REPUBLIC OF KENYA

COUNTY GOVERNMENT OF NYAMIRA

DEPARTMENT OF FINANCE AND PLANNING

STRATEGIC PLAN 2018 - 2022

NYAMIRA COUNTY

2018

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.

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ACRONYMS AND ABBREVIATIONS

ADB	African Development Bank
AIDS	Acquired Immune Deficiency Syndrome
CIDP	County Integrated Development Plan
CO	Chief Officer
ECM	Executive Committee Member
HIV	Human Immune-Deficiency Virus
ICT	Information and Communication Technologies
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MTP	Medium Term Plan
NEMA	National Environment Management Authority
NGO	Non Governmental Organization
SWOT	Strengths, Weaknesses, Opportunities and Threats

FOREWORD

This Strategic Plan, which covers the period 2018-2022, 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 2018-2022 and the Kenya Vision 2030 as well as the big Four Agenda namely; affordable housing, universal healthcare, manufacturing and food security. 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's successes and defects can be identified early and the new ones developed in good time.

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 endeavour 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 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. PETER MUGA OMWANSA, (MR)

EXECUTIVE COMMITTTEE MEMBER
FINANCE AND PLANNING

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 Director of Planning Mr. Philemon Agulo involved officers from the planning directorate who included, Mr. Paul Onyango, Mr. Nicodemus Mutinda, Mr. Godfrey Mochache, Mr. Jasper Ouma, Mr. Vincent Cheruiyot and Ms. Jane Okello. Their unwavering commitment and teamwork is duly acknowledged.

Similarly and with equal measure, I also express my appreciation to Mr. Joab Ouma, Ms. Peris Mose, Mr. Jared Nyaribo, Mr. Dennis Orobo, Ms. Sibia Nyamweya 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. Peter Omwansa 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 our development partner AHADI Kenya for their invaluable support towards the development of this document.

It is my strong conviction that the successful implementation of this strategic plan will improve the performance of the department and help draw the County closer to its vision.

VINCENT E. ONDIGI, (MR)

CHIEF OFFICER
FINANCE AND PLANNING

EXECUTIVE SUMMARY

This Strategic Plan has been prepared by the Department of Finance and Planning in the County to fast track the implementation of the County Integrated Development Plan 2018-2022..

The 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 department's internal and external environment through SWOT and PESTEL analyses. 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 framewok. Chapter five is devoted to monitoring and evaluation framework and includes mechanism that will be used to manage the implementation of this Strategic Plan.

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 DEPARTMENTAL BACKGROUND INFORMATION

1.1 Introduction

This is the second generation of the Strategic Plan prepared by the Department of Financeand Economic planning in the County, meant to fast track the implementation of the second generation County Integrated Development Plan (CIDP) 2018-2022.Preparation of the planning documents is premised on several legislations including; The Constitution of Kenya 2010, 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 operationalization of devolution include:

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 her second Strategic Plan 2018-2022 in order to spell out the frame work that will guide the implementation of the County Integrated Development Plan 2018-2022 and the Kenya Vision 2030.

1.1.1 Department's Vision, Mission, and Core values

Vision statement

To be a leading county in development planning and resource management

Mission Statement

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

Core values

Professional integrity: All staff shall uphold the highest standards of professional competence and integrity.

Participatory approach: The Department is committed to consultative and all inclusive planning and budgeting processes.

Customer focus: The Department is committed to uphold customer driven and customer focussed service delivery.

Innovation and visionary: The Department is committed to innovative, creative and visionary planning and financial management.

Transparency and accountability: The Department will conduct its business in a transparent and accountable manner.

Partnership: The Department will endeavour to promote and embrace partnerships and participatory process of implementing its activities.

1.1.2 Departmental Objectives

Directorate	Objective
Economic Planning and statistics	To ensure seamless and integrated planning process and reporting mechanism in the county
Resource Mobilization	To improve resource mobilization gradually by 10% on annual basis
Supply Chain Management	To ensure 100% compliance to legislations governing public procurement and asset disposal processes within the County
Finance and Budgeting	Ensuring prudent financial management
Internal Audit and risk management	Realization of the value of public funds
Information and Communication Technology	

1.2 Departmental Mandate and Roles

The overall 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 follows:

DIRECTORATE	ROLES
Information Communication and Technology (ICT)	To automate all County Government services for effective service delivery. • To facilitate dissemination of information for decision making through ICT • To provide a data bank for the County Government of Nyamira • To maintain and service all ICT equipment and software in Nyamira county • To enhance internal communication through installation of Networks

	• To improve service delivery to Nyamira residents through use of ICT • To facilitate other Departments to be effective in Service delivery through ICT
Economic planning and statistics	• Coordination of the county integrated planning cyvle • Documentation and dissemination of vital planning and budgeting documents • Provison of up-todate county statistics • Carrying out monitoring and evaluation of development projects across the county
Finance, Accounting and Budgeting	• Disbursement of county government funds and expenditure control
Internal Audit and Risk management	• Asset and debt management. • Quality assurance and risk management
Supply chain management	• To procure goods, works and services on behalf of user departments as and when required • Prepare and publish notices of award and notices of tender acceptance; • Maintain and archive documents and records of the procurement and disposal activities for the required period; • co-coordinating all activities of Procurement committees; • Liaise with the Public Procurement Regulatory Authority and other bodies on matters relating to procurement and disposal; • Prepare and submit to the Public Procurement Regulatory Authority reports required under the public procurement law , Regulations and guidelines of the Authority; • Monitor contract management by user departments to ensure implementation of contracts in accordance with the terms and conditions of the contracts; • Prepare consolidated procurement and disposal plans; • Carry out periodic market surveys and due diligence to inform the placing of orders or adjudication by the relevant Accounting Officers; • Conduct periodic and annual stock taking;
Revenue and Resource Mobilization	• Automation of revenue collection • Development and implementation of finance Act • Administration and enforcement of revenue laws • Formulation of draft county Government By-laws • Mapping of revenue sources

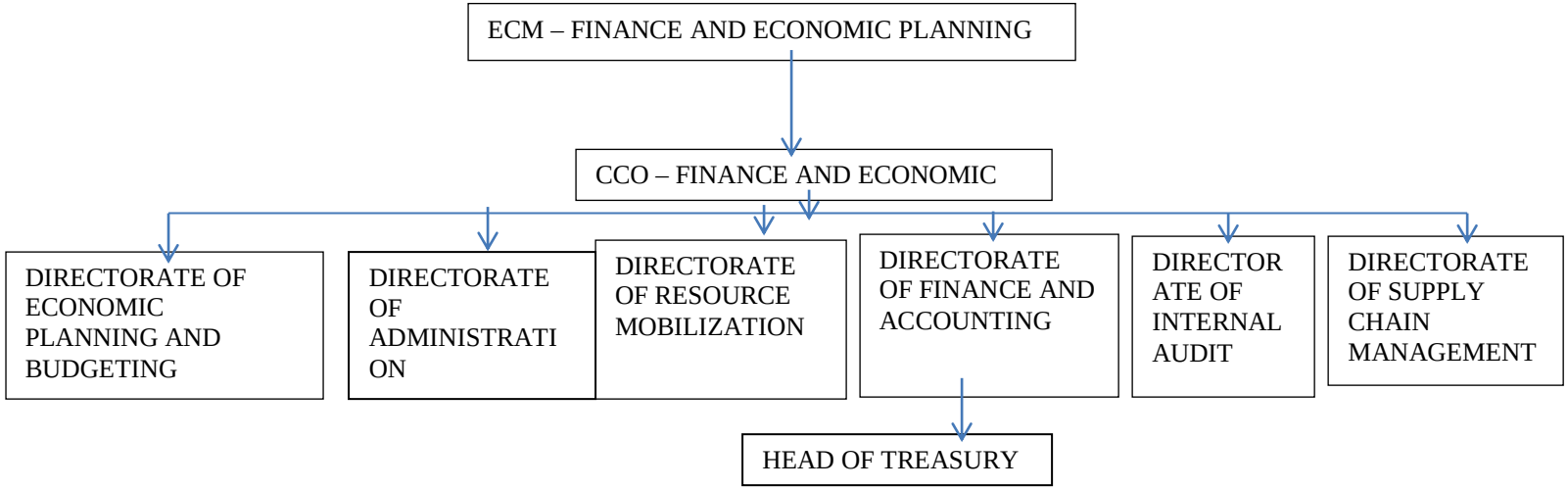
CHAPTER TWO

2.0 SITUATION ANALYSIS OF THE DEPARTMENT

2.1 Introduction

This chapter describes the current situation of the department by analysing both internal and external environments through SWOT and PESTEL approaches respectively. Also, the chapter illustrates the departmental organizational structure as well as the 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. Performance Review of the department in the previous planning phase (2013-2017) is also highlighted, including the lessons learnt during the same period. The chapter ends with identification of the stakeholders who would in turn partner with the department in accomplishing their mandate.

2.2 Departmental Organizational Structure and Staff Establishment



Departmental current staff establishment

Directorate of Administration

S/NO	DESIGNATION	IN-POST
1	CEC	1
2	CCO	1
3	Administrator	3
4	Secretary	2
5	Clerical Officer	2
6	Support Staff	8
7	Enforcement	3
8	Drivers	5
TOTAL		**25**

Directorate of Resource Mobilization

S.NO	DESIGNATION	IN-POST
1.	Director Revenue	1
2.	Deputy Director	-
3.	Assistant Director	1
4.	Revenue Accountants	3
5.	Clerical Officers	29
6.	Sub- County Revenue Co-ordinators	5
7.	Market Attendants	20
8.	Market Masters	5
9.	Enforcement Officers	50
10.	Security Wardens	48
11.	Comp.Prpgrammers/Copy Typists	6
12.	Stores	1
13.	Drivers	3
14	Support Staff	58
15.	Licensing Officers	3
16.	Revenue Collectors	7
17.	Office Administrators	1
	Total	**241**

Directorate of finance and accounting

S/NO	Designation	IN-POST
1.	Director Finance	1
2.	Head Of Treasury	1
3.	Deputy Head Of Treasury	1
4.	Senior Accountants	4
5.	Accountant I	16
6.	Accountant Ii	9
7.	Accounts Clerks	2
	Total	**34**

Directorate of planning and statistics

S/NO	DESIGNATION	IN – POST
1.	Director Planning	1
2.	Chief Economist	1
3.	Senior Economist	1
4.	Senior Library Assistant	1
5.	Senior Clerical Officer	1
	TOTAL	**5**

Directorate of Internal Audit and Risk Management

S/N	DESIGNATION	IN POST
1.	Director Internal Audit And Risk Management	1
2.	Internal Auditor I	4
3.	Internal Auditor II	6
TOTAL		**11**

Directorate of Information, Communication and Technology

NO	Designation	IN-POST
1.	Director ICT	1
2.	Deputy Director/ICT	1
3.	Assistant Director/ICT	1
4.	Principal ICT Officer	0
5.	Chief ICT Officer	1
6.	Software Developer	0
7.	Assistant Software Developer	0
8.	Webmaster	1
9.	Assistant Webmaster	0
10.	Network Administrator	0
11.	Assistant Network Administrator	0
12.	ICT Ii/I/Senior	5
13.	ICT Assistant Officers	0
	Total	**9**

Directorate of Supply Chain Management

	Designation	Current Establishment
1	Director Supply Chain Management Services	1
2	Senior Deputy Director Supply Chain Management Services	0
3	Deputy Director Supply Chain Management Services	0
4	Assistant Director Supply Chain Management Services	0
5	Senior Assistant Director Supply Chain Management Services	0
6	Principal Supply Chain Management Officer	1
7	Chief Supply Chain Management Officer	1
8	Senior Supply Chain Management Officer	0
9	Supply Chain Management Officer	12
10	Supply Chain Management Assistant II	3
	TOTALS	**18**

2.3 Review of Departmental Performance and lessons Learnt

In the previous planning period (2013-2017), the department achieved most of the set targets in service delivery. Despite being a service department that does not implement development projects, the department performed fairly well in its key thematic areas. The department was able to deliver on financial reporting, county planning, county budgeting, coordination of supply chain management, resource mobilization and accounting services. An unstable trend was realized over the period in the local revenue collection. Over the planning period, the following lessons were learnt:

- The need to diversify our revenue sources to fund the emerging development concerns
- The need to strengthen monitoring and evaluation
- The necessity of strengthening staff establishment in some directorates for service delivery
- Alignment of all planning documents to keep track of implementation

2.4 Departmental External Environment Analysis (PESTEL)

The Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis indicates the external environment under which the department shall implement the development priorities for the planning period 2018-2022. The environment was analysed as follows:

Political	**Analytical issues**	**Effects on the departmental performance**
	Change of political leadership and regimes	Change in government policy and priorities affecting work plans and set objectives. This would call for review of most planning documents
Economic	Partnerships and collaborations	The department is supported by donor agencies in strengthening devolution i.e. KDSP. The partnerships are expected to grow

		over time
	National Government policies	The introduction of **TheBig Four Agenda** would lead to realignments and frequent reviews in the entire planning process. This affects documents such as the CIDP, ADPs, Annual Work Plans and Performance management frameworks
	Unpredictable Energy costs	fluctuations in the energy costs makes decision making for investments difficult
	Interest rates cap	Interest rates caps have encouraged growth of small and medium enterprises
	Inflation rates	Increasing inflation rates lead to high prices of products, services and works
	County Infrastructure	Heavy and continuous rainfalls lead to continuous investments in the county infrastructure and also affects transportation of produce to markets
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, low standards of living and increased crime levels.
	Trade unionism	Offers an opportunity for structured dispute resolution and avoid labour unrest.
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	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
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
	County Finance Acts	Would assist in resource mobilization

2.5 Internal Environment Analysis (SWOT)

The departmental Strengths, Weaknesses, Opportunities and Threats were analysed as follows:

Strengths	**Weaknesses**
✓ Well trained and skilled staff ✓ Availability of the CIDP and other county policy documents to guide the planning process ✓ Adequate financial management guidelines and Acts ✓ Goodwill from the national and county government and Development partners.	✓ Inadequate human resource capacity in the department ✓ Inadequate physical facilities and equipment such as furniture, office space and ICT equipment ✓ Un-automated database on M&E system ✓ Rising wage bill
Opportunities	**Threats**
✓ 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 and new linkages with development partners ✓ Growing demand for statistical information ✓ Integration of ICTs in the department ✓ Expanded risk coverage and efficiency monitoring	✓ Political influence or interference in financial issues ✓ Insufficient legislations on revenue administration ✓ Technological changes e.g.IFMIS, CIMES implementation ✓ Declining trend in local revenue collection ✓ Litigations against the department arising from procurement procedures

2.6 Departmental Stakeholder Analysis

In implementing the strategic plan, the following stakeholders shall be involved

Stakeholder	**Assistance to the department**
County Assembly	Consideration, guidance and approval of various planning , budgeting and resource mobilization

	documents
The Public	Involvement in public participation and feedback mechanisms in all the departmental undertakings
Statutory bodies NSSF,NHIF,KRA, NITA	Ensure compliance in various contributions and employee compensations
Kenya School of Government	Trainings and capacity building the departmental staff
External Auditors	Ensure annual statutory audit and risk assessments
National government	Allocation and disbursement of financial resources Provide policy framework for implementation of Development programmes Provide legislation for effective operation of the department Provide training and capacity building services through the National Treasury
Government Agencies e.g PPRA,COB,CRA,EACC,ICTA	Provide guidance and training on statutory requirements
Professional bodies e.g ICPAK,IIA,IEA,CSK,KISM,CIPS	Provide professional guidance, training and certification of departmental staff
NGOs donors and development partners e.g. WORLD BANK,ADB,AHADI,	Patner with department on development programmes Provide foreign direct investment Facilitating public forums on development issues Capacity building and training of the department staff
Civil society	Whistle blowing – checks and controls
Media and press	Provide information to the public on matters relating to public finance and procurement
Business community	Provision of revenue sources
Suppliers and contractors	Provision of goods, services and works

CHAPTER THREE

3.0 STRATEGIC DIRECTION

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

S/N	Issues/ problems	Strategic objectives	Specific objectives	strategies	Time-frame
1	Weak monitoring and evaluation of development projects	To improve efficiency in implementation of development projects	To monitor and evaluate 100% of the development projects	Enhance monitoring and evaluation framework in the county	Continuous
2	Inadequate county statistical information and dissemination	To provide adequate and up-to date information for decision making	To achieve 100% dissemination of county statistics	To update and disseminate county statistical database on annual basis	Quarterly
3	Poor adherence to budget preparation cycle	To ensure strict adherence to budget preparation cycle	To 100% implement the PFMA in budget cycle	Timely Budget preparation and execution	Continuous
4	Weak county planning framework	Strengthen the county planning framework	To realize 100% compliance in preparation of all county plans	Coordination of county planning cycle	Continuous
5	Low levels of risk assessments and	To improve risk assessment and management	To achieve financial prudence of	Strengthen risk assessment and management	Continuous

	management systems		95%		
6	Declining revenue collection trend	To improve revenue collection	To increase revenue by 20% annually from the current position	Enhance resource mobilization strategy	Annually
7	weak supply chain management processes	To increase efficiency in supply chain management processes	To ensure 100% compliance to laws governing procurement processes	Implementation of Public Procurement and Asset Disposal Act 2015	Continuous
8	Weak Financial management practices	To improve of financial management processes	Ensuring 100% compliance to existing laws	Implementation of PFM Act 2012 and its regulations 2015	Continuous
9	Insufficient ICT infrastructure	To improve the County ICT Infrastructure	To achieve 80% ICT coverage	ICT infrastructural and software development	5 years

3.3 Cross-cutting Issues

Issue	**Planned Interventions**
ICT connectivity	ICT directorate to ensure full connectivity
Disaster management and mitigation	Ensure allocation of resources as stipulated in the PFM Act 2012 ie. Allocation of 2% of revenue to emergency fund
Climate change and sustainable development	Collaboration with stakeholders on climate change and sustainable development
Political instability	Enhance an enabling political environment for issue resolution
The Youth	Implementation of AGPO provisions in procurement processes
Persons with disability	Ensure that provisions for people with disabilities are adhered to as well as implementation of two- third

Gender inequalities	gender rule Reserving county tenders to disadvantaged groups
HIV and AIDS	Create awareness on effects of HIV/AIDS and avoidance of stigmatization of staff with the HIV/AIDS status in working environment

CHAPTER FOUR

4.0 IMPLEMENTATION OF THE 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

The strategic plan 2018-2022 would be implemented using the following matrix

Goal: Ensure prudent and efficient planning, resource mobilization and budget execution																	
Strategic Issue 1: Weak monitoring and evaluation of development projects																	
Strategic Objective 1: To increase efficiency in implementation of development projects																	
Specific Objectives	**Strategies**	**Activities**	**Outputs**	**KPIs**	**Target By Plan Year**					**Total Plan Target**	**Actors**	**Budget By Plan Year (KSh. Million)**					
					1	**2**	**3**	**4**	**5**			**1**	**2**	**3**	**4**	**5**	**Total**
To monitor and evaluate 100% of the development projects	Enhance monitoring and evaluation framework in the county	Conducting annual projects pre-feasibility studies	Pre-feasibility reports	No. of reports produced	-	1	1	1	1	4	Directorate of planning and statistics	-	4	4	4	4	16
		Participating in trainings and knowledge sharing workshop eg. M&E week	Reports	No. of reports	2	4	4	4	4	18	Directorate of planning and statistics	1	2	2	2	2	9
		Strengthening if CIMES, PROMIS	Working system	No. of project in system	50%	100%	100%	100%	100%	Average 90%	Directorate of planning and statistic	2	5	5	5	5	22
		Quarterly Project field visits	M$E Report, Annual Progress	No. of reports	2	4	4	4	4	18	Directorate of planning and statistic	2	4	4	4	4	18

			Reports														
Strategic Issue 2: Inadequate county statistical information																	
Strategic Objective 2: To provide adequate and up-to date information for decision making																	
To achieve 100% dissemination of county statistics	To update and disseminate county statistical database	Annual field surveys in collaboration with KNBS	Survey report	No. of surveys	0	1	1	1	1	4	Directorate of planning and statistics	0	8	8	8	8	32
		Formulation of county statistical abstracts	County statistical abstracts	No. of abstracts developed	0	1	1	1	1	4	Directorate of planning and statistic	0	10	10	10	10	40
		Updating county statistical database	Updated database	100% updates	100%	100%	100%	100%	100%	Average 100%	Directorate of planning and statistic	2	2	2	2	2	10
		Dissemination of county database/statistics	Dissemination w/shops done	No. of workshops done	0	5	5	5	5	20	Directorate of planning and statistic	0	5	5	5	5	20
Strategic Issue 3: Poor adherence to budget preparation cycle																	
Strategic Objective 3: To ensure strict adherence to budget preparation cycle																	
To 100% implement the PFMA in budget cycle	Timely Budget preparation and execution	Preparation of CBROP, CFSP, PBB, Supplementary budgets	Approved copies	No. of Documents prepared	4	4	4	4	4	20	Directorate of planning and statistics	14	20	20	20	20	94
		Public participation on Budget documents	Public participation reports	No. of reports	80	80	80	80	80	400	Directorate of planning and statistics	20	20	20	20	20	100
Strategic Issue 4: Weak county planning framework																	
Strategic Objective 4: To Strengthen the county planning framework																	
To realize 100% compliance in preparation of all county plans	Coordination of county planning cycle	Annual Review of CIDP 18-22	Reviewed CIDPs	No. of documents	1	1	1	1	1	5	Directorate of planning and statistics	5	5	5	5	5	25
		Review of strategic plans	Complete plans	No. of plans	12	12	12	12	12	60		4	4	4	4	4	20
		Preparation of ADPs	Complete plans	No. of plans	12	12	12	12	12	60		3	3	3	3	3	15
		Ward based Public participation on planning documents	Public participation reports	No. of reports	60	60	60	60	60	300		15	15	15	15	15	75
		Preparation of CIDP 2023-2028	Approved CIDP	No. of copies					1	1		0	0	0	0	20	20
		Public participation	Reports	No. of					20	20		0	0	0	0	10	10

		CIDP 23-28		reports													
Strategic Issue 5: Low levels of risk assessments and management systems																	
Strategic Objective 5: To strengthen risk assessment and management																	
To achieve financial prudence of 95%	Strengthen risk assessment and management	Conducting quarterly audits	Quarterly expenditure reports	No. of reports	4	4	4	4	4	20	Directorate of internal audit	5	5	5	5	5	25
		Consultancy and special audits	Bi-annual audit reports	No. of reports	2	2	2	2	2	10		5	5	5	5	5	25
		Departmental risk assessment and assurance	Departmental audit reports	No. of reports	12	12	12	12	12	60		5	5	5	5	5	25
		Value for money audits	Bi-annual report	No. of reports	2	2	2	2	2	10		5	15	5	5	5	35
		Purchase of Audit software	No of soft wares	No of licenses	0	10	10	10	10	40		0	26	10	10	10	56
Strategic Issue 6: Declining revenue collection trend																	
Strategic Objective 6: To increase revenue collected from the current level																	
To increase revenue by 20% annually from the current position	Enhance resource mobilization	Revenue enforcement and collection activities	Compliance reports	No. of reports	6	12	12	12	12	54	Directorate of Revenue	30	30	30	30	30	150
		Revenue mapping and automation	Automated revenue system	% increase in revenue	10%	20%	20%	20%	20%	107%	Directorate of Revenue	50	50	10	10	10	130
		Establish revenue collection offices at Sub-County HQ	Constructed offices	No. of offices	0	3	2	0	0	5	Directorate of Revenue	0	9	6	0	0	15
Strategic Issue 7: weak supply chain management processes																	
Strategic Objective 7:Toincrease efficiency in supply chain management processes																	
To ensure 100% compliance to laws governing procurement processes	Implementation of Public Procurement and Asset Disposal Act 2015	Train staff and stakeholders on PPAD Act 2015	Training and capacity building	No. of trainings done	2	4	4	4	4	18	Directorate of supply chain Management	2	3	3	3	3	14
		Undertake market surveys	Market surveys undertaken	No. of market survey reports	4	4	4	4	4	20	Directorate of supply chain Management	4	4	4	4	4	20
		Undertake annual	Prequalification register	No. of	1	1	1	1	1	5	Directorate of supply chain	3	3	3	3	3	15

		tenders and prequalification	and list of suppliers and contractors	reports							management						
		Undertake Asset disposal	Asset disposal reports	No. of plans and reports	1	1	1	1	1	5	Directorate of supply chain management	1	1	1	1	1	5
Strategic Issue 8: Weak Financial management practices																	
Strategic Objective 8: To improve on financial management processes																	
Ensuring 100% compliance to existing laws	Implementation of PFM Act 2012 and its regulations 2015	Training and capacity building	Training and conferences attended	No of staff trained	10	15	15	10	10	60	Directorate of finance	5	7	7	5	6	30
		Financial reporting	Financial reports	No. of reports	12	12	12	12	12	60	Directorate of finance	2	2	2	2	2	10
Strategic Issue 9: Insufficient ICT infrastructure																	
Strategic Objective 9: To improve the County ICT Infrastructure																	
To achieve 80% ICT coverage	ICT infrastructural and software development	Construction and equipping of ICT innovation hubs in the 20 wards	Constructed hubs	No. of hubs done	0	5	5	5	5	20	ICT Directorate	0	10	10	10	10	40
		Establish LAN in sub-counties	LAN established	%ge coverage	0	2	2	1	0	5		0	1.2	1.2	1.2	0	3.6
		Internet connectivity	Purchase of bandwidth	Mbs purchased	30	30	30	30	30	150		3	3	3	3	3	15
		Data centre	Established data centre	No. of centres	0	50%	50%	0	0	1		0	20	20	0	0	40
		Software development and strengthening	EDMS, bio metric system, ERP, Inventory system, e-citizen	Established systems	0	100%	100%	100%	100%	100%	Average 100%	0	10	10	10	10	40

CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING

5.1 Monitoring and Evaluation Matrix

Monitoring, evaluation and reporting framework fo the strategic plan 2018-2022 would be undertaken as per the following matrix

Goal: Ensure prudent and efficient planning, resource mobilization and budget execution									
Strategic Issue 1: Weak monitoring and evaluation of development projects									
Strategic Objective 1: To increase efficiency in implementation of development projects									
Outcome:									
Strategies	**Activities**	**Outputs**	**KPIs**	**Output performance**		**Budget performance (million ksh.)**			
				Target	**Achievement**	**Target**	**Achievement**	**Deviation**	**Remarks**
Enhance monitoring and evaluation framework in the County	Conducting annual projects pre-feasibility studies	Pre-feasibility reports	No. of reports produced	4		16			
	Participating in trainings and knowledge sharing workshop eg. M&E week	Reports	No. of reports	18		9			
	Strengthening if CIMES, PROMIS	Working system	No. of project in system	90%		22			
	Quarterly Project field visits	M$E Report, Annual Progress Reports	No. of reports	18		18			
Strategic Issue 2: Inadequate county statistical information									
Strategic Objective 2: To provide adequate and up-to date information for decision making									
Outcome:									
To update and disseminate county statistical database	Annual field surveys in collaboration with KNBS	Survey report	No. of surveys	4		32			
	Formulation of county statistical abstracts	County statistical abstracts	No. of abstracts developed	4		40			
	Updating county statistical	Updated database	100% updates	100%		10			

	database								
	Dissemination of county database/statistics	Dissemination w/shops done	No. of w/shops done	20		20			
Strategic Issue 3: Poor adherence to budget preparation cycle									
Strategic Objective 3: To ensure strict adherence to budget preparation cycle									
Outcome:									
Timely Budget preparation and execution	Preparation of CBROP, CFSP, PBB, Supplementary budgets	Approved copies	No. of copies	20		94			
	Public participation on Budget documents	Public participation reports	No. of reports	400		100			
Strategic Issue 4: Weak county planning framework									
Strategic Objective 4: To Strengthen the county planning framework									
Outcome									
Coordination of county planning cycle	Annual Review of CIDP 18-22	Reviewed CIDPs	No. of documents	5		25			
	Review of strategic plans	Complete plans	No. of plans	60		20			
	Preparation of ADPs	Complete plans	No. of plans	60		15			
	Ward based Public participation on planning documents	Public participation reports	No. of reports	300		75			
	Preparation of CIDP 2023-2028	Approved CIDP	No. of copies	1		20			
	Public participation CIDP 23-28	Reports	No. of reports	20		10			
Strategic Issue 5: Low levels of risk assessments and management systems									
Strategic Objective 5: To strengthen risk assessment and management									
Outcome									
Strengthen risk assessment and management	Conducting quarterly audits	Quarterly expenditure reports	No. of reports	20		**25**			
	Consultancy and special audits	Bi-annual audit reports	No. of reports	10		**25**			
	Departmental risk assessment	Departmental audit reports	No. of reports	60		**25**			

	and assurance								
	Value for money audits	Bi-annual report	No. of reports	**10**		35			
	Purchase of Audit software	No of soft wares	No of licenses	**40**		56			
Strategic Issue 6: Declining revenue collection trend									
Strategic Objective 6: To increase revenue collected from the current level									
Outcome									
Enhance resource mobilization	Revenue enforcement and collection activities	Compliance reports	No. of reports	54		**150**			
	Revenue mapping and automation	Automated revenue system	% increase in revenue	107%		**130**			
	Establish revenue collection offices at Sub-County HQ	Constructed offices	No. of offices	5		**15**			
Strategic Issue 7: weak supply chain management processes									
Strategic Objective 7: To increase efficiency in supply chain management processes									
Outcome									
Implementation of Public Procurement and Asset Disposal Act 2015	Train staff and stakeholders on PPAD Act 2015	Training and capacity building	No. of trainings done	**18**		**14**			
	Undertake market surveys	Market surveys undertaken	No. of market survey reports	**20**		**20**			
	Undertake annual tenders and prequalification	Prequalification register and list of suppliers and contractors	No. of reports	**5**		**15**			
	Undertake Asset disposal	Asset disposal reports	No. of plans and reports	**5**		**5**			
Strategic Issue 8: Weak Financial management practices									
Strategic Objective 8: To improve on financial management processes									
Outcome									
Implementation of PFM Act 2012 and its regulations 2015	Training and capacity building	Training and conferences attended	No of staff trained	**60**		**30**			
	Financial reporting	Financial reports	No. of reports	**60**		**10**			

Strategic Issue 9: Insufficient ICT infrastructure									
Strategic Objective 9: To improve the County ICT Infrastructure									
Outcome									
ICT infrastructural and software development	Construction and equipping of ICT innovation hubs in the 20 wards	Constructed hubs	No. of hubs done	20		40			
	Establish LAN in sub-counties	LAN established	%ge coverage	5		3.6			
	Internet connectivity	Purchase of bandwidth	Mbs purchased	150		15			
	Data centre	Established data center	No. of centres	1		40			
	Software development and strengthening	EDMS, bio metric system, ERP, Inventory system, e-citizen	Establishe d systems	100%		40			

CHAPTER SIX

RISK ANALYSIS AND MITIGATION

This table highlights the anticipated risks, rate of expectedness and the mitigation measures during implementation of the strategic plan.

6.1 Risk Analysis and Mitigation

S/N	Risk	Rate	Mitigation
1	Inadequate staffing levels	High	Additional staff to optimal levels
2	Inadequate resources for implementation of the plan	Medium	Mobilization of both internal and external resources
3	Political interference – affecting development priorities and resources distribution	Medium	embrace consultative approach/tolerance in handling development maters
4	Delays in procurement processes	Medium	Promote efficiency in supply chain management
5	System failures eg in IFMIS, automated revenues	Medium	Continuous