

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF NYAMIRA

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**DEPARTMENT OF GENDER, YOUTH, SPORTS, CULTURE & SOCIAL SERVICES**

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# STRATEGIC PLAN

## 2018/19-2022/23

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Equity and Gender Parity for Better Life

December 2018

# **V**ISION

To be the leading county in social development, having high levels of gender parity in all spheres of life.

# **M**ISSION

To empower the youth and vulnerable groups, promote culture and sports, and protect children while mainstreaming gender parity for sustainable socio-economic development.

## **FOREWORD**

I am pleased to present the Strategic Plan for the fiscal year 2018-2022. This Strategic Plan outlines the objectives and strategies of the Department of Gender, Youth, Sports, Culture and Social Services, Nyamira County. In developing this plan, the Department reflected on challenges of the past affecting the county and looked ahead to identify its strengths that it must leverage on, the potential threats and key opportunities.

We have reviewed our Mission statement and developed a Vision based on that mission. Our Mission statement encapsulates the primary objective of the County, which is to empower all persons in the county, so that they can make the best of the available opportunities. The social development sector, encompassing gender, youth, culture and social protection dimensions covers virtually all aspects of life. The sector has strong linkages with other sectors of the economy and contributes towards the employment and wealth creation objectives of the country. In a rapidly changing global environment the social sector, especially the youth, is an integral part in the development process. This Strategic Plan outlines the issues, concerns and challenges affecting the people of Nyamira County.

We have looked closely at our core values and the unique abilities of our stakeholders that can contribute to our mission. Inspired by the insight, and with the information gathered from both internal and external stakeholders in the Gender sector, we have worked on creating and clarifying our strategic priorities that are aligned to Kenyan Vision 2030. This Plan is comprehensive with crucial linkages between most of its components of Gender, youth skills development, promotion of sport and arts, enhancement of cultural integration, financial prudence, infrastructure development and mitigation of social challenges like HIV/AIDS, drug and substance abuse among the youth and the workforce of the Department in general.

With this clarity of focus, this Department will now turn its attention to implementation of the Strategic Plan to realize the intended outcomes. During the implementation process, the Department will continue to be alert to emerging issues and where appropriate, revise the strategic priorities in line with the evolving conditions.

We at the Department have the will, human resources, courage and commitment to implement this Strategic Plan and we believe we can make a significant contribution in the transformation of Nyamira County. We are confident that with the commitment, dedication and zeal of the staff members of the Department, communities, stakeholders and the unwavering support of the entire private sector and the development partners, we will succeed in our endeavours. Against this background, we therefore wish to urge all the stakeholders to take ownership of the Plan and ensure its successful implementation.

**BENARD MANGA'A OSUMO**  
**ECM, DGYSC&SS**

## **OVERVIEW AND ACKNOWLEDGEMENT**

This first five year (2018-2022) Strategic Plan of the Department of Gender, Youth, Sports, Culture & Social Services represents the collective views of our stakeholders.. It defines the role of the Department in the context of Kenyan Government's devolution agenda in this era of globalization. Through planning, greater efficiency, staff performance, positive relationships within and between departments, service delivery to the public will be improved.

It is appreciated that for a task of this magnitude to be accomplished successfully it requires close cooperation, commitment, assistance and significant support from several individuals and organisations. In this regard, we would like to express our sincere gratitude and heartfelt appreciation to all individuals and institutions whose cooperation, assistance and support has enabled the realisation of the second strategic plan of the Department of Gender, Youth, Sports, Culture & Social Services in Nyamira County.

While it is difficult to thank everyone individually, whose assistance has contributed to the success of this work, it is however necessary to single out individual persons and organizations whose support was critical in producing this document. We wish to single out all Heads of Department, who formed the Secretariat, for all the support they rendered during the whole period we were working on this assignment. Their dedicated support enabled us to undertake the requisite tasks in good time.

We shall have failed to do justice to the acknowledgements without referring to the Office of H. E. the Governor whose cooperation at all stages of facilitation and execution of the pertinent tasks contributed immensely to the smooth accomplishment of this plan development.

Last but not least, our gratitude goes to our consultants, AHADI; and all those who either directly or indirectly supported us in our endeavours to come up with this Strategic Plan.

**JARED NAMBAKA**

**Ag CHIEF OFFICER,**

**DGYSC&SS**

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## **ACRONYMS**

|          |   |
|----------|---|
| AHADI    | Agile Harmonized Assistance for Devolved Institutions               |
| AIDS     | Acquired Immune-Deficiency Syndrome                                 |
| BSC      | Balanced Score Card   |
| CBO      | Community-Based Organization  |
| CCPMU    | County Central Planning and Monitoring Unit                         |
| CPSB     | County Public Service Board   |
| DGYCS&SS | Department of Gender, Youth, Sports, Culture & Social Services      |
| FGM      | Female Genital Mutilation   |
| GDP      | Gross Domestic Product  |
| HIV      | Human Immune-Deficiency Virus                                       |
| IT       | Information Technology  |
| MOU      | Memorandum of Understanding   |
| MTP      | Medium Term Plan  |
| NGO      | Non-Governmental Organization                                       |
| NMK      | National Museums of Kenya   |
| NYC      | National Youth Council  |
| O/M/A    | Offices, Ministries and Agencies                                    |
| PESTEL   | Political, Economic, Social, Technological, Environmental and legal |
| PLWDs    | People Living with Disability                                       |
| STI      | Sexually Transmitted Infections                                     |
| SWOT     | Strengths, Weaknesses, Opportunities and Threats                    |



## CHAPTER ONE

### 1.0 INTRODUCTION

The strategic plan aligns the Department of Gender, Youth, Sports, Culture & Social Services' mandates and provides clarity on the roles and relations of the various Departments. The functions of the Department are strategically defined through the adoption of five themes and its linked strategic objectives.

The Plan identifies the key strategic objectives as well as the programmes and projects that the Department is committed to implementing during 2018-2022. The Plan takes in stride the Department's commitment to the realization of the country's national goals as espoused in:

- a) Kenya Vision 2030 – Kenya's long-term policy blueprint whose aim is to transform the country into a modern, globally competitive, middle income country offering a high quality of life for all its citizens by the year 2030.
- b) The Medium Term Plan (MTP I & II) – which constitute the first phase in the implementation of Kenya Vision 2030.

The plan examines the external and internal environmental factors, which are likely to impact on the Department's activities, programmes and projects, and incorporates them in the strategies adopted to deliver the plan.

Resource mobilization, which is critical to the implementation of the Strategic Plan, is also addressed. Estimates of the resources required to implement the Plan have been provided after costing activities, projects and programmes. To ensure value for money, the Department will put in place an effective Monitoring and Evaluation (M&E) system to monitor and evaluate the implementation progress of all its projects and programmes. The M&E will provide the review and control element necessary for the achievement of strategic objectives. An implementation matrix has also been developed to assist in tracking the progress.

Lastly, the Department of **Gender, Youth, Sports, Culture & Social Services** in this 5-year strategic plan -has set out clear Vision, Mission, Goals and values to underscore an ambitious work programme with clear targets and measures. The strategic plan outlines the following high level statements:

#### **Vision**

To be the leading county in social development, having high levels of gender parity in all spheres of life

#### **Mission**

**To empower the youth and vulnerable groups, promote culture and sports, and protect children while mainstreaming gender parity for sustainable socio-economic development.**

## **Mandate**

**The Department of Gender, Youth, Sports, Culture & Social Services has been mandated to develop and empower the youth, promote sports, culture and also improve the provision of social services whereas ensuring gender is mainstreamed in all its programmes.**

### **CORE VALUES**

- 1. Results-oriented**
- 2. Integrity**
- 3. Creativity and Innovation**
- 4. Care**
- 5. Accountability**
- 6. Inclusiveness**
- 7. Fairness**
- 8. Transparency**

### **DEPARTMENTAL GOALS AND OBJECTIVES**

#### **Departmental goal**

1. Promotion of sports, preservation of culture and social protection

#### **Departmental objectives**

1. Promotion and development of all sports disciplines in the county
2. To promote and preserve cultural heritage, provide protection and encourage a reading culture.

### **DEPARTMENTAL ROLES**

- Sports trainings and competitions,
- Development and management of sports facilities
- Promote research in Sports and cultural development for improved performance.
- Promotion of Culture and conservation of heritage
- Public records, preservation and archives management

- Development and management of culture
- Promotion of Kenyan Music and dance.
- Promotion of Artistic skills.
- Provision of Film services
- Establishment and promotion of Library services
- Alcohol licensing and Control.
- Empowerment and protection of special interest groups( PLWDs, Women, Youth & Children)

#### **1.4. Sectoral Resources and the Contribution to the County Economy**

Nyamira as a county is one of the most constrained county in terms of revenue streams, with an average poverty rate of 48.1 % above the national average of 47.1%. Compounded with an increasing population is the shrinking of land, which is the major source of livelihood for people in the county. This lack of resources has led to high unemployment rates among the youth, drug and crime related incidences. Closely associated with this is the problem of cultural erosion due to modernization that has continued to be a big challenge.

## CHAPTER TWO

### 2.0. SITUATIONAL ANALYSIS

#### 2.1. Introduction

The DGYSC&SS has continued to implement the devolved system of government that was ushered in by the promulgation of Constitution of Kenya 2010. Some of the issues include the following:

- Though the demand for its services is large and expanding, the Department has continued to position itself to effectively address the needs of the county residents; especially the youth and the vulnerable groups;
- Within the county, the Department continues to work with a wide range of stakeholders both within the public and private sectors as well as development partners;
- At the national level the need for links to and networking with other counties and national institutions is substantial;
- The department has the responsibility for facilitating and guaranteeing the citizen rights, on behalf of the county residents and the people of Kenya; as stipulated in the Constitution and the relevant Acts of Parliament;
- The expanding role of women and youth in the Kenyan economy and the need for equity and gender parity;
- DGYSC&SS, like all other public sector organisations, is required to operate under the Results Based Management system of which Performance Contracts are a key component.

In cognisance of these developments, DGYSC&SS needs, over the plan period, to realign its operations to fulfil its obligations under the continuously evolving local, national, and external environments.

There are also emerging situations that will have an impact on DGYSC&SS. The key developments in this regard include:

- Developments in information technologies such as telecommunications and the internet and their impact on the methods and tools for service delivery;
- A more competitive environment and economic challenges vis-à-vis other counties;
- Declining county government financing and the resulting need for diversification of sources of income for the County.

## 2.2. Departmental organizational structure and staff establishment

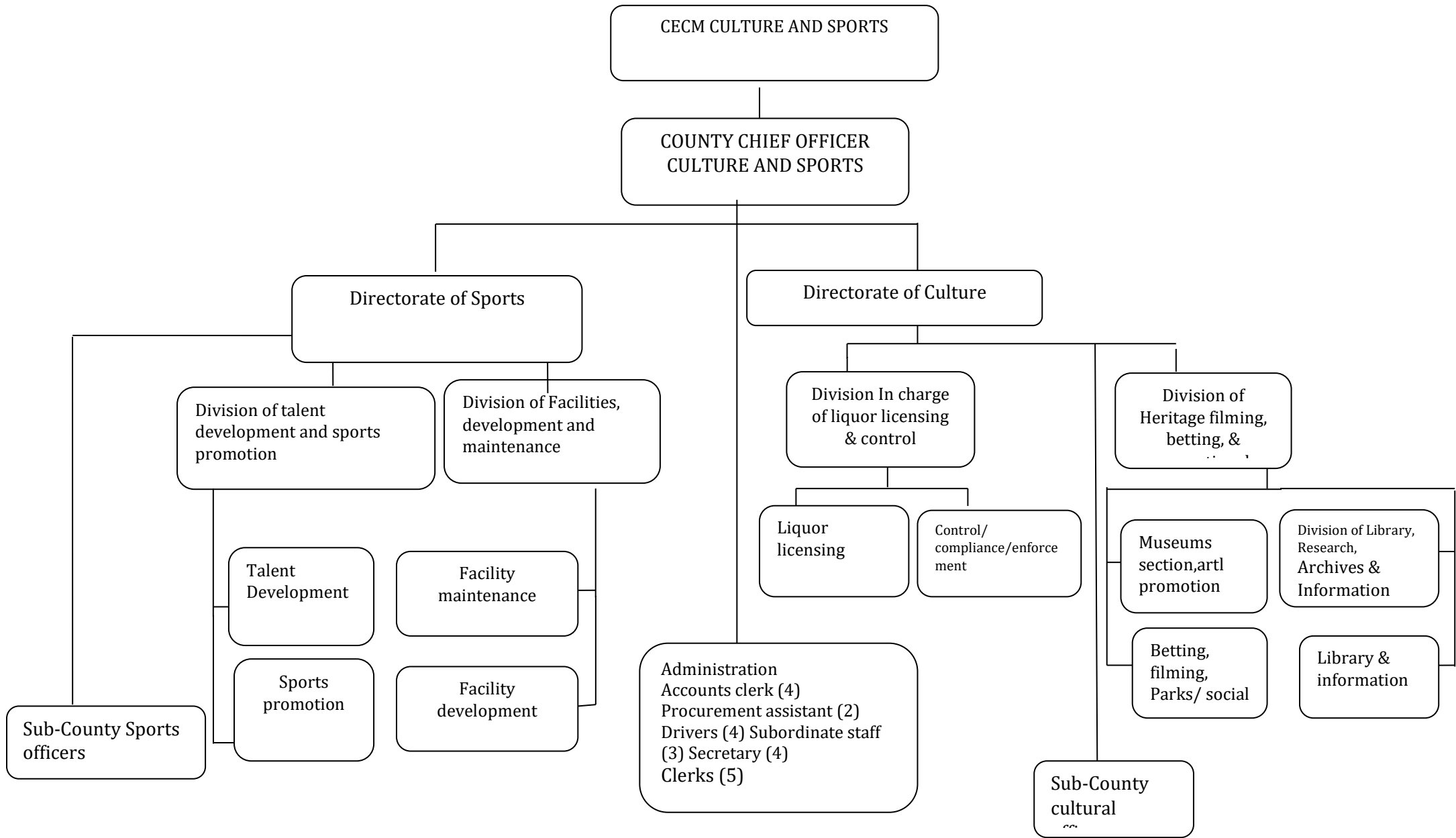
### 1. Roles of the Structures

- **ECMs Office** – Head of the Department. Coordinating policy formulation and implementation while overseeing the plan implementation. Representing the Department in the Executive Committee and Cabinet meetings, develop policy and assist in implementation. The ECM will also be responsible for Resource mobilization at county and outside the county levels.
- **COs Office** – The Chief Officer will be in charge of administration and accounting for financial undertakings of the Department, overseeing the implementation of the strategic plan and coordinating all departmental activities.

**Directorate of Sports** – Promotion and development of sports and sports facilities. Aims at construction of sports facilities, developing healthy and disciplined county residents through sports, promoting unity and harmony within the county and the country at large. The secretariat will initiate working agreements on sports between Nyamira County and other counties.

**Directorate of Culture** – Promotion, development and preservation of both tangible and intangible cultural heritage. The Department is tasked with social protection, establishment of a museum in Nyamira County and the identification, classification and preservation of historical Heritage and cultural sites. It seeks to encourage and nurture the culture of the Abagusii in support of nation building activities. It also encourages mutual respect and understanding for each other's culture. It organizes cultural activities; cultural exchange programmes; cultural training programmes and exhibitions as well as promotion of arts and reading culture.

**Directorate of administration** – facilitating administrative functions and creating enabling environment. The role of the administration and management function is to coordinate all the Department's activities and ensure efficient delivery of services. The delineation of functions between the national and county governments is still blurred in some aspects. The Department needs to design strategies to enhance clarity and improve productivity and effectiveness for better service delivery. There is need for recruitment of more staff with requisite skills as well as requisition of various office furniture, vehicles and office equipment.



## 2.3 Departmental Staff Establishment

The staff establishment by department is provided in Table 1 below:

**Table 1: DGYSC&SS Staff Establishment**

| Department         | Post                              | Number in Post |
|--------------------|-----------------------------------|----------------|
| Administration     | Executive Committee Member        | 1              |
|                    | Chief Officer                     | 1              |
|                    | Secretary                         | 2              |
|                    | Drivers                           | 1              |
|                    | Assistant Director administration | 1              |
|                    | Administrative Assistant          | 3              |
|                    | Support staff                     | 34             |
| Sports             | County Sports Director            | 1              |
| Culture            | County Cultural Director          | 1              |
|                    | Director liquor licensing         | 1              |
|                    | Social development assistant      | 7              |
| <b>GRAND TOTAL</b> |                                   | <b>52</b>      |

### 3.5.4 Review of sector performance and lessons learnt- DGYSC&SS

The sector has six units; social services, Sports, Culture, Gender and Youth affairs and children.

**Sports:** Notable achievement includes the construction of phase one Manga Stadium at a cost of Kshs.63M. Establishment and equipping of the talent academy at Kiendege high school which has an enrolment of 171 students, Successful conducting of Governors cup, annual participation in various sports and cultural activities such as the Kenya Inter county Sports and Cultural activities(KICOSCA/CASA), Kenya Inter county Youth and Sports association, Maisha cup, holding/hosting of county and regional cross country and athletics competitions, registration of sports clubs and financial and equipment support to sports clubs. Other achievements included mainstreaming of persons with disabilities into sports activities and purchase and provision of sports equipment to clubs in all the 20 wards.

**Culture**-Notable achievements includes: coming up with alcohol and control act 2014 which is operational, Leasing and equipping of the one county library at the headquarters, 10 youth leaders meetings and sensitization programs held over the period,12 trainings and sensitization workshops held as regards to women development enterprise fund.600 PLWDs were sensitized on entrepreneurship and economic activities. Others included, mapping of PWLDs in 10 wards who totaled to 4500.

**Social Services:** Through the national government; cash transfer to the older persons reached 14448 people in the county while 1397 people with severe disabilities received cash transfers.

**Children affairs:** Through the national government 4487 vulnerable children received cash transfers.

**Youth:** The county government was able to start youth empowerment program where youth were empowered by giving them a stipend of 7000 per month for doing community work. The national Government has empowered the youth through youth programs like Youth Enterprise fund benefitting 482 groups totaling to 39M and 12 M to individuals

#### **Challenges encountered in implementation**

- Limited resources/funds
- Staff shortage
- Inadequate understanding on the role of the department of GYSC & S.S.
- Inadequate sports and cultural facilities and equipment
- Continuing loss of indigenous knowledge and technology (Herbal knowledge)
- Leadership wrangles and inexperience in Sports and Cultural groups/ organizations management Lack of sticking/shifting priorities to set plans
- Poor prioritization of projects and activities
- Over ambitious CIDP on priority areas

#### **Lessons learnt:**

- Inadequate sources of External support
- The department needs to recruit more staff to carry out key functions
- Over expectations from the community on the role of the department.
- Limited budget allocations and delayed disbursements affect execution of programmes.
- Lack of awareness of cultural heritage within the community.
- Lack of some policy and regulations to implement departmental programmes
- Lack of adherence to planned activities.
- Set priorities according to need and what affects the majority of the people



## 2.4 Analysis of the external Environment (PESTEL)

The Department's current and future situation in relation to its mandates has been conditioned by its resources and capabilities as well as the political, economic, social, technological, demographic and legal factors in its operating environment

### PESTEL ANALYSIS

| Factor(s)        | Analytical issues   | Effect on the department performance  |
|------------------|---|---|
| <b>Political</b> | Political instability.                                      | Political instability keeps away investors and generally leads to capital flight for capital investment.  |
|                  | Political good will   | The political will and resolve of the Government to effectively address such issues as the rule of law, security, and the creation of a conducive business environment will affect the investment climate fundamentally. This will affect levels of allocations to the department.  |
|                  | Poor governance   | The perception of poor governance, high levels of bureaucracy and corruption in the management of public affairs presents opportunities for the Department to make a significant positive impact by championing creation of new governance structures and promotion of good governance practices in the management of public affairs.<br>Substandard work or project failure.   |
| <b>Economic</b>  | Integrity, Public values, cost of living and poverty levels | The Kenya Vision 2030 has the potential to focus national effort and facilitate the achievement of significant progress in critical areas that include inculcating the culture of integrity and public values in performance of duties. The high cost of living brought about by high fuel prices, spiraling inflationary pressures, high unemployment and rising poverty levels have significant bearing on purchasing power of the community. Therefore we will need to continuously monitor these indicators since they will affect the department's service delivery. |
| <b>Social</b>    | Population density and distribution (ages)                  | Nyamira's population is about 598,252, The youth component of this population is about  |

|                      |  |   |
|----------------------|--|---|
|                      |  | 60% . The department should target this group in designing programmes and needs to harness the diversity of skills that the pool of youthful population provides to enhance service delivery. The socio-cultural environment should be taken into consideration when designing programmes and projects that are acceptable to the community.  |
| <b>Technological</b> | In adequate ICT strategy and Management Information System                                   | Technology provides an effective channel through which the department can interact with its publics for proper delivery of its mandate.<br>Strategic plan 2018-2022 therefore need to keep pace with the ever changing technology with a view to enhancing efficiency in service delivery by investing sufficient financial resources in the latest information and communication technology. |
| <b>Legal</b>         | changing legislative and institutional frameworks nationally, regionally and internationally | The Constitution of Kenya 2010 has created a devolved government with new governance structures. During the implementation of this Plan, changing legislative and institutional frameworks nationally, regionally and internationally will greatly influence the policy and operational direction of the department.  |
| <b>Environmental</b> | Environmental degradation and climate change   | Environmental degradation and climate change may lead to low levels of investment and economic performance due to natural calamities that have in the past caused havoc. The Department will therefore embrace “green” technologies and play a role in mitigating general and specific effects of climate.  |

## 2.5 SWOT (Strengths, Weaknesses, Opportunities And Threats) Analysis

This section carries out an analysis of the factors that impact on the departments’ performance of its duties and the realization of its strategic objectives from both the internal and external perspectives. It evaluates the competencies within the organization with a view to establishing whether it has the requisite capacity to achieve its objectives and realize its mission and vision.

The key factors that will have a major impact on its capacity to achieve the Plan's objectives will be the number and skills of its staff; availability of funds; the pertinent laws, local socio-

economic conditions; the national-county interfaces, interactions with neighbouring counties, population growth rates and settlement patterns. These factors are the sources of the strengths and opportunities that may facilitate achievements of the set objectives as well as the causes of the weaknesses and threats, which are likely to limit the Department's capacity to achieve the objectives.

The SWOT analysis identified the following:

**Table2 SWOT Analysis**

| <b>Strengths</b>   | <b>Weaknesses</b>  |
|--|--|
| <p>The Department is fresh-without baggage from the past, and hence has chances of creating impact</p> <p>Trained and experienced staff</p> <p>Planned adequate office space</p> <p>Formation of County government has facilitated quicker decision making</p> <p>Liquor licencing board in place</p> <p>High uptake of ICT due to continuing innovation</p>   | <p>Lack of institutional / legal policy framework on some Department’s functions;</p> <p>Limited resources, (infrastructure, budget allocation);</p> <p>Inadequate sports facilities</p> <p>Inadequate data on existing youth ,women organizations, unemployed youth, PLWDs , children, gender based violence, FGM, drug and substance abuse and social cultural issues</p> <p>Inadequate training and development opportunities within DGYSC&amp;SS;</p> <p>Lack of M&amp;E System</p> <p>Limited publicity and information on DGYSC&amp;SS</p> <p>Inadequate library facilities</p> <p>Lack of county museum and galleries</p> <p>Lack of documentation on historical and cultural sites</p> |
| <b>Opportunities</b>   | <b>Threats</b>   |
| <p>Dynamism and creative energy of the Youth who are likely to support strategies for youth development;</p> <p>Existence of vibrant organised groups which DGYSC&amp;SS can work with;</p> <p>Goodwill from the County Government and Development Partners;</p> <p>Potential for linkage with regional, national and international institutions;</p> <p>Prospects of partnering with private sector;</p> <p>Expertise of Kenyans from the county in Diaspora;</p> <p>Existence of organized groups for the Physically Challenged;</p> <p>Availability of a special school for the</p> | <p>Inadequate understanding of the role of DGYSC&amp;SS by some target populations</p> <p>Lack of political goodwill may limit the output and impact of the Department’s programmes;</p> <p>Political interference may affect achievement of DGYSC&amp;SS objectives;</p> <p>Change of funding priorities by partners/donors can impact negatively on achievement of DGYSC&amp;SS objectives;</p> <p>Impact of unemployment, HIV/AIDS and drug abuse;</p> <p>Resistance to some initiatives, e.g. elimination of FGM, may influence Department programmes negatively</p> <p>Leadership wrangles and supremacy wars among sports, youth, women and other groups.</p>                            |

|  |  |
|--|--|
| physically challenged<br>Rich cultural heritage and existence of historical sites<br>Collections of artefacts amongst cultural groups and individuals within the county<br>Existence of beautiful scenery for film making;<br>Existence of book collections that can be used for establishment of a library;<br>Existence of various talents in arts and sports<br>Existence of indigenous knowledge e.g. herbal | Grabbing of public land; limiting establishment of social facilities<br>Continuing loss of indigenous knowledge and technology |
|--|--|

It is not always possible to know either the nature or the extent of the future changes that may take place in view of the dynamics in the Department's operating environment. In this regard, it is expected that strategic reviews will be undertaken at appropriate times during the implementation period of the Plan in order to take account of any emergent developments.

From the above SWOT analysis, it is apparent the Department's internal systems need to be improved especially in the area of Monitoring and Evaluation.

## 2.5. Stakeholder Analysis

There are many players in the social sector whose roles, interests, and expectations need to be taken into account when planning, developing programmes or making major decisions relating to the sensitisation, mobilisation, and capacity building of the people in order to effect desired socio-economic changes.

The key stakeholders for the 2018-2022 periods are the Department's staff, county residents, and consumers of the Department's services, other ministries, Governor's Office, donors, non-state actors, private sector and the media. As a Department, we need to understand the various stakeholders' needs and perspectives and use the information to design respective strategies to ensure that our relations with them are positively reinforcing and in support of the Department's plan objectives.

### Stakeholders and their Roles in the Sector.

**Table 7 Roles of stakeholders**

| Sub-sectors              | Name of stakeholder                        | Role  |
|--------------------------|--|---|
| <b>Youth Development</b> | Financial institutions-Equity bank & KWFT, | Provision of credits, entrepreneurial skills to the youths before funding and monitor and evaluate individual or funded group projects. |

|  |  |   |
|--|--|---|
|  | National & County Government departments- MoH, Ministry of Interior & National Coordination, Information, MoA, NEMA, Gender & social Development, Cooperative Department, Children Department, AGPO, YEF | Provision of personnel, technical support and financial resources. MoH provision of VCT services, registration of groups & conflict resolution, registration of youth Sacco's |
|  | NGOs-ADRA(K), World vision & Aphia Plus  | Provision of material and financial support, Creation of awareness, Capacity building on various youth related issues   |
|  | Sponsors/Business community/Private sector e.g. Kenya Chamber of Commerce & Industry   | Provide necessary financial, Offer internship & apprenticeship, employment & business opportunities & enterprises   |
| <b>Sports Development</b>              | Sports associations e.g. FKF, AK   | To identify, recruit raw sports talent and nurture them into high performance athletes  |
|  | National & County Government Departments   | To allocate land and offer financial support for the development of sporting facilities   |
|  | Sponsors/Business community/Private sector e.g. Kenya Chamber of Commerce & Industry, safaricom  | Provide necessary funding for sports development  |
|  | County sports council  | To mobilize funding for sports development programmes   |
| <b>Gender &amp; Social Development</b> | Donor agencies – e.g. IFAD   | Provision of financial resources, Capacity building & monitoring & evaluation   |
|  | MYWO   | Community mobilization and capacity building  |
|  | Community  | Participation in project activities, ownership and sustainability   |
|  | NGOs & CBOs-ADRA(K), World vision, Aphia Plus  | Provision of resources and capacity building  |
|  | National & County Government departments- Ministry of Interior & National Coordination, Information, MoA, NEMA, Cooperative Department   | Provision of personnel, technical support and financial resources   |
| <b>Children</b>                        | National & County Government departments- Ministry of Interior & National Coordination, Information, MoA, NEMA, Cooperative Department   | Provision of personnel, technical support and financial resources   |

|                                     |  |   |
|-------------------------------------|--|---|
|                                     | Community  | Participation in project activities, ownership and sustainability                       |
|                                     | NGOs & CBOs-ADRA(K), World vision, Christian association and other Non-State actors  | Provision of resources and capacity building  |
|                                     | Children   | Participate in various activities.  |
| <b>Culture</b>                      | National & County Government departments- Ministry of Interior & National Coordination, Information, National Museum Of Kenya, Unesco. | Provision of personnel, technical support and financial resources                       |
|                                     | NGOs & CBOs-ADRA(K), other Non-State actors, Gusii council of elders, association herbalist,   | Provision of resources and capacity building, Provision of artefacts/ material culture. |
|                                     | Community  | Participate in various activities.  |
|                                     | Media  | Promotion of positive culture   |
| <b>Liquor licensing and control</b> | NACADA, Liquor licensing committees, provincial administration, community, Business community,   | They participate in sensitization and control activities                                |

### 3.0. STRATEGIC DIRECTION

#### 3.1. Introduction

The main factors that have influenced the direction and content of this Strategic Plan are the scope of the Department's mandates; the unmet needs from past endeavours (particularly the need to reach more of the poor and vulnerable groups in the county), as well as the national policy objectives, programmes and projects as outlined in the Medium Term Plans and anchored on Vision 2030. The thrust of the Department's programmes over the Plan period (2018-2022) also takes into account the Department's priorities. The MGYS&SS is mandated to mainstream gender issues, develop and empower the youth, promote sports, culture and arts as well as ensure enhanced provision of social services.

#### 3.2. Strategic Issues and Objectives

| Major Issues/Problems                      | Strategic Objective   | specific Objective                     | Strategies   | Time frame                 |
|--|---|--|--|----------------------------|
| <b>Administration and policy planning</b>  |   |  |  |                            |
| Poor performance /standards in sports      | Promotion and development of all sports disciplines in the county | Facilitate and equip sports activities | <ul style="list-style-type: none"> <li>Promotion of ward based sporting activities</li> <li>Sports infrastructure development</li> </ul> | 2018-2022<br><br>2018-2022 |
| <b>Sports Development</b>                  |   |  |  |                            |
| Poor performance /standards in sports      | Promotion and development of all sports disciplines in the county | Facilitate and equip sports activities | <ul style="list-style-type: none"> <li>Promotion of ward based sporting activities</li> <li>Sports infrastructure development</li> </ul> | 2018-2022<br><br>2018-2022 |
| <b>Gender, Culture and social services</b> |   |  |  |                            |

|   |  |  |   |           |
|---|--|--|---|-----------|
| Low appreciation of cultural heritage,<br>Negative cultural practices, Poor reading<br>culture ,Uncontrolled Betting , lotteries<br>and gaming and uncontrolled alcohol<br>consumption, drugs and substance abuse | Promote and preserve<br>cultural heritage,<br>provide protection and<br>encourage a reading<br>culture | Facilitate<br>and protect<br>heritage<br><br>Develop a<br>safety net<br>and<br>encourage a<br>reading<br>culture | <ul style="list-style-type: none"> <li>• Promote ward based cultural activities</li> <li>• Develop a fund for the vulnerable in the society</li> <li>• Promote a reading culture</li> <li>• Control alcohol and drug and substance abuse</li> </ul> | 2018-2022 |
|---|--|--|---|-----------|

### 3.3 Cross cutting issues

Cross cutting issues indicate the effort being made in mainstreaming cross cutting issues such as; Gender, youth, climate change, HIV/AIDS, Drug abuse, SDGs, Poverty, DRR etc. Also the section highlights the major cross cutting issues that affect development in the county

| <b>CROSS CUTTING ISSUE</b> | <b>PLANNED INTERVENTION</b>   | <b>Time frame</b> |
|----------------------------|---|-------------------|
| Drug and Substance abuse   | <ul style="list-style-type: none"> <li>• Sensitization and consultative meetings with NACAA and other stakeholders.</li> <li>• Awareness campaigns during cultural, sports, children, youths, and gender activities</li> <li>• Strict vetting of alcohol outlets/joints.</li> </ul>   | 2018-2022         |
| Gender Mainstreaming       | <ul style="list-style-type: none"> <li>• Sensitization and consultative meetings with NGENC and other stakeholders</li> <li>• Awareness campaign during cultural, sports, children, youths, and gender activities awareness campaigns, skills trainings, internships and participation in leadership.</li> <li>• sensitization against GBV and FGM</li> <li>• coordination gender mainstreaming within the various county departments, /and non-state actors</li> </ul> | 2018-2022         |
| HIV/AIDS                   | <ul style="list-style-type: none"> <li>• Sensitization and consultative meetings with NACC and other stakeholders</li> <li>• Awareness campaigns during cultural, sports,</li> </ul>  | 2018-2022         |



|  | children, youths ,and gender activities  |                          |
|--|--|--------------------------|
| Youth                                    | <ul style="list-style-type: none"> <li>• Sensitization and consultative meetings with YEDF,NGAAF,UWEZO,WEF and other stakeholders</li> <li>• Awareness campaign during cultural, sports, youths, and gender activities</li> <li>• Enhance skills trainings, internships and participation in leadership</li> </ul>   | 2018-2022                |
| Persons Living with disabilities(PLWDs ) | <ul style="list-style-type: none"> <li>• Sensitization and consultative meetings with NCPWD,NGAAF, Social Development and other stakeholders</li> <li>• Carry out awareness campaign during cultural, sports,children,youths ,and gender activities awareness campaigns, skills trainings, internships and participation in leadership</li> <li>• Mapping of PLWDs to be done in 20 wards and sensitization to be carried out against negative cultural practices on disability</li> </ul> | 2018-2022<br><br>By 2020 |

## 4.0. CHAPTER FOUR

### IMPLEMENTATION MATRIX

**DEPARTMENT: gender youth, sports, culture and social services**

| Goal: promotion of sports, preservation of culture and social protection                   |   |  |                                  |                               |                     |    |    |    |    |                   |                       |                                    |    |    |    |    |       |
|--|---|--|----------------------------------|-------------------------------|---------------------|----|----|----|----|-------------------|-----------------------|------------------------------------|----|----|----|----|-------|
| Strategic Issue 1: Poor participation, performance and Infrastructure in sports            |   |  |                                  |                               |                     |    |    |    |    |                   |                       |                                    |    |    |    |    |       |
| Strategic Objective 1: : Promotion and development of all sports disciplines in the county |   |  |                                  |                               |                     |    |    |    |    |                   |                       |                                    |    |    |    |    |       |
| Specific Objectives  | Strategies                                  | Activities   | Outputs                          | KPIs                          | Target By Plan Year |    |    |    |    | Total Plan Target | ACTORS                | Budget By Plan Year (KSh. Million) |    |    |    |    |       |
|  |   |  |                                  |                               | 1                   | 2  | 3  | 4  | 5  |                   |                       | 1                                  | 2  | 3  | 4  | 5  | Total |
| Facilitate and equip sports activities   | Promotion of ward based sporting activities | Conducting tournaments in 20 wards                                 | Tournaments held                 | No. of tournaments            | 20                  | 20 | 20 | 20 | 20 | 100               | Directorate of sports | 6                                  | 15 | 10 | 15 | 10 | 56m   |
|  |   | purchase of sports equipment across the County                     | Equipment bought and distributed | No. of equipment bought       | 20                  | 20 | 20 | 20 | 20 | 100               | Directorate of sports | 20                                 | 20 | 20 | 20 | 20 | 100m  |
|  |   | Participation in County, regional and national sporting activities | Tournaments held                 | No. of tournaments held       | 15                  | 15 | 15 | 15 | 15 | 60                | Directorate of sports | 6                                  | 9  | 10 | 10 | 10 | 45m   |
|  | Sports infrastructure development           | Construction of 7 stadia.  | Stadia constructed               | No. of stadia constructed     | 1                   | 2  | 1  | 1  | 2  | 7                 | Directorate of sports | 37                                 | 50 | 50 | 20 | 20 | 177m  |
|  |   | Construction /development of playfields in 20 wards                | Play field developed             | No. of play field constructed |                     | 5  | 5  | 5  | 5  | 20                | Directorate of sports | 0                                  | 20 | 20 | 20 | 20 | 80    |
|  |   | Development of facilities at the Talent Academy                    | Facilities developed             | No. of facilities developed   | 1                   | 1  | 1  | 1  | 1  | 5                 | Directorate of sports | 4                                  | 10 | 5  | 6  | 5  | 30m   |
|  |   |  |                                  |                               |                     |    |    |    |    |                   |                       |                                    |    |    |    |    |       |

| <b>Goal: promotion of sports, preservation of culture and social protection</b>   |  |  |  |  |                     |   |   |   |   |                   |  |                                    |    |    |    |    |       |
|---|--|--|--|--|---------------------|---|---|---|---|-------------------|--|------------------------------------|----|----|----|----|-------|
| <b>Strategic Issue 2. Erosion of cultural heritage, poor reading culture , drug and substance abuse and inadequate safety net for vulnerable groups</b> |  |  |  |  |                     |   |   |   |   |                   |  |                                    |    |    |    |    |       |
| <b>Strategic Objective 2: : To promote and preserve heritage, provide protection and encourage a reading culture.</b>                                   |  |  |  |  |                     |   |   |   |   |                   |  |                                    |    |    |    |    |       |
| Specific Objectives   | Strategies                                       | Activities   | Outputs  | KPIs                                       | Target By Plan Year |   |   |   |   | Total Plan Target | ACTORS                                     | Budget By Plan Year (KSh. Million) |    |    |    |    |       |
|   |  |  |  |  | 1                   | 2 | 3 | 4 | 5 |                   |  | 1                                  | 2  | 3  | 4  | 5  | Total |
| Facilitate and protect heritage   | Promotion of ward based cultural activities      | Holding cultural festivals in 6 sub counties                   | Cultural festivals held  | No. of cultural festivals                  | 6                   | 6 | 6 | 6 | 6 | 30                | Directorate of culture and social services | 6                                  | 6  | 6  | 6  | 6  | 30m   |
|   |  | Develop one cultural centre/ museum                            | Cultural centre/museum constructed                                 | No. cultural centres/museums               | 0                   | 0 | 1 | 0 | 0 | 1                 | Directorate of culture and social services | 0                                  | 30 | 50 | 20 | 0  | 100m  |
|   |  | Research, document and disseminate heritage from the 20 wards  | Cultural heritage Documentary Research booklet and artefacts done. | No. of booklets, documentary and artefacts | 0                   | 1 | 1 | 1 | 0 | 3                 | Directorate of culture and social services | 0                                  | 5  | 5  | 5  | 5  | 20m   |
|   |  | Develop a policy and regulation on betting ,gaming and lottery | Policy developed   | No. of policy developed                    | 0                   |   |   | 1 |   | 1                 | Directorate of culture and social services | 0                                  | 4  | 5  | 4  | 5  | 18m   |
|   |  | Develop of 5 social halls                                      | Social halls developed   | No of social halls                         | 0                   | 2 | 1 | 1 | 1 | 5                 | Directorate of culture and social services | 0                                  | 20 | 10 | 10 | 10 | 50m   |
| Develop a safety net and encourage a reading culture  | Develop a fund for the vulnerable in the society | Mapping of the vulnerable groups.                              | Policy and regulation developed                                    | No of policy and regulations               | 0                   | 0 | 1 | 0 | 0 | 1                 | Directorate of culture and social services | 2                                  | 2  | 2  | 2  | 2  | 10m   |

| <b>Goal: promotion of sports, preservation of culture and social protection</b>   |                                  |                                   |                                   |                        |                     |   |   |   |   |                   |  |                                    |   |   |   |    |
|---|----------------------------------|-----------------------------------|-----------------------------------|------------------------|---------------------|---|---|---|---|-------------------|--|------------------------------------|---|---|---|----|
| <b>Strategic Issue 2. Erosion of cultural heritage, poor reading culture , drug and substance abuse and inadequate safety net for vulnerable groups</b> |                                  |                                   |                                   |                        |                     |   |   |   |   |                   |  |                                    |   |   |   |    |
| <b>Strategic Objective 2: : To promote and preserve heritage, provide protection and encourage a reading culture.</b>                                   |                                  |                                   |                                   |                        |                     |   |   |   |   |                   |  |                                    |   |   |   |    |
| Specific Objectives   | Strategies                       | Activities                        | Outputs                           | KPIs                   | Target By Plan Year |   |   |   |   | Total Plan Target | ACTORS                                     | Budget By Plan Year (KSh. Million) |   |   |   |    |
|   |                                  |                                   |                                   |                        | 1                   | 2 | 3 | 4 | 5 |                   |  | 1                                  | 2 | 3 | 4 | 5  |
|   | Promotion of the reading culture | Develop a policy and a regulation | Database of the vulnerable groups | Vulnerable groups data | 0                   | 0 | 0 | 1 | 0 | 1                 | Directorate of culture and social services | 0                                  | 1 | 2 | 2 | 5m |

|  |  |  |                                 |                                       |     |     |     |     |     |      |  |     |     |     |     |     |      |
|--|--|--|---------------------------------|---------------------------------------|-----|-----|-----|-----|-----|------|--|-----|-----|-----|-----|-----|------|
|  |  | Construction of the county and sub county library    | County library constructed      | No. of county libraries constructed   | 0   | 2   | 1   | 1   | 1   | 5    | Directorate of culture and social services | 0   | 20  | 50  | 20  | 10  | 100m |
|  |  | Equip the county and sub county library              | County and sub county libraries | No of county and sub county libraries | 0   | 1   | 1   | 1   | 1   | 4    |  | 0   | 3   | 3   | 4   | 5   | 15m  |
|  |  | Payment rent for the rented premises                 | Rent paid                       | Library in operation                  | 12  | 12  | 12  | 12  | 12  | 60   | Directorate of culture and social services | 1   | 1   | 1   | 1   | 1   | 5m   |
| control alcohol and drug and substance abuse |  | Advertisement for application of licences            | Advertisement in media          | No of Public notice                   | 1   | 1   | 1   | 1   | 1   | 5    | Directorate of culture and social services | 200 | 200 | 200 | 200 | 200 | 1m   |
|  |  | Hold sub county committee meetings                   | Committee meeting and minutes   | No of meetings held                   | 15  | 15  | 15  | 15  | 15  | 60   | Directorate of culture and social services | 2   | 2   | 2   | 2   | 2   | 10sm |
|  |  | Licensing of liquor premises/outlets                 | Licensed liquor joints/outlets  | No of licensed liquor outlets         | 500 | 500 | 500 | 500 | 500 | 2500 | Directorate of culture and social services | 1   | 1   | 1   | 1   | .5  | 5m   |
|  |  | carry out frequent inspections of the liquor outlets | Inspection reports of outlets   | No of inspected Premises              | 500 | 500 | 500 | 500 | 500 | 2500 | Directorate of culture and social services | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 7.5m |

|  |   |                                   |                              |   |    |    |    |    |    |  |     |    |    |    |    |     |
|--|---|-----------------------------------|------------------------------|---|----|----|----|----|----|--|-----|----|----|----|----|-----|
|  | carry out sensitization campaigns on substance and drug abuse | Campaigns done                    | No of campaigns Done         | 0 | 10 | 10 | 10 | 10 | 40 | Directorate of culture and social services | 0   | .5 | .5 | .5 | .5 | 2m  |
|  | construction of one rehabilitation centre in the county       | Rehabilitation centre constructed | No of rehabilitation centres | 0 | 0  | 0  | 1  | 0  | 1  | Directorate of culture and social services | 0.0 | 10 | 20 | 10 | 10 | 50m |

## **CHAPTER FIVE**

### **5.0 MONITORING, EVALUATION AND REPORTING**

#### **5.1. Rationale for M&E**

Monitoring and evaluation of the activities of the DGYSC&SS are critical activities that will help in ensuring that the Department remains on course in pursuit of its objectives. As part of the National Integrated Monitoring and Evaluation Framework, (NIMES), the Department is required to report on its performance to the Monitoring and Evaluation Department as provided for in the reporting mechanisms between the Department, line Ministries and counties. The reporting is mandatory.

#### **5.2. Monitoring**

- Under monitoring, specified data will be collected at activity level and channelled upwards in agreed formats on a continuous basis;
- After a report is made, remedial action must be taken by responsible officer in all cases where an undesirable variance between achievement and target is established;

#### **5.3 Evaluation**

Under evaluation, the data will be assessed against pre-selected indicators to determine the extent to which achievement has matched the set standard or target and pertinent reports prepared. Evaluation will be done periodically – Annually, Mid-Term and Terminal.

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## CHAPTER FIVE

### IMPLEMENTATION MATRIX

#### DEPARTMENT: Gender Youth, Sports, Culture and Social Services

| Goal: Promotion of sports, preservation of culture and social protection                   |   |  |                                  |                               |                    |             |                    |             |           |         |
|--|---|--|----------------------------------|-------------------------------|--------------------|-------------|--------------------|-------------|-----------|---------|
| Strategic Issue 1: Poor participation, performance and Infrastructure in sports            |   |  |                                  |                               |                    |             |                    |             |           |         |
| Strategic Objective 1: : Promotion and development of all sports disciplines in the county |   |  |                                  |                               |                    |             |                    |             |           |         |
| Specific Objectives  | Strategies                                  | Activities   | Outputs                          | KPIs                          | OUTPUT PERFORMANCE |             | BUDGET PERFORMANCE |             |           |         |
|  |   |  |                                  |                               | TARGET             | ACHIEVEMENT | TARGET             | ACHIEVEMENT | DEVIATION | REMARKS |
| Facilitate and equip sports activities   | Promotion of ward based sporting activities | Conducting tournaments in 20 wards                                 | Tournaments held                 | No. of tournaments            | 100                |             | 56                 |             |           |         |
|  |   | purchase of sports equipment across the County                     | Equipment bought and distributed | No. of equipment bought       | 100                |             | 100                |             |           |         |
|  |   | Participation in County, regional and national sporting activities | Tournaments held                 | No. of tournaments held       | 60                 |             | 45                 |             |           |         |
|  | Sports infrastructure development           | Construction of 7 stadia.  | Stadia constructed               | No. of stadia constructed     | 7                  |             | 177                |             |           |         |
|  |   | Construction /development of playfields in 20 wards                | Play field developed             | No. of play field constructed | 20                 |             | 80                 |             |           |         |
|  |   | Development of facilities at the Talent Academy                    | Facilities developed             | No. of facilities developed   | 5                  |             | 30                 |             |           |         |



**DEPARTMENT: Culture**

| <b>Goal: Promotion Of Sports, Preservation Of Culture and Social Protection</b>   |  |  |  |  |                    |             |                    |             |           |         |
|---|--|--|--|--|--------------------|-------------|--------------------|-------------|-----------|---------|
| <b>Strategic Issue 2. Erosion of cultural heritage, poor reading culture , drug and substance abuse and inadequate safety net for vulnerable groups</b> |  |  |  |  |                    |             |                    |             |           |         |
| <b>Strategic Objective 2: : To promote and preserve heritage, provide protection and encourage a reading culture.</b>                                   |  |  |  |  |                    |             |                    |             |           |         |
| Specific Objectives   | Strategies                                       | Activities   | Outputs  | KPIs                                       | OUTPUT PERFORMANCE |             | BUDGET PERFORMANCE |             |           |         |
|   |  |  |  |  | TARGET             | ACHIEVEMENT | TARGET             | ACHIEVEMENT | DEVIATION | REMARKS |
| Facilitate and protect heritage   | Promotion of ward based cultural activities      | Holding cultural festivals in 6 sub counties                   | Cultural festivals held  | No. of cultural festivals                  | 30                 |             | 30                 |             |           |         |
|   |  | Develop one cultural centre/ museum                            | Cultural centre/museum constructed                                 | No. cultural centres/museums               | 1                  |             | 100                |             |           |         |
|   |  | Research, document and disseminate heritage from the 20 wards  | Cultural heritage Documentary Research booklet and artefacts done. | No. of booklets, documentary and artefacts | 3                  |             | 20                 |             |           |         |
|   |  | Develop a policy and regulation on betting ,gaming and lottery | Policy developed   | No. of policy developed                    | 1                  |             | 18                 |             |           |         |
|   |  | Develop of 5 social halls                                      | Social halls developed   | No of social halls                         | 5                  |             | 50                 |             |           |         |
| Develop a safety net and encourage a reading culture  | Develop a fund for the vulnerable in the society | Develop a policy and regulation                                | Policy and regulation developed                                    | No of policy and regulations               | 1                  |             | 10                 |             |           |         |
|   |  | Mapping of the vulnerable groups                               | Database of the vulnerable groups                                  | Vulnerable groups data                     | 1                  |             | 5                  |             |           |         |

| Goal: Promotion Of Sports, Preservation Of Culture and Social Protection   |  |   |                                 |                                       |                    |             |                    |             |           |         |
|--|--|---|---------------------------------|---------------------------------------|--------------------|-------------|--------------------|-------------|-----------|---------|
| Strategic Issue 2. Erosion of cultural heritage, poor reading culture , drug and substance abuse and inadequate safety net for vulnerable groups |  |   |                                 |                                       |                    |             |                    |             |           |         |
| Strategic Objective 2: : To promote and preserve heritage, provide protection and encourage a reading culture.                                   |  |   |                                 |                                       |                    |             |                    |             |           |         |
| Specific Objectives  | Strategies                                   | Activities  | Outputs                         | KPIs                                  | OUTPUT PERFORMANCE |             | BUDGET PERFORMANCE |             |           |         |
|  |  |   |                                 |                                       | TARGET             | ACHIEVEMENT | TARGET             | ACHIEVEMENT | DEVIATION | REMARKS |
|  |  | Construction of the county and sub county library | County library constructed      | No. of county libraries constructed   | 5                  |             | 100                |             |           |         |
|  | Promotion of the reading                     | Equip the county and sub county library           | County and sub county libraries | No of county and sub county libraries | 4                  |             | 15                 |             |           |         |
|  |  | Payment rent for the rented premises              | Rent paid                       | Library in operation                  | 6                  |             | 5                  |             |           |         |
|  | control alcohol and drug and substance abuse | Advertisement for application of licences         | Advertisement in media          | No of Public notice                   | 5                  |             | 1                  |             |           |         |
|  |  | Hold sub county committee meetings                | Committee meeting and minutes   | No of meetings held                   | 15                 |             | 10                 |             |           |         |

| Goal: Promotion Of Sports, Preservation Of Culture and Social Protection   |            |   |                                   |  |                    |             |                    |             |           |         |
|--|------------|---|-----------------------------------|--|--------------------|-------------|--------------------|-------------|-----------|---------|
| Strategic Issue 2. Erosion of cultural heritage, poor reading culture , drug and substance abuse and inadequate safety net for vulnerable groups |            |   |                                   |  |                    |             |                    |             |           |         |
| Strategic Objective 2: : To promote and preserve heritage, provide protection and encourage a reading culture.                                   |            |   |                                   |  |                    |             |                    |             |           |         |
| Specific Objectives  | Strategies | Activities  | Outputs                           | KPIs                                     | OUTPUT PERFORMANCE |             | BUDGET PERFORMANCE |             |           |         |
|  |            |   |                                   |  | TARGET             | ACHIEVEMENT | TARGET             | ACHIEVEMENT | DEVIATION | REMARKS |
|  |            | Licensing of liquor premises/outlets                          | Licensed liquor joints/outlets    | No of licensed liquor outlets            | 500                |             | 5                  |             |           |         |
|  |            | carry out frequent inspections of the liquor outlets          | Inspection reports of outlets     | No of inspected Premises                 | 2500               |             | 7.5                |             |           |         |
|  |            | carry out sensitization campaigns on substance and drug abuse | Campaigns done                    | No of campaigns Done                     | 40                 |             | 2                  |             |           |         |
|  |            | construction of one rehabilitation centre in the county       | Rehabilitation centre constructed | No of rehabilitation centres constructed | 1                  |             | 50                 |             |           |         |

## 6.0. CHAPTER SIX

### 6.1 RISK ANALYSIS AND MITIGATION

The envisaged objectives of a plan will only be realized if the conditions in the internal and external environment (Assumptions) do not change in ways that are not anticipated at the time of its preparation. It is therefore necessary to qualify the success of the plan by assuming that the prevailing and anticipated conditions in the operating environment will not vary significantly from what is known at the start of the plan period. This qualification is particularly important for cases, such as in Performance contracting, where specified levels of achievement are expected.

Whereas these factors and events can happen, it is generally assumed that they will not occur to levels that can undermine plan implementation. The following are the assumptions and risks for implementation of DGYSCSS activities over the Plan period:-

This table highlights the anticipated risks, rate of expectedness and the mitigation measures during implementation of the strategic plan. The rates can be rated as low, medium or high, as shown in the matrix below.

| NO | Risk  | Rate   | Mitigation   |
|----|---|--------|--|
| 1  | Inadequate financial allocation/mobilisation  | High   | <ul style="list-style-type: none"> <li>• Get alternative funding sources/partners</li> <li>• Lobby for more funding</li> </ul>   |
| 2  | Unprecedented changes in technology that DGYSCSS may not cope with                                    | Low    | <ul style="list-style-type: none"> <li>• Continuous training and capacity building</li> <li>• Acquiring latest technology</li> </ul>   |
| 3  | Adverse change in Government policy and/ or structures  | Medium | <ul style="list-style-type: none"> <li>• Restructure the department to conform to the prevailing circumstances</li> <li>• Customize county government policies to conform to the current changes.</li> </ul> |
| 4  | Undue resistance towards desirable behaviour change because of outmoded cultural practices (e.g. FGM) | High   | <ul style="list-style-type: none"> <li>• Carry out awareness and sensitization campaigns</li> <li>•</li> </ul>   |
| 5  | Corruption and other poor governance facets that prevent effective use of                             | High   | <ul style="list-style-type: none"> <li>• Training and capacity building</li> </ul>   |

|          |   |        |  |
|----------|---|--------|--|
|          | resources;  |        | <ul style="list-style-type: none"> <li>• Computerize systems to a void wet areas(Cashless system of financial management)</li> </ul> |
| <b>6</b> | External factors-such as political instability of countries of the region-that pose unknown risks   | Medium | <ul style="list-style-type: none"> <li>•</li> </ul>  |
| <b>7</b> | Other risks arising from the political, economic, social, technological, and environmental factors. | Medium | <ul style="list-style-type: none"> <li>• Develop systems that will withstand various political systems</li> </ul>                    |

### **7.3 References**

- 1) Nyamira, First County Integrated Development Plan 2013-2017
- 2) Nyamira, First County Integrated Development Plan 2018-2022
- 3) Strategic plan 2013/14-2017
- 4) Kenya Vision 2030
- 5) Medium Term Plan I & II