



REPUBLIC OF KENYA

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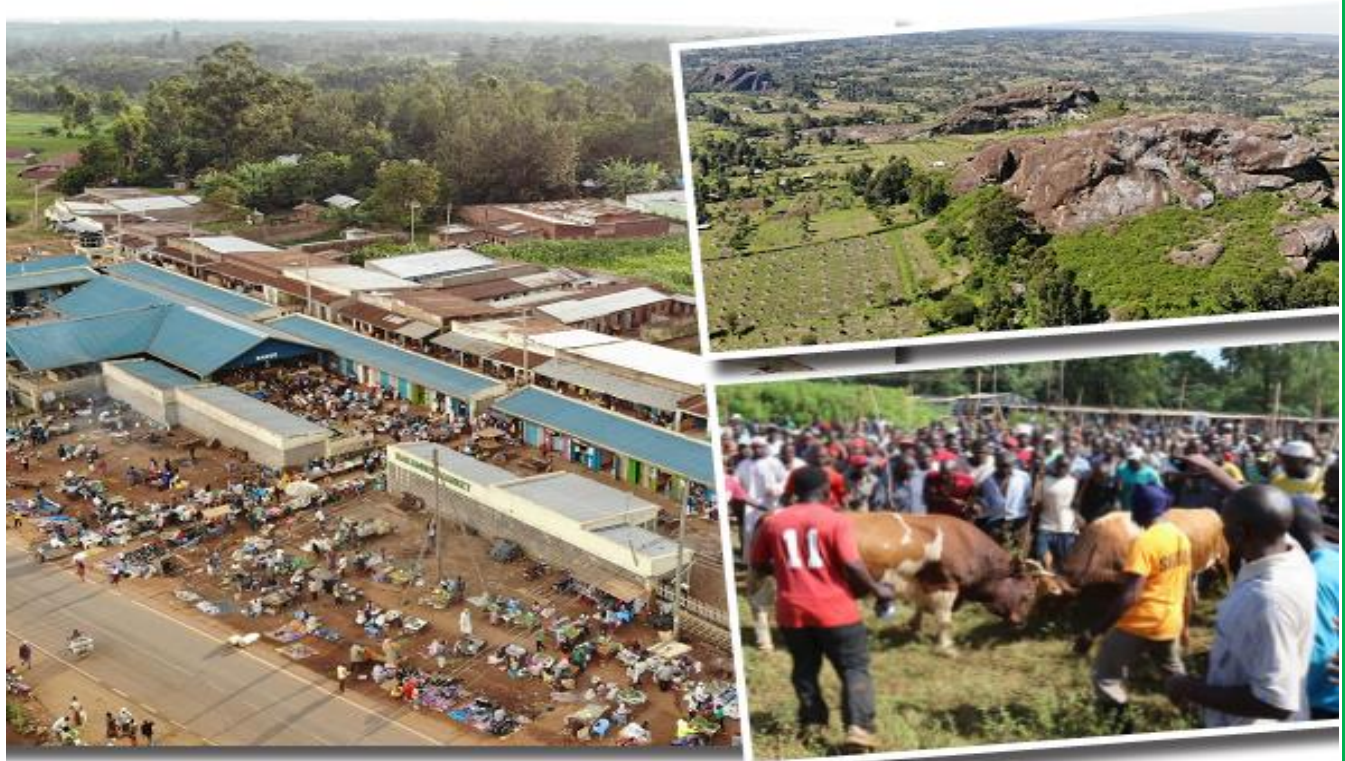
COUNTY GOVERNMENT OF KAKAMEGA

# COUNTY GOVERNMENT OF KAKAMEGA

## SECTOR PLAN FOR

### TRADE, INDUSTRIALIZATION AND TOURISM

2023-2032



**Vibrant entrepreneurship for economic growth and development**

Prepared by:

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## **Vision**

The preferred hub for Trade, Industrialization and Tourism

## **Mission**

To Promote and sustain Trade development, Fair trade, Industrial growth, Investment, Tourism development and regulation for wealth creation and employment.

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## ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
AIDS	Acquired Immune Deficiency Syndrome
ARR	Annual Review Report
CADP	County Annual Development Plan
CBEF	County Budget and Economic Forum
CBO	Community Based Organization
CDTIT	County Department of Trade, Industrialization and Tourism
CECM	County Executive Committee Member
CG	County Government
CIDC	County Industrial Development Centre
CIDP	County Integrated Development Plan
CIDS	Constituency Industrial Development Structures
CP	County Polytechnics
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ECDE	Early Childhood Education
EPZ	Export Processing Zone
ERR	End term Review Report
IBEC	Intergovernmental Budget and Economic Council
ICT	Information and Communication Technology
IGA	Income Generating Activities
ITSA	Institute of Trade Standards and Administration
KAHC	Kenya Association of Hotel Keepers and Caterers
KEBS	Kenya Bureau of Standards

KFS	Kenya Forest Service
KIBT	Kenya Institute of Business Training
KIRDI	Kenya Industrial Research and Development
Km	Kilometer
KNBS	Kenya National Bureau of Statistics
Ksh.	Kenya Shilling
KTB	Kenya Tourism Board
KWS	Kenya Wildlife Service
LM	Lower Medium
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MICE	Meetings, Incentives, Conferencing and Exhibition
MMUST	Masinde Muliro University of Science and Technology
MSEA	Micro and Small Enterprise Authority
MSMEs	Micro small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
MTER	Midterm Review Expenditure Report
MTP	Medium Term Plan
NEMA	National Environment Management Authority
NG	National Government
NG-CDF	National Government Constituency Development Fund
NGO	Non-Governmental Organization
OSHA	Occupational Safety and Health Act
PFMA	Public Finance Management Act
PPP	Public private partnership
PWD	People Living with Disabilities
SAGAs	Semi-Autonomous Government Agencies
SDG	Sustainable Development Goal



SMEs	Small medium enterprises
STTA	Sustainable Travel and Tourism Agenda
SWG	Sector Working Group
UM	Upper medium
USAID	United States Agency for International Development

## GLOSSARY OF COMMONLY USED TERMS

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

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

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

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

**Flagship/Transformative Projects:** Projects with high impact in terms of employment creation and increasing county competitiveness and revenue generation, among others.

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

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

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

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

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

**Outcome:** The intermediate results generated relative to the objective of a programme or intervention.

**Output:** The immediate tangible or intangible result (products, services etc.) achieved directly from the implementation of an activity.

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

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

**Programme:** A grouping of related projects and/or services performed by a Ministry, Department or Agencies to achieve a common objective. The Programmes must be mapped to strategic objectives.

**Project:** A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters/deliverables.

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

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

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

**Sub-sector:** An individual department, agency or organization that provide specific service/product.

**Sustainable Development:** Development that meets the needs of the present, without compromising the ability of future generations to meet their own needs.

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

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

## **STATEMENT FROM THE COUNTY EXECUTIVE COMMITTEE MEMBER OF FINANCE, ECONOMIC PLANNING AND ICT**

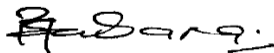


The Kenyan Government adopted Kenya vision 2030 as the long term development blue print in 2008 which is being implemented through a Five year Medium Term Plans (MTPs). With the inception of the two tier governments under the constitution of Kenya 2010, the development framework for the county government required the implementation of the projects and programmes through the County Integrated Development Plans (CIDPs) implemented through the Annual Development Plans (ADPs). The County Government of Kakamega has so far implemented the First and Second generation County Integrated Development Plans with the Third generation being implemented between 2023-2027. Equally the County Government Act, 2012 Section 109 requires the development of a ten year County Sectoral Plan as component part of the County Integrated Development Plan which shall be revised every five years but updated annually. The County Government developed Ten Sector plans by the established Ten Sector Working Groups which provide the background information for the third generation CIDP.

The Sector Plans provide in greater detail the outline of specific plans to be implemented in each sector during the 2023-2032 Plan period with provision for revision every Five years as provided by Section 109 of the County Government Act, 2012. The Sector Plans have been prepared through a participatory and inclusive process which involved representatives from both the National as well as the County Government Departments, Private Sector, NGOs, Civil Society Organizations, Faith Based Organizations, Academia and Research Organizations, Professional Organizations as well as the Organizations representing Women, Youth and Differently Abled Persons among other stakeholders. All the sector priorities have incorporated views from the Community areas, Ward, Sub-County and County forums which captured the views and priorities of the residents of Kakamega in different levels. The Sector Plans have also taken into consideration the broad priorities outlined in the National and County policies including the Governors Manifesto.

The Third generation CIDP, the Spatial Plans, Departmental and Agencies Strategic Plans 2023-2027 as well as future plans will be aligned to the Sector Plans. In addition, the implementation of the plans will be linked to the Result Based Management Framework through the Performance Contract, Staff Performance Appraisal System and other performance management tools for effective service delivery. To ensure tracking of progress, my Department will put in place a robust Monitoring, Evaluation and Reporting Framework constituting the County Integrated Monitoring and Evaluation System (CIMES) and the electronic Project Monitoring Information System (e-CIPMIS). These will be fully integrated in the County Government Financial System that will boost public investment and confidence.

Finally, I take this opportunity to sincerely thank H. E the Governor and Deputy Governor for their visionary leadership, guidance and direction that enabled this process to be undertaken. I also appreciate the County staff that formed part of the Ten Sector Working Groups for their valuable inputs. In addition, I commend the Department of Economic Planning and Investments staff led by the Chief Officer Planning for the effective co-ordination of the Sector plan preparation process.



**Dr. Beatrice A. Sabana, Ph.D**

**County Executive Committee Member**

**Department of Finance, Economic Planning and ICT**

## **FOREWORD**

One of the most significant changes introduced to Kenya's national governance framework under the new constitutional dispensation is 47 new county governments with significant responsibilities in agriculture, health, trade, roads, county planning and other functions being devolved to the county level. The Constitution of Kenya 2010 provided the foundation for the preparation of the First Sectoral Plans for Kakamega County. This document highlights the plan for Trade, Industrialization and Tourism Sector for the period, 2023 - 2032 in the effort to formulating and supporting strategies, plans and programmes that promote and ensure expansion and diversification of trade, promotion of fair trade practices, environmentally sustainable industrialization and tourism in Kakamega County.

In line with the Vision 2030 and the Big Four Agenda, the sector is addressing inequalities in resource allocation by investing in the factors of production. It has developed a manufacturing agenda, facilitating the establishment of a Special Economic Zone, established Micro- Finance Corporation and an Investment Agency. In addition the department has liaised with other county agencies and departments to provide incentives that include land, electricity, access roads, water, and easy access to quality labour to attract inventors to setup new industries, businesses and tourism ventures in the county for job creation. The County Integrated Development Plan (CIDP) 2023-2027 anticipates establishment of a foothold on trade and financial flows within the region. This is to be achieved by focusing on infrastructure development to increase connectivity with other counties. The Microfinance Corporation will provide low cost credit and builds capacity of our entrepreneurs.

The sector is engaging stakeholders in building an enabling environment for economic growth and job creation. The department of trade, industrialization and tourism will process upgrading of our local market centers, connecting the county to the tourism circuit, implementing the manufacturing agenda and promoting fair trade practices.

This sector plan shall promote new levels of creative and entrepreneurial thinking, collaboration, partnership, distributed leadership, and resource mobilization.

Mr. Alfred Matianyi,  
County Executive Committee Member,  
Trade, Industrialization & Tourism

## **PREFACE**



The commitment to optimal utilization of scarce resources is necessary to achieve the desired county transformation and comprehensive development planning. The County Government Act, 2012 requires that counties prepare 10-year County Sectoral plans as component parts of the County Integrated Development Plan, that shall be programme based and form the basis for budgeting and performance management.

This Sector Plan is aligned to other county and national long-term plans. Effective Sectoral planning will contribute significantly towards realization of the objectives of the devolution as envisaged in the Constitution, Kenya Vision 2030 as well as the various enabling legislations and policies on devolution.

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

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

Monitoring and evaluation framework developed will be used to ensure the right levels of inputs are availed and systems are in place to deliver outputs in the planned programmes and projects in order to meet the desired outcomes and eventually impacts are realized.

A handwritten signature in black ink, appearing to be 'DK Borter', written in a cursive style.

**Mr. Dan K. Borter,  
Chief Officer,  
Economic Planning and Investment**

## **ACKNOWLEDGEMENTS**

The 2023-2032 Trade, Industrialization and Tourism Sectoral Plan was prepared in accordance with section 109 of the County Government Act, 2012 and is the first version since the inception of the County Government of Kakamega. The department has achieved various milestones like construction and renovation of market and market infrastructure, implementation of manufacturing agenda, promotion fair trade practices and development of tourism sites.

I would like to acknowledge H.E. the Governor and Deputy Governor for support and guidance, the department of Finance, Economic Planning and ICT led by CECM Dr. Beatrice Sabana, Chief Officer Planning Dan Borter, Chief Officer Finance Samson Otieno and Director Economic Planning Ondari Cyrus for the tremendous contribution without which this document would not be a success. I also appreciate the sector staff led by County Executive Committee Member for Trade, Industrialization and Tourism, Hon. Alfred Matianyi, the directors and other technical staff in the sector who contributed to the preparation of this plan.

Finally, I would like to thank the technical team led by the planning officer Mr. Luke Marani whose immense input has led to the realization of this First Sector Plan.

Glory is to the Almighty God for enabling this great team to complete the good work.

Dr. Irene Alianda Ashioya ,  
Chief Officer,  
Trade, Industrialization and Tourism.



## **EXECUTIVE SUMMARY**

The fourth schedule of the Kenya Constitution, 2010, stipulated fourteen (14) functions that were devolved to the county governments. Among the functions allocated to county governments were promotion of local tourism, markets construction and supervision, trade licenses (excluding regulation of professions), fair trading practices and consumer protection and industrialization. To implement these functions, the sector has implemented various projects and programmes geared toward its mandate such as development of market infrastructure, promotion of local tourism, support of sport and events tourism and Industrial development. The sector has promoted consumer protection and fair trade practices.

This plan has presented the county background information in terms of size and location, demographic features which are important parameters to consider while implementing the plan. It also explains the rationale for preparing the sector plan, the linkage of the sector plan with other plans and the plan preparation process.

It has also analyzed the current situation, policies and laws that influence operations, performance of and the achievements made by the sector. There are reviews of the sector financing, cross cutting and emerging issues, the challenges and lessons learnt. It has highlights on the development issues facing the sector and proposed programmes and interventions to address the sector needs/issues for the plan period 2023 – 2032. The sector flagship projects that include construction of factories, Eco lodge, expansion of Microfinance Corporation and development of tourism circuits have been highlighted together with key stakeholders supporting their implementation.

There is implementation mechanisms and information on institutional and coordination framework, identifying the key institutions crucial in implementing the plan. The total budget required, the capacity development needs and risk to execution of the plan have also been put in place. The plan also shows how monitoring, evaluation, reporting and learning shall be undertaken. It will include data sources, collection methods, types of reports to be produced, their frequency and the consumers. It will outline the dissemination feedback mechanisms and citizen engagement as part of accountability mechanism on the part of the county government.

In conclusion, the Sector Plan has been prepared through a consultative process by stakeholders in the department of Trade, Industrialization and Tourism guided and supported by the department of Finance, Economic Planning and ICT. It will be used a planning blue print for the sector for the period 2023-2032 aimed at ensuring economic growth and employment creation in the county.

# CHAPTER I: INTRODUCTION

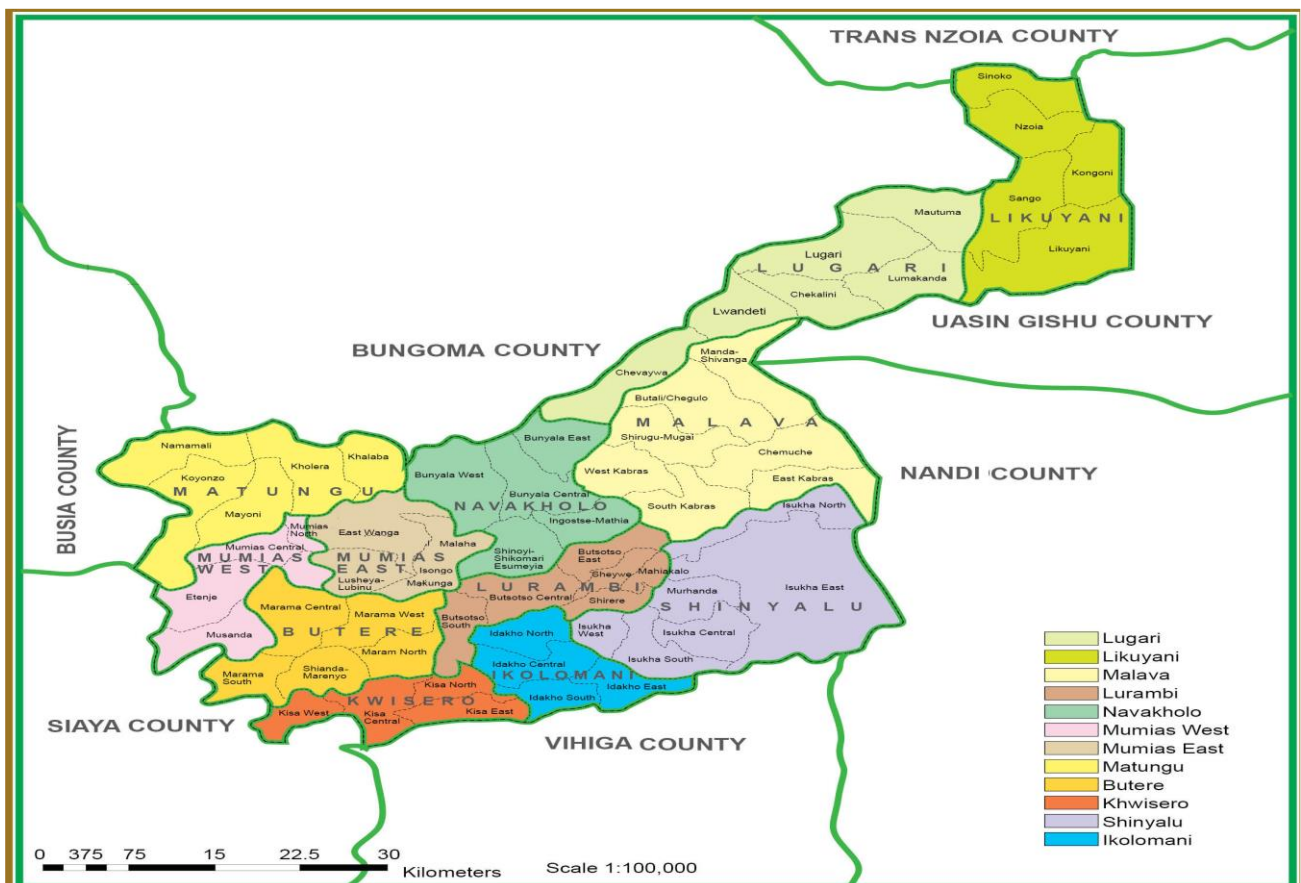
## 1.1 Overview of the County

### 1.1.1 Location and Size

The Constitution of Kenya, 2010 created a decentralized system of government; the national government and forty-seven (47) county governments, as provided for under Article 6 and specified in the First Schedule. Kakamega County is located in the Western part of Kenya bordering Vihiga County to the South, Siaya County to the West, Bungoma and Trans Nzoia Counties to the North and Nandi and Uasin Gishu Counties to the East.

The County covers an area of 3,051.3 Km<sup>2</sup> and is the fourth populous county after Nairobi, Kiambu and Nakuru with the largest rural population. Map 1 below shows the County administrative units and their boundaries.

**Map 1: Map of Kakamega County Showing the Administrative Units**



**Source:** Kakamega County Administrative Boundaries Committee, 2017

### 1.1.2 Administrative Units

The County administrative units comprise 12 Sub-counties, 60 wards, 187 Village Units and 400 Community Areas. This information is provided in table 1.

**Table 1: Administrative Units in the County**

S/No.	Sub-county	No. of Wards	No. of Village Units	No. of Community Areas
1.	Likuyani	5	14	31
2.	Lugari	6	20	43
3.	Malava	7	23	49
4.	Navakholo	5	14	32
5.	Lurambi	6	17	35
6.	Ikolomani	4	12	26
7.	Shinyalu	6	19	38
8.	Khwisero	4	11	25
9.	Butere	5	17	38
10.	Mumias West	4	13	26
11.	Mumias East	3	11	23
12.	Matungu	5	16	34
	<b>Total</b>	<b>60</b>	<b>187</b>	<b>400</b>

**Source: Kakamega County Integrated Development Plan, 2018 – 2022**

### 1.1.3 Physiographic and Natural Conditions

The county altitude ranges from 1240 metres above sea level. The southern part of the county is hilly and is made up of rugged granites rising in places to 1950 metres above sea level. The Nandi Escarpment forms a prominent feature on the county's eastern border, with its main scarp rising from the general elevation of 1700 metres to 2000 metres. There are also several hills in the county as such Misango, Imanga, Eregi, Butieri, Sikhokhochole, Mawe Tatu, Lirhandu, Kiming'ini among others. There are several rivers in the county namely; Nzoia, Yala, Lusumu, Isiukhu, Sasala, Viratsi, Nambilima, Kipkaren, Kamehero, Lukusitsi and Sivilie.

There are two main ecological zones in the county namely; the Upper Medium (UM) and the Lower Medium (LM). The Upper Medium covers the Central and Northern parts of the county such as Ikolomani, Lurambi, Malava, Navakholo and Shinyalu that practice intense maize, tea, beans and horticultural production mainly on small-scale; and Lugari and Likuyani where maize and dairy farming is done on large scale. The second ecological zone,

the Lower Medium (LM), covers Mumias West and Matungu. In this zone, the main economic activity is sugarcane production with some farmers practicing maize, sweet potatoes, tea, ground nuts and cassava production.

The annual county rainfall ranges from 1280.1mm to 2214.1mm per year. The rainfall pattern is evenly distributed all year round with March and October receiving heavy rains while on December and February receives light rains.

The temperatures ranges from 18°C to 29°C. The temperatures in January and February are relatively high compared to other months except for July and August which have relatively cold spells. The county has an average humidity of 67 per cent.

#### **1.1.4 Demographic Features**

##### **1.1.4.1 Size and Composition**

Knowledge of the population and its distinct features is an important aspect while planning. Based on 2019 Population and Housing Census, the County population was 1,867,579 consisting of 897,133 males and 970,406 females with a population distribution of 48.04% and 51.96% for male and female respectively. The county population is growing at a rate of 1.1% and is projected to increase to 2,107,751 by the end of the year 2032. The population below 4 years represents 12.1% of the total population, indicating the need to provide child care facilities, healthcare, investment in ECDE and provision of other social amenities. Another important statistic is the school going population aged between 5 and 19 years who make up 42.81% of the population.

The youthful population aged between 15 and 34 years comprises 33.16% of the total population. The rapid increase of the youth population calls for quick government intervention in terms of job creation to minimize unemployment, increased establishment of training institutions such as youth polytechnics to equip the youth with necessary life skills and help reduce dependency ratio and vices such as drug use, alcoholism and crime. The labor force, aged between 15 and 64 years comprises of 53.28% of the total population. The high labor force implies that the government should put appropriate policies in place to create employment and encourage setting up of private enterprises to absorb this labor force.

The elderly population above 65 years comprises of 4.5%. There is need to collaborate with the national government to enhance the social protection initiatives through construction of a home for the vulnerable elderly and enhance the shelter improvement programme among others.

The analysis of County population by age group is presented in table 2.

**Table 2: County Population by Age Group**

Age Group	2019 Census			2022			2027			2032		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Total</b>	<b>897,133</b>	<b>970,406</b>	<b>1,867,539</b>	<b>927,232</b>	<b>1,002,964</b>	<b>1,930,196</b>	<b>968,941</b>	<b>1,048,080</b>	<b>2,017,021</b>	<b>1,012,526</b>	<b>1,095,225</b>	<b>2,107,751</b>
0 - 4	112,360	113,559	225,919	116,130	117,369	233,499	121,354	122,649	244,002	126,813	128,166	254,978
05-09	134,230	134,555	268,785	138,733	139,069	277,803	144,974	145,325	290,299	151,495	151,862	303,358
10-14	144,975	147,002	291,977	149,839	151,934	301,773	156,579	158,768	315,347	163,622	165,910	329,533
15-19	120,265	118,406	238,671	124,300	122,379	246,679	129,891	127,884	257,775	135,734	133,636	269,371
20-24	70,440	79,144	149,584	72,803	81,799	154,603	76,078	85,479	161,557	79,500	89,324	168,825
25-29	50,363	63,950	114,313	52,053	66,096	118,148	54,394	69,069	123,463	56,841	72,176	129,016
30-34	50,695	66,096	116,791	52,396	68,314	120,709	54,753	71,387	126,139	57,216	74,598	131,813
35-39	41,408	43,063	84,471	42,797	44,508	87,305	44,722	46,510	91,232	46,734	48,602	95,336
40-44	38,070	42,651	80,721	39,347	44,082	83,429	41,117	46,065	87,182	42,966	48,137	91,103
45-49	30,545	33,453	63,998	31,570	34,575	66,145	32,990	36,130	69,120	34,474	37,755	72,230
50-54	24,415	29,797	54,212	25,234	30,797	56,031	26,369	32,182	58,551	27,555	33,630	61,185
55-59	22,399	27,417	49,816	23,150	28,337	51,487	24,191	29,612	53,803	25,280	30,944	56,223
60-64	19,330	23,048	42,378	19,979	23,821	43,800	20,878	24,893	45,770	21,817	26,012	47,829
65-69	14,387	17,267	31,654	14,870	17,846	32,716	15,539	18,649	34,188	16,238	19,488	35,725
70-74	10,503	12,321	22,824	10,855	12,734	23,590	11,343	13,307	24,651	11,854	13,905	25,760
75-79	5,649	8,419	14,068	5,839	8,701	14,540	6,102	9,092	15,194	6,376	9,501	15,878
80-84	3,879	5,278	9,157	4,009	5,455	9,464	4,189	5,700	9,890	4,378	5,957	10,335
85-89	2,105	3,276	5,381	2,176	3,386	5,562	2,274	3,538	5,812	2,376	3,697	6,074
90-94	746	979	1,725	771	1,012	1,783	806	1,058	1,863	842	1,105	1,947
95-99	306	554	860	316	573	889	330	599	929	345	626	971
100+	47	156	203	49	161	210	51	168	219	54	176	229

Source: KNBS National Population and Housing Census Report, 2019

### 1.1.4.2 Population Density and Distribution

The County population density is 612 persons per square kilometer, which is projected to increase to 691 persons per square kilometer by 2032. The population distribution per administrative unit is indicated in table 3. From the table 3, Lurambi Sub-county is the most densely populated with a population density of 1,164 people per square kilometer. This high population density can be attributed to urbanization and several higher learning institutions within Lurambi which hosts Kakamega town.

On the other hand, Shinyalu Sub-county has the lowest population density of 376 people per square kilometer. The low population density can be attributed to the presence of Kakamega Forest that covers a large part of the Sub-county. Population density is an important parameter while planning for services to be provided in different localities. The high population density in Lurambi and other urban areas like Mumias, Malava, Butere, Lumakanda, Moi's Bridge and Matunda has led to sub-division of parcels of land into

uneconomical sizes that have reduced agricultural productivity, leading to high levels of unemployment and pressure on the available infrastructural and social facilities.

**Table 3 Population Distribution by Sub-County**

S/No.	Sub-County	(Km <sup>2</sup> )	2019 (Census)	
			Population	Population Density (Km <sup>2</sup> )
1.	Lurambi	161.7	188,206	1,164
2.	Navakholo	258	153,970	597
3.	Ikolomani	143.6	111,743	778
4.	Shinyalu	445.5	167,637	376
5.	Malava	427.2	238,325	558
6.	Butere	210.4	154,097	732
7.	Khwisero	145.6	113,473	779
8.	Mumias West	165.3	115,353	698
9.	Mumias East	149.2	116,848	783
10.	Matungu	275.8	166,936	605
11.	Likuyani	302	152,051	503
12.	Lugari	367	188,900	515
	<b>Total</b>	<b>3,051.30</b>	<b>1,867,539</b>	<b>612</b>

Source: KNBS National Population and Housing Census Report, 2019

## 1.2 Sector Background Information

The mandate of the County Department of Trade, Industrialization and Tourism (CDTIT) is formulating and supporting strategies, plans and programs that promote and ensure expansion and diversification of trade, fair trade practices, environmentally sustainable industrialization and tourism. The department in fulfilment of its mandate has developed its second strategic plan to guide its operations, planning, budgeting and monitoring of its activities in the medium term. The department is aimed towards wealth creation and employment.

The department has the following 4 directorates:

### **Trade and Enterprise Development.**

The sector is mandated to create an enabling environment for traders to undertake business through market infrastructure provision, trade regulation, product development and promotion.

### **Industrialization.**

It promotes policies that ensure competitive industrial development through innovation, technology transfer, quality assurance and value addition.

## **Tourism.**

The subsector is mandated to promote and coordinate the implementation of policies, strategies and programmes to guide tourism product development, marketing and regulation.

## **Weights and Measures.**

The sub-sector promotes policies for fair trade practices and consumer protection services.

### **1.3 Rationale for Preparing the Sector Plan**

The Constitution of Kenya, 2010 is the basis for the process of devolution in Kenya. To implement devolution and realize its objectives, the National Assembly enacted the County Government Act, 2012 and the Public Finance Management Act, 2012. Part XI of the County Governments Act, 2012 requires county governments to prepare development plans which include County Spatial Plans, Sector Plans, County Integrated Development Plan (CIDP), and cities and urban areas plans. These plans form the basis for all budgeting and spending in the County. This plan that set priorities and define indicators that measure progress in line with its mandate and is developed to align to new emerging issues, the CIDP 2023-2027, Manifesto and the Big four Agenda.

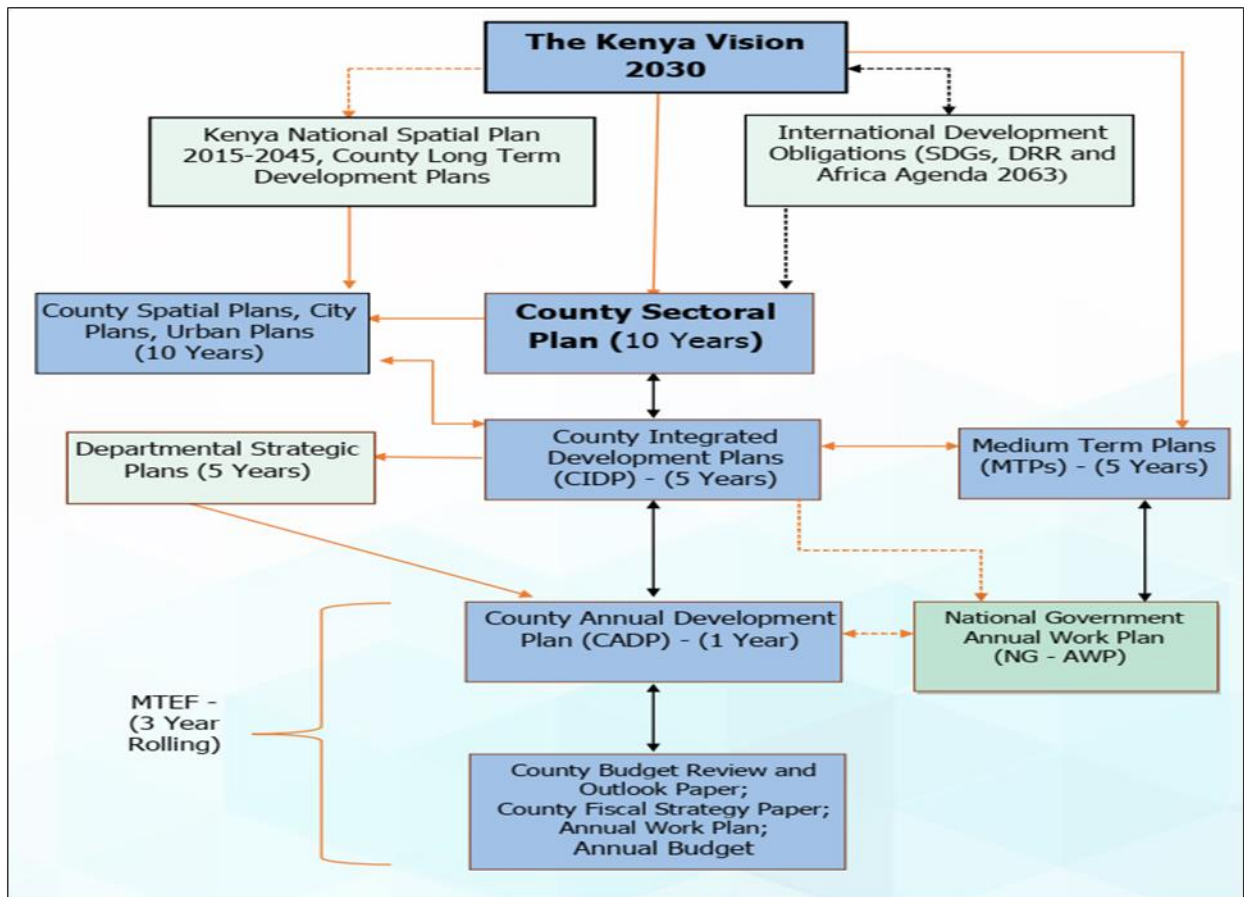
### **1.4 Linkage of Sector Plan with other Plans**

The Kenya Vision 2030 is the national blueprint that forms the national development agenda that is being implemented through a series of 5-year Medium Term Plans (MTPs) at the National level. At the County level, the Kenya Vision 2030 is implemented through 10-year long-term plans (Sector Plan). The Sector Plan identifies programmes for implementation over the ten-year period which are then presented in the CIDP for a 5-year period and then an annual development plan prepared to implement projects and programmes identified in the CIDP.

Figure 1 provides a diagrammatic presentation of the link between the Sector plan, the CIDP, the ADP, the Budget and other plans.



Figure 1: Linkage of the Sector Plan with other Plans



### 1.5 Preparation Process

This sector plan was developed through a consultative process as provided for in Article 201 of the Constitution of Kenya, 2010, Section 115 of the County Government Act, 2012 and in line with the Kakamega County Public Participation Act, 2015. Consultations were done with all stakeholders and their submissions were compiled, analysed and used in developing this plan.

The preparation of the plan was initiated after training of the county executive that culminated in preparation of the roadmap. This was followed by selection of sector champions who sensitized the department on the structure and purpose of the plan. The department of Finance and Economic Planning later carried out public participation at the sub-county levels and later at sector stakeholders. The drafting team was later constituted at the sector who prepared this draft at Broad-park Hotel

A Sector Working Group (SWG) was then established to provide secretariat services and direction to the whole preparation process. A workshop was held to build consensus on the contents and address any gaps. The SWG consolidated, revised and fine-tuned the information from each session to populate the document better. A validation meeting was held with all the stakeholders and thereafter, the plan was tabled to the Cabinet and forwarded to the County Assembly for approval.

## CHAPTER II: SITUATION ANALYSIS

### 2.1 Sector Content Analysis

The sector comprises of four sub-sectors that is trade and enterprise development, industrialization, tourism and weights and measures with a semiautonomous agency Kakamega County Microfinance Corporation.

#### 2.1.1 Current Situation

##### Trade and Enterprise Development

Kakamega County has a number of tradable commodities including crop produce, livestock and natural resources. Crop produce include cereals, pulses and legumes and horticulture produce (fruits and vegetables). The County also trades in poultry, goats and cattle as well as its related products with neighbouring counties and other surrounding urban areas. Most of the trading activities take place at the farm gate, main towns in the County (Kakamega, Mumias, Malava and Matunda) and at the markets. Since devolution, 317 trading centres have been mapped out with 3,120 licensed retail traders and 210 wholesale traders across the county. The sector through Kakamega County Trade and Markets Act 2018 prescribes for provision of an enabling environment for traders through fabrication and installation of modern kiosks, construction of modern and open air markets, refurbishment of markets, construction of modern stock rings and construction of modern ablution blocks. The county has fabricated and installed 665 modern kiosks and constructed 4 modern stock rings across the county. In addition 40 markets have been constructed, refurbished and operationalized. The sector is also implementing a five year strategy on open air markets development in every sub county.

*Photo 1- 1: Modern market worktops and Open Air market rooftop*



##### Tourism

Kakamega County has two national reserves (Kakamega Forest and Kisere Forest National reserves) and camping sites. The Kakamega Forest is also a big tourist attraction because of the large species of birds, butterflies and other animal species. The County has a total area of 244.25 km<sup>2</sup> of gazetted forest. Other tourism activities include bull fighting and cock fighting. The county has identified and designated six cultural heritage sites (Ikhongo Murwi, Nabongo shrines, Kambiri hills, Mawe Tatu, Mugai stone and cave, Misango hills). The main wildlife in the county are monkeys, birds, snakes, baboons, hares, hippos, monitor lizards and

coloured butterflies. These animals are mainly found within the forest with Kenya Wildlife service taking charge of most of them. There is need to establish an animal orphanage to attract more tourists and protect rare species. The County has a two classified (star-rated) hotels (Kakamega Golf Hotel and Rondo Retreat) and a number of unclassified hotels. More hotels need to be constructed to increase the capacity and quality to accommodate visitors, especially during peak seasons. Establishment of more modern hotels will be valuable. This can be done through public- private partnerships. The Directorate has developed Kakamega County Tourism Policy, Kakamega County Mayo Bulls Sport Policy and the Kakamega County Tourism Act 2014 as policy and legal tools to guide tourism development in the county.

### **Industrialization**

The county is a host to Butali, West Kenya factories in the county which is pre-dominantly in the sugarcane growing regions. It also hosts jaggeries, bakeries, cottage industries, small scale milk cold rooms and the fish factory in Kakamega town. The sector is in the process of implementing the manufacturing agenda by initiating construction of Tea, Dairy, leather, and Maize Factories. The county is also prioritizing revival of Mumias Sugar Company. The sector is also in the process of establishing an industrial park after acquiring 48 acres of land at Maatawa Mumias. On cottage industry it has constructed 3 Juakali sheds and in conjunction with ministry of industry and trade operationalized 5 Juakali sheds across the county. The Directorate is in the process of preparing Kakamega County Manufacturing Policy.

### **Weights and Measures**

Kakamega County has a huge potential of growth through trade transaction services. This ranges from farm products to other tradable commodities. Most of tradable transaction relies on measures of quality in order to promote fair trade practices and protect consumers against exploitation. The sector implements the Weights and Measures Act cap 513 and the Trade Description Act cap 505, in order to protect consumers and promote fair trade.

The sector is in the process of developing county weights and measures policy frame work in order to effectively implement the above legislation.

*Photo 1- 2 : Kakamega Bull Sport*



## 2.2 Review of the Sector Financing

The county total financing since 2013/14 to 2021/2022 was 92,574,145,550 of which 3,796,165,876 was allocated to the department of Trade, Industrialization and Tourism representing 4.1% of the total county budget. The department expenditure was 1,615,982,696 representing 42.6% of the total departmental allocation as illustrated in table 4.

The sector had had a low absorption rate of 4% the financial year 2013/2014 since the department had planned for construction Eco-lodge, Cable Cars, Snake Parks, Museums and Canopy Walks that were not implemented due to lack of regulations, unavailability of land and conflicting interests leading. This was corrected in the FY2014/2015 leading to absorption rate of 79%. The department generally had low expenditure compared to allocated budget across the years due to delay in release of funds by exchequer, development of bill of quantities, conflicting interests, land issues and delayed issuance of certificates for payment as indicated in figure 1.

Table 4 : Sector Budget Financing

Financing	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022
Total Sector financing	1,022,457,000	409,950,000	444,558,339	433,912,525	291,591,443	287,473,950	288,494,019	335,985,000	281,743,600
Actual sector Expenditure	43,267,757	324,327,170	243,317,395	312,261,875	158,277,504	141,850,444	160,161,686	146,352,495	86,166,370
Total county Financing	7,156,086,781	8,532,742,034	10,095,720,459	11,347,358,859	11,640,760,649	12,963,808,740	12,416,574,234	14,018,883,280	4,402,210,514

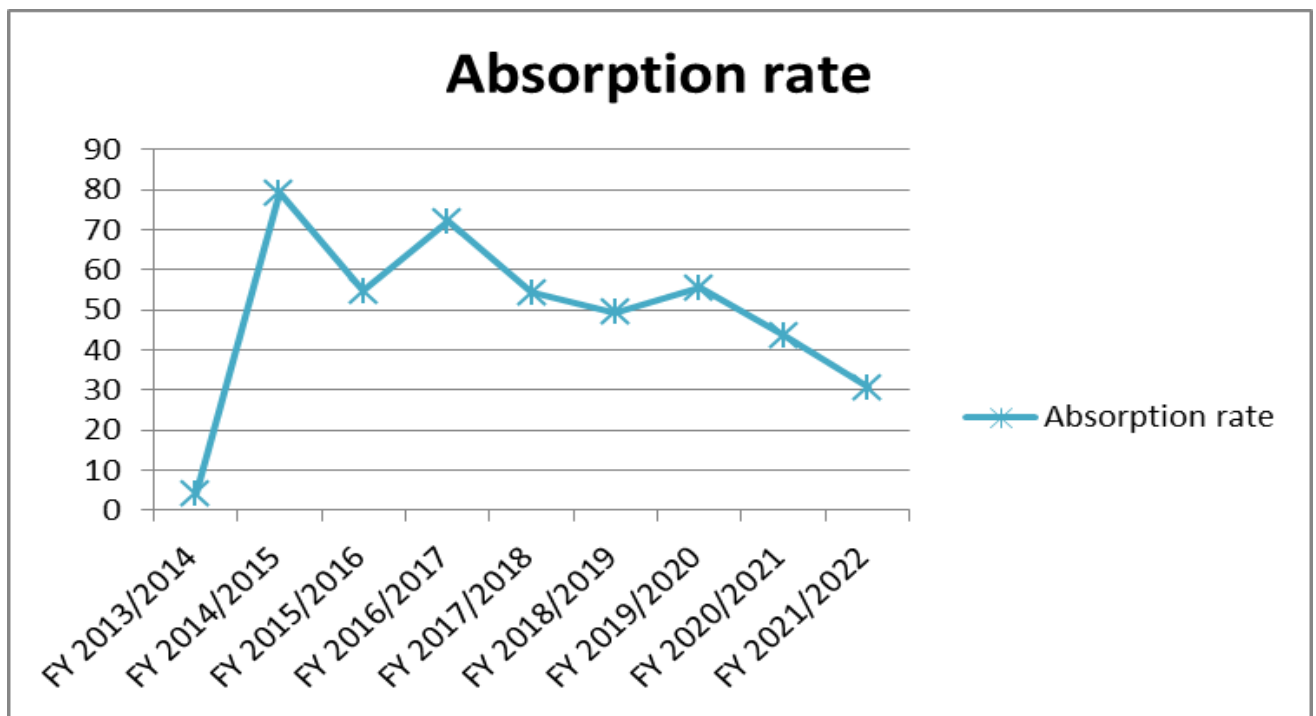


Figure 2 : Absorption rate

### 2.3 Sector performance Trends and Achievements

The Sector is responsible for formulating and supporting strategies, plans and programs that promote and ensure expansion and diversification of trade, fair trade practices, environmentally sustainable industrialization and tourism.

#### Key Achievements

- To improve trading environment has constructed 19 markets, 5 modern stock rings, 15 modern ablution blocks and refurbished 25 markets across County,
- Acquired 49 acres of land to establish an industrial park in Mumias West Sub-county.
- Constructed an administration block for the grain amaranth factory in Lugari Sub County.
- Construction of Malava dairy plant is ongoing at 75% completion,
- Three Juakali sheds have been constructed in Mumias, Malava and Navakholo.
- Designated six (Nabongo Shrines, Ikhongo Murwi, Mawe tatu, Misango Hills, Mugai stones and Kambiri hills) as heritage site across the county.
- Acquired two sets of Mass County Weights and Measures working standards.
- Verified 3500 Weighing and measuring equipment yearly.
- Installed market and Tourism Management committees.
- Established Kakamega County Microfinance Corporation which has benefitted 828 MSMEs with loans totaling to KES. 84.5M, with a recovery of 77%.



*Verification of traders' weighing machine*



*Traders at Matunda Stock-ring*



## Challenges

- Delay in project completions due to payment delays and variations during project implementation.
- Political interference.
- Delays in development of design and bill of quantities leading to delayed procurement process.
- Budget constrain in the sector.
- Inadequate staff.

## Lessons learnt

- Proper project planning, design, monitoring and reporting ensure timely completion.
- Poor participation of relevant stakeholders in public forums, leads low uptake of services.
- Poor coordination with other departments leads to poor performance.

## 2.4 Sectoral Development Issues

*Table 5: Sectoral development issues, causes, opportunities and challenges*

SUB-SECTOR	DEVELOPMENT ISSUES	CAUSES	OPPORTUNITIES
Trade	Limited access to credit by SMEs	Limited affordable credit facilities. Lack of collaterals	Established Microfinance Corporation
	Poor linkages among stakeholders	Inadequate funding to coordination structure	Existing coordination structures
	Poor market infrastructure	Inadequate finances to construct markets	Land availability
	Poor business management skills	Low exposure inadequate training programs	Business training Institutions available Business training programs
Weights and Measures	Inadequate working standard measures	Use of different units of measure  Obsolete equipment	Availability of metrological laboratory
Industrial development	Low manufacturing and value addition	Collapse of Mumias Sugar Inadequate capital and technology Hostile environment for development of industries Lack of political goodwill Inadequate raw materials for diversification Lack of coordination of cottage industry.	Availability of sugarcane as a raw material  Availability of land and labour  Presence of cottage industries

SUB-SECTOR	DEVELOPMENT ISSUES	CAUSES	OPPORTUNITIES
Tourism	Untapped tourism potential	Inadequate tourism marketing Under developed tourism products	Availability of tourism resources e.g rich cultural diversity, Kakamega and Malava Forest, Sidikho and Isukha falls.
	Inadequate tourism infrastructure	Poor infrastructure at tourist sites	Availability of murrum roads at gazetted tourist sites
	Poor quality and standards of tourism services	Inadequate recreational and hospitality infrastructure	Presence of two starred hotels

## 2.5 Crosscutting Issues

Table 6 Analysis of Sector Crosscutting Issues

Cross-cutting Issue	Current Situation	Effects of the Issue on the sector	Gaps (policy, legal and institutional)	Measures for addressing the gaps	Recommendations
HIV&AIDS	Moderate	It affects labour supply and economic participation	HIV&AIDS policy does not cover all sub-sectors	Awareness sessions and capacity building of stakeholders	Domestication of the National Policy to county specific Awareness Creation
Climate change	High	Flora and fauna hence affecting the tourism, trade and industrialization sub sectors	Absence of strategies to mitigate	Development of climate resilient infrastructure	Collaborate with department of Climate Change in sector planning
Poverty	High	Low capital investment	Inadequate funding mechanism	Absence of support mechanism	Enhancement of affordable credit
Gender mainstreaming youth and PWDs	Moderate	Absence of collateral and capital investment	Inadequate funding mechanism	Absence of support mechanism	Enhancement of affordable credit
Drugs and substance abuse	Moderate	Causes insecurity	Inadequate rehabilitation centers Laxity in enforcement of policy	Policy enhancement Establishment of enough rehabilitation centers	Enforcement of policy Creation of sports and recreational facilities



## 2.6 Emerging issues

### Covid-19 Pandemic

The Pandemic affected markets, tourism performance, production and employment through the restrictions like closure of markets, reduced operating hours and movement restrictions. This has necessitated need for development of online marketing channels

### MICE ( Meetings, incentives, conferencing and exhibition) tourism

With increasing business tourism, hotels and resorts are also gearing up to offer all resources for successful business events while offering state of the art facilities for customized business meetings. Combining work with pleasure allow tourists to conduct business while enjoying a vacation.

### Sports tourism

The Kenya Tourism Board is promoting sports tourism attracting sports enthusiasts with its repertoire of national and international sporting events. A number of marathons, golf, rugby and entertainment activities are hosted throughout the year to diverse tourism.

Table 7 Stakeholder analysis

S/NO	STAKEHOLDER	ROLE
1.	Kenya Wildlife Services( KWS)	Undertakes conservation and management of wildlife resources across all protected areas systems in collaboration with stakeholders
2.	Kenya Forest Services(KFS)	Forest and ecosystem protection
3.	Kenya Tourism Board(KTB)	Develop and implement destination marketing strategies locally and internationally
4.	Kenya Association of Hotel Keepers and Caterers (KAHC)	Brings together hotels, lodges, restaurants, membership clubs and prominent airlines caterers.
5.	Sustainable Travel and Tourism Agenda(STTA)	Advice and build capacity of private and public sector entities in the sustainability management of tourism for competitiveness and transformative impact
6.	Tourism Regulatory Authority	Develops regulations, standards and guidelines that are necessary to ensure an all-round quality service delivery in tourism section
7.	Chamber of Commerce, Kenya Private Sector Alliance, Youth Enterprise Development Fund	Mobilize funds for entrepreneurs
8.	Hotel Owners Association	Support hospitality
9.	Heritage Sites Committees	Promote cultural tourism

S/NO	STAKEHOLDER	ROLE
10.	KIRDI,KIBT,MSEA	Support cottage industries
11.	Kenya Bureau of Standards, Competition Authority, Anti-Counterfeit Authority, Institute of Trade Standards and administration (ITSA)	Supports consumer protection
12.	Banks and other financial institutions	Provide credit facilities to farmers, livestock keepers and to other traders
13.	Private sector (Business community)	Mobilize funds for entrepreneurs and provision of credit Establishing businesses
14.	Department of Gender and Social Development	Providing credit and grants to women for business establishment
15.	Ministry of Industrialization	Support to the MSME's

## **CHAPTER III: SECTOR DEVELOPMENT STRATEGIES AND PROGRAMMES**

### **3.1 Sector Vision, Mission and Goal**

The sector is made up of four sub-sectors namely; Trade, Industrialization, Tourism and Weight & Measures.

#### **i) Sector Vision and Mission**

##### **Vision**

To be the preferred hub for trade, industrialization and tourism.

##### **Mission**

To Promote and sustain a vibrant and globally competitive trade, industrialization and tourism sector for wealth and employment generation

#### **ii) Goal of the Sector**

The goal of the sector is to create an enabling environment for growth of business and attraction of tourists to enhance investment and industrialization.

### **3.2 Sector Development Objectives and Strategies**

*Table 8 Sector Developmental issues, Objectives and strategies*

Sub-Sector	Developmental Issue	Developmental Objectives	Strategies
Trade and Enterprise Development	Limited access to credit by SMEs	To increase access to credit by SME sector	Capacity building of business community Enhance Microfinance services
	Poor stakeholder linkages	To increase linkage among stakeholders	Strengthen coordination structures
	Poor market infrastructure	To establish well-functioning market infrastructure	Development of market infrastructures
	Poor business management skills	To enhance business development services	Capacity building of traders and staff
Tourism	Untapped tourism potential	To exploit tourism potential	Undertake tourism product development, diversification and marketing
	Inadequate tourism infrastructure	To enhance access to tourist sites	Improvement of tourism infrastructures Provision of affordable credit and PPP in Hospitality industry

Sub-Sector	Developmental Issue	Developmental Objectives	Strategies
	Poor quality and standards of tourism services	To improve tourism services	Undertake regulation of tourism facilities and services
Weights and Measures	Unfair trade practices	To improve consumer protection and fair trade	Develop a legal metrological laboratory
Industrial development	Low manufacturing and value addition	To enhance industrial activities	Promote industrial development, cottage industries and value addition

### 3.3 Sector Programmes

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

Table 9 Sector Programmes

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time-Frame	Funding	
					Total Budget(Kes)	Source(s)
Trade and Enterprise Development	To enhance and promote county and Intercounty trade.	Strengthen coordination structures Development of market infrastructures Capacity building of business community	Trade	2023-2032	800M	CGK
	To enhance financial accessibility to traders	Enhance Microfinance services	Kakamega County Microfinance Corporation	2023-2032	500M	CGK
Weights and Measures development	To promote fair trade and consumer protection	Develop a legal metrological laboratory	Weights and Measures	2023-2032	150M	CGK
Tourism Development	To increase awareness of county tourism opportunities To increase and diversify tourism attraction activities	Undertake tourism product development, diversification and marketing Undertake regulation of tourism facilities and services Improvement of tourism infrastructures Provision of affordable credit and PPP in Hospitality industry	Tourism	2023-2032	750M	CGK & development partners
Industrial development	To enhance industrial activities	Promote industrial development, cottage industries and value addition	Industrialization	2023-2032	3B	CGK & development partners

### 3.4 Sector Flagship Projects

Table 10 Flagship Projects

Project Name: (Location)	Objective	Outcome	Description of Key Activities	Time Frame	Beneficiaries	Estimated Cost	Source of Funds	Implementing Agency
Tea factory (Shinyalu)	To improve agro-processing and value addition	Complete and operational factories	Construction and operationalization of Tea factory	2022-2027	50,000	600M	CGK	Industrialization Section
Maize factory (Lugari)	To improve agro-processing and value addition	Complete and operational factories	Construction and operationalization of Maize factory (Lugari)	2022-2025	50,000	300M	CGK	Industrialization Section
Dairy factory (Malava)	To improve agro-processing and value addition	Complete and operational factories	Construction and operationalization of dairy factory (Malava)	2020-2025	50,000	500M	CGK	Industrialization Section
Industrial park (Mumias West/Matungu)	To improve manufacturing sector	Operational Economic Processing Zone	Establishment of industrial park (Mumias West/Matungu)	2023-2032	50,000	1B	CGK/Development partner	Industrialization Section
Micro finance Corporation (Lurambi)	To avail affordable credit	Economic growth	Establishment and expansion of Micro finance Corporation (Lurambi)	2023-2032	10,000	550M	CGK	Microfinance

### 3.5 Cross-Sectoral Linkages

Table 11: Cross-sectoral linkages

Programme Name	Linked Sector	Cross-Sectoral Linkages		Measures To Harness Or Mitigate The Effects
		Synergies	Adverse Effects	
Industrial development and Market Infrastructure Development	Agriculture;	Provide market for crop and livestock produce		Embracing modern technology Sensitization and organizing auction market day
	Environmental protection, water and sanitation	Proper waste management Increase clean water supply		Provide environmental protection, water and sanitation on markets
	Roads and Public Works and Energy	Construction of roads and high mast and electricity connection	Destruction of markets during road construction	Provide conducive environment for trading, increase access to markets Collaboration during road construction
Tourism Promotion	Social Services	Promote cultural/sports activities		Improve cultural and sports tourism
	Public health	Certifying trade tourism facilities		Hygienic business environment
Fair trade practices and consumer protection	Public service and administration and enforcement	Enforcement revenue collection in the county		Enforcement of consumer protection

## **CHAPTER IV: IMPLEMENTATION MECHANISMS**

### **4.1 Institutional and Coordination Framework**

#### **4.1.1 Institutional Arrangement**

Establish linkages and partnerships with institutions that is ancillary to the development agenda of Trade Tourism and Industrial Development within and outside the county in a bid to implement the market development activities. We will also adopt a cluster development approach to project and programs within the Trade, Tourism and Industrial Development sector to enhance competitiveness.

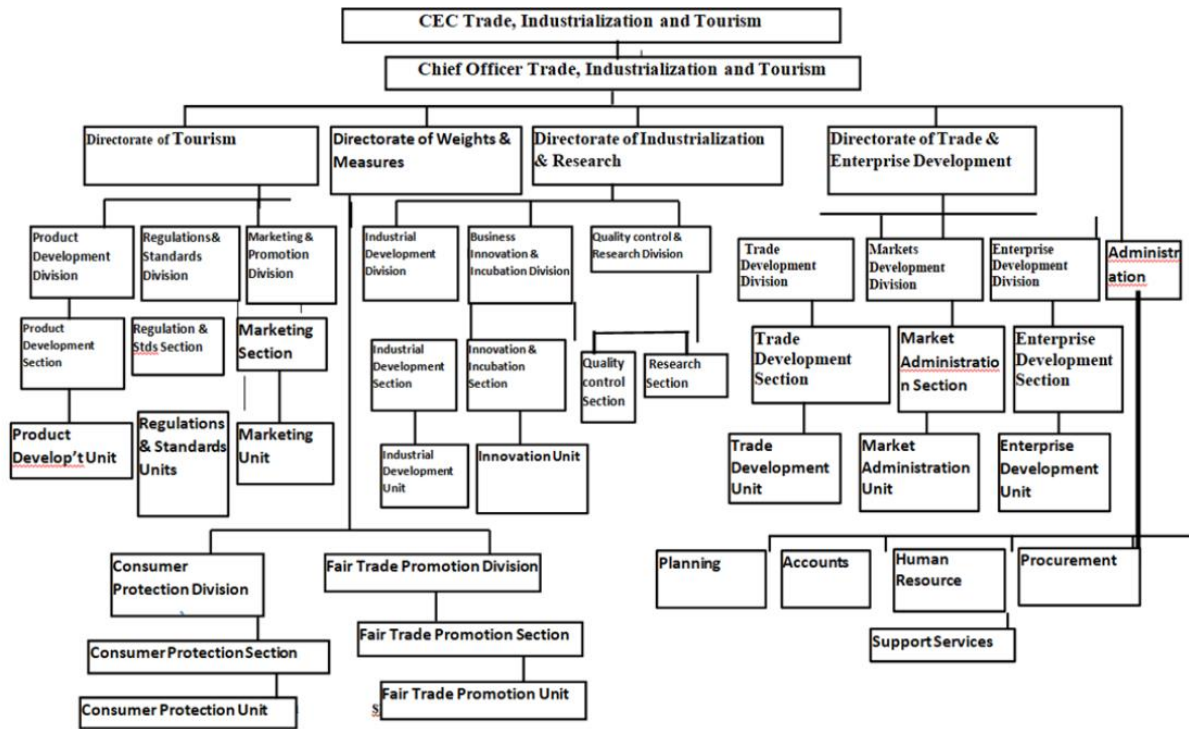
*Table 12 : Sector Institutions and their Role*

S/No.	Name of Institution	Role
1	County Assembly	Legislation, budget allocation and oversight
2	The County Executive Committee	Implements county legislation and development plans. Implements national legislation relevant to the sector
3	The County Budget and Economic Forum (CBEF)	Provide consultation on matters relating to budgeting, the economy and financial management
4	The County Treasury and Planning	Support monitoring, evaluating, and overseeing management of public finances and economic affairs
5	County attorney	Support provision of legal service
6	Public works	Development of designs and supervision of civil works
7	Ministry of Industry, Trade, and Cooperatives	Development of policies and regulations and capacity building
8	Ministry of Tourism and Wildlife	Development of policies and regulations and capacity building
9	NEMA	Environmental impact assessment and certification

#### **4.1.2 Coordination Framework**

The sector is headed by the CECM Trade, industrialization and Tourism who formulate policies and provide leadership. The Chief Officer, Trade, Industrialization and Tourism is the sector accounting officer and the chair of the sector working group.

Figure 3 : Trade Organogram





## 4.2 Financing Mechanism

The total cost of funding this sector plan is Kes. 5,300,000,000 The sector finances shall mainly be from the County Government through the sub sectors. Other sources of funds are private partnerships and development partners. The sector shall lobby for funds to finance its programmes and it shall guide the budgeting process.

*Table 13: Sector Financing Mechanisms*

S/No.	Subsector	Budget (KES Millions)	Source of Funds	
				Others (Explain)
1	Trade	1400	CGK	
2	Tourism	750	CGK/ Development partners	
3	Industrialization	3000	CGK/ Development partners	
4	Weights and Measures	150	CGK	

## 4.3 Capacity Development

Capacity Development is about building knowledge, acquiring skills, having resources, building, changing and adjusting institutions ensuring sustainability and monitoring the environments in which they operate. This framework can be used for conceptualizing, analyzing and addressing capacity and institutional development.

*Table 14: Sector Capacity Gaps*

S/No	Capacity Gap	Measures to address the gap
1	Inadequate staff	Recruitment and deployment
2	Knowledge and skills	Staff and stakeholder capacity building
3	Lack of information and awareness	Stakeholder sensitizations
4	Poor linkage between sector players	Inter-sector and intra-sectors forums and platforms

## 4.4 Risk Management

During implementation, several factors may affect the process and even progress. Some could be natural beyond human control. Others could be man-made where solutions can be found.

Table 15 : Risks and Mitigation Measures

Risk	Risk Level (High, Moderate, Low)	Risk Owner(s)	Assumption	Mitigation measures
Un-availability of funds to the department	High	Sector	Fund will be available	Lobbying for timely funding.
Climate change	Moderate,	Sector	There will be no adverse change of weather from the expected trend	To come up with climate resilient projects.
Economic instability	High	Sector	Economic stability will prevail throughout the implementation period	Prudent public finance management
Political instability	moderate	Sector	Current political stability will prevail.	Dialogue and conflict management
Inadequate legislation	moderate	Sector	Availability of Policy and regulations to guide the sector	Speed up of the legislation process.
Inter-departmental functional conflicts	High	Sector	Uncoordinated roles and task among sectors- e.g. Single business permit currently done by Revenue department	Provision of clear separation of task among the different departments

## **CHAPTER V: MONITORING, EVALUATION, REPORTING AND LEARNING**

### **5.1 Introduction**

Monitoring and Evaluation framework is critical to enable tracking the implementation of the programmes identified in the sector plan. This section presents the Monitoring and Evaluation framework that will be put in place and reporting mechanisms that promotes knowledge sharing and learning.

Monitoring of the sector programmes and projects will be a continuous process based on the performance indicators set out in the implementation matrix. Evaluation mechanisms will entail measuring actual performance against set target levels and establishing size of gap or variance if any, identifying the casual factors for the variance, identifying and recommending appropriate remedial measures including a review of the objectives and/ or strategies.

### **5.2 Monitoring, Evaluation and Reporting Structures**

Monitoring and Evaluation will take place at National and County levels. The sector will work with the private sector, NGOs and other stakeholders to ensure there is effective monitoring and evaluation of the implementation of this sector plan. The implementation of this plan will be reviewed continuously guided by progress reports.

Monitoring of the entire process from planning, designing and implementation is important as it keeps the planned activities in check, reduces duplication, allows for remedial measures to be taken and ensures the projects/programmes results delivery on time. The Sector M& E Committee comprising the sectional heads and chaired by the Chief Officer together with the Monitoring and Evaluation Unit in the Directorate of Economic Planning will monitor progress of implementation of projects and programmes. The Committee will carry out annual, mid-term and end-term review of the progress of implementation of planned projects and prepare reports for submission to relevant personnel for action. The Sector has put in place a Monitoring and Evaluation System that is in line with and will complement the County Integrated Monitoring and Evaluation System. To maximize learning and to ensure wider accountability, it will be necessary to share key information with partners, programme beneficiaries and the wider public.

### **5.3 Data Sources and Collection Method**

The monitoring and evaluation framework will comprise technical officers from the sector, Public Works, Quality Assurance Officers and representation from the Directorate of Economic Planning. Data collection will be by physical observation of the projects and programmes being implemented, actual verification of items delivered where applicable and survey of stakeholders to ascertain the impact of the projects/programmes.

### **5.4 Types of Reports to be Produced, Frequency and Consumers**

Reporting is important as it provides feedback to establish the challenges, successes and weaknesses in the implementation of various projects and programmes, and whether the set objectives have been met or are on course. The Plan will be evaluated annually, after five years and at the end of the plan period. The reports prepared will outline the achievements in comparison to targets, facilitating factors, challenges faced and lessons learnt. The reports will be submitted to the Governor's office for information use and dissemination to stakeholders including the County Assembly, Development partners, Beneficiaries and the Public. Issues requiring policy interventions will be submitted to the County Executive Committee for action. The reports shall be stored manually in the manual files, also electronically and will be posted on the official County website.

The following reports will be prepared and disseminated;

- i) **Annual Review Report (ARR)** – The report will evaluate all the activities undertaken during the year, clearly showing the milestones, challenges and outlining plans for the following year.
- ii) **Mid-term Review Report (MTER)** – The report will be undertaken midway in the implementation of the sector plan to assess the extent to which the implementation is meeting plan objectives and timelines.
- iii) **End-term Review Report (ERR)** – At the end of the Plan period, there will be an external evaluation carried out by an external evaluator. The task will lead to identification of achievements against performance indicators; constraints encountered during the plan period and make recommendations towards the development of the next plan.

### **5.5 Dissemination, Feedback Mechanisms and Citizens Engagement**

After preparation of the reports, there shall be review meetings to assess the report and map a way forward. This will keep the plans' activities and outputs on track during implementation, and enable the relevant personnel to identify and take necessary actions to address any emerging issues. The reports

will be disseminated to stakeholders including the County Assembly and shared on County digital platforms where citizens will be given an opportunity to provide feedback.

#### 5.6 Mechanism for Reviewing and Updating the Sectoral Plan

The Monitoring and Evaluation data will be analysed and reports prepared for submission to the Governor for his information and appropriate action. These reports will outline in summary the period achievements, shortcomings, challenges faced and recommendations. Based on these reports, a decision to review or update the Sectoral plan will be made.

The monitoring and evaluation Matrix presented in table 16 will be used to effectively monitor the progress of implementation of programmes in the plan and eventually evaluate them.

Table 16 : Monitoring and Evaluation Matrix

Programme	Outcome	Key Performance Indicator(s)	Baseline		Targets	
			Year	Value	Five Year Target (s)	Ten Year Target (s)
Trade development and investment	Improve trading environment	No of operational kiosks	2022	665	3000	5000
		No of operational modern markets.	2022	19	24	34
		No of markets refurbished	2022	25	50	75
		No. of operational ablution blocks	2022	15	30	40
		No. of operational modern stock-rings	2022	4	20	30
		No. of traders trained	2022	6000	10000	15000
		Percentage of loan recovery %	2022	77	90	95
	Amount of loans disbursed( Kes)	2022	80M	150M	300M	
	Improved consumer protection	No of verified weighing equipment in trade use/year	2022	3500	6000	8500
		No. of weights and measuring equipment purchased	2022	2	3	5
No of traders equipment inspected		2022	300	800	1300	
Tourism development	Tourism product diversified	No of Tourism sites developed	2022	6	11	16
		Percentage level of completion of Eco-lodge	2022	0	50	100
		No. of tourism attractions mapped and documented	2022	6	25	25
		No. of e-tourism platform users	2022	0	5000	10000
		No of cultural heritage tourism sites promoted	2022	2	12	24

Programme	Outcome	Key Performance Indicator(s)	Baseline		Targets	
			Year	Value	Five Year Target (s)	Ten Year Target (s)
		No. of community based conservancies	2022	1	3	3
		No. of branding initiatives	2022	1	5	10
		No. of tourism facilities inspected	2022	135	200	1500
		No. of tourism personnel trained	2022	350	2000	6000
		No of events/and expo held.	2022	2	4	6
Industrial Development	Increased industrial activities for economic growth	No of factories developed	2022	0	3	4
		Development level of County industrial park (%)	2022	0	50	100
		No of operational CIDCs	2022	8	12	24

+\* *Baseline year and value should be based on the most current survey or research/review reports/progress reports.*



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