



BUNGOMA COUNTY

ADMINISTRATION AND INTERGOVERNMENTAL RELATIONS

SECTOR PLAN FOR THE PERIOD 2023 - 2032



"We Belong, We Care, We Serve"

KENYA

VISION 2030
Towards a Globally Competitive and Prosperous Kenya

ADMINISTRATION AND INTERGOVERNMENTAL RELATIONS

SECTORAL PLAN FOR BUNGOMA COUNTY

VISION

Excellent leadership, public sector policy management and cordial intergovernmental relations

MISSION

To provide leadership and oversight in economic and devolution management, resource mobilization and management; and Inter-governmental relations for a responsive public service.

FOREWORD



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

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

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

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

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

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

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

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

PREFACE



This Sector plan affords us the opportunity to map out our contributions in fulfilling the county government’s priorities. It lays out comprehensive strategies and outcomes aimed at addressing the triple challenges of poverty, unemployment and inequality confronting our county.

It is instructive to note that our Sectoral Plan 2023-2032 is anchored on and aligned with the Government priorities detailed in the *Big 4 Agenda* and the Vision 2030. The Sector Plan continues on a new trajectory of improved performance and delivery of quality public services as demanded by H.E The Governor during the signing of Performance Contracts with the County Executive Committee members.

All sub sectors under Administration and Intergovernmental Relations sector are called upon to apply better practices in implementing this sector plan and implement continuous improvement models in service delivery. We thank all stakeholders who participated in the formulation of this plan and issue a rallying call for all to join us in transforming Bungoma County.

A handwritten signature in blue ink, appearing to read 'Benedict Emachar', written over a light blue horizontal line.

HON. BENEDICT EMACHAR
COUNTY EXECUTIVE COMMITTEE MEMBER
PUBLIC SERVICE MANAGEMENT AND ADMINISTRATION

ACKNOWLEDGEMENT

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

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

The department of finance and Economic Planning under the leadership of CECM Chrispinus Barasa, Chief Officers Edward Makhandia and Dina Makokha, and Treasury Directors provided direction and tremendous support. For this, you are highly appreciated.

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

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

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

Thank you and God bless you all.

**CHIEF OFFICER
PUBLIC SERVICE MANAGEMENT AND ADMINISTRATION**

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ABBREVIATIONS AND ACRONYMS

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

CONCEPTS AND TERMINOLOGIES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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

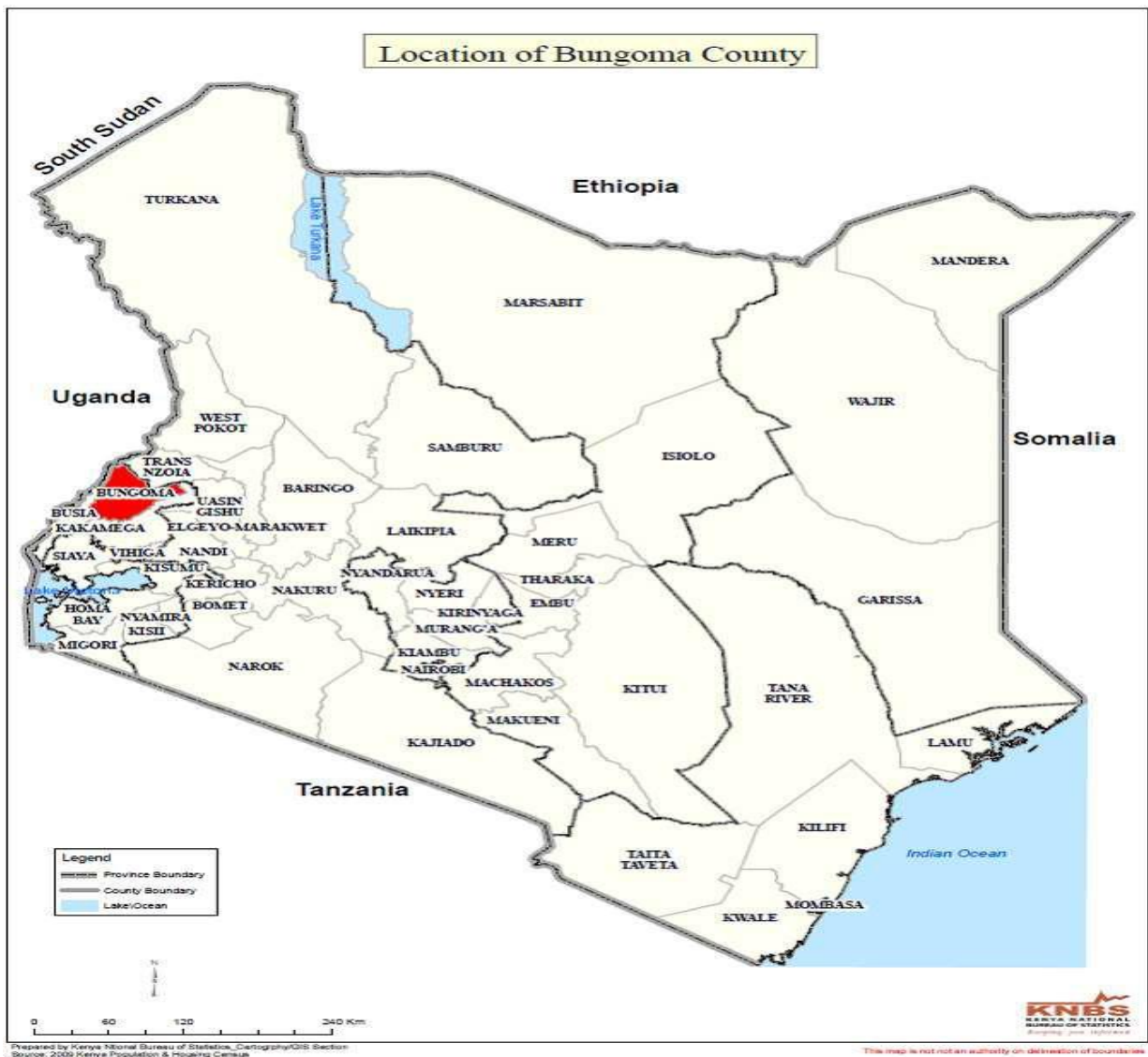
CHAPTER ONE: INTRODUCTION

1.1 Overview of the County

1.1.1 Size and Location

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

Map 1: Position of Bungoma County in Kenya



1.1.2 Physical and Topographic features

The major physical features include Mt. Elgon, several hills (Chetambe, Sang’alo and Kabuchai), rivers (Nzoia, Kuywa, Sosio, Kibisi and Sio-Malaba/Malakisi), waterfalls such as Nabuyole and Teremi. Mt. Elgon and Sang’alo hill have attractive caves. The altitude of the County ranges from over 4,321m (Mt. Elgon) to 1200m above sea level. The County has only one gazetted forest, the Mt. Elgon forest reserve which measures 618.2Km², and one National park, which measures 50.683 KM².

1.1.3 Ecological conditions

The County environment supports a complex pattern and balance of relationships between plants, animals, people and manmade features. These complex interactions lead to different selective pressures on organisms, leading to natural selection, which causes population of species to evolve. Variation in nutrients and accumulation of toxins due to human activities have affected the ability of the environment to support life systems. Mt. Elgon forest ecosystem supports diverse life systems contributing immense goods (fruits, tubers, medicinal herbs, game meat, timber, logs, poles, firewood, fodder etc) and services (shed, pollination, decomposition, evaporation, absorption of CO₂, nutrient formation, recreation, spiritual and cultural values etc).

The expanding County population accompanied by increasing agricultural activities have reduced spaces for fauna and flora. Excessive use of inorganic fertilizers for instance has affected soil nutrients, insects and certain bacteria niches thereby affecting nitrogen conversion for plants, leading to variability in yields. These and other related processes have led to co-evolution where species evolve in response to each other as seen from bees and the flowers they pollinate to predators and the prey they eat.

1.1.4 Climatic conditions

The County experiences two rainy seasons, the long rains of March to July and short rains from August to October. The annual rainfall in the County ranges from 400mm (lowest) to 1,800mm (highest). The annual temperature varies between 0°C and 32°C due to different levels of altitude, with the highest peak of Mt. Elgon recording slightly less than 0°C. The average wind speed is 6.1 km/hr. In the last decade, the County experienced increasing variability in rainfall and temperature patterns that have influenced changes in agricultural seasons.

1.1.5 Administrative Units

Bungoma County is divided into 12 Sub-Counties, 45 Wards and 236 Village Units. Map 1 shows Bungoma County administrative units.

MAP 2: Administrative Units

BUNGOMA COUNTY, SUBCOUNTY AND WARD BOUNDARIES

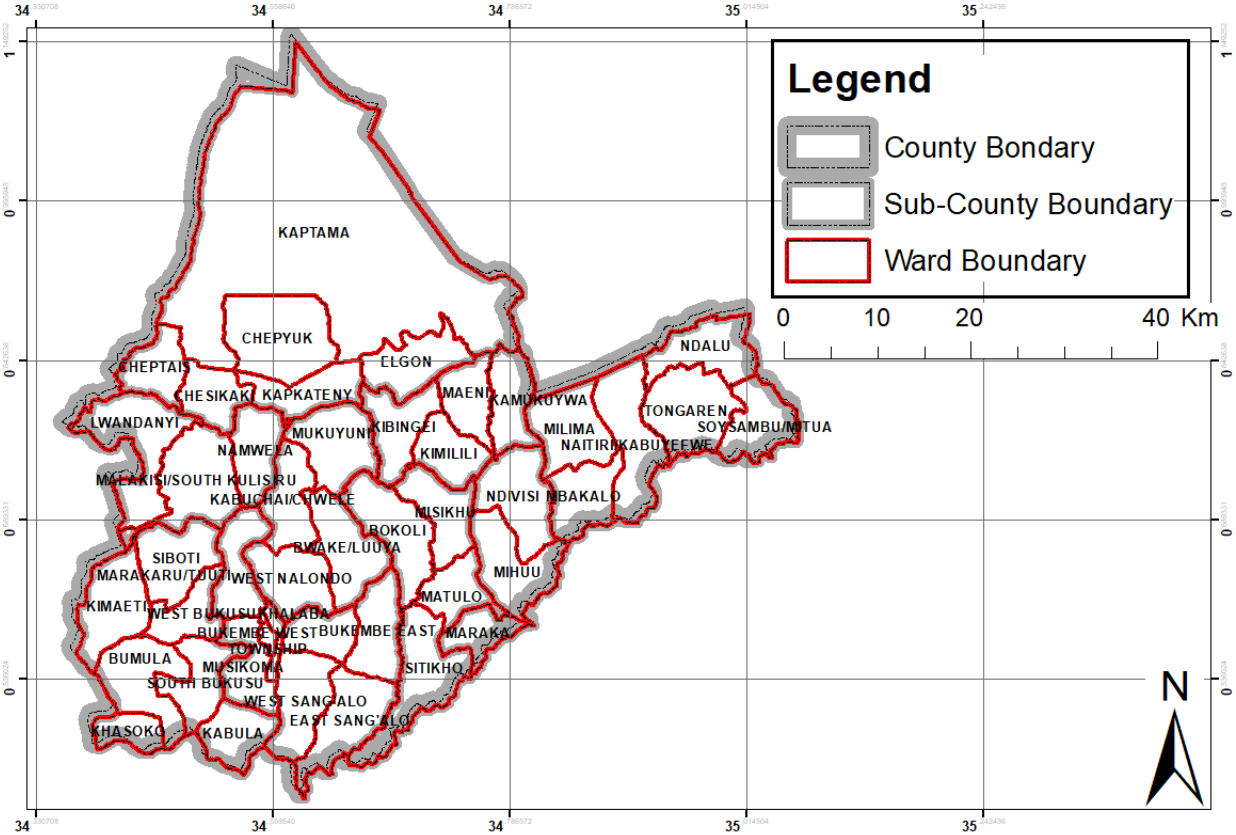


Table 1: Population Development of Urban Centres in the County

Urban Centre	1999	2009	2019		Census 2022			2025			2027			
	Census	Census	population	population	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Bungoma	44,196	54,469	32,706	32,720	68,031	34,912	34,927	72,621	37,268	37,284	77,520	38,926	38,942	80,968
Kimilili	10,261	40,928	27,225	28,824	56,050	29,062	30,769	59,831	31,022	32,844	63,868	32,402	34,305	66,709
Webuye	19,606	23,364	20,746	21,894	42,642	22,146	23,371	45,519	23,640	24,948	48,590	24,691	26,057	50,751
Chwele	3,018	-	4,487	5,310	9,797	4,790	5,668	10,458	5,113	6,051	11,163	5,340	6,320	11,660
Kapsokwony	5,687	3,663	3,435	3,641	7,077	3,667	3,887	7,554	3,914	4,149	8,064	4,088	4,333	8,423
Cheptais	3,675	0	2,124	2,295	4,419	2,267	2,450	4,717	2,420	2,615	5,035	2,528	2,731	5,259
Sirisia	-	-	991	1,105	2,096	1,058	1,180	2,237	1,129	1,259	2,388	1,179	1,315	2,495

1.1.6 Major Economic Activities

Agriculture, transport and storage contributes the most to the Gross County Product at 44.2% and 11.6%. Other key economic activities include public administration and defense, education, water supply and waste collection, wholesale and retail, real estate activities, Manufacturing and construction. However, most these economic activities are vulnerable to weather changes and scarce resources.

To maximize on scarce resources County has pulled together the factors of production in order to create economies of scale to address issues arising from: economic development strategy, administration, telecommunications infrastructure development, legislative development and financial development.

To achieve this, the County is collaborating with other Counties, the National Government and development partners to create synergies to empower its citizens by building on comparative advantage to spur economic growth.

The table 2 highlights the contribution of the various economic activities in the County (KNBS Gross County Product Reports, 2019 and 2021)

Table 2: Gross County Product (GCP) by Economic Activities in millions, 2017 and 2020

Economic Activity	GCP (In Kshs, millions)- 2017	GCP (In Kshs, millions) - 2020	In Deviation	Percent contribution to GCP 2017	Percent contribution to GCP 2020	Deviation	% Contribution to National GVA and GDP- 2020S	% Contribution to National GVA and GDP- 2020
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Agriculture, forestry and fishing	107,829	91,795	(16,034)	58.76%	44.20%	(14.56)	3.8	3.7	(0.1)
Mining and quarrying	304	355	51	0.17%	0.17%	0	0.5	0.5	0
Manufacturing	1,720	8,162	6,442	0.94%	3.93%	2.99	0.3	1.1	0.8
Electricity supply	433	760	327	0.24%	0.37%	0.13	0.3	0.5	0.2
Water supply; waste collection	1,203	1,357	154	0.66%	6.53%	5.87	2.1	2.2	0.1
Construction	4,123	6,294	2,171	2.25%	3.03%	0.78	0.9	0.8	(0.1)
Wholesale and retail trade; repair of motor vehicles	6,650	10,327	3,677	3.62%	4.97%	1.35	1.1	1.2	0.1
Transport and storage	10,388	24,093	13,705	5.66%	11.60%	5.94	1.7	2.1	0.4
Accommodation and food service activities	394	1,349	955	0.21%	0.65%	0.44	0.7	1.7	1.0
Information and communication	1,576	4,031	2,455	0.86%	1.94%	1.08	1.4	1.4	0
Financial and insurance activities	9,933	2,381	(7,552)	5.41%	1.15%	(4.26)	1.6	0.3	(1.3)
Real estate activities	9,217	9,979	762	5.02%	4.80%	(0.22)	1.6	1.0	(0.6)
Professional, technical and support services	14	3,142	3,128	0.01%	1.51%	1.5	0.0	0.9	0.9
Public administration and defense	8,742	16,869	8,127	4.76%	8.12%	3.36	2.6	2.8	0.2
Education	15,730	16,571	841	8.57%	7.98%	(0.59)	4.9	4.1	(0.8)
Human health and social work activities	3,067	4,623	1,556	1.67%	2.23%	0.56	2.4	2.1	(0.3)
Other service	3,761	4,286	525	2.05%	2.06%	(0.24)	4.1	2.0	(2.1)

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activities									
FISIM ₁	1,574	1,310	(264)	0.86 %	0.63%	(0.23)	0.6	0.6	0.0
Total	183,509	207,684	24,175	96.96 %	105.9%	8.94	2.4	2.1	(0.3)

1.2 Background Information

1.2.1 Overview of the Sector

Kenya ushered in a new political and economic governance system with the passage of a new constitution in 2010 that introduced two levels of Governments, National government and county government.

From 2015 to 2019, Kenya’s economy achieved broad-based growth averaging 4.7% per year, significantly reducing poverty to an estimated 34.4% in 2019). In 2020, the COVID-19 shock hit the economy hard, disrupting international trade and transport, tourism, and urban services activity, in particular. Fortunately, the agricultural sector, a cornerstone of Bungoma County economy, remained resilient. In 2021, the economy staged a strong recovery, although some sectors, such as tourism, remained under pressure. Although the economic outlook is broadly positive, it is subject to elevated uncertainty, including through Kenya’s exposure (as a net fuel, wheat, and fertilizer importer) to the global price impacts of the Russian invasion of Ukraine.

The National Government support to Bungoma’s pandemic response includes emergency funding to strengthen medical services and reduce the spread of the virus, as well as budget support to help close the fiscal financing gap while supporting reforms that help advance the County government’s inclusive growth agenda. In addition to aligning the county’s long-term development agenda to Vision 2030 and other development goals.

1.2.2 Sub-Sectors and their Mandates

This sector consists of four sub-sectors namely: Administration & Public Service management, Finance & Economic Planning, Governance and County Assembly

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Table 3: Sub-Sectors and their Mandates

NO	SUB SECTORS	MANDATE
1.	Administration & Public Service Management	<ul style="list-style-type: none"> • Strengthen county government’s capacity for implementation of devolution and enhance Intergovernmental Relations; • Transform the quality of public service and enhance empowerment and participation of youth and other vulnerable groups in aspects of national and county development • Attract, retain and develop competent human resource, and promote good governance towards an ethical Public Service • Formulate, review and implement appropriate ICT policies, legal and institutional framework that improve efficiency of service delivery to enable universal access to information
2.	Financial & Economic planning	<ul style="list-style-type: none"> • Development and Enforcement of Financial Governance Standards and Oversight in line with National Government policies; • Management of County Governments Financial Systems and Standards; • Custodian of County Government Assets and Property; • Promotion of Equity through Affirmative Action Programmes • Resource mobilization
3.	Governance	<ul style="list-style-type: none"> • Provide overall policy and leadership direction for county prosperity • Enhance responsiveness, demand for quality services and promote administrative justice in the public sector. • Promote harmony, equity and fairness in County public service remuneration for attraction and retention of requisite skills
4.	County Assembly	<ul style="list-style-type: none"> • Legislation & Representation • Provide oversight • Vetting & Approvals

1.2.3 Contribution of the Sector towards Social Economic Development

The Administration & Public Service management strengthens County Government’s capacity for implementation of programmes & projects through provision of quality of public service. It achieves this by attracting, retaining and developing competent human resource and formulating policies, legal and institutional framework for socio-economic development.

The finance & Economic Planning sub- sector is the primary driver of the economy. It promotes economic growth through mobilizing and pooling resources, producing information about investment, facilitating and encouraging the inflows of resources, as well as optimizing the allocation of resources.

The sector contributes to reduction in poverty and inequality by broadening access to finance to the poor and vulnerable groups, facilitating risk management by reducing their vulnerability to shocks, and increasing investment and productivity that result in higher income generation.

Financial services sector has aided growth of small and medium sized enterprises (SMEs) by providing them with access to finance. SMEs are typically labor intensive and create more jobs than do large firms. They play a major role in economic development particularly in emerging economies.

This role of financial services goes beyond just having financial intermediaries and infrastructures in place. It entails having robust policies for regulation and supervision of all the important entities. Weak financial sector policies have potentially disastrous consequences on development and economic outcomes. Finance matters for social economic development, both when it functions well and when it malfunctions.

The County Assembly plays a major role in legislation, representation & oversight whereas governance provides policy direction for socio-economic development.

1.3 Rationale for the County sector Plans

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

1.3.1 Legal Framework for the Preparation of the County Sectoral Plans

The legal basis for the preparation of the county sectoral plans include:

County Government Act, 2012

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

Specifically, Section 109 of the Act states that a County department shall develop a ten-year county sectoral plan as component parts of the county integrated development plan. The County sectoral plans shall be programme based, the basis for budgeting and

performance management and shall be reviewed every five years by the county executive and approved by the county assembly, but updated annually.

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

Public Finance Management Act, 2012

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

Section 126 of the Act provides that every county government shall prepare a development plan in accordance with Article 220(2) of the Constitution, that includes: strategic priorities for the medium term that reflect the county government’s priorities and plans; a description of how the county government is responding to changes in the financial and economic environment; and programmes to be delivered with details for each programme of the strategic priorities to which the programme will contribute, the services or goods to be provided; measurable indicators of performance where feasible, and the budget allocated to the programme.

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

Urban and Cities Act, 2011

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

Intergovernmental Relations Act, 2012

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

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

1.3.2 Linkage of County Sectoral Plans with Other Development Plans

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

National Government Big Four Agenda

The national government has identified four high impact agenda that will be pursued in five years (2018-2022) which coincides with this plan period. The big four agenda entails; Food security and improved nutrition, Universal health coverage, raising the share of Manufacturing sector to 15% of GDP and delivering at least 500,000 affordable Housing units by 2022. The two levels of government will develop collaborative strategies to realize the intended objectives of this agenda. Within this sector plan, the County government has outlined a number of projects/programmes, initiatives and policies with a focus on the big four agenda.

The implementation of the “Big Four” will contribute to broad based inclusive economic growth, faster job creation and reduction of poverty and inequality

National Spatial Plan (NSP) framework

The NSP is a thirty-year plan that covers the whole country and is aimed at balancing development across the country. Land is a limited resource with many competing land uses. The vision of the plan, in keeping with the Constitution and National Land Policy, is optimal productivity, sustainability, efficiency and equitability in the use of land in Kenya and the territorial space. The aim is to provide strategies and policies for sustainable exploration of the huge potential the country possesses in areas such as agriculture, tourism, energy, water, fishing and forestry. It also aims to address the issue of regional inequalities.

The NSP is expected to link different activities within the national space through integrated planning and create order for national development by giving spatial

dimension to various national economic sector policies, thus reducing the wastage of Kenya’s limited resources in line with the aspirations of Kenya Vision 2030.

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

Kenya Vision 2030 and Medium-Term Plans

Vision 2030 is anchored on three key pillars: Economic; Social; and Political. Each pillar has a clearly set out objectives. The Economic Pillar seeks to attain a growth rate of 10% per annum on average with respect to the Gross Domestic Product (GDP). It also aims to sustain that growth till 2030. The sectors that have been prioritized under this pillar include: Infrastructure; Tourism; Agriculture; Trade; Manufacturing; Business Process Outsourcing and Information Technology, and Financial services.

The objective of the Social Pillar is to invest in the people of Kenya in order to improve the quality of life for all Kenyans by targeting a cross-section of human and social welfare projects and programmes. The sectors prioritized under this pillar include; Education and Training; Health, Environment; Housing; Gender, Children and Social Development; Labour and Employment; Youth and Sports.

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

The third Medium Term Plan 2018-2022 aims to achieve accelerated, high, inclusive, broad based and sustainable social economic transformation. The plan targets to achieve the “Big Four” priority targets which include: supporting value addition; promoting initiatives that guarantee food security and nutrition to all Kenyans; promote universal health coverage and invest in affordable new housing units. The plan takes into account climate change impacts, and meeting the 17 Sustainable Development Goals (SDGs) and the goals of African Union Agenda 2063.

Constitution of Kenya 2010

The Fourth Schedule of the Constitution of Kenya (2010) clearly sets out the functions that will be carried out by the National government and that which will be carried out in the County governments. In view of this the Sector Plan is drawn from the fourth schedule of the Constitution.

The national government has since 2010 enacted Acts of parliament to address the issues of devolution. The main Acts include; Urban Areas and Cities Act, 2011; County

Governments Act, 2012; The Transition to Devolved Government Act, 2012; The Intergovernmental Relations Act, 2012 and The Public Finance Management Act, 2012. These Acts have in effect operationalized the County Governments.

Agenda 2063 of the African Union

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

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

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

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

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

Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a set of 17 goals, the world will use over 15 years to end extreme poverty, fight inequality and injustice, and fix climate change. Formed through extensive consultation with all levels of society, the SDGs are a comprehensive development plan to leave no person behind.

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

- a. Set their own national/county targets guided by the global level of ambition, but taking into account national/county circumstances; and
- b. In the implementation of the Agenda build on existing commitments and in accordance with international human rights standards for the full benefit of all.
- c. In view of this, the County government will undertake the following steps in addressing the post 2015 agenda;
- d. Review existing strategies and plans and identifying areas for change: To scan and detail the landscape of existing strategies and plans at the national, sub-national and local levels and then compare against the global SDGs and targets to identify gaps and provide the basis for recommending areas for change;
- e. Making initial recommendations to the leadership of the County government: for addressing SDG gaps in existing strategies and plans whilst recognizing that the SDGs “...are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental.”
- f. Set County-relevant targets: for County-adapted and inclusive SDGs that are achievable, yet ambitious
- g. Formulate strategy and plans using systems thinking: to incorporate the recommendations and the insights from the above steps into strategies and plans and matching ambition and commitments with resources and capacities; and
- h. Appoint at least one officer to serve as the County’s SDGs champion

The goals and targets of the new agenda are in line with the Vision 2030, which undergoes review every 5 years and is the national blueprint that defines the strategies and programs that will translate into efficient, effective, and responsive actions achievable. An information management system will support performance and monitoring and reporting of results.

Lake Region Economic Bloc (LREB)

The counties that constitute the Lake Region Economic Bloc are Bungoma, Busia, Homa Bay, Kakamega, Kisii, Kisumu, Migori, Nyamira, Siaya, Trans Nzoia, Kericho, Bomet, Nandi and Vihiga. They not only have similar ecological zones and natural resources; they have analogous cultural histories that date back to historical migrations and trading routes.

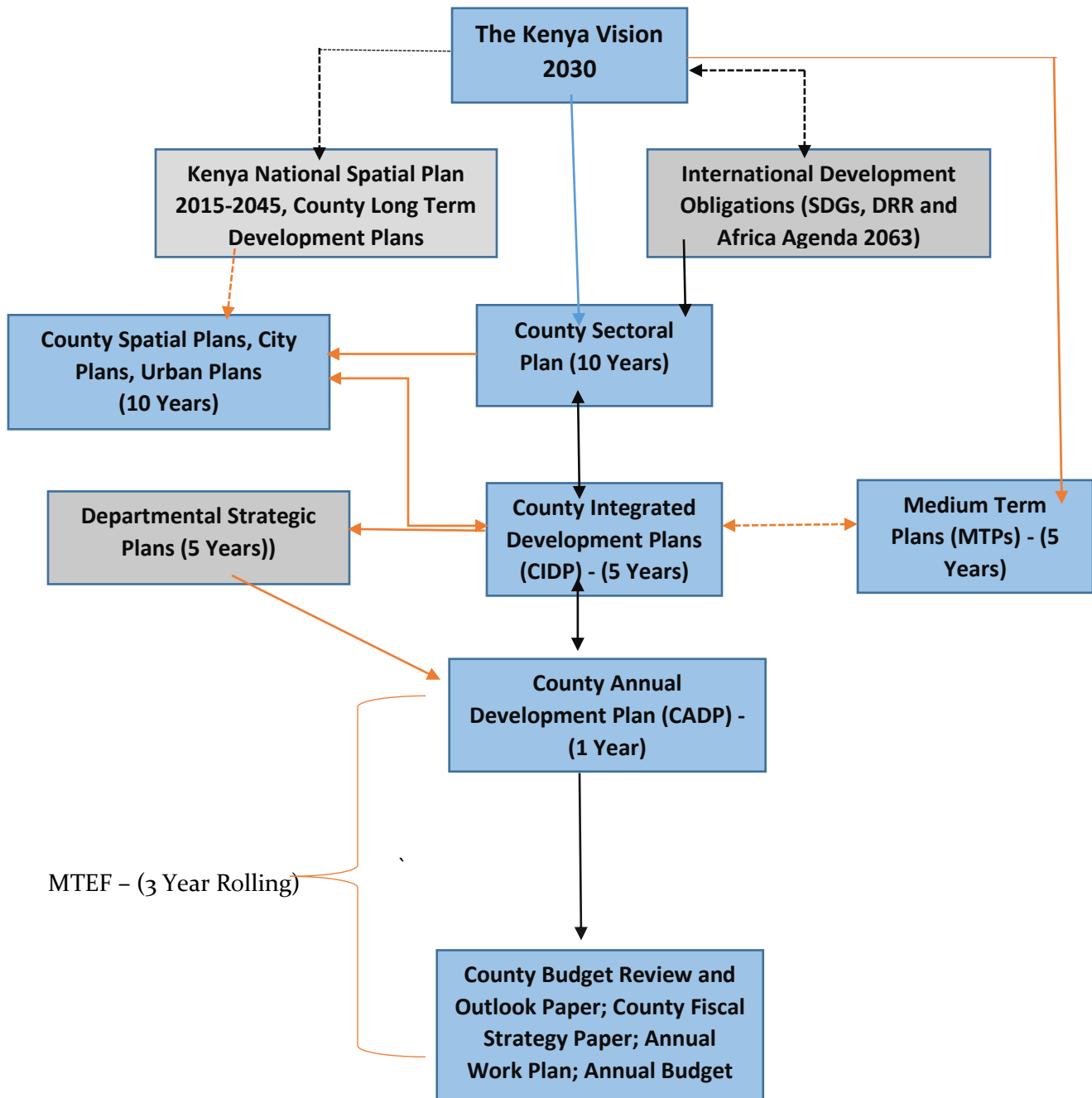
LREB was developed with the support of Deloitte East Africa and Ford Foundation in partnership with the county governments of the member 14 counties. The objective of the BLOC was to have an integrated approach in bringing together all the available resources, identify the opportunities and purposefully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

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

- PRODUCTION SECTOR
 - Tourism Pillar
 - Agriculture Pillar
 - Trade & Industrialization Pillar
- SOCIAL SECTOR
 - Education Pillar
 - Health Pillar
 - Youth, Gender & PWDs Pillar
 - Water, Environment & Climate Change Pillar
- ENABLING SECTOR
 - Financial Services Pillar
 - Infrastructure Pillar
 - Information Communication Technology Pillar

Figure 1: CSP Linkage with Other Plans



1.4 Methodology

1.4.1 Steps in Preparation of the CSP

Phase I: Preliminary stage

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

(ii) The respective CEC members and the County Assembly Clerk constituted the Sector Working Groups (SWGs) secretariat. The Chairs of the SWG Secretariat were the accounting officers in the respective sub-sectors while the sector economists was the secretaries to the SWGs secretariats.

(iii) Sensitization sessions on the CSP guidelines and the preparation process of CSP was conducted by the sector economists to the sector working group’s secretariats.

Phase II: Drafting Process

(i) Data collection and analysis

The SWG undertook a desktop and secondary data review on sector performance to determine the level of achievement, programmes implementation challenges and lessons learnt.

(ii) (ii) The SWG retreated for drafting workshops and consolidation of the collected data and information.

Phase III: Validation

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

Phase IV: Approval

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

CHAPTER TWO: SITUATION ANALYSIS

2.1 Sector Context Analysis

This section gives an analysis of the foreseeable political, economic, social, technological, environmental and policy factors during the planning period that could affect implementation of this plan either positively or negatively.

2.1.1 Macro-economic environment

The Kenyan economy grew by 6.7% in 2021 after 0.3% contraction in 2020. Growth was driven by services on the supply side and private consumption on the demand side, both benefiting from supportive policies and eased COVID-19 restrictions. Inflation increased to 6.1% in 2021 from 5.3% in 2020, reflecting increased cost of living.

However, economic growth is projected to decelerate to 5.9% in 2022 and 5.7% in 2023, driven by a decline in domestic and external demand caused by lower income and increase in food and fuel import costs. This is as a result of the uncertainties of the 2022 general election, a surge in COVID-19 infections and natural factors. These risks have been mitigated through organizing election-education events, continuing growth-friendly structural reforms to build resilience to shocks, enhanced adoption of technology in service delivery as well as addressing COVID-19 vaccine hesitance in all Counties.

According to World Bank, the country’s public debt surged to 68% of GDP at end-June 2021 from 63% in 2020 increasing Kenya’s risk of debt distress. This was driven by the primary deficit arising from unfavorable exchange rates. The exchange rate depreciated by 3.7% year on year in 2021 resulting to higher cost of imported commodities.

Bungoma County serves as gateway to Uganda, South Sudan, Rwanda and other Great Lake region countries. This has brought enormous economic opportunities through trans-border trade. However, the county continues to face significant challenges to sustainable and inclusive economic growth, which have been exacerbated by COVID-19 economic disruptions, alongside long-running challenges including improper resource utilisation, economic inequality and the effects of inflation.

2.1.2 Political (Administration)

Promulgation of the Kenya Constitution 2010 created a new political dispensation on governance. Two tier-governments were created being the National and the County governments with specific roles and functions. This was to ensure equitable distribution of resources to every part of the country. To achieve this, the County Government has put in place structures, policies and programs that enable efficient service delivery.

The governance structure has provided leadership and stewardship. This has made the implementation of programmes and projects a success story in the county

The county assembly has played a great role in the development of the county through legislation and oversight thus enhancing service delivery to the citizens of Bungoma

However, conflict of interest amongst the political class in the county has hampered effective and timely implementation of programs.

2.1.3 Socio- cultural

Historically, the County is inhabited by the Bukusu, Tachoni, Batura, Sabaot, Iteso, Ogiek and other Kenyan communities .who reside side by side in peace. The County is generally cosmopolitan and has good representation of both local and foreign expatriates. These communities has for centuries peacefully co-existed despite their differences in culture.

Some of their cultures are anti-development such as early marriages and regionalism have led to immense poverty and conflicts respectively. This has further resulted to income disparities among the citizens of Bungoma.

Deliberate strides have been made towards achieving socio-cultural well-being of County. These includes the prioritization SDGs on elimination of hunger and poverty and achievement of inclusive and equitable society. However, Covid-19 pandemic reversed the gains made in poverty reduction pushing majority of citizens to poverty through loss of employment and income

Environmental Context

Bungoma has fertile soils for agricultural production. However, recently it is been exposed to extreme natural events— low rainfall patterns, locust invasion, mudslides and flood, which have displaced communities, disrupted social services delivery, and induced social tensions. However, agricultural productivity has stagnated in recent years; value addition is limited and many smallholder farmers remain mired in poverty with limited access to competitive markets, finance and improved technology. The County Government towards enhancing agriculture-led economic growth, improve nutrition outcomes, strengthen county government capacity, and build sustainable market systems through private sector engagement with self-reliant rural households.

In line with Kenya’s Vision 2030, Bungoma has introduced policies and frameworks to tackle climate change by putting mitigation and adaptation measures. These include encouraging Bungoma citizen to invest in renewable sources of energy, increasing tree cover to at least 10% of land area of all landowners and increasing the uptake of adaptation technology across all sectors.

Technological Context

Information Technology is an essential part of our daily lives. It affects our communication, movement, studies, entertainment etc. It has reduced distance and made our interaction a lot easier.

In Bungoma County, technology is the key driver of economic growth. It allows for better and more efficient service delivery. It has been adopted in all County government departments in areas such as revenue collection, security, Health and planning. Through the mechanisms which technology is developed, adopted and used in government, detailed analysis can allow for new findings that will be important in many areas of policy formulation, research and development for both National and County governments. In fact, technology itself has influenced higher education, job creation and economic growth. Clearly, technology has enhanced the linkages between education, research and development, innovation and economic growth, part of the outcome we aim to achieve.

2.1.4 Demographics

Kenya is undergoing a demographic transition where the ratio of working age to non-working age population is increasing. Demographic dividend refers to potential benefits of this transition, such as reduced dependence ratios. Kenya's dependence ratio in 2019 was estimated at 69.8 percent. Middle income countries are at an advanced stage of transition with much lower dependence ratios. For instance, Malaysia's dependence ratio in 2019 was around 44.6 per cent. (KIPPR) The population of Bungoma County is 1,670,570 with female and male population of 858,389 and 812,146 respectively, while intersex population is 35. It has a population density of 552. The total number of households is 358,796 with an average household size of 4.6.

The 2019 Kenya national population and housing census placed Bungoma County's employable population at 1.4 million with working population at 629,609. With these trends, the County government seeks to invest more in social services and infrastructure, and ensure that a growing economy creates jobs for the large youthful population.

2.1.5 Environmental

Kenya has acknowledged the importance of addressing climate change by adopting the Paris agreement. The act highlights the importance of mainstreaming climate change across all sectors and developing a National Climate Change Action Plan to implement Climate Change Action. Kenya is determined to lower by 2030 its greenhouse gas emissions by 32%.

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2.2 Review of Sector Financing

This section highlights sector and sub-sector yearly allocation for the last 10 years. This is illustrated in table 3 and 4.

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Table 4: Source of Sector Budget Financing

Source of financing	Year 1 2013/14	Year 2 2014/15	Year 3 2015/16	Year 4 2016/17	Year 5 2017/18	Year 6 2018/19	Year 7 2019/20	Year 8 2020/21	Year 9 2021/22	Year 10 2022/23
County Government	2,089,509,976	3,048,326,336	3,603,242,050	3,748,363,168	4,232,405,098	3,048,044,119	3,148,114,395	2,772,047,182	3,156,246,872	3,492,482,286
NG grants	-	-	-	-	-	-	-	-	-	-
DP grants	-	-	-	-	-	58,329,310	242,537,789	257,537,789	112,815,048	112,815,048
A.I.A	-	-	-	-	-	-	-	-	-	-

Table 5: Analysis of Sector budget by sub - sector

Source of financing	Financing									
	Year 1 2013/14	Year 2 2014/15	Year 3 2015/16	Year 4 2016/17	Year 5 2017/18	Year 6 2018/19	Year 7 2019/20	Year 8 2020/21	Year 9 2021/22	Year 10 2022/23
Governance	0	198,727,688	445,194,001	406,620,230	436,455,547	442,906,924	434,609,527	441,000,000	513,714,828	499,894,902
Public Administration	1,223,307,976	597,460,718	484,225,325	496,535,918	663,771,437	590,565,223	734,081,564	753,459,861	696,281,303	789,265,845
Finance and Economic Planning	0	1,425,333,131	1,996,457,945	1,946,801,997	2,005,692,874	963,171,924	1,138,299,464	967,427,795	1,117,976,284	1,190,934,946
County Assembly	866,202,000	826,804,799	677,364,779	898,405,023	1,126,485,240	1,109,729,358	1,083,661,683	867,697,315	941,179,505	1,125,201,641
Total sector budget financing	2,089,509,976	3,048,326,336	3,603,242,050	3,748,363,168	4,232,405,098	3,106,373,429	3,390,652,184	3,029,584,971	3,269,061,920	3,605,297,334
Total County financing	8,702,780,000	8,269,819,488	9,123,649,874	9,201,133,407	10,028,151,931	11,253,060,757	11,921,532,501	11,908,254,558	12,760,578,248	12,914,280,379

2.3 Sector Performance Trends and Achievements

This section provides an analysis of sector performance in the last 10 years as well as lesson learnt.

Table 6: Sector Performance Trends and Achievements

S/No.	Key Output	Key performance indicator	Baseline Value (2013)	End Term Target (2022)	End Term Actual (2022)	Remarks
<p>Programme Name: Public sector information and communication technology management Objective: To develop, implement and monitor information communication technology policies and norms and standards that enable citizen centered services. Outcome: Informed public</p>						
1.	Information portal	Operational information portal	-	1	-	There is increased access to information as a result of operationalization of the bulk messaging services and installation of the M&E visual dashboard. However, the department intends to commit more resources towards increasing access to information.
2.	M&E visual dashboard	No. of M&E visual dashboard installed	-	3	1	
3.	Bulk messaging services	Operational bulk messaging services	-	1	1	
4.	Server room	Server room upgraded	-	1	1	Security of County Government information has been enhanced.
5.	County data centre	Functional County data centre	-	1	-	Increased ICT usage as a result of installation of LAN, WAN and WiFi has enhanced service serviced delivery. More investment is required to enhance ICT coverage.
6.	WiFi installation	% of HQ offices with WiFi coverage	-	100%	70%	
7.	LAN coverage	% of HQ offices with LAN coverage	-	100%	100%	
8.	WAN coverage	% of sub county offices with WAN coverage	-	9	3	
9.	ICT Hub at Matili TTC	Functional ICT Hub	-	1	-	
10.	ICT policy	ICT policy in place and implemented	-	1	1	
11.	ICT connection in learning institutions	% of learning institutions with ICT	-	100%	-	
12.	Community	No. of community ICT/	-	9	-	

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	ICT/ digital centres	digital centres				
13.	CCTV installation	% of office with CCTV	-	100%	30%	Security of County Government assets has been enhanced due to CCTV installation. More investment is required to enhance security of County assets.
14.	Asset tagging system	Functional Asset tagging system	-	1	-	
15.	Geographic Information System (GIS)	Functional Geographic Information System (GIS)	-	1	-	
Programme: Human resource and records management and development Objective: To develop, implement and monitor human resource management policies. Outcome: Satisfied and productive workforce						
1.	Records management system	Records management system	-	1	1	This has enhanced Human resource management
2.	Human resource management system	Human resource management system	-	1	1	
Programme: Service delivery and organizational transformation Objective: To promote the implementation of effective service delivery Outcome: Efficient service delivery						
1.	Plots for construction of ward administration offices	No. of plots procured for construction of ward administration offices	12	45	12	Public service delivery has been enhanced by construction of ward administration offices and face-lifting of the county HQs. More investment is required for acquiring of land and construction of offices at sub county and ward levels.
2.	Ward administration offices	No. of Ward administration offices constructed	-	45	10	
3.	Sub county administration offices	No. of Sub County administration offices constructed	-	9	-	
4.	Huduma/ information centres	No. of Huduma/ Information centres constructed	-	8	-	
5.	Governor's and Deputy Governor's official residence constructed	No. of official residence constructed	-	2	-	
6.	County HQ landscaping and refurbishment	County HQ refurbished and landscaped	-	1	1	
Programme: General Administration, Planning and Support Services Objective: To promote efficient service delivery Outcome: Efficient service delivery						
1.	Buses and vans	No. of buses and vans	-	11	-	Low investment

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		procured				has hindered
2.	Transport and mechanical yard	No. of transport and mechanical yard operationalized	-	1	-	achievement of efficient transport services for county employees.
3.	Strategic plan	Departmental strategic plan formulated	-	2	2	Service delivery has been enhanced by formulation of strategic plans.
4.	Office of the ombudsman	Operational office of the ombudsman	-	1	-	Service delivery has been enhanced. Inadequate budgetary allocation has hampered provision of the service in all county government offices.
5.	Cleaning and security services	Cleaning and security services provided in all county offices	-	100%	70%	
<p>Programme: Public Participation, Civic Education and outreach services Objective: To improve access and participation in County Government processes Outcome: Informed Public</p>						
1.	Civic education	No. Civic education engagements	N/A	450	81	Enhanced public knowledge on various aspects of constitution, devolution, democracy and individual rights. However, more resources should be channeled towards civic education and public participation.
<p>Programme: Finance and Economic Planning Management Outcome: Enhanced transparency and accountability in the utilization & management of public financial resources Objective: To enhance prudent, financial and fiscal management for economic growth and stability</p>						
1.	A community enjoying high standard of living	No. of approved County Integrated Development Plans	-	2	2	CIDP prepared and approved. Mid-term review undertaken. Enhanced County planning and coordination of services
		No. of approved County Annual Development Plan	-	10	9	4 CADPs prepared

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		(CADP)				and approved. Enhanced County planning and coordination of services
		No. of sector plans reviewed/prepared	-	10	10	Sector plans reviewed. Improved County planning and coordination of services
		No. of approved Resource Mobilization Strategy	-	1	-	Lack of budgetary allocation
		No. of approved PPP engagement Framework	-	1	-	Lack of budgetary allocation
		No. of approved Sub-County development plans	-	9	-	Lack of budgetary allocation
		No. of approved long term Infrastructure master Development Plans-Roads and transport, water, storm water and sanitation, energy and housing	-	5	-	Lack of budgetary allocation
		No. of information and documentation Centres established/operationalized	-	6	-	Lack of budgetary allocation
		No. of community members trained on project management	-	2,250	-	Lack of budgetary allocation
		No. of SDGs status reports prepared	-	20	6	Lack of budgetary allocation
		No. of forums on SDGs and post 2015 development agenda held	-	20	4	Lack of budgetary allocation
		% of Socio economic empowerment projects completed Under CEF	25	25	25	Sufficiently funded
		No. of poverty alleviation initiatives undertaken	-	11	-	
		No. of policy Research Papers and Reports prepared and disseminated	-	10	1	Inadequate funds
2.	A transparent and accountable system for the management of public financial resources	No. of Annual, quarterly and, monthly statistical publications and reports produced	-	60	-	Lack of budgetary allocation
		No. of Mini censuses	-	5	-	Lack of budgetary allocation
		No. of Surveys	-	5	-	Lack of budgetary allocation

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	Improved utilization of public funds	Number	-	20	16	Quarterly M&E reports prepared and disseminated.
		Number	-	2	2	Two M&E Officers seconded to the unit. Service delivery enhanced
		Number	-	1	-	Not implemented due to lack of funds
3.	A transparent and accountable system for the management of public financial resources	Amount of revenue collected as a % of total County allocation	-	25	6	Lack of legal framework. County in the process of enacting legislation on property taxes, entertainment taxes and enforcement
		No. of sector specific resource mobilization strategies developed	-	8	-	Lack of budgetary allocation
		Number and type of budget reports		20	16	Quarterly budget reports prepared. Enhanced legal compliance
		No of Public Expenditure Review Reports	-	20	16	Quarterly County Budget implementation review reports prepared
		Final accounts submitted for audit by 30th September	-	5	4	Financial statements prepared annually in line with PFMA. Enhanced accountability
		% of revenue collected, disbursed and accounted for	100	100	100	Target achieved. All revenues collected, disbursed and accounted for in line with PFMA
		No. of accounting reports produced	-	60	48	Accounting reports prepared annually in line with PFMA. Enhanced accountability
		% of government	-	30	30	Target attained.

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		procurement opportunities opened to the youth, women and persons with disabilities				compliant with AGPO
		% compliance to Public Procurement and Disposal Act, 2015	-	100	85	Procurement undertaken in line with PPAD Act. However, no disposal of public assets done
4.	Improved utilization of public funds	No. of VFM audits conducted	-	65	48	Three VFM audits undertaken quarterly. Enhanced Accountability

Challenges

- Inadequate resources towards county planning and financial services activities
- Inadequate policy and legal framework to enhance revenue mobilization has affected mobilization of county own source revenues resulting to budgetary cuts towards projects and programmes.
- Inadequate funds allocated towards staff capacity building and professional development
- Inadequate office space to facilitate sector operations
- Conflict of interest in sector programme implementation

Lessons Learned

In order to achieve the set goals and objectives outlined in the Sector plan, there is need to embrace key aspects below:

- A shared national mindset for development
- There needs to be close collaboration between the two levels of government on issues of policy and development
- Enhance Public Private Partnership in development.
- Enhance policy and legal framework
- Adherence to the existing laws and regulations

2.4 Sectoral Development Issues

This section presents development issues, their causes, available opportunities and possible preventing the achievement of the development objectives

Table 7: Sectoral Development Issues

Sub- Sector	Development issues	Causes	Opportunities	Challenges
Finance & Economic Planning	Financial management	Non-adherence to approved plans and budgets	<ul style="list-style-type: none"> • Existence of legal framework (PPDA, 2015, PPDR, 2020, PFMA, 2012) • Existence of institutional framework 	<ul style="list-style-type: none"> • Late approval of the budget • Inadequate human resource capacity
		Poor management of County own source revenue	<ul style="list-style-type: none"> • Existence of legal framework (Finance Acts, PFMA, 2012) • Existence of institutional framework • Existence of automated revenue management systems 	<ul style="list-style-type: none"> • Inadequate human resource capacity • political input • Inadequate legislation • Inadequate infrastructure at revenue collection points
		Imprudent use of public resources	<ul style="list-style-type: none"> • Existence of legal framework(IPPf 2015, PFM Act, 2012) to regulate audit processes • Existence of institutional framework • Existence of digitized audit system • Availability of skilled technical staff 	<ul style="list-style-type: none"> • Inadequate technical capacity • Inadequate personnel • Inadequate implementation of audit recommendation and follow ups on the audit reports
		Inadequate statistical data	<ul style="list-style-type: none"> • Existence of KNBS • Availability of data from various stakeholders such as World Bank, CBK etc 	<ul style="list-style-type: none"> • Inadequate capacity • Unreliable data

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Sub- Sector	Development issues	Causes	Opportunities	Challenges
		Poor monitoring & evaluation of projects	<ul style="list-style-type: none"> • Existence of legal framework(Intergovernmental Relations Act, 2012, PFMA, 2012) • Existence of institutional framework • Existence of automated Monitoring and Evaluation system (e-CIMES) 	<ul style="list-style-type: none"> • Inadequate human resource capacity • lack of an active M&E Policy • mobility challenges • Inadequate budgetary allocation towards M&E activities.
Administration & Public Service Management	Access to County Government services	Inadequate infrastructure	<ul style="list-style-type: none"> • Availability of land in some wards. • Availability of local construction materials 	Inadequate fiscal space
		Poor coordination of Government services	Availability of administrative structures up to the village level	<ul style="list-style-type: none"> • Uncoordinated logistics • Inadequate utilities
		Low access to information	<ul style="list-style-type: none"> • Availability of administrative structures up to the village level • Availability of website 	Inadequate civic education
		Low digitization of government services	Availability of ICT experts	Inadequate budgetary allocation
	Access to information	Low uptake of ICT	<ul style="list-style-type: none"> • Availability of land for construction of ICT centres • Availability of skilled ICT human resource 	<ul style="list-style-type: none"> • Inadequate financial resources • High poverty levels • Low ICT connectivity
Governance	Leadership and stewardship	Low adherence to ethical code of conduct	<ul style="list-style-type: none"> • Trainings on ethics and integrity • Sensitization for a 	Inadequate budgetary allocation
		Poor conflict management	<ul style="list-style-type: none"> • Availability of experts and religious leaders • Availability of law enforcement agencies and justice system • Existence of NCIC policies and 	<ul style="list-style-type: none"> • Cultural beliefs • Inequitable resource allocation • Inadequate budgetary allocation

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Sub- Sector	Development issues	Causes	Opportunities	Challenges	
			regulations		
County Assembly	Legislation	<ul style="list-style-type: none"> Inadequate legal framework 	<ul style="list-style-type: none"> Interest by stakeholders to forge partnerships, linkages and collaborations An emerging and more enlightened citizenry. Technological advancement and increased innovation 	<ul style="list-style-type: none"> Inadequate funding Court injunctions Poor working conditions 	
	Oversight	Conflict of interest	<ul style="list-style-type: none"> Increased stakeholder expectations and regulatory requirements 	<ul style="list-style-type: none"> Inadequate capacity 	
	Representation	Conflict of interest		<ul style="list-style-type: none"> Informed citizenry about their rights. 	<ul style="list-style-type: none"> Inadequate knowledge of the functions of the County Assembly by the public. Poor perception by the public
			Difficulties in meeting timelines to consider petitions.	<ul style="list-style-type: none"> Stakeholder readiness to partner on policy formulation and enactment. 	<ul style="list-style-type: none"> Unsustainable Bunge Mashinani forums
			Limited budgets	<ul style="list-style-type: none"> Informed citizenry about their rights. 	<ul style="list-style-type: none"> Inadequate knowledge of the functions of the County Assembly by the public. Poor perception by the public
	Administration	Lack of HRM policy		<ul style="list-style-type: none"> Many skilful and technical staff 	<ul style="list-style-type: none"> Varied personal and institutional interests Poorly maintained infrastructure
				<ul style="list-style-type: none"> Existing modern HRM practices 	<ul style="list-style-type: none"> Non-adherence to HRM practices
		Shortage of office space		<ul style="list-style-type: none"> Space availability for expansion 	<ul style="list-style-type: none"> Insufficient office space Inadequate financial resources
				<ul style="list-style-type: none"> Completion of new office block is at 96% 	<ul style="list-style-type: none"> Inadequate financial resources

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Sub- Sector	Development issues	Causes	Opportunities	Challenges
		Insecurity	<ul style="list-style-type: none"> • Leverage on new ICT systems • Expanding ICT connectivity 	<ul style="list-style-type: none"> • Inadequate security and safety measures • High installation and maintenance costs

2.5 Crosscutting Issues

This section illustrates the crosscutting issues on the current situation, its effects, existing gaps and the measures to be taken.

Table 8: Crosscutting Issues

Cross cutting issues	Current situation	Effects of the issues on the sector	Gaps	Measures for addressing the gaps	Recommendations
HIV&AIDS	The County HIV prevalence rate stands at 2.8% with youth being most affected	Youth are the biggest service providers that support provision of labor and drivers of innovation in the sector, this affects their ability to deliver and by extension Reduce budgetary allocation to productive sectors through sensitization campaigns	HIV policy does not cover all sub-sectors	National policy on HIV & Aids	Domestication of the National Policy to County Specific Awareness creation
Integration of vulnerable groups	Low engagement of Women, Youth, PWDs, Children & the Old in productive activities	Noncompliance with government directive on AGPO guidelines	Low commitment on integration of vulnerable groups	Implementation of the national plans on integration of vulnerable groups	Domestication of national action plans on vulnerable groups
Climate Change	Unpredictable weather	Reduced income levels	Inadequate enforcement	Enforce climate	Enforce climate change policies

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Cross cutting issues	Current situation	Effects of the issues on the sector	Gaps	Measures for addressing the gaps	Recommendations
	patterns	from economic activities Conflicts from resource ownership and management	nt of climate change policies and regulations	change policies and regulations	and regulations Enhance climate change sensitization programmes

2.6 Emerging Issues

Covid-19 Pandemic

The impacts of the pandemic and the economic fallout have been widespread, but remain particularly prevalent among the poor people. Millions of people were rendered jobless and struggled to afford adequate food and pay other bills. The poor were the most affected reflecting harsh and long-standing inequities, often stemming from structural discrimination in education, employment, housing, and health care that the crisis exacerbated. Households with children continue to face especially high hardship rates.

The sector will however, continue to prioritize the implementation of programmes that will lift majority of the population out poverty while also putting in place measures to handle future pandemics.

Russia-Ukraine War

The Russia's invasion of Ukraine has triggered seismic repercussions: a fast-moving refugee crisis, unprecedented sanctions against a major economy and a shakeup of global relationships.

The two nations are some of the world’s major producers of oil and cereals. There is less production of these commodities resulting from sanctions imposed by the US and the West. These has led to smaller supplies and higher prices of these essential commodities. The sharply rising commodity prices have been the immediate economic impact of the Ukraine conflict.

2.7 Stakeholder analysis

This section highlights the different stakeholders relevant to the sector, their roles and possible areas of collaboration.

Table 9: Stakeholder Analysis

Stakeholder	Role	Possible areas of collaboration
County Assembly	Legislation, oversight and representation	Development of sector policies, plans and enactment of enabling legislation Oversight of development implementation
National Government	Policy formulation, implementation and evaluation, provision of resources and security	Training and provision of technical assistance Coordination, capacity building, policy formulation Funding of projects Implementation of projects
Development Partners	Funding of projects & programmes	Infrastructure development Capacity building
The public & Private Sector	Participate constructively in Department’s programmes, provide feedback, policy and legislative advocacy on interest of business community, conform & comply	Policy formulation, public participation, monitoring and evaluating the sectors projects and activities and provide feedback

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Stakeholder	Role	Possible areas of collaboration
	with the laid down business regulations & policies and partner in service delivery	
CSOs, CBOs, NGOs, FBOs and other special interest groups	Advocacy and resource mobilization	Planning, implementation and monitoring and evaluating the sectors projects and activities
Professional Bodies and Training Institutions	Capacity development and regulation of practices	Training, Membership and research

CHAPTER THREE: SECTOR DEVELOPMENT STRATEGIES AND PROGRAMMES

3.1 Sector Vision, Mission and Goal

3.1.1 Sector Vision

Excellent leadership, public sector policy management and cordial intergovernmental relations

3.1.2 Sector Mission

To provide leadership and oversight in economic and devolution management, resource

Mobilization and management; and Inter-governmental relations for a responsive public

Service

3.1.3 Sector Goal

- To provide overall policy and leadership direction for County prosperity
- To promote public policy formulation, planning, coordination, implementation, monitoring and evaluation of public projects and programmes for national development;
- To strengthen County government’s capacity for implementation of devolution and enhance Intergovernmental Relations;
- To promote prudent, financial and fiscal management for economic growth and stability
- To transform the quality of public service and enhance empowerment and participation of youth and other vulnerable groups in aspects of national and County development
- To promote, strengthen and implement County legislation, provide oversight over public agencies and good governance
- To advice on prudent management of County resources and advancing devolution to lower units of administration
- To attract, retain and develop competent human resource, and promote good governance towards an ethical Public Service;
- To promote harmony, equity and fairness in County public service remuneration for attraction and retention of requisite skills
- To promote and support good governance and accountability in the public sector for the achievement of Vision 2030 goals.
- To ensure timely release of exchequers for financing County programmes
- To enhance responsiveness, demand for quality services and promote administrative justice in the public sector.
- Formulate, review and implement appropriate ICT policies, legal and institutional framework that improve efficiency of service delivery.
- Enable universal access to technology and information in order to build knowledge-based 8economy.

3.2 Sector Development Objectives and Strategies

This section presents the sector objectives and strategies in relation to development issues identified previously

Table 10: Sector Development Objectives and Strategies

Sub – Sector	Development Issue	Development Objectives	Strategies
County Assembly	Legislation, Oversight and representation	To strengthen County policy and legal framework, promote equity and prudence in management of County resources.	<ul style="list-style-type: none"> ✓ Strengthen Policy, Legal and Institutional Framework ✓ Development of appropriate policy and legal framework ✓ Promote prudence in management of county resources ✓ Promote participatory and inclusive governance ✓ Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.
Administration & Public Service Management	Access to County Government services	To promote the implementation of effective service delivery	<ul style="list-style-type: none"> ✓ Strengthen Policy, Legal and Institutional Framework ✓ Promote organizational transformation ✓ Enhance human resource management ✓ Enhance records management and development ✓ Promote human development ✓ Enhance quality assurance ✓ Promote ethics, governance and national values ✓ Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.
Governors	Leadership and stewardship	To strengthen capacity for implementation of devolution and enhance intergovernmental and public relations	<ul style="list-style-type: none"> ✓ Strengthen Policy, Legal and Institutional Framework ✓ Carry out civic education and outreach services ✓ Promote Ethics and Integrity among staff ✓ Support good governance ✓ Promote conflict management and peace building ✓ Mainstream cross-cutting issues such as green growth and green

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			economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.
Finance & Economic Planning	Resource mobilization	To coordinate county economic development	<ul style="list-style-type: none"> ✓ Strengthen Policy, Legal and Institutional Framework ✓ Formulation and implementation of county economic plans ✓ County knowledge management ✓ Managing county statistics ✓ Coordination of Ward-Based Projects ✓ Carry out Monitoring & Evaluation activities ✓ Formulation and implementation of county Budgets ✓ Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.
	County Public Financial Service Management	To enhance prudence in management of public resources	<ul style="list-style-type: none"> ✓ Strengthen Policy, Legal and Institutional Framework ✓ Own Source Revenue mobilization ✓ Facilitate Audit services ✓ Providing accounting services ✓ Facilitate supply chain services ✓ Coordinating county Asset Management ✓ Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.

3.3 Sector Programmes and Interventions

This section provides programmes, their objectives and the key interventions

Table 11: Sector Programmes and Interventions

Programme	Objectives	Strategies/ Interventions
Governance and public relations	To strengthen capacity for implementation of devolution and enhance intergovernmental and	<ul style="list-style-type: none"> ✓ Strengthen Policy, Legal and Institutional Framework ✓ Carry out civic education and outreach services ✓ Promote Ethics and Integrity among staff

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	public relations	<ul style="list-style-type: none"> ✓ Support good governance ✓ Promote conflict management and peace building ✓ Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.
Public Service Management	To promote the implementation of effective service delivery	<ul style="list-style-type: none"> ✓ Strengthen Policy, Legal and Institutional Framework ✓ Promote organizational transformation ✓ Enhance human resource management ✓ Enhance records management and development ✓ Promote human development ✓ Enhance quality assurance ✓ Promote ethics, governance and national values ✓ Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.
County planning management	To coordinate county economic development	<ul style="list-style-type: none"> ✓ Strengthen Policy, Legal and Institutional Framework ✓ Formulation and implementation of county economic plans ✓ County knowledge management ✓ Managing county statistics ✓ Coordination of Ward-Based Projects ✓ Carry out Monitoring & Evaluation activities ✓ Formulation and implementation of county Budgets ✓ Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.
County Public Financial Service Management	To enhance prudence in management of public resources	<ul style="list-style-type: none"> ✓ Strengthen Policy, Legal and Institutional Framework ✓ Own Source Revenue mobilization ✓ Facilitate Audit services ✓ Providing accounting services ✓ Facilitate supply chain services ✓ Coordinating county Asset Management ✓ Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.
Legislation, Oversight and	To strengthen County policy and legal	<ul style="list-style-type: none"> ✓ Strengthen Policy, Legal and Institutional Framework

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Representation	framework, promote equity and prudence in management of County resources.	<ul style="list-style-type: none"> ✓ Development of appropriate policy and legal framework ✓ Promote prudence in management of county resources ✓ Promote participatory and inclusive governance ✓ Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.
Information and Communication Technology management	To develop, implement and monitor information communication technology policies	<ul style="list-style-type: none"> ✓ Strengthen Policy, Legal and Institutional Framework ✓ Promote ICT awareness and management ✓ Mainstream cross-cutting issues such as green growth and green economy; climate change; HIV and AIDS; Gender, Youth and Persons with Disability (PWD); Disaster Risk Management (DRM); Ending Drought Emergencies (EDE) among others.

3.4 Cross-Sectoral Linkages

This section provides mechanisms on how the sector will address adverse effects that may arise in the implementation of the programmes

Table 12: Cross-Sectoral Linkages

Programme Name	Linked Sector	Cross-Sector Linkages		Measures to Harness or Mitigate the Effects
		Synergies	Adverse Effects	
ICT Infrastructure	All sectors	Digitizing of government services	Cybercrime	Trainings Creation of data backups
County Public Financial Management	All sectors	Developing, sustaining and safeguarding a transparent and accountable system of public finances Coordinating development initiatives in the county	Conflict in prioritization	Caucusing
Financial reporting	All sectors	Development of sector financial reports	Differences in reporting format	Compliance with PFM Act, 2012
County Financial policy formulation	All sectors	Enforcement of financial polices	-	Compliance with PFM Act
Budget	All sectors	Empowering	Conflict in	Compliance with PFM Act

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formulation & Management services		communities to monitor and enhance ownership of development initiatives	prioritization	
County auditing services	All sectors	Ensuring value for public funds	-	Compliance with PFM Act
Emergency Fund	All sectors	Enhancing response and mitigation of disasters	-	Compliance with PFM Act
Service delivery and organizational transformation	Roads and Public works	Building standards and quality assurance	-	Establishment of proper coordination mechanisms between the two sectors
	Lands, Urban and Physical Planning	Acquisition of land for establishment of offices and official residences	Conflict on land ownership	Establishment of coordination mechanisms between the two sectors

CHAPTER FOUR: IMPLEMENTATION MECHANISMS

4.1 Institutional and Coordination Framework

4.1.1 Institutional Arrangement

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

Table 13: Institutional Arrangement

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

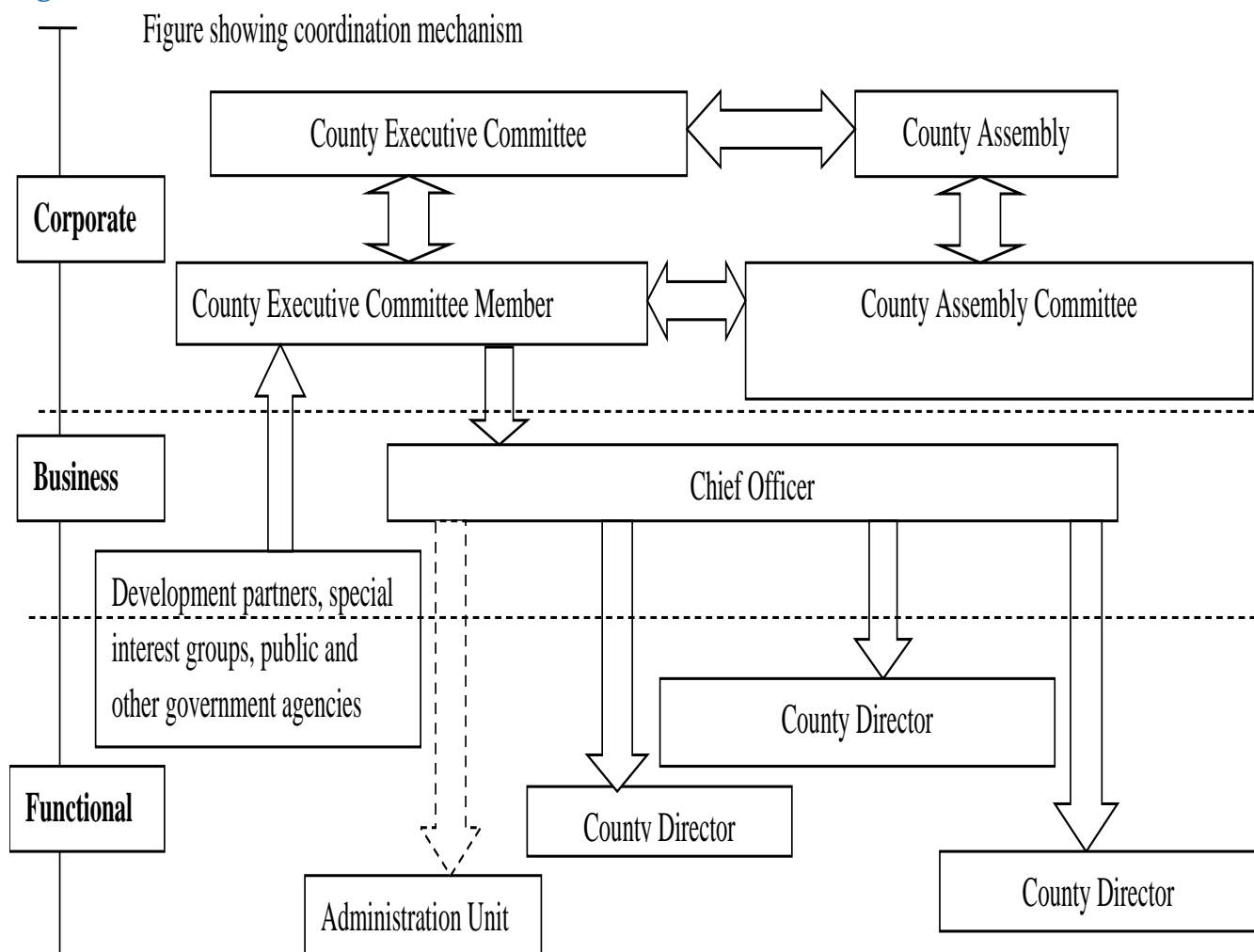
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10.	Private Sector	<ul style="list-style-type: none"> • Provide market for produce • Promote value addition • Resource mobilization
11.	Training and Research institutions	<ul style="list-style-type: none"> • Capacity building and Research • Knowledge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

4.1.2 Coordination Framework

This section provides a structure for effective coordination of the implementation of the sector plan. The coordination structure encompasses institutions and committees at various levels at the County Executive and the County Assembly. Figure 2 gives a summary of the reporting order and feedback mechanism.

Figure 2: Coordination Framework



4.2 Financing Mechanism

The sector will draw funding from an array of partners to implement the highlighted interventions. These include the County Government through annual share of the national revenue, local revenue and development partners.

Table 14: Financing Mechanism

Programme	Source of funding	Amount (Millions)
General Administration, Planning and Support Services	County Government (Equitable share and own source of revenue)	84
Governance and public relations	County Government (Equitable share and own source of revenue)	77
Service delivery and organizational transformation	County Government (Equitable share and own source of revenue)	713
Human resource and records management and development	County Government (Equitable share and own source of revenue)	50
Civic Education and outreach services	County Government (Equitable share and own source of revenue)	560

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Public sector information, communication and technology management	County Government (Equitable share and own source of revenue)	650
General administration, planning and support services – Finance	County Government (Equitable share and own source of revenue)	650
County Public Financial Management	County Government (Equitable share and own source of revenue)	60
County auditing services	County Government (Equitable share and own source of revenue)	60
Emergency Fund	County Government (Equitable share and own source of revenue)	1500
Public participation in budget formulation	County Government (Equitable share and own source of revenue)	300
Legislation, Oversight, and Representation	County Government (Equitable share and own source of revenue)	530
General Administration, Planning and Support Services – County Assembly	County Government (Equitable share and own source of revenue)	832
Total		6,066

4.3 Capacity Development

This section provides measures to address capacity gaps that may hinder efficient and effective implementation of the initiatives in the Sectoral plan. These include gaps in skills and Knowledge; systems and processes as well as tools and equipment. The gaps relating to skills and knowledge include short courses to improve on technical skills in every specialization in the various departments.

The table below outlines some of the key interventions that will be adopted to address the existing gaps.

Table 15: Capacity Development

SNO	Existing Gap	Proposed Interventions
1	Inadequate technical staff in all sub sectors	Identify staffing gaps and fill with competent personnel
2	Non existing office of the civic education and public participation	Establish and operationalize offices of director civic education and public participation
3	Lack of necessary bills and policies	Development of all requisite bills and policies

4.4 Risk Management

The sector recognizes that the implementation of this Plan is dependent on the ability to anticipate and plan risks. Some anticipated risks include;

Table 16: Risk Management

Risk Category	Risk	Risk Implication	Risk level (Low, Medium,	Mitigation measures
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			High)	
Financial	Limited financial resource	Scaled down, delayed or non-implementation of projects	High	Mobilization for more resources
	Volatile economic environment	Delayed implementation/utilization of projects Low investment levels	High	Prioritize projects according to community needs Develop measures to cushion citizenry.
	Supplier risk	Failure/Faulty/inadequate supplies	Moderate	Supplier sensitization/empowerment. Enforcement of legal framework
	Grants delay/failure risk	Slow /stalled implementation of projects	High	Enhancing compliance to MOUs/agreements
	Fraud	Loss of resources	Moderate	Enhanced internal control mechanisms.
Technological	Rapid technological changes	Outdated systems	High	Keep updating systems to move with the times.
	Cyber attack	Loss of information	High	Enhance data security.
Climate Change	Natural disasters such as floods, droughts, fires, Landslides, Thunderstorms and Lightning among others	Slow project implementation. Destruction of infrastructure resources. Displacement of human settlements.	Moderate	Enhance emergency support. Developing early warning systems, capacity development of the actors/vulnerable, and insurance of enterprises
	Pests and diseases	Reduced production/productivity Loss of crops and livestock.	High	Developing early warning systems, farmer capacity development for pest and disease management, facilitating insurance of the enterprises
	Increased weather variability	Slow project implementation. Environmental degradation Reduced production/productivity	High	Promotion of Climate Smart Agriculture (CSA) and Green Growth (GG) technologies. Developing early warning systems, insurance of the enterprises

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		Loss of crops and livestock.		
Organizational	Attrition of human resource	Loss of specialized knowledge	High	Continuous capacity building. Keeping government workers happy and motivated by; Use of modern technology; offer remote/hybrid job roles; highlight good work and provide feedback
	Workplace security (theft, terrorist attacks, degraded infrastructure)	Loss of human resource/assets	Moderate	Enhance security measures.
	Workplace injuries and infections	Low productivity	High	Provide protective gears to workers
	Liabilities arising from service provision	Loss of value for money	Low	Enforcement of professionalism Operationalise Risk fund
	Drugs and substances abuse	Low productivity	High	Enhance guidance, counselling and mentorship programs

CHAPTER FIVE: MONITORING AND EVALUATION FRAMEWORK

5.1 Overview

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

5.2 County Monitoring and Evaluation Structure

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

5.3 M&E Institutional Framework

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

Figure 3: County Committees



Responsibilities of Major Committees on M&E Preparation and Reporting

Table 17: Responsibilities of Major Committees on M&E Preparation and Reporting

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

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

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

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

Responsibilities and Functions of Stakeholders in the Institutional Framework

The Responsibility and functions of the different stakeholders with relevance for M&E at county level are outlined in Table 62. Governance, monitoring and reporting of the CIDP implementation progress are prescribed in section 54 of County Government Act (2012), including committee structures, roles, responsibilities and memberships. Performance Management joins up all aspects of county operations and development within a single, integrated strategic process. The performance management framework connects activities from the M&E Results Matrix in CIDP III, MTP IV and Vision 2030, to the Performance Contracts of individual senior management staff members, and to the operation of service delivery and the implementation of projects and programmes in the county. The M&E system should generate reports to be shared between the project manager and the M & E director, who approves the project M&E information, the Performance Management System (PMS) Unit, and the governors’ and county commissioners’ offices, which uses the information. To support the Performance Management and M&E processes of the county, the CIMES organogram is presented in Figure 11.

Table 18: Responsibilities of Stakeholders in M&E Reporting

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

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

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

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

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Organogram

Figure 4: CIMES

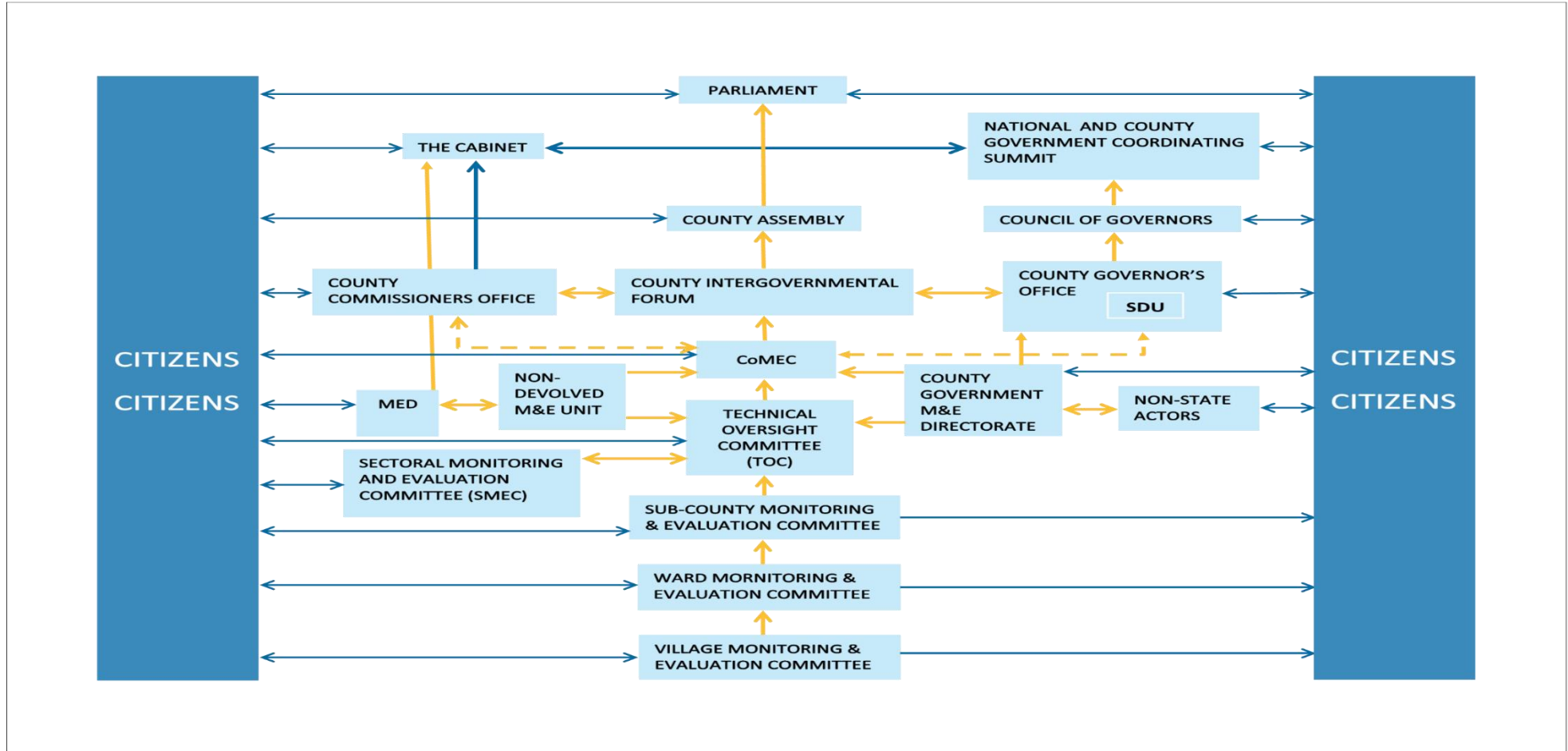


Figure 7: Proposed CIMES organogram

5.4 M&E Capacity

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

Capacity Development

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

Financing Arrangements

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

5.5 M&E Outcome Indicators

Table 19: Monitoring and Evaluation Matrix

Programme	Outcome	Key Performance Indicators	Baseline		Targets	
			Year	Value	5-year Targets	10-Year Targets
Information and Communication Technology management	Universal access to information and improved e-government services	% of government services digitalized	20%	2022	50%	70%
		Proportion of Population covered by a mobile network	-	2022	100%	100%
		Proportion of county population covered with digital TV signal	-	2022	100%	100%
		Proportion of Population with internet connectivity	-	2022	100%	100%
		Proportion of	-	2022	100%	100%

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		households with access to radio				
		Number of Youth trained and connected to online jobs	-	2022	50,000	100,000
County Planning Management	Accelerated county economic growth	Total Gross County Product (GCP) (in Kshs. Millions)	2020	207,684	251,000	304,000
		% Annual GCP growth rate	2020	4.4	10	10
		GCP per capita	2019	124,322	136,754	150,429
		County development Index				
		County poverty rate	2015/16	35.7	31.0	27.6
		% of annual budget sourced from development partners	2021/22	4	10	15
		County Budget absorption Index	2021/22	80.1	90	95
		County Budget development Index	2022	30	33	35
County Public Financial Service Management	Enhanced prudence in management of county resources	Local Revenue collected as a % of total County allocation	7.5%	2022	10%	10%
		Revenue collected, disbursed and accounted for	100%	2022	100%	100%
		% of unqualified KENAO audit reports	100	2022	100	100
		% compliance to Public Procurement and Disposal Act, 2015	100%	2022	100%	100%
Public Service Management	Enhanced public service delivery	Percentage of clients satisfied with services offered	2022	-	100	100
		% of staff in service trained	2022	10	25	50
		% of staff exiting public service replaced	2022	30	70	90
		% of required staff establishment filled	2022	100%	100%	100%

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		% of county government services decentralized	2022	-	100%	100%
Governance and public relations	Strengthened capacity for implementation of devolution and Enhanced intergovernmental and public relations,	% of Intergovernmental disputes resolved through Alternative Dispute Resolution (ADR) mechanism	2022	100%	100%	100%
		Number of intergovernmental consultative sectoral forums operationalized	2022	1	5	10
		Number of civic education and public participation fora held	2022	45	225	450
Legislation, Oversight and Representation	Strengthened county policy and legal framework; equity and prudence in management of county resources	No of Policies approved	5	2022	15	30
		No of Bills approved	5	2022	15	30
		No of Regulations Approved	-	2022	15	50
		Number of civic education and public participation fora held	2022	-	-	-

5.6 Data Collection, Analysis and Reporting

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

The CIDP monitoring strategy includes a clear data collection and analysis plan, detailing the following: units of analysis (for example, county, sub-county, village, department and section); sampling procedures; data collection instruments to be used: frequency of data collection; expected methods of data analysis and interpretation; those responsible for collecting the data; data collection partners, if any; those responsible for analyzing, interpreting and reporting data; for whom the information is needed; dissemination

procedures; and follow up on findings. The system will provide an integrated platform for generating and sharing M&E data without duplication.

Monitoring & Evaluation Tools

i. M&E plan:

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

interacting with others during the activity.

- Remote observation or remote sensing entails gathering observational data through observation at a distance with the assistance of technology (e.g., satellite or aircraft-based imagery). Remote data collection is particularly useful in non-permissive environments.
- Observation is more often used as a method of qualitative data collection but can also be used for quantitative data collection, especially when focused on the number of occurrences of a specific item, event or action.

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

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

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

ii. Results Based M&E Framework:

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

iii. Data Sources and Collection Method

The plan has highlighted data collection activities that will involve desktop data collation through participatory social activities from various media platforms, field surveys, daily observations and measurement sheets by project supervisors. Key data sources will include relevant institutions for administrative data, surveys and data documented by established government statistics agencies including KNBS and county statistics unit.

Table 20: Commonly Used Data Collection Methods

iv. Reporting Structures

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

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

Performance reports will be prepared in these categories:

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

The table 65 presents some of the reports to be prepared.

Table 21: Monitoring and Evaluation Reports

	Report	Frequency	Responsibility	Target Consumers
1	Project progress reports	Daily, Monthly, Quarterly, annually	Project Supervisor	<ul style="list-style-type: none"> • Project implementation committee • Funding agencies • Oversight agencies • Public
2	Monitoring and Evaluation Reports	Quarterly	Monitoring and Evaluation Agencies	<ul style="list-style-type: none"> • Implementation agencies • Funding agencies • Oversight agencies
3	Audit Reports	Annually	Internal audit directorate/ Kenya National Audit Office	<ul style="list-style-type: none"> • Implementation agencies • Funding agencies • Oversight agencies • Public
4	Review Reports(ADP, APR, CIDP Reviews and Sectoral plans reviews)	Yearly, Three year, Five Year	County Government of Bungoma	<ul style="list-style-type: none"> • Implementation agencies • Funding agencies • Oversight agencies • Public

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

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

5.7 Dissemination, Feedback Mechanism, Citizen Engagement and Learning

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

Dissemination of M&E Reports

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

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

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

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

Feedback Mechanisms and Citizen’s Engagement

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

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

Participation will be used to:

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

Knowledge Management

Knowledge management is a process by which state and non-state actors generate value and improve their performance by gaining insights and understanding from experience, and by applying this knowledge to improve programmes' and projects' planning and delivery. Knowledge management is linked to performance enhancement and management for development results. The main purposes of knowledge management of monitoring and evaluation information are to: (a) promote a culture of learning and (b) promote application of lessons learned and evidence-based decision-making at all levels.

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

5.8 Evaluation Plan

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

The Plan is presented in Table 18.

Table 22: Evaluation Plan

No	Policy/ Programme/ Project	Evaluation Title (specifying the type)	Outcome(s)	Use of the Evaluation Findings	Commissioning Agency/ Partners	Anticipated Evaluation start date/end date	Evaluation Budget (Kshs.)	Source of Funding
1	CIDP	Midterm Review of the Third Generation CIDP	Improved implementation of the CIDP	Improve implementation of CIDP.	CECM Finance and Economic Planning	June 2025	Kshs. 10 million	CGoB/ Donor
2	CIDP	End term Review of the Third Generation CIDP	Improved implementation of the CIDP	Improve implementation of CIDP.	CECM Finance and Economic Planning	June 2027	Kshs. 10 million	CGoB/ Donor

ANNEX 1: IMPLEMENTATION MATRIX

Table 23: Implementation Matrix

Programme	Objectives	Strategies/ Interventions	Implementin g Agency	Time Frame	Funding	
					Kshs (Millions)	Source(s)
General Administratio n, Planning and Support Services	To promote efficient service delivery	Formulation of policies, bills and regulations	PSM&A	2023- 2032	10	CGB
		Customer satisfaction surveys	PSM&A	2023- 2032	10	CGB
		Employee satisfaction surveys	CS	2023- 2032	5	CGB
		Result based management (Performance contracting)	CS	2023- 2032	10	CGB
		Formulation of strategic plan	PSM&A	2023- 2032	5	CGB
		Revision of citizen service delivery charter	PSM&A	2023- 2032	2	CGB
		Procurement of staff buses and vans	PSM&A	2023- 2032	30	CGB
		Operationalizati on of transport and mechanical yard	PSM&A	2023- 2032	10	CGB
		Operational legislative calendar	PSM&A	2023- 2032	2	CGB
Governance and public relations	To strengthen capacity for implementation of devolution and enhance intergovernment al and public relations	Trainings on ethics and integrity	CS	2023- 2032	10	CGB
		Sensitization fora on ethics and integrity	CS	2023- 2032	10	CGB
		Operational County anti- corruption unit	CS	2023- 2032	5	CGB
		Filling of wealth declaration forms	CS	2023- 2032	2	CGB
		Quality assurance Compliance audit	CS	2023- 2032	5	CGB

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		Intergovernmental meetings	CS	2023-2032	10	CGB	
		Inter-sectoral forums	CS	2023-2032	10	CGB	
		Operational County Conflict Management and Peace Building unit	GVN	2023-2032	10	CGB	
		Peace initiatives in volatile regions/communities	GVN	2023-2032	15	CGB	
			Cabinet meetings and resolutions	GVN	2023-2032	-	CGB
			Public participation fora	PSM&A	2023-2032	200	CGB
			Civic education for a	PSM&A	2023-2032	300	CGB
			Commemoration of national events	PSM&A	2023-2032	60	CGB
	Public Service Management	To promote the implementation of effective service delivery	Procurement of plots for construction of ward administration offices	PSM&A	2023-2032	33	CGB
			Construction of ward administration offices	PSM&A	2023-2032	330	CGB
			Construction of sub-County administration offices	PSM&A	2023-2032	120	CGB
			Construction of information/huduma centres	PSM&A	2023-2032	160	CGB
			Construction of official residence for the Governor and the deputy Governor	PSM&A	2023-2032	70	CGB
Capacity building for employees			CS	2023-2032	20	CGB	
Promotion of employees who are due			CS	2023-2032	20	CGB	
Upgrading the			CS	2023-	5	CGB	

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		records management system		2032		
		Upgrading the human resource management system	CS	2023-2032	5	CGB
Information and Communication Technology management	To develop, implement and monitor information communication technology policies	Operationalization of information portal	ICT	2023-2032	50	CGB
		Comprehensive media coverage of the County events	ICT	2023-2032	50	CGB
		M&E visual dashboard installation in towns	ICT	2023-2032	50	CGB
		Establishment of data centre	ICT	2023-2032	50	CGB
		WiFi installation in offices	ICT	2023-2032	50	CGB
		LAN installation in HQ offices	ICT	2023-2032	50	CGB
		WAN installation in sub county offices	ICT	2023-2032	50	CGB
		Development and implementation of ICT support policies	ICT	2023-2032	50	CGB
		CCTV installation in County offices	ICT	2023-2032	50	CGB
		Functional asset tagging system	ICT	2023-2032	50	CGB
		Functional GIS	ICT	2023-2032	50	CGB
		Functional ICT hub	ICT	2023-2032	50	CGB
		Functional community information centres	ICT	2023-2032	50	CGB
		General administration, planning and support	Ensure a conducive working environment	Ensure a conducive working environment	The County Treasury	2023/2032

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services	Improvement of service delivery	Hire of staff Motivation of staff Enhance staff trainings	CPSB	2023/2032	700	CGB
County Public Financial Service Management	To enhance prudence in management of public resources	Enforce compliance with the PFM Act Enhance staff trainings on public financial management	The County Treasury	2023/2032	700	CGB
		Formulation of financial management policies and legal framework	The County Treasury	2023/2032	50	CGB
		Enhance audit services	The County Treasury	2023/2032	150	CGB
		Increase resource allocation to enhance disaster responsiveness	The County Treasury	2023/2032	400	CGB
County planning management	To coordinate county economic development	Enhance stakeholder participation	The County Treasury	2023/2032	1,000	CGB
		Enhance stakeholder participation	The County Treasury	2023/2032	1,500	CGB