



STRATEGIC PLAN 2018 – 2022



REPUBLIC OF KENYA
COUNTY ASSEMBLY OF SIAYA

County Assembly of Siaya
© 2019

VISION

To be a responsive and an excellent County Assembly in Africa

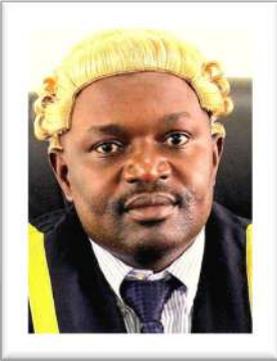
MISSION

“Promoting ideals of devolution, good governance and the rule of law through effective and efficient legislative, oversight and representative functions for the people of Siaya.”

CORE VALUES

Transparency and accountability	in all undertakings
Professionalism and integrity	in our operations
Diligence and Commitment	to our constituents
Respect	for the rule of law
Accommodative and Cooperative	with all customers
Timeliness	in our endeavors

Foreword



Any institution that is keen on excellent performance must have solid and sound plans on which to anchor its operations. The plans should not only address its immediate short-term goals but also position the institution to meet future challenges. This necessitates that the plans are reviewed from time to time to meet the needs of changing circumstances. The Assembly has just completed implementation of its first Strategic Plan (2013-2017) and embarked on development of the second strategic plan, which articulates the strategic intentions of the Assembly.

This Strategic Plan (2018-2022) has been developed at a time when there have been several changes both in our external and internal environments. The aspirations of Kenya Vision 2030 have propelled every player in the public sector to re-orient its approach to service delivery. The Constitution of Kenya, 2010, calls for concerted efforts to ensure citizen-centric development. The devolved government structure and the inherent institutional as well as legal changes have revolutionized the conduct of business, more so the financial and socio-economic planning in the devolved units.

The national government's approach towards funding development in devolved units has changed too. There is a lot of competition for resources mobilized by the national government which has compelled County Assemblies to seek alternative ways of achieving resource sustainability in order to ensure efficient service delivery to their citizens. In this Strategic Plan (2018-2022), we have crafted strategies that address these and other strategic issues. Towards this goal, comprehensive implementation as well as monitoring and evaluation frameworks have been developed in the Plan. Our Annual Operational Plans will be derived from the Strategic Plan to ensure that we stay on course, year after year.

The development of this Strategic Plan was as a result of a highly participatory and consultative process involving all stakeholders. The process was coordinated by the Head of Research, whereas strategic leadership in the process was provided by the County Assembly Services Board.

I trust that together as a team we shall commit ourselves to effective implementation of this Strategic Plan in order to achieve our vision of "**A responsive and excellent County Assembly in Africa**". We look forward to working with all our stakeholders to collaboratively implement this plan.

Hon. George Okode
Speaker
County Assembly of Siaya

Preface



Organizational success does not come by chance. It is the result of consistent and focused hard work by managers seeking survival and continuity of their organization. Successful organizations have a strong sense of focus and a passion to achieve excellent performance. Everybody understands the business of such focused organizations. There is commitment to achieve corporate objectives. These organizations are guided by clear proactive strategies.

Strategy is essential in providing corporate direction and focus. Such strategy specifies how an organization will move from its present position to its desired future; clarifies an organization's strategic positioning; and indicates how an organization will secure sustainable advantage.

Organizations articulate their strategies by going through a structured strategic planning process. This process offers a periodic opportunity to take stock and to challenge the conventional wisdom. It also provides the inspiration to develop a strategy and to ultimately determine the best fit in the prevailing circumstances that guarantees an organization's competitive advantage. The outcome of this process is a strategic plan which is a blueprint for managing the organization.

Effective execution, monitoring and evaluation will be very critical in ensuring successful implementation of this Strategic Plan. It will provide the feedback necessary for the monitoring of the status of its implementation and enable leadership of the Assembly to make informed decisions based on evidence. Sectional heads have been tasked with overseeing execution of strategies addressing specific strategic issues and ensuing progress. Reports shall be discussed by the Departmental leadership as well as the County Assembly Services Board for input and direction. Implementation progress reports shall be generated and presented periodically for deliberation and further direction.

Mr. Isaac Felix Olwero
Clerk to County Assembly of Siaya

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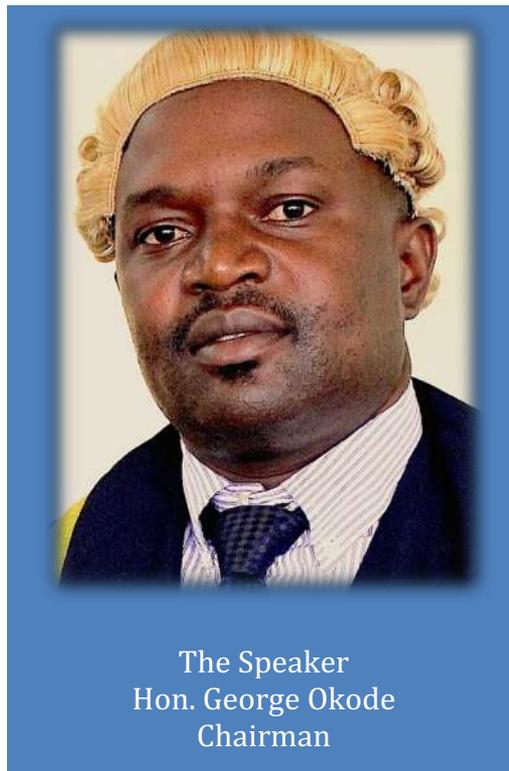
Abbreviations

CASB	Siaya County Assembly Service Board
ITCZ	Intra Tropical Convergence Zone
ERSWEC	Economic Recovery Strategy for Wealth and Employment Creation
MTEF	Mid Term Economic Framework
M&E	Monitoring and Evaluation
EAC	East African Community
AU	African Union
NEPAD	New Partnership for Africa's Development
SCASB	Siaya County Assembly Service Board
SPIC	Strategic Plan Implementation Committee
SWOT	Strengths, Weaknesses, Opportunities and Threats
P- PESTEL	policies, political, economic, social, technological, and legal
CEO	Chief Executive Officer
SMS	Short Message Service
IFMIS	Integrated Financial Management Information System
KV2030	Kenya Vision 2030
CORD	Coalition for Restoration of Democracy
GoK	Government of Kenya
RBM	Results Based Management
MTP	Mid Term Plan
AOP	Annual Operational Plan
HIV	Human Immunodeficiency Virus
AIDS	Acquired Immune Deficiency Syndrome
CEC	County Executive Committee
ICT	Information Communication Technology
CSO	Civil Society Organization
MCA	Member of County Assembly
HR	Human Resources

Members of the County Assembly Service Board



Hon Eliud Onyango
Member



The Speaker
Hon. George Okode
Chairman



Hon Maurice Aringo
Vice-Chair
MCA West Sakwa



Hon. Margaret Olale
Member



Mr. Isaac Felix Olwero
Clerk to Assembly
Secretary to the CASB.

Members of the County Assembly

COUNTY ASSEMBLY MEMBER			
 <p>Speaker Hon. George Okode</p>	 <p>South East Alego Hon. Mboha Joseph Oloo</p>	 <p>West Alego Hon. Okumu Felix Ouma</p>	 <p>Usonga Hon. Sylvester Otieno Madialo</p>
 <p>Siaya Township Hon. James Obiero Otare</p>	 <p>Central Alego Hon. Leornard Otieno Oriaro</p>	 <p>North Alego Hon. Odawa Vincent Otieno</p>	 <p>East Ugenya Hon. Omoro Fredrick Oluoch</p>
 <p>West Ugenya Hon. Odongo Andericus Oduor</p>	 <p>North Ugenya Hon. Ocheing' Fredrick Opanga</p>	 <p>Ukwala Hon. Oduor Joseph Peter Omondi</p>	 <p>Ugunja Hon. Oor Benard Peter Odero</p>
 <p>Sidindi Hon. Kidera Joseph Wandera</p>	 <p>Sigomre Hon. Odawa Erick Z. Abungu</p>	 <p>South Sakwa Hon. Odhiambo Edwin Otieno</p>	 <p>Central Sakwa Late Hon. Joanes Andiego</p>
 <p>West Sakwa Hon. Aringo Morris Osewe</p>	 <p>North Sakwa Hon. Lorna Adida</p>	 <p>West Yimbo Hon. Willis Ochieng Okoth</p>	 <p>East Yimbo Hon. Otiato Francis Otieno</p>

 South Uyoma Hon. Ousa Simeon Nyaji	 North Uyoma Hon. Bonyo Booker Washington	 East Asembo Hon. Oyugi Judith Anyango	 West Uyoma Hon. Samwel Onyango Olasi
 West Asembo Hon. Auma Ambrose Akuno	 Yala Township Hon. Onyango Wiliam Kinyanyi	 East Gem Hon. Siguru Samuel Otieno	 West Gem Hon. Okwiry Susan Acheing'
 North Gem Hon. Ochola Nick Evans Okoth	 South Gem Hon. Audi David Onyango	 Central Gem Hon. Awino Abigail Perpetua	

NOMINATED MEMBERS

 Hon. Andrew Omwende Omollo Persons Living with Disability Rep	 Hon. Winnie Mercy Akoth Otieno Women Rep	 Hon. Emily Agnes Awitta Women Rep	 Hon. Caren Atieno Ayika Women Rep
 Hon. Irene Shirly Oyuoga Women Rep	 Hon. Philly Akoth Onditi Women Rep	 Hon. Hellen A. Winga Women Rep	 Hon. Jane Atieno Odhiambo Women Rep
 Hon. Linda Achieng' Juma Women Rep	 Hon. Truphosa Apondi Osewe Odinga Women Rep	 Hon. Benard Onyango Adala Youth Rep	 Hon. Nancy Adhiambo Wamai Youth Rep

1.0 BACKGROUND

1.1 Establishment of the County Government

Article 176 (Chapter Eleven) of the Constitution establishes County Governments 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.

Section 8 of the County Governments Act 2012 provides that the County Assembly shall vet and approve nominees for appointment to county public offices, perform the roles set out under Article 185 of the Constitution, 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, approve the borrowing by the county government in accordance with Article 212 of the Constitution, approve county development planning and perform any other role as may be set out under the Constitution or legislation.

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. The Assembly has powers to 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. It also provides that a county assembly, while respecting the principle of the separation of powers, may exercise oversight over the county executive committee and any other county executive organs. The Assembly also receives and approves plans and policies for the management and exploitation of the County's resources and the development and management of its infrastructure and institutions. County Assemblies are expected to conduct an oversight of the County Government, which has been expanded greatly, with extended control over critical County processes such as the Budgeting process, public appointment and County Legislation among others.

Membership of the Siaya County Assembly is anchored on Sec7 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 comprises of six nominated members as contemplated in Article 177(c) of the Constitution; and the speaker, who is an ex officio member.

Siaya County Assembly consists of 43 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 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

Hon. Speaker is elected from outside the membership of the House and is an Ex-officio member.

1.2 Leadership of the County Assembly

The Speaker is the head of the County Assembly. A county assembly shall observe the following order of precedence—

- (a) the speaker of the county assembly;
- (b) the leader of the majority party; and
- (c) the leader of the minority party.

Political Leadership



**Hon. George Okode
The Speaker**



**Hon. Andericus Odongo
Deputy Speaker**



**Hon. Samuel Olasi
Whip of Majority
Party**



**Hon Peter Odero Oor
Leader of Majority
Party**



**Hon Linda Juma
Deputy Whip**



**Hon Judith Oyugi
Deputy Majority
Leader**

1.2 Role of the Siaya County Assembly

Section 8 of the County Governments Act 2012 provides for the role of the County Assembly. The Siaya County Assembly 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.

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.

Currently the assembly has 12 standing committees which represent the 12 sectors of the County Government. Their composition and functions are detailed in Appendix 5

The Constitution of Kenya provides the primary objectives and or functions of the Assembly as;

a) LEGISLATION

Specifically, 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. The Assembly has powers to 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. Specifically, the Assembly under this limb of their responsibility does the following;

- a. Debate and pass laws for purposes of better governance of the County.
- b. To provide, by giving legislative sanction to taxation and acquisition of means to carrying out the work of the County government.

- c. To scrutinize government policy and administration, including proposal for expenditure and legislative backing to the same.

b) OVERSIGHT

Article 185(3) of The Constitution of Kenya 2010, various sections the County Government Act,2012 and the PFM Act ,2012 mandates a County Assembly, while respecting the principle of the separation of powers, to exercise oversight over the County Executive organs. When exercising its oversight function, the County Assembly focuses on the following areas:

- a. Implementation of applicable laws and statutes
- b. Implementation of budgets
- c. Administrative and financial oversight.

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. The Assembly exercises its oversight function for the following reasons;

- a. To prevent illegal and unconstitutional conduct on the part of the County Government.
- b. To protect the rights and liberties of citizens
- c. To hold the County Government answerable for how taxpayers' money is spent
- d. To make County Government operations more transparent and increase public trust in the operations of the government.

c) REPRESENTATION

The County Assembly members are drawn from all the wards in the County to ensure effective representation of the people. The representative function of a parliament is characterised by;

- a. Its role as an avenue for the expression and debate of issues of local and national importance, and the translation of those debates into policies.
- b. Members of the County Assembly engaging their constituents in continuing dialogue in order to understand their views and perspectives and to rely on their knowledge on various topics and utilising their respective offices to voice the resulting ideas.
- c. Members of the County Assembly using the formal structure of the Assembly to engage constituents and provide them with direct access to the decision-making process within the institution.

1.3 The County Assembly Service Board (CASB)

The Siaya County Assembly Service Board (CASB) is established pursuant to section 12 (1) of the County Governments Act 2012 as a body corporate with perpetual succession. It has four members: Hon. Speaker of the Assembly as the chairperson; Leader of Majority as the vice-chairperson and Leader of Minority and one person resident in the county appointed by the county assembly from

among persons who have knowledge and experience in public affairs, but who is not a member of the County Assembly. The Clerk to the Assembly is the Secretary to the Board.

The statutory mandate and responsibilities of the Board include:-

- a) Providing services and facilities to ensure the efficient and effective functioning of the County Assembly;
- b) Constituting offices in the County Assembly service and appointing and supervising office holders;
- c) Preparing annual estimates of expenditure of the County Assembly services and submitting them to the County Assembly for approval and exercising budgetary control over the service;
- d) Undertaking, singly or jointly with other relevant organizations, programmes to promote the ideals of parliamentary democracy;
- e) Performing other functions necessary for the well-being of the members and staff of the County Assembly or prescribed by the national legislation.

1.4 Clerk and Staff of Count Assembly

Section 13 of the County Governments Act provides that there shall be a Clerk to the County Assembly appointed by CASB with the approval of the County Assembly. The Clerk is the head of the administrative arm of the Assembly. The offices of the Clerk and members of staff are offices in the County Assembly Service.

1.5 The Devolved Government

Siaya County welcomes a new dawn with the rest of Kenya in the March 4th 2013 general elections. In line with the new constitution of Kenya 2010, a new system of governance will be introduced the 'devolved government' which will exist along the national government. The County participated in the election six offices namely: president, member of the national assembly, member of the senate (senator), Governor, Women and county representatives. Siaya County has six constituencies; Ugenya, Ugunja, Gem, Alego Usonga, Bondo and Rarieda constituencies which are divided into twenty nine wards. The parliament of Kenya is composed of the National Assembly and the Senate; thus the senator, six members of parliament, a women representative and a president elect will represent the people of the County.

Where as much assumption is placed on the county government to be, the people of Siaya County should equally be aware of the importance of the senator. The senator will represent the county and its government in parliament with a single key important vote. Apart from law making the senator will be involved in determination of the county share of national revenue and monitoring it as well.

1.6 Structure of the County Government

The populace elected a governor and twenty nine ward representatives to the County government. The county government is composed of the County Assembly and County Executive and will decentralize some services formerly under the national government to the people of Siaya County. The County headquarters is located in Siaya town. The County Executive Committee has a maximum ten members composed of the Governor, the Deputy Governor and members appointed by the governor upon approval by the county assembly. The committee is charged with preparing proposed county legislation, implementation of county and national legislation, managing and coordinating functions of county administration and departments and presenting county reports to the county assembly.

The County Assembly on the other hand is the legislative authority in line with the functions of the county government. It will receive and approve plans and policies for resource management and development of the county. The county assembly is composed of the speaker, governor, elected members and nominated representatives of marginalized groups, persons with disabilities and youth.

1.7 Functions of County Assembly

The functions of the county government as outlined in the Fourth Schedule, Constitution of Kenya 2010 are as follows:

- Agriculture and husbandry
- Provision of essential services such health services, county transport, education
- Control pollution and disasters management
- Monitor cultural activities, public entertainment and public amenities
- Provide framework for trade development and regulation
- County planning and development.
- County public works and services
- Implementation of specific national government policies on natural resources and environmental conservation
- Encourage public participation in county governance and development

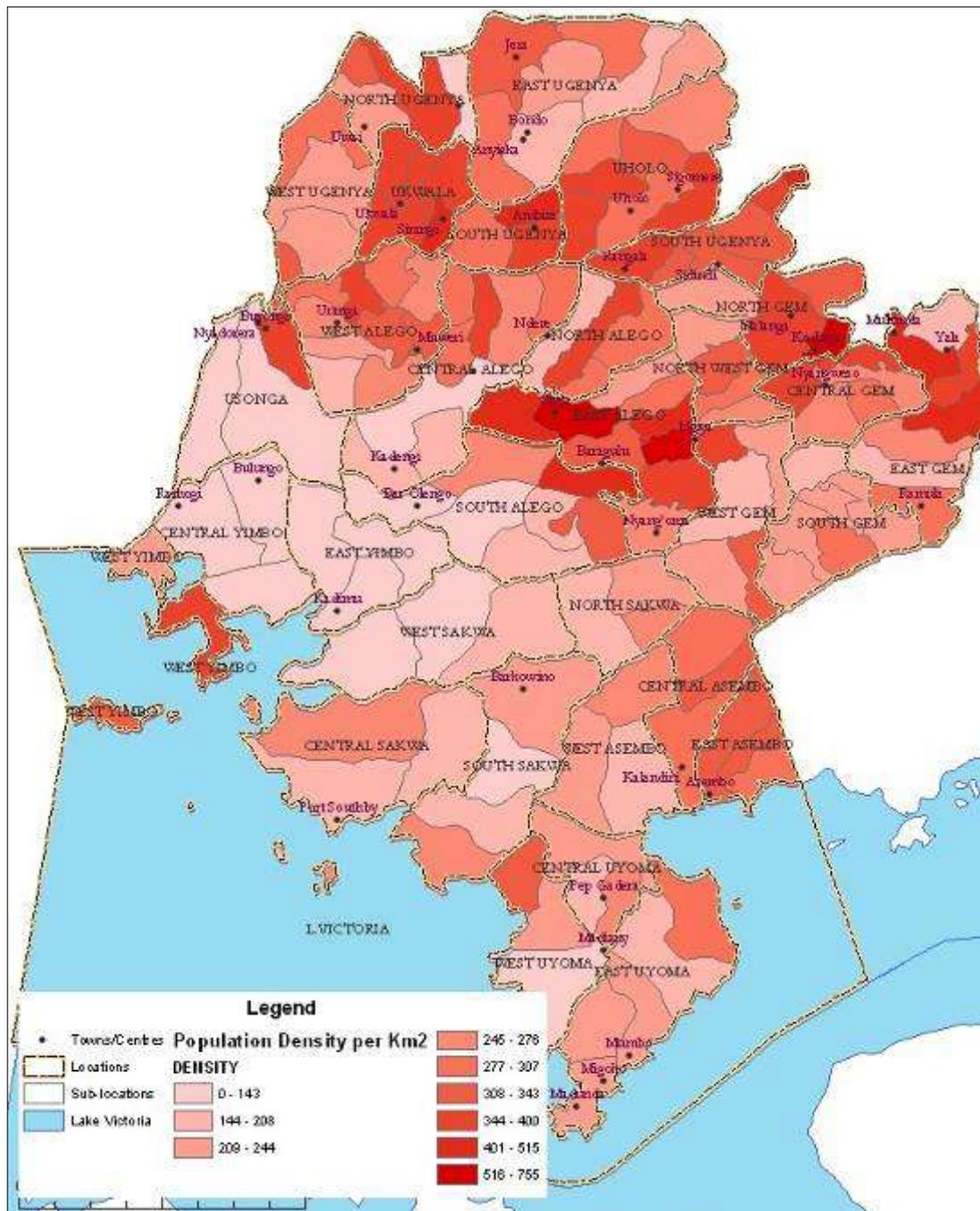
The devolved government thus is expected to spur development in the county by placing emphasis on the untapped resources. The County Assembly is expected to provide the legislative framework to support this mandate.

1.8 Overview of Siaya County

1.8.1 Location

Siaya County is one of the forty seven (47) counties established under the new Constitution of Kenya 2010, made of the former Siaya district of as under the 1992 districts of Kenya and combines the current Siaya, Bondo, Rarieda and Ugunja districts. It is located in western Kenya and borders Busia, Kakamega, Vihiga Kisumu, and Homabay counties. It also borders Lake Victoria, the second largest fresh water lake in the world.

The equator traverses the county as it is enclosed within latitudes 0°26' North to 0°90' South and longitudes 33° 58' East and 34° 35' West. The region experiences a modified equatorial climate with two rainfall seasons and relatively high temperatures. The topography is undulating dissected by water divides of rivers Nzoia and Yala, as altitude rises from 1140 m to 1400 m. The county also hosts Kenya's biggest swamp, Yala swamp and one of the few ox bow lakes in the country, Lake Kanyaboli. The County has an area of 2530.4 sq Km with a population of 842,304 and is made up of six constituencies and thirty electoral wards.



Map1: Siaya County

1.8.2 Demography

Siaya County has a population size of about 842,304 according to the 2009 Population Census of which are 47% are males and 53% females living in 199,034 households. The county has a surface area of 2,530.38 sq km culminating to a population density of 333 people per km². The population is young with 46.1 % being between ages 0 to 14 years, 50.9 % within 15-64 years and eventually 3.0 % are above 65 years.

County population summary

Male	398,650
Female	443,654
Total	842,304
Households	199,034
Area in Sq. Km.	2,530.38
Density	332.88
Rural Population	731,444
Urban Population	110,860
Poverty Index	70.8

Source: KNBS 2009 Kenya Population and Housing Census:

Siaya Registered Voters

CONSTITUENCY	NUMBER OF WARDS	REGISTERED	ESTIMATED	POPULATION
ALEGO USONGA	6	71,628	87,293	187,243
BONDO	6	59,617	73,437	157,522
GEM	6	55,942	74,907	160,675
RARIEDA	5	50,377	62,731	134,558
UGENYA	4	40,061	50,785	108,934
UGUNJA	3	34,893	43,530	93,372
SIAYA COUNTY	30	312,518	392,683	842,304

Source: Independent Electoral and Boundaries Commission

1.9 Siaya County Assembly

Electoral Units

CONSTITUENCY	WARD	SUB_LOCATION
UGUNJA	Sidindi Ward	Simenya, Rangala, Yiro East, Yiro West, Ruwe and Uhuyi Sub Locations
	Sigomere Ward	Got Osimbo, Mung'ao, Madungu, Sigomere, Asango East, Asango West, Tingare East and Tingare West Sub Locations
	Ugunja Ward	Ligega, Umala, Ambira, Ngunya, Ugunja, Rambula South, Rambula North and Magoya Sub Locations
UGENYA	East Ugenya Ward	Anyiko, Sihayi Ramunde, Kathieno A, Kathieno B and Kathieno C Sub Locations
	North Ugenya Ward	Nyamsenda, Ligala North Jera, Kagonya and Sega Sub Locations
	Ukwala Ward	Doho East, Doho West, Simur, Simur East, Simur-Kondiek, Siranga and Yenga Sub Locations
ALEGO USONGA	West Ugenya Ward	Karadolo East, Karadolo West, Masat East, Masat West, Sifuyo East, Sifuyo West, Nyalenya, Uyundo, and Ndenga Sub Locations
	Central Alego Ward	Ojwando A Ojwando B, Kochieng A Kochieng B, Koyeyo, Kakumu Kombewa, Kadenge and Obambo Sub Locations
	North Alego Ward	Hono, Nyamila, Komolo, and Nyalgunga Sub Locations
	Siaya Township Ward	Nyandiwa, Mulaha, and Karapul Sub Locations
ALEGO USONGA	South East Alego Ward	Bar Agulu, Nyangoma, Masumbi, Mur Ngiya, Randago, Bar Olengo, Mur Malanga, Bar Osimbo, Nyajuok, Barding, Ulwa, Umala, Ulafu and Pap Oriang Sub Locations
	Usonga Ward	Sumba, Nyadorera A and Nyadorera B Sub Locations

	West Alego Ward	Kalkada Uradi, Komenya Kalaka, Komenya Kowala, Kodiene, Mahola Ulawe, Gangu, Kaugagi Hawinga, Kaugagi Udenda, Sigoma Uranga and Kabura Uhuyi Sub Locations
RARIEDA	East Asembo Ward	Omia Mwalo, Omia Diere, Omia Malo, South Ramba and North Ramba Sub Locations
	North Uyoma Ward	Masala, West Katweng'a, East Katweng'a, Ochieng'a and Ragengni Sub-Location
	South Uyoma Ward	Lieta, Ndigwa and Naya Sub-Location
	West Asembo Ward	Nyagoko, Siger, Mahaya, Akom and Memba SubLocation
	West Uyoma Ward	Rachar, Kobong, Nyabera, Kokwiri and Kagwa Sub -Location
BONDO	Central Sakwa Ward	Nyangoma, Ndeda/Oyamo and Uyawi Sub Locations
	North Sakwa Ward	Bar Kowino, Ajigo, Bar Chando and Abom Sub - Locations
	South Sakwa Ward	Nyaguda, Got Abiero, East Migwena and West Migwena Sub Locations
	West Sakwa Ward	Utonga, Kapiyo, Maranda, Usire and Nyawita Sub- Locations
	West Yimbo Ward	Usenge, Got Agulu, Mahanga and Mitundu SubLocation
	Yimbo East Ward	Usigu, Got Ramogi, Bar-Kanyango, Nyamonye, Othach and Pala Sub -Locations
GEM	Central Gem Ward	Gongo, Nyandiwa, Nyawara, Siriwo and Kagilo Sub Locations
	East Gem Ward	Marenyo, Uranga, Lihanda and Ramula Sub Locations
	North Gem Ward	Malanga, Got Regea, Ndere, Nyabeda, Lundha, Maliera, Asayi and Sirembe Sub Locations
	South Gem Ward	Rera, Kambare, Ndori, Kanyadet, Kaudha East, Kaudha West, Onyinyore and Gombe Sub Locations
	West Gem Ward	Malunga West, Malunga Central, Malunga East, Wagai West, Wagai East, Uriri, Dienya West, Dienya East and Nguge Sub Locations
	Yala Township Ward	Anyiko, Sauri, Nyamninia and Jina Sub Locations

Out of the 30 elected members of the County Assembly only four were female. To conform to the Constitutional requirement of $\frac{1}{3}$ of the membership of the Assembly being women the number of nominees to the assembly were upped to address this provision. Total members are 46 of which nominated female members are 9 and a female youth representative.

1.10 Achievements

The first Assembly witnessed a number of achievements. These are summarized below.

- Construction of the perimeter wall around the Assembly premises
- Construction an ultramodern ablution block, a waiting bay for visitors, car park and the suspended steel water tank
- The construction and furnishing of new committee rooms and offices for the committee chairpersons
- Construction and furnishing of office block for Clerks to the Assembly and Committee Clerks.
- Initiation of design of new Assembly Complex and Speaker's Residence.
- Construction of a reinforced concrete disability ramp at the main chambers
- Completion of refurbishment of the Assembly Chambers.

- Refurbishment and reconstruction of Speaker’s office with a modern boardroom.
- Purchase of two 10 seater vans, one Land –Cruiser Prado, one Nissan Trail, and one Suzuki Vitara
- Installation of PABX, and the purchase of 80KVA generator.
- Review and adoption of Standing Orders and other internal operational policies
- Enactment various Acts of the Assembly.
- Recruitment of technical and legislative staff
- Training of staff and MCAs for enhanced and legislative and technical skills



The refurbished Council Chambers

1.10 Engagement Premise

Strategic planning is an organizational development tool that produces fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it. It requires broad-scale information gathering, an exploration of alternatives, and an emphasis on the future implications of present decisions.

The Strategic Plan 2018-22 will provide the County Assembly of Siaya with a renewed and revitalized pathway that is aimed at consolidating its current gains, utilizing innovative ways and breaking new grounds to build and expand its

horizons mandate. The Plan provides information and direction in the implementation of the Constitution of Kenya 2010 and the County Governments Act, 2012 through;

- Providing a strategic direction and focus with regard to the new expanded mandate
- Positioning the organization strategically in relation to the dynamics of the environment
- Providing a rational framework for effective governance and management
- Charting a rational course for organizational growth and development

This Strategic Plan will shape the Assembly's strategic focus, administrative, financial, resource mobilization and utilization. It proposes initiatives aimed at strengthening the way CAS legislates, oversights and represent the people of Siaya County.

1.11 Methodology and Process

The County Assembly Services Board developed this Strategic Plan 2018-22 with a view to placing Siaya County Assembly on the frontlines of organisational and management preparedness. The Strategic Plan is a five-year roadmap for providing the requisite framework for managerial support.

The plan was developed by a Strategic Planning Committee deliberately constituted to deal with the task of formulating the strategic issues and developing the framework. The committee engaged in broad consultations with the Office of the Speaker the Clerk to the Assembly. Additionally, the County Assembly Service Board (CASB) was instrumental in providing strategic direction to the process of formulating the plan, and providing themes and key result areas that the Assembly considers critical for effective delivery of services to the residents of Siaya County. Through the Strategic Planning Committee, the opportunity was provided to formulate and reflect on the mission, vision, core values of the Siaya County Assembly.

The process of development of the Strategic Plan was guided by the following framework;

- **Participation:** A good strategic plan is one that brings on board all relevant internal stakeholders in its development and implementation processes. As part of the need to ensure that the document is fully owned and implemented by all stakeholders, the process was enriched with the participation of Departmental and Section Heads, and a cross-section of the Siaya MCA's, who were quite instrumental in giving leadership to the process.

- Primary and Secondary Data Sources: Key reference documents were reviewed and triangulated with data from interviews and Focus Group Discussions with MCAs and staff. Draft findings were validated in workshops.
- Validation: The Siaya County Assembly Strategic Plan 2018-22 was then presented to the County Assembly and County Assembly Service Board for validation and approval respectively. The views and amendments arising there from were incorporated into the final Strategic Plan for communication, circulation and implementation.

1.12 Organization of the Plan

The formulation of the Siaya County Assembly Strategic Plan 2018-2022 is organized and discussed in six chapters. **Chapter One** covers the institution perspective, which gives the historical background of the County and the Assembly, an engagement premise, the strategy's development methodology and process as well as the summary of its organization. **Chapter Two** covers the Siaya County Assembly in Perspective, while **Chapter Three** presents the formative analysis. **Chapter Four** presents a brief performance review of the Strategic Plan 2013-17. **Chapter Five** discusses the Siaya County Assembly strategic direction wherein strategic issues, objectives, strategies and activities adopted are detailed. **Chapter Six** addresses resource mobilization in response to the reviewed strategy and a risk assessment of proposed strategic direction. **Chapter Seven** presents the review of implementation, monitoring, review and evaluation processes inclusive of the structures for delivery. The chapter covers implementation matrix as presented in Annex 1.

2.0 SIAYA COUNTY ASSEMBLY IN PERSPECTIVE

2.1 Fundamental Statements

Vision

“To be a responsive and an excellent County Assembly in Africa”

Mission

“Promoting ideals of devolution, good governance and the rule of law through effective and efficient legislative, oversight and representative functions for the people of Siaya.”

Core Values

- a. **Transparency and accountability** in all undertakings. It is the aspiration of the Assembly that it ensures that all its activities are undertaken in ways that are track-able, and follow clear approved procedures. Officers shall be responsible for decision that they make and shall be held accountable to that effect.
- b. **Professionalism and integrity** in our operations. There shall be training of staff and correct placement within portfolios so that offices within the County Assembly are occupied by competent professionals that are able to effectively carry out their responsibilities and in equal measure, engage professionally with members of the public. This calls for systems to be put in place to ensure integrity as part of professional service.
- c. **Diligence and Commitment** to our constituents. The Assembly as a representative institution will strive to deliver on its commitments to the electorate. This will require due diligence which shall be exercised through the structures of the Assembly.
- d. **Respect** for the rule of law. The Assembly makes law and will be at the forefront in respect for the law. Procedures will be established to ensure that legal processes are respected and adhered to by all, within and without the Assembly.
- e. **Accommodative and Cooperative** with all stakeholders. It is imperative that stakeholders be part of the Assembly processes. The functions and operations of the Assembly, especially at the Sub-County, Ward and Village levels will be driven by stakeholder interests.
- f. **Timeliness** in our endeavours. The Assembly strives to deliver timely decisions and to implement the decisions in a timely manner for the benefit of all its stakeholders.

2.2 Policy Priorities

The mandate and function of the County Assembly is an extension of the National Assembly, the standing orders of County Assembly is by and large a replica of National Assembly, therefore the functions of committee services are defined in the standing orders. Sectoral committees works hand in hand with the County Executive Committee, to achieve this mandate and work in harmony to promote;

- Public satisfaction by the services offered by SCA
- Compliance with constitutional legal requirements, code of ethics and standards
- Visibility of the Assembly
- Protection of Public interest
- Institutional strengthening and operational excellence
- Enhanced responsive legislation;
- Effective oversight;
- Effective representation.

Siaya County Assembly Members plays a vital role in ensuring that the objectives and values as set out in this strategic plan come to realisation. To this end the Siaya County Assembly Service Board (SCASB) shall adopt and implement the Plan taking these aspirations into account. This strategic plan shall be 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 so established shall be called; Strategic Plan Implementation Committee (SPIC) as stipulated in the Standing Orders. The County Assembly Service Board shall provide policies to guide in the implementation of the Strategic Plan.

2.3 Organization structure and staffing levels

The Siaya County Assembly has a hierarchical structure. The Speaker of the County Assembly is at the apex of this structure. He chairs the County Assembly Service Board with the Clerk to the County Assembly being the administrative head. The Clerk works with a number of departments who have specific mandates. This allows for division of labour. Currently the Assembly has 82 employees some of who are not appropriately trained/placed in current positions. The staff distribution in shown in Appendix 3

However there are emerging challenges with regards to staffing namely:

- Skills gaps for key personnel
- Potential turnover due to low remunerations amongst staff.

Other areas of concern are

- Overlap of committee roles
- “One party” assembly

3.0 SITUATIONAL ANALYSIS

3.1 Introduction

The situational analyses herein conducted, generates the required focus that is needed to inform the formulation of the County Assembly of Siaya strategic direction for the next 5 years. The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis gives a detailed review on the major parameters that will impact on Assembly's performance. County Assembly of Siaya's current and future situation in relation to its roles and functions has been conditioned by its stakeholders' functional relationships and roles thereby necessitating the Stakeholder analysis. Further conditioning has been by the governing policies, political, economic, social, technological, and legal (P- PESTEL) factors in its operating environment. Ultimately, County Assembly of Siaya's situations that prevail in each key result area of its operations are analyzed (SITUATION Analysis) with critical focus on current and desired status. The formative analyses conducted are detailed below.

3.2 Internal Environment Assessment

An assessment of the **strengths** and **weaknesses** of the Siaya County Assembly is undertaken to allow for an appreciation of its capacity to fulfill its mandate. The weaknesses that have been identified within the legislative and administrative units offer a challenge in running the institution and fulfilling its objectives. However it is important to identify these weaknesses so that strategies are put in place to address them by removing them or reducing their negative impacts. The strengths that exist within the Assembly are identified so that they can be enhanced to improve the management of the institution. These strengths are a consolidation of aspects brought out at the departmental level within the whole Assembly set-up focusing on skills, staffing levels, shared values, structures of management and operation systems.

	STRENGTHS	WEAKNESSES
Skills	Existence of qualified competent staff	Staff are not well equipped to address emerging technologies
Staffing Levels	Most units have basic staff	Some units still need staff
Shared Values	Values of the County Assembly are championed by the Speaker of the County Assembly	No adequate induction for new staff on values
Systems	Management system, Integrated Financial Management Information System ,Procurement system, Recruitment guidelines, Assembly Standing Orders	Bureaucracy and glitches in IFMIS causes occasional delays
Structures of Management	Constitutional and statutory framework	Devolving of units to the ward level not yet done
Communication Strategies	Communication is both vertical and horizontal Internet set up	Communication Policy not implemented
Logistical and Institutional Support Systems	The support systems in place include new vehicles and equipment	Increase in staff numbers has created congestion in officers and equipment use

Financial performance	Approved budget which guides its expenditure	Occasional delays in funds disbursement from the National Treasury IFMIS sometimes has glitches that affect operations
Quality of service	Staff have been recruited to fill key posts	Inadequate equipment to support services provision

3.3 External Environment Assessment

On the other hand the operational environment outside the County Assembly of Siaya is crucial for tapping the *opportunities* that exist and relevant to its operations. The *threats* that exist within this environment vis a vis the operations of the Assembly in the short and long term cannot be gainsaid. This analysis is undertaken with a view to appreciating opportunities that exist and which the Assembly can exploit as a springboard for developing strategies in response to these situations, and the threats that need mitigation.

	OPPORTUNITIES	THREATS
Policy Framework	Development of a number of policy instruments	Poor information flow on policy issues between the Assembly and the County Executive.
Political Factors	There is relatively high political stability both within the County and nationally. There is diversity of interests among various communities or groupings within the County	Periodic changes in political balance in the County Government Total dominance by ODM as political party hence no effective opposition, Political infighting in the Assembly and competing interests by MCAs.
Economic Factors	Donor agencies opportunities for collaborative and co-operation There is development of infrastructure in the country including roads, railway, and rural electrification among others Expanding financial services	High interest rates hence high cost of capital High inflation rates 5.4% (Source KNBS, Central Bank); Low per capita income that affects savings and therefore negatively impacts investments. High unemployment rates especially amongst the youth;
Social Factors	Increased adoption and use of social media hence rapid flow of information; Rich cultural diversity in the Region Policies in place for affirmative	Communities who are relatively poor and prone to diseases Lack of employment, limited skills, lack of resources and opportunities and vulnerability among youths Gender imbalance in public

	action on employment of women and persons with disabilities	institutions
Technological Trends	e-government strategy and specifically the installation of the optic fibre network national backbone Electronic media dedicated to Assembly	Cost of upgrading technology equipment
Ecological Factors	legislation to support capacity building in environmental management, Rich agricultural soils. Rich ecological zones for fish breeding areas e.g along Yala Swamp Potential tourist sites e.g. Lake Kanyaboli, Got Ramogi Sand harvesting along rivers;	E-waste management, Adaptation and mitigating general and specific effects of climate change
Legal Factors	A number of legislations provide the framework for development of the Assembly	Understanding by stakeholders of the legislative issues in the county

3.4 Stakeholder Analysis

County Assembly of Siaya recognizes the existence of a number of stakeholders with diverse interests and influence on the conduct of its activities. The major stakeholders identified include the national and county governments, the community, the industry, development partners, research and development institutions suppliers and staff, all with stakes in the performance of the Assembly. County Assembly of Siaya strongly believes that the identified stakeholders are critical to the success of its activities. It is the commitment of the Assembly to carry out stakeholder analysis on a continuous basis in order to identify changing needs to ensure cooperation and support in the achievement of its mission. The Assembly's linkage with its stakeholders is summarized in the Table below:

Stakeholder	STAKEHOLDER EXPECTATION	COUNTY ASSEMBLY OF SIAYA EXPECTATION
General Public	<ul style="list-style-type: none"> ▪ Effective representation. ▪ Good governance. ▪ Improved legislation. ▪ Appropriate utilization of resources. ▪ High quality service provision ▪ 	<ul style="list-style-type: none"> ▪ Participation in democratic processes ▪ Feedback from the Public.
National Government	<ul style="list-style-type: none"> ▪ Transparency and accountability 	<ul style="list-style-type: none"> ▪ Capacity Building ▪ Passage of legislations crucial

	<ul style="list-style-type: none"> in resource use and management Improved service delivery Implementation of national laws and policies Fair administrative practices 	<ul style="list-style-type: none"> for the effective implementation of the system of devolved governance.
National Assembly	<ul style="list-style-type: none"> Effective communication on all issues. Periodic consultations or engagements on enactment of legislations. 	<ul style="list-style-type: none"> Sound national laws and policies Commitment to the implementation of the system of devolved governance.
Political Parties	<ul style="list-style-type: none"> Implementation of political party manifesto. 	<ul style="list-style-type: none"> Maintenance of party discipline in the Assembly
County Government	<ul style="list-style-type: none"> Debate and scrutiny of policies and budgets on a timely basis Better and effective communication on all issues. 	<ul style="list-style-type: none"> Timely Implementation of debated policies and laws. Efficient and effective utilization of resources Efficient and effective feedback on all issues in the Assembly
Media	<ul style="list-style-type: none"> Business through radio and print media adverts Access to information Formulation of laws, policies and regulations that enhance accountability, transparency and good order. 	<ul style="list-style-type: none"> Objective reporting on issues pertinent to the operations of the County Assembly.
Civil Society	<ul style="list-style-type: none"> Inclusion in the legislation process. Good Governance and democracy. Accountable resource utilization. 	<ul style="list-style-type: none"> Positive criticism Enhanced support for the implementation of the new Constitution. Bilateral partnerships
Development partners	<ul style="list-style-type: none"> Efficient use of donations and grants Funded project outputs 	<ul style="list-style-type: none"> Donor support Stewardship Mutual benefits
Regulatory Bodies	<ul style="list-style-type: none"> Compliance with regulations 	<ul style="list-style-type: none"> Clearly documented regulations Responsiveness to unique circumstances Enforce regulations without prejudice
Investors	<ul style="list-style-type: none"> Legislation to support investors Security Political goodwill 	<ul style="list-style-type: none"> Support on investment Use priorities set by County Assembly
Industry and Commerce	<ul style="list-style-type: none"> Formulation of laws and policies that promote rather than undermine commerce within the County of Siaya. 	<ul style="list-style-type: none"> Improved investor support to County Assembly programs
Institutions of higher learning and Research & development institutions	<ul style="list-style-type: none"> Joint projects Exchange programmes Sharing the use of critical resources 	<ul style="list-style-type: none"> Knowledge exchange Mutual projects support Peer guidance

Suppliers	<ul style="list-style-type: none"> ▪ Prompt payment after delivery of goods and services to the Assembly and it is through them that the Assembly realizes its procurement responsibilities. ▪ Clear and accountable procurement processes. 	<ul style="list-style-type: none"> ▪ Financial and Technical Competence to undertake procurement awards. ▪ Value for money in their undertakings for and on behalf of the assembly. .
Staff	<ul style="list-style-type: none"> ▪ Adequate remuneration ▪ Staff welfare ▪ Training and development ▪ Secure environment and office accommodation ▪ Career path, retention and exit plan ▪ Efficient chamber and committee, research, and legal services ▪ Conducive working environment, office to work from ▪ Capacity building 	<ul style="list-style-type: none"> ▪ Improved performance/service delivery ▪ Staff loyalty/pride ▪ Timely implementation of CASB programs. ▪ Implementation of CASB rules and regulations ▪ Increased passage of laws ▪ Enhanced quality of bills, Motions ▪ Improved quality of debate in the Chamber. ▪

3.5 Situation Analysis of Thematic Areas

The County Assembly of Siaya Strategic Plan 2018-2022 is developed on account of the following emerging key result areas due for attention in the five years of the plan;

3.5.1 Enhanced Legislative Services

The mandate and function of the County Assembly is an extension of the National Assembly. It is charged with enactment of legislation for the effective operations of the County Government of Siaya.

The County Assembly needs to enact laws that are responsive to the variety of concerns or issues affecting the people of Siaya. This is intended to not only cater for the common public needs but also specific needs for the different segments of the populace. As such, the executioners of this Strategic Plan will continuously innovate value propositions to meet new and emerging needs.

The foregoing is essential in improving the County Assembly's capacity to effectively carry out its constitutional duties.

3.5.2 Providing Effective Oversight

The County Assembly oversight function is one of the cornerstones of representative democracy. Oversight is a means for holding the Executive accountable for its actions and for ensuring that it implements policies in accordance with the laws and the budgetary proposals passed by the County assembly. For these reasons, the County Assembly will continuously keep the

County Executive of Siaya in check in order to foster good governance, transparency, accountability, respect for the rule of law and human rights, equity and sustainable development of the County.

3.5.3 Enhanced Effective Representation

Representation is one of the core mandates of any parliamentary body. Through it, the governed or the citizens get the opportunity to have a say in the day to day running of a government in a manner that is reflective of their wishes, dreams and desires as well as responsive to the citizens' needs. In this regard, the MCAs of Siaya County are elected, based on geographical constituencies known as wards, to represent Siaya County residents. The representation is done through engagement in continuing dialogue with them in order to understand and incorporate their views and perspectives on how they would like the County Government to address issues affecting them.

3.5.4 Institutional Strengthening

Having a well-resourced and adequately capacitated institution is central to the realisation of the key objectives as well as the mandates of the County Assembly of Siaya. Therefore, both the Office of the Speaker and the Clerk of the Assembly will continuously focus on building the Assembly's capacity to enable it promote and achieve sound administrative practices, good governance and standards in a constantly changing environment.

3.5.5 Cross Cutting Issues

b) HIV & AIDS

Mainstreaming HIV&AIDS in the Assembly is crucial as part and parcel of the national strategy on reducing HIV infection and mitigating the effects of AIDS. The Work-Place policy on HIV&AIDS will be an integral part of this Strategic Plan.

c) Gender & Disability Mainstreaming

Gender and disability mainstreaming is a part of the public sector reform programme and as a public institution the Assembly will ensure that the implementation of gender and disability mainstreaming issues became part of the targets in the Strategic Plan.

The responsibility for the mainstreaming implementation is spread across all departments. These processes will have to be maintained and up scaled to put the Assembly in the forefront of mainstreaming crosscutting issues.

4.0 PERFORMANCE REVIEW

In preparing this strategic plan, the current levels of performance of CAS were analysed to provide a basis for the formulation of future performance benchmarks within the context of CAS's mandate.

This chapter takes stock of CAS's work during the last five years (2013-2017) and highlights some of the achievements and challenges during the period. The 2013-2017 Strategic Plan focused on six (6) key priority issues that form the basis for this performance review.

4.1 Siaya County Assembly Challenges

In its 4 years of operation, CAS has experienced the following challenges:

- Lack of sufficient funding hence inability to undertake and complete key development projects that includes construction of the Assembly Complex and Speakers Residence as per the timelines that had initially been put forth for the same.
- Constraints in ensuring that it effectively plays the oversight, legislative and representative role in addressing issues affecting the people of Siaya. This has been occasioned by a culmination of varied factors that have not been within the control of the Assembly, given that the Assembly operates within a political and social environment that is under a constant state of dynamism.
- There is an ever present need to recruit and retain qualified, competent and committed members of staff whilst appreciating the fact that there is a financial element to it that the Assembly must be able to budget for within its limited resource envelope.
- Inability to mobilize sufficient financial resources for the implementation of its programs and activities.
- Resistance to change – the change management expectations of the 2010 Constitution and all related legislations in the context of devolved governance and institutional reengineering, have not been entirely adhered to. This is due to the fact that there are people who are still mired in the old administrative system and consequently not easily ready to accept change.
- Political differences have put strains on the administration of the Assembly.

4.2 Lessons Learnt

Some of the lessons that have been derived from the experiences of implementing the just concluded strategic planning phase include the following.

- 📖 There is need to ensure and enhance the commitment levels of Members of the County Assembly and the secretariat when carrying out business of the

Assembly or their respective duties and responsibilities.

- 📖 Enhanced capacity building on the part of the staff definitely goes a long way in enhancing their work performance levels.
- 📖 Operational independence including being able to stay clear off inappropriate influences from the executive is vital in decision-making. This extends to financial autonomy from the County executive.
- 📖 It is critical to ensure teamwork and synergetic consultations in all operational issues that are designed at helping the Assembly achieve its mandate. This also extends to the need to ensure that the working environment is devoid of hostilities and antagonisms from whatever quarters.
- 📖 Political disputes and rivalries do not portend well on the ability of the County in service delivery.
- 📖 Participatory budgeting and procurement processes should be the norm when it comes to the Assembly's administrative processes.
- 📖 Proper planning enhances success in the running the affairs of the County Assembly.

5.0 STRATEGIC DIRECTION

5.1 STRATEGIC MODEL

5.1.1 Results Based Management (RBM): *The Vertical Logic*

In keeping with Government commitment to results, this strategic plan continues to draw from the Results Based Management (RBM) model as did the last Strategic Plan 2013-17. In so doing, it has adopted the RBM *reverse engineering approach* to build its results chain, focusing on the cumulative aspect of this chain. It therefore begins by defining a chain of expected results and then works backwards by asking the question “*how do we achieve the results?*”

Results, in the strategic model are defined at three levels. The first is **impact** and it links Siaya County Assembly’s strategies to MTP III 2018-22 and sector performance standards. In the context of the social pillar, and the strategic intentions of the MTP, the question posed by this linkage is: “*What do we want to change?*” The answer to this question is provided in the Mission Statement, which also speaks to the overall intentions of the Assembly.

The second level of results is **outcomes**. These are Siaya County Assembly’s strategic intentions at the Directorate level. They follow from the medium-term, policy and institutional/legislative changes we aspire for during the MTP period (2018-22). Once the Assembly rolls out its interventions in alignment with the Vision 2030 pillars, the focus at this level is: “*What will happen?*” How will our target units respond to our interventions? At this level, the Assembly defines its results at Directorate level.

The third level is **outputs**. These are the immediate or short-term achievements of Siaya County Assembly’s work. Aligned to the MTP III 2018-22 and sector performance standards, the Assembly will achieve outputs alongside the priority programmes and projects. A combination of outputs will deliver the outcomes at Directorate level. Cumulatively, these will add up to the Assembly’s intended impact at the County level.

5.1.2. From Strategic to Operational: *The horizontal logic*

This plan distinguishes between the strategic and the operational thrusts. While the operational defines what we will do, the strategic defines what we will *achieve*. Focus of the strategic thrust is the *results*; while the focus of the operational thrust is *activities*. In sum, the strategic thrust gives us the ‘*route map*’ while the operational thrust ‘*maps the route*’.

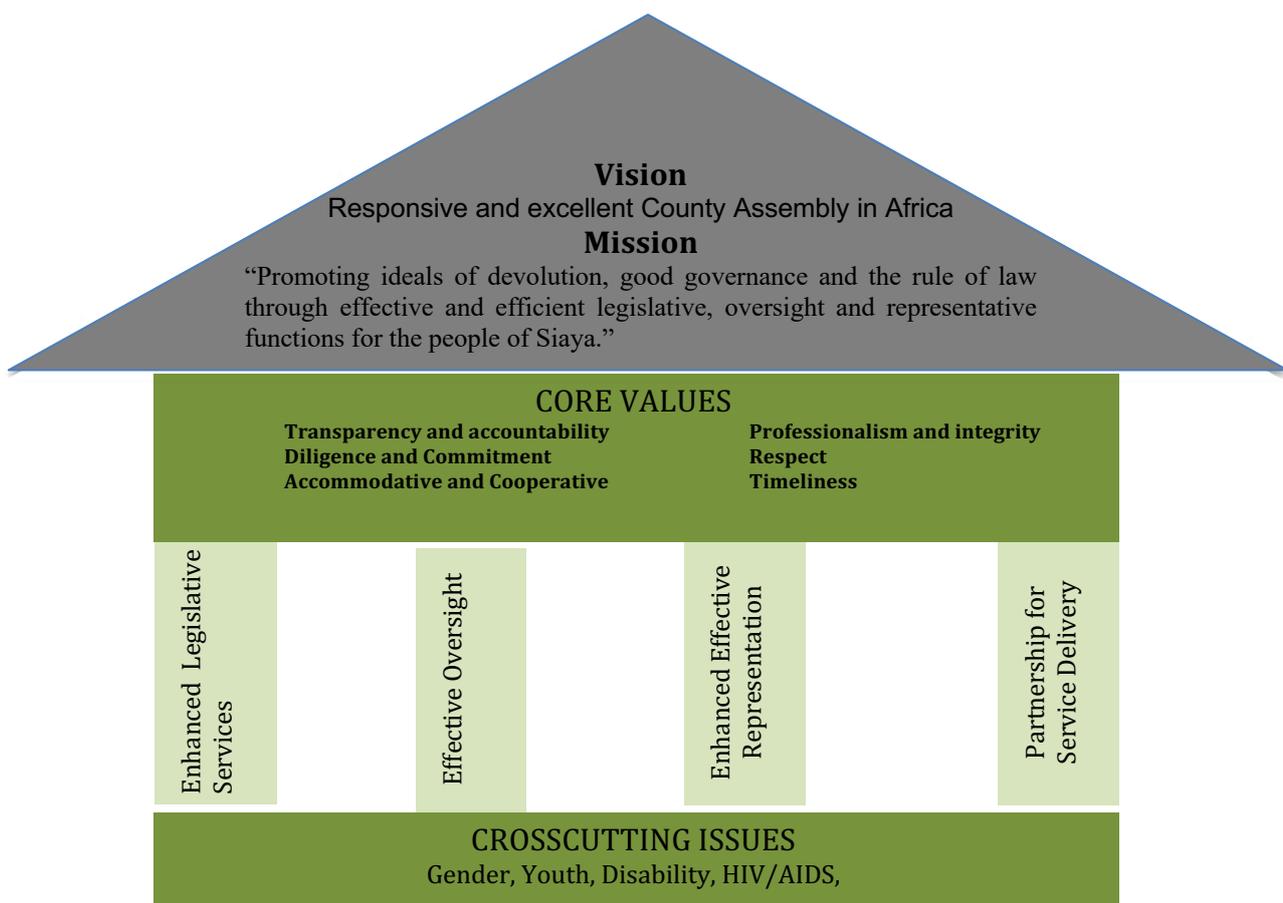
In this plan therefore, activities are excluded from the strategy statement, they fall under the implementation matrix. Similarly, the operational thrust has two components. While the first is the implementation matrix, the second is the Annual Operational Plan (AOP). In other words, the strategic plan is decomposed into four years of operations and each year has an AOP developed at the beginning of the year. This plan therefore does not have a four- year operational plan as a living document; we expect to draw each AOP at the beginning of each subsequent year. This way, we can borrow from the lessons of the previous year, and carry

over the balance of activities we could not implement into the next AOP.

The Siaya County Assembly's has identified four thematic areas and cross-cutting issues which it shall concentrate on to enhance its competitive advantage and enhance its delivery and growth.

Siaya County Assembly's detailed situation analysis provides the necessary basis upon which strategic issues are generated with a view to its strategic direction during a term of five years. The Siaya County Assembly Strategic Plan 2018-2022 will address the following strategic issues generated from the situation analysis and prioritized for attention over the next 4 years.

- Enhanced Legislative Services
- Effective Oversight
- Enhanced Effective Representation
- Institutional Strengthening
- Cross Cutting Issues



5.2. Strategic Themes, Issues, Objectives and Strategies

The Siaya County Assembly has developed Strategic Objective and strategies to address the five thematic issues.

5.2.1 THEME 1: ENHANCED LEGISLATION SERVICES

Strategic Objective 1: To develop legislative Agenda	
Output	Strategy
Approved legislation digest	Identify areas that require legislation
Survey report	
Correspondence to the County Executive	
Surveillance report	
Report on impact of new legislations	
Concept note	Embrace joint capacity building between executive and MCAs to identify possible areas for legislation
Capacity building content	
Training program and Report	
Reviewed program	
Timely Bills	
Strategic Objective 2: To develop people driven legislative	
Output	Strategy
Training report	Provide enhanced technical support to MCAs to pass quality laws
Research report	
Legal Opinions	
Benchmark Reports	
Training Report	Strengthen the capacity of MCAs to interrogate the proposed Legislation
Approved Handbook	
Information resources acquired	
Analysis and digest report	
Continuously Updated bill tracker	Ensure timeliness in Bill enactment

5.2.2 THEME 2: PROVIDE AN ENHANCED AND EFFECTIVE OVERSIGHT

Strategic Objective 3: Promote prudent and professional stewardship	
Output	Strategy
Training reports	Build the Capacity of MCAs to understand their roles and limits
Induction material acquired	
Hansard reports free of factual errors	
Standard operating procedures	Adopt Result Based Management on response to issues committed to the committees for investigation
Investigative Report	
Audio recordings and pictures of committee sittings	
Edited Budget Report	Ensure adherence to Statutory deadlines on budget preparation and approval.
Legislative Calendar on budget process	
Budget reports and briefs	
Strategic Objective 4: Strengthen the research & Information services support to the MCAs	
Output	Strategy
Availability of library resources	Provide technical resources to all committees
Upgraded ICT infrastructure in place	
Legal Advisories and opinions	
Safe and secure environment	
Analysis and Review Reports	
Hansard Reports	
Technical reports and advisories	
Strategic objective 5; To develop enhanced feedback mechanism on House Resolutions	
Output	Strategy
Updated trackers	Provide updated legislative trackers.
Report on the status of implementation of House resolution	Assessing and Reporting on the level of implementation of plenary resolutions
Research reports	
Reports	Provide Hansard reports of House Resolutions

5.2.3 THEME 3: ENHANCED REPRESENTATION

Strategic objective 6: To facilitate public participation and stakeholder engagement	
Output	Strategy

Strategic objective 6: To facilitate public participation and stakeholder engagement	
Adopted regulations	Ensure full implementation of the public participation act and framework
Stakeholder profiles	
Functional Portal	
Monitoring reports	
Print, Broadcast and web uploaded adverts	
Stakeholder evidence of participation	
Strategic objective 7; To undertake civic education and outreach programs	
Output	Strategy
Civic Education Report	Conduct civic education
Publications developed	
Outreach Reports	
Survey reports	
Strategic objective 8: To facilitate MCAs to enhance Ward functions	
Ward operations manual	Capacity Building the Ward staff
Training report	

5.2.4 THEME 4: INSTITUTIONAL STRENGTHENING

Strategic Objective 10: To institutionalize a strong Governance Mechanism	
Output	Strategy
Compliance report	Adopt good corporate governance practices
Policies Approved	
Implementation Reports	
Fully constituted Committees	Establish relevant Committee providing quality services
Service Charter	Review and strengthen operational policies and regulations
Hansard Manual	
Survey report	
Induction and implementation Reports	Capacity Building the CASB
Strategic Objective 10: Developing an effective and efficient staff	
Output	Strategy
Training Reports	To strengthen staff capacity
Retreat Report	
Rationalization reports	Recruit and retain competent staff
Survey reports	Improve the Work environment
Analysis reports	Enhance performance management systems.
Strategic Objective 11: Establish a strong financial base	
Output	Strategy
Vote head allocation/ usage reports	Cost Minimization
Variance analysis report	
Established and functioning examination office	
Compliance reports	
Economies of scale	Value for Money
Internal Audit Reports (HODs, CASB and Audit Committee)	
Audit report	Resource mobilization through partnerships
Policies developed and funds sourced	
Policies developed and funds sourced	
Strategic Objective 12: ICT Mainstreaming	
Output	Strategy
Functional Portal	Develop and implement innovative mechanism of communicating with the people of Siaya
Document management system developed	Develop innovative service delivery method
Above 90% network throughput and uptime	Effective ICT Systems
Licensed Software	
Upgraded infrastructure	
Timely maintenance of ICT Equipment	
- Secure ICT systems	Effective telecommunication systems
- Secure Access Controls	
- Intercom installation to every office/section /department.	
- Adequate callout lines for external communication.	Enhance knowledge and skills
- Training reports	
- Peer trainings undertaken	

- Improved User and staff knowledge on technology	
Strategic Objective 13: Provide adequate Physical Infrastructure and Services	
Output	Strategy
Improved Assembly Complex	Infrastructure Development
Speaker's house	
Functional Ward Offices	
Functional Assembly facilities and well kempt environment.	
Functional sewer line	Regular Maintenance
Good Staff offices	
Good Staff offices	
Good MCA offices	
Improved Public service	
Good sanitation facilities	Established Transport system to support SCA activities
Additional vehicles in the Assembly fleet	
Functional transport policy	
New drivers	
Professional pool of drivers	
Reliable and Roadworthy vehicles	

5.2.5 THEME 5: CROSS CUTTING ISSUES

Strategic Objective 14: To mainstream cross-cutting issues in the Assembly	
Output	Strategy
Improved working environment	Implement workplace policies on all cross cutting issues
Strategic Objective 15: Establish an oversight mechanism to ensure achievement of the strategic plan	
Strategic planning performance report	Ensure full implementation of the strategic plan

6.0 RESOURCE MOBILIZATION AND RISK MANAGEMENT

6.1 Resource Mobilization

It is recognized that CAS has been developing the budget without reference to the strategic plan. The development of this strategic plan marks a major shift towards linking what the departments intend to do with the budget. The Annual Work Plans are important tools in operationalizing the strategic plan. They form the basis upon which the annual budgets are developed. Ideally, these work plans should be completed before developing the budgets.

The Assembly relies on fiscal transfers from the national government though the same has been characterised by delays and been subject of a number of court disputes and regulation. Sourcing for funds from donors and other involvement in projects/programs must be deepened. This would require increasing involvement of board members and staff to identify areas of operational interest and support. All these efforts will make meaning once SCA formulates a resource mobilization strategy.

6.2 Risk Management

In establishing the 2018-2022 Strategic Plan, the following assumptions have been made;

- That all resources required for the implementation of this strategic plan will be availed
- The staffing levels in the organization will be optimally maintained
- There will be an adequate regulatory and policy framework
- The ICT function will be strengthened to respond to the growing needs of the organization

The envisaged objectives of the Strategic Plan will only be realized if the conditions in the internal and external environment do not change in ways that were not anticipated at the time of its preparation. There may be potential factors and events whose occurrence may threaten the degree to which the planned objectives stand to be met. Whereas these factors and events may happen, it's generally assumed that the impact will not be significant to undermine implementation.

There are a number of risks that will arise during the implementation of the Plan and requires identification of mitigation strategies.

RISK FACTOR	RANKING	RISK MANAGEMENT
Divisive Politics	High	Enhanced teamwork and cohesiveness
Compromised Decisions	High	Awareness and transparency
Unbalanced strength of decisions	High	Consensus
Insecurity	High	Authentication and surveillance
Corruption/Fraud	High	Awareness
Anti-Devolution Forces	High	Sensitization on compliance to the constitution
Wastage of resources	High	Adherence to budget and procurement regulations
Continuity Issues – MCAs discontinuity through democratic elections	High	Ensure that MCAs implement their manifestos
Insufficient Funds	Medium	Resource mobilization
Procrastination	Medium	Frequent monitoring
Poor management of people and resources	Medium	Capacity Building
Lack of teamwork	Medium	Team Building
Staff turn over	Low	Motivation and Appropriate Incentives
Internal Conflict – Relational Low Issues between MCAs and Staff	Low	Team Building
Resistance to Change	High	Capacity Building
Adverse changes in Government policies	High	Participation in Assembly Forums
Limited support from key stakeholders	Medium	Stakeholder engagement

7.0 IMPLEMENTATION MONITORING, REVIEW AND EVALUATION

7.1. Implementation

Strategy implementation is the action stage of strategic management. The activities central to strategy implementation are 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 implementation as detailed in the matrix (Annex I) will enable the realization of the full benefits of the aspirations as clearly covered therein. In each respect, the degree as to the realization or otherwise of the key outputs in the plan will require the integration of a monitoring and evaluation framework as detailed in this chapter. The commitment of the implementing team will be measured on the basis of the action specified for each strategic objective in the implementation matrix. This measurement will be part of the evaluation of this Plan.

Siaya County Assembly will comply with the government policy on utilization of performance contracts as a medium for implementation of public agencies strategic plans. In this regard, the annual performance contracts for the Assembly Staff will draw its targets from this plan over the next four years. The performance contract will be cascaded appropriately to the respective responsible units within the Assembly. It is anticipated that as this happens the unit based work plan will draw from the implementation matrix presented in Annex I.

In an effort to align this plan to the national Vision 2030 the implementation of the Strategic Plan will be aligned to the government planning cycle. Annual work plans will be developed taking cognizance of the human, financial and other resources. The work-plans will be cascaded to the departmental level and will provide a framework for implementing the Performance Contracting.

7.2. Monitoring

Siaya County Assembly will continue to be monitored through regular and organized reporting of achievements against the set targets as formulated in the various performance contracts. The implementation matrix presented in Annex I will be applied in concert with the Performance Contract reporting format to ensure that the consistency of tracking results is maintained.

7.2.1 Monitoring at Board's Level

The implementation of the Strategic Plan shall be closely monitored by the Board to ensure accomplishment. The monitoring process will help determine whether the implementation is on course and establish the need for any amendments in light of the changes. Monitoring, follow-up and control systems will be established

at all level and shall comprise of collection and analysis of data, progress reports, review meetings and reports, budgets and budgeting control systems and reports from special committees/ consultants.

Review meetings will be held between the Management and Board. During these meetings the Board will receive and review progress reports from the management indicating overall progress made on key strategic objectives. The nature and scope of reporting will include:

- 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.

7.2.2 Monitoring at Management Level

The Strategic Plan alone does not mean the achievement or implementation of this strategy and its objectives. Monitoring provides the back-up necessary to ensure that objectives are achieved. During the formulation of the strategy, the implementation plan indicators and projections are sometimes based on past experiences

However, these, may change in the course of the implementation and thus a management control system will be necessary to ensure the plan stays on course.

(a) In carrying out the management control function at management level, the following measures will be considered:

- a. Performance standards and target
- b. Performance measurements or indicators
- c. Performance evaluation (staff, mid-term, internal and external)

(b) The strategic control mechanism will include:

- Action plans
- A check whether results produced by the implemented activity were those forecasted as outputs and whether they were achieved according to stated performance measurement

The Clerk to County Assembly will be in charge of strategy development and will be tracking specific activities associated with the implementation of the plan.

Effective implementation is facilitated through action planning. An annual action plan indicates what will be done, by whom, when and with the expected results. The action plan provides a link between strategy formulation and action. It is also a tool for monitoring and evaluation. The action plans for the SCA will derive from the Implementation Action Plan (Appendix I). While the Implementation Action Plan covers the entire plan period, the Annual Work Plan covers one (1) year. Each of the sections of the department will be expected to develop an annual work plan extracted from the CAS's Action Plan.

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

- Establish monitoring and evaluation committees at both Assembly and Management level.
- Set and agree on periods, durations and methods of monitoring and evaluation.
- Establish standard formats for data collection and reporting.
- Documents to be prepared, periods to be covered and details of information to be supplied must clearly be spelt out.
- Implementation of a Performance Management System (PMS) making every player to be accountable for the use of resources and attainment of set targets.
- A monthly performance report will be prepared every month on all key performance areas with comparisons to the previous years and budgets/targets set.
- The Plan will also be monitored through monthly and quarterly reports from the various implementing departments.
- Tracking of specific activities associated with the implementation of the Plan will be on regular basis, at least quarterly so that adjustments can be made appropriately.

7.3. Evaluation

The evaluation of the strategic plan will occur before the expiry of the government financial year 2020, in the last quarter.

Some of the main inputs required for the strategic plan evaluation process will include:-

- Strategic plan review reports
- Strategic plan monitoring and evaluation instrument
- Strategic plan evaluation guidelines.

The evaluation will take into consideration emergent strategies, and changes affecting Siaya County Assembly's intended course. The Assembly shall measure current performance against previously set expectations, and consider any changes or events that may have impacted on the planned course of actions. The Strategic Plan evaluation shall be a measure of success of the Siaya County Assembly vision, mission, strategic objectives, strategies and the action plan.

The following evaluation mechanisms will be applied:

- Measuring actual performance against set target levels and establishing size of gap or variance if any.
- Identifying the causal factors for the variance.
- Identifying and recommending appropriate remedial measures including a review of the objectives and/or strategies.
- The committee should regularly compare set out objectives with results as

a way of confirming possible levels of divergence or concurrence between the two.

- Evaluation Committee appointed by the Assembly meets periodically to address and evaluate performance and risk management issues.

Annex 1: Implementation Matrix

FY 2018/19 – 2021/22

Output	Strategy	Activities	Performance indicators	Responsibility	2018-2019				2019-2020				2020-2021				2021-2022			
					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
THEME 1: ENHANCED LEGISLATION SERVICES																				
Strategic Objective 1: To develop legislative Agenda																				
Approved legislation digest	Identify areas that require legislation	Preparation of a Legislation Digest	No. of Acts and No. of Bills legislated	Legal department																
Survey report		Undertake baseline survey and audit by interrogating the CIDP and devolved functions as outlined in the Fourth Schedule of the Constitution, 2010	Legislation gaps identified	County Assembly Clerk																
Correspondence to the County Executive		Communicate the identified legislation gaps to the County Executive	Legislative proposals from the County Executive	County Assembly Clerk																
Surveillance report		Establishing a system of surveillance for new legislations	No. of new legislations identified	Clerk's department																
Report on impact of new legislations		Document the impact of new legislations	Reviews and amendments	County Assembly Clerk																
Concept note	Embrace joint capacity building between executive and MCAs to identify possible areas for legislation	Develop a concept note on the capacity building exercise	Clear terms of engagement	Head of Committee services																
Capacity building content		Jointly develop the capacity building content	Capacity building manual	Head of Committee services																
Training program and Report		Jointly develop and implement capacity building program	No. of trainings conducted	Head of Committee services																
Reviewed program		Undertake regular reviews of the programs	Updated program	Head of Committee services																
Timely Bills		Transcribing and editing plenary debates of the Bill.	Hansard reports after 48 hours	Head of Hansard																
Strategic Objective 2: To develop people driven legislative																				
Training report	Provide enhanced technical support to MCAs to pass quality laws	Hold at least two trainings per year to capacity build committee secretariat	Effective secretariat	Head of L&P																
Research report		Provide research support to committees and table office	Number of research Recommendations	Head of Research, ICT and Library																
Legal Opinions		Provide enhanced legal support to MCAs and committees	Number of legal opinions	Head of Legal Department																

Output	Strategy	Activities	Performance indicators	Responsibility	2018-2019				2019-2020				2020-2021				2021-2022			
					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Benchmark Reports		Organize benchmark sessions for staff to other legislative institutions/bodies	Number of best practices identified	Respective HODs																
		Prepare IEC materials/manuals	No on Material	Respective HODs																
Training Report	Strengthen the capacity of MCAs to interrogate the proposed Legislation	Develop and implement an induction and training programs for the MCAs	Quality Debates and Legislations	Assembly Clerk																
Approved Handbook		Develop a handbook on Legislation	Clear guidelines on legislation	Head of Legal Department																
Information resources acquired		Provision of legislative information resources	Information resources acquired	Head of Library section																
Analysis and digest report		Provide Bill pre- publication analysis and digest		Head of Legal Department																
Continuously Updated bill tracker	Ensure timeliness in Bill enactment	Strengthen the Bill tracking system	Bills processed within stipulated time	Head of Clerk's department																
THEME 2: PROVIDE AN ENHANCED AND EFFECTIVE OVERSIGHT																				
Strategic Objective 3: Promote prudent and professional stewardship																				
Training reports	Build the Capacity of MCAs to understand their roles and limits	Undertake training of MCAs on their statutory roles	Effective debates in Committees and plenary	Assembly Clerk																
Induction material acquired		Liaise with PBO to provide induction materials for the members of the Assembly	Induction material acquired	Head of Budget																
Hansard reports free of factual errors		Inducting Members on their role in scrutinizing raw Hansard reports	Available edited Hansard reports.	Head of Hansard.																
Standard operating procedures	Adopt Result Based Management on response to issues committed to the committees for investigation	Develop standard operating procedures for committee investigations	Standard operating procedures	Head of Committee services																
Investigative Report		Implement standard operating procedures for committee investigations	Timely submission of investigative reports	Head of Committee services																
Audio recordings and pictures of committee sittings		Providing technical support in committee secretariat by recording the deliberations verbatim and taking pictures where appropriate.	Available audio recordings	Head of Hansard																
Edited Budget Report	Ensure adherence to Statutory deadlines on budget	Disseminate the budget calendar as provided by the County Treasury.	Availability of Velum accompanied by the Budget Report	Head of Budget																

Output	Strategy	Activities	Performance indicators	Responsibility	2018-2019				2019-2020				2020-2021				2021-2022			
					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Legislative Calendar on budget process	preparation and approval.	Prepare and disseminate a legislative calendar and Committee work Plans to the CEC – Finance	Improved timelines on the Budget making process	Head of Committee Services																
		Consideration and approval of Budget Policy Documents		Head of Committee Services.																
Budget reports and briefs		Timely provision of budget reports/Briefs to the committees	Adherence to budget timelines	Head of Budget																
Strategic Objective 4: Strengthen the research & Information services support to the MCAs																				
Availability of library resources	Provide technical resources to all committees	Provision and access of library resources	Enhanced access of library resources	Head of Library																
Upgraded ICT infrastructure in place		Provide ICT technologies to enable access and preservation of information and research material	Enhanced access to information services	Head of ICT																
Legal Advisories and opinions		Provision of legal services (advisories and legal opinions)	Enhanced Legal Advisories and opinions	Head of legal Department																
Safe and secure environment		Provision of security and other logistical aids to Committees	Safe and secure environment	Head of Sargent at Arms																
Analysis and Review Reports		Provide enhanced policy analysis and documentary reviews	Improved Research Advisories and Briefs	Head of Research																
Hansard Reports		Accurately record and transcribe plenary and committee proceedings	Quality Hansard Reports	Head of Hansard																
Technical reports and advisories		Provide technical services to committees	Effective Committee oversight	Heads of relevant departments																
Strategic objective 5; To develop enhanced feedback mechanism on House Resolutions																				
Updated trackers	Provide updated legislative trackers.	Continuous update of Bill, Motion, Petition and Statement Trackers.	Effective oversight	Head of Legislative and Procedural Services																
Report on the status of implementation of House resolution	Assessing and Reporting on the level of implementation of plenary resolutions	Follow up of adopted House resolutions	Enhanced implementation of Adopted House resolutions	Head of committee services																
Research reports	Conduct anticipatory research on the implementation status of budgeted projects /programs	Number of un-implemented projects/program identified		Head of Research																

Output	Strategy	Activities	Performance indicators	Responsibility	2018-2019				2019-2020				2020-2021				2021-2022			
					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Reports	Provide Hansard reports of House Resolutions	Continuous transcription and publishing of reports of House resolutions	Edited Hansard reports of House resolutions	Head of Hansard																
THEME 3: ENHANCED REPRESENTATION																				
Strategic objective 6: To facilitate public participation and stakeholder engagement																				
Adopted regulations	Ensure full implementation of the public participation act and framework	Develop regulations to operationalize the Public Participation and Petitions Act	Improved engagement/inv olvement with the public	Head of Legal Department.																
Stakeholder profiles		Enhance Stakeholder Mapping	Enhanced public participation	Head of Research Department																
Functional Portal		Development of an interactive Portal	Enhanced public engagement	Head of ICT																
Monitoring reports		Manage/ Monitor the interactive Portal	Timely responses	Head of Public Relations Office																
Print, Broadcast and web uploaded adverts		Enhance Communication to the Publics	Timely Placed adverts	Head of Public Relations Office																
Stakeholder evidence of participation		Capturing audio recordings, video coverage and still pictures of public participation	Audio,, pictures and videos of public participation	Head of Hansard																
Strategic objective 7; To undertake civic education and outreach programs																				
Civic Education Report	Conduct civic education	Hold civic education events annually	Informed members of the public on Assembly activities	Head of Public Relation Office																
Publications developed		Develop publications to support civic education program	Number of Publications	Head of Public Relations Office.																
Outreach Reports		Conduct public outreach programs	Informed public	Head of Public Relations Office																
Survey reports		Conduct surveys on public awareness	Survey Findings	Head of Research																
Strategic objective 8: To facilitate MCAs to enhance Ward functions																				
Ward operations manual	Capacity Building the Ward staff	Prepare Training manuals	Effective Ward operations	Head of Human Resource																
Training report		Conduct Trainings	Enhanced Ward relations	Head of Human Resource																
THEME 4: INSTITUTIONAL STRENGTHENING																				
Strategic Objective 10: To institutionalize a strong Governance Mechanism																				
Compliance report	Adopt good corporate	Enforce code of conduct	Reduced risks, mismanagement and corruption	Assembly Clerk																

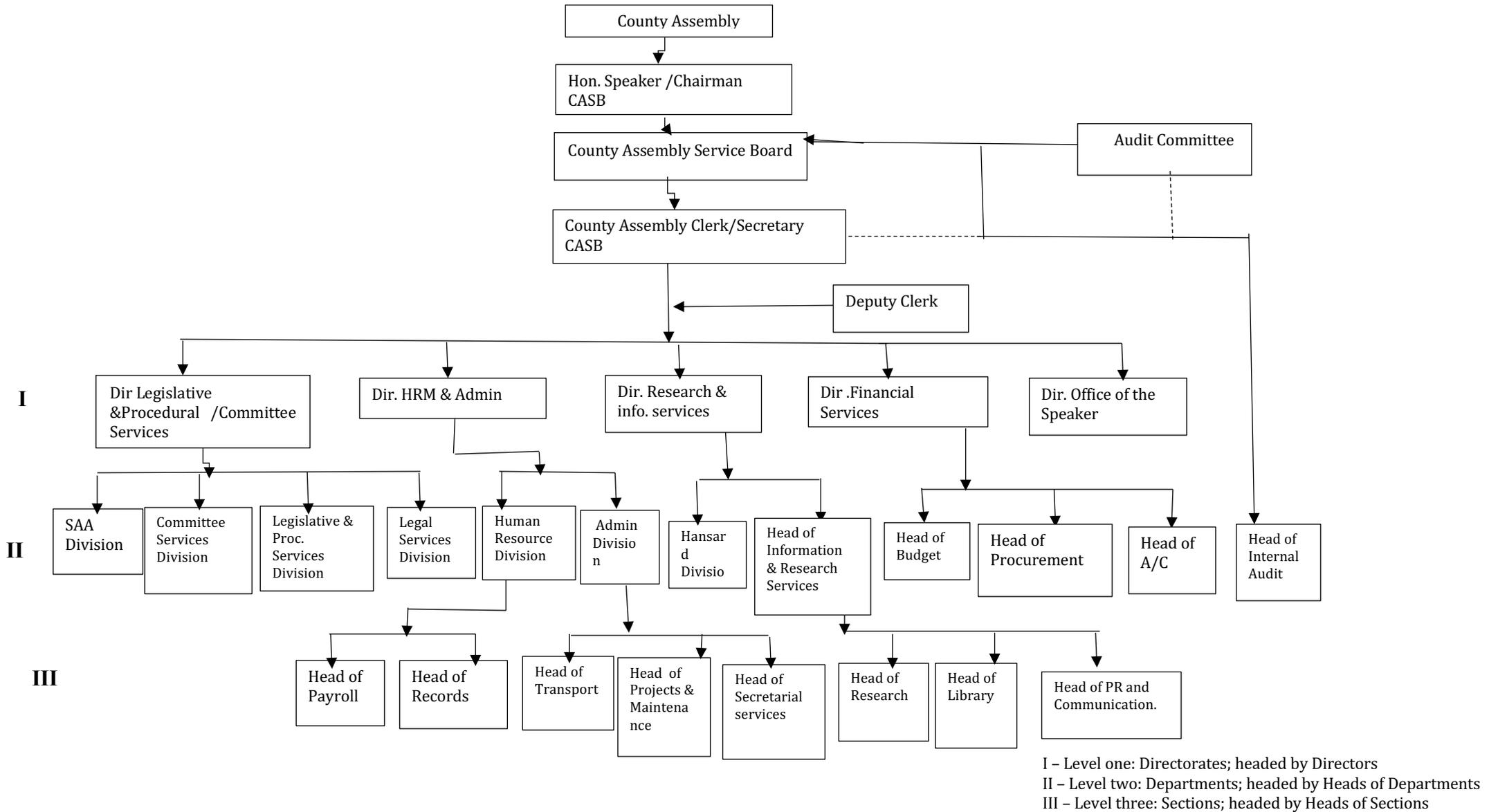
Output	Strategy	Activities	Performance indicators	Responsibility	2018-2019				2019-2020				2020-2021				2021-2022			
					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Policies Approved	governance practices	Development of relevant administrative policies	Number of policies developed	Assembly Clerk																
Implementation Reports		Implementation of Relevant Administrative Policies	Effective management system	Assembly Clerk																
Fully constituted Committees	Establish relevant Committee providing quality services	Constitute Advisory and Management Committees	Enhanced quality services	Assembly Clerk																
Service Charter		Develop a service Charter	Enhanced service delivery	Assembly Clerk																
Hansard Manual		Develop a Hansard Manual/Guide	Customized and domesticated Hansard Guide	Head of Hansard																
Survey report	Review and strengthen operational policies and regulations	Conduct and implement Customer and employee satisfaction survey	Satisfaction index	Head of Research department																
Induction and implementation Reports		Capacity Building the CASB	Develop and implement induction program	Effective Board Resolution	Assembly Clerk															
Strategic Objective 10: Developing an effective and efficient staff																				
Training Reports	To strengthen staff capacity	Develop and implement staff training programs	Effective service delivery	Human Resource																
Retreat Report		Organize for retreats	Improved staff teamwork	Head of Human resource																
Rationalization reports	Recruit and retain competent staff	Staff rationalization	Adequate staff in the establishment	Head of human resource																
Survey reports		Improve the Work environment	Conduct entry and exit work environment and employee satisfaction surveys	Improved work environment	Head of Human resource															
Analysis reports	Enhance performance management systems.	Conduct training needs assessment and training impact analysis	Enhanced performance	Head of human resource																
Strategic Objective 11: Establish a strong financial base																				
Vote head allocation/usage reports	Cost Minimization	Proper voting	Controlled expenditures	Head of Finance																
Variance analysis report		Adherence to budgetary provisions	Cost savings	Head of Finance																
Established and functioning examination office		Ensure full authorization of payments	Authorized and supported payments	Head of Finance																

Output	Strategy	Activities	Performance indicators	Responsibility	2018-2019				2019-2020				2020-2021				2021-2022			
					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Compliance reports		Operationalize PFM and PPAD Acts and regulations	Adherence to the law	County Assembly Clerk																
Economies of scale		Consolidation of procurement	Cost Savings	Assembly Clerk																
Internal Audit Reports (HODs, CASB and Audit Committee)	Value for Money	Conducting of Regular audits as per audit plans	Adherence to plans and programs	Head of internal Audit																
Audit report		Coordinating External Audit engagements	Compliance with law	Head of internal Audit																
Policies developed and funds sourced	Resource mobilization through partnerships	Formulating policies and sourcing of funds through public/private sector partnerships	Enhanced funding	Assembly Clerk																
Policies developed and funds sourced		Formulating policies and sourcing of funds from the donor community	Enhanced funding	Assembly Clerk																
Strategic Objective 12: ICT Mainstreaming																				
Functional Portal	Develop and implement innovative mechanism of communicating with the people of Siaya	Development of an interactive Portal	Enhanced public engagement	Head of ICT																
Document management system developed	Develop innovative service delivery method	Provide ICT platforms to enable access, preservation tracking of information.	Enhanced access to information services	Head of ICT																
Above 90% network throughput and uptime	Effective ICT Systems	Acquire current and up to standard ICT infrastructure, equipment and software	Improved reliable ICT infrastructure.																	
Licensed Software			Number of licensed software.																	
Upgraded infrastructure			Modern IT equipment acquired.	Head of ICT																
Timely maintenance of ICT Equipment		ICT maintenance and repairs	-Maintenance schedules -User support logs -Improved service delivery	Head of ICT																
- Secure ICT systems - Secure Access Controls		Provide Secure ICT Platforms	- Improved ICT security - Security monitors	Head of ICT																

Output	Strategy	Activities	Performance indicators	Responsibility	2018-2019				2019-2020				2020-2021				2021-2022			
					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
			installed and maintained - Biometric system implemented																	
- Intercom installation to every office/section /department. - Adequate callout lines for external communication.	Effective telecommunication systems	Provide efficient and effective internal and external telecommunication system.	- Enhanced Internal Communication through PABX - Enhanced External Communication	Head of ICT																
- Training reports - Peer trainings undertaken	Enhance knowledge and skills	ICT staff training	No of ICT staff Trained	Head of ICT																
- Improved User and staff knowledge on technology		User Trainings	No of users trained (both staff and MCAs)																	
Strategic Objective 13: Provide adequate Physical Infrastructure and Services																				
Improved Assembly Complex	Infrastructure Development	Development of the Assembly Complex/Chambers	Contract Agreement and Award Letter	Head of Works and Maintenance																
Speaker's house		Develop the Speakers residence	Contract Agreement and Award Letter	Head of Works and Maintenance																
Functional Ward Offices		Construction of Ward offices	Contract Agreement and Award Letter	Head of Works and Maintenance																
Functional Assembly facilities and well kempt environment.		Construction of Sentry box, walkaway shades and landscaping	Contract Agreement and Award Letter	Head of Works and Maintenance																
Functional sewer line		Construction of Sewer line	Contract Agreement and Award Letter	Head of Works and Maintenance																
Good Staff offices	Regular Maintenance	Administration Block	Contract Agreement	Head of Works and Maintenance																
Good Staff offices		Clerks Block	Contract Agreement	Head of Works and Maintenance																
Good MCA offices		Members Offices and Boardrooms	Contract Agreement	Head of Works and Maintenance																
Improved Public service		Waiting Bay	Contract Agreement	Head of Works and Maintenance																
Good sanitation facilities		Toilets and Water Tanks	Contract Agreement	Head of Works and Maintenance																
Additional vehicles in the Assembly fleet	Established Transport system	Acquisition of more vehicles	Letters of award	Head of Works and Maintenance																

Output	Strategy	Activities	Performance indicators	Responsibility	2018-2019				2019-2020				2020-2021				2021-2022			
					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Functional transport policy	to support SCA activities	Implementation of Transport Policy		Head of Works and Maintenance																
New drivers		Hiring of more drivers	Appointment Letters	Head of Works and Maintenance																
Professional pool of drivers		Training of drivers	Certificates of merit	Head of Works and Maintenance																
Reliable and Roadworthy vehicles		Proper maintenance of vehicles	Pro Forma invoices	Head of Works and Maintenance																
THEME 5: CROSS CUTTING ISSUES																				
Strategic Objective 14: To mainstream cross-cutting issues in the Assembly																				
Improved working environment	Implement workplace policies on all cross cutting issues	Strengthen committees on HIV & AIDS, Gender, Disability, Drugs & Substance Abuse & Corruption prevention	Operationalise Committees	1. Head of internal Audit. Clerk to the County Assembly																
Strategic Objective 15: Establish an oversight mechanism to ensure achievement of the strategic plan																				
Strategic planning performance report	Ensure full implementation of the strategic plan	Review of the implemented strategic programs/Activities	Number of work plan activities implemented	1. Head of internal Audit. Clerk to the County Assembly																

Appendix 2: Organization Structure



Appendix 3: STAFF ESTABLISHMENT

	SALARY SCALE	JOB GROUP	POSITION	INPOST	VARIANCE
SPEAKERS OFFICE					
Director Speaker's Office	11	R	1	0	1
Personal Assistant I	9	P	1	1	0
Legal Counsel 1	8	N	1	0	1
Protocol/Liason Officer	8	N	1	0	1
Executive Secretary	8	N	1	0	1
Office assistant	5	K	2	0	2
Gardener	3	F	1	1	0
Cook	4	H	1	1	0
Clerks					
Clerk of the County Assembly	12	S	1	1	0
Deputy Clerk	11	R	1	1	0
Director of Legislative & Committee Services	11	R	1	0	1
Principal Clerk Assistant	10	Q	1	1	0
Senior Clerk Assistant	9	P			
Clerk Assistant I	8	N	3	3	0
Clerk Assistant II	7	M	12	12	0
Legal Office					
Principal Legal Counsel	10	Q	1	1	0
Senior Legal Counsel	9	P	2	2	0
Senior Legal Clerks	5	L	1	1	0
Sergeant- At- Arms					
Principal/Chief Sergeant- At- Arms	10	Q	1	0	1
Senior Sergeant- At- Arms	9	P	1	0	1
Sergeant- At- Arms I	8	N	1	1	0
Sergeant- At-Arms II	7	M			
Sergeant- At-Arms III	6	L	1	1	0
Commissionaires	5	K	4	4	0
Security wardens					
Other staff in this category	4	H	1	1	0
Finance and Accounting Officers					
Director of Finance	11	R	1	0	1
Principal Finance Officer	10	Q	1	1	0
Senior Finance Officer	9	P			
Accountants					
Principal Accountant	10	Q			
Senior Accountant	9	P	1	1	0
Accountant I	8	N			
Accountant II	7	M	2	2	0
Accounts Assistant I	6	L	2	2	0
Budget office					
Principal Fiscal Analyst	10	Q			
Senior Fiscal Analyst	9	P	1	1	0

Fiscal Analyst I	8	N			
Fiscal Analyst II	7	M	1	1	0
Procurement Officers					
Principal Procurement	10	Q	1	1	0
Senior Procurement	9	P	1	1	0
Procurement Officer I	8	N	1	1	0
Procurement Assistant I/Stores Assistant	7	M	1	1	0
Other staff in this category	5	K	1	1	0
Internal Auditors					
Principal Internal Auditor					
Senior Internal Auditor	9	P	1	1	0
Other Staff in this Category	6	L	1	1	0
Hansard editors and reporters					
Director Information & Research Services	11	R	1	0	1
Hansard Editor/Principal					
Deputy Hansard Editor/Senior Hansard Editor	9	P	1	1	0
Hansard Reporter I					
Hansard Reporter II	7	M	2	2	0
Hansard Recorders	6	L	2	2	0
Hansard/Audio Technician	6	L			
Sign L. Interpreter	6	L	1	1	0
Hansard Reporter III	5	K	1	1	0
ICT Officers					
Senior ICT Officer					
ICT Officer I	8	N	1	1	0
ICT Officer II	7	M	2	2	0
ICT Officer III					
ICT Assistant I					
Research Officers					
Principal Research Officer					
Senior Research Officer	9	P			
Research Officer I	SC-8	N	1	0	1
Research Officer II	7	M	1	1	0
Librarians					
Senior Librarian					
Librarian I	7	M	1	1	0
Other Staff in this Category	5	K	1	1	0
Public Relations Officers					
Principal Public Relations					
Senior Public Relations Officer					
Public Relations Officer	8	N	1	1	0
Other staff in this category -	6	L	1	1	0
Human Resource Officer					
Director of Human Resource & Administration	11	R	1	1	0

Principal Human Resource Officer	10	Q	1	1	0
Senior Human Resource Officer	9	P			
Human Resource Officer I	8	N	1	0	1
Human Resource Officer II	7	M	0	0	0
Human Resource Assistant I	6	L	2	2	0
Records Officer/Registry	6	L	1	1	0
Office Assistant I	5	K	3	2	1
Office Assistant II	4	H	1	1	0
Secretaries					
Executive Secretary	8	N	1	1	0
Personal Secretary I	7	M	1	1	0
Personal Secretary II	6	L	5	5	0
Telephone operators/Receptionist					
Telephone Supervisor					
Transport Office					
Transport Officer I - Superintendent II					
Senior Driver	5	K	3	3	0
Driver I	4	H	3	3	0
Driver II					
Driver III					
Maintenance staff					
Senior Superintendent (Buildings)	7	M	1	1	0
Technician I	6	L	0		
Gardener					
Office Attendants/Cleaners					
Other Staff in this Category - Artisan	5	K	1	1	0
Clerical officers					
Clerical Officer I					
TOTAL			88	82	6

Appendix 4: Committees of the Assembly

	SECTORAL COMMITTEE	AREA OF FOCUS
1	Budget and Appropriations	Matters relating to coordination, control and monitoring of the County budget, discuss and review the estimates and make recommendations to the County Assembly; examine the County Fiscal Strategy Paper presented to the County Assembly; examine Bills related to the national budget, including Appropriations Bills; and evaluate tax estimates, economic and budgetary policies and programmes with direct budget outlays.
2	Tourism, wildlife conservation and Information	Matters related to local tourism, county parks, beaches and recreation facilities including hotels, implementation of specific national government policies on natural resources and environmental conservation, including soil and water conservation, forestry and wildlife, control of air pollution, noise pollution and other public nuisances, and, information services.
3	Lands, Physical Planning, Surveying and Housing	Matters relating to spatial planning, land administration, adjudication within the confines of the relevant legislation, urban development, markets, land survey and mapping; boundaries and fencing; housing and electricity and gas reticulation and energy regulation including working with national institutions on land and physical planning.
4	Agriculture, Livestock and Fisheries	Matters related to agriculture, including crop and animal husbandry, livestock sale yards, County abattoirs, plant and animal disease control and fisheries; implementation of specific national government policies on natural resources and environmental conservation, including soil and water conservation and forestry, control of air pollution, noise pollution, other public nuisances and outdoor advertising.
5	Public Works, Roads, Transport and Communication.	Matters related to County transport, including County roads, street lighting, traffic and parking, public transport, ferries and harbors, excluding the regulation of international and national shipping and matters related thereto; County public works and services including storm water management systems in built up areas and water.
6	Health Services	Matters related to County health services in particular County health facilities and pharmacies, ambulance services, promotion of primary health care, licensing and control of undertakings that sell food to the public, veterinary services (excluding regulation of the profession), cemeteries, funeral parlours and crematoria and refuse removal, refuse dumps and solid waste disposal.
7	Education, Youth Affairs Gender and Social Services	Matters related to pre-primary education, village polytechnics, home craft centres, childcare youth and children welfare.
8	Finance, Trade, Industry, Labour and Cooperative Development	All matters related to finance, trade development and regulation, including markets, trade licenses, (excluding regulation of professionals), fair trade practices, and cooperative societies and control of outdoor advertising.
9	Water, Environment and Natural Resources	All matters related to water provision for domestic, commercial and industrial use and irrigation of farm land
	STANDING COMMITTEES	AREA OF FOCUS
10	Speaker Panel	The Committee Shall; <ul style="list-style-type: none"> a. Plan on presiding of Assembly sittings. Review Rulings made by the Speaker or presiding member.

11	Speaker's Committee	<p>The Committee shall –</p> <ol style="list-style-type: none"> a. Oversees the overall management and performance of the Assembly. b. Provides direction on overall conduct of the Assembly business. c. Provides guidance on conduct of both Members of the Assembly and Staff d. Act as a link between the County Assembly Service Board and Members of the Assembly and considers all matters related to the welfare of the members of the assembly.
12	County Assembly House Business Committee	<p>The Committee shall –</p> <ol style="list-style-type: none"> a. Prepare and, if necessary, from time to time adjust the County Assembly Calendar with the approval of the County Assembly; b. Monitor and oversee the implementation of the County Assembly Business and programs. c. Implement the Standing Orders respecting the scheduling or programming of the business of the County Assembly and the functioning of the Committees of the County Assembly; d. Determine the order in which the reports of Committees shall be debated in the County Assembly; e. May take decisions and issue directives and guidelines to prioritize or postpone any business of the County Assembly acting with the concurrence of the Leader of the Majority Party or the Leader of the Minority Party, as the case may be. <p>Consider such matters as may from time to time arise in connection with the business of the County Assembly and shall have and perform such powers and functions as are conferred on and ascribed to it by the Standing Orders or from time to time by the County Assembly.</p>
13	County Assembly Liaison Committee	<p>The Committee shall;</p> <ol style="list-style-type: none"> a. Guide and co-ordinate the operations, policies and mandates of all Committees; b. Deliberate on and apportion the annual operating budget among the Committees; c. Consider the programs of all Committees, including their need to travel and sit away from the precincts of County Assembly; d. Ensure that Committees submit reports as required by the Standing Orders; e. Determine, whenever necessary, the committee or committees to deliberate on any matter; and f. Give such advice relating to the work and mandate of select committees as it may consider necessary; <p>The Liaison Committee shall consider reports of Committee that have not been deliberated by the County Assembly and shall report to the County Assembly on the consideration of such reports.</p>
14	Committee of Selection	<p>The Committee shall – Nominate members to serve in Committees, save for the membership of the County Assembly Business Committee and Committee on Appointments.</p>
15	County Assembly Privileges, Procedure and Rules Committee	<p>The Committee;</p> <ol style="list-style-type: none"> a. Shall consider and report on all matters relating to the Assembly Standing Orders.

		<ul style="list-style-type: none"> b. May propose amendments to the Standing Orders and any such amendments shall upon approval by the County Assembly; take effect at the time appointed by the County Assembly. c. May propose rules for the orderly and effective conduct of committee business and any such rules, shall upon approval by the County Assembly, continue in force until amended or repealed by the County Assembly. d. Shall regulate its own meetings and its own procedure e. Shall, either on its own motion or as a result of a complaint made by any person, enquire into any alleged breach of the Assembly code of conduct or any conduct of any member within the Precincts of the Assembly(Other than the Chamber) which is likely to reflect adversely on the dignity or integrity of the Assembly or any member thereof. f. Shall inquire into any breach of privileges of the Assembly and its members as provided for under the Kenyan National Assembly(Powers and privileges) Act, Cap 6 Laws of Kenya. <p>Shall, after inquiry as referred to in (e) and (f), report its findings to the Assembly together with its recommendations.</p>
16	County Assembly Public Investments and Accounts Committee	<p>The Committee shall - Consider Matters relating to County finance, planning and development including;</p> <ul style="list-style-type: none"> 1. The examination of the accounts showing the appropriations of the sum voted by the County Assembly to meet the public expenditure and of such other accounts laid before the County Assembly as the Committee may think fit; 2. The examination of the reports, accounts and workings of the County public investments; <p>The examination, in the context of the autonomy and efficiency of the County public investments, whether the affairs of the County public investments, are being managed in accordance with sound financial or business principles and prudent commercial practices.</p>
17	County Committee on Delegated Legislation, Justice and Legal Affairs	<p>The Committee shall – Consider all matters related to statutory instruments and if they are in accord with the provisions of the Constitution, the Act pursuant to which it is made or other relevant written law, including the following:</p> <ul style="list-style-type: none"> 1. Considerations of fundamental rights and freedoms of the public; 2. Is a matter which in the opinion of the Committee should more properly be dealt within an Act of the County Assembly; 3. Contains imposition of taxation; 4. Directly or indirectly bars the jurisdiction of the Courts; 5. Involves expenditure from the County Revenue Fund or other public revenues; 6. Defective in its drafting; 7. Has administrative powers; 8. Delegates legislative powers; <p>Is an enabling legislation;</p>
18	County Assembly Committee on	<p>The Committee shall scrutinize the resolutions of the County Assembly(including Implementation of adopted committee reports),</p>

	<p>Implementation</p> <p>petitions and the undertakings given by the County Executive Committee and examine –</p> <ol style="list-style-type: none"> a. Whether or not such decisions and undertakings have been implemented and where implemented, the extent to which they have been implemented; and whether such implementation has taken place within the minimum time necessary; and b. Whether or not legislation passed by the County Assembly has been operationalized and where operationalized, the extent to which such operationalization has taken place within the minimum time necessary. <p>2) The Committee may propose to the County Assembly, sanctions against any member of the County Executive Committee who fails to report to the relevant select Committee on implementation status without justifiable reasons.</p>
19	<p>General oversight committee</p> <p>This is committee of the whole house membership that deals with matters that in the opinion of the speaker are better handled outside the other house committees.</p>

References

Constitution of Kenya

County Government Act 2012

Cities and Urban Areas Act 2012

Devolved Government Act 2012

Siaya County Integrated Development Plan 2013

KNBS 2009 Kenya Population and Housing Census