

DEPARTMENT OF  
YOUTH, SPORTS  
AND  
COMMUNICATION,  
3-YEAR STRATEGIC  
PLAN 2015-2018

COUNTY  
GOVERNMENT OF  
KIAMBU

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# CHAPTER 1

## BACKGROUND AND ENVIRONMENTAL SCAN

### 1.0. Introduction

This strategic plan seeks to identify the core strategic interventions that the department should focus on in order to deliver on its mandate. The strategic plan identifies the priority areas of focus to be implemented within the limited resources.

### 1.1. Department's Mandate

The department of Youth Affairs, Sports and Communications is one of the departments of the Kiambu county executive. The department consists of 3 core functional units i.e. Youth Affairs, Sports and Communications.

In regard to youth affairs, the department seeks to implement among others Article 55 of the constitution that obligates the State to take measures including affirmative action to ensure that the youth –

- access relevant education and training
- have opportunities to participate in political, social, economic and spheres of life
- access employment
- are protected from harmful cultural practices and exploitation

In relation to sports, the department seeks to implement section 4 of part 2 of the Fourth Schedule to the Constitution, which provides for sports activities and facilities as well as recreation facilities (to the extent recreation is related to sports activities) as a county function.

In relation to communication, the department seeks to

Specifically, the department's mandate for each functional unit are–

#### *1.1.1. Youth Affairs*

- 1) Development and oversight of youth empowerment laws, policies, strategies and programmes
- 2) Promotion, facilitation and monitoring of implementation of youth empowerment policies, strategies and programmes
- 3) Promoting collaboration and networking among stakeholders involved in youth empowerment

#### *1.1.2. Sports*

- 1) Development and oversight of county sports policies, laws and strategies
- 2) Promotion and development of sports
- 3) Development, maintenance and management of sports facilities
- 4) Promotion of leagues and tournaments

- 5) Facilitation of development of sports talent

### ***1.1.3. Communications***

- 1) Development and oversight of county communication policies, laws and strategies
- 2) Information and communication management
- 3) Public relations and customer care
- 4) Events management
- 5) Management of county government corporate image
- 6) Media relations
- 7) Communication content development
- 8) Digital and social media management
- 9) Publicity

The department has prepared this 3-year (2015-2018) strategic plan in order to enable it effectively deliver on its mandate. The strategic plan seeks to implement part of Kiambu County Integrated Development Plan on relevant matters of youth and sports. In addition, the strategic plan is in tandem with the Kenya Vision 2030's social pillar in regard to youth empowerment.

## **1.2. Environmental Scan**

This part covers the assessment of internal and external environmental assessment that has implications on the department's implementation of its core mandate. This part covers the assessment of Political, Economic, Social, Technological, Legal and Environmental (PESTLE) factors that provide the context within which the department is developing and implementing the strategic plan and direction. Environmental scan also entails conducting the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis which assessment the ability and strategic opportunities available to the organization to enable it meet its goals.

### **1.2.1 PESTLE ANALYSIS**

Political, economic, social, technological, legal and environmental factors have implications on the departmental strategic direction and performance.

#### **Political factors**

The strategic plan will be implemented within a period when political activities will be high due to the upcoming elections in August 2017. The youth are main political players in electoral process. Whereas the county government is responsible for promoting sports activities, the national political issues affecting sports such as football have implications on county development of football. There have been considerable media reports and communication county government service delivery system some of which have taken political dimensions. This calls for the departments strategic communication engagement.

#### **Economic factors**

High unemployment rates and low investment among youth in the county have direct determination in youth employment. Inadequate budgetary allocations for youth empowerment and sports development hinder their growth and contribution to local economic development.

The high cost of communication especially through mainstream media affects the development of communication systems for the county government.

### **Social factors**

Alcohol and drug use have negatively contributed to poor health among the youth leading to low productivity and contribution to labour market. In addition family breakdown, poverty, lethargy among the youth to engage in entrepreneurship and preferring employment have direct implications on the youth employment and sports development. The low education and economic ability of county residents have negative implications on the uptake of modern communication and technology.

### **Technological factors**

Technology has emerged to be a key driver of economic development and communication. Mobile technology and internet connectivity play a significant role in communication, business and communication.

### **Legal factors**

The Sports Act provides for a sports development and regulatory framework, which does not integrate the county government's role on promotion of sports and sports activities. The national legislation on youth access to government procurement has positive implications for youth employment.

### **Environmental factors**

The county experiences environmental degradation due to economic activities. For example, activities such as water selling business, pollution of rivers and environment due to dumping of solid waste and car wash businesses have negative impact on environment despite the fact that youth tend to be engaged in such activities.

## 1.2.2 SWOT ANALYSIS

### 1.2.2.1 Youth Affairs

<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>▪ Presence of the Biashara fund</li> <li>▪ High political goodwill</li> <li>▪ Youthful departmental workforce</li> </ul>	<ul style="list-style-type: none"> <li>▪ Youth access to Government procurement opportunities.</li> <li>▪ Youth empowerment programs</li> <li>▪ Provision for youth empowerment under the Constitution</li> <li>▪ Availability of technical institutions</li> <li>▪ High population of energetic and ambitious youth who are willing to exploit opportunities and receive information</li> <li>▪ Close proximity to Nairobi and hence a wider scope of opportunities</li> <li>▪ Presence of corporate companies and industries in the county</li> <li>▪ Talented youth groups in performing arts</li> </ul>
<b>WEAKNESSES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>▪ Low budgetary allocation</li> <li>▪ Low budget absorption for Biashara Fund</li> <li>▪ Lack of establishment and understanding of critical youth issues</li> <li>▪ Lack of sufficient staff and low capacity and expertise of current staff</li> <li>▪ Lack of public private partnerships with existing youth oriented organizations</li> <li>▪ weak inter-departmental collaboration</li> <li>▪ Lack of sub-county budgeting and programming (decentralization)</li> <li>▪ Planning to undertake many programmes without corresponding available budgetary</li> <li>▪ non structured system of programme design and implementation</li> <li>▪ non structured communication channels within the department</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ill equipped technical institutions</li> <li>▪ High rate of unemployment</li> <li>▪ Negative attitude coupled with unwillingness to volunteer</li> <li>▪ Drugs and substance abuse</li> <li>▪ Threat of radicalization</li> <li>▪ Rapid urbanization</li> <li>▪ Family instability</li> <li>▪ Exposure to crime</li> <li>▪ Poor role modeling</li> <li>▪ Lack of civic competence and commitment</li> <li>▪ High population of unskilled youth</li> <li>▪ Preference to formal “white collar” jobs</li> <li>▪ Lack of an entrepreneurial culture, knowledge and mindset</li> <li>▪ Lack of innovation</li> <li>▪ untimely communication of budget ceilings for the department</li> <li>▪ community apathy of departmental programmes</li> </ul>

### 1.2.2.2 Sports

<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>▪ Presence of skilled coaches</li> <li>▪ Political goodwill in support of sports</li> <li>▪ Presence of skilled sports officers</li> <li>▪ Existence of the department of sports and youth</li> <li>▪ Presence of a devolved sports management system at the county, sub county and ward levels</li> <li>▪ Ability to collaborate with sports associations and other county departments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Presence of professionally trained coaches</li> <li>▪ Presence of already identified, talented under 14 talented kids</li> <li>▪ Availability of sponsors who are interested in using sports as a marketing tool</li> <li>▪ The community has already embraced sports for fitness and recreation</li> <li>▪ The County already raised 720 clubs at the champions cup</li> <li>▪ High political goodwill to fund sports</li> <li>▪ Close proximity to Nairobi enhancing access to expert, market for sports and top of the range facilities</li> <li>▪ Presence of a strategy to have one field per ward</li> <li>▪ Presence of academies focusing on nurturing talent to in and out of school children during off peak hours</li> <li>▪ Existence of a national talents academy at Kasarani that takes in best talent from the county for further development</li> <li>▪ Infrastructure advantage for sports tourism (High altitudes for endurance and low altitudes for speed)</li> <li>▪ Targeted need in the community for sports for recreation for healthy lifestyle</li> <li>▪ Existence of Sports Kenya under the Sports Act to partner with counties</li> <li>▪ Pledge by the National government to develop one stadium per county</li> </ul>
<b>WEAKNESSES</b>	<b>THREATS</b>

<ul style="list-style-type: none"> <li>▪ Under funding – 75 million allocation for sports development</li> <li>▪ Delay of funds</li> <li>▪ Ill equipped offices at the sub county and ward levels</li> <li>▪ Challenges in setting up a new departmental structure</li> <li>▪ Under establishment of staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of land, physical structures, systems and under developed facilities for sports and talent development</li> <li>▪ Threat of political interference e.g. limitation of facilities per ward</li> <li>▪ Unfriendly MOUs for fields that institution based and hence managed by the national government</li> <li>▪ Proximity to world class facilities in Nairobi hindering sponsors from interest in development of facilities in Kiambu</li> <li>▪ Over regulation by football association hindering development of sports</li> <li>▪ High operational costs of running clubs which play in the professional leagues</li> <li>▪ Political interests and interference</li> </ul>
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### 1.2.2.3. Communications

<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>▪ Availability of skilled workforce (strong workforce)</li> <li>▪ Modern equipment</li> <li>▪ Ability to work with media houses</li> </ul>	<ul style="list-style-type: none"> <li>▪ good reception and adoption of social media in the county</li> <li>▪ real time/instant nature of social media communication</li> <li>▪ availability of digital media platforms</li> <li>▪ increase in demand for digital media communication</li> <li>▪ good internet and network coverage</li> <li>▪ media interest on Kiambu issues and the Governor</li> <li>▪ demand for information through print and electronic media</li> <li>▪ high listenership in vernacular FM stations</li> <li>▪ media houses interest in county news</li> <li>▪ interest on development related government information and government progress in development implementation</li> </ul>
<b>WEAKNESSES</b>	<b>THREATS</b>



<ul style="list-style-type: none"><li>• Low budgetary allocation</li><li>• Weak linkage with the other county departments (user departments)</li><li>• Inadequate technical staff</li></ul>	<ul style="list-style-type: none"><li>▪ Heightened political activities during electioneering period with effect on county communication</li><li>▪ Negative county publicity on public service delivery and awareness</li><li>▪ Negative use of social media targeting county service delivery</li><li>▪ Low interest in media reporting on positive changes and service delivery by the county government</li></ul>
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## CHAPTER 2

### STRATEGIC DIRECTION

#### 2.1 Introduction

The department of youth, sports and communication has already been in operation for 3 years, in this period youth forums have been held at sub county levels, music studios are in the process of being set up, talent academies have been set up, four common games have been identified as key sports and coaches have been deployed and trained. Further, through the biashara fund, 20 million shillings has been disbursed to the youth for businesses albeit faced with the challenge of low uptake.

#### 2.2 Mandate

To provide quality service, in strengthening and empowering the sports community and, foster improved communication systems, while empowering and supporting the youth to be the leaders of tomorrow.

#### 2.3 Mission

To transform and inspire the community by facilitating equitable and sustainable youth empowerment, creating a conducive and enabling environment for promotion and development of sports and enhancing relevant and timely communication within the county

#### 2.4 Vision

To be a model county department by leading in creative and innovative youth empowerment, achieving sporting excellence and embracing top of the range effective and efficient communication models

#### 2.5 Value statements

- **Integrity:** In doing what is right
- **Team work:** By building a harmonious collaborative team
- **Professionalism:** By carrying out our business with pride and dedication
- **Respect:** By being equitable and cordial with all irrespective of ideological or other differences.
- **Leadership:** By demonstrating our commitment to training and nurturing leaders who are ethical and dependable.
- **Quality service delivery**
- **Passion and commitment**
- **Efficiency**

## **2.6 YOUTH AFFAIRS**

Youth are a key pillar in social, economic and political development in society. The population of youth aged between 15-29 was estimated to be 509,464 in 2012<sup>1</sup>. Article 55 of the Constitution obligates the State to take measures to ensure that youth have opportunities to participate in political, social and economic spheres in life. However, youth face numerous challenges such as unemployment, engagement in crime and drug use, early pregnancies, prevalence of HIV/AIDS among youth, low employability skills levels, harmful cultural practices such as FGM, low participation in civic duties such as public participation and community service. The Department will therefore seek to address these challenges faced by the youth.

### **3.3 Strategic Pillars (Key Result Areas)**

The department's engagement in youth affairs will be structured in the following 3 pillars which shall be a platform for key results–

1. Social empowerment
2. Economic empowerment
3. Civic empowerment

#### **3.3.1. Social Empowerment**

Social empowerment among the youth will enhance their social competence and ability to be responsible members of society with the necessary life skills and social capabilities. This will enable youth contribute positively to the society and cope with societal and life expectations.

##### **Strategic Objective**

To empower youth with life skills for social development

##### **Strategies**

- a. Develop and promote youth mentorship and role modeling
- b. Build capacity on life skills and reproductive health
- c. Provide and promote platforms for youth dialogue and learning exposure
- d. Develop programmes for engaging youth on crime and drugs

#### **3.3.2. Economic Empowerment**

Youth economic empowerment sets a pathway for youth integration into national economic system, reduction of poverty and prevention of youth engagement in vices such as crime and drugs.

##### **Strategic objective**

To empower youth and facilitate them to access economic opportunities

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<sup>1</sup> Kiambu County Planning unit, 2013

## **Strategies**

- a. Capacity building on entrepreneurship, business development skills, financial literacy, employability skills and business opportunities
- b. Facilitate youth access to county business and employment opportunities
- c. Provide and facilitate access to affordable credit for business capital
- d. Facilitate labor market linkages and enhancement of business competitiveness

### **3.3.3. Civic Empowerment**

Civic competency and awareness among youth is core to their participation in the political and public processes. Youth are key participants and contributors to social, economic and political development of society.

#### **Strategic objective**

To enhance youth civic competence and engagement

#### **Strategies**

- Promote and facilitate youth participation in civic duties
- Build capacity and mobilize youth on civic duties and leadership

## **4.0 SPORTS**

Sports play a significant role in society. Sports provide a means for health promotion and recreation, career or professional practice, business and investment and social cohesion among others. Section 4 of Part 2 of the Fourth Schedule to the Constitution assigns sports activities and facilities. The county has potential for sports development due to its high youth population and proximity to Nairobi. The Department shall promote sports as a driver of local economic development

### **4.1 Strategic Pillars (Key Result Areas)**

The department shall pursue the following strategic pillars in sports development–

- a. Career and professional development in sports
- b. Sports and recreation and leisure
- c. Sports tourism
- d. Sports and social development

#### **4.1.1. Career and professional development in sports**

##### **Strategic objective**

To promote and facilitate development of sports as a career or profession

##### **Strategies**

- a. Promotion and development of sports talent
- b. Promotion and development of targeted sports
- c. Promotion of investment in sports

#### **4.1.2. Sports for leisure and recreation**

##### **Strategic objective**

To promote sports for leisure and recreation

##### **Strategies**

- a. Promotion of sports for leisure and recreation
- b. Promotion and facilitation of investment in recreational sports

#### **4.1.3. Sports tourism**

##### **Strategic objective**

To promote sports tourism

##### **Strategies**

- a. Development and promotion of products for sports tourism
- b. Promotion and facilitation of investment in sports tourism

#### **4.1.4. Sports and social development**

##### **Strategic objective**

To promote sports for social development

##### **Strategies**

Development and promotion of social oriented sports programmes

## 5.0 COMMUNICATIONS

Communications facilitates provision and access to information on government services as well as information management within county departments. Part IX of the County Governments Act provides a framework for county public communication and access to information. The communications strategy will enable the county government achieve its goals and meet the citizen's needs.

### 5.1 Strategic Pillars (Key Result Areas)

The department will pursue the following strategic pillars (key result areas) in communications–

- a. Media relations and advertising
- b. Public relations, corporate identity and customer care
- c. Digital and social media
- d. Internal communication
- e. Events management

#### 5.1.1 Media relations and advertising

##### Strategic objective

To increase and enhance positive media outreach and presence targeting county residents and outside stakeholders

##### Strategies

- a. Development and enhancement of positive media presence focusing on county public service delivery
- b. Development of comprehensive and current media/communication content related to county public service delivery

#### 5.1.2. Public relations, corporate identity and customer care

##### Strategic objective

To develop a sound government corporate identity and an effective public relations and customer care

##### Strategies

- a. Development and strengthened management of government corporate identity
- b. Development of positive public relations and customer care

#### 5.1.3. Digital and social media

##### Strategic objective

To engage county residents and outside stakeholders through digital and social media platform

**Strategies**

- a. Development of interactive digital and social media platforms for engagement on county public service delivery

**5.1.4. Internal communication**

**Strategic objective**

To facilitate effective internal communication among and within county departments

**Strategies**

- a. Development of standardized communication system
- b. Communications capacity enhancement for county departments

**5.1.5. Events management**

**Strategic objective**

To facilitate effective organization and management of county events

**Strategies**

- a. Development of events management system
- b. Coordinating with departments for effective events management



## 6.0 STRATEGIC IMPLEMENTATION FRAMEWORK

### 6.1. Youth Affairs

<b>Key Result Area: Social Empowerment</b>						
<b>Strategic Objective: To empower youth with life skills for social development</b>						
<b>Strategy</b>	<b>Activities/Tasks</b>	<b>Key Performance Indicators</b>	<b>Time Frame</b>			<b>Responsible</b>
Develop and promote youth mentorship and role modeling	<ul style="list-style-type: none"> <li>• establish community based youth mentorship program to be implemented in each Ward</li> <li>• establish professional based youth mentorship program to be implemented at county level</li> <li>• recruiting community and professional based mentors</li> <li>• identify, mobilize and recruit youth to participate in the mentorship program</li> <li>• recruit youth volunteers to run the program</li> <li>• establish partnership with community/county based non state actor organizations</li> </ul>	<ul style="list-style-type: none"> <li>• number of wards participating in the mentorship program</li> <li>• number of youth participating in the program</li> <li>• number of mobilization forums</li> <li>• number of mentorship forums/sessions organized or held</li> <li>• number of youth volunteers running the program</li> <li>• number of non state actor organizations participating in the program</li> </ul>	2015/16	2016/17	2017/18	
Build capacity on life skills	<ul style="list-style-type: none"> <li>• develop a capacity building program on lifeskills in each Ward</li> <li>• recruit and build capacity of community based lifeskills trainers</li> </ul>	<ul style="list-style-type: none"> <li>• Number of wards participating in the program</li> <li>• number of youth whose capacity is build</li> <li>• number of capacity</li> </ul>				

	<ul style="list-style-type: none"> <li>• facilitate capacity building sessions</li> </ul>	<p>building sessions held or organized</p> <ul style="list-style-type: none"> <li>• number of community based trainers trained</li> </ul>				
Provide and promote platforms for youth dialogue and learning exposure	<ul style="list-style-type: none"> <li>• develop community/county based youth dialogue sessions</li> <li>• facilitate youth exposure program</li> </ul>	<ul style="list-style-type: none"> <li>• number of youth dialogue sessions held or organized</li> <li>• number of issues addressed in the dialogue sessions</li> </ul>				
Develop programmes for engaging youth on crime and drugs	<ul style="list-style-type: none"> <li>• carry out research on youth in crime and drugs and disseminate findings</li> <li>• map areas with high levels of youth engagement in crime and drug use</li> <li>• establish youth dialogue sessions on crime and drug control at ward and sub-county levels</li> <li>• identify youth involved in crime</li> <li>• establish rehabilitation programs for youth in crime and drugs in each ward</li> <li>• establishment with non state actors and national government departments</li> </ul>	<ul style="list-style-type: none"> <li>• research studies carried out</li> <li>• number of dissemination sessions held</li> <li>• number of youth engagement forums</li> <li>• number of youth participating in rehabilitation on crime and drugs</li> <li>• number of wards participating in the program</li> <li>• number of non state actors and government departments participating in the programs</li> </ul>				

<b>Key Result Area: Economic Empowerment</b>						
<b>Strategic Objective: To empower youth and facilitate them to access economic opportunities</b>						
<b>Strategy</b>	<b>Activities/Tasks</b>	<b>Key Performance Indicators</b>	<b>Time Frame</b>			<b>Responsible</b>
Capacity building on entrepreneurship, business development skills, financial literacy, employability skills and business opportunities	<ul style="list-style-type: none"> <li>recruiting and mobilizing youth for entrepreneurship</li> <li>developing training programs</li> <li>organizing and facilitating trainings</li> <li>developing business support services for youth enterprises</li> <li>developing business mentorship program</li> <li>recruiting private sector players for youth mentorship program</li> </ul>	<ul style="list-style-type: none"> <li>number of youth businesses mentored</li> <li>number of youth recruited into entrepreneurship</li> <li>number of training programs developed</li> <li>number of training programs facilitated</li> <li>number of business mentorship programs initiated or sessions organized</li> <li>number of private sector players participating in mentorship programs</li> </ul>	2015/16	2016/17	2017/18	
Facilitate youth access to county business and employment opportunities	<ul style="list-style-type: none"> <li>establishing youth skills database that is available online</li> <li>facilitating creation of youth employment and business opportunities</li> <li>establishment of online platform for information</li> </ul>	<ul style="list-style-type: none"> <li>established database</li> <li>number of programs initiated</li> <li>number of youth accessing business and employment opportunities</li> <li>established online</li> </ul>				

	<p>sharing on business and employment opportunities in the county for the youth</p> <ul style="list-style-type: none"> <li>organizing youth engagement sessions on government and private sector business and employment opportunities</li> </ul>	<p>platform for information sharing on business and employment opportunities in government and private sector</p>				
Provide and facilitate access to affordable credit for business capital	<ul style="list-style-type: none"> <li>facilitate youth to access Kiambu Biashara Fund</li> </ul>	<ul style="list-style-type: none"> <li>number of youth accessing the Fund</li> </ul>				
Facilitate labor market linkages and enhancement of business competitiveness	<ul style="list-style-type: none"> <li>establishing a program for linking youth with potential employers</li> <li>establishment of business competitiveness program</li> <li>establishment of youth internship program for employment and employability skills development</li> </ul>	<ul style="list-style-type: none"> <li>established of program for linking youth with employers</li> <li>established of business competitiveness program</li> <li>number of businesses participating in the business competitiveness program</li> <li>number of youth participating in the program for linkage with employers</li> <li>number of youth accessing jobs</li> </ul>				

		<ul style="list-style-type: none"> <li>• established internship program</li> <li>• number of youth participating in the youth internship program</li> </ul>				
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<b>Key Result Area: Civic Empowerment</b>						
<b>Strategic Objective: To enhance youth civic competence and engagement</b>						
<b>Strategy</b>	<b>Activities/Tasks</b>	<b>Key Performance Indicators</b>	<b>Time Frame</b>			<b>Responsible</b>
Promote and facilitate youth participation in civic duties	<ul style="list-style-type: none"> <li>• establish a county youth voluntary service for facilitating youth participate in civic duties</li> <li>• recruit youth to participate in the service</li> <li>• mobilize local community to support youth engagement in civic duties</li> <li>• establishment of county committee for coordinating youth voluntary service</li> </ul>	<ul style="list-style-type: none"> <li>• established youth voluntary service</li> <li>• number of youth participating in the program</li> <li>• established and operational committee</li> </ul>	2015/16	2016/17	2017/18	
Build capacity and mobilize youth on civic duties and leadership	<ul style="list-style-type: none"> <li>• establish a youth civic and leadership capacity building program</li> <li>• recruit youth to participate in the capacity building</li> <li>• organize capacity building sessions</li> <li>• recruit trainers for the program</li> </ul>	<ul style="list-style-type: none"> <li>• number of youth participating in the training program</li> <li>• number of training sessions conducted</li> <li>• number of trainers recruited</li> </ul>				

## 6.2. Sports

<b>Key Result Area: Career and professional development in sports</b>						
<b>Strategic Objective: To promote and facilitate development of sports as a career or profession</b>						
<b>Strategy</b>	<b>Activities/Tasks</b>	<b>Key Performance Indicators</b>	<b>Time Frame</b>			<b>Responsible</b>
Promotion and development of sports talent	<ul style="list-style-type: none"> <li>establishment of sports talent development program</li> <li>recruit talented persons to participate in the talent development program</li> <li>recruitment of trainers for the talent development program</li> <li>establishment of talent academies</li> </ul>	<ul style="list-style-type: none"> <li>established talent development program</li> <li>number of youth participating in the talent development program</li> <li>number of trainers recruited</li> </ul>	2015/16	2016/17	2017/18	
Promotion and development of targeted sports	<ul style="list-style-type: none"> <li>identification of targeted sports to be developed</li> <li>establishment of county committees for promoting development of each sport identified</li> <li>facilitating infrastructure development for sports facilities related to each targeted sport</li> <li>equipping the sports facilities with modern equipment</li> <li>establishment of county committee for coordinating promotion and development</li> </ul>	<ul style="list-style-type: none"> <li>targeted sports identified</li> <li>level of infrastructure development</li> <li>number of sports facilities developed/modernized</li> <li>established and county committee for coordinating development of sports</li> <li>number of sponsorships received</li> <li>number of sports competitions</li> </ul>				

	<p>of the selected sports</p> <ul style="list-style-type: none"> <li>organizing annual sports competition for each selected sporting event</li> <li>identifying and developing partnership with sponsors for specific sporting events</li> </ul>	organized				
Promotion of investment in sports	<ul style="list-style-type: none"> <li>mapping investment opportunities in sports available in the county</li> <li>developing a plan public private partnership in sports</li> <li>identifying and developing collaboration with potential investors</li> </ul>	<ul style="list-style-type: none"> <li>number of investment opportunities identified</li> <li>developed public private partnership</li> <li>number of potential investors identified and engaged</li> </ul>				

**Key Result Area: Sports for leisure and recreation****Strategic Objective: To promote sports for leisure and recreation**

Strategy	Activities/Tasks	Key Performance Indicators	Time Frame			Responsible
Promotion of sports for leisure and recreation	<ul style="list-style-type: none"><li>identifying and developing sports leisure activities</li><li>organizing community based leisure sporting activities</li><li>development of community based leisure sports facilities</li></ul>	<ul style="list-style-type: none"><li>number of community members participating in leisure and recreational sports</li><li>number of recreational sports facilities developed</li></ul>	2015/16	2016/17	2017/18	
Promotion and facilitation of investment in recreational sports	<ul style="list-style-type: none"><li>developing partnership with private sector for investment in recreational sports and facilities</li></ul>	<ul style="list-style-type: none"><li>number of partnerships developed</li></ul>				



<b>Key Result Area: Sports tourism</b>						
<b>Strategic Objective: To promote sports tourism</b>						
<b>Strategy</b>	<b>Activities/Tasks</b>	<b>Key Performance Indicators</b>	<b>Time Frame</b>			<b>Responsible</b>
Development and promotion of products for sports tourism	<ul style="list-style-type: none"> <li>mapping of potential products for sports tourism in the selected sports</li> <li>organizing sporting events targeting tourism development</li> </ul>	<ul style="list-style-type: none"> <li>number of sports products for tourism</li> <li>number of events organized</li> </ul>	2015/16	2016/17	2017/18	
Promotion and facilitation of investment in sports tourism	<ul style="list-style-type: none"> <li>development of partnership with private sector</li> </ul>	<ul style="list-style-type: none"> <li>number of partnerships developed</li> </ul>				

<b>Key Result Area: Sports and social development</b>						
<b>Strategic Objective: To promote sports for social development</b>						
<b>Strategy</b>	<b>Activities/Tasks</b>	<b>Key Performance Indicators</b>	<b>Time Frame</b>			<b>Responsible</b>
Development and promotion of social oriented sports programmes	<ul style="list-style-type: none"> <li>organizing sporting activities with a social goal</li> </ul>	<ul style="list-style-type: none"> <li>number of sporting activities organized</li> </ul>	2015/16	2016/17	2017/18	

### 6.3. Communications

<b>Key Result Area: Media relations and advertising</b>							
<b>Strategic Objective: To increase and enhance positive media outreach and presence targeting county residents and outside stakeholders</b>							
<b>Strategy</b>	<b>Activities/Tasks</b>	<b>Key Performance Indicators</b>	<b>Time Frame</b>			<b>Responsible</b>	
Development and enhancement of positive media presence focusing on county public service delivery	<ul style="list-style-type: none"> <li>• holding monthly media briefing and conferences</li> <li>• conducting media monitoring and analysis on county related media reporting</li> <li>• identifying specific media reporters and building partnerships with them</li> <li>• identifying key media houses and establishing partnerships with them</li> <li>• developing a media engagement policy</li> <li>• cost control, efficiency and effectiveness in media advertisement purchasing and utilization</li> </ul>	<ul style="list-style-type: none"> <li>• number of media briefings and conferences held</li> <li>• number of media monitoring and analysis conducted</li> <li>• number of media houses partnering with the county government</li> <li>• development of media engagement policy</li> <li>• number of journalists partnering with the county government</li> <li>• cost effective and efficient media advertisement</li> </ul>	2015/16	2016/17	2017/18		
Development of comprehensive and current media/communication content related to county public service delivery	<ul style="list-style-type: none"> <li>• carrying out communications needs assessment for each county department</li> <li>• establishing collaboration system with county departments on communications contents</li> </ul>	<ul style="list-style-type: none"> <li>• needs assessment carried out</li> <li>• number of activities carried out with county departments on content development</li> </ul>					

	development <ul style="list-style-type: none"> <li>• building capacity of county departments on identification of sector based issues for development of communication/media content</li> </ul>	<ul style="list-style-type: none"> <li>• number of capacity building sessions held with county departments</li> </ul>				
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<b>Key Result Area: Public relations, corporate identity and customer care</b>						
<b>Strategic Objective: To develop a sound government corporate identity and an effective public relations and customer care</b>						
<b>Strategy</b>	<b>Activities/Tasks</b>	<b>Key Performance Indicators</b>	<b>Time Frame</b>			<b>Responsible</b>
Development and strengthened management of government corporate identity	<ul style="list-style-type: none"> <li>• establishment of standards on county government corporate identity</li> <li>• building capacity of county departments on strengthening county government corporate identify</li> <li>• organizing corporate identity strengthening activities</li> </ul>	<ul style="list-style-type: none"> <li>• standards developed and operationalized</li> <li>• capacity building sessions organized</li> <li>• number of activities conducted</li> </ul>	2015/16	2016/17	2017/18	
Development of positive public relations and customer care	<ul style="list-style-type: none"> <li>• development of county government customer care policy and standards</li> <li>• establishment of public relations and customer care unit within the department and in each county</li> </ul>	<ul style="list-style-type: none"> <li>• policy and standards developed</li> <li>• public relations and customer care units established</li> </ul>				

	department					
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<b>Key Result Area: Digital and social media</b>						
<b>Strategic Objective: To engage county residents and outside stakeholders through digital and social media platform</b>						
<b>Strategy</b>	<b>Activities/Tasks</b>	<b>Key Performance Indicators</b>	<b>Time Frame</b>			<b>Responsible</b>
Development of interactive digital and social media platforms for engagement on county public service delivery	<ul style="list-style-type: none"> <li>developing issue based interactive digital and social media platforms</li> <li>monitoring and analyzing digital and social media</li> </ul>	<ul style="list-style-type: none"> <li>number of platforms created</li> <li>number of issues engaged in through the digital and social media</li> <li>number of monitoring and analysis conducted</li> </ul>	2015/16	2016/17	2017/18	

<b>Key Result Area: Internal communication</b>						
<b>Strategic Objective: To facilitate effective internal communication among and within county departments</b>						
<b>Strategy</b>	<b>Activities/Tasks</b>	<b>Key Performance Indicators</b>	<b>Time Frame</b>			<b>Responsible</b>
Development of standardized communication system	<ul style="list-style-type: none"> <li>conducting internal communication needs assessment</li> <li>establishing internal communication policy, system and standards</li> </ul>	<ul style="list-style-type: none"> <li>needs assessment conducted</li> <li>policy, system and standards developed</li> </ul>	2015/16	2016/17	2017/18	

Communications capacity enhancement for county departments	<ul style="list-style-type: none"> <li>conducting trainings for county department</li> </ul>					

<b>Key Result Area: Events management</b>						
<b>Strategic Objective: To facilitate effective organization and management of county events</b>						
<b>Strategy</b>	<b>Activities/Tasks</b>	<b>Key Performance Indicators</b>	<b>Time Frame</b>			<b>Responsible</b>
Development of events management system	<ul style="list-style-type: none"> <li>conducting an events management needs assessment for each county department</li> <li>establishment of event management system</li> </ul>	<ul style="list-style-type: none"> <li>needs assessment conducted</li> <li>events management system established and operationalized</li> </ul>	2015/16	2016/17	2017/18	
Coordinating with departments for effective events management	<ul style="list-style-type: none"> <li>organize county events in collaboration with respective county departments</li> </ul>	<ul style="list-style-type: none"> <li>number of events effectively organized</li> </ul>				



**5.4 STRATEGIC TACTIC**

**5.5 STRATEGY IMPLIMENTATION**

STRATEGY	TIMELINE	STANDARD MEASURE	OF PERSON RESPONSIBLE

## 6.0: Monitoring & Evaluation

### 6.1: M & E Grid

Name of Measure	Frequency	Related goals	Data source
Plan implementation team	Semi-annual	This team will be set up to track implementation of the action plan	Periodic reports
Translation of the plan to specific functional units	Once	Making the strategic plan relate to every day work to even the smallest role in order to guide individual staff on their roles in implementation	Functional units action points build into work plans
Performance contracts and reviews	Annual	All plans must result into outputs and outcomes set out in the strategic plan. These contracts will lay down the specific outputs of individual staff and the annual reviews will form the primary monitoring and evaluation	Work plans and annual performance appraisals



		framework	
Progress reports	Quarterly	<ul style="list-style-type: none"> <li>▪ These will come from the functional units showing progress on specific strategic tactics and challenges arising</li> </ul>	Functional unit reports
Mid and end term reviews	Annual, after one and half years and end term	<ul style="list-style-type: none"> <li>▪ Annual reports should be produced to show the public the extent of implementation</li> <li>▪ 3 years review should be conducted to see if there are important parameters that have changed and which need to be taken into consideration</li> <li>▪ End of term review will be done to inform the next planning cycle</li> </ul>	<ul style="list-style-type: none"> <li>▪ Progress reports</li> <li>▪ Annual reports</li> <li>▪ Mid-term reports</li> </ul>