



*The People's Voice*

# COUNTY ASSEMBLY OF KITUI



## STRATEGIC PLAN 2018-2023

---

## ***VISION***

A model county assembly in Kenya

---

## ***MISSION***

To facilitate and ensure holistic growth of the County through appropriate legislation, effective representation and objective oversight

---

## ***CORE VALUES***

Commitment  
Professionalism  
Integrity  
Diligence  
Inclusiveness

---

# TABLE OF CONTENTS

<b>ABBREVIATIONS AND ACRONYMS.....</b>	<b>III</b>
<b>FOREWORD.....</b>	<b>IV</b>
<b>PREFACE .....</b>	<b>V</b>
<b>MEMBERS OF THE COUNTY ASSEMBLY SERVICE BOARD .....</b>	<b>VI</b>
<b>CHAPTER ONE: HISTORICAL, LEGAL AND INSTITUTIONAL FRAMEWORK.....</b>	<b>1</b>
1.0 Background .....	1
1.1 Mandate .....	1
1.2 Functions of the County Assembly .....	1
1.3 The Authority of the Assembly .....	2
1.4 The County Assembly Service Board .....	2
1.6 Members of the County Assembly .....	3
1.7 The Assembly’s Departments.....	3
1.8 Statement on the Constitution of Kenya .....	4
1.9 Legislations relevant to the Assembly .....	4
1.10 Policies and Protocols.....	5
1.11 Rationale for Development of the Strategic Plan .....	5
1.12 Methodology of Developing the Strategic Plan .....	5
<b>CHAPTER TWO: NATIONAL DEVELOPMENT AGENDA AND ITS CHALLENGES.....</b>	<b>6</b>
2.0 An overview of Kenya Vision 2030 Framework .....	6
2.1 Progress under Medium Term Plan (MTP) 1 .....	6
2.2 Critical Issues, Remaining and Emerging Challenges.....	7
2.3 The Second MTP 2013-2017 .....	7
2.4 Priority Areas to be addressed under the Second Medium Term Plan 2013-2017 ....	8
2.5 The Role of County Governments in implementing Kenya Vision 2030 .....	10
2.6 The Role of County Assembly of Kitui in implementing Kenya Vision 2030 .....	11
2.7 County Assembly of Kitui role in the Sustainable Development Goals .....	11
<b>CHAPTER THREE: SITUATIONAL ANALYSIS.....</b>	<b>13</b>
3.0 Introduction .....	13
3.1 Achievements .....	13
3.2 Challenges faced .....	13
3.3 Lessons learnt.....	14
3.4 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis .....	14
3.5 Environmental Scanning (P.E.S.T.E.L Analysis).....	18
3.6 Stakeholder Analysis .....	22
<b>CHAPTER FOUR: STRATEGY FOCUS .....</b>	<b>26</b>
4.0 Introduction .....	26
4.1 Vision, Mission, Motto and Core Values.....	26
4.2 Key Result Areas (KRA’s) .....	26
4.3 Strategic Objectives .....	27
4.4 Strategy Matrix.....	27
<b>CHAPTER FIVE: INSTITUTIONAL CAPACITY AND RESOURCE MOBILIZATION.....</b>	<b>29</b>
5.0 Capacity Development .....	29
5.1 Staffing Levels.....	29
5.2 Training and development .....	31
5.3 Organizational Structure.....	31
5.4 Resource Mobilization and Utilization.....	33

<b>CHAPTER SIX: IMPLEMENTATION AND COORDINATION .....</b>	<b>35</b>
6.0 Introduction .....	35
6.1 Before Implementation.....	35
6.2 During Implementation .....	35
6.3 Post Implementation .....	36
6.4 Linkages and Collaborations.....	36
6.5 Risk Management.....	36
<b>CHAPTER SEVEN: MONITORING, EVALUATION AND REPORTING.....</b>	<b>38</b>
7.0 Introduction .....	38
7.1 Monitoring and Evaluation Framework.....	38
7.2 Progress Reports.....	39
7.3 Mid-term & End-term Review .....	39
<b>APPENDIX I: IMPLEMENTATION MATRIX.....</b>	<b>40</b>
<b>APPENDIX II: COUNTY ASSEMBLY OF KITUI WARDS .....</b>	<b>62</b>
<b>APPENDIX III: THE STRATEGIC PLANNING TEAM.....</b>	<b>64</b>

## ABBREVIATIONS AND ACRONYMS

---

<b>CASB</b>	- County Assembly Service Board
<b>CBO</b>	- Community Based organizations
<b>CFSP</b>	- County Fiscal Strategy Paper
<b>CIDP</b>	- County Integrated Development plan
<b>CLIDP</b>	- Community Level Infrastructure Development Projects
<b>CRA</b>	- Commission for Revenue Allocation
<b>EDE</b>	- Ending Drought Emergencies
<b>ERS</b>	- Economic Recovery Strategy
<b>GDP</b>	- Gross Domestic Product
<b>GPO</b>	- General Post Office
<b>HIV/AIDS</b>	- Human Immune Virus Acquired Immune/Acquired Immuno Deficiency Syndrome
<b>HR</b>	- Human Resource
<b>ICT</b>	- Information Communication Technology
<b>IDP</b>	- Internally Displaced Persons
<b>IFMIS</b>	- Integrated Public Financial Management Systems
<b>IPPD</b>	- Integrated Payroll and Personnel Database
<b>JAWS</b>	- Job Access With Speech
<b>KIVEST</b>	- Kitui Vision for Economic and Social Transformation
<b>KRA</b>	- Key Result Area
<b>LAPSSET</b>	- Lamu Port, Southern Sudan and Ethiopia Transport
<b>MCAs</b>	- Members of County Assembly
<b>MDG</b>	- Millennium Development Goals
<b>MTP</b>	- Medium Term Plan
<b>NGO</b>	- Non-Governmental Organization
<b>PAC</b>	- Public Accounts Committee
<b>PESTEL</b>	- Political Economic Social Technological Environmental Legal
<b>PIC</b>	- Public Investments Committee
<b>PLWD</b>	- Persons Living With Disabilities
<b>PPP</b>	- Public Private Partnership
<b>SDGs</b>	- Sustainable Development Goals
<b>SRC</b>	- Salaries and Remuneration Commission
<b>SWOT</b>	- Strengths Weaknesses Opportunities Threats
<b>TB</b>	- Tuberculosis
<b>UNFCCC</b>	- United Nations Framework Convention on Climate Change

## FOREWORD

---



It gives me great pleasure to present the first Strategic Plan of the County Assembly of Kitui. This is a road map and focus for the Assembly and details strategy and programmes to be undertaken by the Assembly in the implementation of its mandate as prescribed by the Constitution and other appropriate legal instruments.

This strategic plan flags out the main pillars of the Assembly, that is; Representation, Legislation and Oversight. It also discusses appropriate Institutional Capacity to deliver these three pillars. This is important in order to create prudent Stewardship for sustainable development. The Strategic Plan is our declaration of the commitment we have to achieve the goals which we have set out in our service to the people of Kitui and other stakeholders.

The Strategic Plan will help us set our priorities, focus energy and resources, strengthen operations and ensure that we are working towards common goals. This will essentially enable us to assess and adjust our direction in response to changing environment in line with the intended outcomes.

The Assembly endeavors to be at the forefront in the implementation of the Kitui County Integrated Development Plan 2013–2017, the Kitui Vision for Economic and Social Transformation 2025 (KIVEST) whose main objective is to provide a long term planning framework to guide socio-economic, political and environmental development in Kitui County and takes into account the provisions of the Constitution and the Kenya Vision 2030, our country's development blue print.

The achievement of the goals set out in this Strategic Plan is the responsibility of all of us. All efforts and resources shall be focused on realizing these achievements for as long as we are delivering on our mandate as Kitui County Assembly.

On behalf of the Assembly, I call upon all stakeholders to work towards realizing the goals set forth in this Strategic Plan.

**Hon. George M. Ndotto**  
**SPEAKER, COUNTY ASSEMBLY OF KITUI**

## PREFACE

---



This Strategic Plan is a product of a comprehensive process of consultation and deliberations within the political and administrative arms of the Assembly. It also includes a substantial input from key stakeholders. As much as possible, the process involved many players in pursuit of transparency and representative democracy. The document demonstrates the Assembly's focus on its course to strengthen

Representation, Legislation and Oversight and brings out appropriate Institutional Capacity.

It is worth noting that since the inception of the Assembly, significant achievements have been made. These include establishment of the County Assembly Service Board (CASB), capacity building of Members of the County Assembly (MCAs) and staff, establishment of a working organizational structure, employment of additional staff, renovation of offices, improvement of infrastructure and acquisition of working equipment amongst others.

This strategic plan has emphasized our vision "***A model County Assembly in Kenya***" and our mission which is "***To facilitate and ensure holistic growth of the County through appropriate legislation, effective representation and objective oversight***". The Assembly will always refer both in words and actions to its core values of ***Commitment, Professionalism, Integrity, Diligence and Inclusiveness***.

The Assembly will dedicate all efforts and resources in its jurisdiction to its achievement by using this broad implementation framework to develop realistic annual work plans as whole as well as specific annual departmental work plans, while closely monitoring performance in its implementation as a core management responsibility. To support this, performance benchmarks will be directly linked to the Strategic Plan and performance of all staff evaluated accordingly.

We would like to appreciate the commitment of the Hon. Speaker, the Honorable Members of the County Assembly and the staff who constituted themselves to a very effective Strategic Planning Committee. The Assembly also acknowledges the professional input provided by the Rovans Management Consultants for the strategic oversight throughout the formulation process.

We look forward with confidence, to the realization of all the milestones we have set for ourselves within this Strategic Plan.

**Mr. E.M.A. Mutambuki**  
**CLERK OF ASSEMBLY**

## MEMBERS OF THE COUNTY ASSEMBLY SERVICE BOARD

---



Hon. George Ndotto  
CASB Chairman/Speaker



Hon. Jacob Maundu  
CASB Vice Chairman/Majority  
Leader



Hon. Alex Nganga  
CASB Member/Minority  
Leader



Dr. Musangi Mutua  
CASB Member



Mr. Elijah Mutambuki  
CASB Secretary/Clerk

## EXECUTIVE SUMMARY

---

The Strategic Plan of the County Assembly of Kitui has been developed in cognizance of Kenya's Vision 2030, Sustainable Development Goals, the County Government Act, 2012, the Kitui County Integrated Development Plan and the Kitui Vision for Economic and Social Transformation 2025 (KIVEST). It has taken into account the obligations of the Assembly set out in the Constitution of Kenya 2010 among other legal and policy documents. The implementation of this Strategic Plan is based on stakeholder participation, good governance and a professional approach to institutional management. The vision of the Assembly is; ***“ A model County Assembly in Kenya”*** while its mission is; ***“ To facilitate and ensure holistic growth of the County through appropriate legislation, effective representation and objective oversight”***.

The historical, legal and institutional framework presents the development of the Assembly, the rationale and the methodology of the Strategic Plan. It also provides an institutional framework which expounds on the Assembly's mandate as stipulated in the Constitution of Kenya 2010 and the County Government Act 2012. The Assembly positions itself to play its role in the National agenda and developmental challenges. In this regard, it has also presented its agenda and the challenges in the dynamic environment of the public sector. It also takes cognizance of the importance of the linkages and collaborations in the achievement of the set strategic objectives. The situational analysis stipulates the achievements of the Assembly, challenges and lessons learnt. It also deals with the environmental analysis as they affect the Assembly using the SWOT and PESTEL models. Key stakeholders were identified, analyzed and the Assembly's management requirements from them acknowledged.

During the Plan period, a Strategy focus for the Assembly will emphasize on four Key Results Areas (KRAs):

- 1. Representation**
- 2. Legislation**
- 3. Oversight**
- 4. Institutional capacity**

A strategy matrix has been developed to match the identified Key Result Areas with strategic objectives and appropriate strategies that will enable the Assembly achieve the KRAs.

Institutional capacity and resource mobilization were analyzed to determine the organizational structure and staffing levels. An appropriate implementation and coordination mechanism has been developed which identifies what the Assembly must accomplish before, during and post implementation period. A set of risk factors were identified which might affect the implementation of the Strategic Plan and appropriate mitigating factors have been recommended. The Plan puts in place Monitoring, Evaluation and Reporting systems which include monitoring methodologies, evaluation mechanisms, progress reports, internal audit, monthly and quarterly management meetings, performance management, staff appraisal and external reporting in the achievement of the Plan results. A midterm review will be undertaken and appropriate amendments made at that time. A final evaluation will be done to create the baseline for the next Strategic Plan.

# CHAPTER ONE

---

## HISTORICAL, LEGAL AND INSTITUTIONAL FRAMEWORK

### 1.0 Background

The Assembly is a product of the Constitution of Kenya 2010, that created two levels of Government, the National Government and the County Government. The Constitution prescribed two arms of Government at the county level, the County Executive and the County Assembly. Article 176 (1) which came into effect on the 22<sup>nd</sup> of March 2013, created the position of the Speaker and Members of the County Assembly (MCAs). This was further actioned by the enactment of the County Government Act No. 17 of 2012.

Following the General Elections on the 4<sup>th</sup> of March 2013, the first sitting of the County Assembly of Kitui was held on the 22<sup>nd</sup> of March, 2013. The swearing in ceremony was conducted and attended by forty (40) members of the County Assembly and thereafter the Speaker was elected. Sixteen (16) nominated Members of County Assembly joined later in accordance with Article 177(1), making a total membership of fifty six (56). At the initial stage, transitory staffs were deployed by the Transitional Authority on an interim basis to assist in the establishment of the Assembly. The County Assembly Service Board has since then recruited additional staff which is led by the Clerk of the Assembly.

The offices of the County Assembly of Kitui are situated along the Kitui-Mutomo-Kibwezi Road opposite Kitui General Post Office.

### 1.1 Mandate

The mandate of the County Assembly as stipulated under Article 185 of the Constitution and Section 8 of the County Governments Act 2012 is to effectively and efficiently effect Representation, Legislation and Oversight.

### 1.2 Functions of the County Assembly

The County Government Act 2012 further gives the functions of the Assembly as to:

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

### **1.3 The Authority of the Assembly**

According to Article 185 of the Constitution, the legislative authority of Kitui County is vested in, and exercised by the County Assembly of Kitui.

The Assembly makes laws that are necessary for or incidental to, the effective performance of the functions and exercise of the powers of the County Government of Kitui. The Constitution gives all counties the freedom to decide on their priorities in order to ensure that all development programs answer to the needs of the locals.

The Assembly exercises oversight over the Kitui County Executive Committee and other Kitui County Executive organs. It also ensures that all the resources allocated to the County are used for the benefit of the people of Kitui County.

Again, the Assembly may receive, approve plans and policies for:

1. The management and exploitation of the Kitui County's resources; and
2. The development and management of Kitui County's infrastructure and institutions

### **1.4 The County Assembly Service Board**

The responsibilities of the County Assembly Service Board as stipulated in Part 3 of the County Governments Act, 2012 are as follows:

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

All county assemblies form special committees that provide oversight for the work of the county executive. The committees play a very important role in ensuring that the County Government tackles the priority issues in the county.

### **1.5 Leader of Majority and Leader of Minority**

The County Governments Act section 10 recognizes county assembly party leaders by stating that, "There shall be in each County Assembly, a leader of the majority party and a leader of the minority party."

1.5.1 The leader of the majority party shall be the person who is the leader of the largest

party or coalition of parties in the county assembly. He shall be the leader of government business and the vice chair of County Assembly Service Board.

1.5.2 The leader of the minority party shall be the person who is the leader of the second largest party or coalition of parties in the county assembly. He will be the Leader of opposition and a member of County Assembly Service Board.

## **1.6 Members of the County Assembly**

The County Governments Act, 2012 Section 9 lays down the role of Members of a County Assembly as under listed:

- (a) Maintain close contact with the electorate and consult them on issues before or under discussion in the county assembly;
- (b) Present views, opinions and proposals of the electorate to the county assembly;
- (c) Attend sessions of the county assembly and its committees;
- (d) Provide a linkage between the county assembly and the electorate on public service delivery;
- (e) Extend professional knowledge, experience or specialized knowledge to any issue for discussion in the county assembly;
- (f) Not be involved in executive functions of the County Government and its administration;
- (g) Not be involved in delivery of services as if the member were an officer or employee of the County Government.

## **1.7 The Assembly's Departments**

**(A) Speaker's Department** which comprises of the following Committees:

### **1. Select committees**

- (i) County Assembly Business Committee
- (ii) Selection Committee
- (iii) Appointment Committee
- (iv) Budget and Appropriation Committee
- (v) Implementation and Delegated Legislation Committee
- (vi) Public Accounts and Investments Committee
- (vii) Procedure and Rules Committee
- (viii) Liaison Committee
- (ix) Powers and Privileges Committee
- (x) Justice and Legal Affairs Committee

### **2. Sectorial committees**

- (i) Agriculture, Water and Irrigation Committee
- (ii) Basic Education, Training and Skills Development Committee
- (iii) Land, Infrastructure and Urban Development Committee
- (iv) Trade, Industry, ICT and Cooperatives Committee
- (v) Environment, Energy, Mining and Natural Resources Committee
- (vi) Finance and Planning Committee
- (vii) Culture, Youth, Sports and Social Services Committee
- (viii) Health and Sanitation Committee

- (ix) Administration and Coordination of County Affairs Committee
- (x) Labor and Social Welfare Committee
- (xi) Tourism Committee

**(B) Clerk's Office** which has the following departments:

- (i) Finance
- (ii) Information Communication Technology (ICT)
- (iii) Human Resource and Administrative Services
- (iv) Public Relations and Communications
- (v) Sergeant at Arms
- (vi) Hansard
- (vii) Procurement
- (viii) Works
- (ix) Legal services
- (x) Legislative Procedure and Practices

## **1.8 Statement on the Constitution of Kenya**

The County Assembly of Kitui is one of the forty seven (47) County Assemblies established by the Constitution of Kenya. The Assembly fully recognizes the Constitution of the Republic of Kenya as the supreme law of the land which binds all persons and all state organs at all levels of Government. The County Assembly of Kitui shall strive to respect, uphold and defend the Constitution.

## **1.9 Legislations relevant to the Assembly**

The following are some of the Legislations which are relevant to the Assembly:

1. The Constitution of Kenya 2010
2. The County Governments Act 2012
3. Intergovernmental Relations Act (2012)
4. Public Finance Management Act (2012)
5. Transition to Devolved Government Act
6. Urban Areas and Cities Act (2011)
7. Powers and Privileges Act
8. Leadership and Integrity Act
9. Public Procurement and Disposal Act
10. Public Officer Ethics Act
11. National Land Commission Act
12. National Government Co-ordination Act (No.1 of 2013)
13. Basic Education Act (No. 14 of 2013)
14. Evidence Act
15. Division of Revenue Act (No. 31 of 2013)
16. Labour laws
17. Land Management Act
18. Constituencies Development Fund Act (No. 30 of 2013)
19. Transition County Appropriation Act (No. 7 of 2013)
20. Commonwealth Legislative and doctrines of Equity
21. Transition County Allocation Revenue Act

22. Environmental Management and Coordination Act
23. Land Registration Act
24. Judicial Service Commission Act
25. Information and Communication Act
26. Public Archives and Documentation Act

### **1.10 Policies and Protocols**

The following are some of the policy documents and protocols which provide appropriate guidelines to run the Assembly;

1. Kenya Vision 2030
2. Kitui County Integrated Development Plan
3. Kitui Vision Economic and Social Transformation 2025
4. The County Assembly Standing Orders
5. Calendar of the Assembly
6. All National/County policies
7. Other County plans

### **1.11 Rationale for Development of the Strategic Plan**

This strategic plan has been developed for the purpose of creating focus on the general direction, establishing priorities, execution of roles, making informed decisions, seizing opportunities, guarding against threats, coordination and monitoring of performance.

### **1.12 Methodology of Developing the Strategic Plan**

The formulation of this strategy involved the political arm, the administrative arm and other stakeholders of the Assembly. Primary data was generated from stakeholders through consultation and questionnaire interviews while the secondary data was drawn from the appropriate legal instruments and policy documents, including the Constitution of Kenya, Kitui County Integrated Development Plan, Kitui Vision for Economic and Social Transformation and Kenya Vision 2030. The Assembly also procured the services of Rovans Management Consultants who facilitated the process and gave great professional input.

# NATIONAL DEVELOPMENT AGENDA AND ITS CHALLENGES

## 2.0 An overview of Kenya Vision 2030 Framework

In 2003, the Kenya Government developed the Economic Recovery Strategy for Wealth and Employment Creation in order to respond to the global economic crisis which had impacted negatively on the social, environmental and political stability of many nations including Kenya. The strategy was effectively implemented resulting in rapid economic growth from 0.6% in 2002 to 7% in 2007. Poverty levels were reduced from 56% in 2002 to 46% in 2006. Other public sectors such as health, education and business were also impacted positively. However in 2008, this growth plummeted to 1.7% due to the post-election violence and the global economic downturn.

Following the successful implementation of ERS, the Government developed a long term blue print, Kenya Vision 2030. The Vision is motivated by a collective aspiration for a better society by the year 2030 in order to create a globally competitive and prosperous country with a high quality of life. The aim of Vision 2030 is to transform Kenya into a newly-industrialized, middle-income country providing a high quality of life to all its citizens in a clean and secure environment.

The Kenya Vision 2030 is anchored on three key pillars: Economic, Social and Political. The Economic pillar aims at achieving an economic growth rate of 10 per cent per annum and sustaining the same till 2030 in order to generate adequate resources for achieving the Vision's goals. The Social pillar seeks to achieve a just, cohesive and equitable social development in a clean and secure environment. The Political pillar aims for an issue-based, people-centered, results-oriented and accountable democratic system. Although the County Assembly of Kitui falls under the Political pillar, its functions are also greatly influenced by the Economic and Social pillars. The Assembly, through this strategic plan will play a significant role in the implementation of the Vision.

## 2.1 Progress under Medium Term Plan (MTP) 1

In the initial year of the First MTP, a number of projects aimed at national healing and reconciliation following the post-election violence were implemented. Repair of damaged infrastructure; assistance to affected small scale businesses; and resettlement of Internally Displaced Persons (IDPs) were all undertaken in order to raise GDP growth (which fell to 1.5 per cent in 2008) and to promote national reconciliation. Up to the year 2012, progress recorded included the following:

- Enrollment in early childhood education increased by 40% from 1.72 million in 2008 to 2.4 million;
- Transition rate from primary to secondary education increased from 64% in 2008 to 77%;
- The number of students enrolled in university education increased by 103% from 118,239 in 2008 to 240,551;

- A total of 2,200 km of roads were constructed exceeding the MTP target of 1,500 km;
- Three undersea submarine fibre optic networks linking Kenya to the global internet networks were completed including 5,500 km of terrestrial fibre optic network;
- Total installed capacity for generation of electricity increased by 22%; and
- Enactment of the Constitution of Kenya (2010).

## 2.2 Critical Issues, Remaining and Emerging Challenges

Despite the achievements made during the first MTP, Kenya still faces significant development challenges which need to be addressed during the Second MTP. These include:

- Low domestic savings and investments - Kenya's saving rate was 13 per cent of GDP during the last MTP period, just half of the average for low income countries, and less than the 17 per cent of sub Saharan Africa average;
- Low per-capita income growth – Real per-capita income grew by 7.8 per cent in the last 5 years;
- High levels of unemployment and poverty – The last published rate of unemployment by the Kenya National Bureau of Statistics is 12.7 per cent based on the 2005/6 Kenya Integrated Household Budget Survey. Recent estimates by non-Bureau sources puts the youth unemployment rate at 25 per cent which suggests almost doubling of the unemployment over the last 8 years given that the youth unemployment rate the world over is generally lower than the overall unemployment;
- High energy costs – of up to 21 US cents per Kwh – compared to approximately 6 US cents per Kwh in India and China;
- High costs of finance – high bank lending rates and wide interest rates spread;
- Inefficiencies in rail and port operations, inhibiting regulations and procedures to business and investors;
- Major economic and social disparities across regions of the country;
- A rapid population growth rate, proliferation of informal settlements, governance problems and insecurity;
- High dependence of the country on rain-fed agriculture and, low agricultural productivity, remain problems in the sector which employs more Kenyans than any other;
- Slow structural transformation exemplified by low and declining share of manufacturing to GDP and low share of export to GDP;
- Narrow range of exports and the slow growth in their value compared to the growth of imports;
- Upsurge in non-communicable diseases across the country and global pandemics;
- Cyber crime;
- Threats emanating from climate change;
- Poor coordination of Micro and Small Enterprise sector.

## 2.3 The Second MTP 2013-2017

In general, Kenyans concede that many of the objectives of the First MTP have been achieved, but there is general consensus that a more concerted effort is vital if the Vision is to be achieved by the year 2030. In addition, there is need to review our priorities as a nation, ensure that Kenya sustains the gains so far registered beyond the First MTP and build further momentum towards achievement of the Vision.

The Second MTP is, as its predecessor guided by the country's long term development strategy Kenya Vision 2030 which seeks to transform Kenya into a newly industrialized globally competitive middle income country providing a high quality of life to all its citizens by the year 2030. Its medium term development strategy will endeavour to move the economy towards a growth trajectory to achieve the 10 percent economic growth rate by the end of the Plan period including meeting the other goals and targets outlined under the social and political pillars of Vision 2030. It will prioritize policies, programmes and projects to reduce poverty and inequality including meeting the remaining Millennium Development Goals (MDGs) targets.

The Second MTP is unique in that it has been developed and will be implemented within the context of the Kenya Constitution 2010, which gives rise to a devolved structure of government and hence new and distinct governance structures at the national and county levels. As such, all aspects of the development and implementation of the MTP 2 take cognizance of and are guided by the Constitution.

## **2.4 Priority Areas to be addressed under the Second Medium Term Plan 2013-2017**

The Second MTP outlines policies designed to implement devolution, accelerate growth, reduce poverty, transform the structure of the economy and create more quality jobs, as the country prepares to achieve middle income status by the year 2030.

The following are key priority areas that the Government will implement over the Plan period:

- 1. Constitution and Devolution:** The Government is committed to full implementation of the Constitution to ensure the rapid set-up of all the county institutions. Chapter Two, Article 6 (1) to (3) and the Fourth Schedule of the Constitution will be implemented without disrupting public service delivery at national and county levels. Priority will be given to the development of the capacity of all county governments, improvement of policy coordination and implementation in order to get the full benefits of devolution.
- 2. National cohesion:** The Government believes in unity with diversity as a principle. It will therefore build peace, reduce ethnic rivalry and promote issue-based politics by providing a framework for inter-ethnic peace building founded on mutual respect and resolution of conflicts.
- 3. Security:** Security in the country will be addressed in order to provide individual safety to Kenyans and to investors. The National Police Service will therefore be better trained, equipped and its operational capability improved. In line with the Constitution, security regulations and behavior must conform to local and international human rights standards.
- 4. Drought Emergencies and Food Security:** The Government will prioritize implementation of the Ending Drought Emergencies (EDE) plan as an integral part of this MTP. Priority will also be given to increasing investment in irrigation to reduce the country's dependence on rain-fed agriculture. Strategies to mechanize agriculture, revive cooperatives and farmers unions and subsidize farm inputs will be undertaken.

Additionally, emphasis on value addition in the production and supply chain will be prioritized.

- 5. Equity in access to opportunities and lower cost of living:** The Government will lay emphasis on implementation of affirmative action in employment opportunities in the public sector, and ensure resource distribution addresses regional imbalances. Another key priority will be to reduce the cost of living through lowering the cost of food and other basic needs. The Government will therefore support expansion of production of food through irrigation, use of local competitively priced supply chains to deliver food to consumers more cheaply and improved management of the marketing systems.
- 6. Health:** Kenya has made major gains in health care especially in tackling communicable diseases such as HIV-AIDs, T.B and Malaria, however, a lot still needs to be done to improve the overall health care system. The Government will put emphasis on universal access to health care, preventive and primary health care, clean water, management of communicable disease, maternal and child health, and non-communicable diseases. It will also invest in medical research, pharmaceutical production and health tourism as a means of diversifying external revenue sources and serve as a regional hub for health services.
- 7. Education:** Significant progress was made under First MTP but several challenges persist and in particular, quality. The Government will therefore focus on addressing low enrollment in areas that remain below the national average, retain students in school up to 18 years, provide education more effectively through a digital platform, and match education and training with the demand for the skills required in the workplace. In addition, the Government will hire additional teachers in order to lower pupil-teacher ratio and improve quality as well as ensure that teachers devote the required time to teaching and learning.
- 8. Infrastructure:** The Second MTP will build on successes of the First MTP. New investments will include cheaper and adequate electricity; local and regional rail and road networks that provide safe, efficient and cost effective transport; adequate water for households and industry; affordable quality housing and sustainable environmental management.
- 9. Industrialization:** The Kenyan economy is still reliant primarily on agriculture and services. The growing consumer demand for manufactured goods has been met mainly by imports. The Government will facilitate growth of the manufacturing sector; make agriculture competitive and diversify the economy for employment creation. The Government will also support local entrepreneurs to increase their share in local and external markets through better supply chain and making local enterprises more price-competitive in order to serve a growing local, regional and continental market.
- 10. Improved Trade:** The country will focus on expanding trade to increase its share in the fast expanding regional and other emerging markets. Trade in the broader region will be backed by joint infrastructural investments with neighboring countries. During the plan period, the Government will facilitate research in business development and entrepreneurship under a new entity called “Biashara Kenya” to provide funding and leverage investment from local banks. This will develop capacity and productivity of

local manufacturing geared to competitively priced quality exports to Africa and the global market.

- 11. Investment to support growth:** The strategies in the Second MTP are designed to increase investment to GDP ratio by investing prudently in key sectors. Land reforms and registration will be undertaken to make land a productive asset. In addition, new initiatives will be undertaken to encourage the financial sector mobilize savings and improve resource allocation to key growth sectors.
- 12. Competitiveness and Rebalancing Growth:** To make Kenya globally competitive, the Government will increase investment in expansion, development and modernization of roads, rail, ports, ICT and telecommunications in order to make Kenya a top logistics hub. In addition, priority will be given to development of the Lamu Port, Southern Sudan and Ethiopia Transport (LAPSSET) corridor and the oil, gas and other mineral resources sector to spur higher economic growth. Priority will also be given to implementing the National ICT Master Plan (2012-2017). The PPP Act will be operationalized to facilitate private sector investment in infrastructure in order to enhance efficiency and competitiveness of the economy.
- 13. Strengthening social protection:** The Government will deepen the effectiveness of social protection by bringing more areas and groups under social protection coverage. This will be done by enhancing social assistance, social security and health insurance.
- 14. Governance and Public Financial Management Reforms:** The Public Financial Management Act (2012) will be implemented with the aim of exercising controls in public spending and improving the quality of public expenditure through full implementation of the Integrated Public Financial Management Systems (IFMIS) at national and county levels. Further training of public officials involved in budgeting and expenditure at both levels of Government will be undertaken. Reforms in public financial management will be guided by transparency, cost- efficiency better delivery of public services, and accountability to the public on taxation and the use of public funds.
- 15. Land Reforms:** The National Land Policy of 2007 will be reviewed to align it with the Constitution. Land will be adjudicated and title deeds issued to individuals and communities that presently lack these in order to promote secure land ownership and more investment.
- 16. Arts, Sports and Culture:** Investment will be made to position creative arts, cultural heritage and sports as major sources of employment and income earning opportunities especially for the youth. The strategy will be to identify and nurture talents, support its commercialization and provide necessary infrastructure at national and county levels.

## **2.5 The Role of County Governments in implementing Kenya Vision 2030**

The County Governments have embraced the Kenya Vision 2030 and Medium Term Plans during preparation of County Development Plans. In particular, they have envisaged to support the implementation of Vision 2030 flagship projects that may be domiciled in or cut across the counties. In addition, Counties have identified specific projects and programmes for

implementation over the Medium Term period towards achievement of the Kenya Vision 2030 and MDGs.

## **2.6 The Role of County Assembly of Kitui in implementing Kenya Vision 2030**

The Assembly has embraced the Kenya Vision 2030 and Medium Term Plans. In particular, the Assembly leadership envisages to support the implementation of Vision 2030 flagship projects that are domiciled in our County. As it plays its Representation, Legislation and Oversight role the Assembly will directly or indirectly contribute towards MTP 2 through:

1. Promoting equitable share of resources and participation
2. Promoting information sharing
3. Facilitating members of the County Assembly for effective representation
4. Approving Policies and enacting progressive and relevant laws
5. Ensuring adherence to good governance practices
6. Monitoring implementation of Assembly decisions
7. Developing competent and motivated human capital
8. Ensuring prudent management of finances and resource mobilization
9. Putting in place appropriate Infrastructure and Equipment
10. Embracing ICT in all functions of the Assembly
11. Improving corporate image of the Assembly

As it does this, the Assembly will help in realizing a democratic political system founded on value-based politics that respects the rule of law, and protects the rights and freedoms of every individual in Kitui County.

## **2.7 County Assembly of Kitui role in the Sustainable Development Goals**

The new post-2015 development agenda builds on the Millennium Development Goals (MDGs), eight anti-poverty targets that the world committed to achieve by 2015. Enormous progress has been made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Yet despite this success, the indignity of poverty has not been ended for all.

The Millennium Development Goals were:

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV/AIDs, Malaria and other Diseases
7. Environmental sustainability
8. Develop a global partnership for development

There is a growing international consensus that the Sustainable Development Goals (SDGs) will become the successor framework to the Millennium Development Goals (MDGs) which are due to expire at the end of 2015. As the year in which the SDGs - as the primary component of the new international architecture for sustainable development - will be agreed upon, 2015 is therefore a crucial milestone.

**The proposed SDGs are:**

1. End poverty in all its forms everywhere
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3. Ensure healthy lives and promote wellbeing for all at all ages
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts (taking note of agreements made by the UNFCCC forum)
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation, and halt biodiversity loss.
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

### SITUATIONAL ANALYSIS

#### 3.0 Introduction

A situational analysis of the Assembly was undertaken as part of the Strategy planning process. This focused on critical review and analysis of the Assembly's achievements, challenges and lessons learnt. An internal and external environmental analysis was conducted using SWOT, PESTEL and Stakeholder Analysis. Both positive and negative factors were identified. The strategic implications were developed and appropriate strategic responses recommended.

#### 3.1 Achievements

1. Adoption of various motions that positively affect citizens.
2. Approved various plans and policies (e.g. CIDP, CFSP and pro-poor program).
3. Vetting and approval of County Executive employees and County Public Service Board.
4. Formulated policies and given guidelines for implementation
5. Approved budgets, finance bills.
6. Oversighting roles using committee systems.
7. Enactment of various legislations e.g. Approval of flag, symbols and names.
8. Formation of County Assembly organizational structure.
9. Initiation of Community Level Infrastructure Development Projects (CLIDP) together with the Executive.
10. Organized various successful public participation forums.
11. Organized several trainings for both staff & MCAs.
12. Construction of a modern chamber ongoing.
13. Recruitment of County Assembly staff.
14. Organized several benchmarking tours that were successful.
15. A harmonious working relationships in the Assembly.
16. Established guidelines on youth and investment programmes.

#### 3.2 Challenges faced

1. Lack of proper operational guidelines from the national government
2. Delayed disbursement of funds by the National Government.
3. Lack of harmonious working relationship sometimes with the County Executive.
4. Subjective relationship with the executive which compromises oversight.
5. Activism by the political class.
6. Unfriendly structures for persons living with disabilities (PLWD).
7. Delay in submission of documents and reports from the Executive.
8. Insufficient budget for oversight.
9. Lack of clear public participation laws and guidelines.
10. Slow implementation of legislation.
11. Conflict of interest.

12. Control of finances by Executive.
13. Court injunctions.
14. Inadequate office space and infrastructure.
15. Inadequate staffing and skills.
16. Lack of public understanding on the role of the Assembly.
17. Inadequate research facilities hence limited ability to draft bills.
18. Low remuneration from Salaries and Remuneration Commission (SRC).
19. Meeting timelines in budget making process.
20. Inadequate ICT infrastructure and system.
21. Resistance in implementation and oversight.
22. Skewed political position (stand) which is not based on citizen priorities.
23. Inadequate capacity among some members of the Assembly
24. Large geographical area.

### 3.3 Lessons learnt

Under listed are the lessons learnt:

1. The need for cooperation between the two arms of the County Government & other state organs
2. Devolution is the way forward
3. The need to enhance good governance through public participation in legislation
4. The importance of Inter-governmental relationship
5. There is need to manage political interference
6. There is need to manage relationships between the state officers & public officers
7. There is need for continuous training of staff & MCA's
8. There is need to pass proper and enforceable laws for the development of the County
9. There is need for proper planning and formulation and implementation of policies which are key to progress.

### 3.4 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted to assess the current and potential factors that are likely to affect the Assembly's operations in order to determine appropriate objectives, strategies and activities.

#### 3.4.1 STRENGTHS

Strength	Strategic Implication	Strategic Response
1. An experienced County Assembly Service Board	<ul style="list-style-type: none"> <li>• Efficient system of governance of county Assembly</li> <li>• Creation of effective organizational structure for the Assembly</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain the system of governance</li> <li>• Strengthen the structures</li> </ul>
2. Remarkable competency of members of the County Assembly	<ul style="list-style-type: none"> <li>• Organized legislative agenda with good leadership</li> <li>• Power to oversee the implementation of the laws</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain the good leadership</li> <li>• Maximize the oversight power</li> </ul>
3. Centrally located Assembly	<ul style="list-style-type: none"> <li>• Serve all wards adequately</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain better services equitably</li> </ul>

<b>Strength</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
4. Competent and experienced staff	<ul style="list-style-type: none"> <li>• High productivity</li> <li>• Prudent use of the resources</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous training and motivation</li> <li>• Sustain prudent use of resources</li> </ul>
5. Amicable multiparty relations	<ul style="list-style-type: none"> <li>• Cooperation of the members</li> <li>• High service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain the cooperation</li> </ul>
6. Independence from the Executive	<ul style="list-style-type: none"> <li>• Able to represent, legislate and oversight independently</li> </ul>	<ul style="list-style-type: none"> <li>• Maximize independence</li> </ul>
7. Team work	<ul style="list-style-type: none"> <li>• Builds synergy</li> <li>• High productivity</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance teamwork</li> </ul>

### 3.4.2 WEAKNESSES

<b>Weakness</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
1. Slow implementation of IFMIS & IPPD	<ul style="list-style-type: none"> <li>• Delayed disbursement of funds and reporting</li> <li>• Audit queries</li> <li>• Delayed service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Train on IFMIS &amp; IPPD</li> </ul>
2. Understaffing	<ul style="list-style-type: none"> <li>• Low productivity</li> <li>• Fatigue, Stress and Depression</li> <li>• Exigencies of work</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct human resource planning</li> <li>• Recruit more staff</li> <li>• Motivate existing staff</li> </ul>
3. Inadequate infrastructure and physical facilities	<ul style="list-style-type: none"> <li>• Low productivity</li> <li>• Overcrowded offices and committee rooms</li> <li>• Poor internal communication</li> <li>• Non-Compliance with infrastructural requirements for PLWD</li> <li>• Transportation challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Provide braille/Job Access With Speech (JAWS) computer for the visually impaired</li> <li>• Provide equipment e.g. Telephone lines, strong internet, networking of the offices</li> <li>• Train on ICT</li> <li>• Procure more vehicles</li> <li>• Build modern committee rooms and offices</li> </ul>
4. Inadequate delegation from the top leadership	<ul style="list-style-type: none"> <li>• Delayed services</li> </ul>	<ul style="list-style-type: none"> <li>• Timely delegation and empowerment</li> </ul>
5. Inadequate capacity building	<ul style="list-style-type: none"> <li>• Low productivity</li> <li>• Low quality of work</li> </ul>	<ul style="list-style-type: none"> <li>• Offer equitable opportunities on study tours and training</li> </ul>
6. Lack of operational manuals	<ul style="list-style-type: none"> <li>• Uncoordinated operations</li> </ul>	<ul style="list-style-type: none"> <li>• Develop operational manuals</li> </ul>
7. Low team spirit	<ul style="list-style-type: none"> <li>• Low productivity</li> <li>• Low morale</li> </ul>	<ul style="list-style-type: none"> <li>• Teambuilding</li> </ul>
8. Poor interpersonal relations	<ul style="list-style-type: none"> <li>• Low performance</li> <li>• Mistrust</li> </ul>	<ul style="list-style-type: none"> <li>• Teambuilding</li> </ul>
9. Low level of motivation	<ul style="list-style-type: none"> <li>• Low productivity</li> <li>• Reduced morale</li> </ul>	<ul style="list-style-type: none"> <li>• Motivate</li> </ul>

<b>Weakness</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
10. Resistance to change	<ul style="list-style-type: none"> <li>• Low productivity</li> <li>• Slow in transition</li> <li>• Slow formulation and implementation of policies</li> <li>• Slow technology transfer</li> <li>• Non compliance with change</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake culture change training</li> <li>• Train on change management</li> <li>• Teambuilding</li> </ul>
11. Low adherence to Standing Orders and other related Acts governing Assemblies	<ul style="list-style-type: none"> <li>• Improper decision making</li> <li>• Members not having full understanding of their authority and limitations</li> <li>• Committees are slow in discharging their duties</li> <li>• Low productivity by members of the Assembly</li> <li>• Delay in passing of county legislations</li> </ul>	<ul style="list-style-type: none"> <li>• Train</li> <li>• Monitor and evaluate compliance</li> <li>• Encourage and promote reading culture</li> </ul>
12. Slow flow of information	<ul style="list-style-type: none"> <li>• Delayed decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and implement corporate communication policies</li> </ul>

### 3.4.3 OPPORTUNITIES

<b>Opportunity</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
1. Advanced technology	<ul style="list-style-type: none"> <li>• Improved productivity</li> <li>• Reduced cost operations</li> <li>• Timely delivery of services</li> <li>• Increased employee satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Research and tap new technology</li> </ul>
2. Benchmarking opportunities	<ul style="list-style-type: none"> <li>• Improved productivity</li> <li>• New ideas</li> <li>• Exposure</li> </ul>	<ul style="list-style-type: none"> <li>• Exploit</li> <li>• Implement documented lessons/ideas</li> </ul>
3. Available resources like land for expansion	<ul style="list-style-type: none"> <li>• Improved infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Acquire more land</li> </ul>
4. Informed and demanding citizens	<ul style="list-style-type: none"> <li>• Informed participation</li> </ul>	<ul style="list-style-type: none"> <li>• Proper exploitation of the professionals' knowledge during public participation and forums</li> </ul>
5. Active civil society and enthusiastic stakeholders	<ul style="list-style-type: none"> <li>• Exposing malpractices</li> <li>• Informed citizens</li> <li>• Ease of partnership and collaborations</li> </ul>	<ul style="list-style-type: none"> <li>• Embrace the civil society</li> <li>• Collaborating more with development partners</li> </ul>
6. Unexploited resources	<ul style="list-style-type: none"> <li>• Increased resources</li> </ul>	<ul style="list-style-type: none"> <li>• Tap through proper legislation</li> </ul>
7. Capacity building partners	<ul style="list-style-type: none"> <li>• Enhanced skills</li> </ul>	<ul style="list-style-type: none"> <li>• Embrace partnerships</li> </ul>
8. Internship programmes	<ul style="list-style-type: none"> <li>• Increased workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Develop policies on internship programmes</li> </ul>

### 3.4.4 THREATS

<b>Threat</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
1. Varied stakeholder interest	<ul style="list-style-type: none"> <li>• Lawsuits</li> <li>• External interference</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize stakeholders</li> </ul>
2. Budget constraints	<ul style="list-style-type: none"> <li>• Strained and delayed implementation of Assembly programmes and projects</li> </ul>	<ul style="list-style-type: none"> <li>• Seek alternative ways of mobilizing resources</li> </ul>
3. Lack of financial autonomy from the executive	<ul style="list-style-type: none"> <li>• Control of Assembly funds from the executive</li> <li>• Restricted decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Seek financial autonomy</li> </ul>
4. Insecurity/Terrorism	<ul style="list-style-type: none"> <li>• Working in a tense environment</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize citizens on mitigation</li> <li>• Cooperate with National Government on security</li> </ul>
5. Nepotism & ethnicity	<ul style="list-style-type: none"> <li>• Low cohesiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize on nationalism</li> </ul>
6. Dynamic and changing political environment	<ul style="list-style-type: none"> <li>• Anxiety</li> </ul>	<ul style="list-style-type: none"> <li>• Make appropriate strategic adjustments</li> </ul>
7. Corruption	<ul style="list-style-type: none"> <li>• Misuse of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance anti-corruption measures</li> </ul>
8. HIV/AIDS	<ul style="list-style-type: none"> <li>• Low productivity</li> <li>• Stigma</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize and develop anti AIDS programme and awareness</li> </ul>
9. Lengthy Bureaucracy	<ul style="list-style-type: none"> <li>• Delayed services</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce result based management</li> </ul>
10. Some laws are anti-devolution	<ul style="list-style-type: none"> <li>• Slow implementation of devolution</li> </ul>	<ul style="list-style-type: none"> <li>• Develop appropriate laws</li> </ul>
11. Lack of cooperation from National government	<ul style="list-style-type: none"> <li>• Delayed services</li> </ul>	<ul style="list-style-type: none"> <li>• Create collaborations with national Government and other arms of the County</li> </ul>
12. Uninformed and ignorant community	<ul style="list-style-type: none"> <li>• Demanding a lot from the Assembly which is not under the roles of MCA's</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize the citizens on the roles of the MCAs</li> </ul>
13. Language barriers to interpret the Constitution	<ul style="list-style-type: none"> <li>• Low appreciation of the Constitution</li> </ul>	<ul style="list-style-type: none"> <li>• Seek Kiswahili version of the Constitution highlights</li> </ul>
14. Slow disbursements of funds	<ul style="list-style-type: none"> <li>• Slowed operations</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby for quick disbursements</li> </ul>
15. Political interference	<ul style="list-style-type: none"> <li>• Divided Assembly</li> <li>• Slow implementation of programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Keep disruptive politics at bay</li> </ul>
16. Difference in ideologies with National Government	<ul style="list-style-type: none"> <li>• Conflicts</li> </ul>	<ul style="list-style-type: none"> <li>• Endeavor to understand the inter-dependence of the two (2) levels of Government</li> </ul>

### 3.5 Environmental Scanning (P.E.S.T.E.L Analysis)

The Analysis aims at enhancing an understanding of the nature and structure of the Assembly as well as the remote operating environment within which the Assembly operates. In this regard, it is imperative that the leadership of the Assembly understands the County Government sector dynamics for it to effectively fulfill its mandate. This situational analysis uses the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) model. The model presents the following;

#### 3.5.1 POLITICAL FACTORS

<b>Factor</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
1. Partisan interest	<ul style="list-style-type: none"> <li>• May delay legislation and lead to skewed allocation of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize MCAs on the need for objectivity</li> </ul>
2. Lack of strong opposition to keep the county Government in check	<ul style="list-style-type: none"> <li>• Leads to complacency and compromised quality of services</li> </ul>	<ul style="list-style-type: none"> <li>• Assembly to ensure self-interrogation and adherence to standards and best practice</li> </ul>
3. Political interference	<ul style="list-style-type: none"> <li>• Diverted attention</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize all stakeholders on their role</li> </ul>
4. Political goodwill	<ul style="list-style-type: none"> <li>• Conducive environment leading to high performance</li> </ul>	<ul style="list-style-type: none"> <li>• Take advantage and maximize the opportunity</li> </ul>
5. Devolution challenges/teething problems	<ul style="list-style-type: none"> <li>• Delay in implementation of devolution</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize people on the course of devolution</li> </ul>
6. Unequitable distribution of projects	<ul style="list-style-type: none"> <li>• Community dissatisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Seek fair distribution of projects and equitable budgeting</li> </ul>
7. Wrangles between National and County Government	<ul style="list-style-type: none"> <li>• Delay in service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Seek consultation and consensus</li> </ul>
8. One dominant political party	<ul style="list-style-type: none"> <li>• Easy to pass bills</li> </ul>	<ul style="list-style-type: none"> <li>• Avoid complacency and ensure quality of legislation</li> </ul>
9. Experienced leaders (Speaker and MCAs)	<ul style="list-style-type: none"> <li>• High performance</li> </ul>	<ul style="list-style-type: none"> <li>• Take advantage and maximize the opportunity</li> </ul>
10. Representation of women in the committee leadership	<ul style="list-style-type: none"> <li>• Compliance with gender mainstreaming</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain the gender balance</li> </ul>
11. Increased political awareness amongst Kenyans	<ul style="list-style-type: none"> <li>• Challenge in elections</li> <li>• Increased democratic space</li> </ul>	<ul style="list-style-type: none"> <li>• Involve stakeholders in policy formulation and legislation</li> </ul>
12. Increased democratization	<ul style="list-style-type: none"> <li>• Political stability &amp; effective leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Sustain and create competitive advantages</li> </ul>
13. The Assembly is predominantly male represented	<ul style="list-style-type: none"> <li>• Low consideration of gender based legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of gender awareness on the electorate</li> </ul>

<b>Factor</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
14. Influence on County Government administrative issues from Members of County Assembly (MCA)	<ul style="list-style-type: none"> <li>• Micromanagement of the Executive by the Legislature</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize all parties on their specific roles</li> </ul>
15. Failure to meet timelines in budget making process	<ul style="list-style-type: none"> <li>• Delays and poor output in the budget making process</li> </ul>	<ul style="list-style-type: none"> <li>• Synchronized relations with the executive</li> </ul>
16. Low understanding of the roles of MCAs by the public	<ul style="list-style-type: none"> <li>• Apathy from the public in participation of Assembly affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Educate the public on the roles of the MCAs</li> </ul>
17. Political Instability	<ul style="list-style-type: none"> <li>• Insecurity</li> </ul>	<ul style="list-style-type: none"> <li>• Work with the National Government</li> </ul>
18. Ideological conflicts	<ul style="list-style-type: none"> <li>• Difference in prioritization</li> </ul>	<ul style="list-style-type: none"> <li>• Consensus seeking</li> </ul>
19. Supremacy battles	<ul style="list-style-type: none"> <li>• Delayed legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodate each other</li> </ul>
20. Checks and balances	<ul style="list-style-type: none"> <li>• Strengthens operations in the Assembly</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain the checks and balances</li> </ul>

### 3.5.2 ECONOMIC FACTORS

<b>Factor</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
1. Lack of financial autonomy	<ul style="list-style-type: none"> <li>• Delays in programmes implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Seek financial autonomy</li> </ul>
2. Budgeting constraints because of the budget ceilings	<ul style="list-style-type: none"> <li>• Limitation of number of programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Seek more funding from both national and other sources</li> </ul>
3. Fiscal policies in National/ County Governments	<ul style="list-style-type: none"> <li>• Provides regulatory framework</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance and citizen awareness creation</li> </ul>
4. Focus on counties as economic zone	<ul style="list-style-type: none"> <li>• Enhanced economic development at the counties</li> </ul>	<ul style="list-style-type: none"> <li>• Approval of sound economic policies</li> </ul>
5. Regulations by constitutional bodies. e.g. CRA and SRC	<ul style="list-style-type: none"> <li>• Controlled funding levels</li> </ul>	<ul style="list-style-type: none"> <li>• Comply and seek redress</li> </ul>
6. Stakeholders support to Assembly programmes	<ul style="list-style-type: none"> <li>• Assist in quality delivery of services</li> </ul>	<ul style="list-style-type: none"> <li>• Take advantage and maximize</li> </ul>
7. Low revenue collection in the County	<ul style="list-style-type: none"> <li>• Limited financial resources</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced revenue collection methods</li> </ul>
8. Perceived corruption	<ul style="list-style-type: none"> <li>• Negative corporate image</li> </ul>	<ul style="list-style-type: none"> <li>• Develop value systems</li> </ul>
9. Poor infrastructure	<ul style="list-style-type: none"> <li>• Low levels of development and high cost of doing business</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate more resources to infrastructural development</li> </ul>
10. Sharing and distribution of resources	<ul style="list-style-type: none"> <li>• Fighting over resources</li> </ul>	<ul style="list-style-type: none"> <li>• Seek equitable resource distributions methods</li> </ul>

<b>Factor</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
11. Slow economic growth of the County	<ul style="list-style-type: none"> <li>• Low levels of development</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage investment within the County through legislation</li> </ul>
12. High levels of unemployment	<ul style="list-style-type: none"> <li>• High Poverty levels</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance policies that promote employment opportunities</li> </ul>
13. Unfulfilled public expectations on development	<ul style="list-style-type: none"> <li>• Public outcry</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced citizen participation policies</li> </ul>
14. Geographical vastness of the County	<ul style="list-style-type: none"> <li>• Thin spread of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Seek for more funds and partnerships</li> </ul>
15. Inflation	<ul style="list-style-type: none"> <li>• Increased prices of commodities</li> </ul>	<ul style="list-style-type: none"> <li>• Factor the variations in the budget making process</li> </ul>
16. Delays in release of funds	<ul style="list-style-type: none"> <li>• Delayed Implementation of development projects</li> </ul>	<ul style="list-style-type: none"> <li>• Alternate Resource mobilization</li> </ul>
17. High poverty levels within the County	<ul style="list-style-type: none"> <li>• Low purchasing power</li> <li>• Illiteracy</li> </ul>	<ul style="list-style-type: none"> <li>• Develop policies geared towards poverty eradication</li> </ul>
18. Tourism opportunities	<ul style="list-style-type: none"> <li>• Increased revenue and job creation</li> </ul>	<ul style="list-style-type: none"> <li>• Develop favourable tourism policies</li> </ul>

### 3.5.3 SOCIAL FACTORS

<b>Factor</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
1. High levels of unemployed youth	<ul style="list-style-type: none"> <li>• Increased crime and poverty</li> </ul>	<ul style="list-style-type: none"> <li>• Create youth friendly policies.</li> </ul>
2. Citizen awareness	<ul style="list-style-type: none"> <li>• Societal agitation for change</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen participation in policy making.</li> </ul>
3. Low involvement of marginalized groups in the decision making processes	<ul style="list-style-type: none"> <li>• Lack of inclusivity and further marginalization</li> </ul>	<ul style="list-style-type: none"> <li>• Develop all inclusive policies</li> </ul>
4. H.I.V & AIDS prevalence	<ul style="list-style-type: none"> <li>• Results to low productivity</li> </ul>	<ul style="list-style-type: none"> <li>• Develop policies on HIV &amp; AIDS mainstreaming.</li> </ul>
5. Low capacity and literacy levels	<ul style="list-style-type: none"> <li>• Challenge in debating</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance capacity development</li> </ul>
6. Lack of adequate social amenities e.g. recreational facilities	<ul style="list-style-type: none"> <li>• Results to idleness and other social vices</li> </ul>	<ul style="list-style-type: none"> <li>• Develop policies to enhance creation and the development of social amenities centres</li> </ul>
7. Nepotism	<ul style="list-style-type: none"> <li>• Skewed opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize stakeholders</li> </ul>
8. Religious diversity	<ul style="list-style-type: none"> <li>• Divergent opinions</li> </ul>	<ul style="list-style-type: none"> <li>• Create synergies in diversity</li> </ul>
9. Diseases	<ul style="list-style-type: none"> <li>• Reduced life expectancy</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance good public health policies</li> </ul>

### 3.5.4 TECHNOLOGICAL FACTORS

<b>Factor</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
1. Poor uptake of technology	<ul style="list-style-type: none"> <li>• Missed opportunities</li> <li>• Low usage of technology</li> <li>• Inefficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize public on the benefits of</li> <li>• Embracing technology</li> </ul>
2. Operational ICT platforms e.g. website, facebook, twitter etc	<ul style="list-style-type: none"> <li>• Low levels of public awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance capacity of ICT platforms.</li> </ul>
3. Poor ICT infrastructure – Hansard, WIFI, Networking etc	<ul style="list-style-type: none"> <li>• Slow communication and inadequate information</li> </ul>	<ul style="list-style-type: none"> <li>• Develop appropriate infrastructural policies</li> <li>• Purchase of ICT infrastructure</li> </ul>
4. Embracing of ICT in record management	<ul style="list-style-type: none"> <li>• Enhanced access to records of the Assembly</li> </ul>	<ul style="list-style-type: none"> <li>• Sustained and improved ICT application in records management</li> </ul>
5. ICT security	<ul style="list-style-type: none"> <li>• Hacking of computer systems</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance ICT security</li> </ul>
6. Low levels of ICT literacy	<ul style="list-style-type: none"> <li>• Challenge in technology transfer and adoption</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building for enhanced ICT usage</li> </ul>

### 3.5.5 ENVIRONMENTAL FACTORS

<b>Factor</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
1. Drought and low precipitation levels	<ul style="list-style-type: none"> <li>• Food insecurity</li> <li>• Unsustainable development</li> </ul>	<ul style="list-style-type: none"> <li>• Develop sustainable agribusiness related policies</li> </ul>
2. Assembly location	<ul style="list-style-type: none"> <li>• Noise and dust pollution</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce appropriate mitigation measures</li> <li>• Provide serene environment</li> </ul>
3. Environmental degradation	<ul style="list-style-type: none"> <li>• Health hazards</li> <li>• Soil erosion/food insecurity/ environmental degradation</li> <li>• Depletion of water towers</li> </ul>	<ul style="list-style-type: none"> <li>• Develop sound and sustainable environmental policies</li> </ul>
4. Natural calamities	<ul style="list-style-type: none"> <li>• Threat to livelihood</li> <li>• Insecurity</li> </ul>	<ul style="list-style-type: none"> <li>• Develop appropriate disaster management policies</li> </ul>

### 3.5.6 LEGAL FACTORS

<b>Factor</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
1. Court injunctions	<ul style="list-style-type: none"> <li>• Slows down programs implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Seek arbitration alternative</li> </ul>
2. Increased legal awareness	<ul style="list-style-type: none"> <li>• Increased complaints and litigation</li> </ul>	<ul style="list-style-type: none"> <li>• Operate within the legal framework</li> </ul>

<b>Factor</b>	<b>Strategic Implication</b>	<b>Strategic Response</b>
3. Operate within House procedures and rules	<ul style="list-style-type: none"> <li>• High quality legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure compliance</li> </ul>
4. Gender mainstreaming	<ul style="list-style-type: none"> <li>• Compliance with the constitution</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure two thirds gender rule</li> </ul>
5. County legislation to be in line with the fourth schedule of the Constitution	<ul style="list-style-type: none"> <li>• Constituency with the national laws</li> </ul>	<ul style="list-style-type: none"> <li>• Seek consultation and partnerships</li> </ul>
6. Inadequate legal framework for some devolved functions	<ul style="list-style-type: none"> <li>• Lack of infrastructure/Legal framework to ensure implementation</li> <li>• Stalled law making process</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate favourable laws</li> </ul>
7. Timely legislation	<ul style="list-style-type: none"> <li>• Improved service delivery</li> <li>• Constitutional/Legal protection within which to operate</li> </ul>	<ul style="list-style-type: none"> <li>• Follow the legislation timelines</li> </ul>
8. Litigation	<ul style="list-style-type: none"> <li>• Stalled law making process</li> <li>• Costly delays/service delivery confusion</li> </ul>	<ul style="list-style-type: none"> <li>• Building consensus</li> <li>• Adequate public participation</li> </ul>

### 3.6 Stakeholder Analysis

Stakeholder analysis provides a platform for identifying concerned parties who will be affected by the activities of the Assembly and whose activities will affect the Assembly. The Assembly will endeavor to win the commitment of stakeholders to ensure the provision of quality services as outlined below:

#### 3.6.1 Stakeholders

<b>STAKEHOLDER</b>	<b>STAKEHOLDER EXPECTATIONS</b>	<b>COUNTY ASSEMBLY EXPECTATIONS</b>
1. Members of County Assembly (MCA's)	<ul style="list-style-type: none"> <li>• Support services</li> <li>• Guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Timely legislation</li> <li>• Cooperation</li> <li>• Team work</li> <li>• Integrity</li> <li>• Decorum</li> </ul>
2. County Assembly Service Board	<ul style="list-style-type: none"> <li>• Service delivery from staff &amp; MCAs</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of adequate infrastructure</li> <li>• Good Remuneration</li> <li>• Capacity building</li> <li>• Equitable promotions</li> </ul>
3. County Departments	<ul style="list-style-type: none"> <li>• Passing appropriate legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Effective implementation of programmes</li> </ul>

<b>STAKEHOLDER</b>	<b>STAKEHOLDER EXPECTATIONS</b>	<b>COUNTY ASSEMBLY EXPECTATIONS</b>
	<ul style="list-style-type: none"> <li>• Oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Timely legislative proposals</li> </ul>
4. Employees (staff)	<ul style="list-style-type: none"> <li>• Provision of adequate infrastructure</li> <li>• Good Remuneration</li> <li>• Capacity building</li> <li>• Equitable promotions</li> <li>• Conducive work environment</li> </ul>	<ul style="list-style-type: none"> <li>• Quality service delivery</li> </ul>
5. Office of Controller of Budget, Auditor General, Commission on Revenue Allocation and SRC	<ul style="list-style-type: none"> <li>• Proper utilization of funds allocated</li> </ul>	<ul style="list-style-type: none"> <li>• Supervise financial management</li> <li>• Adequate allocation of financial resources</li> </ul>
6. Senate	<ul style="list-style-type: none"> <li>• Enact laws on devolution</li> <li>• Compliance with laws</li> <li>• Cooperation</li> <li>• Prudent use of public funds</li> </ul>	<ul style="list-style-type: none"> <li>• Champion devolution agenda</li> <li>• Representation at the National level</li> <li>• Develop policy guidelines for the Assembly</li> <li>• Finance the County Government</li> <li>• Undertake research and development</li> </ul>
7. The Kenya National Chamber of Commerce and Industry-Kitui County	<ul style="list-style-type: none"> <li>• Conducive business environment</li> <li>• Cooperation</li> <li>• Friendly legislations</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of employment</li> <li>• Revenue</li> </ul>
8. The Private Sector	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Transparency</li> <li>• Accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Generate petitions and bills</li> </ul>
9. Investors	<ul style="list-style-type: none"> <li>• Friendly legislations</li> <li>• Cooperation</li> <li>• Exhibitions and conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of Employment</li> <li>• Revenue</li> <li>• Wealth creation</li> </ul>
10. Civil society	<ul style="list-style-type: none"> <li>• Relevant and timely legislation</li> <li>• Good oversight</li> <li>• Proper representation</li> </ul>	<ul style="list-style-type: none"> <li>• Raise petitions</li> <li>• Cooperation</li> <li>• Understand the passed legislation and the process for legislation.</li> <li>• Sensitize the public</li> </ul>
11. Faith Based Groups (Kitui Pastors Forum)	<ul style="list-style-type: none"> <li>• Transparency and accountability</li> <li>• Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation</li> <li>• Spiritual intervention</li> <li>• Integrity</li> <li>• Accountability</li> <li>• Develop private bills</li> <li>• Come up with petitions</li> </ul>

<b>STAKEHOLDER</b>	<b>STAKEHOLDER EXPECTATIONS</b>	<b>COUNTY ASSEMBLY EXPECTATIONS</b>
12. Judiciary	<ul style="list-style-type: none"> <li>• Compliance with the law</li> <li>• Cooperation</li> <li>• Generating enforceable County laws</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement of the laws</li> <li>• Cooperation</li> </ul>
13. C.B.Os	<ul style="list-style-type: none"> <li>• Relevant and timely legislation</li> <li>• Good oversight</li> <li>• Proper representation</li> </ul>	<ul style="list-style-type: none"> <li>• Generate petitions</li> <li>• Generate private bills</li> <li>• Undertake capacity building to the Assembly</li> <li>• Undertake programmes that promote ideal parliamentary democracy</li> <li>• Understand the passed legislation and the process for legislation</li> </ul>
14. National Assembly	<ul style="list-style-type: none"> <li>• Consistent legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Timely passing of revenue bill</li> <li>• Leadership</li> <li>• Guidance</li> </ul>
15. Political parties	<ul style="list-style-type: none"> <li>• Adherence to Political Party Bill</li> <li>• Accountability and transparency</li> <li>• Good legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Harmonious working relation</li> <li>• Cooperation</li> <li>• Adherence to Political Party Bill</li> </ul>
16. Suppliers	<ul style="list-style-type: none"> <li>• Timely payment</li> <li>• Transparency in tendering</li> <li>• Timely communication</li> <li>• Compliance with the Public Procurement and Disposal Act</li> </ul>	<ul style="list-style-type: none"> <li>• Quality goods and services</li> <li>• Timely delivery of goods and services</li> <li>• Comply with statutory regulations</li> </ul>
17. Youth	<ul style="list-style-type: none"> <li>• 30% representation</li> <li>• Adherence to the relevant laws</li> <li>• Inclusivity</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation</li> <li>• Registration with relevant bodies</li> <li>• Avoidance of unnecessary activism</li> <li>• Responsibility and accountability</li> </ul>
18. County Executive and County Public Service Board	<ul style="list-style-type: none"> <li>• Passing appropriate legislation</li> <li>• Oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Effective implementation</li> <li>• Timely legislative proposals</li> <li>• Develop bills</li> <li>• Submit county plans and policies on time</li> <li>• Submit annual reports on implementation status on county policies and plans on time.</li> <li>• Consider, approve and assent to bills passed by the Assembly.</li> </ul>

<b>STAKEHOLDER</b>	<b>STAKEHOLDER EXPECTATIONS</b>	<b>COUNTY ASSEMBLY EXPECTATIONS</b>
		<ul style="list-style-type: none"> <li>• Prepare regular reports to the execution of the functions of the County Public Service Board for submission to the County Assembly</li> </ul>
19. National Government	<ul style="list-style-type: none"> <li>• Compliance with laws</li> <li>• Cooperation</li> <li>• Prudent use of public funds</li> </ul>	<ul style="list-style-type: none"> <li>• Develop policy guidelines for the Assembly</li> <li>• Finance the County Government</li> <li>• Undertake research and development</li> </ul>
20. NGO's	<ul style="list-style-type: none"> <li>• Relevant and timely legislation</li> <li>• Good oversight</li> <li>• Proper representation</li> <li>• Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Generate petitions</li> <li>• Generate private bills</li> <li>• Undertake capacity building to the Assembly</li> <li>• Undertake programmes that promote ideal parliamentary democracy</li> <li>• Cooperation</li> <li>• Memorandum of understanding</li> </ul>
21. Professional bodies	<ul style="list-style-type: none"> <li>• Friendly legislation</li> <li>• Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Develop private bills</li> <li>• Come up with petitions</li> </ul>
22. Media	<ul style="list-style-type: none"> <li>• Press gallery</li> <li>• Media center</li> <li>• Inclusivity</li> <li>• Compliance with necessary media laws</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate the laws /policies passed to the public</li> <li>• Cooperation</li> <li>• Honesty</li> <li>• Decorum</li> <li>• Work ethics</li> <li>• Educate the public</li> </ul>
23. Financial institutions	<ul style="list-style-type: none"> <li>• Timely repayments</li> </ul>	<ul style="list-style-type: none"> <li>• Funds</li> <li>• Fair lending rates</li> <li>• Financial advice</li> </ul>
24. Members of the public	<ul style="list-style-type: none"> <li>• Representation</li> <li>• Oversight</li> <li>• Timely legislation</li> <li>• Accountability</li> <li>• Integrity</li> <li>• Transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Raise petitions</li> <li>• Participate in preparation of bills</li> <li>• Benefit from the bills and policies</li> <li>• Cooperation</li> <li>• Understanding public participation procedures</li> </ul>

## CHAPTER FOUR

---

### STRATEGY FOCUS

#### 4.0 Introduction

The focus covers the strategic issues that will be addressed in the next five (5) years. The objectives are a guide to the desired state when the issues are fully addressed. Key result areas are enablers of specific focus for various functions of the County Government.

#### 4.1 Vision, Mission, Motto and Core Values

##### VISION

A model county assembly in Kenya

##### MISSION

To facilitate and ensure holistic growth of the County through appropriate legislation, effective representation and objective oversight

##### MOTTO

The people's voice

##### CORE VALUES

1. **Commitment:** We will serve the people of Kitui County and other members of society with commitment and dedication
2. **Professionalism:** We will be committed to upholding the highest standards of professionalism, service and performance
3. **Integrity:** We will practice the highest standard of personal and corporate ethics in all our dealings
4. **Diligence:** We will exercise due diligence, thoroughness and meticulous in all the affairs of the County Assembly
5. **Inclusiveness:** We will promote and practice the principle of public participation inclusion, equity, equality and equal opportunity for all

#### 4.2 Key Result Areas (KRA's)

1. Representation
2. Legislation
3. Oversight
4. Institutional Capacity

### 4.3 Strategic Objectives

1. To promote equitable share of resources and participation
2. To promote information sharing
3. To facilitate members of the County Assembly for effective representation
4. To approve Policies and Enact Progressive and Relevant Laws
5. To ensure adherence to good governance practices
6. To monitor implementation of Assembly decisions
7. To develop competent and motivated human capital
8. To ensure prudent management of finances and resource mobilization
9. To put in place appropriate Infrastructure And Equipment
10. To embrace ICT in all Functions of the Assembly
11. To improve corporate image

### 4.4 Strategy Matrix

KEY RESULT AREA	STRATEGIC OBJECTIVE	STRATEGIES
<b>1. REPRESENTATION</b>	1. To promote equitable share of resources and participation	▪ Ensure establishment of ward- focused resource distribution
		▪ Enhance capacity of citizen participation in governance
	2. To promote information sharing	▪ Undertake research
		▪ Print appropriate materials
		▪ Set up ICT infrastructure
		▪ Engage Media
	3. To facilitate members of the County Assembly for effective representation	▪ Automate Assembly processes
		▪ Establish platforms for MCAs to interact with the public
		▪ Devise mechanisms for communicating feedback from the public
<b>2. LEGISLATION</b>	1. To approve Policies and Enact Progressive and Relevant Laws	▪ Establish Ward offices
		▪ Audit existing laws
		▪ Map out all the laws needed by the County
		▪ Enhanced public participation in legislation
		▪ Enhance legislative drafting skills
		▪ Conduct legal research
		▪ Promote quality debate in the assembly
		▪ Bench mark on legislative processes
▪ Strengthen the capacity of assembly committees on their different legislative roles.		

<b>KEY RESULT AREA</b>	<b>STRATEGIC OBJECTIVE</b>	<b>STRATEGIES</b>
		<ul style="list-style-type: none"> <li>▪ Review House Rules</li> <li>▪ Provide accurate Hansard Reports</li> <li>▪ Facilitate public participation in the law making process.</li> <li>▪ Promote civic awareness</li> <li>▪ Media engagement on the Bill</li> </ul>
<b>3. OVERSIGHT</b>	1. To ensure adherence to good governance practices	▪ Ensure prudent use of public resources
		▪ Ensure accountability and transparency
		▪ Adherence to public procurement laws and other relevant legislations
		▪ Adherence to public finance management principles
		▪ Ensure adherence to affirmative action in all opportunities
		▪ Benchmarking
	2. To monitor implementation of Assembly decisions	▪ Follow up on implementation of legislation passed
		▪ Effective monitoring of projects done by the executive
<b>4. INSTITUTIONAL CAPACITY</b>	1. To develop competent and motivated human capital	▪ Human resource planning
		▪ MCA's and staff motivation
		▪ Training and development
	2. To ensure prudent management of finances and resource mobilization	▪ Prudent management of finances
		▪ Lobby for increased funds
		▪ Establish linkages with development partners
	3. To put in place appropriate Infrastructure and equipment	▪ Develop physical infrastructure
		▪ Acquire appropriate plant and equipment
	4. To embrace ICT in all functions of the Assembly	▪ ICT infrastructure
		▪ System development
		▪ ICT Support
	5. To improve corporate image	▪ Enhance good governance & leadership
		▪ Enhance corporate culture

## CHAPTER FIVE

### INSTITUTIONAL CAPACITY AND RESOURCE MOBILIZATION

#### 5.0 Capacity Development

The Assembly recognizes human resources as the most important factor of production. It is important that the Assembly attracts, develops and retains its staff for organizational growth and the ability of the Assembly to meet its desired goals. The Assembly will seek prudent management of resources through appropriate financial management instruments. The Assembly will also take initiatives for resource mobilization.

#### 5.1 Staffing Levels

##### Projected Staff establishment

The following table shows the staff progression over the strategic period:

DESIGNATION	CURRENT STAFF LEVELS	PROPOSED STAFF LEVELS	VARIANCE
<b>OFFICE OF THE SPEAKER OF ASSEMBLY</b>			
Personal Assistant I	0	1	1
Senior Executive Secretary II	0	1	1
Office Attendant	2	2	0
<b>OFFICE OF THE CLERK OF ASSEMBLY</b>			
Clerk of Assembly	1	1	0
Deputy Clerk	1	1	0
Senior Executive Secretary II	1	1	0
Principal Clerk Assistant	0	1	1
Senior Clerk Assistant I	0	1	1
First Clerk Assistant II	5	7	2
Second Clerk Assistant II	3	10	7
<b>HANSARD DEPARTMENT</b>			
Senior Hansard Editor I	1	1	0
Senior Hansard Editor II	0	1	1
Hansard Reporter I	2	2	0
Hansard Reporter II	0	2	2
<b>OFFICE OF THE SERGEANT – AT - ARMS</b>			
Senior Sergeant-at-arms I	1	1	0
Senior Sergeant-at-arms II	1	1	0
Commissionaire	2	2	0
Warden II	3	3	0
Warden III	4	4	0
Warden	0	2	2

<b>LEGAL SERVICES</b>			
Principal Legal Counsel	0	1	1
Senior Legal Counsel 1	1	1	0
Legal Clerk	1	2	1
<b>OFFICE SERVICES</b>			
Senior Administrative Officer I	3	3	0
Office Attendants/Cleaner	3	7	4
Cleaning Supervisor	2	2	0
<b>HUMAN RESOURCE/ADMINISTRATIVE SERVICES</b>			
Principal HRM Officer	0	1	1
Senior HRM/HRD Officer I	0	1	1
Human Resource Officer II	1	1	0
Personal Secretary II	0	1	1
Record Management Officer/Registry	2	2	0
Personal Secretary III	1	7	6
Copy Typists	1	1	0
<b>FINANCE</b>			
Principal Finance/ Planning Officer	1	1	0
Fiscal Analyst I (Senior)	1	1	0
Senior Planning Officer I	0	1	1
<b>ACCOUNTS OFFICE</b>			
Senior Accountant I	2	2	0
Senior Accountant II	1	1	0
Accountant II	1	1	0
Accountant III (Cashier)	1	2	1
<b>PROCUREMENT OFFICE</b>			
Principal Procurement Officer	0	1	1
Senior Procurement Officer I	0	1	1
Senior Procurement Officer II	1	1	0
Procurement Officer I	1	1	0
Procurement Assistant/Store Keeper	2	2	0
<b>RESEARCH SERVICES</b>			
Senior Research Officer I	0	1	1
Research Officer I	1	1	0
Research Officer II	0	1	1
<b>LIBRARY SERVICES</b>			
Senior Librarian I	0	1	1
Librarian II	0	1	1
Librarian Assistant III	0	1	1
<b>PUBLIC COMMUNICATION DEPARTMENT</b>			
Senior Public Communication/Media Relations Officer I	1	1	0
Public Communication/Media Relations Officer I	1	1	0
Receptionist III	0	1	1

<b>INFORMATION COMMUNICATION TECHNOLOGY (ICT)</b>			
Senior ICT Officer I	1	1	0
ICT Officer I	2	2	0
<b>MAINTENANCE DEPARTMENT</b>			
Senior Works Superintendent Officer I	0	1	1
Senior Works Officer II	1	1	0
Works Officer II	1	1	0
Artisan III	1	1	0
Gardener	0	1	1
<b>INTERNAL AUDIT</b>			
Senior Internal Auditor I	1	1	0
Senior Internal Auditor II	1	1	0
Internal Auditor II	1	1	0
<b>TRANSPORT OFFICE</b>			
Senior Transport Officer II	0	1	1
Driver I	2	2	0
Driver II	2	4	2
Driver III	0	2	2
<b>CATERING SERVICES</b>			
Senior Catering Officer II (Manager)	0	1	1
Cook I (Chef)	0	1	1
Cook II	0	3	3
Waiter III	0	2	2
Waiter	0	2	2
<b>TOTALS</b>	<b>69</b>	<b>128</b>	<b>59</b>

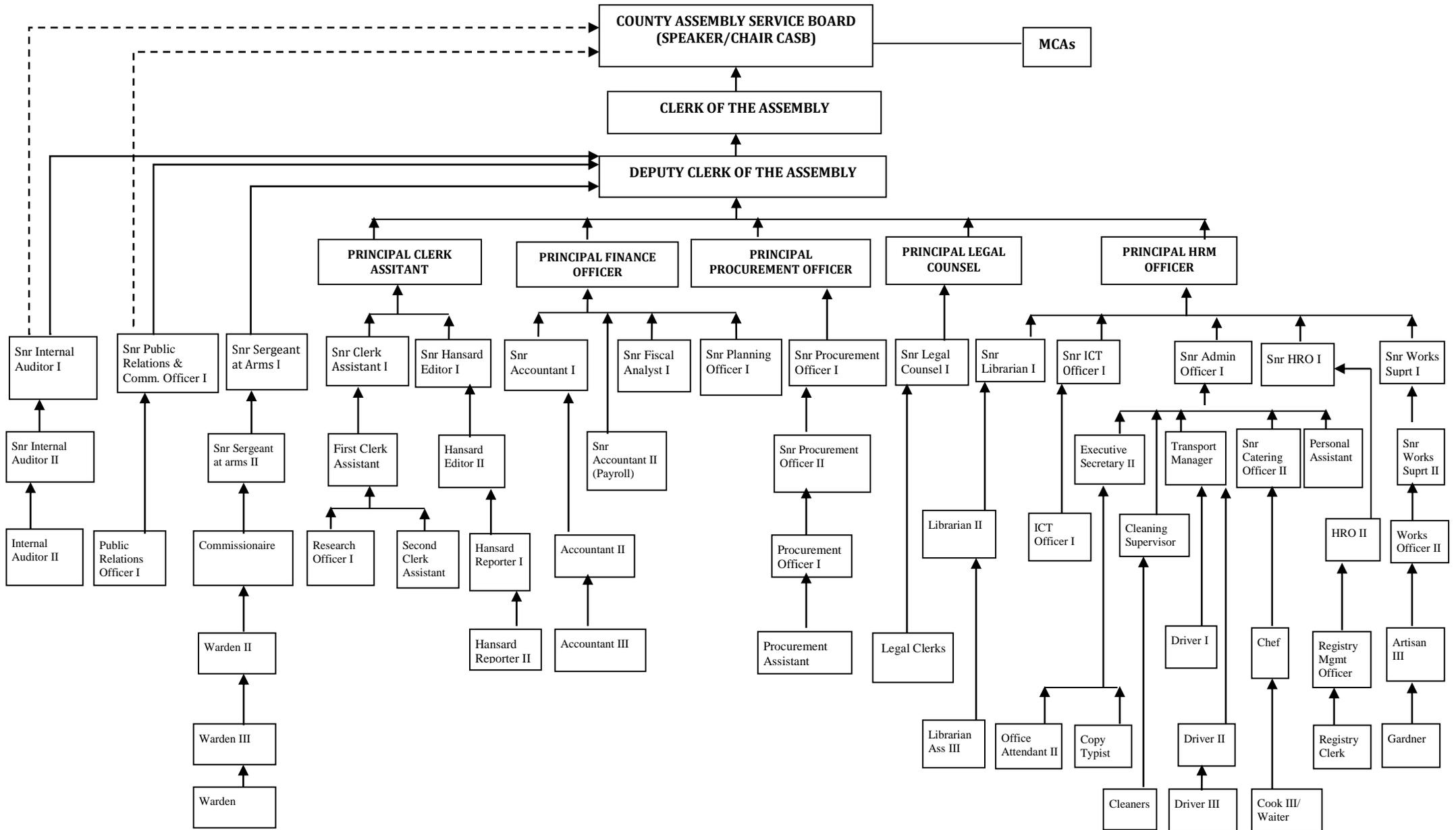
## 5.2 Training and development

The County Assembly will embark on capacity building of its staff and MCAs through partnership with relevant institutions and also by development of a training policy and training calendars. It will also endeavor to train and develop its MCAs and staff through sponsoring them to enroll in Colleges and Universities for further studies as guided by a policy.

## 5.3 Organizational Structure

A well designed organizational structure is important to the delivery of quality services in an efficient and cost-effective manner. It further recognizes the key support functions to the core business and the facilitation of efficient management of information and communication for decision making. The structure ensures an effective delegation and control of management processes. The Assembly's Organizational Structure will be as presented in the following organogram:

# COUNTY ASSEMBLY OF KITUI ORGANIZATIONAL STRUCTURE



## 5.4 Resource Mobilization and Utilization

Resource mobilization is critical to the implementation of this Strategic Plan. Estimates of the resources required to implement the Plan have been provided after costing activities, projects and programs. The budgetary provisions have been projected over the period. A summary of the projected budget for the financial years 2016- 2021 is provided below:

### PROJECTED BUDGET FOR THE FINANCIAL YEARS 2016 - 2021

AMOUNT (KSHS.) IN MILLIONS						
Particulars	2016/17	2017/18	2018/19	2019/20	2020/21	Totals
Personal emoluments and related expenses for staff and MCAs	395	433	452	491	543	<b>2314</b>
Maintenance Operation and other recurrent	284	301	331	364	400	<b>1680</b>
Capital Expenditure	179	162	178	178	178	<b>875</b>
<b>Gross Resource Requirement</b>	<b>858</b>	<b>896</b>	<b>961</b>	<b>1033</b>	<b>1121</b>	<b>4869</b>
Allocation from County Government and National Treasury	858	851	829	912	1003	<b>4453</b>
<b>Resource Gap to be raised from partners and extra funding from National Government</b>	<b>0</b>	<b>45</b>	<b>132</b>	<b>121</b>	<b>118</b>	<b>416</b>

### SUMMARY OF IMPLEMENTATION MATRIX (TOTALS IN MILLIONS)

<b>(KRA 1)</b>	1,735.00
<b>(KRA 2)</b>	509.00
<b>(KRA 3)</b>	338.00
<b>(KRA 4)</b>	2,287.00
<b>TOTAL</b>	<b>4,869.00</b>

***NB: It should be noted that over the strategic period, some of the costings may change due to economic factors. When this happens, appropriate approvals will need to be sought and sources of extra funds established.***

#### **5.4.1 Strategies for Resource Mobilization**

1. Allocation from County Government
2. Development partners & investors
3. Donor funding
4. Grants
5. Public Private Partnership (PPP)
6. Seek funding from NGO's
7. Strategic partnerships with local and international actors

#### **5.4.2 Measures to eliminate wastage and losses**

The Assembly will set up systems and measures to control losses and wastage. This will be done by, among other things:

1. Accountability and transparency
2. Buying supplies in bulk
3. Checks and balances
4. Embracing of information technology to reduce paperwork
5. Employing competent personnel
6. Periodic reporting on use of funds
7. Procurements procedures to be strictly adhered to
8. Proper audits by both internal and external auditors
9. Proper planning and consultations
10. Proper research/benchmarking before implementing projects
11. Prudence in financial management
12. Restricting imprest and accounting properly
13. Sticking to budgetary votes during expenditure
14. Strong anti-corruption policy
15. Introduced work instruction and operation manuals

### IMPLEMENTATION AND COORDINATION

#### 6.0 Introduction

The successful implementation of a Strategic Plan depends on certain tasks and steps being fulfilled. There is need for efficient mobilization of resources, timely deployment of the resource, accountability and effective monitoring & evaluation of the entire process. The Assembly shall complete the following activities before, during and after implementation of the Strategic Plan.

#### 6.1 Before Implementation

- Launching of the strategic plan and providing enough circulation
- Effectively communicate the aim of the plan to all staff and stakeholders, in a clear & unambiguous manner so as to achieve staff/stakeholder buy-in and thereby ensure clarity of vision and purpose.
- Assign roles and responsibilities as required and outlined in the plan to all those involved in the implementation process.
- Mobilize resources and allocate them in a timely manner and in accordance with priority activities as stipulated in the Plan.
- Ensure that annual departmental work plans as well as individual action plans are consistent with budgetary estimates.
- Develop and communicate annual work plans for departments, sections and individuals in line with the Strategic Plan.
- Develop the monitoring, evaluation and reporting mechanisms to be used throughout the implementation period.
- Engage and reach a consensus with staff regarding their performance targets.

#### 6.2 During Implementation

- Hold regular monitoring meetings in which each head of department shall present a status report on implementation of their annual plans highlighting quantifiable achievements, challenges, lessons learnt and suggestions for continuous improvement. The report will indicate the extent to which the implementation is achieving the overall objectives.
- Conduct an annual review of the implementation process, and revise strategies as and when changing circumstances dictate.
- Develop annual rolling work plans so as to avoid vacuums in the course of the five (5) year plan period. Annual work plans will be completed each year by the month of July.
- Carry out annual customer satisfaction, employee satisfaction and work environment surveys and communicate findings to all stakeholders.
- Share monitoring and review information with staff and all other key participants involved in the implementation process.

- As key drivers of the Strategic Plan implementation process, heads of departments shall be responsible for ensuring that performance targets and standards are met.

### 6.3 Post Implementation

As part of continuous monitoring and evaluation, heads of departments shall be tasked with carrying out comprehensive appraisals of the implementation process at regular intervals. These reviews will bring to light the challenges that have arisen in the course of implementation, and will serve as learning tools for the following planning cycle. The findings of these reports shall be shared with appropriate stakeholders. The main reason for the evaluation process is to take corrective measures for any negative variance during implementation. The overall responsibility for supervising and managing the monitoring & evaluation process lies with the Clerk of the Assembly.

### 6.4 Linkages and Collaborations

In order to overcome the challenges faced by the Assembly, it will enhance its relationships with the rest of the County organs, the National Government and other relevant stakeholders like Donors agencies, NGO's, and CBO's amongst others. The Assembly will open communication channels and forge closer working relationships with all its partners.

### 6.5 Risk Management

The County Assembly will identify risk factors which hinder the implementation of this plan and develop appropriate mitigating strategies. The following are some of the risks identified, their level of seriousness and appropriate mitigation.

#### 6.5.1 Risk Analysis

<b>RISK FACTOR</b>	<b>LEVEL (HIGH, MEDIUM, LOW)</b>	<b>MITIGATION</b>
1. Failure to adhere to strategic plan	Low	<ul style="list-style-type: none"> <li>• Sensitize all players on their role in strategy implementation</li> <li>• Involve them in monitoring, evaluation and reporting</li> </ul>
2. Inadequate Resources	Medium	<ul style="list-style-type: none"> <li>• Seek sufficient budgetary allocation</li> <li>• Put in place resource mobilization mechanisms</li> </ul>
3. Inadequate employee buy-in	Low	<ul style="list-style-type: none"> <li>• Awareness and team building</li> <li>• Involving and consulting by stakeholders</li> </ul>
4. Low ownership by stakeholders	Low	<ul style="list-style-type: none"> <li>• Involve all stakeholders in implementation</li> </ul>
5. Lack of support by the top management	Low	<ul style="list-style-type: none"> <li>• Get their involvement in all stages</li> <li>• Seek guidance from top management</li> </ul>

<b>RISK FACTOR</b>	<b>LEVEL (HIGH, MEDIUM, LOW)</b>	<b>MITIGATION</b>
6. Conflicts of interest among MCAs and staff members	Low	<ul style="list-style-type: none"> <li>• Sensitize MCAs on objectivity</li> <li>• Train MCAs and staff on good governance</li> </ul>
7. Change in priorities	Medium	<ul style="list-style-type: none"> <li>• Review of the strategic plan as appropriate</li> </ul>
8. Resistance to change	Medium	<ul style="list-style-type: none"> <li>• Plan for change and prepare employees on change adoption</li> </ul>
9. Lack of cooperation from partners	Medium	<ul style="list-style-type: none"> <li>• Involve partners and seek consensus</li> </ul>
10. Conflict between the Members of the County Assembly and the Assembly Administration	Medium	<ul style="list-style-type: none"> <li>• Organize for bonding and team building forums</li> </ul>
11. Employee turnover	Low	Develop and implement strategies to attract, develop and retain staff

# CHAPTER SEVEN

---

## MONITORING, EVALUATION AND REPORTING

### 7.0 Introduction

The success of a Strategic Plan implementation depends significantly on how effectively the planned activities and outputs are monitored and evaluated. It is therefore imperative to put in place monitoring, evaluation and reporting systems that are coordinated clearly linked to the Strategic Plan objectives. The Speaker will take responsibility of overall coordination of strategic plan implementation.

### 7.1 Monitoring and Evaluation Framework

The implementation of this Strategic Plan will be closely monitored to ensure that the strategic objectives are being realized as planned. The monitoring process will help track whether the implementation is on course and establish the need for any adjustment in light of the ever-changing socio-economic environment.

Monitoring, follow-up and control systems will be emphasized at all levels. This will be done through progress reports, review meetings and reports, budgets and budgeting control systems, and reports. The Assembly will conduct surveys to determine the impact of various programs. Data will be analyzed and results disseminated to improve the Strategic Plan implementation.

#### 7.1.1 Monitoring methodologies

To ensure that all parties involved in the plan implementation understand their role in the process, the following will be done:

1. Formation of a committee to oversee the implementation
2. Regular inspections
3. Committee oversight
4. Quarterly reviews
5. Frequent performance reviews & evaluations
6. Developing proper work plans
7. Putting in place activities databank
8. Assign responsibilities to departments, committees, bodies or any organs within the Assembly
9. Use of feedback from stakeholders
10. Data collection frequently to track the implementation process of policies and projects, observation and questionnaires can be used for this purpose.

### **7.1.2 Evaluation Mechanisms**

The following evaluation mechanisms will be applied:

1. Measuring actual performance against set target levels and establishing size of gaps or variance if any
2. Identifying the causal factors for the variance
3. Identifying and recommending appropriate remedial measures including a review of the objectives and/or strategies
4. Constant Reviews
5. Follow work plans
6. Feedback from the public
7. Use of ICT platforms e.g. websites and facebook/twitter feedbacks
8. Response from stakeholders
9. Performance evaluation reports
10. Employees satisfaction survey
11. Customer satisfaction survey
12. Evaluation sessions on quarterly basis to assess the achievement and outputs.

### **7.2 Progress Reports**

The monitoring and evaluation committee will regularly prepare progress reports to coincide with budgetary cycles. The Clerk and the monitoring and evaluation committee will present a monitoring and evaluation report to the Assembly annually. The reports will describe actions taken towards achieving specific outcomes and strategies of the Plan and will include costs, benefits, performance measures and progress to date. The report will also identify challenges, lessons learnt and appropriate recommendations. The Assembly will then make appropriate strategic decision.

### **7.3 Mid-term & End-term Review**

A midterm review of the Strategic Plan will be undertaken to examine achievements over the first two and half years against expected results. It will comprise review of strategies and indicators so as to inform evidence-based adjustments. An End Term review will be conducted at the end of five years to determine the overall outcomes against set key result areas. The review results will inform the next Strategic Plan.

## APPENDIX I: IMPLEMENTATION MATRIX

<b>KRA 1: REPRESENTATION</b>											
<b>STRATEGIC OBJECTIVE 1: To promote equitable share of resources and participation</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSON(S)
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
Ensure establishment of ward-focused resource distribution	Develop ward development programs	Ward development programs	Ward development programs in place	-Human resource -Finance	<b>400</b>		100	100	100	100	Relevant County Assembly Committees
	Ensure adherence to policies regarding ward level bursaries	Pro-poor program	Pro-poor program in place	-Human resource -Finance	<b>300</b>	60	60	60	60	60	Relevant County Assembly Committees
	Promote ward level infrastructure development program	Ward infrastructure development programs in place	Ward level infrastructure development program	-Human resource -Finance	<b>500</b>	100	100	100	100	100	Relevant County Assembly Committees
Enhance capacity of citizen participation in governance	Conduct parliamentary education	Parliamentary education conducted	Number of forums	-Human resource -Finance	<b>5</b>	1	1	1	1	1	CASB
	Streamline public petition process	Process streamlined	Manual	-Human resource -Finance	<b>20</b>	4	4	4	4	4	Clerk

<b>KRA 1: REPRESENTATION</b>											
<b>STRATEGIC OBJECTIVE 2: To promote information sharing</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS(KS HS MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSONS
						2016/17	2017/18	2018/19	2019/20	2020/21	
Undertake research	Conduct surveys	-Surveys conducted annually	Number of Researches undertaken	-Human resource -Finance	<b>15</b>	3	3	3	3	3	Clerk
	Propose motions	Motions presented	Number of motions	-Human resource		*	*	*	*	*	Relevant County Assembly Committees/MCAs
Print appropriate materials	Produce Pamphlets, Newsletters etc.	- Newsletters - materials produced on thematic areas	-Number of newsletters produced -Number of materials produced	-Human resource -Finance	<b>25</b>	5	5	5	5	5	Clerk
	Give policy briefs	Policy briefs produced	Number of policy briefs	-Human resource -Finance		5	1	1	1	1	1
Set up ICT infrastructure	Set up emails	ICT infrastructure established	ICT infrastructure established and operational	-Human resource -Finance	<b>5</b>	1	1	1	1	1	Clerk
	Update and upgrade the Website	Information posted	Quality of information	-Human resource -Finance		5	1	1	1	1	1

<b>KRA 1: REPRESENTATION</b>											
<b>STRATEGIC OBJECTIVE 2: To promote information sharing</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS(KS HS MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSONS
						2016/17	2017/18	2018/19	2019/20	2020/21	
	Develop and maintain legislative management system	Systems developed and maintained	Functionality of systems	-Human resource -Finance	25	5	5	5	5	5	Clerk /Speaker
	Establish integrated ICT system	ICT system established	Functionality of systems	-Human resource -Finance	30	6	6	6	6	6	Clerk
Engage Media	Make appearances for Radio/TV	Radio/TV appearances per year	Number of Radio/TV appearances	-Funds -Equipment	15	3	3	3	3	3	Speaker
	Prepare documentaries and features	Documentaries/features effected	Number of documentaries / features done	-Human resource -Finance	15	3	3	3	3	3	Clerk/Speaker
	Make press statement/releases	Press statements released	Number of statements	-Human resource -Finance	5	1	1	1	1	1	Clerk/Speaker
	Establish Assembly Broadcasting unit	Broadcasting done	Number of announcements	-Human resource -Finance	25	5	5	10	2.5	2.5	CASB

<b>KRA 1: REPRESENTATION</b>											
<b>STRATEGIC OBJECTIVE 2: To promote information sharing</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS(KS HS MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSONS
						2016/17	2017/18	2018/19	2019/20	2020/21	
Automate Assembly processes	Digitize the Hansard Production System	Assembly processes automated	Number of automated processes	-Funds -Equipment	<b>30</b>	6	6	6	6	6	CASB
	Computerize the management of Parliamentary Papers	Papers computerized	Number of papers computerized	-Human resource -Finance	<b>5</b>	1	1	1	1	1	CASB
	Introduce electronic voting and attendance register system	System in place	Functionality	-Human resource -Finance	<b>10</b>	2	2	2	2	2	Clerk

<b>KRA 1: REPRESENTATION</b>											
<b>STRATEGIC OBJECTIVE 3: To facilitate Members of the County Assembly for effective representation</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORMANC E INDICATOR	RESOURCES	TOTAL COSTS(KS HS MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSONS
						2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	
Establish platforms for MCAs to interact with the public	Hold public Forums	Public forums held annually	Number of public forums held	-Human resource -Finance	<b>50</b>	10	10	10	10	10	Clerk/Speaker
	Conduct one to one or group engagements with members of the public	Engagements held with opinion leaders	Number of people engaged	-Human resource	<b>10</b>	2	2	2	2	2	Clerk/ Speaker
Devise mechanisms for communicating feedback from the public	Present reports to the Assembly	Reports presented	Number of reports presented	Staff time Equipment	<b>50</b>	10	10	10	10	10	Clerk/ Speaker
	Organize interactive forums with the Executive	Interactive forums with Executive held	Number of forums held	-Human resource -Finance	<b>35</b>	7	7	7	7	7	Clerk/ Speaker
Establish Ward offices	Equip the offices e.g. Building /renting offices, furnishing and stationeries	Ward offices established	Number of offices established, equipped and staffed	-Human resource -Finance	<b>20</b>	4	4	4	4	4	CASB
	Staffing offices	Office staffed	Number of staff resourced	-Human resource -Finance	<b>100</b>	20	20	20	20	20	CASB

<b>KRA 1: REPRESENTATION</b>											
<b>STRATEGIC OBJECTIVE 3: To facilitate Members of the County Assembly for effective representation</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORMANC E INDICATOR	RESOURCES	TOTAL COSTS(KS HS MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSONS
						2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	
	Facilitate the MCAs to visit the offices	Facilitation done	Number of MCAs facilitated to visit offices	-Human resource -Funds	30	6	6	6	6	6	Clerk/Speaker

<b>TOTALS ( KRA 1)</b>					<b>1735</b>	267	367	372	365	365	
------------------------	--	--	--	--	-------------	-----	-----	-----	-----	-----	--

<b>KRA 2: LEGISLATION</b>											
<b>STRATEGIC OBJECTIVE 1: To Approve Policies and Enact Progressive and Relevant Laws</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSON(S)
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
Audit existing laws	Engage experts	Legal audit done	Report on legal audit done	-Human resource -Finance	30	6	6	6	6	6	Clerk/ Speaker
	Conduct legal audit	Legal audit conducted	Legal reports	-Human resource -Finance	25	5	5	5	5	5	Clerk/ Speaker
Map out all the laws needed by the county	Undertake Legal Research	Legal research done	Number of Legal researches done	-Human resource -Finance	20	4	4	4	4	4	Clerk
	Hold consultative forums with the executive on legislation	Consultative forums with executive on legislation held per year	Number of Consultative forums	-Human resource -Finance	10	2	2	2	2	2	Speaker/ Leader of Majority/Minority
Enhanced public participation in legislation	Legislate on Public participation	Public participation Bill	Bill passed	-Human resource -Finance	5	1	1	1	1	1	Speaker/Leader of Majority/Minority
	Create I.C.T. platform for public participation	-Website -Facebook page -Twitter accounts	Active I.C.T platform	-Human resource -Finance	5	1	1	1	1	1	Clerk
Enhance legislative drafting skills	Train on legislative drafting and policy formulation	-reports -quality legislation	-Number of trainings -Number trained staff -Number of legislations	-Human resource -Finance	100	20	20	20	20	20	Clerk /Speaker

<b>KRA 2: LEGISLATION</b>											
<b>STRATEGIC OBJECTIVE 1: To Approve Policies and Enact Progressive and Relevant Laws</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSON(S)
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
Conduct Legal Research	Conduct baseline surveys	Legal researches conducted	Number of legal researches conducted	-Human resource -Finance	5	1	1	1	1	1	Clerk
Promote quality debate in the assembly	Engage experts	Training workshops held	Number of workshops held	-Human resource -Finance	10	2	2	2	2	2	Speaker
	Train MCAs and staff	Staff trained	Number of staff trained	-Human resource -Finance	5	1	1	1	1	1	CASB
Bench mark on legislative processes	Conduct Exchange programmes	Study tours	Number of study tours undertaken	-Human resource -Finance	100	20	20	20	20	20	Clerk/Speaker
Strengthen the capacity of assembly committees on their different legislative roles	Attach staff in other Legislatures	Attachments of staff done	Number of staff attachments done	-Human resource -Finance	20	4	4	4	4	4	Clerk /Speaker
	Conduct capacity building workshops	Capacity building workshops held	Number of capacity building workshops done	-Human resource -Finance	30	6	6	6	6	6	CASB
	Engage Consultants	Consultant engaged	Consultant in place	-Human resource		*	*	*	*	*	Clerk/Speaker
Review House Rules	Develop Speakers Rules	Speakers Rules developed	Number of rules developed	-Human resource -Finance	5	1	1	1	1	1	Speaker

<b>KRA 2: LEGISLATION</b>											
<b>STRATEGIC OBJECTIVE 1: To Approve Policies and Enact Progressive and Relevant Laws</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSON(S)
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
	Undertake continuous review of Standing Orders	Standing Orders reviewed	Number of Standing Orders reviewed	-Human resource -Finance	5	1	1	1	1	1	Clerk/Relevant Assembly Committee
	Develop Code of Conduct	Code of Conduct developed	Code of Conduct in place	-Human resource -Finance	4	0.8	0.8	0.8	0.8	0.8	Clerk/Speaker
	Develop Committee Manuals	Committee Manuals developed	Committee Manual in place	-Human resource -Finance	2	0.4	0.4	0.4	0.4	0.4	Clerk/Speaker
Provide accurate Hansard Reports	Ensure accurate recording, transcription and editing	Accurate Hansard reports done	Number of reports	-Human resource -Finance	2	0.4	0.4	0.4	0.4	0.4	Clerk
	Build capacity	Capacity building done	Number trained	-Human resource -Finance	20	4	4	4	4	4	CASB
	Acquire proper equipment	Equipment purchased	Equipment operational	-Human resource -Finance	15	3	3	3	3	3	Clerk
Facilitate public participation in the law making process	Receive and present bills from the executive and public	Bills received	No. of bills	HR		x	x	x	x	x	Leader of Majority/Minority

<b>KRA 2: LEGISLATION</b>											
<b>STRATEGIC OBJECTIVE 1: To Approve Policies and Enact Progressive and Relevant Laws</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSON(S)
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
	Receive public petitions	Public petitions received	Reports	Human resource		x	x	x	x	x	Leader of Majority/Minority/ Clerk
	Publish Bills	Bills published	Number of bills published	-Human resource -Finance	<b>10</b>	2	2	2	2	2	Clerk
	Produce popular versions of Bills	Popular versions of bills produced	Number of popular versions of bills published	-Human resource -Finance	<b>10</b>	2	2	2	2	2	Clerk
	Receive memorandum	Memoranda received and compiled	Number of memoranda received and compiled	-Human resource		*	*	*	*	*	Clerk
	Hold public forums on Bills	Public for a held	Number of public fora held	-Human resource -Finance	<b>15</b>	3	3	3	3	3	Clerk /Speaker
	Engage Media on Bills	Media engaged	Number of Media Houses engaged	-Human resource -Finance	<b>5</b>	1	1	1	1	1	Clerk /Speaker

<b>KRA 2: LEGISLATION</b>											
<b>STRATEGIC OBJECTIVE 1: To Approve Policies and Enact Progressive and Relevant Laws</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSON(S)
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
	Hold validation workshops on the Bills	Validation workshops held	Number of validation workshops held	-Human resource -Finance	15	3	3	3	3	3	Clerk /Speaker
Promote civic awareness	Hold civic awareness	Civic awareness held	Number of civic awareness forums held	-Human resource -Finance	15	3	3	3	3	3	Clerk
Media engagement on the Bill	Conduct newspaper advertisements	Newspaper advertisements posted	Number of newspaper advertisements posted	-Human resource -Finance	5	1	1	1	1	1	Clerk
	Publish supplements	Supplements published	Number of Supplements published	-Human resource -Finance	10	2	2	2	2	2	Clerk
	Publish Bills in the newspapers	Bills serialized in the newspapers	Number of Bills serialized in the newspapers	-Human resource -Finance	6	1.2	1.2	1.2	1.2	1.2	Clerk
<b>TOTALS (KRA 2)</b>					<b>509</b>	102	102	102	102	102	

**KRA 3: OVERSIGHT**

**STRATEGIC OBJECTIVE 1: To ensure adherence to good governance practices**

STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSON(S)
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
Ensure prudent use of public resources	Request periodic reports on use of public assets	-Statements -Motions	-Number of statements -Number of motions	-Human resource -Finance	<b>30</b>	6	6	6	6	6	CASB
	Prepare summons	Reports	Number of reports	-Human resource -Finance	<b>10</b>	2	2	2	2	2	Relevant committees/Clerk
Ensure accountability and transparency	Organize Public participation forums on all bills, guidelines, policies	Reports	Number of reports	-Human resource -Finance	<b>15</b>	3	3	3	3	3	Clerk/Speaker
Adherence to public procurement laws and other relevant legislations	Train on procurement laws	Improved efficiency -reports	-Trained committee members -Number of reports	-Human resource -Finance	<b>5</b>	1	1	1	1	1	Clerk / Speaker
	Interrogate annual auditor general reports	PIC and PAC committee reports	Number of reports	-Human resource -Finance	<b>10</b>	2	2	2	2	2	PIC and PAC committee
Adherence to public finance management principles	Train on proper financial management systems	Reports	Number of trained members/ staff	-Human resource -Finance	<b>10</b>	2	2	2	2	2	CASB

<b>KRA 3: OVERSIGHT</b>											
<b>STRATEGIC OBJECTIVE 1: To ensure adherence to good governance practices</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSON(S)
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
	Investigate on expenditures for various sectors and departments	Reports	No. of Reports	-Human resource -Finance	<b>10</b>	2	2	2	2	2	PIC and PAC Committees/Clerk
	Requisition Statements	Statements	Number of Statements tabled and acted on	-Human resource -Finance	<b>2</b>	0.4	0.4	0.4	0.4	0.4	Relevant Committee/Clerk
Ensure adherence to affirmative action in all opportunities	Monitor adherence to affirmative action	Monitoring reports	Level of adherence	-Human resource -Finance	<b>5</b>	1	1	1	1	1	Committee on Labour
	Follow-up activities	Report	Number of reports	-Human resource -Finance	<b>30</b>	6	6	6	6	6	Relevant committee
Benchmarking	Benchmark locally and internationally	Reports	-Number of trips -Number of reports	-Human resource -Finance	<b>150</b>	30	30	30	30	30	Speaker

<b>KRA 3: OVERSIGHT</b>											
<b>STRATEGIC OBJECTIVE 2: To monitor implementation of Assembly decisions</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSON(S)
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
Follow up on implementation of legislation passed	Receive statements from CECs	Statements report	Number of statements tabled and acted upon	Human resource		*	*	*	*	*	Implementation Committee/Clerk
	Prepare summons	Minutes and reports	-Number. of minutes and reports	Human Resource		*	*	*	*	*	Implementation Committee/Clerk
	Conduct site visits	Reports	-Number of reports -Number of site visits	- Finance - Human resources -Transport - Equipment	15	3	3	3	3	3	Implementation Committee/Clerk
Effective Monitoring of projects done by the executive	Conduct site visits	Reports	-Number of reports - Number of site visits	- Finance - Human resources -Transport - Equipment	15	3	3	3	3	3	Relevant Committee
	Receive statements from CECs	Statements report	-Number of statements tabled and acted upon	-Human resource		*	*	*	*	*	Speaker/Relevant Committees
	Prepare Summons	Minutes and reports	-Number of minutes and reports	-Human resource -Finance	5	1	1	1	1	1	Clerk and Relevant Committees

<b>KRA 3: OVERSIGHT</b>											
<b>STRATEGIC OBJECTIVE 2: To monitor implementation of Assembly decisions</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSON(S)
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
	Hold training	Reports	-Number of reports -Trained personnel / MCAs - Number of trainings	-Human resource -Finance	15	3	3	3	3	3	Clerk /Speaker
Ensure timely submission of budget documents to the Assembly	Obtain timely feedback from the public	Budget documents	Budget documents submitted on time	-Human resource		*	*	*	*	*	Clerk/Speaker
	Prepare fair budget estimates	Fair budget estimates prepared	Budget documents	-Human resource		*	*	*	*	*	CASB
	Present budget to the Assembly for approval	Budget presented	Approval	-Human resource -Finance	5	1	1	1	1	1	Clerk /Budget Committee
<b>TOTALS (KRA 3)</b>					<b>338</b>	67.6	67.6	67.6	67.6	67.6	

<b>KRA 4: INSTITUTIONAL CAPACITY</b>											
<b>STRATEGIC OBJECTIVE 1: To develop competent and motivated human capital</b>											
<b>STRATEGY</b>	<b>ACTIVITY</b>	<b>OUTPUT</b>	<b>PERFORM. INDIC.</b>	<b>RESOURCES</b>	<b>TOTAL COSTS (KSHS. MILLION)</b>	<b>TIME FRAME/ALLOCATION IN MILLIONS</b>					<b>RESP. PERSONS</b>
						<b>2016 /17</b>	<b>2017 /18</b>	<b>2018 /19</b>	<b>2019 /20</b>	<b>2020 /21</b>	
Human resource planning	Conduct Job analysis	HR analysis report	HR shortfalls established	-Human resource -Finance	5	1	1	1	1	1	CASB
	Advertise, select and recruit	-Competent workforce -Reduced HR shortfalls	Competitively filled positions	-Human resource -Finance	10	2	2	2	2	2	CASB
MCA's and Staff motivation	Conduct Job evaluation	Job evaluation conducted	Job evaluation report	-Human resource -Finance	5		5				CASB
	Institute Rewards & incentives	Motivated workforce	Improved productivity	-Human resource -Finance	1000	142	247	254	215	142	CASB
	Enhance MCA & Staff welfare	- Medical cover -Staff welfare association -Baby care centre (crèche)	-Improved productivity - Enhanced family-work life balance relations	-Human resource -Finance	85	5	15	20	20	25	CASB
	Create conducive physical working environment	Conducive work environment creation	Improved productivity	-Human resource		*	*	*	*	*	CASB
Training and Development	Conduct TNA	TNA conducted	TNA report	-Human resource		*	*	*	*	*	CASB
	Conduct Training for MCAs and staff	-Training conducted	Number trained	HR/Finance	50	10	10	10	10	10	CASB

<b>KRA 4: INSTITUTIONAL CAPACITY</b>											
<b>STRATEGIC OBJECTIVE 2: To ensure prudent management of finances and resource mobilization</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSONS
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
Prudent management of finances	Implement Budgeting and budgetary controls	Approved budget	Adherence to budget allocations	-Human resource -Finance	40	8	8	8	8	8	CASB
	Undertake Auditing	-Work plans -Audit reports	Strong control environment	-Human resource -Finance	10	2	2	2	2	2	CASB
	Adhere to procurement regulations	-Procurement plan -procurement report	-Adherence to the procurement plan -Adherence to procurement regulations	-Human resource -Finance	5	1	1	1	1	1	CASB
	Implement Budget	-Budget reports -supplementary papers	Adherence to the budget ceilings and votes	-Human resource		*	*	*	*	*	Finance Department & Committee on Budget/ CASB
	Reduce cost /wastages	Management reports	Implementati on of reports	-Human resource		*	*	*	*	*	Clerk /Committee on Budget
	Develop Risk Management Framework	Risk framework developed	Manual	Human resource		*	*	*	*	*	Clerk
Lobby for increased funds	Present budget proposals	Budget proposals presented	Approved budget	Human resource		*	*	*	*	*	CASB
	Attend budget	Budget	Number of	Human		*	*	*	*	*	Clerk

<b>KRA 4: INSTITUTIONAL CAPACITY</b>											
<b>STRATEGIC OBJECTIVE 1: To develop competent and motivated human capital</b>											
<b>STRATEGY</b>	<b>ACTIVITY</b>	<b>OUTPUT</b>	<b>PERFORM. INDIC.</b>	<b>RESOURCES</b>	<b>TOTAL COSTS (KSHS. MILLION)</b>	<b>TIME FRAME/ALLOCATION IN MILLIONS</b>					<b>RESP. PERSONS</b>
						<b>2016 /17</b>	<b>2017 /18</b>	<b>2018 /19</b>	<b>2019 /20</b>	<b>2020 /21</b>	
	meetings and defend budget proposals	meetings attended	meetings	resource							
	Benchmark with other devolved counties	More funds in the Assembly	-Better oversight -Better legislation	-Human resource -Finance	<b>20</b>	4	4	4	4	4	CASB
	Ensure maximization of county revenue generation	More funds	Better services and oversight	-Human resource -Finance	<b>20</b>	4	4	4	4	4	Committee on Budget
Establish linkages with development partners	Identify development partners	Development partners identified	Number of partners	Human resource		*	*	*	*	*	CASB
	Engage the identified development partners	Development partners engaged	Mode of partnership defined	Human resource		*	*	*	*	*	CASB
	Sign MoUs	MoUs signed	Number of MoUs	Human resource		*	*	*	*	*	CASB
	Explore Public Private Partnerships (PPP)	(PPPs) explored	Number of partners	Human resource		*	*	*	*	*	CASB

<b>KRA 4: INSTITUTIONAL CAPACITY</b>											
<b>STRATEGIC OBJECTIVE 3: To put in place appropriate Infrastructure and Equipment</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC.	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSONS
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
Develop Physical infrastructure	Construct a Modern Chamber	Modern Chamber constructed	Operational chamber	-Human resource -Finance	300	230	70				CASB
	Construct office block 1	Increased working space/offices	Operational offices	-Human resource -Finance	150		150				CASB
	Construct office block 2	-modern cafeteria -modern resource centre -Recreational centre	Operational cafeteria, resource and recreational centres	-Human resource -Finance	300			150	150		CASB
Acquire appropriate plant and equipment	Procure office equipment and furniture	Furnish the offices, gymnasium, resource centre with furniture and fittings	-conducive working environment -easy access and retrieval of correspondence	-Human resource -Finance	100			50	25	25	CASB
	Procure automobile	- Motor vehicles -(2No) 25 seater minibus, 1No. SUV	-ease mobility and coordination of administrative activities	-Human resource -Finance	20	5	5	10			CASB

<b>KRA 4: INSTITUTIONAL CAPACITY</b>											
<b>STRATEGIC OBJECTIVE 4: To embrace ICT in all functions of the Assembly</b>											
STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSONS
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
ICT infrastructure	Develop physical infrastructure	-LAN/WAN -Computers hardware -Backup system -access control hardware	-Improved connectivity -One man one computer -Improved system stability -Controlled access	-Human resource -Finance	<b>50</b>	10	10	10	10	10	Clerk
System development	Develop support software	-integrated management information system -integrated communication system -access control system	-Good flow of information - good chain of communication -improved security systems	-Human resource -Finance	<b>40</b>	8	8	8	8	8	Clerk
ICT Support	Train MCAs and staff on ICT systems	-MCAs and staff trained	Number trained	-Human resource -Finance	<b>5</b>	1	1	1	1	1	Clerk/Speaker
	Acquire system management software	Net Map management software	-Increased efficiency in the system management	-Human resource -Finance	<b>5</b>	1	1	1	1	1	Clerk

**KRA 4: INSTITUTIONAL CAPACITY**
**STRATEGIC OBJECTIVE 5: To improve corporate image**

STRATEGY	ACTIVITY	OUTPUT	PERFORM. INDIC	RESOURCES	TOTAL COSTS (KSHS. MILLION)	TIME FRAME/ALLOCATION IN MILLIONS					RESP. PERSONS
						2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	
Enhance good governance & leadership	Establish corruption reporting channels (anti-corruption box, corruption reporting link in the website, -anti-corruption committee	Good governance	-Reduced complaints -Reduced corruption levels	-Human resource -Finance	2	0.4	0.4	0.4	0.4	0.4	Speaker/Clerk
	Train on good governance	Good governance	-Increased transparency and integrity	-Human resource -Finance	20	4	4	4	4	4	CASB
	Put in place appropriate governance structures	Governance structure in place	Showing impact	-Human resource -Finance	5	1	1	1	1	1	CASB
	Develop and implement corporate communication strategy	Corporate communication strategy developed	Corporate Communication Manual	-Human resource -Finance	5	1	1	1	1	1	CASB
	Develop service charter	Service charter developed	Dissemination	-Human resource -Finance	5	1	1	1	1	1	CASB

<b>KRA 4: INSTITUTIONAL CAPACITY</b>											
<b>STRATEGIC OBJECTIVE 5: To improve corporate image</b>											
<b>STRATEGY</b>	<b>ACTIVITY</b>	<b>OUTPUT</b>	<b>PERFORM. INDIC</b>	<b>RESOURCES</b>	<b>TOTAL COSTS (KSHS. MILLION)</b>	<b>TIME FRAME/ALLOCATION IN MILLIONS</b>					<b>RESP. PERSONS</b>
						<b>2016 /17</b>	<b>2017 /18</b>	<b>2018 /19</b>	<b>2019 /20</b>	<b>2020 /21</b>	
Enhance corporate culture	Institutionalize Assembly colours	Corporate image	Website, Main gate color, Wear corporate badges, vehicle branding	-Human resource -Finance	<b>20</b>	4	4	4	4	4	CASB
	Develop institutional culture	Institutional culture conducted	Programs in place	-Human resource -Finance	<b>10</b>	2	2	2	2	2	CASB

<b>TOTALS KRA 4</b>					<b>2287</b>	447	552	549	480	257	
---------------------	--	--	--	--	-------------	-----	-----	-----	-----	-----	--

## APPENDIX II: COUNTY ASSEMBLY OF KITUI WARDS

Sub-County	Ward Names
<b>1. Mwingi North</b>	1. Ngomeni
	2. Kyuso
	3. Mumoni
	4. Tseikuru
	5. Tharaka
<b>2. Mwingi West</b>	1. Kyome/Thaana
	2. Nguutani
	3. Migwani
	4. Kiomo/Kyethani
<b>3. Mwingi Central</b>	1. Central
	2. Kivou
	3. Nguni
	4. Nuu
	5. Mui
	6. Waita
<b>4. Kitui West</b>	1. Mutonguni
	2. Kauwi
	3. Matinyani
	4. Kwa Mutonga/Kithumula
<b>5. Kitui Rural</b>	1. Kisasi
	2. Mbitini
	3. Kwavonza/Yatta
	4. Kanyangi
<b>6. Kitui Central</b>	1. Miambani
	2. Township
	3. Kyangwithya West
	4. Mulango
	5. Kyangwithya East
<b>7. Kitui East</b>	1. Zombe/Mwitika
	2. Nzambani
	3. Chuluni
	4. Voo/Kyamatu
	5. Endau/Malalani
	6. Mutito/Kaliku
<b>8. Kitui South</b>	1. Ikanga/Kyatune
	2. Mutomo
	3. Mutha
	4. Ikutha
	5. Kanziko
	6. Athi

## COUNTY ASSEMBLY OF KITUI SESSION



## APPENDIX III: THE STRATEGIC PLANNING TEAM

NO.	NAME	DESIGNATION
<b>COUNTY ASSEMBLY SERVICE BOARD</b>		
1.	Hon. George M. Ndotto	CASB Chairman/Speaker
2.	Hon. Jacob Kilonzi Maundu	CASB Vice Chairman/Majority Leader
3.	Hon. Alex Mutambu Nganga	CASB Member/Minority Leader
4.	Dr. Musangi Mutua	CASB Member
5.	Mr. Elijah M. A. Mutambuki	CASB Secretary/Clerk
<b>MEMBERS OF COUNTY ASSEMBLY</b>		
6.	Hon. Mwendwa Munyoki	MCA
7.	Hon. Nzuki Wambua	MCA
8.	Hon. George Souza Kililiku	MCA
9.	Hon. Ruth Malinda Kinyumu	MCA
10.	Hon. Samuel Muriungi Ikunga	MCA
11.	Hon. John Kimanthi Nyamai	MCA
12.	Hon. Titus Munyoki Kasinga	MCA
13.	Hon. Deiys Maithya Mukala	MCA
14.	Hon. Mary Mukina Mbandi	MCA
15.	Hon. Daniel Ngoima Kimanzi	MCA
16.	Hon. Patrick Munyithya Mutua	MCA
17.	Hon. Nelson Kilonzo Kitema	MCA
18.	Hon. Hussein Mwandia	MCA
19.	Hon. Stanislaus Musee Mulongo	MCA
20.	Hon. Robinson Mutwii Mativo	MCA
21.	Hon. Benard Mwangangi Munyasya	MCA
22.	Hon. Grogan Tito Mbivi	MCA
23.	Hon. Rodah Kalumu Wambua	MCA
24.	Hon. Joseph Nzungi Ngwele	MCA
25.	Hon. Dominic Kilonzo Kauthi	MCA
26.	Hon. Angeline Mbula Muthui	MCA
27.	Hon. Peter Mwikya Kilonzo	MCA
28.	Hon. Jemimah Musangi Mbiti	MCA
29.	Hon. Mary Paula Ndumbu	MCA
30.	Hon. Phoebe Bernard Kisee	MCA
31.	Hon. Beatrice Velesi Musyoka	MCA
32.	Hon. Stephen Mwendwa Kithuka	MCA
33.	Hon. Mwove Kinyala	MCA
34.	Hon. Joyce Mwendu Mutemi	MCA
35.	Hon. Anastacia Mwathi Mutunga	MCA
36.	Hon. Peter Maithya Mutemi	MCA
37.	Hon. Jeniffer Nzambi Munuve	MCA
38.	Hon. Catherine Munany'e Kasimu	MCA
39.	Hon. Boniface Maundu Katumbi	MCA
40.	Hon. Anthony Kyalo Muthui	MCA
41.	Hon. Titus Ndemwa Mbiti	MCA
42.	Hon. Patricia Kisio Kimanzi	MCA

<b>NO.</b>	<b>NAME</b>	<b>DESIGNATION</b>
43.	Hon. Jane Mutua	MCA
44.	Hon. Stephen Kiluu Wambua	MCA
45.	Hon. Kalovo Musau	MCA
46.	Hon. Felix Kinuva Kauvi	MCA
47.	Hon. Johnray Ngungu Ngava	MCA
48.	Hon. Eunice Mwathi Katheke	MCA
49.	Hon. Francis Kilonzi Mwalili	MCA
50.	Hon. Nzyoni Manguye	MCA
51.	Hon. Jamhuri Mwango	MCA
52.	Hon. Jackson Nzangi Mwanduka	MCA
53.	Hon. Allan Kavindi Kithikii	MCA
54.	Hon. Angela Kanza Mwanthi	MCA
55.	Hon. Colleta Koli Kimanzi	MCA
56.	Hon. Irene Cherotich Muvea Mitau	MCA
57.	Hon. Jane Mueni Muli	MCA
58.	Hon. Vestantinah Mesi Chawana	MCA
59.	Hon. James Mutunga Munuve	MCA
<b>STRATEGIC PLAN DEVELOPMENT COMMITTEE &amp; STAFF</b>		
60.	Ms. Lucy Waema	Deputy Clerk
61.	Mr. Harrison Otieno	Senior Administration Officer I
62.	Mr. Onesmus Mwangangi	Senior Administrative Officer I
63.	Ms. Mary Musyoka	Senior Administrative Officer I
64.	Mr. Mwanzia Ndeto Kevin	Senior ICT Officer I
65.	Mr. Fredrick Muema	Senior Procurement Officer I
66.	Ms. Maggy Munyasya	Senior Internal Auditor I
67.	Ms. Gladys Kanyaa	Senior Legal Counsel I
68.	Mr. Mutetei Mutisya	Senior Communications Officer I
69.	Mr. Augustus Kyenze	Senior Accountant I
70.	Mr. Edward Kakumu	First Clerk Assistant
71.	Mr. Cyrus Kiema	First Clerk Assistant
72.	Mr. Mulandi Kavali	First Clerk Assistant
73.	Ms. Mercy Kilonzi	First Clerk Assistant
74.	Mr. Lawrence Mwangi Kirigwi	Senior Serjeant- at-Arms I
75.	Mr. Mutua Mwendwa	Senior Accountant II
76.	Mr. Samuel Kanyi	Senior Works Officer II
77.	Ms. Yvonne Mwendwa	Senior Procurement Officer II
78.	Mr. Kelvin Mumo	Second Clerk Assistant
79.	Mr. John Kivui	Hansard Reporter I
80.	Mr. Alfred Mwalali	Commissionaire
81.	Ms. Esther Mwele	Second Clerk Assistant
82.	Mr. Kennedy Mwendwa	Second Clerk Assistant
83.	Mr. Alfred Maluu	Hansard Reporter I
84.	Ms. Yvonne Lele	Public Communication Officer I
85.	Ms. Doris Nyamai	Records Management Officer
86.	Ms. Mary S. Enloy	Records Clerk
87.	Mr. Japheth M. Kiamba	Legal Clerk

<b>NO.</b>	<b>NAME</b>	<b>DESIGNATION</b>
<b>CONSULTANCY TEAM</b>		
88.	Mr. Mathew Malinda	Consultant
89.	Ms. Florence Bwire	Consultant
90.	Mr. Henry Kimilu	Consultant
91.	Ms. Esther Mulungye	Consultant Assistant

**CONTACTS:**

**County Assembly of Kitui**

**P.O. Box 694 – 90200 Kitui**

**TEL: (040) 4422914**

**Email: -info@kituicountyassembly.org**

**-kituiassembly@gmail.com**

**Website: kituicountyassembly.org**