



COUNTY ASSEMBLY OF SIAYA

REPORT ON REVIEW

OF COUNTY ASSEMBLY OF SIAYA
STRATEGIC PLAN 2018 - 2022



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List of Abbreviations and Acronyms

ADP	Annual Development Plan
AOP	Annual Operational Plan
CASB	County Assembly Service Board
CBROP	Budget Review and Outlook Paper
CCTV	Closed-Circuit Television
CECM	County Executive Committee Member
CFSP	County Fiscal Strategy Paper
CIDP	County Integrated Development Plan
CSO	Civil Society Organizations
EACC	Ethics and Anti-Corruption Commission
EDMS	Electronic Document Management System
HR	Human Resource
ICT	Information Communication and Technology
IFMIS	Integrated Financial Management Information System
IPPD	Integrated Payroll & Personnel Database
LAN	Local Area Network
LP&S	Legislative and Procedural Services
MCA	Member of County Assembly
PMC	Project Management Committee
PMS	Performance Management Systems
SMS	Short Message Service
SPIC	Strategic Plan Implementation Committee

Acknowledgement

We would like to thank the entire leadership of County Assembly of Siaya, particularly in mobilising all the relevant staffs to participate in the strategic plan review process. We wish to sincerely thank the office of the speaker and the Clerk of County Assembly of Siaya for finding time to make useful comments on the review reports. We also thank the heads of departments, notably Research, Sargent at Arms, Library, Legislative and Procedural Services (L&Ps), Audit, Legal, Human Resource, ICT, Public Relations, Hansard, Finance, Committee Services, Works and Maintenance and Budget for their invaluable comments and feedback during the review process and also during validation workshop. Finally, we wish to thank the entire research department for providing a useful link to all the County Assembly of Siaya departments.

Executive Summary

The overall objective was to undertake a review of the County Assembly of Siaya Strategic Plan 2018 -2022. The specific objectives included: to document the extent of achievements of the objectives of the previous development plan and highlight existing gaps; to draw lessons for effective and efficient implementation for the remaining phase of the current plan; to establish critical recommendation to inform the development of the new strategic plan for the period 2022 to 2027; to present the key review findings for discussion and feedback by the top management of Siaya county assembly; and to design and print 10 copies of approved final report for circulation and action by senior management of County Assembly of Siaya.

The review was a collaborative, consultative, and participatory process between the consultants and all the key stakeholders from County Assembly of Siaya. The review held several extensive online and/or physical consultations with heads of department using GAP analysis tool. The review team also conducted extensive review of existing literature. The reviewed of literature included existing County Assembly of Siaya Strategic Plan 2018- 2022, internal progress reports, internal policies and procedures, Assembly Annual Development Plan, Controller of Budget Reports, County Integrated Development Plan, Assembly publications, training reports, employment reports, and work plans.

On enhancing legislative services, the County Assembly of Siaya has achieved the following: County Assembly of Siaya has passed 25 Acts and 8 are pending at the committee stage; developed a framework for capacity building; produced 64 research reports; provided 15 legal opinions, conducted benchmarking visits; inducted MCAs using governmental agencies; and has a functional bill tracking system. On enhanced and effective oversight, the County Assembly of Siaya has realised the following achievements: organised training for MCAs on their statutory roles; transcribed 403 Hansard reports; developed committee manual; compiled 64 investigative reports; upgraded ICT infrastructure; secured assembly environment; and compiled report on status of implementation of house resolutions. On enhanced representation, the County Assembly of Siaya has approved regulations to operationalize public participation and petitions; and conducted public outreach through multiplicity of avenues.

On institutional strengthening, the assembly has achieved the following: developed and submitted to various agencies compliance reports; has fully constituted committees;

developed and using service charter; held 40 staff training on various areas; conducted staff training needs assessment; conducted internal audits; put in place electronic document management system; constructed functional ward offices; and procured secure ICT systems. On cross cutting issues, the assembly has developed the following policies: HIV and Wellness Policy, Gender Mainstreaming Policy, Conflict of Interest Policy, Assembly HR Policy and Procedures, Health and Safety Policy, and Compliance and Implementation Policy.

The following recommendations are to inform the County Assembly of Siaya in developing of new Strategic Plan 2022- 2027. The recommendations are also aim at facilitating county assembly members to effectively and efficiently discharge their constitutional mandate of representation, legislation and oversight;

- The County Assembly of Siaya should establish strategic plan development committee with representatives from all key departments;
- The strategic plan development committee to work with the consultant during the development of the strategic plan 2022- 2027;
- The strategic plan development committee to transition to strategic plan implementation committee;
- CASB to develop clear term of reference for the strategic plan implementation committee in terms of key deliverables;
- CASB to provide continuous communication to all department about the development and implementation of new strategic plan;
- The new strategic plan should be incorporated into the new County Integrated Development Plan 2022- 2027;
- The new strategic plan should approximate the required financial resources for implementation the actions;
- The new strategic plan should have clear targets in the implementation matrix to guide implementation committee;
- The new strategic plan should consider new normal in the context of COVID 19 pandemic to enable the committees and plenary meetings to continue uninterrupted;
- The new strategic plan should promote democratic and accountable exercise of power; fosters national unity by recognising diversity; gives powers of self-governance to the people and enhances their participation;
- The new strategic plan should strengthen knowledge and evidence-based decision making by investing more resources in flagship projects, library and ICT services, internet connectivity, modern media centre, and upgrade assembly website to increase assembly presence on social media.

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1.0 Introduction

The County Government of Siaya is one of the 47 County Governments created by the Constitution of Kenya 2010. The Constitution of Kenya 2010 established a two-tier system of government comprising of National Government and County Governments working collaboratively to improve access to public resources and services to the ordinary citizens. The establishment of County Assembly of Siaya is found in Article 176 (Chapter Eleven) of the Constitution. This chapter established County Governments as consisting of a County Assembly and a County Executive. The Chapter further sets out the roles, functions and other matters relating to the membership and operations of the County Assembly. Membership of the County Assembly of Siaya is anchored on Section 7 of the County Government Act No 17 of 2012. In addition to the members who are elected under Article 177(a), or nominated under Article 177(b) of the Constitution, the County Assembly of Siaya comprises of six nominated members as contemplated in Article 177(c) of the Constitution; and the speaker, who is an ex officio member.

Presently, County Assembly of Siaya consists of 42 Members, who include 30 Ward Representatives, each elected by the registered voters of the wards, each ward constituting a single member constituency. Twelve (12) members are nominated by the County Assembly of Siaya political parties, according to their proportional representation in the County Assembly. These members represent special interests including persons with disabilities, minorities and the youth, and the Speaker is elected from outside the membership of the House and is an Exofficio member. The Speaker is the head of the County Assembly.

The assembly has County Assembly Service Board (CASB) is established pursuant to section 12 (3) of the County Governments Act 2012. Section 4 of the County Assembly Service Act 2017, establishes County Assembly service which is an institution of exemplary administrative and technical competence. The County Assembly Service Board consists of the Speaker of the County Assembly as the chairperson, a vice-chairperson elected by the Board from the two members of the County Assembly nominated, for appointment, by the political parties represented in the County Assembly according to their proportion of members in the County Assembly and one man and one woman appointed by the County Assembly from amongst persons who are experienced in public affairs, but are not members of the County Assembly who serves on a part-time basis. The County Assembly Clerk is the secretary to the board. The responsibilities of the Service Board are

to ensure the County Assembly is availed with services, facilities, human and material resources for its proper operation/ functioning; et cetera.

That the assembly conducts its business through committees as stipulated in section 14 of the County Government Act 2012, with the supreme organ of the Assembly being the full house. The County Assembly of Siaya has 24 committees categorized into; sectoral committees (which oversight the departments of the county Government), housekeeping and select committees as per the county assembly standing orders. Article 174 of the Constitution outlines the key objects of devolution as follows: to promote democratic and accountable exercise of power; to foster national unity by recognizing diversity; to give powers of self-governance to the people and enhance the participation of the people in the exercise of the powers of the State and in making decisions affecting them; to recognize the right of communities to manage their own affairs and to further their development; to protect and promote the interests and rights of minorities and marginalized communities; to promote social and economic development and the provision of proximate, easily accessible services throughout Kenya; to ensure equitable sharing of national and local resources throughout Kenya; to facilitate the decentralization of State organs, their functions and services, from the capital of Kenya; and to enhance checks and balances and the separation of powers.

1.2 Functions of County Governments

The Fourth Schedule delineates the functions of the national and county governments. As per the part two of the fourth schedule of the constitution, a total of 14 functions have been devolved to the counties. The main ones include: county planning and development; agriculture; county health services; control of air pollution, noise pollution, other public nuisances and outdoor advertising; cultural activities, public entertainment and public amenities; county roads and transport; animal control and welfare; trade development and regulation; pre-primary education and village polytechnics; specific national government policies on natural resources and environmental conservation; county public works and services; fire fighting services and disaster management; and, control of drugs and pornography. As stipulated in the constitution, integrated development planning will govern the preparation of the national budgets and those of the counties and that no public funds shall be appropriated without a planning framework. Emphasis is also made in the constitution for the counties to ensure that participatory development and capacities are developed at the county and community level.

1.3 The Role of County Assembly of Siaya

Section 8 of the County Governments Act 2012 provides for the role of the County Assembly. The County Assembly of Siaya shall: a) vet and approve nominees for appointment to county public offices as may be provided for in the County Government Act 2012 or any other law; b) perform the roles set out under Article 185 of the constitution; c) approve the budget and expenditure of the county government in accordance with Article 207 of the constitution, and the legislation contemplated in Article 220(2) of the constitution, guided by Articles 201 and 203 of the constitution; d) approve the borrowing by the county government in accordance with Article 212 of the constitution; e) approve county development planning; and f) perform any other role as may be set out under the constitution or legislation. If a county assembly fails to enact any particular legislation required to give further effect to any provision of this Act, a corresponding national legislation, if any, shall with necessary modifications apply to the matter in question until the county assembly enacts the required legislation.

1.4 The Mandate and Role of Members of County Assembly of Siaya

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

In addition to the legislative authority of the County Assembly as provided for by Article 185 of the Constitution, the specific mandates of County assemblies are stipulated under Section 9(1) of the County Governments Act to include: (a) maintain close contact with the electorate and consult them on issues before or under discussion in the county assembly; (b) present views, opinions and proposals of the electorate to the county assembly; (c) attend sessions of the county assembly and its committees; (d) provide a linkage between the county assembly and the electorate on public service delivery; and (e) extend professional knowledge, experience or specialised knowledge to any issue for discussion in the county assembly.

A member of the county assembly shall not be directly or indirectly involved in the (a) executive functions of the county government and its administration; or (b) delivery of services as if the member were an officer or employee of the county government. The

mandate and role of the County Assemblies from the foregoing can thus be summarized as Legislation, Oversight and Representation.

1.4.1 Legislative Role of County Assembly of Siaya

Article 185 of the Constitution provides for the legislative authority of County Assemblies, vesting the legislative authority of a County and the exercise of that authority in its County Assembly. County Assembly of Siaya has powers to draft, table, debate bills and enact any laws that are necessary for, or incidental to, the effective performance of the functions and exercise of the powers of the County Government under the Fourth Schedule. A county assembly shall exercise its legislative power through bills passed by the county assembly and assented to by the county governor. A Bill may be introduced by any member or committee of the county assembly, but a money Bill may be introduced only in accordance with subsection (4). In the case of a money Bill, the county assembly may proceed only in accordance with the recommendation of the relevant committee of the county assembly after taking into account the views of the county executive committee member responsible for finance.

1.1.2 Oversight Role of County Assembly of Siaya

Articles 185(3) articulate that a county assembly, while respecting the principle of separation of powers, may exercise oversight over the county executive committee and any other county executive organs. The purpose of oversight is to enable achievement of the objects of devolution. The oversight role of the assembly is done through County Assembly of Siaya Sectoral Committees, which scrutinizes activities, policies and programs of county government; conducts detailed investigation into various issues, projects or expenditure; and provides opportunity for input of the public and experts on particular subjects. Oversight is also conducted through committee of the whole house where CECMs are invited and questioned on specific issues on their dockets. The members of County Assembly of Siaya also have powers to seek answers on behalf of citizens, be actively involved in leadership in the house, and work in assembly committees and present petitions on behalf of citizens. By overseeing the activities of the County Executive, the Assembly is able to ensure that service delivery takes place, so that all citizens can live a better quality life.

1.4.3 Representative Role of County Assembly of Siaya

The elected County Assembly of Siaya members are drawn from all the 30 wards in the County to ensure effective representation of the people. In addition are six nominated members as contemplated in Article 177(c) of the Constitution. The representative function of County Assembly of Siaya is maintained by all the elected and nominated members of the assembly. Every member of the county assembly is required to: maintain close

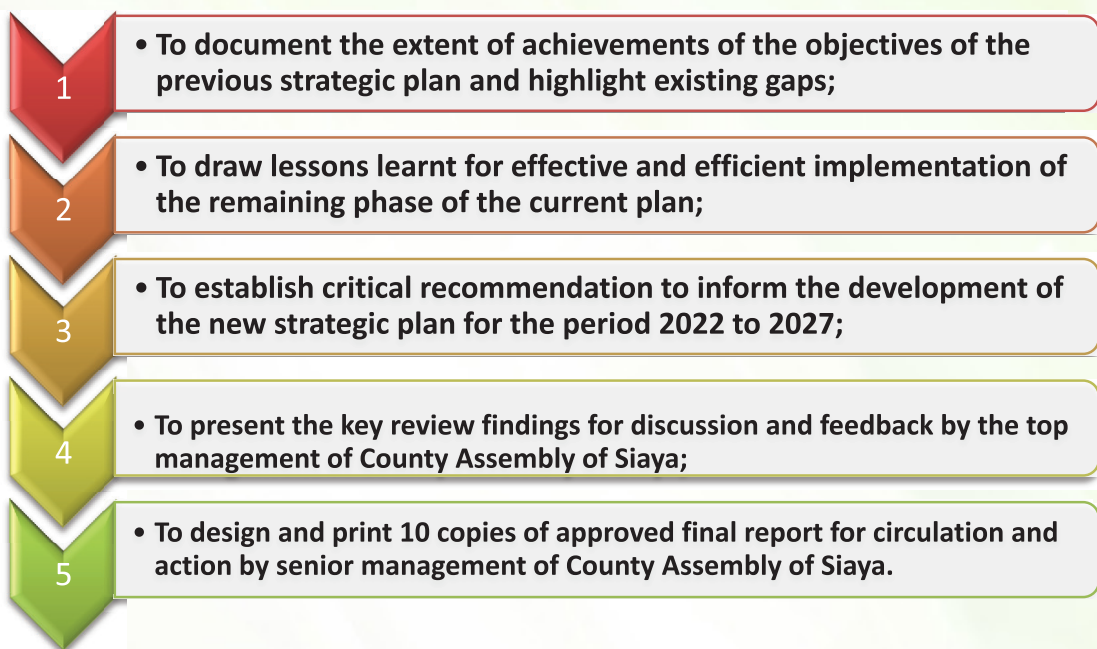
contact with the electorate; present views, opinions, and proposals of the electorate to the county assembly; attend sessions of the county assembly and its committees; provide linkage between the county assembly and the electorate on public service delivery; and extend professional knowledge, experience or specialised knowledge to any issue for discussion in the county assembly.

2.0 The Overall Review Objectives

The overall objective of the assignment is to undertake a review of the County Assembly of Siaya Strategic Plan 2018 -2022.

1.1 The Specific Review Objectives

The specific objectives included:



2.0 Strategic Plan Review Methodology

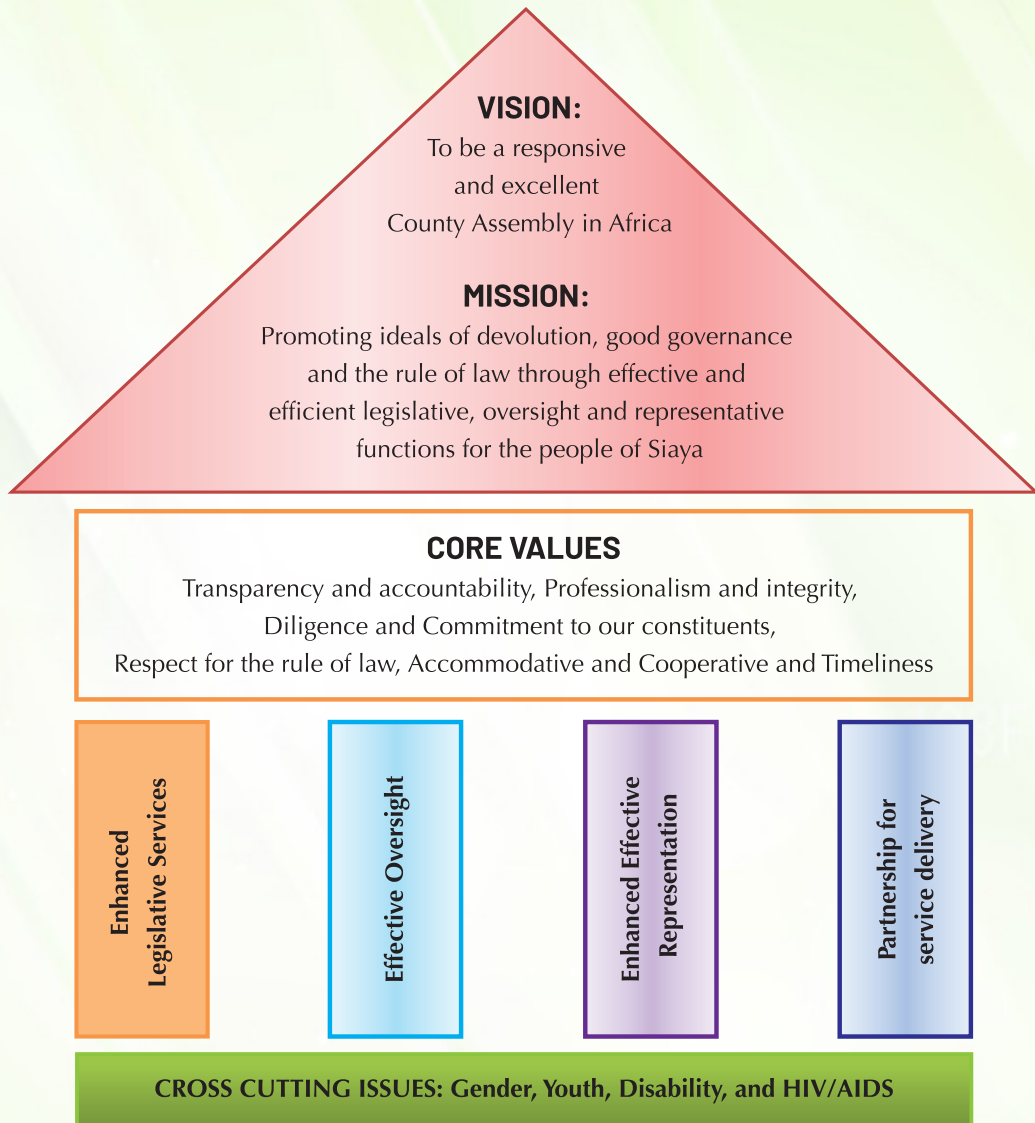
The review was a collaborative, consultative, and participatory process between the consultants and all the key stakeholders from County Assembly of Siaya. The review held several extensive online and/or physical consultations with heads of department from the following sections of the assembly: Office of the Speaker, Office of the Clerk, Research, Sargent at Arms, Library, Legislative and Procedural Services (L&Ps), Audit Departments, Legal Department, Human Resource, ICT, Public Relations, Hansard, Finance, Committee Services, Works and Maintenance and Budget. These consultations were guided using GAP analysis tool. This tool enabled those stakeholders to visualise the current performance of the assembly in regards to the implementation of the current strategic plan. In addition, the tool enabled the stakeholders to visualize the difference between reality with the set targets making it easy to show the assembly leadership

where there is still room to grow. Finally, the tool enabled the review team to compare actual with expected results; the projected versus actual timetables; and a determination of whether the plan is on time and on target.

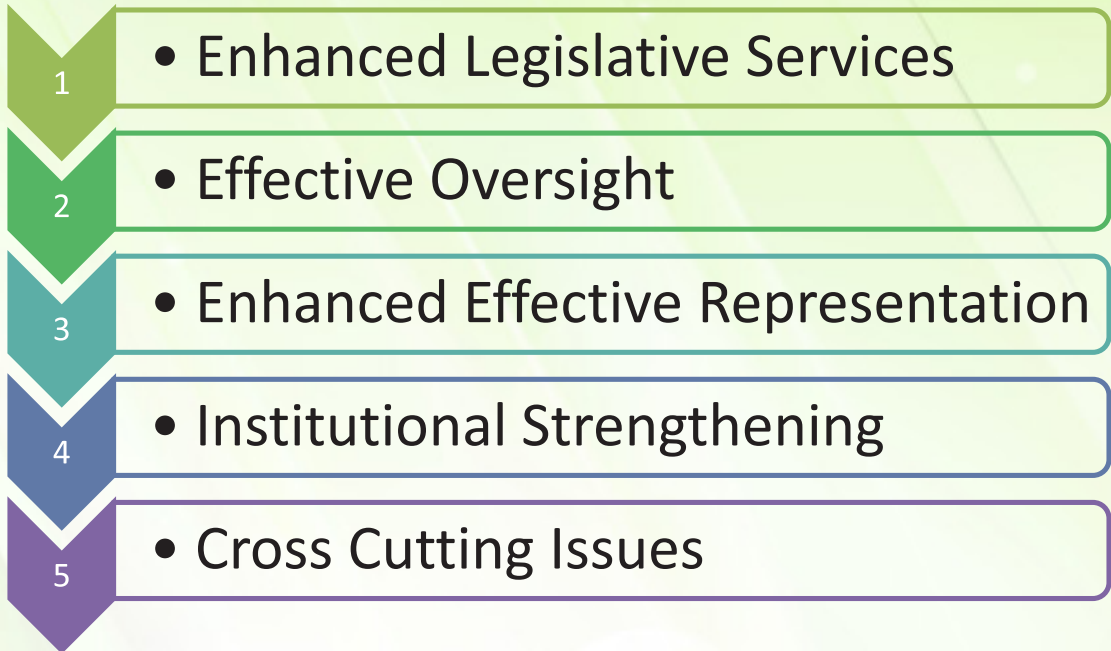
The review team also conducted extensive review of existing literature. The reviewed literature focused on the existing County Assembly of Siaya Strategic Plan 2018-2022, internal progress reports, internal policies and procedures, Assembly Annual Development Plan, Controller of Budget Reports, County Integrated Development Plan, relevant policy documents & publications, training reports, employment reports, work plans, partnership reports, evaluation reports, strategic plan implementation committee report, strategic plan monitoring and evaluation committee reports, and monthly and quarterly strategic plan implementation reports.

3.0 Review Findings

3.1 Components of the Existing Strategic Plan



The County Assembly of Siaya Strategic Plan 2018 -2022 was anchored on five (5) thematic areas. The thematic areas were developed after extensive review of the situational analysis and also by looking at the constitutional mandate and roles of County Assemblies. The County Assembly of Siaya Strategic Plan 2018-2022 sought to address the following strategic issues.



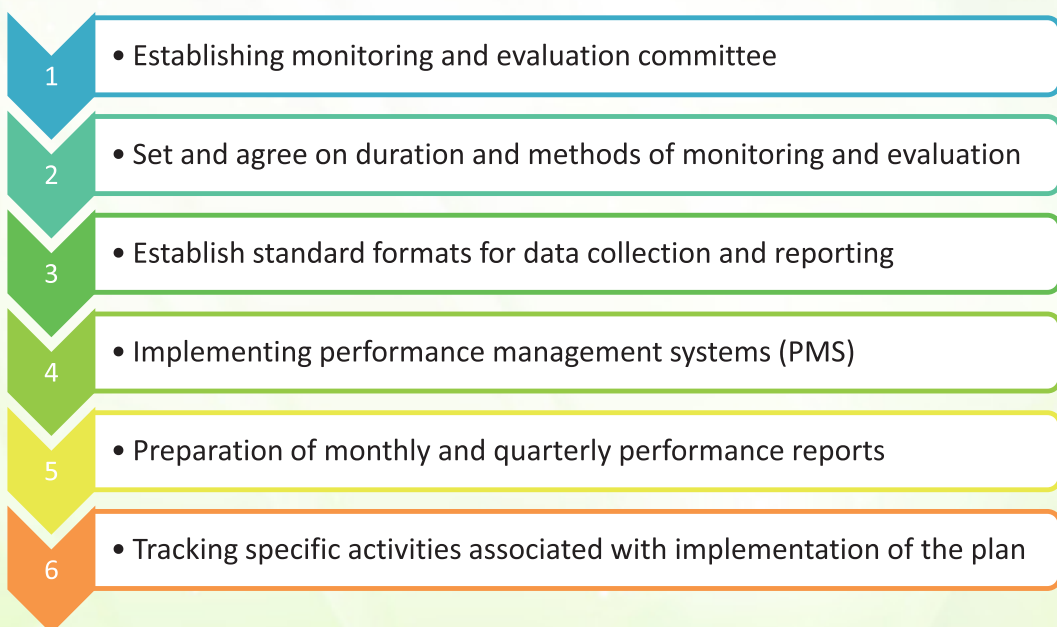
In achieving the five thematic areas, the plan developed a detailed implementation matrix. The sequencing of implementation was supposed to be guided by the Annual Operational Plan (AOP) developed at the beginning of the year. The plan therefore did not have a four-year operational plan as a living document. Each of the sections of the department was expected to develop an annual work plan extracted from the CAS's Action Plan. In addition to the AOP were to be developed annual action plan indicates what will be done, by whom, when and with the expected results. The action plan provided a link between strategy formulation and action. It was also a tool for monitoring and evaluation.

The strategic plan was driven through establishment of an implementation committee, through the provision of the standing orders and other means designed to enhance effective plan rollout. The committee established was to be called Strategic Plan Implementation Committee (SPIC) as stipulated in the Standing Orders. The County Assembly Service Board was tasked with the responsibility of providing policies to guide in the implementation of the Strategic Plan. In addition, the activities central to strategy implementation were based on establishing annual objectives; devising policies; allocating resources; altering an existing organizational structure; revising reward and incentive systems; minimizing resistance to change; developing a strategy-supportive work environment and corporate culture; adapting operations, delivery; and information systems; and developing an effective human resource function.

The County Assembly of Siaya was also to comply with the government policy on utilization of performance contracts as a medium for implementation of public agencies strategic plans. The annual performance contracts for the Assembly Staff were to draw its targets from the strategic plan over the next four years. The performance contract was to be cascaded appropriately to the respective responsible departments within the Assembly. In an effort to align this plan to the national Vision 2030 the implementation of the Strategic Plan was aligned to the government planning cycle. Annual work plans were to be developed taking cognizance of the human, financial and other resources. The work-plans were to be cascaded to the departmental level and will provide a framework for implementing the Performance Contracting.

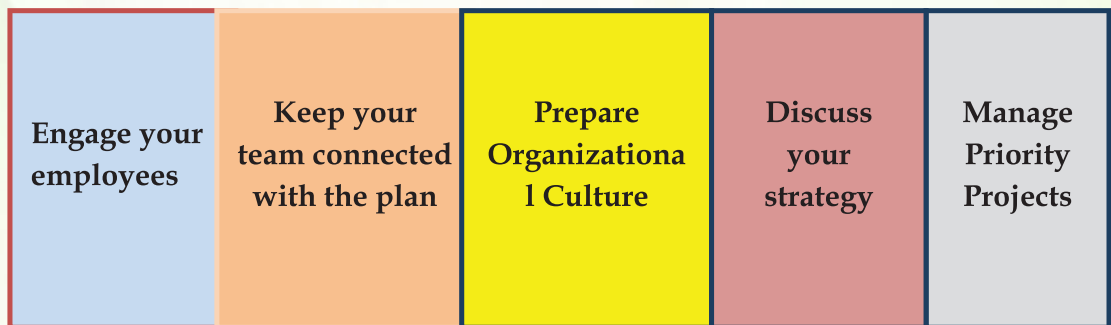
The County Assembly of Siaya was to monitor the implementation of the strategic plan through regular and organized reporting of achievements against the set targets as formulated in the various performance contracts. In addition, the implementation of the Strategic Plan was to be closely monitored by the CASB to ensure accomplishment. The CASB was to receive strategic plan implementation progress reports during review meetings. The progress reports were to cover the following areas: progress made against plan; causes of deviation from plan; areas of difficulties and alternative solutions to ensure that the implementation of the strategic plan remains on course. The Clerk to County Assembly of Siaya was to be in charge of strategy development and was to be specifically concerned with tracking specific activities associated with the implementation of the plan to ensure all the projected outputs are achieved within the specified period.

To ensure that all parties involved in the strategic plan implementation understand their role in the process, the following were supposed to be done:



The review team held discussions with all the relevant departmental heads to establish if the necessary structures described above were put in place to enable efficient and effective implementation of the strategic plan. The discussions revealed that Siaya County Assembly Service Board did not establish Strategic Plan Implementation Committee (SPIC) which was supposed to guide in the implementation goals and strategic thematic issues of the strategic plan. Without SPIC, it was very difficult for the County Assembly of Siaya to monitor the implementation of the strategic plan; develop annual operational plans, and align annual performance contract with the thematic issues which were being addressed in the strategic plan.

5 TIPS FOR IMPLEMENTING A STRATEGIC PLAN



Moreover, the County Assembly of Siaya was not able to communicate to parties involved in the strategic plan implementation to understand and appreciate their roles in the process. This is because monitoring and evaluation committees were not established; durations and methods of monitoring and evaluation were not established; format for data collection and reporting were not agreed on; Performance Management Systems were not implemented; monthly performance reports were not availed; and quarterly reports for tracking particular implementation activities were not put in place despite being the cornerstone for implementation of the plan.

The implementation of the strategic plan normally demands the participation of the entire County Assembly of Siaya. The formulation of the strategies should be led by the SPIC working closely with CASB, with the aid of departmental and sectional heads. When it comes to implementation, however, it is the entire workforce that will execute the strategic plan, with top or senior management taking the lead. The review team was able to establish that all the sectional heads developed their annual work plans which were aligned with not only the strategic plan but also with County Integrated Development Plan 2018- 2022. This act enabled the assembly to realise some of the strategic output listed

in the implementation matrix. The following section highlights some of the achievements which have been realised at the output levels. These are the immediate achievements of the plan alongside the priority programmes and projects. The combination of outputs was to deliver the outcomes individual department level and cumulatively, these were to add up to the Assembly's intended impact at the County level.

3.2 Key Achievements of the Existing Strategic Plan

The County Assembly of Siaya Strategic Plan 2018 -2022 had in-built implementation matrix with clear output, strategy, performance indicators, and departmental responsibilities in ensuring that every components of the plan were implemented in a timely manner. However, the review team noted that the strategic plan did not have specific performance target to be achieved in every month, every quarter or even annually. Strategic Plan targets needs to be specific and achievable to help focus managerial action and encourage County Assembly Staff to succeed and drive superior performance. The performance targets should be at sync with the County Assembly of Siaya operations and capabilities. Similarly, the costs of achieving the targets should be well articulated by assembly annual budget allocation and made available when necessary so as not to undermine team work and performance improvement. The table below provides summary of key achievements, identified gaps and specific action required to bridge the gaps.

3.2.1 Enhanced Legislative Services

Output	Achievement	Identified Gaps	Action plan
1. Approved legislative digest;	<ul style="list-style-type: none"> The legal department has not developed legislative digest. However, County Assembly of Siaya has passed 25 Acts and 8 are pending at the committee stage; 	<ul style="list-style-type: none"> The assembly has done its part by passing the bills but there is delay on the part of the executive on bill publication and even making regulations for the bills which require the same. 	<ul style="list-style-type: none"> The executive to fast track the publication of the bills and Acts
2. Survey report on CIDP on legislative gaps;		<ul style="list-style-type: none"> No particular officer was tasked with the responsibility 	<ul style="list-style-type: none"> Can be accomplished within the first quarter of the next financial year 2021/2022
3. Correspondences with the County Executive;	<ul style="list-style-type: none"> The Clerk's office has sent several correspondences to the executive; however, none has been on legislative gaps and surveillance report on new legislation. 	<ul style="list-style-type: none"> Survey on legislative gaps has not been done 	<ul style="list-style-type: none"> Can be accomplished within the first quarter of the next financial year 2021/2022
4. Report on impact of new legislation;		<ul style="list-style-type: none"> No study has been done on the impact of new legislations 	<ul style="list-style-type: none"> Can be accomplished within the first quarter of the next financial year 2021/2022
5. Concept note on capacity building;	<ul style="list-style-type: none"> A framework for capacity building of new MCAs was developed. 	<ul style="list-style-type: none"> Limited budgetary allocation 	<ul style="list-style-type: none"> Should be considered in the new strategic plan 2022-2027
6. Capacity building content;	<ul style="list-style-type: none"> A framework for capacity building of new MCAs was developed with agreed content and programme. 		
7. Training Program and report;	<ul style="list-style-type: none"> A framework for capacity building of new MCAs was developed with agreed content and programme. 		

8. Reviewed programs;		<ul style="list-style-type: none"> This framework has not been reviewed due to limited financial allocation 	<ul style="list-style-type: none"> Can be considered in the development of new strategic plan 2022- 2027
9. Timely transcribed of plenary debates on bills;	<ul style="list-style-type: none"> The department of Hansard has transcribed 411 reports out of the projected 403 because of additional impromptu committee meetings 	<ul style="list-style-type: none"> No gap exceeded set target 	<ul style="list-style-type: none"> Because of COVID 19, the department will like additional budgeting for virtual meetings.
10. 2 Training report on capacity building committee secretariat;	<ul style="list-style-type: none"> One (1) training for committee secretariat was done instead of 2 	<ul style="list-style-type: none"> The department did not undertake additional capacity building programs as planned due to low budgetary allocation 	<ul style="list-style-type: none"> Enhanced financial allocation for capacity building program in the subsequent budgetary allocations
11. Provide research report to committee;	<ul style="list-style-type: none"> The department of research has provided 64 research reports to assembly committees. 	<ul style="list-style-type: none"> No notable gap since the department of research supports all Siaya Assembly Committees 	<ul style="list-style-type: none"> The department strives to enhance the number of research reports annually.
12. Provide legal opinion to MCAs and Committees;	<ul style="list-style-type: none"> The legal department has done both written and unwritten 15 legal opinions for the MCAs, Clerk, Speaker and other departments which require its services. The department also reviews reports of committees which require legal input. 	<ul style="list-style-type: none"> Limited funding to the department remains a gap which needs to be addressed in the subsequent budgeting 	<ul style="list-style-type: none"> Improvement in budgetary allocation to the department

<p>13. Provide benchmark reports;</p>	<ul style="list-style-type: none"> The department of research has compiled research reports on benchmarking for example Report on benchmarking visit to Kakamega. 	<ul style="list-style-type: none"> Best practices from these benchmarking were not documented and practiced Reduced number of benchmarking reports due to COVID 19 pandemic 	<ul style="list-style-type: none"> Provide benchmarking reports with best practices
<p>14. Training report on MCA induction;</p>	<ul style="list-style-type: none"> Induction meeting was conducted for all MCAs by Centre for Parliamentary Studies and Training, National Assembly, National Senate; and Kenya School of Government 	<ul style="list-style-type: none"> No gap noticed because additional induction meeting were affected by COVID- 19 	<ul style="list-style-type: none"> Plan for virtual additional induction meeting
<p>15. Approved handbook on legislation;</p>		<ul style="list-style-type: none"> There is no handbook on legislation 	<ul style="list-style-type: none"> Can be considered in the development of new strategic plan 2022- 2027
<p>16. Information legislative information resources;</p>	<ul style="list-style-type: none"> The library department has provided 37 legislative information resources 	<ul style="list-style-type: none"> The department had projected on 50 legislative information resources meaning that a gap of 13 was noticed 	<ul style="list-style-type: none"> Enhance budgetary allocation for library in the next financial year 2021-2022
<p>17. Analysis of digest report;</p>	<ul style="list-style-type: none"> The legal department analyses and prepares bill digest which form part of the reports which emanate from the committees through the respective committee clerks 	<ul style="list-style-type: none"> No gap noticed in analysis of digest report 	<ul style="list-style-type: none"> Can be enhanced in the subsequent financial years
<p>18. Updated bill tracking system;</p>	<ul style="list-style-type: none"> An updated bill tracker in place indicating status of all bills considered by the assembly 	<ul style="list-style-type: none"> Inadequate funding of the department to undertake comprehensive law making process 	<ul style="list-style-type: none"> Avail adequate funding in the subsequent financial years

3.2.2 Enhanced and Effective Oversight

Output	Achievement	Identified Gaps	Action plan
1. Training report on MCAs statutory roles;	<ul style="list-style-type: none"> MCAs were trained by the officers from Centre for Parliamentary Studies and training on their Statutory Roles; Additional trainings were provided by other government agencies including: EACC, National Audit Office, Treasury, and Local Authorities Provident Fund (LAPFUND) 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> Additional training will be required for new MCAs in case of additional nomination or by-election;
2. Induction materials;	<ul style="list-style-type: none"> No. of induction materials for members of the Assembly 	<ul style="list-style-type: none"> Induction materials for the members were not developed. 	<ul style="list-style-type: none"> Additional induction materials required for new MCAs in case of additional nomination or by-election;
3. Hansard reports free of factual errors;	<ul style="list-style-type: none"> The department of Hansard has transcribed 411 reports out of the projected 403 because of additional impromptu committee meetings 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> Because of COVID 19, the department will like additional budgeting for virtual meetings.
4. Standard operating procedures;	<ul style="list-style-type: none"> The department has a draft standard operating procedures, however, they have in place committee manual 	<ul style="list-style-type: none"> No approved Standard operating procedures; 	<ul style="list-style-type: none"> Department to seek approval of the SOP

<p>5. Investigative reports;</p>	<ul style="list-style-type: none"> Committees have compiled 64 investigative reports, some of which include: 1. Report of the Committee on Education, Youth Affairs, Gender and Social Services on alleged mismanagement of Liganwa VTC by the Board; Report of the Committee on Finance, Trade, Industry, Labour and Co-operative Development on the payment process and utilization of project management committees (PMC) funds; Report of the Committee on Agriculture, Livestock, Fisheries and Food Security on the Status of County Government facilities at the Fish Landing Bays in Siaya County; Report of the Sectoral Committee on Tourism, Wildlife conservation and sports on the status of County Government, tourism and sports project; Report of the Sectoral Committee on Health Services on the Inquiry into the level of compliance to procurement procedures in Bondo County Hospital. 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department needs to be staffed with additional staff
<p>6. Audio recording and pictures of committee sittings</p>	<ul style="list-style-type: none"> The department has done 403 audio recording of all committee sittings; 	<ul style="list-style-type: none"> Exceeded expectation 	<ul style="list-style-type: none"> The department to continue with the action

7. Edited Budget reports;	<ul style="list-style-type: none"> Annual Budget calendar may be similar to the budgeting cycle as spelt out in the provisions of the PFM Act 2012 and the annual budget circulars. What should be provided annually at the beginning of the budgeting cycle (financial year) and which guides budget preparation for a particular FY is the <u>Budget Circular</u>. 	<ul style="list-style-type: none"> Annual Budget circular provided. The output should not have been edited budget reports, as the budget calendar (cycle) or the budget circular does not provide edited budget reports. The budget circular sets out annual guidelines to be followed in the preparation of the budget. 	<ul style="list-style-type: none"> The strategic plan should be reviewed to capture desired future state as annual budget circular provided with its output as <u>annual budget guidelines</u>.
8. Budget reports and briefs;	<ul style="list-style-type: none"> Budget analysis and review reports/briefs have always been provided. However, provision of budget review and analysis reports/briefs depends on when budget estimates are done. This can happen when the original or supplementary budgets are done. 	<ul style="list-style-type: none"> The desired output would have been, Budget and other plan policy documents analysis reports/briefs provided. This is because budgets are informed by plan policy documents e.g. the CIDP, ADP, CBROP, CFSP etc. which are also reviewed/analysed once submitted. 	<ul style="list-style-type: none"> Review the strategic plan to include other plan policy documents.
9. Available Library Resources;	<ul style="list-style-type: none"> 37 Library resources for MCAs 	<ul style="list-style-type: none"> The department desires 50 library materials meaning a gap of 13 	<ul style="list-style-type: none"> Enhance library budget
10. Upgraded infrastructure;	<ul style="list-style-type: none"> Intercom connectivity available; Internet Connectivity; Local Area Network (LAN) 	<ul style="list-style-type: none"> Not all offices have intercom connectivity; 	<ul style="list-style-type: none"> Tender already awarded for the upgrade of intercom;

<p>11. Legal Advisorites and Opinions;</p>	<ul style="list-style-type: none"> • Legal department has provided several advisories/opinions on several documents/issues such as petitions and when instructions are received 	<ul style="list-style-type: none"> • Unclear or late instructions from the relevant departments 	<ul style="list-style-type: none"> • The department intends to sensitise the users on the importance of providing accurate and clear instructions for optimum results depending on the matter in question;
<p>12. Safe and secure environment;</p>	<ul style="list-style-type: none"> • Implemented electronic document management system; • Adequate security guards and armed police officers; • Installation of 24hour CCTV footage for assembly headquarter; • Installations of razor wire electric fence at the Assembly Headquarter. 	<ul style="list-style-type: none"> • The same needs to be done in the 30 ward offices 	<ul style="list-style-type: none"> • CASB to approve budget for CCTV and razor wire electric fence for 30 ward offices; • The CASB to consider budgeting for additional sargent at Arms staff;

<p>13. Analysis and review reports;</p>	<ul style="list-style-type: none"> The following bills have been analysed - Analysis of the Bill - Anti-Pornography Bill; Analysis of the Bill - Equitable Development Bill; Analysis of the Bill - Honours and Awards Bill; Analysis of the Bill - Finance Bill 2017/2018/2019/2020/2021; Analysis of the Bill - Fire and Rescue Services Bill; Analysis of the Bill - Gender and Women Empowerment Bill 2017; Analysis of the Bill - Public Entertainment Bill; Analysis of the Bill - Siaya County Solid Waste Management Fund Bill 2018; Analysis of the Bill - Siaya County Village Administrative Unit Bill 2018; Analysis of the Bill - Punguza Mzigo Bill analysis 2019; Analysis of the Siaya County Project Management Committee(PMC) Bill 2019; Analysis of the Bill - Comparative Review of County Bursary Fund Acts; Analysis of the Siaya County Cooperative Development Fund 2019; Analysis of the Bill - Siaya County Person with Disability Bill. Other policies include: Occupational Health and Safety Policy; Human Resource Policies and Procedures Manual; Conflict of Interest Policy; Transport Policy; Gender Mainstreaming Policy; Workplace Policy on HIV/AIDS and Employment Wellness; Internship and attachment Policy; Records Management Policy. 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department of research should be given additional staff
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14. Hansard Reports;	<ul style="list-style-type: none"> The department of Hansard has transcribed 411 reports out of the projected 403 because of additional impromptu committee meetings 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The Hansard department to continue with the action;
15. Updated trackers;	<ul style="list-style-type: none"> The L&PS department has updated tracker which provides an overview of the current status of all Bills before the County Assembly during the years 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department will continue to update the bill tracker;
16. Report on the status of implementation of House resolution;	<ul style="list-style-type: none"> The County Assembly of Siaya has compiled 1 report 2018- 2019 on the implementation of house resolutions; 	<ul style="list-style-type: none"> No report of the status of implementation of House resolution; 	<ul style="list-style-type: none"> This can be done in the first quarter of 2021-2022 financial year;

<p>17. Research reports on implementation status of budgeted projects / programs</p>	<ul style="list-style-type: none"> The research department has done the following reports: The payment process and utilization of Project Management Committees (PMC's) Funds 2019; Report on the Status of Water Projects Implemented in the Financial Year 2017/2018; Report on MCA Champions in Agriculture January-2020 Statement Response Report on Statement Requests by Hon. Abigael Awino and Hon. Francis Otiato on the Status of Construction of selected ECD Projects in Central Gem and East Yimbo Wards; Implementation Committee oversight on the status of implementation of the Recommendations of the County Assembly on the Siaya County Annual Development plans for the FY2018/2019 and 2019/2020 and the County Fiscal Strategy papers 2018 and 2019; 39. Tourism and Sports Committee Report on the Status of Ward Sports Budgeting Allocations and Expenditures for the Financial Years 2017/18 FY2018/19, FY 2019/20; Roads, Public Works, Transport and Communication Report on the Status of the County Road Projects for the Financial Year 2017/2018 and 2018/2019; Report on MCA Champions in Agriculture- January 2020 Statement Response Report on Statement Requests by Hon. Abigael Awino and Hon. Francis Otiato on the Status of Construction of Selected ECD Projects in Central Gem and Yimbo Wards. 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department should be given additional staff;
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3.2.3 Enhanced Representation

Output	Achievement	Identified Gaps	Action plan
1. Adopted regulations to operationalize the Public Participation and Petitions Act;	<ul style="list-style-type: none"> Regulations emanate from the executive hence work in progress; 	<ul style="list-style-type: none"> There are a number of legislations which require regulations; 	<ul style="list-style-type: none"> This has been identified and communication done to executive for active vide letters through the committee of implementation;
2. Stakeholder profile & mapping;	<ul style="list-style-type: none"> The department of research regularly conduct stakeholder mapping during bill processing and fieldwork; 	<ul style="list-style-type: none"> The department had proposed 64 stakeholder profiles but have only done 16 showing a gap of 48 	<ul style="list-style-type: none"> To be provided with enhanced budgetary allocation in the subsequent financial years;
3. Functional Portal;	<ul style="list-style-type: none"> The assembly has functional portal; 	<ul style="list-style-type: none"> Non-interactive website 	<ul style="list-style-type: none"> Still under development
4. Monitoring reports on functional portal;	<ul style="list-style-type: none"> Members of the fourth estate have been engaged to cover the assembly business; House reports have been monitored and issued to the members of the fourth estate as well as uploaded on the assembly website; Briefs from the reports have been written and shared on Facebook. 	<ul style="list-style-type: none"> Limited resources, lack of clear structure on access to information by members of the public; Non-interactive website; 	<ul style="list-style-type: none"> Interactive website still under development;
5. Stakeholder evidence of public participation;	<ul style="list-style-type: none"> Hansard department has audio recording, pictures and video recording of public participation 	<ul style="list-style-type: none"> No gap identified, however, Hansard department activities have been affected by COVID -19 pandemic 	<ul style="list-style-type: none"> Physical public participation has reduced due to COVID- 19

<p>6. Civic Education Report;</p>	<ul style="list-style-type: none"> • Civic education reports have not been done, however, some publications like brochures and flyers have been developed; 	<ul style="list-style-type: none"> • Limited resources, lack of engagement with CSOs to assist in the process, lack of framework/policy guidelines to facilitate civic education; • Lack of adequate training and lack of IEC materials; 	<ul style="list-style-type: none"> • The following can be accomplished within the next financial year: Development of Guidelines to Facilitate Civic Education; Introduce radio talk shows programs where MCAs, CSOs, and experts can participate in radio talk shows; development of more publications
<p>7. Public Outreach Reports</p>	<ul style="list-style-type: none"> • The assembly for the last four years reached out to the public through the following: airing the recorded assembly proceedings in the various radio stations; participation in County exhibitions where the public could visit the assembly stand and learn; live streaming of house proceedings on the assembly Facebook page. 	<ul style="list-style-type: none"> • Limited resources to initiate other forms of outreach activities; 	<ul style="list-style-type: none"> • Initiate more and different outreach activities every financial year;
<p>8. Survey reports on public awareness;</p>		<ul style="list-style-type: none"> • Survey on public awareness have not been done 	<ul style="list-style-type: none"> • This can be initiated in the next financial year 2021-2022;
<p>9. Ward Operation Manuals;</p>		<ul style="list-style-type: none"> • Ward Operation Manual to be used by all the 30 wards has not been developed 	<ul style="list-style-type: none"> • Budget provision has been made in the next financial year 2021-2022
<p>10. Ward Training reports;</p>	<ul style="list-style-type: none"> • No specific training done to enhance ward relations, however, the HIR department has conducted several 4-5 days trainings for Assembly Staff at the headquarter; 	<ul style="list-style-type: none"> • No ward training report 	<ul style="list-style-type: none"> • The training were impacted on by COVID-19 and the department is planning to hold ward training in the next financial year 2021 - 2022

3.2.4 Institutional Strengthening

Output	Achievement	Identified Gaps	Action plan
1. Compliance Reports;	<ul style="list-style-type: none"> Risk management and Compliance Report prepared and submitted to EACC as part of leadership and integrity and developed action plan between the assembly and EACC 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department to continue submitting relevant compliance reports;
2. Implementation reports of administrative policies;	<ul style="list-style-type: none"> 16 administrative policies developed and 6 implementation reports 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department to continue developing administrative policies to improve on management systems;
3. Fully Constituted Committees;	<ul style="list-style-type: none"> The County Assembly of Siaya has 23 committees 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The assembly to constitute additional committees subject to standing order of the assembly;
4. Service charter;	<ul style="list-style-type: none"> The Assembly has Approved Service Charter; 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department to continue revising the service charter to response to emerging environment;
5. Hansard manual;	<ul style="list-style-type: none"> County Assembly of Siaya has developed Hansard Manual and Style Guide; 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> There is need for improvement on the manual based on changing environment;
6. Survey reports on Customer and employee;	<ul style="list-style-type: none"> The assembly has conducted 1 Customer and Employee Satisfaction Survey; The assembly has also solicited response of Staff on Customer and Work Environment Satisfaction Survey Report. 	<ul style="list-style-type: none"> No gap Identified 	<ul style="list-style-type: none"> This will be done annually subject to budget allocation;
7. Induction and implementation reports;	<ul style="list-style-type: none"> The CASB developed and implemented induction programs on management, governance and leadership programs by Kenya School of Government and other government agencies; 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The CASB should continue implementing induction training in other relevant areas;

<p>8. Staff Training Reports & programme;</p>	<ul style="list-style-type: none"> The department of human resource has compiled 40 training reports; 	<ul style="list-style-type: none"> No Gap Identified 	<ul style="list-style-type: none"> The department to continue capacity building activity in relevant areas; The CASB to consider additional budgetary allocation to the department;
<p>9. Retreat reports;</p>	<ul style="list-style-type: none"> The CASB and the department of human resource has organized several staff retreats: End Year Staff Retreat 2018; Staff Retreat Ciala Hotel 2019; Staff Retreat Pinecorn Hotel, Staff Retreat Royal GrandSwiss Hotel 2018; End year staff retreat Rock Hotel 2019; End Year Staff retreat Ciala Hotel 2020. 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The CASB to continue with activity to build team work among staff.
<p>10. Staff Rationalization reports;</p>	<ul style="list-style-type: none"> This has not been undertaken since the assembly still require additional staff; The assembly has staff establishment of 100 and has on post 85; 	<ul style="list-style-type: none"> Additional staff still required in other technical areas; 	<ul style="list-style-type: none"> The CASB to allocate budget to employ additional staff in technical areas;
<p>11. Survey Reports on environment and employee satisfaction surveys;</p>	<ul style="list-style-type: none"> The department of HR is currently conducting environmental audit and occupational health and safety survey; Employee satisfaction survey was done in 2019/2020 financial year 	<ul style="list-style-type: none"> Employee satisfaction and Work Environment should be carried out every year to improve of performance; 	<ul style="list-style-type: none"> Budget allocation in 2021-2022 financial year for employee satisfaction survey and work environment; Employee Satisfaction Survey is work in progress and will be completed before the end of the financial year
<p>12. Training Needs Analysis Report;</p>	<ul style="list-style-type: none"> The department of HR has conducted training needs and impact assessment every year 	<ul style="list-style-type: none"> No gap identifies 	<ul style="list-style-type: none"> This should be budgeted for annually;
<p>13. Vote head allocation;</p>	<ul style="list-style-type: none"> Allocation of funds was made to assembly departments based on needs brought out from budget proposals; Vote head allocation and re-allocation of funds were made in both approved budget and supplementary budget estimates; 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department to continue with the action;

14. Variance Analysis Report;	<ul style="list-style-type: none"> This was done in terms of: analysis between approved budgetary allocation and actual expenditure incurred; analysis between approved budgetary allocation and receipts disbursed; analysis between payments made through IFMIS and payments made out of IFMIS; analysis between payments made through internet banking and reconciliation of payments that never reached the recipients. 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> Department to continue with the action
15. Establishment of functional examination office;	<ul style="list-style-type: none"> All payments made are authorised by head of finance or delegated representative 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> Department to continue with the action
16. Compliance Reports;	<ul style="list-style-type: none"> 8 compliance reports on financial management and public procurement submitted to relevant authorities 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department to continue with the action
17. Economies of Scale in consolidation of procurement;	<ul style="list-style-type: none"> The assembly procurement is done using approved procurement plan 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department to continue with the action
18. Internal Audit Reports (HODs, CASB and Audit Committee);	<ul style="list-style-type: none"> The internal audit department has conducted 16 audit assignments on compliance and operational reports in the following thematic areas: HR Administration; Finance and Accounts; Procurement; Committee Services and Legal Procedural; Works and Transport section; ICT; Mortgage and Car Loan. 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department to continue with the action
19. Policies developed and funds sourced;	<ul style="list-style-type: none"> No Public Private Partnership Policy Developed 	<ul style="list-style-type: none"> Develop Public Partnership Policy 	<ul style="list-style-type: none"> This can be factored in 2021/2022 financial year
20. Document management system developed;	<ul style="list-style-type: none"> Development of Electronic Document Management System (EDMS) is ongoing 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department to continue with the action
21. Above 90% network throughput and uptime;	<ul style="list-style-type: none"> 90% network in all the offices 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> Tender already awarded for the upgrade of intercom and LAN

22. Licensed Software;	<ul style="list-style-type: none"> The assembly has 102 desktops and laptops installed with windows and office; 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department of ICT to continue procuring licenced software's on need basis
23. Upgraded infrastructure;	<ul style="list-style-type: none"> Tender already awarded for the upgrade of intercom and LAN 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department of ICT to continue upgrading ICT infrastructure;
24. Timely maintenance of ICT Equipment;	<ul style="list-style-type: none"> The assembly maintains ICT equipment annually; 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department of ICT to continue with maintaining ICT infrastructure;
25. Secure ICT systems - Secure Access Controls;	<ul style="list-style-type: none"> The assembly has the following secure systems: IPPD, IFMIS, SMS, and SOPHOS network; 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The department of ICT to continue with maintaining secure ICT systems;
26. Peer Training reports – Peer trainings undertaken	<ul style="list-style-type: none"> This output is based on need and user requests 	<ul style="list-style-type: none"> User request are not many hence few trainings on ICT; 	<ul style="list-style-type: none"> There is need for more ICT training as technology is diverse and keeps on changing;
27. Improved Assembly Complex;	<ul style="list-style-type: none"> Assembly complex site secured; 	<ul style="list-style-type: none"> Land court cases, approval of building plans by the executive affecting project progress schedules; 	<ul style="list-style-type: none"> The contractor to be given waiting time to enable clearing of encumbrances; The CASB to engage CRA on budget allocation;
28. Speakers Residence	<ul style="list-style-type: none"> Part of the construction materials delivered on site; 	<ul style="list-style-type: none"> Unanticipated water logging on the site has affected project progress; 	<ul style="list-style-type: none"> Consultant to suggest way forward or the assembly to look for alternative site; The CASB to engage CRA on budget allocation;
29. Functional Ward Offices;	<ul style="list-style-type: none"> 28 ward offices are completed and operational; Committee boardroom and offices completed and are being used 	<ul style="list-style-type: none"> Ward offices in 2 wards offices are yet to be completed 	<ul style="list-style-type: none"> The supplier to be given additional time to completed the work
30. Functional Assembly facilities and well kempt environment;	<ul style="list-style-type: none"> Assembly facilities are well kept completed with the following: walkway shades, pavement, sentry boxes, landscaping, visitors toilets, assembly car park, sun shade and drainage; 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The assembly continue with the action on need basis

31. Functional sewer line;	<ul style="list-style-type: none"> Sewer line constructed and functional 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The assembly continue with the action on need basis
32. Improved Staff offices;	<ul style="list-style-type: none"> Improved staff offices and partitioning – principal finance, reception area, conversion of members lounge to ICT office, expansion of clerk's office and improvement of deputy clerks office 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> The assembly continue with the action on need basis
33. Additional vehicles in the Assembly fleet;	<ul style="list-style-type: none"> The assembly has 10 functional and roadworthy vehicles and 1 motorbike; 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> Budget for additional 4 vehicles in the subsequent financial years
34. Functional transport policy;	<ul style="list-style-type: none"> The County Assembly of Siaya has approved transport policy 	<ul style="list-style-type: none"> Transport policy not yet developed 	<ul style="list-style-type: none"> The assembly to budget for the action in the financial year 2021-2022
35. New drivers;		<ul style="list-style-type: none"> Not yet done and should be based on additional vehicles 	<ul style="list-style-type: none"> This action can be achieved on need basis
36. Professional pool of drivers;	<ul style="list-style-type: none"> All the employed drivers have necessary experience and skills 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> This action can be achieved on need basis

3.2.5 Cross Cutting Issues

Output	Achievement	Identified Gaps	Action plan
1. Improved environment; working	<ul style="list-style-type: none"> The assembly has the developed the following policies: HIV and Wellness Policy, Gender Mainstreaming Policy, Conflict of Interest Policy, Assembly HR Policy and Procedures, Health and Safety Policy, and Compliance and Implementation Policy. 	<ul style="list-style-type: none"> No gap identified 	<ul style="list-style-type: none"> This action can be achieved on need basis
2. Strategic Planning Performance Reports;		<ul style="list-style-type: none"> No strategic performance reports planning 	<ul style="list-style-type: none"> The assembly should put in place strategic plan implementation committee

3.3 Emerging Challenges

The County Assembly of Siaya experienced challenges during the implementation of the Strategic Plan 2018-2022. These challenges are summarised as follows:-

- The County Assembly of Siaya has passed 25 bills, however, the Siaya County Executive is slow in the publication of the bills and enacting necessary regulations;
- Review of CIDP was not assigned to respective department making it difficult to either achieve the output them or document progress towards achieving the output;
- There was also limited budgetary allocations to accomplish all the flagship projects and/or outputs such as assembly complex and speakers residence in the previous strategic plan;
- Covid- 19 pandemic significantly affected the operations of the County Assembly of Siaya particularly committee and plenary meetings which were forced to go virtual;
- The previous strategic plan was not properly communicated to the assembly departments after completion and this led to lack of ownership;
- The County Assembly of Siaya did not develop private public partnership policy to tap into additional resources;
- The previous strategic plan did not have in-built specific targets in the implementation matrix making it difficult to measure progress towards the achievement of the strategic goals;
- County Assembly of Siaya did not constitute Strategic Plan Implementation Committee (SPIC) to spearhead the documentation of performance target and offer necessary guidance to the CASB on the achievements of set targets.

3.4 Key Lessons Learnt

The implementation of the previous strategic plan has certain lessons which can subsequently inform the development of the 2022–2027 strategic plan and its subsequent implementation;

- To adequately implement a strategic plan, there is need to create awareness among all the assembly department;
- The implementation of a strategic require SPIC to work closely with CASB in developing policies to guide in the implementation of the strategic plan;
- Broader ownership of the Strategic Plan calls for a participatory bottom up approach to its development and implementation;
- The implementation of County Assembly Strategic require close working relationship with the County Executive in order to to achieve the legislative mandate;

- For realisation of capital projects such as construction of speakers residence and assembly complex requires multi-disciplinary teams comprising lawyers, architects, site planners, quantity surveyors and electrical engineers to improve on implementation;
- Building team spirit is key to the successful delivery of services within the strategic plan.

3.5 Key Recommendations

The following recommendations are to inform the County Assembly of Siaya in developing of new Strategic Plan 2022- 2027. The recommendations are also aim at facilitating county assembly members to effectively and efficiently discharge their constitutional mandate of representation, legislation and oversight;

- The County Assembly of Siaya should establish strategic plan development committee with representatives from all key departments;
- The strategic plan development committee to work with the consultant during the development of the strategic plan 2022- 2027;
- The strategic plan development committee to transition to strategic plan implementation committee;
- CASB to develop clear term of reference for the strategic plan implementation committee in terms of key deliverables;
- CASB to provide continuous communication to all department about the development and implementation of new strategic plan;
- The new strategic plan should be incorporated into the new County Integrated Development Plan 2022- 2027;
- The new strategic plan should approximate the required financial resources for implementation the actions;
- The new strategic plan should have clear targets in the implementation matrix to guide implementation committee;
- The new strategic plan should consider new normal in the context of COVID 19 pandemic to enable the committees and plenary meetings to continue uninterrupted;
- The new strategic plan should promote democratic and accountable exercise of power; fosters national unity by recognising diversity; gives powers of self-governance to the people and enhances their participation;
- The new strategic plan should strengthen knowledge and evidence-based decision making by investing more resources in flagship projects, library and ICT services, internet connectivity, modern media centre, and upgrade assembly website to increase assembly presence on social media.



Hon. Fredrick Omoro MCA East Ugenya ward taking members of the public through the Constitution amendment Bill (BBI) 2021 at Ugunja Hall.



Members of the public in attendance at Ugunja Hall taking note of the contents of Constitution Amendment Bill 2020.



Mr Vitalis {Commissioner Co-operative Development} elaborating key issues in the Co-operative Development Fund Bill 2020 to the members of the public at Ugunja Hall.



Honourable Mcas at Ugunja hall taking the public through the Cooperative Development Fund Bill, 2020.



Hon Willis Ochieng , MCA West Yimbo taking the public through the Co-operative Development Fund Bill 2020 at Ugunja Hall.



Honourable MCAS at Ugunja hall taking the public through the Cooperative Development Fund Bill, 2020 at Bondo Town Hall.



Hon Obiero Otaare and MCAs and members of the public through the Co-operative Development Fund Bill 2020 at ACK Cathedral, Alego Usonga Sub County.



Central Sakwa ward office, Area MCA Charlton Andiego



East Game Ward office , Area MCA Siguru Samuel.



East Game ward office, Area MCA Siguru Samuel



Validation workshop1



Validation workshop



T23Fre ve



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