REPUBLIC OF KENYA

BOMET COUNTY ASSEMBLY

BOMET COUNTY ASSEMBLY SERVICE BOARD

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Strategic Plan 2014-2018

PRELIMINARY

FORWARD FROM THE HONOURABLE SPEAKER

COMMITMENT AND ACKNOWLEDGEMENT FROM THE CLERK

EXECUTIVE SUMMARY

Corporate Institutions, whether Public or Private, become what they are based on decisions and choices leaders and managers make over a long period of time. In all institutions, the management is charged with the responsibility of thinking and planning for the organizations that they run. In the corporate world, managers articulate their intents in a strategic sense based on plans that usually cover medium to long term; 3 - 10 years. The 21st century is characterized by the incorporation of strategic planning in every dimension of management, including government and the public sector organizations.

Strategic plans have become tools for any organization that wishes to change and grow. Such plans help management in the allocation of resources to the most strategic areas and in the pursuit of areas of core competences, often leading to greater productivity. Involvement of every member of staff in the implementation of the strategic plan ensures that synergy and accountability are enhanced.

This first strategic plan for County Assembly of Bomet lays out the blueprint necessary for the realization of a democratic and industrialized country, as envisaged within the government's Vision 2030 and the Constitution of Kenya 2010. The plan also incorporates the medium term framework covering 2012-2017. The plan is realistic and hopes to realize the aspirations of the County Government as articulated in the County Integrated Development Plan 2013-2017.

This five year strategic plan envision the County Assembly as a *model County Assembly that effectively legislate, oversight and represent* and shall be attained by *enhancing the capacity of the Members and County Assembly Service Board to offer transparent and result oriented leadership by upholding the principles of impartiality, objectivity and professionalism and to bring the government closer to the people* as the Members and the Board are guided by the core values of *Transparency and Integrity, Result Orientation, Professionalism, Impartiality, and Teamwork and Commitment.* It espouses nine strategic objectives which are: *(i) To enhance the knowledge of the Members and expertise of the staff for effective legislation, oversight and representation; (ii) To build an oversight process that ensures effective scrutiny and oversight of the County Budget and its appropriations; (iii) To establish a fully equipped professional non-partisan research centre that undertakes*

research work in an integrated approach tapping competencies in key departments of Legal, Clerk's Chambers, Budget Office among others; (iv) To strengthen County Assembly's representative capacity through external linkages and partnership with various stakeholders to foster sustainable development; (v) To Improve County Assembly Legislative, Administrative and Infrastructural Support Services to enable Members to legislate, oversight and represent more effectively; (vi) To improve service delivery by the County Government through enactment of progressive laws and policies and effective exercise of oversight role; (vii) To increase the levels of (internal and external) customer satisfaction with the services of the Assembly; (viii) To improve the human resource capacity for enhanced service delivery; (ix) To ensure adequate financial resources are available to meet the capital and operational expenditures of the Assembly and 49 strategies.

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CHAPTER ONE: INTRODUCTION

1.1. ORGANIZATIONAL BACKGROUND

1.1.1. The Bomet County Assembly

Article 176 (Chapter Eleven) of the Constitution of Kenya 2010 establishes County Governments consisting of a County Assembly and a County Executive. The Chapter further sets out the roles, functions and other matters relating to the membership and operations of the County Assembly. Section 8 of the County Governments Act, 2012 provides that the County Assembly shall vet and approve nominees for appointment to county public offices, perform the roles set out under Article 185 of the Constitution, 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, approve the borrowing by the county government in accordance with Article 212 of the Constitution, approve county development planning and perform any other role as may be set out under the Constitution or legislation.

Article 185 of the Constitution provides for the legislative authority of County Assemblies, vesting the legislative authority of a county and the exercise of that authority in its County Assembly. The Assembly has powers to make any laws that are necessary for, or incidental to, the effective performance of the functions and exercise of the powers of the County Government under the Fourth Schedule. It also provides that a County Assembly, while respecting the principle of the separation of powers, may exercise oversight over the County Executive Committee and any other County Executive organs. The Assembly also receives and approves plans and policies for the management and exploitation of the County's resources and the development and management of its infrastructure and institutions. County Assemblies are expected to conduct an oversight of the County Government, which has been expanded greatly, with extended control over critical County processes such as the Budgeting process, public appointment and County Legislation among others.

Bomet County Assembly consists of 36 Members, who include twenty five (25) Ward Representatives, each elected by the registered voters of the wards, each ward constituting a single member constituency. Ten (10) members are nominated by the County Assembly political parties according to their proportional representation in the County Assembly to represent special interests including persons with disabilities, minorities and the youth, and the Honourable Speaker elected from outside the House.

1.1.2. Leadership of the Bomet County Assembly

The leadership of the House includes:

i). Hon. Geoffrey K. Korir: Speaker
ii). Hon. Josphat Kirui: Leader of Majority
iii). Hon. Joyce Korir: Deputy Speaker
iv). Hon. John Chepkwony: Leader of Minority
v). Hon. xxx : Deputy Leader of Majority
vi). Hon. Aurelia Chepkirui: Member, Speaker's Panel
vii). Hon. William Mosonik: Member, Speaker's Panel
viii). Hon. Sammy Kipsiele Kirui: Member, Speaker's Panel
ix). Hon. xxx : Majority Whip
x). Hon. xxx : Deputy Majority Whip
xi). Hon. xxx : Minority Whip
xii). Hon. xxx : Deputy Minority Whip

1.1.3. The Bomet County Assembly Service Board

The Bomet 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 five members: Hon. Speaker of the Assembly as the chairperson; Leader of Majority as the vice-chairperson, the County Assembly Clerk as the Secretary, and Leader of Minority as member and one other member who is a 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.

The statutory mandate and responsibilities of the Board include:

a) Providing services and facilities to ensure the efficient and effective functioning of the County Assembly;
b) Constituting offices in the County Assembly service and appointing and supervising office holders;
c) 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;
d) Undertaking, singly or jointly with other relevant organizations, programmes to promote the ideals of parliamentary democracy;
e) Performing other functions necessary for the well-being of the members and staff of the County Assembly or prescribed by the national legislation.

The members of the County Assembly Service Board are as listed below:

Name	**Role**
Hon. Geoffrey Kipng'etich Korir	Chairman
Hon. Josephat Kirui	Vice Chairman
Hon. John Chepkwony	Member
Mrs. Linder Cherono	Member
Mr. Isaac Kitur	Secretary

1.2. KENYA VISION 2030

To sustain the recovery which was initiated by the Economic Recovery Strategy for Wealth and Employment Creation (ERS, 2003) and move into a higher growth and development path, the Kenya Government formulated a new long-term development blueprint for the country - Kenya Vision 2030. The motivation for the Vision is to have a development strategy that succeeds the ERS and answers to the aspirations for a prosperous society by transforming Kenya into a newly-industrialising, middle income country providing a high quality of life to all its citizens in a clean and secure environment by the year 2030. The Vision, therefore, not only aims at meeting the Millennium Development Goals (MDGs) but

also making the country globally competitive. The overarching vision, therefore, is **"A globally Competitive and Prosperous Nation with a high quality of life by the year 2030".**

Kenya Vision 2030 is anchored on three key pillars: Economic; Social; and Political Governance. The objective of the economic pillar is to achieve an economic growth rate of 10 per cent per annum and sustaining the same till 2030. This growth target will be achieved through implementation of several flagship projects in six priority sectors namely Tourism, Agriculture, Wholesale and Retail Trade, Manufacturing, Business Process Out sourcing (BPO) and Financial Services. The social pillar seeks to create "a just, cohesive and equitable social development in a clean and secure environment". It, therefore, presents comprehensive social interventions aimed at improving the quality of life. Finally, the political pillar objective is to have "an issue-based, people-centred, result-oriented and accountable democratic system".

Achieving economic pillar objective would require unlocking the bottlenecks to growth. These include increasing savings and investment to more than 30 percent of GDP, improving business environment, road infrastructure improvement, reducing the energy and telecommunications costs which at present are higher than the benchmark countries, and reducing the size of the informal sector in the economy. Improvement in the business environment would specifically require a fundamental shift to business "unusual", essentially from "Red Tape" bureaucracy to "Red Carpet" and a change in management philosophy from limited sense of urgency to relentless follow up; a reform of legislative mindset from slow reactive to fast proactive legislation; from normality of the public service to utilisation of top talent; from low and dispersed budgetary resources to focused special budget for investments.

The vision classifies interventions in the social pillar into six broad areas of focus. These include education, health, water and sanitation, environment, housing and urbanisation, and gender, youth and vulnerable groups.

The political pillar vision is driven by the country's desire to confront the current challenges concerning Rule of Law and Human Rights; Electoral and Political Processes; Democracy and Public Participation; Transparency and Accountability; Public Administration and Service Delivery; and Security, Peace-Building and Conflict Management. The visions in

each of these areas respectively are (i) Adherence to the rule of law applicable to a modern, market-based economy in a human rights-respecting state, (ii) Genuinely competitive and issue-based politics, (iii) People centred and politically engaged open society, (iv) Transparent, accountable, ethical and results oriented government institutions, (v) Policy driven and service focused government institutions, and (v) Security of all persons and property throughout the Republic of Kenya.

1.2.1. Role of the County Assembly in Achieving the Kenya Vision 2030

All the above pillars cannot be achieved unless there is an effective County Assembly that plays its roles of representation, legislation, and oversight adequately. The County Assembly Service Board should identify the need to create a viable environment for the Members of County Assembly to play their roles efficiently and effectively. The County Assembly is expected to make laws which ensure that the county enjoys peace, justice is upheld and that the core values of human dignity and equity are achieved and maintained. Indeed, one of the flagship projects for the political Pillar is "to build a non-partisan professional research centre for Members of County Assembly". The County Assembly Service Board recognizes the need for the legislators to make informed decisions as they make laws and scrutinize policies introduced to the House by the County Executive and, in this Strategic Plan, has included a programme that supports capacity building for both Members and staff.

The objectives and targets of Vision 2030 will require an efficient and effective County Assembly that makes laws as required; to create an enabling environment for its achievement. The County Assembly Service Board will be playing a major role in ensuring that the country attains the goals of Vision 2030. The County Assembly Service Board is committed to attain strategic objectives, which include building a quality process of scrutinizing and overseeing County Executive actions, ensuring that a people's Assembly is achieved, that is responsive to the needs of the public.

This Strategic Plan has taken into consideration the contents of the Second Five-Year Medium-Term Plan for 2013 to 2017 of the Vision 2030 and the proposed programmes and identified targets as well as the Bomet County Integrated Development Plan 2013-2017.

1.3. RATIONALE FOR STRATEGIC PLANNING

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 plan.

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 November 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. The Board has also initiated a number of institutional development projects that are aimed at transforming the County Assembly.

In view of the foregoing, the CASB found it necessary to put down its plan of activities to guide its next 5 years hence this Strategic Plan. The essence of this Strategic Plan is: clarify future direction of the County Assembly; provide a context to link the budget process and other legislative processes with priority issues, and to improve accountability for the use of County resources; provide a basis for aligning resources in a rational manner to address the critical issues facing the County now and in the future; consider the future consequences of current decisions; deal effectively with rapidly changing circumstances; improve internal management and organizational performance; make County Assembly more responsive to the needs of Bomet County residents by placing greater emphasis on benefits and results rather than just service efforts and workload; build internal teamwork and expertise; build external partnerships and increase co-ordination; and strengthen relationships with electorates.

1.4. METHODOLOGY OF DEVELOPING THE PLAN

This Strategic Plan has been developed through a participatory and consultative process, which involved consultative meetings, retreats for senior management and other staff with the leadership of CASB, and workshops for departmental heads. The process was aimed at ensuring that there was ownership of the Plan, and commitment and leadership that is necessary for its implementation. The specific approach was as follows:

Levels of participation: In order to ensure full ownership of the Plan, all major internal and external stakeholders - the CASB, Deputy Speaker, five representatives of Members gave the political leadership to the process. Further all MCAs - in more than one session - engaged and actively participated in developing the plan. The staff of the County Assembly were also involved not only in the planning and formulation but also in drafting of the plan. There were also a series of public engagements for the business community, farmers, special groups, women and youth from the county as a way of ensuring public participation in the process. The County Executive also provided in put into the process through memoranda and interviews.

Involvement of expert: In order to provide professional guidance to the process, Hallmark Consulting Ltd was engaged to provide expertise in legislative work and strategic planning and to guide the stakeholders of the Strategic Plan to actively participate in the development of the Plan with a clear aim of ensuring wider ownership and implementation. The Hallmark Consulting used information gathered from various documents, and submissions by various departments to carry out Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, Political, Economic, Social, Technological, Legal and Environmental (PESTLE) analysis, a stakeholder analysis as well as writing other sections of this Plan. The institutional issues that were undermining the effectiveness of various departments and offices and the need to embrace a results-oriented management approach that leads to efficient delivery of services guided the proposals made on the development of new structures and the need for staff capacity building.

The resource requirements for implementing the Plan have been worked out from the estimated costs of the proposed programmes and activities.

1.5. ORGANIZATION OF THE PLAN

The rest of the Chapters of the Strategic Plan contain the following: Chapter 2 focuses on Situational Analysis of the internal and external environment while identifying the stakeholders of the County Assembly Service. The chapter also discusses the achievements, and challenges of the County, Structural issues and the key success factors; Chapter 3 presents the vision and mission statements and delves into the Emerging Issues from which Strategic Objectives, Strategic Drivers, Strategic Themes and Strategic Map are derived; Chapter 4 covers the Implementation process, and Monitoring and Evaluation Framework; Chapter 5 gives a detailed Action Plan by providing an institutional structure for the plan implementation; Chapter 6 provides the resource mobilization strategies, the costings and budget; and Chapter 7 describes the accountability measure and Risk Management framework.

CHAPTER TWO: SITUATION ANALYSIS OF BOMET COUNTY

2.1. INTRODUCTION

The Assembly recognizes that it operates in an environment dictated by external and internal factors, which directly and indirectly impact on its operations. Such an environment creates demands and challenges which must be addressed. The achievement of this Strategic Plan's objectives will largely depend on how the County Assembly Service Board manages its environmental factors. In developing this Strategic Plan, a situational analysis of the Political, Economic, Social-Cultural, Technological Environment and Legal (PESTEL) as well as that of Strengths, Weaknesses, Opportunities and Threats (SWOTS), was carried out besides stakeholder analysis.

2.2. REVIEW OF PERFORMANCE OF THE BOMET COUNTY ASSEMBLY

Following the election of the Members of the County Assembly and the swearing in on 22nd March as well as the constitution of the County Assembly Service Board, the Assembly (CASB) has established the various office under the Assembly service and facilitated training and capacity building of the Members of County Assembly, the Assembly Committee Members and the various staff members of the Assembly Service. The offices include that of the Clerk and Deputy Clerk, Finance and Accounts, Procurement, Internal Audit, Hansard, ICT, Sergeant at Arms/Security, Human Resource, Budget, Legislative and Legal Services, Administration and Drivers.

The Assembly vetted and approved the appointments of various public office holders in the County Executive which included the Executive Committee Members and the Chief Officers, debated and approved various plans including the First County Integrated Development Plan 2013-2017 and budgets for the County Government including the 2014/2015 financial year budget in line with its oversight function.

Legislatively, the County Assembly has debated various county laws including Bomet County Finance Bill No 2 of 2013, Bomet County Appropriation Bill No 1 of 2013, County Budget and Review Outlook Paper 2013, Bomet County Medium Term County Fiscal Strategy Paper 2014, Bomet County Policy on Support of Needy Children Sessional Paper No 1 of 2014, Policy on County Enterprise Development Fund No 2 of 2014, Bomet County Policy on Old and Aging Persons Sessional Paper No 3 of 2014, Bomet County Alcoholic Beverages Control and Management Bill No 1 of 2014, Bomet County Agencies Establishment Bill No 3 0f 2014, Bomet County Coordination of Government Functions Bill No 4 of 2014, Bomet County Emblems, Protocol and Salutations Bill No 10 of 2014, Public Appointments Bill No 8 of 2014, Bomet County Office of the County Attorney Bill No 4 of 2014, County Assembly Service Bill No 6 of 2014, Bomet County Appropriation Bill No 12 of 2014, Bomet County Appropriation Bill (Amendments) No 13 of 2014, Bomet County Supplementary Appropriation Bill No 9 of 2014, Bomet County Disaster and Emergency Management Bill No 7 of 2014, and Bomet County Support of the Needy Bill No 11 of 2014.

2.3. REVIEW OF TRENDS IN DEVOLVED GOVERNMENTS LEGISLATIONS, REPRESENTATION AND OVERSIGHT

Devolution is can simply defined as the process of transferring decision-making and implementation powers, functions, responsibilities and resources to legally constituted and popularly elected local governments. Assembly services at devolved levels exist to support the functioning the Government and the Assembly Service Boards support the Assemblies in discharging it duties. In Australia, for example, the Service provides a diverse range of services to clients - Members and their staff, the chamber departments, other building occupants, the Australian community and government agencies. These services deliver library and research services; parliamentary records services; information and communication technology services; security services and building services and amenities;

The United Kingdom experience informs us that for devolution to work there should be a full and comprehensive understanding of the development, legal and policy areas that have been devolved as well as a full appreciation and consultation so that interests at both levels of government are taken into account in policy making in reserved or non-devolved areas which will have an impact on the nation as a whole.

Best practice should be mainstreamed across all levels of government, and devolution awareness should form a core part of the training for all civil servants. While this is crucially important in relation to civil servants it is also important that a good understanding of the constitutional provisions should reach the front line of every department and agency of government. It is an issue for those engaged in service delivery as well as those concerned with policy.

The system of devolved government, including governments of different political complexions, requires a set of arrangements which provide opportunity for the expression of legitimate political and territorial differences, negotiation, dialogue and dispute resolution. These arrangements also need to facilitate the co-ordination of action in areas of joint interest, the promotion of common interests and good relations and an effective means of dealing with the consequential effects of decisions taken in the respective jurisdictions.

One way of securing a greater interchange and understanding would be to develop a format similar to the British-Irish Parliamentary Assembly, bringing together Members of Parliament and of the Assemblies, to hold to account the Joint Ministerial Committee and to share experience and best practice. There needs to be reasonable confidence in the value which could be added by such a body for the idea to be developed, but we consider that it deserves debate.

The process of enhancing the legislative competence of Assemblies should achieve an efficient and streamlined process of scrutinizing and enacting legislative drafts. In developing a clear and coherent strategy for devolution, the concerned government Ministry, needs to take policy developments in both areas into account and establish cross-departmental working mechanisms. Any devolved power needs to be accounted for both at the County and national levels.

2.4. SWOT AND PESTEL ANALYSIS

2.4.1. SWOT Analysis

The following table presents the SWOT (Strengths, Weaknesses, Opportunities and Threats) of the Service Board:

Table 1: SWOT Analysis

Internal Capabilities Audit	**Environmental Scan**
Strengths i). Well organized and coordinated legislative agenda, with good leadership from Speaker and Clerk. ii). Financial support from Government. iii). Control over staff- recruitment and deployment process by the CASB. iv). Intense capacity building of staff and members.	**Opportunities** i). Support from National Government towards devolution. ii). Increased enthusiasm to engage with the County Assembly by development partners. iii). Small number of MCAs which may lead to a cohesive team with fast decision making. iv). Opportunity to interact with other County Assemblies/ National Parliament. v). Adequate land for new infrastructural development
Weaknesses i). Lack of harmony, unity of purpose and good working relationship among MCAs, Assembly leadership, and staff ii). Low absorption capacity of resources and slow implementation of programmes iii). Lack of monitoring and evaluation systems iv). Weak human resource management systems v). Slow institutional response to change vi). Low staff morale vii). Division between elected and nominated members viii). Inadequate training for MCAs and staff. ix). Inadequate infrastructural facilities e.g. committee rooms, offices, furniture, ICTs, security.	**Threats** i). Unstable political environment in the County ii). Increased focus and expectations on County Assembly from the public and other stakeholders for its critical role of creating the necessary legal framework for county administration and development iii). Dynamic political environment (Transition Authority and County Governments) iv). Political interference - National Government and County Executive v). Budget constraints resulting in resource cutbacks vi). Possibility of staff mobility to other employers.

2.4.2. PESTEL Analysis

Table 2: PESTEL Analysis

Factor	Nature	Impact
Political	• Increased political awareness among Kenyans including at the County level, especially on devolved governance structures	• Informed electorate that holds the Assembly accountable
	• Emerging and dynamic political structures - coalitions, changing role and status of official opposition	• Increased need to facilitate offices of Leaders of Majority and Minorities in the Assembly
	• Increased democratization	• Political stability and effective leadership
	• Kenya Vision 2030 development blue print will enhance fast tracking of implementation of the flagship projects within the County	• A more focused development agenda
Economic	• Increased focus on Counties as economic zones	• Economic growth of the County
	• Prevailing unemployment among the youth	• Increased crime and unrests by the youth
	• Poor commercial and trade infrastructure	• Increased cost of doing business
	• Perceived corruption	• Non-delivery of services
	• Agricultural potential within the Region will contribute to GDP and food security	• Opportunity to harness the potential
	• Formation of regional economic/ trading partnerships at National level	• New opportunities for exports including from the County.
	• Poor physical planning of the County	• Need to legislate on development and zoning of the County
	• Falling and unstable international prices of tea	• Need for increased support to farmers and diversification of cash crops
Social	• Increased awareness of civic duty and human rights by Kenyans	• Increased observance of civic duty and human rights
	• Relatively high population growth rate	• A strain on available resources
	• High levels of poverty among the citizenry	• Need for new strategies to revamp the economy and empower the community

		economically.
	• Increased awareness of social equity	• Agitation for equity in distribution of resources
	• Increased movement of skilled human resources across the country	• Attraction of highly qualified personnel to work in the Assembly
Technological	• Growing use of ICTs including computers and mobile telephony • Growth of social media • Growth of main stream media as well as community and vernacular radio	• Need to leverage ICT in operations and communications
Environmental	• Increased environmental awareness including dealing with conservation issues	• New legislations on environmental issues in the County
Legal	• Enhanced role of County Assemblies to create new legislation for Counties	• Enhanced participation by MCAs in legislative processes
	• Development of Standing Orders for the County Assembly	• Enhanced legislative process and oversight process

2.5. STAKEHOLDER ANALYSIS

County Assembly Service Board has strong linkages with all County Government Departments and some National Government Ministries and Commissions as it facilitates the County Assembly to play its two major roles of making laws and oversight. It also has other links with the public, as the MCAs are representatives of the people.

The following are the stakeholders who have a direct or indirect relationship with Bomet County Assembly:

Table 3: Stakeholder Analysis

Stakeholder	Role of the Stakeholder	Stakeholder Expectations from County Assembly Service Board	What the County Assembly Service Board should do to meet stakeholder's expectations	What stakeholders should do to assist the County Assembly Service Board
Members of the County Assembly	• Legislative support and advocacy	•	•	•
Assembly Staff	• Execution and implementation of County Assembly Service Board's mandate	• Firm and fair leadership in dealing with the staff • Proper staff welfare and harmonised scheme of service • Opportunities for training and development • Secure and good work environment • Career path, retention and exit plan	• Provide conducive working environment, • Appropriate organizational structure • Recognize staff roles and offices • Motivate staff	• Improve performance/service delivery • Staff loyalty, pride and commitment • Timely implementation of County Assembly Service Board programmes • Implementation of County Assembly Service Board rules and regulations • Professionalism • Impaliality
County Government Executive and other public institutions	• Execution of County development programmes	• Debate and scrutiny of policies and budgets on a timely basis • Better and effective communication on all issues • Cooperation with the Executive	• Collaborate and partner with the Executive	• Timely Implementation of debated policies and laws • Efficient and effective utilization of resources • Efficient and effective feedback on all issues to the Assembly
National Government and its Agencies	• Provide finances • Provide rules and guidelines for County Governments	• Improved service delivery • Increased oversight	• Participate in joint initiatives and provide effective co-ordination	• Implementation of policies and laws passed by the Assembly • Provide enough financial resources for the programmes of the County

Stakeholder	Role of the Stakeholder	Stakeholder Expectations from County Assembly Service Board	What the County Assembly Service Board should do to meet stakeholder's expectations	What stakeholders should do to assist the County Assembly Service Board
				Assembly Service Board
Independent Commissions	• Provide guidelines for County Governments	• Adherence to guidelines provided by the Commissions	• Consultation and cooperation	• Favourable treatment to the needs of the Members of County Assembly • Implementation of the Commissions guidelines
Investors in the County	• Invest in the County	• Progressive legislations • Improved service delivery	• Pass favourable legislations to facilitate trade and investments	• Improved investor support to County Assembly Service Board programmes
The Media	• Communication and information	• Access to information and facilities of the Assembly • Timely information on County Assembly programmes	• Create a proper channel for dissemination of information to the media	• Responsible journalism
The civil society	• Lobbying	• Inclusiveness in the legislation process • Provision of information	• Provide fora for the civil society to air their views	• Offer constructive suggestions • Participate in stakeholder fora
The public/ Local Community	• Tax payers • Electorate	• Effective representation • Good governance • Improved legislation • Appropriate utilization of resources • High quality service provision	• Offer efficient and effective services • Provide timely and sufficient information • Involvement in governance process	• Participation in democratic processes • Feedback from the Public
Development partners	• Provide technical and financial support	• Good corporate governance and growth in democracy	• Offer facilitation, coordination and	• Partnership and support for County Assembly Service Board activities

Stakeholder	Role of the Stakeholder	Stakeholder Expectations from County Assembly Service Board	What the County Assembly Service Board should do to meet stakeholder's expectations	What stakeholders should do to assist the County Assembly Service Board
		• Appropriate utilization of resources	networking and exercise good corporate governance	• Adhere to the local policy and legal framework
Suppliers of goods and services	• Supply of required goods and service	• Timely payment for goods and services. • Transparent and fair processes as per PPDA (Public Procurement and Disposal Act and Regulations)	• Effect prompt payment for goods and services • Be impartial in awarding of tenders	• Provide quality goods and services. • Timely deliver the right quantities of goods and meet required timelines in service delivery.

2.6. BOMET COUNTY ANALYSIS: CHALLENGES AND DEVELOPMENT AGENDA

The development challenges in Bomet County are many and varied across sectors. For example, there isn't a proper systems for revenue collection, scarcity of resources for development, macroeconomic instability that hinders achievement of economic growth, poor interfacing of various policies geared towards economic development of the county, inequitable distribution of resources necessary for economic growth, expansion and benefit sharing through trickle-down effect, limited participation of the private sector and other stakeholders, inadequate monitoring and evaluation. These could be tackled by developing and promoting multi-faceted policy approach through interfacing of various policies geared towards economic development of the county, establishing proper systems for revenue collection, developing and promoting strategies geared toward resource mobilization and allocation, introducing initiative to maintain macroeconomic stability, establishing distribution mechanism to ensure equitable allocation of resources and output, promoting Public Private Partnership (PPP) and establishing and strengthening monitoring and evaluation mechanism.

The health challenges include shortage of health facilities, inadequate maternity services, shortage of health workers, "herbal doctors" who dupe many members of the community with fake drugs, disease prevalence such as malaria, upper respiratory tract infection, skin infections, pneumonia and intestinal worms, the nutritional status of households in the county can be described as average even though no recent surveys on the same have been conducted, and infant mortality. These can be addressed by construction of new health facilities, upgrading existing dispensaries into health centers and acquisition of ambulances for wards, employment of appropriate numbers of health workers, introduction of research and development facilities to test herbal medicine, introduction and mainstreaming of public health education in all development plans, issuing nets and prophylactic treatment of expected mothers to curb Malaria and deworming in the case of intestinal worms, and concerted effort is needed to reduce the maternal mortality rate.

The water challenges include pollution from farm chemicals and fertilizers which are heavily used in tea plantations and upper zones which drain into the rivers and other sources such as ponds and small dams and pollution from car wash, lack of sewer system in urban centers

across the county, diminishing river flows due to intensified cultivation along their banks and catchment area, long distance to the nearest water point. These can be tackled through developing legislations to protect water catchment areas and enforce the existing laws fully, providing tap water through gravitational flow from up-stream sources, constructing back up tanks in public facilities like hospitals and schools, and establishment of irrigation schemes in the drier part of the County.

The infrastructural challenges include poor accessibility in rural areas due to poor main and feeder roads is prohibiting the growth of economic activities in the county. In particular, poor roads make it difficult for agriculture produce to reach the markets, increases the time it takes to access health facilities, and in general increases the cost of doing business hence discouraging investments. Inadequate financial allocation for road construction, and the airstrip at Itembe is in poor condition. The County government need to construct and maintain motorable roads including murraming and tarmacking across the sub-counties. For the economy to be vibrant, all feeder roads have to be opened up through murraming, encourage the public private partnership (PPP), collaborate with Kenya Airports Authority to rehabilitate and expand the air strip near Bomet town in order to accommodate a range of planes to serve the south Rift and mostly access to Maasai mara game reserve.

The main challenges facing the agribusiness sub-sector are low productivity and persistent food insecurity in some areas of the County. The challenges can be attributed to poor crop husbandry, use of uncertified seeds, lack of planting materials, pests and diseases and low application of fertilizer. Water shortage during dry periods and periodic water logging whenever there is excessive rain has also been affecting production especially in the lower parts of the County. About 80 per cent of the farmers rely on on-farm grain storage which has contributed to high post-harvest losses. The livestock sub-sector also faces low productivity which manifest in low yields and poor quality of products. No value addition on the animal products except for the raw products. The main contributors to this state of affairs is poor cattle breeds, frequent outbreak of diseases, lack of feed and pastures and low adoption of appropriate technologies. Marketing of the agricultural produce is still minimal. The inefficient supply chains affect productivity and expose the sector to massive exploitation by the middlemen. Lack of ready and reliable markets for farm produce is a contributory factor to poverty in the County as produce like tomatoes, vegetables and potatoes perish before they

reach the market. Poor access to market information also leads to the sale of agricultural products at throw away prices especially during harvesting season when supply exceeds demand.

The main challenge facing the cooperative sector is the high failure rate and dormancy. Farmers do not benefit fully from their produce since they sell their products through middle men who exploit them. There is also the issue of lack of credit facilities which are attractive to the farmers and over reliance on rain fed agriculture which is unpredictable due to climatic variabilities.

The County government should provide support of technical experts that ensures modern ways of farming are used. This calls for the services of reliable extension services. Research on maize disease needs to be carried out and measures undertaken to ensure that the crop diseases are controlled; establishment of irrigation schemes in the lower part of the County; enhanced provision of extension services to inculcate best farming practices and to promote adoption of new technologies, including modern storage facilities; veterinary services should be enhanced to improve livestock disease surveillance and control, provision of extension services to manage outbreak of diseases and ensuring quality of livestock products. This also calls for reliable extension services and provision of subsidized Artificial Insemination Services; intensify marketing of the agricultural produce and improve supply chains to minimize exploitation by middlemen. There is need for the formation and strengthening of cooperative societies which can sell farm produce on behalf of its members directly to buyers in order to have a collective bargain for better prices.

There is also the challenge of low aquaculture productivity; environmental degradation through deforestation, waste disposal and quarrying activities particularly in Koiwa and Kyogong; encroachment to gazetted forests through grazing and illegal logging; lack of sewerage systems and proper waste management in most urban centres in the County has led to environmental pollution and increased waterborne diseases; poor disposal of non-degradable materials such as polythene bags and plastics which are littered in trading centres within the County causing blockage of the storm drains and providing conducive environment for breeding of disease vectors such as mosquitoes. Climate change has resulted in unpredictability in rainfall patterns and rise in temperatures over time, which has resulted in food insecurity as farmers are unable to prepare well for planting and harvesting seasons.

These challenges can be tackled through development of and promoting Fish Farming Enterprise and Productivity Programme started by the Ministry of Fisheries Development in 2009 to raise aquaculture productivity and promote other related aqua-business activities in the value chain with the aim of increasing incomes of farmers and other stakeholders in the sub-sector. There is need to develop integrated ecosystem management plan to protect catchment areas, promote rehabilitation of degraded forests and planting of trees to ensure the 10 per cent tree cover policy is achieved; adoption and enforcement of laws to protect gazetted forests; the County government should build sewer systems and ensure proper waste management in urban centers; identify and exploit opportunities for carbon-related projects and programmes in the county given the large vegetation cover in the Mau and Chepalungu forests and private forests.

The land and housing challenges include the rapidly growing population that has reduced the mean land holding size to about 2 ha; encroachment to public land; tedious land transfer procedures; lack of land use planning; environmental degradation and land disputes; unplanned proliferation of informal urban settlements; out-dated legal framework; inefficient institutional framework and development control issues; and landlessness especially from IDPs in Konoin.

Land administration and management and housing challenges need to be addressed through streamlining and strengthening surveying and mapping systems, land registration and allocation systems and land markets; ensure access to justice in land related matters, land dispute institutions and mechanisms need to be streamlined through the establishment of independent, accountable and democratic systems and mechanisms; to establish all public land and secure legal ownership documents and initiate a process of returning them to the original planned use; to improve the quality and quantity of land information, computerization of land at both County and Sub-County level is important. This will cover all aspects such as standards, geo-referencing, and pre-requisites for Land Information Management System, security, intellectual property rights and land information dissemination and pricing; there is need for review of land laws and policies to ensure efficient and effective land management in small unproductive areas in the estates; proper planning of urban settlement to reduce proliferation of informal urban settlements; resettling the IDPs to improve their living conditions and protect the environment; in order to meet the requirement for expansion of urban centers in the county, there is need to carry out land

banking where land is purchased from willing individuals and secured for urban planning purposes and subsequent development; there is need to develop legislation on land demarcation and allocation in order to minimize conflicts and degradation of built environment; develop a spatial development plan for urban centers in Bomet County; there is need to address the issue of sub division of farm lands through land consolidation by reforming land tenure systems in the County; there is need for concerted investments in real estate/housing schemes in order to address urban housing shortages and transfer of user rights; the county government ought to develop efficient and responsive transport system for the county through development of infrastructure and modal split; and promote security through establishment of surveillance systems and enhanced lighting in urban centers in the county.

The challenges on education and vocational training include low enrolment and transition rate to secondary schools; illiteracy level in the County is still high at 38.5 per cent due to lack of adequate facilities to propagate adult education in the County; and inadequate curriculum and physical facilities in youth polytechnics. These can be addressed by establishment of public day secondary schools and provision of bursaries by the county government to improve the transition rates; need for access, equity, quality, relevance and management of education sector; promote adult education and currently there are 150 adult classes in the County with an overall enrolment of 5,495; need to promote gender parity in schools enrolment; need to promote science and technology training in vocational centers and tertiary institutions; and need to expand ECDE infrastructure and staffing.

The trade and industry challenges include inadequate and poorly serviced business premises; un-conducive licensing and regulatory framework; lack of access to affordable business finance; fragmented supply chain and stiff competition; inadequate business management skills; open markets in the county operate once a week and thus do not offer farmers a reliable market for farm produce; lack of adequate stalls in urban centers for use by the sellers is a major challenge as most of the traders opt to display their wares on the ground which affects the quality and hygiene of their products; the preponderance of middlemen also reduces the profit margins farmers earn for their sales; lack of policy and regulatory framework to guide industrial investments and growth; small industrial base in the county; lack of adequate *Jua Kali* infrastructure to support budding entrepreneurial skills in the county and informal traders dealing in low quality goods.

These can be addressed by formulating a regulatory framework; developing policies to improve access to affordable trade finance and credit; improving market infrastructure development in the County; streamlining the supply chain; provision of business management training; develop policy and regulatory framework for industrial activities in the County; provide incentives to investors to set up industries; establish infrastructure for *Jua Kali* activities and develop guidelines for informal trading activities in the county.

The tourism potential in the County, which has remained largely unexploited, include the expansive Mau forest which is home to different tree species, wildlife and birds which can easily be exploited for tourism. There are also caves in Konoin sub-county and waterfalls along Itare River in Konoin sub-county and Chepkulo River in Bomet subcounty. The forest is also home to rare animal species like bongo, giant forest hogs, cooper tailed monkeys, black and white colubus monkeys, elephants, leopards, buffalos and abundant birdlife. The challenges include lacks policies and regulatory framework for tourist promotion activities; no major tourist attraction activities in the County; only one tourist class hotel in Bomet town and poor domestic tourism due to lack of sensitization.

The County Government needs to develop policies and regulatory framework for tourist promotion activities; identify and establish major tourist attraction activities in the County; support investors to develop tourist facilities; and promote domestic tourism through sensitization.

The social challenges include lack of policies and legal framework for operationalization and support of orphanages, children homes, home nursing, child clinics and support services; rampant employment of underage children in different wards hence preventing full development of children into responsible and educated citizens; rising cases of neglect and sexual exploitation of children without parents or from poor background; lack of adequate facilities to cater for overall development and growth of children including lack of counselling services; inadequate support services and safety nets for the aged and persons with disabilities and rising cases of gender based violence and drug and substance abuse.

These can be addressed through formulation of policies and framework for operationalization and support of orphanages, children homes, home nursing, child clinics and support services;

development of regulations and guidelines for enforcement of existing laws against child labour in the county; promotion of responsible parenting to avoid cases of neglect and sexual exploitation of children without parents or from poor background; establishing adequate facilities to cater for overall development and growth of children including counselling services and children bursaries; establishing and promote support services and safety nets for the aged and the persons with disabilities and enforcement of laws to curb cases of gender based violence and drug and substance abuse.

2.7. STRUCTURAL AND STAFFING ISSUES

As at October 2014, there was 45 staff including 3 interim staff working under the County Assembly Service Board. This number is continuing to rise mainly due to the need to fully establish the newly created units and especially offices to be established for strategic plan implementation.

Table 4: Current staff

Scale	Establishment	In post	Vacancy
12	Clerk	1	0
11	Deputy Clerk	1	0
10	Principal Finance Officer	1	0
10	Principal Procurement Officer	1	0
5	Procurement Assistant	1	0
9	Senior Human Resource Officer I	1	0
10	Principal Clerk Assistant	1	0
9	Accountant	1	0
8	Accountant II	1	0
6	Accountant III	2	0
11	Director Legal Services	1	0
9	Senior Legal Counsel	1	0
10	Principal Hansard Editor	1	0
7	Senior Hansard Editor	1	0
9	Senior Serjeant at Arms	1	0
5	Assistant Serjeant at Arms	1	0
6	Legal Clerk	1	0
6	Research Officer	1	0
10	Principal ICT Officer	1	0
8	Senior ICT Officer	1	0
7/8	ICT Officer	2	0

6	Hansard Reporter	1	0
5	Assistant Hansard Reporter	1	0
10	Fiscal Analyst	1	0
7	Fiscal Analyst I	1	0
9	Internal Auditor	1	0
5	Transport Officer III	1	0
9	Senior Administration Officer	1	0
7/5	Administration Officer	2	0
6	Human Resource Officer II	1	0
8/7	ICT Officer	2	0
6	PRO/Librarian	1	0
7	Clerk Assistant II	2	0
6	Clerk Assistant III	3	0
4	Commissionaires	3	0
5	Personal Secretary	1	0
8	Personal Assistant Speaker's Office	1	0
16	Corporal	1	0
16	Tea Girl	1	0

Source: Human Resource Office, 2014

The following are the challenges being experienced in the organizational and staff the County Assembly:

i). **Lack of opportunities for upward mobility:** There is the challenge of lack of vertical opportunities for technical staff. There will be need for adoption of a new grading structure that recognizes experience and competencies instead of the number of years one has served in a cadre as per schemes of service or the job a staff does and also to cater for high fliers as one way of motivating staff.

ii). **Performance Management**: There is need to institutionalize performance management and embrace employment on contract terms for senior management.

iii). **Exit Window**: There is need to create an exit window for professional staff who will have served the service for a given period. There is need to develop a secondment policy of assembly staff who need to join other institutions.

iv). **High Wage Bill**: There will be need to leverage on information technology and to embrace modern techniques of management that promote outsourcing of some of the services. The major challenge shall be to re-align and streamline the structure to ensure optimum effectiveness and efficiency in service delivery.

v). **Capacity Building**: There is need for capacity building in technical areas within the service.

vi). **Weak intra and inter-departmental communication**: There is need to enhance the internal communications across departments.

2.8. KEY SUCCESS FACTORS

Arising from the challenges faced, SWOT and PESTEL Analysis and Stakeholder Analysis, the following have been identified as the key success factors for the County Assembly Service Board:

a) Teamwork and staff motivation
b) Effective Planning and Performance Management
c) Capacity Building
d) Effective Monitoring and Evaluation framework
e) Effective Research, Linkages, Partnerships and Coordination
f) Appropriate Organizational Structure
g) Effective Documentation, Information Management and Communication
h) Acceptance and Effective Management of Change
i) Advocacy and Resource Mobilization

CHAPTER THREE: STRATEGIC ANALYSIS

3.1. VISION, MISSION AND CORE VALUES

Vision Statement

A Vision is a desired future status of the County Assembly that will guide the thinking, decision making and the way the Assembly would like to operate to discharge its roles. The Vision statement of the Assembly is:

To be a model County Assembly that effectively legislate, oversight and represent.

Mission Statement

A mission statement states the purpose for the existence of Assembly. It specifies the end results that the Assembly is seeking to achieve, for whom and how it will go about it and what resources are required. The Mission statement is:

To enhance the capacity of the Members and County Assembly Service Board to offer transparent and result oriented leadership by upholding the principles of impartiality, objectivity and professionalism and to bring the government closer to the people.

Core Values

i). **Transparency and Integrity**: The Members and the County Assembly Service Board shall uphold virtues of accountability and openness through honesty and fairness in all operations.

ii). **Result Oriented**: The Members and the County Assembly Service Board shall strive to ensure that its work provides tangible results that transform the lives of the County residents.

iii). **Professionalism**: The Members and the County Assembly Service Board shall strive to uphold professionalism in whatever they do and withstand ethical scrutiny by being committed to high standards of excellence in day-to-day operations.

iv). **Impartiality**: The Members and the Board shall strive to exercise fairness in service delivery by treating all stakeholders equally, ensuring equity through providing equal opportunities for all and ensuring absence of double standards.

v). **Teamwork and Commitment**: Members and the CASB shall maintain open communication and maximum cooperation internally and externally and shall value the contribution of others as we work together as a team in order to achieve our vision, mission and strategic objectives.

3.2. STRATEGIC ISSUES

Table 5: Strategic Issues

STRATEGIC ISSUE	DESCRIPTION
1. Need for enhanced authority and image of the County Assembly to effectively discharge its roles of representation, oversight and legislation	There is need to enhance the authority and public image of the County Assembly as an equal and distinct institution of the County Government. While improved performance will have impact on its image, there is need to engage the public directly through interventions such as public awareness campaigns.
2. Inadequate framework for citizen participation in the County Government's programmes and Activities	All the programmes of the County Government involve to a huge extent the requirement to have the public participate. Although it is not clear to what extent the public ought to be involved and what constitute sufficient public participation, there is need to building a legislative oversight practice and representational attitude that ensures effective public participation in the County Government
3. Need for better physical infrastructure and to provide a good working environment	The existing facilities are inadequate to meet the needs of the Assembly. Additional facilities required include chamber, offices and committee rooms for Members, office facilities including computers, and hospitality facilities including catering and health and fitness centres. There is also need to create more office space and facilities for staff. There is also need for Assembly to consider social and moral issues including facilities for people with disabilities.
4. Inadequate Institutional	As the electorate becomes more informed, so do its demands on the

capacity to facilitate provision of quality and efficient services to the stakeholders and to live up to the high expectation on the Assembly	legislative arm of the County Government increase. The Assembly must, therefore, strive to improve its performance. This calls for capacity building for the MCAs to effectively perform their roles under the current Constitutional dispensation. Further, the current public financial management architecture calls for more involvement of the Members of County Assembly in the mobilization, allocation and utilization of public resources
5. Need for enhanced members and staff capacity	There is need to enhance staff capacity in terms of numbers and skills to meet the demands of the Assembly and improve their terms of service to attract and retain the best people.
6. Need for enhanced resource base and improved resource management	The demands of the Constitution require significantly enhanced resource base and improved resource management.

3.3. STRATEGIC THEMES

Based on the identified strategic issues, the County Assembly Service Board has identified the following as areas of focus/key result areas, which if concentrated on will enable it to realize its mandate:

Table 6: Strategic Themes

STRATEGIC ISSUE/DRIVER	STRATEGIC THEME	WHAT WE MEAN
Need for enhanced authority and image of the County Assembly to effectively discharge its roles of representation, oversight and legislation	Good Governance, Legislation & Oversight	Ensure Public Participation, Transparency and Accountability; Ensure Good Governance and provision of an enabling policy and Legislative framework for County development and governance
Inadequate framework for citizen participation in the County Government's programmes and Activities	Effective Oversight and Representation for service delivery	Building a legislative oversight practice and representational attitude that ensures effective public service delivery by the County Government
Inadequate Institutional capacity to facilitate provision of quality and efficient services to the stakeholders and to live up to the high expectation on the Assembly	Operational Excellence	Performance excellence and enhanced service delivery through improved internal processes and MCA and staff capacity
Need for better physical infrastructure and to provide a good working environment	Infrastructural and Institutional Development	Facilitating development, acquisition and maintenance of physical assets
Need for enhanced members and staff capacity	Good Governance, Legislation, Oversight and Representation	Ensure Public Participation, Transparency and Accountability; Ensure Good Governance and provision of an enabling policy and Legislative framework for County development and governance
Need for enhanced resource base and improved resource management	Resource Mobilization and Use	Ensure sufficient budgetary provision and prudent financial management

3.4. STRATEGIC DRIVERS, GOALS, OBJECTIVES AND STRATEGIES

Table 7: Strategic Drivers, Strategic Goals, Strategic Objectives and Strategies

STRATEGIC DRIVER	STRATEGIC GOAL	STRATEGIC OBJECTIVE	EXPECTED OUTPUT	STRATEGIES
Need for enhanced authority and image of the County Assembly to effectively discharge its roles of representation, oversight and legislation and the Need for enhanced members and staff capacity	To enhance the capacity of the Members to legislate, oversight and represent	To enhance the knowledge of the Members and expertise of the staff for effective legislation, oversight and representation	Strengthen the capacity Members to execute their Constitutional mandate	1. Ensure Members are adequately trained and capacity developed to properly legislate and represent
				2. Build the capacity of Members on oversight of County Government Executive
				3. Improve the process of scrutiny and making of laws
				4. Pass quality county laws
				5. Periodically review and sensitize Members on Standing Orders
				6. Provide adequate resources for county development
				7. Provide efficient and timely access to the Hansard records
	To strengthen the capacity of the Members on the oversight role over the public financial	To build an oversight process that ensures effective scrutiny and oversight of the County Budget and its	Equitable distribution, efficient utilization and transparency in	8. Build capacity of Members to effectively oversee public financial management
				9. Facilitate access to professional expertise on public finance

STRATEGIC DRIVER	STRATEGIC GOAL	STRATEGIC OBJECTIVE	EXPECTED OUTPUT	STRATEGIES
	management	appropriations	allocation of public resources	
	To strengthen the Assembly's research services	To establish a fully equipped professional non-partisan research centre that undertakes research work in an integrated approach tapping competencies in key departments of Legal, Clerk's Chambers, Budget Office among others	Enhanced quality of legislation and oversight role of the Assembly	10. Formalize and strengthen the role of researchers in value addition of Assembly's processes
				11. Forge and maintain strong network with research institutions at national, regional and international levels
				12. Establish a knowledge and information management system
				13. Establish library infrastructure, including archival services
Inadequate framework for citizen participation in the County Government's programmes and Activities	To improve the System of Citizen Participation in decision making	To strengthen County Assembly's representative capacity through external linkages and partnership with various stakeholders to foster sustainable development	Improved public image of Assembly	14. Develop a framework for Citizen and stakeholders' participation and access to information
				15. Establish and strengthen the capacity of the Public Relations Department
				16. Enhance public relations activities both within and outside the Assembly
				17. Improve use of ICT for public information dissemination
				18. Actively engage in media and communication
				19. Improve protocol and reception in the Assembly
				20. Take an active role in Public Social Responsibility activities

STRATEGIC DRIVER	STRATEGIC GOAL	STRATEGIC OBJECTIVE	EXPECTED OUTPUT	STRATEGIES
				21. Provide facilities for public access and engagement
				22. Sensitize Members on media and image management
				23. Facilitate the Speaker's office to enhance the public image of the Assembly
				24. Develop an effective communication strategy
Need for better physical infrastructure and to provide a good working environment	To develop and enhance physical infrastructure to provide a good working environment	To Improve County Assembly Legislative, Administrative and Infrastructural Support Services to enable Members to legislate, oversight and represent more effectively	Provision of modern physical facilities	25. Enhance the infrastructural capacity of the Assembly
				26. Refurbishment of the Assembly building
				27. Enhance security within the Assembly precincts
				28. Enhance utilization and integration of ICT in Assembly processes
				29. Develop policy and legal framework for infrastructural development through partnerships especially through PPP
Inadequate Institutional capacity to facilitate provision of quality and efficient services to the stakeholders and to live up to the high	To build adequate Institutional capacity to provide quality, efficient and effective services to the stakeholders and	To improve service delivery by the County Government through enactment of progressive laws and policies and effective exercise of oversight role	Efficient and effective service delivery	30. Ensure staff are adequately trained and capacity developed
				31. Establish optimal staffing levels
				32. Strengthen the performance management framework
				33. Establish a sound monitoring and evaluation framework
				34. Enhance good corporate governance

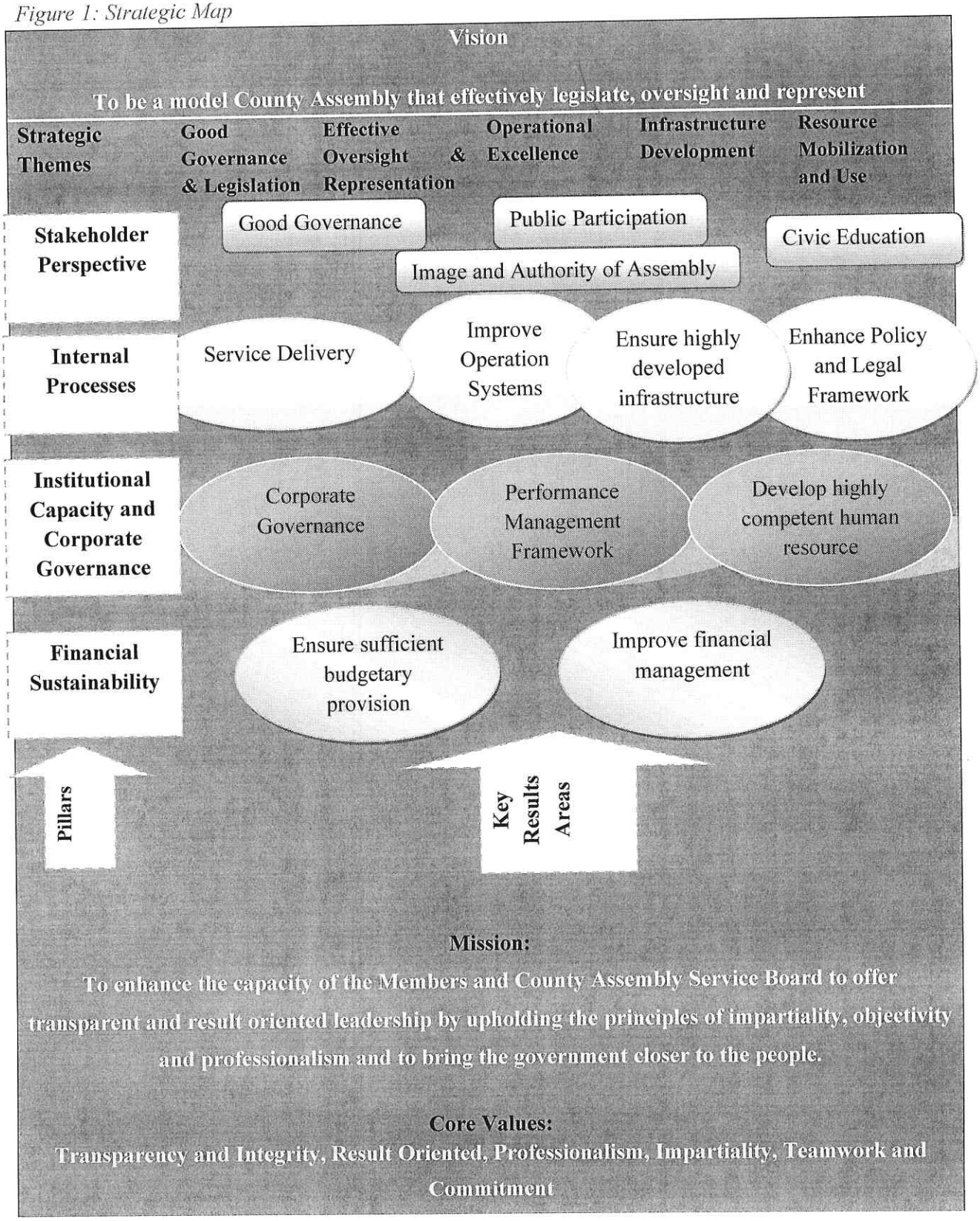
STRATEGIC DRIVER	STRATEGIC GOAL	STRATEGIC OBJECTIVE	EXPECTED OUTPUT	STRATEGIES
expectation on the Assembly	respond to emerging issues			
	To enhance service delivery to various stakeholders	To increase the levels of (internal and external) customer satisfaction with the services of the Assembly	Efficient and effective service delivery	35. Develop and implement Service Delivery Charter for the Assembly
				36. Understand key stakeholders and the services provided to them
				37. Regularly obtain feedback from clients, especially Members and staff on the level of quality of service provided
				38. Continuously improve internal processes to deliver quality service and bridge identified service gaps
	To enhance staff performance	To improve the human resource capacity for enhanced service delivery	Enhanced staff output and service delivery to clients	39. Develop organisational structure for CASB
				40. Entrench the Board of Management in the CASB regulations
				41. Develop functional relationships within and across departments
				42. Fully operationalise all departments
				43. Institutionalize performance contracting and manage staff performance

STRATEGIC DRIVER	STRATEGIC GOAL	STRATEGIC OBJECTIVE	EXPECTED OUTPUT	STRATEGIES
				44. Formulate and adopt appropriate human resource and operational policies
Need for enhanced resource base and improved resource management	To enhance resource mobilization, utilization and absorption capacity for institutional financial sustainability	To ensure adequate financial resources are available to meet the capital and operational expenditures of the Assembly	Improved mobilization, allocation and efficiency in resource utilization	45. Resource mobilization (internal and external)
				46. Prudent financial Management
				47. Enhance public and private partnerships and collaborations for technical and financial support
				48. Improve quality of financial reporting and management
				49. Improve audit, accountability and monitoring and evaluation

3.5. STRATEGIC MAP

In implementing this strategic plan, the Board, Management and staff will heavily rely on a comprehensive Strategic map supported by detailed Key Results Areas (KRAs) in an effort to achieve its mandate, Vision and Mission. The Strategy map captures the Board and Management visualization of the strategy clearly to ease communication to staff and stakeholders. Composed of two columns of Pillars and KRAs, the matrix is composed of clear rows which elaborate the individual KRAs that the Board will pursue to realize this strategic plan from the perspectives of the stakeholders, internal processes, institutional capacity and corporate governance and financial stability. Here below is the strategy map that will guide the implementation of the Strategic Plan.

Figure 1: Strategic Map



CHAPTER FOUR: IMPLEMENTATION MONITORING AND EVALUATION

4.1. IMPLEMENTATION

The implementation of the Plan will employ the following approaches:

4.1.1. Phasing and Sequencing

Implementation of this Strategic Plan will be in tandem with the government planning cycle. The County Assembly Service Board will therefore develop subsequent annual work plans from the Strategic Plan. The work plans will take into consideration the financial, human and other resources available to the Assembly Service in each financial year. The corporate annual work plans will be actualized by the departmental work plans, which will focus specific responsibility to individual members of staff. This approach will enhance performance appraisal at individual, departmental and corporate levels.

4.1.2. Quick Wins

In each annual work plan, the County Assembly Service Board will identify activities that guarantee quick wins. The quick wins approach will enable the Service Board achieve rapid results in line with the Rapid Results Initiative. This is expected to motivate and make members of staff enthusiastic to implement other strategic initiatives.

4.1.3. The Balanced Scorecard (BSC) Performance Management Framework

While developing the Plan, the County Assembly Service Board adopted a Performance Management framework known as the Balanced Scorecard (BSC) to translate its Vision and Goals into Strategies and Activities. The BSC Framework, which focuses on institutional performance towards key deliverables, will be used to guide the implementation of all the strategic objectives. The Proposed BSC framework will also be used to align departmental operations towards the achievement of the corporate strategic objectives during the Strategic Plan period.

The BSC would help the County Assembly Service Board communicate its Vision, Mission and strategy to stakeholders and employees, and for aligning day to day work to the strategy, and provide a framework for planning, measuring and managing the strategy as viewed from different perspectives. It would help the Assembly Service to measure performance and monitor strategic success and guide the selection of strategic initiatives. The measurements would provide guidance in budgeting and allow the Assembly Service to learn what works.

4.1.4. Implementation Management Structure

The plan provides a clear framework through which Departments are expected to play mutually complementing roles towards the achievement of the corporate objectives, strategies and activities.

Table 8: Implementation Matrix

PERSPECTIVE: STAKEHOLDERS' PERSPECTIVE												
STRATEGIC THEME 1: GOOD GOVERNANCE, LEGISLATION AND POLICY												
Strategic Issue 1: Need for enhanced authority and image of the County Assembly to effectively discharge its roles of representation, oversight and legislation												
Strategic Goal 1: To enhance the capacity of the Members to legislate, oversight and represent												
Strategic Objective 1: To enhance the knowledge of the Members and expertise of the staff for effective legislation, oversight and representation												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
Good Governance and Image and Authority of Assembly	1.Ensure Members are adequately trained and capacity developed to properly legislate and represent	Conduct workshops and study tours	Resource persons, budgetary resources	Good governance	Continuous	MCAs well inducted	CASB	15m	15m	15m	5m	15m
		Provide the members representing persons with disabilities with Personal Assistants	Resource persons, budgetary resources	Good governance	Immediately	Members with disabilities empowered	CASB					
	2.Build the capacity of Members on oversight of County Government Executive	Conduct workshops and study tours	Resource persons, budgetary resources	Good governance	Continuous	Better oversight	CASB	15m	15m	15m	15m	15m

PERSPECTIVE: STAKEHOLDERS' PERSPECTIVE												
STRATEGIC THEME 1: GOOD GOVERNANCE, LEGISLATION AND POLICY												
Strategic Issue 1: Need for enhanced authority and image of the County Assembly to effectively discharge its roles of representation, oversight and legislation												
Strategic Goal 1: To enhance the capacity of the Members to legislate, oversight and represent												
Strategic Objective 1: To enhance the knowledge of the Members and expertise of the staff for effective legislation, oversight and representation												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
	3.Improve the process of scrutiny and making of laws	Review of the Assembly Standing Orders	Standing Orders	Good governance	Continuous	Reviewed Standing Orders	Speaker	2m	1m	1m	0	1m
		Development speakers' rules and code of conduct for Members	Resource person	Good governance	Continuous	Rules developed	Speaker	2m	0.2m	0.2m	0	1m
		Develop and continuously update Committee and procedural manuals	Procedure manuals	Good governance	Continuous	Updated Manual	Speaker	2m	0.5m	0.5m	0.5m	0.5m
	4.Passing quality county laws	Increase the percentage of plenary and committee meetings that form a quorum	Chief whip	Good laws	Continuous	Quality laws	Chief Whip	0	0	0	0	0
	5.Periodically review and sensitize Members on	Review standing orders; Sensitize members on standing orders	Standing Orders	Better services	Continuous	Good governance	Speaker	2m	1m	0.5m	0	1m

PERSPECTIVE: STAKEHOLDERS' PERSPECTIVE												
STRATEGIC THEME 1: GOOD GOVERNANCE, LEGISLATION AND POLICY												
Strategic Issue 1: Need for enhanced authority and image of the County Assembly to effectively discharge its roles of representation, oversight and legislation												
Strategic Goal 1: To enhance the capacity of the Members to legislate, oversight and represent												
Strategic Objective 1: To enhance the knowledge of the Members and expertise of the staff for effective legislation, oversight and representation												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
	Standing Orders											
	6.Provide adequate resources for county development	Entrench Improvement of Procedures on Budget Scrutiny in the Standing Orders	Standing Orders	Better development	Continuous	Increasing development expenditure	Speaker	0	0	0	0	0
		Develop guidelines on procedure of scrutiny of the Budget	Resource person	Guidelines on budget scrutiny	Immediately	Better oversight	Speaker	0.5 m	0	0	0	0
		Set up a macro economic forecasting model	Resource person, Budgetary resources	Macro-economic forecasting model	Immediately	Better oversight	Research	0.1 m	0	0	0	0
		Establish a budget office	Budgetary resources	Staffed budget office	Year 1	Better oversight	CASB	0.5 m	0.2m	0.2m	0.2 m	0.2m

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								Y1	**Y2**	**Y3**	**Y4**	**Y5**
	7.Provide efficient and timely access to the Hansard records	Update and digitize all the hansard records	2 additional Staff	Hansard records	Immediately	Good governance	CASB	0.1m	0.1m	0.1m	0.1m	0.1m

PERSPECTIVE: STAKEHOLDERS' PERSPECTIVE												
STRATEGIC THEME 1: GOOD GOVERNANCE AND LEGISLATION												
Strategic Issue 1: Need for enhanced authority and image of the County Assembly to effectively discharge its roles of representation, oversight and legislation												
Strategic Goal 2: To strengthen the capacity of the Members on the oversight role over the public financial management												
Strategic Objective 2: To build an oversight process that ensures effective scrutiny and oversight of the County Budget and its appropriations												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
Resource mobilization and use	8.Build capacity of Members to effectively oversee public financial management	Conduct workshops and study tours	Resource persons, budgetary resources	Effective oversight	Continuous	Timely passage of financial plans and legislations	CASB	5m	5m	5m	0	5m
	9.Facilitate access to professional expertise on public finance	Hire and train additional fiscal analysts/budget officers	Resource persons, budgetary resources	Effective oversight	Immediately	MCAs well inducted	CASB	0.1m	0.1m	0.1m	0.1m	0.1m

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Strategic Issue 1: Need for enhanced authority and image of the County Assembly to effectively discharge its roles of representation, oversight and legislation												
Strategic Goal 3: To strengthen the Assembly's research services												
Strategic Objective 3: To establish a fully equipped professional non-partisan research centre that undertakes research work in an integrated approach tapping competencies in key departments of Legal, Clerk's Chambers, Budget Office among others												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
Good Governance	10.Formalize and strengthen the role of researchers in value addition of Assembly's processes	Equip the research centre	budgetary resources	Better decision making	Continuous	Well-equipped research centre	CASB /Research	0.5m	0.5m	0.5m	0.5m	0.5m
		Mainstream outputs from Research as a basis for decision-making	2 additional Staff	Better decision making	Year 1	Good governance	CASB	0.1m	0.1m	0.1m	0.1m	0.1m
		Sensitize Members on the range of services and expertise at their disposal	Staff	Better decision making	Continuous	Good governance	Research	0	0	0	0	0
		Develop operational guidelines for researchers'	Resource person	Operational guidelines	Immediately	Good governance	Research	0.1m	0	0	0	0

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Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
		participation and engagement in relevant committee work										
		Enhance capacity for anticipatory research work and publishing of research outputs	Training materials	Better research	Continuous	Better decision making	HR	0.2m	0.2m	0.2m	0.2m	0.2m
	11.Forge and maintain strong network with research institutions at national, regional and international	Identify and register with relevant research institutions	Budgetary resources	Quality advice	Immediately	Network established	Research	0.1m	0.1m	0.1m	0.1m	0.1m
		Participate in research seminars and workshop	Budgetary resources	Quality advice	Immediately	Quality research	Research	0	0.1m	0.1m	0.1m	0.1m

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								Y1	**Y2**	**Y3**	**Y4**	**Y5**
	levels											
	12.Establish a knowledge and information management system	Automate Library services	Resource person, budgetary resources, procurement plan	Online resource materials	Year 1	Better knowledge management	ICT/Library	0.2m	0	0	0	0
		Digitize all papers / documents	Resource person, budgetary resources,	Digital documents	Year 1	Better information dissemination	ICT/Library	0.5m	0.1m	0.1m	0.1m	0.1 m
	13.Establish library infrastructure, including archival services	Collection of research papers, books, Acts of Parliament, films, videos and other	Budgetary resources	Equipped library	Continuous	Better information access	Library	1m	1m	1m	1m	1m

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								Y1	**Y2**	**Y3**	**Y4**	**Y5**
		non - book materials										
		Formulate and institutionalize records management policy and guidelines	Resource person	Equipped library	Year 1	Better information access	Library BoM	0.1m	0	0	0	0

PERSPECTIVE: STAKEHOLDERS' PERSPECTIVE												
STRATEGIC THEME 2: EFFECTIVE OVERSIGHT AND REPRESENTATION												
Strategic Issue 2: Assembly to be recognised as a key player in County Governance and to Establish Framework for Stakeholders' Participation												
Strategic Goal 4: To improve the System of Citizen Participation in decision making												
Strategic Objective 4: To strengthen County Assembly's representative capacity through external linkages and partnership with various stakeholders to foster sustainable development												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
Public Participation and Civic Education	14.Develop a framework for Citizen and stakeholders' participation and access to information	Develop *County Gazette* to promote access to information and public	PP Act	Better public engagement	Immediately	Increased PP	BoM	0.2m	0.2m	0.2m	0.2m	0.2m
	15.Establish and strengthen the capacity of the Public Relations Department (PRD)	Transform the Reception Office into Public Relations Department	Budgetary resources	Better public relations	Immediately	Improved confidence in assembly	CASB	2m	0.2m	0.1m	0.1m	0.1m
		Establish a structured way of channelling information to the PRD and respond to emerging issues	Information policy	Better information flow	Immediately		BoM	0.2m	0.1m	0.1m	0.1m	0.1m
		Retrain an appropriate staff on public relations	Workshop	PR Officer	Immediately		HR	0.05m	0	0	0	0

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Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
		Establish an office to respond to MCA issues	Budgetary resources	Better handling of MCA issues	Immediately	Improved MCA relation with the CASB	CASB	0.1m	0.1m	0.1m	0.1m	0.1m
	16.Enhance public relations activities both within and outside the Assembly	Undertake outreach programmes	Budgetary resources	Better public relations	Continuous	Clerk	PRD	0.5m	0.5m	0.5m	0.5m	0.5m
	17.Improve use of ICT for public information dissemination	Conduct ICT training for MCAs and staff	Resource person	Improved ICT Capacity	Continuous	No. trainings	ICT	0.5m	0.5m	0.5m	0.5m	0.5m
		Develop an App where all information including books are posted for the access by members	Resource person	An App	Immediately	Online library	ICT	0.5m	0.1m	0.1m	0.1m	0.1m
	18.Actively engage in media and	Establish Assembly Broadcasting Unit and	Budgetary resources	Broadcasting Unit	Year 3	Better commun	CASB	0	0	2m	0	0

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								Y1	**Y2**	**Y3**	**Y4**	**Y5**
	communication	Media Centre		and Media Centre		ication						
	19.Improve protocol and reception in the Assembly	Fastrack and implement the Bomet County Emblems, Protocol and Salutations Bill	Staff	Improved order	Immediately	Order	Clerk	0	0	0	0	0
	20.Take an active role in Public Social Responsibility activities	Establish PSR policy	Resource person	Engaged in PSR	Immediately	Improved Image	BoM	0.5m	0.5m	0.5m	0.5m	0.5m
	21.Provide facilities for public access and engagement	Enact Civic Education Act and an information, communication and education (ICE) policy	Resource person, Staff	Civic Education Act, ICE Policy	Immediately	Better Civic Education	Research	0.5m	0.5m	0.5m	0.5m	0.5m
		Publication of newsletters, brochures and other Assembly documents	Resource person, Staff	newsletters, brochures	Immediately	newsletters, brochures	Research	0.1m	0.1m	0.1m	0.1m	0.1m

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Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
	22.Sensitize Members on media and image management	Regular sensitization workshops	Staff	Improved media relations	Continuous	Improved Image	PRD	0.5m	0.5m	0.5m	0.5m	0.5m
	23.Facilitate the Speaker's office to enhance the public image of the Assembly	Adequately staff the office of the speaker	Budgetary resources	Improved media relations	Immediately	Improved Image	CASB	0.5m	0.5m	0.5m	0.5m	0.5m
	24.Develop an effective communication strategy	Develop Public Relations Policy	Resource person	PR Policy	Immediately	Effective communication	BoM	0.1m	0.05m	0.05m	0.05m	0.05m

PERSPECTIVE: INTERNAL PROCESSES PERSPECTIVE												
STRATEGIC THEME 3: INFRASTRUCTURE DEVELOPMENT												
Strategic Issue 3: Need for better physical infrastructure and to provide a good working environment												
Strategic Goal 5: To develop and enhance physical infrastructure to provide a good working environment												
Strategic Objective 5: To Improve County Assembly Legislative, Administrative and Infrastructural Support Services to enable Members to legislate, oversight and represent more effectively												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
Ensure highly developed infrastructure	25.Enhance the infrastructural capacity of the Assembly	Construct new Assembly Chamber, offices and ward offices	Office accommodation plan and budgetary resources	Improved working environment	Immediately	Improved working conditions	CASB	0	120m	120m	100m	0
		Acquire additional furniture and Equipment	Requisitions, Procurement plan and budgetary resources	Furniture and equipment for MCAs and staff	Immediately	No. of furniture items and equipment acquired	Admin	0.5m	0.5m	0.5m	0.5m	0.5m
		Construct an official residence for the speaker/clerk	Requisitions, Procurement plan and	Improved working environment	Immediately	Improved working conditions	CASB	0	25m	20m	0	0

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Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
			budgetary resources									
		Construct recreational facilities	Budgetary resources	Fully equipped recreational facility	2 years	Better performance	CASB	0	3m	3m	0	0
		Construct health facilities	Budgetary resources	1 health facility	2 years	Healthy members and staff	CASB	0	2m	2m	0	0
		Construct a modern cafeteria	Budgetary resources	1 cafeteria	Years 2	Improved working conditions	CASB	0	3m	2m	0	0
		Provision of official security personnel for Members and the Speaker	Budgetary resources, Security personnel	Each MCA with security	Year 1	Improved working condition	CASB	7m	7m	7m	7m	7m

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								Y1	**Y2**	**Y3**	**Y4**	**Y5**
						s						
	26.Refurbishment of the Assembly building	Renovate and furnish offices, chamber and ward offices - providing computers, TV Sets, health	Budgetary resources	Improved working environment	Immediately	Improved working conditions	Clerk	0.2m	0.2m	1m	0.2m	0.2m
	27.Enhance security within the Assembly precincts	Procure and install security gadgets like digital detectors, CCTV for surveillance, strong room for mace and perimeter wall and fire fighting equipment	Procurement plan and budgetary resources	Improved security	Year 1	Improved security	SAA	100m	20m	0.5m	0.5m	0.5m
Service Delivery	35.Develop service delivery charter to align administrative processes	Formulate and adopt Service Delivery Charter	Resource person	Improve performance	Immediately	Improve performance	Admin/CASB	0.5m	0	0	0	0
		Cascade the Strategic plan to every department	Resource person	Improve performan	Immediately	Improve performa	Clerk	2m	0	0	0	0

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Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
		and office holder		ce		nce						
	37.Regularly obtain feedback from clients, especially Members and staff on the level of quality of service provided	Undertake customer and employee satisfaction surveys, public participation surveys, access to information survey	Resource person/Consultancy	Survey reports	Annually	Improved satisfaction index	Research	1m	1m	1m	1m	1m
	36.Understand key stakeholders and the services provided to them	Stakeholders' survey	Resource person/Consultancy	Survey reports	Annually	Improved satisfaction index	Research	0	1m	1m	1m	1m
Enhance Policy and Legal Framework	29.Develop policy and legal framework for infrastructural development through partnerships especially through PPP	Formulate framework for partnerships and collaborations	Resource person	Partnership Framework	Year 1	Increased sources of financial and technical support	CASB	1m	0	0	0	0

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Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
		Initiate joint projects	Partnership Framework	Joint Initiatives	Immediately	Shared project costs	CASB	0	0	0	0	0
Improve Operation Systems	28.Enhance utilization and integration of ICT in Assembly processes	Implement the ICT policy	Resource person	Enhanced use of ICT	Immediately	ICT Policy	ICT	0.1m	0	0	0	0
		Undertake ICT systems audit	Resource persons	Report on ICT systems audit	Immediately	Report	ICT	0	0.2m	0	0	0
		Improve on existing ICT infrastructure and acquire new ICT infrastructure	Budgetary resources	Enhanced ICT services	Immediately	Quantum of new ICT infrastructure procured and installed	ICT	10m	3m	5m	2m	2m

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								Y1	**Y2**	**Y3**	**Y4**	**Y5**
	38.Continuously improve internal processes to deliver quality service and bridge identified service gaps	Acquire new office equipment and tools including uniforms to clerks and security officers	Budgetary resources	Improved service delivery	Continuously	Better services	CASB	0.5m	0.5m	0.2m	0.2m	0.2m
		Streamline departmental operations	Staff	Improved service delivery	Continuously	Better services	CASB	0	0	0	0	0

PERSPECTIVE: INSTITUTIONAL CAPACITY AND CORPORATE GOVERNANCE												
STRATEGIC THEME 4: OPERATIONAL EXCELLENCE												
Strategic Issue 4: Inadequate Institutional capacity to facilitate provision of quality and efficient services to the stakeholders and to live up to the high expectation on the Assembly												
Strategic Goal 6: To build adequate Institutional capacity to provide quality, efficient and effective services to the stakeholders and to live up to the high expectation on the Assembly												
Strategic Objective 6: To improve service delivery by the County Government through enactment of progressive laws and policies and effective exercise of oversight role												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
Develop highly competent human resource	30.Ensure staff are adequately trained and capacity developed	Conduct training needs assessment	Appraisal Reports, Resource Persons	TNA Report	Annually	TNA Report	HR/Research	1m	1m	1m	1m	1m
		Develop training materials and Implement the training programmes	Resource persons, Training material	Staff trained	Annually	No. of staff trained	HR	5m	5m	5m	5m	5m
	31.Establish optimal staffing levels	Undertake job evaluation exercise	Resource Persons, Staff appraisals	Job Evaluation Report	Annually	Job Evaluation Report	HR	0.2m	0.2m	0.2m	0.2m	0.2m
		Determine optimal staffing Levels	Job Evaluation Report	Optimal Staff Complime	Annually	Optimal Staff Compliment	HR	0.2m	0.2m	0.2m	0.2m	0.2m

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								Y1	**Y2**	**Y3**	**Y4**	**Y5**
				nt								
		Implement the job evaluation report	Job Evaluation Report, Relevant Approvals, Career progression guidelines	Staff Recruitment, Staff Deployment, Staff promotions	Annually	No. of Staff recruited, Deployed, Career progression guideline	HR	0.1m	0.1m	0.1m	0.1m	0.1m
	32.Strengthen the performance management framework	Train staff on performance management framework (Including, Balanced Scorecard, Rapid	Resource persons, Appraisal Reports, Training Reports	Staff trained on Performance Management	Annually	No. of Staff Trained	Clerk	1m	1m	1m	1m	1m

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								Y1	**Y2**	**Y3**	**Y4**	**Y5**
		Results Initiatives, training co-ordination, appraisal, target setting and contracting)										
		Align strategic efforts through measurement and reward	Budgetary resources	Productive staff	Immediately	% of employees (Senior Management) with goals mapped to strategy	CASB	0.2m	0.2m	0.2m	0.2m	0.2 m
		Cascade performance Management principles to all cadre of staff				% of staff knowledgeable On performance	Clerk	0	0	0	0	0

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Strategic Issue 4: Inadequate Institutional capacity to facilitate provision of quality and efficient services to the stakeholders and to live up to the high expectation on the Assembly												
Strategic Goal 6: To build adequate Institutional capacity to provide quality, efficient and effective services to the stakeholders and to live up to the high expectation on the Assembly												
Strategic Objective 6: To improve service delivery by the County Government through enactment of progressive laws and policies and effective exercise of oversight role												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
						management						
		Institutionalize the new performance management framework	Performance Management Framework Guidelines	Improvement in Assembly's service delivery	Annually	performance management framework institutionalized	Clerk	0.1m	0.1m	0.1m	0.1m	0.1m
		Develop annual work plans	Staff	Workplans	Annually	Improve performance	CASB	0	2m	2m	2m	2m
	33.Establish a sound monitoring	Establish a monitoring and evaluation unit/Audit Office	Equipment, Staff	Operational M&E unit	Immediately	M&E unit established	CASB	0.1m	0.1m	0.1m	0.1m	0.1m

PERSPECTIVE: INSTITUTIONAL CAPACITY AND CORPORATE GOVERNANCE												
STRATEGIC THEME 4: OPERATIONAL EXCELLENCE												
Strategic Issue 4: Inadequate Institutional capacity to facilitate provision of quality and efficient services to the stakeholders and to live up to the high expectation on the Assembly												
Strategic Goal 6: To build adequate Institutional capacity to provide quality, efficient and effective services to the stakeholders and to live up to the high expectation on the Assembly												
Strategic Objective 6: To improve service delivery by the County Government through enactment of progressive laws and policies and effective exercise of oversight role												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
	and evaluation framework	Build the capacity of the monitoring and evaluation unit	Resource person	Staff trained	Immediately	Better M&E	CASB	0.2m	0.2m	0.2m	0.2m	0.2 m

PERSPECTIVE: INSTITUTIONAL CAPACITY AND CORPORATE GOVERNANCE												
STRATEGIC THEME 4: OPERATIONAL EXCELLENCE												
Strategic Issue 4: Inadequate Institutional capacity to facilitate provision of quality and efficient services to the stakeholders and to live up to the high expectation on the Assembly												
Strategic Goal 7: To enhance service delivery to various stakeholders												
Strategic Objective 7: To increase the levels of (internal and external) customer satisfaction with the services of the Assembly												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
Service Delivery	35.Develop service delivery charter to align administrative processes	Formulate and adopt Service Delivery Charter	Resource person	Improve performance	Immediately	Improve performance	Admin /CASB	0.5m	0	0	0	0
		Cascade the Strategic plan to every department and office holder	Resource person	Improve performance	Immediately	Improve performance	Clerk	2m	0	0	0	0
	36.Understand key stakeholders and the services provided to them	Stakeholders' survey	Resource person/Consultancy	Survey reports	Annually	Improved satisfaction index	Research	0	1m	1m	1m	1m
	37.Regularly obtain feedback from clients, especially Members and staff on the level of quality of	Undertake customer and employee satisfaction surveys, public participation surveys, access to	Resource person/Consultancy	Survey reports	Annually	Improved satisfaction index	Research	1m	1m	1m	1m	1m

PERSPECTIVE: INSTITUTIONAL CAPACITY AND CORPORATE GOVERNANCE												
STRATEGIC THEME 4: OPERATIONAL EXCELLENCE												
Strategic Issue 4: Inadequate Institutional capacity to facilitate provision of quality and efficient services to the stakeholders and to live up to the high expectation on the Assembly												
Strategic Goal 7: To enhance service delivery to various stakeholders												
Strategic Objective 7: To increase the levels of (internal and external) customer satisfaction with the services of the Assembly												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
	service provided	information survey										
Improve Operation Systems	38.Continuously improve internal processes to deliver quality service and bridge identified service gaps	Acquire new office equipment	Budgetary resources	Improved service delivery	Continuously	Better services	CASB	0.2m	0.2m	0.2m	0.2m	0.2m

PERSPECTIVE: INSTITUTIONAL CAPACITY AND CORPORATE GOVERNANCE												
STRATEGIC THEME 4: OPERATIONAL EXCELLENCE												
Strategic Issue 4: Inadequate Institutional capacity to facilitate provision of quality and efficient services to the stakeholders and to live up to the high expectation on the Assembly												
Strategic Goal 8: To enhance staff performance												
Strategic Objective 8: To improve the human resource capacity for enhanced service delivery												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
Performance Management Framework	39.Develop organisational structure for CASB	Issue an official organogram	Organogram	Effective administration	Immediately		CASB	0	0	0	0	0
	40.Entrench the Board of Management in the CASB regulations	Issue memo on the role and position of the BoM in the management of the Assembly	Memo	Effective administration	Immediately	Effective BoM	CASB	0	0	0	0	0
	41.Develop functional relationships within Departments	Analyse work flow and work inter-relationships	Resource person	Workflow Analysis report	Immediately	Workflow Analysis report	Clerk	0.2m	0	0	0	0
	42.Fully operationalise all Departments	Implement the organogram	Staff	Functional Departments	Immediately	Staff	CASB	0	0	0	0	0
	43.Institutionalize	Develop annual	Resource	Performance	Immed	Improved	CASB	0	0	0	0	0

PERSPECTIVE: INSTITUTIONAL CAPACITY AND CORPORATE GOVERNANCE												
STRATEGIC THEME 4: OPERATIONAL EXCELLENCE												
Strategic Issue 4: Inadequate Institutional capacity to facilitate provision of quality and efficient services to the stakeholders and to live up to the high expectation on the Assembly												
Strategic Goal 8: To enhance staff performance												
Strategic Objective 8: To improve the human resource capacity for enhanced service delivery												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
	performance contracting and manage performance	performance contract forms	person	contract	iately/ Annua lly	performance						
		Develop annual work plans	Staff	Workplans	Annua lly	Improve performance	CASB	0	2m	2m	2m	2m
	44.Formulate and adopt appropriate HR Strategies and policies	Develop HR strategies and policies	Resource Person	HR Policies	Immed iately	Better HR Practices	HR/B oM	0.2m	0	0	0	0

PERSPECTIVE: RESOURCE/FINANCIAL SUSTAINABILITY PERSPECTIVE											
STRATEGIC THEME 5: RESOURCE MOBILIZATION AND USE											
Strategic Issue 5: Need to enhance resource base and improve resource management											
Strategic Goal 9: To enhance resource mobilization, utilization and absorption capacity for institutional financial sustainability											
Strategic Objective 9: To ensure adequate financial resources are available to meet the capital and operational expenditures of the Assembly											
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('00**			
								Y1	**Y2**	**Y3**	**Y4**
		system									
		Undertaking comprehensive activity based budgeting (ABB)	Resource person, ABB template	Budget linked to budget	Immed iately	Effective budget	CASB /CFO	0.2m	0	0	0
		Prioritizing projects	Annual plans	Rational spending	Contin uously	Prudent Financial Management	CASB /CFO	0	0	0	0
		Adhering to budgets	Finance Policy	Financial sustainability	Contin uously	Prudent Financial Management	CASB /CFO	0	0	0	0
		Instituting cost cutting initiatives	Finance Policy	Adequate cash flow	Contin uously	Prudent Financial Management	CASB /CFO	0	0	0	0
		Strengthening internal audit office	Competent staff	Strong internal control	Contin uously	Prudent Financial	CASB /CFO	0	0	0	0

PERSPECTIVE: RESOURCE/FINANCIAL SUSTAINABILITY PERSPECTIVE												
STRATEGIC THEME 5: RESOURCE MOBILIZATION AND USE												
Strategic Issue 5: Need to enhance resource base and improve resource management												
Strategic Goal 9: To enhance resource mobilization, utilization and absorption capacity for institutional financial sustainability												
Strategic Objective 9: To ensure adequate financial resources are available to meet the capital and operational expenditures of the Assembly												
Key Result Area	**Strategies**	**Core Activity**	**Input**	**Output**	**Time Frame**	**KPI**	**Actor**	**Expected Budget ('000)**				
								Y1	**Y2**	**Y3**	**Y4**	**Y5**
						Management						
		Enhance efficiency in the procurement of goods and services	Competent staff	Adequate cash flow; timely sourcing	Continuously	Prudent Financial Management						
	48.Improve quality of financial reporting and management	Acquire appropriate financial software	IFMIS, LAIFOMS, etc	Relevant and timely financial reports	Immediately	Good financial management	CFO	0	0	0	0	0
	49.Improve Audit, accountability and M&E	Train the internal auditor; Develop internal audit manual	Resource person	Competent staff	Continuously	Strong internal control	CASB	0	0	0	0	0

Key: Y1 - 2014/15; Y2 - 2015/16; Y3 - 2016/17; Y4 - 2017/18; Y5 - 2018/19

4.2. OBJECTIVES OF MONITORING AND EVALUATION

The Purpose for Monitoring and Evaluation is to ensure that the Strategic Plan implementation is according to schedule and if there is any deviation, appropriate and timely action is taken. The Monitoring and Evaluation process will be undertaken at both the Board and Management levels.

At the Board Level

The implementation of the Strategic Plan will be closely monitored to ensure its accomplishment. Quarterly review meetings will be held between the Board of Management and the Board. During these meetings, the Board will receive and review progress reports from the Clerk indicating overall progress made on key strategic objectives. The nature and scope of reporting will include:

(a) Progress made against Plan
(b) Causes of deviation from Plan if any
(c) Challenges and proposed solutions to issues that adversely affect implementation
(d) Corrective measures

The input of these quarterly Board meetings will be the output from the Monitoring and Evaluation Committee Reports and monthly Board of Management meetings.

At Management Level

Monitoring will involve routine data collection and analysis on the progress of the Strategic Plan implementation. The results from the analysis will then be used to inform decision making, including taking corrective action where deviations in implementation have been noted.

The Board of Management will ensure ownership of the Strategic Plan by all departments. The Departments will monitor programmes and projects administered in their respective jurisdictions. They will submit quarterly and annual M&E reports to the Board of Management, who will in turn submit the same to the Board. These reports will be reviewed regularly against the targeted indicators to measure progress.

The Strategic Plan will be evaluated during and after implementation to gauge the extent of achievement of the intended results. The evaluation will be carried out using relevance, efficiency, effectiveness, sustainability and impact measures. A mid-term review will also be carried out. The logical framework/implementation matrix will help track and monitor progress in the implementation of the Plan.

In carrying out the management control function, the following measures will be considered:

a) Performance Standards and Targets
b) Performance Measurements or Indicators
c) Performance Evaluation/Appraisal
d) Budgets
e) Management Reports
f) Implementation Programme/Matrix
g) Strategic Plan Review Meetings

The Control mechanism will include:

a) Action plans
b) A check on whether results produced by the implemented activity were those forecasted as outputs and, whether they were achieved according to stated Performance Standards/Measurement

4.3. MONITORING, EVALUATION AND REPORTING

In order for there to be objective and useful monitoring and evaluation of the Strategic Plan's progress toward achieving its goals (Vision and Mission of County Assembly), a separate, nonpartisan and experienced (in monitoring governance support programs) organization is recommended to be contracted to do annual perception-based monitoring and evaluation reports. Perception based monitoring and evaluation reports can be useful to implementer and development partners alike, because they provide feedback from stakeholders that can help to guide corrective measures.

The CASB, and the Monitoring and Evaluation Organization selected to undertake the task shall jointly develop the parameters of the monitoring and evaluation to ensure they are fair, realistic and useful in determining the impact of investment in the plan.

4.4. M&E FRAMEWORK

4.4.1. Responsibilities

The following M & E framework will be put in place by the Board in order to ensure implementation of the Strategic Plan:

i). The Strategic Plan will be broken into annual objectives, work plans and budgets which will be presented for approval by the CASB.

ii). The Corporate objectives will be cascaded down to individual departments for implementation. The Heads of Departments shall oversee the implementation of the Strategic Plan in their respective departments. The departmental targets will in turn be translated into Individual Performance Targets.

iii). The Board of Management will be reporting quarterly to the Board on the progress of the Strategic Plan implementation.

iv). All Heads of Departments will hold monthly meetings chaired by the Clerk to review the status of the Strategic Plan implementation as it relates to their respective departments.

v). The management team shall conduct annual surveys and mid-term review of the Strategic Plan after two and half years of initiation to determine whether implementation is on track and give necessary recommendations.

vi). The key performance indicators will provide guidance on a more objective review of the progress made in the Strategic Plan implementation.

4.4.2. Mechanisms

Mechanisms for data collection and storage will be created. In addition, annual surveys on critical indicators like access to information and levels of public participation, customer satisfaction, level of stakeholder satisfaction, work environment, employee satisfaction will be conducted. The following tools will be used to implement this strategic plan. The key monitoring tools to be used include:

(ii) **Monthly Monitoring:** The tool will monitor outputs or activities and will be seeking to answer the following questions:

- What had we planned to do?
- What did CASB do?
- What were the deviations?
- What did we learn from the process?

(iii) **Quarterly reporting:** This tool will be monitoring how CASB will influence its environment for change. It will respond to questions of;

- How did CASB programmes and or projects respond to strategic outputs or activities rolled out every month for the last three months?
- What had CASB expected to happen?
- What were the deviations?
- What were the lessons learned.

(iv) **Annual Monitoring and reporting:** This tool will monitor at impact level. It will be asking the questions of:

- What changed over the last one year?
- What had CASB expected to change?
- What are deviations?
- What were the lessons learnt.

At this level CASB will also be monitoring utilisation of resources and will rationalise budget variances against deviations in programme or project achievements and vice versa.

(v) **Policy Tracking Tools**

- **Governance and democratic transformation tracking tools:** CASB shall track the Legal, administrative and institutional progress towards realisation of transformation as articulated in the Constitution of Kenya, 2010. The tool will be analysing all policies on their effectiveness and making recommendations on improvement of a particular policy. This tool will be applied depending on the implementation strategy of the policy.

(vi) End Term Plan Evaluation

This will be carried out in the last quarter of the final year of the implementation of CASB's strategic plan. It will seek to assess the impact of CASB's work in relation to its goals and objectives. The evaluation will identify key challenges, lessons learnt and make recommendations for the next strategic plan focus to enable it to support achievement of overall institutional goals.

4.4.3. Progress Reports

Progress reports will be prepared on a quarterly basis by the implementing departments. The reports will describe actions undertaken towards achieving specific strategies of the Plan and will include costs, benefits, performance measures and progress to date. The Strategic Plan will be evaluated on quarterly basis, annually, at the mid-term and at the end of the plan period to ensure that it remains relevant, feasible and delivers outputs that contribute to sustainable development.

CHAPTER FIVE: INSTITUTIONAL STRUCTURE

5.1. COUNTY ASSEMBLY SERVICE BOARD

The overall responsibility for the implementation of this Strategic Plan lies with the Service Board. The County Assembly Service Board will have the responsibility to approve the goals and objectives of the five-year strategic plan; in addition it will review and approve the annual action (work) plans and maintain oversight of the resources contained in the basket fund.

Services provided by the County Assembly Service Board are:

- Legislative and Committee Services
- Finance and Accounting Services
- Administrative Services
- Information and Research Services
- Legal Services

5.2. OFFICE OF THE COUNTY ASSEMBLY SPEAKER

The office of the Speaker exercises procedural, administrative and Managerial roles and functions vested by law, procedure and tradition necessary to operationalize the role and functions of Assembly. The Speaker chairs the CASB and is responsible for both policy and operations within the precincts of the Assembly.

5.3. THE BOARD OF MANAGEMENT

The Board of Management shall have delegated roles from the Service Board to oversee the Strategic Plan implementation. The Board of Management (BoM) shall supervise staff and departments to ensure equitable (as approved by the County Assembly Service Board) distribution of Strategic Plan resources. The Board of Management will report quarterly to

the County Assembly Service Board on the implementation status of Strategic Plan. The BoM shall further be responsible for drafting annual work plans and presenting those plans to the CASB for approval.

For greater ownership of the Strategic Plan, there shall be an ad hoc Review Committee composed of all Chairpersons of Committees and Board of Management that will be responsible for reviewing progress of implementation of the plan biannually.

Purpose

The main responsibility of the Board of Management is to oversee the management of business and affairs of the Assembly. In this regard, the Board establishes policies, reporting mechanisms and procedures in view of safeguarding the assets of the Assembly and ensuring its long-term viability, success and development.

Composition

The composition of the Board is the Clerk of the Assembly as the Chair and the heads of departments as members.

Process and Operations

The Board of Management meets at least once a month.

Mandate

The Board of Management supervises the management of the business and affairs of the Assembly. In exercising this role, the Board of Management fulfills the following responsibilities:

i). Implementing agency for policies and directives from the Board
ii). Supervision over Assembly Staff
iii). Reporting & Disclosures
iv). Expenditure Management & Internal Controls
v). Corporate Ethics, Compliance and Corporate Governance
vi). Reviews and assesses all estimates of the County Assembly
vii). Reviews and recommends to the Board all policy proposals
viii). Reviews and recommends all schemes of service for staff
ix). Reviews and recommends all proposals on terms and conditions of service for staff

x). Monitors the implementation of directives by the Board

xi). Reviews and recommends staff establishment, promotion and discipline

xii). Reviews and considers recruitment of staff

5.3.1. Office of the County Assembly Clerk

The Clerk of the Assembly is the Principal Procedural Advisor to the Speaker, Deputy Speaker, other presiding officers and to all Members of County Assembly on Assembly procedures, practices, conventions and traditions. The Clerk is responsible for implementation of all policy matters approved by the CASB.

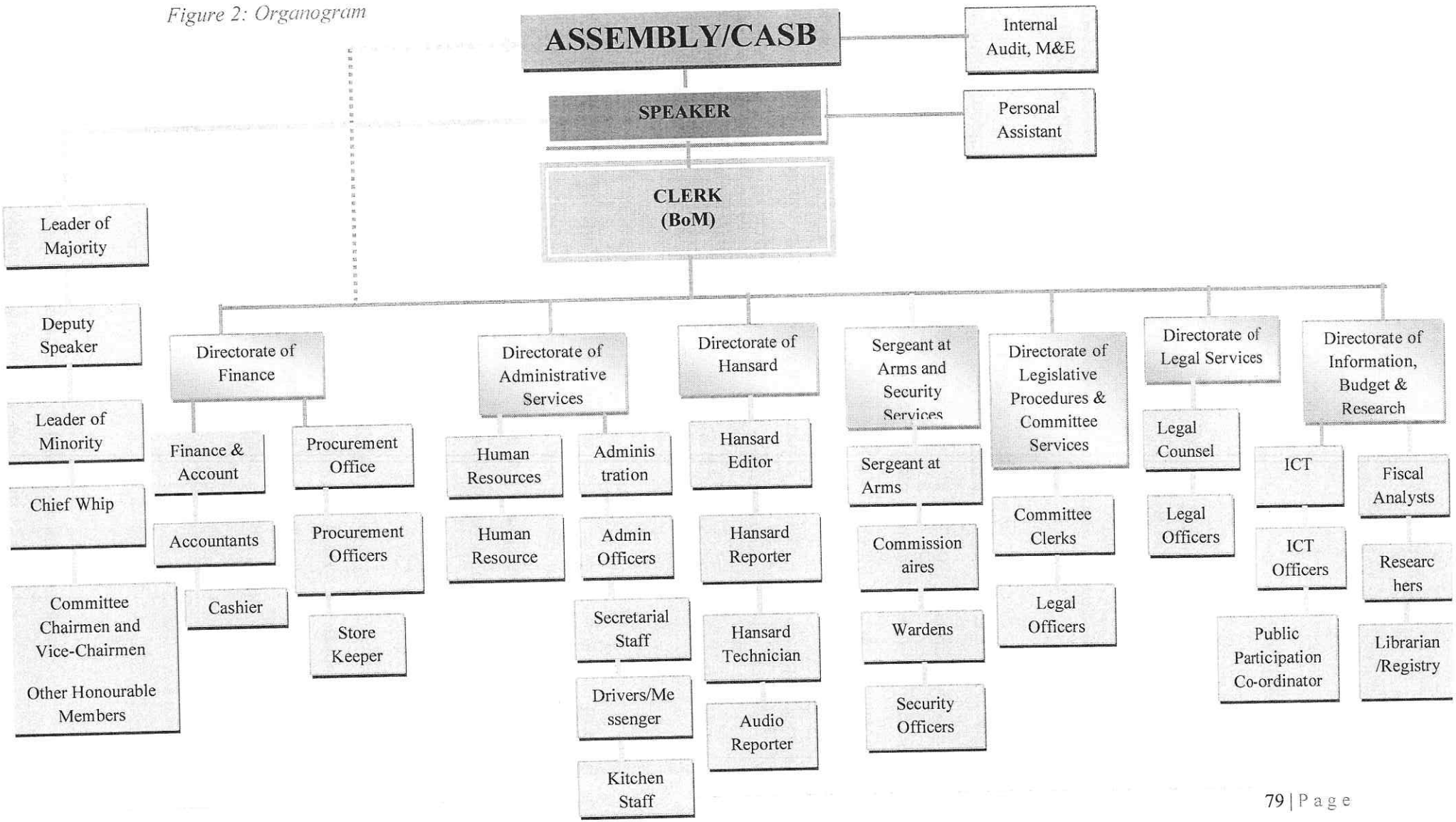
Regarding the Strategic Plan, the Clerk to County Assembly has the main responsibility for liaising with development partners and to provide day-to-day co-ordination of the approved Strategic Plan activities. The Clerk shall further plan and coordinate technical assistance activities with Committees, Departments, Offices and Other Groups; manage and account for basket fund resources; prepare reports and organize regular reviews with the Review Committee and development partners.

5.3.2. Divisions and Departments

The new structure establishes an organ called the Board of Management under the office of the Clerk, and is made up of the heads of all departments which are Legal Services, Legislative Procedures and Committee Services headed by the Deputy Clerk, Finance and Accounts, Procurement, Hansard, Human Resource and Administration, Budget and Research, Internal Audit and M&E, Sergeant at Arms, and ICT. All departments shall be responsible for monitoring and implementing their departmental plans.

5.4. ORGANOGRAM

Figure 2: Organogram



5.5. PROJECTED STAFF ESTABLISHMENT

Table 9: Projected Staff Compliment

Scale	Establishment	In post	Vacancy
12	Clerk	1	0
11	Deputy Clerk	1	0
11	Director Legal Services	1	0
11	Director of Finance	0	1
11	Director of Administration and Human Resources	0	1
11	Director of Hansard	0	1
11	Director of Legislative Procedures & Committee Services	0	1
11	Director of Information & Research	0	1
10	Principal Finance Officer	1	0
10	Principal Procurement Officer	1	0
10	Principal Committee Clerk	1	0
10	Principal Hansard Editor	1	0
10	Principal ICT Officer	1	0
10	Principal Fiscal Analyst	1	0
9	Senior Human Resource Officer I	1	0
9	Accountant	1	0
9	Senior Legal Counsel	1	0
9	Senior Serjeant at Arms	1	0
9	Internal Auditor	1	0
9	Senior Administration Officer	1	0
8	Accountant II	1	0
8	Senior ICT Officer	1	0
8	Public Relations Officer	0	1
8	Personal Assistant Speaker's Office	1	0
8/7	ICT Officer	2	0
8/7	ICT Officer	2	0
7	Senior Hansard Editor	1	0

7	Fiscal Analyst I	1	0
7	Committee Clerk Assistant II	2	0
7/5	Administration Officer	2	0
6	Accountant III/Cashier	2	0
6	Legal Officer	1	0
6	Research Officer	1	1
6	Hansard Reporter	1	1
6	Human Resource Officer II	1	0
6	Librarian/Registry Officer	1	0
6	Committee Clerk Assistant III	3	0
6	Security Officers/Personal Assistants	0	35
5	Procurement Assistant	1	0
5	Assistant Serjeant at Arms	1	0
5	Assistant Hansard Reporter	1	0
5	Transport Officer III/Driver	1	1
5	Personal Secretary	1	0
5	Security Wardens	0	4
4	Commissionaires	3	0
16	Corporal	1	0
16	Tea Girl	1	2

Source: Author, 2014

5.6. TRAINING AND DEVELOPMENT

In order to ensure effective implementation of the Strategic Plan, the MCAs shall need to be trained on performance management in addition to the various areas identified in the strategic objectives. Similarly, the County Assembly Service Board and the staff shall need to be trained on various aspects of performance management in addition to other areas as may be identified by the annual job evaluations and surveys.

The CASB and the staff shall also need trainings on how to cascade the strategic plan to their departments and to various office holders.

CHAPTER SIX: RESOURCE FLOWS

6.1. PROJECTED RESOURCE REQUIREMENTS

The County Assembly's activities and programmes are largely funded from public resources. This invariably means that it competes for scarce resources with other public entities which calls for prudence in resource utilization and underscores the importance of prioritization of projects and activities to achieve maximum benefits, while contributing towards realization of Vision 2030 and the aspirations of the Constitution of Kenya 2010. Systematic approaches can also be employed in mobilizing resources from the Development Partners. It is noted that resource mobilization is not sorely about securing additional resources but also about making judicious or better utilization of available resources.

The resources for this Strategic Planning shall include also human personnel. Appropriate deployment of these resources will determine the success of the strategy and smooth implementation of the Strategic Plan. It is expected that the National Government will continue to finance the operations of the Assembly Service to enable the Assembly discharge its constitutional mandate.

In projecting the resource requirements, the following factors have been taken into account:

- The cost of various programmes as given in the implementation matrix,
- Absorptive capacity of the Assembly on institutional development and recurrent expenditures,
- The hard budget constraints as given or assumed in the Vision 2030 strategy of ensuring a prudent fiscal management that is necessary to create a viable private sector-led economic growth and that imposed by the Commission on Revenue Allocation.

Table 10: Projected Resource Need

2014/2015	2015/2016	2016/2017	2017/2018	2018/2019

6.2. MEASURES TO ELIMINATE WASTAGE

6.3. PROJECTED BUDGET

Table 11: Projected Budget

Strategic Objective	Budget					
	TOTAL	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019

CHAPTER SEVEN: ACCOUNTABILITY AND RISK MANAGEMENT

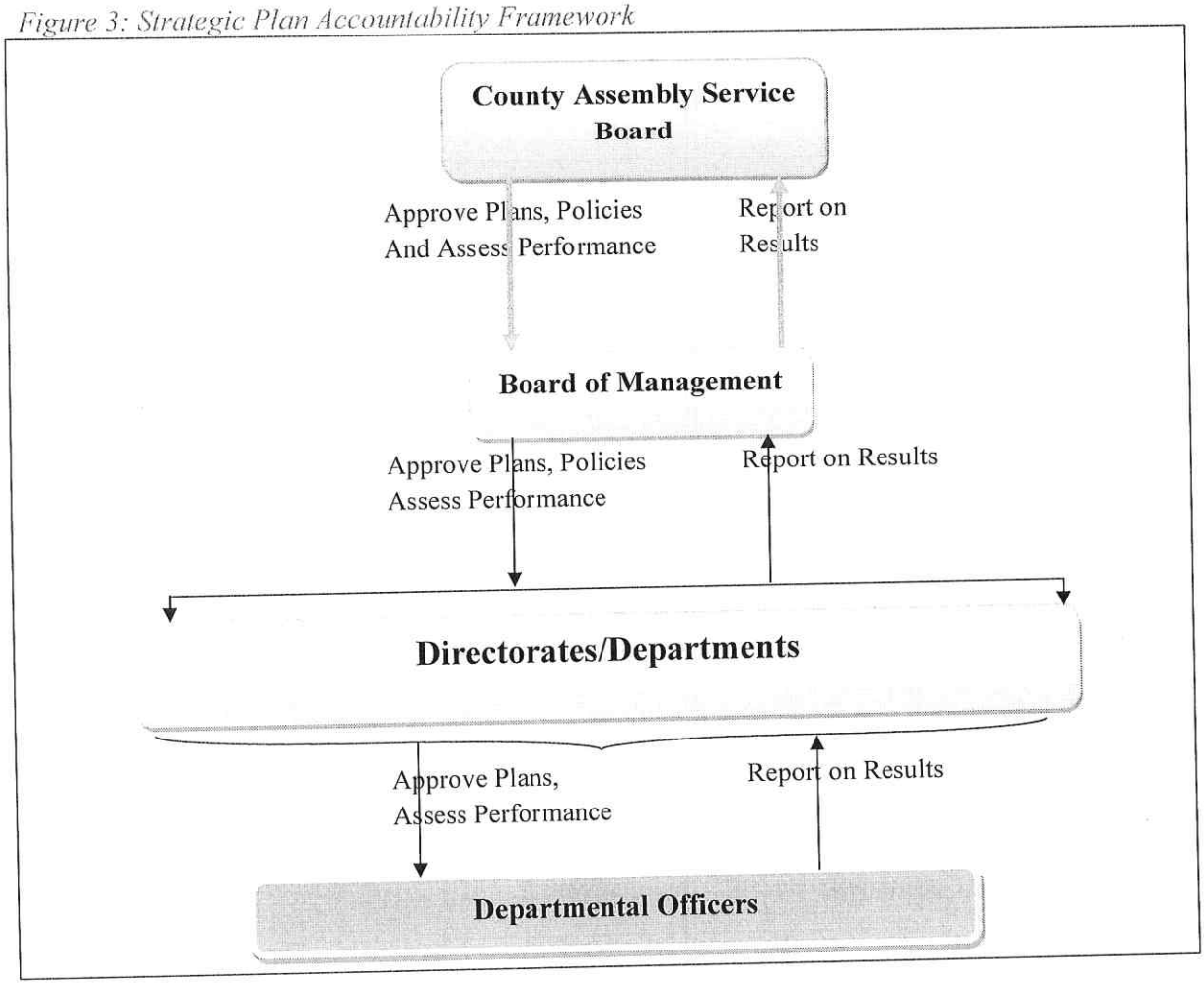
7.1. ACCOUNTABILITY

Accountability refers to the expectation that each staff member and honourable members will accept credit or blame for results achieved in performing the assigned tasks. Members and staff are expected to report results of their work to enable the County Assembly Service Board to determine whether proper decisions are being made and whether tasks are being performed as planned. Accountability shall flow from the lowest staff level upwards to the CASB and from the honourable members to the speaker either collectively of individually.

The implementation of this Strategic Plan requires proper mobilization and utilization of financial, human and material resources. This demands that the members and staff take respective responsibilities and be accountable for the same. Successful implementation of the plan depends significantly on how the planned activities are effectively delegated, and outputs monitored and evaluated.

The Board will be responsible for the general monitoring and evaluation of the Plan's implementation and prioritization of the projects to be undertaken. The Clerk and Heads of Departments will, on the other hand, be responsible for the day-to-day implementation, monitoring, and evaluation of the organization's operations.

Figure 3: Strategic Plan Accountability Framework



7.2. RISK MANAGEMENT STRATEGIES

The following are some of the Organizational, Financial, Political, and Environmental changes that could affect implementation of the plan:

Organization Factor: All departments in the County Assembly will be required to co-operate and harmonize work plans towards the implementation of planned programmes. Lack of proper co-ordination may derail completion of programmes.

Financial Factor: Inadequate funds to the County Assembly's budget shall have a negative effect in the implementation of the Plan. The Speaker and the Clerk through the support of the Honourable Members shall take the lead role in resource mobilization from the National

Treasury, through Public Private Partnership (PPP) arrangements and Government to Government initiatives shall be supplemented by bilateral and multilateral development partners and Non-Governmental Organizations.

Political Factor: Political stability will favour implementation but poor governance and political instability will hinder the smooth running of operations and projects towards implementing the Plan.

Environmental Factor: Some programmes may be affected by vagaries of climate. It is recommended that climatic conditions be considered when such projects are being implemented.

There are a number risks inherent in the process of implementing this strategic plan. The matrix below summarises the probable risks including a ranking and suggested mitigation strategies:

Table 12: Strategic Risks

Type of Risk	Rating	Mitigation
Political	High	• Putting in place good governance structure and staying clear of external influences • Institutional capacity building and maintaining professionalism
Economic	Medium	• Good planning and control of operations
Financial	High	• Performance monitoring and improving internal controls • Proper planning and consultation with relevant authorities and development partners • Following laid down regulations
Resistance to change	Medium	• Identify, and create awareness through seminars and workshops
Employee Commitment	Medium	• Capacity building and Development • Staff motivation

Staff mobility	Medium	• Proper structures, harmonizing terms of service
Change of political leadership	Medium	• Continuous strengthening of the departments as well the County Assembly Service Board to be an institution whose existence and performance is independent of the personality of the political head
Lack of ownership	Low	• Consultation and involvement of all stakeholders in the relevant programmes and activities of the Assembly
External interference	Low	• Assert the authority of the Assembly as an equal partner in County governance
Technological advancement	Low	• Investment in technology and training and training of members and staff
High Stakeholder Expectations	Medium	• Service delivery, open communication channels
Negative perception of the Assembly by the public	Medium	• Positive publicity and opening up of the Assembly through broadcasting and other outreach programmes

APPENDICES

Appendix 1: Members of the Bomet County Assembly

Table 13: Members of Bomet County Assembly

SN	NAME	WARD
1.	Hon. Geoffrey Kipngetich Korir	Speaker
2.	Hon. Chepkemoi Evaline	Chesoen
3.	Hon. Chepkoech Leah	Mutarakwa
4.	Hon. Chepkwony John Kiprono	Chebunyo
5.	Hon. Kipkorir Ngeno Bernard	Kapletundo
6.	Hon. Kipkorir Sammy Chelule	Merigi
7.	Hon. Kipngetich Samwel Bor	Chemaner
8.	Hon. Kipsiele Kirui Sammy	Sigor
9.	Hon. Kirui Josphat Kiplangat	Ndaraweta
10.	Hon. Kirui Leonard	Siongiroi
11.	Hon. Koech Stephen Changmorik Kipngetich	Longisa
12.	Hon. Korir Joyce Chepkoech	Singorwet
13.	Hon. Korir Julius Kiprono	Kembu
14.	Hon. Korir Philip Kiplangat	Kipreres
15.	Hon. Langat Reuben Kiprotich	Kongasis
16.	Hon. Metet Robert Kipkurui	Silibwet Township
17.	Hon. Molel John Cheruiyot	Rongena/Manaret
18.	Hon. Mosonik William Cheruiyot	Mogogosiek
19.	Hon. Ngeno Christoper Kibet	Chepchabas
20.	Hon. Ngetich John Kipkirui	Kipsonoi
21.	Hon. Rotich David Big Five	Chemagel
22.	Hon. Serbai Robert Kiplangat	Embomos
23.	Hon. Siele Philip	Ndanai/Abosi
24.	Hon. Towett Cecilia Chemutai	Nyongores
25.	Hon. Towett Samson Kipkirui	Kimulot
26.	Hon. Bett Robert Kipngeno	Boito
27.	Hon. Aurelia Chepkerui	Nominated
28.	Hon. Beatrice Chebomui	Nominated
29.	Hon. Bency Chepkorir Too	Nominated
30.	Hon. Hellen Chepkurui	Nominated
31.	Hon. Josphine Rotich	Nominated
32.	Hon. Nancy Chepkirui	Nominated
33.	Hon. Patrick Chepkuony	Nominated
34.	Hon. Rose Cherono Boiyon	Nominated
35.	Hon. Taplelei Rotich	Nominated
36.	Hon. Wilson Keter	Nominated

Table 14: Select Committees and Their Membership

Privileges Committee		
No	**MEMBERS**	**POSITION**
1	Hon. Geoffrey. K. Kipngetich	Chair
2	Hon. Beatrice Chebomui	Member
3	Hon. Samwel Bor	Member
4	Hon. Robert Serbai	Member
5	Hon. Wilson Keter	Member
6	Hon. Josephine Rotich	Member
7	Hon. Hellen Chepkirui	Member
8	Hon. Patrick Chepkwony	Member
9	Hon Samson Towett	Member
10	Hon. Philiph Siele	Member
11	Hon. John Ngetich	Member
Procedure and Rules Committee		
No	**MEMBERS**	**POSITION**
1	Hon. Geoffrey. K Kipngetich	Chair
2	Hon. Joyce Korir	Member
3	Hon. William Mosonik	Member
4	Hon. Robert Bett	Member
5	Hon. Aurelia Chepkirui	Member
Budget and Appropriations Committee		
No	**MEMBERS**	**POSITION**
1	Hon. Aurelia Chepkirui	Chair
2	Hon. Benard Ngeno	V.Chair
3	Hon. Sammy Kirui	Member
4	Hon. Cecilia Towett	Member
5	Hon. Philip Korir	Member
6	Hon. Taplelei Rotich	Member
7	Hon. Robert Metet	Member
8	Hon. Samwel Bor	Member
9	Hon. Josphat Kirui	Member
Public Investments /Accounts Committee (PIC/PAC)		
No	**MEMBERS**	**POSITION**
1	Hon. Stephen Changmorik	Chair
2	Hon. Patrick Chepkwony	V.Chair
3	Hon. Bency Too	Member
4	Hon. Leah Kirui	Member
5	Hon. William Mosonik	Member
6	Hon. Josphine Rotich	Member
7	Hon. Robert Bett	Member
8	Hon. Robert Serbai	Member
9	Hon. John Chepkwony	Member
	Committee on Delegated Legislation	

No.	MEMBERS	POSITION
1	Hon. John Molel	Chair
2	Hon. Julius Korir	V. chair
3	Hon. Evaline Chepkemoi	Member
4	Hon. Leonard Kirui	Member
5	Hon. Robert Bett	Member
6	Hon. Nancy Chepkirui	Member
7	Hon. Robert Metet	Member
8	Hon. Rose Boiyon	Member
Liaison Committee		
No	**MEMBERS**	**POSITION**
1.	Hon. Joyce Korir	Chair
2.	Hon. John Molel	Member
3.	Hon. Samson Towett	Member
4.	Hon. Stephen Changmorik koech	Member
5.	Hon. Cecilia Towett	Member
6.	Hon. Philip Siele	Member
7.	Hon. Robert Metet	Member
8.	Hon. Robert Bett	Member
9.	Hon. Leah Kirui	Member
10.	Hon. William Mosonik	Member
11.	Hon. Beatrice Chebomui	Member
12	Hon. Reuben Langat	Member
13	Hon. Christopher Ngeno	Member
14	Hon. Samwel Bor	Member
15	Hon. Aurelia Chepkirui	Member
Speaker's Panel		
No	**MEMBERS**	**POSITION**
1	Hon. G.K.Kipngetich	Chair
2	Hon. Aurelia Chepkirui	Member
3	Hon. William Mosonik	Member
4	Hon. Sammy Kipsiele Kirui	Member
House Business Committee		
NO	**MEMBERS**	**POSITION**
1	Hon. G.K. Kipngetich	Speaker & chair
2	Hon. Josphat Kirui	Member
3	Hon. John Chepkwony	Member
4	Hon. David Rotich	Member
5	Hon. Julius Korir	Member
6	Hon. Leah Kirui	Member
7	Hon. Samson Towett	Member
8.	Hon. Reuben Langat	Member
9.	Hon. Wilson Keter	Member
10.	Hon. Patrick Chepkwony	Member
Committee on Appointments		
NO.	**MEMBERS**	**POSITION**
1	Hon. G.K. Kipngetich	Chair
2.	Hon. Josphat Kirui	Member

3.	Hon. John Chepkwony	Member
4.	Hon. Joyce Korir	Member
5.	Hon. David Rotich	Member
6.	Hon. Christopher Ngeno	Member

SECTORAL COMMITTEES

Committee on Agriculture, Fisheries and Livestock

No.	MEMBERS	POSITION
1	Hon. Samson Towett	Chair
2	Hon. John Ngetich	V. Chair
3	Hon. Christopher Ngeno	Member
4	Hon. Benard Ngeno	Member
5	Hon. Robert Metet	Member
6	Hon. Evaline Chepkemoi	Member
7	Hon. Sammy Kirui	Member
8	Hon. Nancy Chepkirui	Member
9	Hon. Beatrice Chebomui	Member

Committee on Education, Youth and Sports

No	MEMBERS	POSITION
1	Hon. Cecilia Towett	Chair
2	Hon.Wilson Keter	V. Chair
3	Hon. Hellen Chepkirui	Member
4	Hon. Julius Korir	Member
5	Hon. Aurelia Chepkirui	Member
6	Hon. Patrick Chepkwony	Member
7	Hon. Leonard Kirui	Member
8	Hon. Joyce Korir	Member
9	Hon. Benard Ngeno	Member

Committee on, Trade, Tourism, Industry and Co-operatives

No	MEMBERS	POSITION
1	Hon. Leah Kirui	Chair
2	Hon. Robert Serbai	V.chair
3	Hon. Patrick Chepkwony	Member
4	Hon. Joyce Korir	Member
5	Hon. Philip Korir	Member
6	Hon. Taplelei Rotich	Member
7	Hon. Sammy Kirui	Member
8	Hon. Robert Metet	Member
9	Hon. John Molel	Member

Committee on Urban Planning, Land and Housing

No	MEMBERS	POSITION
1	Hon. Beatrice Chebomui	Chair
2	Hon. Josphine Rotich	V.chair
3	Hon. David Rotich	Member
4	Hon. Evaline Chepkemoi	Member
5	Hon. Robert Metet	Member
6	Hon. Philip Korir	Member
7	Hon. Robert Serbai	Member
8	Hon. Aurelia Chepkirui	Member

9	Hon. Leonard Kirui	Member
Committee on Administration, Peace, Justice and Legal Affairs		
No	**MEMBERS**	**POSITION**
1	Hon. Robert Bett	Chair
2	Hon. Nancy Chepkirui	V.chair
3	Hon. John Molel	Member
4	Hon. Stephen Changmorik	Member
5	Hon. Josephine Rotich	Member
6	Hon. Sammy Chelule	Member
7	Hon. Reuben Langat	Member
8	Hon. Bency Too	Member
9	Hon. Benard Ngeno	Member
Committee on Infrastructure (Roads, Transport and Public Works)		
No	**MEMBERS**	**POSITION**
1	Hon. Robert Metet	Chair
2	Hon. Sammy Chelule	V.chair
3	Hon. Philip Korir	Member
4	Hon. Samson Towett	Member
5	Hon. Bency Too	Member
6	Hon. Philip Siele	Member
7	Hon. John Chepkwony	Member
8	Hon. Rose Boiyon	Member
9	Hon. Nancy Chepkirui	Member
Committee on Health Services		
No	**MEMBERS**	**POSITION**
1	Hon. Philip Siele	Chair
2	Hon. Leonard Kirui	V.Chair
3	Hon. John Ngetich	Member
4	Hon. Taplelei Rotich	Member
5	Hon. Rose Boiyon	Member
6	Hon. William Mosonik	Member
7	Hon. John Molel	Member
8	Hon. Patrick Chepkwony	Member
9	Hon. Nancy Chepkirui	Member
Finance, ICT and Economic Planning		
NO	**MEMBERS**	**POSITION**
1	Hon. Christopher Ngeno	Chair
2	Hon. Evaline Chepkemoi	V.chair
3	Hon. Joyce Korir	Member
4	Hon. Sammy Kirui	Member
5	Hon. Beatrice Chebomui	Member
6	Hon. Philip Siele	Member
7	Hon. Reuben Langat	Member
8	Hon. John Ngetich	Member
9	Hon. Josphat Kirui	Member
Labour And Public Services		
No	**MEMBERS**	**POSITION**
1	Hon. Reuben Langat	Chair

2	Hon. Bency Too	V.chair
3	Hon. Christopher Ngeno	Member
4	Hon John Ngetich	Member
5	Hon. Cecilia Towett	Member
6	Hon. Wilson Keter	Member
7	Hon. David Rotich	Member
8	Hon. Philip Siele	Member
9	Hon. Aurelia Chepkirui	Member
Energy, Environment, Water and Natural Resources		
No	**MEMBERS**	**POSITION**
1	Hon. Samwel Bor	Chair
2	Hon. Hellen Chepkirui	V.chair
3	Hon. Leah Kirui	Member
4	Hon. Robert Serbai	Member
5	Hon. Stephen Changmorik	Member
6	Hon. Nancy Chepkirui	Member
7	Hon. Robert Bett	Member
8	Hon. Sammy Chelule	Member
9	Hon. Cecilia Towett	Member
Gender, Culture and Social Services		
No	**MEMBERS**	**POSITION**
1	Hon. William Mosonik	Chair
2	Hon. Rose Boiyon	V.chair
3	Hon. Reuben Langat	Member
4	Hon. Hellen Chepkirui	Member
5	Hon. Samwel Bor	Member
6	Hon. David Rotich	Member
7	Hon. Sammy Chelule	Member
8	Hon. Taplelei Rotich	Member
9	Hon. Julius Korir	Member

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