REPUBLIC OF KENYA

REPUBLIC OF KENYA
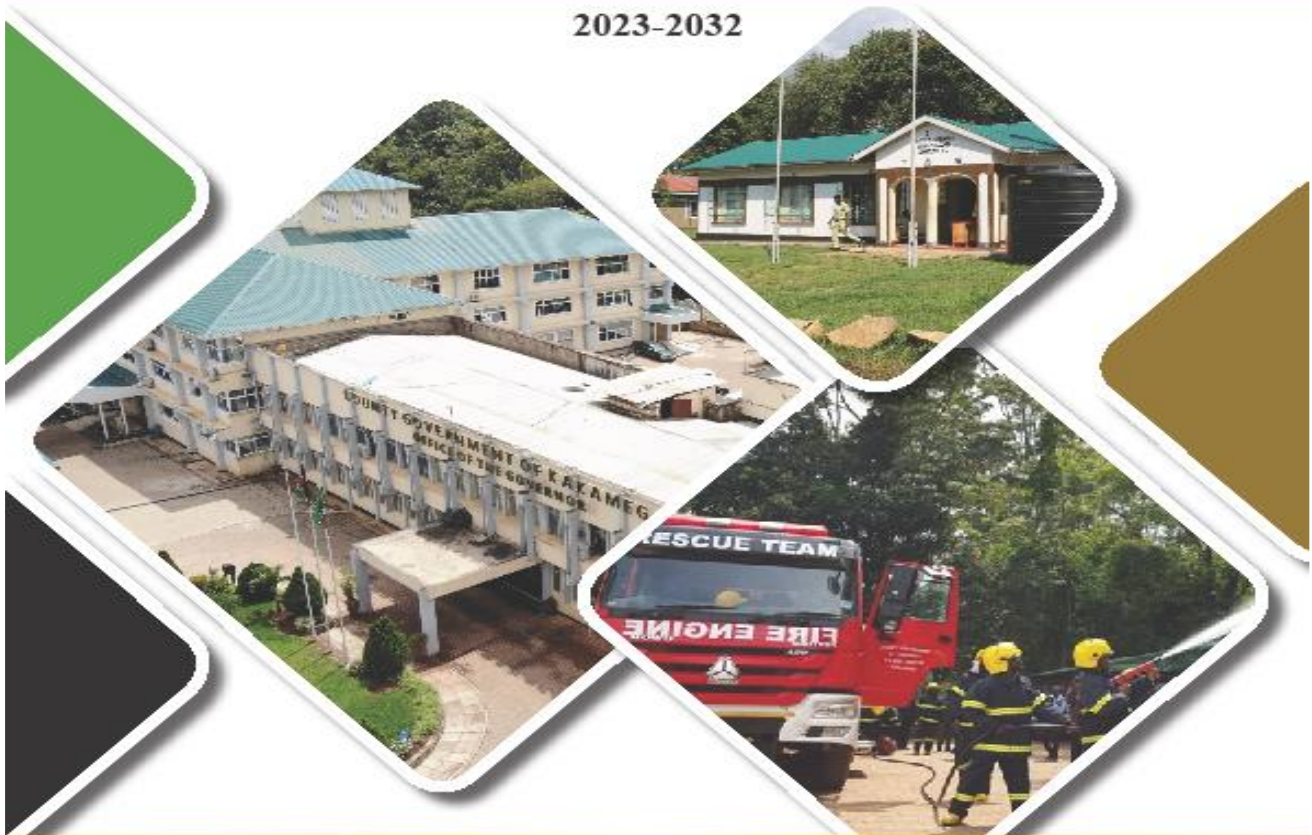
COUNTY GOVERNMENT OF KAKAMEGA

COUNTY GOVERNMENT OF KAKAMEGA

PUBLIC ADMINISTRATION AND INTERGOVERNMENTAL RELATIONS

SECTOR PLAN

2023-2032

Exemplary Public Service Delivery to All Citizens

Prepared by:

The Department of Public Service and Administration & the of Office of the Governor

P.O Box 36 – 50100 Kakamega, Kenya.

Email: planning@kakamega.go.ke, info@kakamega.go.ke

Website: www.kakamega.go.ke

Telephone: 056 31850/2/3

PUBLIC ADMINISTRATION AND INTERGOVERMENTAL RELATIONS SECTOR PLAN

Vision

A LEADING SECTOR IN ORGANIZING, COORDINATING AND PROVISION OF EXCELLENT HUMAN RESOURCE AND ADMINISTRATIVE SERVICES IN THE COUNTY AND BEYOND

Mission

TO PROVIDE OVERALL POLICY, LEADERSHIP AND OVERSIGHT IN ECONOMIC MANAGEMENT AND PUBLIC SERVICE DELIVERY.

STATEMENT FROM THE COUNTY EXECUTIVE COMMITTEE MEMBER FOR 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 who 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 Awimbo Sabana, PhD.
County Executive Committee Member,
Finance, Economic Planning and ICT

FOREWORD

Public administration and Intergovernmental Relations sector is pivotal in organizing, coordinating and provision of excellent human resource and administrative services in the County and beyond. This Plan will play a critical role in development planning as it is paramount for proper utilization of scarce resources.

The plan has been prepared through a participatory and inclusive process involving representatives from the National Government, development partners, private sector, NGOs, civil society, faith based organizations, professional associations, research institutions, and organizations representing women and youths, among others. It has taken into account the priorities from the county consultative forums which captured views at the grass root level.

The plan is built on the achievements made during the last plan period. Some of the achievements made in the sector include; implementation of the county devolved structures through establishment of community administrative units, community area councils and installation of administrators which has enhanced service delivery up to grass root level, construction of the County HQ annex, sub county offices, ward offices and renovation of various offices to improve working environment and reduce cost on rented space, recruitment and training of enforcement officers and security guards.

Further, the plan has identified several key flagship projects which are aimed to make the county efficient as well as increasing the county's competitiveness in service delivery. Some of the key flagship projects include construction and equipping of the County headquarter offices, construction of Governors' southern region office and the County Public Service Board offices.

To achieve the envisaged results, this plan calls for increased support from both the national and county government leadership and development partners. I call upon all the stakeholders to actively play their role in support for the realization of this sector plan aspirations.

Ms. Rachel Okumu
County Executive Committee Member
Public Service and Administration

PREFACE

Public administration and Intergovernmental Relations sector has developed this plan to be its blueprint for implementing prioritized programmes for the ten-year plan period. The sector aims at organizing, Coordinating and providing excellent human resource and administrative services within the county and beyond. It is aligned to the Sustainable Development Goals (SDGs), Agenda 2063, The Constitution of Kenya, 2010, Kenya Vision 2030 and relevant conventions to which Kakamega County is a signatory.

In accordance with the Constitution of Kenya 2010, it is expected that the programmes outlined in this plan will be implemented in close consultation and collaboration with national government, keeping in mind, the distribution of functions between the national and county governments as outlined in the fourth schedule of the Constitution and the capacity of county governments. In implementing the sector programmes, Public Private Partnerships (PPPs) will be crucial to deliver the expected outputs and outcomes of various prioritized programmes

Further, its implementation will be guided by an implementation framework that spells out the objectives, expected outputs, the implementing agencies, resources requirements and time frame for implementation of the outlined programmes. The Sector will undertake monitoring, evaluation and reporting to ensure that the planned programmes and projects are effectively implemented. The Departments that will be implementing programmes and projects in this sector plan will prepare quarterly and annual reports on the progress made in their implementation and the respective reports will be based on the level of attainment of the objectives. In order to achieve this, strong collaboration between the County Government and all stakeholders should be strengthened to ensure that synergies in implementation of this Plan are built. The Sector will ensure that the plan is fully implemented in order for the citizens to access high quality and timely public services

Dan Borter
Chief Officer
Economic Planning and Investments

ACKNOWLEDGEMENT

I wish to express my sincere gratitude to H.E the Governor Hon. FCPA Wycliffe Ambetsa Oparanya, EGH, CGJ and Deputy Governor for their effective leadership and support in developing this plan. Special recognition goes to the County Executive Member for Public Service and Administration, Ms. Rachel Okumu, the county secretary and head of Public service Amb. CPA James Ochami, under whose direction, support and guidance this assignment was undertaken. My appreciation also goes to my fellow Chief Officers; Col. (rtd) J. L. Akhulia Chief Officer County Administration and Mr Joshua Kutekha Chief officer office of the governor, Directors and technical staff from the department.

Furthermore, appreciation is extended to the Chief Officer, Economic Planning and Investment, Mr Dan Borter, Chief Officer Finance, CPA Samson Otieno, Director of Economic Planning, Mr. Ondari Cyrus and the Sector planning officer, Mr. Alexander Simiyu for their coordination during the preparation of this plan. I also take this opportunity to thank all the individuals who took part in preparation process of this document for their useful comments and inputs; representatives from the National Government, development partners, private sector, NGOs, civil society, faith based organizations, professional associations, research institutions and the general public among others.

While I may not mention everyone who participated, I do acknowledge all those individuals who directly or indirectly contributed to the successful development of this Plan.

Dr. Boniface Imbali Mudi, PhD
Chief Officer
Public Service

TABLE OF CONTENTS

LISTS OF TABLES

LIST OF MAPS/FIGURES

LIST OF PLATES

LIST OF ABBREVIATIONS

ADP	Annual development Plan
CARPS	Capacity Assessment and Rationalization of the Public Service
CPSB	County Public Service Board
CIC	Commission on Implementation of the Constitution
CIDPs	County Integrated Development Plans
CIMES	County Integrated Monitoring and Evaluation System
CoG	Council of Governors
CoK	Constitution of Kenya
CRA	Commission on Revenue Allocation
IDEAS	Instruments for Devolution Advice and Support
IFMIS	Integrated Financial Management System
IGRTC	Intergovernmental Relations Technical Committee
KLRC	Kenya Law Reform Commission
KNBS	Kenya National Bureau of Statistics
MDAs	Ministries, Departments and Agencies
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NACADA	National Authority for the Campaign Against Alcohol and Drug Abuse
NACC	National Aids Control Council
NCBF	National Capacity Building Framework
NESC	National Economic and Social Council
NIMES	National Integrated Monitoring and Evaluation System
PC	Performance Contract
PFM	Public finance Management
PSC	Public Service Commission
SDG	Sustainable Development Goal
SDP	State Department for Planning

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

EXECUTIVE SUMMARY

The Public Administration and Intergovernmental Relations Sector comprises of three subsectors namely; Public Service and Administration, Office of the Governor and County Public Service Board. The Sector provides overall policy, leadership and oversight in economic management, public service delivery and implementation of policies. It further coordinates, organizes and provides excellent human resource and administrative services in the county and beyond.

The Plan details transformative programmes that will enable the County have a robust public service that is efficient and effective to support the Kenya Vision 2030 Pillars, the SDGs and Africa Agenda 2063

This plan is built on achievements and lessons learnt during the implementation of the first and second CIDPs. There were significant achievements during the last plan period despite of the various challenges experienced. One of the challenges that hindered effective performance of the sector includes inadequate funding of the sector which negatively impacted on the sector's ability to meet development needs. The sector proposes for adequate funding and timely disbursement of funds from the National Treasury as it would enable the Sector to effectively achieve its mandate.

It has prioritized several key programmes for implementation over the next ten-year plan period. These include; construction and equipping of the County headquarter offices, construction and equipping of Kakamega County Assembly chambers and offices in Kakamega, construction of offices at all levels of devolved units, establishment of records management centre, continuous training and capacity building of staff on new and critical skills among others.

Key emerging issues and challenges in the Sector that need to be addressed have been identified and measures to mitigate the negative effects proposed.

Various development issues have been identified and respective interventions/strategies proposed to address them. A detailed framework of projects and programmes has been developed to facilitate the realization of the Vision 2030 goals. Similarly, different stakeholders that will help in the implementation of this sector plan have been identified, their roles given and possible areas of collaborations outlined.

While the County Government will finance some of the programmes outlined in this sector plan, it is envisioned that social partners, development partners and the private sector will supplement the resources required.

The Sector Plan will be implemented in collaboration with the identified government institutions, development partners, Non-Governmental Organizations and social partners. To ensure successful implementation of the Sector Plan, necessary Monitoring and Evaluation (M&E) Framework and systems including reporting formats and templates for tracking implementation the Sector will put in place

I therefore call upon all our stakeholders to provide adequate technical and financial support for the successful implementation of this Sector Plan.

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,[1]. 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^2 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
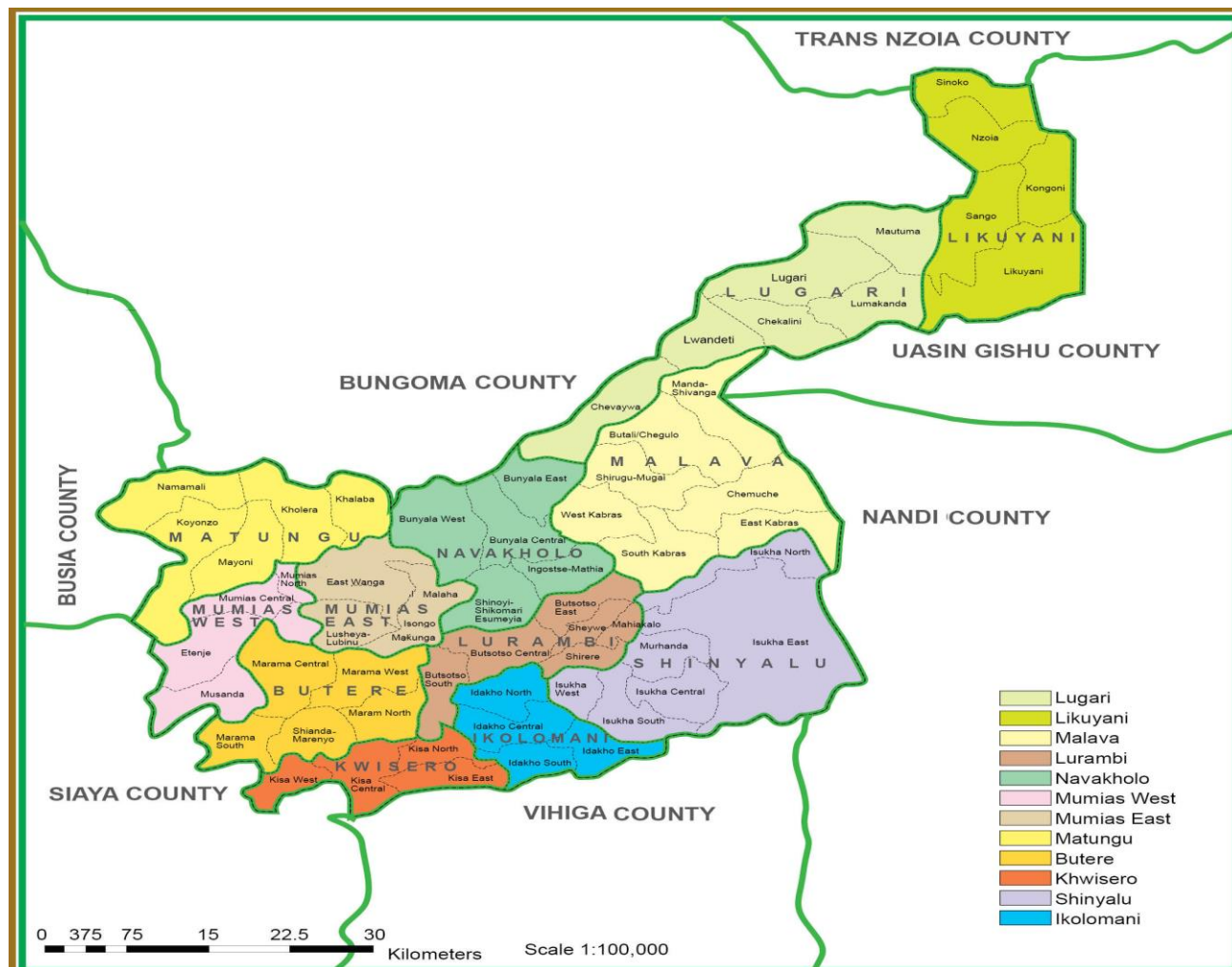
Source: Kakamega County Administrative Boundaries Committee, 2017

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

S/No.	Sub-county	No. of Wards	No. of Village Units	No. of Community Areas
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
	Total	**60**	**187**	**400**

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 1950metres 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 1700metres to 2000metres. There are also several hills in the county as such Misango, Imanga, Eregi, Butieri, Sikhokhochole, Mawe Tatu, Lirhanda, 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 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 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
Total	897,133	970,406	1,867,539	927,232	1,002,964	1,930,196	968,941	1,048,080	2,017,021	1,012,526	1,095,225	2,107,751
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	156579	158768	315347	163622	165910	329533
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

Age Group	2019 Census			2022			2027			2032		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
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	10335
85-89	2,105	3,276	5,381	2,176	3,386	5,562	2274	3,538	5,812	2,376	3,697	6074
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, 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	(Km²)	2019 (Census)	
			Population	Population Density (Km²)
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
	Total	**3,051.30**	**1,867,539**	**612**

1.2 Sector Background Information

Kenya adopted a new constitution in 2010 whose major milestone was the changing of the governance structure adopted at independence from a centralized system to a decentralized system of government comprising of the national government and forty-seven (47) county governments each with specific delegated functions and powers. Kakamega County is one of the 47 counties established. As per the fourth schedule of the Constitution of Kenya, 2010, decentralized units were delegated fourteen (14) functions while the national government delegated thirty-five (35) functions.

The sector comprises of four subsectors namely; Public Service and Administration (Public service, County Administration, Human Resource Management, Public Participation and Civic Education, Security and Enforcement, Records Management, Performance Management, Alcoholic Drinks and Transport Management), Office of the Governor (Governor's Office, Liaison Office, Cabinet Secretariat, Internal Audit, service Delivery Unit, County Law Office, Inter-governmental Relations, Protocol Office and Governor's Press Unit), County Public Service Board and the County Assembly.

 The mandate of the Public Service and County Administration sub-sector is to provide strategic leadership and guidance to the public service. The Office of the Governor is mandated with coordination of activities of the county government and ensures effective implementation of county government policies, projects and programmes while that of the County Public Service Board is to establish and maintain efficient professional and motivated public service that enhances efficient and effective service delivery.

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 therefore 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 the 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 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
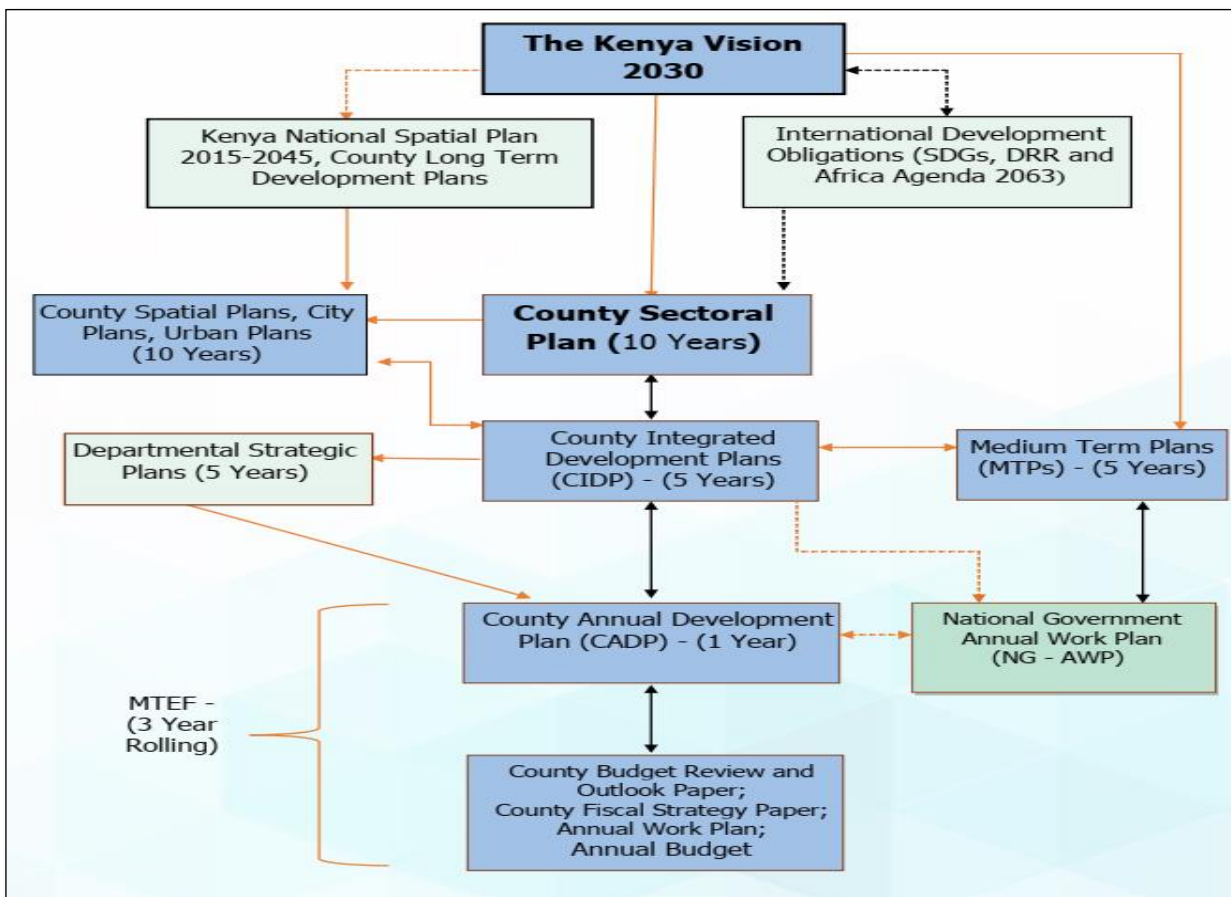
1.5 Preparation Process

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, analyzed 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' level. The draft Sector plan was then prepared by a team comprising of the planning officers and the sector's technical persons 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 later forwarded to the County Assembly for approval.

CHAPTER TWO: SITUATION ANALYSIS

2.1 Sector Context Analysis

The implementation of a devolved system of Government has led to both opportunities and challenges. It has transformed the governance structure by taking services and resources closer to the citizens by establishing devolved units up to the grass root level and the County Public Service Board. The staff establishment for the Sector is 1,018, comprising of 925 under Public Service and Administration, 69 in the Office of the Governor and 24 under County Public Service Board cutting across all the ethnic groups in Kenya.

The following programmes and projects were implemented during the last Plan Period: County Administration, Sub-County Administration, Alcoholics Drinks and Substance Control, General Administrative and support services, Management and Administration of County functions and Support, Coordination and Advisory Services.

2.2 Review of Sector Financing

The sector received an allocation of 50,314,006,802.80 from the financial   with a total expenditure of 39,771,344,846 for the ten year period. This represents an average absorption rate of 99.68063 percent for the plan period.

Table 12 Sector Financing Mechanism`

Table 4: Analysis of Sector budget by sub-sector

Source of Financing	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
County Government (equitable share and OSR)	458,455,064.00	7,156,086,781.00	8,511,622,034.00	9,766,151,607.00	10,351,826,547.00	10,618,069,542.00	11,330,427,089.00	10,697,573,245.00	12,419,548,096.00	4,402,210,514.00
National Government (Conditional grants)- KDSP	-	-	-	-	-	59,311,725.00	262,583,677.00	30,000,000.00	123,009,910	
Total sector financing	**458,455,064.00**	**7,156,086,781.00**	**8,511,622,034.00**	**9,766,151,607.00**	**10,351,826,547.00**	**10,677,381,267.00**	**11,593,010,766.00**	**10,727,573,245.00**	**12,542,475,160.00**	**4,402,210,514.00**
Actual Expenditure		2,263,616,257.00	3,405,065,985.55	2,953,988,618.48	4,044,519,995.55	5,154,003,095.00	5,215,497,175.00	5,056,869,735.00	6,439,477,549.00	5,238,306,435.74

Sub-Sector Name	FINANCING								
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
PSA	1,654,859,564.00	2,046,251,781.00	2,819,975,355.00	4,148,607,571.00	5,112,725,535.00	5,324,233,708.00	5,028,399,242.00	5,725,730,880.00	5,839,158,207.00
Office of the Governor	**238,250,000.00**	260,399,967.00	278,085,885.00	261,755,623.00	265,478,609.00	278,104,644.00	213,995,850.00	197,027,432.00	205,728,098.00
County Public Service Board	-	55,262,000	85,798,311	76,709,853	72,348,235	68,858,746	75,510,133	62,099,024	60,814,228
TOTAL	1,893,109,564.00	2,306,651,748.00	3,098,061,240.00	4,410,363,194.00	5,378,204,144.00	5,602,338,352.00	5,242,395,092.00	5,922,758,312.00	6,044,886,305.00

Figure 2 : Absorption rate
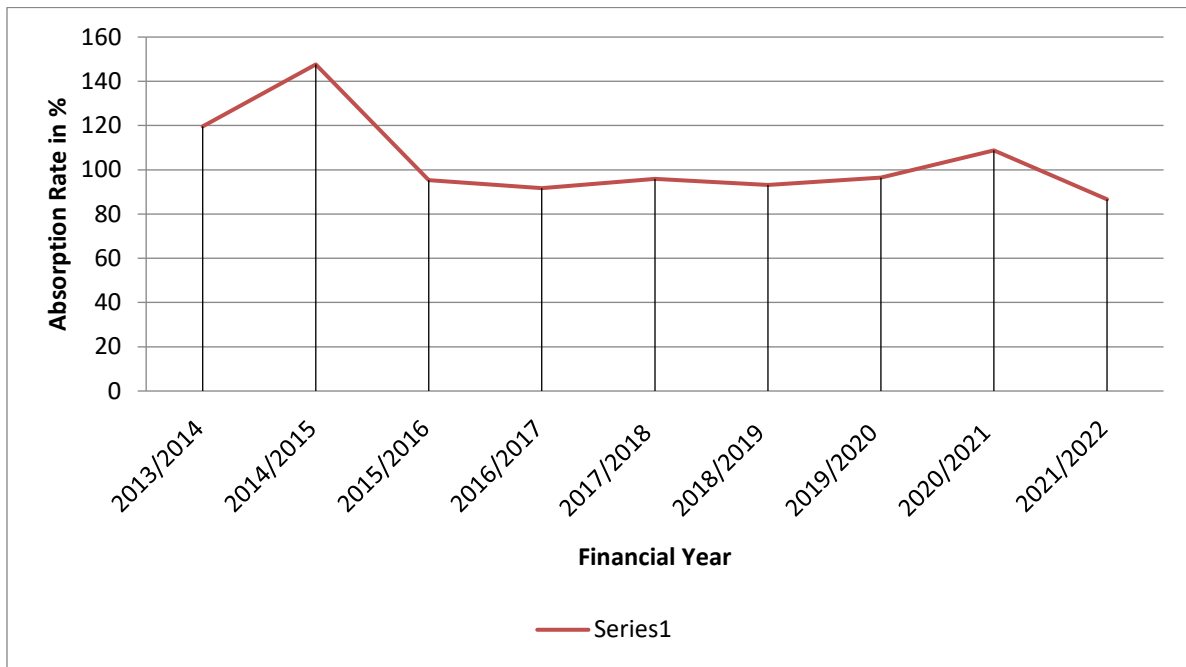
2.3 Sector Performance Trends and Achievements

The sector made the following achievements during the last plan period;

- Implemented county devolved structures through establishment of four hundred (400) Community Administrative units and Community Area Councils and installation of administrators which has enhanced service delivery up to grass root level;
- Constructed the County HQ annex, two (2) Sub county offices and twenty-two (22) Ward offices, renovated various offices to improve working environment and reduce cost on rented space;
- Recruited and trained 314 enforcement officers and 700 security guards;
- Established an Alcoholic and Drugs Rehabilitation directorate and carried out awareness campaigns to mitigate effects of substance abuse;
- Established Kituo cha Umma which acts as one stop shop for all services offered by the County Government;
- Established Disaster Operation Management directorate and acquired one (1) modern fire engine to enhance disaster response and mitigation;
- Supported National Police Service through construction of residential houses in Matunda, Butere and Navakholo Police stations, purchased 4 land cruisers and 2 traffic control cars to enhance security;
- Handled various disaster occurrences like mudslides, accidents, fire outbreaks, floods, collapse of gold mining shafts among others;
- Constructed and equipped Governor's northern region office in Lugari;
- Drafted a total of 86 bills, out of which 47 have been enacted by the county assembly and 32
  MOUs have been signed to improve effectiveness of governance processes;
- Conducted public participation forums with stakeholders across the county;
- Acquired and operationalized the Electronic County Integrated Project Management System
  (ECIPMS) to support real time monitoring and tracking of project progress;
- Acquired the Audit Teammate Software and renovated Butere and Lugari audit offices to

support in audit services;

- Constructed and equipped a County Court to handle cases relating to violations of County laws;

- Prepared and reviewed the County Organization Structure and staff establishment for all Departments to ensure optimal staffing levels for efficient and effective service delivery;

- Recruited five thousand eight hundred and twenty-seven (5,827) employees to ensure effective service delivery.

- Promoted two thousand eight hundred and ninety-five (2,895) staff to enhance employee satisfaction and motivate productivity;

- Developed and gazetted the Kakamega County Public Service Board Procedures for Administration of Part IV of the Public Officer Ethics Act on submission of Declarations, received, processed and submitted to EACC biennial Declarations of Income, Assets and Liabilities for County public officers to enhance public accountability and combat corruption;

- Through the respective committees, vetted and approved officers for various public offices in the County including County Executive Committee Members (CECs), County Assembly Service to County public offices as provided for in the County Government Act No. 17 of 2012.

- Approved the budget and expenditure of the County government in accordance with Article 207 of the Constitution.

- Approved the borrowing of the County government in accordance with article 212 of the Constitution and county development planning.

Photo 1: Governor's Northern Region Office Constructed in Lugari Subcounty

Challenges

- Inadequate funding which has negatively impacted on the sector's ability to meet development needs.

- Delayed disbursement of funds from the exchequer has interfered with implementation of projects;

- Interference from the political wing.

- Lack of enough personnel both at County head office and field offices

Lessons Learnt

- Timely disbursement of funds from the National Treasury would enable the Sector to effectively achieve its mandate.

- Citizen participation has been key towards the achievement of Sector projects and programmes

- Strong inter-governmental relations between the National and the County Government is

crucial in ensuring efficient and effective service delivery in the Sector.

- Service delivery has been enhanced through the devolved structures; Sub counties, Wards and Community areas

2.4 Sectoral Development Issues

Table 5: Sectoral Development Issues, Causes, Opportunities and Challenges

Sub-Sector	Development issues	Causes	Opportunities
Public Participation	Inadequate involvement of citizens in public programmes/projects	Budgetary constraints Monetary expectations from the society Lack of civic knowledge Lack of personal interest Mistrust from some quarters due to unmet expectations Inadequate citizen feedback mechanism	Existing PP directorate Public participation guideline Public participation Act 2015 Draft Kakamega County PP policy
Disaster	Limited access to disaster management services	Inadequate disaster management equipment and personnel Inadequate emergency operation centres High cost of fire equipment High maintenance cost of fire equipment Inadequate public land	Existing good road network that enhances accessibility Existing disaster Act 2015 Existing Directorate of disaster Management unit Existing partnerships with other Counties and private institutions County emergency operation plan
Transport	Inadequate fleet and staff Inadequate maintenance and fuel budget	Inadequate budget Inadequate staff	stablished transport department
Records management	Inadequate records management infrastructure and staff	Inadequate budget Inadequate staff	Records management policy Record management procedure manual Records digital platform

Sub-Sector	Development issues	Causes	Opportunities
Human Resource	Irregular upgrading of skills	Inadequate capacity building	Existing partnerships with training institutions e.g KSG, higher learning institutions
	Inadequate critical skills and career enhancement strategies	Inadequate recruitments and promotions	Updated organogram and staff establishment
	Hampered HR services	Lack of a comprehensive HRIS and hardware system	Manual operation system Existing HR manuals and regulations
Audit	Inadequate office space and staff	Limited budget for office expansion, equipping and staffing	Established Audit department Existing Strategic Plan Draft audit manual Existing Teammate system
	Lack of networking infrastructure to regional offices	Limited budget	
Legal	Inadequate office space and staff	Limited budget for office expansion, equipping and staffing	Established Audit department Independent budget Purchase of IDEA system
Security and Enforcement	Inadequate security and enforcement equipment	Budgetary constraint	Enforcement bill Enforcement and Security Standing orders
Alcoholic Drinks and Substance Abuse	Inadequate infrastructure and staff	Budgetary constraint	Existing County Alcohol and Drug Abuse policy Established directorate Existing linkage with NACADA
County Administration	Inadequate office space	Inadequate public land	Rental offices
County Public Service Board	Inadequate office space and staff	Budgetary constraint	Established County Public Service Board Qualified and professional personnel in the labour market Enabling legislation and enactments Increased public awareness and demand for services
County Assembly	Inadequate office space	Budgetary constraint	Established legal framework Established county Assembly leadership Independent budget allocation

2.5 Crosscutting Issues

Table 6: Analysis of Sector Crosscutting Issues

Cross-cutting issues	Current Situation	Effects of the issue on the sector	Gaps (policy, legal and institutional)	Measures for addressing the gaps	Recommendations
Alcohol and substance abuse		Low productivity Payroll wastage Absenteeism	Non-operationalization of rehabilitation Centre	Operationalization of the Rehabilitation Centre	Partner with Health Services department
HIV and AIDS		Reduces budgetary allocation to productive sectors	HIV & AIDS policy does not cover all sub-sectors	National policy on HIV&AIDS	Domestication of the National Policy to County specific Create awareness
Gender mainstreaming					
Work place safety					
Disability mainstreaming	Less than 5% of recruitments done reserved for PWDs in the county	Low access of services offered by the Sector to PWDs	Noncompliance to the Government policy on affirmative action on 5% reservation of employment of PWDs	implement Government policy on affirmative action for Persons with Disabilities	implement Government policy on affirmative action for Persons with Disabilities
Automation of services		Improves efficiency in service delivery			

2.6 Emerging issues

Table 7: Analysis of Sector Emerging Issues

S/No.	Emerging issues	Proposed Measures to Mitigate the Negative Effects or Harness the Positive Effects
1	Covid -19 pandemic	Adherence to MOH guidelines on Covid-19 containment measures

| 2 | Climate change | Implement climatic change mitigation measures as directed by the Ministry of Environment and Natural Resources | |

2.7   Stakeholder analysis

Table 8: Stakeholders Analysis

S/No.	Stakeholder	Roles	Possible areas of Collaboration
	County Treasury	Exchequer releases Fiscal policy guidelines Provision of financial management system	Capacity building and training
	OAG	Independent examination of financial statements	Policy direction
	County Assembly	Oversight, legislation	Financial advocacy
	KIPPRA	Public policy formulation and analysis	Capacity building and training
	LREB	Fostering economic development in region	Technical Assistance
	Civil Society	Oversight, civic education	Public participation
	Other Counties	Good relations and cooperation	Benchmarking
	Development partners	Fund programmes	Capacity building and training Technical support
	FBOs	Fostering unity among citizens	Spiritual nourishment and Good governance
	CoG	Provide policy to County Governments	Policy direction and technical Assistance
	Suppliers and merchants	Supply services and goods	Client satisfaction survey
	National police Service	Enforce law and order	Security matters
	Judiciary	Interpretation of laws	Secondment of Judiciary officers to county
	NACADA	Provision of rehabilitation commodities and services	Capacity building and Technical Assistance
	NACC	Cascade National policy on HIV/AIDs Monitor HIV/AIDs status in the whole county	Capacity building and technical assistance

CHAPTER THREE: SECTOR DEVELOPMENT STRATEGIES AND PROGRAMMES

3.1 Sector Vision, Mission and Goal

3.1.1 Sector Vision

A leading Sector in organizing, coordinating and provision of excellent human resource and administrative services in the county and beyond.

3.1.2 Sector Mission

To provide overall policy, leadership and oversight in economic management, public service delivery, resource mobilization and implementation of policies.

3.1.3 Sector Goal

To provide strategic leadership, guidance and coordination of county activities through an efficient and motivated public service.

3.2 Sector Development Objectives and Strategies

Table 9: Sector Development Objectives and Strategies

Sub-Sector	Development Issues	Development objectives	Strategies
Public Service and Administration	Inadequate involvement of citizens in public programmes/projects	To enhance citizen participation and civic education	Enhance citizen participation and civic education to the lowest level of devolved unit
	Inadequate fleet and staff	To increase fleets and staff	Enhance transport and fleet management services
	Inadequate maintenance and fuel budget	To enhance maintenance and fuel budget	
	Low access to disaster management services	To improve access to disaster rescue services	Upscale disaster management services
	Inadequate records management infrastructure and staff	To improve access to records management services	Enhance records management services
	Irregular upgrading of skills	To improve skills for staff	Enhance human resource services
	Inadequate critical skills and career	To enhance promotions, Capacity building and recruitment	

	enhancement strategies		
	Hampered HR services	To enhance efficiency and effectiveness in provision of HR services	
	Inadequate modern security and enforcement equipment	To improve security and enforcement services	Upscale security and enforcement services
	Inadequate infrastructure and staff	To improve access to Alcohol and Drug Abuse control services	Promote the alcoholic and substance abuse control programs.
	Inadequate office space	To improve access to office space	Improve county administration services
Office of the Governor	Inadequate office space and staff	To ensure proper financial management	Improve Audit development services
		To offer legal services and represent the county on legal matters	Enhance legal services
County Public Service Board	Inadequate office space and staff	Promote Human Resource Planning & Policy Implementation	Improvement of office space Capacity building of staff

3.3 Sector Programmes and Interventions

Table 10: Sector Programmes and Interventions

Programme	Objectives	Strategies/interventions	Implementing agency	Time frame	Funding	
					Total budget (Ksh in Millions)	Sources(s)
County Administration	Improve Administrative services	Establishment of offices at all levels of devolved units and County HQs	County Administration	2023 - 2032	2,000	CGK and Development partners
Disaster Management		Enhance disaster management service	County Administration	2023 - 2032	240	CGK and Development partners

Human Resource Management	Enhance records management services	Enhance human resource services	Human Resource Department	2023 - 2032	520	CGK
Promotion of Public participation	Enhance citizen participation and civic education	Enhance citizen participation and civic education to the lowest level of devolved unit	Public participation directorate	2023 - 2032	60	CGK and Development partners
Alcohol and Substance Abuse Control	Minimize adverse effects of Alcohol and Drug Abuse	Promote the alcoholic and substance abuse control program	Directorate of Alcoholic drinks Control	2023 - 2032	50	CGK and Development partners
Transport and fleet management	Improve Transport and fleet management	Enhance transport and fleet management services	Transport	2023 - 2032	250	CGK and Development partners
Records management	Improve County Records management services	Improve records management services	Records Department	2023 - 2032	60	CGK and Development partners
Security and enforcement promotion	Improve security and enforcement services	Improve security and enforcement services	Security and enforcement	2023 - 2032	300	CGK and Development Partners
Human Resource Planning & Policy Implementation	To ensure human resource development and management	Promote Human Resource Planning & Policy Implementation program	CPSB	2023 - 2032	300	CGK
Audit Services development	Ensure proper financial management	Improve Audit development services	Audit department	2023 - 2032	50	CGK
Legal Services	To ensure provision of	Enhance legal service provision	Legal Department	2023 - 2032	100	CGK

	effective legal services						

3.4 Sector Flagship Projects

Table 11: Sector Flagship Projects

Project Name: (Location)	Outcome	Description of Key Activities	Time Frame	Beneficiaries (No.)	Estimated Cost (millions)	Source of Funds	Implementing Agency
County HQs in Kakamega	County HQ building	Construction and equipping	2023-2032		400	CGK and Development Partners	County Administration
Governors' southern region office	Governors' southern region office	Construction and equipping	2023-2032		200	CGK and Development Partners	County Administration
County Public Service Board	County Public Service Board building	Construction and equipping	2023-2032		300	CGK	County Public Service Board
County Assembly chambers and offices in Kakamega	County Assembly building	Construction and equipping	2023-2032		350	CGK	County Assembly

3.5 Cross-Sectoral Linkages

Table 9: Cross-Sectoral linkages

Programme Name	Sector	Cross-sector Impact		Measures to Harness or Mitigate the Impact
		Synergies	Adverse impact	
County Administration	All sectors	Conducive working environment Coordinate all devolved functions		Ensure that office spaces are well maintained for effective and efficient service delivery
				Mainstream innovations in all departments projects and activities with the sole purpose of improving service delivery at an optimal cost Adequate facilitation to field officers.
			Apathy and resistance to change	Involve all relevant stakeholders with continuous sensitization
				Availing sufficient funds to address and mitigate the adverse impact.
Records Management	All sectors	Safe keeping information for all the County Departments/ Agencies in the county		Involving all relevant stakeholders in information harnessing and development to provide a platform of having a regional documentation center. Departments to provide office space to accommodate departmental records.
Human Resource Management	All sectors	Increased efficiency and productivity		Promote staff trainings Re-deployment of staff to improve productivity. Effect staff promotions. Set up counseling units. Enhance disability and gender mainstreaming.
Promotion of public participation	All sectors	Increased citizen participation		Strengthen feedback mechanism

Programme Name	Sector	Cross-sector Impact		Measures to Harness or Mitigate the Impact
		Synergies	Adverse impact	
Human Resource Planning & Policy Implementation	All sectors	Improved staff professionalism and motivation		Re-deployment of staff to increase productivity. Effect staff promotions.
Support and advisory services	All sectors	-Better management of county functions -Reduced costs. -Accountability in county funds	Open to abuse	Improve the quality of services offered Training officers on high moral standards of integrity Motivation of officers

CHAPTER IV: IMPLEMENTATION MECHANISMS

## 4.1 Institutional and Coordination Framework

4.1.A Institutional Arrangement

Table 12: Sector Institutions and their Role

S/No.	Name of Institution	Role
1	County Assembly	Legislation, budget allocation and oversight
2	County Treasury	Exchequer releases Fiscal policy guidelines Provision of financial management system
3	LREB	Fostering economic development in region
4	Civil Society Organizations	Oversight, civic education and Advocacy
5	Other Counties	Benchmarking
6	Other County Sectors	Technical Assistance
7	Development partners	Fund programmes
8	FBOs	Fostering unity among citizens / good governance
9	CoG	Provide leadership to County Governments
10	Suppliers and merchants	Supply services and goods
11	National police Service	Enforce law and order
12	Judiciary	Interpretation of laws
13	NACADA	Provision of rehabilitation commodities and services
14	NACC	Cascade National policy on HIV/AIDs Monitor HIV/AIDs status in the county
15	IBEC	Policy direction and Technical Assistance
16	CBEF	Technical Assistance Community representation

4.2 Coordination Framework

Figure 3: Organizational Structure
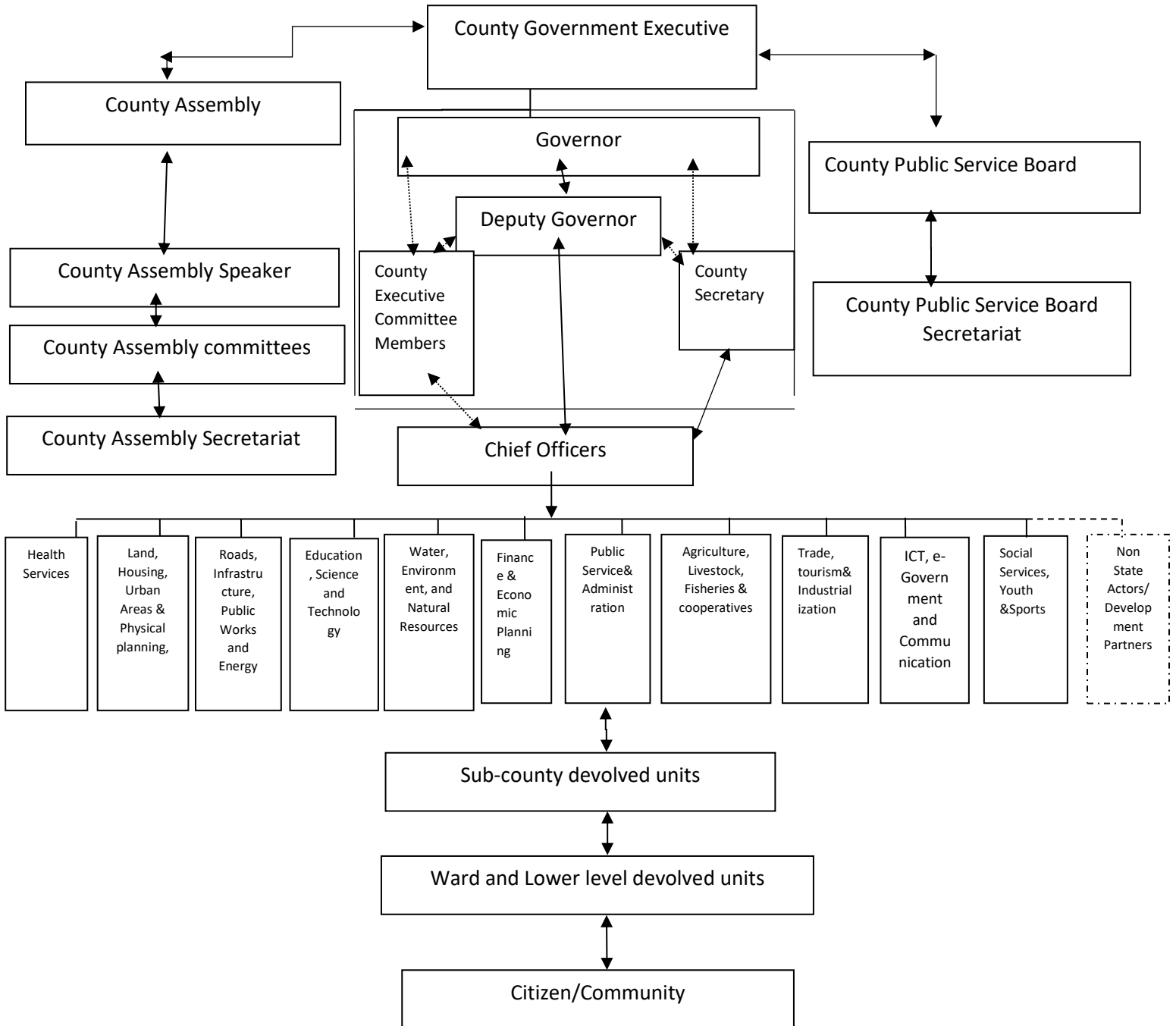
4.3 Financing Mechanism

Table 13: Sector Financing Mechanisms

S/No.	Subsector	Budget (KES Millions)	Source of Funds	
			CG	Others (Explain)
1	Public Service and Administration	3,480	CGK	World Bank
2	Office of the Governor	150	CGK	
3	County Public Service Board	300	CGK	
4	County Assembly	500	CGK	

4.4 Capacity Development

Table 14: Sector Capacity Gaps

S/No.	Capacity Gap	Measures to address the gap
1	Inadequate human resource capacity	Continuous recruitment and promotion of skilled staff Train and capacity build staff in critical skills
2	Inadequate office equipment and tools	Purchase modern office equipment and tools
3	Inadequate modern security and enforcement equipment	Purchase and hire modern security and enforcement equipment
4	Inadequate fleet	Purchase more vehicles
5	Limited access to disaster management services	Purchase of more modern fire rescue equipment; Establish 3 more disaster emergency centres; Increase funding for maintenance of fire equipment; and Continuously train and capacity build disaster management team

4.5 Risk Management

Table 15: Risks, Levels, Owners and Mitigation Measures

Risk	Risk Level (High, Moderate, Low)	Risk Owner (s)	Mitigation Measures
Financial mismanagement	High	Sector	Strengthen financial controls on utilization of funds Strictly adhere to PFM Act 2012
Political interference	Moderate	Sector	Strengthen Laws to ring fence the Sector
Cybercrime	Moderate	Sector	Continuous update of ICT equipment and infrastructure
Noncompliance to administrative guidelines, standards and policies	Moderate	Sector	Work within approved guidelines, standards and set guidelines
Noncompliance with legal provisions	High	Sector	Engagement of legal experts Compliance with legal requirements

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 such 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 M & E 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 an 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 and their 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 next 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 21 will be used to effectively monitor the progress of implementation of programmes in the plan and eventually evaluate them.

ANNEX 1: Monitoring and Evaluation Matrix

Programme	Outcome	Key Performance Indicator(s)	Baseline		Targets	
			Year	Value	Five Year Target (s)	Ten Year Target (s)
County Administration	Improved service delivery	No. of Community Administration offices Constructed	2022	0	200	400
		No. of Village Administration offices Constructed	2022	0	100	240
		No. of ward offices constructed	2022	22	41	60
		No. of Sub County offices constructed	2022	2	7	12
		% completion level of the County HQs	2022	0	50	100
Disaster Management	Improved access to disaster rescue services	No of modern fire engines purchased	2022	1	2	4
		No. of disaster emergency centres established	2022	1	2	3
		No. of disaster management staff trained and capacity built	2022	4	45	86
		No of staff trained	2022	2813	2123	3877

Human Resource Management	Improved service delivery	No. of staff counseled	2022	277	263	216
Promotion of Public participation	Enhanced citizen participation and civic education	No. of public participations carried out at the lowest level of devolved unit	2022	0	400	800
		No of public participation awareness campaigns carried out	2022	200	240	480
		No. of media platforms engaged	2022	2	3	6
		No. of citizen feedback mechanism platforms engaged	2022	1	3	6
		No. of benchmarking missions	2022	4	4	8
Alcohol and Substance Abuse Control	Minimized adverse effects of Alcohol and Drug Abuse	No. of Rehabilitation centres established	2022	1	2	3
		No. of awareness campaigns conducted	2022	163	154	143
Transport and fleet management	Improved Transport and fleet management	No of vehicles purchased	2022			
Records Management	Improved access to records	No. of Sub County records management	2022	0	6	12

	management services	offices established				
		No. of County records department at the HQs established	2022	0	5	10
		No of assorted modern office equipment purchased	2022	11	65	119
		% of records automation	2022			
		% establishment level of a records management Centre	2022	0	50	100
Security and enforcement promotion	Improved security and enforcement services	No. of assorted protective gears purchased for enforcement officers	2022	640	1,606	2,572
		Sets of enforcement band equipment purchased	2022	1	2	3
Human Resource Planning & Policy Implementation (PSB)	Improved skills for staff	No of staff recruited	2022	24	23	46
		No of staff trained on critical skills	2022	1	20	23
		No of staff capacity built	2022	1	22	23
	To enhance efficiency and effectivenes	% completion of the County	2022	0	50	100

	s in provision of HR services	Public Service Board building				
		No of staff recruited	2022	915	2,415	2,915
		No of HR audits conducted	2022	1	2	4
		% completion levels on development of a comprehensive HRIS	2022	0	50	100
Audit Services development		% levels of installation of Team Mate System	2022	0	100	0
Legal Services		% completion levels on Construction of County Court	2022	90	100	0
		No. of staff trained and capacity built in critical skills	2022	25	30	60

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

County Government of Kakamega
County Hall Building, Kenyatta Avenue / Mumias Road Junction,
P.O. Box 36-50100, Kakamega, Tel: 056 31850/2/3
Website: www.kakamega.go.ke

Prepared by: Alexander Simiyu

Designation: Economist

Department of Public Service and Administration