



**Elgeyo/Marakwet County Assembly
Strategic Plan**

2013 – 2017

March 2015

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1.0 FOREWORD BY THE SPEAKER OF THE COUNTY ASSEMBLY AND CHAIRMAN COUNTY ASSEMBLY SERVICE BOARD (CASB)

Development of the County Assembly of Elgeyo/Marakwet Strategic Plan (2013-2017) is a remarkable development in this inaugural Assembly. This document defines our path, our destiny and the journey. The plan will help us to be more focused. It will help us harness our limited resources and direct the energies to what is most important.

This Assembly is the fountain of democracy and focal point of all county activities. It plays a pivotal role in ensuring good governance of a county. This Strategic Plan outlines the objectives and activities that will guide us in deepening our legislative assembly culture and improving the administrative mechanisms of our institution to better serve the people of Elgeyo/Marakwet County (EMC). The Plan contains a clear Vision, Mission and Core Values for the county Assembly as well as a set of Strategic Objectives.

County Assemblies are facing a myriad of challenges in their independence and autonomy in order to exercise their oversight roles. This Strategic Plan has suggested numerous activities to support empowerment of Members of County Assemblies in order to enact relevant legislations to consolidate efforts to improve the lives of the people of Elgeyo/Marakwet County. The Strategic Plan transcends election in 2017. This is deliberate. The plan is designed to transcend the political cycle as it is not merely a political tool, but an organizational instrument that seeks to define the path of the institution into the future. For purposes of Accountability, Monitoring and Evaluation, there shall be a concrete implementation framework with realistic annual work plans for the Assembly as a whole as well as specific annual departmental work plans.

This is the Assembly of the people. As a Board, we have endeavoured to ensure that we program our works in such a manner that it captures and fulfils the aspirations of the great people of Elgeyo/Marakwet County. This Strategic Plan serves to ensure that the County

Assembly is in a position to respond to the myriad issues affecting the people of Elgeyo/Marakwet County. As commonly called, we are the County of Champions; our focus is to ensure that we channel our resources towards the realization of this dream.

Despite the challenges and the hurdles, we continue to hold the hope and maintain our dreams and belief in the promise of the Constitution of Kenya 2010, which provides for an effectively devolved governance structure delivering for the people of Elgeyo/Marakwet County. I want to recognize the role that the County Executive, Assembly Leadership, Staff and other development partners e.g. International Republican Institute (IRI), SUNY-Kenya, Center for Parliamentary Studies Training (CPST), Parliamentary Service Commission (PSC), Kenya School of Government (KSG), USAID and the County Religious Organizations have played in ensuring that the Assembly functions in a manner that promotes the rule of law in line with the tenets of the new constitutional dispensation. Together we have and continue to make substantial contribution in engraining devolved governance into institutions rather than into offices.

The spirit of constitutionalism and the rule of law in our County is the key to successfully achieving progress. The County Assembly Service Board (CASB) recognizes the importance of working with other state and non-state institutions to build a better and secure county.

As I conclude, I reiterate my commitment to the effective execution of our mandate to ensure that devolution delivers its promise to the people of Elgeyo/Marakwet County.

Hon. Albert Kipkogei Kochei
Speaker/Chairman – CASB

1.1 MESSAGE FROM THE CLERK TO COUNTY ASSEMBLY

The Elgeyo/Marakwet County Assembly Strategic Plan 2013-2017 has been developed courtesy of County Assembly Service Board (CASB) whose membership has dedicated long hours and many days into ensuring that the entire process is complete.

The process of developing this Strategic Plan is established on adequate public participation process beginning with the Members of County Assembly (MCA's), the staff, stakeholders and members of the public.

Our Strategic Plan 2013-2017 gives us a purpose to pursue and be well accountable to the people of Elgeyo/Marakwet County. The core functions of the County Assembly as provided for under the Constitution and other laws, is majorly Representation, Oversight and Legislation. This Strategic Plan seeks to direct us to the best way possible to efficiently and effectively fulfill this mandate.

I therefore, herein express my commitment in ensuring that together with the staff and the entire House membership we achieve what we and the people of Elgeyo/Marakwet have purposed to achieve through the road map expressed in this strategic plan.

While appreciating that there are many challenges likely to be faced in implementation of this strategic plan, the major challenge being financial constraints, my office is committed to explore all possible avenues in ensuring that challenges are overcome and kept at a minimum.

It is my sincere hope that in 2017, the people of Elgeyo/Marakwet will appreciate all efforts and will be our witnesses that we remained true to our strategic plan.

God be with us.

Thank you.

Jane Kiptum – Mutai

Clerk to County Assembly

1.2 MESSAGE FROM THE DEPUTY SPEAKER

When the Constitution of Kenya 2010 was promulgated and immediately followed by the 2013 General Elections, the County Assemblies were established as new institutions with roles similar to those of the National Assembly.

The mandate of the Assemblies was clearly defined in the Constitution but how to achieve the same, is left to each County Assembly to chart their way forward. In a quest to deliver its mandate, The County Assembly of Elgeyo/Marakwet had to develop a framework towards delivering its mandate to the public despite the shortcomings or inadequacy of expertise and/or experience. The County Assembly Strategic Plan is a perfect road map to achieve the above in the lifespan of the current Assembly. It is my expectation that this Assembly will develop infrastructure, administrative structures and exit leaving behind a rich pool of knowledge for the next County Assembly.

The office of the Deputy Speaker was not expressly created/clearly defined in the Constitution or the County Government Act. It was found out that Assemblies could easily degenerate into disorderliness if any member could preside when the Speaker is absent. It was imperative that the office of the Deputy Speaker be created and that of the Speaker's panel.

Mastering the Standing Orders was a big challenge but up to now, we have come a long way and surmounted many challenges. There were a few issues of pecking order in the initial stage but were ironed out.

The development of the Strategic Plan is a product of long hours of hard work, consultation by stakeholders especially the County Assembly Service Board (CASB), Assembly Leadership and development partners. It is also noteworthy that this document is made in a way that it is understood by everybody.

From its budget, it is clear that the Strategic Plan requires enormous resources to implement. This will be the greatest challenge to its realization. It is my honest wish that our partners come in handy to assist/support the County Assembly achieve this noble ambition.

My last take is that all will appreciate our efforts of living to the adage that failing to plan is actually planning to fail. It is my prayer that this plan takes Elgeyo/Marakwet County Assembly to greater heights as far as development is concerned.

Hon. Paul Suter

Deputy Speaker/MCA Sambirir Ward

1.3 MESSAGE FROM THE LEADER OF MAJORITY

I am a delighted Leader of Majority to appreciate the far Elgeyo/Marakwet County Assembly has grown. I have no doubt that it is the hands of the Almighty that has taken care of the Assembly to this far.

It is my pleasure to appreciate the able Members of County Assembly from the twenty (20) elective wards and the ten nominated who have teamed up to form a solid Assembly which gives me pride anywhere I go or forums that always recognize the discipline of Elgeyo/Marakwet County Assembly. It is thus my prayer that the Strategic Plan which has the blessings of the entire Assembly members will take this respectable House to destinations that would bring other Counties for Benchmarking.

I would not forget to recognize the office of the Speaker, the Clerk and my counterpart Leader of Minority. The County Assembly Service Board (CASB) too deserves applaud for the good work and combined efforts in seeing this Assembly sail to greater heights. It is this Board that has ensured that our Assembly has representation of staff from all the twenty wards that are both qualified and competent.

My office looks forward to serving the people of Elgeyo/Marakwet.

God Bless Elgeyo/Marakwet County.

Hon. Wilson Boit

Leader of Majority/Vice Chairman – CASB &MCA Kapyemit Ward

1.4 MESSAGE FROM THE LEADER OF MINORITY

My role as the Leader of Minority is to ensure that the interest of the Public, Minorities Marginalized are protected and ensure that the Coalition of Jubilee delivers its manifesto. I also ensure that members of minority parties talk in one voice while in the House. I ensure that business in the Assembly is effectively transacted and that the party's interests are put aside. This is by ensuring that debates in the Assembly are issue driven and that any good Bill is passed regardless of the party supporting it.

So far as a Minority Leader, I have ensured that we have sober and well informed debates in the Assembly by keeping our political wars out of the House. I have also been instrumental in ensuring that the Assembly supports the execution of the Government mandate by passing necessary Bills to ensure that the Government is able to go on with its development agenda for the County.

I also work very closely with the Majority leader at the Assembly to ensure that there are no divisions along party lines. We want to assure the County residents that the Assembly is united in ensuring Bills aimed at improving the lives of the residents are taken into consideration.

As the first Minority Leader, I wish to be remembered as the leader who is a role model in the house by leading in debates and in bringing Motions and Bills to the House. So far, the Bills I have sponsored in the house are:

1. The Elgeyo/Marakwet Alcoholic Drinks Control Bill 2014
2. The Elgeyo/Marakwet Ward Offices Bill 2014
3. The Elgeyo/Marakwet Public Participation Bill 2014
4. The Elgeyo/Marakwet Ward Development Fund Bill 2014, among other many motions.

I wish also to be remembered as the leader who bridged the gap between the two sides of the house. Also I wish to see that H.E. the Governor and Hon. Senator and our Members of Parliament work together in developing out County.

In the County Assembly Service Board (CASB), I take care of the Welfare of the Hon. Members. It will be my pleasure to see in the next one year all the Chairpersons of committees have offices and the rest of the members have theirs in the following year for them to perform their functions effectively and efficiently. All the Nominated members should be facilitated to have offices at the County headquarters to serve our people in the County.

Every Friday, all members of County Assembly are required to be in their Wards to meet their electorates. I would also like to appeal to the County residents to support the Assembly by ensuring that the Assembly achieves its goals and objectives. I would also urge them to play an active role by attending sessions and by holding the MCA's accountable if the County is to progress.

Finally, as an Assembly, poverty eradication is our biggest agenda and we are positive that as a united Assembly, we shall reduce it and do away with it across the 20 wards in our County. As a County of Champions, we look forward to be champions in all areas i.e. Sports, Health, Agriculture, Roads, ECD & Polytechnics, Tourism, Water & Physical Planning and ICT. Our County has a bright future.

God Bless Elgeyo/Marakwet County. God Bless Elgeyo/Marakwet County Assembly.

Thank you.

Hon. Benson Kiptire

Leader of Minority/Member CASB & MCA Kapyego Ward

1.5 MESSAGE FROM THE MEMBER OF THE PUBLIC TO CASB

The Constitution of Kenya which was promulgated on 27th August 2010 created two levels of governments, the National and County Government. Chapter eleven of this Constitution establishes the 47 Kenyan Counties each with its own government which consist of a County Assembly and the Executive. The County Assembly has a Service Board comprising of the Assembly Speaker, Leaders of Majority and Minority and one member representing the public. As a first Board we will lay the best foundation for the generations to come and enable the Assembly deliver its mandate of legislation, oversight, and representation, in order to accelerate our Social, economic and political pillars for the realization of Vision 2030.

The Elgeyo/Marakwet community is built upon enduring values as well as principles of fairness, transparency, equality and equity. It is a land of plenty, enough for all our needs and a place where no single child can go hungry if we as leaders prioritize well, make maximum use of our God given resources and remove the barriers that prevent our people from making the most of this wonderful County.

We are living in turbulent economic times and are not immune to circumstances beyond our control. Due to continuing rise in un-employment we have to harness the potential of everyone and take responsibility of ourselves. Let's give each one an opportunity to succeed, reward handwork and avail help to those who need it. In this regard we must therefore harness skill development, provide better governance and re-connect with our county residents as well as invest in public service reform to better service delivery.

Planning is key for sustainable development. A healthy County is a wealthy County and this calls for us to invest in our current health facilities to keep them safe and functioning while new ones are planned and developed to ensure our people get the right healthcare at the right time. Planning is also key in all other sectors of agriculture, education, infrastructure, environment, tourism, sports, physical planning and governance.

Lastly, change is inevitable. Let's protect the past that we value while keeping pace with the changing world and correct our past so that it doesn't haunt our present. As leaders we are confident that our future is better than our past and as a County of athletic champions, our aim is to strive to be champions in all others sectors of our economy.

God bless Elgeyo/Marakwet County, and God bless our beloved country Kenya.

Thank you.

Pauline Kurgat- Member, Service Board.

Elgeyo/Marakwet County Assembly

2.0 List of acronyms

1. **CASB** - County Assembly Service Board
2. **HON** - Honourable
3. **ICT** - Information Communication Technology
4. **MCA** - Member of County Assembly
5. **PESTEL** - Political, Economic, Social, Technological, Environmental
and Legal
6. **PWDs** - People With Disabilities
7. **SWOT** - Strengths, Weaknesses, Opportunities and Threats

3.0 MISSION, VISION AND CORE VALUES OF THE COUNTY ASSEMBLY

Mission Statement

To provide transformative citizen representation through legislation and oversight of Public Resources

Vision Statement

To be a vibrant, model assembly that champions citizen aspirations

Core values

- 1. Consultation – We shall involve the citizens in the affairs of the Assembly*
- 2. Citizen engagement – We shall seek to bring the citizens into the decision making organs of the Assembly*
- 3. Responsiveness - It will be our desire to ensure we act effectively and efficiently in all our endeavours with focus on service delivery*
- 4. Rule of law – We shall be led and guided by the constitution of the Republic of Kenya and any other legislations made by the National Parliament or the County Assembly*
- 5. Trustworthy – We shall seek to gain the trust of the citizens*
- 6. Transparency and accountability*
- 7. Teamwork - We shall always work together one and all to deliver*
- 8. Equity and equality - In delivering services, we shall treat all equally irrespective of their background and abilities*
- 9. Diversity - We appreciate the County constitute persons from different communities, living and working in the County in harmony. The Assembly works in this context*
- 10. Professionalism – We shall follow the rules of our professions in the service of the citizens and the staff at the Assembly*

4.0 INSTITUTIONAL REVIEW (BACK GROUND)

4.1 Elgeyo/Marakwet County Background

Elgeyo/Marakwet County (County number 28) is one of the 47 Counties of Kenya. Elgeyo/Marakwet County is located in the former Rift Valley Province. It borders the Counties of West Pokot to the North, Baringo County to the East, South East and South, Uasin Gishu to the South West and West, and Trans Nzoia to the North West.

The County Government of Elgeyo/Marakwet establishment is as a result of the promulgation of the Constitution of Kenya 2010 on August 27, 2010. This resulted to the election of H.E Alex Tolgos as its first Governor, his Deputy H.E Gabriel Lagat. The Senator of the County is Hon. Onesmus Kipchumba Murkomen. The County has five Members of Parliament and thirty (30) Members of the County Assembly (20 elected and 10 nominated).

The County Assemblies are as a result of Article 176(1) of the Constitution. The current leadership of the County Assembly assumed office after the General Election of 4th March 2013. This led to swearing in of Members of the County Assembly and election of the County Assembly Speaker. Hon. Albert Kochei was elected by Members of The County Assembly and is thus the first Speaker of Elgeyo/Marakwet County Assembly. The County Assembly also established the County Assembly Service Board as per Section 12 of the County Government Act of 2012.

The County Assembly is located in the County headquarters in Iten, in the defunct Keiyo County Council building.

4.2 ELGEYO – MARAKWET COUNTY ASSEMBLY: ESTABLISHMENT AND ROLES

The County Assemblies are as a result of Article 176(1) of the Constitution.

4.2.1 The Roles of the County Assembly are:

County Government Section 8 (1)

- (a) Vet and approve nominees for appointment to county public offices as may be provided for in this Act or any other law;
- (b) Perform the roles set out under Article 185 of the Constitution;
- (c) Approve the budget and expenditure of the county government in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220(2) of the Constitution, guided by Articles 201 and 203 of the Constitution;
- (d) Approve the borrowing by the county government in accordance with Article 212 of the Constitution;
- (e) Approve county development planning; and
- (f) Perform any other role as may be set out under the Constitution or legislation.

4.2.2 Role of the Members of the County Assembly.

County Governments Act Section 9. (1) A member of a county assembly shall—

- (a) Maintain close contact with the electorate and consult them on issues before or under discussion in the county assembly;
- (b) Present views, opinions and proposals of the electorate to the county assembly;
- (c) Attend sessions of the county assembly and its committees;
- (d) Provide a linkage between the county assembly and the electorate on public service delivery; and
- (e) Extend professional knowledge, experience or specialized knowledge to any issue for discussion in the county assembly.

4.3 LEADERSHIP OF THE COUNTY ASSEMBLY

The leadership of the House includes;

1. Hon. Albert Kochei MCA : Speaker
2. Hon. Paul Suter MCA : Deputy Speaker
3. Hon. Rosa Cherop MCA : Member, Speaker's Panel
4. Hon. William Chesingany MCA : Member, Speaker's Panel

5. Hon. Wilson Boit MCA : Leader of Majority
6. Hon. David Kipketer MCA : Deputy Leader of Majority
7. Hon. Benson Kiptire MCA: Leader of Minority
8. Hon. Christopher Cheboiboch: Deputy Leader of Minority
9. Hon. Philemon Koech MCA : Majority Whip
10. Hon. Tecla Kibet MCA : Deputy Majority Whip
11. Hon. Simon Chebii MCA : Minority Whip
12. Hon. Esther Kemboi MCA : Deputy Minority Whip

4.4 THE COUNTY ASSEMBLY SERVICE BOARD (CASB)

The Elgeyo/Marakwet County Assembly Service Board (CASB) is established pursuant to section 12 (1) of the County Governments Act 2012 as a body corporate with perpetual succession. It has four members: Hon. Speaker of the Assembly as the chairperson; Leader of Majority as the vice-chairperson and Leader of Minority and one person resident in the county appointed by the county assembly from among persons who have knowledge and experience in public affairs, but who is not a member of the County Assembly. The Clerk to the Assembly is the Secretary to the Board.

4.4.1 The statutory mandate and responsibilities of the Board include:-

1. Providing services and facilities to ensure the efficient and effective functioning of the County Assembly;
2. Constituting offices in the County Assembly service and appointing and supervising office holders;
3. Preparing annual estimates of expenditure of the County Assembly services and submitting them to the County Assembly for approval and exercising budgetary control over the service;
4. Undertaking, singly or jointly with other relevant organizations, programmes to promote the ideals of parliamentary democracy;
5. Performing other functions necessary for the well-being of the members and staff of the County Assembly or prescribed by the national legislation.

4.4.2 Clerk and Staff of County Assembly

Section 13 of the County Governments Act provides that there shall be a Clerk to the County Assembly appointed by CASB with the approval of the County Assembly. The offices of the Clerk and members of staff are offices in the County Assembly Service.

4.5 METHODOLOGY OF DEVELOPING THE STRATEGIC PLAN

A good strategic plan is one that is developed, adopted and implemented by all the stakeholders. Ownership of the process of developing and adopting the Plan is a key success factor in determining success in the implementation process. Given this background, the development of this Plan was done as follows:

- ❖ **Levels of participation:** In order to ensure full ownership of the Plan, all major internal stakeholders - The CASB, Deputy Speaker, all MCAs and the staff of the Assembly were engaged and actively participated in developing the plan.
- ❖ **Leadership to realize the Plan:** The Speaker of the Assembly who is also the Chairman of the CASB together with Members of the CASB as well as the Management led by the Clerk of the Assembly took a leading role in providing guidance to the drafting and casting of the Plan.
- ❖ **Involvement of experts:** In order to provide professional guidance to the process, a strategic planning consultant was engaged and helped to guide the stakeholders on the Strategic Plan and actively participate in the development of the Plan with a clear aim of ensuring wider ownership and implementation. The expert reviewed various documents generated by the Assembly and used many engagement sessions to gather and collect relevant data, attended sessions with MCAs and staff and also guided workshops and held discussion with focus groups that shaped the content of this Plan.

5.0 JUSTIFICATION FOR THE STRATEGIC PLAN

The County Assembly Service Board has facilitated the training of the Assembly's Departmental and Sectoral Committees from the month of April 2013 to enhance the capacity of the Members of the Assembly in the execution of their mandate. Some of the aspects covered in the trainings include legislative procedures and processes; Committee System;

Role of County Assembly;

Transparency and Accountability; the budget making process and Public participation in legislative processes. The CASB itself has also been trained on its mandate, preparation and implementation of its work plans.

The Assembly jointly with the County Executive has held several workshops since April 2013. The aim of these joint workshops was to help the two arms of government understand and appreciate their constitutional mandates in the context of constitutional separation of powers.

The Members of County Assembly and staff visited the National Assembly and Senate to enrich members and staff understanding of parliamentary procedures and processes. The County Assembly Service Board has developed and started rolling out a systematic human resource master plan that aims at optimization of staffing. The master plan shall guide the assembly in determining the optimum staffing levels, staff grading, job placement and development of schemes of service. In 2013, the Board recruited core management staff and several technical officers. Induction of the new staff in the immediate term and systematic capacity building into the medium and longer term is being worked on.

In view of the foregoing, the CASB found it necessary to put down its Plan of activities to guide its next 4 years hence this Strategic Plan. In the words of the Speaker, the essence of this Strategic Plan is: *“To define our destiny as a county, help us be focused, direct our energies as an assembly to the most important matters to the people we represent.”*

6.0 SITUATION ANALYSIS OF THE ASSEMBLY

6.1 Establishment and Operations of the Assembly

6.2 Swearing in of Members and Opening of the Assembly

On March 4th, 2013, the Country held its first elections under the Constitution of Kenya 2010. This saw the election of the Governor and the Deputy Governor, Members of Parliament and Ward Representatives. The County Assembly now consist of the Speaker, 20 Elected Members of the County Assembly and 10 Specially Elected (nominated) Members.

6.3 Constitution of the County Assembly Service Board

The County Assembly Service Board (CASB) was constituted pursuant to provisions of section 12 (1) of the County government Act 2012. Membership of the committee includes:

1. Hon. Albert Kochei - Chairman (Speaker of the County Assembly)
2. Hon. Wilson Boit - Vice Chairman (Leader of Majority)
3. Hon. Benson Kiptire - Member (Leader of minority)
4. Mrs. Pauline Kurgat - Member
5. Mrs. Jane Kiptum - Mutai - Secretary (Clerk of the County Assembly)

The board has guided the Assembly operations since inception and consequently the following has been achieved;

6.4 Management of the Business of the Assembly

Below is a summary of the activities the Assembly as undertaken since inception:

6.4.1 Assembly Committees Constitution

The Assembly has constituted a total of 24 committees being both sectoral and standing committees as required by the Standing Orders (subject to periodic review). The County Assembly have a very active Liaison Committee. The Liaison Committee comprises of all Chairpersons of the Committees in the House.

6.4.2 The Assembly Staffing

The Assembly is now fully operational. In addition to existing staff, crucial departments at the Office of the Clerk have had new staff recruited. The Assembly sitting are on schedule

among other crucial operations of the Assembly with thorough efficiency and effectiveness being the ultimate goal.

6.4.3 Capacity Building Sessions

The Members of the County Assembly have attended various capacity building sessions. The trainings have mainly focused on parliamentary procedures, understanding devolution and Assembly mandate as well as interface with the Executive arm of Government. The need for members and staff to understand and appreciate that the Assembly is not, and is fundamentally different from, the former local authorities have principally driven this initial phase of trainings. The County Assembly Service Board has had Capacity Building Sessions for both members and staff at various times.

6.4.4 Linkages with other actors

The Assembly has endeavored to retain a healthy and progressive relationship with the second arm of government at the County level- the Executive. This has been deliberate, with an appreciation of the clear dichotomy and separation between the two arms of government and the need to work in harmony for the greater good of our citizens. For example in 2013, the Executive and Assembly had a joint and successful one day workshops on ‘working together for the greater good of our citizens’, among other critical consultations. This is a practice and tradition that the Assembly will sustain moving forward. The Speaker has fronted and sustained partnerships, linkages and connections with other external bodies including Assemblies, Forums, and others. This is an area of progress. The County Assembly is committed to playing its constitutional role and mandate robustly.

However, there are areas that, the Assembly is seeking technical and financial support from institutions such as:-

1. USAID
2. ICJ Kenya
3. SUNY Kenya – for financing the crafting of the assembly strategic plan
4. Institute of Economic Affairs, etc.

6.4.5 The budget process

The Budget and Appropriations Committee led the process with an elaborate public participation component throughout the county. The various reports of the committee have been adopted- with amendments- by the Assembly. Various Appropriation Acts were enacted- and assented to- within the statutory deadline.

6.4.6 Joint county leadership conversation.

The County Assembly Service Board sponsored conversation forum of top leadership of the county. All members of County Assembly, Members of Parliament (elected and nominated) from the county, Senator, Deputy Governor and Governor attended. It was an opportunity for collective reflection, conversation and commitment to work together. This is an approach to be encouraged moving forward.

6.4.7 Constitution of the County Assembly Service Board

The County Assembly Service Board (CASB) comprises of the Speaker (Chair), leaders of majority and minority parties, an externally recruited person (member of the public) and the Clerk to the County Assembly (secretary). This board is now fully constituted and operational. The board has held several trainings and exposures and has developed its annual work plan and has constituted several sub-committees specifically to handle:

- i) Human resource
- ii) Tender and procurement
- iii) Finance security and development.

6.4.8 Mandate workshops, capacity building interventions for committees.

Principally, the Assembly business will be driven by and via Committees. In this regard, the Assembly has, in the immediate term, invested in capacity building of Committees and their Members especially around mandate, approach and effectiveness. This includes capacity building of staff, who define the success or otherwise of the Committee system. The Committees have also developed work plans so that their work is systematic and coordinated

and builds into the overall mandate of the Assembly. This will be encouraged further focusing on posterity.

6.4.9 Public sensitization and civic education

It is clear the residents do not clearly understand and appreciate devolution as stipulated in the Constitution. More specifically, there is little appreciation and/or understanding of role, place and space of the Assembly in County development. The Assembly has started mounting a public sensitization program across the County to facilitate members of the public to understand the Assembly, its mandate and processes as well as role and opportunities of the public in putting the Assembly to account.

7.0 Capacity assessment

A systematic capacity building of Members and staff should be based and driven by a capacity development plan. To generate the plan, a capacity assessment of members and staff has been done. This will avoid capacity building interventions being ad hoc and uncoordinated. A number of members of staff and members of the Assembly have attended several capacity Building initiatives. The viability of having training committee by the office of the Clerk to the County Assembly will be carefully considered by the Board.

8.0 Standing Orders up to date

The Assembly has reviewed, amended and domesticated its standing orders.

9.0 Legislative mandate

The Assembly is now constituted and has engaged on the legislative proposals/bills from the Executive as well as MCAs. The Assembly has passed several Bills and has also discussed several motions, several statements have been requested all which are critical for the proper functioning of the County Government.

a) Physical Infrastructure Development Master Plan

The Board has a critical mandate of ensuring that members and staff have the right working environment and adequate tools in order to deliver on their mandate. The board however has been faced with serious shortages of both the offices and working tools for both staff and members. To address this, the board has developed a Physical Infrastructure Development Master Plan.

- b) Immediate procurement of furniture, computers among other tools of work has now been concluded. There is also a master plan to construct better and bigger physical Assembly facility and resource centre

10.0 STRATEGIC AREAS OF FOCUS FOR SERVICE DELIVERY

The strategic areas informing this Plan include:

- ❖ Legislative Services
- ❖ Committee Services
- ❖ Staff management and development
- ❖ Physical Infrastructure development
- ❖ Financial resources management
- ❖ ICT Infrastructure
- ❖ Strategic Partnerships

10.1 SWOT Analysis

a) **Strengths**

- ❖ Harmony and Teamwork between Assembly members and staff
- ❖ Unity and diversity
- ❖ Committed and competent house leadership
- ❖ Established house committees
- ❖ Established Organogram
- ❖ Professional staff
- ❖ Functional CASB

- ❖ Stable political environment in the county

b) **Weaknesses**

- ❖ Inadequate physical and transport facilities
- ❖ ICT infrastructure
- ❖ Lack of monitoring and evaluation systems
- ❖ Inadequate capacity building for MCAs and staff
- ❖ Lack of library and research facility
- ❖ Inadequate staff
- ❖ Unexploited citizen engagement/participation
- ❖ Limited financial resources

c) **Opportunities**

- ❖ Additional Resources from National GOK, development partners and other sources
- ❖ Increased engagement with civil society, NGOs and other partners
- ❖ Public confidence in the Assembly
- ❖ Development and modernization of facilities
- ❖ Benchmarking with other County Assemblies, National Government, State legislatures, etc
- ❖ Continuous capacity building for Assembly members and staff
- ❖ Development of partnerships through Public Private Partnership
- ❖ Health, Safety and Environment
- ❖ Standardization of Assembly procedures

d) **Threats**

- ❖ Funding constraints
- ❖ Political interference
- ❖ Staff mobility out of the Assembly
- ❖ Technological advancement
- ❖ High levels of citizen expectation
- ❖ Poor infrastructure

❖ Negative interference by constitutional offices

10.2 PESTEL

a) Political

- ❖ Amendment of the constitution
- ❖ Supremacy battles between National Government and County Government, Governors and
- ❖ Senators, County Assemblies and Executive
- ❖ Accommodation of ideological views between political parties/coalitions
- ❖ By elections and impeachments
- ❖ Negative political influence in resource allocation and employment opportunities
- ❖ Compromised politicians in decision making
- ❖ By partisanship in decision making ,e.g. regionalism, nepotism
- ❖ Increased democratization and political awareness
- ❖ Insecurity and organized crime

b) Economical

- ❖ Tourism – sports, wildlife, physical features, hotels, cultural
- ❖ Modernized Farming – tea, coffee, horticulture (mangoes, beans, potatoes, tomatoes, vegetables, pyrethrum), animal husbandry – value addition
- ❖ Small and Medium Enterprises (SMEs)
- ❖ Inadequate infrastructure - access to markets and communication
- ❖ Unemployment
- ❖ Poverty
- ❖ Pressure on land
- ❖ Unexplored resources
- ❖ Economic sabotage

c) Social

- ❖ Insecurity and organized crime
- ❖ Cross county conflicts
- ❖ High rate of sexual offences
- ❖ Unemployment

- ❖ Poverty levels
- ❖ Diseases – HIV/Aids, malaria, maternal child health and lifestyle diseases
- ❖ Corruption -
- ❖ Female Genital Mutilation (FGM)
- ❖ Rich cultural diversity and heritage
- ❖ Inadequate institutions of higher Learning – doing well in primary and secondary, but limited Institution of higher learning to absorb for post secondary.

- ❖ Social equity -
- ❖ Natural disasters – landslides, lightening, floods, snake bites, etc
- ❖ Marginalization of People With Disabilities (PWDs), youth and gender
- ❖ Illicit brews
- ❖ Harmonious co-existence among communities

d) Technological

- ❖ Good and effective communication – ICT enabled
- ❖ Easy access to information
- ❖ Improved farming techniques
- ❖ Inadequate of internet connectivity – fibre optic
- ❖ Inadequate trained manpower – capacity to absorb
- ❖ Cyber fraud
- ❖ Central information depository

e) Environmental

- ❖ Deforestation
- ❖ Pollution – water, car wash, garbage and raw waste disposal
- ❖ Insufficient clean running water
- ❖ Environmental degradation - Soil erosion, Landslides in the hanging valleys
- ❖ Geographical formation of the County – Valley, escarpment and the highlands
- ❖ Good soil for agriculture
- ❖ Good climatological conditions
- ❖ Existence of wetlands

f) Legal

- ❖ Inadequate judicial services
- ❖ Disobedience to the rule of law
- ❖ Interpretation of the law
- ❖ New constitution
- ❖ Progressive County legislations

- ❖ Timely execution of the law

10.3 STRATEGIC OBJECTIVES/THEMES

1. Need to build capacity and legislative resource centre for the MCAs and staff in order to enhance legislative capacity.
2. Citizen engagement/participation
3. Development of physical and technological infrastructure
4. To enhance public confidence
5. Promote transparency and accountability in the management of public resources

10.3.1 Need to build capacity and legislative resource centre for the MCAs and staff in order to enhance legislation

a) Specific objectives

- ❖ Equip Assembly Legislative Resource centre with modern technological equipment
- ❖ Tailored committee and staff trainings
- ❖ Exposure and benchmarking for Assembly
- ❖ Expected outputs
- ❖ Progressive and Quality legislations
- ❖ SMART modus operandi
- ❖ Position Assembly to become a model Assembly

b) Activities

- ❖ Develop the Assembly legislative resource centre
- ❖ Resource mobilization
- ❖ Build strategic networks and partnerships
- ❖ Periodic review of Assembly's rules and procedures to respond to emerging issues
- ❖ Develop continuous performance improvement (CPI) tools

10.3.2 Citizen engagement/participation

a) Specific objectives

- ❖ Sensitization on the roles of the Assembly and Executive in regards to devolution

- ❖ Create forums for public participation
- ❖ Create partnerships with local media

b) Expected outputs

- ❖ Informed citizenry
- ❖ Public satisfaction and confidence
- ❖ Enhanced democracy and good governance
- ❖ Social equity

c) Activities

- ❖ Establishment of Assembly broadcasting unit
- ❖ Implementation of the public participation act 2014
- ❖ Establishment of ward offices
- ❖ Provision of legislative literature to the public
- ❖ Periodic update of the Assembly website
- ❖ Use of social media
- ❖ Encourage public participation in committee's proceedings

10.3.3 Development of physical and technological infrastructure

a) Specific objectives

- ❖ Provide conducive working environment
- ❖ Easy access to information.
- ❖ Efficiency and prudent utilization of public resources
- ❖ ISO and OHSAS certification
- ❖ Realization of Vision 2030

b) Expected outputs

- ❖ Motivated and performing Assembly
- ❖ Real-time service delivery
- ❖ Transformative information flow
- ❖ Efficient and effective service delivery

c) Activities

- ❖ Resource mobilization
- ❖ Establishment of modern Assembly and administrative unit
- ❖ Develop HR manual
- ❖ Mapping the internet connectivity within the county Assembly and ward offices
- ❖ Equipping members and staff with the state of the art IT equipment
- ❖ Deliberate measures to enable Assembly embrace ICT
- ❖ Enactment of ISO and OHSAS policies

10.3.4 To enhance public confidence

a) Specific objectives

- ❖ Justify constitutional existence of the Assembly
- ❖ Championing matters of public interest
- ❖ Pro active leadership
- ❖ Voice of the people

b) Expected outputs

- ❖ Growing public confidence
- ❖ Participatory approach to Assembly business
- ❖ Stable County Government
- ❖ Harmonious and timely conflict resolution
- ❖ High productivity

c) Activities

- ❖ Timely notification on Assembly business
- ❖ Continuous civic education
- ❖ Accessibility of Assembly members and information

10.3.5 Promote transparency and accountability in the management of public resources

a) Specific objectives

- ❖ To adhere to the rule of law
- ❖ Equitable distribution of resources

- ❖ Prudent management of public resources
- ❖ Build confidence with other development partners

b) Expected outputs

- ❖ Public confidence
- ❖ Attraction of investors
- ❖ Transformative development
- ❖ Improved livelihoods

c) Activities

- ❖ Due diligence
- ❖ Continuous projects audits
- ❖ Enacting legislation that promotes public participation in projects management
- ❖ Periodic review of rules and procedures to respond to emerging issues

10.4 RESOURCE MOBILIZATION, RISK MANAGEMENT AND MONITORING & EVALUATION

a) Resource Mobilization

- ❖ 2014 – 2015 Budget – 376 million
- ❖ Development partners – 10 million
- ❖ Exploring more funding partnerships

b) Risk Management

No.	Risk	Rating	Possible Solution
	Political Dynamism	High	Institutional capacity building
	Resistance to Change	Medium	Proactively managing change
	Inadequate Resources	Medium	Strategic financial planning, consultation
	Staff Mobility	Low	Favourable terms and conditions of service
	Poor Public Image	Medium	Citizen participation and managing

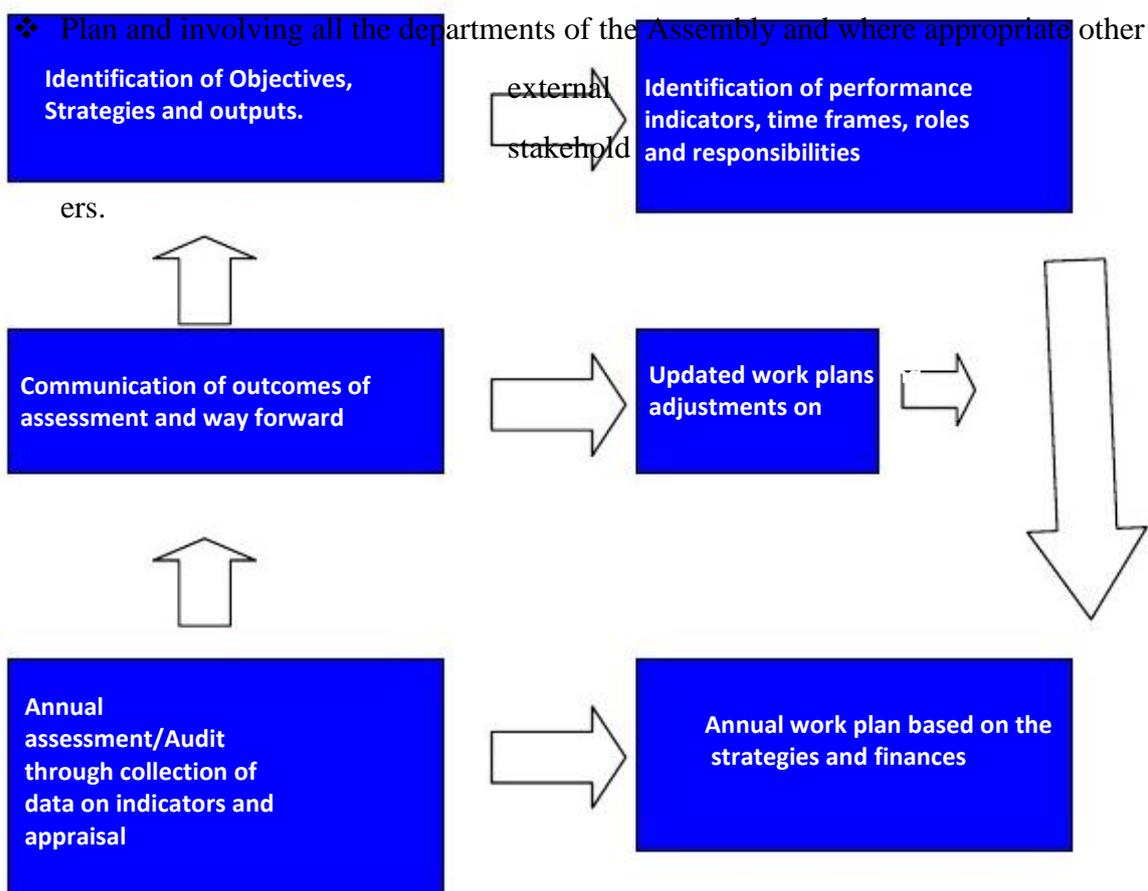
			communication
	External Interference	Medium	Asserting role of the county assembly and a call constitutional sobriety
	ICT and Cyber Crime	Medium	Training and investment in appropriate technology
	Natural Calamities	Low	Sensitization and preparedness in disaster management
	Insecurity	Medium	Enhance community policing
	Fraud	Low	Internal control mechanisms that detect and check fraud

c) Monitoring and Evaluation

For the Strategic Plan to be effectively implemented, it is important that a Monitoring and Evaluation (M&E) framework be set up. The CASB will set up an appropriate unit under the Office of the Clerk of the County Assembly that will take the lead role in ensuring that there is regular evaluation and reporting of all programs and strategies that will be implemented during this planning period.

The M & E framework shall aim at ensuring that:

- ❖ Financial control mechanisms covering all the planned activities
- ❖ That information on implementation data is made available throughout the strategic plan period
- ❖ Data bank set up to capture all activities and projects in areas of actual costs and expenditures
- ❖ Program evaluation is put in place to measure the impact of the strategic inputs
- ❖ Performance indicators must be analyzed and feedback provided
- ❖ Mid-term review is needed two years into the strategic plan
- ❖ Work plans need to be developed by each office/committee to direct performance
- ❖ The Strategic Plan Steering Committee (SPTC) will conduct annual audits of the Strategic



IMPLEMENTATION MATRIX

Objective	Deadline	Expected output	Budget	Responsibility
Objective 1. Need to build capacity and research for the MCAs and staff in order				
i. Develop the Assembly's legislative resource centre	December 2015	Progressive and quality legislation	Kes.40M	CASB – Chair
ii. Resource mobilization	Continuous	SMART mundus operandi	Kes. 20M	CASB - Chair
iii. Build strategic networks and partnerships	Continuous	Position assembly to become a model assembly	Kes. 20M	CASB – The Public Member
iv. Periodic review of the Assembly's rules and procedures to respond to emerging issues	Continuous		Kes. 5 M	House Committee on rules and procedures – Speaker
v. Develop continuous performance improvement (CPI) tools.	Annual		Kes. 5 M	CASB – Chair/ Clerk
Objective 2. Citizen Engagement	Deadline	Expected output	Budget	Responsibility
i) Establishment of Assembly's broadcast unit	June 2015	Informed citizenry	Kes. 50 M	CASB - Chair /Clerk& The Public Member
ii) Implementation of the Public Participation Act, 2014	December 2014	Public satisfaction	Kes. 30M	CASB – Clerk
iii) Establishment of Ward offices	December 2014	Enhanced democracy and Good governance	Kes. 50M	CASB – Clerk, Majority, Minority Leaders
iv) Provision of legislative literature to the public/printing press	December 2014	Social equity	Kes. 50M	Clerk – Chair & Clerk
v) Periodic update of Assembly's website	Continuous		Kes. 2M	Clerk – Chair & Clerk
vi) Use of social media	October 2014 -& continuous		Kes. 2M	CASB – Chair & Clerk
vii) Encourage public participation in	December 2014		Kes. 20M	

committees' proceedings				
Objective 3. Development Physical and Technological Infrastructure	Deadline	Expected output	Budget	Responsibility
i) Resource mobilization	April 2013 & Continuous	Motivated and performing Assembly	Kes. 5M	CASB – Chair & The Public Member
ii) Establishment of modern Assembly and Administrative Unit	December 2015	Real-time service delivery	Kes. 50M	CASB – Chair & Clerk
iii) Develop HR capital	December 2014	Transformative information flow	Kes. 30M	CASB – Chair, Clerk, Chair Devt
iv) Mapping and installation of the internet connectivity within the county assembly and ward offices/Skype	December 2014	Effective and efficient service delivery	Kes. 50M	CASB – Chair Devt, Clerk
v) Official residence of the Assembly Speaker	December 2016		Kes. 30M	CASB – Chair & Clerk
vi) Equipping members and staff with the state of the art IT equipment	December 2014		Kes. 10M	CASB – The Public Member
vii) Deliberate measures to enable the Assembly embrace modern ICT	December 2014		Kes.10M	CASB – The Public Member
viii) Enacting ISO & OHSAS policies	December 2014		Kes. 10 M	CASB – The Public Member
Objective 4. Public Confidence	Deadline	Expected output	Budget	Responsibility
i) Timely notification on the Assembly's business	Continuous	Growing public confidence	Kes. 10M	CASB - Clerk
ii) Continuous civic education	Continuous	Participatory approach to assembly business	Kes. 40M	CASB – Clerk
iii) Access to assembly members and information	Continuous	Stable county government Harmonious and timely conflict resolution High productivity	Kes. 2M	CASB -
Objective 5.				

Promote Transparency And Accountability in Management of Public Resources	Deadline	Expected output	Budget	Responsibility
i) Due diligence	Continuous	Public confidence	Kes. 20M	CASB – Chair & Clerk
ii) Continuous project audits	Half yearly	Attraction of investors	Kes. 20M	CASB – Chair & Clerk
i) Enacting legislations that promote public participation in projects management	Reviews on Need Basis	Transformative development	Kes. 8M	CASB – Speaker & Clerk
ii) Periodic review of rules and procedures to respond to emerging issues under this section	Reviews on Need Basis	Improved livelihoods	Kes. 8M	CASB – Speaker & Clerk
Total cost of the strategic plan financing = Kshs.597M				