

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF NYAMIRA

**DEPARTMENT OF FINANCE
AND PLANNING**



**FIRST STRATEGIC PLAN
2013 - 2017**

NYAMIRA COUNTY

2013

THE VISION AND MISSION

Vision

To be a leading county in development planning and resource management.

Mission

To provide leadership in planning, resource mobilization and management for quality service delivery.

TABLE OF CONTENTS.

ACRONYMS AND ABBREVIATIONS.....	III
FOREWORD	V
PREFACE AND ACKNOWLEDGEMENTS.....	VII
EXECUTIVE SUMMARY	VIII
CHAPTER ONE: INTRODUCTION AND BACKGROUND ISSUES	1
1.1 AN OVERVIEW	1
1.2 DEPARTMENTAL DEVELOPMENT CHALLENGES	2
1.3 DEPARTMENTAL DEVELOPMENT AGENDA	3
1.4 KENYA VISION 2030 AND THE COUNTY INTEGRATED DEVELOPMENT PLAN 2013-2017	4
1.5 DEPARTMENTAL RESOURCES AND CONTRIBUTION TO THE NYAMIRA COUNTY ECONOMY	4
1.6 DEPARTMENTAL ROLES, MANDATE AND FUNCTIONS	5
1.7 DEPARTMENT’S VISION, MISSION, AND CORE VALUES	6
CHAPTER TWO: SITUATIONAL ANALYSIS OF THE DEPARTMENT	1
2.1 INTRODUCTION	1
2.2 AN OVERVIEW OF THE DEPARTMENT’S ACHIEVEMENTS	1
2.3 PERFORMANCE REVIEW UNDER PREVIOUS PLANS	1
2.4 STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS ANALYSIS	2
2.5 PESTEL ANALYSIS	4
2.6 DEPARTMENTAL CURRENT ORGANISATION STRUCTURE AND FUNCTIONS	7
2.7 DEPARTMENTAL CURRENT STAFF ESTABLISHMENT	9
2.8 STAKEHOLDER ANALYSIS	10
2.9 ONGOING AND PROPOSED PROJECTS AND PROGRAMMES	13
CHAPTER THREE: STRATEGIC MODEL	15
3.1 INTRODUCTION	15
3.2 SUMMARY OF STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES	15
3.3 CROSS-CUTTING ISSUES	17
CHAPTER FOUR: IMPLEMENTATION OF THE STRATEGIC PLAN	19
4.1 INTRODUCTION	19
4.2 IMPLEMENTATION MATRIX	20
4.3 FINANCIAL RESOURCE MOBILIZATION	37
4.4 HUMAN RESOURCES	38
4.5 IMPLEMENTATION STRATEGY	39
4.6 PROPOSED ORGANIZATIONAL STRUCTURE	42
CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING	43
5.1 INTRODUCTION	43
5.1.1 M AND E CYCLE	43
5.2 MONITORING	44
5.3 EVALUATION	44
CHAPTER SIX: LOGICAL FRAMEWORK	46

ACRONYMS AND ABBREVIATIONS

ADB	African Development Bank
AIA	Appropriation-in Aid
AIDS	Acquired Immune Deficiency Syndrome
ART	Anti Retroviral Therapy
BOQ	Bill of Quantity
CA	County Assembly
CBO	Community Based Organization
CDF	Community Development Fund
CDFT	Constituency Development Funds Committee
CEISP	Community Empowerment and Institutional Support Project
CIDP	County Integrated Development Plan
CPSB	County Public Service Board
CO	Chief Officer
CSO	Civil Society Organization
ECM	Executive Committee Member
EU	European Union
FAO	Food Agricultural Organization
FBO	Faith Based Organization
GDP	Growth Development Produce
GIZ	German International Cooperation
GOK	Government of Kenya
GPS	Geographical Positioning System
HIV	Human Immune-Deficiency Virus
HRD	Human Resource Development
HRM	Human Resource Management
HR	Human Resources
ICT	Information and Communication Technologies
IFAD	International Funds for Agricultural Development
IWUA	Irrigation Water Users Association
JICA	Japan International Cooperation Agency
KARI	Kenya Agricultural Research Institute
KEFRI	Kenya Forest Research Institute
KEWI	Kenya Water Institute
KIBHS	Kenya Integrated Based Household Survey
KIRDI	Kenya Industrial Research and Development Institute
KP	Kenya Power
KPI	Key Performance Indicator
LPO	Local Purchase Order
LSO	Local Service Order
LVEMP	Lake Victoria Environmental Management Programme
M&E	Monitoring and Evaluation
MTP	Medium Term Plan
MVI	Means of Verification
NASCOP	National Aids and STI Coordination Programme
NCST	National Council of Science and Technology
NEMA	National Environment Management Authority
NGO	Non Governmental Organization

NIB	National and Irrigation Board
NIMES	National Integrated Monitoring and Evaluation System
OSHA	Occupational Safety Health Act
OVI	Objectively Verifiable Indicators
SCIDC	Sub County Information and Documentation Centre
SWOT	Strengths, Weaknesses, Opportunities and Threats
TNA	Training Needs Assessment
UN	United Nations
UNEP	United Nation Environmental Programme
USAID	United States Agency for International Development
VCT	Voluntary Counselling and Testing.
WRMA	Water Resource Management Authority
WRUA	Water Resource Users Association
WUA	Water Users Association

FOREWORD

This Strategic Plan, which covers the period 2013-2017, lays the foundation on which the Department will achieve its intended vision and mission during the plan period. It is therefore a powerful instrument of dialogue and partnership to position the Department in defining and realizing its objectives and core mandates by ensuring delivery of tangible results to Nyamira residents.

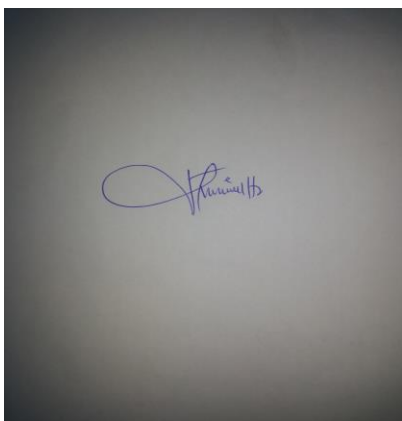
This strategic Plan aims at building a shared vision and sense of purpose, through identification of strategies and providing leadership and direction against the backdrop of the County Integrated Development Plan, 2013-2017, and the national long-term development blueprint, the Kenya Vision 2030. Consequently, the Plan aims to institutionalize the policy cycle into the work of the department-from Planning, Budgeting and Monitoring and Evaluation, through policy formulation and analysis, stakeholder engagement and actual implementation to the formulation of policy and legislation. By doing so, policy successes and defects can be identified early, and new ones developed to be as efficient and effective as possible.

I am confident that the process we went through in preparing this strategic plan ensured that there is a common understanding, ownership and commitment to its implementation. I commit to remain the primary custodian and driver of the implementation process while keeping everybody focused on the results that need to be delivered in an endeavor to create a County economy that is regionally competitive. The plan identifies key strategic issues and assesses the department's strengths, weaknesses, threats and opportunities, culminating into specific strategies which will be pursued during the Plan period. This Strategic Plan should not be seen as a static document, but rather as a guideline for assessing performance and achievements of the department over the Plan period.

It is important to note that this Plan was prepared through a collective effort that involved all the stakeholders. The Plan also took into consideration best practices as well as the experience of sister departments, institutions and development partners in the County.

Finally, it is my strong conviction that the successful implementation of this strategic plan will improve the performance of the department and, in particular, contribute greatly towards the achievements of our County's development agenda.

I wish to thank all those who have put their time and energy into this important work.



Hon. John Omanwa, (Mr)
EXECUTIVE COMMITTEE MEMBER

PREFACE AND ACKNOWLEDGEMENTS

The development of this strategic plan was achieved through an elaborate and consultative process involving key departmental stakeholders. The development process, coordinated by the County Development Planning Officer, Mr. Paul Onyango, involved a team of County Economists from the department of Finance and Planning who included, Mr. Simon Mungai, Mr. Nathan Onduma, Mr. Nicodemus Mutinda, Ms. Grace Kerubo and Ms. Ruth Kimori. Their unwavering commitment and teamwork is duly acknowledged.

Similarly and with equal measure, I also express my appreciation to Mr. Shem Nyang'au, Mr. Philip Machuka, Mr. Lawrence Nyang'au, Mr. Joab Ouma, Mr. Bernard Aoko, Mr. Jacob Omasaki, Ms. Peris Mose and all the department staff for their dedication, contributions and support that they provided during the several drafting retreats held during the development of this plan.

Special thanks go to the Executive Committee Member (ECM) in charge of Finance and Planning, Hon. John Omanwa for his leadership and guidance in the development of this plan. We in the department acknowledge his visionary direction in mapping out the strategic direction that he wanted the department to take in order to effectively execute its mission of providing leadership and direction in planning, resource mobilization and management for quality service delivery.

I also take this opportunity to thank all our partners for their invaluable contribution, either through direct or indirect support especially our sister departments for their logistical support. It is my strong conviction that the successful implementation of this strategic plan will improve the performance of the department and, in particular, contribute greatly towards the achievements of our County's development agenda.

A rectangular box containing a handwritten signature in blue ink, which appears to be 'Richard Okeyo'.

Richard Okeyo, (Mr)
CHIEF OFFICER

EXECUTIVE SUMMARY

This is the first generation of the Strategic Plan prepared by the Department of Planning and Finance in the County to fast track the implementation of the County Integrated Development Plan 2013-2017 within the department's structure and framework.

This strategic plan is organized into six chapters, with chapter one covering basic introductory and background issues that are pertinent to the strategic plan. These are put within the county development context and the Department's own role indicated. The chapter also covers the departmental vision, its mission as well as the core values. Chapter two is devoted to the current situation of the department and an overview of the Department's achievements and lessons learnt. In particular it focuses on the organization of the department and its current staff establishment. The chapter identifies the key stakeholders in the department and their complimentary roles in assisting the department achieve its objectives. The chapter also looks at the SWOT and PESTEL analysis and concludes by highlighting the ongoing and proposed projects and programmes. Chapter three discusses the key strategic issues, objectives as well as the strategies to be deployed in delivering the plan. The chapter also looks at the cross cutting issues affecting the department. Chapter four provides for the implementation plan and the proposed organizational structure. Resource mobilization is also discussed in this chapter. Chapter five is devoted to monitoring and evaluation framework and includes mechanism that will be used to manage the implementation of this Strategic Plan. The last chapter gives analysis of the LOGFRAME.

Vision

To be a leading county in development planning and resource management.

Mission

To provide leadership in planning, resource mobilization and management for quality service delivery.

Core values

- i. Professional integrity
- ii. Participatory approach
- iii. Customer focus
- iv. Innovation and visionary
- v. Transparency and accountability
- vi. Partnership

Strategic Issues and Objectives

The Department has identified twelve strategic issues which it needs to address in order to effectively achieve its mission while also providing the leadership required to accelerate the realisation of the first CIDP and second MTP aspirations of the Kenya vision 2030. These strategic issues are:

- i. Coordination of planning, policy formulation , M&E, research and development
- ii. Coordination of external resources
- iii. Enhancing the quality of statistical data and information at the county level
- iv. Aligning of procurement information to stakeholders
- v. Sourcing for good s, works and services

- vi. Management of public finances and economic affairs of the county.
- vii. Preparation of county annual budget.
- viii. Revenue Collection
- ix. Revenue Collection Performance Appraisal
 - x. Performance of financial and value for money audit, internal controls and risk assessment
- xi. Strengthening the human resource management, development and capacity to meet the human resource needs.
- xii. Aligning the human resource management policies strategies and practices with the departmental plan

In order to deal with and ameliorate these issues, a number of strategic objectives and strategies have been proposed.

Implementation, Monitoring and Evaluation

Monitoring and Evaluation will form a critical component in the successful Implementation of this Strategic Plan. It is through M&E that management will be assisted in making evidence based decisions. More evaluations will be called upon where significant variation on performance need more detailed investigation. The tracking of the Strategic Plan will be regularized to become part of this process. The Department will also monitor activities spelt out in the plan through regular senior management meetings.

CHAPTER ONE:

1.0 INTRODUCTION.

1.1 An Overview

This is the first generation of the Strategic Plan prepared by the Department of Finance and planning in the County to fast track the implementation of the County Integrated Development Plan (CIDP) 2013-2017 within the Department's structure and framework. The Constitution of Kenya 2010 created a two-tier system of government, a national government and 47 county governments. Under this system, county governments have been established to promote social and economic development and provision of proximate, easily accessible services throughout the Country. In addition to the constitution, several acts of parliament were enacted to support the devolution framework. These are: The Urban Areas and Cities Act, 2011; The County Governments Act, 2012; The Transition to Devolved Government Act, 2012; The Intergovernmental Relations Act, 2012 and The Public Finance Management Act, 2012. Other relevant laws that have been enacted in the different sectors to support implementation and operationalisation of devolution include: The National Government Co-ordination Act, 2013 and the County Governments Public Finance Management Transition Act, 2013.

The Constitution and many of these laws had advocated for the "Integrated Development Planning" as the key process in enhancing the efficiency and effectiveness of budget funds and the mechanism for addressing the county mandates under the Constitution of Kenya, 2010. The county integrated development plan 2013-2017 addresses the challenges of economic growth and prosperity against a background of limited available resources.

Article 125 and 126 of the Public Finance Management Act, 2012 provides that each county prepare an integrated development plan which includes both medium term and long term priorities to be achieved by the county. The integrated development plan include strategic priorities for the medium term that reflect on the county government's priorities and provide a description of how the county government is responding to changes in the financial and economic environment, and programmes to be delivered. This therefore, forms the backbone of the budgetary process for each financial year and a base for monitoring and evaluation for the County Government.

It is against this background that the Department of Finance and Planning has developed its first Strategic Plan in order to spell out the frame work that will guide the implementation of the County Integrated Development Plan 2013-2017 and the Kenya Vision.

1.1.1 Strategic plan preparation process

The Strategic Plan has been developed through a participatory and inclusive process led by the top management team and the secretariat of economists in the county from the county development planning unit. The process has been well-informed by lessons learnt from the previous plans before the county government and was steered from a team selected within the Department. It also involved a series of workshops and consultative meetings with the primary and secondary data being relied upon to inform the processes. The plan was then subjected to internal reviews and revisions before the production of the final report which represents the crystallized direction the Department must now take.

1.1.2 Strategic planning in the current development context

Strategic Planning is a key component of Results Based Management. As a tool, it helps the Department, and by extension the County government to remain focused towards achieving the results. This and other tools, such as Performance Contracts, Service delivery Charters, Performance Appraisal Systems- among others, have been recognized as part of public Service Reforms Programme meant to improve the overall performance of the Public Service itself recognized as one of the important foundations for the realizations of the aspirations of the Vision 2030, MDGs, CIDP and the constitution of Kenya 2010. This strategic plan will take cognizance of the anticipated challenges at the international, regional, national and county levels down to the decentralized levels. Through the stipulated initiatives, the plan has been tailored to meet those anticipated challenges while also ensuring the achievements of the CIDP as well as Vision 2030, MDGs and the constitution of Kenya 2010. Consequently, all the departmental plans have been designed to ensure that the county maintains sustainable growth with poverty reduction while raising the county's national competitiveness.

1.2 Departmental Development Challenges

1.2.1 Weak monitoring and evaluation and co-ordination systems

The Department will involve all the stakeholders in planning, budgeting, implementation and monitoring of development projects as well as to encourage the community participation to own and sustain the projects. Low community participation in the development activities has been a concern in the previous plans before the county government came in place. The County also needs to ensure efficient and effective Monitoring and Evaluation system as well as annual review of the CIDP. Poor and inadequate monitoring and evaluation coupled with lack of Development Plans review has been affecting their implementation. The planning system adopted herein has therefore taken cognizance of the need to set up an inbuilt M&E framework from the outset based on performance/County indicators as well as activity indicators as will be outlined in the County Integrated Monitoring and Evaluation Systems in line with the NIMES.

1.2.2 High population growth

According to the Population and Housing Census 2009, the county population stood at 598, 252 persons, with an intercensal growth rate of 1.83 per cent from the year 1999, which is below the national rate of 3 per cent. The population growth in the county has not been matched with economic growth as well as the corresponding growth in employment opportunities. With 80 per cent of the population relying on agriculture for their livelihood, rapid increase in population will continue to exert pressure on land. This pressure on land will be manifested in environmental degradation, encroachment on forests and water catchments areas, which will have counter effects on the ability of the county to sustain its development.

1.2.3 Poverty

The poor persons or households are described as those with inability to access basic needs such as food, shelter, clothing, health, water and education due to geographical, economic and social factors. According to the KIBHS 2005/2006, the county was estimated to have 46.3 per cent of its population living below the poverty line. About 21.8 per cent were food poor and 1.9 per cent was hardcore poor meaning that they could not meet the basic minimum food requirements even after spending all their income on food alone. The major causes of poverty in the county include:- poor roads network, limited electricity connection, small land sizes, poor crop and animal husbandry practices, inadequate safe and clean drinking water, low educational standards and high prevalence of human diseases. Urban

poverty in the county stands at 13 per cent while rural poverty stands at 46.3 per cent same as the county poverty. This is because the county is predominantly rural thus majority of the population live in the rural area. Poverty in the urban areas is mainly caused by rural urban migration.

1.2.4 HIV and AIDS

HIV and AIDS continues to pose a major challenge to all sectors of the economy and is affecting the development programmes in the county. According to the NASCOP, County HIV Profiles 2012; HIV and AIDS prevalence rate in the County is estimated to be 6.9 per cent. The main cause of the spread of HIV and AIDS in the county is unsafe sexual behavior and transmission of mother to child. There are approximately 900 new infections annually. Adult ART coverage is 84 per cent as at 2011 and child ART coverage is 21 per cent. Low uptake of HIV testing and Counselling services, infrastructure inadequacies, stigma, human resource and commodities constraints remain as key challenges in the fight against HIV and AIDS in the county. According to the NASCOP report, in 2011 it was estimated that 17, 028 people of whom 15 per cent are children live with HIV and AIDS in Nyamira County. The county is expected to face various socio-economic impacts of HIV and AIDS if interventions are not enhanced. Household expenditure on health care will increase, reducing savings and investments. Pressure on health services will increase, reducing the quality of service offered; households will spend more time in caring for the sick, further affecting productive activities at the household and community levels. An increase in orphans is expected to raise dependency ratios at the household levels. There is need therefore to upscale interventions to mitigate the socio-economic impacts of the pandemic in the county development agenda.

1.2.5 Disaster Risk Management

The disasters/calamities in the county are mainly caused by lightning and thunderstorms. However, their impacts has gone down as a result of installation of lightning arrestors in most learning institutions, government buildings, health institutions and community awareness. Others include road accidents affecting the busy roads like Kisii-Sotik and Kisii-Ngoina and potential industrial areas. The causes of disaster and factors that exacerbate them include climatic conditions, poor environmental management; road accidents; fires and epidemics due to poor sanitation. The county is generally unprepared to handle and manage most of these disasters due to limited information and preparedness. The county needs to develop strategies that will reduce the vulnerability of the populace and the magnitude of the effect of such emergencies.

1.3 Departmental Development Agenda

The main goal of the Department is to enhance management of public resources, policy formulation and implementation for economic development and safeguarding of County interest. In line with the Vision 2030, this Department will give priority to county planning aimed at achieving the objectives of the Vision as well as other guiding National principles and international agreements such as the Millennium Development Goals (MDGs). The directorate of Planning and Economic Development will endeavor to strengthen the capacity of all stakeholders in promoting participatory monitoring and evaluation. The County Treasury will also strive to ensure that there is prudent management of public funds for the attainment of the desired objectives through efficient management that focuses on value for money. The Human Resource directorate will ensure prudent human resources development as well as management in the county. The County Information and Documentation Centre

(CIDC) to be set up during the plan period will be a source of valuable data and statistics to other departmental heads as well as the general public including all stakeholders.

1.4 Kenya vision 2030 and the County integrated development plan 2013-2017

The Kenya vision 2030 is the country's new development blue-print covering the period 2008-2030. The vision aims at making Kenya a newly industrialized middle income country by providing high quality of life for all its citizens by the year 2030 and is anchored on the three pillars namely: The Economic pillar, the Social pillar and the Political pillar. The Economic pillar aims at providing prosperity to all Kenyans through an economic development programme meant to achieve a sustainable GDP growth at an average rate of 10 per cent per annum over a period of 25 years. It gives focus on the need to maintain and strengthen macro-economic stability, significantly increase savings-GDP ratio, strengthen productivity of the informal sector, enhance investment in the development and maintenance of the physical infrastructure and address the constraint of high energy cost. Six key sectors have been given priority as major drivers of the economy towards vision 2030 which include; Tourism, agriculture, wholesale and retail trade, manufacturing, business Process off – shoring (BPO) and finance. The social pillar of the vision 2030 aims at building a just and cohesive society enjoying equitable social development in a clean and secure environment. This pillar expounds on the following sectors; Education and Training, Health, Water and Sanitation, Environment, Housing and Urbanization, Gender, Youth and Vulnerable groups, Equity and poverty elimination, Information, Science and Technology. The political pillar aims at realizing a democratic, issue- based, people centered, result-oriented and accountable political system that respect the rule of law, and to protect the rights and freedoms of every individual in Kenya. Specific strategies to achieve this vision include: The rule of law, electoral and political processes, democracy and public service delivery, public administration and service delivery, security, peace-building and conflict management. It is therefore important to note that the proposed investment opportunities in the County, if fully exploited will go along way into realizing the achievement of the Vision 2030 which is the country's noble goal. The Constitution and many of the existing laws require the "Integrated development planning" as the key process in enhancing the efficiency and effectiveness of budget funds and the mechanism for addressing the county mandates under the Constitution of Kenya, 2010. As such, the County Integrated Development Plan has been identified as one of the core documents in managing the county governments. The County Integrated Development Plan will seek to address the challenges of economic growth and prosperity against a background of limited available resources.

1.5 Departmental Resources and Contribution to the Nyamira County Economy

The County development planning unit is crucial in coordinating and leading in the planning process, monitoring and evaluation of all development projects and programmes in the County. The County Information and Documentation Centre (CIDC) to be set up during the plan period and the available ones at the sub counties will be a source of valuable data and statistics to other departments as well as the general public including all stakeholders. The County treasury ensures that allocated funds are readily available for the implementation of projects and programmes in the County. Therefore, the department plays a leading role on financial and public sector policies enforced to enhance effective and efficient service delivery. As a result, the department handles various cross-cutting functions like effective management and development of human resources in the public sector and streamlining and harmonization of terms and conditions of work; mainstreaming public financial management policies and reforms in all projects; deepening the implementation and effective use of ICT in

the public service as well as effective implementation and proper management of projects and programmes.

1.6 Departmental Roles, Mandate and functions

The Department of Finance and Planning plays a key and strategic role within the overall structure of the County government.

1.6.1 Mandate and Functions

The mandate of the Department is “to facilitate the management of resources, coordinate the County development planning, policy formulation and implementation for economic development. Specifically these are outlined as:

- i. County development planning.
- ii. County human resources management.
- iii. County procurement management.
- iv. County financial resources management.
- v. County audit and risks controls.

The Department’ core functions therefore include:

1. The co-ordination and provision of leadership in the County monitoring and evaluation framework and the annual progress reports.
2. Preparation of the county integrated development plan and monitoring its implementation.
3. Coordination of the preparations of other plans such as strategic plans, sectoral plans, sub-county development plans, departmental work plans, individual work plans and monitoring their progress.
4. Coordination of the county government economic policies including national ones purposely for the integrations.
5. Coordination and preparation of the planning components of the Medium Term Plan Expenditure Framework (MTEF): The budget strategy paper and the requisite budget documents.
6. Poverty eradication programmes in the county.
7. Secretariat to the economic and budget forum committees.
8. Coordination of the implementation of the Kenya vision 2030 and MDGs in the county
9. Coordination of the decentralized development activities in the county decentralized systems.
10. Coordination of the population, economic and official statistics in the county.
11. Conducting household and ad-hoc surveys.
12. Disbursement of county government funds and expenditure.
13. Quality assurance and risk management.
14. Collection, analysis and dissemination of the county statistics.
15. Establishment and operationalization of the county and sub county documentation and information centers.
16. Collation of the county inputs towards the formulation of the national policies.
17. Community capacity building programmes such as CEISP, Social Intelligence Reporting (SIR) etc.
18. Coordination of the human resources managements and development.

19. Mainstreaming cross cutting issues (HIV and AIDS, Gender, Drugs and substances abuse).
20. Coordination of the procurement processes.
21. Coordination of the revenue enhancement plan.
22. Budget preparation process and approvals.
23. Resource mobilization.
24. Asset and debt management.

1.7 Department's Vision, Mission, and Core values

1.7.1 Vision statement

To be a leading county in development planning and resource management.

1.7.2 Mission Statement

To provide leadership in planning, resource mobilization and management for quality service delivery.

1.7.3 Core values

- i. **Professional integrity:** All staff shall uphold the highest standards of professional competence and integrity.
- ii. **Participatory approach:** The Department is committed to consultative and all inclusive planning and budgeting processes.
- iii. **Customer focus:** The Department is committed to uphold customer driven and customer focussed service delivery.
- iv. **Innovation and visionary:** The Department is committed to innovative, creative and visionary planning and financial management.
- v. **Transparency and accountability:** The Department will conduct its business in a transparent and accountable manner.
- vi. **Partnership:** The Department will endeavour to promote and embrace partnerships and participatory process of implementing its activities.

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS OF THE DEPARTMENT

2.1 Introduction

This chapter describes the current situation of the department both internally and externally. In particular it focuses on the organization of the Department and its current staff establishment. The chapter identifies the key stakeholders in the Department and the complimentary roles that they play in assisting the Department achieve its objectives. The chapter also looks at the SWOT and PESTEL analysis of the Department and identifies some of the major challenges in carrying out its functions. The chapter also examines the performance and achievement of the Department. It concludes by highlighting the ongoing and proposed projects and programmes.

2.2 An overview of the Department's achievements

Even though the Department is still young, it has generally done well in many areas of its core mandate. The Department has produced the County Development Profile which informed the preparation of the Nyamira County Integrated Development Plan (CIDP, 2013-2017) which is the basis of planning and implementation of development projects and programmes in the county. The Department also initiated the MTEF process which informed the preparation of the Budget Policy Statement (BPS) for Nyamira County. Other achievements include preparation of the finance bill, collection of county indicators for preparation of statistical abstract, implementation of IFMIS at the county level and relocation, refurbishment and furnishing of the finance offices at the IFAD building. The Department will strive to increase community driven projects in the county by 60 percent, increase capacity building on project undertakings including the participatory monitoring and evaluation.

2.3 Performance review under previous plans

Under the national government before transition to the County government, there existed the districts planning units which were responsible for the district planning. The implementation of the latest DDPs 2008-2012 encountered a number of constraints which included: poor infrastructure; lack of political good will and the financial and procurement procedures that delayed implementation of planned projects; shortage of technical staff especially in the public works; late release of government funds; limited implementation capacity; piece-meal allocation of government funds; lack of clear Monitoring and Evaluation system for plan implementation and low participation by the locals in the implementation of planned activities. This strategic plan therefore will try by all means to overcome these challenges now that planning services have the legal backing.

2.3.1 Lessons learnt

The community needs to be empowered to enable them utilize the devolved funds such as CDF, LATF, Roads Maintenance Levy Fund, FPE, Youth Fund, Women Enterprise Funds and uwezo fund. Thus, community participation in monitoring and evaluation of the devolved funds utilization should be enhanced for realization of the perceived objectives.

The budgeting and planning at the district levels was not properly linked to the MTEF budgeting calendar for effective implementation of projects and programmes in the districts; this is because there had been limited reference to the District Development Plans when it came to resource allocations especially by the line ministries and other funding agencies. More so most ministries prepared annual work plans based on activities and project expenditure guidelines determined by their headquarters and not the District Development Plans. The District Development Committees lacked the legal backing to effectively control and co-ordinate development activities in the districts. The coordination had not been effective due to lack of harmonized implementation of plans at the district levels. Also other plans had been implemented parallel to the District Development Plans. For instance, CDF and Local Authority Service Delivery Action Plan (LASDAP) did not make reference to the District development Plans.

All the stakeholders were not involved in planning, budgeting, implementation and monitoring of development projects as well as the community participation to own and sustain the projects. Low community participation in the development activities had affected implementation of DDPs.

The County therefore needs to ensure efficient and effective monitoring and evaluation system as well as annual review of the CIDP. Poor and inadequate monitoring and evaluation coupled with lack of DDPs review affected implementation of DDPs. The planning system adopted herein has therefore taken cognizance of the need to set up an inbuilt M&E framework from the outset based on performance/County/National indicators as well as activity indicators as outlined in the NIMES and CIMES.

2.4 Strengths Weaknesses Opportunities and Threats analysis

During the development of this first strategic plan, the Department undertook a SWOT analysis which provided insights that will enable it take advantage of the existing opportunities, build on its strengths and improve or mitigate on its weaknesses and threats. Below is a summary of the SWOT Analysis.

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Well trained and skilled staff ✓ Sound statistical, research, analysis and reporting capacity ✓ Strong development planning and coordination experience ✓ Presence of SCIDCs ensuring good use and adoption of ICT ✓ Availability of the CIDP and other county policy documents to guide the planning process ✓ Support from county government ✓ Adequate financial management guidelines ✓ Existence of public financial management act 2012 ✓ Support from CPSB, Executive and CA ✓ Already established department ✓ Recognition and appreciation on the need for HRM unit 	<ul style="list-style-type: none"> ✓ Inadequate human resource capacity ✓ Inadequate physical facilities and equipments such as furniture, office space and ICT equipment ✓ Inadequate resource allocation for coordinating planning and development issues ✓ Un-automated database on M&E system ✓ Weak M&E structures ✓ Inadequate sources of revenue ✓ Lack of proper systems of accessing county funds by other user departments ✓ Lack of proper understanding of the Public Finance Management Act ✓ Weak or lack of policy and legislative framework on key HRM areas ✓ Poor human resource strategies ✓ Lack of clarity on the mandate of HRM unit in relation to CPSB, and line

<ul style="list-style-type: none"> ✓ Clear mandates as stipulated in the Statistical Act Cap 206 No. 4 ✓ Goodwill from the national and county government and Development partners. ✓ Long history of countrywide data collection, analysis, interpretation and dissemination ✓ The custodian of household and establishment based statistical infrastructure 	<p>departments</p> <ul style="list-style-type: none"> ✓ Inadequate infrastructure –offices and office equipment ✓ Poor linkages and partnership ✓ Rising wage bill ✓ Existing legislation of the constitution, 2010 and the County Government Act, 2012 ✓ Inadequate capacity of staff both numbers and skills ✓ Inadequate capacity of office space at the County level ✓ Weak Linkages among data producers, users and suppliers in the county ✓ Weak coupling between Audit and other departments ✓ Employee – employer relations with Audit client compromises independence
<p>Opportunities</p> <ul style="list-style-type: none"> ✓ Creation of county governments by the Constitution of Kenya, 2010 ✓ Advancement of ICT capacity through establishment of DIDCs ✓ Increased public participation and interest on achievement of results, which will increase demand for M&E and strengthen the entire planning process ✓ Leveraging on existing linkage with development partners, civil society organizations, private public partners and the community as the major stakeholders ✓ Existence of investment opportunities for attracting both local and foreign investors ✓ Labour market –existence of Large pool of potential workforce in the county ✓ Growing demand for statistical information ✓ Huge potential for collaborations, partnership, linkages and networks with data producers, users and suppliers ✓ National and county governments’ appreciation of statistics ✓ Out-sourcing of noncore activities ✓ Integration of ICTs in automated audit management ✓ Growth of new audit knowledge areas ✓ Expanded risk coverage and efficiency monitoring ✓ Enhanced functional expertise and focus on key initiatives 	<p>Threats</p> <ul style="list-style-type: none"> ✓ Natural calamities such as landslides ✓ Competing political structures at both county and national governments ✓ Inflation e.g. occasioned by the changing global market ✓ Reorganization of government with new priorities and hence threatening the realization and aspirations of Kenya vision 2030 ✓ HIV and AIDS ✓ Political influence or interference in financial issues ✓ Legal challenges in terms of various regulations like procurement, etc. ✓ Technological changes e.g. IFMIS implementation ✓ Conflicting expectations and demands from key stakeholders e.g. CPSB, executive and CA ✓ Labour movements and demands from employee e.g. strikes ✓ Negative publicity about the capacity of county government to manage Human resource ✓ Respondent fatigue ✓ Low public awareness of the importance of statistics for decision making ✓ Limited capacity in statistical production by other data producers ✓ Reliance on national expertise in some fields ✓ Public perception on core functions of county statistics ✓ Negative publicity ✓ Corruption ✓ Hostile working environment

Factor analyzed	Strength identified	Action plan
Human resource capacity	Existence of qualified staff	Motivation and skills upgrading
Technical capacity	Presence of technically qualified personnel	Technical skills upgrading
Finance	Compliance with financial regulations	Continuous sensitization on finance management regulations
Factor analyzed	Weakness identified	Action plan
Management system	Poor inter and intra departmental coordination	Enhance coordination through staff sensitization, communication and continuous trainings
Human resource capacity	Inadequate staff	Recruitment of additional staff
ICT	Inadequate ICT facilities and skills	Acquire ICT facilities and conduct ICT related trainings Networking all the departments
Technical capacity	Insufficient technical capacity	Conducting technical skills upgrading programs
Finance	Inadequate and erratic funding	Enhancement of funding Timely release of funds from the county treasury
Facilities/premises	Inadequate office space	Secure enough space

2.5 PESTEL analysis

In preparing this strategic plan, a broad Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis was undertaken. This enables the Department to telescope and candidly describe the environment in which it operates and therefore be able to appreciate the factors that will either support or impede the process of implementing the strategic plan. The table below shows the PESTEL Analysis.

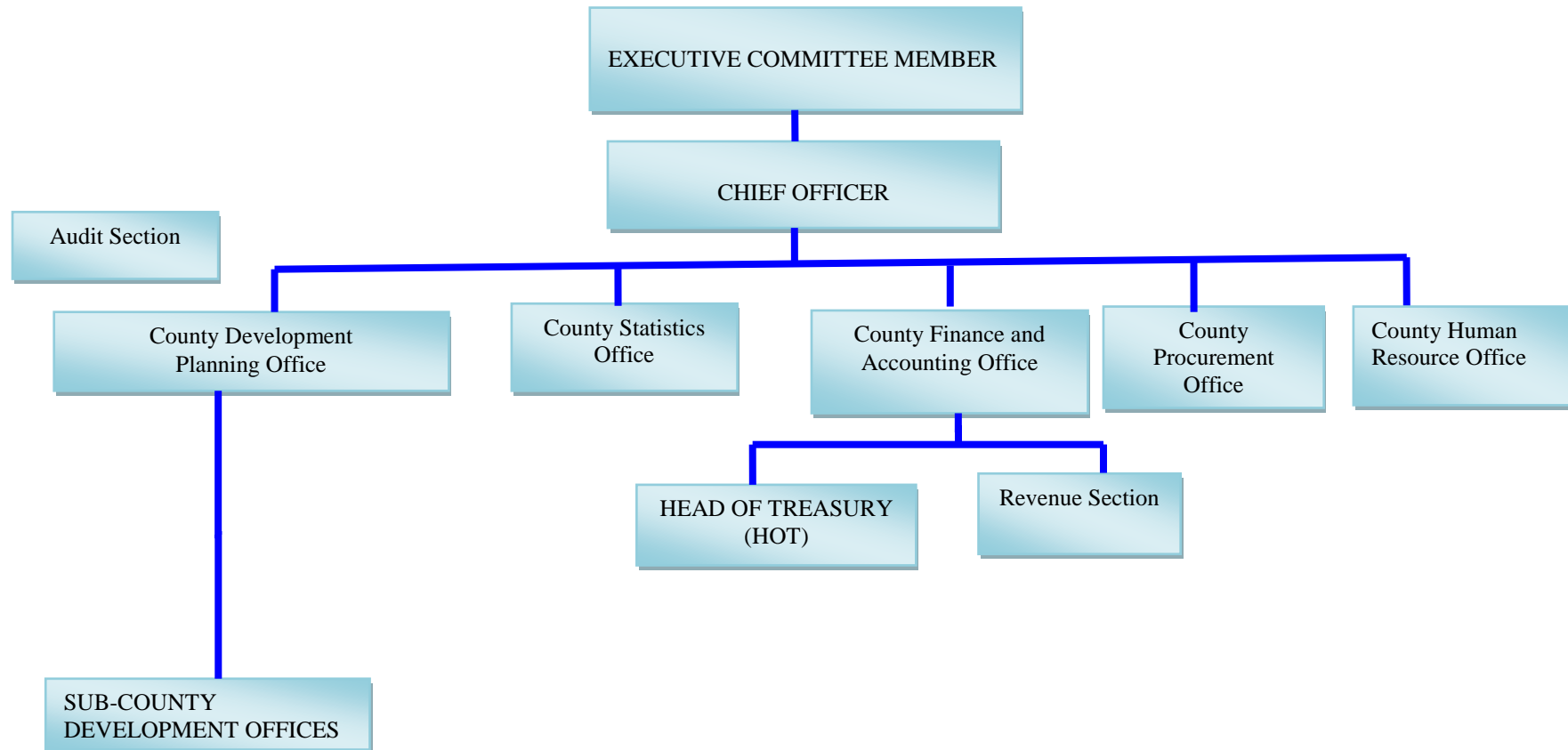
Political	Change of political leadership and Regimes	Change in government policy and priorities affects work plans and set objectives.
	Creation of county governments	County governments have introduced checks on compliance to enhance effective and efficient service delivery by introducing various heads of departments at county levels.
	Devolved administration units Public service reforms	Create opportunities for employment Reforms in public service will enable the re-orientation of the county public service towards effective service delivery.
Economic	Goodwill from development partners	The department is enjoying good partnership with development partners who supplement development efforts through funding of projects and capacity building.

	CIDP	The CIDP which spells out development agenda of the county in five years term where its implementation would be fast tracked through departments' strategic plans.
	Unpredictable local economic environment	High inflation rates, energy costs and poor infrastructure affects the macro economy economic planning of the county.
	Unemployment level	Fiscal risk due to low demand for goods and services.
	Interest rates	Higher interest rates may deter investment because it costs more to borrow
	Local economic situation and trends	Low level of investments at county level may lead to stagnating local economy and missed objectives.
	Taxation policy.	Agitation for higher salaries likely to cause labour unrest.
Social	Increased public awareness and citizen Participation in governance and reporting	With devolved governance, there is increased public awareness and expectations on their rights to be served and thus increased demand for performance by the department
	High population growth rate	High population leads to high unemployment rates, contributing to poverty and thus low standards of living.
	Trade unionism	Offers an opportunity for structured dispute resolution and avoid labour unrest.
	Highly educated youths	Availability of human resource for the County to recruit.
	Work Culture and attitude	Lack of cooperation and support from departments may lead to friction and risk in meeting set objectives and priorities.
Technological	Trends in global technological advancements	Unmanaged investment in technology leads to high risk of obsolescence and cost of investment to keeping pace with technology
	County integrated monitoring and evaluation system	This is made to ensure that monitoring and evaluation activities are all inclusive and easily accessible to all
	Information Communication Technology	Use of ICTs enhances quality and timelines of services, reports and accountability. Use of new programmes like IFMIS in accounting helps to reduce costs.
	Automation of public services e.g. IPPD for public servants payroll.	Provide an opportunity for online county recruitment as a cost cutting measure. Enhance integrity, accountability and timely information and reports on HR issues in the county public service Lead to new approaches in people management
Ecological	International Auditing Standards	Standardized procedure and approaches in audit

	Climate changes	Changes in temperatures and climate affects key sectors thus reducing earnings and revenue collection. The growing desire to protect the environment e.g. NEMA laws are affecting the county especially on waste disposal
	Health and safety regulations	Will improve employee health and safety in the workplace
	Regulatory bodies	Enforce compliance and ethical issues
Legal	PFM Act and Financial Regulations	Strengthens compliance in financial operations and internal controls mechanisms
	The County Government Act 2012, County Planning (Part XI of the Act)	Under Article 102 (h) of the Act, county planning is expected “to provide a platform for unifying planning, budgeting, financing programmes, implementation, and performance review”. A county planning unit shall be responsible for “coordinated integrated development planning”
	New legislations-The constitution 2010 The Employment Act 2007 Labour Relations act 2007,labour Institutions act, WIBA act 2007	Create good labour relations and enabling work environment. Ensure effective arbitration and dispute resolution.
	Statistics Act Cap 2006 No.4	Guiding principle in statistics office
	Regulatory bodies and Commission	Enhanced public corruption awareness and reporting

2.6 Departmental current Organisation structure and functions

2.6.1 Current Organization Structure



2.6.2 An analysis of the current Organization structure and Functions

The functions of the Department are mostly derived from the various acts which support the devolution framework and the constitution of Kenya 2010. They are currently executed through five units namely the County development planning, finance, human resource, procurement and statistics. The Department has presence in the four sub-counties through the planning department to ensure provision of planning services at all levels. At the administration level, the Department has Executive committee member and the chief officer providing supervisory and coordination services.

Executive Committee Member

The Executive Committee Member is the head of the Department who coordinates policy formulation and overseeing the implementation of departmental policies. The office is responsible for the supervision and overall coordination of the Department. The ECM also represents the Department in the County Executive Committee, appoints subcommittees to help in the implementation of the policies. Mobilization of resources for the Department through internal and external linkages is a key duty performed by the ECM. The Department therefore gets proper direction on the realization of its mandate through this office.

Chief Officer

The chief officer is responsible to the executive committee member for the administration of the department of finance and planning as provided under section 46 of the County government Act, 2012. The chief officer is the authorized officer in respect of exercise of delegated power. He or she is the accounting officer of the Department and ensures proper implementation of the strategic plan as well as the annual plans to conform with the requirements of the Kenya vision 2030 and the constitution 2010.

County Development planning unit

The County development planning unit consists of professionals mainly economists and the specialized units which supports the planning services in the County. The department is headed by the County development planning officer who is directly answerable to the Chief Officer. The professionals and specialized units comprises of the Librarians who are in charge of the documentation and information centers, the sub-county development planning offices fully equipped with the Documentation and information facilities. The mandate of this unit is to provide leadership in coordination of development planning and monitoring the implementation progress.

County Human Resource unit

This unit consists of human resource experts headed by a county head of Human Resource. It is mandated to provide human resources development and management services in the county focusing on areas of capacity building, training and managing payrolls and other human resources operations. The unit has got inadequate staffing.

County Supply Chain Management unit

This unit majorly works with the tender committees to deliver on its mandate. It is headed by a unit head on Supply Chain Management. The department ensures coordination of the procurement activities in the county. It has already constituted the county procurement and evaluation committees.

County Finance section

This unit consists of financial experts with different specialized sections like revenue, treasury, vote book and examinations. It's currently headed by the Principal finance officer with the responsibility of providing for financial expenditure controls, revenue enhancement and budget making process.

County Audit and Risk Management section

This unit consists of professionals in audit and risk management. It is currently headed by the County Auditor with the responsibility of providing for financial audit controls and risk management.

2.7 Departmental current Staff Establishment

The Department is operating at sub-optimal staffing levels. The total technical and support staff in the department is shown in table below:

Units	Positions	In-Post
Administration.	ECM	1
	CO	1
	Secretary/ admin assistant.	2
	Clerical officers.	8
	Drivers.	1
	Support services.	6
Planning	Economists/Statisticians	4
	Librarians.	1
Finance	Principal Finance Officer	1
	Head of Treasury accounts	1
	Accountants	2
Revenue	County Revenue Coordinator	1
	Revenue coordinators	2
	Revenue officers	3
	Revenue Clerks	21
	Market Masters	28
	Market Inspector	1
	Market Attendants and Cleaners	76
	Building Inspector/works Officers	6
Casuals	27	
Audit	Auditor	1
Procurement	Head of Supply Chain management	1
	Supply chain management assistant	1
Human Resource	Head of Human Resource Management	1
	Payroll Managers	1
	Chief Human Resource	1

	officer	
	Human Resource Management assistants	3
	Establishment officers	2
Total		204

The staffing levels are declining rapidly due to retirement, natural attrition and embargo on recruitment which has negatively impacted on service delivery. This analysis shows that planning and financial services are mostly affected by the current staffing levels.

2.8 Stakeholder Analysis

This strategic plan takes cognisance of the Department's stakeholders and their assistance to the Department.

Stakeholder	Function	Competitive advantage	Target	Assistance to the department
County Public service Board	Management of HR	Recruitment of CPSB employees	Timely filling of vacancies	Providing the HRs to HRD
Salaries and Remuneration Commission	Determination of remuneration for public officers	Determination of remuneration for state officers/public officers	Harmonization of salaries	Advise on remuneration Guidelines of CPSB employees
The industrial court	Dispute resolution – labour issues	Handling employment cases	Timely arbitration and industrial dispute resolution	Resolve industrial dispute
County Government	Policy formulation & execution Coordination of county planning and development activities.	Policy and strategy formulation and implementation. Control of county resources and personnel. Establishment of various committees in the county.	Timely Formulation and implementation of strategies and policies. Ensure sound planning and development process in the county.	Give direction on implementation of HR strategies and policy. Allocation of financial resources. Ensure adequate staff. Formulate policies guiding planning process. Establish county and sub-county development committees.
Public Service Commission of	Handle Appeals Receive reports from	Handle Appeals Receive reports from	Handling appeals from county public	Assist in handling appeals

Kenya	CPSB,HRM	CPSB,HRM	service employees	
County Assembly	Legislation	Legal mandate/capacity Legislate, receive reports and provide oversight	Safe guard citizens interest, Oversight to County executive and legislation	Provide enabling legislations and policy Oversight role
Statutory bodies NSSF,NHIF, KRA	Manage employees benefits; Manage statutory deductions and receipts.	Ensure compliance with RBA act; Capacity to make follow ups on statutory deductions.	Timely remittance of statutory deductions; Employees' benefits.	Monitor and effect remittance of staff benefits; Assist in receiving statutory deductions
National Government Department of labour	National policy and legislations framework on labour issues e.g. retirement	Capacity to formulate labour policies and executing the legislations.	Appropriate execution of Legislation and policies on labour.	Legislations and policy formulation.
Government Training Institute	Capacity building for county public service employees	Capacity to train and develop CPSB employees	To Train and develop CPSB employees	County human resource development
County departments	Manage HR	Proper linkages to manage HR issues to the HR department	Efficient management of HR	Give reports on the performance of the HRs under them
County Treasury	Financial record management; Disbursements and tracking of prudent expenditure of government funds	Financial management guidelines and PFM act; Custodians of government funds; Accounting capacity	Prudent Financial reporting; Release of timely statistics	Provide updated financial information; Timely disbursement of funds; Facilitation on field activities
External Auditors	External appraisal function	Well trained and competent staff; statutory mandate	Efficient County government operations	Objectivity in internal reporting
Ethics and anti-corruption unit	Promote prudence in public finance management	National mandate and trained personnel	Promote transparency and accountability	Public awareness and regulatory compliance
	Monitoring and	Are the main	Make project	Help in

Community	evaluation of projects' implementation process	beneficiaries and stakeholders of development initiatives	implementation process participatory and effective	identification, monitoring and implementation of projects; Create ownership of projects and thus ensure sustainability
National government	Policy making; Ensuring success of all planning and development endeavors initiated by both national and county governments	Key policy makers in planning and development issues	Ensure good value for taxpayer's money; Harmonized planning process from national to county levels	Legal framework; Giving policy directions at national level to county level; Allocation and disbursement of financial resources; Supplementing county government in meeting staffing needs
Media and press	Creation of awareness to the concerned on development issues	Ability to reach majority of people in the county	Ensure high participation and ownership of development undertakings	Cover, highlight, sensitize, report and publish events; Facilitating airing of programs and events
NGOs donors and development partners e.g. ADB	Promotion of public participation and infrastructural development	Financial ability	Ensuring development based on partnerships	Funding of development projects; Facilitating public forums on development issues; Capacity building of the public

Data suppliers	Provision of information/data	Ownership of information	Avail relevant data	Source of information
County Planning	Coordination and planning	Coordinating, monitoring and evaluation capacity	Well-coordinated field activities	Collaboration in field activities such as data collection, analysis and dissemination
Tax payers	Payment of taxes	Individual tax base	Finance service delivery	Improved revenue collection
Suppliers and contractors	Delivery of goods and services	Individual capacity and area of specialization	Market availability	Provision of goods and services
International community	Foreign investment and donor funding	Financial strength Power of the dollar	Diversify funding sources	Improve financial base for timely implementation of planned programmes.

2.9 Ongoing and Proposed Projects and Programmes

The following are the proposed, on-going and flagship projects as outlined in the CIDP 2013-2017 relevant to the Department.

2.9.1 Ongoing projects/programmes

Coordination, Monitoring and Evaluation of projects and programmes -County wide; Construction of the Sub –county information and documentation centre (Nyamira North Sub-County) and the administration of Accounts and Revenue Enhancement Plan.

2.9.2 New projects and programmes

Construct and equip the Nyamira County Information and Documentation Centre; Construct and equip County Management Information Systems(CIMS); Capacity building of the county stakeholders on development planning and M & E; Provision of vehicles for the Sub- County development planning offices and the county development planning office; Construction of the sub County planning office and SCIDC; Construction of County statistical department office block; Feasibility and Rural appraisal systems; Development of County database and Statistical Abstract; Quarterly review of the county integrated development plan; Disaster management and emergency preparedness; Networking of CIDC with key Departments.

Social intelligence reporting and interrogations; MDGs quick win programmes; Community empowerment and institutional support programme; Revolving loan funds; Computerization of the County Treasury; Procurement of vehicles for revenue collection; Recruitment of staff for revenue section; Human resource management and development; Construction of temporary office space and Purchase of vehicles at headquarters.

2.9.2 Flagship projects

Integrated Financial Management Information System and the integrated Human Resources Information Management System.

CHAPTER THREE

3.0 STRATEGIC MODEL

3.1 Introduction

This chapter discusses the key issues that the Department has identified and which it needs to address in order to effectively achieve its mission while also providing the leadership required to accelerate the realisation of the first CIDP and second MTP aspirations of the Kenya vision 2030. The strategic objectives and strategies to be pursued in addressing the issues are also presented. The chapter lastly discusses the cross cutting issues affecting the Department.

3.2 Summary of Strategic Issues, Objectives and Strategies

STRATEGIC ISSUES	STRATEGIC OBJECTIVES	STRATEGIES
Coordination of planning, policy formulation, M&E, research and development.	Strengthening policy formulation and planning.	Enhance participatory planning and coordination at all levels. Strengthening planning units in the county Gender mainstreaming Preparation of budget documents
	Fast tracking implementation of development projects	Establishment and operationalization of M&E committees Disaster management and emergency preparedness
	Enhance communication, documentation and access to information by the general public	Strengthening information and documentation centers at county and sub-county levels.
Coordination of external resources.	Harmonization of external resources entering the county.	Registering, Networking and collaborating with stakeholders/partners Conducting MDG quick win programmes Conducting community empowerment and

		institutional programmes. Conducting Social intelligence reporting and interrogations
Enhancing the quality of statistical data and information at the county level	To improve the quality of statistical data and information at the county level	Maintaining up to date Master Sampling file and household Frame Improve accuracy, timely production of data and information at the county Developing and implementing quality data management framework at the county level
Aligning procurement information to stakeholders	Creating awareness of procurement procedures	Holding workshops and seminars and open forums
Sourcing for goods work and services	To avail the users requirements	Open tendering and prequalification
Management of public finances and economic affairs of the county	To monitor, evaluate and oversee the management of public finances and economic affairs of the county government.	Management of public finances as per accounting standards.
Preparation of county annual budget	To assist in planning and proper allocation of county resources for effective service delivery	Forming departmental budget committees. Preparation of the budget.
Revenue Collection	To Ensure the County Government is self-reliant in terms of its Revenues.	Application of the approved charges
Revenue Collection Performance Appraisal	Strategic Objective 9.1:To ensure that all revenues due to the County Government are actually realized	Setting of individual revenue targets
Perform financial and value for money audit, internal controls and risk assessment	Ensure systems for effective and efficient financial management and prudent procurement process are in place	To develop comprehensive risk plans and tools To perform periodic reviews to assess and evaluate adequacy of financial records, VFM controls

		Ensure independence and objectivity of Internal Audit Department
Strengthen the human resource management, development and capacity to meet the county human resource needs.	Build competitive human resource capacity to meet departmental needs in the county	Improve resourcing, competencies and capacity of employees and staff at managerial and supervisory levels in all departments
Align the human resource management policies, strategies and practices with the departmental plan	Strengthen the development, implementation, review and integration of the human policies and strategies	Enhance common understanding and implementation of HR strategies across departments

3.3 Cross-cutting Issues

3.3.1 Equity (inclusiveness)

The lack of involvement and consideration of the views of the public has led to lack of ownership and sustainability of the initiatives implemented since the communities at large were not involved in the decision making process. The Kenyan constitution currently provides for the inclusion of the disabled and marginalized and ensures public participation is exercised in all ventures.

3.3.2 Alcohol, drug and substance abuse

The misuse of alcohol and abuse of drugs has reduced effectiveness of the staff and led to inability to achieve the set targets.

3.3.3 Information and Communication Technology (ICT)

The limited access and availability of the ICT facilities hampers development in the county by reducing the effectiveness and efficiency in fulfilling the Department's mandate. The lack of appropriate technologies in the service and business sectors creates an impediment to development as a result of over reliance on manual technology.

3.3.4 Environmental and climate change

Increase in population has put immense pressure on the natural resources leading to degradation of the ecosystem balance. Climate changes whose impacts are aggravated by human activities have adverse effect on the environment and the livelihoods of a people. The impact hampers development by causing a strain in access to raw materials, poses a risk to food security and also increases conflicts among communities.

3.3.5 HIV and AIDS

HIV and AIDs continues to pose a major challenge to all sectors of the economy and is affecting the development programmes in the county. Its prevalence rate in Nyamira County is 6.9 per cent (NASCOP, County HIV Profiles 2012). HIV and AIDS pandemic has impacted negatively on the productivity of the work force that is either infected or affected thus affecting service delivery and business operations.

3.3.6 Gender mainstreaming

Women constitute 52 per cent of the county's population. Although they are the majority, they are generally left out of development decision making processes through lack of representation. Policies, plans and strategies rarely take into consideration gender roles and responsibilities. Considering that in 2009 Kenya Population and Housing Census ; 41,539 out

of the 131,039 households (37 per cent) in Nyamira county were female headed, they were certainly more disadvantaged and more likely to be poor compared to other households. The full participation of women in economic activities is often hampered by legal and actual discriminatory practices. There is need for liaison with key stakeholders in removing obstacles that encourage full participation of women in economic development. Factors exacerbating gender disparities in the county are rooted in socio-cultural practices such as ownership of production resources like land and capital; participation in decision making and early/child marriages.

CHAPTER FOUR

4.0 IMPLEMENTATION OF THE STRATEGIC PLAN

4.1 Introduction

The implementation of this Strategic Plan will require the full involvement, effort, commitment and leadership from the Department staff and all the stakeholders. It will require that the resource mobilization is focused on the achievement of the objectives laid out in the plan. The following matrix details the implementation of the identified issues in the Department.

4.2 Implementation Matrix

Strategy	Activity	Output	Key Indicator	Reporting schedule	Target for 5 years	Target by Plan Year					Responsibility	Budget (Kshs. Million) per Plan Year						
						Y1	Y2	Y3	Y4	Y5		Y1	Y2	Y3	Y4	Y5	Total	
Strategic issue 1: coordination of planning, policy formulation , M&E, research and development																		
Strategic objective 1.1: Strengthening policy formulation and planning																		
Enhance participatory planning and coordination at all levels	Preparation of the CIDP 2018-2022	The county integrate development plan 2018-2022 prepared	Number of the CIDP prepared.	Once.	1	-	-	-	-	1	Director of Planning and economic development.	-	-	-	-	15	15	
	Co-ordination of the Preparation of the Departmental strategic plans.	The Departmental strategic plans prepared.	Number of the Departmental plans prepared.	Once.	12	12	-	-	-	-		6.5	-	-	-	-	-	6.5
	Coordination of departmental work plans	Coordinated departmental work plans	Consultation reports Photographic evidence Attendance lists	yearly	5	1	1	1	1	1		2	2	2	2	2	2	10
	Involve all stakeholders and departments in planning	All stakeholders involved	Number of the stakeholders involved.	Annually	50	10	10	10	10	10		1	1	1	1	1	1	5
	Feasibility	Feasibility	Number of	yearly	400	0	100	100	100	100		-	7.5	7.5	7.5	7.5	30	

	and Rural appraisal systems.	y and appraisal of all the projects done.	appraisal studies done.													
	Review of the CIDP	The CIDP reviewed .	Number of the reviews made.	Quarterly.	20	4	4	4	4	4		0.5	0.5	0.5	0.5	2.5
	Annual progress reports on CIDP	Annual progress reports prepared.	Number of the reports prepared.	Yearly.	5	1	1	1	1	1		2	2	2	2	10
Strengthening planning units in the county	Create planning and development committees at county and sub-county levels	Created planning and development committees at county and sub-county levels	Minutes Attendance list	quarterly	110	22	22	22	22	22		1.54	1.54	1.54	1.54	7.7
	Undertake training of staff	Staff trained	Training report	Annually	12	-	3	3	3	3		-	0.6	0.6	0.6	2.4
Gender mainstreaming-HIV, Gender and Disabled	Mainstream HIV/AIDS mechanisms at the County level	Mainstreamed HIV/AIDS mechanisms at the County level	Report	Annually	4	-	1	1	1	1		-	15.44	15.44	15.44	61.75
Preparation of budget documents	MTEF preparation	MTEF prepared	Report	Bi-annually	10	2	2	2	2	2		1	1	1	1	5

	Preparation of BRAOP(Budget Review And Outlook Paper)	BRAOP prepared	Report	Annual ly	5	1	1	1	1	1		3	3	3	3	3	15
	Preparation of CFSP (County Fiscal Strategy Paper)	CFSP prepared	Report	Annual ly	5	1	1	1	1	1		3	3	3	3	3	15
	Budget consultations	Budget consultations done	Report	Annual ly	5	1	1	1	1	1		1	1	1	1	1	5
	Budget Defence	Owned budget	Report	Annual ly	5	1	1	1	1	1		2	2	2	2	2	10
Strategic objective1.2:Fast tracking implementation of development projects																	
Establishment and operationalization of M&E committees	Strengthening M&E committees Facilitating the committees	Strong and functional M&E committees	Minutes Attendance list	Monthly	100	20	20	20	20	20	Director of Planning and economic development	3	3	3	3	3	15
	Field visits by M&E committee	Verified development projects	Reports from field visits Pictorial evidence	Monthly	320	64	64	64	64	64		4	4	4	4	4	20
	Produce quarterly and annual M&E reports	Compiling reports on M&E	The number of reports produced	Quarterly	120	24	24	24	24	24		3.6	3.6	3.6	3.6	3.6	18
	Provide for	2	Number of	1 year	2	0	1	0	0	1		-	5	-	-	5	10

	vehicles to facilitate M&E	vehicles procured	vehicle procured															
	Capacity building of stakeholders on planning and M&E	Forums carried out	Reports	Annually	5	1	1	1	1	1							15	
Strategic objective 1.3: Enhance communication, documentation and access to information by the general public																		
Strengthening information and documentation centers at county and sub-county levels	Expansion of county information and documentation centre	Functional information centres	The number of documentation centres operationalised	1YR	1	0	0	0	1	0	Director of Planning and economic development	-	-	-	8	-	8	
	Construction of sub-county information and documentation centre at masaba north	Functional information centres	The number of documentation centres operationalised	1YR	1	0	1	0	0	0		-	8	-	-	-	-	8
	Equipping of the documentation centres	Equipped documentation centres	Delivery notes	3YRS	3	0	1	1	1	0		-	5	5	5	-	-	15
	Networking of the documentation centres with other government			1YR	5	0	2	2	1	0		-	2	2	1	-	-	5

	t department																
	Installation of the county Management Information Systems (CIMS).	The CIMS installed.	Number of the CIMS installed.	once	1	0	0	1	0	0		-	-	20	-	-	20
Disaster management and emergency preparedness.	Establishing the county disaster management committee.	The committee established.	Number of committee established.	Once.	1	1	0	0	0	0		0.1	-	-	-	-	0.1
	Training of the disaster management team.	Trained personnel	Training report	Quarterly.	20	4	4	4	4	4		1	1	1	1	1	5
	Sensitization of the community on the disaster preparedness.	Sensitized community members	Work shop returns	Quarterly.	1000	200	200	200	200	200		2	2	2	2	2	10
	Establishment of the emergency funds.	Emergency fund established	Report on the establishment of emergency fund	Quarterly.	1000	200	200	200	200	200		20	20	20	20	20	100
	Disaster management tools.	Disaster management tools purchased	Delivery notes Invoice	Annually	250	50	50	50	50	50		10	10	10	10	10	50

Strategic issue 2:Coordination of external resources																	
Strategic objective 2.1:Harmonization of external resources entering the county																	
Registering , networking and collaborating with stakeholders/partners	Sharing development priorities (plans) and making consultations Monitoring activities being undertaken by the partners.	Good working relation and high levels of development	Reports on consultations done and visits carried out	Quarterly	100	0	25	25	25	25	Director of Planning and economic development.	-	2	2	2	2	8
	Establishing and implementing the revolving loan fund.	Funds established.	Reports	Quarterly	1000	200	200	200	200	200		50	50	50	50	50	250
MDG quick win programmes.	Conduct MDG quick win programmes	The programme identified and conducted	Reports	Quarterly	1000	0	250	250	250	250		10	10	10	10	10	50
Community empowerment and institutional programmes.	Capacity building the community on the devolved funds other government procedures.	Community trained on devolved funds	Training report	Quarterly	1000	0	250	250	250	250		0	7.5	7.5	7.5	7.5	30
Social	Conducting	SIR	SIR report	Quarter	1000	0	250	250	250	250	0	2.5	2.5	2.5	2.5	2.5	10

intelligence reporting and interrogations.	SIR activity	conducted		ly													
	Follow up and report writing.	Follow ups made.	Reports.	Quarterly	1000	0	250	250	250	250		0	2.5	2.5	2.5	2.5	10
	Visiting the facility areas.	The facilities identified and visited.	Reports.	Quarterly	1000	0	250	250	250	250		0	2.5	2.5	2.5	2.5	10
Strategic issue 3: Enhancing the quality of statistical data and information at the county level																	
Strategic objective 3.1: To improve the quality of statistical data and information at the county level																	
Maintaining up to date Master Sampling file and household Frame	Develop county statistical database	County database developed	Availability of County data	Yearly	5	1	1	1	1	1		15	15	15	15	15	75
	Updating county statistical database	Updated county statistical database	sampling frame instruments	yearly	5	1	1	1	1	1		5	5	5	5	5	25
	Conduct Ad-hoc survey	Ad hoc survey conducted	Reports	yearly	5	1	1	1	1	1		5	5	5	5	5	25
	Update the household frame	Updated household frame	sampling frame instruments	Quarterly	20	4	4	4	4	4		2	2	2	2	2	10
Improve accuracy, timely production of data and information at the county	Training of county statistics staff on data management	Trained personnel	Numbers of trained personnel	Quarterly	5	1	1	1	1	1		0.2	0.2	0.2	0.2	0.2	1

Developing and implementing quality data management framework at the county level	Initiate proper/appropriate tools and techniques for data collection	proper tools and techniques for data collection initiated	Data collection tools	Quarterly	20	4	4	4	4	4		0.2	0.2	0.2	0.2	0.2	1
Strategic issues4:Aligning procurement information to stakeholders																	
Strategic objective 4.1:Creating awareness of procurement procedures																	
Holding workshops, seminars and open forums	Organize for workshops, seminars and open forums	Enlightened stakeholders	Invitations letters,attendance registers and reports	Quarterly	20	4	4	4	4	4	Director, Supply chain management	0.64	0.64	0.64	0.64	0.64	3.2
Strategic issues 5: Sourcing for goods, works and services																	
Strategic objective 5.1 :To avail users' requirements																	
Open tendering and prequalification	Tendering Request for quotations and proposals Direct procurement	list of suppliers contractors and service providers	Adverts,minutes ,evaluation reports and awards	Semi annually	10	2	2	2	2	2	Director, Supply chain management, procurement Assistants	6	6	6	6	6	30
	market survey	Stationery, computers and computer accessories, transport and	4 Lists of market survey	quarterly	20	4	4	4	4	4		1	1	1	1	1	5

		subsistence allowance															
Strategic issue 6: Management of public finances and economic affairs of the county.																	
Strategic objective 6.1: To monitor, evaluate and oversee the management of public finances and economic affairs of the county government.																	
Management of public finances as per accounting standards.	Identifying and counting the assets from all the county entities. Building up a register of all the county assets. Oversee the implementation of IFMIS. Writing primary and secondary books and maintaining proper records	List of identified assets and coding. Well maintained books of accounts. A running IFMIS	Updated asset register	Annually	5	1	1	1	1	1	Director of Finance	0.288	0.288	0.288	0.288	0.288	1.4
	Purchase of vehicles.	Vehicles procured	Log book	By 2017	9	1	2	2	2	2	Director of Finance	5	10	10	10	10	45
	Training 15 personnel on IFMIS annually	15 personnel trained	Certificates awarded Training report	By 2017	15	3	3	3	3	3		2	2	2	2	2	2

Strategic issue 7: Preparation of county annual budget.																		
Strategic objective 7.1: To assist in planning and resource allocation																		
Forming departmental budget committees . Preparation of the budget.	Initiating departmental budgets. Holding budget meetings Consolidating other departments' budgets.	Estimates of revenues and expenditures to be presented to county assembly for approval.	Approved county budget signed by the Governor.	Annually	5	1	1	1	1	1	1	Director of Finance	5	5	5	5	5	25
Strategic issue 8: Revenue Collection																		
Strategic Objective 8.1: To Ensure the County Government is self reliant in terms of its Revenues.																		
Application of the approved charges	Requisition and issue receipt books,	Receipt Books issued	Posted and signed inventory ledgers	Quarterly	25000	5000	5000	5000	5000	5000		Director of finance.	37	37	37	37	37	185
	Frequent surprise checks on revenue collectors	Checked revenue collectors	Inspection reports and decisions made	Quarterly	750	150	150	150	150	150			0.75	0.75	0.75	0.75	0.75	3.75
	Requisition and use computers in revenue posting/analysis	Computers installed at revenue collection points	Computer analyzed and generated revenue reports	By 2016	30	15	-	15	-	-			1.75	-	1.75	-	-	3.5
	Set and give revenue targets	Signed revenue targets	Revenue appraisal and revaluation reports	Half Yearly	200 Targets	200 Targets	200 Targets	200 Targets	200 Targets	200 Targets			0.02	0.02	0.02	0.02	0.02	0.1

	Open up more markets	Open air market opened and operational	Operational open air markets	Quarterly	6 Markets	2	1	1	1	1			0.4	0.2	0.2	0.2	0.2	1.2
	Publish plot rent defaulters	Published rent and land rates defaulters	Daily Newspapers	Quarterly	5000	1000	1000	1000	1000	1000			0.15	0.15	0.15	0.15	0.15	0.75
	Sensitize the revenue collectors and the taxpayers via workshops and local media	Revenue staffs sensitize donors revenues and other related matters	Workshop reports and local media reports	Quarterly	200 Staffs	30	50	50	50	20			0.34	0.3	0.3	0.3	0.3	1.6
	Convene revenue meetings	Revenue meetings held	Minutes recorded	Quarterly	20 Meetings	-	5	5	5	5			-	0.19	0.19	0.19	0.19	0.75
	Enumerate PSVs and motorbikes	PSVs and Motorbikes enumerated	Registers	Quarterly	1000	200	200	200	200	200			0.15	0.15	0.15	0.15	0.15	0.75
	Develop a valuation	Developed	Valuation roll	Yearly	four rolls	0	1	1	1	1			0	1.25	1.25	1.25	1.25	5

	roll for all major centers	valuation roll																
	Purchase of revenue collection vehicles	Revenue collection vehicle purchased	Log book	By 2017	5	1	1	1	1	1			5	5	5	5	5	25
	Purchase of 10 motorbikes	10 motorbikes purchased	Invoice	By 2014	10	10	-	-	-	-			1.5	-	-	-	-	1.5
	Training of staff	Trained staff	Report Certificates awarded	Annually	10	2	2	2	2	2			0.4	0.4	0.4	0.4	0.4	2
Strategic Issue 9: Revenue Collection Performance Appraisal																		
Strategic Objective 9.1: To ensure that all revenues due to the County Government are actually realized																		
Setting of individual revenue targets	Carry out Sensitization workshop on performance contracts, set targets, sign revenue targets	Signed revenue performance targets	Revenue performance contracts	Half Yearly	1000	200	200	200	200	200		Director of finance.	0.4	0.4	0.4	0.4	0.4	2
Strategic Issue 10: Perform financial and value for money audit, internal controls and risk assessment																		
Strategic Objective 10.1: Ensure systems for effective and efficient financial management and prudent procurement process are in place																		
Develop comprehensive risk plans and tools	Execute risk assessment surveys	Sector risk matrix	Risk profile report	Annual	5	1	1	1	1	1		Director of Audit	1.2	1.2	1.2	1.2	1.2	6
Perform periodic reviews to assess and evaluate adequacy of financial records,	Review and advice on VFM	Effective VFM process	Periodic review reports	Monthly	60	12	12	12	12	12			1.2	1.2	1.2	1.2	1.2	6

VFM controls	controls																	
	Review cash management controls and revenue collection points visits	Effective cash management process	Audit working papers	Monthly	60	12	12	12	12	12			3.2	3.2	3.2	3.2	3.2	16
	Review ICSs and evaluate effectiveness of controls	Self-checking internal controls established	Reports	Monthly	60	12	12	12	12	12		Director of Audit	2.2	2.2	2.2	2.2	2.2	11
	Embrace Electronically mediated reporting and follow-ups	Quality reporting mainstreamed	Reports	Quarterly	20	4	4	4	4	4			1.5	1.5	1.5	1.5	1.5	7.5
Ensure independence and objectivity of Internal Audit Department	Procure motor vehicles	Vehicles	Log books, purchase, inspection, import documents	Annually	3	2	0	1	0	0			10	-	5	-	-	15

		Desktop Computers, Laptops, tablets & accessories Printers, Scanners, networking and other IT accessories	Delivery note, purchase documents, stores records	Annually	30	15	8	7	0	0			30	16	14	-	-	60
	Procure Office machines & equipments, stationery & other utilities	Desks, chairs, cabinets, calculators and other accessories	Delivery note, purchase documents, stores records	Annually	72	42	10	10	10	0			27.2	6.5	6.5	6.5	-	46.6
	Recruit additional competent staff	10 additional staff recruited	Appointment letters	Annually	12	5	5	2	0	0			0.42	0.42	0.16	-	-	1
	Develop/update audit policy, sector specific manuals and programs	1 policy developed Audit area based manuals and programs developed	Policy, manual documentation	Annually	1	1	0	0	0	0			3.5	-	-	-	-	3.5
	Constitute audit	Committee established	Assembly resolution,	Annually	1	1	0	0	0	0			12	-	-	-	-	12

	committee		appointment letter															
	Conduct trainings, workshops, seminars or staff and departmental resource center	Trained staff	Certificates awarded,	Monthly	120	24	24	24	24	24			8	8	8	8	8	40
		Resource center established	1 departmental resource center created	Annually	1	0	0	0	0	1			-	-	-	-	80	80
Strategic issue 11: Strengthen the human resource management, development and capacity to meet the human resource needs.																		
Strategic objective 11.1: Build competitive human resource capacity to meet departmental needs																		
Improve resourcing, competencies and capacity of employees and staff at managerial and supervisory levels in all departments	Staff audit /skills audit	Audit report	No of reports Staffing levels	Annually	12	2	3	3	2	2		Director of Human Resources	1.7	2.5	2.5	1.7	1.7	10
	Skills inventory analysis, suitability test and placement for LAS and devolved function	Reports	Number of reports	By June 2014	1	1	0	0	0	0			5	-	-	-	-	5
	Establish	Committee	No of	Quart	20	4	4	4	4	4			0.	0.3	0.3	0.3	0.3	1.6

Strategic objective 12.1: Strengthen the development, implementation review, and integration of the human policies and strategies																		
Enhance understanding and implementation of HR strategies across departments	Develop and review HR strategy	HR strategy developed	A copy of HRS	Annual	5 reviews	1	1	1	1	1	Director of Human Resources	0.4	0.4	0.4	0.4	0.4	2	
	Develop and review employee handbook	Employee handbook developed	Copy of handbook	Annual	5	1	1	1	1	1		0.2	0.2	0.	0.2	0.2	1	
	Undertake health and safety audit	Audit on H&S undertaken	Audit report	Annual	5	1	1	1	1	1		1	1	1	1	1	1	5
	Develop & review service charter	Service charter developed	Service charter	Annual	5 reviews	1	1	1	1	1		0.1	0.1	0.1	0.1	0.1	0.1	0.1
	Establish a HR advisory service committee	HR advisory service committee established	Minutes	Quarterly	20	4	4	4	4	4		0.24	0.24	0.24	0.24	0.24	0.24	1.2
	Establish performance management steering committee	Performance management steering committee established	Minutes	Quarterly	20	4	4	4	4	4		0.24	0.24	0.24	0.24	0.24	0.24	1.2

4.3 Financial Resource Mobilization

4.3.1 Financial Requirements by Directorate over the Plan Period

Directorate of Planning and Economic Development	Division	Budget in Kshs. Million					Total
		2013/14	2014/15	2015/16	2016/17	2017/18	
	Statistics	4.5	8.5	9.1	10.2	10.4	42.7
	Monitoring and evaluation	16.2	19.8	20	20.3	20.6	96.9
	Research and Development	42	67	69	69	72	319
	Planning and Budgeting	15	20	22	24	24	105
Support Services	Administration	32	36	36	38	40	182
	Auxiliary/Outsourced services						
Total Requirements		109.7	151.3	156.1	161.5	167	745.6

Directorate of Finance	Division	Budget in Kshs. Million					Total
		2013/14	2014/15	2015/16	2016/17	2017/18	
	Treasury	10.7	10.8	10.8	11.8	12.1	56.2
	Revenue	192.6	156.22	85.75	75.27	54.29	564.13
Support Services	Administration	10	15	18.1	17.4	18.7	115.2
	Auxiliary/Outsourced services		0.10	0.11	0.12	0.13	0.46
Total Requirements		223.4	228.89	126.31	118.76	100.41	797.77

Directorate of procurement.	Division	Budget in Kshs. Million					Total
		2013/14	2014/15	2015/16	2016/17	2017/18	
	Procurement	2	3	4	4	5	18
Support Services	Administration	2	3	4	4	5	18
	Auxiliary/Outsourced services						
Total Requirements		4	6	8	8	10	36

Directorate of Human Resources	Department	Budget in Kshs. Million					Total
		2013/14	2014/15	2015/16	2016/17	2017/18	
	Human Resources	50.1	80.77	44.55	14.17	10.19	199.78
Support Services	Administration	10	16.8	18.1	17.4	18.7	81
	Auxiliary/Outsourced services						

Directorate of Human Resources	Department	Budget in Kshs. Million					
		2013/14	2014/15	2015/16	2016/17	2017/18	Total
Total Requirements		60.1	97.57	62.65	31.57	28.89	280.78

Directorate of Audit	Division	Budget in Kshs. Million					
		2013/14	2014/15	2015/16	2016/17	2017/18	Total
Audit		10.1	10.77	11.55	14.17	15.19	61.78
Support Services	Administration	4	6	8	10	15	43
	Auxiliary/Outsourced services	0	0	0	0	0	0
	Total Requirements	14.1	16.77	19.55	24.17	30.19	104.78

4.4 Human Resources

To achieve the plan's objectives, the Department will require human resources with various skill levels as indicated below.

4.4.1 Proposed Staff Establishment analysis

Department	Designation	Authorized Establishment	In-Post	Vacancies	Variance
Administration	CEC	1	1	0	0
	Chief Officer	1	1	0	0
	Secretary/Admin Assistants	18	2	16	-16
	Clerical officers.	17	8	3	-3
	Revenue Clerks/Collectors	150	21	129	-129
	Support services.	13	6	7	-7
	Drivers	6	1	5	-5
	Directors	5	4	1	-1
	Deputy Directors	10	0	10	-10
	Specialist officers Revenue Accountants	5	0	5	-5

Revenue Officers	5	2	3	-3
Revenue Supervisors	11	0	11	-11
Accountants	10	2	8	-8
Human resources offers	9	3	6	-6
Economists	15	4	11	-11
Procurement officers.	10	1	9	-9
Librarians.	5	1	4	-4

4.4.2 Rationale (Explanations)

Titles	Number	Rationale
Directors	5	To head the five directorates
Deputy Directors	10	To deputize the directors in the seven different departments
Secretary/Admin Assistant	18	Deployed in different offices as follows ECM-1, Chief Officer-1, Directorates-5, Divisions-6 Sub counties-5
Specialist officers	65	Deployed in the 7 departments and the sub-counties for each departments.
Librarians.	5	To be deployed at the County and five sub-counties offices.
Clerical officers.	10	To be deployed at the headquarter offices and sub-counties.
Drivers	6	Deployed in different offices as follows ECM-1,Chief Officer-1, Directorates-4, Departmets-4, Sub counties-5.
Support staffs	13	To be deployed at the headquarter offices and sub-counties.

4.5 Implementation Strategy

Executive Committee Member

The Executive Committee Member will head the Department and coordinate policy formulation and overseeing the implementation of departmental policies. The office will be responsible for the supervision and overall coordination of the Department. The ECM will also represent the Department in the County Executive Committee; appoint subcommittees to help in the implementation of the policies. Mobilization of resources for the Department through internal and external linkages will be a key duty performed by the ECM. The Department therefore will get proper direction on the realization of its mandate through this office.

Chief Officer

The chief officer will be responsible for the executive committee member for the administration of the department of finance and planning as provided under section 46 of the county government act. The chief officer is the authorized officer in respect of exercise of delegated power. He or she is the accounting officer of the Department and ensures proper

implementation of the strategic plan as well as the annual plans to conform with the requirements of the Kenya vision 2030 and the constitution 2010.

Directorate of Planning and Economic Development

The directorate of planning and economic development will consist of professionals mainly economists and the specialized units which will support the planning services in the County. Specialized units mainly comprise of officers like the librarians who are in charge of the Information and Documentation Centers both at the County and Sub-counties levels.

The directorate will be headed by the Director of Economic planning and development who will be directly answerable to the Chief Officer planning and finance. The director will be deputized by deputy directors heading the different divisions. The directorate will consist of the Divisions of Statistics, M&E, Planning and Budgeting, Research and Development and sub-county offices.

The mandate of this directorate will be to provide leadership in coordination of development planning and monitoring the implementation progress.

Directorate of Human Resource Management

This directorate will consist of human resource experts headed by the director human resource management and development in the county. The directorate is likely to experience challenges in managing human resources due to inadequate staffing. HR officers will be posted at sub counties to help in human resources management.

The mandate of this directorate will be to provide human resource management and development services in the county focusing on areas of capacity building, training and managing payrolls and other human resources operations.

Directorate of Supply Chain Management

This directorate will majorly work with tender committees to deliver on its mandate. It will be headed by the director of Supply Chain Management with the sub-county officers posted to help in Supply Chain Management matters in the sub-county.

The mandate of this directorate will be to provide coordination of the procurement activities in the county.

Directorate of Finance and Accounting

The directorate will consist of financial experts with specialized units like revenue, treasury, vote book and examination. The directorate will be headed by the Director Finance with the responsibility of providing for financial expenditure controls, revenue enhancement, and budget making process.

The directorate will endeavor to establish sub-county treasuries with sub-county accountants to ensure prudent financial management and bring services closer to the citizens.

The County Internal Audit directorate

This directorate will consist of professionals in audit and risk management and will be headed by the County Internal Auditor with the responsibility of providing for financial audit controls and risk management. This will be an independent body which will do financial audit and risk management. It will be answerable to the Audit Committee.

County and Sub-County Development Committees

These committees will be responsible for the overall co-ordination of the development activities with all the development stakeholders in the county. It is expected that the county administrators (sub-county administrators and ward administrators) will chair these committees with the sub county development planning officers offering the secretariat services.

The County and Sub-County Monitoring and Evaluation Committees

These committees will be responsible for tracking results in the county. The M&E will be conducted monthly to fast track the results. The county therefore will adopt the NIMES requirements. The sub-county administrators will chair these committees with the sub county development planning officers offering the secretariat services.

The County and Sub-County Procurement Committees

These committees will be responsible for the procurement matters in the county. Decentralizing these committees will also ensure faster uptake of the projects and programmes.

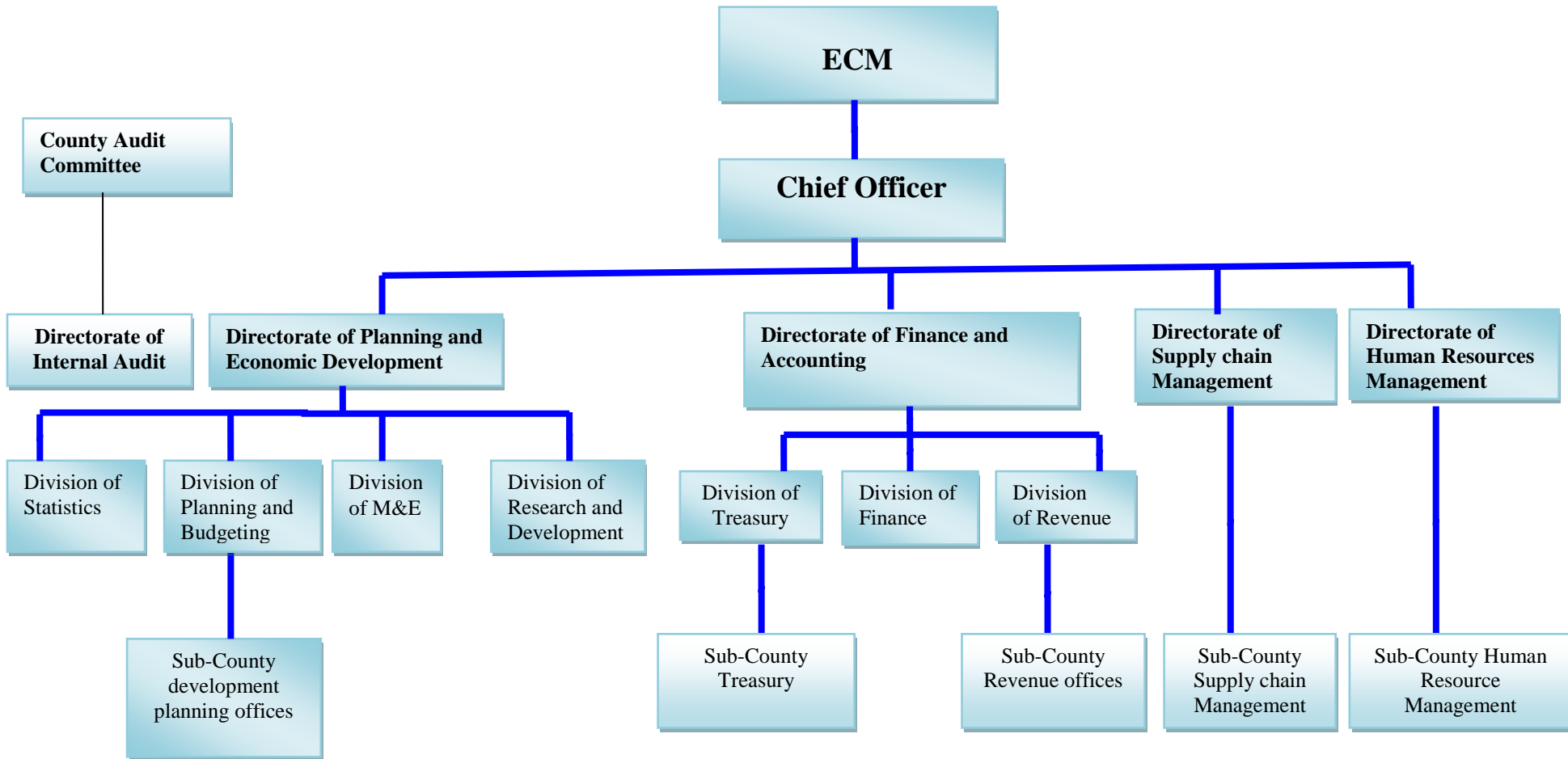
County Planning Unit

This unit will ensure that planning matters of the county are adhered to. The membership will include economic planning, environment, procurement, finance, statistics, public works, physical planner, public health, lands among others.

The County Disaster Management Committee

This committee will be responsible for the disaster preparedness, sensitization and emergency management in the county.

4.6 Proposed Organizational Structure



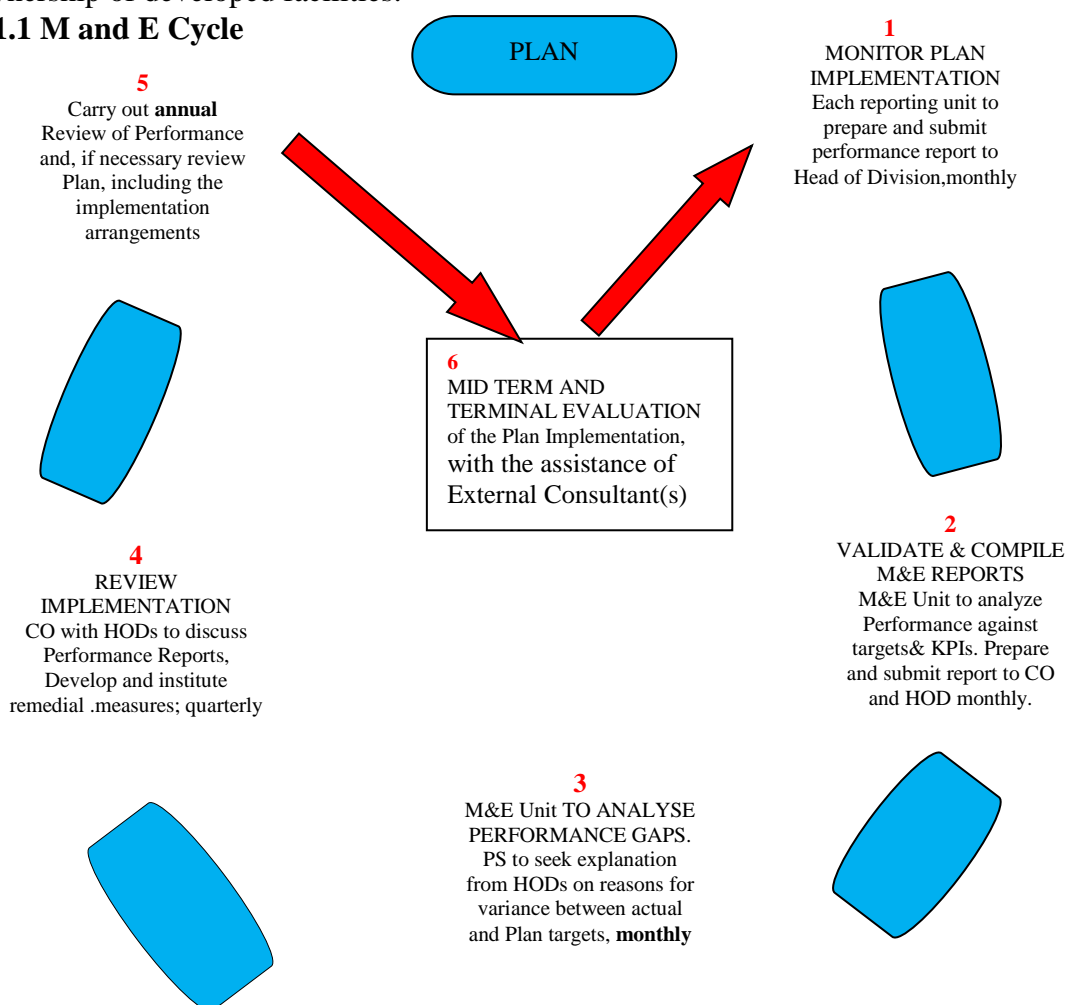
CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING

5.1 Introduction

Monitoring and Evaluation will form a critical component for the successful implementation of this strategic plan. It is through M&E that the management will be assisted in making evidence based decisions. Monitoring and evaluation will form an integral part of this Strategic Plan. A comprehensive Monitoring and Evaluation plan will be prepared to track annual progress in tandem with the annual plans that will be derived from this strategic plan. The primary purpose is to track progress, identify departures, if any, in the achievement of the set targets, assessing the efficiency and effectiveness of completed projects and ensuring continual improvement.

The annual plans will be cascaded to all functional divisions, sections and to individual levels. The individual targets will be proposed, discussed and submitted to relevant divisions or sections in approved prescribed formats. The responsibility of coordinating periodic reviews will be vested in the performance management team headed by the Planning, Human Resources and Administration departments. However, every individual and Head of division or unit will be responsible for their reviews. All officers in charge of Sub-Countries and lower administrative units will be responsible for the projects being implemented in their areas. It is expected that the Sub-County and Ward Administrators will assist in monitoring the implementation of the projects under their areas of jurisdiction. It is also encouraged that the local communities also participate in the projects' monitoring to promote acceptance and ownership of developed facilities.

5.1.1 M and E Cycle



Key Features of the Planning Cycle

1. The diagram depicts the system for tracking and assessing performance at the Department on a continuous basis. The system covers inputs (particularly financial and human resource), outputs, as well as outcomes.
2. The M&E division will prepare reporting formats, incorporating key performance indicators for each reporting unit as well as the periods to be covered in the reports.
3. The Data Management Unit will provide pertinent data to the M&E division to assist in the performance analysis.
4. The Chief Officer, with the support of the M&E division, will introduce enforceable sanctions for non-compliance with reporting requirements.
5. Each Divisional Head will report at each subsequent committee meeting, on actions taken on previously reported variance in performance.
6. The Plan will be evaluated half way through the period to check on implementation, effectiveness and, if necessary, review strategies to ensure plan implementation remains on course.
7. A terminal evaluation will be undertaken at the end of the plan period to assess overall implementation effectiveness and draw lessons for preparation of the subsequent Strategic Plans.

5.2 Monitoring

Monitoring of the department's activities will help in ensuring that the department remains on course in pursuit of its objectives. It is from here that the management will get the information it needs to make decisions about the project or department and the changes that are necessary in strategy or plans. Through this, the department will remain the pillar of the sectoral framework.

5.2.1 Guiding principles in monitoring the strategic plan

Under the monitoring system, the data collection in the department will be rationalized, with specific responsibilities for collection, aggregation and reporting to the central data management section at the department's headquarters at the county level. The Monitoring system over the next Plan period will be guided by the following principles:

- i. Monitoring exercise shall be conducted by monitoring and evaluation team.
- ii. A standard tool shall be established for data collection and analysis.
- iii. Data will be collected at activity level and channeled upwards in agreed formats on a continuous basis.
- iv. Key indicators of efficiency, effectiveness and impact shall be established.
- v. Accountability for production of the reports shall lie on the M&E division staff.
 - i. Responsibility for acting on reports shall lie on the Chief Officer, Finance and Planning.
- vi. The monitoring systems methods to be adopted will be through: first hand information, inspection, interim progress review, testing and auditing.

5.3 Evaluation

Under evaluation, the data will be assessed against pre-selected indicators to determine the extent to which achievement has matched the set standard or target and pertinent reports prepared. Evaluation will be done periodically; after a report is made, remedial action must be taken by responsible officer in all cases where an undesirable variance between achievement and target is established.

5.3.1 Guiding principles in evaluating the strategic plan

The Evaluation system over the next plan period will be guided by the following principles:

- ii. Evaluation exercise shall be conducted by monitoring and evaluation team.
- iii. A standard evaluation tool shall be established.
- iv. Key indicators of efficiency, effectiveness and impact shall be established.
- v. Evaluation will be conducted at three levels
 - a. By timing: Formative (ongoing)- process evaluation, Ex-Ante evaluation and project appraisal
 - i. Summative-outcome evaluation, ex-post evaluation
 - b. By agency: Internal evaluation –by staff itself
 - i. External reviews in line with donor requirements, community perception and certified management audit
 - c. By stages: During implementation
 - i. At the end of the project
 - ii. After a time lag of the projects or immediately after completion
- vi. In case of significant unexplained variation in performance especially in critical performance area, either positive or negative, an ad hoc evaluation shall be conducted.
- vii. The information collected shall be used to inform decision making in the area of accountability, service delivery and allocation of resources.
- viii. Accountability for production of the reports shall lie on the M&E division staff.
- ix. Responsibility for acting on reports shall lie on the Chief Officer, Finance and Planning.
- x. The exercise shall be financed through budgeted provisions of the department.

CHAPTER SIX: LOGICAL FRAMEWORK

Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification (MOV)	Important Assumptions
PLANNING DIVISION			
<p>Goal : To enhance policy formulation and implementation for planning and economic development</p>	<ul style="list-style-type: none"> Formulated planning and development framework in the county 	<ul style="list-style-type: none"> Departmental Strategic Plan at county level County integrated development plan Departmental work plan 	<ul style="list-style-type: none"> The proposed planning and development documents will be approved Enough resources will be allocated for preparation and implementation
<p>Purpose: To enhance coordination and planning at the county level</p>	<ul style="list-style-type: none"> Harmonized planning and development plans in the County Harmonized external resources mobilization structures in the county Created information and documentation centres in the county 	<ul style="list-style-type: none"> Customer satisfaction surveys reports Operationalised county and sub-county information and documentation centers Existence of county and sub-county planning and development committees 	<ul style="list-style-type: none"> All development partners in the County will use the County development office as the entry point Establishment of development and planning structures/committees will be approved Customer satisfaction surveys shall be approved and facilitated
<p>Outputs: Fast-tracked planning and development process</p>	<ul style="list-style-type: none"> Assured Sustainability and ownership of development projects Value for money meant for development achieved 	<ul style="list-style-type: none"> Stakeholder workshop reports County Monitoring and Evaluation Reports 	<ul style="list-style-type: none"> PM&E activities will be facilitated Development funds will be availed in time
STATISTICS DIVISION			
<p>Goal : To effectively manage and coordinate the county statistical production and utilization through timely data collection, analysis and dissemination</p>	<ul style="list-style-type: none"> Updated master file and Household sampling frame for County 	<ul style="list-style-type: none"> Baseline Survey Reports for the county Participatory Poverty Assessments for the county Quarterly GDP for the county Market prices survey reports for the county 	<ul style="list-style-type: none"> Funds will be availed on time for the exercise The exercise will be completed within the stipulated time frame
<p>Purpose: To enhance the production of accurate and relevant statistics for planning at the county level</p>	<ul style="list-style-type: none"> Production of quality reports 	<ul style="list-style-type: none"> Customer satisfaction surveys reports Evaluation Reports 	<ul style="list-style-type: none"> The sample used is a representation of the county
<p>Outputs: County Statistics Act developed</p>		<ul style="list-style-type: none"> County publications Stakeholder workshop reports 	<ul style="list-style-type: none"> County Statistics Act proposed will be passed
AUDIT DIRECTORATE			

<p>Goal: Provide independent audit services, advice and assurance to Government on risk management, control, and governance.</p>	<ul style="list-style-type: none"> • Effective audit planning process • Objective, evidence-based audit reporting • Enhancement risk management culture • Recruit, skilled, knowledgeable, experienced, and professional audit personnel • Effective communication within the Internal Audit office and with peers and Audit client 	<ul style="list-style-type: none"> • Annual audit work plan • Quality working papers • Departmental and audit areas risk profile • Number of skilled, qualified and certified staff • Number of communication, internal, external, peers 	<ul style="list-style-type: none"> • Timely approval and disbursement of funds • Skilled personnel recruited and trained
<p>Purpose: To performance a systematic, professional and independent audits and assess effectiveness of controls systems in place in achieving the County Government stated objectives in realising operational efficiency, effectiveness, and economy, and compliance to regulatory framework and statutes.</p>	<ul style="list-style-type: none"> • Independent internal audit unit • Objective audit reporting • Professional, certified audit staff members 	<ul style="list-style-type: none"> • Timely quality reports delivered 	<ul style="list-style-type: none"> • Goodwill and support from other departments
<p>Outputs: Comprehensive audit management plan and enabling audit work environment developed.</p>	<ul style="list-style-type: none"> • Internal Audit Policies and Procedures Manual and Charter reviewed. • Number of audit organisation meetings/ conferences attended. • Number of communication meetings undertaken with management. • Number of reports presented to the Committee. • Control self-assessment program established. 	<ul style="list-style-type: none"> • Number of meetings 	<ul style="list-style-type: none"> • Scheduled activities are not disrupted.
REVENUE DIVISION			
<p>Goal : To ensure that the County Government collects sufficient revenues due to it from the public</p>	<ul style="list-style-type: none"> • Deployed revenue collectors to revenue collection points • Dispatched receipt books 	<ul style="list-style-type: none"> • Letters of allocation of duties for revenue collectors • Fees and charges schedule 	<ul style="list-style-type: none"> • Minimal/No adverse political interference • Finance AND Revenue bills are adapted without

	<ul style="list-style-type: none"> • Developed and approved fees and charges • Identified sources of revenue • Revenues collected • Written cash books 	<ul style="list-style-type: none"> • Collection receipt books • Revenues collected and banked into County Revenue Collection Account • Revenue reports • Receipt cash books 	<p>major changes</p> <ul style="list-style-type: none"> • There will be adequate number of staff to be deployed in revenue collection points
<p>Purpose: To ensure that the County Government is self reliant financially so as to be able to render the basic services to its people.</p>	<ul style="list-style-type: none"> • Improved revenues sources • Increased revenue base • Improved debt recovery in plot rents and land rates 	<ul style="list-style-type: none"> • Submitted revenue reports • Minutes of deliberations on revenue improvements • Debt recovery reports 	
<p>Outputs:</p> <ul style="list-style-type: none"> • Revenue Collection Plans • Revenue Enhanced Plans • Debt Recovery Plans 	<ul style="list-style-type: none"> • Developed Revenue Collection Plans • Developed Revenue Enhanced Plans • Developed Debt Recovery Plans 	<ul style="list-style-type: none"> • Progress reports on collections • Progress reports on revenue enhancement programs • Progressive reports on plot rent and land rates recovered 	<ul style="list-style-type: none"> • There will be support and goodwill from the taxpayer
FINANCE AND ACCOUNTING DIVISIONS			
<p>Goal: To monitor, evaluate and oversee the management of public finances and economic affairs of the county government.</p>	<ul style="list-style-type: none"> • IFMIS Implementation • Well maintained books of accounts. • Timely preparation of financial reports. 	<ul style="list-style-type: none"> • Approved annual county budgets. • Quarterly financial statements. • Audit reports • Circulars to other county entities. • Reports to national government-Treasury, Controller of budgets. 	<ul style="list-style-type: none"> • The county assembly shall approve the county government's annual budget. • All county entities shall comply with the accounting standards.
<p>Purpose: To ensure proper management and control of and accounting for the finances of the county government and its entities in order to promote efficient use of the county's budgetary resources.</p>	<ul style="list-style-type: none"> • Controlled expenditure in all county government entities. • Adherence to financial regulations and standards by county entities. 	<ul style="list-style-type: none"> • Reports from other county entities. • County assets register. 	<ul style="list-style-type: none"> • That other county entities shall prepare financial reports.
<p>Results/Output: County annual budgets. Well maintained books of account</p>			