



**MINISTRY OF YOUTH AFFAIRS,
CREATIVE ECONOMY AND SPORTS**

STATE DEPARTMENT FOR SPORTS

STRATEGIC PLAN

2023 – 2027

JUNE 2024



STRATEGIC PLAN

2023 – 2027

VISION

Position Kenya as leader in sports development and talent monetization.

MISSION

To provide leadership, co-ordination and an enabling environment for sports development.

CORE VALUES

Patriotism

Integrity

Professionalism

Inclusivity

Equality

Non-discrimination

FOREWORD

The Kenya Government is implementing various social, economic and political reform programmes in line with the Fourth Medium Term Plan (MTP) 2023-2027 of the Kenya Vision 2030. The Government under the Bottom-Up Economic Transformation Agenda (BETA) has put premium weight on efficient service delivery to the citizens through implementation of priority projects during the five- year plan period. The overriding objective is to make Kenya a modern, globally competitive and prosperous Nation, where every citizen enjoys high quality life.

This Strategic Plan covers the period 2023-2027 and provides a significant milestone in defining the strategic direction that the State Department will take over the next five years. It clearly stipulates the State Department's Mandate, Vision, Mission, Strategic Objectives, Core Values, Programs and Projects to be implemented during the plan period. The plan is based on the premise that the Sports sector plays a critical role in national development, cohesion and promotion of Kenya's cultural agenda.

The State Department being a major contributor to the socio-economic development of the Country, it has aligned the Plan to the Kenya Constitution 2010, Vision 2030, MTP IV, BETA, the Sustainable Development Goals (SDGs) and Africa's Agenda 2063 which are the mainstay of development in the Country.

The Plan has been developed through a consultative process with involvement of the State Department's Stakeholders including: the private sector, internal experts, SAGAs, Departments and Sports Federations among others. To deliver on the expected outcomes, there is a need for enhanced collaboration among Departments to work as one committed team. Departments are required to translate the targets in the Strategic Plan into annual work-plans to ensure delivery of tangible results to all Kenyans.

It is my sincere hope that the State Department will deliver on its Mandate through prudent and effective utilization of resources and efficient delivery of services to the Kenyan people.

Hon. Kipchumba Murkomen, EGH

Cabinet Secretary

MINISTRY OF YOUTH AFFAIRS CREATIVE ECONOMY AND SPORTS

PREFACE AND ACKNOWLEDGEMENT

This Strategic Plan 2023-2027 presents the State Department for Sports strategic approach to the achievement of the set Vision, Mission and Strategic Objectives. The Plan articulates the State Department's operations and aligns them to the Kenya Vision 2030 and the Fourth MTP as aligned with Bottom-Up Economic Transformation Agenda (BETA). The Strategic Plan therefore, outlines the measures and strategies to be implemented to achieve the set goals and objectives within the next five years.

The State Department has identified Six Key Result Areas which will be the center of focus during the implementation of this Strategic Plan. These are: Policy and Legal framework; Promotion and Development of Sports; Sport Tourism Development; Institutional Management and Capacity Building; Sports Infrastructure Development and Sports Financing.

The Plan provides an effective framework for implementing strategies, programmes and projects aimed at achieving desired results. The Plan will enable the State Department to take advantage of the opportunities available; address the challenges that could impede progress; and facilitate sustainable and efficient utilization of public resources in the delivery of core Government services. It also provides an inbuilt feedback mechanism for monitoring and evaluation.

Successful implementation of this Plan will require high level coordination, dedication and personal drive of all staff. At policy and administrative levels, efforts will be directed towards streamlining operations and availing resources to facilitate timely delivery of expected outputs.

The development of this Strategic Plan is a culmination of consensus achieved through a consultative and participatory process involving stakeholder workshops, expert consultations, technical committee meetings and review of relevant documents.

We wish to thank the State Department's staff for their contributions towards the development of this Plan. Special gratitude goes to the Technical Working Committee that worked on this document and the Central Planning, Projects and Monitoring Department for playing a pivotal role in spearheading the whole process. We also wish to recognize and appreciate the role-played by stakeholders and all those involved in the strategy review and formulation process and urge them to support in championing the implementation of the Plan.

Peter K. Tum, CBS

Principal Secretary

STATE DEPARTMENT FOR SPORTS

TABLE OF CONTENTS

- FOREWORD 5
- PREFACE AND ACKNOWLEDGMENT 6
- ACRONYMS AND ABBREVIATIONS.....
- KEY CONCEPTS AND TERMINOLOGIES 10
- 1. CHAPTER ONE: INTRODUCTION 13
 - 1.0 Overview 13
 - 1.1 Strategy as an Imperative for Organizational Success 14
 - 1.2 The Context of Strategic Planning 14
 - 1.2.1 United Nations 2030 Agenda for Sustainable Development 14
 - 1.2.2 African Union Agenda 2063 15
 - 1.2.3 East Africa Community Vision 2050..... 16
 - 1.2.4 Constitution of Kenya 16
 - 1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan 17
 - 1.2.6 Sector Policies and Laws 18
 - 1.3 History of the State Department..... 19
 - 1.2 Methodology of Developing the Strategic Plan..... 20
- CHAPTER TWO: STRATEGIC DIRECTION 21
 - 2.0 Overview 21
 - 2.1 Mandate/Functions of the State Department for Sports 21
 - 2.2 Vision Statement..... 21
 - 2.3 Mission..... 21
 - 2.4 Strategic Goals 21
 - 2.5 Core Values 22
 - 2.6 Quality Policy Statement..... 22
- 2. CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS 23
 - 3.0 Overview 23
 - 3.1 Situational Analysis..... 23
 - 3.2 External Environment..... 23
 - 3.1.3 Internal Environment..... 29
 - 3.1.4 Summary of Strengths and Weaknesses 30
 - 3.1.5 Analysis of Past Performance 31
 - 3.3 Stakeholder Analysis 34

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS	38
4.0 Overview.....	38
4.1 Strategic Issues.....	38
4.2	
4.3 Key Result Areas	40
CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES	42
5.0 Overview.....	42
5.1 Strategic Objectives	42
5.2 Strategic Choices.....	48
CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK	54
6.0 Overview.....	54
6.1 Implementation Plan	54
6.1.1 Action Plan	54
6.1.2 Annual Work Plan and Budget.....	68
6.1.3 Performance Contract.....	68
6.2 Co-ordination Framework	68
6.2.1 Institutional Framework.....	70
6.3 Staff Establishment, Skill Set and Competence Development.....	73
6.2.3 Leadership.....	74
6.2.4 Systems and Procedures.....	74
6.3 Risk Management Framework.....	75
CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES	77
7 Overview.....	77
7.2 Financial Requirements.....	77
7.2 Resource Mobilization Strategies	79
7.3 Resource Management.....	79
3. CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK	80
8 Overview.....	80
8.1 Monitoring Framework.....	80
8.2 Performance Standards	80
8.3 Evaluation Framework	81
8.3 Mid-Term Evaluation	82
8.4 End-Term Evaluation	82
8.4. Reporting Framework and Feedback Mechanism	83


LIST OF TABLES

Table 3.1	Summary of opportunities and threats	page 23 to 26
Table 3.2	Summary of strengths and weakness	page 28
Table 3.3	Stakeholder’s analysis	page 32 to 34
Table 4.1	Strategic goals and key result areas (KRAS).....	Page 37,38
Table 5.2	Strategic objectives and strategies.....	page 45 to 48
Table 6.1	Implementation matrix.....	Page 52 to 66
Table 6.2	Staff Establishment.....	page 73
Table 6.4	Risk Management Framework.....	page 74,75
Table 7.1	Financial requirements for implementation of the strategic plan ...	page 76,77
Table 7.2	Resource gaps	page 77
Table 8.1	Outcome Performance Matrix.....	page 80,81
Table 8.2	Quarterly reporting template for State Department	page 82
Table 8.3	Annual progress reporting template.....	page 82
Table 8.4	Evaluation report template.....	page 83

ACRONYMS AND ABBREVIATIONS

ADAK	Anti-Doping Agency of Kenya
AHP	Affordable Housing Programme (BETA-Housing) (Kenya)
AGPO	Access to Government Procurement Opportunities
AU	African Union
BETA	Bottom-Up Economic Transformation Agenda
CAJ	Commission of Administrative Justice
CoG	Council of Governors
CoK	Constitution of Kenya
CPPMD	Central Planning, Projects and Monitoring Department
EAC	East African Community
E- RECORDS	Electronic Records
ERS	Economic Recovery Strategy
GDP	Gross Domestic Product
GoK	Government of Kenya
ILO	International Labour Organization
IOC	International Olympics Committee
ISO	International Organization for Standardization
IPRIMS	Integrated Public Records and Information System
KAS	Kenya Academy of Sports
KPI	Key Performance Indicator
KRA	Key Result Area
MDAC	Ministry, Departments, Agencies and Counties
MDGs	Millennium Development Goals
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
MTP IV	Medium-Term Plan IV
NGAAF	National Government Affirmative Action Fund
NGAO	National Government Administration Officers
NGEC	National Government Equality Commission
PESTEL	Political, Economic, Social, Technological, Environment, Legal
PPP	Public Private Partnership
RMD	Records Management Department
SAGAs	Semi-Autonomous Government Agencies
SASDF	Sports, Arts and Social Development Fund
SDGs	Sustainable Development Goals
SK	Sports Kenya
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SWOT	Strengths, Weaknesses, Opportunities and Threats
PPRA	Public Procurement Regulatory Authority

PPDA	Public Procurement and Asset Disposal Act, 2015
PFM	Public Finance Management Act, 2012
WADA	World Anti-Doping Agency
UNESCO	United Nations Educational Scientific and Cultural Organization



KEY CONCEPTS AND TERMINOLOGIES

Activities: Actions taken or work performed, through which inputs are mobilized to produce outputs.

Baseline: A description of the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.

Indicator: A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

Key Result Areas (KRAs): They are the broad areas in which you are expected to deliver results.

Output: Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

Strategies: Broad abstractions which are descriptive of the means for achieving the strategic objectives.

Strategic Goal: General qualitative statements on what an organization is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundations of the plan and need to be set at the start of the planning process. Example: Improve access to sports facilities.

Strategic Issues: These are problems or opportunities emanating from situational analysis that an organization has to manage in order to be able to fulfil its mandate and mission. Example: sports infrastructure.

Strategic Objectives: These are what the organization commits itself to accomplish in order to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements. Example: To develop and equip sports infrastructure and recreational facilities for all categories of sports.

Talanta Hela Initiative: This is a programme that identifies, nurtures and develops talents for economic livelihood. It recognizes talents for further exposure and empowerment

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

Top Leadership: Individuals or groups of people who carry the Vision of an organization and are responsible for achieving its mandate.

Clean sports: It is engagement in competitive athletics for integrity and fairness and without performance enhancing drugs.

EXECUTIVE SUMMARY

The development of Strategic Plans in Government Ministries is part of the wider reforms introduced in the public sector in the year 2003 to facilitate sustainable and efficient utilization of public resources in the delivery of core Government services and attainment of National Goals. This 2023-2027 State Department Strategic Plan was developed in line with the mandate of the State Department which is; Development, Management and Implementation of the Sports Policy; Enforcement and Implementation of the World Anti-Doping Code and Convention Against Doping; Promotion and Coordination of Sports Training and Education; Regulation of Sports; Expansion of Sports Industry for sustainable Livelihoods; Development and Management of Sports Facilities; and Establishment and Management of Sports Academies to nurture talent.

The Plan is anchored on the Kenya Vision 2030 and its Fourth Medium-Term Plan and its sector Plans. The Bottom-Up Economic Transformation Agenda (BETA model), the Sustainable Development Goals (SDGs) and Africa Agenda 2063. The overall objective of the plan is to provide direction in the plan period based on the key achievements and challenges faced during the implementation of the previous Strategic Plan 2018-2022.

This Plan is organized into eight chapters, namely: Introduction, Strategic Direction, Situational and Stakeholder Analysis, Strategic Issues, Goals and Key Result Areas, Strategic Objectives and Strategies, Implementation and Coordination Framework, Resource Requirements and Mobilization Strategies, Monitoring, Evaluation and Reporting Framework.

Chapter One sets the context for strategic planning that includes the background of the State Department and its core mandates. The Chapter also provides alignments to National Regional and International Development Commitments. Chapter Two provides the Strategic Direction for the Organization namely the Mandate, Vision, Mission Statement, strategic goals, Core Values and the Quality Policy Statement. Chapter Three presents the Situational Analysis that includes the external and internal factors as well as Stakeholder Analysis. Chapter Four covers the plan's six Strategic Issues and respective Goals. The chapter also details 13 Key Result Areas (KRAs) to be realized from the six strategic issues. The Strategic Issues are: Review of the Sports Policy, Legal and Regulatory Framework; Promotion and Development of sports, Promotion of Sports Tourism to improve visibility of Brand Kenya; Development of Sports and recreational Infrastructure for enhanced sports participation; Strengthening institutional internal capacity for enhanced service delivery; Resource mobilization for sustainability of sports development and promotion.

Chapter Five outlines this Plan's six Strategic Objectives and respective Strategies; The objectives are: To develop and review sports policies, laws and regulations for sports development and promotion and; To enforce and enhance compliance in the sports industry; To identify, nurture, develop and monetize sports talents; To develop and promote all forms of sporting activities; To promote clean sport, fair play and protect athletes right to participate in a doping free sport through complying with the World Anti-Doping Code and related international standards; To develop sports tourism in Kenya; To Position Kenya as a Sports Destination; development of sports infrastructure and recreational facilities for enhanced access and participation in sports; To develop sports governance structures and systems for enhanced efficiency in service delivery; To enhance institutions service delivery capacity for customer satisfaction; To implement tax reforms supporting sports financing; To leverage on stakeholder's capacity in sports financing; To generate revenue from use of sports and recreational facilities.

Chapter Six provides the Implementation and Coordination Framework on the annual outputs and respective indicators and budgetary requirements. Chapter Seven presents Resource Requirements of various interventions amounting to KSh. 115 Billion and related Mobilization Strategies. Chapter Eight describes the Monitoring, Evaluation and Reporting Framework and responsibilities in tracking the implementation of the Plan on quarterly and annual basis. The plan will also be subjected to mid-term and end-term evaluations. An Action Plan Implementation Matrix, and Outcome Performance Matrix are also provided for this Plan.

CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter gives the background of the State Department for Sports since inception. It also explains the development challenges and its contribution to socio-economic development and the realization of aspirations of the Kenyan Constitution 2010, Kenya Vision 2030, the Fourth Medium Term Plan (2023 – 2027) and its Sector Plans, the Bottom-Up Economic Transformation Agenda (BETA 2022-2027), Sustainable Development Goals, Africa’s Agenda 2063, among other national and international obligations. The Chapter further describes the process the State Department for Sports undertook to develop the 2023–2027 Strategic Plan.

1.1 Strategy as an Imperative for Organizational Success

In an endeavor to improve efficiency and effectiveness in performance, productivity and service delivery in the Public Service, the government adopted and introduced the concept of strategic planning as a Results Based Management tool in the public service in the year 2004. Since its adoption, Government Ministries, Departments and Agencies (MDAs) have been obligated to be developing five-year Strategic Plan as a tool for formulating, implementing, and evaluating cross-functional decisions for guiding and enabling implementation and delivery on their respective mandates.

Strategic plans are linked to the Medium-Term Expenditure Framework (MTEF) budget process, and take into consideration national and international best practices as well as the linkages between the national and county government levels. They provide the basis for setting of targets for the Performance Contracting and staff appraisal system.

The Fifth Generation Strategic Plan 2023-2027 provides a platform for the State Department for Sports to plan and align its development aspirations and priorities with the National Development Agenda as articulated in the Kenya Vision 2030 and its Medium-Term Plans; Bottom-Up Economic Transformation Agenda (BETA); East African Community Vision 2050; African Union Agenda 2063; the United Nations (UN) 2030 Agenda for Sustainable Development; and other relevant international and regional treaties and conventions.

Specifically, through the Strategic planning process, the State Department for Sports has undertaken a review of the previous performance and formulated a strategic direction to be undertaken in the next five years. Among the key areas under focus in relation to the National Development Agenda and aspirations include; provision of an enabling policy, legal, regulatory and institutional framework for sports development; establishment and implementation of a sustainable sports financing frameworks; development and promotion of sports talents and sports tourism in Kenya for enhanced revenue, livelihoods and GDP growth; and development of sports infrastructural facilities for enhanced access and participation in sports.

The choice of the goals and strategies in this Plan was informed by the institution's mandate as outlined in the Executive Order No. 2 of 2023 and the need to address National Development aspirations in relation to sports and talent development. The Plan also addresses challenges faced at national, regional and global in the sporting industry such as incidences of doping and the standardization of sports training and competing facilities.

The Strategic Plan 2023-2027 will help in guiding the State Department to navigate the uncertain future towards realizing the vision namely “**Position Kenya as leader in sports development and talent monetization.**”

1.2 The Context of Strategic Planning

This strategic plan has been developed in consideration of National Development Priorities, regional and international development frameworks as discussed in the subsequent sections.

1.2 United Nations 2030 Agenda for Sustainable Development Goals

United Nations 2030 Agenda for Sustainable Development Goals is a set of 17 commitments in various result areas. Kenya as a member state ascribes to the realization of these commitments. The State Department for Sports is committed to the achievement of the SDGs and will contribute directly to goals 1,3,5,8,9, 11 and 17 as follows;



Goal 1: No Poverty- The goal aims at eradicating poverty in all its forms everywhere. The State Department for Sports will contribute towards this goal through effective regulation of the sports sector, promotion of sports and talent development.

Goal 3: Good Health and Well-being- Cognizant to the fact that Sports aims to prevent needless suffering from preventable and premature death, the State Department will promote physical activities to help in prevention of the following non-communicable diseases e.g. obesity, high blood pressure, heart diseases, cancer, dementia, and mental health. This will ultimately lead to reduction in the country’s medical bills. Participation in clean sports also promotes good health and well-being.

Goal 5: Gender Equality- The goal seeks to end all forms of discrimination against women and girls everywhere. The State Department for Sports will ensure that women and girls are empowered through sports and monetization of talents, further improving their socio – economic development.

Goal 8: Decent Work and Economic Growth- The goal seeks to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Sports is an all inclusive industry and nurtures talents for sports.

Goal 9: Industry, Innovation and Infrastructure- To Build resilient infrastructure, promote sustainable industrialization and foster innovation, the State Department for Sports will develop the requisite sports recreational infrastructure to promote and develop sports. Under innovation, a domestic sports apparel manufacturing cluster will be established. Additionally, new high value niche products including; eco-sports and water-based sports tourism will be developed.

Goal 11. Sustainable Cities and Communities: The goal envisages making cities and human settlements inclusive, safe, resilient and sustainable. The State Department will establish open spaces for recreation; fields and gyms within the cities/towns. Additionally, the State Department for Sports will construct sports facilities across the country to facilitate identification, nurturing and promoting sports talent at the local level.

Goal 17: Global Partnerships: The State Department for Sports will continue to revitalize global partnerships with international sports organizations in participation and hosting of sports training and competitions. Kenya seeks to strengthen her place as an international sport power house through partnerships with other countries in various sports disciplines.

1.2.1 **African Union Agenda 2063**

The State Department will support Goal 2 of An Integrated Continent Politically united and based on the ideals of Pan Africanism pillar through regular participation in the African Games, Sports Conferences and Congresses. The State Department will enhance support for sports as a major tool for cultural growth, women and youth empowerment. This will further, the UN Goal 5; Africa with a Strong Cultural Identity Common Heritage, Values and Ethics and Goal 6 on Africa Whose Development is people driven, relying on the potential offered by African People, especially its Women and Youth, and caring for Children.

The African Games is a multi-disciplinary sporting event with over 20 sporting disciplines and brings together sports persons from across the continent who compete in various competitions including Olympic qualifiers. Kenya hosted the event in 1987. This prestigious event show cases athletic talent, celebrates African cultural values and heritage, promotes the values of Pan-Africanism. In addition, the African games spotlight the importance of investment in sports as a driver of the economic development that will ensure Africa's achieves the goals of Agenda 2063.

1.2.2 **East Africa Community Vision 2050**

The Vision 2050 lays out a broad East Africa's perspective in which the region optimizes the utility of its resources to narrow the gap in terms of social wellbeing and productivity. The State Department for Sports will promote Sports tourism through bidding and hosting of National, Regional and International Sports Championships and Tours. This will enable generating employment for particularly young women and men.

The Vision 2050 also emphasizes the need for a holistic approach to urban development resulting from industrialization, to include sustainable cities and human settlements that provide for affordable and inclusive housing, social services and infrastructure. Human settlements include sports and recreation infrastructure that contribute towards the realization of a safe and healthy living environment for all.

The Vision 2050 fosters regional integration and solidarity among the people of East Africa through sports by providing a regional platform to share sporting talents within the East African Community.

1.2.3 Constitution of Kenya

Fourth Schedule, Part 1 of the Constitution of Kenya assigns the National Government the function of promotion of sports and sports education, whilst Part 2 assigns the County Governments the function of development of public amenities, including for sports and cultural activities.

Other constitutional provisions in relation to the sports are articulated in various Articles as follows:

Article 6(2): The governments at the national and county levels are distinct and inter-dependent and shall conduct their mutual relations on the basis of consultation and cooperation.

Article 6(3): The State Department for Sports will decentralize the sports registration services to the people of Kenya, identify and nurture talents at the grassroots level.

Article 10: Provides for the national values and the principles of governance which bind all state organs, state officers, public officers and all persons including officials of sports organizations whenever any of them enacts, applies or interprets any law or makes or implements public policy decisions.

Article 36: Freedom of Association: In this context, every person has the right to form, join or participate in sports activities of choice.

Article 47 gives every Kenyan a right to fair administrative action. An administrative action is fair when it is expeditious, efficient, lawful, reasonable and procedural. All stakeholders in sports are bound by the Constitution to observe this right while overseeing, managing, and in dealing with sports persons.

Article 50: Fair hearing: Dispute resolution mechanism in Sports is undertaken in a fair and just manner.

Article 54: Ensures entitlements of persons with disability and their involvement in Sports Activities tailored for PWDs and ensuring their participation in elections especially within their sports organizations.

Article 55: The State Department for Sports gives youth opportunities to associate, be represented and participate in social and economic spheres through sports and monetizing sports talent.

Article 81: The Sports organizations must hold elections in compliance with principles for the electoral system stipulated in Article 81 of the Constitution. The State Department will ensure all sports organizations comply with this article by holding regular elections.

Article 201: Envisages that public money be used in a prudent and responsible way. This obligation extends to any person (sports organizations/bodies) whose programmes are funded by the Government. The State Department will ensure that public funds are used prudently and accounted for.

Article 227(1): Any State Organ or any other public entity including the State Department for Sports must procure goods and services in accordance with the provision of this Article as well as the Public Procurement and Asset Disposal Act, 201 and regulations. Additionally, the State Department will undertake sensitization, and ensure relevant oversight committees are put in place.

Article 232: Any public officer including officials of sports organizations or clubs in the sports sector is duty bound to observe and abide by the values and principles of public service in discharging his functions. Sport operates in an environment of good corporate governance.

Chapter 4: Envisages that the Bill of Rights is an integral part of Kenya's democratic state and is the framework for social, economic and cultural policies. To address this Constitutional requirement, the Sports Policy and the legal frameworks are informed and founded on the Bill of Rights.

1.2.5 Kenya Vision 2030 and Fourth Medium Term Plan

The Kenya Vision 2030

The Kenya Vision 2030 is the long-term economic development blueprint covering the period 2008 – 2030. Its aim is to transform Kenya into a newly industrialized, middle-income country providing a high-quality life to all its citizens by the year 2030. It's anchored into Economic, Social and Political Pillars.

Specifically, the State Department for Sports shall contribute to implementation and delivery of the economic pillar that envisages 'Moving the Economy up the Value Chain' by creating new high value niche products including cultural tourism, eco-tourism, lake tourism and sports tourism e.g. Development of water sports such as diving, jet skiing, rowing and canoeing, among others. The State Department for Sports shall deliver on the social pillar aspiration of 'Investing in the People of Kenya' by building of a just and cohesive society through the transformation of Youth and Sports as well as capitalization of Kenya's international reputation as an 'athletic superpower' and open up the country for top global sports events, encouraged by corporate sponsorship.

In addition, the State Department for Sports shall implement the Kenya Vision 2030 flagship projects as part of the strategic thrusts goals for building a responsible, globally competitive and prosperous youth by facilitating establishment of an international academy of sports for identifying, nurturing and monetizing talent ; a sports lottery fund and a 'National Hall of Fame' to honour contribution in sports and to recognize special talent; developing standard stadiums rehabilitated in every county for economic empowerment.

Medium Term Plan IV (2023-2027)

The Kenya Vision 2030 economic development blueprint is being implemented in five-year medium- term plans. The Bottom-Up Economic Transformation Agenda (BETA) model identifies the State Department for Sports as a key contributor in economic empowerment through various interventions. They include review and development of sports policies and legal framework; monetizing talents and putting "Pesa mfukoni" for the youth through Talanta Hela Initiatives; Sports

Infrastructural facility development to enhance elite sports performance; Anti-Doping Promotion programme to promote clean sports and protect athletes' fundamental right to participate in doping- free sports; Promoting Sports tourism through establishment of requisite infrastructural facilities and marketing Kenya as a sports tourism destination; and management and regulation of Sports through sports registration, dispute resolution, sports election management and capacity building.

The Strategic Plan 2023-2027 is anchored and aligned to the Bottom-Up Economic Transformation Agenda (BETA) which outlines the government priority focus areas for development. The Bottom-Up Economic Transformation Agenda is geared towards economic turnaround and inclusive growth, the agenda aims at increasing investments in the five sectors that form the core pillars, these include: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Industry.

The State Department for Sports envisages to contribute to the implementation of the BETA model in

developing, promoting and monetizing sporting talent among the youth in the country by reviewing the National Sports Policy (2005) and legal frameworks including making recommendations for amendment of the Public Finance Management (Sports, Arts and Social Development Fund) Regulations of 2018 to dedicate the Fund to sports and the arts; establishing the necessary sporting infrastructure, implementation of a grassroots football development programme through the “Talanta Hela Initiative”, investing towards getting Kenya to participate in the FIFA World Cup in 2030 as well as to host the Africa Cup of Nations (AFCON) in 2027 jointly with Uganda and Tanzania.

1.2.6 Sector Policies and Laws

The Constitution of Kenya, 2010 and the Sports Act, 2013 are among the legal frameworks that guides the sports development and management in Kenya. The policies and laws that directly govern sports in Kenya comprise the following:

Policy/Law	Purpose /Objective
The Constitution of Kenya 2010	Ensures equal opportunities in sports for all
The National Sports Policy (Sessional Paper No. 3 of 2005 on Sports Development)	Establish a framework for the development of sports as a tool for social cohesion, health promotion and economic growth
The Sports Act, No. 25 of 2013	Establish sports institutions, facilities, administration and management of sports in Kenya, and for connected purposes
The Sports (Amendment) Act, No. 7 of 2019	Aims at improving the overall effectiveness of the sports sector in Kenya and ensure its sustainable growth.
Public Finance Management (Sports, Arts and Social Development Fund) Regulations, 2018, Legal Notice no. 194 of 2018	To provide financial support for the development and promotion of sports, arts, and social development in Kenya.
The Anti-Doping Act, Cap 5 of 2016 as amended in 2020	It aims to create a level playing field for all athletes by prohibiting the use of performance-enhancing substances and methods.
The Sports Registrar’s Regulations, 2016	To provide a clear and operational framework for the registration and regulation of sports organizations in Kenya.
Children Act, 2001 and amendments of 2012 and 2023,	To create a safe and supportive sporting environment for child athletes in developing their skills and talents.
Office of the Attorney General Act, No1. 49 of 2012,	Ensuring compliance to legal framework for sports in Kenya and settlement of sports disputes.

There are other laws that affect sport directly or indirectly including the laws governing contracts, labour laws and intellectual property laws amongst others.

The National Sports Policy (Sessional Paper No. 3 of 2005 on Sports Development). One of the Ministry’s Strategic Objective and mandate is to provide an enabling, policy, legal and institutional framework. The Ministry is in the forefront towards promotion and development of the sports industry both locally and internationally.

In this regard, the State Department for Sports has prioritized the review of the Sessional Paper no.3 of 2005

on sports development which establishes a framework for the development of sports and enhancement of its contribution to economic growth. This will be realized through sustained collaboration among the stakeholders who include the county governments. We are alive to the fact that in 2010, the Constitution witnessed unprecedented legal, political and social reforms in the Country. The State Department for Sports shall ensure that the National Sports Policy will respect and uphold the constitutional assignment of functions to either level of Government. The review of the Policy will give a clear road map, conduct proper assessment of the issues and possible solutions and define opportunities to be embraced and modalities or approaches to realize the benefits prior to proposing the necessary legal framework.

The Sports Act, No. 25 of 2013. The Act came into force on 1st August 2013 and it sets out to harness sports for development, encourage and promote drug free sports and recreation; it provides for the establishment of sports institutions, facilities, administration and management of sports in Kenya, and for connected purposes.

In line with the Government's efforts to streamline sports operations and for the best interests of the sports industry, the State Department for Sports shall undertake review and scrutiny of all the legislation governing sports in the Country including the Sports Act no.25 of 2013 and any such other laws.

1.3 History of the State Department

The Sport Sector plays a crucial role in the overall development of the Kenyan economy and the well-being of its people. This is achieved through research, development and promotion of clean sports, management of sports infrastructure among other initiatives. The government recognizes the significance of the sports sector. This has been the case since independence in 1963. The sector has been in the limelight of government structure and planning. In this regard, the Department of Sports has been placed in various Ministries over time including;

- Ministry of Labour and Community Development in 1963
- Ministry of Co-operatives Development in 1966
- Ministry of Culture and Social Services 1979
- Ministry of Home Affairs, National Heritage, Culture and Social Services in 1988
- Ministry of Home Affairs, Heritage and Sports in the year 2000
- Ministry of Sports, Culture and Arts in 2013

Currently, the Executive Order 2 of 2023 places the State Department for Sports under the Ministry of Youth Affairs, Creative Economy and Sports.

The State Department for Sports has three Directorates namely; Sports Directorate, Office of the Sports Registrar, and Directorate on General Administration. In addition, the State Department for Sports has five Semi-Autonomous Government Agencies namely; Sports Kenya, Kenya Academy of Sports, Anti-Doping Agency of Kenya and the Sports, Arts and Social Development Fund.

1.4 Methodology of Developing the Strategic Plan

The preparation of this Strategic Plan was based on Guidelines for the preparation of 5th generation Strategic Plan 2023/27 issued by the State Department for Economic Planning. The strategic planning process adopted a participatory approach where key stakeholders gave their input and views at various stages. The key stages were:

- i. Initiation
- ii. Formulation

- iii. Validation
- iv. Finalization

Initiation: This stage involved the appointment of the Technical Team and a Secretariat by the Principal Secretary and Holding of various consultative meetings on the Strategic Plan Road map. This stage also involved administration of data collection templates targeting all Directorates and SAGAs. Key data obtained from the Directorate and SAGAs for Situational analysis, analysis of previous performance and strategic direction to be taken in the plan period;

Formulation: This stage of the road map involved desk review sessions and evaluation of performance against set targets for the Plan period 2018-2022. The reviews involved key documents such as the Sustainable Development Goals, The Kenya Vision 2030 and MTPs. Documentation of achievements, challenges encountered and lessons learnt in the implementation of the previous plan was also made. Environmental scan using SWOT, PESTEL and stakeholder analyses tools were also undertaken. Various drafting forums were also held by internal stakeholders in form of workshops, during the formulation of the strategic direction which involved identification of Key Strategic Issues, the Strategic Goal, Key Result Areas, Strategic Objectives and Strategies to be pursued towards delivery of the institutional mandate. The draft plan was also shared with external stakeholders mainly sport organizations, Ministries, Departments and Agencies for inputs.

Validation: The technical team and secretariat organized validation fora for both the internal and external stakeholders. The fora provided platforms for incorporation of views, feedback and comments from the stakeholders. The final draft Strategic Plan was peer reviewed by Ministries, Departments and Agencies.

Finalization: The finalized plan was approved for publication, dissemination and implementation. This involved the editing, printing, launch and dissemination of the Strategic Plan.

CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This chapter outlines the Vision and Mission statements which provide the State Department’s aspirations over the Medium-Term Period 2023-2027. The key result areas and objectives are in line with the vision and mission statements of the State Department and are also applicable within the context of the core values, guiding principles, enablers and quality statement. This chapter establishes the framework and context for the State Department for Sports in its efforts to develop and promote Sports for sustainable development and improvement of Kenyans livelihoods.

2.1 Mandate/Functions of the State Department for Sports

The State Department is mandated to “Promote and Develop Sports”. The following are the functions of the State Department as derived from the Executive Order No. 2 of 2023:

- a. Development, Management, and Implementation of the Sports Policy;
- b. Enforcement and Implementation of the World Anti-Doping Code and Convention Against Doping;
- c. Promotion and Coordination of Sports Training and Education; Regulation of Sports;
- d. Expansion of Sports Industry for Sustainable Livelihoods;
- e. Development and Management of Sports Facilities;
- f. Establishment and Management of Sports Academies to Nurture Talent.

2.2 Vision Statement

A leader in sports development and talent monetization.

2.3 Mission Statement

To provide leadership, coordination and an enabling policy, legislative regulatory and institutional framework for sports development.

2.4 Strategic Goals

- Enabling policy, legal and regulatory framework for sports development;
- Sustainable sports financing frameworks;
- Integrity in clean sporting events and sports talents in Kenya;
- Enabling sport tourism for enhanced revenue and socio-economic development;
- Standard sports infrastructure and recreational facilities for enhanced access and participation; and
- Effective institutional capacity for enhanced service delivery.

2.5 Core Values

We are committed to upholding the following Core Values as the guiding principles for the operations of the State Department in the medium and long-term:

1. **Patriotism:** We recognize and value the diversity of the Kenyan population in contribution to sports. We are devoted to serve all citizens.
2. **Integrity:** We are committed to acting in a professional, ethical, honest, impartial, accountable and transparent manner.
3. **Inclusivity:** We promote diversity in access to sports and nurture of talents for the able-bodied and persons with disabilities.
4. **Equality:** The State Department will provide equal support to sports persons and organizations at all levels. It will also ensure equal access to opportunities regardless of gender, creed and race.
5. **Teamwork:** we embrace teamwork among internal members and external stakeholders in delivering of services

2.6 Quality Policy Statement

We are committed to delivering excellence and upholding the highest standards of quality in all endeavors. This Plan recognizes the importance of a strong quality management system that guides actions, decisions, and processes. Through the quality policy, we aim to enhance the organization's reputation, build trust with internal and external stakeholders, and create sustainable value for all. The quality policy statement also upholds our commitment to continually improve efficiency and effectiveness of the quality management system. Every member of the State Department is responsible for upholding this quality policy and contributing to its successful implementation.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

3.0 Overview

This chapter gives a review of the previous Strategic Plan (2018-2022). It outlines the key achievements, challenges, emerging issues and the lessons learnt during the implementation of the plan. It analyzes the State Department using the SWOT and PESTEL analytical tools. The chapter further identifies stakeholders, their roles and responsibilities and highlights lessons learnt for the purpose of improving future performance.

3.1 Situational Analyses

The State Department operates in a dynamic environment comprising of both external and internal factors, these factors present strengths, weaknesses, opportunities and threats to the aspirations of the Department.

3.1.1 External Environment

The level of success of this Strategic Plan will depend a great deal on the State Department's operational environment. This will include both the internal and external environments, which will have impacts on the activities, projects and programmes spelt in the Plan. An assessment of the State Department's Strengths, Weaknesses, Opportunities and Threats (SWOT) has been carried out to establish those factors most likely to influence the Plan. In addition, an analysis of the Policy, Political, Economic, Social, Environmental and Legal factors have been outlined to ascertain the external environment likely to shape the State Department's success. The strategic, financial and operational risks, which the State Department is likely to face, have also been analyzed and a Risk Management Framework established for mitigation. Lastly, the State Department's stakeholders have been identified and their needs elaborated to provide a basis for constructive engagement during the implementation of various interventions.

3.1.1.1 Macro-environment

Political Changes: Politics affects the implementation of the Strategic Plan because changes in political leadership may lead to re-organization of Government structures and reprioritization of national agenda which may influence the operations of the State Department. Large-scale political trends in the world will also affect the conduct of sports and recreational events such as hosting.

Economic Changes: Low economic growth presents a significant challenge to the State Department such as budgetary rationalizations, increased poverty among athletes as there is reduced participation and competitions and reduced or lack of investments on projects and programmes. Additionally, it can affect the State Department's ability to attract partners, sponsors and private investments.

Social Factors: The popularity of sports in Kenyan society and the enthusiasm of the population towards sports has an impact on participation rates and support for sports persons. Additionally, growing awareness of health and wellness may drive interest in sports and physical activities. The age distribution and population growth in Kenya can also affect the potential talent pool for various sports disciplines.

Technological Changes: Technology has made it possible to keep track of sports persons performance and routine. It also allows tracking of their strengths and weaknesses. It also helps to create more effective training plans that focus on areas that need improvement. However, it also contributes to problems such as increased cheating or unfair practices by sports persons and coaches, detraction from intensity of physical activity,

partners, sponsors becoming more interested in technology than sport or sports persons, reduces emotional well-being that comes from escaping digital pressures/routines and increases costs to sports and participants. The State Department will strive to ensure that technology is used for development of the sports persons, coaches and the general sports industry.

Environmental Factors: Kenya and the whole world is experiencing the effects of climate change, including rising temperatures, changing rainfall patterns, and increased frequency and intensity of extreme weather events such as droughts and floods. This may result in destruction of sports infrastructure, low performance by athletes, cancellation and postponement of sporting events. In addition, natural pandemics may negatively affect the sports industry.

Legal Environment: The State Department has aligned itself to the overall government policy framework, the Constitution and the BETA Model. The State Department's mandate is undertaken within clear policy guidelines of the Government.

Ecological Aspects: The State Department for Sports will promote reduction of carbon emissions and improve air quality through tree planting and encouragement of healthy lifestyle via physical activities such as cycling, walking, swimming and open marathons.

Regulatory Environment: The State Department for Sports will adhere to regulations and policies governing sports as provided by International Sports bodies such as the International Olympics Committee (IOC), World Anti-Doping Agency (WADA) among others. Further, all programmes and activities of the State Department will adhere to the Constitution of Kenya.

3.1.1.2 Micro Environment

The attainment of the Plan's strategic objective will leverage on the ease of access to resources, collaboration and synergy with various stakeholders. The State Department for Sports leverages on labour market insight to enhance on delivery of services through skilled professionals. These services include: Training of staff and sports persons, promoting clean sports and recreation programmes and, fostering youth and community sports competition. The Department contributes to the national economy by promoting access to high-quality local sports equipment and apparel, as well as high quality infrastructure of sports facilities. By promoting public-private partnerships the Department can secure funds, implement fair labour policies, and regulate the sports industry. Trade Unions provides the State Department of Sports adequate representation and advocacy for employees' rights, career progression, and conducive working environment. In addition, trade unions help resolve conflicts between employees and management through fair labour policies.

Suppliers and creditors are key stakeholders that provide required services, goods and civil works. The State Department grants equal opportunities to suppliers and service providers. The access to various opportunities is guided by the public procurement legal framework and affirmative actions for the youth, women and persons with disabilities. The State Department is committed to meet its obligations for timely settlement of obligations for quality services, goods and civil works availed to the department. The State Department for Sports serves its customers guided by customers' service charter that stipulate on various services and related obligations. The Department also works with various sports federations for effective representation, and participation, in subnational, national and international sports competitions.

3.1.2 Summary of Opportunities and Threats

The macro and micro environmental factors present various opportunities and threats as summarized in Table 3.1

Table 3.1: Summary of Opportunities and Threats

Environmental Factors	Opportunities	Threats
Political	<ul style="list-style-type: none"> - Political goodwill - Government priority program on development of sports 	<ul style="list-style-type: none"> -Effects of geopolitics -Threats of terrorism -Reorganization of government structures, resources and priorities -Political competitions
Economic	<ul style="list-style-type: none"> -Talanta Hela Initiative that seeks to identify, develop and monetize sports talents -Attraction of sports tourism and hospitality services -Promoting local industries on sports apparel -Employment opportunities for sports persons and sports personnel as a result of growth in the sports industry -Increased revenue collection from stadia -Public-Private Partnerships for sports programs. 	<ul style="list-style-type: none"> -Cancellation of sporting events -Economic downturn can constrain capital flows for sports development. -Non priority of sports facilities and equipment -Partnerships/Sponsorship uncertainty: Dependency on sponsors/funding can pose risks if partners/sponsors decline or are discontinued during economic hardships
Social	<ul style="list-style-type: none"> -Competence Based Curriculum, Education and Training (CBC/CBET) in Sports -Promotion of youth employment through nurturing of talent -Mentorship on career progression and financial management -conscious to health and wellness Trends through sports. 	<ul style="list-style-type: none"> -Migration of sports persons -Incidences of doping -Demographic shifts that may reduce the pool of young talent and potential sports persons -Lack of financial mentorship among sports persons leading to decline interest in Sports
Technological	<ul style="list-style-type: none"> -Appropriate technology and innovations that facilitate leveraging on technology for fan engagement -Data analytics on athlete training, strategy and performance. 	<ul style="list-style-type: none"> -Technological advancements on doping practices makes it difficult for timely detection of use of prohibited substances and methods. -Technological gaps can lead to a disadvantage in training, data analysis, and fan engagement.

Environmental Factors	Opportunities	Threats
		<ul style="list-style-type: none"> -Cybersecurity risks to the State Department’s information system -Low rates of digitalization of services -Inadequate technological tools and equipment to staff and sportspersons
Environmental	<ul style="list-style-type: none"> -Green solutions, eco-friendly sports facilities for environmental sustainability in sports -Eco-friendly sports events for environmental sustainability 	<ul style="list-style-type: none"> -Impacts on climate change through extreme weather conditions that can disrupt sports events and infrastructure - Noncompliance to environmental regulations in sports can lead to litigations
Legal	<ul style="list-style-type: none"> -The Constitution of Kenya 2010, sports legislations and policies -International treaties, conventions and protocols Regional and international sports bodies -Good governance through instruments for standards and sports discipline -Intellectual property frameworks to athletes and sports organizations. 	<ul style="list-style-type: none"> -Delays in ratification of treaties and conventions -Drastic changes in sports regulations can lead to non-compliance. -Legal disputes in sports are time consuming and costly. -Weak policy, legal and institutional framework in the sport industry can adversely affects service delivery -Gaps and overlaps in the Sports Act No. 25 of 2013 and the National Sports Policy of 2005 affects service delivery
Ecological	<ul style="list-style-type: none"> -Nature-Based Sports that leverage on Kenya’s scenic beauty. 	<ul style="list-style-type: none"> -Environmental degradation can negatively impact outdoor training venues and natural training environments
Regulatory	<ul style="list-style-type: none"> -Compliance to international sports regulations can enhance Kenya’s reputations in sports -Sports persons welfare by adhering to anti- doping regulations for international recognition and sponsorships 	<ul style="list-style-type: none"> -Frequent changes in sports regulations, doping policies and eligibility criteria can create uncertainty for athletes and organizations -Complexity and resource-intensive requirement in ensuring compliance with international sporting bodies' rules and regulations

3.1.3 Internal Environment

The internal analysis of the State Department for Sports involves a comprehensive examination of its internal variables, including value chain activities, resource capabilities, skills, competences, structural design, culture, and functional areas. The goal is to assess the State Department's overall performance, identify strengths and weaknesses and make meaningful comparisons with past performance, industry benchmarks, and key success factors.

The description of the internal analysis using Value Chain and Resource-Based tools provides a series of six interconnected activities for the sports industry. The interconnected activities create value for the State Department for Sports leading to its vision. The primary activities involved are summarized as follows in the order of value addition;

- i. **Talent Identification:** State Department of Sports undertakes talent identification in collaboration with various sports federations/organizations accompanied by the development of sports infrastructure and recreational facilities.
- ii. **Organization and Registration:** The operations involved in the Department range from registration of sports persons and sports organizations, development of awareness and sensitization of clean sports among sports persons.
- iii. **Nurture and Training:** Nurturing of sports talents and development of sports curricula in sports academies and development programmes organized by the Department and its stakeholders.
- iv. **Representation and Participation:** This is followed by participation of the sports persons in local, regional and international events to showcase their sports capabilities.
- v. **Branding and Collaboration:** The State Department of Sports identifies and collaborates with its partners to create visibility for its sports programmes through branding team Kenya, sponsoring and hosting various international sports events and sports fan engagement;
- vi. **Recognition and Awards:** Finally, the State Department of Sports is able to deliver on its mandate when the sports persons talents are recognized, rewarded and monetized by participating in clean sports. This will also place Kenya as a sports powerhouse regionally and internationally.

The value chain of the sports industry is constantly changing as new business models emerge and evolving new technologies. As the sports industry continues to grow, it is likely that the value chain will continue to evolve in new and innovative ways.

Resource-Based View (RBV):

The State Department of Sports receives financial support from the Government through exchequer funding; Appropriations-in-Aid and corporate sponsorships. However, this does not adequately cover the resource requirement. In addition, the staffing level for the State Department is not optimal. Furthermore, there is a need for additional training of in-post staff for effective service delivery. The State Department leverages on resources of the Sports, Arts and Social Development Fund as well as members subscriptions in various federations to undertake sports development.

3.1.3.1 Governance and Administrative Structures

Executive Order No. 2 of 2023 on Organization of the Government of the Republic of Kenya created two State Departments in the Ministry namely, State Department for Youth Affairs & Creative Economy and State Department for Sports.

The State Department for Sports consists of three Directorates namely; Sports Directorate, Office of the Sports Registrar, Directorate on General Administration (Administration, Finance, Accounts, Supply Chain, Internal Audit, Central Planning and Projects Monitoring Department, Human Resource Management and Development, Public Communication, Information and Communication Technology, Legal Services and Records Management). The SAGAs under the State Department for Sports include: Sports Kenya, Kenya Academy of Sports, Anti-Doping Agency of Kenya and Sports, Arts and Social Development Fund.

Internal Business Processes The State Department for Sports has formulated its standard operating processes through the Service Charter and Circulars for information and accountability. The Standard Operating Procedures outline each Directorate/Department's/Sections /Unit processes in delivering their services which include; receiving of instructions, assigning of instructions to respective action officers, processing of the instructions within stipulated timelines, monitoring and reporting.

In relation to offering services to the general public, the operating procedures outline the services offered to the public, documentation required, fees chargeable and duration for delivery of the service. The Standard Operating Procedures are publicized through various communication platforms such as the website which ensures a transparent and accountable workflow. This provides stakeholders and members of the public with an opportunity to evaluate our internal processes which informs business processes re- engineering.

Resources and Capabilities The State Department for Sports organizational strengths lie in its integrated approach service delivery, diverse skill sets of its staff, sport infrastructure, support from its SAGAs and other strategic partners, as well as its ability to leverage government policies and legal sector reforms. The State Department has tangible and intangible resources, and organizational capabilities. The tangible resources include: land, vehicles, finance, furniture and equipment. Intangible resources include: Human capital with requisite knowledge and skills, reputation, experience and culture. These resources and capabilities enable the department to deliver on its mandate. Nevertheless, there are gaps in some of the tangible and intangible resources which require to be improved through additional investments. due to inadequacy of resources, the State Department will continually invest in both tangible and intangible resources for high quality services.

3.1.4 Summary of Strengths and Weaknesses

The internal analysis of the Department was conducted to identify and presents strengths and weaknesses as analyzed in Table 3.2

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures/Instruments	-Enabling policy, legal and institutional frameworks	-Delayed review of the legislations in sports

	(The Constitution of Kenya, 2010, Sports Act No. 25 of 2013, Anti-Doping Agency of Kenya Act, 2016, Sports Registrar Regulation of 2016, Executive Orders, The National Sports Policy Sessional Paper no. 3 of 2005 on Sports Development) -International instruments for sports disciplines	-Delayed review of the Sports Policy (Sessional Paper no. 3 of 2005 on Sports Development)
Internal Business Processes	-Partnerships with sports federations, corporate entities, government agencies stakeholders -ICT enabled services -Programmes that promote nurture of talents and the sports industry -Emerging trends in sports technology	-Non- optimal human capital and financial resources -Low rates of digitalization of Sports services to the public -Weak collaboration between the State Department programmes for Sports and its SAGAs
Resources and Capabilities	-Regular exchequer funding, Appropriation-in-Aid and corporate sponsorships -Leveraging on SAGAs strategic resources -Competent and qualified staff	-Inadequate and decentralized office space and equipment -Inadequate statistics on sports -Inadequate budgetary allocation -Inadequate monitoring and evaluation mechanisms -Succession management gaps -Inadequate technical staff

3.1.5 Analysis of Past Performance

This section provides a description of the key achievements, challenges and lessons learnt during the implementation of the Strategic Plan 2018-2022. The main areas of focus on achievements were stadia infrastructure, anti-doping programmes, sports tourism, international sports competitions, regulation of sports and sports funding.

3.1.5.1 Key Achievements

The plan 2018-2022 had key result areas whose attainments are as follows;

Rehabilitation, Upgrading and Construction of Sports Stadia: The construction and upgrade of sports infrastructure relied entirely on the exchequer in MTP II until the operationalization of funding from the Sports, Arts and

Social Development Fund in MTP III 2018-2022. The State Department was able to refurbish targeted scopes of works for upgrade at Moi International Sports Centre, Kasarani; Nyayo National Stadium and construction of Kinoru stadium in Meru County.

Further, 5 regional stadia were rehabilitated through undertaking specific designs to cover; perimeter fence, additional changing rooms, public washrooms, public terraces, VIP pavilions, administration offices, facilities for various sporting disciplines, irrigation systems and water bore holes. These stadia included; Kipchoge Keino - Uasin Gishu; Marsabit – Marsabit; Kirubia - Tharaka Nithi, William Ole Ntimama – Narok and Moi- Embu.

Additionally, four new stadia were constructed namely Jomo Kenyatta-Kisumu; Jamhuri Sports Ground-Nairobi; Wang’uru-Kirinyaga and Kirigiti-Kiambu.

Three (3) of the targeted stadia upgrades were not completed during the plan period due to non-optimal funding and contract implantation constraints. These included Ruring’u-Nyeri; Wote-Makueni; Kamariny-Elgeiyo Marakwet;

Kenya Academy of Sports: Completion of Phase I of the Kenya Academy of Sports Complex consisting of a 7-storey hostel building, five (5) playgrounds (2 football pitches, 2 basketball courts and 1 rugby pitch), parking lot, access roads and partial landscaping. In addition, a total of 3,880 sports persons were offered basic level training in various disciplines; football, chess, basketball, volleyball, hockey and kabaddi. Further, a total of 1,350 coaches, referees and umpires were trained in different sports disciplines.

Anti-Doping Promotion: The Anti-Doping Agency of Kenya undertook Anti-Doping education programmes reaching out to 125,571 persons across the country and conducted 5,619 intelligence- based tests. Further, the entity processed 20 Therapeutic Use Exemptions (TUE), successfully prosecuted 189 athletes and athlete’s support personnel in various Anti-Doping Rule violations and undertook 10 research on various areas on doping in Kenya.

Sports Tourism: The State Department in collaboration with stakeholders hosted several international events in support of sports tourism including; World Rally Championship (WRC) Safari Rally Championship circuit was held in Kenya in 2021 and 2022 after 19 years of absence, making it an annual event till 2026. The rally has continued to attract a high number of participants both local and international (2022 it attracted approximately 200,000 people) hence marketing Kenya as a top Sports destination. In addition, hosting of other World competitions have contributed to development of sports tourism these include: World Athletics Under 18; Under-20 Championships (2021); World Athletics Continental Tour (Kipchoge Keino Classic edition in 2020, 2021 and 2022); Africa Deaflympics Qualifiers 2021 and Magical Kenya Golf Open 2021 and 2022.

International Cooperation in Sports: Kenya promoted international cooperation by participating in the 2020 Tokyo Olympic and Paralympic Games, 2022 Commonwealth Games, 2021 Summer Deaflympics, World Athletics Championships and hosting International Sports Competitions that included World Tong il Moo do 2021, Amateur Weightlifting Olympic Qualifiers 2021, 2021 Rugby U 20 Barthes Cup, among others. The country also entered into MOUs with different countries such as Seychelles, Zimbabwe, France, Colombia and Guinea Bisau on sports exchange programmes. Through international cooperation in Sports and investment in various sports disciplines, Kenya’s International recognition as a sporting nation grew significantly.

Regulation of Sports: The Office of the Sports Registrar registered 608 Sports Organizations, licensed 11 professional sports bodies, 54 Professional Sports Persons, observed 28 elections, inspected 33 sports bodies and sensitized 1,050 administrators on Sports Act 2013.

The Sports, Arts and Social Development Fund (SASDF): The Fund was established under Legal Notice No. 194 of 25th October 2018, under the Public Finance Management (Sports, Arts and Social Development Fund) Regulation 2018. The Fund has continued to provide funding for the development and promotion of sports, arts and social development including Universal Health Care.

3.1.5.2 Challenges

The performance on the set targets during implementation was hampered by a number of challenges ranging from financial, technical, administrative, human and operational aspects.

The financial challenges faced included decline in budgetary allocation and budget rationalizations for core programmes, projects and operations in addition the annual budget allocation was subjected to rationalizations. Reliance on traditional resource base such as Appropriation in Aid was constrained as a result of global pandemics and economic downturns. Failure to secure envisaged Public Private Partnerships on mega multi-sectoral projects affected infrastructure completion levels of sports stadia and recreational facilities. In addition, dependency on corporate in sports events were faced with declines and discontinuities during economic hardships. Sponsorships also posed risks due to declines and discontinuity during economic hardships.

Challenges of technical nature faced during the previous plan period included low levels of digitalization of sports services to keep up with the rapid advancement in ICT technology. Unregulated food supplements industry and traditional herbs used by the Kenyan athletes also posed risks of positive tests on prohibited substances. The pursuit for clean sports was constrained by sophisticated technologies in doping practices and limited awareness-creation platforms resulting to late detections on prohibited substances and methods. The Anti-Doping Agency of Kenya did not realize the establishment of an accredited laboratory in Kenya for local tests in collaboration with the Ministry of Health.

The Kenyan sports sector faced administrative and operational challenges. There was delayed review of the Sports Policy and legal frameworks which hindered effective governance and service delivery. There was increased number of unlicensed sports personnel and unregulated sports academies which posed significant risks to athletes, including exposure to performance-enhancing substances and exploitation. Additionally, the lack of standardized stadia development and poor coordination between government levels impaired the sector's growth and professionalism. The sector was also constrained in offering adequate sports statistics on its contribution to socio-economic development.

Service delivery was also affected by human resource challenges including, inadequate human capital on the technical and support personnel due to slow pace in replacement and succession management. The implementation period faced an aging workforce and freeze on hiring new staff prompted by delays in approval of organizational structure and staff establishment.

3.1.5.3 Lessons Learnt

The sports subsector had a number of lessons learnt during the implementation of the Strategic Plan 2018- 2022. The lessons have been shared among stakeholders to guide on the implementation of this strategic plan.

Effective planning, mobilization and prudent utilization of resources is key to the realization of the State Department’s objectives. This guides to regular monitoring and evaluation and reporting of activities output and outcomes.

Monetization of talent is key to social and economic development of the country. This requires effective programming in talent search, training and commercialization.

Networking and collaboration with key stakeholders/partners is key for effective service delivery and promotion of Sports Tourism through bidding and hosting of major sports championships/tours. This calls for harmonization of National and County sports functions as a key to growth of the sports industry.

There is a need to enhance visibility of the State Department for Sports to increase appreciation and demand for its services by the public.

Adopting modern technology by the State Department is essential for effective delivery of services; This includes availability of sports industry data as an enabler in guiding decisions in the State Department. Values based education in the Curriculum Based Competency Education and Training (CBCET) is a better preventive strategy promoting clean sports this calls for awareness and stakeholders’ engagement in promoting clean sports.

3.2 Stakeholder Analysis

Stakeholders are individuals and institutions that have an influence on an organization’s activities. The level of influence may vary from one stakeholder to the other but this does not diminish their importance to the organization. The stakeholders work in a collaborative approach in the realization of sports programmes and outcomes. The stakeholders, their roles and expectations are as presented in Table 3.3;

Table 3.3: Stakeholder Analysis

Stakeholder	Role	Expectation of the Stakeholder	Expectations of the State Department for Sports
Staff of the State Department for Sports	Implementation of the State Department’s mandate	-Provide Conducive working environment tools and equipment -Continuous professional and training career development	-Commitment to professionalism in offering services to the public /customer
Media	-Advocacy and dissemination of information	-Timely and factual information on the State Department’s programmes and activities	-Provide regular, accurate and timely reporting of Sports programmes and activities. -Report in a fair and unbiased manner on issues touching on the State Department for Sports.

Stakeholder	Role	Expectation of the Stakeholder	Expectations of the State Department for Sports
Development Partners	- Technical, technological and financial support towards programmes and projects of the State Department for Sports	-Government cooperation and partnerships. -Accountability, Efficiency and effectiveness in resource utilization -Adherence to programme guidelines.	-Compliance with Government's Policies and Regulations -Collaborate and create synergies -Provide technical, financial and other resources -Disburse resources within the necessary time-frames -Consistent and regular implementation reports
Other Government Ministries	-Networking and financial/ technical support and other resources for implementation of programmes	-Quality and timely delivery of services. -Adherence to the laid down regulations and procedures. -Skills and expertise in relevant areas.	-Timely disbursement of funds and other resources. -Timely communication on Government policies. -Timely provision of services.
Suppliers and Service Providers	Offer services, works and products to the State Department for Sports	-Equal and fair opportunities in the tendering process. -Proper specifications of technical requirements of the State Department for Sports. -Timely payments for services rendered.	-Refrain from corruption and other unethical business practices -Offer quality goods and services -Meet set timelines
General Public	Utilize State Department for Sports Services	-Adequate and prompt services -Accountability on utilization of resources -Credible information platforms on the services offered by the State Department for Sports	-Adhere to set procedures -Public participation and engagements -Give feedback on services offered by the State Department for Sports -Co-operation and receptivity to programmes and activities of the State Department for Sports
Educational Institutions	Provide skills and knowledge	-Quality learning services -Responsible use of institutional facilities -Technical support -Policy guidelines on sports programmes	-Sports talent identification and nurturing -Collaborations in research and Knowledge sharing
County Governments	-Implement Sports programmes at devolved level	-Policy guidance on sports at county level	-Implement Sports programmes at devolved level. -Sports talent identification and nurturing -Adhere to the relevant National Policies and Laws. -Allocate funds for Sports development in all counties

Stakeholder	Role	Expectation of the Stakeholder	Expectations of the State Department for Sports
Research Institutions	-Conduct research in Areas of sports	-Positive working relations with the State Department for Sports -Collaboration in undertaking of sports research	-Conduct research and disseminate research findings on key topics such as doping, contribution to socio-economic growth. -Undertake research and knowledge sharing for sports development
Foreign Missions	-Developing/ receiving sports missions	-Develop/receive sports exchange protocols	-Develop/receive sports exchange protocols
Private Sector	-Provide corporate sponsorship and support in the development of sports facilities, market sports.	-Transparency and accountability.	-Development of standard sports facilities, regular corporate sponsorships, provision of quality goods and equipment.
Sports Organizations	Management of sports disciplines, implementation on respective constitutions and standards	-Harmony and smooth management of Good performance and standards, transparency and accountability on utilization of resources	-Good governance, integrity, transparency and accountability, -National cohesion and high-performance standards.
Sports persons	-Participation in local, regional and international sports competitions	-Timely facilitation and support, provision of training and competition facilities, -Appreciation, recognition, incentives and rewards.	-Good performance and Team work, -good image of the country globally as goodwill ambassadors, patriots and role models.
Judiciary	-Arbitration of disputes and interpretation n of laws.	-Adherence to rulings and cooperation from the clients.	-Expeditious resolution of disputes, fair and just ruling, -Provision of advice on alternate dispute resolution mechanisms.
Parliament	-Enactment of laws and legislations -Provide Oversight	-Provide legislative guidance, governance and oversight for the sector	-Timely enactment of laws for implementation
Faith based Organizations	-Offer proper spiritual nourishment -Advocacy and policy influence	-Partnerships and collaboration -Enabling Policy and Regulatory Framework	-Accountability and Transparency -Collaboration and Partnership -Advocacy and policy influence

CHAPTER FOUR:

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter outlines the Strategic Issues, Strategic Goals as well as the Key Result Areas that will guide implementation and delivery of the State Department's mandate, the Government's development agenda and aspirations during the period 2023-2027.

4.1 Strategic Issues

Consistent with the National Government Development Agenda and aspirations in the sports sector, focus of the State Department for Sports will be on developing and promoting sports through undertaking investments around the following strategic issues:

- i. Sports Policy, Legal and Regulatory Frameworks
- ii. Promotion and Development of sports
- iii. Sports Tourism to promote visibility of Brand Kenya
- iv. Standard sports infrastructure and recreational facilities
- v. Institutional capacity development for enhanced service delivery
- vi. Resource mobilization for sustainability of sports development and promotion

4.1.1 Sports Policy, Legal and Regulatory Frameworks

A conducive policy, legal and regulatory environment is necessary for facilitating development of the sports sector in the country. The targeted legislative interventions entail development of new or reviewing existing policies, laws and regulations to create an enabling environment for developing, promoting and regulating the sports sector. The anticipated policy and legal frameworks review range from sports financing, regulation of sporting processes and competitions, rewarding and management of welfare of sports persons. Specifically, there is a need for review of the Sports Policy No. 3 of 2005, the Sports Act No. 25 of 2013, the Anti-Doping Act of 2016, the Sports Registrar Regulations of 2016, the Cash Award Scheme for Sports Persons, establishment of a sporting heroes Benevolent Fund and development and adoption of stadia standards.

Further, there is a need for the State Department for Sports to make recommendations to the National Treasury for review of the Public Finance Management Act (Sports, Arts and Social Development Fund) Regulations of 2018 to exclusively dedicate the Fund to sports development and promotion.

4.1.2 Promotion and Development of Sports

Sports is vital for sustaining good health and wellbeing, enhances social interaction, promotes integration and friendship among people of diverse socio- economic backgrounds. The key to a vibrant sport industry is to harness, develop, manage and regulate the sports industry. Sports development and promotion calls for

establishment of structures and systems facilitating full exploitation of the available sports potential for socio-economic development of the country. Targeted interventions include expansion of the Kenya Academy of Sports to counties; Development of programs to monetize sports talents through ‘Talanta Hela Initiative’ and the linkage with international academies of sports for the nurturing of sports talent. Further, deliberate efforts will be undertaken to promote clean sports and protect athletes’ fundamental right to participate in doping-free sports.

4.1.3 Sports Tourism to Promote Visibility of Brand Kenya

Tourism is a key sector in the generation of foreign exchange which in return supports in promotion of balance of trade between Kenya and other foreign countries. The State Department will partner with the Tourism Promotion Council and other strategic partners in bidding for international sports events while building on other tourist attractions. Hosting of international sporting events has enhanced the country’s brand visibility as a regional and global sporting power.

4.1.4 Standard Sports Infrastructure and Recreational Facilities

Development of sports infrastructure aims at enhancing elite sports performance at national and international level. Being a capital-intensive venture, development of sports infrastructure calls for deliberate efforts in allocation of adequate funds, seeking for partnerships, sponsorship and pursuing public-private partnership framework. This will also involve development and adoption of standards in sports infrastructure capable of hosting international sporting events.

4.1.5 Institutional Capacity Development for Enhanced Service Delivery

Effective implementation and delivery of the Department’s mandate require a robust and elaborate institution framework with adequate and skilled staff, a conducive work environment and adequate tools and equipment. The Department also requires sound management and organizational structures and systems that facilitate effective and efficient service delivery. To achieve this, the State Department for Sports will implement various strategies cutting across staffing and employee capacity enhancement, automation of processes and digitization of records, data acquisition and management, leadership and integrity, financial management and accountability, communication and information sharing, project implementation as well as performance management.

4.1.5 Resource Mobilization for Sustainability of Sports Development and Promotion

In order to finance sports infrastructure, development of sports programmes, and promotion of sports, it is important to mobilize for resources outside exchequer funding. The envisaged interventions include: Setting up of a high-level expert task force to identify sustainable sources of sports funding; national lottery; tax incentives for corporate sponsorship; a dedicated or ring-fenced tax; public-private partnership framework for infrastructure development as well as capitalization of Kenya’s international reputation as an ‘athletic super power’ by opening up the country for top global sports events. It is expected that the sports and recreational facilities developed will be available to all at a fee as a source of Appropriation in Aid.

4.2 Strategic Goals

The State Department's Strategic goals for the plan period are as follows:

- i. Enabling policy, legal and regulatory framework for sports development;
- ii. Integrity in clean sporting events and sports talents in Kenya;
- iii. Enabling sport tourism for enhanced revenue and socio-economic development;
- iv. Standard sports infrastructure and recreational facilities for enhanced access and participation;
and
- v. Effective institutional capacity for enhanced service delivery.
- vi. Sustainable sports financing frameworks;

SG 1: Enabling policy, legal and regulatory framework for sports development: To ensure the implementation of the State Department's core mandate, the Department commits to develop and review policies, legislations, regulations strategies, guidelines, standards and procedures and undertake institutional reforms. This is to enhance an enabling environment for sports development.

SG 2: Integrity in clean sporting events and sports talents in Kenya: This goal aims to attain a sporting environment free from doping, match-fixing, and other forms of malpractices, while fostering a culture of fair play, ethical conduct, and transparency among athletes, officials, and stakeholders. It aims to protect the reputation of Kenyan sports, safeguard the health of athletes, and ensure that competitions are conducted fairly and equitably thereby build public trust, attracting corporate-sponsorships, and inspiring talented persons to participate in sports.

SG 3: Enabling sport tourism for enhanced revenue and socio-economic development: Kenya possesses immense potential for sports tourism. Its natural beauty, diverse landscapes, and rich sporting heritage provide a unique platform to attract sports enthusiasts from around the world. Sport tourism offers a substantial opportunity for Kenya to boost its economy and foster socio-economic development. The State Department for Sports will play its role in harnessing this potential by leveraging on Kenya's sporting strength, developing sports infrastructure and promoting Kenya as a sports destination. The implementation of these strategies aim to position Kenya as a leading sports tourism destination, improving livelihoods and driving socio-economic development

S.G 4: Standard sports infrastructure and recreational facilities for enhanced access and participation:

The goal aims at enhancing access and participation in sports through creation of well-maintained, accessible, diverse facilities that cater for various sports disciplines, inspires communities and contributes to the nation's sporting excellence. This will be achieved through investing in the construction and upgrading of sports facilities, such as stadia, sports grounds, swimming pools, gymnasias, and community sports academies. Similarly, public-

private partnerships will be encouraged to explore financial and technical expertise in developing sports infrastructure.

SG 5: Effective institutional capacity for enhanced service delivery. The sports services have continued to grow despite organizational constraints arising from dynamic trends. To ensure attainment of organizational goals and delivery of high-quality sports services, the Department will put focus to ensure that there are robust information management systems, standard operating procedures, prioritization in resource utilization, monitoring and evaluation mechanisms and data management system are in place. In addition, the realization of mandate for sports will be supported through continuous capacity development for staff and upholding of structural, professional and ethical standards.

SG 6: Sustainable sports financing frameworks: The goal aims at creating an environment where sports can thrive sustainably, benefiting athletes, sports persons, communities, and the nation at large. Creation of stable financial models and systems that support the sports sub-sector will involve expansion of income sources, including public funding, corporate sponsorships, and community partnerships. Similarly, by upholding efficient resource allocation mechanisms, transparency, and accountability, the financial frameworks will facilitate the development and maintenance of standard sports infrastructure and recreation facilities.

4.3 Key Result Areas

The State Department has identified thirteen (13) Key Result Areas (KRAs) which are consistent with the six (6) strategic goals. These will enhance its competitive strength, enable it to deliver more benefits to stakeholders and attain sustainable growth. The strategic issues, strategic goals and respective key result areas are as captured in Table 4.1:

Table 4.1: Strategic Issues, Strategic Goals and Key Result Areas (KRAs)

Strategic Issue	Strategic Goal	Key Result Areas (KRAs)
Sports policy, legal and regulatory framework	S.G.1: Enabling policy, legal and regulatory framework for sports development	KRA.1.1: Development and review of the sports policy, legal and regulatory framework
		KRA.1.2: Enforcement and compliance of sports policy, laws and regulations
Promotion and development of sports	S.G.2: Integrity in clean sporting events and sports talents in Kenya	KRA 2.1: Talent identification, nurturing, developing and monetization
		KRA 2.2: Sports promotion and diversification
		KRA 2.3: Promotion of clean sports
Sports tourism to promote	S.G.3: Enabling sport tourism for	KRA 3.1: Developing Sporting tourism

Strategic Issue	Strategic Goal	Key Result Areas (KRAs)
visibility of Brand Kenya	enhanced revenue and socio-economic development	KRA 3.2: Enhanced branding and marketing of Kenya as a sports destination
Standard sports infrastructure and recreational facilities	S.G.4: Standard sports infrastructure and recreational facilities for enhanced access and participation in sports	KRA 4.1: Developing and equipping sporting infrastructure and recreational facilities
Institutional capacity development for enhanced service delivery	S.G.5: Effective institutional capacity for enhanced service delivery	KRA 5.1: Developing institutional capacity for data and information management systems
		KRA 5.2: Enhancing and sustenance of institutional human capacity, productivity and work environment
Resource mobilization for sustainability of sports development and promotion	S.G.6: Sustainable sports financing frameworks	KRA 6.1: Sports financing through tax reforms, incentivization, lottery and A.I. A
		KRA 6.2: Develop Public Private Partnership engagements frameworks
		KRA 6.3: Sustainability of sports and recreational facilities

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter outlines the strategic objectives and strategic choices, which provide the State Department's aspirations for the plan period 2023-2027. The Plan has thirteen (13) strategic objectives and thirteen (13) Key Result Areas. The strategic objectives and strategies align with the State Department's vision, mission and core values.

5.1 Strategic Objectives

Strategic objectives serve as a road map to achieve the State Department's Mission and Vision. Based on the identified strategic issues, respective strategic goals and key result areas, the strategic objectives to be pursued in this plan period are as follows:

5.1.1 Sports Policy, Legal and Regulatory Framework

The State Department will pursue two strategic objectives that relate to issues on policy, legal and regulatory framework:

- i. To develop and review sports policies, laws and regulations for sports development and promotion and
- ii. To enforce and enhance compliance in the sports industry

To develop and review sports policies, laws and regulations for sports development and promotion.

Strategy 1: Develop and / or Review Sports Policy and Legal Framework: Inadequate Policy and Legal framework affect the State Department's capacity to deliver services which has significant implications on the sector. The State Department will address this issue through coordination of development, implementation and review of sports related policies, laws and regulations to create an enabling environment for sports. Policies, laws and regulations earmarked for review include: the Sports Policy No. 3 of 2005; the Sports Act No. 25 of 2013; the Anti-Doping Act of 2016; the Sports Registrar Regulations of 2016; the Cash Award Scheme for Sports Persons; establishment of a Sporting Heroes Benevolent Fund; and development standards for sports stadia and recreational facilities. Further, the State Department for Sports will make recommendations to the National Treasury for review of the Public Finance Management Act (Sports, Arts and Social Development Fund) Regulations of 2018 to exclusively dedicate the Fund to sports promotion and development.

Strategy 2: Ratify and Implement International Conventions and Treaties: Sub articles 5 and 6 under Article 2 of the Kenya Constitution 2010, obligates the Government to domesticate ratified international conventions and treaties. The State Department will domesticate and implement relevant international conventions and treaties related to sports development, management and regulations. Among them will include implementation sports conventions and treaties by the United Nations Educational, Scientific and Cultural Organization (UNESCO), World Anti-Doping Agency (WADA), African Union (AU), Intergovernmental Authority for Development (IGAD) and East Africa Community (EAC).

To enforce and enhance compliance in the sports industry

Strategy 1: Implementation and enforcement of sports policy, legal and regulatory frameworks: Consistent with the mandate of regulating sports organizations and professional sports bodies and persons, the State Department will fast-track the implementation of the Constitutional provisions, policies, laws and regulations in relation to promotion, development and management of sports. This shall also include adherence to

governance of international sports federations and other relevant laws.

This will be done through registration of sports organizations, licensing of professional sports bodies and persons, inspection of sports organizations, observations of sports organizations' elections, maintaining of sports organizations' records, sensitization of sports organizations, sports persons and State Department's staff on relevant laws and conducting of legal audits to ascertain the level of compliance.

Strategy 2: Resolution of Sports Disputes: Various disputes arise from registration and licensing of professional sports bodies and persons. This will entail strengthening of arbitration mechanisms and court management processes to address the disputes in a timely manner.

Strategy 3: Implement Anti-doping Promotion and Management Interventions: The promotion of clean sports calls for protecting athletes' fundamental right to participate in doping-free sports. The State Department shall promote clean and doping-free sports by facilitating establishment of structures and systems that mitigate violation of anti-doping rules.

5.1.2 Promotion and Development of Sports

The following three objectives will guide the realization of identified strategies in the development and promotion of sports:

- i. To identify, nurture, develop and monetize sports talents
- ii. To develop and promote all forms of sporting activities
- iii. To promote clean sport, fair play and protect athletes right to participate in a doping-free sports

To identify, nurture, develop and monetize sports talents

Strategy 1: Identify, Nurture and Develop Sports Talent for Sports Persons at all Levels:

To attain and sustain high performance standards in sports; talent identification, nurturing and development needs to be done at an early age including persons with disability (PWDs). Specific interventions under this strategy shall entail strengthening of the Kenya Academy of Sports (KAS); collaboration with County Governments in establishment of County Sports Talent Academies; implementation of 'Talanta Hela Initiative' involving grassroots sports development programmes and establishment of sports academies that meet international standards. The State Department will collaborate with the Ministry of Education to develop the Physical Education Curriculum. Regular competitions will be organized at both national and county levels of government to assess progress on skill acquisitions and talent development.

Strategy 2: Establish and Implement Sports Award Scheme to Honour Performance: The sports sector provides a platform for income generation and livelihood enhancement through development and monetization of talents. In order to harness talent and ensure sustainable income generation, the State Department will enhance monetization of talent through undertaking and implementing Talanta Hela Initiative, institute Cash Award Scheme and develop a 'National Hall of Fame' to recognize and honour excellence and special achievements in sports as well establish a Sporting Heroes Benevolent Fund.

To develop and promote all forms of sporting activities

Strategy 1: Develop All Aspects of Sports: To strengthen the sports industry, the State Department will develop modern, mass sports, traditional and emerging sports to provide opportunities for competition, career development, recreation and promotion of good health. Attention shall be given to developing the capacity of sports trainers, coaches and mentors in specialized sports areas for sports development.

Strategy 2: Develop Talent for Able Bodied and Persons with Disability (PwDs): The State Department shall invest in promoting sports among all categories of sports persons including PwDs by developing and implementing annual sports championship calendars, coordinating preparation of teams and sponsoring participation of teams and individual persons in national, regional and international championships as well as provision of necessary sporting kits, tools and equipment.

Strategy 3: Organize and Participate in National, Regional and International Sports Events: The State Department shall develop and implement a Sports Calendar for all categories of sports and sporting personnel. This shall include both national and international sporting events encompassing participation of both able bodied and PwDs sports personnel in national, regional and international sports competitions and congresses. Targeted efforts will also entail organizing, hosting and participating in local sports events such as Kenya Communications Sports Organization (KECOSO) and Kenya Inter-County Sports and Cultural Association (KICOSCA) games, National Sports Day activities as well as inter-sectoral sports events. The State Department will collaborate with sports organizations to bid for hosting international sports events in Kenya.

To promote clean sport, fair play and protect athletes right to participate in a doping free sport

Strategy 1 To Encourage Clean Sports and Fair Play: Through the Anti-Doping Agency of Kenya, the State Department of Sports will carry out value- based education, sensitization and awareness campaigns for all athletes. Further, the State Department will uphold the integrity of sports through undertaking doping tests, intelligence gathering, investigations and results management of violations against anti-doping rules.

5.1.3 Sports Tourism for Promotion to Promote visibility of Brand Kenya

The State Department commits to accomplishment of sports tourism through two strategic objectives as discussed:

- i. To develop sports tourism in Kenya
- ii. To Position Kenya as a Sports Destination

To Develop Sports Tourism in Kenya

Strategy 1: Promote Sport Tourism in Kenya: The State Department shall promote sport tourism in Kenya by collaborating with the Kenya Tourism Promotion Board (KTB) to facilitate the marketing of the sports industry. The targeted interventions include hosting of: Africa Cup of Nations (AFCON) in 2027, along with other EAC partner States; World Rally Championship (WRC) Safari Rally; Magical Kenya Golf Open; World Continental Tour (Kip Keino Classic Edition); participating in national and international trade expos; as well as establishment of 'Kenya Houses' in major international multi-sport championships e.g., Paris 2024 - Olympic Games.

To Position Kenya as a Sports Destination

Strategy 2: Enhancing Branding and Marketing of Kenya as a Sports Destination: The State Department will ensure visibility by branding and marketing major international sporting events held in the country. These will include: WRC Safari Rally, Magical Kenya Ladies Golf, World Continental Tour (Kipkeino Classic Edition), Safari Sevens Rugby and Magical Kenya Open Golf.

5.1.4 Standard Sports Infrastructure and Recreation Facilities

The State Department will pursue the objective of achieving increased access to sports facilities and participation in sports competitions.

To achieve increased access to sports facilities and participation in sports competitions.

Strategy 1: Develop Sports Infrastructure and Recreational Facilities for Able Bodied and Persons with Disabilities (PwDs): The State Department will facilitate development of standard and inclusive sports infrastructure by pursuing collaboration and partnership with stakeholders. Targeted interventions will be geared towards development of sports infrastructural and recreational facilities for emerging sports including water sports.

Strategy 2: Equipping of Sports Facilities and Sports Persons: During the plan period, focus will be on equipping sports and recreation facilities for all categories of sports and sports persons including PwDs with requisite and supportive sports kits, tools and equipment. Special attention will be given to emerging sports meant to promote sports tourism in Kenya.

5.1.5 Institutional Capacity Development for Enhanced Service Delivery

The strengthening of the institutional capacity in the State Department is critical to the realization of the effective service delivery

To develop sports governance structures and systems for enhanced efficiency in service delivery

Strategy 1: Undertaking Digitalization of Government Sports Services: The Government is focused on digitalization of government services. To contribute to this broader objective, the State Department will not only invest in the acquisition and installation of requisite and essential ICT systems and infrastructure to facilitate digitization of records and automation of processes, but also establish robust information delivery mechanisms and enhance ICT skills among all staff. Other targeted interventions in the plan period shall include, conducting a baseline survey to establish institution level of digitalization, developing Workplace Digitalization Strategy as well as developing Workplace ICT Policy for ICT development, management and continuity.

Strategy 2: Develop Customer Driven Delivery Structures and Systems: During this strategic plan period, the State Department will develop, review and implement Standard Operating Procedures (SOPs) for efficient communication to all stakeholders.

The State Department will further seek to strengthen the institutional monitoring and evaluation, reporting and data management structures and systems by undertaking a study/survey to establish the contribution of the sports to the country's GDP, create a centralized database to ensure that all data collected is collated, analyzed, and stored for ease of reference.

Strategy 3: Create a Conducive Work Environment: During the plan period, the focus will be to provide adequate resources, adequate office space, working tools, vehicles and equipment as a measure to create a conducive working environment. This will be geared towards addressing the challenges of inadequate office spaces, working tools and equipment.

To enhance institutions service delivery capacity for customer satisfaction

Strategy 1: Build Staff Capacity: In order to effectively achieve its mandate, the State Department will require motivated, skilled and productive human resources. This will be realized by developing and deploying appropriate competency frameworks to identify the knowledge and skills required in various professions. These frameworks will guide inclusion of best practices in recruitment, training, performance management, career progression, rewards and sanctions.

Strategy 2: Improve Performance Management Systems: The State Department will give emphasis to Results Based Management (RBM) and ensure compliance with performance management tools including performance contracting and performance appraisal systems. In addition, it will endeavour to improve service delivery to citizens by developing, implementing and ensuring total adherence to provisions of the citizen's service delivery charter. This will be complemented by establishment of citizen feedback mechanisms on the nature of services provided. Elaborate structures and systems for handling and timely resolution of public complaints that may arise in the course of delivering services will also be established. Citizen satisfaction surveys will be periodically undertaken to establish levels of satisfaction for all stakeholders.

Strategy 3: Promote Good Leadership, Ethics and Integrity: The Kenyan Constitution 2010, obliges Government institutions to embrace National Values and Principles of Good Governance as stipulated in Article 10, Article 73 to 80 and Article 232 of the Constitution of Kenya. The State Department will provide strategic leadership in enhancing compliance by mainstreaming and implementing the constitutional and legal requirements on governance and integrity. Further, implementation of Presidential directives and guidelines on procurement on AGPO and local contents requirements as well as prudent financial propriety including management of pending bills will be strictly adhered to.

5.1.6 Resource Mobilization for Sustainability of Sports Development

The sports sub-sector operations have consistently suffered from under funding which has hampered implementation of key strategic projects and programmes. In order to address this challenge, the Government has appointed a high-level expert task force to identify and recommend alternative modalities of sustainable sports financing. Among the key strategies for seeking alternative funding that will be explored includes development of tax incentives, sports lottery financing, Public-Private Partnerships and sponsorships.

To implement tax reforms supporting sports financing

Strategy 1: Implement Tax Reforms and Incentives for Sports Funding: Based on the recommendations of the task force, the tax reforms and incentives to be considered will include tax incentives for sponsorship and a dedicated or ring-fenced tax.

Strategy 2: Introduce National Lottery: The State Department for Sports in consultation with the National Treasury shall seek the introduction of the National Sports Lottery as an alternative source of sustainable sports funding.

To leverage on stakeholder’s capacity in sports financing

Strategy 1: Develop and Implement Sports Public-Private Partnership Frameworks: Sports Infrastructure development as captured in the Ministerial Infrastructure Development Master Plan (2023-2027) is capital intensive and therefore the establishment of an elaborate Public Private Partnership (PPP) framework is critical. The State Department will pursue, develop and implement Public-Private Partnership frameworks that will support development of sports infrastructure for enhanced access and participation in sports.

Strategy 2: Promote Corporate Partnerships and Sponsorships in Sports Financing: The State Department will put in place modalities to promote sponsorship in sports financing. These will include implementing incentives and tax rebates that will catalyze and encourage corporate participation in sports financing. Further, the State Department shall invest in capitalization of Kenya’s international reputation as an ‘athletic super power’ by opening up the country for top global sports events as an alternative source of financing for sports.

To generate revenue from use of sports and recreational facilities

Strategy 1: Develop Fees/Levies for access and use of Sports Infrastructure and Recreational Facilities: In order to augment the government funding, the State Department will develop charges for access and use of sports infrastructure and recreational facilities by the public. This will provide an avenue of funding streams that will also encourage participation by the public as well as help to maintain the facilities. The fees/levies will be considered as an Appropriation in Aid (A.I.A).

Table 5.1 outlines the outcomes and the annual projections of the each of the strategic objectives.

Table 5.1: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA: Development and Review of the Sports Policy, Legal and Regulatory Framework							
<i>Strategy 1: Develop and / or Review Sports Policy and Legal Framework</i>	Sports policy and regulatory framework developed.	No. of Policies, laws, regulations and guidelines developed/ reviewed	1	1	2	1	1
<i>Strategy 2: Ratify and Implement International Conventions and Treaties</i>		% level of ratification and implementation of treaties and conventions	100	100	100	100	100
KRA: Enforcement and Compliance of Sports Policy, Laws and Regulations							
<i>Strategy 1: Implementation and Enforcement of Sports, Policy Legal and Regulatory Frameworks</i>	Enhanced compliance to sports policies, laws and regulations	% levels of compliance	100	100	100	100	100
<i>Strategy 2: Resolution of Sports Disputes</i>		% levels of compliance	100	100	100	100	100
<i>Strategy 3: Implement Anti-Doping Promotion and Management Interventions</i>	Enhanced compliance to World Anti-doping Code	% levels of compliance	100	100	100	100	100
KRA: Talent identification, Nurturing, Development and Monetization							
<i>Strategy 1: Identify, Nurture and Develop Sports Talent for Sports Persons at all Levels</i>	Increased number of sports persons representing Kenya in	% increase in sports disciplines representation by Kenya in regional and international Championships	-	10	15	20	25
<i>Strategy 2: Establish and Implement Sports Award Scheme to Honour</i>	Sports championships	% implementation of sports awards to honor performance as per the awards scheme	100	100	100	100	100
KRA : Sports Promotion and Diversification							

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
<i>Strategy 1: Develop all Aspects of Sports</i>	Increased categories of sports developed and promoted locally, regionally and international	No. of inactive sports developed and promoted	1	2	2	2	2
<i>Strategy 2: Develop Talent for Able Bodied and Persons with Disability (PwDs)</i>	Increased number sports persons participating in competitive sports	% increase in sports persons representing/ participating in competitive sports	5	10	15	20	25
<i>Strategy 3: Organize and Participate in Regional and International Sports Events</i>	Increased number sports persons representing Kenya in sports championships	% increase in sports persons representing Kenya in regional and international championships	-	10	15	20	25
KRA : Promotion of clean sports							
<i>Strategy 1 To encourage clean sports and fair play</i>	Compliance to world anti-doping code	% levels of compliance	100	100	100	100	100
KRA 3: Sports Tourism Development							
KRA: Enhance Branding and Marketing of Kenya as a Sports Destination							
<i>Strategy 1: Enhancing Branding and Marketing of Kenya as a Sports Destination</i>	Increased visibility and role of the State Department in Sports Events	% levels of compliance	100	100	100	100	100
KRA: Developing and Equipping Sports Infrastructure and Recreational Facilities							
<i>Strategy 1: Develop Sports Infrastructure and Recreational Facilities for Able Bodied and</i>	Increased access to sporting and recreational facilities	% access increase to sporting and recreational facilities and	100	100	100	100	100
<i>Strategy 2: Equipping of Sports Facilities and Sports Persons</i>	Improved competitive edge for athletes	% sports facilities and sports persons equipped	100	100	100	100	100

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA : Developing Institutional Capacity for Data and Communication							
<i>Strategy 1: Undertaking Digitalization of Government Sports Services</i>	Enhanced efficiency and effectiveness in service	% levels of digitalization	25	50	75	100	100
<i>Strategy 2: Develop Internal Customer Driven Delivery Structures and Systems</i>	Strengthened internal institutional support systems and delivery structures	% levels of compliance with Standard Operating Procedures	100	100	100	100	100
<i>Strategy 3: Create a conducive work environment</i>	Productivity index in the PC	% improvement of productivity index score	25	50	75	100	100
KRA: Enhancing and Sustenance of Institutional Human Capacity							
<i>Strategy 1: Build Staff Capacity</i>	Increased competence and skills	% increased of staff trained	22	28	33	39	44
<i>Strategy 2: Improve Performance Management Systems</i>	Enhanced efficiency and effectiveness in delivery of services	% reduction service delivery turnaround times	100	100	100	100	100
<i>Strategy 3: Promote Good Leadership, Ethics and Integrity</i>	Improved and preserved integrity	% score by the National Cohesion and Integration commission	100	100	100	100	100
KRA: Sports Financing through Tax Reforms, Incentivization and Lottery							
<i>Strategy 1: Implement Tax Reforms and Incentives for Sports Funding</i>	Increased sports financing through Public-Private Partnerships	No. of partnerships formulated	2	4	6	8	10
<i>Strategy 2: Introduce National Lottery</i>		National lottery established	-	1	-	-	-
KRA: Develop Public Private Partnership Engagement Frameworks							
<i>Strategy 1: Develop and Implement Sports Public-Private Partnership Frameworks</i>	Increased sponsorship in sports	No. of PPP frameworks developed and signed	0	1	-	-	-

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
<i>Strategy 2: Promote Corporate Sponsorship in Sports Financing</i>	increased financial and technical contribution to sports programmes through corporate sponsorship	% increase in contribution to sports programmes through corporate sponsorship	1	5	10	12	15
KRA: Sustainability of Sports and Recreational Facilities							
<i>Strategy 1: Develop Fees/Levies for use of Sports Infrastructure and Recreational Facilities</i>	Increased A.I.A	Amount of A.I.A collected (KSh. Million)	131	157.2	188.64	226.37	271.64

5.2 Strategic Choices

Strategies to be pursued to achieve strategic objectives under each Key Result Area are as captured in Table 5.2.

Table 5.2; Strategic objectives and Strategies

Key Result Areas (KRAs)	Strategic Objective(s)	Strategies
KRA.1: Development, review and enforcement of the sports policy, legal and regulatory framework	<i>To develop and review sports policy, laws and regulations</i>	Strategy 1: Develop/Review sports policy and legal framework
		Strategy 2: Ratify and implement international conventions and treaties
KRA 2: Enforcement and compliance of sports policy, laws and regulations	<i>To enforce sports policy, laws and regulations for regulation and enhanced compliance</i>	Strategy 1: Implement and enforce sports policy, legal and regulatory frameworks
		Strategy 2: Resolution of sports disputes
		Strategy 3: Implement anti-Doping promotion and management interventions
KRA 3: Talent identification, nurturing, developing and monetization	<i>To identify, nurture, develop and monetize sports talents</i>	Strategy 1: Identify, nurture and develop sports talent for sports persons
		Strategy 2: Establish and implement Sports Award Scheme to honour performance
KRA 4: Sports promotion and diversification	<i>To develop and promote all forms of sporting activities</i>	Strategy 1: Develop all aspects of sports
		Strategy 2: Develop talent for able bodied and people with disability (PWDs)
		Strategy 3: Organize and participate in local, regional and international sports events
KRA 5: Promotion of clean sports	<i>To promote clean sport, fair play and protect athletes right to participate in a doping free sports</i>	Strategy 1: <i>To encourage clean sports and fair play</i>
KRA 6: Sports tourism development	<i>To develop sports tourism in Kenya</i>	Strategy 1: Promote sport tourism in Kenya
KRA 7: Enhance branding and marketing of Kenya as a sports destination	<i>To develop and promote all forms of sporting activities</i>	Strategy 1: Enhancing branding and marketing of Kenya as a sports destination
KRA 8: Developing and equipping sports Infrastructure and recreational facilities	<i>To achieve increased access to sports facilities and participation in sports competitions</i>	Strategy 1: Develop sports infrastructure and recreational facilities for able bodied and Persons with Disabilities (PwDs)
		Strategy 2: Equipping of sports facilities and sports persons

Key Result Areas (KRAs)	Strategic Objective(s)	Strategies
KRA 9: Developing internal institutional support systems and delivery structures	<i>To develop sports governance structures and systems for enhanced efficiency in service delivery</i>	Strategy 1: Undertaking digitalization of government sports services
		Strategy 2: Develop driven internal delivery structures and systems
		Strategy 3: Create a conducive work environment
KRA 10: Enhancing and sustenance of institutional human capacity	<i>To enhance institutions service delivery capacity for customer satisfaction</i>	Strategy 1: Build Staff capacity
		Strategy 2: Improve Performance Management Systems
		Strategy 3: Promote good leadership, ethics and integrity
KRA 11: Sports financing through tax reforms, incentivization and lottery	<i>To implement tax reforms supporting sports financing</i>	Strategy 1: Implement tax reforms and incentives for sports funding
		Strategy 2: Introduce National lottery
KRA 12: Develop Public Private Partnership engagement frameworks	<i>To leverage on stakeholder capacity in sports financing</i>	Strategy 1: Develop and implement sports Public-Private Partnership frameworks
		Strategy 2: Promote corporate sponsorship in sports financing
KRA 13: Sustainability of sports and recreational facilities	<i>To Develop fee/levies for use of sports infrastructure and recreational facilities</i>	Strategy 1: Develop fee/levies for use of sports infrastructure and recreational facilities

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This Chapter highlights how the strategic plan will be implemented through the operationalization of the implementation plan, action plan, annual work plans, budgeting and performance contracting. It also highlights the principles of the organization structure, staff establishment, competence development, business process re-engineering and risk analysis & mitigation measures through a clear and elaborate action.

6.1 Implementation Plan

The State Department will implement the strategic plan through the development of an elaborate action plan. The action plan gives the strategic objectives of each Key Result Area with well-defined annual Targets, Annual Budgets and Responsibility for execution of the activities. The practise of Performance Contracting will also be deployed in operationalizing the Strategic Plan.

6.1.1 Action Plan

The State Department's Action Plan which is detailed in Table 6.1. The action plan presents the Strategic Issues, Strategic Goals, KRA, Outcomes, Strategic Objectives, Strategies, Key Activities, Expected Outputs and estimated Annual Budgets.

Table 6.1: Implementation Matrix

Strategy	Key Activities	Expected output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
Strategic Issue 1: Sports Policy, Legal and Regulatory Frameworks																
Strategic Goal 1: Enabling policy, legal and regulatory framework for sports development																
KRA 1: Development and review sports policy, legal and regulatory framework																
Outcome: Sports policy and regulatory framework developed																
Strategic Objective 1.1: To develop and review sports policy, laws and regulations																
Develop and/or Review policy and legal framework	Develop sports policies, laws and regulations to govern sports in Kenya	New policies, laws, regulations and guidelines developed	No. of policies	3	-	1	1	1	-	-	20	20	20	-	Directorate of sports	-Office of the Sports Registrar -Administration -Legal Services
	Review existing sports policy and legal framework	Reviewed sports policies, laws, regulations and guidelines	No. of frameworks	2	-	2	-	-	-	-	30	-	-	-	Directorate of sports	-Office of the Sports Registrar -Administration -Legal Services
Ratify and implement international conventions	Ratify regional and international treaties and conventions	International treaties and conventions ratified	% level of implementation	100	100	100	100	100	100	10	10	10	10	10	Directorate of sports	Legal Services, foreign affairs, ADAK
conventions and treaties	Develop progress reports on implementation of conventions and treaties	Progress reports on international treaties and conventions implemented	No. of progress reports on international treaties and conventions	25	5	5	5	5	5	5	5	5	5	5	Directorate of sports	-Legal Services, -Foreign Affairs, -ADAK
KRA 2: Enforcement and compliance of sports policy, laws and regulations																
Outcome: Enhanced compliance to sports policies, laws and regulations																
Strategic Objective 1.2: To enforce sports policy, laws and regulations for enhanced compliance																

Strategy	Key Activities	Expected output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
Implementation and enforcement of sports, policy legal and regulatory frameworks	Undertake registration of Sports Organizations	Sports organizations registered	No. of organizations	1,250	250	250	250	250	250	10	10	10	10	10	Office of the Sports Registrar	Directorate of Sports -Administration
	Licensing of professional	Professional sports bodies licensed	No. of sports bodies	25	5	5	5	5	5	1	1	1	1	1	Office of the Sports Registrar	Directorate of Sports -Administration
	Licensing of professional sports	Professional sports persons licensed	No. of sports persons	100	20	20	20	20	20	2	2	2	2	2	Office of the Sports Registrar	Directorate of Sports -Administration
	Observe sports elections	Sports elections guidelines complied to in all	% level	100	100	100	100	100	100	6	6	6	6	6	Office of the Sports Registrar	-Directorate of Sports -Administration
	Undertake compliance audits	Annual Audits for all sports organizations	% level	100	100	100	100	100	100	10	10	10	10	10	Office of The Sports Registrar	-Directorate of Sports -Administration
Resolution of sports disputes	Receive, process and resolve sports disputes	Sports disputes resolved	% level	100	100	100	100	100	100	3	3	3	3	3	Office of the Sports Registrar	-Directorate of Sports -Administration
Strategic Issue 2: Promotion and Development of Sports																
Strategic Goal 2: Integrity in clean sporting events and sports talents in Kenya																
KRA 2.1: Talent identification, nurturing, developing and monetization																
Strategic Objective 2.1: To identify, nurture, develop and monetize sports talents																
Outcome: Sports Talents Identified, Nurtured and Developed																
Identify, nurture and develop sports talent for sports persons at all	Implement grassroots football development programme	Annual grassroots to national football tournament Programme Hosted	No.of tournament programme	5	1	1	1	1	1	300	300	300	300	300	KAS	Directorate of Sports

Strategy	Key Activities	Expected output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
levels	Establish an international academy of sports	International sports academy established	% level of completion	100	10	45	70	100	100	174	530	350	497	-	KAS	Directorate of Sports
	Establishment of Elite Sports School (KAS Hybrid)	Elite Sport school established	% level of completion	100	0	10	40	70	100	154	600	600	600	600	KAS	Directorate of Sports Ministry of Education
	Develop cash award regulations/guidelines	Cash reward scheme guidelines	No. of guidelines	1	1	-	-	-	-	10	-	-	-	-	Directorate of Sports	-Legal services -SASDF
	Identify and award excellence performance in sports	Excellent sports performances awarded	% level of sports performance awarded	100	100	100	100	100	100	50	50	50	50	50	Directorate of Sports	SASDF
	Develop merchandise, market and pay royalties with special brands to honor excellent sports persons	Exemplary Sports Persons receiving Royalties from branded Sports merchandise	No of sports persons on royalties	20	2	3	5	5	5	6	9	15	15	15	Directorate of Sports	Corporate entities
KRA 2.2: Sports promotion and diversification																
Strategic Objective 2.2: To develop and promote all forms of sporting activities																
Outcome: Sports activities promoted and developed																
Develop all aspects of sports	Identify and develop emerging sports	Traditional and emerging sports developed	No. of emerging sports	5	1	1	1	1	1	20	20	20	20	20	Directorate of Sports	KAS
	Expand the National Youth Talent Academy (NYTA) to include all sports	New sports discipline included in the NYTA curricula	No. of additional sports disciplines	5	1	1	1	1	1	10	10	10	10	10	Directorate of Sports	KAS

Strategy	Key Activities	Expected output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
	Identify and develop capacity of sports trainers, coaches and mentors	Sports trainers, coaches and mentors trained	No. of umpires trained	150	30	30	30	30	30	10	10	10	10	10	Directorate of Sports	KAS
Develop talent for able bodied and persons with disability (PwDs)	Develop sports calendar for all categories of sports persons	Sports calendars developed	No. of calendars	10	2	2	2	2	2	1	1	1	1	1	Directorate of Sports	-Sports Organizations -SASDF
	Facilitate sports teams and all categories of sports personnel with sports kits, tools and equipment	Teams equipped to participate in international sports events	No. of teams	400	70	75	80	85	90	220	235	250	265	281	Directorate of Sports	-SCM Unit -SASDF
Identify, nurture, develop and monetize sports talents	Organize and host international sports championship	International Sports Championships hosted	No. of events hosted	50	8	9	10	11	12	2,900	3,000	3,200	3,400	3,500	-Sports Organizations	-Sports Kenya -SASDF
	Organize, host and participate in National Sports Day and inter-sectoral sports competitions	National day and Inter- sectoral sports competitions held	No. of national days	15	3	3	3	3	3	50	50	50	50	50	Directorate of Sports	County Governments
	Prepare and sponsor sports teams to participate in local, regional and international championships	Sports teams sponsored to participate in championships	No. of teams supported	400	70	75	80	85	90	1,500	1,600	1,800	1,820	1,950	Directorate of Sports	SASDF
KRA 2.3 Promotion of clean sports																
Strategic Objective 2.3: To promote clean sports, fair play and protect athletes right to participate in doping- free sports																
Outcome2.3: Participation in clean sports and fair play																

Strategy	Key Activities	Expected output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
Implement anti-Doping Promotion and management interventions	Facilitate funding of the sports anti-doping interventions	Anti-doping programmes funded	Number of funded programmes funded annually	15	3	3	3	3	3	10	10	10	10	10	ADAK	-State Department for Sports -The National Treasury -SASDF
	Conduct training and anti-doping tests	Athletes trained and tested on anti-doping	Number of athletes trained and tested	100	20	20	20	20	20	20	20	20	20	20	ADAK	-Directorate of Sports
Strategic Issue 3: Sports Tourism to promote visibility of Brand Kenya																
Strategic Goal 3: Enabling sport tourism for enhanced revenue and socio-economic development																
KRA 3.1: Sports tourism development																
Strategic Objective 3: To develop sports tourism in Kenya																
Outcome: Increased revenues from tourism industry																
Promote sport tourism in Kenya	Participate in Local and International Trade Expos	Local and International Trade Expos attended	No. of Trade Expos	9	1	2	2	2	2	5	10	10	10	10	Department of Sports	Foreign Affairs
	Bid for hosting African Cup of Nations (AFCON 2027)	Successful bid African Cup of Nations (AFCON 2027)	No. of successful bids	1	1	-	-	-	-	50	-	-	-	-	Department of Sports	Sports Kenya
KRA 3.2: Enhance branding and marketing of Kenya as a sports destination																
Strategic Objective 3.2: To develop and promote all forms of sporting activities																
Enhancing branding and marketing of Kenya as a sports	Create and resource a functional Tourism Promotion Council within the Ministry of	Function created at the Tourism Promotion Council	% level	100	100	100	100	100	100	-	20	10	10	10	Department of Sports	State department for tourism

Strategy	Key Activities	Expected output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
destination	tourism															
	Brand and promote international sporting events	Sports branded and promoted internationally	% level	100	100	100	100	100	100	20	20	20	20	20	Department of Sports	State department for tourism
Strategic Issue 4: Standard sports infrastructure and recreational facilities																
Strategic Goal 4: Develop standard sports infrastructure and recreational facilities for enhanced access and participation in sports																
KRA 4.1: Developing and equipping sports infrastructure and recreational facilities																
Strategic Objective 4.1: To develop and equip sports infrastructure and recreational facilities for all categories of sports																
Outcome: Increased access to state of art sports facilities, tools and equipment for all categories of sports persons																
Develop sports infrastructure and facilities for able bodies and people PWDs	Initiate, develop, rehabilitate and refurbish sports infrastructure	Moi International Sports Centre Kasarani, Stadium upgraded	% completion	100	25	50	100	100	100	1,500	3,100	1,250	0	0	Sports Kenya	SASDF
		Nyayo Stadium upgraded	% completion	100	50	75	100	100	100	0	1,500	1,500	0	0	Sports Kenya	SASDF
		Kipchoge Keino stadium in Eldoret upgraded	% completion	100	30	60	100	100	100	140	2,780	1,780	0	0	Sports Kenya	SASDF
		Talanta Sports City Stadium in Jamhuri Grounds constructed to International FIFA	% completion	100	-	23	30	50	100	0	10,500	10,500	12,000	12,000	Sports Kenya	SASDF

Strategy	Key Activities	Expected output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
		Standards														
	Construction of Regional and County stadia	Kinarini, Murang'a and Homabay regional stadia constructed	No. of stadia	3	0	3	2	2	2	0	1,301	1,000	1,000	1,000	Sports Kenya	SASDF
		(Wote, Karatu, Ruring'u, Kirigiti, Marsabit, Mbaraki, Wanguru, Kirubia, Masinde Muliro, Kinoru, Bukhungu, stadia constructed)	No. of stadia	13	0	3	3	4	4	0	540	540	720	720	Sports Kenya	SASDF
	Construction of Constituency Academies of Sports	Constituency Sports Academies established	No. of sports academies established	30	0	50	100	100	100	0	750	750	0	0	Sports Kenya	SASDF
Equipping of the sports facilities for all categories of sports and sports persons	Equip sports Stadiums and facilities for all categories of sports and sports personnel	Sports facilities equipped	% level of sports facilities equipped	100	100	100	100	100	100	2,000	2,000	2,000	2,000	2,000	Sports Kenya	SASDF
Strategic Issue 5: Institutional capacity development for enhanced service delivery																
Strategic Goal 5: Effective institutional capacity for enhanced service delivery																
KRA 5.1: Developing internal institutional support systems and delivery structures																
Strategic Objective: To develop sports governance structures and systems for enhanced efficiency in service delivery																
Outcome: Enhanced efficiency and effectiveness in delivery of services																
Undertaking digitization of government services	Develop and continuously update the State Department's website	An up-to-date State Department website in place	No. of website	1	-	-	-	-	-	5	-	-	-	-	ICT	PCU DEPTS UNITS

Strategy	Key Activities	Expected output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
	Acquire and install of requisite and essential ICT systems and infrastructure	ICT network, tools, equipment and software acquired	% level installation	100	50	70	80	90	100	30	30	20	10	10	ICT	SCMU DEPTS ICT
	Automate services and digitize records at the Sports Registrar office	Sports registrar services automated and records digitized	% level of automation	100	100	100	100	100	100	50	50	50	30	-	Sport Registrar	ICT Mo ICT e-citizen
	Automate internal processes and digitize institutions records	Institutions records digitized and internal processes automated	% level of digitization	100	25	40	60	80	100	-	20	30	30	12	RMO	ICT DEPTS UNITS
	Conducting baseline survey on digitalization	Baseline survey report on digitalization	No. of reports	1	1	-	-	-	-	5	-	-	-	-	ICT	DEPTS UNITS Mo ICT
	Developing and implement a digitalization strategy	Digitalization strategy developed and implemented	No. of strategies	1	1	-	-	-	-	5	-	-	-	-	ICT	DEPTS UNITS Mo ICT
Develop internal delivery structures and systems	Develop and implement workplace policies	Workplace policies developed	No. of policies	1	-	1	-	-	-	-	5	-	-	-	Administration department	HR Unit,
	Initiating and undertaking baseline surveys to inform policy formulation and decision making	Baseline survey report	No. of reports	1	-	1	-	-	-	-	5	-	-	-	Administration	Planning, Department of Sports Registrar
	Develop and Implement the communication strategy	Communication Strategy	No. of strategies	1	1	-	-	-	-	5	-	-	-	-	Communication Unit	ICT
	Establishing satellite Sports Registrars regional offices in 10 counties	Regional offices established	No. of offices	10	-	2	3	3	2	-	40	60	60	40	Office of the sports Registrar	Counties, HR, Planning, ICT

Strategy	Key Activities	Expected output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
Create a conducive working environment	Acquisition of institutions vehicles	Vehicles procured	No. of vehicles procured	10	-	2	3	3	2	-	20	30	30	20	SCM Unit	Administration
	Acquisition of working tools and equipment	Staff equipped with working tools and equipment	% level of staff equipped	100	100	100	100	100	100	10	50	10	10	10	SCM Unit	Administration
KRA 5.2: Enhancing and sustenance of institutional human capacity																
Strategic Objective: To enhance institutions service delivery capacity for customer satisfaction																
Outcome: Enhanced human capacity in delivering to deliver institutional mandate																
Build Staff capacity	Develop and implement the institutions skills gap analysis and staff training needs assessment report	Skills gap analysis and staff training needs	No. of needs assessment report	2	-	2	-	-	-	-	20	-	-	-	HR Unit	Administration
	Undertake continuous staff training and capacity building	Staff Trained as per the training projection	% level of training projection	100	100	100	100	100	100	100	100	5	10	10	HR Unit	Administration
Improve Performance Management System	Develop and implement institutions Citizen Service Delivery Charter	Approved service delivery charter	No. citizen of service delivery charter	1	1	-	-	-	-	1	-	-	-	-	Administration	Planning
	Institutionalize and implement staff performance appraisal	Staff performance evaluated through GHRIS	% coverage of staff evaluated	100	100	100	100	100	100	1	1	1	1	1	HR Unit	ICT
Promote good leadership, ethics and integrity	Develop and submit compliance reports to statutory bodies	Statutory reports prepared and submitted to lead agencies	% level of compliance	100	100	100	100	100	100	5	5	5	5	5	Planning	Finance

Strategy	Key Activities	Expected output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
	Developing and implementing performance Contracts	Performance Contracts developed and implemented	No. of performance contract developed and implemented	5	1	1	1	1	1	5	5	5	5	5	Planning	Administration
	Implementing presidential directives	Presidential directives implemented	% coverage	100	100	100	100	100	100	-	-	-	-	-	Administration	Planning
Strategic Goal 6: Sustainable sports financing frameworks																
KRA 6.1: Sports financing through tax reforms, incentivization and lottery																
Strategic Objective: To implement tax reforms supporting sports financing																
Implement tax reforms and incentives for sports funding	Establish a task force to identify sustainable sources of sports funding	Taskforce established and report on funding sources prepared	No. of reports on funding sources	1	-	1	-	-	-	-	10	-	-	-	SASDF	KRA/ The National Treasury
	Lobby for tax introduction and ring-fenced tax for sports funding	Tax incentive Introduced and ring-fenced	No. of tax incentives	1	-	1	-	-	-	-	5	-	-	-	SASDF	KRA/ The National Treasury
	Advocate for Introduction of National lottery	National sports lottery implemented	No. of sports lottery	1	-	1	-	-	-	-	5	-	-	-	SASDF	KRA/ The National Treasury
KRA 6.2: Develop public private Partnership Engagement																
Strategic Objective; To leverage on Stakeholder capacity in sports financing																
Outcome: Enhanced public private partnership in sports funding																

Strategy	Key Activities	Expected output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
Develop and implement sports Public-private partnership frameworks	Develop and sign sports Public- Private Partnership MOUs and Agreements	Sports PPP MOUs and Agreements signed	No. of agreements	3	-	1	1	1	-	-	5	5	-	5	Department of Sports	Legal Unit
		Hold annual international sports championship for revenue generation for sports	No. of championships	5	-	1	-	1	1	-	20	20	20	20	Department of Sports	Federations/SK/A DAK
Promote corporate sponsorship in sports financing	Devise and implement tax incentives scheme for corporate sponsorship	Tax exemptions scheme established and implemented to reward corporate sponsors	No. of tax exemptions schemes		1	-	-	-	-	5	-	-	-	Department of Sports	KRA/ The National Treasury	
	Hold annual recognition forums for sports corporate sponsors	Annual recognition forums held	No. of fora	5	-	1	1	1	1	-	20	20	20	20	Department of Sports	SASDF
KRA 6.3: Sustainability of sports and recreational facilities																
Strategic Objective: To develop free/levies for use of sports infrastructure and recreational facilities																
Outcome: Increased Appropriations in Aid (AIA)																

Strategy	Key Activities	Expected output	Output Indicator	Target for 5 years	Target					Budget (KSh.Million)					Responsibility	
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Lead	Support
Develop fee/levies for use of sports infrastructure and recreational facilities	Develop and implement a user charge framework for sports and recreation facilities	Number of frameworks developed on user charges	No. of frameworks	-	1	-	-	-	-	10	1	1	-	-	Sports Kenya	Sports Arts and Social Development Fund (SASDF)

Annual Work Plan and Budget The State Department will develop an Annual Work Plan for each Financial Year of the Plan period. It will further be cascaded to departmental and individual work plans. The Work Plans will be costed based on corresponding activities and available budget.

6.1.2 Performance Contract

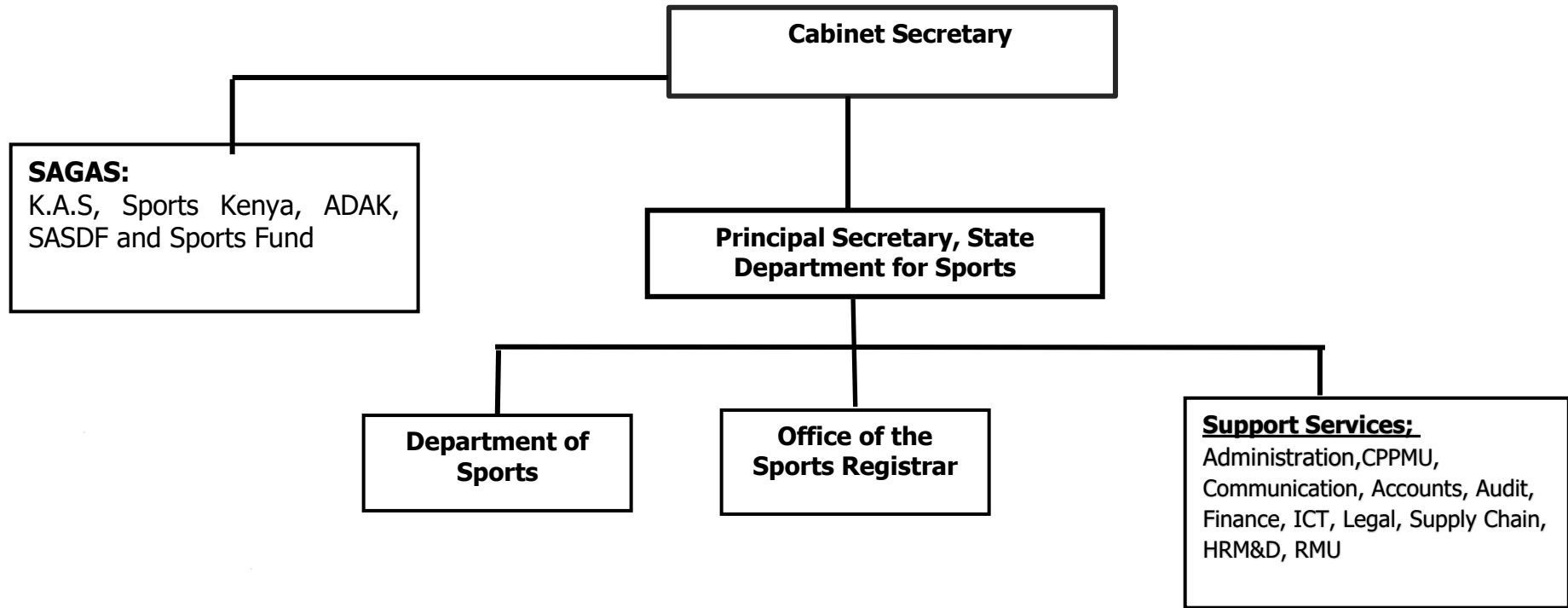
The State Department will develop a Performance Contract to be signed between the Cabinet Secretary and the Principal Secretary for each Financial Year of the Plan period, as a key accountability tool to ensure efficient service delivery. The Performance Contract will then be cascaded to the Heads of Directorates/Department/sections for implementation.

6.2 Co-ordination Framework

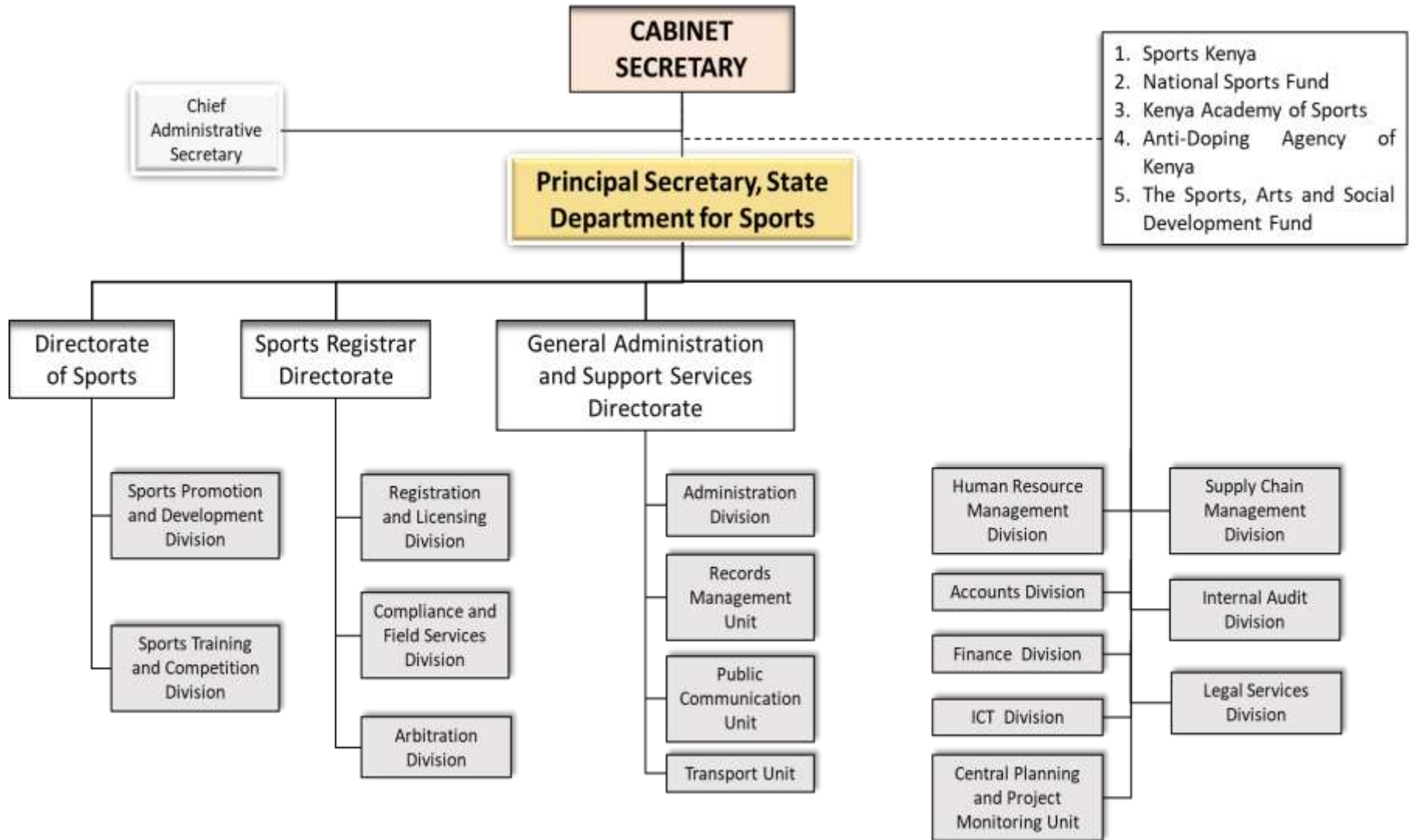
The Strategic Plan will be implemented through the three Directorates with the help of General Administration, Planning and Support Services. The activities of the State Department will require coordination, regulation and control in order to achieve the desired goals as indicated in the organogram namely Annex I:

Figure I: Organizational Structure

Current Organization Structure



Proposed Organization Structure



6.2.1 Institutional Framework

Directorates and their Functions

i) General Administration, Planning and Support Services Function

The support services facilitate the smooth operations in the office of the Cabinet Secretary, Principal Secretary, Department of Sports and Office of the Sports Registrar. The support services function is headed by the Head of Administration who is responsible to the Principal Secretary.

The Support units/sections comprises the following: Administration, Finance, Accounts, Central Planning and Projects Monitoring Department, Human Resource Management and Development; Public Communications Office, ICT, Legal, Internal Audit, Supply Chain Management, Record Management.

The functions of the Directorate include:

- Coordination of State Department's functions and activities;
- Maintenance of security and safety of State Department's assets and staff;
- Resolution of public complaints;
- Prudent Financial Management and Budgetary Control;
- Monitoring and Evaluation of Projects and programmes;
- Human Resource Management and Development;
- Performance Contracting and reporting of ministries activities;
- Mainstreaming Ethics, Integrity and National Values;
- Legal Matters; and
- Spearhead implementation of e-government programmes, initiatives and co-ordinate application of Information Communication Technology.

Central Planning and Project Monitoring Department

The functions of CPPMD are as follows:

- Coordinate the formulation, implementation and review of national and sectoral development plans, policies and strategies;
- Ensure linkage between the national and sectoral policies, plans and budgets;
- Monitor, evaluate and report progress on implementation of the national development Blueprints, policies programmes and projects;
- Develop, Coordinate, implement and report on the Ministry/State Department strategic plan and performance contract;
- Uploading, updating information and generating Ministry/State Department's projects/programme reports in the Electronic National Integrated Monitoring and Evaluation System (e-NIMES);
- Conduct Sector-specific economic analysis and research on topical and emerging socio-economic issues to inform policy formulation and planning.

- Ensure conformity to norms and standards on economic development planning;
- Liaise with the National planning offices at the county level in coordinating the National Government Economic Planning functions;
- Preparing periodic sector-specific progress reports;
- Conduct impact assessment of Ministry and State Department programmes and projects;
- Coordinate pre-feasibility and feasibility studies in the Ministry and the State Department;
- Updating and Maintaining a Knowledge Management Repository;
- Collecting and analyzing data for public expenditure tracking surveys, programmes and projects evaluations;
- Coordinate implementation of International commitments, regional integration issues including Sustainable Development Goals (SDGs) and African Agenda 2063 and economic partnerships;
- Secretariat to project committees and enforcing compliance to Public Investment Management (PIM) guidelines;
- Ensure timely, efficient and effective implementation of programmes and projects; and
- Ensure prudent utilization and management of resources allocated to CPPMD in undertaking the above functions.

ii) Directorate of Sports

The Department was established through a Presidential Circular directive in 1987. Its mandate as drawn from the Sessional Paper No. 3 of 2005 is to provide technical advice on all matters relating to sports and recreation in the country.

The functions of the Directorate include;

- Policy formulation, planning, implementation and review;
- Sports budget preparation and implementation;
- Preparation and rationalization of sports calendars of events;
- Co-ordination and recommendation on financial requests from the sports organizations based on each activity; and
- Coordination of sports talent exposure in international competitions, conventions, congresses.
- Recommend to the Government on hosting of regional and international competitions and conferences;
- Coordination of the Cash Awards and Honours scheme;
- Liaise with the Sports Registrar on the status of registered/ licensed sports federations, organizations, clubs and sports personnel;
- Serve as observers during sports organization's elections;
- Development and implementation of bilateral/multilateral/technical sports agreements.

- Implementation of International sports conventions;
- Establishment of Inter-governmental sports partnerships;
- Carrying out of sports research on the impact of Sports on the economy;
- Coordination of establishment of cottage industries for manufacture of Sports goods and equipment; and
- Participation, monitoring and evaluation of local/ international sports programmes and projects.

iii) Office of the Sports Registrar

The Office of the Sports Registrar was established under the Sports Act 2013. The office is mandated to regulate sports organizations and professional sports bodies and persons. Its functions are:

- Registration of sports organizations;
- Licensing of professional sports bodies and professional sports persons;
- Arbitration of disputes arising from registration and licensing of sports organizations and persons;
- Keeping and maintaining register/records of registered sports organizations and such other particulars relating to the registered organizations and licensed persons;
- Management of court cases arising from registration and licensing of sports organizations and persons;
- Sensitization of sports organizations and persons, State Department staff and the public at large on the Sports Acts and other relevant laws;
- Inspection of sports organizations to ensure compliance to the Sports Act and other relevant laws;
- Observation of sports organizations' elections; and
- Any such other function as stipulated in the Sports Act, Sports Registrar Regulations and the laws of Kenya

Semi-Autonomous Government Agencies (SAGAs)

1. Sports Kenya (SK)

Sports Kenya was established by the Sports Act, 2013 as a body corporate. The mandate of SK is to:

- Promote, coordinate and implement national and international sports programmes;
- Establish, manage, develop and maintain sports facilities as well as convention centers, indoor sporting and recreational facilities in Kenya; and
- Participate in promotion of sports tourism.

2. Kenya Academy of Sports (KAS)

The Kenya Academy of Sports was also established by the Sports Act, 2013 as a body corporate. The main functions of KAS

- To serve as a Centre for excellence in sports;
- Establish and manage sports training academies;
- Organize, administer and coordinate sports courses for technical and sports administration personnel; and
- Promote research and development of talent in sports.

3. **Anti-Doping Agency of Kenya (ADAK)**

The Anti-Doping Agency of Kenya was created by the Anti – Doping Act, No. 5 of April 2016 as a fulfillment of the Copenhagen Convention on the fight against doping in sports held in 2005. The ADAK headquarters is located in Nairobi, Parklands Plaza and Muthithi Road.

The mandate of the Anti-Doping Agency of Kenya (ADAK) is to:

- Carry out the fight against doping in sport through Anti-Doping values-based education, sensitization and awareness campaigns;
- Protect the ‘clean athlete’ by carrying out effective doping tests among all Kenya athletes and to; and
- Uphold the integrity of sport through Intelligence Gathering, Investigations and Results Management of Anti-Doping Rule Violations (ADRVs). This mandate is carried out by three technical departments viz Anti-Doping education and research; Standards and Compliance; and Legal Services.

4. **Sports, Arts and Social Development Fund (SASDF)**

The Sports, Arts and Social Development Fund (SASDF) was established under Regulation 3 of the Public Finance Management (Sports, Arts and Social Development Fund) regulations, 2018 and anchored in the Sports (Amendment) Act No. 7 of 2019 to replace the National Sports Fund. The fund was set up to provide funding to support the development and promotion of Sports and Arts and the promotion of Social Development including Universal Health Care.

6.2.2 Staff Establishment, Skill Set and Competence Development

The State Department authorized establishment is **286** against an in-post of **148**. The shortfall of staff is **138**. The proposed optimal staffing level to facilitate effective and efficient service delivery in the State Department is **403** staff.

Table 6.2 Staff Establishment

No.	Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D=B-C
1	Office of the Cabinet Secretary	4	12	8	4
2	Office of the Principal Secretary	7	12	5	7
3	Directorate of Sports	34	111	28	83
4	Office of the Sports Registrar	24	85	10	75
5	Administration	47	45	19	26
6	CPPMD	7	12	5	7
7	Finance	9	9	9	0
8	Accounts	23	28	17	11
9	Records Management	45	25	4	21
10	Human Resource Management and Development	48	25	17	8
11	Supply Chain Management	7	19	13	6
12	Internal Audit	5	4	2	2
13	ICT	9	6	4	2
14	Public Communication	13	7	3	4
15	Legal	3	3	3	0
	Total	285	403	147	256

The skills set and competence development analysis will be undertaken subject to the undertaking of a Training Needs Assessment survey.

Table 6.3 Skills sets, skill gaps and competence development

Cadre	Skills Set	Skills Gap	Competence Development
Accountants and Finance officers	Financial management and analysis. Budgeting and forecasting Accounting software Proficiency in accounts Bookkeeping Ethical judgment Legal and regulatory knowledge	Inadequate skills in identifying and managing financial risks. Inadequate audit preparedness skills. Inadequate regulatory compliance knowledge. Inadequate financial analysis skills.	Financial management, budgeting and forecasting training. Certified Public Accountant (CPA) or Chartered Accountant (CA). Certified Investment and Financial Analysts Bookkeeping training. Financial analysis and reporting training. Supervisory Management Skills Senior Management Course Strategic Leadership Development SLDP
Supply Chain Management	Information technology skills procurement Act 2015 IFMIS Proficiency Procurement law and	Inadequate skills in identifying and managing financial risks. Poor negotiation skills.	Training on : Financial risk management training. Negotiation skills Inventory management Regulatory compliance

Cadre	Skills Set	Skills Gap	Competence Development
	regulations Financial Management Interpersonal Skills Inventory management Time management Data Analysis Legal and regulatory knowledge Communication skills Proficiency Commitment to quality Sense of ethics and values	Inadequate knowledge on regulatory compliance Weak inventory management skills. Inadequate contract management skills. Weak follows up on prudent budget management	Contract and prudent budget management IT and Technology Training Supervisory Management Skills Senior Management Course Strategic Leadership Development SLDP
Human Resource Management and Development	Data Analysis skills Communication Skills IT and Technology Proficiency skills Proficiency in data analytics and using HR metrics. Interpersonal Skills Human Resource Planning Training and Development Cultural Sensitivity skills Performance Management Leadership and Teamwork Strategic Planning Budgeting and Financial Management Ethical and Confidentiality Standards HR Information Systems (HRIS) Change/ Succession Management Guidance and Counselling skills	Limited understanding of cultural nuances impacting HR practices and challenges in promoting an inclusive and culturally sensitive work environment Limited knowledge of the latest trends and methodologies in training and development Ineffective communication. Lack of knowledge on HR software. Insufficient training in maintaining confidentiality in high-pressure situations Limited knowledge of advanced features and functionalities of HRIS and challenges in utilizing HRIS for data-driven decision making	Diversity and Inclusion Training Conflict Resolution Workshops Effectiveness Assessment Training Performance Appraisal Workshops HRIS Training Programmes Financial Management Courses Ethics Training Programs Analytics Training Policy Awareness Sessions Strategic HR Planning Courses Diversity and Inclusion Training Supervisory Management Skills Senior Management Course Strategic Leadership Development SLDP
Public Communication Officers and Information Communication Technology Officers	Interpersonal Skills Digital literacy Content creation Report writing Policy advocacy Presentation skills Ethics and values Hardware installations	Inadequate public speaking and presentation skills. Weak media relations Insufficient digital and social media proficiency Inadequate capacity on	Public speaking and presentation training. Continuous Professional Development Programmes (CPDs) Media relations training Digital and social media training. Content creation training. Supervisory Management Skills Senior Management Course

Cadre	Skills Set	Skills Gap	Competence Development
	and maintenance Software installations and maintenance Website management	content creation and storytelling skills	Strategic Leadership Development SLDP
Legal Services Unit	Legal and Regulatory Knowledge Communication skills Negotiation skills Arbitration management skills	Specialized Legal Knowledge. Enhancing communication skills, including effective written and verbal communication. Regulatory Compliance. Alternative Dispute Resolution (ADR) skills.	Communication skills and report writing training Dispute resolution training Supervisory Management Skills Senior Management Course Strategic Leadership Development SLDP
Transport Unit	Interpersonal Skills Communication Skills First Aid Defensive driving Fleet management Logistics Time management Budgeting Basic Mechanics Course	Communication and Customer Service Enhancing communication skills, including effective written and verbal communication. Safety Regulations and Compliance Fleet Management Transportation Technology Transportation Law and Regulations	Communication and customer relations training. Safety regulations training Fleet management and transportation training Transportation law and regulations training. Supervisory Management Skills Senior Management Course
Clerical Officers	Communication Skills Interpersonal Skills IT skills Records management	Data Entry and Accuracy	Communication Skills to enhance written and verbal communication skills. Proficiency in organizing files, documents, and records Developing strong customer service skills Understanding and adhering to confidentiality and data privacy guidelines Supervisory Management Skills Senior Management Course
Record Management Unit	Communication Skills Interpersonal Skills IT skills Digital literacy	Digital Record Management Data Classification and Organization	Digital record management training Data classification and organization training. Records Auditing, documentation standards and Compliance training Information Security and

Cadre	Skills Set	Skills Gap	Competence Development
	Records management	Information Security and Privacy Records Auditing and Compliance Documentation Standards Continuous Learning and Technology Adoption	Privacy training. Certified Records Manager (CRM) or Certified Information Profession Supervisory Management Skills Senior Management Course Strategic Leadership Development SLDP
Secretarial /Office Administrators	Communication Skills Interpersonal Skills	Communication Skills Organizational Skills Digital Literacy Confidentiality and Integrity Meeting and Event Coordination •Problem-Solving Skills	Organizational and communication skills training. Digital literacy training. Confidentiality and integrity skills training. Meeting and event coordination skills training. Problem solving skills training. Certified Administrative Professional (CAP) or Microsoft Office Specialist (MOS) training. Telephone Services Communication Skills IT and Technology Proficiency Communication Skills Active Listening Problem-Solving Skills Technology Proficiency Crisis Management Communication, problem solving, and active listening Skills training. Certified Customer Service Professional (CCSP) training. Supervisory Management Skills Senior Management Course
Economists	Public Policy Development Skills Monitoring and Evaluation Skills Data Analysis Skills Communication Skills IT and Technology Proficiency in Interpersonal Skills Problem-Solving Cultural Sensitivity Leadership and Teamwork Budgeting and expenditure tracking	Project Management Skills to enhance project planning, scheduling, budgeting, and risk management. Proficiency in data analysis, performance measurement, and reporting to track project progress and outcomes. Quality assurance and control skills to ensure project deliverables meet established quality standards. Project management software and tools, such as Microsoft Project or Trello	Project management skills training. Data analysis skills training. Quality assurance and control skills training. Project management software skills training Knowledge on Public Private Partnerships Supervisory Negotiation skills Management Skills Senior Management Course Strategic Leadership Development SLDP
Administration	Interpersonal skills Policy formulation skills Communication skills	Negotiation skills Strategic Leadership	Policy Formulation Public speaking Project management Conflict management

Cadre	Skills Set	Skills Gap	Competence Development
	Conflict resolution skills Research skills Public speaking skills Strategic planning skills Project management skills Analytical, problem solving and Decision-making skills Paramilitary training Public Administration skills Leadership and management skills Conflic Resolution		Supervisory Management Skills Senior Management Course Strategic Leadership Development SLDP
Support Staff	Communication skills Interpersonal skills Customer care skills Report writing skills Supervisory skills ICT skills	ICT skills Report writing Supervisory skills	Basic ICT skills Report writing Supervisory management Supervisory Management Skills Senior Management Course Strategic Leadership Development SLDP

6.2.3 Leadership

The State Department has established teams in each Strategic Theme with clear Terms of Reference to provide leadership and ensure implementation of the projected Strategic Plan targets. The teams have been aligned to the five (5) identified strategic issues for purposes of responsibility and accountability in leading and coordinating the execution of strategic plan activities relevant to the KRAs.

6.2.4 Systems and Procedures

The State Department plays a critical role in development and promotion of sports for social and economic gains in the Country. This will involve undertaking the following;
 Digital transformation by: Automation and digitization of services, Business processes-engineering, Implementation of an electronic document management system to ensure secure storage, quick retrieval and sharing of documents and Assessment and evaluation of the existing ICT infrastructure including hardware, software, and network and identify areas where we need improvements.

6.3 Risk Management Framework

Risk factors may interfere with smooth implementation planned targets in the Strategic Plan. An analysis of the potential risks, description, likelihood of occurrence, severity and level of risk, respective mitigation measures and

risk owner is as captured in Table 6.4

S/No	Risks	Risk Likelihood	Severity	Overall Risk	Mitigation Measures
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Table6.4: Risk Management Framework

S/No	Risks	Risk Likelihood (L,M,H)	Severity (L,M,H)	Overall Risk Level (L,M,H)	Mitigation Measures
8.	Climate change	Medium	Medium	Medium	Safeguarding and preservation of forests Planting of trees Utilizing weather forecast reports in planning for activities
9.	Poor perception of activities and programs of the State Department by the public	Medium	Medium	Medium	Enhance the Departments publicity through Information, Education and Communication
10	Conflicts with county governments on overlapping mandate	Medium	Medium	Medium	▪ Seek partnership and collaboration through signing of MOUs
11.	Exit or high turnover of critical staff in technical areas	Medium	High	High	Succession planning
12.	Leadership wrangles in sports Federations/Associations	High	High	High	Awareness and capacity building to enhance good corporate governance and compliance with the Sports Act and other relevant laws

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This chapter highlights the financial Resource Requirements, Resource Gaps, Resource Mobilization Strategies and the Resource Management Strategies for the Strategic Plan period.

7.1 Financial Requirements

The State Department of Sports has prioritized programmes for implementation in this Strategic Plan. The total resource requirement is KSh.116.2billion over the planned period for both recurrent and development expenditure. Over the five-year period, the resource requirement is KSh. 9.4 billion for FY 2023/24, KSh. 29.5 billion for FY 2024/25, KSh.27.4 billion for FY 2025/26, KSh. 26.4 billion for FY 2026/27, KSh. 25.1 billion and KSh.22.8 billion for FY 2027/28 as summarized in Table 7.1.

Table 7.1. Financial Requirements for Implementation of the Strategic Plan

Key Result Areas (KRAs)	Projected Resource Requirements (KSh. Million)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA.1.1: Policy and legislative development and review	15	65	35	35	15	165
KRA.1.2: Enforcement and compliance of laws and regulations	42	42	42	42	42	160
KRA2.1: Talent identification, nurturing, developing and monetization	0	694	1,498	1,315	965	5,925
KRA 2.2: Sports promotion and diversification	4,711	4,926	6,341	6,576	6,822	29,376
KRA 2.3: Promotion of clean sports	30	30	30	30	30	150
KRA3.1: Sports tourism development	55	10	10	10	10	95
KRA 3.2: Enhance branding and marketing of Kenya as a sports destination	20	40	30	30	30	150
KRA 3.3: Sports value chain development	275	275	275	275	275	1,375

Key Result Areas (KRAs)	Projected Resource Requirements (KSh. Million)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA 4.1: Develop and equipping of sports infrastructure and recreational facilities	3,640	22,471	18,320	14,720	14,720	73,871
KRA 5.1: Develop internal institutional support systems and delivery	110	220	200	170	92	792
KRA 5.2: Enhance and sustenance of institutional human capacity	112	131	16	21	21	301
KRA 6.1: Sports financing through tax reforms, incentivization and lottery	-	20	-	-	-	20
KRA 6.2: Develop Public Private Partnership engagement	-	50	45	40	45	180
KRA 6.2: Sustainability of sports and recreational facilities	10	1	1	-	-	12
Administrative cost	500	500	500	500	500	2,500
TOTAL	9,520	29,475	27,343	26,300	23,567	116,205

Table 7.2 Resource Gaps

The Table 7.2 gives the total resources required each year to fully implement the Strategic Plan against the estimated allocations. The resultant resource gaps inform the resource mobilization strategies that the State Department will pursue in order to bridge the gap.

Table 7.2. Resource Gaps

Financial Year	Estimated Financial Requirements (KSh. Million)	Estimated Allocations (KSh. Million)	Variance (KSh. Million)
Year 1	17,815	17,724	(91)
Year 2	19,527	18,519	(1,008)
Year 3	24,698	18,730	(5,968)
Year 4	25,300	18,943	(6,357)
Year 5	27,397	19,158	(8,239)

Total	114,737	93,074	(21,663)
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7.2 Resource Mobilization Strategies

The state Department for Sports will manage the acquired financial resources to support specific goals or projects. It will also identify potential funding sources, develop effective fundraising strategies, and secure necessary funds. Given the scarcity of resources in today's world, effective resource mobilization is essential for individuals, organizations, and governments to achieve their objectives.

Funding for the programs and projects outlined in this Plan will primarily be sourced from government budgetary allocations. However, the State Department will actively explore alternative financing avenues, including diversifying existing internal revenue streams, securing additional funding through exchequer, pursuing public-private partnerships for significant infrastructure projects, soliciting grants and donor contributions, forging strategic collaborations with government agencies, development partners, donors, and private sector foundations

7.3 Resource Management

This is the efficient and effective use of available resources to achieve organizational goals. It involves planning, organizing, directing, and controlling the allocation and utilization of resources, such as human capital, financial assets, materials, and technology.

The following measures will be put in place to ensure prudent and efficient utilization of resources;

- i. Pooling of common user resources: The State Department will endeavour to centralize common services e.g., printing services, pool transport for officers, use of fuel cards
- ii. Ensure adherence to approved budget and use of the Integrated Financial Management Information System (IFMIS),
- iii. Ensure quarterly, bi- annual and annual monitoring of policies, programmes and Projects and submission of quarterly Expenditure Budget reports to the Controller of Budget and the National Treasury,
- iv. Embracing paperless communication and use of domain email to ensure security of information and data, and automate processes.
- v. Ensure that all payments to the Government are digitized in line with Government's Digital Finance Flagship Projects and as part of the PFMRs reforms. This will aim to increase revenue collection, minimize the cost of collection and enhance service delivery.
- vi. Regular maintenance of movable and immovable assets, centralize procurement and minimize use of contracted services.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8 Overview

This chapter outlines the monitoring and evaluation framework that will guide the tracking and reporting of this plan's implementation. It details the mechanisms for data collection, evaluation, and reporting on progress toward achieving the established targets.

8.1 Monitoring Framework

Monitoring and evaluation is an essential tool for tracking the implementation of public sector policies, programs, and projects. The monitoring process will help assess whether implementation is on track and identify the need for adjustments in response to evolving socio-economic conditions

The monitoring process will be guided by the Monitoring and Evaluation Matrix, which provides detailed indicators and targets to track progress in implementing strategies and activities within each Result Area. Regular field visits will be conducted to ascertain implementation of programmes and interact with actual implementers for information. The CPPMD shall be responsible for monitoring the implementation of strategies. Monitoring, follow-up and control systems will be emphasized at all levels. This will be done through progress reports, review meetings, budgets and budgeting control systems and reports from special committees/task forces among others. Quarterly and annual performance reports will form crucial reporting instruments.

8.2 Performance Standards

The State Department for Sports will establish performance standards to measure the effectiveness and efficiency of its programs and initiative. It will deploy the following methodologies in undertaking monitoring, evaluation and learning: Quantitative and Qualitative data collection, analysis, storage and indicator development; Results Analysis and report writing; Dissemination, Capacity Development and Policy Coordination.

The key deliverables under the M&E Framework will be as follows:

- Establish a reporting format incorporating Key Performance Indicators for each reporting unit as well as the periods to be covered in the reports.
- Determine the reporting requirements and M&E officers from implementing departments and agencies who will provide pertinent data to the CPPMD to assist in the performance analysis.
- Advice on the project's monitoring work plan including the resources required and monitor its implementation.

- Monitor progress of the technical implementation against a roadmap of priorities as defined by the Project and agreed by the Project’s implementing departments and agencies.
- Document best practices and lessons learnt in the M&E exercise and
- Disseminate M&E reports and lessons learnt to stakeholders

8.3 Evaluation Framework

Evaluation is a systematic and objective assessment of the relevance, effectiveness, efficiency, and impact of activities in relation to specific objectives. The process aims to determine the extent to which program objectives have been achieved. This Strategic Plan will be evaluated for selected programs and projects at mid-term and end-term. Additionally, ad-hoc evaluations may be conducted to inform decision-making in cases of significant unexplained performance variation.

8.4 Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term Period	End-term Period
KRA.1.1: Policy and legislative development and review	Enhanced sports policy and regulatory framework	No. of Policies, laws, regulations and guidelines developed/ reviewed	1	2023	2	5
KRA.1.2: Sports regulation, compliance and management	Enhanced compliance to sports policies, laws and regulations	% levels of compliance	100	2023	100	100
KRA 2.1: Tax Reforms and incentivization for sports funding	Increased access to sports funding	% increase in corporate sponsorship	50	2023	50	100
KRA 2.2: Stakeholder engagements and corporate sponsorship	Increase sports financing through public-private partnership	No. of PPP frameworks developed and signed	1	2023	2	5
	corporate sponsorship	% increase in corporate sponsorship	50	2023	50	100
KRA 3.1: Talent identification, development, promotion and monetization	Increased number sports persons representing Kenya in sports championships	% increase in sports persons representing Kenya in regional and international championships	40	2023	40	85

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term Period	End-term Period
KRA 3.2: Sports promotion and diversification	Increased categories of sports disciplines developed and promoted locally, regionally and internationally	No. of sports disciplines and developed and promoted	1	2023	4	9
KRA 3.3: Sports value chain development	Increased income from sports value chains	No. of sports value chains developed	1	2023	1	3
KRA 4.1: Sporting tourism development	Increased number of international championships hosted in Kenya	No. of International sports championships hosted	8	2023	25	50
KRA 5.1: Developing and equipping sports infrastructure and facilities	Increased access to state of art sports facilities, tools and equipment for all categories of sports persons	% completion and equipping of all targeted infrastructural facility development as per the Sports master plan	100	2023	100	100
KRA 6.1: Strengthening internal institutions systems and delivery structures	Enhanced efficiency and effectiveness in delivery of services	% level of digitization	20	2023	50	100
	Enhanced efficiency and effectiveness in delivery of services	% reduction service delivery turnaround times	50	2023	50	50
KRA 6.2: Enhancing institutional human capacity and work environment	Enhanced customer satisfaction	% level of customer satisfaction	100	2023	100	100
	Enhanced compliance to statutory requirements	% level of compliance to requisite laws and regulations covering service delivery	100	2023	100	100
KRA 6.3: Sustainability of sports and re recreational facilities	Increased AIA	Amount of AIA collected (KSh. Million)	131		189	272

8.3.1 Mid-Term Evaluation

The State Department will conduct a Mid-Term Evaluation at the halfway point of the strategic plan's implementation, which will coincide with mid-year of the FY2025/26. The Department will collect and assess the implementation of planned goals, objectives, targets, and strategic activities against preselected indicators. This evaluation will determine the extent to which achievements align with established standards and targets and generate relevant reports. Additionally, the Mid-Term Evaluation will provide a scorecard of commitment fulfillment and identify potential bottlenecks or emerging issues that may impede the attainment of goals and objectives

8.3.2 End-Term Evaluation

This will involve collection and analysis of data, at the end of the strategic plan period to determine the implementation status of policies, projects and programmes in order to establish the extent which they have achieved their objectives and to assess their overall performance. This terminal evaluation will assess overall implementation effectiveness and draw lessons for preparation of the subsequent Strategic Plan.

8.4. Reporting Framework and Feedback Mechanism

Reporting will be undertaken by the CPPMD in collaboration with all other Departments and Agencies in the State Department. The reporting framework will involve a systematic and continuous process of collecting and analyzing information based on the indicators and targets and the achievements, challenges, lessons learnt and recommendation from the feedback will inform the next cycle of the strategic planning process in the State Department.

The State Department will therefore have the following timelines while undertaking monitoring;

- a) Quarterly Monitoring and reporting; This involves monitoring of projects at the end of each quarter in every financial year of the period.
- b) Annual Monitoring and Reporting; This involves tracking of the implementation status of policies, projects and programmes at the end of each financial year of the Strategic Plan period.
- c) End-Term monitoring and Reporting; This involves tracking the progress of the planned targets and objectives at the end of the plan period.

Table 8.2: Quarterly Progress Reporting Template for the State Department for Sports

QUARTERLY PROGRESS REPORT: QUARTER ENDING.

Expected Output	Output Indicator	Annual Target (A)	Quarter for year...			Cumulative to date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target(E)	Actual (C)	Variance (F-E)		

Table 8.3: Annual Progress Reporting Template for the State Department for Sports ANNUAL

PROGRESS REPORT: YEAR ENDING

Expected Output	Output Indicator	Achievement for the year...			Cumulative to date			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance(B-C)	Target(D)	Actual (E)	Variance (E-D)		

Table 8.4: Evaluation Reporting Template for the State Department for Sports

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										

