

COUNTY ASSEMBLY OF NYERI

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## Foreword



I am pleased to present to you this second Strategic Plan of the Second Assembly of Nyeri County. This Plan is a product of a highly participative process that involved all Members of the County Assembly, the County Assembly Service Board (CASB), the staff of the Assembly and our major stakeholders.

Management scholars advise that planning sets the foundation of all activities any entity wishes to pursue. In fact, it has been indicated that failing to plan amounts to planning to fail. Thus, we as the leadership of the County

Assembly have set out this Strategic Plan to provide major guiding points on major areas of our focus in delivering services to the people of the great County of Nyeri.

This strategic plan is a clear vision of where we want to be in the next five years and the means we wish to employ to get there. It articulates our goals and describes the steps we need to take and resources needed to accomplish the set objectives. We have taken a conscious decision to identify activities and programmes that we believe are important and fundamental in laying a strong foundation for the Assembly for the future.

As an Assembly, we are mandated to make laws that the Executive implements to provide services to our people. This explains why the key objective of this Plan is to help Members of the County Assembly to be top-class legislators who play their key mandate of legislation, representation and oversight. A good measure of our performance will be the number of legislations we pass and the quality of these laws. Other objectives set out here are aimed at supporting MCAs in undertaking their mandate.

It is my prayer that you will find the Plan a good guide to the activities the County Assembly of Nyeri aspires to achieve in the next five years. All MCAs and staff are keen to see a well-coordinated development process of the County Assembly. We gladly welcome any feedback from any of the readers of this Plan.

***Hon. John P.G. Kaguchia***

***Speaker of the County Assembly/Chairperson County Assembly Service Board (CASB)***



## Acknowledgment



The County Assembly of Nyeri is glad to unveil this Strategic Plan that maps out what the Assembly intends to achieve both in the short-run as well as the long term. Having been ably guided by the Speaker, the County Assembly Service Board and the entire Assembly membership and with keen interest and input of our staff, it is my desire to have the Plan implemented to the letter.

The preparation of this Strategic Plan marks a vital milestone in ensuring that the Assembly performs its core mandate of a legislature. You will notice that we have identified important areas of development to support the Members of the County Assembly do their work well hence the heavy investment in the development of physical infrastructure, capacity building of both Members of the County Assembly and staff as well as the expanded outreach activities.

It is my commitment that I will guide the Management team to ensure that what has been identified in the Plan is implemented. We shall have a mechanism in place to ensure continuous monitoring of projects implementation. We will dedicate efforts and resources towards realization of the strategic objectives set out in this Plan. The members of staff will be appropriately guided to maximize on their performance targets which will be linked to the Strategic Plan.

May I take this opportunity to sincerely thank the Speaker of the County Assembly, the County Assembly Service Board, the Members of the County Assembly, staff of the Assembly, development partners, consultants and other stakeholders for making the development of this Strategic Plan a reality.

*Mr. Jenard Mwiggeh*

*Clerk of the County Assembly/Secretary, County Assembly Service Board*

## List of Acronyms

AIA	Appropriations in Aid
CASB	County Assembly Service Board
CSO	Civil Society Organization
ICT	Information Communication Technology
KTI	Kenya Transition Initiative
M&E	Monitoring and Evaluation
MCA	Member of the County Assembly
SRC	Salaries and Remuneration Commission
TA	Transition Authority



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## CHAPTER 1

### BACKGROUND INFORMATION

#### 1.1 Nyeri County

Nyeri County is home to 845,863 people (male -49% and female -51%), according to the population projections by KNBS, 2018. Its capital and largest town is Nyeri. It covers an area of 3,337.2 Km<sup>2</sup> and is situated between longitudes 36°38" east and 37°20" east and between the equator and latitude 0°38" south. It borders Laikipia County to the north, Kirinyaga County to the east, Murang'a County to the south, Nyandarua County to the west and Meru County to the northeast.

The County is agriculturally productive due to its location in the fertile central highlands. Cash crops mainly Tea and Coffee are the major sources of income. The County has private ranches that supply dairy and beef products. Some of the ranches serve as private wildlife sanctuaries that host local and foreign tourists and augment the vibrant tourism sector a main contributor to the county's economy. The nearby Mount Kenya and Aberdare National Park attract a good number of tourists. Facilities and hotels such as The White Rhino, Outspan and Aberdare Country Club serve this market. However, opportunities exist to further develop tourist facilities. Due to its large population, commerce thrives in major urban centers in the county.

Nyeri is also reaping the fruits of the Economic Stimulus Programme after it was recently declared the best County in fish farming beating areas perceived as leading in production and consumption such as Kisumu and Homa Bay. This is according to statistics from the Department of Fisheries.

Nyeri constitutes 6 constituencies namely, Tetu, Kieni, Mathira, Othaya, Mukurwe-ini and Nyeri town. The County Assembly of Nyeri has 30 elected Members and 14 specially elected Members and the Speaker. The 14 specially elected Members represent different constituents including women, youth and persons living with disability.

#### 1.2 County Assembly of Nyeri

The second elections of the Nyeri County were held alongside the National elections in August, 2017, being the second elections under the Constitution of Kenya 2010. This saw the election of the Governor and the Deputy Governor, Members of Parliament and Ward Representatives. The Assembly proceeded to set up structures for the administration of the Assembly and for the management of the business of the House. The Nyeri County Assembly Service Board (CASB) was constituted pursuant to provisions

of section 12 (1) of the County Government Act 2012 and has since employed and deployed staff besides budgeting for the efficient running of the Assembly.

### **Leadership of the Assembly**

1. The Speaker: Hon. John P.G. Kaguchia
2. Deputy Speaker: Hon. Samuel Kariuki Gichuki
3. Majority Leader: Hon. James Kanyugo Mwangi
4. Minority Leader: Hon. Lynette Wanjiru Kinyua
5. Majority Whip: Hon. Sabastian Mugo Theuri
6. Minority Whip: Hon. Pauline Wanjira Maina
7. Deputy Majority Leader: Hon. Margaret Muthoni Kuruga
8. Deputy Majority Whip: Hon. Lilian Wanjiku Gathua

### **1.3 The County Assembly Service Board (CASB)**

The Nyeri County Assembly Service Board (CASB) is established pursuant to Section 12 (1) of the County Governments Act 2012 as a body corporate with perpetual succession. Pursuant to Section 46 of the County Assembly Services Act, 2017, the membership of the CASB comprises of the following Members: -

- a) The Speaker of the County Assembly as the Chairperson;
- b) A Vice- Chairperson elected by the Board from the Members appointed under paragraph (c) below;
- c) Two Members of the County Assembly nominated by the political parties represented in the County Assembly according to their proportion of Members in the County Assembly;
- d) One man and one woman appointed by the County Assembly from amongst persons who are experienced in public affairs, but are not Members of the County Assembly;
- e) The Clerk to the Assembly who is the Secretary to the Board.

#### **1.3.1 Operational Framework**

The County Assembly Service Board (CASB) is a body corporate established under the provisions of section 12 of the County Government Act, No. 17 of 2012. The Board is

responsible for providing services and facilities to ensure the efficient and effective functioning of the County Assembly; constituting offices in the County Assembly service and appointing and supervising office holders; preparing annual estimates of expenditure of the County Assembly service and submitting them to the County Assembly for approval, and exercising budgetary control over the service; undertaking, singly or jointly with other relevant organizations, programmes to promote the ideals of County democracy; and performing other functions necessary for the well-being of the Members and staff of the County Assembly; or prescribed by national legislation. The CASB as well is responsible for directing and supervising the administration of the services and facilities provided by, and exercising budgetary control over the Service; determining and reviewing the terms and conditions of service of persons holding or acting in the offices of the Service; initiating, co-ordinating and harmonizing policies and strategies relating to the development of the Service; initiating programmes — for training and capacity building of Members and staff of the County Assembly and other persons, that promote ideals of parliamentary democracy as set out in Article 127(6)(d) of the Constitution and that promote public awareness and participation in the activities of the County Assembly; and do such other things as may be necessary for the well-being of the Members and staff of the County Assembly.

### 1.3.2 Members of the Board

The Members of the board are: -

1.	Hon. John P.G. Kaguchia	~	Chairperson
2.	Hon. John Ndumia Mwangi	~	Vice Chairperson
3.	Hon. Pauline Wanjira Maina	~	Member
4.	Ms. Monica Njeri Kibui	~	Member
5.	Mr. Paul Mwari Maina	~	Member
6.	Mr. Jenard N. Mwiggeh	~	Secretary

### 1.3.3 County Assembly Service

Section 13 of the County Governments Act provides that there shall be a Clerk to the County Assembly appointed by CASB with the approval of the County Assembly. In accordance with Section 19 of the County Assembly Services Act 2017, the Clerk is the

chief administrative officer of the County Assembly and is responsible for the day-to-day management and functioning of the County assembly. As the Secretary of the CASB, the Clerk pursuant to Section 16 of the County Assembly Services Act 2017 is the chief executive officer of the Board; the accounting officer of the Board; the administrative head of the Service; the custodian of the Board's records; responsible for— the execution of the decisions of the Board; and assignment of duties and supervision of the staff of the Board; the preparation and submission of the programmes necessary for the achievement of the Board's mandate for approval by the Board; causing to be kept records of the proceedings and minutes of the meetings of the Board and such other records as the Board may direct; ensuring staff compliance with public service values, principles and ethics; and the performance of such other duties as may be assigned by the Board or any other written law.

The Office the Clerk and members of staff are offices in the County Assembly Service. The County Assembly Service Board recruits and capacity builds staff of all cadres for delivery of quality services to the general public.

#### **1.3.4 Rationale of the Strategic Plan**

The rationale of this strategic plan is to:

- a) Describe the key milestones in the growth and development of the County Assembly.
- b) Outline the activities of the County Assembly of Nyeri.
- c) Help in prioritization of County Assembly programmes.
- d) Avoid duplication of efforts by stating responsibilities
- e) Enhance staff participation and motivation
- f) Help the County Assembly analyze its current situation and the operational environment.
- g) Assist in seeking new opportunities
- h) Help improve service delivery to the public.

#### **1.3.5 Strategic Planning Methodology and Process**

The review of this strategic plan was a joint effort by all the stakeholders comprising CASB, MCAs, County Assembly Staff, County Executive, citizens of Nyeri, partners and the national government.

The review started by a planning meeting between the consultants and all the stakeholders on the entire process to enable them develop a home-grown document for the County Assembly.

Interviews were conducted with management including the CASB, MCAs, County Assembly Clerk, and Heads of Departments. A SWOT, PESTEL and stakeholder analysis was carried

out to establish the prevailing situation at the County Assembly. The results from the interviews and situational analysis conducted in the County Assembly formed the background for determining strategic focus areas and developing strategic objectives, strategies and activities.

A technical team drawn from the County Assembly was charged with the responsibility of providing information from the Assembly, proof reading and providing the necessary critique for the draft. This included fine tuning strategic objectives, strategies and the activities. Lastly, the draft was edited and reviewed before printing.

#### 1.4 Vision, Mission and Values of the Assembly

**Vision:** An effective, efficient and transformative Assembly

**Mission:** To provide efficient and effective oversight, representation, and law making functions for the welfare of the people of Nyeri County.

#### Values of Nyeri County Assembly

**Integrity-**Honesty, truthfulness and sincerity are an integral part of our operations. We are devoted to uphold the values of honesty, truthfulness and sincerity in all our undertakings.

**Accountability**– We undertake to involve the public in all decisions and plans affecting them and the County at large. We shall uphold this through being transparent and answerable at all times.

**Commitment to Service**-We are committed to our core functions of legislation, oversight and representation and shall be guided by hardworking ethics in all our undertakings so as to achieve our main aim of the betterment of the welfare of the people of Nyeri.

**Equity, Equality and Inclusiveness**- In all our undertakings, we strive to serve all residents of the County of Nyeri equally and without exception, favoritism or discrimination.



## CHAPTER 2

### ROLE OF THE COUNTY ASSEMBLY OF NYERI

#### 2.1 Introduction

The role of the County Assembly of Nyeri in the county and national development is drawn from the various legal and policy documents demonstrating explicit contributions of the County.

#### 2.2 The Constitution of Kenya

Chapter eleven, Section 176 (1) of the Constitution established a County Government for each county, consisting of a County Assembly and a County Executive. Accordingly, sub-section (2) provides that every county government shall decentralize its functions and the provision of its services to the extent that it is efficient and practicable to do so. It is on the basis of the law that the County Assembly of Nyeri ensures that the County Executive provides the best of services to the people by applying optimal resources.

Section 185 (1) provides that the legislative authority of a County is vested in, and exercised by, its county assembly; (2) provides that a County Assembly may make any laws that are necessary for, or incidental to, the effective performance of the functions and exercise of the powers of the county government under the Fourth Schedule; According to (3), a County Assembly, while respecting the principle of the separation of powers, may exercise oversight over the County Executive committee and any other County Executive organs; and (4) provides that a County Assembly may receive and approve plans and policies for the management and exploitation of the county's resources; and the development and management of its infrastructure and institutions.

#### 2.3 County Governments Act 2012

The role of the County Assembly and Members of the County Assembly of Nyeri County are respectively enshrined in sections 8 and 9 of the revised edition 2017 County Governments Act, 2012. The County Assembly of Nyeri discharges the following roles as provided in section 8 of the Act: vetting and approving nominees for appointment to county public offices as may be provided for in this Act or any other law; performing the roles set out under Article 185 of the Constitution; approving 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; approving borrowing by the county government in accordance with Article 212 of the Constitution; approving county development planning; and performing any other role as may be set out under the Constitution or legislation.

Section 9 of the Act provides the roles which guide the operation of the Members of County Assembly of Nyeri. The Members of the Assembly therefore execute the following roles: maintain close contact with the electorate and consult them on issues before or under discussion in the county assembly; present views, opinions and proposals of the electorate to the county assembly; attend sessions of the county assembly and its committees; provide a linkage between the county assembly and the electorate on public service delivery; and extend professional knowledge, experience or specialized knowledge to any issue for discussion in the county assembly.

#### **2.4 Sustainable Development Goals (SDGs)**

The Member States of the United Nations agreed on the 17 Sustainable Development Goals (SDGs) on 25 September 2015. This was in pursuant of the achievements and lessons learnt during the Millennium Development Goals 2000 to 2015. It is envisaged that the Post-2015 Development Agenda will guide the global sustainable development until 2030.

All of the 17 SDGs have targets that are linked to the functions of County Governments. This implies that the County Assembly of Nyeri is key player in the actualization of the SDGs targeting three dimensions of sustainable development viz: economic, social and environmental dimensions.

The County Assembly of Nyeri shall dispense its house business towards realization of the following Sustainable Development Goals (SDG's): Goal 1: End poverty in all its forms everywhere; Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture; Goal 3: Ensure healthy lives and promote well-being for all at all ages; Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all ; Goal 5: Achieve gender equality and empower all women and girls; Goal 6: Ensure availability and sustainable management of water and sanitation for all; Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all; Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all ; Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation ; Goal 10: Reduce inequality within and among countries; Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable; Goal 12: Ensure sustainable consumption and production patterns; Goal 13: Take urgent action to combat climate change and its impacts; Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development; Goal 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; Goal 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; and Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

## 2.5 Kenya Vision 2030

Kenya Vision 2030 is the country's development blue print covering the period 2008 to 2030. It's a long term national development strategy which aims at transforming Kenya into a modern, globally competitive, middle income country providing a high quality of life to all its citizens. Kenya Vision 2030 was developed through an all-inclusive and participatory stakeholder consultative process, involving Kenyans from all parts of the country and in all sectors. The Vision is anchored on three key pillars: economic; social; and political. The pillars of Kenya Vision 2030 are anchored on macroeconomic stability; continuity in governance reforms; enhanced equity and wealth creation opportunities for the poor; infrastructure; energy; science, technology and innovation (STI); land reform; human resources development; security as well as public sector reforms.

The key sectors in economic pillar include: agriculture, tourism, manufacturing, financial services, oil and mineral resources among others. The main sectors under the social pillar include education and training, water, health, irrigation, environment, housing and urbanization among others. The Political Pillar aims at building a democratic political system founded on issue based politics, the rule of law, and protection of the fundamental human rights and freedoms in Kenya.

## 2.6 “The Big Four” Plan for Economic Development

The Government initiated the “Big Four Agenda” which is anticipated to hasten economic development and improve the standards of living for the citizenry. The plan covers the following key focus areas namely: Enhancing manufacturing, providing food security and nutrition, providing universal health coverage, and affordable housing. The government recognizes the fact that fulfillment of the big four agenda will result into increased employment opportunities, reduction of hunger, reduction of homelessness and a healthy and productive manpower. The County Assembly of Nyeri shall put up socio-economic legislative measures to improve the standards of living in Nyeri County.

## CHAPTER 3

### SITUATIONAL ANALYSIS

#### 3.1 Introduction

This chapter explores the Assembly's performance in the previous plan period 2014 -2018

#### 3.2 County Assemblies' Performance 2014-2018

This includes evaluation of the the Assemblies' key success factors, challenges and lessons learnt.

#### 3.3 Key Success Factors

The Assembly in the plan period 2014-2018

- Enacted 26 laws
- Formulated and reviewed standing orders
- Conducted numerous public participations
- Built a perimeter wall
- Recruited and inducted of newly recruited staff.
- Carried out Staff rationalization
- Conducted various team building and health sensitization activities.
- Facilitated Various staff trainings
- Availled Medical scheme for the County Assembly of Nyeri
- Established a few recreational facilities
- Conducted various consultations between the Executive and the Assembly
- Built a car park
- Put in place a Standby automatic power generator.
- Bought office equipment and furniture for staff of Nyeri County Assembly
- Purchased three vehicles
- Participated in Central Kenya ASK show twice
- Participated in visiting various children's homes and supported Nyeri Hospice
- Established a resource Centre
- Purchased ICT equipment for Hon. Members and staff.
- Established internet infrastructure
- Trained MCAs on the use of electronic gadgets.
- Suny Kenya and UKAid supported the Assembly in capacity building and purchase of desktop Computers.

- Developed code of regulations, sexual harassment policy and non-discrimination policy in the Assembly;
- Developed vision, mission and core values of the Assembly;
- Engaged legal and internal audit officers as compliance officers

### 3.4 Challenges

The Assembly faced the following challenges in the plan period 2014 -2018

- Employment of technical staff was not sufficient
- Resource center was not fully equipped and functional
- Media center is yet to be established and operationalized
- Automation is still in progress
- Entrance and exit gates not yet reinforced, CCTV not yet in place
- Scheme of Service for Nyeri County Assembly is not yet in place
- Sensitization of job description is still a challenge
- Provision of vehicles not yet sufficient
- Political interference in actualization of recreational facilities
- KENHA restrictions affected erection of signage to the Assembly
- Parking canopies not yet erected
- Renovation of the Assembly not yet done due to inadequate resources
- Modern chamber and resource Centre not yet built because of inadequate funds
- Police post and housing unit was not built due to challenges in gazettment
- Offices for Members have not been constructed
- PR office not yet established
- Public forums were not organized on quarterly basis but as often as required because of the cost factor
- Resource center has limited space
- Inadequate resource materials which makes it difficult to research.
- Maintenance challenges due to lack of ICT Department;
- Short life span and highly personalized nature of the tablets hence disposal takes place after every term.
- Donors have specific programmes not all encompassing to Assembly programmes;
- Inadequate staff playing the compliance role;
- Inadequate capacity building to staff playing the compliance role.

### 3.5 Lessons Learnt

The following are the key lessons learnt by the Assembly in the plan period 2014-2018

- Political interference can delay projects e.g equipping of gym
- National Parliament Trainers offer objective training to Hon. Members compared to trainers who are former politicians.
- When Hon. Members are properly inducted they become better Legislators.
- Benchmarking enables Members to borrow best practices
- Assemblies need to have a uniform scheme of service and organizational structure due to disparities in job groups.
- Staff training has enhanced performance in terms of report writing, quality work, meeting of targets e.t.c
- Disharmony between the two arms of government can lead to delays in completion of projects
- Lack of sufficient budgetary allocation hinders accomplishments of projects
- Continuous public engagement creates more awareness to the public;
- The success of a public forum is determined by the prevailing political dynamics of the day;
- There is need to have close collaboration with the National Government and event organizers to ensure that the events organized by County are successful
- It is better to outsource publishing services rather than having one in the Assembly as it is not cost effective;
- There's need for budgetary allocation at the beginning of every year for purchase and maintain ICT equipment;
- It is difficult to reissue the ICT Gadgets to a new user due to their personalized nature.
- There is need for continuous training
- There is need to continuously review the vision and mission of the Assembly due to the changing times;

### 3.6 SWOT Analysis

Analysis of internal successes and endowments (**strengths**) was carried out as well as a review of possible challenges (**weaknesses**) that could impede the implementation of the Plan. Review of external aspects that affect the Plan including **Opportunities** and **Threats** were also identified and discussed by the MCAs and are summarized below.

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Committed and dedicated membership (MCA's) who are eager and ready to deliver services.</li> <li>2. Members are exposed and knowledgeable.</li> <li>3. Dedicated and committed leadership of the County Assembly.</li> <li>4. Committed, well informed and qualified staff.</li> <li>5. Wider party membership i.e. Jubilee, PNU and an Independent Member with vibrant discussion debate.</li> <li>6. Existence of an organizational structure</li> <li>7. Cordial relationships with the executive.</li> <li>8. Enlightened members of the public.</li> <li>9. Adequate space for expansion.</li> </ol>	<ol style="list-style-type: none"> <li>1. Poor time management</li> <li>2. Lack of a modern Assembly chamber.</li> <li>3. Inadequate capacity building in technical areas such as legislation, budgeting.</li> <li>4. Ineffective communication</li> <li>5. Inadequate technical staff</li> <li>6. Slow implementation of decision leading to delays in projects and activities.</li> <li>7. Limited resources to facilitate activities</li> <li>8. Low levels of automation</li> <li>9. Inadequate office facilities</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Potential for exposure to other institutions.</li> <li>2. Power to legislate.</li> <li>3. An informed and demanding electorate.</li> <li>4. Support from National Government towards devolution.</li> <li>5. Opportunity to interact with other legislative assemblies.</li> <li>6. Willingness of development partners to work with the County Assembly.</li> <li>7. Possibility of high economic performance of the County due to its location as an agricultural zone.</li> </ol>	<ol style="list-style-type: none"> <li>1. Party dynamics and changing political environment (party politics/ competition.</li> <li>2. Political interference - National Government, County Executive and Political parties.</li> <li>3. Budget constraints resulting into resource cutbacks.</li> <li>4. Inadequate remuneration of MCAs across the country.</li> <li>6. Negative attitudes towards devolution</li> <li>7. Increased demands from electorates.</li> <li>8. Negative media publicity</li> </ol>

### 3.7 PESTEL Analysis

The County Assembly of Nyeri operates within a dynamic society with various expectations. For that reason, the Assembly must position itself to ensure it satisfies the society within its mandate. It must take cognizance of the external factors that may impact its operations. This necessitates a PESTEL analysis that involves exploring the ways that the County Assembly of Nyeri aligns itself to the Political, Economic, Social, Technological, Environmental and Legal factors.

#### 3.7.1 The Political Environment

A stable political climate creates peace that allows an organization to operate with minimal disturbances. Political stability is key in enabling Nyeri County Assembly to fulfill its mandate of legislation. The Kenya Constitution ushered devolved governments that comprise 47 Counties. In the spirit of devolution, Nyeri County Assembly needs to come up with programs to strengthen the Assembly through good governance and effective oversight. The MCAs should therefore be empowered with skills so that they can carry out their political responsibility of legislation diligently, efficiently and effectively.

#### 3.7.2 The Economic Environment

Economic factors have a significant impact on how an organization like Nyeri County Assembly acquires its financial resources to fulfill its mandate. Capitation for Nyeri County Assembly from the government depends on the budget allocation for the year. Therefore, the Assembly has to mobilize more funding from donor agencies. It is anticipated that the flow of funds from the government is likely to increase from the sale of petroleum and the fight against corruption. Hopefully, this should translate into increased capitation for Nyeri County Assembly from the exchequer.

#### 3.7.3 The Social Environment

Social environment also known as socio-cultural factors are the areas that involve the shared beliefs and attitudes of the population towards an organization. Culture is dynamic. The Kenyan population has changed from depending on formal employment to finding opportunities in the vibrant informal sector. With the expansion of Vocational Training Centres within the County Governments, Nyeri County Assembly could train the managers of these institutions to provide competence-based education as a way of creating a skilled workforce and for self-employment. The Assembly also has the opportunity to train Early Childhood Education (ECDE) managers for the ECDE centres in the County.



#### **3.7.4 Technological Environment**

The technological landscape in the world is changing very rapidly and this impact on the operations of organizations. Nyeri County Assembly is expected to take advantage of technological innovations not only to market it on-line but also enhance its service delivery. Some of the innovations include automation of key services. The Assembly is also expected to harness technology and leverage it to ensure efficiency and effectiveness in service delivery and management of resources.

#### **3.7.5 Environmental Factors**

In the recent past, environmental factors have become increasingly important. There are robust environmental laws and regulations administered by National Environmental Management Authority (NEMA) to govern solid waste, liquid waste and e-waste disposal. The Assembly will ensure compliance with the relevant environmental legislation and regulations. The Assembly will come up with programs and sensitize stakeholders on environmental conservation. In addition, to fulfill its social responsibility obligation, Assembly will endeavor to involve its staff in environmental conservation within and around its environs.

#### **3.7.6 Legal Environment**

It is imperative that organizations appreciate what is legal and what is not in order to operate successfully. Nyeri County Assembly as a legal entity is guided by the Kenya Constitution 2010, Vision 2030 and County Assembly Services Act which prepared an elaborate framework for delivery of devolved services to the citizens. Currently, the government is focusing on Vision 2030 MTP (III) - the “Big Four Agenda”. Therefore, there is need for Nyeri County Assembly to harmonize and align its programs to the fulfillment of the above legal frameworks. Furthermore, the Assembly should ensure compliance with other laws related to procurement, workplace health and safety, employment, financial management, among other laws that pertain to the devolved government.

### **3.8 Stakeholder Analysis**

The stakeholders to the implementation of the Plan have been identified as being among others: MCAs, staff, County Executive, the National government, Commissions, civil society, media, and citizens (especially those from Nyeri County). These stakeholders are analyzed below including their expectations and the expectations of the CASB and the County Assembly.

Table 4: Stakeholder Analysis

Stakeholder	Stakeholders Expectations	Outcome
Members of the County Assembly	<ul style="list-style-type: none"> <li>• Efficient chamber and committee services.</li> <li>• Research analysis and legal drafting support.</li> <li>• Conducive working environment</li> <li>• Capacity building</li> <li>• Adequate remuneration.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased passage of laws</li> <li>• Enhanced quality of Bills and Motions</li> <li>• Improved quality of debate in the Assembly</li> <li>• Enhanced oversight</li> </ul>
Assembly Staff	<ul style="list-style-type: none"> <li>• Career progression, retention and exit plan.</li> <li>• Adequate remuneration.</li> <li>• Staff welfare including training and development.</li> <li>• Office accommodation.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of timely and quality services.</li> <li>• Staff loyalty/pride.</li> <li>• Timely implementation of CASB programmes</li> <li>• Compliance with CASB rules and regulations.</li> </ul>
County Executive and other County entities	<ul style="list-style-type: none"> <li>• Timely consideration of bills and policies.</li> <li>• Approval of budgets on a timely basis.</li> <li>• Effective communication on all issues.</li> <li>• Consideration of business forwarded to the Assembly within the stipulated timelines</li> </ul>	<ul style="list-style-type: none"> <li>• Timely implementation of laws, policies and budgets.</li> <li>• Efficient and effective utilization of resources</li> <li>• Efficient and effective feedback on Assembly issues.</li> <li>• Timely implementation and responses to Assembly resolutions.</li> <li>• Prompt reporting on implemented programmes.</li> </ul>
National Government	<ul style="list-style-type: none"> <li>• Enhanced cooperation and coordination of government programmes.</li> <li>• Prudent use of resources</li> <li>• Ensure implementation of national government policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality service delivery to the people of the County.</li> <li>• Enhanced access of information to the public</li> </ul>
Commissions and Independent Offices	<ul style="list-style-type: none"> <li>• Adherence to guidelines provided by the Commissions and independent offices.</li> <li>• Interrogate the reports and implement recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient utilization of resources</li> <li>• Enhanced transparency and accountability.</li> </ul>

Stakeholder	Stakeholders Expectations	Outcome
Investors in the County	<ul style="list-style-type: none"> <li>• Conducive business environment.</li> <li>• Supportive policies and regulations.</li> <li>• Collaboration and networking of processes.</li> <li>• Improved infrastructural network.</li> <li>• Positive customer relationships management</li> </ul>	<ul style="list-style-type: none"> <li>• Improved quality service delivery to the investor.</li> <li>• Improved economic growth and development.</li> </ul>
The Media	<ul style="list-style-type: none"> <li>• Access to information and facilities of the Assembly.</li> <li>• Timely information on County Assembly activities.</li> <li>• Outreach activities to the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible journalism.</li> <li>• Creation of awareness</li> <li>• Compliance with the Assembly standing orders</li> </ul>
The Civil Society	<ul style="list-style-type: none"> <li>• Inclusiveness in the legislation process.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive criticism.</li> <li>• Contribution to the legislative process.</li> <li>• Sensitization of the public.</li> </ul>
Development Partners	<ul style="list-style-type: none"> <li>• Good governance and growth in democracy.</li> <li>• Appropriate utilization of resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership and support for Assembly activities.</li> </ul>
The Public/ Local Community	<ul style="list-style-type: none"> <li>• Effective representation.</li> <li>• Good governance.</li> <li>• Improved legislation.</li> <li>• Appropriate utilization of resources.</li> <li>• High quality service provision</li> <li>• Carry out oversight role.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved standards of living.</li> </ul>

## CHAPTER 4

### STRATEGIC IMPLEMENTATION PLAN

#### 4.1 Introduction

The chapter outlines proposed strategic focus areas, strategic objectives, strategies and activities, performance indicators and time frame. The performance indicators will provide guidance for monitoring and evaluation.

#### 4.2 Strategic Focus Areas

The areas of focus for service delivery informing this plan include: -

- (i) Legislative and Committee Services
- (ii) Staff management and development
- (iii) Physical Infrastructure development
- (iv) Research and ICT in service delivery
- (v) Financial resources management
- (vi) Public education and outreach activities
- (vii) Strategic Partnerships to service delivery (including development partners).
- (viii) Good governance and accountability by the County leadership.

#### 4.3 Strategic Objectives

**Strategic Focus Area: Legislative and Committee Services.**

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##### **Objective 1: To strengthen the capacity of the Members of the County Assembly**

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Members of the Assembly (MCAs) are elected to represent the people, make laws for operations of the County, and ensure there is effective oversight over the County Executive. This objective encompasses the need to improve the capacity of the MCAs to introduce bills, motions and other legislative agenda and effectively review and scrutinize Bills that are brought before them for legislation. The MCAs will also require to be facilitated to undertake representational functions.

MCAs should be capacitated in legislative procedures including the Standing Orders in order for them to be effective in the Chamber and in Committees. For this to happen there will be need to develop adequate capacity within the Clerk's chambers and other departments that directly support Chamber and Committee services such as Hansard, Budget and Legal Units. In addition, the MCAs will be facilitated to appreciate the budget making process and their role in approving the budget and over-sight its implementation.



***Proposed actions/ strategies:***

- Improve the process of scrutiny and making of laws.
- Sustain strong Assembly Committees for legislative processing and oversight.
- Develop adequate capacity in the Clerk's Chambers, the Hansard, Budget Office and Legal Units.
- Strengthen the Legal Services units (including possibility of having short term contracts for external drafters).
- Sensitize Members on the Standing orders.
- Provide facilities for MCAs to effectively carry out representational functions.
- Undertake on-site oversight of County Programmes and Projects.
- Follow up on enforcement of County Laws, decisions, directions and Assembly resolutions.
- Facilitate exchange programmes and benchmarking tours nationally and internationally.

***Expected Outputs***

- Legislated laws, policies and regulations
- Approved budget
- Quarterly Budget implementation reports
- Number of staff trained
- Monitoring and evaluation reports

**Strategic Focus Area: Staff management and development**

**Objective 2: To develop staff capacity to support Assembly in its role**

Enhanced staff capacity in terms of numbers and competencies is a key pre-requisite towards an active and performing legislature. Optimum staff numbers with right skills and competencies will be key to the performance of the MCAs. This should be so for both the technical and support departments. The key thrust of this objective is to improve the human resource capacity that enables service delivery. It also aims at providing an organization structure that recognizes professional experience and promotes a well skilled and motivated workforce. An improved organization structure that allows for professionalism and institutionalization of human resource management plans that ensure that the Assembly attracts and retains professional staffs who offer quality services to clients.

***Proposed actions/strategies:***

- Review, strengthen and sustain an Assembly organization structure that adequately supports its operations so as to provide required organizational leadership.
- Recruit and retain an optimum number of staff.
- Improve the scheme of service for the different cadres of staff.
- Adopt appropriate HR Strategy and policies.
- Manage and monitor staff performance for the Assembly's and external clients' satisfaction.

***Expected Output:***

- Number staff trained
- Career progression guidelines
- Human resource policies
- Enhanced quality of service delivery
- Achieved targets

**Strategic Focus Area: Physical Infrastructure development****Objective 3: To improve physical infrastructure to provide a conducive work environment**

The aim of this objective shall be to provide modern and secure physical facilities for both the Members of County Assembly and staff.

***Proposed actions/ Strategies:***

- Provide adequate physical facilities including committee rooms, offices, car parks, and catering facilities for the leadership, MCAs and staff.
- Upgrade the chamber in to a modern facility.
- Enhancement of security within the Assembly precincts.
- Build and stock a library and research Centre.
- Acquisition of land and construction of Speakers official residence

***Expected Output:***

It is expected that additional physical facilities will be developed which shall include:

- A modern Chamber

- Catering facilities
- Installation of security infrastructure
- Modern offices.
- Speakers official residence
- Library and Research center

#### **Strategic Focus Area: Research and ICT in service delivery**

##### **Objective 4: To strengthen research and information services for the Assembly**

The aim of this objective is to fully establish a professional research service that supports research work for MCAs. This includes providing adequate reference material and setting up relevant units such as the Library and Research unit. With increased use of information communications technologies (ICTs) for enhanced service delivery, the Assembly will need to put in place mechanisms to acquire and deploy ICTs to facilitate effective communication for MCAs and staff in service delivery. The notable ICTs include computers, networks, mobile technology, essential chamber operations systems, as well as Management Information Systems to support the finance and human resources management functions.

##### ***Proposed actions/ Strategies:***

- Establish and strengthen library and research capacity in the Assembly.
- Forge and maintain strong networks with research institutions
- Establish a knowledge and information management system
- Build capacity for the Library and Research services. Establish and strengthen ICT capacity in the Assembly.
- Procure and install ICT facilities (hardware and software) and services (including internet and website) in the Assembly.
- Build ICT/research skills for MCAs and staff through organized training and capacity building.

##### ***Expected Output:***

- Well-equipped library and research center
- Training reports
- Installed and working ICT infrastructure in Assembly chambers and offices

#### **Strategic Focus Area: Financial Resources Management**

##### **Objective 5: To enhance and sustain financial resources mobilization and management.**

Financial resources will be required to launch and sustain activities of the Assembly. These resources will be budgeted for and obtained from the County Government. There will also

be occasions when the Assembly could receive support from development partners to support its activities.

***Proposed actions/ Strategies:***

- Ensure participatory approach to budgeting process of the Assembly's departments.
- Enhance procurement of goods and services.
- Optimize utilization of budgeted funds.

***Expected Output:***

- Training reports –sensitization of Assembly Members on budgetary process
- Approved annual procurement plans

**Strategic Focus Area: Public Education and outreach activities**

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**Objective 6: To develop consultative public education and outreach activities.**

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The aim of this objective is to build and nurture a good working relationship between the citizens (electorate) and the Assembly. This allows for the involvement of the people to promote transparency and participatory legislative processes.

***Proposed actions/ strategies:***

- Enhance public relations, protocol and outreach activities both within and outside the Assembly through use of ICTs and other traditional methods.
- Take an active role in Corporate Social Responsibility activities around the County.
- Periodical publications on the Assembly activities.
- Linkage with National Parliament and other international legislatures
- Effectively contribute and subscribe to relevant National and International Organizations

***Expected Output:***

- Number of Corporate Social Responsibility activities conducted
- Well informed public
- Periodal publications on County Assembly activities
- Good relations with stakeholders

**Strategic Focus Area: Development and fostering of Strategic Partnerships**

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**Objective 7: To develop and foster partnerships with other institutions having similar objectives.**

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The Assembly requires to build strong ties with institutions within the county as well as at the National and International level that shall offer technical support in the areas of legislative business and general development of the Assembly.

***Proposed actions/ strategies:***

- Identify possible partnerships.
- Develop partnership proposals.

***Expected Output:***

- Sustainable partnerships.
- Increased resources

**Strategic Focus Area: Good governance and accountability by the Assembly leadership.**

**Objective 8: To develop of an ethical working environment that enhances good governance**

Good governance is a hallmark of good leadership. It is increasingly becoming important for county leadership to lead from the front on matters of good governance.

***Proposed actions/ strategies:***

- Address weak areas of unethical practice.
- Training of MCAs on leadership and integrity
- Build partnerships with institutions that facilitate capacity building on ethics and good governance.
- Embrace transparent and participatory budgeting in order to bring the citizen voice into the budgeting process through greater inclusion.
- Public expenditure tracking (PETS) in the monitoring of budget execution by means of tracking flows of public resources for the provision of public service and goods.
- Establishing corruption prevention mechanisms

***Expected output***

- Training reports
- Unqualified audit reports
- Corruption prevention mechanisms in place.

**4.4 Strategic Activities**

From the strategic objectives discussed in Part 4 above, it is important to break these down to specific activities to be undertaken within the Planning period to achieve the Plan. The activities are captured in detail as shown below:

**Objective 1: Capacity building for MCAs to enable them effectively legislate, represent the people and offer oversight over the Executive.**

No	Activities	Time lines (estimated end time)	Responsible officer/ office
i	Review County Assembly Standing Orders	Continuous	Speaker
ii	Training of MCAs on Legislation process	Continuous	C.A.S.B
iii	Benchmarking	Continuous	C.A.S.B
iv	Engagement of legislative experts	Continuous	C.A.S.B
v	Construction of ward offices	July 2022	C.A.S.B
vi	Employment of enough technical qualified staff for the County Assembly	Continuous	C.A.S.B
vii	Equipping and staffing the Resource Centre	June 2022	C.A.S.B
viii	Equipping and staffing the Assembly media center	July 2022	C.A.S.B
ix	Equipping of the Hansard Department	July 2022	C.A.S.B
x	Construction of infrastructure in consideration of the physically challenged persons e.g. accessibility to offices	July 2022	C.A.S.B
xi	Executive-Legislature interactive sessions(for Members)	Continuous	CASB
xii	IT compliance	Continuous	C.A.S.B
xiii	Enhanced security i.e. CCTV, scanners,	Continuous	C.A.S.B
xiii	Enhance Members security	continuous	C.A.S.B

Objective 2: Staff Capacity building and development to support the Assembly

No	Activities	Time lines (estimated end time)	Responsible officer/ Office
i	Induction training for the newly recruited staff	As and when need arises	Clerk and HR Officer
ii	Provision of equipment and facilities to the staff	Continuous	Clerk, HR and Procurement Officer
iii	Rationalization of job grades for Staff	July 2020	CASB
iv	Development of Schemes of Service for all staff	July 2020	CASB
v	Development of an organization structure	July 2020	CASB
vi	Team Building activities	Bi-annually	Clerk and HR Officer
vii	Performance appraisal	Annually	HR Officer and Heads of Department
viii	Provision of uniforms to support staff	Annually	Clerk, HR Officer and Procurement Officers
ix	Promotion of Qualified and excellent performers	Continuous	Clerk, HR Officer and HODs, C.A.S.B.
x	Staff training	Continuous	CASB
xi	Construction of offices	July 2022	CASB
xii	Housing for officers of the Assembly	June 2021	CASB
xiii	Provision of vehicles for staff and Members'	December 2020	CASB
xiv	Staffing needs analysis	Continuous	Clerk, HR Officer and HoDs
xv	Safety and Disaster Management training	Annually	Clerk & HR Officer
xvi	Medical scheme for staff	Biennial	Clerk & HR Officer
xvii	Consultative meetings between the management and staff	Continuous	HR
xviii	Staff identification cards	December 2019	Clerk, HR and Procurement

No	Activities	Time lines (estimated end time)	Responsible officer/ Office
xix	Sponsorship of staff to relevant work related professional courses	Continuous	CASB
xx	Health sensitization	Twice a year	Speaker,HR and HoDs
xxi	Guidance, Counseling and Psychotherapy for Members and staff	Continuous	Clerk and HR Officer
xxii	Personal Financial management training for Staff	Continuous	CASB

**Objective 3: Physical Infrastructure for the Assembly including security enhancement**

No	Activities	Time lines (estimated end time)	Responsible officer/ Office
i	Completion of Assembly Main gate	30/12/2019	C.A.S.B
ii	Extension of vehicle parking	30/6/2020	C.A.S.B
iii	Renovate the Assembly	30/12/2020	C.A.S.B
iv	Build a modern library	July 2022	C.A.S.B
v	Build sports and catering Facilities	July 2020	C.A.S.B
vi	Build a housing unit for the Speaker	July 2022	C.A.S.B
vii	Construction of offices for Members within the Assembly.	30/12/2022	C.A.S.B
	Install CCTV Cameras	30/12/2020	C.A.S.B
viii	Purchase office equipment and furniture (desktops, laptops)	As and when need arises	C.A.S.B
ix	Automation of ICT infrastructure	Continuous	CASB
x	Procurement of Assembly security equipment	30/12/2019	C.A.S.B

**Objective 4: Education and Outreach / Public Engagements of the Assembly**

No	Activities	Time lines (estimated end time)	Responsible officer/ office
i	Establish a public relations office	Dec 2019	C.A.S.B.
ii	Create awareness through magazine publications and brochures throughout the term.	Continuous	Clerk and Public Relations Officer

No	Activities	Time lines (estimated end time)	Responsible officer/ office
iii	Organize public forums	Continuous	Speaker
iv	Participate in public events and national celebrations	Continuous	Speaker
v	Showcase County Assembly activities through participating in County events eg. ASK show and Exhibitions	Continuous	Clerk
vi	Participate in corporate social activities e.g medical camps, charity walks, tree planting, cleaning the town, etc	Continuous	Clerk and Public Relations Officer

**Objective 5: To strengthen research and information services for the assembly**

No	Activities	Time lines (estimated end time)	Responsible officer/ office
i	Automation of ICT Infrastructure	continuous	HR Officer / C.A.S.B

**Objective 6: To enhance & sustain financial Resource mobilization and management**

No	Activities	Time lines (estimated end time)	Responsible officer/ office
i	Identify and engage with development partners or donors to support our programmes	Continuous	Speaker

**Objective 7: Building Partnerships with other institutions**

No	List of activities	Time lines (estimated end time)	Responsible officer/ Office
i	Benchmarking tours	Continuous	C.A.S.B.
ii	Sports competitions	Continuous	C.A.S.B.
iii	Holding consultative meetings with the executive	Continuous	C.A.S.B.
iv	Partnering with donors, NGOs and Consultants	Continuous	C.A.S.B.
v	Partnering with national and county governments	Continuous	C.A.S.B.

Objective 8: To develop of an ethical working environment that enhances good governance

No	Activities	Time lines (estimated end time)	Responsible officer/ Office
i	Development of a Service Charter	Dec 2019	C.A.S.B.
ii	Development/Formulation and continual Review of policies	Continuous	C.A.S.B

## CHAPTER 5

## RESOURCE MOBILIZATION AND RISK MANAGEMENT

## 5.1 RESOURCE MOBILIZATION

The County Assembly of Nyeri receives its funding from the National Treasury as determined by County Allocation of Revenue Act. The Assembly foresees the need to regularly negotiate with the County Treasury in order to access funds for development projects that are anticipated in this Strategic Plan. In addition, the Assembly expects to receive support from development partners to implement some of its programmes.

## 5.2 RISK MANAGEMENT

In implementing this Plan, there are a number of risk factors to the implementation process. The matrix below summarizes possible risks to this Plan including a ranking and suggested mitigation strategies.

Table 5: Risk Analysis and Mitigation Strategies

Risk Factor	Levels of Risk					Mitigation Strategy	Responsibility
	V. Low 1	Low 2	Average 3	High 4	V. High 5		
Rate of disbursement of funds					✓		
Political dynamics			✓				
Work related dynamics				✓			
Slow uptake of ICTs		✓					



## CHAPTER 6: MONITORING AND EVALUATION PLAN

### 6.1 Introduction

A Monitoring and Evaluation framework has been developed to ensure effective implementation of the strategic plan. For the County Assembly to attain the status envisioned in Strategic Plan 2019-2023, achieving the set goals is of utmost importance. This will be achieved through well thought out and coordinated series of activities which will culminate into assessing the degree of achievement of the set strategic objectives within the set time-frames. There is need, therefore, for a comprehensive monitoring and evaluation of the planned activities for effective implementation of the Strategic Plan 2019-2023.

### 6.2 Monitoring

#### 6.2.1 Monitoring Indicators

To monitor progress towards achieving the objectives of the Strategic Plan 2019-2023, data will be collected on the basis of the indicators guided by the expected performance outputs.

#### 6.2.2 Monitoring Process

An operational monitoring system assists decision makers at all levels to understand: How resources have been utilized; the extent of achievement of the objectives of the strategic plan; and identify solutions to the challenges encountered during the implementation phase. The system also monitors progress of the activities of the implementation process, focusing on areas such as quality, quantity, timeliness and cost effectiveness of the results.

Performance monitoring teams or committees should be formed from the Heads of Departments to develop a set of performance indicators for compiling regular reports on the outcome of the strategic objectives. The committees should also prepare yearly work plans based on the implementation plan. This would facilitate the County Assembly to assess the extent to which the planned activities are being implemented on the ground as indicated on the time-frame and targets columns on the implementation plan.



The following monitoring activities will be conducted:

- a) Termly Monitoring Committee meetings focusing on the progress of the implementation plan.
- b) Submission of accurate quarterly and annual reports to the management by the responsible officers ensuring conformity to set deadlines for implementation of planned activities.
- c) Submission of termly reports on the status of implementation of planned activities to the County Assembly leadership.
- d) Conducting service delivery surveys by the committees to monitor performance.
- e) Preparation of action plans to avoid bottlenecks in the implementation process.
- f) Allocation of performance responsibilities to senior staff to provide the basis for evaluation of staff performance.
- g) Heads of Departments hold frequent meetings to review performance.

The monitoring framework, **Appendix I** shows how the monitoring process will be realized.

### 6.3 Evaluation Process

Evaluation will entail an appraisal of the staff responsible for the activities to determine the success and/or failure in the implementation process. Evaluation will be carried out by the end of every financial year. It will be based on progress reports, review meetings and site visits. A final overall report will be prepared and shared with the relevant authorities. The report will also inform the staff on areas of improvement. The evaluation process will include:

- a) Assessment of termly and annual performance results presented by the Heads of Departments.
- b) Feedback on surveys from stakeholders.
- c) Continuous data collection and analysis.
- d) Staff appraisals reports.
- e) Involvement of external experts in the evaluation process for objectivity.

The evaluation framework, **Appendix II** indicates how the evaluation process is to be actualized.



## APPENDICES

### APPENDIX 1: MONITORING FRAMEWORK

Focus Area .....						
Strategic Objective:.....						
Strategy	Reporting Period	Target Planned	Actual to~ date	Variance %	Causes for Variance	Comments
1.						
2.						
3.						

### APPENDIX II: EVALUATION FRAMEWORK

Strategic Focus Area	Baseline Data	Key Indicators	Planned Target	Actual Achievement	Variance and Cause
1.					
2.					
3.					

**APPENDIX III: COMMITTEES**

The Assembly has several watchdog committees, sectoral and housekeeping committees, namely;

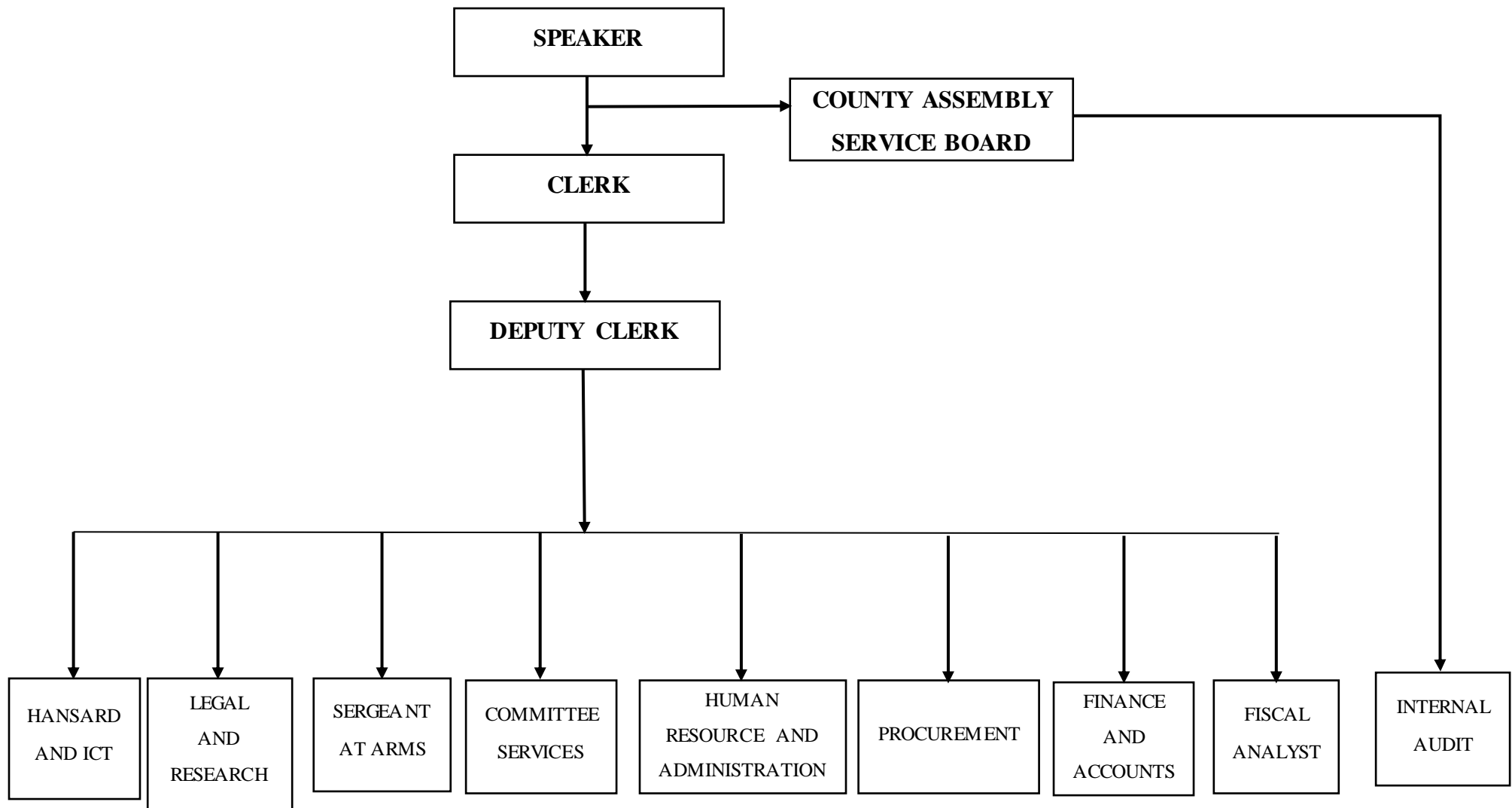
**Sectoral Committees (Standing Order 196)**

- 1) Water and Sanitation Services Committee
- 2) Environment and Natural Resources Committee
- 3) Legal Affairs, County Public Service & Administration Committee
- 4) Gender, Social Services and Special Programmes Committee
- 5) Agriculture, Livestock & Fisheries Committee
- 6) Finance & Economic Planning Committee
- 7) Health Services Committee
- 8) Education, Science & Technology Committee
- 9) Transport, Public Works & Infrastructure Committee
- 10) Physical Planning, Housing & Urbanization Committee
- 11) Trade, Tourism & Co-operatives Development Committee
- 12) Youth and Sports Committee

**Select Committees (Standing Order 190 – 195)**

1. County Budget and Appropriations Committee
2. Delegated County Legislation
3. Committee on Implementation
4. Public Accounts Committee
5. Public Investments Committee
6. Committee on Appointments
7. Assembly Business Committee
8. County Assembly Procedure and Rules Committee
9. Powers and Privileges Committee
10. County Ward Development Oversight Committee
11. Committee on Selection

APPENDIX V: ORGANOGRAM





# APPENDIX VI: MEMBERS OF THE COUNTY ASSEMBLY

NO	NAME	WARD
1	HON. JOHN PHILIP GICHOHI KAGUCHIA	SPEAKER
2.	HON. AMOS NJOGU KANYAI	GAKAWA
3.	HON. JOSEPH NJIIRI WANJIRA	KABARU
4.	HON. MARTIN MATU KAMAU	NAROMORU
5.	HON. RICHARD KAMUHIA KARUE	THEGU RIVER
6.	HON. NJUGUNA WANJIKU KAWANJIKU	MWEIGA
7.	HON. CLEMENT WARUTERE NDEGWA	GATARAKWA
8.	HON. JOSEPH MAINA NDIRITU	MUGUNDA
9.	HON. MICHAEL WACHIRA KARUMBA	MWIYOGO/ENDARASHA
10.	HON. ERIC MWANGI KAHUGU	KONYU
11.	HON. ERASTUS KARANJA MURIUKI	RUGURU
12.	HON. DAVID MWANGI MUTHIRI KABATHA	IRIA - INI / MATHIRA
13.	HON. ANTONY MURIITHI MAINA NDAGITA	KIRIMUKUYU
14.	HON. WATSON MBURUNGO WERU	KARATINA TOWN
15.	HON. PAULINE WANJIRA MAINA	MAGUTU
16.	HON. ATANASIO GICHOHI KABAIRE	MUKURWEINI WEST
17.	HON. KENNETH GATHERU GATIITHI	MUKURWEINI CENTRAL
18.	HON. MARY WAMUYU WAMUI	GIKONDI
19.	HON. CYRUS NGURE KAGWI	RUGI
20.	HON. SYMON MUTURI MUTHEE	GATITU/MURUGURU
21.	HON. SAMUEL KARIUKI GICHUKI	RURING'U
22.	HON. MARGARET MUTHONI KURUGA	KIGANJO/MATHARI
23.	HON. JOHN NDUMIA MWANGI	KAMAKWA/MUKARO
24.	HON. PAUL GACHUHI KANYARI	RWARE
25.	HON. JOHN GACHAU THEURI	IRIA - INI – OTHAYA
26.	HON. REUBEN WAHOME KABERA	KARIMA
27.	HON. JAMES KANYUGO MWANGI	MAHIGA
28.	HON. MESHACK KIRUGA THUKU	CHINGA
29.	HON. SABASTIAN MUGO THEURI	WAMAGANA
30.	HON. STANLEY NGARU WAKIBIA	AGUTHI/GAAKI
31.	HON. GIBSON KURIA WAHINYA	DEDAN KIMATHI
<b>NOMINATED MEMBERS</b>		<b>REPRESENTATION</b>
32.	HON. ANN CAROLINE MUTHONI	GENDER
33.	HON. MARY NYAMBURA NDIRITU	GENDER
34.	HON. LUCY WAMBUI KARIUKI	GENDER
35.	HON. LILIAN WANJIKU GATHUA	GENDER
36.	HON. ELIZABETH WANJIKU MUGO	GENDER
37.	HON. JULIAH MUKAMI WANJIKU	GENDER
38.	HON. BEATRICE WAIHUINI THUMBI	YOUTH
39.	HON. ROSE WAIRIMU KAMAU	GENDER
40.	HON. MARY NDOMO NDIRITU	GENDER
41.	HON. LYNETTE WANJIRU KINYUA	GENDER
42.	HON. BETH NYAWIRA KIMAILI	YOUTH
43.	HON. PATRICK MUTAHI MUTHONI	YOUTH
44.	HON. ESHA WANJIKU OMARI	ETHNIC MINORITY
45.	HON. WILLIAM WAMBUGU THIONGO	ETHNIC MINORITY

APPENDIX VII: COUNTY ASSEMBLY LEADERSHIP



**Hon. John Philip Gichohi Kaguchia**  
The Speaker



**Hon. Samuel Kariuki Gichuki**  
Deputy Speaker



**Hon. James Kanyugo Mwangi**  
Majority Leader



**Hon. Lynette Wanjiru Kinyua**  
Minority Leader



**Hon. Sabastian Mugo Theuri**  
Majority Whip



**Hon. Pauline Wanjira Maina**  
Minority Whip/Deputy Minority Leader



**Hon. Margaret Muthoni Kuruga**  
Deputy Majority Leader



**Hon. Lilian Wanjiku Gathua**  
Deputy Majority Whip

## REFERENCES

- i) Constitution of Kenya
- ii) Kenya Vision 2030
- iii) Medium Term Plan 111 -Big Four Agenda
- iv) County Governments Act, 2012
- v) Nyeri County Integrated Development Plan (CIDP) 2018-2022
- vi) Sustainable Development Goals (SDGs)
- vii) Budget projections
- viii) County Assembly Service Act 2017
- ix) Nyeri County Assembly Standing Orders 2017

