



# BUNGOMA COUNTY

## SOCIAL PROTECTION, CULTURE AND RECREATION

SECTOR PLAN FOR THE PERIOD 2023 - 2032



*“Accelerating Socio-Economic Transformation Through Conservation of Cultural Heritage, Sports and Empowering Vulnerable Communities”*

**KENYA**  
**VISION 2030**  
*Towards a Globally Competitive and Prosperous Kenya*

*“Our Heritage, Our Wealth”*

## COUNTY GOVERNMENT OF BUNGOMA

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SOCIAL PROTECTION, CULTURE AND RECREATION  

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**SECTORAL PLAN FOR BUNGOMA COUNTY**

**Vision**

A productive workforce, just, resilient, responsive and equitable society, conserved heritage, and vibrant arts and sports industry

**Mission**

To promote sustainable employment, productive work force and gender equity; empower communities and vulnerable groups; nurture diverse heritage, arts and sports to enhance cohesiveness and competitiveness of the county

## **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 BENGOMA**



## **PREFACE**

This Sector Plan is a 10 year planning document that will set pace in allocation of resources in line with the identified gaps in policy formulation, infrastructure development and resource availability to spur county development.

The Plan has been prepared through a participatory and inclusive process involving Environment, Water and Natural Resources 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. The technical committee tasked with the preparation of this Sector Plan held various workshops, which came up with a draft copy as per the guidelines set out by national treasury issued in December, 2020. The drafts were then subjected to stakeholder’s validation meetings including ratification by the County Executive Committee.

This Sector Plan places great emphasis on social protection, Arts and culture, sports and talent development. These will be supported by enactment and enforcement of relevant legislations, strengthening of governance institutions, leveraging on cross-sector linkages and mobilization of more resources towards the sector to support inclusion and equitable allocation of resources to assure efficient service delivery across the County. The implementation of this plan will require continued support from all stakeholders including other County departments not in the transport and energy sector, national government MDAs, private sector, development partners, civil society and the wider public. I am hopeful that with the contribution of all stakeholders, the sector will realize its main vision of “A productive workforce, just, resilient, responsive and equitable society, conserved heritage, and vibrant arts and sports industry.”

**HON. AGNES NALIKA WACHIYE  
COUNTY EXECUTIVE COMMITTEE MEMBER  
GENDER, CULTURE, YOUTH AND SPORTS**

## **ACKNOWLEDGEMENT**

The preparation and publication of the County Sectoral Plan (CSP) 2023-2027 benefited from input 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, the two chief officers Edward Makhandia and Dina Makkokha, and Treasury Directors provided direction and tremendous support.

Further I wish 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 and Ag. Deputy Director Metrine Chonge including: Peter Cheworei, Beatrice Nyambane, Evans Kisika, Cyphren 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

**ALICE WAFULA**  
**ACCOUNTING OFFICER**  
**GENDER, CULTURE, YOUTH AND SPORTS**

## EXECUTIVE SUMMARY

The sectoral plan is divided into five Chapters as follows;

**Chapter One** highlights the overview of the county focusing on size and location; physical and topographic features; ecological conditions; climatic conditions and administrative units. It also provides rationale for preparation of the sector plan.

**Chapter Two** focuses on situational analysis with focus on macroeconomic environment, political, socio – cultural, demographics, environmental, technological and legal. It also provides review of sector financing, sector performance trends and achievements, sector development issues, Crosscutting issues and stakeholder analysis.

**Chapter Three** details the Sector Development Strategies and Programmes focusing on Vision, Mission, development objectives and strategies, sector programmes and interventions, sector flagship projects and cross-sectoral linkages.

**Chapter Four** provides for institutional and coordination framework, financing mechanism, capacity development and risk management.

**Chapter Five** concludes with the monitoring, evaluation and reporting framework that is essential to provide stakeholders on the implementation progress of the sector plan programmes/projects in terms of scope, cost, scheduling and quality.

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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

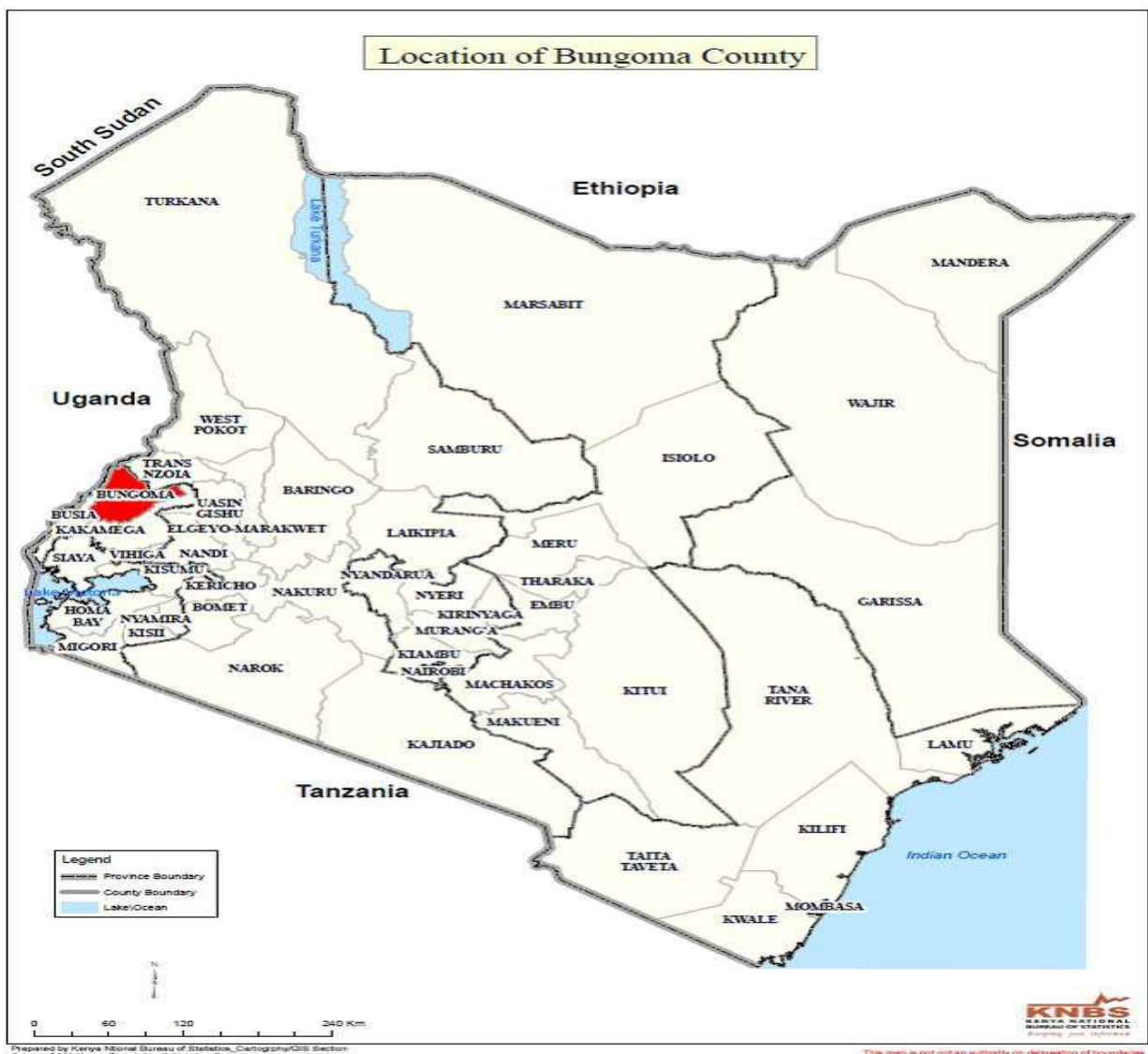
## CHAPTER ONE: INTRODUCTION

### 1.1 Overview of the County

#### 1.1.1 Size and Location

Bungoma County is one of the 47 Counties 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 Km<sup>2</sup>. 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 km<sup>2</sup>, of which 618 km<sup>2</sup> is gazetted forest reserve (the Mt. Elgon Forest reserve), 61 km<sup>2</sup> is non-gazetted forest, and 50.7 km<sup>2</sup> is Mt. Elgon National Park. The altitude of the county ranges from 1,200 m above sea level to 4,321 m 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 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 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 rainfalls favor 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.

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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 (defined as 1985-2015), 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.

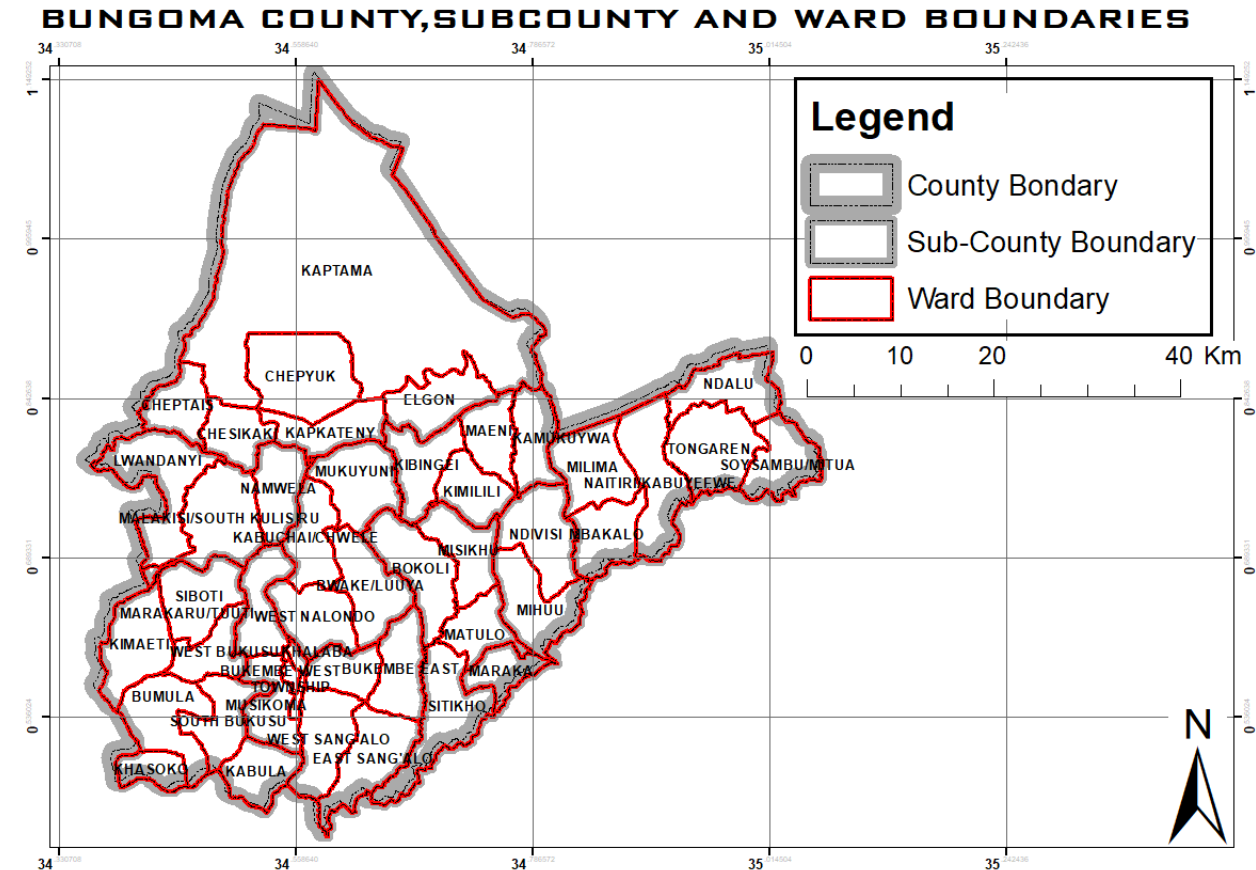
The total annual rainfall has remained stable since 1985 and is expected to decrease slightly until 2040. The long rains season, which runs between February and June, is wetter than the second rainy season, experienced between late July and December. A dry season (characterized by fewer than 80 mm rainfall) 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 12 Sub-Counties, 45 Wards and 236 Village Units. Map 1 shows Bungoma County administrative units.

Map 2: Administrative units



### 1.1.6 Demography

The population of Bungoma County is 1,670,570 with female and male population of 858,389 and 812,146 respectively, while intersex population is 35. It has a population density of 552 people per sq.km. The total number of households is 358,796 with an average household size of 4.6. (KNBS, Kenya Population and Housing Census, 2019)

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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
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 2019 census

Table 2: Population projections by urban centers

Urban Centre	1999	2009	2019	2022	2025	2027	2030	2032
	Census	Census	Census	population projection	population projection	population projection	population projection	population projection
	Total	Total	Total	Total	Total	Total	Total	Total
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 2019 census

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	109,333	106,488	215,822	118,815	115,715	234,530	129,114	125,746	254,860	143,252	139,516	282,768



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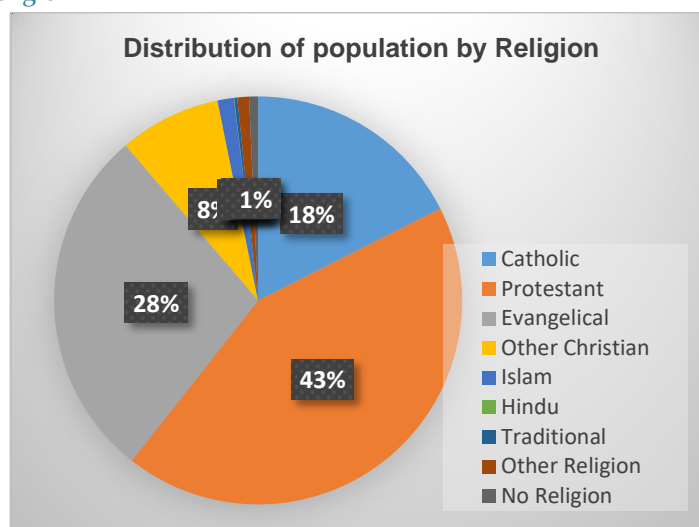
Age Group	2019 KNBS Census population			2023 (Projections)			2027 (Projections)			2032 (Projections)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	7	5										
20-24	65,615	74,162	139,777	71,303	80,591	151,893	77,483	87,576	165,060	85,968	97,166	183,135
25-29	49,457	59,132	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, KPHC Report, 2019 (Annual Growth Rate, 2.1%)

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Table 4: Distribution of Population by Religion

Catholic	<b>291,998.00</b>
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



### 1.1.7 Major Economic Activities

Culture and recreation activities have been recognized as key economic drivers contributing towards economic growth. The activities largely contribute to tourism sector which has seen an increase in contribution to Gross County Product from 0.21% in 2017 to 0.65% in 2020.

According to KNBS, 2021 report, arts entertainment and recreation contributes 0.2% to the Country’s Gross Domestic Product. Other key economic activities contributing to GCP include public administration and defense, education, water supply and waste collection, 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).

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Table 5: Gross County Product (GCP) by Economic Activities in millions, 2017 and 2020

Economic Activity	GCP (In Kshs, million s)- 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 support services	14	3,142	3,128	0.01%	1.51%	1.5	0.0	0.9	0.9
Public	8,742	16,869	8,127	4.76%	8.12%	3.36	2.6	2.8	0.2

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Economic Activity	GCP (In Kshs, million s)- 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
administration and defence									
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 <sub>1</sub>	1,574	1,310	(264)	0.86%	0.63%	(0.23)	0.6	0.6	0.0
<b>Total</b>	<b>183,509</b>	<b>207,684</b>	<b>24,175</b>	<b>96.96%</b>	<b>105.9%</b>	<b>8.94</b>	<b>2.4</b>	<b>2.1</b>	<b>(0.3)</b>

## 1.2 Background of the Sector

### 1.1.1 Overview of the Sector

Social protection, culture and recreation sector brings together eleven key functions namely:-

- i. Liquor licensing
- ii. Betting, casinos and other forms of gambling
- iii. Racing.
- iv. Cinemas
- v. Video shows and hiring
- vi. Libraries
- vii. Museums
- viii. Sports and cultural activities and facilities
- ix. County parks, beaches and recreation facilities
- x. Youth gender and social services
- xi. Control of drugs and pornography

The sector plays a pivotal role towards the achievement of national and county agenda, as well as contributing to the fulfillment of the various regional and international obligations, protocols, including the promotion of sustainable employment; gender equity and equality, and harmonious industrial relations, and productive workforce.

The sector also safeguards children’s rights, implements special programmes for representation of marginalized groups and promotion of diverse cultures, arts and sports, to enhance cohesiveness and the county as well as Kenya’s regional and international competitiveness.

Sub Sectors	Mandate
Sports Development	<ul style="list-style-type: none"> <li>Promotion, development and regulation of sports and sports facilities and expansion of the sports industry.</li> </ul>
Culture, Heritage and Arts	<ul style="list-style-type: none"> <li>County Culture and heritage Policy development and management, Enforcement of policies on film and Local Content development, County Archives/ Public Records Management, Management of Museums and Monuments, Historical Sites Management, Development of Film Industry, Promotion of Library Services, Research and Conservation of Music, Management of Culture Policy, Development of Fine , Creative and Performing Arts</li> </ul>
Social Protection	<ul style="list-style-type: none"> <li>Policy and programmes for Persons With Disabilities; Social Protection policy, Community development policy, Protection and advocacy of needs of Persons</li> </ul>

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	With Disabilities, Social assistance programmes, Family protection policy, Policies on children and social development, Child welfare, Children affairs (protection), Community mobilization and Support for matrimonial and succession laws and policies and Counter trafficking in persons.
Gender	<ul style="list-style-type: none"><li>• Gender Policy Management, Special Programmes for Women Empowerment, Gender Mainstreaming in Ministries/Departments/Agencies, Community Mobilization, Domestication of International and National Treaties/Conventions on Gender, Policy and Programmes on Gender Violence and establishment of Gender Based Violence Protection Centers.</li></ul>

### 1.1.2 Sub-Sectors and their Mandates

The sector has four sub sectors as outlined below together with their mandates

Table 6:Sub-Sectors and their Mandates

### 1.1.3 Contribution of the Sector towards Social Economic Development

The sector, through promotion of gender mainstreaming and social protection, enhances improved livelihood for everyone. This ensures that development is equitable amongst all citizens regardless of their gender, social status, age and physical abilities to ensure economic empowerment of the community as a whole. Gender equality enhances economic productivity, improves development outcomes for the next generation and makes institutions and policies more representative. By empowering the youth through sports and talent development, the sector is able to channel the youthful energies toward economic independence resulting in a more self-sustaining youth population. Sports development encourages a more healthy population which is in turn more productive thus driving socio-economic development.

## 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 include:

**County Government Act, 2012**

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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, TransNzoia, 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 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 Sector 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 centered, 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**

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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

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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.

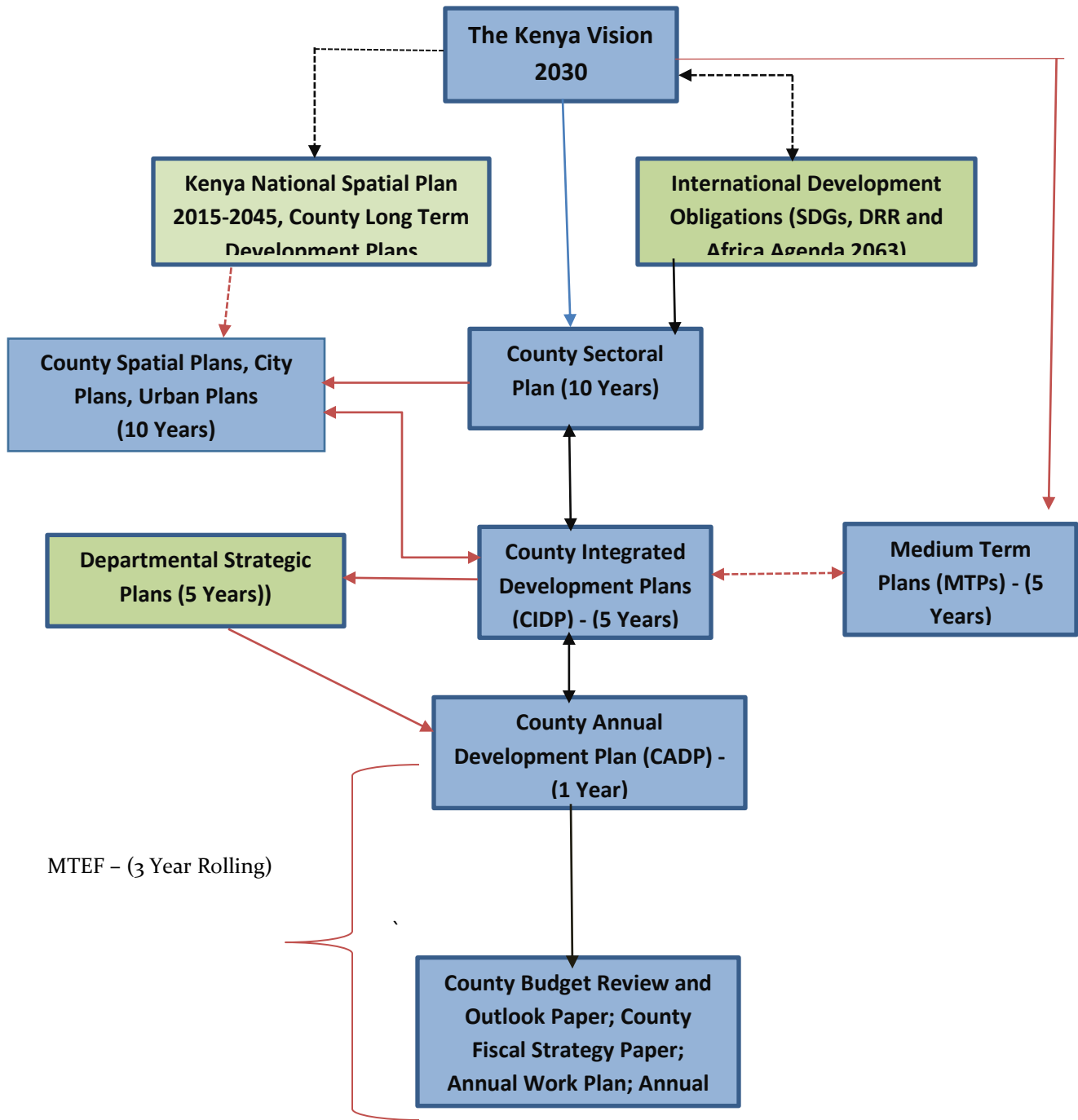
The country’s Vision 2030 blueprint is in line with the goals and targets of the new agenda which undergoes review every 5 years .The national blueprint defines the strategies and programs that will translate into efficient, effective, and responsive actions that are achievable. In view of this, the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

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Figure 1: 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 member for Gender, Culture, Youth and Sports constituted the Sector Working Group (SWG) secretariat for the Sector which was responsible for spearheading the Social Protection, Culture and Recreation Sector Plan preparation process. The Chair and Co-Chair of the SWG Secretariat were the Chief Officers for Gender and Culture and Youth and Sports while the sector economist was the secretary to the SWG secretariat. The other SWG secretariat members included technical officers from the departments.

(iii) Sensitization sessions on the CSP guidelines and the preparation process of CSP were 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 social protection 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.

**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 consideration and adoption before submission to the county assembly for approval.



## CHAPTER TWO: SITUATION ANALYSIS

### 2.1 Sector Context Analysis

#### Macro-economic factors

Social protection and gender services play a pivotal role in ensuring equity in economic empowerment for everyone. Most interventions in gender and social activities target equal distribution of opportunities to minimize social crimes and develop a just society. Employment is a key contributor to household income in Kenya.

The general employment environment in Kenya is dominated by male. According to KNBS report 2020, the number of male employees increased from 61.5% in 2019 to 63% in 2020 with most men being engaged in Casual labour than in regular employments.

Table 7: Wage employment by sex 2019 and 2020

Gender	Male		Female		Total	
	2019	2020	2019	2020	2019	2020
Year						
Total (in thousands)	1802	1730.1	1126.5	1011	2928.4	2741.1
Regular(in thousands)	1365.2	1467.1	915.9	857.4	2281.1	2324.5
Casual(in thousands)	436.8	263	210.6	153.6	647.3	416.6

Cash transfer programs and affirmative action initiatives have greatly influenced transformation of economic stewardship and decision making. Despite the low rate in engagement of women in formal employment, these initiatives by Governments have greatly boosted the ability of vulnerable groups to participate in economic development through self-employment and ownership of reproductive assets that has improved social protection among youth, women and PWDs

#### Gender Inequality Index

Gender Inequality Index (GII) reflects Gender-based disadvantage in three dimensions that include reproductive health, empowerment and the labor market. The index shows the loss in potential human development due to inequality between female and male achievements in these dimensions. It varies between 0 – 1 where 0 depicts fare equality between women and men while 1 depicts one gender faring poorly in all measured dimensions.

Kenya has an overall GII of 0.651(Draft 7th Human Development Report). The GII index for Western region was 0.457. This is however, not equal everywhere as there are regional disparities within the County. Women constitute 51.2% of the county’s population according to population census of 2019. In Bungoma County, despite the large female

population their contribution to society’s development initiatives is still hampered by gender discrimination. Improving equity in Gender issues and reducing Gender disparities will benefit all sectors and thus contribute to sustainable economic growth, poverty reduction and social injustices.

### **Political Analysis**

Devolved governance establishes two levels of government i.e. National government and County Government. The two levels of government have established arms of governance; executive, legislative and judiciary at the national government level; executive and legislative at the County government level independently distinct by their roles as enshrined in the constitution. The County legislative arm is tasked with legislation, oversight and implementation while the County Executive arm is a dedicated institution for implementation of the development agenda.

The County Government’s political representation is segregated into political wards with distinct boundaries each with an elected member of the County Assembly. In consideration of special interests, the institution also provides for nomination of additional representation to advocate for issues relating to their interests.

Article 27(8) of the constitution, 2010 provides that the state shall take steps to ensure that not more than two thirds of members of all elective and appointive positions are of the same gender. Bungoma County assembly had a 33.3% women representation according to the KNBS report of 2020 a percentage just below the national average of 33.8% but higher than the constitutional threshold of two thirds.

The sector has received tremendous support from the national government and other partners through enactment of policies and strategies to address social and economic gaps that exist within disadvantaged groups. Some of these initiatives include enactment of bills, policies and regulations that have facilitated establishment of affirmative action funds, cash transfer programs; criminalization and endless public sensitization against retrogressive culture among many others.

Locally, the sector has also enjoyed goodwill from the County Assembly manifested through approval of bills directed at social protection, funds targeting development of sporting and talent development industries as well as operationalization of the sector priority programs.

The success of this sector plan will depend on enhanced collaboration between the two levels of government (National and County Governments) and goodwill between the County executive and County Assembly at the County Government level to ensure enactment of an enabling legal environment, equity and equality in distribution of resources across the county as well as prioritization of economically viable investments.

### **Environmental Analysis**

Cultural and communal socio economic activities are mostly affected by environmental factors. The existence of historical sites, large forest cover and natural land formations including indigenous rocks has had a big impact on the lifestyles and social behavior of the natives. This environmental factors have influenced retention of cultural believes, heritage and believes some of which are highly associated with the natural environment. However, overreliance on the natural establishment has led to depletion of natural resources, environmental degradation and hampered climate change mitigation efforts.

### **Social Analysis**

This plan is anchored on the CoK. 2010, Article 27 that provides for equality and freedom from discrimination. However, tribalism, regionalism and corruption has led to patron client relation geared towards control of resources by a few, accessing justice, empowerment and leadership positions. There is need for attitudinal change and value change to instill the culture of voluntary compliance with social norms.

Cross boarder and the Great North Road effects contribute to diminishing social values, sex trade leading to increase in HIV/AIDS, new infections, Child labour, child trafficking, teenage pregnancies, drug and substance abuse and rape cases, marital instability. Children, older persons and PLWD are abused and neglected and thus require social protection programs.

The county is a host to different communities who mutually co-exist even though some participate in retrogressive cultural practices. There is a limited access to tertiary education facilities and inadequate sports facilities for nurturing and developing talents.

Sport is a significant aspect of human culture at the individual, county, national and international levels. It permeates a wide range of socio-economic aspects of the lives of our people. It is vital for sustaining good health and wellbeing, enhancing social interaction, promoting integration and friendship among people of diverse socio-economic backgrounds.

## Technological Analysis

Technological knowledge among the people is considerably low while global business outsourcing has led to exploitation of IT enabled services. The existence of mobile money transfers has enabled financial inclusions of banking services. The technological advancement has improved operations in terms of efficiency and effectiveness making the world a global village. The downside to technology however is that exposure to media has led to moral decay of the social fabric especially among the youth and children. There is also no technological considerations for PWDs and the general infrastructure for internet connectivity is inadequate.

## Demographic Context

Kenya is undergoing a steady transition in its working population with statistics indicating that in 2020, the age dependence ratio for the Country was at 69.8%. This meant that there were around 70 people aged 0-14 years and 65 years and older per 100 working-age population (aged 15-64 years). The ratio declined from 90.6% in 2000, indicating reduced burden for the working age population.

The Kenya Population and Housing Census, 2019 report indicated that Bungoma County has a 52.1% dependence ratio. This shows a better indicator compared to the National Statistics. The report also indicates that 2% of the people in the County live with disabilities. The table below shows the disintegration of the population by age and sex

**Table 8: Distribution of Population by age group**

Category	Male	Female	Total	Percentage
Children (0-19 Years)	478,297	476,961	955,258	57.18%
Youth (20-34 Years)	161,687	190,294	351,981	21.07%
Adults (35-64 Years)	146,312	156,849	303,161	18.15%
Old Age (65 and above)	25,843	34,284	60,127	3.60%
Total	<b>812,139</b>	<b>858,388</b>	<b>1,670,527</b>	100.00%
%	<b>49%</b>	<b>51%</b>	<b>100%</b>	0.00%

**Source: KPHC, 2019**

An analysis of the above table shows a vast population of Bungoma County residents belong to the vulnerable groups which includes children, youth, women and old age. This indicates a growing burden to the government in facilitating and initiating new strategies geared towards affirmative action to address these vulnerable groups. Out of 1,670,527 population, 1,524,215 belong to either women, children aged below 19 years, youth

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between 20 to 34 years or old age with 65 years and above. This represents 91% dominance in the entire population. The table below illustrates:-

**Table 9: Distribution of vulnerable groups**

Category	Male	Female	Total
Female Gender	-	858,388	858,388
Male Children (0-19 Years)	478,297		478,297
Male Youth (20-34 Years)	161,687		161,687
Male Old Age(65 and above)	25,843		25,843
Total	665,827	858,388	1,524,215

**Source: KPHC, 2019**

## 2.2 Review of Sector Financing

This section discusses the trends on how the sector has been previously allocated resources to finance its programmes for the past ten (10) years. From the table, there has been a fluctuating trend and low investment in the sector.

Table 10: Source of Sector Budget Financing

Source of Financing	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)	285,542,281	305,953,790	147,491,331	235,937,649	137,975,037	239,235,998	274,922,883	347,473,566	353,231,596	
National Government (conditional grants)										
Development Partners (conditional grants)										
A.I.A (CSOs)										

Table 11: Analysis of Sector budget by sub-sector

Sub-Sector Name	Financing									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Culture Heritage and Arts	285,542,281	305,953,790	147,491,331	235,937,649	137,975,037	239,235,998	274,922,883	347,473,566	353,231,596	
Sports Development										
Social										

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Protection										
Gender										
Total Sector Budget Financing										
Total County Financing										

## 2.3 Sector Performance Trends and Achievements

Table 12: Sector Performance Trends and Achievements

SNO.	Key Outcome	Outcome Indicator	Unit of measure	Baseline Value 2013-	End term target 2022	End term actual 2022	Remarks
Programme name: <b>Culture and Creative Industries Development and Management</b>							
Objective : <b>To ensure the Development and maintenance of heritage infrastructure that support county revenue as well as increase participation in culture</b>							
1	Improved heritage , culture knowledge, appreciation and conservation	Historical Cultural sites constructed and maintained	No	0	9	2	The Department identified and developed 2 historical sites at Elija Wanameme mausoleum, and Sudi Namachanja  The operationalization of these historical sites will generate income for the county and enhance cultural knowledge
		A Multipurpose cultural centre constructed and equipped	No	0	1	1	Ongoing construction of sang’alo multipurpose cultural centre
		Community cultural festivals organized and conducted in the County	No	0	6	6	The county participated in various cultural activities to promote cultural diversity, cohesion and learn best practice in cultural preservation
		Cultural exchange programmes organized (regional, local and international)	No	0	20	6	
		% of Cultural groups mobilised and registered	No.	0	100	50%	
		Participated in KICOSCA & EALASCA games	No	0	20	18	
		Participated in Kenya cultural music festivals	No	0	10	4	
		Celebrated herbal medicine	No	0	10	10	Celebrations are done in mabanga



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		day					
		Heroes and heroine identified and recognised	no	0	45	15	15 Heroes and heroine identified but not honoured due to lack of culture and heritage policy
Programme name : Gender Equality and Empowerment of vulnerable groups							
Objective: To empower women and other community groups							
	Increased appreciation of gender equality, and freedom from discrimination of vulnerable groups	Gender technical working group (GTWG) operationalised	No	0	10	10	Formed and operationalised GTWG in all 9 sub-county and one at the headquarter to respond to increasing cases of GBV in the county
		National and international days celebrated	No.	0	35	15	Celebrated ie International women days, International Disability days and the day of an African child to create awareness on issues related to the theme of the celebration
		Women Groups funded	No	0	3000	495	Promoted economic empowerment of women by enhancing access to affordable credit.
		% of PWDS provided with assistive devices	%	0	100%	0	Lack of funding affected implementation of these initiatives
		PWDs provided with scholarship's	No.	0	30	0	
		Child protection centre established	No	0	0	0	
		Construction of Bungoma Women Empowerment academy	No.	0	1	0	
Programme Name: Sports and Talent development and management							
Objective: To nurture young talents in sports							
	To develop facilities for recreation	MasindeMuliro Stadium constructed/Modernized	%	10%	100%	80%	These facilities will enhance identification and promotion of talent in different sporting fields in the County.
		Establishment of high altitude training centre at Kaptama	%	0	100%	80%	

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		Sub-county stadia constructed	No	0	4	3	
Program name: Sports and Talent development and management							
<b>Objective: To nurture young talents in sports</b>							
		Established county sports clubs supported	No	0	45	2	These initiatives enhanced identification and promotion of talent in different sporting fields in the County.  However low funding hampered achievements of the targets There is need for the county government to direct resources towards these and more initiatives to promote talent
		Sports and talent academies established	No	0	9	0	
		Sports talent identification programme	No	0	45	1	
		Annual Ward games held in the community	No	0	45	45	
		KYISA games organized and participated	No	0	5	2	
Programme: <b>Youth Empowerment and Development</b>							
<b>Objective : To enhance the socioeconomic status of the youth</b>							
	To enhance social status of the youth	Youth mentored	No	0	450	350	Trained and mentored youths on Ajira digital work program
		% of work completed for construction of youth centre	%	0	100	100	Maeni youth centre complete. Equipping for operationalization was ongoing.
		Youth sensitized on crime, drugs and substance abuse	No	0	4500	1000	Fell below the target due to low funding
		Youth employment scheme established	No	0	1	1	Bungoma county youth empowerment fund established to enhance access to credit by the youth.
		Youth groups accessing youth funds	No	0	3000	89	The fund is not active due to low rate of loan repayment and default level
		Youth servicing loans	%	0	100	35	Low rate repayment attributed to the fact that the group deemed the loan as grants from county government

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		Youth engaged on short term job programme	no	o	2250	225	The County Government engaged youth in all the wards to fumigate market and all health centres during the covid 19 pandemic out-brake
		Internet and logistic centre established	No	o	10	1	Established an ICT training center in Bungoma town in partnership with centum investment to enhance youth ICT skills.

## 2.4 Sectorial Development Issues

Table 13: Sectoral Development Issues, Causes, Opportunities and Challenges

Sub-Sector	Development issues	Causes	Opportunities	Challenges
Arts and Culture	Heritage and Cultural knowledge	Deviation from cultural norms, activities, laws and guiding principles	<ul style="list-style-type: none"> <li>• Cultural cohesion and integration of residents of Bungoma</li> <li>• Existence of the San’galo Cultural centre</li> <li>• Existence of cultural tourism framework</li> <li>• Existence of legal frameworks to combat the retrogressive cultures</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of foreign cultures blindly</li> <li>• Unpatented cultural practices</li> <li>• Cultural assimilation</li> <li>• Retrogressive cultures</li> <li>• Inadequate sensitization and enforcement</li> </ul>
		Low preservation, conservation and exploration of cultural sites and museums	<ul style="list-style-type: none"> <li>• Availability of cultural sites</li> <li>• Availability of dispute resolution mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate financial resources</li> <li>• Encroachment onto cultural sites</li> <li>• Ownership conflict of cultural sites</li> </ul>
		Under exploitation of talents and creativity	<ul style="list-style-type: none"> <li>• Availability of creative population</li> <li>• Existence of rich and diverse talents and creative space</li> <li>• Existence of San’galo Cultural Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Poor organization and coordination amongst cultural stakeholders and practitioners</li> <li>• Lack of transfer of herbal knowledge</li> <li>• No designated space for development of talent and exploitation of creativity</li> </ul>
		Low adoption of herbal medicine and cultural health systems	<ul style="list-style-type: none"> <li>• Existing herbal medicine</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of transfer of herbal knowledge</li> <li>• Environmental degradation</li> </ul>
		Inadequate observation of cultural days and events	<ul style="list-style-type: none"> <li>• Existence of observation structure</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate financing</li> <li>• Poor coordination among stakeholders</li> </ul>
		Un-recognize county heroes and heroines	<ul style="list-style-type: none"> <li>• Presence of heroes and heroine in the county</li> </ul>	<ul style="list-style-type: none"> <li>• Political interference and undue influences</li> </ul>

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		Uncontrolled literature in oral performance	<ul style="list-style-type: none"> <li>• Presence of local media platforms</li> <li>• Presence of elders to guide</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of proper coordination</li> <li>• Inadequate information sharing</li> </ul>
Social protection	Social protection	Drug and Alcohol abuse	<ul style="list-style-type: none"> <li>• Existence of policy and legal framework on alcoholic drinks control</li> <li>• Existence of an institutional framework</li> </ul>	<ul style="list-style-type: none"> <li>• Misuse of licenses</li> <li>• Inadequate enforcement of the regulations</li> <li>• Limited awareness on substances and substance abuse</li> <li>• Emerging trends of abused substances</li> <li>• Inadequate manpower for enforcement</li> </ul>
		Substance abuse disorders	<ul style="list-style-type: none"> <li>• Presence of privately owned rehabilitation centres</li> </ul>	<ul style="list-style-type: none"> <li>• Resistance by abusers to treatment</li> <li>• High cost of treatment</li> <li>• Increasing numbers of substance dependent persons</li> <li>• Inadequate infrastructure for proper service delivery</li> </ul>
		Family breakdown and social disintegration	<ul style="list-style-type: none"> <li>• Availability of CSOs</li> <li>• Existence of Religious organizations</li> <li>• Existence of NGOs and existence</li> <li>• Existence of Legal frameworks on abuse</li> </ul>	<ul style="list-style-type: none"> <li>• Poverty and alcoholism among the parents</li> <li>• Lack of rescue and rehabilitation centres</li> <li>• Lack of county legislation on children issues</li> </ul>
		Gender Based Violence	<ul style="list-style-type: none"> <li>• Existing legal frameworks and GSWG</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of county based legal framework on GBV issues</li> </ul>
		Retrogressive cultural practices	<ul style="list-style-type: none"> <li>• Existing legal and institutional framework to address retrogressive cultures like GBV</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural believes</li> <li>• Limited awareness on effects of retrogressive cultures</li> </ul>
		Limited economic competitiveness by vulnerable groups	<ul style="list-style-type: none"> <li>• Existence of governing bodies</li> <li>• Existing affirmative action frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of proper coordination of vulnerable groups</li> <li>• Inadequate avenues for empowerment of vulnerable groups</li> </ul>

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Gender	Gender equality and equity	Limited women empowerment opportunities	<ul style="list-style-type: none"> <li>Existing legal and policy frameworks for Affirmative actions</li> </ul>	<ul style="list-style-type: none"> <li>Discrimination at work place</li> <li>Cultural believes</li> <li>Weak entrepreneurial culture among women</li> <li>Limited control and decision making among women</li> <li>Poverty</li> </ul>
		Gender based discrimination	Availability of legal and advocacy framework	<ul style="list-style-type: none"> <li>Cultural believes</li> <li>Lack of awareness</li> </ul>
Sports	Sports and Talent Development	Inadequate sporting facilities	<ul style="list-style-type: none"> <li>Availability of sports infrastructure that can be developed</li> <li>Presence of local talent</li> <li>Presence of registered sports clubs</li> <li>Existence of legal federations</li> <li>Willingness of people to participate in sports</li> </ul>	<ul style="list-style-type: none"> <li>Lack of policies</li> <li>Inadequate financial resources</li> <li>Inadequate sporting academies</li> <li>Lack of appropriate sports facilities and infrastructure for PWDs</li> <li>Inadequate sports equipment</li> <li>Lack of professional trainers</li> </ul>
		Unsupported talent promotion among youth	<ul style="list-style-type: none"> <li>Existence of vibrant organized groups which the Sector can work with</li> <li>Potential for linkage with regional, national and international institutions;</li> <li>Prospects of partnering with private sector;</li> <li>Existence of various talents in arts and sports</li> </ul>	<ul style="list-style-type: none"> <li>Lack of policies</li> <li>Lack of talent academies</li> <li>Lack of talent and its subsequent promotion</li> <li>Inadequate financial resources</li> </ul>

## 2.5 Crosscutting Issues

Table 14: Analysis of Sector Crosscutting Issues

Crosscutting issue	Current situation	Effects of the issue	Gaps(policy, legal and institutional)	Measures for addressing the gap	recommendations
<b>HIV/AIDS</b>	Prevalence rate is 2.8%	Lowered productivity	Lack of a County policy on HIV and Aids	Develop a county policy on HIV and AIDS	Operationalize departmental Aids Control Units
<b>Alcohol and drug abuse</b>	Prevalence rate is 35% (NACADA)	Lowered productivity and increased social disintegration	Lack of gazette regulation on alcoholic drinks in the county	Gazette the Bungoma County Alcoholic Drinks Control Regulations	Fully operationalize the object of Bungoma County Alcoholic Drinks control Act and adequately fund the directorate
<b>SGBV/GBV</b>	Prevalence rate is at 43% mostly affecting teenagers aged 18 years and below	Increase in teenage pregnancies and social disintegration	Lack of county based legal framework on GBV issues	Develop a county policy on SGBV	Allocate funds for the development of an SGBV policy

## 2.6 Emerging issues

### Mental Health

In recent times, there has been an increase in suicide among the youth which is attested to mental health wellness. More and more people are unable to cope with the stresses of daily life and they are opting to end it. This brings about the need for sensitization and operationalization of a mental health clinic to help combat depression, anxiety and other mental health illnesses.

### Doping in sports

Athletes and sports persons are turning to performance enhancement drugs to be able to excel in their areas of specialization. This has resulted in a number of sports persons being banned from participating in international competitions. Doping is giving the country a bad name in an area where we shone across the globe. It has also ended the carriers of many promising sports persons. The government, in conjunction with the sports bodies and anti-doping agencies should put stringent measures to curb this rising

menace in the industry. They should also regulate the sell of certain drugs that are being abused in this manner.

### **The changed global context**

All the breakthroughs have led to new legislation and an increased awareness of women’s rights and gender equality, which unfortunately has not been matched by significant changes in attitudes and practices in key areas. Women’s participation in economic and political life at decision-making levels was stagnating, new perceptions of gender identities and roles are evolving at the margins rather than in the mainstream and there is a persistent gap between legislation and enforcement as demonstrated in the field of violence against women. Additionally, the global context has changed; posing new challenges, therefore, future actions and strategies are needed to respond to these new realities.

### **New trends in abused recreational drugs**

Teenagers, especially those in high school are now abusing prescription medication, specifically cough syrup. They have also come up with new ways of smuggling drugs such as bhang and cigarettes into schools. This is a contributor to the unrest that is sometimes experienced in schools across the country. Strict measures should be put in place to stop this menace. School could employ the use of sniffer dogs when children are reporting to school. Also, harsh penalties should be meted out to those found in possession or using said drugs. Chemists should also not dispense medication without a proper doctor’s prescription.

### **Pandemics**

In the recent years, COVID 19 has wreaked havoc on many aspects of the society. The government should therefore always ensure that there is an emergency kitty that would be able to tackle such happenings in the future. This will minimize the damage for when such an eventuality occurs.

## **2.7 Stakeholder analysis**

This section highlights the different stakeholders relevant to the sector and their roles and possible areas of collaboration. This is presented as indicated in Table 12.

Table 15: Stakeholders Analysis

Stakeholder	Roles	Possible areas of collaboration
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Public	<ul style="list-style-type: none"> <li>• Support project implementation through prioritization of projects, monitoring implementation and consumption of completed projects</li> </ul>	<ul style="list-style-type: none"> <li>• Public participation</li> <li>• Cultural events</li> <li>• Policy formulation</li> <li>• Recreation</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>• Development of recreation facilities</li> <li>• Development of policies</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of recreation facilities and services such as cultural centres, recreation facilities either fully private or through public private partnerships and direct investment in energy</li> <li>• Policy formulation</li> </ul>
County Assembly	<ul style="list-style-type: none"> <li>• Legislation, oversight and representation</li> </ul>	<ul style="list-style-type: none"> <li>• Development of sector policies, plans and enactment of enabling legislation</li> <li>• Oversight of development implementation</li> </ul>
The County Departments and Agencies	<ul style="list-style-type: none"> <li>• Co-ordinate and facilitate project implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Development of policies and legal framework</li> <li>• Implementation of programs and projects</li> </ul>
National Government MDAs (NACADA, MOH, Parastatals, KNA, Bomas of Kenya, etc)	<ul style="list-style-type: none"> <li>• Technical support to cultural promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Training and capacity building of the sub county alcoholic drinks regulation committees.</li> </ul>
CSOs, CBOs, NGOs, FBOs and other special interest groups	<ul style="list-style-type: none"> <li>• Advocacy and resource mobilization</li> </ul>	<ul style="list-style-type: none"> <li>• Planning, implementation and monitoring and evaluating the sectors projects and activities</li> <li>• Policy formulation</li> </ul>
Professional Bodies and Training Institutions	<ul style="list-style-type: none"> <li>• Capacity development and regulation of practices</li> </ul>	<ul style="list-style-type: none"> <li>• Training, Membership and research</li> <li>• Policy formulation</li> </ul>
Development Partners	<ul style="list-style-type: none"> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Training and awareness</li> <li>• Policy formulation and promotion</li> </ul>
County Assembly	<ul style="list-style-type: none"> <li>• Legislation, oversight and representation</li> </ul>	<ul style="list-style-type: none"> <li>• Development of sector policies, plans and enactment of enabling legislation</li> <li>• Oversight of development implementation</li> </ul>

## CHAPTER THREE: SECTOR DEVELOPMENT STRATEGIES AND PROGRAMMES

### 3.1 Sector Vision, Mission and Goal

#### 3.1.1 Sector Vision

A productive workforce, just, resilient, responsive and equitable society, conserved heritage, and vibrant arts and sports industry

#### 3.1.2 Sector Mission

To promote sustainable employment, productive work force and gender equity; empower communities and vulnerable groups; nurture diverse heritage, arts and sports to enhance cohesiveness and competitiveness of the county.

#### 3.1.3 Sector Goal

To create a vibrant sports, culture and recreation industry that forms a framework for society to uphold its identity and value system

### 3.2 Sector Development Objectives and Strategies

Table 16: Sector Development Issues, Objectives and Strategies

Sub-Sector	Development Issue	Development Objectives	Strategies
Arts and Culture	Heritage and Cultural knowledge	To promote and preserve Culture and heritage	<ul style="list-style-type: none"> <li>• Strengthen Policy, Legal and Institutional Framework</li> <li>• Promote development and maintenance of heritage infrastructure.</li> <li>• Enhance culture and Creative Industry Development</li> <li>• 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.</li> </ul>
Social Protection	Social Protection	To promote equity and empowerment of vulnerable groups	<ul style="list-style-type: none"> <li>• Strengthen Policy, Legal and Institutional Framework</li> <li>• Promote Social welfare protection and development</li> <li>• Gender mainstreaming and empowerment</li> <li>• 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.</li> </ul>
Sports	Sports and Talent	To identify and nurture all forms of	<ul style="list-style-type: none"> <li>• Strengthen Policy, Legal and Institutional Framework</li> </ul>

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	Development	talents and sports for development.	<ul style="list-style-type: none"><li>• Promote sports infrastructure development</li><li>• Enhance sports Promotion and support services</li><li>• 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.</li></ul>
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### 3.3 Sector Flagship Projects (2028/2032)

Table 17: Sectoral Flagship Projects

Project Name: (Location)	Objective	Outcome	Description of Key activities	Time Frame	Beneficiaries (No)	Estimate Cost	Source Funds	of	Implementing Agency
Treatment and Rehabilitation centre for Alcohol and Drug Abuse	To rehabilitate members of the community suffering from addiction	A rehabilitated community	<ul style="list-style-type: none"> <li>• Acquisition of land</li> <li>• Construction of centre</li> <li>• Operationalization</li> </ul>	2023-2028			Exchequer releases		Gender directorate and development partners
Women Leadership and Empowerment Academy/Programs	To promote women inclusive participation in leadership, governance and economic enterprise for sustainable development	A pool of competent, skilled and knowledgeable women for sustainable development and Inclusive and society	<ul style="list-style-type: none"> <li>• Acquisition of land</li> <li>• Development of the Academy</li> <li>• Development of accredited course manual-</li> <li>• Recruitment of staff or consultancy services for pedagogy</li> <li>• Institutional linkages programs</li> <li>• Identification of training needs</li> <li>• Recruitment of trainees</li> </ul>	2022-2027	<ul style="list-style-type: none"> <li>• Rural women</li> <li>• women leaders</li> <li>• women groups leadership</li> <li>• Women business community</li> <li>• Women elites-teachers, principals, HTs</li> <li>• University female students</li> <li>• Head girls and Girl guides</li> <li>• Women politicians</li> </ul>	50,000,000	Exchequer releases		Gender directorate and development partners
County charitable	To develop a one	Increased	<ul style="list-style-type: none"> <li>• Acquisition of</li> </ul>	2022-	<ul style="list-style-type: none"> <li>• Street</li> </ul>	80,000,000	Exchequer		Gender

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children Centre/Services	stop centre for County children rescue and support programs	County child protection and welfare and services	land <ul style="list-style-type: none"> <li>• -Establishment of child rescue centre</li> <li>• -Child rescue management</li> <li>• -Rescue support services</li> <li>• -Child foster care linkages and support services</li> <li>• -Rehabilitation and Tracing programs</li> </ul>	2027	children <ul style="list-style-type: none"> <li>• Neglected orphans</li> <li>• Abused children</li> </ul>		releases and development partners	directorates and development partners
The County Elder Care, disability and widow-widower support programme  STADIA	To establish Elder care and Widow-Widower Support programs	Increased response and care to the elderly, widow-widower economic distress for improved livelihoods	<ul style="list-style-type: none"> <li>• Construction of house units for severe disabled members in the wards</li> <li>• Cash transfer support programs</li> <li>• Food and other products rations</li> <li>• Agricultural inputs</li> <li>• Scholarship opportunities</li> </ul>	2022-2027	<ul style="list-style-type: none"> <li>• Orphans</li> <li>• Severe disability</li> <li>• Neglected elderly member of the society</li> <li>• Widows</li> <li>• Widowers</li> </ul>	80,000,000	Exchequer releases	Gender directorate and development partners

### 3.5 Cross-Sectoral Linkages

Table 18: Cross- Sectoral linkages

Programme Name	Linked Sector	Cross-sector linkages		Measures to Harness or Mitigate the Effects
		<b>Synergies</b>	<b>Adverse Effects</b>	
Gender and disability mainstreaming, gender responsive budgets and programs	All county sectors/departments	Gender/Disability responsive budgets Gender and disability Desks AGPO protocols	Lack of inclusivity and skewed development Strained gender relations	Gender and disability responsive governance
Women Socio-Economic empowerment and development	Agriculture Trade Cooperatives Finance	Agribusiness skills Trade loans AGPO Affirmative action	Exclusion of women in economic enterprises	Compliance with AGPO protocols
GBV	All sectors	Implementation of workplace sexual harassment policy and reports	Dysfunctional and unproductive sexually harassed workforce	Adherence to workplace ethos and ethics
Disability issues	All departments	Disability friendly services and infrastructure	Lack of ramps thus strained disability services	Adherence to construction friendly access to pwds
Employment, terms and promotions	Public service Board and all departments	Equal Employment and promotion opportunities for all	Discrimination based on gender and disability	Equal opportunity for all

## CHAPTER FOUR: IMPLEMENTATION MECHANISMS

### 4.1 Institutional and Coordination Framework

#### 4.1.1 Institutional Arrangement

Table 19: Institutional Arrangement

	INSTITUTION	ROLE
1	Regulatory bodies( NACADA ANTIDOPING AGENCY ETC	To coordinate a multi sectoral campaign to prevent, control and mitigate the impact of alcohol and drug abuse in the country
2	County Department of Gender, Culture, Youth and Sports	Promotion of Gender equality, preservation of culture, nurtture talents among youth and develop sports facilities
3	County Treasury	Co-ordination of financial planning activities, prioritization of project financing and co-ordination with national treasury for payment of projects
4	County Assembly	Oversight and legislation of appropriate legal framework to support implementation of projects
5	National Government Agencies	Co-ordination with the County Government in implementation of un devolved functions and enactment of policies to support implementation of projects by the County Government
6	Development Partners	Funding of development projects and offer technical support through training and capacity building
7	Private Sector	Funding of projects
8	Universities and institutions of higher learning	Training and capacity development, Research and dissemination of findings
9	Special Interest Groups	Advocacy and mobilization of resources
10	Professional bodies	Regulation of member practices, Research, training and development

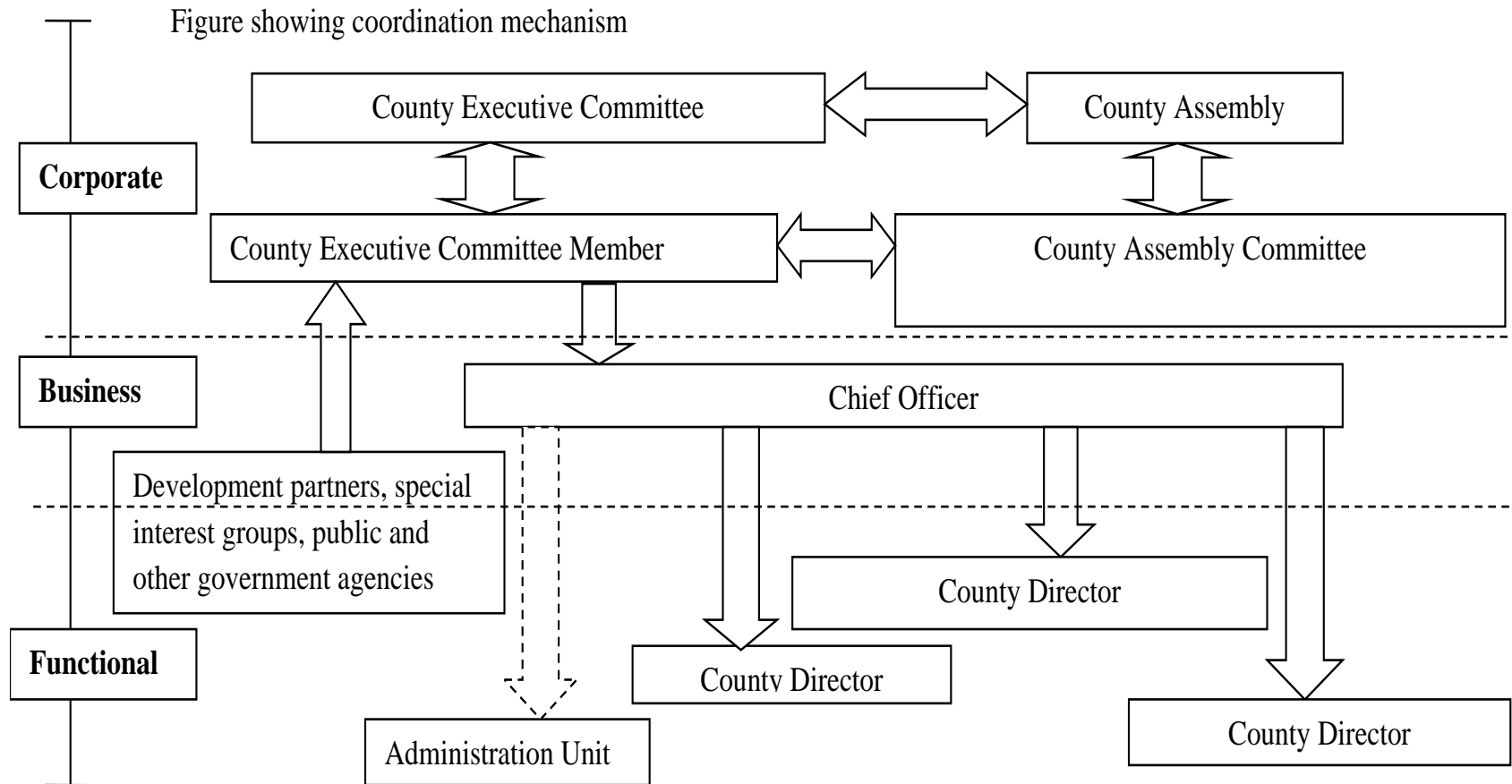
#### 4.1.2 Coordination Framework

This section should provide a structure for effective coordination of the implementation of the sector plan.

The section should also present a diagram depicting the coordination framework.

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Figure 1: County Government Organizational Structure with Stakeholder Linkages





## 4.2 Financing Mechanism

The total resource requirement for this sector plan is Ksh. 1,142 Million. This will be finance through the County Government (Equitable share and own source of revenue), Ain A, development partners and National Government through Conditional grants and direct implementation through its agencies. The table below shows the segregation of funds by sources and programs

Table 20: Summary of Programme Funding Requirements

	PROGRAM	SOURCE OF FINANCING	ESTIMATED COST
1	General Administration, Planning and Support Services	County Government (Equitable share and own source of revenue)	350 Million
2	Gender Equity and Social Protection	County Government (Equitable share and own source of revenue)	222 Million
3	Cultural Development and Management	County Government (Equitable share and own source of revenue)	50 Million
4	Sports and Talent Development	County Government (Equitable share and own source of revenue)	180 Million

## 4.3 Capacity Development

The following are the capacity gaps related to skills and knowledge; systems and processes as well as tools and equipment.

Table 21: Capacity Development

CAPACITY GAP	PROPOSED MEASURE(S)
Inadequate technical capacity in all directorates	Employ skilled staff to fill the gap
Inadequate training of staff	Train staff frequently
Gaps in financial processes	Streamline the processes
No management system for the groups we serve	Put system in place
Inadequate office hardware	Purchase what is lacking

## 4.4 Risk Management

Table 22: Risk, Implication, Level 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	Delayed implementation/uti lization of projects Low investment levels	High	Prioritize projects according to community needs  Develop measures to cushion citizenry.

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	Supplier risk	Failure/Faulty/inadequate supplies	Moderate	Supplier sensitization/empowerment. Enforcement of legal framework
	Grants delay/failure risk	Slow/stalled implementation of projects	High	Enhancing compliance to 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.

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Figure 2: County Committees



Table 23: 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	MCAs	<ul style="list-style-type: none"> <li>Receive county M&amp;E reports, review and present to the County Assembly for approval</li> <li>Authorize the governor to present the report at the summit</li> </ul>	As per the county assembly calendar	The Committee is in place
County Inter-governmental Forum (CIF)	<p>Chair:</p> <ul style="list-style-type: none"> <li>Governor or Deputy Governor in Governor's absence, or member of Executive Committee nominated by the Governor (As per the IGRA 2012)</li> </ul> <p>Membership:</p> <ul style="list-style-type: none"> <li>All Heads of Department of National Government at</li> </ul>	<ul style="list-style-type: none"> <li>Receive, review and endorse M&amp;E reports from CoMEC</li> <li>Present M&amp;E reports to the County Assembly Committee responsible for</li> <li>Economic Planning</li> <li>Give policy directions on M&amp;E at the county level</li> </ul>	Quarterly	The Committee is in place

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

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

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	<ul style="list-style-type: none"> <li>• Sector relevant county departments’ Chief Officers, equivalent national government representative from that sector and sector relevant CSOs. (The</li> <li>• County to define sector as per MTEF)</li> </ul> <p>Convenor:</p> <ul style="list-style-type: none"> <li>• Chief Officer responsible for the relevant department</li> </ul>			
SCoMEC	<p>Co-chair:</p> <ul style="list-style-type: none"> <li>• Sub-county administrator and</li> <li>• DCC</li> </ul> <p>Membership:</p> <ul style="list-style-type: none"> <li>• HODs at the sub-county level, development partners, CSOs etc.</li> </ul> <p>Convener:</p> <ul style="list-style-type: none"> <li>• Sub-county M&amp;E officer</li> </ul>	<ul style="list-style-type: none"> <li>• Produce sub-county M&amp;E reports</li> <li>• Present M&amp;E reports to the TOC</li> <li>• Develop M&amp;E indicators</li> </ul>	Quarterly	The Committees are in place
Ward MEC	<p>Co-chair:</p> <ul style="list-style-type: none"> <li>• Ward Administrator and ADCC</li> </ul> <p>Membership:</p> <ul style="list-style-type: none"> <li>• HODs at the ward level, development partners, CSOs etc.</li> </ul> <p>Convener:</p> <ul style="list-style-type: none"> <li>• Ward Administrator</li> </ul>	<ul style="list-style-type: none"> <li>• Produce ward M&amp;E reports</li> <li>• Present M&amp;E reports to the TOC</li> <li>• Develop M&amp;E indicators</li> </ul>	Quarterly	The Committees are in place
Village MEC	<ul style="list-style-type: none"> <li>• As per the village council composition</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in the development of indicators process</li> <li>• Participate in monitoring of projects in respective villages</li> <li>• Provide feedback on M&amp;E reports</li> </ul>	Quarterly	The Committees are 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 Table 62. Governance, monitoring and reporting of the CIDP 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 CIDP III, MTP IV and Vision 2030,

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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 3.

Table 24: Responsibilities of Stakeholders in M&E Reporting

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



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Directors of Sector Departments at the County Government Level	<ul style="list-style-type: none"> <li>• Prepare departmental M&amp;E reports</li> <li>• Prepare M&amp;E indicators for the department</li> <li>• Collaborate with M&amp;E Directorate in undertaking evaluations in their respective departments</li> <li>• Present departmental M&amp;E reports to the SMEC</li> <li>• Focal persons for M&amp;E in their respective departments</li> </ul>
County M&E Director	<p><b>A. Set up the monitoring and evaluation system:</b></p> <ul style="list-style-type: none"> <li>• Develop the overall CIMES framework</li> <li>• Prepare the M&amp;E plan with a detailed budget</li> <li>• Prepare county M&amp;E framework</li> <li>• Supervise the work of the Monitoring and Evaluation office staff; provide guidance and technical support</li> <li>• Develop county M&amp;E indicators in collaboration with KNBS and MED to ensure standard definition and classification</li> <li>• Establish contacts with national and other county monitoring and evaluation stakeholders</li> <li>• 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</li> <li>• 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</li> </ul> <p><b>B. Implementation of monitoring and evaluation activities</b></p> <ul style="list-style-type: none"> <li>• Oversee the monitoring and evaluation activities included in the CIDP, with particular focus on results and impacts as well as in lesson learning</li> <li>• Promote a results-based approach to monitoring and evaluation, emphasizing results and impacts</li> <li>• 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</li> <li>• Prepare consolidated progress reports for the CoMEC, including identification of problems, causes of potential bottlenecks in implementation, and provision of specific recommendations</li> <li>• 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</li> <li>• Undertake regular field visits to support implementation of monitoring and evaluation, check the quality of data produced, and identify where adaptations might be needed; monitor the follow up of evaluation recommendations with Programme Managers</li> <li>• Foster participatory planning and monitoring</li> <li>• 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</li> <li>• Undertake evaluations in the county</li> </ul> <p><b>C. Knowledge management</b></p> <ul style="list-style-type: none"> <li>• Promote knowledge management and information sharing of best practices</li> <li>• Facilitate exchange of experiences by supporting and coordinating participation in network of CM&amp;EOs among counties</li> </ul>

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	<ul style="list-style-type: none"> <li>• Organize county M&amp;E day to share experiences</li> <li>• Identify and participate in additional networks such as NIMES networks that may also yield lessons that can benefit implementation of CIMES</li> </ul>
The National Treasury and Planning (MED)	<ul style="list-style-type: none"> <li>• External Facilitator and neutral validator</li> <li>• Receive and consolidate county M&amp;E reports</li> <li>• Capacity building for CIMES</li> <li>• Set evaluation standards</li> <li>• Update the CIMES Guidelines</li> <li>• Technical backstopping for CIMES</li> </ul>
County M&E Directorate: With two sub-units (1 for county & 1 for national)	<p><b>Composition:</b> To be headed by a County M&amp;E Director, assisted by several sector M&amp;E officers/ Focal persons, each responsible for compilation of M&amp;E data for a number of projects/ programmes of specified departments and national government: Several IT Officers assisting the county departments with M&amp;E computerization activities. The M&amp;E Officer and ICT Officer ensure that the PMS system is supported by projects in their county departments. M&amp;E officer works with the M&amp;E Technical Committee.</p> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• The overall responsibility for ensuring use of the M&amp;E system in the county lies with the Director of M&amp;E, who works closely with all Directors in the county to ensure timely production of M&amp;E reports</li> <li>• Provide technical support and coordination of CIMES, including its institutionalization within the county</li> <li>• Prepare periodic CIMES performance reports for presentation to CoMEC</li> <li>• Supporting the development of capacity for M&amp;E through training, coaching and mentoring.</li> <li>• Coordinate regular M&amp;E reports produced within the county departments and other agencies resident in county</li> <li>• Support the implementation of the CIMES Guidelines and Standards as the main M&amp;E tool across the county</li> <li>• Maintaining the support systems that underpin reporting, such as the monitoring website and database of M&amp;E (APR), comprehensive Public Expenditure Review (CPR), evaluations, Public Expenditure Tracking Surveys (PETS) and Metadata, etc.)</li> <li>• Systematically capture lessons learnt from successes, challenges and failures</li> </ul>
Service Delivery Unit (SDU)	<ul style="list-style-type: none"> <li>• Is located in the Office of the Governor, and provides the engine to drive priority projects and programmes for the Governor</li> <li>• To remove duplication of efforts from the M&amp;E Directorate, SDU undertakes monitoring of county government activities</li> <li>• Is led and managed by a director</li> <li>• Provides timely reporting to the governor on service delivery</li> <li>• Conducts field visits on service delivery sites and stations to monitor the quality of services given to the citizens</li> <li>• Uses technology-supported Performance/M&amp;E/Reporting systems for efficient, accountable and transparent working</li> <li>• Ensures programmes are implemented as per, the CIDP and the Annual Work Plans</li> <li>• Shares its findings with line departments to enhance service delivery</li> <li>• Monitors service charter to ensure citizens expectations are met</li> <li>• Provides a platform to address citizens’ concerns e.g the governors hotline, website, social media etc.</li> </ul>

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Figure 3: CIMES Organogram

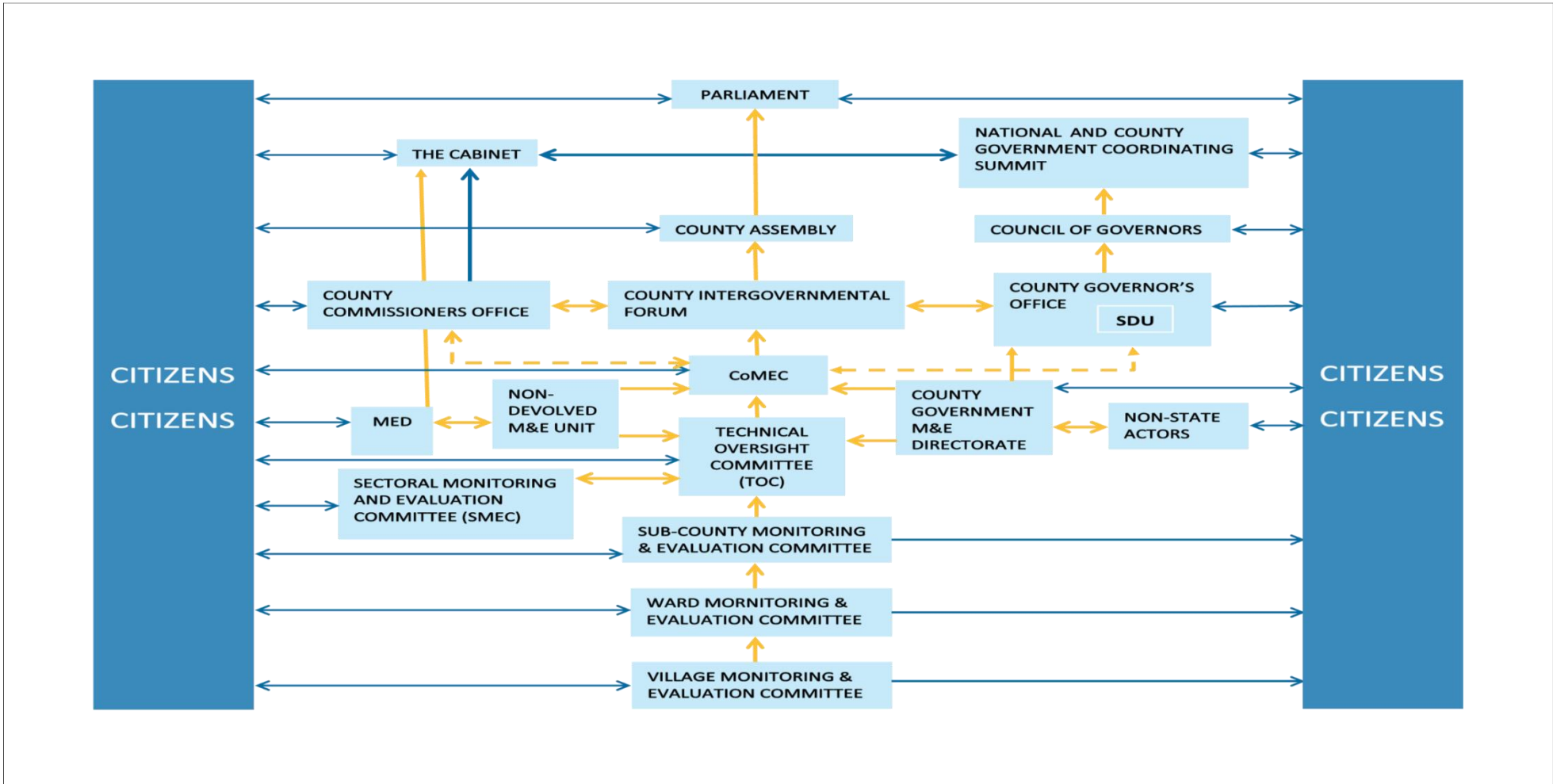


Figure 7: Proposed CIMES organogram

## 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 25

Table 25: Outcome Monitoring and Evaluation Matrix

Programme	Outcome	Outcome Indicator (s)	Baseline*		Mid Term Target	End Term Target	Reporting Responsibility
			Value	Year			
Gender Equity and Social Protection	Reduced gender disparity, prevalence in gender-based violence and Improved wellbeing of vulnerable groups	% of women of age 15-49 who have experienced physical violence since age 15	62.2	2022	50	30	Gender, culture, youth and sports
		Proportion of vulnerable population covered by social protection	20	2022	45	70	Gender, culture, youth and sports

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		systems by sex and age					
		Proportion of county safety net beneficiaries enrolled in NHIF cover	0	2022			Gender, culture, youth and sports
		Proportion of county budget allocated for gender equality and women empowerment	0.6	2022	3	5	Gender, culture, youth and sports
		Pro-poor public social spending					Gender, culture, youth and sports
		Ratio of men to women in leadership positions in the County	55:45	2021	52:48	50:50	Gender, culture, youth and sports
		% service institutions with gender focal points	15	2022	30	100	Gender, culture, youth and sports
		Ratio of men to women in attaining post graduate qualifications	60:40	2022	50:50	100	Gender, culture, youth and sports
		% of government procurement opportunities opened to the youth, women and persons with disabilities	30%	2022	30%	30%	County Treasury
		% of children accessing basic education	85	2022	90	100	Education
		Number of women groups accessing credit	700	2022	2000	3000	Gender, culture, youth and sports
		% of PWDs accessing credit	20	2022	30	40	Gender, culture, youth and sports
		Number of beneficiary elderly benefiting from cash transfers	24,0000	2022	27,000	30,000	Gender, culture, youth and sports Interior

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		% of VRCS graduates assisted with tools equipment and startup capital for self - employment	0	2022	50	100	Finance Gender, culture, youth and sports
		% of PWDs provided with assistive & supportive devices and services	0	2022	100	100	Gender, culture, youth and sports
		Number of PWDs provided with education support	30	2022	200	500	Education
		% of Persons with Albinism supported with sunscreen lotion, protective clothing, cancer screening and eye care	0	2022	100	100	Health
		Number of OVCs profiles	5,000	2022	8,000	10,000	Gender, culture, youth and sports Health
		Number of street children	500	2022	300	50	Gender, culture, youth and sports
		Number of OVCs provided with education support		2022	100	200	Education
		Number of youth groups accessing Youth funds	450	2022	2000	4,850	Gender, culture, youth and sports
<b>Cultural Development and Management</b>	Improved heritage and culture knowledge, appreciation, and conservation	Number of cultural events held	12	2022	15	20	Gender, culture, youth and sports
		Number of county heritage sites preserved	7	2022	30	150	Gender, culture, youth and sports
		Number of persons with access to libraries and information	30,000	2022	50,000	200,000	Gender, culture, youth and sports
		Heroes and Heroines	45	2022	80	120	Gender, culture, youth

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		recognized and rewarded					and sports
<b>Sports and Talent development and management</b>	Improved social cohesion and economic growth	Number of teams presented in sports championships	100	2022	150	250	Gender, culture, youth and sports
		Number of sports competitions hosted	30	2022	50	100	Gender, culture, youth and sports
		Number of youths recruited in various sports disciplines	2,000	2022	3,000	5,000	Gender, culture, youth and sports

### 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 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 CIDP 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

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 26: Commonly Used Data Collection Methods

Recording Data Through Administrative Actions	<ul style="list-style-type: none"> <li>Recording data through administrative actions is primarily a method of quantitative data collection.</li> </ul>
Electronic Data Harvesting	<ul style="list-style-type: none"> <li>Electronic data harvesting encompasses data collection of electronically generated data. Electronic data harvesting is a method of quantitative data collection.</li> </ul>
Survey	<ul style="list-style-type: none"> <li>A survey comprises a structured series of questions that respondents are asked according to a standard protocol.</li> <li>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.</li> </ul>
In-depth Interview (IDI)	<ul style="list-style-type: none"> <li>An in-depth interview 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.</li> <li>A Key Informant Interview (KII) is a type of IDI, whereby an interviewee is</li> </ul>



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	<p>selected for their first-hand knowledge of the topic of interest or geographical setting (e.g., community).</p> <ul style="list-style-type: none"> <li>• IDIs are a method of qualitative data collection.</li> </ul>
Focus Group Discussion (FGD)	<ul style="list-style-type: none"> <li>• A focus group discussion 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.</li> <li>• FGDs are a method of qualitative data collection.</li> </ul>
Observation	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Participant observation involves a researcher participating in an activity and making observations informed by their experience interacting with others during the activity.</li> <li>• Remote observation or remote sensing 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.</li> <li>• 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.</li> </ul>

#### iv. Reporting Structures

M&E reporting is essential because it is used to: (a) determine the extent to which the CIDP 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

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- 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 23 presents some of the reports to be prepared.

Table 27: 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"> <li>• Project implementation committee</li> <li>• Funding agencies</li> <li>• Oversight agencies</li> <li>• Public</li> </ul>
2	Monitoring and Evaluation Reports	Quarterly	Monitoring and Evaluation Agencies	<ul style="list-style-type: none"> <li>• Implementation agencies</li> <li>• Funding agencies</li> <li>• Oversight agencies</li> </ul>
3	Audit Reports	Annually	Internal audit directorate/ Kenya National Audit Office	<ul style="list-style-type: none"> <li>• Implementation agencies</li> <li>• Funding agencies</li> <li>• Oversight agencies</li> <li>• Public</li> </ul>
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"> <li>• Implementation agencies</li> <li>• Funding agencies</li> <li>• Oversight agencies</li> <li>• Public</li> </ul>

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 CIDP. 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 CIDP will strengthen county citizen awareness and ownership of the CIDP 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 programmers’ 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/programs/projects for evaluations during or after the plan period. This may include rapid evaluations, impact evaluations, CIDP 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).

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The Plan is presented in Table 28.

Table 28: Evaluation Plan

No	Policy/Program/Project	Evaluation Title (specifying the type)	Outcomes)	Use of the Evaluation Findings	Commissioning Agency/ Partners	Anticipated Evaluation start date/end date	Evaluation Budget (Kshs.)	Source of Funding
1	Gender, Culture, Youth and Sports	End term Evaluation of the expansion and Modernization of Masinde Muliro Stadium	Enhanced county sporting activities, identification and nurturing of talents.	Inform decisions on design and implementation of project	CECM Gender, Culture, Youth and Sports.	June 2027	Kshs 5 million	CGoB

## ANNEX 1: IMPLEMENTATION MATRIX

Table 29: Sector Programmes and Interventions

Programme	Objectives	Strategies/ Interventions	Implementing Agency	Time Frame	Funding	
					Total Budget (Kshs in Millions)	Source(s)
Cultural Development and Management	To promote and preserve culture and heritage	Construction of a multipurpose hall and huts in Sang’alo cultural centre		-	5	Exchequer
		Sensitization of visual and performing artists	Culture and Arts Department	quarterly	2	Exchequer
		Acquisition & preservation of cultural artefacts	Culture and Arts Department	-	1	Exchequer
		Cultural exhibition and festivals in all the sub counties	Culture and Arts Department	Annual	2	Exchequer
		Participate in KICOSCA games	Culture and Arts Department	Annual	21	Exchequer
		Participate in Kenya National Cultural Music Festival	Culture and Arts Department	Annual	3	Exchequer
		Hold herbal medicine day in the county	Culture and Arts Department	Annual	1	Exchequer
		Hold county language day	Culture and Arts Department	Annual	1	Exchequer
		To recognize and award heroes and heroine in the county	Culture and Arts Department	Annual	1	Exchequer
		Protection of bitabicha, bitosi and bilongo (sacred places)	Culture and Arts Department	-	2	Exchequer
		Equipping and operationalization of the Sang’alo Cultural centre	Culture and Arts Department	-	5	Exchequer
		Participate in cultural exchange programs(embalu cultural festival in Uganda)	Culture and Arts Department	Annual	5	Exchequer
		Community sensitizations on culture	Culture and Arts Department	Biannually	1.5	Exchequer

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		preservation per sub county	Department			
		Meetings with relevant stakeholders	Culture and Arts Department	quarterly	0.8	Exchequer
		Alcohol and drug abuse related seminars and work shops	Culture and Arts Department	Biannually	1	Exchequer
		Capacity building of sub county alcoholic drinks committees	Culture and Arts Department	Biannually	1	Exchequer
		Enforcement exercise on the compliance of the ADCA & ADCR per sub county	Culture and Arts Department	Quarterly	1.5	Exchequer
		Purchase of land for a county rehabilitation centre	Culture and Arts Department	-	5	Exchequer
<b>Sports and Talent Development</b>	To identify and nurture all forms of talents and sports for social cohesion and economic growth.	Conduct youth entrepreneurship training	Youth Department	2022-2033	10	Exchequer
		Talent innovation and exhibition center	Youth Department	2022-2025	30	Exchequer
		County internship programme	Youth Department	annually	30	Exchequer
		Sensitization on crime and substance abuse	Youth Department	Yearly	5	Exchequer
		Youth clinics and mentorship program	Youth Department	Yearly	5	Exchequer
		Mindset change campaigns	Youth Department	Yearly	2	Exchequer
		Carry out youth employment survey	Youth Department	3 months	5	Exchequer
		Capacity Building for youth on employment	Youth Department	annually	3	Exchequer
		County internship programme	Youth Department	annually	30	Exchequer
		Public Wi-Fi services and incubation centers	Youth Department	2022-2025	10	Exchequer
		Establish recording studio/ music theatre	Youth Department	2022-2027	15	Exchequer
		Youth leadership training(bungoma youth service)	Youth Department	annually	5	Exchequer
		Restructure County Youth enterprise	Youth Department	2022-2027	20	Exchequer

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		fund				
		Construction of stadia and play Ground	Sports Department	2023-2024	170	Exchequer
		Renovation/rehabilitation of stadia and play grounds	Sports Department	2022-2027	50	Exchequer
		Establishment of sport and talent academies	Sports Department	2023-2027	10	Exchequer
		Support county sports clubs	Sports Department	annually	10	Exchequer
		Sponsorship of Volleyball team to national league	Sports Department	annually	5	Exchequer
		Organize annual county sports and games for talent identification and development	Sports Department	annually	45	Exchequer
		Participation in organized sports tournaments(KYISA gameso	Sports Department	Annually	12	Exchequer
		Establish Sports fund	Sports Department	2023-2027	20	Exchequer
		Establishment of sports council	Sports Department	2023-2025	5	Exchequer
		Development of guidelines on managing of sporting activities	Sports Department	2023-2024	5	Exchequer
		Organize Sports trainings	Sports Department	annually	5	Exchequer
		Staff remuneration	Administration Department	annually	90	Exchequer
		<b>Gender Equity and Empowerment of other Vulnerable groups</b>	To promote equity and empowerment of vulnerable groups	Psychosocial support Initiatives to the GBV survivors and families	Gender department	Annual
GBV rescue services/ GBV Van Services	Gender department			Annual	4	
Establishment of safe houses and GBV referral center	Gender department			5 years	7	Exchequer
GBV Referral pathway targeting the first responders and psychosocial support	Gender department			Annual	5	Exchequer
Women leadership and Empowerment Academy	Gender department			5 Years	50	Exchequer
National, regional and International training opportunities for women leaders	Gender department			Annual	5	Exchequer
Mentorship and internship programs on leadership	Gender department			Annual	3	Exchequer



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		Women empowerment funds	Gender department	Annual	30	Exchequer
		Trainings, workshops and sensitization on gender mainstreaming	Gender department	Annual	5	Exchequer
		Family counselors support program	Gender department	Annual	7	Exchequer
		Development of child –friendly infrastructure	Gender department	Annual	10	Exchequer
		Development of child protection institutions	Gender department	5 years	10	Exchequer
		Street children and families rehabilitation and management	Gender department	Annual	5	Exchequer
		County child-foster care management	Gender department	Annual	3	Exchequer
		Child crime, labor, abuse and drug management	Gender department	Annual	4	Exchequer
		Child education, child rights and character development and mentorship management services	Gender department	Annual	4	Exchequer
		County widows, orphans and vulnerable children social protection scheme	Gender department	Annual	10	Exchequer
		County children Technical working groups operations	Gender department	Annual	2	Exchequer
		The elder –care scheme and house hold based cash transfer scheme	Gender department	Annual	50	Exchequer
		<b>General administration, planning and support services</b>	To enhance effectiveness and efficiency of service delivery	Staff remuneration	Administration Department	annually
Promotion of permanent end pensionable employees	Administration Department			2023-2024	20	Exchequer
Staff employment( employment of sub county sports officers	Administration Department			2024-2025	50	Exchequer
Staff capacity building	Administration Department			annually	30	Exchequer
Policy formulation and review	Administration Department			2025-2027	10	Exchequer
Review and Sensitization of Sectoral Service Charter	Administration Department			2023-2024	3	Exchequer
Operation and Management	Administration			annually	100	Exchequer

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		Department			
	Sectoral meetings	Administration Department	monthly	3	Exchequer
	Quarterly M&E	Administration Department	quarterly	3	Exchequer
	Customer and employee satisfaction survey	Administration Department	annually	2	Exchequer
	Complement/Complaint management mechanism	Administration Department	annually	2	Exchequer
	Preparations of Budget documents(ADP,CBROP,MTEF,PBB&IT EMIZED BUDGET, procurement plan)	Financial Department	annually	10	Exchequer

