chief Officer
CS	County Secretary
CSP	County Sectoral Plan
GCP	Gross County Product
GDP	Gross Domestic Product
GVN	Governance
IBEC	Intergovernmental Budget and Economic Council
ICT	Information and Communication Technology
IGRTC	Intergovernmental Relations Technical Committee
ITES	Information Technology Enabled Services
KNBS	Kenya National Bureau of Statistics
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NSP	National Spatial Plan
SDGs	Sustainable Development Goals
SWG	Sector Working Group

CONCEPTS AND COMMONLY USED TERMS

Activities: Actions taken through which inputs are utilized to produce outputs.

Baseline: A value that shows the initial state of an indicator at the start of a phase/ project/ programme, against which progress can be assessed or comparisons made.

Blue Economy: The use of the sea and its resources for sustainable economic development and covers both aquatic and marine spaces including oceans, seas, coasts, lakes, rivers, and underground water.

Demographic Dividend: The accelerated economic growth that may result from a decline in a country’s mortality and fertility rates and the subsequent change in the age structure of the population.

Development Issue: The key constraint/emerging concern in a sector that needs to be addressed or tapped into through various interventions and programmes.

Emerging Issues: This refers to recent occurrences/events/phenomena which might impact a sector negatively or positively. They range from environmental, policy, legal, technological, economic, political, social and cultural.

Flagship/Transformative Projects: These are projects with high impact in terms of employment creation and increasing county competitiveness and revenue generation, among others. They may be derived from the Kenya Vision 2030, the Medium Term Plans and the County Transformative Agenda/Long-term Plans.

Green Economy: An economy that aims at reducing environmental risks and ecological scarcities, and that aims at sustainable development without degrading the environment.

Inclusivity: The practice of ensuring all stakeholders are involved at all stages of the plan preparation, implementation, monitoring and evaluation processes.

Inputs: The financial, human, material and information resources used to undertake activities to produce outputs.

Mainstreaming: Integration of cross cutting actions into various stages of decision making (design, implementation, monitoring and evaluation of development policies and programmes).

Outcome Indicator: This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates, customer satisfaction levels, etc.

Outcome: The intermediate results generated relative to the objective of a programme or intervention. **Output:** The immediate tangible or intangible result (products, services etc) achieved directly from the implementation of an activity.

Participatory: Ensuring engagement of stakeholders in decision making at various stages of the plan preparation, implementation, monitoring and evaluation processes.

Performance indicator: A measurable variable that assesses the progress of a particular project/ programme.

Programme: A grouping of related projects and/or services performed by a Ministry, Department or Agencies to achieve a common objective. The Programmes must be mapped to strategic objectives. **Project:** A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters/deliverables.

Result: A measurable change in state expected to be achieved from implementation of an intervention. Results are at three levels: outputs, outcomes and impact.

Sectoral Plan: Refers to a framework for identification of development issues, challenges and opportunities in a given sector with the aim of setting policy initiatives and strategies towards achievement of the set goals.

Sectors: A composition of departments, agencies and organizations that are grouped together according to services and products they provide. They produce or offer similar or related products and services and share common operating characteristics.

Sub-sector: An individual department, agency or organization that provide specific service/ product Sustainable Development: The development that meets the needs of the present, without compromising the ability of future generations to meet their own needs.

Synergy: The benefit that results when two or more sectors work together to achieve set targets they could not have achieved at individual sector level.

Target: A level of result desired to be achieved within a given time frame.

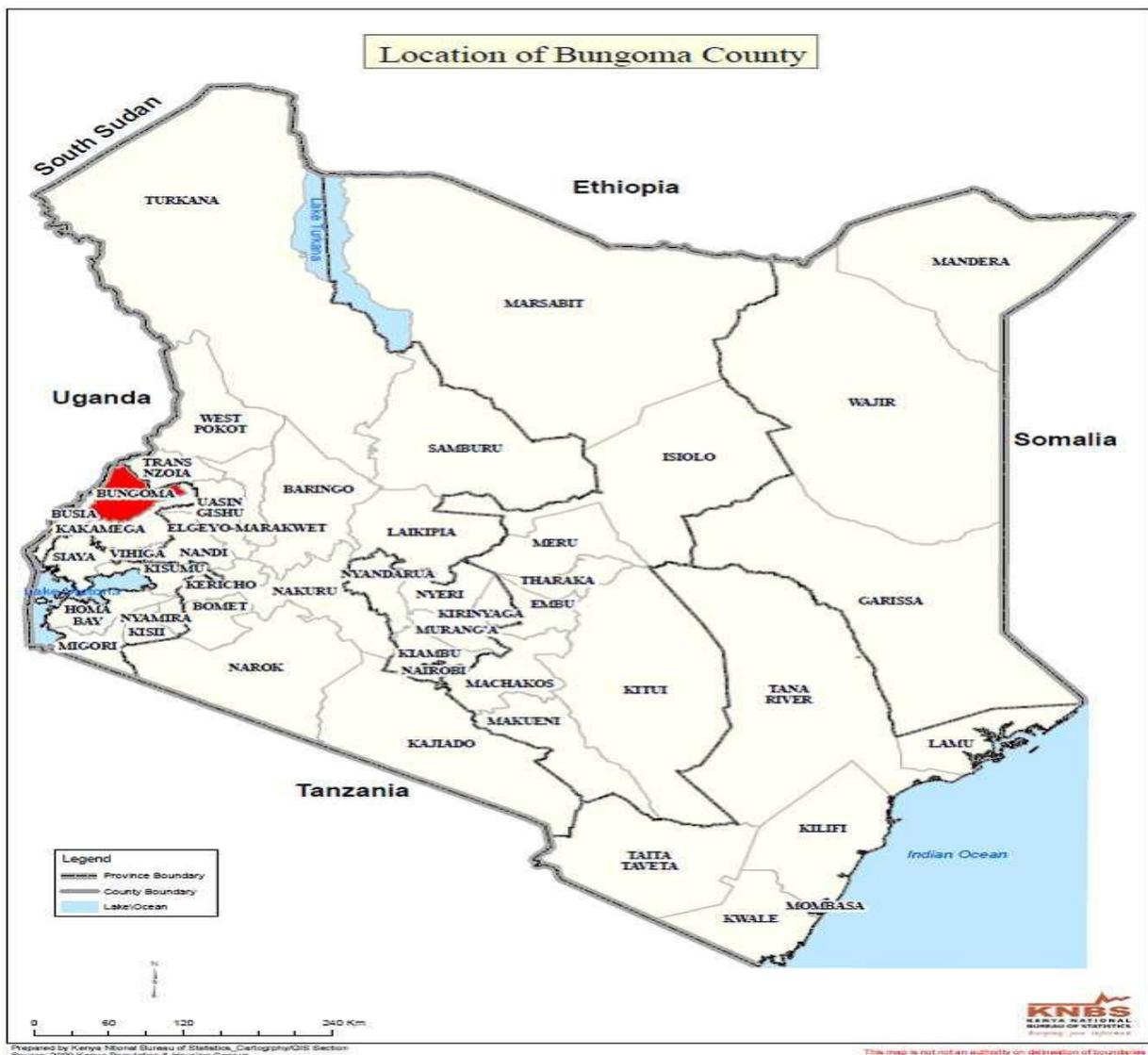
CHAPTER ONE: INTRODUCTION

1.1 Overview of the County

1.1.1 Size and Location

Bungoma County is one of the 47 County Governments in the Republic of Kenya created under the Constitution of Kenya 2010. It is located in the western part of Kenya. The County lies between latitude 00 28’ and latitude 10 30’ North of the Equator, and longitude 340 20’ East and 350 15’ East of the Greenwich Meridian. The County covers an area of 3032.4 Km². It borders the republic of Uganda to the North west, Trans-Nzoia County to the North-East, Kakamega County to the East and South East, and Busia County to the West and South West.

Map 1: Position of Bungoma County in Kenya



1.1.2 Physical and Topographic features

The county covers a land area of 3032.4 km², of which 618 km² is gazetted forest reserve (the Mt. Elgon Forest reserve), 61 km² is non-gazetted forest, and 50.7 km² is Mt. Elgon National Park. The altitude of the county ranges from 1,200m above sea level to 4,321m above sea level at the summit of Mt. Elgon. The County’s major physical features include Mt. Elgon; Chetambe, Sang’alo, and Kabuchai hills; the Nzoia, Kuywa, Sosio, Kibisi and Sio-Malaba/Malakisi rivers; and waterfalls like Nabuyole and Teremi.

The county’s topography is home to scenic tourist attraction sites for instance the highest point in the county, Mount Elgon forms one of Kenya’s five water towers; wind energy can be tapped in the hills and mountain-top.

However, the steep terrain in the highland areas of the county constrains infrastructural expansion; there is soil erosion during heavy rains from Mount Elgon slopes and other hilly areas caused by human encroachment and poor farming practices on these fragile sites and the low-lying areas such as Bumula sub-county experience flooding from run-off from the hilly areas.

1.1.3 Ecological conditions

The county environment supports the interaction of a dynamic complex of plant, animal, micro-organism communities and their non-living components to form a functional unit. The most critical ecosystems in the County include forests, hills, wetlands, riparian areas, rivers and streams. These ecosystems are key natural and cultural heritage resources which support diverse biodiversity and provide natural capital for socio-economic development and support livelihoods.

Land is the basis of livelihoods for a vast majority and a foundation of economic development. Existing forest, hill ecosystems and vegetation provide energy, housing for flora and fauna and are important in conservation of soil, water catchment areas and biodiversity. High rainfall favours agricultural production.

Freshwater resources and wetlands form an important part of the county’s natural resources including: the storage and retention of water for domestic, agricultural and industrial use; modifying water flows, recharging and discharging groundwater resources and diluting or removing pollutants; soil formation and retention as well as nutrient cycling as well as providing habitats for a great number of plant and animal species.

The ecosystems face numerous threats from human population pressure and land use changes for instance deforestation, housing developments, mining, uncontrolled grazing, encroachment and the effects of climate change. About 90% of the households in

Bungoma County report noticing changes in long-term environmental trends (ASDSP, 2014). These include; changes in average temperatures and amounts of rainfall (indicated by degraded soils, the drying up of wells and rivers, reduced water volumes generally, floods and landslides); deforestation; incidences of new pests and diseases; the disappearance of indigenous plants and animals; loss of biodiversity and the emergence of new plants and animals not previously found in the area.

With the ecosystems being vulnerable to natural shocks, mismanagement and unsustainable use, many are facing the threat of depletion and degradation. This will result in catastrophic and permanent change in the county’s ecology with consequent loss of agricultural productivity, industrial potential development, living conditions and aggravated natural disasters such as floods and landslides. They also greatly influence the climate of the area hence the need for the conservation.

The County Government in Collaboration with relevant stakeholders shall formulate strategies to increase forest cover to a minimum of 18% by 2030, involve and empower communities in land utilization and management as well as management of forest/hill ecosystems and water catchment/wetlands areas.

1.1.4 Climatic conditions

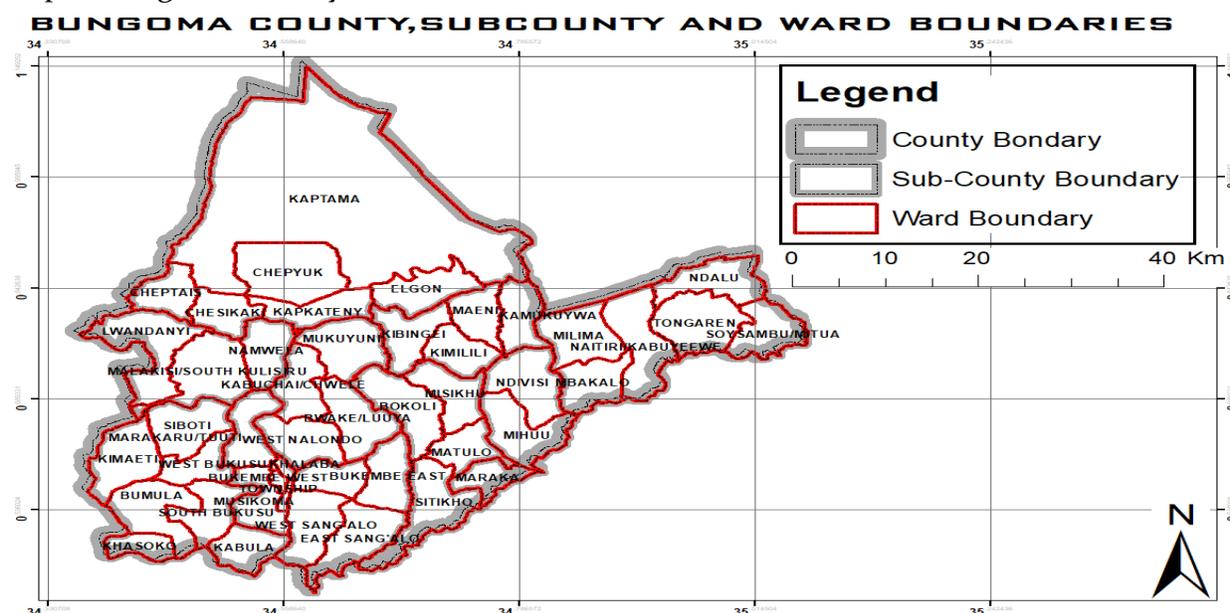
Historically, the County has had monthly temperatures of 15-29°C. The annual average temperature range for Bungoma is between 10-25°C, although elevation affects temperatures and most of the land area experiences an annual average temperature of more than 20°C while the highest point of Mt Elgon records less than 00C. The average wind speed is 6.1 km/hr.

The total annual rainfall has remained stable since 1985 and is expected to decrease slightly until 2040. The long rains season, which runs between February and June, is wetter than the second rainy season, experienced between late July and December. A dry season (characterized by fewer than 80 mm rainfall) is experienced from December to February. April and May receive the highest rainfall (more than 200 mm per month). The annual average precipitation in the county is 1100-1700 mm. Most of the County receives an annual average precipitation of more than 1400 mm. The eastern part of the county, primarily Tongaren and Webuye sub-counties, is the driest, receiving less than 1000 mm of average rainfall every year. The northern part of the county, covering the Mt. Elgon region, is significantly cooler than the southern parts (Mainly covering Bumula and Kanduyi sub-counties), with temperature differences on the order of 10°C or more.

1.1.5 Administrative Units

Bungoma County is divided into 9 Sub-Counties, 45 Wards and 236 Village Units. Map 2 shows Bungoma County administrative units.

Map 2: Bungoma County Administrative Units



1.1.6 Demography

According to the Kenya Population and Housing Census report of 2019, the population of Bungoma County was 1,670,570 with female, male and intersex population of 858,389, 812,146 and 35 respectively, with a population growth rate of 2.1%. It has a population density of 552 people per sq.km. The total number of households was 358,796 with an average household size of 4.6.

The employable population (age 5 years and above) was 1,445,146 as at 2019. The working population was 629,607, the population seeking work was 40,627 while 774,779 were outside the labour force.

Table 1: Distribution of Population by Sex and Sub-County

National/ County	Sex			Total
	Male	Female	intersex	
Kenya	23,548,056	24,014,716	1,524	47,564,296
Bungoma	812,146	858,389	35	1,670,570
Webuye East	55,775	58,771	2	114,548
Sirisia	58,225	61,649	1	119,875

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Webuye West	74,180	78,331	4	152,515
Kimilili	78,560	83,475	3	162,038
Kabuchai	86,302	91,438	8	177,748
Bumula	103,368	112,523	1	215,892
Tongaren	107,475	114,183	2	221,660
Mt. Elgon	108,556	109,964	9	218,529
Kanduyi	139,705	148,055	5	287,765

Source: KNBS, Kenya Population and Housing Census Report, 2019

Table 2: Population projections by urban centers

Urban Centre	1999 Census	2009 Census	2019 Census	2022 population projection	2025 population projection	2027 population projection	2030 population projection	2032 population projection
Bungoma	44,196	54,469	68,031	72,408	77,066	80,336	85,505	89,134
Kimilili	10,261	40,928	56,050	59,656	63,494	66,188	70,446	73,436
Webuye	19,606	23,364	42,642	45,385	48,305	50,355	53,595	55,869
Chwele	3,018	-	9,797	10,427	11,098	11,569	12,313	12,836
Kapsokwony	5,687	3,663	7,077	7,532	8,017	8,357	8,895	9,272
Cheptais	3,675	0	4,419	4,703	5,006	5,218	5,554	5,790
Sirisia	-	-	2,096	2,231	2,374	2,475	2,634	2,746

Source: KNBS, Kenya Population and Housing Census Report, 2019

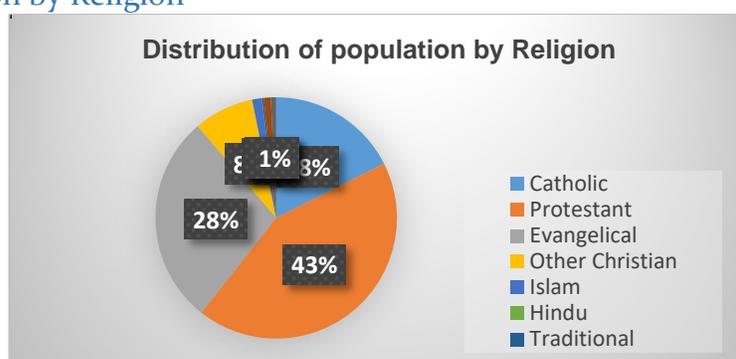
Table 3: Projection of Population by Age Group

Age Group	2019 KNBS Census population			2023 (Projections)			2027 (Projections)			2032 (Projections)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	109,105	110,069	219,174	118,563	119,610	238,173	128,840	129,978	258,818	142,948	144,211	287,160
5-9	126,822	126,486	253,308	137,815	137,450	275,266	149,762	149,365	299,126	166,161	165,721	331,882
10-14	133,033	133,921	266,954	144,565	145,530	290,094	157,096	158,145	315,241	174,299	175,462	349,761
15-19	109,337	106,485	215,822	118,815	115,715	234,530	129,114	125,746	254,860	143,252	139,516	282,768
20-24	65,615	74,162	139,777	71,303	80,591	151,893	77,483	87,576	165,060	85,968	97,166	183,135
25-29	49,457	59,132	108,589	53,744	64,258	118,002	58,403	69,828	128,231	64,798	77,474	142,272
30-34	46,615	57,000	103,615	50,656	61,941	112,597	55,047	67,310	122,357	61,075	74,681	135,755
35-39	35,762	35,486	71,248	38,862	38,562	77,424	42,231	41,905	84,135	46,855	46,493	93,348
40-44	32,035	34,866	66,901	34,812	37,888	72,700	37,830	41,173	79,002	41,972	45,681	87,653
45-49	26,584	26,841	53,425	28,888	29,168	58,056	31,393	31,696	63,089	34,830	35,167	69,997
50-54	19,025	22,101	41,126	20,674	24,017	44,691	22,466	26,099	48,565	24,926	28,957	53,883
55-59	18,428	21,266	39,694	20,025	23,109	43,135	21,761	25,113	46,874	24,144	27,863	52,007
60-64	14,478	16,289	30,767	15,733	17,701	33,434	17,097	19,235	36,332	18,969	21,342	40,311
65-69	9,746	11,977	21,723	10,591	13,015	23,606	11,509	14,143	25,652	12,769	15,692	28,461
70-74	6,750	8,655	15,405	7,335	9,405	16,740	7,971	10,221	18,191	8,844	11,340	20,183
75-79	4,028	5,840	9,868	4,377	6,346	10,723	4,757	6,896	11,653	5,277	7,652	12,929
80-84	2,841	3,896	6,737	3,087	4,234	7,321	3,355	4,601	7,956	3,722	5,105	8,827
85-89	1,629	2,503	4,132	1,770	2,720	4,490	1,924	2,956	4,879	2,134	3,279	5,414
90-94	555	848	1,403	603	922	1,525	655	1,001	1,657	727	1,111	1,838
95-99	253	465	718	275	505	780	299	549	848	331	609	941
100+	41	100	141	45	109	153	48	118	167	54	131	185
Not Stated	7	1	8	8	1	9	8	1	9	9	1	10
Total	812,146	858,389	1,670,535	882,545	932,797	1,815,342	959,047	1,013,655	1,972,702	1,064,066	1,124,654	2,188,720

KNBS, Kenya Population and Housing Census Report, 2019 (Annual Growth Rate, 2.1%)

Figure 1: Distribution of Population by Religion

Catholic	291,998.00
Protestant	715,732.00
Evangelical	467,570.00
Other Christian	133,854.00
Islam	21,687.00
Hindu	424.00
Traditional	3,884.00
Other Religion	15,342.00
No Religion	11,813.00



KNBS, Kenya Population and Housing Census Report, 2019

1.1.7 Major Economic Activities

Water Supply and Waste Collection contributes 6.53% towards the Gross County Product. Agriculture contributes the most to the Gross County Product at 44.2% followed by Transport and Storage at 11.6% respectively. Other key economic activities include public administration and defense, education, wholesale and retail, real estate activities, manufacturing and construction. The table below highlights the contribution of the various economic activities in the County (KNBS, Gross County Product Reports, 2019 and 2021)

Table 4: Gross County Product (GCP) by Economic Activities in millions, 2017 and 2020

Economic Activity	GCP (In Kshs, millions)- 2017	GCP (In Kshs, millions)- 2020	Deviation	Percent contribution to GCP 2017	Percent contribution to GCP 2020	Deviation	% contribution to National GVA and GDP-2020s	% contribution to National GVA and GDP-2020	Deviation
Agriculture, forestry and fishing	107,829	91,795	(16,034)	58.76%	44.20%	(14.56)	3.8	3.7	(0.1)
Mining and quarrying	304	355	51	0.17%	0.17%	0	0.5	0.5	0
Manufacturing	1,720	8,162	6,442	0.94%	3.93%	2.99	0.3	1.1	0.8
Electricity supply	433	760	327	0.24%	0.37%	0.13	0.3	0.5	0.2
Water supply; waste collection	1,203	1,357	154	0.66%	6.53%	5.87	2.1	2.2	0.1
Construction	4,123	6,294	2,171	2.25%	3.03%	0.78	0.9	0.8	(0.1)
Wholesale and retail trade; repair of motor vehicles	6,650	10,327	3,677	3.62%	4.97%	1.35	1.1	1.2	0.1
Transport and storage	10,388	24,093	13,705	5.66%	11.60%	5.94	1.7	2.1	0.4
Accommodation and food service activities	394	1,349	955	0.21%	0.65%	0.44	0.7	1.7	1.0
Information and communication	1,576	4,031	2,455	0.86%	1.94%	1.08	1.4	1.4	0
Financial and insurance activities	9,933	2,381	(7,552)	5.41%	1.15%	(4.26)	1.6	0.3	(1.3)
Real estate activities	9,217	9,979	762	5.02%	4.80%	(0.22)	1.6	1.0	(0.6)
Professional, technical and	14	3,142	3,128	0.01%	1.51%	1.5	0.0	0.9	0.9

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support services									
Public administration and defense	8,742	16,869	8,127	4.76%	8.12%	3.36	2.6	2.8	0.2
Education	15,730	16,571	841	8.57%	7.98%	(0.59)	4.9	4.1	(0.8)
Human health and social work activities	3,067	4,623	1,556	1.67%	2.23%	0.56	2.4	2.1	(0.3)
Other service activities	3,761	4,286	525	2.05%	2.06%	(0.24)	4.1	2.0	(2.1)
FISIM ₁	1,574	1,310	(264)	0.86%	0.63%	(0.23)	0.6	0.6	0.0
Total	183,509	207,684	24,175	96.96%	105.9%	8.94	2.4	2.1	(0.3)

Source: KNBS, Gross County Product Reports, 2019 and 2021

1.2 Background of the Sector

1.2.1 Overview of the Sector

The Trade, Industrialization and Tourism Sector is one of the key sectors in promoting economic growth and development in the County. The main responsibilities of the Sector include: -facilitation of trade and investment; improving market infrastructure; development of vibrant cooperatives; promotion of tourism; and establishing a robust, diversified and competitive industrial sector in the county.

1.2.1 Sub-Sectors and their Mandates

This Sector is composed of the following sub-sectors

Trade Sub-Sector

The sub-sector is mandated to facilitate trade, investment and private sector development through: identification of opportunities; development of innovative investment policy frameworks; enforcing fair trade practices and consumer protection; promotion of trade opportunities, retail and wholesale markets; export promotion; Trade Negotiations and Advisory services; and promotion of entrepreneurship culture.

Investment and Industry Sub-Sector

The sub-sector is mandated to provide an enabling environment for private sector led industrial development in the County by: promoting resource based industries; promoting sustainable creativity and innovation to continually improve production processes and quality of products; promoting effective development of industrial human resource and specialized skills for industry to enhance competitiveness.

Cooperatives

This sub-sector provides a vehicle for sustained development of all other subsectors through pooling of resources, enhanced access to credit, promotion of value addition and marketing. The mandate is achieved through: cooperative policy development and

management, formation and expansion of cooperative societies, promotion of good governance in cooperative societies; and continuous stakeholder engagement.

Tourism

The subsector is mandated to develop and promote local tourism products.

1.2.3 Contribution of the Sector towards Social Economic Development

The sector plays an important role in the country’s growth and development through its contribution to the Gross Domestic Product (GDP). Through its linkages with other sectors of the economy it creates a channel through which goods and services move from the producers, manufacturers and to the final consumer. Additionally, the sector creates employment opportunities in the informal, retail, and wholesale trade thus contributing to poverty reduction by making it possible for many unemployed youth, women and vulnerable groups in society earn a living. The sector creates a conducive environment for the development of Medium, Small and Micro Enterprises (MSMEs). Lastly, the sector contributes significantly to the economy by stimulating the development of other sectors like agriculture and services, increasing foreign exchange earnings, increased revenue to the county/country, increased savings and investment, improvement in Balance of Payment, modernizing the lives of people among others.

1.3 Rationale for the County Sectoral Plan

The constitution of Kenya provides for a devolved system of governance that has led to development planning at both levels of government. County government development planning framework constitutes of County Sectoral Plans (CSPs), County Integrated Development Plans (CIDPs) and County Annual Development Plans (CADPs) which are linked to the Kenya Vision 2030 and its MTPs.

1.3.1 Linkage of County Sectoral Plans with Existing Legal and Policy Framework

The legal basis for the preparation of the County Sectoral plans includes:

County Government Act, 2012

The County Government Act, 2012 Section 107 specifies the types and purposes of county plans. These plans include County Integrated Development Plans, County Sectoral Plans, County Spatial Plans, and Cities and Urban Area Plans. The plans shall guide, harmonize and facilitate development and shall be the basis for all budgeting and spending in a county.

Specifically, Section 109 of the Act states that a County department shall develop a ten-year county sectoral plan as component parts of the county integrated development plan. The County sectoral plans shall be programme based, the basis for budgeting and performance management and shall be reviewed every five years by the county executive and approved by the county assembly, but updated annually.

In order to strengthen development planning at the county level, Section 54 of the County Government Act, 2012 requires that the county establishes the county intergovernmental forum that will be in charge of harmonization of services rendered, coordination of development activities and intergovernmental functions in the county.

Public Finance Management Act, 2012

The Public Finance Management Act, 2012 Section 125 provides for stages in the county budget process. The key stages for county governments planning and budgeting process in any financial year shall consist of, among others: integrated development planning process which shall include both long term and medium term planning; planning and establishing financial and economic priorities for the county over the medium term; and making an overall estimation of the county government’s revenues and expenditures.

Section 126 of the Act provides that every county government shall prepare a development plan in accordance with Article 220(2) of the Constitution, that includes: strategic priorities for the medium term that reflect the county government’s priorities and plans; a description of how the county government is responding to changes in the financial and economic environment; and programmes to be delivered with details for

each programme of the strategic priorities to which the programme will contribute, the services or goods to be provided; measurable indicators of performance where feasible, and the budget allocated to the programme.

Section 137 of the Act provides for the establishment of County Budget and Economic Forum (CBEF) to facilitate county budget consultation process and provide means for consultation by the county government on the preparation of county plans. In addition, section 187 of the Act provides for the establishment of the Intergovernmental Budget and Economic Council (IBEC) that shall among others provide a forum for matters relating to budgeting, the economy and financial management and integrated development at the national and county level.

Urban and Cities Act, 2011

Section 37 (1) of Urban and Cities Act, 2011 states that a city or urban area integrated development plan shall be aligned to the development plans and strategies of the county governments. In addition, section 36(2) states that an integrated urban or city development plan shall bind, guide and inform all planning development and decisions and ensure comprehensive inclusion of all functions.

Intergovernmental Relations Act, 2012

Section 7 of the Intergovernmental Relations Act, 2012, establishes the Summit responsible for, among others, monitoring the implementation of national and county development plans and recommending appropriate action. Section 11 of the Act establishes the Intergovernmental Relations Technical Committee (IGRTC) while Section 12 gives its functions which include, among others, providing secretariat services to the summit.

Sections 19 and 20 (1) (f), (1) (g), (3) of the Act establishes the Council of Governors and gives it, among other functions, to coordinate the receiving of reports and monitoring the implementation of inter-county agreements on inter-county projects. The Council of Governors is also mandated to establish sector working groups or committees for the better carrying out of its functions.

1.3.2 Domestication of Inter-County Regional and International Obligations and Commitments

For the County Sectoral Plan to be all inclusive there is a need to link it with other plans including international conventions. Such Plans include:

Lake Region Economic Bloc (LREB)

The counties that constitute the Lake Region Economic Bloc are Bungoma, Busia, Homa Bay, Kakamega, Kisii, Kisumu, Migori, Nyamira, Siaya, Trans Nzoia, Kericho, Bomet, Nandi

and Vihiga. They not only have similar ecological zones and natural resources; they have analogous cultural histories that date back to historical migrations and trading routes.

LREB was developed with the support of Deloitte East Africa and Ford Foundation in partnership with the county governments of the member 14 counties. The objective of the BLOC was to have an integrated approach in bringing together all the available resources, identify the opportunities and purposefully have all policies, programs and activities in the Lake Region aligned towards raising and sustaining the quality of peoples’ life and ecosystems.

During the process of developing the Blueprint, ten (10) strategic intervention areas emerged as follows: Productive Sectors, Social Sectors and Enablers;

- **PRODUCTION SECTOR**
 - Tourism Pillar
 - Agriculture Pillar
 - Trade & Industrialization Pillar

- **SOCIAL SECTOR**
 - Education Pillar
 - Health Pillar
 - Youth, Gender & PWDs Pillar
 - Water, Environment & Climate Change Pillar

- **ENABLING SECTOR**
 - Financial Services Pillar
 - Infrastructure Pillar
 - Information Communication Technology Pillar

Kenya Vision 2030 and Medium-Term Plans

Kenya’s Vision 2030 is an economic blueprint that seeks to create “a globally competitive and prosperous nation with a high quality of life by 2030”. The Vision aims to transform the country into a middle-income country providing a high quality of life to all its citizens in a clean and secure environment.

The Vision is anchored on three key pillars: economic; social; and political. Each pillar has a clearly set out objectives. The Economic Pillar seeks to attain and sustain a growth rate of 10% per annum on average with respect to the Gross Domestic Product (GDP) till 2030. The sectors that have been prioritized under this pillar include: Infrastructure; Tourism;

Agriculture; Trade; Manufacturing; Business Process Outsourcing and Information Technology, and financial services.

The Social Pillar targets a cross-section of human and social welfare projects and programmes so as to improve the quality of life for all Kenyans. The sectors prioritized under this pillar include; Education and Training; Health, Environment; Housing; Gender, Children and Social Development; Labour and Employment; Youth and Sports.

The Political Pillar envisions a democratic system that is issue based, people centred, results oriented and is accountable to the public. The pillar is anchored on transformation of Kenya’s political governance across five strategic areas; the rule of law – the Kenya Constitution 2010; Electoral and political processes; Democracy; Public Service delivery; Transparency and accountability Security, peace building and conflict management.

Kenya Vision 2030 is implemented through successive five years Medium Term Plans (MTP) at the national level while the CIDPs implement it at the county level. The first MTP covered the period 2008-2012, the second, 2013-2017 while the third MTP 2018-2022 is coming to an end this year. The fourth MTP is in the final process of preparation and seeks to implement projects and programs identified under Vision 2030 over the five-year period.

County governments are thus envisaged to support implementation of Vision 2030 projects that may be domiciled in or cut across the counties and further identify specific projects and programmes for implementation towards achievement of the Kenya Vision 2030.

Constitution of Kenya 2010

The Constitution of Kenya, 2010 created a two-tier system of governance, the national and devolved governments that are distinct but interdependent, each with specific functions as set out in the fourth schedule. It creates the national government and 47 county governments.

The Fourth Schedule delineates the functions of the national and county governments. A total of 14 functions have been devolved to the counties. The main ones being; county planning and development; agriculture; county health services; control of air pollution, noise pollution, other public nuisances and outdoor advertising; cultural activities, public entertainment and public amenities; county roads and transport; animal control and welfare; trade development and regulation; pre-primary education and village polytechnics; specific national government policies on natural resources and environmental conservation; county public works and services; firefighting services and

disaster management; and, control of drugs and pornography. In view of this the Sector Plan is drawn from the fourth schedule of the Constitution.

The national government has since 2010 enacted Acts of parliament to address the issues of devolution. The main Acts include; Urban Areas and Cities Act, 2011; County Governments Act, 2012; The Transition to Devolved Government Act, 2012; The Intergovernmental Relations Act, 2012 and The Public Finance Management Act, 2012. These Acts have in effect operationalized the County Governments.

National Spatial Plan (NSP) framework

Kenya has prepared a thirty-year spatial plan (2015-2045) that aims at harmonizing development in the country. The plan envisages optimal productivity, sustainability, efficiency and equitability in the use of the scarce land in Kenya and the territorial space. The plan seeks to distribute the population and activities on the national space to sustainable socio-economic development as outlined in its Vision 2030 blue print in areas such as agriculture, tourism, energy, water, fishing and forestry.

In view of this, the County Government has developed a County Spatial Plan that is intended to serve as a broad-based and indicative framework for development coordination. It represents shared strategic direction regarding the spatial organization of the County as a whole, and relies on the agency of the adopted spatial structure in engendering sustainable growth and development of the County.

Green Economy Strategy and Implementation Plan (GESIP)

The plan seeks to guide Kenya's transformational path way in five thematic areas namely; sustainable infrastructure development, building resilience, sustainable natural resources management, resource efficiency, social inclusion and sustainable livelihood.

Implementation of GESIP will be guided by a set of principles meant to boost sustainable consumption and production, namely: equity and social inclusion; resource efficiency; Polluter-Pays-Principle; precautionary principle; good governance; and public participation. This will contribute to the national implementation of the Paris Agreement on climate change and the attainment of the Sustainable Development Goals.

The GEISP lays emphasis on mitigating the socio-economic challenges facing the achievement of the Kenya vision 2030. These are; food insecurity, poverty, inequalities, unemployment, poor infrastructure, environmental degradation, climate change and variability.

Transitioning to a green economy requires significant resources in terms of finance, investment, technology and capacity building. Therefore, integration of GE in the planning and budgeting processes is crucial at both the national and county level for successful implementation of GESIP.

Agenda 2063 of the African Union

Africans of diverse social formations and in the Diaspora in 2015 affirmed the AU Vision of “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena” as the overarching guide for the future of the African continent. Further, they reaffirmed the relevance and validity of the OAU/AU 50th Anniversary Solemn Declaration.

The converging voices of Africans of different backgrounds, including those in the Diaspora have painted a clear picture of what they desire for themselves and the continent in the future. From these converging voices, a common and a shared set of aspirations have emerged:

- i. A prosperous Africa based on inclusive growth and sustainable development;
- ii. An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa’s Renaissance;
- iii. An Africa of good governance, respect for human rights, justice and the rule of law;
- iv. A peaceful and secure Africa;
- v. An Africa with a strong cultural identity, common heritage, values and ethics;
- vi. An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and
- vii. Africa as a strong, united, resilient and influential global player and partner.

The aspirations reflect the desire of Africans for prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, with freedom from conflict and improved human security. They also project an Africa of strong identity, culture and values, as well as a strong and influential partner on the global stage making equal, respected contribution to human progress and welfare.

The aspirations embed a strong desire to see a continent where women and the youth have guarantees of fundamental freedoms to contribute and benefit from a different, better and dynamic Africa by 2063, and where women and youth assume leading roles in growth and transformation of African societies. The County government through this plan will develop strategies that are in line with the Africa Agenda 2063.

Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a comprehensive development plan with a set of 17 goals and 169 targets agreed upon at the UN General Assembly and adopted as the post development agenda in September 2015. The world will use them for strategic planning, policy review and action for sustainable development so as to bring about economic progress, social justice and inclusion, protection of the climate, environment and biodiversity while ensuring no one is left behind.

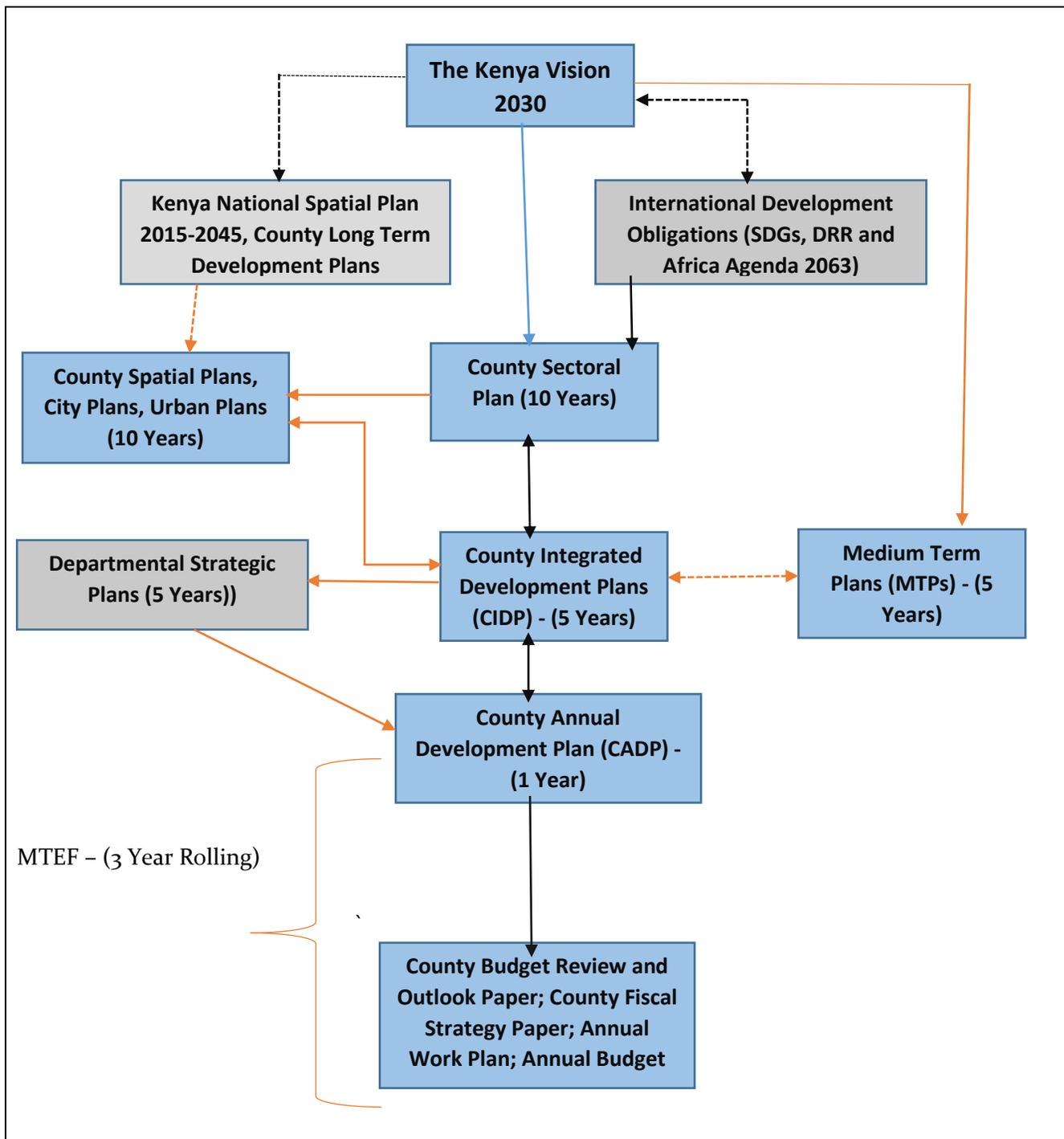
As the excerpt from the 2030 Agenda describes, the SDGs and targets are aspirational and global with each government called to decide how the SDGs should be incorporated into national/County planning processes, policies and strategies.

The country’s Vision 2030 blueprint is in line with the goals and targets of the new agenda which undergoes review every 5 years. The national blueprint defines the strategies and programs that will translate into efficient, effective, and responsive actions that are achievable. In view of this, the County government will undertake the following steps in addressing the post 2015 agenda;

- a. Identify SDGs relevant to the sectors and functions allocated to the counties via the schedule four of the constitution.
- b. Mainstream and integrate in their strategies and plans the identified global SDGs considering the three dimensions of sustainable development: economic, social and environmental.
- c. Set County-relevant targets: for County-adapted and inclusive SDGs that are achievable, yet ambitious.
- d. Put in place an information management system that will support performance, monitoring and reporting of results and progress.
- e. Appoint at least one officer to serve as the County’s SDGs champion

The County Government will continue to create opportunities for real dialogue between people about the implementation of the post-2015 agenda, especially marginalized and excluded groups and authorities by institutionalizing dialogue structures, such as debates – at the County assembly, and also within communities and County conferences.

Figure 2: CSP Linkage with Other Plans



1.4 Approach/methodology in the preparation of the sector plan

1.4.1 Steps in Preparation of the CSP

Phase I: Preliminary stage

(i) The County Executive Committee (CEC) Member for Finance and Economic Planning issued a circular to initiate CSP preparation process. The circular clearly outlined county sectors, composition of sector working groups and their terms of reference (TORs) and timelines for accomplishment of milestones in the preparing of the CSP.

(ii) The CEC members in charge of Trade, Industrialization and Tourism constituted the Sector Working Group (SWG) which was responsible for spearheading the Sectoral Plan preparation process. The relevant Chief Officers co-chaired the SWG. The SWG members included technical officers from relevant county departments and stakeholders from other key state and non-state institutions.

(iii) Sensitization sessions on the CSP guidelines and the preparation process of CSP was conducted by the sector economist to the sector working group secretariat.

Phase II: Drafting Process

(i) Data collection and analysis

The SWG undertook a desktop and secondary data review on sector performance to determine the level of achievement, programmes implementation challenges and lessons learnt. Departmental reports, M&E Reports, sector related policies and laws, CIDP, Kenya Vision 2030, ASTGS, Previous Sector Plans, Community Social Audit Reports, Financial Statements, Controller of Budget Reports, Economic Surveys, National Government Agriculture Development Strategies, National and county Spatial Plans, Statistical Abstracts and other KNBS Publications were comprehensively reviewed for data collection and to generate content for the sector plan preparation process.

The SWG undertook stakeholder mapping that included relevant agriculture sector departments at the county and national levels, County Budget and Economic Forum, NGOs, Academic Institutions, Research institutions, development partners, religious institutions, private sector, Public Benefit Organizations (PBOs) and County citizens amongst other stakeholders. Public Participation Fora, Key Stakeholders' Fora, Key Informant Interviews and Several Group Discussions were conducted to collect relevant information and inputs from the stakeholders.

(ii) The SWG retreated for drafting workshops and consolidation of the collected data and information. A draft Sector Plan was then developed as per the guidelines.

Phase III: Validation

The draft sector plan was further subjected to a key stakeholders’ forum for input and comments for incorporation by the SWG.

Phase IV: Approval

The SWG presented the draft Sector Plan to the county executive committee member for Trade, Energy and Industrialization for presentation to the County Executive Committee for consideration and adoption before submission to the county assembly for approval.

CHAPTER TWO: SITUATION ANALYSIS

2.1 Sector Context Analysis

This section discusses the environment within which the sector operates. This includes macroeconomic, political (administration), socio-cultural, demographics, environmental, technological issues among others. It highlights the intra-county data variations and key factors influencing the performance of the sector. The section also discusses the existing sector policy and legal framework and how they influence the performance of the sector.

Political Analysis

The County has various government agencies coordinated through an inter-governmental relations framework, Intergovernmental Relations Act, 2012.

Government restructuring and reorganization mostly after change in government affects implementation of the set targets as a result of different manifestos leading to inadequate implementation of planned sector programmes/projects.

The County Government, National Government and Partners have established county governance structures for sector development. Political goodwill towards functionality of established structures is important towards implementation of the planned programmes and projects.

There is an established framework for public participation and stakeholder engagement including the Constitution, County Government Act, 2012 and the PFM Act, 2012 that enables inclusivity in socio-economic development.

Enhanced support for functionality of institutions geared towards promoting transparency and accountability has led to establishment of M&E systems and improved accountability.

Demographic Analysis

The county has a total of 365 cooperatives, where only 30% are functional, and 11,971 operational MSMEs. The county has 15 agro-based cottage industries, 48 open ground air markets and 20 ESP and SHOMAP wholesale and retail market facilities.

Cottage Industries

Table 5: Cottage Industries

S/No.	Project Name	Project Location
1.	Naitiri Division women Sacco/ Lungayi Animal Feed Plant	Naitiri Ward, Tongaren Sub County
2.	Bumula Multi-Purpose Animal Processing plant	South Bukusu Ward, Bumula Sub County

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3.	Musakasa Value addition Community driven Centre - products from nuts	Musakasa, Siboti Ward Bumula Sub County
4.	Bukembe Needy Women Tailoring Training Community Driven Development Centre	Bukembe trading centre, Bukembe East Ward Kanduyi Sub County
5.	East Sang’alo Animal Feeds Plant Community Driven Centre	East Sang’alo Ward, Kanduyi Sub-county
6.	Mwai-Mwai Coffee Factory Community Driven Development Centre	Elgon Ward, Mt Elgon Sub-county
7.	Kabula Ripening Plant Community Driven Development Centre	Kabula Ward, Bumula Sub-county
8.	Webuye Animal Feeds Processing Plant Community Driven Development Centre	Matulo Ward, Webuye West Sub County
9.	Bumula Hand Looming Weaving and Tailoring Community Driven Development Centre	Bumula Ward, Bumula Sub-county
10.	Namwacha Potato Processing Plant Community Driven Development Centre	West Sang’alo Ward, Kanduyi Sub-county
11.	Namubila Tomato Value Addition Processing Plant Community Driven Development Centre	Lwandanyi Ward Sirisia sub county
12.	Kimilili / Chebukwabi Animal Feeds Plant	Kibingei Ward, Kimilili sub-county
13.	Mukwa Banana Tissue Culture Community Driven Development Centre	Bumula Ward, Bumula Sub- county
14.	Tongaren Artificial Insemination centre	Tongaren Ward Tongaren sub-county
15.	Chebukube Banana Ripening & Processing plant	Chebukube Mt. Elgon Sub-County

Wholesale/Retail Markets

Table 6: Wholesale/Retail Markets

S/No.	Name of Mkt.	Mkt Location
1	Bungoma Municipal wholesale/retail Mkt (LATF)	Bungoma town CBD
2	Chwele (LATF) Mkt. shed	Chwele
3	Kapsokwany Wholesale retail Mkt shed (LATF)	Kapsokwany
4	Kimilili Municipal Wholesale & retail Mkt shed (LATF)	Kimilili town
5	Kimilili Thursday Wholesale & retail Mkt shed (LATF)	Kimilili town
6	Misikhu Wholesale & retail Mkt. shed (LATF)	Misikhu
7	Bukembe Mkt. compound (ESP)	Bukembe
8	Webuye (ESP) Mkt shed	Webuye town
9	Myanga (ESP) market shed	Myanga
10	Mateka (ESP) market shed.	Mateka
11	Sirisia (ESP) Mkt shed	-
12	Masaek (ESP) Mkt shed	Kopsiro
13	Ndalu (ESP) Mkt shed	Ndalu
14	Matisi Wholesale & retail mkt. (SHOMAP)	Matisi
15	Buyofu Wholesale & retail mkt. (SHOMAP)	-
16	Mayanja Wholesale & retail Mkt (SHOMAP)	Mayanja Bitungu
17	Lwakhakha Wholesale & retail Mkt (SHOMAP)	Lwakhakha
18	Kwa Mariko Wholesale & retail Mkt (SHOMAP)	Sirisia
19	Chebukwabi Wholesale & retail Mkt (SHOMAP)	Kimilili
20	Lugulu Wholesale & retail Mkt (SHOMAP)	Lugulu
Undeveloped County Open grounds Air Markets		

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21	Chebukube Open Air Mkt	Mumias Rd
22	Kanduyi Stadium	Kanduyi
23	Nzoia Dorofu Open Air Mkt	Nzoia Dorofu
24	Mechimeru Open Air Mkt.	Mechimeru
25	Sang’alo Open Air Mkt.	Sang’alo
26	Matisi Open Air Mkt.	Matisi
27	Ekitale Open Air Mkt.	Ekitale Mkt.
28	Tuuti Open Air Mkt.	Tuuti
29	Bumula Open Air Mkt.	Bumula
30	Mabusi Open Air Mkt.	Mabusi
31	Nasianda Open Air Mkt.	Nasianda
32	Maraba Open Air Mkt.	Maraba
33	Buyofu Open Air Mkt.	Buyofu
34	Kimaeti Open Air Mkt.	Kimaeti
35	Bitobo Open Air Mkt.	Bitobo
36	Kimwanga Open Air Mkt.	Kimwanga
37	Weyeta Open Air Mkt.	Weyeta
38	Mayanja Kibuke Open Air Mkt. Auction Ring	Mayanja Kibuke
39	Watoya Open Air Mkt.	Watoya
40	Wamono Open Air Mkt.	Wamono
41	Lwakhakha open air Mkt	Lwakhakha
42	Namwela Open Air Mkt.	Namwela
43	Kikai Open Air Mkt.	Kikai
44	Kuywa Open Air Mkt.	Kuywa
45	Chesamisi Open Mkt	Chesamisi
46	Kamukuywa Open Air mkt	Kamukuywa
47	Kabuchai Open Air Mkt.	Kabuchai
48	Sikusi Open Air Mkt.	Sikusi
49	Musese Open Air Mkt.	Musese
50	Chebukwa Open Air Mkt.	Chebukwa
51	Mukhweya Open Air Mkt.	Mukhweya
52	Chekulo Open Air Mkt.	Chekulo
53	Luuya Open Air Mkt.	Luuya
54	Machakha Open Air Mkt.	Machakha
55	Nambami Open Air Mkt.	Nambami
56	Ndivisi Open Air Mkt.	Ndivisi
57	Lukusi Open Air Mkt	Lukusi
58	Milo Open Air Mkt.	Milo
59	Sitikho Open Air Mkt.	Sitikho
60	Karima Open Air Mkt.	Karima
61	Mbakalo Open Air Mkt.	Mbakalo
63	Nyange Open air Mkt	Nyange
64	Naitiri Open Air Mkt.	Naitiri
65	Mabusi Open Air Mkt.	Mabusi
66	Tongaren Open Air Mkt.	Tongaren
67	Lukhuna Open Air Mkt.	Lukhuna
68	Makutano Open Air Mkt.	Makutano

Economic Analysis

Change in economic variables such as fluctuations in inflation rate, interest rates, taxation has adverse effect on general cost of living. High taxation occasioned has affected operations of major businesses leading to business contraction or collapse. Increasing inflation rates in the country partly occasioned by sharp increases in the cost of food and fuel largely affected by the COVID-19 Pandemic and the war in Ukraine.

The business environment has improved partly through: Elimination of non-tariff barriers to trade by centralization of services at the port of entry; Mutual Recognition Agreements (MRAs) between the importing country and exporting country; Elimination of a number of weighbridges along the trunk roads; incorporating in-motion (virtual) weighing of trucks to reduce the time taken at converging at the weighbridge.

Changes in consumption patterns of the population has been brought about by high cost of living due to increased prices of basic commodities.

Increased number of financial institutions and digital lending platforms has enhanced financial penetration and inclusion but the high cost of credit has negatively affected access to financial services by MSMEs in the County.

The high unemployment rates among the youth and rural urban migration in search of non-existent jobs is as a result of domestic macroeconomic instability though the government at both levels have put in place interventions to address the youth unemployment issue including the ‘Kazi Mtaani’ program, promotion of the manufacturing sector, linking youth to digital job opportunities amongst others

The high cost of production has been brought about by high cost of inputs such as energy/power, labor has led to reduced competitiveness of Kenyan products in the market leading to collapse and relocation of manufacturing entities.

Social Analysis

The modern business dynamics has improved the entrepreneurial culture of the population due to exposure to e-commerce and availability of partners to train on sound business skills.

High poverty index has led to a thriving informal trade sector (mama mboga) mostly in informal settlements.

Retrogressive cultural practices such as unfavorable land tenure systems have led to women and youth entrepreneurs’ inability to access credit due to lack of collaterals

Disease epidemic such as Covid-19 and HIV/AIDS has negatively affected labour productivity in the county

Poor governance and internal conflict has hampered productivity and slowed down the growth of cooperatives in the county

Technological Analysis

Business operations at the County are thriving as a result of adoption of e-commerce such as e-marketing, IFMIS, digital financial services.

Rapid technological changes such as increased access to smart phone has improved internet connectivity in rural areas hence effective and efficient business operations. Additionally, this has enhanced Research & Innovation.

Environmental Analysis

Malpractices leading to environment degradation such as discharge of effluent waste from factories into rivers has affected aquatic life and availability of safe water for domestic use. NEMA acts as a watchdog in enforcing policies and regulations put in place for environmental management.

Poor waste management and sanitation at trading facilities has negatively affected business operations in the county.

Existing Policy and Legal Framework

The County Government has also developed various policies, strategies, laws and regulations as follows;

i. Bungoma County Industrial Policy, 2018

The policy will facilitate creation of an enabling environment for the growth of the industrial sector in the County. It focuses on value addition for both primary and high valued goods; and linkages between industrial sub-sectors and other productive sectors to drive the industrialization agenda in the devolved unit. The Policy provides a policy framework for: (i) Creating an enabling environment; (ii) High value addition to harness the agricultural, mineral, natural and forestry resources; (iii) development of priority industrial sub-sectors; (iv) Enhancing human resource skills through development of technical, entrepreneurial, production and managerial skills for industrial development;

(v) Measures for attracting local and foreign direct investment (FDIs) including infrastructural development, regulatory environment, environmental sustainability among others; (vi) Local and export market expansion and diversification for manufactured products; (vii) Enforcing standards, quality infrastructure and intellectual property rights regime; (viii) strengthening industrial research, development and innovation; (ix) facilitating the growth and graduation of the MSMEs for industrial expansion; and (x) provision of access to affordable and appropriate financial services for industrial growth and expansion

ii. County Investment Policy, 2018

The policy seeks to attract quality investments that will drive the county to higher levels of development and transformation for the good of the citizenry and ensure effective management of the day-to-day investment activity both domestic and Foreign Direct Investments into the development and transformation agenda of Bungoma County. This will be attained through the creation of a conducive investment environment in the county that attracts prospective investors through a well-structured incentives plan. The policy was passed/approved by Cabinet and submitted to the CA; awaiting ratification.

iii. Bungoma County Industrial Parks Bill, 2019

The Bill aims at providing for the establishment of Industrial Parks. The objectives are: 1. regulating the designation, development and operation of industrial parks 2. Contributing towards the development of the county’s technological and industrial infrastructure 3. Encouraging private sector participation in manufacturing industries and related investments 4. Enhancing the competitiveness of the county’s economic development 5. Creating ample job opportunities and, 6. Achieving sustainable economic development. The Bill was passed/approved by cabinet, send to Legal Advisor for Review before onward forwarding to the County Assembly.

iv. Bungoma County Investment and Corporation bill, 2018

The purpose of this Bill is to provide for the establishment of legal and institutional frameworks for county investment and development in order to: (a) enhance financial and economic prudence in County Government investments; (b) establish an efficient and effective instrument for managing County Government investments; (c) enhance competitiveness of County Government investments; (d) promote local investment and Economic development; enhance county revenue base; (f) provide for mobilization of finances for investments; (g) provide for investment in socially beneficial projects; (h) facilitate investments by county residents; (i) coordinate and facilitate investments in the county; (j) Enable the County Government to undertake public private partnerships and

joint ventures in areas that are beneficial to the County. The Bill was ratified by the County Assembly.

v. Bungoma County Microfinance Corporation Bill, 2019

The Bill is aimed at providing for the establishment and management of a Microfinance Corporation to enhance access to credit and financial services to micro, small and medium enterprises and for associated purposes.

Other policy and legal frameworks developed include:

- i. County trade and market bill
- ii. Bungoma County investment bill, 2018 (Aimed at providing for the encouragement and expansion of Investments in the County)
- iii. Weights and Measures Policy
- iv. County trade loan regulation
- v. Draft County Tourism Policy

These policies and legal frameworks are anchored on various National policies and legal frameworks some of which are as listed below:

- i. Special Economic Zones Act, 2015
- ii. Special Economic Zones Bill
- iii. National Industrialization Policy
- iv. Micro and Small enterprise act, 2012
- v. Micro and Small enterprise development fund regulation, 2020
- vi. National Cooperative Development Policy
- vii. Cooperative Societies Act, 2004
- viii. Anti-counterfeit Act, 2008
- ix. Anti-counterfeit regulation, 2010
- x. Investment promotion Act, 2004
- xi. Industrial property act, 2001
- xii. Competition Act, 2010
- xiii. The export processing zone authority Act
- xiv. Kenya’s investment policy (KIP), 2017
- xv. National Industrialization Policy Framework for Kenya, 2012 -2030.

2.2. Review of Sector Financing

During the period 2013/14-2021/22, the Sector’s total expenditure was Kshs. 871,848,788 against total approved budget of Kshs. 1,672,894,468. Below is an analysis of expenditure versus approved budget.

Table 7: Source of Sector Budget Financing

Source of Financing	Allocation (Kshs. Million)									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
County Government (equitable share and own source revenue)	195,164,13	266,502,298	244,359,551	201,451,459	252,842,586	244,336,731	206,852,134	195,840,209	197,608,158	188,964,690

Table 8: Analysis of Sector budget by sub sector

Vote	Allocation (Kshs. Million)										Total
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
Trade, Energy and Industrialization	131,699,300	131,150,782	169,478,645	78,323,642	150,154,513	180,760,177	126,107,048	111,746,156	119,185,717	106,616,713	1,305,222,693
Cooperatives Sub Sector	7,994,813	7,579,354	8,180,906	39,554,838	56,688,073	49,022,356	51,545,086	54,780,000	56,717,345	54,321,980	386,384,751

2.3 Sector Performance Trends and Achievements

The section provides an analysis of the sector performance trends based on the key sector outcomes. It also highlights the key achievements of the sector within the last plan period as well as lessons learnt.

Table 9: Sector Performance Trends and Achievements

S/N	Outcome	Outcome Indicators	Unit of Measure	KPI			Remarks
				Baseline Value	End Term Target	End Term Actual	
Programme: Trade and Enterprise development							
Objective: To enhance growth of MSMEs							
1	Efficient and effective regulatory environment that promotes growth of the MSMEs sector	% increase in automated trade license services	%	-	100	100	This has led to enhanced efficiency in service delivery to MSMEs in trade licencing
2	Enhanced trading and investing activities	% increase in firms graduating from MSMEs to LSEs	%	-	20	-	This was attributed to low investment in cottage industries
3		% of traders participating in annual exhibition	%	-	100	35	The improved participation was due to enhanced sensitization on

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		and trade fair					County exhibition and trade fairs. COVID 19 Pandemic containment measures affected target achievements
4		% of employment opportunities in informal sub- sectors	%	-	50	4.8	Low support to MSMEs hampered achievement of set target
Programme: Market Infrastructure Development and Management							
Objective: To improve Markets infrastructure and Business Environment							
5	Improved Market Infrastructure access and Business Environment	Increase in market stalls	Number	-	1000	237	This has improved business environment and increased the number of businesses at the market
Programme 31: Industry							
Objective: To promote a vibrant private sector and spur job creation							
6	Enhanced industrial development	% increase in industrial sector growth	%	-	30	20%	Strategies for investor promotion in place A number of factories/processing facilities have been established or being established such as Naitiri Sugar Factory, Milk Processing Plant
6		Increase in employment opportunities	Number	-	100,000	-	Industrial development is still low
Programme 33: Standards, Business incubation and Research							
Objective: To enforce fair trade practices and increase trade and investment opportunities							
7	Business outreach programmes	No. of loan beneficiaries awarded and trained	Number	-	21,500	8,240	Enforcement/Review of regulations to enhance trade loans
Programme 34: Big 4 policy planning and management							
Objective: To enhance attainment of the Big 4 targets on manufacturing							
8	Attainment of the big 4 planning on manufacturing	No. Of factories developed	Number	-	1	-	Low investment on industrial development to support

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	g						manufacturing.
Cooperatives Development and Management							
To enhance cooperative development and productivity							
9	Increased number of cooperative societies	Increased number of cooperative societies and SACCOs	No	109	40	395	The increase in number of societies and turnover was attributed to enhanced investment in development of cooperatives, sensitization on benefits of organized groups, mobilization of membership & registration, and training of society leadership and members on good governance, market linkages
10	Increased cooperatives turn over	Increased Cooperatives and SACCOs turn-Over	Kshs.	256,743,854	50%	2,200,000,000	
Programme: Tourism product development and marketing							
Objective: To identify, develop and market key tourism product in the county							
11	Increased tourism sector contribution to the county revenue	Increase in game reserve tourists	Number	524	900	-	There is need for county to collaborate with the NG to collect this data at county level
12		Increase in hotel bed night	Number	30,000	50,000	-	There is need for county to collaborate with the NG to collect this data at county level
13		increase in tourist sites purchased	Number	0	25	0	The outcome has not been met since the department was grossly underfunded
14		increase in tourist sites developed	Number	0	25	1	The outcome has not been met since the department was grossly underfunded
15		increase in tourism cultural festivals held	Number	0	3	0	The outcome has not been met since the department was grossly underfunded
16		increase in no of hospitality	Number	1	6	1	The outcome has not been met since the department was

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		and standard survey done					grossly underfunded
17		increase in MICE/ Exhibitions held	Number	5	6	0	The outcome has not been met since the department was grossly underfunded
18	Enhanced human resource for the tourism and hospitality industry	% Increase in new tourism facilities and services	%	0	30	0	There is need for county to collaborate with the NG to collect this data at county level

2.4 Sectoral Development Issues

The section presents the development issues and their causes. It further highlights available opportunities and the possible challenges that hinder achievement of the development objective in relation to each development issue. The information is presented in table 3 below.

Table 10: Sectoral Development Issues, Causes, Opportunities and Challenges

Sub- Sector	Development issues	Causes	Opportunities	Challenges
Trade and Enterprise	Business Enterprise Development	Poor entrepreneurial culture and skills	<ul style="list-style-type: none"> • Existence of Policy and Legal framework for business enterprise training • Existence of business training institutions such as Kenya Institute of Business Training(KIBT) 	<ul style="list-style-type: none"> • Poor attitude towards formal businesses/Risk averseness • High cost of training • Low access to training opportunities • Low business mentorship and exposure
		Low access to credit	<ul style="list-style-type: none"> • Existence of various financial institutions and digital lending platforms • Development partner's support • Existence of policies and regulations for amalgamation of County Funds into MFI 	<ul style="list-style-type: none"> • High cost of accessing commercial credit and inadequate collaterals • High default rate • Poor attitude towards formal businesses/credit averseness • Weak institutional framework to run the county trade fund • Inadequate technical staff • Failure to put the funds into the intended purpose by the beneficiaries
		Informal business setting	<ul style="list-style-type: none"> • Existence of training framework • Licensing system in place 	<ul style="list-style-type: none"> • High cost of operating formal business • Poor attitude towards formal businesses
		Inadequate innovations	<ul style="list-style-type: none"> • Existence of market share within the EAC • Participation in trade fairs • Market promotion 	<ul style="list-style-type: none"> • Insufficient funds • Lack of market information by the exhibitors • Lack of structures by the county to help innovators help others in skills development
	Consumer protection	Unfair trade practices	<ul style="list-style-type: none"> • Weights and Measures Department in place • Existence of policies and regulations 	<ul style="list-style-type: none"> • Inadequate technical staff • Lack of metrology laboratory at County level • Inadequate enforcement of regulations leading to use of unauthorized instruments to

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			<ul style="list-style-type: none"> • Existence of national, regional and international standards 	<p>the detriment of farmers</p> <ul style="list-style-type: none"> • Inadequate knowledge on fair trade practices, consumer rights and obligations
	Market infrastructure	Inadequate amenities on existing markets	<ul style="list-style-type: none"> • Existence of Trade division in the County • Potential to establish partnership(s) with various stakeholders • Available County Government land for market development and expansion • A thriving economy due to improved business environment 	<ul style="list-style-type: none"> • Dilapidated state of markets • Poor operations/management of the markets • Lack of modern structures
		Unregulated trade market activities	<ul style="list-style-type: none"> • Existence of market regulation 	<ul style="list-style-type: none"> • Weak MMDCs which do not serve the interests of traders and other stakeholders • Poor perception on suitable location for business • Inadequate enforcement of regulation leading to poor management of markets • Insufficient funds
Industry	Industrialization	Poor value chain practices	<ul style="list-style-type: none"> • Availability of raw agricultural produce to support industrialization • Market for value addition products • Emerging focus on value addition activities • Available development partners 	<ul style="list-style-type: none"> • Collapsing cottage industries • Inadequate production capacities • Inadequate technical staff
		Trade liberalization	<ul style="list-style-type: none"> • Existence of National Industrialization policies and regulations which guided preparation of County Investment and Industrialization policies 	<ul style="list-style-type: none"> • High cost of production • Low quality cheap imports • Infiltration of counterfeits • Proliferation of untaxed products through porous borders

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Cooperatives	Cooperatives development and productivity	Poor governance practices amongst cooperatives	<ul style="list-style-type: none"> • Existence of policy and legal framework at national level • Existence of institutional framework for mobilization, registration and management of cooperatives • Existence of economies of scale and comparative advantage inherent in cooperatives can be harnessed to enhance market penetration 	<ul style="list-style-type: none"> • Weak County Cooperatives Policy and Legal framework • Dependency on regular government funding intervention due to inadequate internal resources • Fragmented market systems and lack of product research • Inadequate value addition and processing including packaging and branding • Low capital investment as capital formation has not been commensurate with the growth of cooperative business • Poor collaboration, lack of networking and competition among cooperatives • The subsector lacks an integrated data and information management system.
Tourism	Tourism product development	Some Tourist site are privately owned	<ul style="list-style-type: none"> • Existence of the natural tourist sites • Draft tourism policy • Existence of the NG PPP policy and guideline 	<ul style="list-style-type: none"> • Limited access to private owned sites • Lack of revenue collection mechanism to county government • Land is overpriced
		Inadequate marketing of tourism products	<ul style="list-style-type: none"> • Draft county tourism policy • Existence of Lake Victoria Tourism Association and LREB • Existence of private players like 4*4 Jumbo Charge • Existence of a National Tourism Fund 	<ul style="list-style-type: none"> • Inadequate technical staff • Inadequate funding of the tourism sub-sector in the county • Tourism sector not fully devolved • Lack of control on the tourism fund
		Inadequate access to tourist sites and amenities	<ul style="list-style-type: none"> • Existence of the natural tourist sites • Availability of local materials to develop the amenities • Draft county tourism policy • Willing local investors 	<ul style="list-style-type: none"> • Overpriced land • Limited access to private owned sites • Cultural beliefs and attachment to land. • Developing an access road in Chepkitale reserve is costly

		Inadequate technical capacity	<ul style="list-style-type: none"> • Existence of Kenya tourism board • Existence of Kenya tourism fund 	<ul style="list-style-type: none"> • Inadequate financial resources • Inadequate technical staff
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2.5 Crosscutting Issues

Table 11: Analysis of Sector Crosscutting Issues

Cross-cutting issues	Current situation	Effects of the issues on the sector	Gaps(policy, legal and institutional)	Measures for addressing the gaps	Recommendations
HIV&AIDS	Prevalence rate is 2.8 %. High prevalence among youths	Low productivity among the youths	No policy in place addressing issues of HIV &AIDS	Develop policies on HIV&AIDS	Domestication of the National policy to county specific awareness creation
Women, Youths & PLWD empowerment	Inadequate access to credit	Low productivity among women, youths & PLWD	Inadequate policy and legal framework to address issues credit access by women, youths & PLWD	Develop policies and legal framework on Credit access by women, youths & PLWD	Domestication of the National policy to county specific
Climate Change	Increased weather variability	Reduced business productivity	Inadequate policy and legal framework to address issues climate change	Develop policies on climate change	Domestication of the National policy

2.6 Emerging issues

Digital marketing and networking: Digital marketing is taking shape in urban developed centers unlike rural areas. There is need for more funds to be allocated for sensitization of MSMEs on digital marketing and networking.

Ukraine -Russia war: Sanctions related to the war has led to disruptions in the supply chain of key commodities leading to increases in prices of such commodities as oil, wheat, fertilizer inputs amongst others. Kenya imports 80% of wheat from Ukraine/Russia and with the shortage of wheat flour, prices of bread and allied products has significantly increased. Additionally, the war will trigger increased oil prices hence inflation through costly transport, electricity and other manufactured goods.

COVID-19: The large number of MSMEs that collapsed during COVI-19 period are yet to recover due to diminished returns and lost opportunities. The outbreak of covid-19 largely affected the tourism and hospitality sector. Many hotels laid off staff due to low bookings.

2.7 Stakeholders analysis

This section highlights the different stakeholders relevant to the sector and their roles and possible areas of collaboration. This has been presented as indicated in Table 5 below.

Table 12: Stakeholders Analysis

Stakeholder	Role	Possible areas of collaboration
County Departments and agencies	Policy formulation and Technical support to the sector	Create enabling policy environments, commitment in Implementation of county programmes and exhibit professionalism, integrity & accountability
Regulatory agencies (Anti-Counterfeit Agency, Competition Authority, Kenya Bureau of Standards)	Enforce quality and standardization and provide relevant information on quality and standards	Enforce laws to curb counterfeit goods, provide necessary information on counterfeit goods, conduct surveillance, investigate & prosecute offenders through inter-agency collaboration.
Financial institutions	Financial support	Provide accessibility to affordable credit facilities and engage in strategic partnership and collaboration
Kenya Investment Authority	Policy guidelines	Provide information to local & foreign investors on investment opportunities and collaborate in organizing investment promotion activities
Private Sector	Financial Support, capacity development	Policy and legislative advocacy, Public Private Partnerships and promotion of private sector investment
County Assembly	Legislation, representation and oversight	Development of requisite policies and legislations
MSEA and KEPROBA	Support growth of MSMEs	Co-ordination in the identification and evaluation of SMEs for support in participation in respective Trade Fairs within the EAC
National Governments and their respective Ministries and departments	Technical policy guidelines	Formulation of policies, legislations and regulations, provision of resources, foster strategic partnerships & engagement and technical backstopping
Special Interest Groups such as Kenya Association of Manufacturers, Jua Kali associations, Farmer Organizations, Business Community / Associations, Kenya National Chamber of Commerce & Industry	Advocacy on improvement of business and investment climate, support harmonization and implementation of regulations to eliminate Technical Barriers to Trade (TBTs)	Formulation of policies, legislations and regulations, provision of resources, foster strategic partnerships & engagement and technical backstopping

CHAPTER THREE: SECTOR DEVELOPMENT STRATEGIES AND PROGRAMMES

3.1. Sector Vision, Mission and Goal

3.1.1. Vision

A Globally Competitive sector in Sustainable Trade, Investment, Industrialization and Tourism

3.1.2. Mission

To provide an Enabling Environment for Sustainable Trade, Investment, Industrialization and Tourism

3.1.3 Sector Goal

The Sector goal is to enhance productivity and sustainability in the trade, industry, cooperatives and tourism sub-sectors

3.2 Sector Programmes and Interventions

This section provides the programmes, their objectives and the key interventions in line with the strategies identified in Section 3.2. Projects considered within the programmes are in accordance with the Public Investment.

Table 13: Programmes and Interventions

Programme	Development Objective	Strategies
Trade and Enterprise Development	To support growth and development of trade and investment	<ul style="list-style-type: none"> Strengthen Policy, Legal and Institutional Framework Promote fair trade practices and consumer protection Support MSMEs Promote market infrastructure development and management Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.
Industrial Investment and Development	To promote industrial growth and development	<ul style="list-style-type: none"> Strengthen Policy, Legal and Institutional Framework Promote industrial development Support MSMIs Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.
Cooperative Development	To enhance cooperative	<ul style="list-style-type: none"> Strengthen Policy, Legal and Institutional Framework Promote establishment of cooperative societies in the county

and Management	development in the county	<ul style="list-style-type: none"> • Enhance cooperative governance, advisory and training services • Promote sustainable market linkages for agricultural cooperative societies. • Enhance access to affordable credit/funding by cooperative societies. • Support cooperative agribusiness and marketing services • Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.
Tourism product development and marketing	To increase tourism earnings in the county	<ul style="list-style-type: none"> • Strengthen Policy, Legal and Institutional Framework • Promote tourism product identification and development • Enhance county tourism marketing and promotions. • Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.

3.3 Sector Flagship Projects

This section captures major projects/large scale initiatives with high socio-economic impact in terms of creating employment, enhancing competitiveness, revenue generation, and ability to deliver services including promoting peace and co-existence across the county.

Table 14: Sectoral Flagship Projects

Project Name (Location)	Objective	Outcome	Description of Key Activities	Time Frame	Beneficiaries (No)	Estimated Cost	Source of Funds	Implementing Agency
Establishment of Industrial Park in Webuye	To promote industrial development	Enhanced industrial development	Provision of basic amenities, Investor promotion, development Constitution of board members	10 Years	All Agricultural raw material producers 15 Cottage Industries & 9 CIDCs	1B	County Government & Development Partners	Department of Trade, Energy and Industrialization

3.4 Cross-Sectoral Linkages

This section provides mechanisms/actions on how sectors will build synergies and address adverse effects that may arise from the implementation of the programmes.

Table 15: Cross-Sectoral linkages

Programme Name	Linked Sector	Cross-Sector Linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
Market Infrastructure Development and Management	Lands, Urban/Physical Planning	Physical planning of markets Provision of land for market development Transfer land ownership from seller to County Government of Bungoma	Poor siting of land parcel in relation to the desired establishment	Collaboration with the sector in identifying suitable sites
	Public Works	Development of structural designs and BoQs Project supervision	-	-
	Sanitation	Provision of sanitation facilities within the markets	-	-
	Water and environment	Provision of water and garbage collection within the markets	-	-
	Gender	User friendly structures designed to accommodate PLWD	-	-
Industrial Development	Lands, Urban/Physical Planning	Physical planning of cottage industries Provision of land for industrial development	-	-
	Public Works	Development of structural designs and BoQs Project supervision	-	-
	Sanitation	Provision of sanitation facilities	-	-
	Water	Connection of water services	-	-

3.5 Sector Development Objectives and Strategies

This section presents the sector objectives and strategies in relation to development issues identified in the previous chapter. The information is captured in the below format as provided in Table 6.

Table 16: Sector Developmental Issues, Objectives and Strategies

Sub -Sector	Development Issue	Development Objective	Strategies
Trade and Enterprise	Business Enterprise Development	To support growth and development of MSMEs	<ul style="list-style-type: none"> • Train MSMEs on sound business operations • Link MSMEs to potential partners • Put in place structures to help innovators help others in skills development • Hold Business exhibitions and Trade Fair events • Support innovation and creativity through exhibitions and trade fairs • Establish Business Information centres • Identify, train and empower functional self-help groups in all wards • Disburse County Trade Loan to MSMEs • Enforce the policies and regulations • Put in place required tools and equipment • Formation of village trade loan committees • Constitute village trade loan committees • Procure motor cycles • Amalgamate County Funds into MFI • Conduct impact assessment • Employ adequate staff
	Consumer Protection	To enforce Fair trade practices and consumer protection	<ul style="list-style-type: none"> • Calibration of working standards and Inspector’s testing equipment • Verification and stamping of weighing and measuring equipment • Sensitization of traders on fair trade practices and consumer protection and prepackage control • Conduct periodic surveillance on counterfeits & contraband goods in the market • Carry out Investigations arising from complaints from consumer protection • Prosecute those who are non-complaint • Establish a County Metrology lab
	Market infrastructure	To provide conducive business environment through improved infrastructure for growth and development of trade.	<ul style="list-style-type: none"> • Construct integrated modern market facilities in strategic areas • Renovate existing Market stalls/sheds • Form Market Management and Development Committees and train them • Enforce the market regulation • Construct boda boda sheds

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Industry	Industrialization	To promote growth of Micro, Small and Medium Industries (MSMIs) and industrial development	<ul style="list-style-type: none"> • Equip and operationalize existing cottage industries and CIDCs • Sensitize farmers on value addition • Profiling and registering PBGs in Bungoma County • Employ adequate staff
Cooperatives Development and Management	Cooperatives development and Productivity	To Enhance cooperatives development and productivity	<ul style="list-style-type: none"> • Community Sensitization on need for cooperatives • Community mobilization and capacity building on formation of cooperatives • Provision of cooperatives registration services • Capacity building of cooperative societies’ leaders and members on good cooperative management practices • Facilitating elections and general meetings for cooperative societies • Provision of routine advisory/extension services to cooperative societies in the county • Promote sustainable market linkages for agricultural cooperative societies • Establishment of a central repository for management of agribusiness and market information in the county • Promote establishment of relevant infrastructure for production, storage, transportation, value addition & processing and marketing to support growth of cooperative societies. Such infrastructure include coffee pulping and milling, tea processing, milk cooling and processing, poultry collection and processing, potato cold storage and processing amongst others • Promoting linkages between cooperative societies and financial institutions • Establishment of a cooperative enterprise development fund to offer credit to vibrant societies • Provision of audit services to cooperative societies in the county
Tourism	Tourism product development	To increase tourism earnings in the county	<ul style="list-style-type: none"> • Development of tourism sites • Enforce tariffs • Signage construction, • Construction of access entrance points for data collection, • Develop technical capacities <ul style="list-style-type: none"> • Proposals to development partners • Develop a rural tourism Participate in Expos and MICE

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			<ul style="list-style-type: none">• Carry out cultural and tourism events.• Formulate legal frameworks to support tourism access.• Use of ICT, Ecommerce tools.• strategy• Develop access roads to tourist sites• Employ technical staff
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CHAPTER FOUR: IMPLEMENTATION MECHANISMS

4.1 Institutional and Coordination Framework

4.1.1 Institutional Arrangement

This section highlights institutions and their specific roles in the implementation of the sectoral plan. The institutions range from County Government departments to non-state actors. The table below highlights the various institutions and their specific roles;

Table 17: Institutional Arrangement

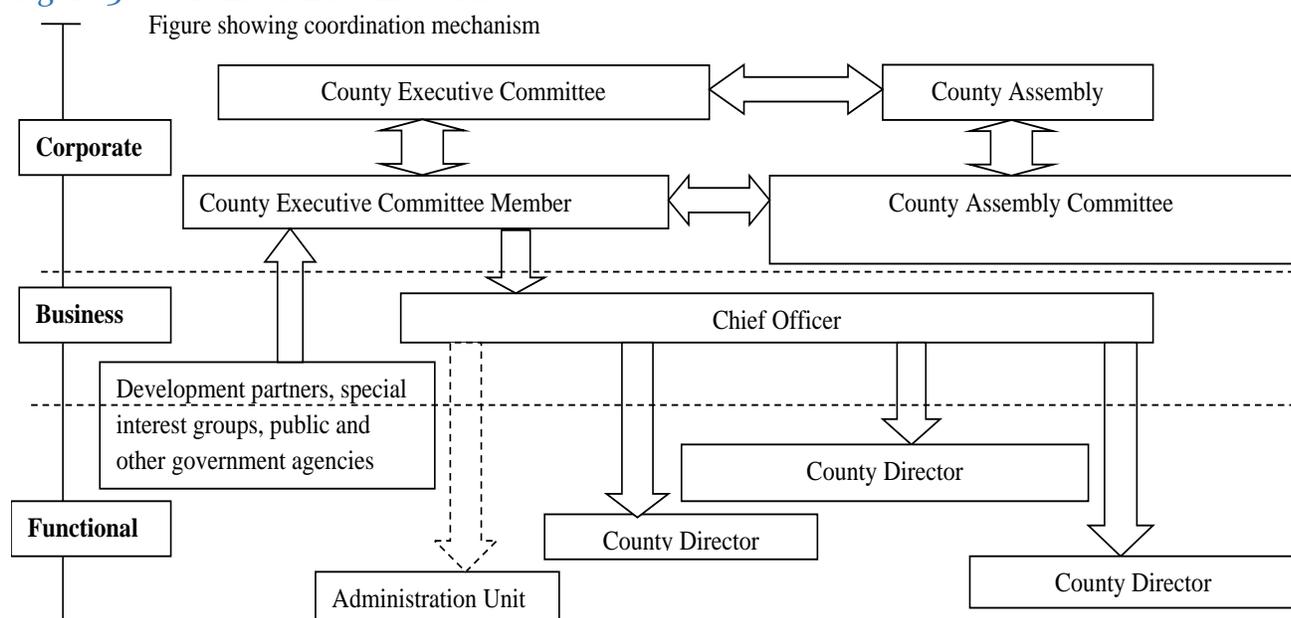
S/No.	Institution	Role in Implementation of the CIDP
1	County Executive Committee	<ul style="list-style-type: none"> • Policy formulation, implementation, and evaluation. • Preparation of plans and budgets • Coordination and facilitation of Program implementation, monitoring, evaluation, and reporting. • Coordinate with County Assembly for approval of plans and budgets.
2	County Assembly	<ul style="list-style-type: none"> • Legislation on policies, bills, and regulations • Oversight on program implementation • Representation of community on project identification and prioritization
3	County Government Departments	<ul style="list-style-type: none"> • Policy formulation, implementation, evaluation and reporting. • Program implementation, monitoring, evaluation, and reporting • Provides technical services
4	County Planning Unit	<ul style="list-style-type: none"> • Preparation of county plans (CIDP, Sectoral, Strategic, ADPs, etc) • Preparation of county budget documents (CBROP, MTEF, CFSP, CDMSP, Appropriation Acts) • Monitoring, evaluation, and reporting on program implementation. • Plans/Budget review • Collect county statistical data
5	Office of the County Commissioner	<ul style="list-style-type: none"> • Coordinate peace and security of county citizens • Public sensitization on government projects in the county • Coordinate National Government’s MDAs in the county • Monitor, evaluate and report on National Government projects in the county.
6	National Planning Office at the county	<ul style="list-style-type: none"> • Technical backstopping • Streamlining National programs in the CIDP • Resource mobilization
7	Other National Government Departments and Agencies at the county	<ul style="list-style-type: none"> • Collaborate with counterpart county departments and agencies on policy formulation, implementation and evaluation. • Collaborate with counterpart county departments and agencies on programs/project implementation in their respective departments. • Provide information concerning the programs in the department
8	Development Partners	<ul style="list-style-type: none"> • Technical and Policy Support • Capacity Development • Project and Program funding
9	Civil Society Organizations	<ul style="list-style-type: none"> • Advocacy and community sensitization • Resource Mobilization
10	Private Sector	<ul style="list-style-type: none"> • Provide market for produce • Promote value addition

		<ul style="list-style-type: none"> • Resource mobilization
11.	Training and Research institutions	<ul style="list-style-type: none"> • Capacity building and Research • Knowledge dissemination • Policy formulation
12.	Regulatory Bodies	<ul style="list-style-type: none"> • Establishment of standards • Quality controls • Regulation of practices • Policy formulation
13.	Regional bodies/associations	<ul style="list-style-type: none"> • Resource Mobilization. • Capacity development • Value Addition
14.	Public/Citizens	<ul style="list-style-type: none"> • Participate in project identification, monitoring and evaluation. • Use of service/ Products • Service provision • Value addition
15	Special Interest Groups	<ul style="list-style-type: none"> • Provide technical support • Mobilization of funds • Advocacy • Spiritual and Counselling services
16.	Media	<ul style="list-style-type: none"> • Advocacy • Dissemination of information

4.1.2 Coordination Framework

The Figure below shows the sector coordination mechanism:

Figure 3: Coordination Framework



4.2 Financing Mechanism

The implementation of this sector plan requires a total budget estimate of Kshs. 8.0735B (Kshs.679M recurrent and Kshs. 7.3945B development) for the period of 10 years. The Sector will mobilize for resources from both internal and external sources. The funding shall be through county government budgets, national budgets, Public Private Partnerships, development partners, private sector, among others. The management will provide leadership and technical direction towards implementation of the sector programmes. In this regard, the Sector will liaise with the Department of Finance and Planning to create budget lines and allocate adequate funds for implementation of its programmes.

Table 18: Summary of Financial Requirements

Programme	Source	Budget Requirements (10yrs) in Millions
General Administration and Support Services	County Government	224.5
	National Government	700
Trade and Enterprise Development	County Government	1,442
	Development partners	1,651
Industrial Investment and Development	County Government	307
	National Government	200

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	Development Partners	600
Tourism product development and marketing	County Government	300
	National Government	150
	Development Partners	50
Cooperative Development and Management	CG	600
	NG	400
	Partners	416

4.3 Capacity Development

Table 19: Capacity Development

ISSUES	MEASURES
Inadequate technical capacity	The Sector will ensure recruitment and capacity development of staff for purposes of developing requisite knowledge and skills for efficient service delivery
Inadequate tools and equipment for improved service delivery	All necessary tools and equipment shall be provided for efficient running of services

4.4 Risk Management

This section provides possible risks that may hinder implementation of the sectoral plan and provides proposed mitigation measures. The information is captured as indicated in the table below.

Table 20: Risks, Levels, Owners and Mitigation Measures

Risk Category	Risk	Risk Implication	Risk level (Low, Medium, High)	Mitigation measures
Financial	Limited financial resource	Scaled down, delayed or non-implementation of projects	High	Mobilization for more resources
	Volatile economic environment	<ul style="list-style-type: none"> Delayed implementation/utilization of projects Low investment levels 	High	<ul style="list-style-type: none"> Prioritize projects according to community needs Develop measures to cushion citizenry.
	Supplier risk	Failure/Faulty/inadequate supplies	Moderate	Supplier sensitization/empowerment. Enforcement of legal framework
	Grants	Slow /stalled	High	Enhancing compliance to

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	delay/failure risk	implementation of projects		MOUs/agreements
	Fraud	Loss of resources	Moderate	Enhanced internal control mechanisms.
Technological	Rapid technological changes	Outdated systems	High	Keep updating systems to move with the times.
	Cyber attack	Loss of information	High	Enhance data security.
Climate Change	Natural disasters such as floods, droughts, fires, Landslides, Thunderstorms and Lightning among others.	Slow project implementation. Destruction of infrastructure resources. Displacement of human settlements.	Moderate	Enhance emergency support. Developing early warning systems, capacity development of the actors/vulnerable, and insurance of enterprises
	Pests and diseases	Reduced production/productivity Loss of crops and livestock.	High	Developing early warning systems, farmer capacity development for pest and disease management, facilitating insurance of the enterprises
	Increased weather variability	Slow project implementation. Environmental degradation Reduced production/productivity Loss of crops and livestock.	High	Promotion of Climate Smart Agriculture (CSA) and Green Growth (GG) technologies. Developing early warning systems, insurance of the enterprises
Organizational	Attrition of human resource	Loss of specialized knowledge	High	Continuous capacity building. Keeping government workers happy and motivated by; Use of modern technology; offer remote/hybrid job roles; highlight good work and provide feedback
	Workplace security (theft, terrorist attacks, degraded infrastructure)	Loss of human resource/assets	Moderate	Enhance security measures.
	Workplace injuries and infections	Low productivity	High	Provide protective gears to workers
	Liabilities arising from service provision	Loss of value for money	Low	Enforcement of professionalism Operationalize Risk fund
	Drugs and substances abuse	Low productivity	High	Enhance guidance, counselling and mentorship programs

CHAPTER FIVE: MONITORING AND EVALUATION FRAMEWORK

5.1 Overview

This chapter outlines how the plan will be monitored and evaluated during and after its implementation. The M&E processes, methods and tools are guided by Section 232 of the Constitution and all the legal provisions that provide for M&E, County M&E policy, CIMES guidelines, Kenya Norms and Standards for M&E and Kenya Evaluation Guidelines. This chapter also highlights the; the proposed M&E structure; data collection, analysis, reporting and learning; M&E outcome indicators tracking; dissemination and feedback mechanism.

5.2 County Monitoring and Evaluation Structure

This section summarizes established systems and structures in the county to organize the M&E process for implementing the plan. This includes the institutional arrangement of the M&E function (Directorate/Unit), various committees and coordination of M&E activities i.e., departmental focal persons, champions and stakeholder engagement fora as stipulated in the CIMES guidelines.

5.3 M&E Institutional Framework

This section provides the M&E institutional arrangements in the county. The institutional structures will strengthen coordination of the County M&E system. The institutions encompasses both levels of government, non-state actors (development partners working in the county, private sector and civil society organizations) and the citizens.

Figure 4: County Committees

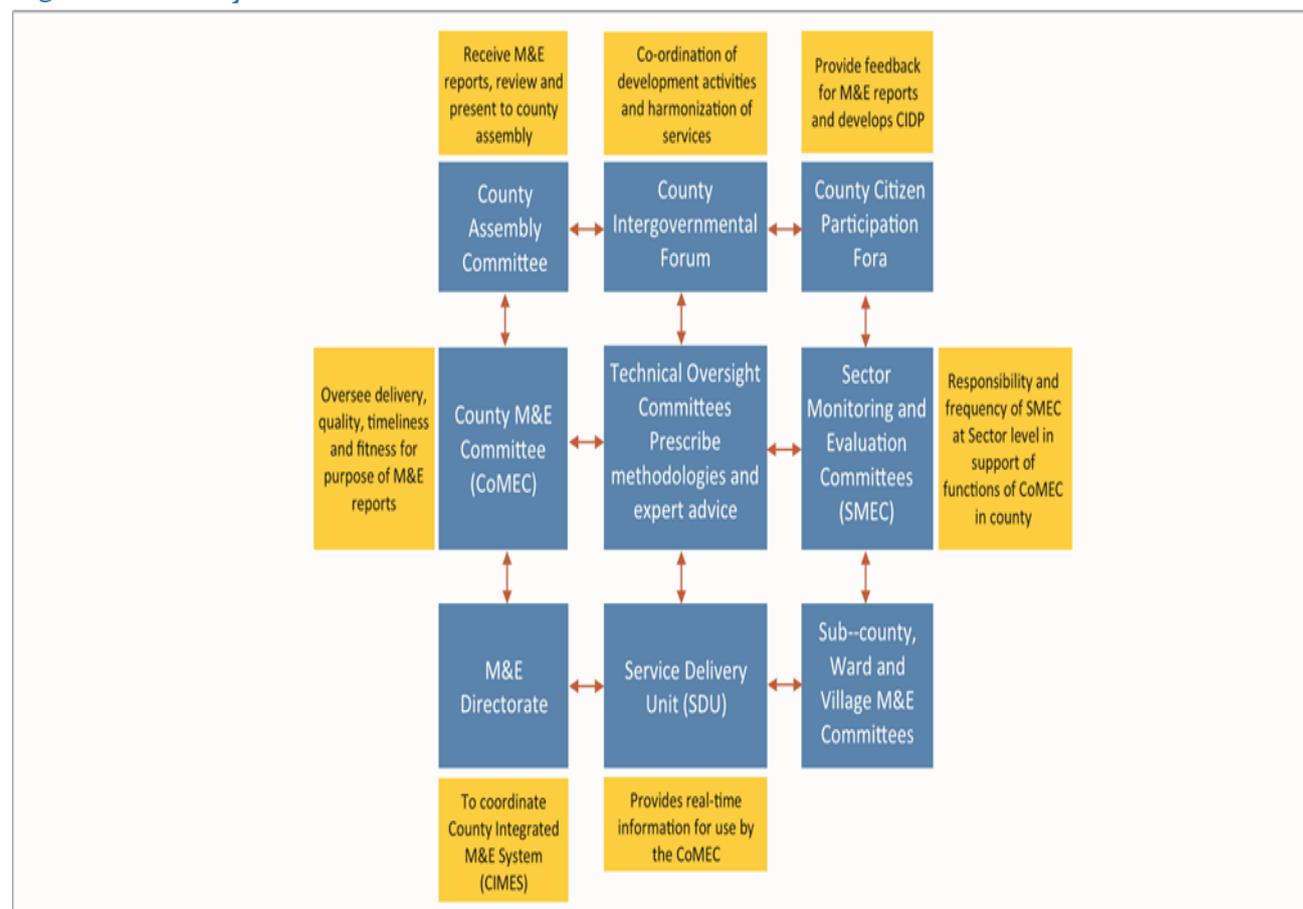


Table 21: Responsibilities of Major Committees on M&E Preparation and Reporting

Committee or Forum	Members	Responsibilities	Frequency of Meetings	Remarks
County Assembly Committee responsible for Finance & Planning	MCA's	<ul style="list-style-type: none"> • Receive county M&E reports, review and present to the County Assembly for approval • Authorise the governor to present the report at the summit 	As per the county assembly calendar	The Committee is in place
County Inter-governmental Forum (CIF)	Chair: <ul style="list-style-type: none"> • Governor or Deputy Governor in Governor's absence, or member of Executive Committee nominated by the Governor (As per the IGRA 2012) Membership: <ul style="list-style-type: none"> • All Heads of Department of National Government 	<ul style="list-style-type: none"> • Receive, review and endorse M&E reports from CoMEC • Present M&E reports to the County Assembly Committee responsible for • Economic Planning • Give policy directions on M&E at the county level 	Quarterly	The Committee is in place

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Committee or Forum	Members	Responsibilities	Frequency of Meetings	Remarks
	<p>at</p> <ul style="list-style-type: none"> • County level including County Commissioner • County Executive Committee members or their nominees in writing <p>Convenor:</p> <ul style="list-style-type: none"> • CEC member responsible for finance and economic planning functions at the county level 			
County Citizen Participation Fora (As per the Public Participation Bill 2018)	<p>Chair:</p> <ul style="list-style-type: none"> • CEC or Chief Officer responsible for the topic of the forum <p>Membership:</p> <ul style="list-style-type: none"> • Representatives of NGOs, and Civil Society Organisations • Representative of Evaluation Society of Kenya • Representatives of rights of minorities, marginalized groups and communities • Representative of private sector business community. • Development partners’ representatives in the county <p>Convenor:</p> <ul style="list-style-type: none"> • Responsible CEC or Chief Officer. 	<ul style="list-style-type: none"> • Participate in development of M&E indicators to monitor and evaluate CIDP • Review and give feedback to M&E reports 	Annually	The Committee is in place
County M&E Committee (CoMEC)	<p>Co-Chairs:</p> <ul style="list-style-type: none"> • County Secretary and senior representative of the national government nominated by the • County Commissioner in writing <p>Membership:</p> <ul style="list-style-type: none"> • Heads of technical departments of the national government at county level • County chief officers • County Assembly 	<ul style="list-style-type: none"> • Oversee delivery, quality, timeliness and fitness for purpose of M&E reports • Drive service delivery through Results Based Management • Receive, review and approve county and sub-county M&E work plans and M&E reports • Convening County Citizen Participation 	Quarterly	The Committee is in place

Committee or Forum	Members	Responsibilities	Frequency of Meetings	Remarks
	<p>Clerk</p> <ul style="list-style-type: none"> • Court Registrar • Representatives from devolved funds • Technical Representatives managing all other Non-Devolved Funds in the County <p>Convenor:</p> <ul style="list-style-type: none"> • Chief Officer responsible for Economic Planning 	<p>fora to discuss M&E reports</p> <ul style="list-style-type: none"> • Mobilization of resources to undertake M&E at county and sub-county level • Approve and endorse final county indicators • Submission of M&E reports to NIMES, CIF, CoG, constitutional offices and other relevant institutions • Dissemination of M&E reports and other findings to stakeholders, including to • County Fora 		
Technical Oversight Committees (TOC)	<p>Chaired by:</p> <ul style="list-style-type: none"> • Chief Officer responsible for Economic Planning <p>Membership:</p> <ul style="list-style-type: none"> • Up to ten technical officers versed in M&E from a balanced group of county departments and non-devolved function department <p>Convenor:</p> <ul style="list-style-type: none"> • M&E Director 	<ul style="list-style-type: none"> • Identify, commission and manage evaluations • Review of the M&E reports • Present M&E reports to CoMEC • Capacity building for M&E • Sets the strategic direction for CIMES • Approves M&E Directorate’s work plan and advises M&E Directorate on actions to be taken on various M&E issues • Approves indicator reports for use by • CoMEC • Endorses M&E Directorate’s reports to be presented to CoMEC 	Quarterly	The Committee is in place
Sector Monitoring & Evaluation Committees (SMEC)	<p>Chair:</p> <ul style="list-style-type: none"> • Co-chaired between a Chief Officer from a relevant county government department and 	<ul style="list-style-type: none"> • Produce sector M&E reports • Develop sector indicators • Undertake sector evaluations 	Quarterly	The Committee is in place

Committee or Forum	Members	Responsibilities	Frequency of Meetings	Remarks
	<p>Director from the relevant department of the National government at county Membership:</p> <ul style="list-style-type: none"> • Sector relevant county departments’ Chief Officers, equivalent national government representative from that sector and sector relevant CSOs. (The • County to define sector as per MTEF) <p>Convenor:</p> <ul style="list-style-type: none"> • Chief Officer responsible for the relevant department 	<ul style="list-style-type: none"> • Present sector M&E reports to the TOC 		
S CoMEC	<p>Co-chair:</p> <ul style="list-style-type: none"> • Sub-county administrator and • DCC <p>Membership:</p> <ul style="list-style-type: none"> • HODs at the sub-county level, development partners, CSOs etc. <p>Convenor:</p> <ul style="list-style-type: none"> • Sub-county M&E officer 	<ul style="list-style-type: none"> • Produce sub-county M&E reports • Present M&E reports to the TOC • Develop M&E indicators 	Quarterly	The Committee is in place
Ward MEC	<p>Co-chair:</p> <ul style="list-style-type: none"> • Ward Administrator and ADCC <p>Membership:</p> <ul style="list-style-type: none"> • HODs at the ward level, development partners, CSOs etc. <p>Convenor:</p> <ul style="list-style-type: none"> • Ward Administrator 	<ul style="list-style-type: none"> • Produce ward M&E reports • Present M&E reports to the TOC • Develop M&E indicators 	Quarterly	The Committee is in place
Village MEC	<ul style="list-style-type: none"> • As per the village council composition 	<ul style="list-style-type: none"> • Participate in the development of indicators process • Participate in monitoring of projects in respective villages • Provide feedback on M&E reports 	Quarterly	The Committee is in place

Responsibilities and Functions of Stakeholders in the Institutional Framework

The Responsibility and functions of the different stakeholders with relevance for M&E at county level are outlined in the table below. Governance, monitoring and reporting of the Sector Plan implementation progress are prescribed in section 54 of County Government Act (2012), including committee structures, roles, responsibilities and memberships. Performance Management joins up all aspects of county operations and development within a single, integrated strategic process. The performance management framework connects activities from the M&E Results Matrix in the Sector Plan, CIDP III, MTP IV and Vision 2030, to the Performance Contracts of individual senior management staff members, and to the operation of service delivery and the implementation of projects and programmes in the county. The M&E system should generate reports to be shared between the project manager and the M & E director, who approves the project M&E information, the Performance Management System (PMS) Unit, and the governors’ and county commissioners’ offices, which uses the information. To support the Performance Management and M&E processes of the county, the CIMES organogram is presented in Figure 5.

Table 22: Responsibilities of Stakeholders in M&E Reporting

Stakeholder	Responsibilities
County Governor	<ul style="list-style-type: none"> • Chair of the CIF • Presents county M&E reports to the Summit • Provides vision and leadership and drives delivery of the CIDP • Holds county CEC Members to account for their M&E targets • Holds CEC Members and County Secretary to account for use of the PMS to provide real-time reporting on service delivery and results • Ensuring that M&E structures are established in the county • Championing M&E and Performance Management as tools for delivery of development and services in the county • Promoting the role of the M&E Directorate in advancing Results Based Management and public service delivery that ensures the CIDP objectives and outcomes meet the needs of citizens
County Commissioner	<ul style="list-style-type: none"> • Coordinate the national government agencies in the county
County Secretary	<ul style="list-style-type: none"> • Co-chair of the CoMEC • Responsible for coordination of activities in county government • Personally accountable for ensuring that all county government officers operate as required • Provide timely and accurate reporting according to the County PMS Policy • Ensure that the Chief Officer responsible for Economic Planning operationalizes the M&E function as a tool for delivery of development and services in the county
Chief Officers in Respective Sectors	<ul style="list-style-type: none"> • Co-chair respective SMEC • Develop sector specific M&E indicators • Oversee preparation of sector M&E reports • Present sector M&E reports to the TOC • Collaborate with M&E Directorate in undertaking sector evaluations • Liaise with sector heads of National government agencies at the county on

Stakeholder	Responsibilities
	M&E
Directors of National Government Agencies of Respective Sectors at the County	<ul style="list-style-type: none"> • Co-chair respective SMEC • Develop sector specific M&E indicators • Oversee preparation of sector M&E reports • Collaborate with M&E Directorate in undertaking sector evaluations • Liaise with sector heads at the county government level on M&E
Economic Planning Director	<ul style="list-style-type: none"> • Ensures that M&E is mainstreamed in county economic planning
Directors of Sector Departments at the County Government Level	<ul style="list-style-type: none"> • Prepare departmental M&E reports • Prepare M&E indicators for the department • Collaborate with M&E Directorate in undertaking evaluations in their respective departments • Present departmental M&E reports to the SMEC • Focal persons for M&E in their respective departments
County M&E Director	<p>A. Set up the monitoring and evaluation system:</p> <ul style="list-style-type: none"> • Develop the overall CIMES framework • Prepare the M&E plan with a detailed budget • Prepare county M&E framework • Supervise the work of the Monitoring and Evaluation office staff; provide guidance and technical support • Develop county M&E indicators in collaboration with KNBS and MED to ensure standard definition and classification • Establish contacts with national and other county monitoring and evaluation stakeholders • Review and provide feedback to programmes on the quality of methodologies established to collect monitoring data, and document the protocols that are in place for the collection and aggregation of this data • Establish an effective system for assessing the validity of monitoring and evaluation data through a review of CIDP implementation activities, completed monitoring forms/databases, and a review of aggregate-level statistics reported <p>B. Implementation of monitoring and evaluation activities</p> <ul style="list-style-type: none"> • Oversee the monitoring and evaluation activities included in the CIDP, with particular focus on results and impacts as well as in lesson learning • Promote a results-based approach to monitoring and evaluation, emphasizing results and impacts • Coordinate the preparation of all monitoring and evaluation reports; guide staff and executing partners in preparing their progress reports in accordance with approved reporting formats and ensure their timely submission • Prepare consolidated progress reports for the CoMEC, including identification of problems, causes of potential bottlenecks in implementation, and provision of specific recommendations • Check that monitoring data are discussed in the appropriate committees, (including citizens participation fora), and in a timely fashion in terms of implications for future action • Undertake regular field visits to support implementation of monitoring and evaluation, check the quality of data produced, and identify where adaptations

Stakeholder	Responsibilities
	<p>might be needed; monitor the follow up of evaluation recommendations with Programme Managers</p> <ul style="list-style-type: none"> • Foster participatory planning and monitoring • Organize and provide refresher training in monitoring and evaluation for CIDP projects/ programmes and other agencies implementing staff, county-based NGOs and key county stakeholders with a view to developing local monitoring and evaluation capacity • Undertake evaluations in the county <p>C. Knowledge management</p> <ul style="list-style-type: none"> • Promote knowledge management and information sharing of best practices • Facilitate exchange of experiences by supporting and coordinating participation in network of CM&EOs among counties • Organize county M&E day to share experiences • Identify and participate in additional networks such as NIMES networks that may also yield lessons that can benefit implementation of CIMES
<p>The National Treasury and Planning (MED)</p>	<ul style="list-style-type: none"> • External Facilitator and neutral validator • Receive and consolidate county M&E reports • Capacity building for CIMES • Set evaluation standards • Update the CIMES Guidelines • Technical backstopping for CIMES
<p>County M&E Directorate: With two sub-units (1 for county & 1 for national)</p>	<p>Composition: To be headed by a County M&E Director, assisted by several sector M&E officers/ Focal persons, each responsible for compilation of M&E data for a number of projects/ programmes of specified departments and national government: Several IT Officers assisting the county departments with M&E computerization activities. The M&E Officer and ICT Officer ensure that the PMS system is supported by projects in their county departments. M&E officer works with the M&E Technical Committee.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> • The overall responsibility for ensuring use of the M&E system in the county lies with the Director of M&E, who works closely with all Directors in the county to ensure timely production of M&E reports • Provide technical support and coordination of CIMES, including its institutionalization within the county • Prepare periodic CIMES performance reports for presentation to CoMEC • Supporting the development of capacity for M&E through training, coaching and mentoring. • Coordinate regular M&E reports produced within the county departments and other agencies resident in county • Support the implementation of the CIMES Guidelines and Standards as the main M&E tool across the county • Maintaining the support systems that underpin reporting, such as the monitoring website and database of M&E (APR), comprehensive Public Expenditure Review (CPER), evaluations, Public Expenditure Tracking Surveys (PETS) and Metadata, etc.) • Systematically capture lessons learnt from successes, challenges and failures
<p>Service Delivery Unit</p>	<ul style="list-style-type: none"> • Is located in the Office of the Governor, and provides the engine to drive priority projects and programmes for the Governor

Stakeholder	Responsibilities
(SDU)	<ul style="list-style-type: none"> • To remove duplication of efforts from the M&E Directorate, SDU undertakes monitoring of county government activities • Is led and managed by a director • Provides timely reporting to the governor on service delivery • Conducts field visits on service delivery sites and stations to monitor the quality of services given to the citizens • Uses technology-supported Performance/M&E/Reporting systems for efficient, accountable and transparent working • Ensures programmes are implemented as per, the CIDP and the Annual Work Plans • Shares its findings with line departments to enhance service delivery • Monitors service charter to ensure citizens expectations are met • Provides a platform to address citizens’ concerns e.g the governors hotline, website, social media etc.

5.4 M&E Capacity

This section discusses M&E skills available, the resources allocated for M&E function and technological requirements to implement M&E function.

Capacity Development

The officers charged with overseeing M&E activities at all levels are equipped with skills and capacities to perform their roles effectively. To embrace automation for real time reporting, training on ICT platforms (e-CIMES, ODK, amongst others) was done to support data collection, uploading, downloading and data analysis for continuous updating of databases and use of M&E information by all stakeholders. The directorate responsible for M&E in collaboration with stakeholders shall develop a Capacity Development Strategy to guide M&E capacity development in the County.

Financing Arrangements

Effective implementation of the M&E function requires provision of adequate financial resources. The budget will cover staffing, external technical support, capacity building; capital expenses and operational expenses. The National M&E Policy requires Ministries, Departments, Agencies and Counties (MDACs) to have a separate budget component for M&E with adequate resources. In addition, all development programmes/projects will provide budgets earmarked for monitoring and evaluation. The Directorate responsible for M&E in the County in collaboration with stakeholders will develop a Resources Mobilization Strategy to enhance the capability to undertake M&E function.

5.5 M&E Outcome Indicators

This section presents programme outcome indicators by sectors as presented in chapter four. This is presented in Table 63.

Table 23: Outcome Indicator Reporting

Programme	Outcome	Outcome indicators	Baseline		Midterm Target	End term Target	Reporting Responsibility
			Year	Value			
Trade and Enterprise development	Increased Trading Activities	Value of Wholesale and Retail Trade (Kshs. Millions)	2020	10,327	21,000	30,000	Department of Trade
		% share of trade (Wholesale and Retail) contribution to GCP	2020	4.97	9.0	15.0	Department of Trade
		Aid for Trade disbursements	2021	123,185,863	100,000,000	250,000,000	Department of Trade
		Number of commercial banks	2022	11	18	20	Department of Trade
		Share of financial	2020	1.15%	10%	15	Department of

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Programme	Outcome	Outcome indicators	Baseline		Midterm Target	End term Target	Reporting Responsibility
			Year	Value			
		services contribution to GCP					Trade
		Proportion of population using formal financial services	2021	73.9	80	90	Department of Trade
Industrial Investment and Development	Increased industrial development	% share of manufacturing contribution to GCP	2020	3.93	10	15	Department of Trade
		% growth in manufacturing sector	2020	2.99	7	12	Department of Trade
		Number of jobs created in the manufacturing sector (disaggregated by sex)	2022	-	30,000		Department of Trade
Cooperatives Development and Management	Enhanced cooperative development	Number of Cooperatives membership	2022	-	-	-	
		Cooperatives turn-over	2022	2,200,000,000	3,300,000,000	10,000,000	Department of Agriculture
Tourist product development promotion and marketing	Increased tourism earnings	Tourism earnings	-	-	-		Department in charge of Tourism
		Tourism products developed	2022	1	5		Department in charge of Tourism
		Number of Bed-nights by Kenyans	-	-	-		Department in charge of Tourism
		Number of Bed-nights by foreigners	-	-	-		Department in charge of Tourism

5.6 Data Collection, Analysis and Reporting

This section provides the main methods and tools that will be used for data collection, archiving, analysis and reporting arrangements in line with the National M&E Norms and Standards. This includes development of Sector plan/CIDP Indicator Handbook, standard reporting templates based on the County Annual Progress Reports Guidelines. The County Government will also state how they integrate technology in M&E through the use of e-CIMES. The section also provides the types of M&E reports to be prepared and the frequency of reporting.

The Sector Plan monitoring strategy includes a clear data collection and analysis plan, detailing the following: units of analysis (for example, county, sub-county, village, department and section); sampling procedures; data collection instruments to be used; frequency of data collection; expected methods of data analysis and interpretation; those responsible for collecting the data; data collection partners, if any; those responsible for analyzing, interpreting and reporting data; for whom the information is needed; dissemination procedures; and follow up on findings. The system will provide an integrated platform for generating and sharing M&E data without duplication.

Monitoring & Evaluation Tools

i. M&E plan:

All projects and programmes shall include an M&E plan prior to approval. Minimum requirements for Monitoring and Evaluation plan shall include SMART indicators for implementation and results; Baseline data for the project or programme indicators; and identified reviews and evaluations to be undertaken.

County departments are accountable for establishing M&E plans for their individual departments, and also for the M&E results structure, which links all programmes/projects of the department to the expected outcomes. This is the basis for performance monitoring and reporting, to ensure adherence to the CIMES guidelines and the Kenya National M&E Policy

Sector plan/CIDP Indicator Handbook will be generated from the Programme Result Matrix and the Sectoral Outcome Indicator Reporting Section in Chapter 6. The Indicator Handbook will guide performance review and preparation of Results Based M&E framework.

ii. Results Based M&E Framework:

Effective monitoring and evaluation is based on a clear, logical pathway of results, in which results at one level lead to results at the next level. Results from 'one level flow towards the next level, leading to the achievement of the overall goal. If there are gaps in the logic, the pathway will not flow towards the required results. The major levels that the plan focuses on are: Inputs; Outputs, including processes; Outcomes and Impacts.

iii. Data Sources and Collection Method

The plan has highlighted data collection activities that will involve desktop data collation through participatory social activities from various media platforms, field surveys, daily observations and measurement sheets by project supervisors. Key data sources will

include relevant institutions for administrative data, surveys and data documented by established government statistics agencies including KNBS and county statistics unit.

Table 24: Commonly Used Data Collection Methods

Recording Data Through Administrative Actions	<ul style="list-style-type: none"> Recording data through administrative actions is primarily a method of quantitative data collection.
Electronic Data Harvesting	<ul style="list-style-type: none"> <i>Electronic data harvesting</i> encompasses data collection of electronically generated data. Electronic data harvesting is a method of quantitative data collection.
Survey	<ul style="list-style-type: none"> A <i>survey</i> comprises a structured series of questions that respondents are asked according to a standard protocol. Surveys are primarily a method of quantitative data collection, though survey questions can be either quantitative or qualitative in nature, and can measure coverage (i.e., who received an intervention), satisfaction, perceptions, knowledge, attitudes, and reported actions or behaviors.
In-depth Interview (IDI)	<ul style="list-style-type: none"> An <i>in-depth interview</i> is usually conducted one-on-one by an interviewer who asks an interviewee about their knowledge, experiences, feelings, perceptions, and preferences on a certain topic. IDIs can also be conducted with a group though this may not always be appropriate or optimal. The interviewer relies on a structured, semi-structured, or unstructured question guide or list of themes/points to be discussed and often encourages a free flow of ideas and information from the interviewee. A <i>Key Informant Interview (KII)</i> is a type of IDI, whereby an interviewee is selected for their first-hand knowledge of the topic of interest or geographical setting (e.g., community). IDIs are a method of qualitative data collection.
Focus Group Discussion (FGD)	<ul style="list-style-type: none"> A <i>focus group discussion</i> involves a skilled moderator who stimulates discussion among a group of individuals to elicit experiences, feelings, perceptions, and preferences about a topic. The moderator uses a list of topics to be discussed, ensures all voices are represented, and keeps the discussion on track. Typically, groups comprise 6-12 purposively selected participants; however, size and selection techniques may vary. Focus groups differ from group interviews in format, how they are facilitated, who may be chosen to participate, and the types of data that come out of the process. FGDs are a method of qualitative data collection.
Observation	<ul style="list-style-type: none"> Direct observation entails a trained (human) observer who records data based on what they see, hear, or touch, often based on a guided protocol. Examples include observation of skills-based performance and observations of a physical environment or setting of an intervention. <i>Participant observation</i> involves a researcher participating in an activity and making observations informed by their experience interacting with others during the activity. <i>Remote observation</i> or <i>remote sensing</i> entails gathering observational data through observation at a distance with the assistance of technology (e.g., satellite or aircraft-based imagery). Remote data collection is particularly useful in non-permissive environments.

- *Observation* is more often used as a method of qualitative data collection but can also be used for quantitative data collection, especially when focused on the number of occurrences of a specific item, event or action.

iv. Reporting Structures

M&E reporting is essential because it is used to: (a) determine the extent to which the sector plan and other county plans are on track and to make corrections accordingly; (b) make informed decisions regarding operations, management and service delivery; (c) ensure the most effective and efficient use of resources; (d) evaluate the extent to which the programme/project is having or has had the desired impact; and (e) whether new information has emerged that requires a strengthening and/or modification to the project management plan.

Standard reporting templates will be used to collect data and other information that will be used in compiling M&E progress reports. Tracking of progress and reporting of results will focus on inputs, processes, outputs, outcomes, and impacts of development initiatives in the County.

Performance reports will be prepared in these categories:

- Monthly reports by implementing agencies
- Quarterly reports by implementing agencies
- Annual progress reports
- Field visits and observations of programme activities and projects
- End of programme/project reports by the implementing agencies and County Monitoring and Evaluation Unit.
- Mid -Term Evaluation (Review).
- End -Term Evaluation (Review)

The table below presents some of the reports to be prepared.

• Table 25: **Monitoring and Evaluation Reports**

	Report	Frequency	Responsibility	Target Consumers
1	Project progress reports	Daily, Monthly, Quarterly, annually	Project Supervisor	<ul style="list-style-type: none"> • Project implementation committee • Funding agencies • Oversight agencies • Public
2	Monitoring and Evaluation Reports	Quarterly	Monitoring and Evaluation Agencies	<ul style="list-style-type: none"> • Implementation agencies • Funding agencies • Oversight agencies
3	Audit Reports	Annually	Internal audit	<ul style="list-style-type: none"> • Implementation agencies

			directorate/ Kenya National Audit Office	<ul style="list-style-type: none"> • Funding agencies • Oversight agencies • Public
4	Review Reports(ADP, APR, CIDP Reviews and Sectoral plans reviews	Yearly, Three year, Five Year	County Government of Bungoma	<ul style="list-style-type: none"> • Implementation agencies • Funding agencies • Oversight agencies • Public

Most of the existing M&E information is compiled manually hence the need to explore the possibilities of computerizing the existing manual systems for M&E operations. The e-CIMES will facilitate computerization of M&E data which will address issues of cooperative partnership in M&E information activities, systems compatibility and sustainability.

The respective departments, the county Intergovernmental Forum, and CoMEC should review these progress reports as a basis for decision making and for agreeing on action plans for development. To facilitate a smooth decision-making process, all agendas of relevant county meetings should include a review of indicators and sector progress reports as a standing item, with full reporting documents sent in advance to the participants. Where possible, progress reports should be available in an electronic format, and should combine data and associated narrative commentary and evidence

5.7 Dissemination, Feedback Mechanism, Citizen Engagement and Learning

This section highlights how the County Government will disseminate, get feedback, and engage citizens in M&E process as well as learning. Specific means of communicating M&E information based on unique needs of various stakeholders will be identified. The section also presents how M&E reports produced will be used for evidence based decision making.

Dissemination of M&E Reports

The Constitution of Kenya requires that M&E Reports must be available to the public, and should be shared with county citizens and other stakeholders. Disseminating M&E results is also necessary: (i) to improve programme/project interventions; (ii) to strengthen projects/programmes institutionally; (iii) to advocate for additional resources; (iv) to create citizen awareness and ownership, and promote “people-friendly” policies; (v) to ensure that county development activities are captured in CIMES and NIMES; and (vi) to contribute to the county and national understanding of what works.

Channels for disseminating M&E Reports and information will include:

- Written reports

- Oral presentation
- Press releases
- Fact sheets
- Social and new media platforms
- Performance Dashboards
- Open Data Portals
- Adhoc analyses (comparison and benchmarking)
- E-mail, text messages and mobile notification messages
- County websites

The reports shall be utilized to inform policy actions, planning and budgeting. These reports shall be widely disseminated to key stakeholders including legislators, policy makers, research institutions, development partners and members of the public for their use.

Feedback Mechanisms and Citizen’s Engagement

Public participation is a legal responsibility in implementation of the Sector Plan. In the spirit of the Constitution, citizen participation is about engaging, understanding and meeting the needs of people in the county by mobilizing all the insight, energy and commitment of individuals and groups. Participation allows the county to understand what is needed and to gain commitment to a way forward. Participation will include dissemination and gathering feedback as part of a holistic development process.

The County Executive will mobilize more innovation, opportunity, commitment and resources through community participation in development planning. Participation in development, monitoring, review and evaluation of the Sector Plan will strengthen county citizen awareness and ownership of the Sector Plan programmes/ projects that will be implemented by the county government. It will also provide a check formula to ensure value for money, accountable spending and good governance.

Participation will be used to:

- Capture the ideas, attitude, voice and commitment of stakeholders;
- Ensure and provide evidence that the county executive has met the legal duty of participatory development;
- Strengthen accountability and good governance

Knowledge Management

Knowledge management is a process by which state and non-state actors generate value and improve their performance by gaining insights and understanding from experience,

and by applying this knowledge to improve programmes' and projects' planning and delivery. Knowledge management is linked to performance enhancement and management for development results. The main purposes of knowledge management of monitoring and evaluation information are to: (a) promote a culture of learning and (b) promote application of lessons learned and evidence-based decision-making at all levels.

M&E Reporting systems and tools shall provide for documentation of success stories and best practice for cross learning (intra and inter agency peer learning at departmental levels).

5.8 Evaluation Plan

This section identifies key policies/programmes/projects for evaluations during or after the plan period. This may include rapid evaluations, impact evaluations, Sector Plan mid-term or end-term reviews or any other type of evaluation. The evaluations proposed are at program or sector level. Due to the cost implication of evaluations, the proposals are limited to key priority programs/Areas (The criteria for selecting programs to include in this plan as well as template for presenting the plan are available in the Kenya Evaluation Guidelines, 2020).

The Plan is presented in the Table below.

Table 26: Evaluation Plan

No	Policy/ Programme/ Project	Evaluation Title (specifying the type)	Outcome(s)	Use of the Evaluation Findings	Commissioning Agency/ Partners	Anticipated Evaluation start date/end date	Evaluation Budget (Kshs.)	Source of Funding
1	Sector Plan	Midterm Review	Improved implementation of the sector plan	Improve implementation of sector plan	CECM in-charge of Trade, Industrialization and Tourism	June 2027	Kshs. 10 million	CGoB/ Donor
2	Sector Plan	End term Review	Improved implementation of the sector plan	Improve implementation of sector plan	CECM in-charge of Trade, Industrialization and Tourism	June 2032	Kshs. 10 million	CGoB/ Donor
3	Cooperative Fund	Midterm Evaluation of the Fund support	Improved cooperative development and turn-over	Inform decisions on design and implementation of project	CECM in-charge of Agriculture and Livestock	June 2025	Kshs 10 Million	CGoB
3	Trade Loan	Evaluation of county trade loans	Increased Trading activities in the county	Inform decisions on design and implementation of extension service systems	CECM in-charge of Trade, Industrialization and Tourism	June 2025	Kshs 10 Million	CGoB

ANNEX 1: PROGRAMME IMPLEMENTATION MATRIX

Table 27: Programme Implementation Matrix

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time Frame	Total Budget (Kshs. Millions)	Source(s)
Trade and Enterprise development	Increased Trading Activities	Calibration of Standards and Inspector’s testing equipment	Department of Trade, Energy and Industrialization	2023-2032	7.8	County Government/NG/DP
		Verification and stamping of Weighing and measuring equipment	Department of Trade, Energy and Industrialization	2023-2032	29.8	County Government/NG/DP
		Sensitization of Traders on fair trade practices	Department of Trade, Energy and Industrialization	2023-2032	30	County Government/NG/DP
		Regular Surveillance on counterfeits and contraband goods	Department of Trade, Energy and Industrialization	2023-2032	-	County Government/NG/DP
		Investigations arising from complaints from consumer protection	Department of Trade, Energy and Industrialization	2023-2032	32	County Government/NG/DP
		Establish and equip Metrology laboratory	Department of Trade, Energy and Industrialization	2023-2032	50	County Government/NG/DP
		County Trade Loan to MSMEs	Department of Trade, Energy and Industrialization	2023-2032	380	County Government/NG/DP
		Capacity building of MSMEs on sound business operations	Department of Trade, Energy and Industrialization	2023-2032	21.5	County Government/NG/DP
		Establish linkages for MSMEs with potential partners	Department of Trade, Energy and Industrialization	2023-2032	6	County Government/NG/DP
		Establish Business incubation centres to support innovations	Department of Trade, Energy and Industrialization	2023-2032	54	County Government/NG/DP
		Business exhibitions and Trade Fair events	Department of Trade, Energy and Industrialization	2023-2032	16.6	County Government/NG/DP
		Establish Business Information Centres	Department of Trade, Energy and Industrialization	2023-2032	96	County Government/NG/DP

	Functional self-help groups identified, trained and empowered	Department of Trade, Energy and Industrialization	2023-2032	30	County Government/NG/DP
	Policies and regulations on business loan enforced	Department of Trade, Energy and Industrialization	2023-2032	-	County Government/NG/DP
	Village trade loan committees constituted	Department of Trade, Energy and Industrialization	2023-2032	40	County Government/NG/DP
	Motor cycles procured	Department of Trade, Energy and Industrialization	2023-2032	11	County Government/NG/DP
	County funds amalgamate into MFIs	Department of Trade, Energy and Industrialization	2023-2032	50	County Government/NG/DP
	Impact assessments on loan management and business operations conducted	Department of Trade, Energy and Industrialization	2023-2032	12	County Government/NG/DP
	Business mapping exercises held	Department of Trade, Energy and Industrialization	2023-2032	20	County Government/NG/DP
	OVOP groups trained and linked to the market	Department of Trade, Energy and Industrialization	2023-2032	7	County Government/NG/DP
	Modern market stalls developed	Department of Trade, Energy and Industrialization	2023-2032	495	County Government/NG/DP
	Existing Markets upgraded	Department of Trade, Energy and Industrialization	2023-2032	800	County Government/NG/DP
	Tier One Markets constructed	Department of Trade, Energy and Industrialization	2023-2032	400	County Government/NG/DP
	Cold storage infrastructures developed	Department of Trade, Energy and Industrialization	2023-2032	330	County Government/NG/DP
	Ultra-Modern market infrastructures constructed	Department of Trade, Energy and Industrialization	2023-2032	505	County Government/NG/DP
	Market Management and Development Committees constituted	Department of Trade, Energy and Industrialization	2023-2032	6	County Government/NG/DP
	Market Management and	Department of Trade, Energy	2023-2032	28	County

		Development Committees trained	and Industrialization			Government/NG/DP
		Market regulations enforced	Department of Trade, Energy and Industrialization	2023-2032	-	County Government/NG/DP
		Boda boda sheds constructed	Department of Trade, Energy and Industrialization	2023-2032	64	County Government/NG/DP
Industrial Investment and Development	Increased industrial development	Cottage industries equipped and operationalized	Department of Trade, Energy and Industrialization	2023-2032	125	County Government/NG/DP
		CIDCs equipped and operationalized	Department of Trade, Energy and Industrialization	2023-2032	288	County Government/NG/DP
		Sensitization fora held	Department of Trade, Energy and Industrialization	2023-2032	54	County Government/NG/DP
		PBGs profiled and registered	Department of Trade, Energy and Industrialization	2023-2032	12	County Government/NG/DP
		PBGs strengthened	Department of Trade, Energy and Industrialization	2023-2032	16	County Government/NG/DP
		Industrial parks developed	Department of Trade, Energy and Industrialization	2023-2032	300	County Government/NG/DP
		SME Parks established	Department of Trade, Energy and Industrialization	2023-2032	200	County Government/NG/DP
		Investment conferences held	Department of Trade, Energy and Industrialization	2023-2032	100	County Government/NG/DP
		Resource endowment and opportunities mapped	Department of Trade, Energy and Industrialization	2023-2032	12	County Government/NG/DP
		General Administration, Planning and Support Services	To enhance efficiency and effectiveness in service delivery	Annual Development plans developed	Department of Trade, Energy and Industrialization	2023-2032
MTEF reports developed	Department of Trade, Energy and Industrialization			2023-2032	7	County Government/NG/DP
PBB prepared	Department of Trade, Energy and Industrialization			2023-2032	7	County Government/NG/DP
Annual Work plan prepared	Department of Trade, Energy and Industrialization			2023-2032	5	County Government/NG/DP

		Annual Procurement Plan prepared	Department of Trade, Energy and Industrialization	2023-2032	7	County Government/NG/DP
		Annual Progress Reports prepared	Department of Trade, Energy and Industrialization	2023-2032	5	County Government/NG/DP
		M&E reports developed	Department of Trade, Energy and Industrialization	2023-2032	12	County Government/NG/DP
		CIDP reviews conducted	Department of Trade, Energy and Industrialization	2023-2032	6	County Government/NG/DP
		Staff remunerated	Department of Trade, Energy and Industrialization	2023-2032	265	County Government/NG/DP
		Staff employed	Department of Trade, Energy and Industrialization	2023-2032	29	County Government/NG/DP
		Staff trained	Department of Trade, Energy and Industrialization	2023-2032	44	County Government/NG/DP
		Staff subscribed to professional bodies	Department of Trade, Energy and Industrialization	2023-2032	4	County Government/NG/DP
		Staff appraisal exercise undertaken	Department of Trade, Energy and Industrialization	2023-2032	7	County Government/NG/DP
		Modern working tools, adequate space and ensure safety provided	Department of Trade, Energy and Industrialization	2023-2032	10	County Government/NG/DP
		Motor vehicles procured	Department of Trade, Energy and Industrialization	2023-2032	24	County Government/NG/DP
Tourist development and Management	Increased tourism earnings	Tourism product identified/ profiled/ mapped and digitized	Department of Environment, Water, Natural Resources and Tourism	2023-2032		County Government/NG/DP
		County tourism diversification and development	Department of Environment, Water, Natural Resources and Tourism	2023-2032		County Government/NG/DP
		Mt Elgon Reserve tourist circuit developed	Department of Environment, Water, Natural Resources and Tourism	2023-2032	300	County Government/NG/DP

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		County participation in MICE	Department of Environment, Water, Natural Resources and Tourism	2023-2032	10	County Government/NG/DP
		County tourism and hospitality events organised	Department of Environment, Water, Natural Resources and Tourism	2023-2032	140	County Government/NG/DP
		No of hospitality standards and quality surveys undertaken	Department of Environment, Water, Natural Resources and Tourism	2023-2032	50	County Government/NG/DP
Cooperatives Development and Management	Enhanced cooperative development	Mobilization, sensitization, capacity building and registration of cooperative societies	Directorate of Cooperatives	2023-2032	45	CGB/Partners
		Capacity building of cooperative societies' leaders and members on good cooperative management practices	Directorate of Cooperatives	2023-2032	90	CGB/Partners
		Facilitating elections and general meetings for cooperative societies	Directorate of Cooperatives	2023-2032	18	CGB/Partners
		Provision of routine advisory/extension services to cooperative societies in the county	Directorate of Cooperatives	2023-2032	38	CGB/Partners
		Organize/Participation in World Food Days, Ushirika Days, National Agricultural Shows and Annual Professional Seminars amongst others	Directorate of Cooperatives	2023-2032	10	CGB/Partners
		Promote sustainable market linkages for agricultural	Directorate of Cooperatives	2023-2032	10	CGB/Partners

		cooperative societies through capacity building of players and establishment of MoUs, favorable contracts, and sourcing of new markets				
		Establishment of a central repository for management of agribusiness and market information in the county	Directorate of Cooperatives	2023	5	CGB/Partners
		Promote establishment of relevant infrastructure for production, storage, transportation, value addition & processing and marketing to support growth of cooperative societies. Such infrastructure include coffee pulping and milling, tea processing, milk cooling and processing, poultry collection and processing, potato cold storage and processing amongst others	Directorate of Cooperatives	2023-2032	400	CGB/Partners
		Promoting linkages between cooperative societies and financial institutions	Directorate of Cooperatives	2023-2032	20	CGB/Partners
		Establishment of a cooperative enterprise development fund to offer credit to vibrant societies	Directorate of Cooperatives	2023-2032	500	CGB/Partners
		Provision of audit services to cooperative societies in the county	Directorate of Cooperatives	2023-2032	80	CGB/Partners