



REPUBLIC OF KENYA

SECTOR PLAN FOR SPORTS, CULTURE AND THE ARTS

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STATEMENT BY THE CABINET SECRETARY THE NATIONAL TREASURY AND PLANNING

Kenya's long term development blue-print, Kenya Vision 2030, is in its third implementation phase under the Third Medium Term Plan (MTP III) 2018-2022. A total of 28 MTP III Sector Plans have concurrently been prepared through 25 MTP Working Groups and three (3) Thematic Working Groups. The Plans provide in detail policies, programmes and projects to be implemented in each sector for the period 2018-2022. The Plans also incorporate policies, programmes and projects necessary for the effective implementation of the "Big Four" initiatives namely: manufacturing and agro-processing; food and nutrition security; universal health coverage and affordable housing. Ongoing flagship projects and other priority programmes and projects carried forward from the previous Medium Term Plans will also be implemented. The Sector Plans have also mainstreamed key priorities outlined in the Manifesto of the Jubilee Government.

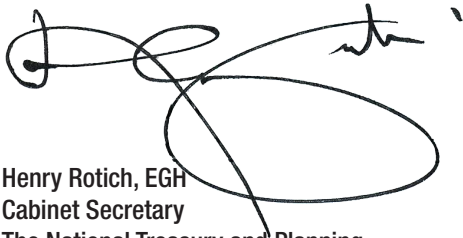
The MTP III and the Sector Plans have been prepared through a participatory and inclusive process involving representatives from the government, development partners, private sector, Civil Society, NGOs, organizations representing vulnerable groups, faith-based organizations and professional associations, among others and in line with the constitutional requirements.

The Sector Plans detail specific programmes and projects for implementation during the plan period, 2018-2022. The programmes and projects outlined in these plans will be implemented in close consultation and collaboration with county governments and in line with the Fourth Schedule of the Constitution. The Public Private Partnerships (PPPs) framework will be the vehicle through which the private sector will contribute to the implementation of programmes and projects highlighted in the plans.

The County Integrated Development Plans, County Spatial Plans and Ministries, Departments and Agencies (MDAs) Strategic Plans (2018-2022) will be aligned to the MTP III and the National Spatial Plan. Implementation of these plans will also be linked to the Results-Based Management Framework through Performance Contracts and Staff Performance Appraisal System.

A robust monitoring and evaluation framework will be put in place. In this regard, National Integrated Monitoring and Evaluation System (NIMES), County Integrated Monitoring and Evaluation System (CIMES) and the electronic Project Monitoring Information System (e-ProMIS) will be fully integrated with other governmental financial systems. This will ensure effective tracking of implementation of programmes and projects and also boost Public Investment Management.

In conclusion, I would like to appreciate the respective Cabinet Secretaries, Chief Administrative Secretaries, Principal Secretaries, staff in the MDAs and all those involved in the preparation of the Sector Plans for their valuable inputs. In addition, I commend staff from State Department for Planning led by Principal Secretary, Planning for the effective coordination of the MTP III preparation process.



Henry Rotich, EGH
Cabinet Secretary
The National Treasury and Planning

FOREWARD

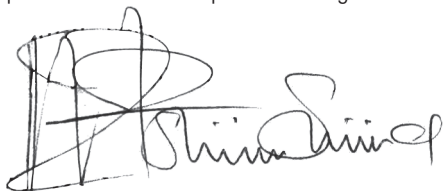
Sports, Culture and the Arts Sector plays a crucial role in national development and well-being of the people through development and promotion of sports, promotion and exploitation of Kenya's diverse culture and arts, enhancing Kenya's reading culture, preservation of Kenya's heritage, regulation, development and promotion of the film industry as well as development, research and preservation of music in the country. The Sector possesses enormous potential for job creation and youth empowerment especially through identification, nurturing and harnessing talents in both sports and the arts. It has the capacity to expose various national treasures hidden in our diverse unique cultures and heritage.

During the second Medium Term Plan (MTP II), the Sector made tremendous gains in formulation of various policies, legal and institutional frameworks to guide growth and development of Sports, Culture and the Arts industry. Key projects were also implemented among them the construction, refurbishment and rehabilitation of national and county stadia. The sector also witnessed the establishment of the Kenya Film School to promote indigenous Kenyan creative and production talents among the youth.

The Sector will continue to implement various policies, programmes and projects in line with the Third Medium Term Plan (MTP III) 2018-2022 of the Kenya Vision 2030, the country's long-term development blue print. The Plan is well anchored on the Jubilee Government's manifesto whose pillars are national cohesion and unity; economic transformation; and transparency & accountability. It will focus on the Big Four" agenda especially contributing job creation and youth empowerment. The Plan highlights the major programmes and projects of the ministry that will be covered during MTP III

The full implementation of the Plan will depend on the commitment of the Sector stakeholders that participated in its development through a consultative process. Key among the stakeholders includes the private sector and sports federations. As a Sector , we are pleased to be part of the team that will turn around the fortunes of sportsmen/women and institutions for generations to come by consistently being a global leader in the provision of sports, arts and cultural services and promotion of the Kenyan film industry for sustainable growth and employment creation.

Given the Sectors' role in poverty alleviation and employment creation for the youth, it will require prioritization and adequate financing to economically and socially empower players in the sector.



Mr. Rashid E. Mohammed
Cabinet Secretary
Ministry of Sports, Culture and Heritage

PREFACE

The goal of the Sports, Culture and the Arts Sector is to make Kenya vibrant and globally competitive in sports, culture and the arts. The sector continues to place Kenya in the World map through exemplified performance in sports. It places great emphasis on promotion of national unity and cohesion through advancement of programmes and projects that appreciates the wealth inherent in diverse cultures and heritage as well as through engaging youths in interactive sporting activities, amongst different communities.

During the MTP II period, the Sector implemented targeted programmes/projects that resulted in following achievement: establishment of satellite sports academies; capacity building of sports technical personnel; identification and nurturing of athletes; registration, licensing and regulation of sports organizations and Persons; Film Production and marketing; increasing capacity for the library services; establishment of cultural centres and promotion of music talents among others.

The Third Medium Term Plan (MTP III) presents policies, programs and projects for 2018 – 2022 that the Sector will implement to achieve its goal. In order to effectively and efficiently implement programmes and projects outlined in MTP III, all the Departments, SAGAs and other stakeholders are expected to incorporate the specified activities in their strategic plans, annual work plans, performance contracts and citizen delivery charters. In preparing this Plan, the Sector worked in collaboration with all stakeholders hence implementation of this Sector Plan is the responsibility of stakeholders to achieve the desired results. We call upon our stakeholders to join us in fulfilling our aspirations and commitments.



Amb. Peter Kiriama Kaberia, CBS
Principal Secretary
State Department for Sports



Joseph O. Mukobe (Ms.), CBS
Principal Secretary
State Department for Culture and Heritage

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LIST OF ABBREVIATIONS/ ACRONYMS

ACU	AIDS Control Unit
ADAK	Anti-Doping Agency of Kenya
CAK	Communications Authority of Kenya
CG	County Governments
CHINADA	China Anti-doping Agency
DCOs	Doping Control Officers
DFS	Department of Film Services
FC	Football Club
FKF	Football Kenya Federation
HIV	Human Immunodeficiency Virus
IAAF	International Association of Athletics Federations
IPRIMS	Integrated Public Records Information Management System
JAMAFEST	<i>Jumuia ya Africa Mashariki</i> Festival
KAS	Kenya Academy of Sports
KFCB	Kenya Film Commission Board
KNADS	Kenya National Archives and Documentation Services
KNLS	Kenya National Library Services
MDAs	Ministries, Departments and Agencies
MOSCH	Ministry of Sports, Culture and Heritage
MOU	Memorandum of Understanding
MTP	Medium Term Plan
NACC	National Aids Control Council
NMK	National Museums of Kenya
NPI	Natural Products Initiative
NSF	National Sports Fund
PPR	Programme Performance Review
RADO	Regional Anti-doping Organization
SAGAs	Semi-Autonomous Government Agencies
SDCH	State Department for Culture and Heritage
SK	Sports Kenya
SP	Sector Plan
TUE	Therapeutic Use Exemptions
UNICEF	United Nations Children's Education Fund
UNESCO	United Nations Educational, Scientific and Cultural Organization
VAT	Value Added Tax
VBE	Values Based Education
WADA	World Anti-Doping Agency

EXECUTIVE SUMMARY

The Sports, Culture and the Arts Sector plays a crucial role in overall development of the Kenyan economy and well-being of its people through development and promotion of sports; exploitation of Kenya's diverse culture; and creation of sustainable employment through the performance arts, music and film. During MTP II period, the Sector made tremendous achievements in formulation of various policy frameworks that guided the growth and development of Sports, Culture and Arts industry. The Sector also implemented a number of projects among them the refurbishment and rehabilitation of three (3) county stadia and two (2) national stadia, constructed the International Sports Academy Phase I (Kenya Academy of Sports) and established the Kenya Film School to promote indigenous Kenyan creative and production talent among the youth and others. Embracing culture and creative arts has created sustainable employment for the youth. In addition, introduction of digital migration has expanded the scope of broadcasting and promotion of local content.

However, the Sector experienced challenges such as: inadequate mechanism for talent identification, nurturing and promotion; rampant piracy in creative productions; inadequate arts and culture infrastructural facilities; and increased cases of doping which eroded some of the gains that had been achieved in curbing the vice.

Lessons learnt included: partnerships with stakeholders lead to increased outputs thus assisting in bridging the gap of funding and understaffing; and a baseline survey is necessary to establish actual employment opportunities created by the sector. In addition, adoption of advanced technology is effective in reaching out to a wider market for artist's products and services.

The challenges encountered and lessons learnt during MTP II will form the basis and guide for formulation of policies, programmes and projects for this Plan period. During MTP III, the Sector will strive to complete priority programmes/projects that were not completed in MTP II. Further, the Sector will implement new programmes/projects in line with the Vision 2030 and the Constitution guided by clear policy, legal and institutional frameworks.

1.0 INTRODUCTION

The Sports, Culture and the Arts Sector is key for the realization of the national development agenda and supporting achievement of the “Big Four” government initiatives namely; Universal health Coverage, Manufacturing; Affordable Housing; and Food and Nutrition Security. The Sector will contribute towards attaining the “Big Four” Agenda through betterment of the nation’s health and unlocking employment opportunities.

The Sector is critical in promoting national health and fitness which directly contributes to reduced lifestyle diseases such as diabetes, obesity, hypertension and cancer among others while the Culture sub-sector is essential in provision of alternative medicine to the Kenyan population. In addition, the sector supports sports persons and sports personnel participating in regional and international sports events by providing them with insurance cover during the competition period. Anti-doping sensitization and awareness campaigns provide factual information on dangers and consequences of doping in sports which helps to deter athletes from using prohibited substances and methods for performance enhancing.

The creative industry contributes to the growth of a robust textile sector through its fashion and design genre which not only contributes to manufacturing but also creates employment opportunities for the youth. The Natural Products Industry is very vital in the growth of the economy as it creates a direct off-shoot of agro-processing where natural products from plants and animals are used to manufacture medicine and beauty products.

During the MTP III, the Sector will establish the Heroes Council to cater for heroes’ health and old age to be complemented by NHIF cover as per the Heroes Act, 2014. The Sector will also contribute to growth of manufacturing by providing market for locally manufactured sport wear and equipment.

Further, the Sector will continue mainstreaming issues of HIV/AIDS and Drugs, alcohol and substance abuse through sensitization programmes and capacity building to ensure that the issues are adequately addressed. In addition, the Sector will promote gender empowerment by ensuring non-discrimination of any gender and improve on sex disaggregated data collection to support policy and planning.

2.0 SITUATION ANALYSIS

The Sports, Culture and the Arts sector is highly dynamic with enormous potential to contribute towards job creation and income generation especially for the youth. During MTP II, the Government implemented programmes and projects that focused on exploitation of the potential inherent in the sector especially in identification and nurturing of talent both in sports and the arts.

Some of the key achievements during the second MTP II included:

2.1. Sports

2.1.1. Provision of anti-doping services to promote sports

The main goal for establishing the ADAK was to protect athletes' fundamental rights to participate in doping-free sport and thus promoting good health, fairness and equality for athletes in Kenya. During the review period, the Agency achieved the following:

- i. Reached out to 26,224 athletes, athlete support personnel and other key stakeholders, through anti-doping information sharing (workshops), sensitization and awareness campaigns outreach programmes and values based education;
- ii. Tested 738 athletes in order to deter doping cases in Kenya. Analysed over 40 Initial Results Management on Anti-Doping Rule Violation (ADRV) cases.
- iii. Forwarded over 53 athletes to Sports Disputes Tribunal for first instant prosecution on ADRV cases;
- iv. Trained 16 Doping Control Officers (DCOs), 38 Chaperones and 30 Anti-Doping Educators, who work on voluntary basis;
- v. Constituted Therapeutic Use Exemption (TUE) Committee from qualified medical doctors who were trained to deal with applications from athletes requiring Therapeutic Use Exemption (TUE); and
- vi. Trained Sports Disputes Tribunal to adjudicate first instance ADRVs.

2.1.2. Improved performance of Team Kenya in major international sports competitions

During the review period, Team Kenya won assorted medals and awards in Olympic Games, Paralympic Games, Deaflympics Games, Common Wealth Games, African Games, World Athletics Champions and World Cross Country Championships as follows:

- i. 69 Gold medals, 63 silvers Medals, and 52 bronze medals;
- ii. 2016 Rio Olympic Games, the Kenya National Rugby Sevens Team, ranked position 11 out of 12 in play off;:
- iii. World Rugby Sevens series and Rugby world Cup Sevens ranked; 7th position in 2013/2014, 13th position in 2014/2015, 7th position in 2015/2016 and 12th position in 2016/2017. In 2016 International Rugby 7s series, they were overall winners of the Singapore leg;
- iv. 2014 Commonwealth Games Kenya National Rugby Sevens Team ranked 7th position in semi-finals; and
- v. Cash awards amounting to approximately Ksh.814Million were awarded to Kenyan teams after winning in various games as enumerated above.

2.1.3. Refurbished and rehabilitated three (3) County Stadia and two (2) National Stadia

During the review period, Moi International Sports Centre, Kasarani; Nyayo National Stadium; Kipchoge Keino; Kisumu; and Mombasa stadia were refurbished.

2.1.4. Construction of National Stadia

In order to improve access to sports facilities, the Sector planned to construct five (5) new national stadia. During the review period, feasibility studies and concept designs for 3 of the stadia were completed (Nairobi, Mombasa and Eldoret) and a funding structure by joint venture developed.

2.1.5. Construction of International Sports Academy

Phase I of the International Sports Academy was 80% complete. Phase I comprised the following units:

- i. 8 floor hostels;
- ii. classrooms and Administration office; and
- iii. Three (3) sports pitches – two (2) Football, one (1) Rugby.

2.1.6. Establishment of Satellite Sports Academies

The Kenya Academy of Sports established four (4) satellite academies in the following centres:

- i. Rabai Road Centre, Rabai Road Primary School - Nairobi County;
- ii. Acagoro Centre, Korogocho Community - Nairobi County;
- iii. Karuri Cricket Centre, Karuri Primary School - Kiambu County; and
- iv. Makueni Academy, Makueni County initiated.

2.1.7. Capacity building of sports technical personnel

During the review period, 30 coaches and 35 sports administrators across the national federations and schools were trained. In addition, the Sector signed Memoranda of Understanding (MoU) that established and implemented bilateral/technical cooperation with Botswana, China, Chile, Sri Lanka and United Arab Emirates through which sports coaches and administrators were equipped with coaching and management skills.

2.1.8. Identification and nurturing of athletes

The Kenya Sports Academy identified and trained 400 athletes in seven sports disciplines namely; Chess, Football, Volleyball, Rugby, Skating, Swimming, and Taekwondo. The Academy has also collaborated with United Nations Children Fund (UNICEF) and Kenya Institute of Curriculum Development (KICD) to develop a draft Curriculum for five (5) sports disciplines (Athletics, Basketball, Cricket, Football and Volleyball).

2.1.9. The National Sports Lottery Fund

The Fund in collaboration with six partners namely; Brookside, Young Africa Leaders Initiative (YALI), Kass Media, Kenya Power Ltd, Safaricom Limited and Airtel mobilized and disbursed Ksh.24 million to support sports events.

2.2.10. Registration, Licensing and Regulation of Sports Organizations and Persons

During the review period, the Sector arbitrated 79 disputes arising from registration of sports organizations; improved compliance with existing national and international sports legal instruments by registering 45 sports organizations; and improved policy and regulatory framework through gazettelement of Sports Registrar's rules and regulations.

2.1.11. Enactment of the Sports Act, 2013

The Act provides a legal framework to facilitate growth and development of sports Industry. Under the Act, six (6) independent sports institutions were established and made operational. The institutions are: Sports Kenya, Kenya National Sports Fund, Kenya Academy of Sports, Sports Dispute Tribunal and the Office of the Sports Registrar.

2.1.12. Enactment of the Anti-Doping Act, 2016

The Act provides the legal framework for carrying out the fight against doping in sports through anti-doping values based education, sensitization, and awareness campaigns. Under the Act, the Anti-Doping Agency of Kenya (ADAK) was established and is operational.

2.2. The Arts

2.2.1. Promotion of Talent in Music and Dance

The Sector in partnership with UNICEF and county governments trained 785 talented youth in music and dance to enable them make a living out of their talents. As an exit strategy, the graduates were facilitated to form bands and 50 youth bands were assisted with rehearsal space and band equipment to launch their careers in the music industry.

2.2.2. Documentation, Preservation and dissemination of music and dance heritage of Kenya

The Sector documented 1,600 music and dance heritage for reference and posterity and published one biography on Kenya musicians.

2.3. Film Industry

2.3.1. Establishment of Kenya Film School

The Film school was established in 2015. Since then 25 talented youth have graduated and are currently engaged in the production of film content in various media organizations.

2.3.2. Film Production and Dissemination on Vision 2030 Flagship Projects

The Sector in collaboration with implementing institutions developed 14 documentaries on the status of implementation of Vision 2030 projects (including Thika Super Highway; Standard Gauge Railway; LAPPSET; Mombasa Port expansion).

2.3.3. Regulation of TV content and other Media

During the plan period, the Sector issued 4,500 film regulatory licenses; conducted 5,753 random inspections of film content to ensure harmful content is not distributed to the public; carried out 81 sensitization programmes to various stakeholders, issued 11,561 film production licenses to regulate the film industry, and classified 201 television programmes and 659 films.

2.3.4. Marketing Kenya's film industry

The Sector created public awareness through Film and Television Market (Kalasha) to support local film-makers access international markets. In addition it supported industry participants in attending 18 international and local film festivals and markets as part of screen culture development in communities where 220 films were screened.

2.4. Culture and National Heritage

2.4.1. Empowerment of Cultural Practitioners

The Sector organized capacity building forums for 12,847 cultural practitioners to achieve national cohesion. In addition, the Sector organized 200 community cultural festivals both at the county and national level and coordinated 150 cultural exchange programmes. Further, it hosted and participated in Jumua ya Africa Mashariki Festival (JAMAFEST) to promote cultural integration within the East African region.

2.4.2. Construction of Cultural Centers

A total of 16 community cultural centers were established and are at various levels of completion.

2.5.3. Intangible cultural heritage

The Sector identified, researched and documented four (4) intangible cultural heritage elements present in four (4) Kenyan communities.

2.4.3. Conservation of National Heritage

The Sector acquired and preserved 57,071 heritage collections for posterity. It also established Kenya Heritage Research Institute (KEHRI) in Mombasa and incorporated the Lake Systems and Fort Jesus Museum into the United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Listing.

2.4.4. Honouring Kenyan Heroes and Heroines:

During the review period the Sector honoured 400 heroes and heroines country wide.

2.4.5. The Ultra-Modern International Arts and Culture Centre

The Lease Document for the land for construction of Ultra-Modern International Arts and Culture was acquired.

2.4.6. Natural Products Industry Initiative

A total of 1,000 acres of land were identified in Kimose, Baringo County for the establishment of commercial plantations of aloe vera.

2.4.7. Aligned National Culture policy

Aligned to the constitution and finalized preparation of the National Culture Bill.

2.5. Library Services and Public Records

2.5.1. Access to Information

The Sector, through the Kenya National Library Service, continued to improve access to information and knowledge sources to all communities country-wide. The construction of the Ultra-Modern National Library was 80% complete and the library section was completed.

2.5.2. Equipping of libraries

A total of 61 libraries were equipped with 600 new computers with free internet access 3000 e-readers with 200 books entries totaling to 600,000 acquired; and offered library access to an accumulated figure of 59,887,564 users.

2.5.3. Establishment of libraries

Established and equipped three (3) new libraries for the public in Kisumu, Murang'a and Meru counties.

2.5.4. Acquisition and Preservation of Public Records

A total of 24,669 public records were acquired for preservation; 698,000 public records digitized; and 120,000 records transferred to Archives. Further, 4.5 million archival materials were digitized; 68,340 documents microfilmed; 44,000 records of enduring value acquired and repaired to enable their continued use by researchers; and retrieved 5,728 records in microfilms from London Records office.

2.5.5. Public Records and Information Management

During the review period, the sector automated the open registry and re-engineered, upgraded, developed and operationalized the registry workflow system. In addition, "Integrated Public Records and Information Management System (IPRIMS)" was piloted at the Ministry of Sports and Heritage and the National Treasury.

2.5.6. Training of Records Managers

A total of 100 records managers were trained to enable them spearhead the automation and digitization of records management in public service (E-registries). In addition, seven (7) staff sensitization exercises were undertaken at various levels; on-job trainings was undertaken to build capacity and enhance best practices in records management; record survey was carried out to establish the state of records in the pilot ministries; and appraised 800 records.

3.0 EMERGING ISSUES, CHALLENGES AND LESSONS LEARNT

The implementation of programmes and projects during MTP II was faced with various challenges and emerging issues. There were also lessons learnt that provided useful information in guiding the formulation of programmes and projects for implementation during MTP III. Some of the key emerging issues, challenges and lessons learnt are listed below.

3.1. Emerging Issues

- a. The hosting of major sporting events in the country notably the International Association of Athletics Federations (IAAF) World U-18 Athletics Championships in 2017 created increased interest for Kenya to host more international sporting activities hence a positive image for the country in the international arena;
- b. Increased cases of doping among athletes in international competitions and allegations in the media may water down the great efforts that have been made to produce world beating athletes;
- c. Re-introduction of sports and arts in the school's curriculum as a career pathway for talents in sports. This will enable sports to be seen not just as a social entertainment but a profession/career;
- d. Sports-based scholarships given by universities and corporate bodies that are based on sports talent;
- e. Sports betting and lottery have gripped the society up to the grassroots level creating unique interest in sporting activities. Part of the income from betting and lotteries will contribute towards sports development; and
- f. Increased appreciation of cultural and creative industries in offering sustainable employment to youth in this country.

3.2. Challenges

- a. Weak regulatory framework and a few institutions to regulate the sector;
- b. Inadequate data collection hence the Sector's economic contribution cannot be accurately quantified;
- c. Inadequate mechanism for talent identification, nurturing and promotion;
- d. Inadequate human resource;
- e. Inadequate budgetary provision;
- f. Rampant piracy for creative productions;
- g. Low publicity, branding and poor quality production;
- h. Inadequate arts and culture infrastructural facilities;
- i. Lack of World Anti-Doping Agency (WADA) accredited laboratories in Africa making testing expensive;
- j. Perception of Sports and Art as social entertainment and not as a profession
- k. The creative and sports industry is faced with the digital technology challenge necessary for fair competition;
- l. Inadequate access to the services of Sports Registrar's since the Office is located in Nairobi while sports organizations are spread across the country;
- m. Technological advancement in the use of prohibited substances among athletes; and
- n. Inadequate library services to meet increasing demand.

3.3. Lessons Learnt

- a. Adoption of advanced technology is effective in reaching out to a wider market for artistes' products and services;
- b. A one-stop-shop for sports, arts and culture industry in each county is necessary to promote growth and development of the sector;
- c. Partnerships with stakeholders lead to increased outputs and thus assist in bridging the gap of funding and understaffing;
- d. A baseline survey is necessary to establish the actual employment opportunities created by the sector;
- e. The onset of digital migration creates massive employment in the film industry and provides viewers with many alternative TV stations.
- f. Embracing technology in registries helps to ease management of records; and
- g. Cultural and creative arts offer sustainable employment to youths in the country.

4.0 PROGRAMMES AND PROJECTS

The Sports, Culture and Arts Sector lacks modern infrastructural facilities, auxiliary institutions and centres to support players in the industry. This has led to limited opportunities to develop and showcase talents and creative abilities hence affecting the income levels of artistes. To address this problem, several programmes, projects and activities will be implemented during the Plan period to help develop the creative economy. These include:

4.1. Flagship Projects

Build and Rehabilitate Sports Stadia

The Sector will construct six (6) major new stadia in Nairobi, Mombasa, Eldoret, Garrisa, Kisumu and Nakuru; upgrade seven (7) regional stadia in Kiambu, Makueni, Elgeyo Marakwet, Marsabit, Nyeri, Uasin Gishu and Chuka as well as existing sporting facilities at the county level to accommodate diversified and emerging sports disciplines. It will also rehabilitate 30 county stadia to national standards and upgrade Iten, Nandi, Nyahururu, Eldoret, Embu and Mombasa towns to sports city status.

Kenya Academy of Sports

The Sector will complete construction of Phase I of the Academy which include construction of a boundary wall, sports pitches and establishment of an irrigation system for pitches. It will also initiate construction of Phase II of the Academy which comprises construction of an administration block, a hotel and a High Performance Centre. Further, the Academy will establish ten (10) new regional sports academies in ten (10) counties to identify and nurture talents among the youth. The Academy will also administer certificate and diploma courses to at least 3,000 sports personnel and develop curricula for 25 sports disciplines. Relevant research will be conducted to keep abreast with sports trends by improving existing practices and facilities.

The National Sports Lottery

The Sector will fully operationalize the Lottery to raise funds targeting sports and arts development. The funds will be used for development of sports in the country, training technical personnel, and increasing the award scheme to enhance competitiveness of the country's sports men and women. The Lottery will also be used for development of the cultural/creative sector and in particular build capacity for artistes and support cultural exchange programmes.

Anti-Doping Promotion

The Sector will implement an anti-doping education Programme through value based education and enhance deterrence through testing, information sharing, and outreach. In addition, it will enhance skills for personnel involved in sample collection processes.

National Library of Kenya

The Sector will complete construction of the Ultra-Modern National Library at Upper Hill in Nairobi. This is aimed at increasing access to information and knowledge, and transforming the reading culture in the country.

The International Arts and Culture Centre

The Sector will establish the Centre on the land adjacent to Kenya Cultural Centre on Harry Thuku Road, Nairobi. This is in line with the Government plan of strengthening the institutional framework in order to support the creative arts programmes in film, music and dance. This will enable the industry generate

wealth, jobs as well as encourage young people to make it a career. The facility will be a centre of excellence for development of youth potential and nurturing talent among the youth in music, arts and theatre. The Centre will house the international hall of fame and provide showrooms, exhibition and performance halls for marketing and showcasing Kenya's cultural goods and services. It will also provide a linkage with tourism and a platform for cultural exchange and dialoguing.

Natural Product Industry (NPI) Initiative

The Programme seeks to add value to our indigenous knowledge and associated technologies through scientific validation and business expertise to generate locally derived products. This industry has vast potential to contribute to national development priorities including wealth and employment creation, poverty alleviation, economic growth, prudent biodiversity and heritage management. Products under this initiative include nutritional, personal care, household care, pharmaceuticals, organic fertilizers and ethno-veterinary.

4.2. Other Programmes and Projects

Sports promotion

- a. **Strengthen the sports sector policy and legal framework:** This will entail aligning the Sports Policy and the Sports Act, 2013 with the Constitution, Vision 2030 and emerging global sports trends
- b. **Promote sports tourism:** The National government will collaborate with county governments to promote sports tourism through hosting sports events in tourist attraction sceneries such as mountains, national parks, ocean beaches, lakes and dams and large rivers.
- c. **Increase access to Sports Registrar's Services:** To achieve this, the Registrar's office will recruit staff, establish offices in 8 regions of the country, automate the office and digitize the office's records. It will also ensure compliance to the Sports Act and other relevant laws and sensitize Sports Organizations, persons and sports officials on the Sports Act and other relevant laws
- d. **International Cooperation in Sports:**
 - i. **Implementation of International Sports Conventions:** The Sector will comply with the UNESCO conventions by implementing decisions passed in UNESCO conferences.
 - ii. **Coordination of Technical/ Bilateral Sports Cooperation:** The sector will enter and execute Technical/ Bilateral Sports agreements.
 - iii. **Host international championships:** During the plan period the Sector will continue supporting team Kenya in National Regional and International Sport Championships
- e. **Develop International Convention Centre and Sports Museum.** The Sector will develop a Sports Museum and Convention Centre that will be used for preservation of sports related collections while at the same time raise Appropriation in Aid (A-I-A) through the Convention Centre.
- f. **Adopt, develop, and implement sports facilities and recreation standards.** The sector will develop Standards/ Regulations to regulate, protect, and enforce facilities standards to ensure access and quality

Library Services

- a. **Establish Modalities for Presidential Libraries:** This will be achieved through

documentation of modalities for preservation of materials acquired and written by outgoing presidents while in office for national posterity

- b. Automation and Development of a Digital Library Network:** During the Plan period the Ministry will automate library services in government ministries/departments to enhance access to information held by the Government
- c. Establishment of Public Libraries at County Headquarters:** To increase access to library services, the Sector will construct 27 libraries in Makueni, Nyandarua, Kirinyaga, Kiambu, Turkana, West Pokot, Samburu, Trans Nzoia, Elgeyo – Marakwet, Nandi, Machakos, Tharaka Nithi, Lamu, Kwale, Bungoma, Busia, Siaya, Homabay, Migori, Nyamira, Vihiga, Taita Taveta, Kajiado, Bomet, Kitui, Tana River, and Marsabit.
- d. Upgrading of County Libraries:** The Sector will upgrade four (4) county libraries in Awendo, Wajir, Munyu and Isiolo to increase access to information and knowledge for empowerment of all Kenyans.
- e. Conditional Grant for Development of Library:** The objective of this fund is to develop the capacity of county governments and other stakeholders in the country so as to hasten the development of library services available to the public.
- f. Sponsorship of the Library of the Year Awards (Maktaba Awards):** The Sector will enhance this project to promote excellence in development and management of public schools' libraries. This will be achieved by sponsoring the 'Public Schools category' in the said awards.

Performing Arts, Music and Culture

- a. Documentation, Preservation and Dissemination of Music and dance Heritage of Kenya:** The objective is to carry out research and document on audio visual format, collect music and dance materials and artifacts from different communities of Kenya and digitize them for reference and posterity.
- b. Promotion of Talent in Music and Dance:** The Sector will train talented youth in music and dance to upgrade their skills and support them make a living from their talents. It will also establish Music Talent Centres to help the youth improve their skills and prepare them for career in music industry. In addition, it will establish cultural and arts theatres to identify and nurture talent in performing arts in selected counties.
- c. Establish County Heritage Centres and Community Cultural Centres in all Counties:** The Kenya Cultural Centre will work with communities to locate and mark cultural heritage sites important to their identity. Rural communities will also be empowered to promote traditional culture and performances in the community cultural centres. This will also involve setting up standards and utilizing them for the promotion of national values, identity and enhancement of national cohesion
- d. Empowerment of Artistes and Cultural Practitioners:** The project entails building capacity for artists and cultural practitioners through workshops, exhibitions, festivals and competitions. The Sector will establish a National Arts and Culture Gallery to serve as a national cultural space for exhibition of master pieces of art works. It will also coordinate cultural exchange programmes with other countries and mainstream national values, cohesion and identity through coordination of cultural festivals and arts exhibitions locally.
- e. Implementation of UNESCO 2003 and 2005 Conventions:** Kenya is a signatory to UNESCO 2003 Convention on safeguarding of Intangible Cultural Heritage (ICH) and 2005 Convention on promotion and protection of the diversity of cultural expressions. The

Sector will implement these Conventions to safeguard ICH elements present in Kenyan communities and promote creativity among artists and cultural practitioners. It will also seek for ratification and Implementation of 3 additional UNESCO Conventions namely:

- UNESCO 1954 Convention on Protection of Cultural Properties in the Event of Armed Conflict.
- UNESCO 1972 Convention on Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property.
- UNESCO 2001 Convention on Protection of the Underwater Cultural Heritage.

Film Industry

- a. **Expansion of Kenya Film School:** This will involve expanding capacity of Kenya Film School to promote indigenous Kenyan creativity and production of talent and increasing domestic Kenyan content on local television to 60 per cent.
- b. **Modernization of Filming Equipment:** This project is expected to nurture talented youths in film production under mentorship programmes and give them a competitive professional edge in use of latest film technology in anticipation for job and wealth creation.
- c. **Promotion of the film industry:**
 - i. **Sinema Mashinani Project:** The Sector will establish Mobile Cinema units in the 47 Counties with an objective of encouraging consumption of rated films, mentorship and film related investment programmes. The project will also assist in identifying the unclassified content, developing film operators' data bank as well as encouraging screen culture to reduce youth radicalization through film ideologies.
 - ii. **The Film Resource & Archiving Centre:** The Sector will develop a modern film resource and archiving centre that will offer a one-stop-shop for film research with relevant material and information available for stakeholders.
 - iii. **Film Industry Promotion Fund:** The Sector will establish and administer a film promotion fund that will provide seed money to local film producers.
 - iv. **Regional Film Incubation Centers:** The Sector will establish eight (8) incubation centers for the film industry in Garissa, Embu, Mombasa, Nakuru, Eldoret, Kakamega, Kisii and Nairobi to strengthen the local film makers' professional skills and information to enable them compete effectively.
 - v. **Mapping of Film Industry Locations:** The Sector will undertake a film product mapping across the country in order to develop a comprehensive online marketing web-based tool and portal as a one-stop-shop for the film industry on Kenya's filming locations.
 - vi. **Film and Media City:** the Sector will develop a film and media city that will facilitate both local and international filmmakers to enhance development and promotion of the film industry in the various parts of the world and facilitate development of other related supportive industries.
 - vii. **Acquire and Refurbish Cinema Theatre.** The sector will acquire and refurbish the cinema theatres so as to create more space for talent identification and nurturing among the youth in filming industry.
 - viii. **Expansion of Broadcast Monitoring Systems.** The sector will install high quality machine and application systems that will enhance monitoring of content broadcasted through TVs and Radios.

Public Records Management

- a. **Integrated Public Records and Information Management System (IRMS):**
The Sector will operationalize the IRMS and ensure that Public service offices operate a standard registries workflow system for ease of management of public records with cost effectiveness in terms of sustainability and running costs.
- b. **Digital Revolution:** the Sector will spearhead the automation of public registries; develop a records and information databases for quality, accessible, timely and reliable data/information (Data Revolution for Sustainable Development, 2014).
- c. **Improvement of National Archives:**
 - i. **Installation of Mobile Shelves:** The Ministry is experiencing serious shortage of storage space for the records both at the headquarters and in the field offices. While most of repositories at the headquarters have been installed with mobile shelves, those at the field offices have remained static. The Sector will install mobile shelves in all offices of the National Archives to save on storage spaces and ensure security of the records.
 - ii. **Refurbishment of the Archives Building:** The current archives building is old having been built in 1930, hence requires constant maintenance and installations.
 - iii. **Construction of a Purpose Built Archives Building:** The Sector will construct a purpose built archives building so as to ensure that the country's documentary heritage is protected for prosperity.
 - iv. **Digitalization of Records:** The National Archives will digitize over one (1) million copies of documents annually to enhance access and preservation of the archival materials.
 - v. **Retrieval of Migrated Archives:** The retrieval of records taken away by Britain at the eve of independence will be undertaken.
- d. **Establishment of a National Research & Repository Collection Center (NRRCC):** This will act as a one-stop storage area that will serve as a reference point for researchers, visitors and students interested in the diverse range of collections captured in a catalogue and whose records are also replicated in the Registrar of Collection's Digital Database.

National Heritage

- a. **100 Best Monuments:** The National Museums of Kenya (NMK) will partner with the 47 county governments in choosing 2 monuments per county of cultural/iconic significance in order to promote and maintain. NMK will choose six (6) monuments from the United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Listing.
- b. **Fort Jesus Sea Wall:** The Sector will reinforce the sea wall around Fort Jesus to protect its destruction from sea water.
- c. **Formation of a National Heroes Council:** The sector will initiate the formation and operationalization of the National Heroes Council to address the issues related to heroes and heroines in the country.

5.0 POLICY, LEGAL AND INSTITUTIONAL REFORMS

Favourable policy and legal environment as well as strong institutional framework are prerequisites for the improved performance of the Sector. During the plan period policies, legal and institutional reforms initiated in the previous plan period will be finalized and new ones developed as follows:

5.1. Policy Reforms

- Review the Sports Policy;
- Finalize the National Policy on Culture and Heritage;
- Develop Creative Industry policy;
- Develop the National Policy on Libraries;
- Finalize the Public Record Information Management Policy;
- Finalize the Natural Products Industry Policy;
- Develop the E- registry policies;
- Development of Kiswahili policy; and
- Finalize the National Music Policy.

5.2. Legal Reforms

- Develop a draft Bill on Libraries;
- Finalize the Music Bill;
- Finalize the Natural Products Industry Legal Notice;
- Review the Sports Act 2013;
- Review the Anti-Doping Act 2016;
- Review the Kenya Cultural Centre Act Cap 218;
- Review the Public Archives and Documentation service Act Cap.19;
- Review Records Disposal Act Cap 14;
- Finalize the review of Films and Stage Plays Act. Cap. 222; and
- Finalize the National Culture Bill.

5.3. Institutional Reforms

- Restructure the Office of Registrar of Sports.

ANNEX I: IMPLEMENTATION MATRIX

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Millions)							
							Total	2018/19	2019/20	2020/21	2021/22	2022/23		
Flagship Projects														
1. Build and rehabilitate Sports Stadia														
Construct and rehabilitate sports stadia	Provide sports facilities to enable the youth grow their talents in sports	6 National stadia constructed	No. of National stadia constructed	Sports Kenya	2019-22	PPP	50,000	-	-	30,000	10,000	10,000		
		2 National stadia rehabilitated	No. of National stadia rehabilitated	Sports Kenya	2018-20	GOK	800	400	400	-	-	-	-	
		11 regional stadia upgraded to international standards	No. of regional stadia upgraded to international standards	Sports Kenya	2018-22	GOK	6,000	100	250	2,900	2,750	-	-	
		30 County stadia refurbished to National standards	No. of County stadia refurbished to National standards	Sports Kenya	2018-22	GOK	4,000	100	-	2,000	1,000	900	900	
		6 Stadia upgraded to sports city status	No. of Stadia upgraded to sports city status	Sports Kenya	2018-22	GOK/PPP	6,000	-	-	2,000	2,000	2,000	2,000	
		A convention centre and museum developed and commissioned at Kasarani	Commissioning of convention centre and museum	Sports Kenya	2018-22	PPP	3,000	-	-	1,300	1,000	700	700	
Develop an International Convention Centre and Sports Museum	To expand Kenya's capacity to host global conference	Standards/ Regulations developed and implemented	Standards/ Regulations developed and implemented	Sports Kenya	2018-22	GOK	250	-	100	100	50	0		
		2. Kenya Academy of Sports												
		Completion of Phase I of Kenya Academy of Sports.	To serve as a centre for excellence in sports development	The Academy Constructed	% completion of Phase I	KAS, SDHUD&PW	2018-22	GOK	610	200	319	91	0	0
				Administration block, Hotel, High Performance Centre	Administration block, Hotel, High Performance Centre	KAS	2018-22	GOK	1050	-	-	350	350	350
		Phase II of the construction of the Kenya Academy of Sports	To serve as a centre for excellence in sports	10 satellite academies in various regions; Trained youth in sports	No. of satellite academies in various regions; No. of Trained youth in sports	KAS; County governments	2018-22	GOK, Federations, UNICEF, County Govt Schools	281.6	0.8	0.8	60	100	120
				Diversification of sports	Diversification of sports	KAS; KICD; Federations, Academia.	2018-22	GOK/UNICEF	38.2	1.2	2	25	10	-
Establish Regional Academies	To identify develop and nurture sports talent; Diversification of sports	Curriculum for 25 sports disciplines developed	No. of Curriculum developed	KAS; KICD; Federations, Academia.	2018-22	GOK/UNICEF	38.2	1.2	2	25	10	-		
Curriculum development in sports disciplines	To provide a standard approach to training in sports talent development	Curriculum for 25 sports disciplines developed	No. of Curriculum developed	KAS; KICD; Federations, Academia.	2018-22	GOK/UNICEF	38.2	1.2	2	25	10	-		

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Total	Indicative Budget (Kshs. Millions)				
								2018/19	2019/20	2020/21	2021/22	2022/23
Identification and Recruitment, training and exposure of Sports Talents	To assist the youth to discover their talents at an early age and	Sports talent identified; Youth recruited; Trained youth	No of youth recruited	KAS; County Govies; Federations	2018-22	GOK; Federations; UNICEF; County Govies	224	2	2	50	70	100
Administer certificate and diploma courses for various sports personnel	To streamline sports management in Kenya	3000 personnel trained; Improved performance	No. personnel trained; No. of performance appraisals	KAS; Federations; UNICEF; KIGD; Universities	2018-22	GOK; Federations; Govies	130.3	0.1	0.19	40	40	50
Conduct and organize research conferences	To improve and enhance on the existing researches; To collate, collect and store data	Research conducted; Sports research database established	No. of Research conducted; Sports research database established	KAS; Federations; UNICEF ; Universities; County Govies	2018-22	GOK; Federations; Govies	101	0.5	0.5	30	30	40
3. The National Sports Lottery:												
Establish National Sports Lottery	To improve performance of the sports industry	National Sports Lottery operationalized	An operational National Sports Lottery	National Sports Fund	2018-20	GOK	1700	116	1584	-	-	-
Raise funds to finance sports institutions, Sports organizations and sports persons	To improve performance of the sports industry	Sports organizations supported	No. of organizations supported	National Sports Fund	2018-22	GOK	224.09	43	60.2	42.14	37.04	41.71
		Sports persons supported	No. of Sports persons supported	National Sports Fund	2018-22	GOK	318.66	41.66	62.45	68.74	69.43	76.38
4. Anti-Doping Promotion												
Anti-doping education/information sharing programmes	Create awareness through anti-doping information sharing among Kenyans	Anti-doping workshops organized	No. of persons reached	ADAK	2018-22	GOK	106.1	17.22	19.22	21.22	23.22	25.22
		Anti-doping outreach programs organized	No. of persons reached	ADAK	2018-22	GOK	75	11	13	15	17	19
Anti-Doping Values based education(VBE)	Prevention of doping practices among athletes	VBE curriculum developed	VBE curriculum	ADAK	2018-22	GOK	60	8	10	12	14	16
		Games teachers trained	No of games teachers trained	ADAK	2018-22	GOK	50	6	8	10	12	14
		Values based education programs organized	No of school going children reached	ADAK	2018-22	GOK	50	6	8	10	12	14
Development of anti-doping education communication strategy	Heightened publicity for enhanced visibility and anti-doping awareness	TV and Radio Infomercials produce	No of infomercials aired	ADAK	2018-22	GOK	77.5	11.5	13.5	15.5	17.5	19.5
		Poems and skits recorded	No of poems and skits played	ADAK	2018-22	GOK	35	3	5	7	9	11
		Various categories of Anti-doping publicity materials branded	Categories of branded anti-doping materials developed	ADAK	2018-22	GOK	35	3	5	7	9	11

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Enhance capacity for Sample Collection Personnel	Effective sample collection processes	Enhanced skills and knowledge on sample collection processes	No. of trained personnel	ADAK	2018-22	GOK	14.5	2.3	2.6	2.9	3.2	3.5
Carry out intelligence based testing	Prevention and deterrence of doping among athletes	Reduced number of doping cases to minimal levels	No. of tests carried out	ADAK	2018-22	GOK	400	60	70	80	90	100
Administer Therapeutic Use Exemptions	Provision of TUEs to deserving athletes	Reduced number of ADRVs	Percentage of TUEs processed	ADAK	2018-22	GOK	12	1	2	2.5	3	3.5
5. National Library of Kenya:												
Completion of Phase 1 of the National Library of Kenya Headquarters in Nairobi	To increase access to information and knowledge for empowerment to all Kenyans	Phase 1 building of the National Library of Kenya completed	% completion of Phase 1	KNLS Board	2017-2020	GOK	1,193	520	300	373	-	-
Construction of Phase 2 of the National Library of Kenya Headquarters in Nairobi	To increase access to information and knowledge for empowerment to all Kenyans.	Phase 2 building of the National Library of Kenya completed	% completion of Phase 2	KNLS Board	2018-2020	GOK	747	75	500	172	-	-
6. The International Arts and Culture Centre												
Develop an Ultra-Modern International Arts and Culture Centre.	To provide infrastructure for cultural development	An ultra-modern cultural centre developed.	An ultra-modern cultural centre; No. of stakeholders trained	Kenya Culture Centre.	2018-22	PPP	3000	12.5	10	240	527.5	200
7. Natural Products Industry (NPI) Initiative												
Harness the Natural Products Industry as a new growth area in the Kenyan economy	To add value to our indigenous knowledge and associated technologies	Locally derived value added natural products produced and marketed in the local and international markets	Quantity of products value added; No. of people engaged	GOK; County Governments	2018-22	GOK	480	-	10	200	170	100
Other Programmes and Projects												
8. Sports Promotion												
Review of the Sports Policy and Sports Act 2013	To provide a policy and legal framework for sustainable growth and development of sports.	Reviewed a Sports Policy and sports Act	Sports Policy Sports Act	Department of Sports	2019-20	GOK	13	-	7	6	-	-
Sports Tourism	Promote sports tourism	Sports events in tourist attraction sceneries hosted	No of sports events in tourist sites hosted	Sports Kenya	2018-22	GOK	200	-	50	50	50	50

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		International championships hosted	No. of international Championships hosted	Department of Sports; Sports Kenya	2018-22	PPP	4,000	650	2,000	1,000	1,000	
9. Library Services												
Presidential Libraries	Enable preservation of materials acquired, and written by an outgoing presidents while in office for national posterity	Modalities for Presidential Libraries established	Approved modalities for establishment of Presidential Libraries.	SDCH DLS	2018-22	GOK	50	-	20	15	15	
Digital library network	To increase access to information and knowledge for empowerment of all Kenyans	50 Automated libraries; A virtual library created	No. of libraries automated; Functional virtual library	KNLS Board and County Govt	2018-22	GOK	250	-	150	50	50	
Establishment of County Public Libraries		27 functional county libraries established	No. of County libraries established	KNLS Board and County Govt	2018-22	GOK	650	-	250	200	200	
Upgrading of County Libraries (Awendo, Wajir, Muruyu and Isiolo)		4 County libraries upgraded	No of County libraries upgraded	KNLS Board and County Govt	2018-22	GOK	250	-	150	50	50	
Conditional grants for development of libraries	To enhance capacity for the development of library services in Kenya	Conditional fund approved	Amount approved for the fund;	SDCH DLS	2018-22	GOK	1200	-	200	350	650	
Maktaba Awards (library of the year)	To promote excellence in development and management of public schools' libraries	Library of the year awards under the public schools category held	No. of libraries assisted; No. of Awards presented; No of Awards held	DLS	2018-22	GOK	23	-	10	8	5	
10. Performing Arts, Music and Culture												
Music and dance Heritage of Kenya	To preserve Kenya music heritage and expose Kenya's culture globally	Documented cultural practices, events and activities in Kenya; Guidelines for cultural activities and/or best practices	No. of publications; Guidelines	KGC	2018 - 2022	GOK	37	-	12.5	12	12	

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
		Digital Music repository	No. of visits to the online portal	PPMC	2018-20	GOK	200	-	-	100	50	50
		Kenya music heritage documented, preserved and disseminated	No. of Music and Dances recorded; No. of research papers; No. of Musicians engaged; No of transcriptions	PPMC	2018-22	GOK	500	-	-	200	150	150
Promotion of Music and Dance Talent	To develop performing arts, music and culture into productive skills and jobs	Cultural and arts theatres established;	No. of theatres created; No of professionals trained in arts & culture; No of Jobs created in creative economy	KCC; County Govts	2020-22	GOK	100	-	-	40	30	30
		Completion of the office block and auditorium	% completion rate	PPMC	2019-21	GOK	500	-	-	250	250	
County Heritage Centre and Community Cultural Centre's		Heritage Centres created and Cultural festivals held within the counties	No. of Heritage Centres created; No of Cultural festivals	KCC; County Govt	2019-22	GOK	50	-	-	30	10	10
		Artists and Cultural Practitioners empowered	No. of Skilled artists and cultural practitioner empowered	Dept. for Culture and Heritage	2018-22	GOK	750	100	155	160	165	170
		National Arts Gallery established	National arts gallery	Arts and Culture	2019-21	GOK	600	-	-	350	250	-
		Cultural festivals and arts exhibitions	No. of exhibitions held	Arts and Culture	2018-22	GOK	550	-	-	200	100	165
		Cultural exchange programmes	No. of exchange programmes undertaken	Arts and Culture	2018-22	GOK	595	60	100	125	150	160
Implementation of UNESCO 2003 & 2005 Conventions	To ensure compliance to international obligations on culture and heritage	UNESCO 2005 Convention on protection and promotion of the diversity of cultural expressions implemented UNESCO 2003 convention on safeguarding of ICH implemented	Implementation reports	MOSCH	2018-22	GOK	560	75	90	110	140	145
			Implementation reports	MOSCH	2018-22	GOK	583	78	90	110	150	155

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Total	Indicative Budget (Kshs. Millions)				
								2018/19	2019/20	2020/21	2021/22	2022/23
11. Film Industry												
Promotion of film industry	To nurture talent and create jobs for youth in film industry	Cinema Mashinani outlets Film Resource & Archiving Centre Film Industry Promotion Fund Regional Film Incubation Centre Film Industry Locations mapped	No. of outlets operationalized A modern film resource center developed Film industry promotion fund 8 film incubation centers established % Coverage of the Country; Number of visits to the portal	KFCB Kenya Film Commission Kenya Film Commission Kenya Film Commission Kenya Film Commission	2018-22 2018-23 2018-22 2018-22 2018-23	GOK GOK GOK GOK GOK	3000 250 2400 600 100	- - - 200 -	- - - 200 -	1000 150 800 200 50	1000 50 800 100 50	1000 50 800 100 -
Kenya film School		Film and Media City - KONZA Acquired and refurbished Cinema theatre Expansion of Broadcast Monitoring Systems	% of completion Cinema theatre acquired No. of cases addressed No. of media platforms monitored	Kenya Film Commission Kenya Film Commission KFCB	2018-22 2018-22 2018-22	GOK GOK GOK	400 378 250	- 50 -	- 100 100	200 100 62.5	100 100 52.5	100 28 35
Modernization of Filming Equipment		Kenya Film School established and youths trained Modern filming equipment acquired for the youth	No. of Youth trained No. of youth with access to film equipment	DFS DFS	2018-22 2018-21	GOK GOK	720 250	45 -	30 100	195 100	200 15	250 -
12. Public Records Management												
Integrated Public Record and Information Management System	To attain a paperless Public Service by the year 2030.	IPRIMS adopted by Ministries	No. of Ministries using IPRIMS System	MOSCH	2018-22	GOK	225	50	10	100	40	25
Digital Revolution	To enhance preservation and access of archival materials and public records	Public Records in all registries (RMLUs) automated and digitized High density mobile shelves installed at all Regional Record centers	No. of RMU digitized; No. of visits to the portal No. of mobile shelves installed at the regional records centers	MOSCH KNADS	2018-22 2018-22	GOK GOK	950 150	- -	- 10	400 100	200 25	250 15
Improvement of National Archives												

Programme/ Project	Objective	Expected Output	Performance Indicators	Implementing Agency(s)	Time Frame	Source of Funds	Indicative Budget (Kshs. Millions)					
							Total	2018/19	2019/20	2020/21	2021/22	2022/23
Mobile Shelves (National Research & Repository Collection Centre)		Refurbishment of Kenya National Archives	% of completion of refurbishment	KNADS	2018-22	GOK	100	-	6.5	50	43.5	-
		A purpose-built archives building constructed	Archives building constructed	KNADS	2018-22	GOK	2500	-	-	800	850	850
		Archival Records digitized	No. of materials digitized	KNADS	2018-22	GOK	400	-	-	200	100	100
		Copies of migrated archives retrieved from UK & diaspora	No of copies of migrated archives retrieved.	KNADS	2018-23	GOK	100	-	-	50	50	
		National Research and repository centre constructed	No of materials stored	NMK and donors	2018-22	GOK, Donors	1500	-	-	600	600	300
13. National Heritage												
100 Best Monuments	To ensure preservation of national heritage sites and monuments	100 best monuments identified	No. of monuments identified	NMK/ County Govt	2018-22	GOK/ Private Sector	1100	-	-	400	400	300
		Fort Jesus Sea Wall	% of wall constructed	NMK	2018-22	GOK	500	25	325	50	50	50
National Heroes Council	To honour national heroes and heroines	Sea wall constructed Heroes and heroines honoured	No. of heroes and heroines honoured	MOSCH	2018	GOK						

MONITORING AND EVALUATION

In the Kenya Vision 2030 development process monitoring and evaluation is considered as a critical tool for tracing implementation of public sector policies, programmes and projects. The National Integrated Monitoring and Evaluation System (NIMES) was established to perform the task, starting with the Medium Term Plan (MTP) of Kenya Vision 2030. In the spirit of NIMES, a midterm evaluation of Sports, Culture and Arts Sector issues will be conducted two and half years after the commencement of the Third MTP implementation and a final evaluation at the end of the five years. Monitoring will also be conducted on a regular basis with the support of key stakeholders in the sector.

Stakeholders in the Sports, Culture and Arts Sector will jointly develop an M & E framework including key actors, Outcomes/ outputs, indicators, Baseline data, Targets, a reporting framework and ways of utilizing the reports. All M&E processes will be anchored on NIMES and especially its newly developed policy.

The M & E information will be used to improve implementation of the policies, programmes and projects for the demonstration of the results to citizens and provision of feedback to all producers of the information. M & E requires substantial resources which will be sourced from the government and various development partners. M& E budget line will be established to promote monitoring and evaluation of public policies, programmes and projects as per the NIMES guidelines. Monitoring and Evaluation will be conducted by all stakeholders as indicated in the responsibility column of the M&E Matrix provided below:

ANNEX II: MONITORING AND EVALUATION MATRIX

Programme/ Project	Objective	Outcome/ Output	Indicator	Implementing Agency(s)	Yearly Targets					
					2018/19	2019/20	2020/21	2021/22	2022/23	
Flagship Projects										
1. Build and rehabilitate Sports Stadia										
Construct and rehabilitate sports stadia	Provide sports facilities to enable the youth grow their talents in sports	6 National stadia constructed	Percentage of completion	Sports Kenya	5	30	60	80	100	
		2 National stadia rehabilitated	Percentage of completion	Sports Kenya	70	20	10	-	-	
		11 regional stadia upgraded to international standards	Percentage of completion	Sports Kenya	20	40	70	100		
		30 County stadia refurbished to National standards	Percentage of completion	Sports Kenya	-	-	30	70	100	
		6 Stadia upgraded to sports city status	No. of Stadia upgraded to sports city status	Sports Kenya	-	-	2	2	2	2
2. Kenya Academy of Sports										
Completion of Phase I of Kenya Academy of Sports.	To serve as a centre for excellence in sports development	The Academy Constructed	% completion of Phase I	KAS	90	100	-	-	-	
Phase II of the construction of the Kenya Academy of Sports	To serve as a centre for excellence in sports	Administration block, Hotel, High Performance Centre	Administration block, Hotel, High Performance Centre	KAS	10	40	60	90	100	
Establish Regional Academies	To identify develop and nurture sports talent; Diversification of sports	10 satellite academies in various regions; Trained youth in sports	No of satellite academies in various regions No of Trained youth in sports	KAS; County governments	6	10	15	20	25	
Curriculum development in sports disciplines	To provide a standard approach to training in sports talent development	Curriculum for 25 sports disciplines developed	Curriculum developed	KAS; KIICD; Federations, Academia,	20	35	70	100	-	
Identification and Recruitment, training and exposure of Sports Talent	To assist the youth to discover their talents at an early age and	Sports talent identified; Youth recruited; Trained youth	No of youth recruited	KAS; County Govts; Federations	100	2,000	2,500	3,000	4,000	
Administer certificate and diploma courses for various sports personnel	To streamline sports management in Kenya	3000 personnel trained; Improved performance	No of personnel trained	KAS; Federations; UNICEF; KIICD; Universities	100	350	400	500	1,000	
Conduct and organize research conferences	To improve and enhance on the existing researches; To collate, collect and store data	Research conducted; Sports research database established	No. of Research conducted; Sports research database established	KAS; Federations; UNICEF; Universities; County Govts	1	2	3	3	6	
3. The National Sports Lottery:										
Establish National Sports Lottery	To improve performance of the sports industry	National Sports Lottery operationalized	An operational National Sports Lottery	National Sports Fund	20%	60%	100%	-	-	

Programme/ Project	Objective	Outcome/ Output	Indicator	Implementing Agency(s)	Yearly Targets				
					2018/19	2019/20	2020/21	2021/22	2022/23
Raise funds to finance sports institutions, Sports organizations and sports persons	To improve performance of the sports industry	Sports organizations supported	No. of organizations supported	National Sports Fund	100M	300M	370M	420M	570M
Sports persons supported	Sports persons supported	Sports persons supported	No. of Sports persons supported	National Sports Fund	20	20	40	60	100
4. Anti-Doping Promotion									
Anti-doping education/information sharing programmes	Create awareness through anti-doping information sharing among Kenyans	Anti-doping workshops organized	No. of persons reached	ADAK	5090	6000	7000	8000	9000
Anti-Doping Values based education(VBE)	Prevention of doping practices among athletes	Anti-doping outreach programs organized	No. of persons reached	ADAK	23,200	33,000	43,000	53,000	63,000
		VBE curriculum developed	VBE curriculum	ADAK	-	1	-	-	-
		Games teachers trained	No of games teachers trained	ADAK	-	400	600	800	1000
		Values based education programs organized	No of school going children reached	ADAK	1500	2000	2500	3000	3500
Development of anti-doping education communication strategy	Heightened publicity for enhanced visibility and anti-doping awareness	TV and Radio Infomercials produce	No of infomercials aired	ADAK	3	5	7	9	11
		Poems and skits recorded	No of poems and skits played	ADAK	3	4	5	6	7
		Various categories of Anti-doping publicity materials branded (attire, newsletters, giveaways, education materials etc.)	Categories of branded anti-doping materials developed	ADAK	7	7	7	7	7
Enhance capacity for Sample Collection Personnel	Effective sample collection processes	Enhanced skills and knowledge on sample collection processes	No. of trained personnel	ADAK	52	54	56	58	60
Carry out intelligence based testing	Prevention and deterrence of doping among athletes	Reduced number of doping cases to minimal levels	No. of tests carried out	ADAK	800	900	1000	1100	1200
Administer Therapeutic Use Exemptions(TUEs)	Provision of TUEs to deserving athletes	Reduced number of ADRVs	Percentage of TUEs processed	ADAK	100%	100%	100%	100%	100%
5. National Library of Kenya									
Completion of Phase 1 of the National Library of Kenya Headquarters in Nairobi	To increase access to information and knowledge for empowerment to all Kenyans	Phase 1 building of the National Library of Kenya completed	% completion of Phase 1	KNLS Board	69.8	100	-	-	-

Programme/ Project	Objective	Outcome/ Output	Indicator	Implementing Agency(s)	Yearly Targets				
					2018/19	2019/20	2020/21	2021/22	2022/23
Construction of Phase 2 of the National Library of Kenya Headquarters in Nairobi	To increase access to information and knowledge for empowerment to all Kenyans.	Phase 2 building of the National Library of Kenya completed	% completion of Phase 2	KNLS Board	10	60	100	-	-
6. The International Arts and Culture Centre									
Develop an Ultra-Modern International Arts and Culture Centre.	To provide infrastructure for cultural development	An ultra-modern cultural centre developed.	An ultra-modern cultural centre; No. of stakeholders trained	Kenya Culture Centre.	5	35	55	75	100
7. Natural Products Industry (NPI) Initiative									
Harness the Natural Products Industry as a new growth area in the Kenyan economy	To add value to our indigenous knowledge and associated technologies	Locally derived value added natural products produced and marketed in the local and international markets	Quantity of products value added; No. of people engaged	GOK; County Governments	-	15	15	40	30
Other Programmes and Projects									
8. sports promotion									
Review of the Sports Policy and Sports Act 2013	To provide a policy and legal framework for sustainable growth and development of sports.	Reviewed a Sports Policy and sports Act	Sports Policy Sports Act	Department of Sports	-	-	1	-	-
Sports Tourism	Promote sports tourism	Sports events in tourist attraction sceneries hosted	No of sports events in tourist sites hosted	Sports Kenya	-	4	4	4	4
Regional Sports Registrar Services	Improve access to Sports Registrar's Services	Functional 8 regional offices	No. of Functional regional offices established	Office of Sports Registrar	-	2	2	2	2
		8 regional offices automated and linked to headquarters.	No of regional offices automated and linked to headquarters	Office of Sports Registrar	-	1	2	2	2
		Improved compliance to the Sports Act and other relevant laws enforced	No. of sports organizations registered	Office of Sports Registrar	100	1,500	1,000	1,000	1,000
			No. of Licenses issued to Professional Sports Bodies and Persons	Office of Sports Registrar	20	400	500	600	700
		No. of inspections carried out	No. of inspections carried out	Office of Sports Registrar	-	80	1,500	1,000	1,000
		Sports organizations' elections observed	No. of elections observed	Office of Sports Registrar; Dept of Sports	25	70	120	150	200

Programme/ Project	Objective	Outcome/ Output	Indicator	Implementing Agency(s)	Yearly Targets				
					2018/19	2019/20	2020/21	2021/22	2022/23
International Cooperation in Sports	Domesticate international sports conventions and expose Kenya talents globally	Timely dispute resolution	No. of disputes arbitrated, mediated or conciliated upon;	Office of Sports Registrar	10	50	100	150	200
		Timely response to court cases arising out of Sports Registrar's decisions	No. of court cases handled	Office of Sports Registrar	20	50	70	100	100
	Public knowledgeable of the Sports Act and other relevant laws	No. of Regions/Countries sensitized	Office of Sports Registrar	5	7	8	9	10	
		UNESCO Conventional sports strategies implemented	Department of Sports	2	4	6	8	10	
Develop an International Convention Centre and Sports Museum	To expand Kenya's capacity to host global conference To regulate, protect and enforce facilities and standards to ensure access and quality	Technical/ Bilateral Sports agreements executed	No. of Technical/ Bilateral Sports agreements entered into with other countries and executed.	Department of Sports	4	6	8	10	12
		International championships hosted	No. of international Championships hosted	Department of Sports; Sports Kenya	3	5	5	8	10
		A convention centre and museum developed and commissioned at Kasarani	Commissioning of convention centre and museum	Sports Kenya	-	5	40	85	100
Adopt, develop, and implement sports facilities and recreation standards		Standards/ Regulations developed and implemented	Standards/ Regulations developed and implemented	Sports Kenya	250	10	60	100	-
9. Library Services									
Presidential Libraries	Enable preservation of materials acquired, and written by an outgoing presidents while in office for national posterity	Modalities for Presidential Libraries established	Approved modalities for establishment of Presidential Libraries.	SDACH, DLS	-	10	15	25	30
Digital library network	To increase access to information and knowledge for empowerment of all Kenyans	50 Automated libraries; A virtual library created	No. of libraries automated; Functional virtual library	KNLS Board and County Govt	-	10	15	15	10
Establishment of County Public Libraries	Upgrading of County Libraries (Awendo, Wajir, Muruyu and Isiolo)	27 functional county libraries established	No. of County libraries established	KNLS Board and County Govt	3	7	7	5	5
		4 County libraries upgraded	No of County libraries upgraded	KNLS Board and County Govt		1	1	1	1

Programme/ Project	Objective	Outcome/ Output	Indicator	Implementing Agency(s)	Yearly Targets				
					2018/19	2019/20	2020/21	2021/22	2022/23
Conditional grants for development of libraries	To enhance capacity for the development of library services in Kenya	Conditional fund approved	Amount approved for the fund; No of libraries assisted;	SDAC & DLS	-	5	200	350	650
Maktaba Awards (library of the year)	To promote excellence in development and management of public schools' libraries	Library of the year awards under the public schools category held	No. of Awards presented; No of Awards held	DLS	3	5	5	5	5
10. Performing Arts, Music and Culture									
Music and dance Heritage of Kenya	To preserve Kenya music heritage and expose Kenya's culture globally	Documented cultural practices, events and activities in Kenya; Guidelines for cultural activities and/or best practices	No. of publications; Guidelines	KCC	8	9	9	9	9
		Digital Music repository	No of visits to the online portal	PPMC	-	50	80	100	1200
		Kenya music heritage documented, preserved and disseminated	No. of Music and Dances recorded;	PPMC	440	450	460	480	500
			No. of research papers on Kenyan Music;	PPMC	15	20	20	20	20
			No. of Musicians exposed to international audience;	PPMC	20	25	30	30	35
			No of Authentic Kenyan music transcribed	PPMC	10	12	12	15	20
Promotion of Music and Dance Talent	To develop performing arts, music and culture into productive skills and jobs	47 Cultural and arts theatres established;	No. of theatres created; No. of professionals trained in arts & culture; No of Jobs created in creative economy	KCC; County Govts	-	-	20	20	7
		Completion of the office block and auditorium	% completion rate	PPMC	60	70	85	100	-
County Heritage Centre and Community Cultural Centres		Heritage Centres created and Cultural festivals held within the counties	No. of Heritage Centres created; No. of Cultural festivals	KCC; County Govt	9	9	9	9	9
Artists and Cultural Practitioners		1,000 Artists and Cultural Practitioners empowered	No. of Skilled artists and cultural practitioner empowered	SDCH	130	200	200	220	250

Programme/ Project	Objective	Outcome/ Output	Indicator	Implementing Agency(s)	Yearly Targets				
					2018/19	2019/20	2020/21	2021/22	2022/23
		National Arts Gallery established	% of National arts gallery	SDCH	-	-	30	70	100
		300 Cultural festivals and arts exhibitions	No. of exhibitions held	SDCH	-	-	100	150	50
		70 Cultural exchange programmes	No. of exchange programmes undertaken	SDCH	5	10	15	20	20
Implementation of UNESCO 2003 & 2005 Conventions	To ensure compliance to international obligations on culture and heritage	UNESCO 2005 Convention on protection and promotion of the diversity of cultural expressions implemented	Implementation reports	MOSCH	2	2	2	2	2
		UNESCO 2003 convention on safeguarding of ICH implemented	Implementation reports	MOSCH	2	2	2	2	2
11. Film Industry									
Promotion of film industry	To nurture talent and create jobs for youth in film industry	Cinema Mashinani outlets	No. of outlets operationalized	KFCB	-	5	10	15	70
		Film Resource & Archiving Centre	A modern film resource centre developed	Kenya Film Commission	-	35	50	80	100
		Film Industry Promotion Fund	Film industry promotion fund	Kenya Film Commission	-	15	35	80	100
		Regional Film Incubation Centre	8 film incubation centres established	Kenya Film Commission	-	1	1	1	1
		Film Industry Locations mapped	% Coverage of the Country; Number of visits to the portal	Kenya Film Commission	-	10	12	12	13
		Film and Media City - KONZA	% of completion	Kenya Film Commission	-	15	30	75	100
		Acquired and refurbished Cinema theatre	Cinema theatre acquired	Kenya Film Commission	25	35	50	75	100
		Expansion of Broadcast Monitoring Systems	No. of cases addressed No. of media platforms monitored	KFCB	20	32	40	54	54
Kenya film School		Kenya Film School established and youths trained	No. of Youth trained	DFS	25	50	100	150	200
Modernization of Filming Equipment		Modern filming equipment acquired for the youth	No. of youth with access to film equipment	DFS	25	50	100	150	200
12. Public Records Management									
Integrated Public Record and Information Management System	To attain a paperless Public Service by the year 2030.	IPRIMS adopted by Ministries	No. of Ministries using IPRIS System	MOSCH	2	5	5	5	5

Programme/ Project	Objective	Outcome/ Output	Indicator	Implementing Agency(s)	Yearly Targets				
					2018/19	2019/20	2020/21	2021/22	2022/23
Digital Revolution	To enhance preservation and access of archival materials and public records	Public Records in all registries (RMLs) automated and digitized	No. of visits to the portal	MOSCH	-	400	420	450	500
Improvement of National Archives		High density mobile shelves installed at all Regional Record Centres	No. of mobile shelves installed at the regional records centres	KNADS	90	95	100	100	100
		Refurbishment of Kenya National Archives	% of completion of refurbishment	KNADS	-	25	50	75	100
		A purpose –built archives building constructed	Archives building constructed	KNADS	-	10	20	50	100
		Archival Records digitized	No. of materials digitized	KNADS	-	20	40	75	100
		Copies of migrated archives retrieved from UK & diaspora	No of copies of migrated archives retrieved.	KNADS	-	25	50	70	100
Mobile Shelves (National Research & Repository Collection Centre)		National Research and repository centre constructed	No of materials stored	NMK and donors	20	40	40	-	-
13. National Heritage									
100 Best Monuments	To ensure preservation of national heritage sites and monuments	100 best monuments identified	No. of monuments identified	NMK/ County Govt	20	20	20	20	20
Fort Jesus Sea Wall		Sea wall constructed	% of wall constructed	NMK	100	-	-	-	-
National Heroes Council	To honour national heroes and heroines	Heroes and heroines honoured	No. of heroes and heroines honoured	MOSCH	2	2	2	2	2

