



**REPUBLIC OF KENYA  
COUNTY GOVERNMENT OF  
NYANDARUA**



**GOVERNANCE SECTOR  
SECTORAL PLAN  
2023-2032**

*“Inclusive Governance for Sustainable Local Wealth Creation”*

*OCTOBER, 2023*

## **GOVERNANCE SECTORAL PLAN NYANDARUA COUNTY**

### ***Sector Vision***

An empowered county citizenry who enjoys equitable and sustainable prosperity.

### ***Sector Mission***

To offer high quality public services, coordination, and compliance in a transparent and efficient manner through good governance.

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## Abbreviations and Acronyms

<b>ATCs</b>	Agricultural Training Centers
<b>ADP</b>	Annual Development Plan
<b>BETA</b>	Bottom-up Transformation Agenda
<b>CADP</b>	County Annual Development Plan
<b>CIDP</b>	County Integrated Development Plan
<b>CIMES</b>	County Integrated Monitoring and Evaluation System
<b>ECDE</b>	Early Childhood Development Education
<b>FY</b>	Financial Year
<b>GESIP</b>	Green Economy Strategy and Implementation Plan
<b>KARI</b>	Kenya Agricultural Research Institute
<b>KEPH</b>	Kenya Essential Package of Health ()
<b>KPHC</b>	Kenya National Population and Housing Census report ()
<b>KPI</b>	Key Performance Indicator
<b>MSMEs</b>	Micro Small and Medium Enterprises ()
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MTEF</b>	Medium Term Expenditure Framework
<b>MTP</b>	Medium-Term Plan
<b>OSR</b>	Own-source Revenue
<b>PFM</b>	Public Finance Management
<b>PFMA</b>	Public Finance Management Act
<b>SDGs</b>	Sustainable Development Goals

## Glossary of Commonly Used Terms

**Activities:** These are the processes or steps one takes to reach the project's or programme's objective. They are written in the sequence or order in which they will be implemented. Each activity completed brings one closer to achieving the project objective;

**Baseline:** Baseline is an analysis describing the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.

**Bottom-up Economic Transformation Agenda:** It is an economic model that aims at economic turnaround and uplifting the lives and livelihoods of those at the bottom of the pyramid.

**Development Issue:** The key constraint/emerging concern in a sector that needs to be addressed or tapped into through various interventions and programmes.

**Emerging Issues:** This refers to recent occurrences/events/phenomena which might impact a sector negatively or positively. They range from environmental, policy, legal, technological, economic, political, social and cultural.

**Evaluation:** Evaluation is a systematic and objective assessment of an ongoing or completed project, programme or policy, its design, implementation and results. An evaluation determines the relevance and fulfillment of objectives, efficiency, effectiveness, impact and sustainability. Evaluation is linked to monitoring. Monitoring provides the basis for evaluation, which involves answering two questions: "Has the project or programme activity met its objectives?" and "What accounts for its level of performance?" Evaluation tells managers whether project/programme activities are moving toward or away from project/programme objective or management goals, and why. It provides lessons learnt and recommendations for future improvements.

**Impacts:** Impacts are about "how we have actually influenced communities and target groups". The results or consequences of achieving specific outcomes, such as reducing poverty or creating jobs;

**Indicator:** An indicator is a sign of progress /change that result from your project. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

**Inputs:** Inputs are all the resources that contribute to the production of service delivery outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings;

**Monitoring:** Monitoring is the process of collecting, analysing and reporting data on a project's or programme's inputs, activities, outputs, outcomes and impacts, as well as external factors, in order to track whether actual investment programme results are being achieved. These data, when analysed, pinpoint progress or constraints as early as possible, allowing managers to adjust project or programme activities as needed. Monitoring aims to provide managers, decision makers and other stakeholders with regular feedback on progress in the implementation of activities specified in the development plans.

**Review:** An assessment of the performance of an intervention, periodically or on an ad hoc basis. Reviews are usually less comprehensive and/or in-depth than evaluations. They tend to emphasize

operational aspects and they are undertaken at mid-term or end-term of a project/programme.

**Outcome:** Measures the intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

**Outcome Indicator:** This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates etc.

**Output:** Immediate result from conducting an activity i.e. goods and services produced. Performance indicator: A measurement that evaluates the success of an organization or of a particular activity (such as projects, programmes, products and other initiatives) in which it engages.

**Programme:** It is a grouping of similar projects and/or services performed by a National/County Department to achieve a specific objective. The Programmes must be mapped to strategic objectives. Project: A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal form a programme.

**Relevance:** The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partner' and donor's policies. It answers the question whether we are doing the right things.

**Results** are the outputs, outcomes, or impacts, intended or unintended, positive or negative of a development intervention. The Government only encourages results that support sustainable improvement in the country's outcomes bringing real positive changes in poor people's lives.

**Sectors:** Is a composition of departments, agencies and organizations that are grouped together according to the services and products they provide. They produce or offer similar or related products and services, and share common operating characteristics.

**Sustainability:** The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits and the resilience to risk of the net benefit flows over time. This answers the question whether the positive effects are sustainable over time.

**Target:** A target refers to planned level of an indicator achievement



## **FOREWORD**

I am honored to present the Sector Plans as mandated by the County Government Act of 2012, a pivotal framework that propels Nyandarua County towards a future of sustainable growth and prosperity. These plans, spanning Governance, Human Resources, Productive, and Infrastructure sectors, serve as the bedrock of our vision for the next decade and are a crucial component of our third-generation County Integrated Development Plan.

In our pursuit of comprehensive development, each sector plan meticulously outlines the strategies and priorities that will guide Nyandarua County from 2023 to 2032. This planning period is not merely a projection of our aspirations; it is a commitment to building a resilient, equitable, and thriving community.

These sector plans are not insular but are deeply interconnected with global ambitions. Aligned with the Sustainable Development Goals (UN Vision 2030), the African Agenda 2063, and other international commitments, Nyandarua County stands shoulder to shoulder with the global community. Our responsibility, amplified by Kenya's standing in the global arena, underscores our dedication to contribute meaningfully to the collective pursuit of a better world.

As stewards of the future, we recognize the imperative to navigate the challenges of our times. The plans reflect a conscientious consideration of emerging issues, including the rise in global fuel prices, risks from conflicts and turmoil, and the specter of inflation. It is a testament to our commitment to adaptability and resilience in the face of an ever-evolving global landscape.

Over the past decade, the world has witnessed calamities and transformative global developments that reverberate across borders. The lessons drawn from these events inform our strategies, ensuring that Nyandarua County is equipped to mitigate risks and respond effectively to unforeseen challenges.

In conclusion, it is paramount to underscore the significance of the Governance sector. As the linchpin connecting Human Resources, Productive, and Infrastructure sectors, effective

governance serves as the catalyst for holistic development. By fostering transparency, accountability, and participatory decision-making, the Governance sector ensures that the other three sectors thrive cohesively, creating a synergy that propels Nyandarua County towards a future defined by progress and inclusivity.

I extend my gratitude to all those who have contributed to the formulation of these sector plans. Together, let us embark on this transformative journey, united in our commitment to building a Nyandarua County that stands as a beacon of sustainable development in the global arena.

**H.E. Dr. Moses Kiarie Badilisha**  
**Governor of Nyandarua County**

ZERO DRAFT - For comments

## PREFACE

With a measured demeanour and a sense of responsibility, I present the Sector Plan (Governance) 2023-2032, a meticulously devised roadmap aligned with the directives of the County Government Act of 2012. As stewards of Nyandarua County's developmental trajectory, it is incumbent upon us to offer insights into the origin, purpose, methodology, and significance of this strategic plan.

This Sector Plan originates from the provisions of the County Government Act, 2012, delineating our responsibility in steering the county toward progress. The foundational review of the first-generation Sector Plan, involving data collection, collation, and analysis, has informed the contours of this second-generation sector plan.

The Sector Plan is not a mere document; it is the cornerstone of the County Integrated Development Plan for the next decade. Its adaptability is evident through annual revisions, aimed at assessing progress and aligning with evolving dynamics.

Our commitment to objectivity has been unwavering in formulating this plan. However, subjectivity emerges where data is absent, and the fluidity of the Implementation framework acknowledges its susceptibility to policy guidelines from the office of the governor.

The preparation of this document involved thorough stakeholder and departmental consultations. Sector working groups and a dedicated secretariat, appointed by the Chairperson to the County Executive Committee Sectoral Chairpersons, have navigated the intricacies of governance planning.

These Sector Plans transcend conventional documentation; they are internal policy instruments designed to guide county planning. However, their reach extends beyond, serving the informational needs of county residents and stakeholders for academic, personal, or various other purposes.

In highlighting the significance of the interconnected sectors - governance, health, productive, and infrastructure - we underscore their symbiotic relationship. Governance, as the anchor, orchestrates a harmonious interplay, fostering an environment where the collective progress of our county is not just a possibility but an inevitability.

The profound significance of this plan is accentuated in its role as the precursor to the subsequent County Integrated Development Plan (CIDP). It serves as a foundation propelling us forward, an imperative considering the ever-changing landscape of our county.

To remain relevant and effective, the plan is not static. An embedded annual review process ensures that our strategies evolve with the challenges and opportunities unfolding in our dynamic county.

As I contemplate the future, I envisage a Nyandarua County that epitomizes progress and prosperity. This document transcends being a mere plan; it is a commitment to the collective aspiration of a thriving county in the years and decades to come.

Comparing our current efforts to the governance sector plan of 2013-2023, improvements stand out. This continuity of progress is a testament to our dedication to learning, adapting, and improving for the benefit of Nyandarua County.

In conclusion, this preface serves not only as an introduction but as an invitation for you, the reader, to embark on this journey with us. The Sector Plan (Governance) 2023-2032 is more than words on paper; it is a covenant for a better tomorrow.

**Dr. Paul M Wanjau**  
**CECM Public Service, Administration and Devolution &**  
**Governance Sector Responsible CECM**

## ACKNOWLEDGEMENT

I extend my sincere appreciation to the entire county fraternity, under the astute leadership of H.E. the Governor, for their unwavering commitment to the formulation of the Governance Sector Plan (2023-2032). Special gratitude is extended to the County Executive Committee Member (CECM) for Finance, Economic Planning, and ICT, whose guidance and support have been invaluable throughout this process.

The dedicated efforts of the Economic Planning Team have been a driving force in coordinating the formulation process under the leadership of the CECM. I express gratitude to the Sectoral Chairpersons for their role in nominating participants for the Sector Working Groups, ensuring the operational success of the collaborative efforts.

The active participation of all county stakeholders in providing input on the enhancement of strategies and interventions has been instrumental. The Sector Working Groups deserve special acknowledgment for their pivotal role in the collation and collection of data, which formed the basis for the dissemination and formulation of the Governance Sector Plan. The collaboration with the State Department of Economic Planning has enriched the planning process, and I express gratitude for their valuable contributions.

Throughout the fast-tracked preparation of the Sector Plan, various public participation exercises were conducted, setting a commendable precedent for inclusive governance. This timely engagement has significantly contributed to the comprehensiveness and relevance of the plan.

I reiterate genuine expression of gratitude for the collective effort, expertise, and dedication invested in the formulation of the Governance Sector Plan (2023-2032). The success of this endeavor is a testament to the collaborative spirit and shared commitment to the development of our county. Thank you for your unwavering support.

**Julius Ngambi**  
**Chief officer-Public Administration and Devolution &**  
**Chairperson- Governance Sector Working Group**

ZERO DRAFT - For comments

## EXECUTIVE SUMMARY

The Governance sector is one of the four sectors in the organization of the County sectoral arrangements. The sector is made up of the following departments; Office of the Governor, Office of the County Secretary and Head of Public Service, County Attorney, County Public Service Board, Finance, Economic Planning and ICT and Public Service, Administration and Devolution. The sector is mainly a service sector offering diverse services to the other technical departments and all other stakeholders.

According to the County Government Act 2012 section 109(1), “A County department shall develop a ten-year county sectoral plan as component parts of the County Integrated Development Plan”. The County sectoral plans shall be programme-based, on the basis for budgeting and performance management and reviewed every five years by the County Executive and approved by the County Assembly, but updated annually.

This plan is in line with other County, National and international plans namely the Nyandarua County Intergrated Development Plan, the Bottom-up Economic Transformation Agenda (BETA), the Kenya Vision 2030, the African Agenda 2063, and the Sustainable Development Goals among other plans. It is also in conformity with the various legislations and regulations guiding the sector operations such as the County Government Act 2012, the Public Finance Management Act 2012 among others.

The Governance sector plan (period 2023-2032) is the second generation to be developed under the devolved structure. It provides a brief overview of the sector, the situation analysis in the sector’s operative environment, the policy legal and institutional settings for the sector, diverse programmes and projects covering a period of ten years, potential risks and mitigation measures in its operations and how the programmes will be implemented, monitored and evaluated.

As per guidelines issued by the State Department in charge of planning, the Sectoral Plan has been formulated and consists of five chapters that build premises on which the county sector plan is laid out.

**Chapter one** provides a background and overview of the County, highlighting various aspects, including its physical features, geographical position, size, demographic characteristics, climate, and ecological conditions, administrative structure, and the Human Development Index. Additionally, it presents the composition of the sectors and their respective mandates. This section informs the rationale and justification for preparing the County Sectoral Plan, the alignment of County sectoral plans with the existing legal and policy framework, and the methodology used for their preparation.

**Chapter two** outlines the situation analysis of the sector's operative environment. It identifies the existing policies and the legal framework guiding the Sector plan, reviews the sector budget financing during the previous plan period (2013-2023), highlights sector trends and achievements, and identifies cross-cutting and emerging issues encountered in the previous plan period that inform the sector's future operations. This section also highlights the input from stakeholders' analysis.

**Chapter three** lists the programs and projects for the plan period from 2023 to 2032, outlines the strategies, and provides their implementation matrix. This section includes major projects with significant socio-economic impact, such as creating employment, enhancing competitiveness, generating revenue, and improving service delivery, including those aimed at promoting peace and coexistence across the county (flagship projects). It also emphasizes the connection between the governance sector and the other three sectors in the county, namely human resources, productive, and infrastructure.

**Chapter four** examines the institutional arrangement and coordination framework for the effective implementation of the sector plan. It also explores the financing mechanism and discusses the capacity gap that may hinder implementation. This section includes an assessment of the risks foreseen during the plan's implementation and addresses the mitigation measures for these risks.

**Chapter five** presents a monitoring, evaluation, and learning framework for the implementation of the plan. This section highlights the county's monitoring and evaluation structure, its M&E capacity, and the outcome indicators that are captured. To monitor and evaluate programs and projects, it is essential that data collection, analysis, and reporting are reviewed. The chapter outlines a structure through which these activities are to be undertaken. Feedback mechanisms for implementation, its review, and the evaluation plan are also detailed in this section.



# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This chapter provides the geographical location and area of Nyandarua County. It further gives the socio-economic mainstay of the county in terms of the main economic activities being carried out. The ecological and climatic conditions in the county also have also been described. In addition, the demographics for the county have also been provided depicting the population classified per sex as well as sub counties covering the period 2019 to 2027 which coincides with mid-point of the setoral plan. Lastly, this chapter has provided the mandates of each subsector, the methodology employed in preparing the governance sectoral plan, how this plan is linked to the existing policy and legal framework as well as the rationale for its preparation.

### 1.1 Overview of the County

#### 1.11 Position and size

Nyandarua is located in the central region of Kenya and lies between latitude 0°8' North, and 0°50' South and between Longitude 35° 13' East and 36°42' West. It borders Kiambu to the South, Murang'a to the South East, Nyeri to the East, Laikipia to the North, and Nakuru to the West. The county is privileged to have the equator passing through two points in Ol'Joro Orok (Gatimu) and Ndaragwa (Gwa Kungu) sub-counties.

The County is located in the Mt. Kenya and Aberdare belt of central Kenya. Its headquarters are in Ol Kalou town which is approximately 150 Kilometres North West of Nairobi.

The County is also a member of the Central Region Economic Block (CeREB) comprising of nine other member Counties namely Nakuru, Laikipia, Nyeri, Muranga, Kiambu, Embu, Tharaka Nithi, Kirinyaga and Meru. These counties are relatively homogeneous in terms of economic activities with all of them engaging heavily in agriculture. Further, the inhabitants are predominantly Eastern Bantus.

The area of the County is approximately 3,286 Square Kilometres part of which is covered by the Aberdare Ranges. The County map is as shown in figure 1.

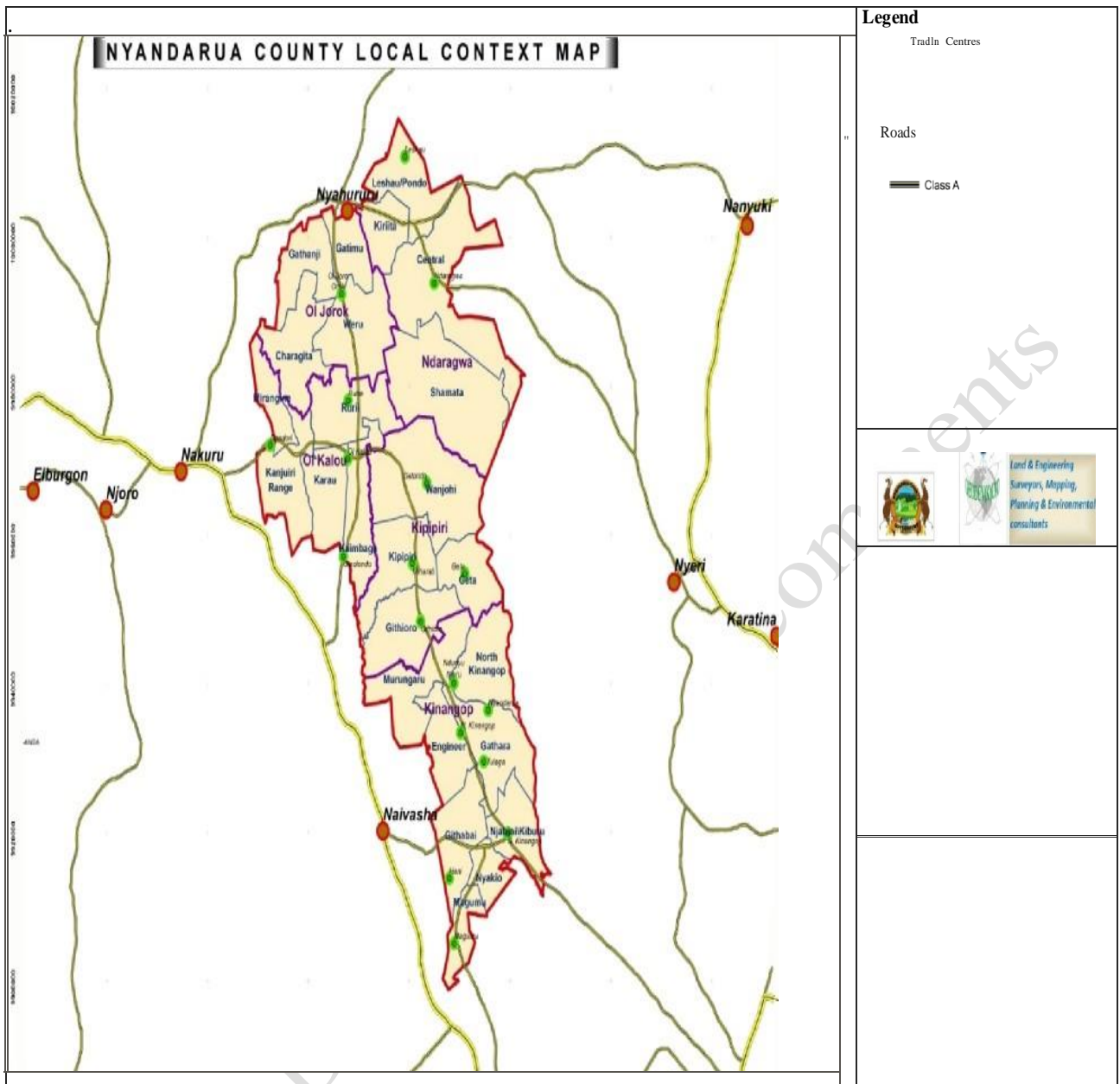


Figure 1: Nyandarua County

### 1.12 Socio-economic mainstay of the county

The socio-economic mainstay in Nyandarua is Agriculture and related industries. The main agricultural produce includes Irish potatoes, cabbages, carrots, peas, floriculture, pyrethrum, sugar beet, cereals, poultry and dairy. This is due to the favourable climate and natural resources such as fertile soils. The high agricultural production has made Nyandarua County a top producer of Irish Potatoes accounting for over a third of the national production and the second top producer nationally of Milk in turn becoming a food basket and a strategic county in national food security. The sector employs about 69% of the population and contributes approximately 73% of household incomes. Other significant contributors to the county economy are general commerce including wholesaling and retailing as well as lumbering sector all which have created significant employment opportunities. The County is also blessed with numerous tourism assets which includes Lake Ol bolosat, Mau Mau caves, happy valley homes, equatorial sites, and Arberdre ranges which if well tapped into would be major contributors to the County and national economic growth.

### **1.13 Physical and topographic features**

The formation of the County was greatly influenced by volcanism and faulting that created the major landforms namely: The Great Rift Valley to the west and the Aberdare ranges to the east. The County's topography is characterized by a mix of plateaus and hilly areas.

At 3,999 metres above sea level, the Aberdare Ranges is the highest point in the county while the lowest parts include Lake Ol' Bolossat, Leshau and the northern part of Ndaragwa Central Ward, lower Kaimbaga, and the western parts of Kipipiri, Githioro and Murungaru Wards. The flat areas include Kinangop and Ol'Kalou/Ol'Joro Orok plateaus.

Over time, rock weathering has transformed the Aberdare ranges, which dissects the slopes into shallow valleys and the gorges with deep and well-drained soils. As they approach Ol'Kalou and Kinangop plateaus, these valleys flatten with only a few gorges draining river water down the escarpment and onto the floor of the Rift Valley. Ol'Kaou Salient Plateau in the north and Kinangop Plateau to the south stretch north-south between the Aberdare ranges and a system of fault scarps which form the escarpment. Dundori Hills represent a high weathering resistant block of the scarp. The two plateaus extend to about 80 km from north to south and about 40 km wide north of Ol'Kalou town. Gentle slopes intermitted by low hills flatten into marshlands and swamps. The rest of the land is well-drained and has fertile soils of volcanic origin. Soils in the Kinangop and Ol'Kalou plateaus are poorly drained clay loam. However, Ndaragwa, the northern part of Ol'Joro Orok and Ol'Kalou have well-drained clay loam with different crop production potential. The plateaus have the key settlement zones.

There are eight permanent rivers; Malewa, Ewaso Narok, Pesi, Turasha, Chania, Kiburu, Mkungi, and Kitiri. Lake Ol' Bolosat which is the largest water mass in the County is fed by streams and underground water seepage from the Aberdare and Dundori hills. Human activities and clearing of the catchment areas for settlement have affected its natural refilling system and its existence is threatened.

The Aberdare Ranges is one of the country's major water towers. Moreover, the Aberdare ecosystem constitutes a dense forest with several animal species including elephants, baboons, Columbus monkeys, tree and ground squirrels, porcupines, and many bird species. On the slopes of the Aberdare ranges are also the Mau Mau caves in Geta and Kimathi. The ranges offer great potential for local and foreign tourism in the County as they border the Aberdare National Park to the east and can be developed as nature trails and for mountain climbing.

### **1.14 Climatic and Ecological conditions**

#### **1.141 Climatic conditions**

The temperature in the County ranges between 12<sup>0</sup>C in July to 25<sup>0</sup>C in December. The County can therefore be considered to have a moderate temperature. High temperatures, which are low by the national average, are experienced between December and March with the lowest temperatures occurring in July. The highest temperature in December has a mean average of 25<sup>0</sup> C while the lowest in July has a mean average of 12<sup>0</sup> C. Variation of the temperature has adverse effects, especially on crop cultivation; when cold air during clear nights on the moorlands of the Aberdare Ranges flows down the Kinangop and Ol'Kalou Plateaus it causes night frost almost monthly.

Maximum rainfall of about 1700 mm is received during March and May which coincide with the wet season, (also known as the second season) and maximum rainfall of about 700 mm during September-December (coinciding with the dry season, also known as the first season). The rainfall decreases from East to West. Nyandarua County has had reliable rainfall which is generally well distributed throughout the year but is starting to be erratic due to climate change. The Aberdare Ranges and the Dundori Hills influence rainfall distribution in the area, with areas like Njabini and South Kinangop receiving higher amounts of rainfall while

areas of Ndaragwa and Ol’Kalou receive comparatively low rainfall. In a typical year, the County experiences two rainy seasons: long rains from March to May with a maximum rainfall of 1,700 mm and short rains from September to December with a maximum rainfall of 700 mm. The average annual rainfall of the County is 1,500 mm. Nyandarua County has an average relative humidity of 71.5%.

### 1.142 Ecological Conditions

Some areas in the County are in the highland savannah zone, characterized by scattered trees with expansive grass cover. In elevated areas, tree cover increases forming thick forests with thick undergrowth. However, most of the natural vegetation has been cleared leading to environmental hazards such as environmental degradation which has claimed large portions of arable land. This has had some negative effects such as reduced rainfall, soil erosion, reduced soil fertility, poor health and reduced food production.

The County has been greatly affected by climate change. This has led to emergent weather patterns which were hitherto unprecedented. Incidences of unpredictable weather patterns have become common in the last decade affecting negatively agriculture production as well as increasing health challenges associated with weather changes. Floods and droughts have become common occurrences lately.

The Climate has been observed to change in Nyandarua. Since 1981, the first wet season has experienced a moderate (1 °C) increase in mean temperature and associated reduction in the crop cycle, and a slight tendency for increasing precipitation. The second wet season experienced a mild (~0.5 °C) increase in temperature and no change in precipitation. Looking to the future in the years 2021-2065, prolonged moisture stress is projected to occur across both seasons of the year analysed, whereas intense precipitation looks to change little.

### 1.2 County Demographics

The County has five administrative sub-counties under the County Government jurisdiction. They include; Kinangop, Kipipiri, Ol Kalou, Ol Joro Orok and Ndaragwa. Each sub-county is further divided into wards with the County having a total of twenty-five (25) wards. Kinangop is the biggest Sub-County with eight Wards followed by Ol Kalou with five wards while Kipipiri, Ndaragwa and Ol’Joro Orok have four Wards each. Kinangop being the largest Sub-County covers 939 km<sup>2</sup> while Ol’Joro Orok Sub-County covering 439 Km<sup>2</sup> is the smallest.

**Table : County Government Administrative Wards by constituency**

Sub County	No. of Wards	Area (Km <sup>2</sup> )
Kinangop	8	939
Kipipiri	4	544
Ol’Kalou	5	670
Ol’Joro Orok	4	439
Ndaragwa	4	654
<b>Total</b>	<b>25</b>	<b>3,246</b>

Source

The Kenya National Population and Housing Census, 2019, stated that the county had a population of 638,289 persons of whom 315,022 (49.3 per cent) were male and 323,247 (50.6 per cent) were female. The County had a total number of 179,686 households with an average household size of 3.5 persons. The population density at the time was 194 persons per km<sup>2</sup>.

The population was projected to be 682,740 in 2022, and further extrapolated to be 721,112 in 2025 and 746,009 in 2027.

In 2019, Kinangop Sub-County had the highest number of households with a population of 205,280

persons whereas Ol’Joro Orok had the least number, with 97,965 persons. This implies that 32.16 per cent of the entire county population resides in Kinangop while 15.34 per cent reside in Ol Jor Orok. Table 4 provides the population at the time of the census in 2019 and its projections for the periods; 2022, 2025 and 2027 segregated by sex. The projections have factored in key demographic considerations such as fertility, mortality, birth and immigration rates.

Table;

County/ Sub- County	2019			2022			2025			2027		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Nyandarua	315,022	323,247	638,289	335,847	346,893	682,740	354,096	367,016	721,112	365,883	380,126	746,009
Kinangop	100,884	104,387	205,280	107,553	112,023	219,576	113,397	118,521	231,917	117,172	122,755	239,924
Kipipiri	46,113	47,740	93,855	49,161	51,232	100,391	51,833	54,204	106,033	53,558	56,140	109,694
Ol’Kalou	70,776	71,697	142,476	75,455	76,942	152,398	79,555	81,405	160,963	82,203	84,313	166,521
Ol’Joro Orok	48,752	49,209	97,965	51,975	52,809	104,787	54,799	55,872	110,677	56,623	57,868	114,498
Ndaragwa	48,497	50,214	98,713	51,703	53,887	105,590	54,512	57,013	111,525	56,327	59,050	115,377

Source;

### 1.3 Sector Background Information

The Governance Sector is composed of the following subsectors and the directorates under them.

#### Sub sectors

Office of The Governor

#### Sections/directorates

1. Office Of The Governor
2. Service Delivery Unit
3. Liaison And Intergovernmental Relations
4. Governors Press Service

Office of the County Secretary and Head of Public Service

1. County Executive Committee Affairs
2. Communication and public relations
3. Administration And Support Services

Office of The County Attorney

Legal Affairs

Public Service, Administration and Devolution

1. Public Administration And Devolution
2. Enforcement
3. Public Services Management

Finance, Economic Planning And ICT

1. Finance
2. Revenue & Local Business Development
3. Internal Audit
4. Supply Chain Management
5. Economic Planning
6. ICT

County Public Service Board

County Public Service Board

The mandates of the subsectors are as follows;

## **Office of the Governor**

- a) Diligently execute the functions and exercise the authority provided for in the Constitution and legislation;
- b) Perform such State functions within the county as the President may from time to time assign on the basis of mutual consultations;
- c) Represent the County in National and International fora and events;
- d) Appoint, with the approval of the County Assembly, the county executive committee in accordance with Article 179(2)(b) of the Constitution;
- e) Constitute the County Executive Committee portfolio structure to respond to the functions and competencies assigned to and transferred to each county;
- f) Submit the County plans and policies to the County Assembly for approval;
- g) Consider, approve and assent to bills passed by the County Assembly;
- h) Chair meetings of the County Executive Committee;
- i) By a decision notified in the county Gazette, assign to every member of the County Executive Committee, responsibility to ensure the discharge of any function within the county and the provision of related services to the people;
- j) Submit to the County Assembly an annual report on the implementation status of the county policies and plans;
- k) Deliver annual state of the county address containing such matters as may be specified in county legislation; and
- l) Sign and cause to be published in the county Gazette, notice of all-important formal decisions made by the Governor or by the County Executive Committee.

## **Liaison and Inter Governmental Relations**

- a) Formulation and Implementation of County Intergovernmental policies and laws.
- b) Diplomacy and liaison with other counties and national government ministries.
- c) Identify development partners.
- d) Strengthen communications and working relationships with area political and corporate entities.
- e) Managing and handling inter-County disputes.
- f) Provides expertise to the Governor and County Government during visits by international delegations, advises on protocol and build the County's international engagement strategy.
- g) Promotion and enhancement of good image of the county to external parties.
- h) Diaspora Liaison Services.
- i) Liaison with COG secretariat on calendar of events.

## **Directorate of Governor's Press Service**

- a) Conveying information to the Public on behalf of the Governor.
- b) Preparing and drafting speeches and talking notes for H.E the Governor and H.E the Deputy Governor.
- c) Planning coverage of H.E the Governor's functions and the County Governments activities in electronic and print for dissemination to the media and the public.
- d) Preparation of reports after H.E the Governor's/Deputy Governor official functions.
- e) Follow up on implementation and preparation of status of H.E the Governor's and Deputy Governor's public pronouncements.

### **Directorate of Governor's Service Delivery Unit**

- a) Provide timely reporting to the Governor on service delivery
- b) Conduct field visits on service delivery sites and stations to monitor the quality of services given to the citizens
- c) Use technology-supported Performance/M&E/Reporting systems for efficient, accountable and transparent working
- d) Ensure programmes are implemented as per, the CIDP and the Annual Work Plans
- e) Share its findings with line departments to enhance service delivery
- f) Monitor service charter to ensure citizens expectations are met
- g) Provide a platform to address citizens' concerns e.g. the Governors hotline, website, social media etc.

### **County Secretary and Head of Public Service**

- a) Be the head of the county public service;
- b) Be responsible for arranging the business, and keeping the minutes, of the county executive committee subject to the directions of the executive committee;
- c) Convey the decisions of the county executive committee to the appropriate persons or authorities; and
- d) Ex officio member to county executive committee
- e) Coordination of county official functions
- f) Be the official county contact office
- g) Collect and collate data

### **Directorate of Administration and Support Services**

- a) Carrying out administrative chores necessary for operations of the County Government
- b) Fleet management.

### **Directorate of County Executive Committee Affairs**

- a) Planning of County Executive Committee meetings.
- b) Arranging the business and keeping the minutes of the County Executive Committee.
- c) Conveying the decisions of the County Executive Committee to appropriate persons or authorities.
- d) Follow up on execution of county Executive Committee decisions.
- e) Coordination of activities pertaining to seminars and conferences for County Executive Committee members.
- f) Preparation of County Executive Committee Manual.
- g) Collect and collate data

### **Directorate of Communication**

- a. Formulate and Develop policies, strategies and bills relating to Public Communications.
- b. County Branding.
- c. Press releases on various issues of interest to citizens and County Government employees;

- d. Handle inquiries from the public, the press, and related organizations;
- e. Organizing promotional events such as press conferences, open days, exhibitions, tours and visits;
- f. Preparation of daily media coverage in mainstream media outlets on all issues relating to the County;
- g. Designing, writing and/or producing presentations, press releases, articles, leaflets, 'in-house' journals, reports, publicity brochures, information for web sites and promotional videos on various topical issues;
- h. Handling internal and external communication of the County Government;
- i. Develop strategies for increasing the visibility of the County Government in national and international arena;
- j. Develop a social media strategy for the County.
- k. Production of quarterly reports highlighting program, developments, achievements and success stories in the County;
- l. Conduct customers' satisfaction surveys to determine their satisfaction level;
- m. Design, develop and disseminate all outreach materials and activities to target audience and media, including outreach folders and fact sheets, newsletters, blog entries, tweets among others to keep the public informed on the achievements made by County Government.
- n. Develop and implement a public complaint handling system.
- o. Coordination of County Government Advertising Services.
- p. Collect and collate data

### **County Attorney**

- a. Principal legal adviser to the county government;
- b. Attend the meetings of the County executive committee as an ex-officio member of the executive committee
- c. On the instructions of the county government, represent the county executive in court or in any other legal proceedings to which the county executive is a party, other than criminal proceedings;
- d. Advise departments in the county executive on legislative and other legal matters;
- e. Negotiate, draft, vet and interpret documents and agreements for and on behalf of the county executive and its agencies;
- f. Be responsible for the revision of county laws;
- g. May liaise with the Office of the Attorney-General when need arises; and
- h. Perform any other function as may be necessary for the effective discharge of the duties and the exercise of the powers of the County Attorney.
- i. Collect and collate data

### **Public Service, Administration and Devolution**

#### **Directorate of Public Administration & Devolution**

- a. Establishment of village administrative units and village development committees/councils.
- b. Coordination of County Government functions in the sub counties and wards.
- c. Coordination of development projects being undertaken by county departments in the sub counties and wards.
- d. Supervising County Employees at all levels of administration/governance.



- e. Management of Betting, Lotteries and Gaming Issues in sub counties/ward.
- f. Collect and collate data

**Directorate of Human Resource Management**

- a. Development of County Human Resources Policies and Procedures Manual.
- b. Maintain an ICT Based Personnel and Registry Records.
- c. Establish Staff Performance Appraisal system.
- d. Develop human resource capacity including right placement of all staff, job descriptions and organograms
- e. Manage Civil Servants Car Loan and Mortgage.
- f. Formulation of policy and regulation of employee's benefits including retirement, insurance and medical cover and their management;
- g. Establishment of County Human Resource Information Systems and Services.
- h. Handling Internships, attachments and Volunteer policies and issues.
- i. Management of County Payroll.
- j. Public Service Career Planning and Development.
- k. Handle staff Counselling Policy, services and issues.
- l. Facilitate establishment and operationalization of the Human Resource Management function of the County.
- m. Offering advice and correct interpretation of Public Service regulations, guidelines, rules, Labor laws as well as Human Resource Management Policies.
- n. Carry out staff audits, identify gaps and develop optimal staffing levels at the County.
- o. Administration of staff remuneration and benefits.
- p. Ensure good employee's health and safe work environment.
- q. Establish and Coordinate Performance Management systems.
- r. Ensure compliance with public service values and principles in the County.
- s. Establish Human Resource records management systems.
- t. County staff welfare issues including Management and Coordination of KICOSCA Games.
- u. Provision and guidance on interpretation and implementation of Schemes of Service/Career Progression Guidelines.
- v. Implementation of the County Government decisions on Human Resource relating to discipline and promotions.
- w. Coordination of training function in the County.
- x. Provide policy guidelines and advice on Human Resource Development Issues.
- y. Collect and collate data

**Directorate of Enforcement**

- a. Enforcement of all county by-laws, rules and regulations under the county government;
- b. Controlling and regulating public transport within urban centers;
- c. Care and safe custody of impounded public property in their custody;
- d. Providing safety and security to County properties and institutions;
- e. Participation and attendance of general and National parades;
- f. Providing security enhancement in revenue collection in open air markets and urban centers;
- g. Preliminary investigations and prosecution of offenders;
- h. Crowd control in all county public functions

- i. Collect and collate data

## **Finance, Economic Planning and ICT**

### **Directorate of Finance**

- a. Monitoring the financial performance of the departments to ensure proper management control of, and accounting for the finances of the county government and its entities;
- b. Requisition for the release of funds, processing of payments and maintaining proper accounts and other records in respect of the County Revenue Fund and other public funds administered by the County Government;
- c. Advising the County Government entities, the County Executive Committee and the County Assembly on financial matters;
- d. Assisting County Government entities in developing their capacity for efficient, effective and transparent financial management;
- e. Consolidating the annual appropriation accounts and other financial statements of the County Government in a format determined by the Accounting Standards Board;
- f. Strengthening financial and fiscal relations between the National Government and County Government;
- g. Management of grants and loans; and
- h. Record management services.
- i. Collect and collate data

### **Directorate of Supply Chain Management**

- a. Registration and prequalification of Suppliers;
- b. Management of procurement and disposal of assets;
- c. Coordinating the preparation and updating of comprehensive asset register;
- d. Formulating procurement standards, policies, guidelines and appropriate laws and oversee their implementation;
- e. Maintaining and archiving documents and records of the procurement and disposal for the period required in law;
- f. Monitoring contract management by the user departments to ensure implementation of contracts in accordance with the terms and conditions; and
- g. Advising the procuring departments on aggregation and economies of scale in buying.
- h. Collect and collate data

### **Directorate of Internal Audit**

- a. Evaluating County's risk exposure and advising on appropriate risk management strategies;
- b. Internal oversight over management of public funds;
- c. Strengthen internal audit infrastructure;
- d. Reviewing operating processes and procedures to identify administrative inefficiencies;
- e. Ascertaining the existence of adequate safeguards on assets to reduce wastage, pilferage and outright loss;
- f. Assessing compliance with procedures, rules, regulations and laws; and
- g. Ensuring compliance with all donor conditions for the various donor-funded programmes and conduct investigations where fraud is suspected.

## **Directorate of Local Revenue and Business Development**

- a. Developing strategies, policies and laws to support mobilization of resources for funding the budgetary requirements of the County Government;
- b. Improve County business environment;
- c. Revenue receivers and collectors;
- d. Revenue administration and management;
- e. Revenue monitoring and enforcement;
- f. Streamlining procedures and processes for tax, levies and charges administration and collection of revenue;
- g. Assessment and collection of revenue as specified and authorized by law.
- h. County own source revenue generation
- i. Collect and collate data

## **Directorate of Information Communication & Technology**

- a. Formulation of County ICT Strategy and policy;
- b. Develop strategies of promoting E-Government through Creation of E-Platforms and Innovations in Service Delivery;
- c. Ensure ease of access to government services through delivery of wananchi-centered online government services.
- d. Update and upgrade the County website;
- e. Ensure county-wide fibre optic installation and connectivity.
- f. Provision of ICT Technical support to departments;
- g. Maintain user access controls and credentials for accessing key information;
- h. Domain Management, System Administration and ICT Infrastructure;
- i. Maintain database security and availability to guard against any disruption ;
- j. Undertake Capacity Building on ICT integration and Create ICT Champions across all levels in the County.
- k. Collect and collate data.

## **Directorate of Economic Planning and Development**

- a. Developing, implementing and reviewing County economic policies;
- b. Coordinating the preparation and implementation of the County Budget;
- c. Managing the County Government's public debt and other obligations and developing a framework for debt control;
- d. Development and management of the County Public Investments Policy;
- e. Reporting regularly to the National Treasury, Controller of Budget and the County Assembly on the implementation of the County Budget and other financial matters;
- f. Providing leadership and coordination in preparation of County development planning documents;
- g. Coordination and management of County economic and statistical data;
- h. County economic modelling and research;
- i. Coordination and provision of leadership in the County monitoring and evaluation framework, policy and annual progress reporting; and
- j. Offering administrative and secretarial services to the County Budget and Economic Forum.
- k. Collect, analyze and disseminate statistical data in the County and be the custodian of official statistical information.

#### 1.4 Rationale/justification for preparing County Sectoral Plan

Section 109 of the County Governments Act, provides that a County department shall develop a ten year county sectoral plan as component parts of the county integrated development plan. The County sectoral plans shall be the basis for budgeting and performance management. These plans are to be reviewed after every five years by the County Executive and approved by the County Assembly, but updated annually.

Management of the County affairs through the sectoral approach through grouping of similar subsectors together helps organize and manage the scarce public resources. This results to promotion of efficiency, effectiveness, and accountability in the following manner;

- **Expertise:** By dividing responsibilities into sectors, experts can focus on specific areas, making sure they are well-informed and skilled at what they do. This specialization generally leads to better outcomes.
- **Effectiveness:** specialization helps reduce waste and redundancy.
- **Accountability:** Having separate sectors allows for clear lines of responsibility and accountability. This transparency encourages public officials and organizations to do their jobs diligently.
- **Varying Needs:** Different parts of society have diverse needs and priorities. By having separate sectors, the government can address these unique challenges more effectively.
- **Checks and Balances:** This helps protect against abuse of power and ensures that decisions are made in the best interests of the people.
- **Flexibility:** Societal needs change over time. Having separate sectors allows for flexibility in adapting to these changes.
- **Innovation:** Specialized sectors attract experts in their respective fields who can bring innovation and best practices to the table. This leads to advancements in technology, healthcare, education, and other essential areas.

#### 1.5 County sectoral plans linkages with the existing legal and policy framework

To ensure synergies and prudent management of the sector, the Governance sectoral plan shall be linked to the following plans;

- a) Long-term plans covering more than 10 years; these include the Kenya Vision 2030, Kenya National Spatial Plan 2015-2045, County Long Term Development Plans, International Development Obligations (SDGs, DRR and Africa Agenda 2063),
- b) Long-term plans covering 10 years; these include the County Spatial Plans, City Plans, Urban Plans (10 Years), other Sectoral plans in the country and county, and Central Region Economic Bloc Blueprint.

The sectoral plans should will in turn inform the preparation of the following medium and short term plans;

- c) Departmental Strategic Plans (5 Years), County Integrated Development Plans (CIDP) - (5 Years),
- d) County Annual Development Plan (CADP) - (1 Year) County Budget Review and Outlook Paper; County Fiscal Strategy Paper and Annual Work Plan.

## 1.6 Methodology

Preparation of this sectoral plan underwent a rigorous and structured approach during its development. The steps were in full conformity with the provided guidelines by the state department for economic planning as detailed; herein;

- a) **Organization of sectors in the County;** The County Executive Order 1 of August 2022 and other supportive instruments organized the county government into departments, directorates and agencies each with assigned functions. Further, all the departments and agencies were clustered into four sectors namely; Governance, productive, human resource and infrastructure.
- b) **County sectoral plans preparation concept approval and Constitution of the County Sectoral Plans secretariat;** the County Executive Committee paper on approval of the process was tabled and approved paving way for the exercise to start. A secretariat was constituted with membership from diverse background forming its membership under the leadership of the Economic Planning Directorate. This secretariat oversaw and coordinated preparation process for all the plans. A circular was sent to all the sectoral CECMs and Chief officers notifying them of the task at hand as approved by the County Executive Committee.
- c) **Constitution of the sector working groups (SWGs);** The CEC members responsible for each sector were instructed to constitute respective Sector Working Group (SWG) which were responsible for spearheading the process. The Chair of the SWG was appointed as well as members drawn from national and county government departments/ agencies, representatives of Non-State Actors and County Economic Planning Unit representative(s). The SWG had the following members;
  - a) Chairperson
  - b) Sector Economists- Convenor,
  - c) Representatives from the sector departments and agencies (National and County Government),
  - d) Private Sector stakeholders,
  - e) Development Partners stakeholders.
- d) **SWG Secretariat;** a SWG secretariat was further constituted under the leadership of sector economists. They acted as SWG rapporteur and were responsible for capturing the deliberations of the SWG.
- e) **Mandate of the SWGs;** the SWGs were given the following as their terms of reference;
  - a) Develop specific programme/roadmap for the sector,
  - b) Undertake stakeholder mapping who included relevant Ministry, Departments and Agencies (MDAs) at the county and national levels, County Budget and Economic Forum and other forums as articulated in the various legislations, Development Partners, the private sector, Public Benefit Organizations, Academia and County citizens,
  - c) Review the first generation, 2014-2023, sector plans,

- d) Identify challenges and lessons learnt in implementation of the first generation sectoral plans,
- e) Drafting the second generation sectoral plans as per the provided guidelines.
- f) Data collection and analysis; The SWG undertook a comprehensive review of relevant policies, laws and development strategies to inform the CSP preparation process which included: the Kenya Vision 2030; County Long-term Vision; sector related policies and laws; and the National and County Spatial Plans among others.
- g) The SWGs reviewed sector performance to determine the level of achievement, programmes implementation, challenges and lessons learnt.
- h) The SWG collected relevant information and inputs from the stakeholders through various established modalities including consultation forums and citizens' inputs when preparing the County Sectoral Plans.
- i) They SWGs consolidated and analysed the collected data and information, and drafted the CSP as per the guidelines.
- j) Validation; The Draft Sectoral Plans were then subjected to stakeholders for inputs and comments. The draft was shared with State Department for Economic Planning for review and advice before finalization.
- k) The preparation also entailed alignment of the sectoral priorities with MTP4 and BETA,
- l) Approval; The sectoral plan was presented to the County Executive Committee for consideration and approval.
- m) Thereafter, the plan was submitted to the County Assembly for approval.
- n) Finally, it was published.

**Deliverables;** the SWG deliverables were Stakeholders consultation report, and final sectoral plan for 2023-2032.

**Overall, the Technical backstopping was offered by** the County Economic Planning Unit as well as State Department for Economic Planning.

## **CHAPTER TWO SITUATION ANALYSIS**

### **2.0. Overview**

This chapter provides a detailed review of the financial and programmes performance and achievements for last plan period of ten years. This coincides with the implementation period for the first generation sectoral plans. The development issues arising from the implementation of the first generation CSP by subsector and the attendant causes for these issues, opportunities and challenges have also been provided. Various crosscutting and emerging issues that affected implementation of the programmes have been analyzed. A stakeholder analysis was also done to identify the roles they played and areas of collaboration.

### **2.1 Sector Context Analysis**

#### **2.11 sector context**

The Governance sector and its sub sectors provides policy leadership, coordination, support, and facilitative services to all the other sectors. The sector is predominantly service oriented with limited infrastructural projects. The subsectors in the sector act as the liaison between the County Government and the external entities such as County Assembly, Council of Governors (CoG), Inter-governmental Budget and Economic Council (IBEC), National Government Ministries and Agencies, Departments and Agencies (MDAs), Development partners, members of the public, Non State Actors among others.

The subsectors have presence across the county at both the sub county and ward levels led by the sub county administrators and ward administrators. The sub county administrators work closely with deputy county commissioners, members of parliament and organizations at the County level to ensure harmony and collaborations. At the ward level, the ward administrators work closely with office of the member of county assembly in coordinating development at the ward level.

Public participation and stakeholder involvement is an integral cog in running the affairs of the sector. The sector drives the public participation and civic education function and ensures that all sectors have entrenched the same. In planning, budgeting, legislating, revenue mobilization, enforcement of laws, monitoring and evaluation, all stakeholders must be consulted and concurrence sort.

Management of the County public service falls under the purview of this sector. Effective management of the public sector is integral in ensuring that service delivery is carried out in the desired manner. Through the County Public Service Board, County Secretary and Head of Public Service and directorate responsible for public service development of staff establishments, placements, indents, schemes of service, and remuneration of personnel has been well coordinated. The county public service has 2,500 members of staff engaged both on permanent and contract terms. National government entities such as Salaries and Remuneration Commission (SRC), Public Service Commission (PSC), Directorate of Personnel Service Management (DPSM) have been crucial in offering technical support.

#### **2.12 Existing policies and legal framework**

The sector's mandate is primarily provided by the Constitution of Kenya, 2010, the County Governments Act, 2012 and the Public Finance Management Act, 2012, Public Procurement and Disposal Act 2015 the Intergovernmental Relations Act 2012.

##### **a) The Constitution of Kenya 2010**

Chapter six on leadership and integrity outlines the responsibilities of leadership, conduct and financial probity of state officers and ethics and anti-corruption.

Chapter eleven on devolved government sets out the objects and principles of devolved governments. The chapter outlines how the counties will operate and the same are further expounded in the County Governments Act 2012. The fourth schedule gives the distribution of functions between the national and county government.

Chapter eleven and twelve on Devolution and Public Finance have clearly expounded on how the devolved units should be established and how public resources are to be managed.

#### **b) The County Governments Act 2012**

This Act gives effect to chapter eleven of the constitution. It provides for the County Government powers, functions and responsibilities to deliver services to the people. It also provides for the County Governments powers to perform functions assigned to it under the fourth schedule of the constitution. These functions include: the drafting, approval and implementation of county legislation; exercising executive functions in accordance with Article 183 of the constitution; all the other functions assigned in the fourth schedule and any other that may be transferred from the national government.

Section 109 of the County Governments Act, provides that a County department shall develop a ten year county sectoral plan as component parts of the county integrated development plan. The County sectoral plans shall be;

- a) Programme based;
- b) The basis for budgeting and performance management; and
- c) Reviewed every five years by the county executive and approved by the county assembly, but updated annually.

#### **c) The Intergovernmental Relations Act 2012**

This Act establishes a framework for consultation and cooperation between the national and county governments and amongst county governments. It further provides for the establishment of institutional structures for intergovernmental relations. Mechanisms for resolution of intergovernmental disputes in accordance to Articles 6 and 189 of the constitution are also instituted in the Act.

Moreover, the Act gives effect to Article 187 and 200 of the constitution, in respect of the transfer of functions and powers by one level of government to another, including the transfer of legislative powers from national to county governments.

#### **d) Public Finance Management Act 2012 and the PFM Regulations, 2015**

The Act provides for an effective management of public finances by national and county governments and the oversight responsibilities of Parliament and County Assembly.

The Act ensures that public finances are managed both at the national and county levels of government in accordance with the principles set out in the constitution. Public officers who are given responsibility for managing the finances are accountable to the public through Parliament and County Assemblies.



**e) Urban Areas and Cities Act, 2011 (Revised 2020)**

Section 37 (1) of Urban Areas and Cities Act, 2011, states that a city or urban area's integrated development plan shall be aligned to the development plans and strategies of the county governments. In addition, Section 36(2) states that an integrated urban or city development plan shall bind, guide and inform all planning development and decisions and ensure comprehensive inclusion of all functions.

**f) Kenya Vision 2030 and the Medium Term Plans (MTPs)**

The Kenya Vision 2030 is the country's development blueprint that aims at creating "a globally competitive and prosperous nation with a high quality of life by 2030". It further aims to transform Kenya into "a newly industrialized, middle income country providing a high quality of life to all its citizens in a clean and secure environment". It is anchored on three Pillars – Economic, Social and Political – which are all supported by the Enablers/ Foundations. The Vision is implemented through successive five years Medium Term Plans at the national level and the CIDPs at the county level. The First, Second and Third Medium Term Plans (MTP) of Kenya Vision 2030 were implemented during the period 2008-2022.

**g) National Spatial Plan and the County Spatial Plan**

The National Spatial Plan provides a national spatial structure that defines how the national space is utilized to ensure optimal and sustainable use of land and land-based resources. This is imperative as it facilitates the achievement of the land policy principles of efficiency, equity, sustainability and productivity. The plan aims at promoting the attainment of national, social, economic and environmental goals and objectives. Further, the plan provides strategies for spatial growth and development that include: optimizing land and natural resources, promoting balanced regional development, promoting rural development and managing the impacts of global trends. The National Spatial Plan serves as a guide in the preparation of the regional, county and local spatial plans. Section 110 of County Government Act requires counties to prepare a ten year county Geographic Information System based database system spatial plan for each county, which shall be a component part of the county integrated development plan providing: a spatial depiction of the social and economic development programme of the county as articulated in the integrated county development plan; clear statements of how the spatial plan is linked to the regional, national and other county plans; and clear clarifications on the anticipated sustainable development outcomes of the spatial plan.

**h) Annual Nyandarua County Finance Acts**

These Acts provides for the various taxation, imposition of fees and charges for services and other revenue raising measures by the County Government.

**2.2 Review of Sector Financing for the period 2014-2023**

This section discusses the trends on how the Governance sector has been allocated resources between 2013/14 and 2022/23 FYs. The sector predominantly being a coordinating and support oriented relied on ordinary revenue from equitable share from the National Government and own source revenue with limited conditional grants support.

This is as indicated in Table 4.

*Table 1: Source of Sector Budget Financing*

Source of Financing	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
County Government (Equitable share and own source revenue)	673,423,865	863,756,362	922,338,280	1,146,288,056	1,766,192,572	2,730,759,024	3,195,017,001	2,788,123,216	3,060,112,651	3,102,460,489
National Government (Conditional grants)	-	-	-	-	-	-	-	-	-	-
Development Partners (Conditional grants)	-	-	-	-	-	-	-	-	-	-
A.I.A (CSOs)	-	-	-	-	-	-	-	-	-	-

Source; county treasury

*Table 2: Analysis of Sector budget by sub-sector*

Sub-Sector Name	Financing									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Office of the governor			180,696,075	216,249,149	151,976,765	183,853,275	129,623,190	121,885,058	129,685,317	104,229,680
County attorney	291,209,987	293,848,869	34,758,455	22,150,000	19,090,000	16,786,341	43,392,716	33,332,655	50,470,007	43,796,494
Office of the county secretary and head of public service			131,585,728	170,036,655	18,937,765	1,911,047,790	1,967,480,449	2,026,335,000	2,280,510,105	2,420,470,000
County public service board			29,590,076	38,560,060	10,468,000	12,688,476	14,750,000	18,400,000	27,689,000	25,000,000
Public service, administration and devolution				37,835,844	35,343,543	36,851,390	40,817,844	35,370,000	49,834,890	37,750,000
Finance, economic planning and ICT	382,213,878	569,907,493	545,707,946	661,456,798	581,855,416	569,531,752	998,952,802	552,800,503	521,923,332	471,214,315

Sub-Sector Name	Financing									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Total Sector Budget Financing	673,423,865	863,756,362	922,338,280	1,146,288,056	1,766,192,572	2,730,759,024	3,195,017,001	2,788,123,216	3,060,112,651	3,102,460,489
Total county Financing	3,386,948,984	4,454,730,438	5,597,056,814	5,668,123,647	6,105,382,733	7,669,536,086	7,983,710,937	6,866,689,868	7,969,705,627	7,001,987,080

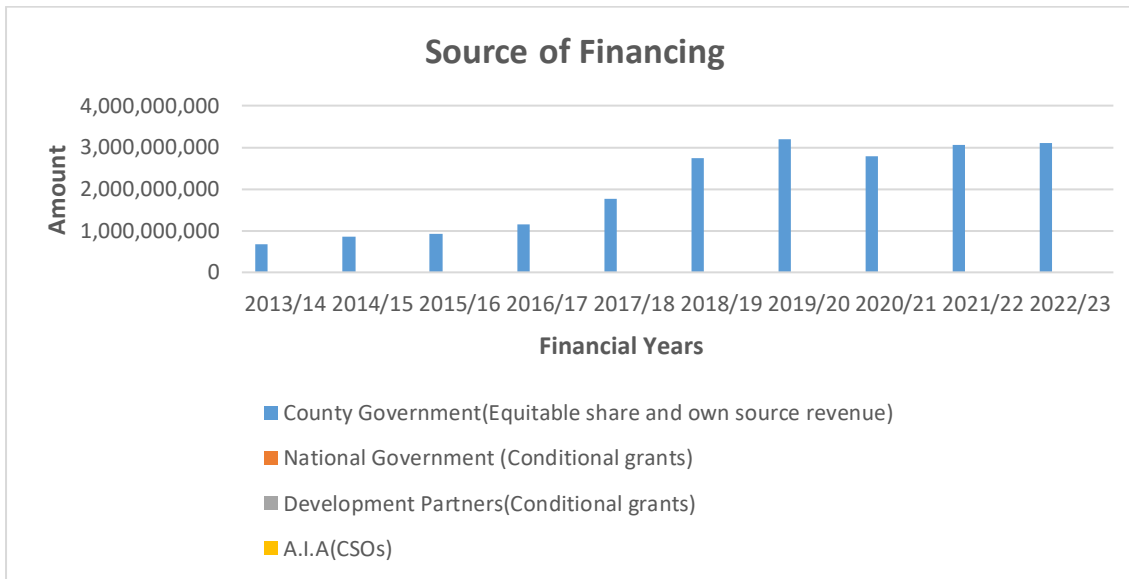


Figure 2: Financing Sources

- The bar graph above depicts the sources of sector financing for the ten-year period spanning from 2013/14 to 2022/23.
- It is worth noting that during the entire planning period, sector financing originated exclusively from equitable share and own-source revenue.
- Over the reviewed period, the sources of sector financing have exhibited substantial growth, increasing from Ksh 673,423,865 in the fiscal year 2013/2014 to Ksh 3,102,460,489 in the fiscal year 2022/2023. Remarkably, the peak source of sector financing was observed in the fiscal year 2019/2020, reaching Ksh 3,195,017,001.

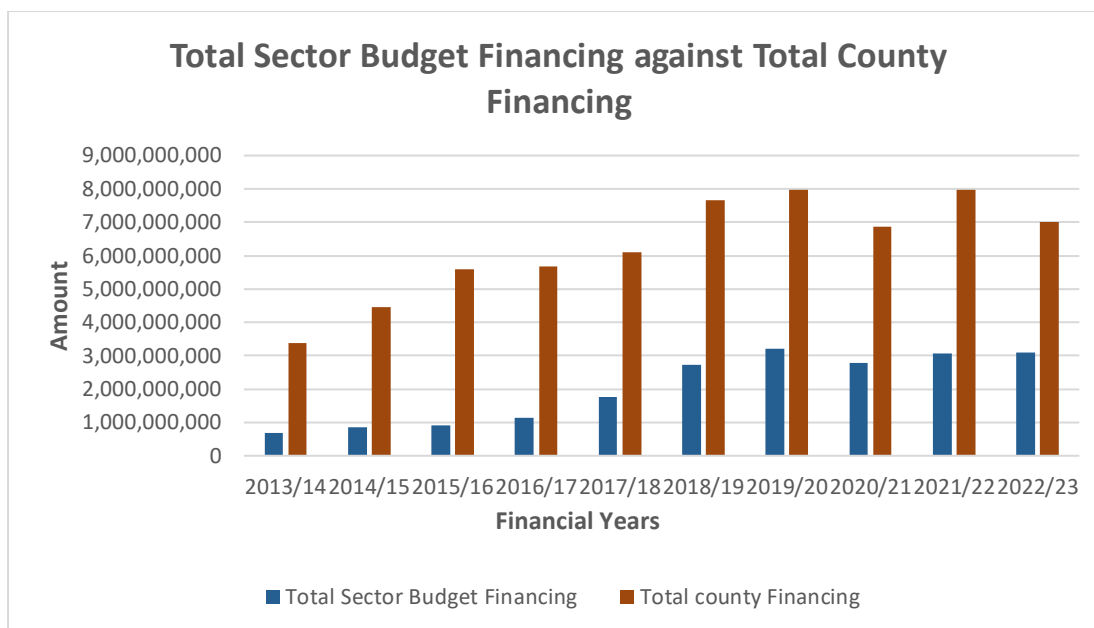


Figure 3: Sector Budget Financing against Total County Financing

- The graph displayed above illustrates the relationship between total sector budget financing and total county financing for the planning period spanning from 2013/14 to 2022/23.
- Over the years, beginning from the fiscal year 2013/14, there has been a consistent upward trend in the allocation of sector budget financing. Additionally, the total county financing and the total sector budget financing have exhibited a direct proportional relationship throughout the period. This means that as the total county financing increases, the total sector budget financing also increases accordingly.

## 2.3 Sector Performance Trends and Achievement

### A. Governor's Office

Over the plan period, the office's priorities were to represent the County in National and International events; submitting the County plans and policies to the County Assembly for approval; Considering, approving and assenting to bills passed by the County Assembly; submitting to the County Assembly an annual report on the implementation status of the County policies and plans; delivering annual state of the County address, promoting investments, promoting intergovernmental relations and coordinating civic education and public participation on County matters.

At the end of the implementation period, the office ensured strong governance, effective and efficient service delivery through;

- Improved and sustained investor relations;
- Held Governor Mashinani fora at village levels across the County;
- Improved intergovernmental relations with the National Government, development partners, the Council of Governors etc.;
- Signing and following up on various agreements and commitments for projects geared towards improving the County;
- Promotion and facilitation of the Central Region Economic Block;
- Provision of regular updates on the level of service delivery/Transformative Agenda;
- Swore in boards such as the Nyandarua County Trade Development & Investment Authority;
- Oversaw the signing of the performance contracts;
- Initiated development of the Governor's Service Delivery Unit

- Production of numerous reports on project implementation status;
- Established a **COVID-19** management Committee to help fight the pandemic
- Participated in International and National day celebrations;
- Through the Governor’s outreach programme, vulnerable persons have been assisted;
- Coordinated civic education and public participation activities; and
- Regular communication to the public on service delivery through the GPS

## **B. Office of the County Secretary and Head of Public Service**

This office is composed of the following;

- **Administrative and support services;** Ensured Coordination of county official functions, Internal security, and Allocation and Maintenance of County Offices, Management of county assets and installations and General Liaison services
- **Cabinet affairs;** Ensured conduct of cabinet business, and keeping the minutes, of the county executive committee and conveyed the decisions to the appropriate persons or authorities. Also reviewed implementation of cabinet decisions and Automation of cabinet memoranda.
- **Communication and Public Relations;** The Directorate supports the County Government’s vision of a responsive, well-managed, effective and accountable Public Service by facilitating effective Government communication. The Directorate is responsible for the day-to-day policy and strategic operations of the communication and public relations function of the County Government, including creative and digital messaging, risk communications, reputation management and stakeholder advocacy.

In the plan under review, the directorate ensured there was the timely provision of communication and public relations services through: quarterly publication of the official County Government newspaper, *Nyandarua Today*; the inaugural publication of *Nyandarua Youth Magazine* and *Sub-County Magazines*; initiation and popularization of assorted social media platforms (Facebook, X, websites, etc.) through the creation of up-to-date content and establishment of a complaints and compliments management system. This resulted in exemplary performance under the Kenya Devolution Support Program in Key Result Area 4 (Civic Education and Public Participation). The directorate also received a boost through the recruitment of new staff; acquisition of media equipment; development of operational manuals and establishment of linkages with professional associations.

- **Records Management Unit**
  - Effective records management practices leading to enhanced security and timely retrieval of information
  - Better customer service due to improved records keeping and retrieval processes
  - Engagement of records officers deployed in departments
  - Standardized filing classification systems
  - Digitization of records
  - Expansion of Records management office space

## **C. County Public Service Board**

- **Employees Recruited in 2019 - 2023**

The Board recruited a total of 1,301 employees in during the period 2019 -2023. A total of 431

employees were deployed in the Department of Education, Culture and the Arts. This was the highest number in a Department followed by 274 Health Workers in the Department of Health Services.

*Table 3: Employees Recruited in 2019 - 2023*

<b>Year</b>	<b>Number of Employees</b>
2019	215
2020	696
2021	42
2022	503
2023	245
<b>Total</b>	<b>1,301</b>

In addition, the Board engaged 400 interns on temporary contracts for a non-renewable period one (1) year.

- **Employees Promoted in 2019 - 2023**

During the last 10 years, a total of 759 employees were promoted to higher grades. This is tabulated as follows:

*Table 4: Employees Promoted in 2019 - 2023*

	<b>Year</b>	<b>Number of Employees</b>
1.	2019	
2.	2020	238
3.	2021	449
4.	2022	139
5.	2023	55
	<b>Total</b>	<b>759</b>

The highest number of employees promoted were from the Department of Health Services where a total of 430 employees were promoted. This was followed by the Department of Finance and Economic Development with 115 employees, Governance 83 and in Public Administration and Devolution, a total of 82 employees were promoted to higher grades.

- **Establishment of Offices**

The County Public Service Board established offices in the County Government through Executive Orders. The Offices established are:

- (i) Service Delivery Unit in the Governor's Office;
- (ii) Public Participation and Civic Education Unit in the Office of the CS&HPS;
- (iii) Chaplaincy Unit in the Office of the CS&HPS;
- (iv) Counselling Unit in the Office of the CS&HPS.; and
- (v) Directorate of Special Programs.

The constitution of Kenya (2010) and the County Governments Act (2012) on gives the Board the

mandate to establish and abolish offices.

In accordance with Section 62 (2) of the County Governments Act, the County Executive Committee Member, Public Service, Administration and Devolution was required submit the list of the new offices to the County Assembly for concurrence.

- **Disciplinary Cases**

The Board received five (5) Appeal cases of employees who had been dismissed from the Service. The Board deliberated on the cases and reinstated two (2) employees in the Service.

Two (2) employees submitted Appeals to the Public Service Commission (PSC). PSC directed that one officer, a Health Worker, be reinstated and she be allowed to transfer her service from Nyandarua County Government to Nairobi County Government. The other case involved a Driver of an Ambulance at JM Hospital. He too had been dismissed in 2018. The PSC gave the officer some relieve and the County was directed that the decision of the County Government to summarily dismiss him from the service was unfair and hence unlawful. The Commission directed that:

- (i) The officer be paid his withheld salaries and benefits from the date they were stopped up to the date he was dismissed from the service;
- (ii) The officer be paid the equivalent of twelve (12) months' gross salary at the rate he was earning at the time of his dismissal on 1<sup>st</sup> October, 2018 up to 9<sup>th</sup> December, 2022 to compensate him for the illegalities and irregularities meted against him following the unfair dismissal from the service;
- (iii) The officer be retired from the service with effect from 9<sup>th</sup> December, 2022 and he be issued with a Certificate of Service; and
- (iv) The officer's pension and the attendant benefits s be processed in accordance with the applicable laws.

The fifth case involves the dismissal of a Medical Officer from the service on account of desertion from duty is awaiting finalization.

#### **D. Public Service, Administration & Devolution**

At the end of the implementation period (2013/14-2022/23), the Subsector ensured there was effective and efficient service delivery through;

- a) Coordination of Governance, County functions, and events through Logistical support to the protocol team, Preparation of briefs, and ensuring stakeholder participation.
- b) Disaster response and management.
- c) Coordination and supervision of County government functions.
- d) Programs are implemented efficiently and supervised by the County government workforce.
- e) Identification and procurement of ward offices and one-stop service delivery shops. Five offices were established, i.e. Magumu, Wanjohi, Rurii, Kiriita, and Shamata. Identification of suitable office space for leasing in all the remaining wards is ongoing. Kinangop and Oljorok One-stop service delivery shops were completed. Authentication of ownership of Kipipiri, Mirangine, and Ndaragwa land and buildings intended to host the respective One Stop Service Delivery Shops is ongoing, in consultation with the departments of Lands, Physical Planning and Urban Development and Public Works, Roads, Housing & Energy.

#### **Key achievements**

## **1. Public administration**

- (i.) County functions and events participation forum coordination.
- (ii.) Functions and events attended by H. E the Governor and the Deputy Governor are well organized and successful.
- (iii.) Effective disaster response and management.
- (iv.) Developed a cabinet memo on decentralizing county administration to the village level and a policy on Ward committees.
- (v.) Coordination and management of key Government programs i.e., bursary and liquor licensing.
- (vi.) Enhanced training and capacity building of departmental staff.
- (vii.) Provision of Logistical support to the protocol staff.
- (viii.) Improved public civic education.
- (ix.) Well organized public participations.
- (x.) Feedback mechanism put in place.
- (xi.) Introduction of Peer learning

## **2. Enforcement and Compliance**

- (i.) Purchased uniforms for Enforcement officers.
- (ii.) Trained one (1) Enforcement Officer for diploma in criminology and fifteen (15) officers on basic enforcement course.
- (iii.) Maintained and serviced the directorate's vehicle.
- (iv.) Provided security and safety of County property and staff within the County premises.
- (v.) Held workshops for counseling against drug abuse for all Enforcement officers.
- (vi.) Enhanced Security and effective crowd control during Governors functions.

## **3. Human resource management**

- (i.) County Staff recommended for promotions across all departments.
- (ii.) Enhanced staff welfare and support by ensuring staff are covered with a registered medical cover and developed a staff welfare policy.
- (iii.) Established a proper discipline management system.
- (iv.) Coordinating of County Human Resource Advisory Committee meetings.
- (v.) Ensuring compliance on declaration of assets and liabilities.
- (vi.) Provision of a leave management system across the County.
- (vii.) Proper pension management for all County Staff.
- (viii.) Guided on formulation of performance Contracts for all departments.
- (ix.) Developed a staff performance policy.
- (x.) Effectuated monthly payroll deductions and changes.
- (xi.) Undertook monthly payroll reconciliations.
- (xii.) Ensured proper complementary control.
- (xiii.) Digitized payroll records.
- (xiv.) Allocated payroll numbers to all New Staff engaged.
- (xv.) Ensured timely processing of monthly payrolls.
- (xvi.) Complied with the third-party institutions.

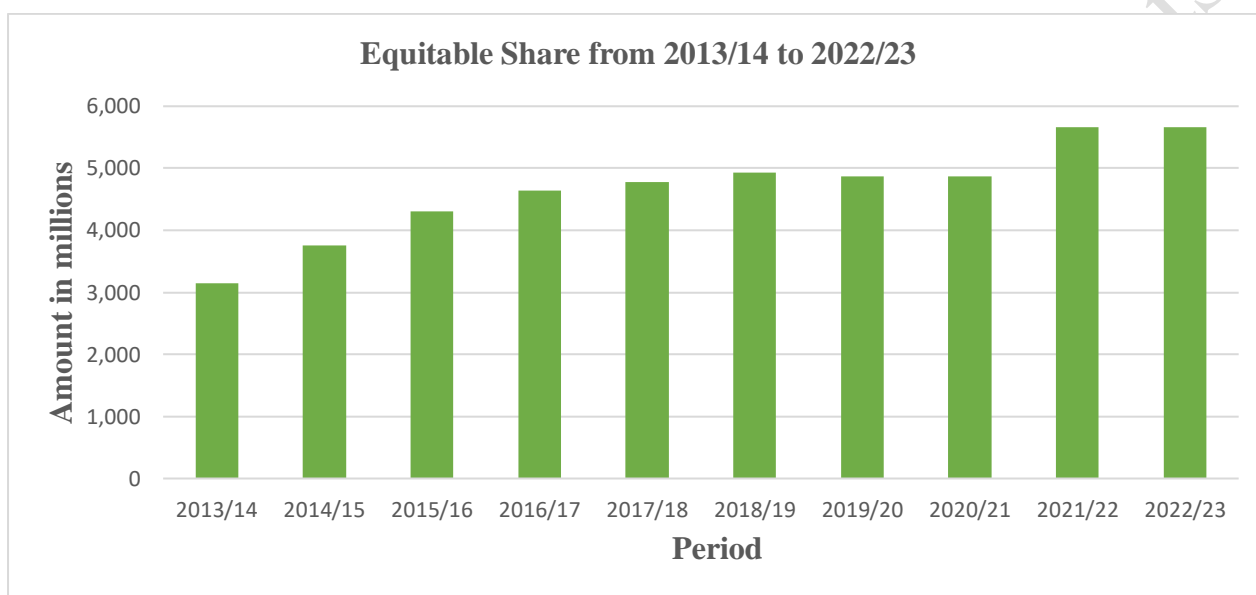


## E. Finance, Economic Planning & ICT

### (i.) County Revenue Performances

Table 5: County Revenue Performances

Analysis for equitable share (Amount in millions)										
Period	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Actual	3,150	3,758	4,307	4,647	4,771	4,929	4,874	4,874	5,670	5,670



Over the ten-year period from 2013/14 to 2022/23 equitable Share demonstrates a consistent upward trend, reflecting an 80% increase over the years. There was a 16.34% increase in equitable share of Fiscal Year 2021/22 from 2020/2021 after High Court ruling in year 2020 on petition 252 of 2016 on Division of Revenue act 2016(DRA 2016), which ruled that conditional and unconditional grants from National Government be disbursed directly to the Counties as Equitable Share through County Revenue Fund. The increases in equitable share are relatively stable, indicating a predictable and reliable source of revenue for the county government. This financial stability allows for better long-term planning and resource allocation.

### (ii.) Conditional Grants from 2013/14 to 2022/23

Table 6: Conditional Grants from 2013/14 to 2022/23

Analysis for conditional grants (Amount in millions)										
Period	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Actual	0	16	213	288	805	835	819	1,219	480	1,330

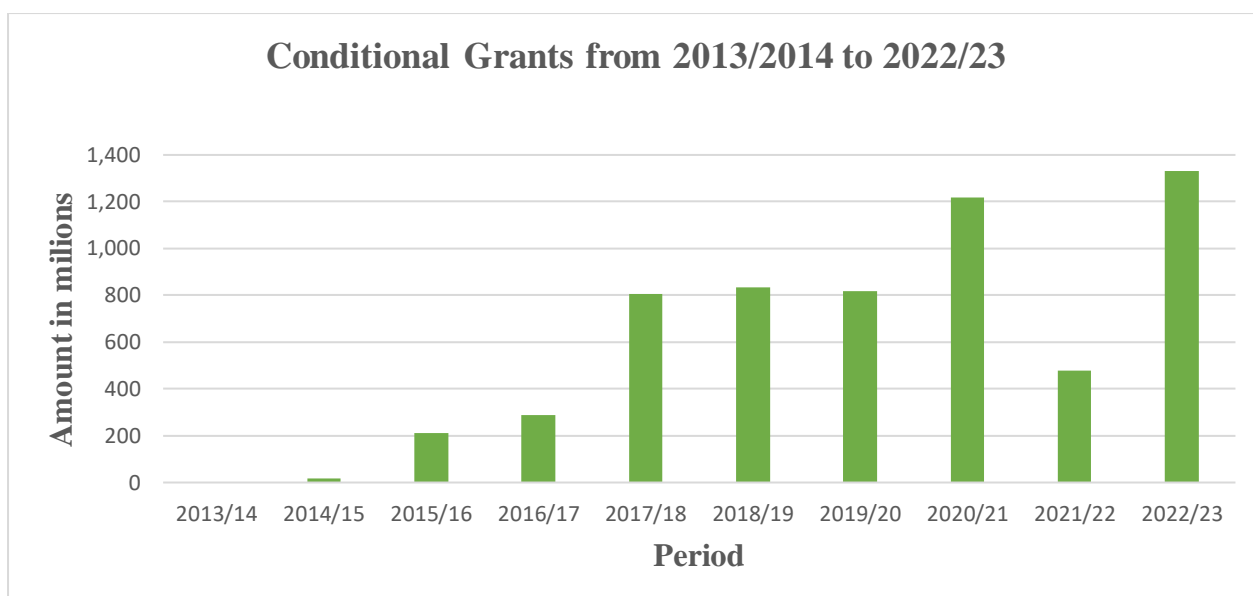


Figure 4: Conditional Grants from 2013/14 to 2022/23

Conditional Grants exhibit a noteworthy variation over this period. In **2013/14**, there were no conditional grants received, but by **2014/15**, the county received **Ksh16, 480,123**. This amount increased by **1198.07%** in the following financial year which represent a significant growth. In the following financial years, the largest increment occurred between the fiscal years **2016/17** and **2017/18** where the grants more than doubled, by **179.05%**. The funding continued to increase, reaching the highest point at **KSHS. 1,330,882,852** in **2022/23**. Notably, the conditional grant of fiscal year **2021/2022** dropped by **60.60 %** due to a High Court ruling in year **2020** on petition **252 of 2016** on Division of Revenue act 2016(**DRA 2016**), which ruled that conditional and unconditional grants from National Government be disbursed directly to the Counties as Equitable Share through County Revenue Fund.

**(iii.) Own Source Revenue performance**

Table 7: Own Source Revenue performance

Analysis of Own Source Revenue (Amount in millions)										
Period	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23
Projected	174	200	392	390	400	600	630	954	990	660
Actual	138	240	281	300	318	403	379	408	473	505

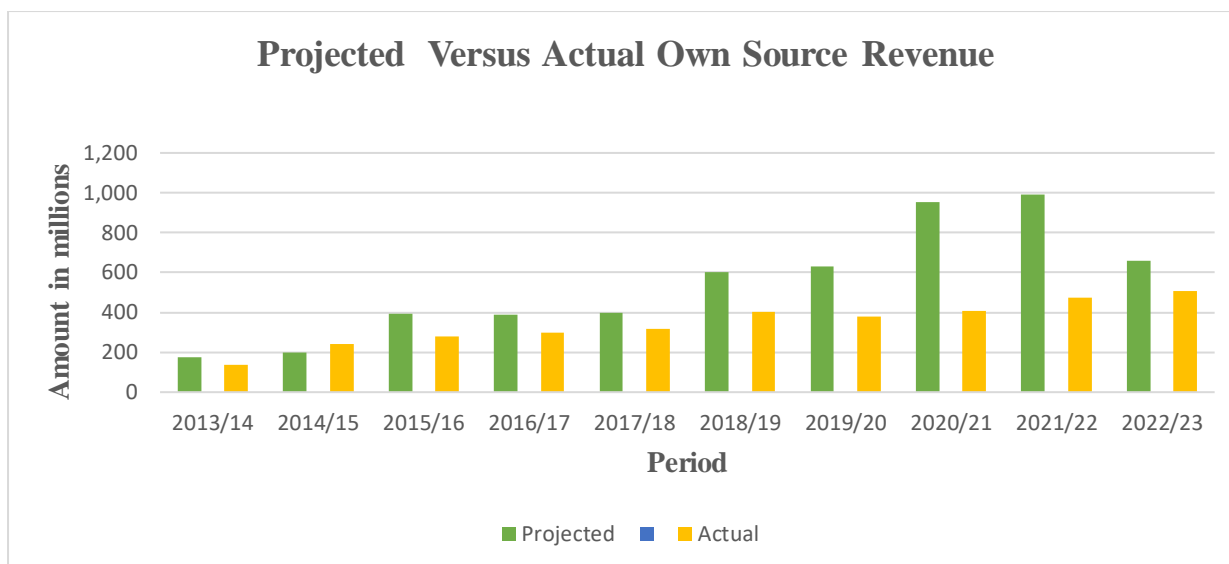


Figure 5: Projected vs Actual Own Source Revenue

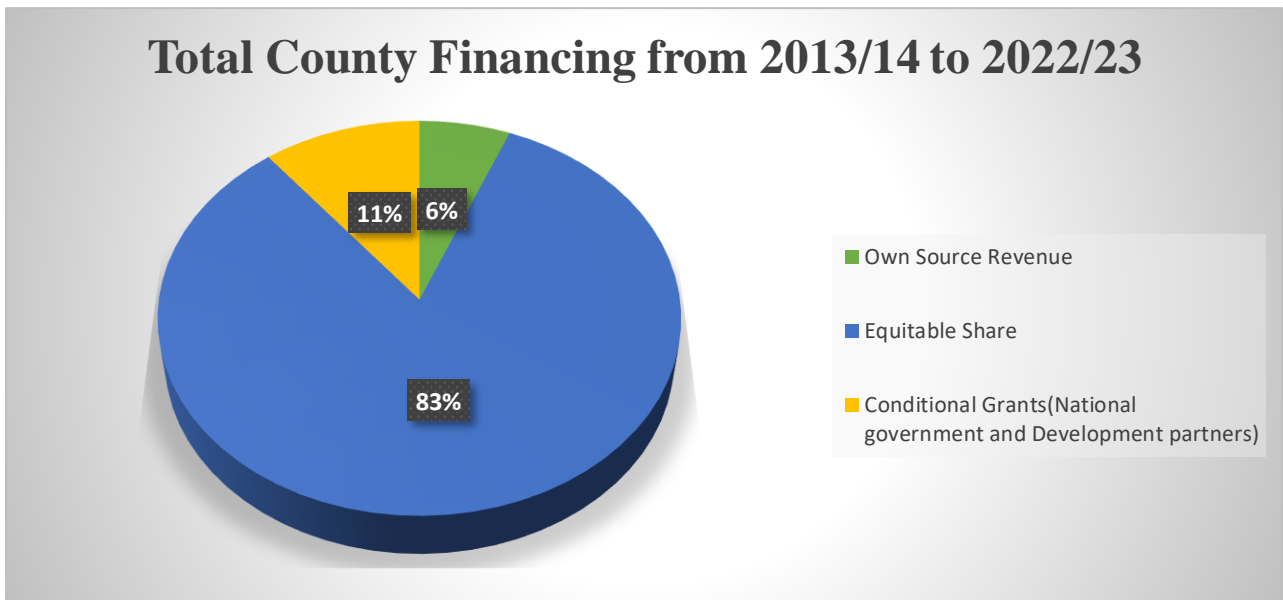
Over the ten financial years, the county witnessed significant revenue growth from **Ksh138,349,081** in the financial year **2013/2014** to **Ksh505,913,305** in the financial year **2022/23** which is approximately **265.69%** increase. This signifies improved revenue generation strategies from different revenue streams. Following the National Policy to support enhancement of County Government own source revenue, the county broadened its revenue bases and **improved ICT infrastructure** for revenue administration. Governance, accountability and oversight also played a crucial role in increasing revenue. Own source revenue dropped by approximately **5.93%** in the fiscal year **2019/20** as a result of the economic challenges brought about by the **COVID-19 pandemic**, which affected various sectors. In general, the actual revenue tends to deviate from the projected revenue whereby in all the years except the financial year **2014/15**, actual revenue consistently falls short of the projections. There is therefore a compelling need for the county to improve on the accuracy of its revenue projections and enhance revenue collection. The consistent growth in own source revenue reflects the county's effective efforts in enhancing local revenue collection. However, continued improvement in revenue collection is essential for long-term financial sustainability.

(iv.) **Total County Financing from 2013/14 to 2022/23**

Table 8: Total County Financing from 2013/14 to 2022/23

Source of Financing (Amount in millions)											
Period	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Total Sum

Own Source Revenue	138	240	281	300	318	403	379	408	473	505	3,445
Equitable Share	3,150	3,758	4,307	4,647	4,771	4,929	4,874	4,874	5,670	5,670	46,650
Conditional Grants (National government and Development partners)	0	16	213	288	805	835	819	1,219	480	1,330	6,005



In the period under review, Equitable Share consistently contributed the largest portion of funding, with a total of **Ksh46,653,403,247**. Conditional Grants **started** at a **negligible** amount of **Ksh16,480,123** in **2014/15** and increased by **7975.69%** to reach **Ksh1,330,882,852** in **2022/23**, contributing a total of **Ksh6,010,432,216** over for the period. Own Source Revenue increased by **265.69%** from **Ksh138,349,081** in **2013/14** to **Ksh505,913,305** in **2022/23**, with a total sum of **Ksh3,450,173,430** over the period.

As evidenced above, Own Source Revenue contributed only **6%** of the total county financing, implying that the county has been over-reliant on equitable share. The consistent increase in equitable share is beneficial, but the county should work on diversifying its income sources to reduce dependence on central government allocations.

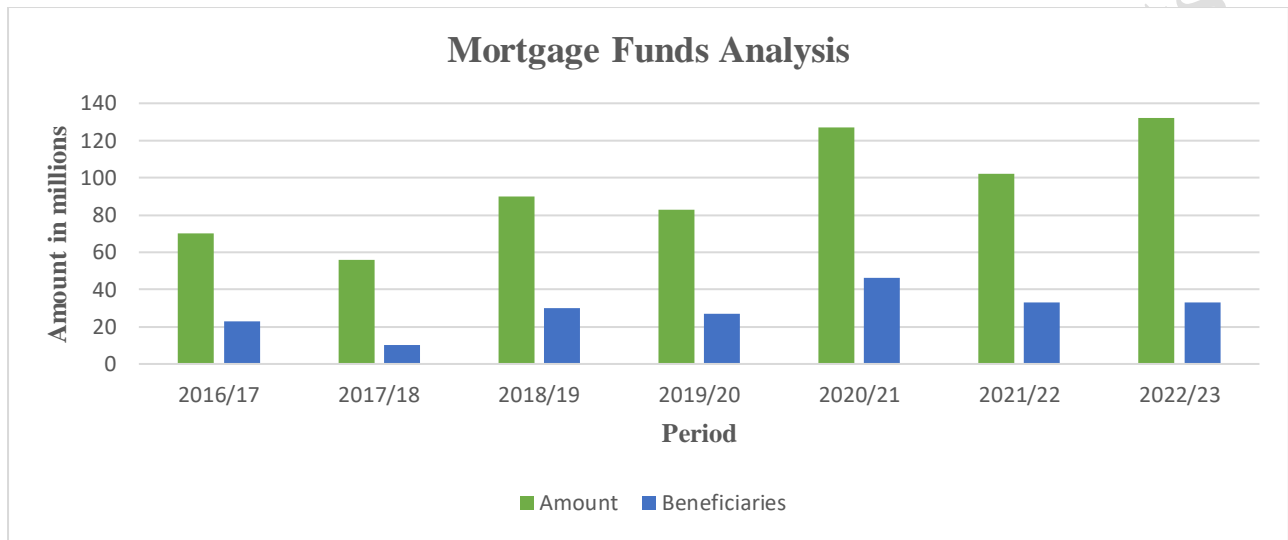
#### (v.) County Funds Performance

##### a) Mortgage Fund Analysis

Table 12 shows the allocations and beneficiaries for the mortgage fund between 2016/17 and 2022/23 FYs.

*Table 9: Mortgage Fund Analysis*

Period	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	Total Sum
<b>Amount</b>	70,066,000	56,980,000	90,230,000	83,500,000	127,030,000	102,370,000	132,120,000	662,296,000
<b>Beneficiaries</b>	23	10	30	27	46	33	33	202



*Figure 6: Mortgage Fund Analysis*

The amount allocated for mortgage funds has shown some fluctuations over the years. It increased by **88.57%** from 2016/17 to 2022/23, suggesting a commitment to providing financial support for housing or related activities. The number of beneficiaries has remained relatively consistent with an average of **29** beneficiaries per financial year which implies stability in the number of individuals or entities benefiting from these funds.

#### **b) Emergency Fund**

Table 13 shows the amounts and beneficiaries of the County Bursary Fund.

*Table 10: Emergency Fund Beneficiaries*

Period	2017/1 8	2018/1 9	2019/2 0	2020/2 1	2021/2 2	2022/2 3	Total Sum
<b>Amount</b>	19,796,213	36,585,207	41,000,000	34,970,862	59,965,641	27,698,050	220,015,973
<b>Beneficiaries</b>	31	102	110	79	179	90	591

The Emergency Fund experienced a significant growth in amount by 85.01% from 2017/18 to 2018/19. However, in 2020/21, there was a decrease of approximately **14.71%**, which may be

attributed to various factors, such as changing financial priorities as a result of COVID-19 pandemic and external economic conditions. The number of beneficiaries has also increased, especially from 2017/18 to 2018/19 (**229.03%** increase) and 2020/21 to 2021/22 (**126.58%** increase). This indicates that the fund is reaching more people in need. There was a decrease in both the fund amount and the number of beneficiaries from 2021/22 to 2022/23 by **53.81%** and **49.72%** respectively. It is important for the county to assess the reasons behind the decrease in funds and beneficiaries in the recent years so as to make informed decisions to ensure the fund’s sustainability and continued support for the people.

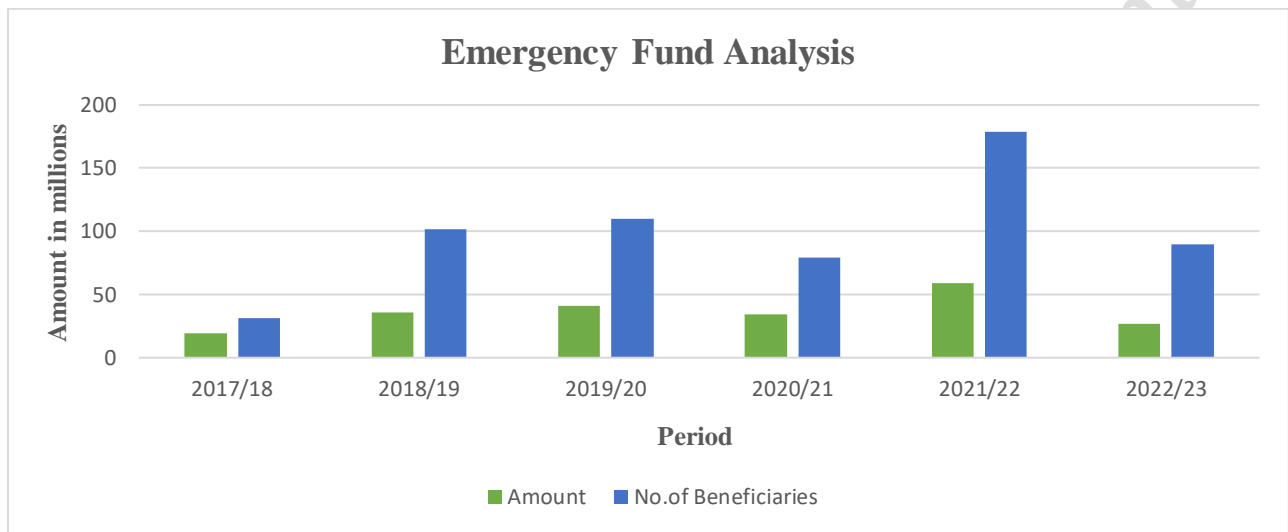


Figure 7: Emergency Fund Analysis

**(vi.) Other Sub Sector Performances**

**a) Public Finance Management and Economic Planning**

The public Financial Management Directorate in the Department was able to continually process payments with an average of over 24 requisitions in the said period. This has improved the County’s absorption rates over time. The processes for processing Bursary and Emergency Funds have been enhanced with the Emergency Fund exceeding the Kshs. 40 Million annual average in allocation and the bursary fund with over Kshs. 175 Million. Over 105,000 beneficiaries were supported by the Bursary kitty in advancing their education at both the secondary and tertiary levels. This has enhanced access to education, and improved transition and completion rates.

Financial reporting is pivotal for the transparency and accountability of the County and its entities. Quarterly reports were formulated in time for the statutory reporting as stipulated by the PFM Act, 2012 and its County Regulations, 2015.

**b) Economic Planning**

County Planning and budgeting saw the Economic Planning Division prepare all the statutory documents and submitted them to the County Assembly as stipulated by law. These are the County Integrated Development Plan, County Annual Development Plans, County Budget Review and Outlook Paper, the County Fiscal Strategy Paper and the Debt Management Strategy Paper, and budget estimates among other policy documents.

To allow for proper planning for development and economic growth, the County Statistical Abstract 2021 was formulated and published whilst the County planning unit engaged with the Kenya Institute for Public Policy Research and Analysis for economic modelling and research capacity building.

**c) Local businesses development and revenue**

The County Revenue estimates have been on an upward trend from Kshs. 319 Million to Kshs. 505 Million in the FY 2017/2018 and FY 2022/2023 respectively. This is attributable to automation of revenue collection in sealing revenue leakages and ensuring efficiency. The Directorate has also ensured a predictable tax system through yearly legislation of Finance Bills (10 Since advent of devolution). The Directorate in ensuring that the County is a going concern have embarked on research and innovation in determining collectable revenues as provided for under Schedule IV of the constitution.

**d) Supply Chain Management Directorate**

The Supply Chain Management Directorate has on the other hand ensured a seamless procurement and acquisition process through the timely preparation of the annual procurement plan, taking part in all the requisite processes as laid out in various instruments. In ensuring efficiency and effectiveness in the County procurement process which ultimately inform the County budget implementation, the Directorate has digitized the prequalification process and strict adherence to the use of eprocurement platform.

**e) Audit Directorate**

The Audit Directorate has ensured there was risk management. This has been actualized through a proactive internal audit committee as anticipated by the PFM Act and its attendant regulations.

**f) ICT Directorate**

In the plan period, the directorate's main objective was to automate all County government services. This would ensure smooth operations, efficient flow and sharing of information, ease of communication, improve linkages among departments/ offices as well as ease of access to government services.

At the end of the plan period, the directorate automated most of the County services through the development of systems such as; Online Prequalification System, Online Bursary processing and Award System, Fuel management system, Completion of revenue automation system and Support of

County systems like IFMIS, IPPD, Revenue, Prequalification. To ensure the effective flow of sharing of information access and communication, the directorate, installed WIFI hotspots in 8 locations across the County, installed Fiber Internet at Ardhi house, Governor’s Office in Engineer, Mirangine health centre, Ol Jororok, and Ritaya Primary Schools. They also enhanced the customer-facing website and maintained and repaired ICT equipment and infrastructure.

### F. County Attorney

The Office of the County Attorney is established by the County Attorney Act of 2020 which further stipulates the framework under which the County attorney is to operationalize its programmes and activities. During the period under review, the office was able to achieve the following;

- Construction and operationalized a magistrate’s court in Ol Kalou,
- In conjunction with Judiciary supported the establishment of Engineer and Ol Kalou High courts,
- Supported the enactment of numerous legislations such as the Bursary, Trade, Nyandarua County Trade Development and Investment Authority, County Emblems, Flags, Coat of Arms and Seal Acts.
- Supported the preparation of various Regulations,
- Operationalized the County Attorney’s office in the County in line with the office of the County Attorney’s Act, 2019 Act,
- Supported the development of various policies,
- Drafting and supporting Memorandum of Understanding (MoUs) preparation.

## 2.4 Sectoral Development Issues

Table 11: Sub-Sector Development Issues, Causes, Opportunities and Challenges

Sub-Sector	Development issues	Causes	Opportunities	Challenges
Gubernatorial Office	Service delivery & Institutional setup	Ineffective/sub-optimal governance framework and structures	Adequate facilitation of the office of the Governor	Inadequate budgetary and, support staff capacity;
			Intensive engagement of the citizens throughout the Project Implementation Cycle.	
			Efficiency monitoring	Inadequate resources/allocations
			Transparency and Accountability	
			Monitoring and evaluation of county policies, programmes and projects	Inadequate resources



Sub-Sector	Development issues	Causes	Opportunities	Challenges
	Civic and public Participation	Insufficient civic engagement and participation in decision-making processes.	Governor's Outreach programme	
	Collaboration with the national government, ministries, Departments, agencies, development partners and investors	Disjointed in coordination and collaboration with various county stakeholders (national government ministries, departments and agencies)	Enhanced Liaison and intergovernmental relations	Inadequate resources
	Effective communication and dissemination of information	Poor communication structure and framework	Optimal facilitation of the communication programme - GPS	Inadequate resources
County Secretary	Seamless coordination of county Departments	County departments need coordination and support	Continuous coordination and reporting	Inadequate budgetary and, support staff capacity;
		Allocation of resources and Maintenance of County Offices	Optimality in the usage and application of resources by the department	Inadequate resources/allocations
		Lack of coordination and collaboration	Promotion of cohesiveness and harmony between the executive and the Assembly and the County Government and its citizenry	Inadequate resources and political goodwill
		Dilapidated, Unsafe/unprotected government property and assets	Maintenance, protection and safeguarding of government property and assets.	Inadequate resources
	Communication and Public Relations	Inadequate infrastructure and resources	Leveraging on the mainstream social media platforms, use of county entry points for advertisement, acquisition of equipment and county branding	Inadequate resources
	Records Management	Lack of integration of records management	Implementation of an integrated records management system	A growing number of current files

Sub-Sector	Development issues	Causes	Opportunities	Challenges
	Knowledge management	Lack of a county repository	Establishment of a county repository	Inadequate resources
	Informed decision-making and policy direction	CEC efficiency and effectiveness	Facilitation of cabinet affairs	Inadequate resources for follow-up on resolutions
County Attorney	County legal framework and instruments	The absence of clear, comprehensive, or up-to-date legislation at the county level can create ambiguity and hinder effective governance	Policy formulation and advisory services	Inadequacy of funds and stakeholder engagement - user departments
	County litigations and services	Lack of efficient and fair mechanisms for resolving disputes, legal issues escalate, leading to litigations posing risks in budget implementation	Application of the alternative dispute resolution mechanisms and representation of the county in all the legal processes and procedures where litigations are inevitable.	Inadequacy of funds
CPSB	Management of human resource	Lack of Human Resource Manual in the County	Availability of Human Resource Policies and Regulations developed by the PSC	Existence of HR regulations from the defunct Local Authority some of which are not in tandem with those in the PSC Manual
		A large workforce		
		Existence of many Departments		
		Lack of standardization of regulations		
	Succession management	Existence of staffing gaps	Recruitment of Staff	Inadequate funds
Promotion of Staff				
	Lack of organograms and approved staff establishment	Rationalized Organograms and Staff Establishment	Inadequate technical capacity	

Sub-Sector	Development issues	Causes	Opportunities	Challenges
	Progression of Staff	Lack of Schemes of Service for all cadres	Availability of Schemes of Service in the National Government	Many different cadres of staff Inadequate funds for technical support
	Work culture perpetuated in the County Public Service	Failure to mainstream Values and Principles in the County Public Service	Availability of Constitutional provisions on values and principles Code of conduct	A large workforce
<b>Finance, Economic Planning, and ICT</b>	Own Source Revenue	<ul style="list-style-type: none"> <li>i. Revenue Leakages</li> <li>ii. Lack of sound institutional framework and policies</li> <li>iii. Weak revenue base</li> </ul>	<ul style="list-style-type: none"> <li>i. Revenue resources</li> <li>ii. Mapping</li> <li>iii. Embracing technology</li> <li>iv. Smart Enforcement Measures</li> <li>v. Sensitization and Taxpayers recognition</li> </ul>	<ul style="list-style-type: none"> <li>i. Inadequate Funding</li> <li>ii. Ageing Work force</li> <li>iii. Inadequate staff</li> <li>iv. Tax Evasion</li> <li>v. Climate change</li> </ul>
	Evidence based planning	<ul style="list-style-type: none"> <li>i. Lack of an operational statistical unit</li> </ul>	<ul style="list-style-type: none"> <li>i. Census other than human demographics</li> <li>ii. Capacity building of technical staff</li> <li>iii. Publishing of County Statistical abstracts</li> </ul>	<ul style="list-style-type: none"> <li>i. Lack of technical capacity</li> <li>ii. Inadequate funding</li> <li>iii. Staff gaps</li> </ul>
	ICT infrastructure	<ul style="list-style-type: none"> <li>i. Marginalization of the County post-independence</li> <li>ii. Inadequate funding</li> <li>iii. Function not fully devolved</li> <li>iv. Lack of robust policies and institutional framework</li> <li>v. Lack of technical capacity</li> </ul>	<ul style="list-style-type: none"> <li>i. Commercialization of ICT</li> <li>ii. Online employment opportunities</li> <li>iii. Legislation</li> </ul>	<ul style="list-style-type: none"> <li>i. Cyber Security</li> </ul>
	Compliance to PFM Act 2012, PFM Regulations, 2015, PPDA 2015, PPD Regulations,	<ul style="list-style-type: none"> <li>i. Staff gaps</li> <li>ii. Lack of technical staff capacity</li> <li>iii. Political interference</li> </ul>	<ul style="list-style-type: none"> <li>i. Digitization</li> <li>ii. Enactment of policies and establishment of a robust regulatory framework</li> </ul>	<ul style="list-style-type: none"> <li>i. Staff gaps</li> <li>ii. Inadequate Funding</li> <li>iii. Technical capacity</li> <li>iv. Lack of synergies from the National</li> </ul>

Sub-Sector	Development issues	Causes	Opportunities	Challenges
	2020, Public Investments Management Guidelines, County Assembly standing Orders	<ul style="list-style-type: none"> <li>iv. Piece meal funding and delayed release of Equitable share</li> <li>v. High Public Participation</li> <li>vi. Political interference</li> </ul>	<ul style="list-style-type: none"> <li>iii. Collaboration and peer learning from the National Government and other Counties.</li> <li>iv. Enhance public participation</li> <li>v. Citizen Feedback foras</li> <li>vi. Monitoring and evaluation</li> <li>vii. Economic Modelling</li> <li>viii. Civic Education</li> <li>ix. Establishment of A revenue Board</li> <li>x. Establishment of a revenue mobilization Committee</li> </ul>	<ul style="list-style-type: none"> <li>Government and other Counties</li> <li>v. Political interference</li> <li>vi. IFMIS Downtimes</li> <li>vii. E-procurement downtimes</li> <li>viii. Ineffective public participation</li> </ul>
<b>Public Administration and Devolution</b>	<b>Service delivery</b>	Inadequate Facilitation of equipment and other resources to the sub-county and ward administrators	Service charters	Inadequate policy Development
			Coordination of projects and programs in the devolved units	Inadequate funds Lack of Means of Transport by Sub- County and Ward admins
			Supervision of the County staff	inadequate policy framework
			One-stop service delivery points	inadequate Funds for building offices
	Political interference by Elected Leaders	Policy and legal support	Ward admins and MCA's differences	
	<b>Disaster Management and Response Preparedness</b>	Lack of disaster command Centre	Quick responses to disasters	Inadequate funding
Operationalize Command Centre			Lack of policy framework and its development, and inadequate funds for training	

Sub-Sector	Development issues	Causes	Opportunities	Challenges
		Inadequate civic Education on matters of disaster preparedness	Civic Education	Inadequate funds for civic education
	<b>Human resource management</b>	Training	Human resource planning and management	Lack of a reward system
		Performance tracking	Performance contracting	Lack of a policy framework for performance contracting
		Alcohol and Drug Abuse	Rehabilitation Programs	costly rehabilitation programmes
		Mental Health	Counseling Programs	Few counselors and officers
	<b>County Law and regulations</b>	Conflict with citizens	Enforcement of County laws	lack of public acceptability and sensitization of county laws and regulations
			Policy and legal support	lack of Policy development and framework
			Securing County assets and installations	Inadequate funds
			Securing of County events	Inadequate funds
			Rebranding of the County security unit	Inadequate funds

## 2.5 Crosscutting Issues

### Analysis of Sector Crosscutting Issues

Table 12; Analysis of Sector Crosscutting Issues

Cross-cutting Issue	Current Situation	Effects of the Issue on the sector	Gaps (policy, legal and institutional)	Measures for addressing the gaps	Recommended-tions
Mental health	National statistics - 1 in 4 Kenyans have mentally been unwell at one	Reduced personnel output/productivity	Policies on support of staff mentally unwell	Collaboration with other sub-sectors to come up with welfare measures for mitigation of mental health issues culmination	Policy on county mental health policy and framework for mitigation

	particular time			from the county staff	
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## 2.6 Emerging issues

The sector encountered some issues in the implementation of the earmarked programmes. The County Governments having come into place at 2013 drew its institutional memory from the defunct local authorities, central government and those who came in through the County Public Service Board as fresh entrants into the public service. This resulted to the sector taking time to settle in properly but overtime developed strategies to streamline the operations. Some of the emerging issues included;

### Novel COVID-19 Pandemic

The COVID-19 Pandemic caused a global shake-up that resulted in a new norm for doing things. For instance, most employees were required to work from home which disrupted service delivery to the citizenry. This necessitated the reorganization of the County Government programs in addressing the pandemic which was synonymous with lockdowns and night curfews engineered to tame its spread. Lockdowns and curfews greatly affected the global, country, and County economies and necessitated a change in strategy in governance delivery models. Vast resources of the County were reorganized to the health services department, which had not been anticipated at the beginning of the plan period. This includes the construction of isolation Wards, the purchase of PPEs, and equipping. Own Source Revenue collection was not spared with the closure of productive sector businesses e.g. Bars, restaurants, and markets. This resulted in dwindling collections coupled with revenue waivers in cushioning the residents from the pandemic.

### Climate Change

No country today is immune from the impacts of climate change. According to World Bank, climate change could drive 216 million people to migrate within their own countries by 2050, with hotspots of internal migration emerging as soon as 2030, spreading and intensifying thereafter. Climate change could cut crop yields, especially in the world's most food-insecure regions. At the same time, agriculture, forestry, and land use change are responsible for about 25% of greenhouse gas emissions. The agriculture sector is core to addressing the climate challenge.

Agriculture is the mainstay of the County, contributing 3.9% to the National Agriculture GDP, over the plan period. The effects of climate change and poor land administration management have resulted in the reduction of agricultural yields. Pockets of the County especially in Ndaragwa Sub County have been turned into semi-arid areas requiring frequent relief food and water for households and animals.

The County has had to gear up interventions such as Climate Smart Agriculture with the assistance of the World Bank and the establishment of a climate change unit to collect data, capacity builds the locals, and provide early warning systems. The urgency and scale of the challenge require counties to learn quickly from each other, adapt to their special circumstances, and be bold in implementing policies that bend the emissions curve and improve livelihoods.

## **Regional Economic Blocs**

The Interim Independent Boundaries and Elections Commission (IIBEC) based County boundaries on population and geographical size. The establishment of the Counties resulted in planning units without economies of scale in production, manufacturing, and consumption. The creation of regional economic blocs gives Counties leverage to negotiate and create synergy.

Nyandarua County is a member of the Central Region Economic Block (CeREB) bringing together ten counties drawn from the larger Mount Kenya region; Embu, Kiambu, Kirinyaga, Laikipia, Nakuru, Nyandarua, Nyeri, Meru, Murang'a and Tharaka Nithi. It is of paramount importance for the member Counties to strengthen the regional bloc to enhance economies of scale.

## **2.7 Lessons Learnt**

- Own Source Revenue mobilization is core to the actualization of County development needs. There is a need for innovation amongst the county departments to develop the enterprises within their sectors, thereby growing the County revenue exponentially in tandem with the development needs.
- There is a need for synergy between the various departments involved in the project implementation. This will ensure proper planning, design, budgeting, implementation, and contract administration.
- All stakeholders within and without the county require accountability, transparency, and integrity in the administration of public funds. Access to their grants requires a high level of compliance by the County. Development partners have specific targets, timelines, and tailored interventions. Therefore there is a need for preparedness by the County government in sustaining programs and projects at the lapse of the conditional grants.
- Accessing donor grants for institutional development and service delivery requires astute performance, documentation, and reporting.
- With the withdrawal of the donor funds from the department, other sources of revenue should be explored to supplement departmental funds
- There is a need to create a robust legal and regulatory framework, by fast-tracking the finalization of draft bills and policies and the domestication of national policies and laws at the County level. This will address gaps in governance and service delivery.
- Continuous training of staff through structured learning programs is critical for the continuous improvement of public service. This is to be done in tandem with the staff welfare.
- Optimal utilization of complaints and compliments system to aid in deliberations while creating awareness on issues facing members of the public. The system is a great source of information for the public and creates an avenue that frustrates human interference.
- Protecting County's natural resources endowment is paramount in addressing climate change in the County. This is to be achieved through climate change and environmental and social standards mainstreaming in County programs. The County is set to reap benefits by promoting tourism, carbon credits etc.
- Public Private partnerships are key for the fast-tracking of implementation of County programs. This partnership, especially on projects requiring huge capital outlay enables the County to focus on service delivery and the creation of an enabling environment for private sector participation.
- Earnest implementation of the County Budget will ensure the timely completion of County Budgets and ensure seamless service delivery.

- Maintenance and publication of County Data will enable data analytics in data-driven planning and tailoring responsive programs to the development needs of the citizenry.
- Political stability is key for service delivery and the posterity of good governance.
- There is a need to recruit and fill critical staff gaps thus ensuring that the County operates optimally. Further, there is a need to improve the work environment through equipping and adequate office spaces.
- Adoption of technology in offering E-Government services will ensure efficiency and effectiveness in service delivery. Technology will be critical in taking services closer to the people and providing platforms for data collection.
- Need for greater cooperation with other counties and regional blocs on disaster and emergency management.
- Need to undertake a few projects at a time and complete them before undertaking new ones;
- Comprehensive civic education program for members of the public and the employees for a better understanding of the various roles of the different stakeholders in the devolved system;
- Ensuring community involvement at all stages of the project cycle is necessary to enhance ownership and sustainability of projects;
- Operationalize the Monitoring and Evaluation framework;
- Need to properly assess the ability to complete and sustain projects and programs. This will ensure that the projects meet their timelines, specifications, and budget constraints.
- Need to balance political interest and County strategic direction as stipulated in the County development plans and a clear separation of powers between the Assembly and the Executive.
- Adequate funding for Departments is crucial in enabling service provision.
- There is a need for proper emergency preparedness, a lesson learned from the COVID-19 pandemic.

- Pandemics

During this planning period the major pandemic that hit the global and local arena was the the Covid-19 pandemic.

The Covid-19 Pandemic as it unfolded in 2020 caused severe economic impacts in the global economy and especially in emerging economies where preexisting economic fragilities were exposed. Well into the pandemic, it became clear that many households and firms were ill-prepared to withstand an income shock of that scale and duration. The Governance sector being at the provider of policy leadership, coordination, support, and facilitative services to all the other sectors was hard hit by the effects of the pandemic. Revenue collection was strained due to the adverse effects on small and medium businesses. Co-ordination of Government and other services was affected with the measures that were instituted to curb the spread of the virus.

The above however became an eye opener in Disaster response preparedness policy making, flexibility, work life balance and remote co-ordination of activities.

#### Climate change

Agriculture being the backbone of the County's economy has largely been affected by climate change. Food availability, access and quality were highly affected. Overall yields from farms reduced due to unreliable rainfall patterns and long periods of dry weather. Water resources became skewed and this affected both livestock and the Citizens. Based on the above, it was necessary to



secure our water resource towers, plant trees to restore the forest cover and protect our catchment areas.

- Disasters

The public administration sub sector is mandated to come up with measures for disaster management and preparedness. There have been numerous incidents of fire, drought.

These major disasters have devastated communities and cost the lives. During the response and recovery phases, the governance sector has spearheaded aid, donations and reparations to the affected families so as to provide reprieve and cushion people from these situations. Ndaragwa Sub-County was adversely affected due to the ecological conditions in the area. To boost resilience, ecosystem's productivity and biodiversity it was important to put in place measures like provision of drought resistant crops and water storage.

- Trade unionism-Wage bill

Since the inception of Devolution in 2013, the County Government inherited employees from the defunct authorities and engaged more through the County Public Service Board. The Kenya County Government Workers Union was later on instituted to generate bargaining power, which they use to negotiate improved terms and conditions for covered employees, including wages. Despite some departments in the County being understaffed, the County Wage bill has been increasing which has strained the resource envelope in the County. To mitigate this, the County has put in measures for enhanced revenue collection, performance contracting and re-evaluation to ensure that cases of redundancy are minimal. The union has been at the forefront in ensuring that training and development, sports and recreation is conducted to ensure employees welfare, cohesiveness and overall job satisfaction is achieved.

- Pending bills

Under the Finance sub-sector, pending bills for works done and services provided have been a thorny issue. Suppliers and contractors have become disgruntled and even litigated against the County Government for their dues. Unsettled financial obligations impede on development by reducing the amounts allocated for programs and projects in the proceeding Financial Year to ensure the same is settled. To mitigate this, the sector resulted in timely acquisition of products and services and the payment of the same when due.

- Global Inflation

Inflation is measured by the consumer price index (CPI), and at low rates, it keeps the economy healthy. But when the rate of inflation rises rapidly, it can result in lower purchasing power, higher interest rates, slower economic growth and other negative economic effects. The Governance sector through the finance and Revenue sub-sectors is mandated to follow closely these global trends so as to make the right financial decisions. For the past three years, the Inflation rate stemming from increase in the prices of fuel, and deteriorating shilling against the dollar has been rapidly increasing. This has seen the cost of running businesses increase and in turn affected revenue collection. The citizenry, grappling with low incomes and high-priced basic commodities, have made this sector device ways of cushioning them during these times. Tools such as the Finance Bill came in handy to try and balance out the tax burden and the collection of revenue for development.

- Political interference

During the planning period, the Country has had two successful elections. The electioneering periods and the consequent transition of government in August 2017 and 2022 consecutively, takes a lot of time and resources to ensure a smooth transition into office. New governments come in with their unique Manifestos and agenda for development. Planning and restructuring of Government, more often than not, eats into time that would otherwise be used for implementation of programmes and projects. Improper political interference violates procedures and regulatory procedures. Lack of political goodwill when implementing some programs has caused them to stall and lack the proper ownership needed to see them through.

However, the Governance sector has tremendously played out its role and ensured minimal disruptions to the coordination of government and provision of services to the people of Nyandarua.

- CEREB

CREB is the regional bloc that draws members from the larger Mt. Kenya. CEREB is the bloc that contributes the largest share of the Country's economy at over 26% of the total National GDP based on the recent data from the Kenya National Bureau of Statistics (KNBS). Through the block's collaboration, counties have been able to pool resources for development in the region. Cross cutting issues such as infrastructure,

- ICT

The Governance sector relied heavily on ICT for the provision of transparent, efficient, innovative and informative ICT solutions to fulfill its core mandate of Governance, coordination and facilitative services. During the onset of Covid-19 especially, working remotely became a norm. Cabinet and other meetings were held digitally. E-government or the automation of government services such as payment of fees, submission of applications and access to government information became essential. There was need to develop systems for Finance and Accounting, human resource management, procurement, land management, public service delivery and other administrative functions that to a large extent helped the development of the sector. Dissemination of information on government services to the public was also crucial. It was necessary that the *Wanjikus* have access to have access to this knowledge which was done through the County Website, bulk SMSs and other publications.

This section should provide emerging issues and how they are affecting the performance of the sector. It should also give the interventions in place or proposed to mitigate the negative effects or harness the positive effects. These issues may include: disease pandemics, disasters, proposed amendments to constitution, and Regional Economic Blocs, among others.

The Ministry of Information, Communications and the Digital Economy is currently pursuing legislative and policy reforms to ensure the sector aligns with challenges and opportunities of the 21<sup>st</sup> century. This includes the Institute of Public Relations and Communication Bill, which is has already been approved by Cabinet, pending further processing by Parliament. It seeks to ensure that Public Relations and Communication Management across Kenya is carried out within a defined ethical framework. Concurrently, the County Government is also seeking to effect targeted policy and legislative reforms to entrench public communication and grievance redress. On the other hand, media convergence and new technologies, including Artificial Intelligence, will require continuous professional development for Communication staff.

## 2.8 Stakeholder analysis

This section highlights the different stakeholders relevant to the sector and their roles and possible areas of collaboration.

Table 13: Stakeholders Analysis

Stakeholder	Roles	Possible areas of Collaboration
<i>Public Relations Society of Kenya (soon to be the Institute of Public Relations and Communication)</i>	<i>Technical support to Communication sector and provision of policy guidelines</i>	<i>Streamlining and strengthening County Government communication; Continuous Professional Development</i>

<b>Stakeholder</b>	<b>Roles</b>	<b>Possible areas of Collaboration</b>
<i>Media Council of Kenya</i>	<i>Technical support to Communication sector and provision of policy guidelines</i>	<i>Strengthening County Government engagement with the media fraternity; Continuous Professional Development</i>
<i>Marketing Society of Kenya</i>	<i>Technical support to Communication sector and provision of policy guidelines</i>	<i>Streamlining and strengthening County Government marketing; Continuous Professional Development</i>
<i>Association of Media Women in Kenya</i>	<i>Technical support to Communication sector and provision of policy guidelines</i>	<i>Streamlining and strengthening County Government communication; Continuous Professional Development</i>
<i>Institute of Customer Experience Kenya</i>	<i>Technical support to Communication sector and provision of policy guidelines</i>	<i>Streamlining and strengthening customer experience across the County Government; Continuous Professional Development</i>
<i>Commission for Administrative Justice</i>	<i>Technical support to Communication sector and provision of policy guidelines</i>	<i>Streamlining and strengthening County Government grievance redress mechanisms; Continuous Professional Development</i>
<i>Kenya Export Promotion and Branding Agency</i>	<i>Technical support to Communication sector and provision of policy guidelines</i>	<i>Streamlining and strengthening County Government branding; Continuous Professional Development</i>
<i>County Assembly</i>	<i>Coordination of engagements with the County Assembly</i>	
<i>County Departments</i>	<i>Inter-governmental coordination</i>	
<i>Development Partners</i>		
<i>Public</i>	<i>Receiving and processing of complaints and complements</i>	
KNADS	Technical support	Appraisal of records
DPSM	Provide policy guidelines, Technical support	IRMS, Scheme of service
PSC	(i) Determination of Appeal cases (ii) Guidelines on Human Resource Management	Review of guidelines on human resource management
DPSM	(i) Technical support on Schemes of Service (ii) Technical support on organograms and staff establishment	Finalization on development of Schemes of Service

Stakeholder	Roles	Possible areas of Collaboration
SRC	(i) Guidance on Job Grading (ii) Advice on staff remuneration and benefits	Grading of offices established by the Board Advice on staff remuneration and benefits for offices established by the Board
Controller of Budget (CoB)	overseeing implementation of the budgets of the National and County Governments by authorizing the withdrawal from public funds	<ul style="list-style-type: none"> <li>• <i>Timely disbursement of County Requisition</i></li> <li>• <i>Capacity Building</i></li> </ul>
Commission on Revenue Allocation (CRA)	making recommendations concerning the basis for the equitable sharing of revenue raised by the national government; between the National and County Governments; and among the County Governments	<ul style="list-style-type: none"> <li>• <i>Ensuring equity in policies and public participation</i></li> <li>• <i>Encourage fiscal responsibility by county governments</i></li> </ul>
Office of the Auditor General (OAG)	mandated to audit and report on the use and management of public resources by public entities	<ul style="list-style-type: none"> <li>• <i>Promoting governance and Accountability</i></li> </ul>
Kenya Revenue Authority (KRA)	is responsible for the assessment, collection, and accounting for all revenues	<ul style="list-style-type: none"> <li>• <i>Data sharing</i></li> <li>• <i>Compliance check</i></li> </ul>
Kenya National Bureau of Statistics (KNBS)	acts as the principal agency of the Government for collecting, analyzing and disseminating statistical data in Kenya	<ul style="list-style-type: none"> <li>• <i>Data collection and sharing</i></li> <li>• <i>Capacity building</i></li> <li>• <i>Research</i></li> <li>• <i>Publications</i></li> </ul>
Kenya Institute of Public Policy and Research Analysis (KIPPR)	to improve public policy making for realization of national development goals, through economic forecasting, policy analysis and research, and formulation of medium and long-term strategic perspectives for economic and social development	<ul style="list-style-type: none"> <li>• <i>Policy making and analysis.</i></li> <li>• <i>Capacity building</i></li> <li>• <i>Economic Modelling</i></li> <li>• <i>Research</i></li> </ul>
Communication Authority	regulatory authority for the communications sector in Kenya	<ul style="list-style-type: none"> <li>• <i>Funding</i></li> <li>• <i>Policy making</i></li> <li>• <i>Partnership</i></li> </ul>
Ministry of ICT	responsibility for formulating, administering, managing and developing the Information, Broadcasting and Communication policy	<ul style="list-style-type: none"> <li>• <i>Funding</i></li> <li>• <i>Policy making</i></li> <li>• <i>Partnership</i></li> </ul>
Council of Governors	a non-partisan organization established under Section 19 of the Intergovernmental Relations	<ul style="list-style-type: none"> <li>• <i>promote inter – county consultations; encourage and initiate information sharing on the performance of County</i></li> </ul>

Stakeholder	Roles	Possible areas of Collaboration
	Act (IGRA 2012). The Council of Governors comprises of the Governors of the forty-seven Counties. main functions are the promotion of visionary leadership; sharing of best practices and; offer a collective voice on policy issues;	<p><i>Governments regarding the execution of their functions; collective consultation on matters of interest to County Governments</i></p> <ul style="list-style-type: none"> <li>• <i>Peer learning</i></li> <li>• <i>Capacity Building</i></li> </ul>
Central Region Economic Bloc (CEREB)	comprises of ten counties namely, Embu, Kiambu, Kirinyaga, Laikipia, Meru, Murang'a, Nakuru, Nyandarua, Nyeri and Tharaka Nithi. The bloc is intended to spur economic growth within the respective regions through policy harmonization and resource mobilization	<ul style="list-style-type: none"> <li>• <i>Policy Making</i></li> <li>• <i>Economies of scale</i></li> <li>• <i>Promotion of trade</i></li> <li>• <i>Infrastructure development</i></li> </ul>
Private Telcos	Telecommunication practice which provides a complete range of professional services to governments, companies and individuals in communications industries	<ul style="list-style-type: none"> <li>• <i>Funding</i></li> <li>• <i>Partnership</i></li> <li>• <i>Training</i></li> </ul>
Public Sector Accounting Control Board	<p>The mandate and functions of the PSASB are established in Part VI of the Public Financial Management Act i.e. Sections 192 to 195 of the Act. The purpose or mandate of the Board are;</p> <ol style="list-style-type: none"> <li>1. Set generally accepted accounting and financial standards for the Public Sector.</li> <li>2. Prescribe and pronounce generally accepted internal auditing standards.</li> <li>3. Mainstreaming of best practices for good governance, internal controls and risk management in the Public Sector</li> </ol>	<ul style="list-style-type: none"> <li>• <i>Capacity building</i></li> <li>• <i>Technical backstopping</i></li> </ul>
National Treasury and Planning	formulation, co-ordination of implementation, monitoring and evaluation of economic development plans, policies and strategies towards achieving the national development agenda	<ul style="list-style-type: none"> <li>• <i>Strengthen financial and fiscal relations between the National Government and County Governments and support for county governments in performing their functions;</i></li> </ul>

Stakeholder	Roles	Possible areas of Collaboration
		<ul style="list-style-type: none"> <li>• Issue guidelines on the preparation of county development planning;</li> <li>• Prepare the annual legislative proposals on intergovernmental fiscal transfers;</li> <li>• Provide logistical support to intergovernmental institutions overseeing intergovernmental fiscal relations;</li> <li>• Coordinate the development and implementation of financial recovery plans for County Governments that are in financial distress;</li> <li>• Build capacity of County Governments on public finance management matters for efficient, effective and transparent financial management as well as planning, monitoring and evaluation; and,</li> <li>• Administer the Equalization Fund</li> </ul>
Political class	Implementation of the formulated laws and policies. Develop strong institutional capacity that enhances service delivery and achievement of development goals.	<i>Provide Policy guidance and support</i> <i>Political goodwill</i> <i>Lobby for required funding</i> <i>Play an oversight role</i> <i>Allocation of resources</i> <i>Timely feedback</i>
Development partners	Effective and efficient utilization of resources. Achievements of project goals and outcomes. Project sustainability. Good corporate governance. Provision of progress reports.	<i>Resource assistance in the implementation of projects and programs.</i> <i>Timely disbursement of promised resources.</i> <i>Provision of technical assistance and capacity building.</i> <i>Commitment and consistency</i>
Members of the public	Understanding of their needs and expectations and address them. Involvement in development matters. Successful implementation of projects and programs geared towards alleviation of poverty.	<i>Participation in County process and decision making.</i> <i>Provide feedback on the quality of services offered.</i> <i>Provide support to department's initiatives.</i>
Suppliers	Timely disbursements of payments for the goods and services supplied. Transparent procurement process	<i>Timely supply of procured goods and services.</i> <i>Supply of high quality goods and services</i> <i>Fair pricing of goods and services.</i>

## CHAPTER THREE

### SECTOR DEVELOPMENT STRATEGIES AND PROGRAMMES

#### 3.0 Overview

This chapter presents the sector’s vision, mission and the goals. The sectoral development objectives, priorities and programmes have been identified per sub-sector each showing the programme, implementation period and the attendant costs. Details of the earmarked flagship projects have also been provided. In addition the cross sectoral linkages have been stated showing how the various sub sectors in the governance sector link with other sectors in the county.

#### 3.1 Sector Vision, Mission and Goal

##### 3.1.1 Sector Vision

An empowered county citizenry who enjoys equitable and sustainable prosperity.

##### 3.1.2 Sector Mission

To offer high quality public services, coordination, and compliance in a transparent and efficient manner through good governance.

##### 3.1.3 Sector Goal

To promote efficient service delivery in the County by through planning, prudent utilization and accountability of public resources and communicating effectively to the county citizenry on County programmes and projects.

#### 3.2 Sector Development Objectives and Strategies

This section presents the sector objectives and strategies in relation to development issues identified in the previous table 14.

*Table 14: Sector Developmental Issues, Objectives and Strategies*

Sub Sector	Development Issue	Development Objective	Strategies
Finance, Economic Planning and Development	<ul style="list-style-type: none"> <li><i>i.</i> County Overreliance on equitable share from the National Government</li> <li><i>ii.</i> Low Own Source Revenue collections</li> <li><i>iii.</i> High Public Expectations on Development and Service Delivery</li> <li><i>iv.</i> Tax evasion and avoidance</li> <li><i>v.</i> Revenue Leakages</li> </ul>	Enhance County resource envelope for County Sustainability	<ul style="list-style-type: none"> <li><i>i.</i> County Revenue Resource mapping</li> <li><i>ii.</i> Revenue automation and other innovations</li> <li><i>iii.</i> Creating an enabling policy, legal and regulatory framework</li> <li><i>iv.</i> Revenue monitoring and enhancement</li> <li><i>v.</i> Data analytics and informatic in revenue monitoring and enhancement</li> <li><i>vi.</i> Creating a conducive environment for businesses operation</li> <li><i>vii.</i> Recognition/Feting of</li> </ul>

Sub Sector	Development Issue	Development Objective	Strategies
	<ul style="list-style-type: none"> <li><i>i.</i> Compliance to PFM Act</li> <li><i>ii.</i> Budget Utilization</li> <li><i>iii.</i> Compliance to PPD Act</li> <li><i>iv.</i> Records Safety and ease of retrieval</li> <li><i>v.</i> Constitutional Requirement on Public Finances</li> <li><i>vi.</i> Governance</li> </ul>	Prudent utilization of county public financial resources	<ul style="list-style-type: none"> <li>Top Payers</li> <li><i>viii.</i> Establishment of a County Revenue Board to enhance effectiveness and efficiency in revenue collection</li> <li><i>ix.</i> Technical capacity Continuous building</li> </ul> <ul style="list-style-type: none"> <li><i>i.</i> Public Finance Management</li> <li><i>ii.</i> Financial reporting</li> <li><i>iii.</i> Exchequer and donor funding coordination</li> <li><i>iv.</i> Record management services</li> <li><i>v.</i> County Funds management</li> <li><i>vi.</i> County Contract Implementation and Management</li> <li><i>vii.</i> Asset management</li> <li><i>viii.</i> Establishment of a County Supplies Branch</li> <li><i>ix.</i> Formulation of policy, Legal and regulatory support</li> <li><i>x.</i> Technical capacity Continuous building</li> </ul>
	<ul style="list-style-type: none"> <li><i>i.</i> Escalating County Debt</li> <li><i>ii.</i> Compliance to PFM Act</li> <li><i>iii.</i> Budget Utilization</li> <li><i>iv.</i> Need for evidence-based planning.</li> <li><i>v.</i> Need to ensure value for money</li> <li><i>vi.</i> Limited resources</li> <li><i>vii.</i> Constitutional requirements on Public Finances and Planning</li> </ul>	Management of County Economic Affairs	<ul style="list-style-type: none"> <li><i>i.</i> County Debt Management</li> <li><i>ii.</i> Budget Formulation Coordination and Management</li> <li><i>iii.</i> County Statistics Development</li> <li><i>iv.</i> Economic modelling and Research</li> <li><i>v.</i> Economic Development planning</li> <li><i>vi.</i> Monitoring and Evaluation</li> <li><i>vii.</i> County Resource Mobilization</li> <li><i>viii.</i> Formulation of policy, Legal and regulatory support</li> <li><i>ix.</i> Continuous Technical capacity building</li> </ul>



Sub Sector	Development Issue	Development Objective	Strategies
	<ul style="list-style-type: none"> <li><i>i.</i> Under-development ICT Infrastructure</li> <li><i>ii.</i> Cyber Crimes</li> <li><i>iii.</i> Inefficiency in County government operations</li> <li><i>iv.</i> Unemployment</li> </ul>	Enhanced and efficient County Government services	<ul style="list-style-type: none"> <li><i>i.</i> County ICT infrastructure development</li> <li><i>ii.</i> Automation of County Services</li> <li><i>iii.</i> Establishment of a policy, legal and regulatory framework</li> <li><i>iv.</i> Creativity and innovation for socio economic development of the County</li> <li><i>v.</i> County Ajira Programme</li> <li><i>vi.</i> Technical capacity Continuous building</li> </ul>
County Secretary	Seamless coordination of county Departments	Efficient and optimal service delivery	Management of county assets and installations
			Internal security coordination
			Departmental coordination
			General Liaison services
			Registry operations
	Communication and Public Relations	Transparent and accountable government for sustainability and ownership of programmes and projects	Periodic publications and briefs
			Grievance redress mechanism
			County branding
			Press releases
			Policy and legislation on public communication
Coordination and integration of records management processes	Improved security of documents, retrieval and storage	Management of internal and external communication	
		Security and Access Controls	
		Training and Awareness:	
Policy Direction and Decision-making	Enhanced efficiency and effectiveness of resolutions by the County Executive Committee	Implementation of the Integrated Records Management System	
		Policy development	
Knowledge management	To systematically process, capture, organize, and apply the	Optimal facilitation of the county cabinet affairs	
		Follow-up on the County Executive Committee Resolutions	
			Establishment and integration of county repository

Sub Sector	Development Issue	Development Objective	Strategies
		collective knowledge of the County civil service members for continuity and effectiveness in decision making	
Gubernatorial Office	Service Delivery/Institutional weakness	Efficient and optimal service delivery	Adequate facilitation of the office of the Governor
			Intensive engagement of the citizens throughout the Project Implementation Cycle.
			Efficiency monitoring
			Transparency and Accountability
			Follow-up on implementation of cabinet decisions
			Monitoring an evaluation
	Liaison and Intergovernmental relations	Cohesive and seamless implementation of policies, programmes and projects	Effective communication on service delivery
	Civic education and participation	Ownership and sustainability of programmes and projects	Governor's Outreach programme
	Effective communication and dissemination of information on the Office of the Governor	Transparency and accountability	Effective communication on service delivery
County Attorney	County litigations, legal framework and instruments	To establish a robust legal framework, prevent legal disputes, and ensure efficient and fair resolution	Manage county Government litigations.
			Establish a legal resource centre.
			Promote ADR mechanisms
			Policy and legal Advisory support.
			Legal compliance audit.
			legal information dissemination
County Public Service Board	Compliance, County legal framework and instruments	To establish a robust legal framework, prevent legal disputes where possible, and ensure efficient and fair resolution when disputes arise in the context of county services	Appoint persons to hold or act in public offices of the County public service and to confirm appointments;
			Disciplinary control;
			Monitoring and reporting;
			Promotion of values and principles; and
			Human Resource Planning, Management and

Sub Sector	Development Issue	Development Objective	Strategies
			Development
Public administration and devolution	Access government services	Service delivery	<ul style="list-style-type: none"> <li>a. Service charters</li> <li>b. Coordination of projects and programmes in the devolved units</li> <li>c. Supervision of the county staff.</li> <li>d. Disaster and emergency response coordination and management.</li> <li>e. One-stop service delivery points.</li> <li>f. Establishment of village units</li> <li>g. Civic education</li> <li>h. Public participations</li> <li>i. Feedback mechanism</li> <li>j. Peer learning</li> </ul>
	Enforcement and Compliance	Safeguarded county assets	<ul style="list-style-type: none"> <li>i. Enforcement of county laws.</li> <li>ii. Policy and legal support.</li> <li>iii. Securing of county assets and installations.</li> <li>iv. Securing of county events.</li> <li>v. Rebranding of the county security unit.</li> </ul>
	Human resource management	Performance Management	<ul style="list-style-type: none"> <li>i. Human resource planning and management</li> <li>ii. Staff welfare and support</li> </ul>
	Performance Management		<ul style="list-style-type: none"> <li>i. Undertaking performance management functions including developing the performance contracts.</li> <li>ii. Providing guidance on performance management and evaluation of heads of human resource in departments.</li> </ul>

### 3.3 Sector Programmes and Interventions

This section provides the programmes, their objectives and the key interventions. These programmes are in line with the strategies identified in Section 3.2.

Table 15: Implementation Matrix

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time frame	Funding Total Budget (Ksh in million s)	Source(s)
<b>Sub-sector: County Secretary</b>						
<b>Administration and support</b>	To ensure seamless government operations	Coordination of departmental meetings	Office of the CS	2022 - 2032	20	CG – GoK;
		Promotion of a cohesive and harmonious relationship between the Executive and the Assembly and the County Government and its citizenly	Office of the CS	2022 - 2032	50	Donor - WB
		Maintenance and repair of offices and office compound	Office of the CS	2022 - 2032	25	CG
		Secured county assets and installations	Office of the CS	2022 - 2032	72	
		Finalization of fleet management policy	Office of the CS	2022 - 2032	20	
		Payment of utilities- water and electricity at the county headquarter offices	Office of the CS	2022 - 2032	15	
		Insured premises and physical properties	Office of the CS	2022 - 2032	446	
		<b>Communication and public relations</b>	To provide county information to all stakeholders	Media publicity (digital, cinemas, radio and TV shows) - countywide	Office of the CS	2022 - 2032
Publications of the County Government Newspaper (Nyandarua Today) and other specialized publications-HQ	Office of the CS			2022 - 2032		
Public Address System-HQ	Office of the CS			2022 - 2032	6	

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time frame	Funding Total Budget (Ksh in million s)	Source(s)
		County Branding - Countywide	Office of the CS	2022 - 2032	20	
		Communication and public relations policies, strategies and operational manuals- HQ	Office of the CS	2022 - 2032	3	
<b>Records Management</b>	To provide timely access to information	Establishment and operationalization of County records and archival Centre	Office of the CS	2022 - 2026	15	
		Development of County Records policy, procedures and guidelines	Office of the CS	2022 - 2027	1.5	
		IRMS institutionalization and implementation	Office of the CS	2022 - 2027	1.9	
<b>County Executive Committee Affairs</b>	To offer policy direction in county affairs	Optimal facilitation of cabinet affairs and follow-up	Office of the CS	2022 - 2032	47	
<b>Knowledge management</b>	To systematicall y process, capture, organize, and apply the collective knowledge of the County civil service members for continuity and effectiveness in decision making	Establishment and integration of county repository	Office of the CS	2027 - 2032	10	
<b>Sub-sector: Office of the Governor</b>						
<b>Service Delivery</b>	Efficient and optimal service delivery	Adequate facilitation of the office of the Governor	Office of the Governor	2022 - 2032	3,000	CG – GoK;
		Intensive engagement of the citizens throughout the Project Implementation Cycle.	Office of the Governor	2022 - 2032	100	Donor - WB

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time frame	Funding Total Budget (Ksh in million s)	Source(s)
		Efficiency monitoring (Monitoring and evaluation of county policies, programmes and projects)	Office of the Governor	2022 - 2032	40	CG
<b>Liaison and Intergovernmental relations</b>	Cohesive and seamless implementation of policies, programmes and projects	Effective communication on service delivery	Office of the Governor	2022 - 2032	400	
<b>Civic education and participation</b>	Ownership and sustainability of programmes and projects	Governor's Outreach programme	Office of the Governor	2022 - 2032	300	
<b>Governor's Press Services</b>	Transparency and accountability	Effective communication on service delivery	Office of the Governor	2022 - 2032	10	
<b>County Attorney</b>						
<b>Policy and legal compliance</b>	Adherence to laws and Regulations, transparency and accountability	Manage county Government litigations.	Office of the County Attorney	2022 - 2032	100	CG – GoK;
		Establish a legal resource centre.	Office of the County Attorney	2022 - 2032	205	Donor - WB
		Promote ADR mechanisms	Office of the County Attorney	2022 - 2026	2	CG
		Policy and legal Advisory support.	Office of the County Attorney	2022 - 2032	10	
		Legal compliance audit.	Office of the County Attorney	2022 - 2032	15	
		legal information dissemination	Office of the County Attorney	2022 - 2032	20	
<b>Sub-Sector: County Public Service Board</b>						
<b>Human Resource Planning and management</b>	To provide effective and efficient public services to	Appoint persons to hold or act in public offices of the County public service and to confirm appointments;	CPSB	2022 - 2032	4	CG – GoK;

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time frame	Funding Total Budget (Ksh in million s)	Source(s)
	citizens with the right skills and talent	Disciplinary control;	CPSB	2022 - 2032	2	Donor - WB
		Monitoring and reporting;	CPSB	2022 - 2026	10	CG
		Promotion of values and principles; and	CPSB	2022 - 2032	10	
		Human Resource Planning, Management and Development	CPSB	2022 - 2027	15	
		Infrastructure and systems development	CPSB	2022 - 2033	60	
<b>Sub-sector: Public Service Administration and Devolution</b>						
Administration and devolution	Efficient service delivery	Facilitation and coordination of citizen participation in the development of policies and plans and delivery of services	Department of PSAD	2023 - 2032	1202	CG
		Supervision of the County staff	Department of PSAD	2023 - 2032	10	CG
		Coordination of developmental activities to empower the community	Department of PSAD	2023 -	53	CG
		Alcoholic drinks control the Regulation of gaming and betting	Department of PSAD	2023 - 2032	100	CG
		Disaster and emergency response coordination	Department of PSAD	2023 - 2032	24	CG
		Humanitarian Emergency Response assessment	Department of PSAD	2023 - 2032	12	CG
		Gazettement of villages	Department of PSAD	2023 - 2032	360	CG
		Establish Village Councils	Department of PSAD	2023 -	90	CG
		Established service delivery one stop shop unit.	Department of PSAD	2023 - 2032	600	CG

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time frame	Funding Total Budget (Ksh in million s)	Source(s)
		Issuance of Authority to Incur Expenditure (AIE) to Sub County, Ward and Village Admins	Department of PSAD	2023 - 2032	270	CG
<b>Enforcement</b>	Centralized security services	Complementing with private security service providers and other law enforcement agencies	Department of PSAD	2023 - 2032	24	CG
		Implementation of the Inspectorate Act	Department of PSAD	2023 - 2032	34	CG
		Adequate equipping of the enforcement unit		2032		
		Improve mobility of officers	Department of PSAD	2023 - 2032	20	CG
		Support and sustain prosecution on County related cases	Department of PSAD	2023 - 2032	24	CG
		Rebranding of the County security unit	Department of PSAD	2023 - 2032	50	CG
<b>Human Resource Management</b>	County Human Resource Management and planning	CHRMAC	Department of PSAD	2023 - 2032	6	CG
		Training and capacity building	Department of PSAD	2023 - 2032	30	CG
		Payroll Services	Department of PSAD	2023 - 2032	26000	CG
	Staff Welfare	Sports events	Department of PSAD	2023 - 2032	150	CG
		Medical cover	Department of PSAD	2023 - 2032	1500	CG
<b>Performance management</b>	Performance contracting	Signing of performance contracts and annual appraisals	Department of PSAD	2023 - 2032	60	CG
<b>Sub-sector: Finance, Economic Planning and ICT</b>						
<b>Public Finance management</b>	Prudent utilization of county public financial resources	<i>i.</i> Public Finance Management <i>ii.</i> Financial reporting <i>iii.</i> Exchequer and donor funding	Directorate of Finance	2023 - 2032	5,361.25	CGN/NG



Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time frame	Funding Total Budget (Ksh in million s)	Source(s)
		<ul style="list-style-type: none"> <li>iv. Record management services</li> <li>v. County Funds management</li> <li>vi. Formulation of policy, Legal and regulatory support</li> <li>vii. Continuous Technical capacity building</li> </ul>				
<b>Supply Chain Management</b>	Prudent utilization of county public financial resources	<ul style="list-style-type: none"> <li>i. County Contract Implementation and Management</li> <li>ii. Asset management</li> <li>iii. Establishment of a County Supplies Branch</li> <li>iv. Formulation of policy, Legal and regulatory support</li> <li>v. Continuous Technical capacity building</li> </ul>	Directorate of Supply Chain Management	2023 - 2032	252.5	CGN
<b>Revenue and business development</b>	Enhance County resource envelope for County Sustainability	<ul style="list-style-type: none"> <li>i. County Revenue Resource mapping</li> <li>ii. Revenue automation and other innovations</li> <li>iii. Creating an enabling policy, legal and regulatory framework</li> <li>iv. Revenue monitoring and enhancement</li> <li>v. Data analytics and informatic in revenue monitoring and</li> </ul>	Directorate of Revenue and Business Development	2023 - 2032	752.5	CGN

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time frame	Funding Total Budget (Ksh in million s)	Source(s)
		<p>enhancement</p> <p><i>vi.</i> Creating a conducive environment for businesses operation</p> <p><i>vii.</i> Recognition/Feti ng of Top Payers</p> <p><i>viii.</i> Establishment of a County Revenue Board to enhance effectiveness and efficiency in revenue collection</p> <p><i>ix.</i> Continuous Technical capacity building</p>				
<b>Internal Audit Services</b>		<p><i>i.</i> Operationalize County Internal Audit Committee</p> <p><i>ii.</i> Risk based Audit approach</p> <p><i>iii.</i> Continuous Technical capacity building</p> <p><i>iv.</i></p>	Directorate of Internal Audit Services	2023 - 2032	295	CGN
<b>Economic Planning and Development</b>	Management of County Economic Affairs	<p><i>v.</i> County Debt Management</p> <p><i>vi.</i> Budget Formulation Coordination and Management</p> <p><i>vii.</i> County Statistics Development</p> <p><i>viii.</i> Economic modelling and Research</p> <p><i>ix.</i> Economic Development planning</p> <p><i>x.</i> Monitoring and Evaluation</p> <p><i>xi.</i> County Resource</p>	Directorate of Economic Planning	2023 - 2032	987.5	CGN

Programme	Objectives	Strategies/ Interventions	Implementing Agency(s)	Time frame	Funding Total Budget (Ksh in million s)	Source(s)
		Mobilization <i>xii.</i> Formulation of policy, Legal and regulatory support <i>xiii.</i> Continuous Technical capacity building <i>xiv.</i> Public Participation				
<b>County ICT Management</b>	Enhanced and efficient County Government services	<i>(i)</i> County ICT infrastructure development <i>(ii)</i> Automation of County Services <i>(iii)</i> Establishment of a policy, legal and regulatory framework <i>(iv)</i> Creativity and innovation for socio socio- economic development of the County <i>(v)</i> County Ajira Programme <i>(vi)</i> Continuous Technical capacity building	Directorate of ICT	2023 - 2032	1,088.7 5	CGN

### 3.4 Sector Flagship Projects

This section captures the major projects which were identified to have high socio-economic impact in terms of creating employment, enhancing competitiveness, revenue generation, and ability to deliver services including promoting peace and co-existence in the sector. This is as shown in table 19.

Table 16: Sectoral flagship projects

Project Name: (Location)	Objective	Outcome	Description of Key Activities	Time Frame	Beneficiaries (No.)	Estimated Cost (M)	Source of Funds	Implementing Agency
Knowledge Management - County	To systematic ly process,	Enhanced organizatio nal learning	Policy Guidelines and framework for	2023- 2027	10 departments	15	CGN	CS

Project Name: (Location)	Objective	Outcome	Description of Key Activities	Time Frame	Beneficiaries (No.)	Estimated Cost (M)	Source of Funds	Implementing Agency
Headquarters	capture, organize, and apply the collective knowledge of the County civil service members for continuity and effectiveness in decision making	and innovation through the effective capture, sharing, and utilization of knowledge, leading to continuous improvement and adaptability	knowledge management in the County					
Legal resource centre.	To increase legal awareness	Improve access to legal services	Identification and operationalization of legal centre	2023-2027	Attorney's office	205	Development partner	Attorney
Gazettement of villages	To cascade service delivery		Stakeholder consultation, Mapping, legislating and gazetting	2023-2032	25 wards	360	CGN	Department of PSAD
Establish service delivery one stop shop unit.	To improve efficiency in service delivery	Effective access to services	Designs, constructions, and operationalization	2023-2032	5 sub counties	600	CGN	Department of PSAD

### 3.5 Cross-Sectoral Linkages

Table 20 shows the cross sectoral linkages.

Table 17: Cross-Sectoral linkages

Programme	Linked Sector	Cross-sector Linkages		Measures to Harness or Mitigate
		Synergies	Adverse Effects	
Administration and support	All sectors	Collaboration with the subsectors for delivery of the programme deliverables	Breakdown in county coordination	Continuance sensitization of departmental stakeholders
Communication and public relations	All sectors	Collaboration with the subsectors for delivery of	Disjointed communication strategies	Sensitization of subsectors on various communication strategies for

<b>Programme</b>	<b>Linked Sector</b>	<b>Cross-sector Linkages</b>		<b>Measures to Harness or Mitigate</b>
<b>Name</b>		<b>Synergies</b>	<b>Adverse Effects</b>	
		communication strategies		implementation through departments.
Records Management	All sectors	Collaboration with the subsectors for an integrated records management centre	Lack of optimality in records management	Sensitization of subsectors on the significance of an integrated records management system
County Executive Committee Affairs	All sectors	Collaboration with the subsectors through the CEC	Ineffectiveness and inefficiency in the operations of the County Executive	Sensitization of stakeholders on need for efficiency and effectiveness of the programme to the overall performance of the subsectors
Knowledge management	All sectors	Collaboration with the subsectors for a unified county repository	Disjointed knowledge management/lack thereof.	Sensitization to stakeholders on the need to enhance the county knowledge management programme

## CHAPTER FOUR IMPLEMENTATION MECHANISMS

### 4.0. Overview

This chapter depicts the implementation framework through which this Sectoral plan will be actualized. The successful implementation will be crucial by establishing the institution and coordination framework identifying the roles which are to be played by the partnering institutions. A coordination framework depicting the relationship between the various identified institutions from within and without the County.

### 4.1 Institutional and Coordination Framework

#### 4.1.1. Institutional Arrangement

Successful implementation of this sectoral plan cannot be realized when the sector operates in isolation. Concerted efforts between the sector and other institutions are inevitable for the earmarked programmes to be realized. Various institutions have been identified as being crucial in the successful realization of the programmes. The institutions have differing focus areas which include political, economic, social, technological, environmental and legal backgrounds.

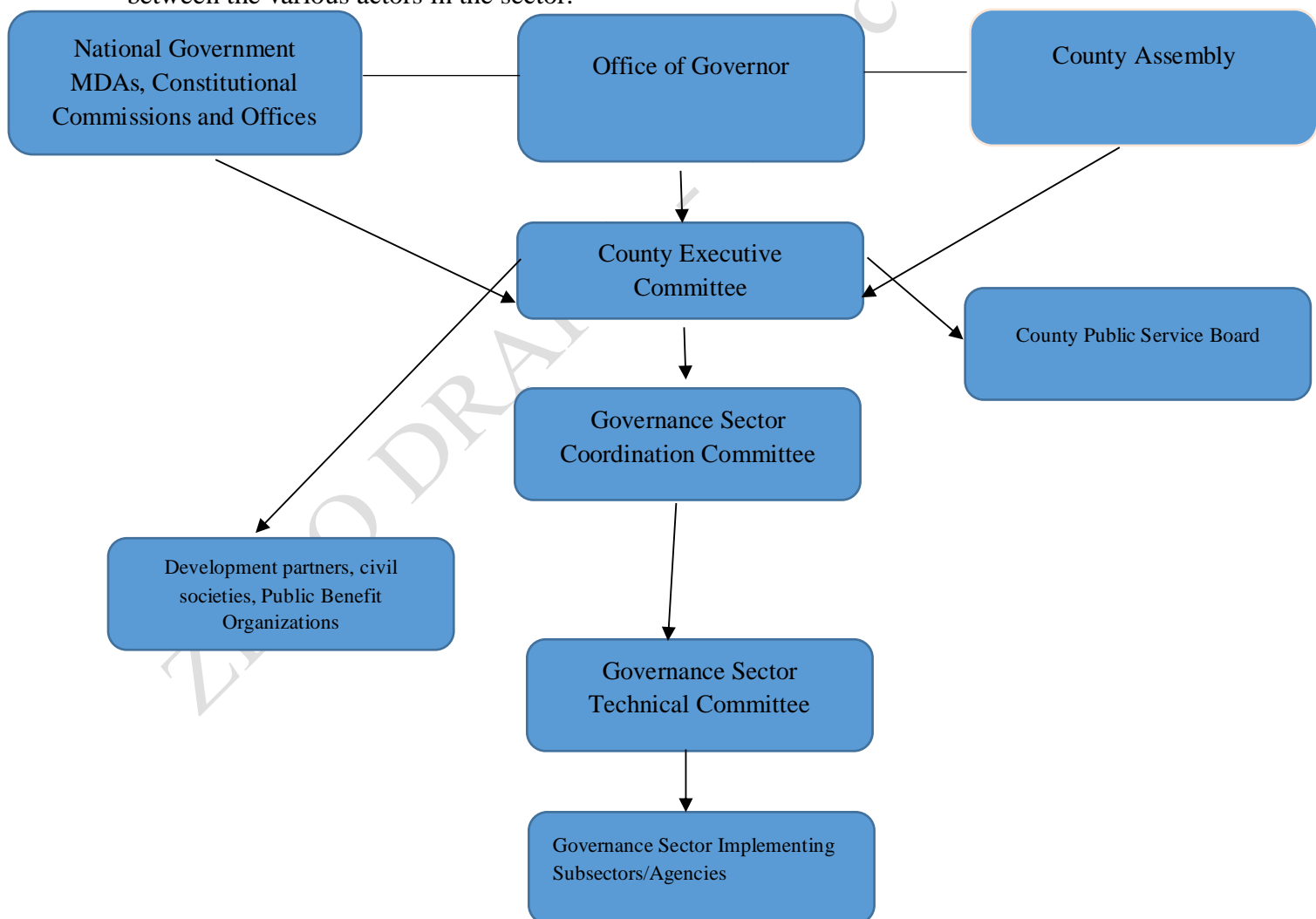
*Table 18: Institutional Arrangement*

<b>INSTITUTION</b>	<b>ROLES</b>
County Government Departments	<ul style="list-style-type: none"> <li>-provide inputs when policies are being formulated</li> <li>-implement approved county government policies</li> <li>-revenue mobilization</li> <li>-stakeholders consultation</li> <li>-reporting on implementation of the programmes</li> <li>-adherence to policy and legal provisions to avoid litigations</li> </ul>
National Government Ministries	<ul style="list-style-type: none"> <li>-provision of resources</li> <li>-capacity building and development</li> <li>-partnership in programmes implementation</li> <li>-provision of security</li> <li>-provision of policies, guidelines, procedures and standards</li> </ul>
County Executive Committee	<ul style="list-style-type: none"> <li>-approval of policies and legislations</li> <li>-communication of cabinet resolutions and policy directions</li> </ul>
County Public Service Board	<ul style="list-style-type: none"> <li>-performance management</li> <li>-human resource management</li> </ul>
County Assembly	<ul style="list-style-type: none"> <li>-legislating</li> <li>-oversight</li> <li>-representation of the members of public in running county affairs</li> </ul>
County Economic Planning Unit	<ul style="list-style-type: none"> <li>-technical backstopping in policies formulation</li> <li>-management of statistics</li> <li>-monitoring and evaluation</li> <li>-consultations when planning, budgeting, statistics management, monitoring, evaluation</li> <li>-generation of reports</li> <li>-capacity development</li> </ul>

INSTITUTION	ROLES
County Sectoral Committees	-strengthen synergies between sectors and avoid duplication
County Budget and Economic Forum (CBEF),	-consideration and approval of plans and budgets -participate in public participation -ensure that desires of various interest groups are incorporated into the county development agenda
Central Region Economic Bloc (CeREB)	-development of a common vision for the region -conflict resolution -resource mobilization -joint implementation of programmes
Intergovernmental Budget and Economic Council (IBEC)	-mobilization and allocation of resources -provision of guidelines on budget and economic matters
Council of Governors (CoG)	-mobilization of resources -guidance and peer learning

#### 4.1.2 Coordination Framework

To effectively coordinate of the implementation of this plan the structure shows the relationship between the various actors in the sector.



The figure depicts the relationship between the different entities who will play distinct but interdependent roles in ensuring that the plan is implemented and monitored. The composition, roles and reporting framework of the institutions on the coordination framework are;

1. Office of Governor; this office will give the overall leadership and will be responsible for providing political guidance for the County.
2. County Assembly; this entity will be responsible for the provision of oversight and legislative roles. The approval of policies and legislations will be supported by the County Assembly in consultations with the sector players.
3. National Government MDAs, Constitutional Commissions and Offices; these partners will support through funding, technical support, national policy directions, consultations, legislative support among others.
4. County Executive Committee; this committee will be responsible for approval of policies and giving the policy direction. They will review implementation of the Governance sectoral plan and advise on the areas of improvement.
5. Governance Sector Coordination Committee; this committee will be composed of all the County Executive Committee (CECMs) in the governance sector.
6. County Public Service Board; the Board in spite of it being a member of the sector will be responsible in supporting the subsectors with all human resource requirements.
7. Development partners, civil societies, Public Benefit Organizations; they will be expected to support in funding and technical support in implementation of the plan. In addition they will monitor and give feedback on how effective the plan is being implemented.
8. Governance Sector Technical Committee; this committee will be composed of all the chief officers and directors in the sector. They will be responsible for monitoring and reviewing the implementation of the sectoral plan. In addition they will also review the implementation of the plan and give strategies on how best the plan should be implemented.
9. Governance Sector Implementing Subsectors/Agencies; this comprises of all the implementing departments and agencies within the sector. They will be responsible for ensuring the plan is implemented effectively.

#### 4.2 Financing Mechanism

The overall resource requirements for implementing the Governance sectoral plan over the period 2023-2032 is Kshs 51,446.4 predominantly, the earmarked funding source will be the County ordinary revenue from the equitable share. The sector will also work to with other partners to support the programmes implementation.

Table 22 summarizes the resource requirements for each subsector

Table 19: Resource requirement by subsectors

Subsector	Resource requirement by subsectors Kshs. M									Total
	2023/ 24	2024 /25	2025 /26	2026 /27	2027 /28	2028 /29	2029 /30	2030 /31	2031/32	
Governor's office										3,805
County secretary										832
Public service, administration, and devolution										30,619
Finance, economic planning and										8737.4



ICT		
County Public Service Board		101
County Attorney		352
<b>Total</b>		<b>44,446.4</b>

The table 23 depicts the anticipated sources of resources for the governance sector

*Table 20: Anticipated sources of resources for the governance sector*

Source of funds	2023 /24	2024 /25	2024 /25	2025 /26	2026 /27	2027 /28	2028 /29	2029 /30	2030 /31	2031 /32	TOTAL
Ordinary revenue-equitable share and own source revenue											44,241.4
Conditional grants (GOK)											-
Local development partners											-
External Development partners											205
<b>Total</b>											<b>44,446.4</b>

The aggregated resource requirements for the sector versus available resources depicts that there will be no resource gaps.

### 4.3 Capacity Development

To effectively implement this plan, various initiatives will be deployed to address the capacity deficiencies that may arise. They include;

- Automation of processes
- Financial support and austerity measures
- Human resource management and development
- Performance measurement and management
- Training of sectoral officers
- Rewards and sanctions schemes
- Peer learning and knowledge management
- Policy and legislation framework
- Risks management
- Equipping through provision of the requisite equipment.
- Enforcing Values and principles/ Code of conduct to the sector members.
- Use of Service charters and service level agreements to improve on service delivery.

### 4.4 Risk Management

This section should provide possible risks that may hinder implementation of the sectoral plan and discuss proposed mitigation measures, as indicated in Table 10.

## Risks, Levels, Owners and Mitigation Measures

Table 21: Risks, Levels, Owners and Mitigation Measures

Risk	Risk Level (High, Moderate, Low )	Risk Owner(s)	Mitigation Measures
Political interference	High	Departments, County Assembly, civil societies	-regular consultations -Good policy framework
Resources constraints	High	County treasury, development partners, national government	-austerity measures -proper costing of programmes Timely provision of resources
Corruption	Low	Departments, service providers	-Strict policy measures -Internal controls -signing of the code of conduct
Low staff morale	Moderate	Departments	-rewards and sanctions scheme -training -facilitation -performance management
Technological change	Moderate	Departments, service providers/ suppliers	-strengthening the ICT unit -automation
Environment and climate change	High	Departments	-policy and legislations -mainstreaming of climate issues in the plans - resource mobilization to address emerging issues
Corporate image	High	County government	-branding initiatives -adherence to service charters -Constant Sensitization and consultation with stakeholders
Policy and Legal changes	Moderate	Departments, county assembly	-develop a policy and legislative framework for the county -keeping abreast with changes and emerging issues
Occupational health safety	Low	Departments	Enforcement of guidelines in the Occupational Health and Safety Act
High public/ stakeholder expectation	High	County government	-public participation -grievance and redress mechanism -periodic reporting on implementation status
Resource Constraints: Inadequate allocation or availability of human resources, technology, or other necessary	Moderate	County Government/County treasury	Continuous Collaboration with the County Treasury for effectiveness in service delivery

<b>Risk</b>	<b>Risk Level (High, Moderate, Low )</b>	<b>Risk Owner(s)</b>	<b>Mitigation Measures</b>
assets can hinder program progress.			
Stakeholder Resistance: Resistance from key stakeholders, both internal and external, can impede the successful implementation of the program.	Moderate	County Government	Continuous sensitization of stakeholders for optimal delivery of services
Technology Issues: Problems with technology infrastructure, software, or data management systems can disrupt program activities and objectives.	Moderate	Directorate of ICT	Collaboration with the ICT directorate
Quality Assurance Failures: Inadequate quality control measures may lead to subpar deliverables, reduced customer satisfaction, and potential rework.	Moderate	County Secretary	Sensitization of stakeholders on best practices and introduction of checks
Lack of Leadership Support: Insufficient support or commitment from leadership can undermine the program's success and hinder its ability to overcome challenges.	Moderate	Office of the Governor/County Government	Sensitization of county leadership on key county secretary's programmes and their significance to the overall outlook of the county
Communication	Moderate	County Secretary	Continuous review of

Risk	Risk Level (High, Moderate, Low )	Risk Owner(s)	Mitigation Measures
<p>Breakdowns:            Poor communication among team members, stakeholders, and leadership can lead to misunderstandings, conflicts, and project failure.</p>			<p>communication strategies and their effectiveness to meet their objectives</p>
<p>Data Security and Privacy Concerns:            Inadequate protection of sensitive information can lead to data breaches, legal consequences, and damage to the organization's reputation.</p>	<p>Moderate</p>	<p>County Government/County Secretary</p>	<p>Introduction of checks to ensure data protection and privacy</p>
<p>Insufficient Training and Skill Gaps: Lack of training and skill gaps among team members can hinder the successful execution of the program.</p>	<p>Moderate</p>	<p>County Government/County Secretary</p>	<p>Continuous training and capacity building of staff and stakeholders</p>

## **CHAPTER FIVE**

### **MONITORING AND EVALUATION FRAMEWORK**

#### **5.0 Overview**

This chapter provides an analysis of how the strategic priorities for implementation during the plan period will be monitored, evaluated, and reported. The tracking of planned interventions is crucial in ensuring that implementation is on track and how to address any deviations. The findings of Monitoring and Evaluation (M&E) process are to be used to improve future programme implementation as a result of the lessons learnt. The review of this plan has also been analyzed to facilitate capture of realistic programmes which can be implemented satisfactorily and attain the desired outcomes and impacts

#### **5.1 Monitoring, Evaluation, Reporting and Learning**

The Kenyan constitution outlines a legal process that mandates the creation of Monitoring and Evaluation (M&E) systems for County Governments. The M&E processes, methods, and tools are guided by Section 232 of the Constitution and Section 47 of the County Government Act, 2012, which charges the County Executive Committee with designing a performance system to evaluate the county public service's performance in relation to county policies, projects, and programs.

The Sector Plan will undergo continuous monitoring and evaluation, employing a participatory approach involving government entities, the private sector, development partners, non-state actors, and the public. The Monitoring and Evaluation Framework will guide the County Government in tracking the progress made towards achieving the desired outcomes of the sector plan.

In the monitoring phase, those responsible for program and project implementation will systematically collect both qualitative and quantitative data to track progress toward predefined targets. This data will provide implementers and stakeholders with insights into the extent to which objectives have been met. The monitoring process will adhere to a structured framework that covers indicator identification, data collection, frequency of data collection, data custodianship, data analysis, utilization, reporting, and sharing.

To address specific questions about development interventions, evaluations will be conducted, primarily focusing on reasons for achieving or not achieving results, their relevance, effectiveness, impact, and sustainability. These evaluations may be internal or external, with stakeholders involved in all phases, from planning, data collection to analysis, reporting, feedback, dissemination, and follow-up actions.

The Monitoring and Evaluation processes, methods, and tools will align with the National Monitoring and Evaluation Policy, County M&E Policy, County Integrated Monitoring and Evaluation System (CIMES) Guidelines, Kenya Norms and Standards for Monitoring and Evaluation, and Kenya Evaluation Guidelines.

#### **5.2 County Monitoring and Evaluation Structure**

The County Government has established the necessary structures to support the M&E process for implementing the plan as guided by the County Integrated Monitoring and Evaluation System

(CIMES), the Sector Plan will be subject to multi-level monitoring and evaluation. The CIMES structure includes:

- The County Executive Committee in charge of the sector,
- The County Monitoring and Evaluation Committee comprising of chief officers,
- The technical committee comprising of the County Directors,
- The Sector M&E Committees (SMEC) which will comprise of sector-specific departments' technical officers,
- The sub-county committee comprising of the sub-county heads of departments,
- The ward committee comprising of the departmental heads at the ward level, and
- The Project Management Committee (PMC).

The County M&E unit under the department responsible for economic planning will coordinate the monitoring and evaluation function and will work closely with the statistics unit. In addition, the Service Delivery Unit (SDU) will complement the monitoring and evaluation unit in tracking the Sector Plan implementation. The Sector M&E Committees (SMEC) will be responsible for producing sector M&E reports, developing sector indicators, undertaking sector evaluations, and presenting sector M&E reports.

Capacity building and the establishment of frameworks will ensure the professional execution of the M&E function. This function will be institutionalized across all county entities to facilitate the preparation and release of necessary reports.

To streamline the M&E function, the national government and other non-state actors will be integrated into the CIMES framework. With the County Assembly sectoral committees overseeing implementation.

### **5.3 Data sources and collection method**

Effective data management is vital for proper planning, implementation, monitoring, evaluation, and reporting of public sector programs. The county will utilize primary and secondary methods to collect quantitative and qualitative data. Data collection tools will be developed by the M&E unit in collaboration with the departments and tailored to meet specific sector needs. They will include questionnaires, structured, semi-structured, and unstructured interviews, focus group discussions, photography, videography, and observation, among others. The M&E unit will undertake capacity building on data quality issues to ensure that the data collected meets the required quality standards.

The data collected will be analyzed and reports generated to help inform decision-making.

Data analysis will actively involve various categories of programme stakeholders in the critical analysis of successes, constraints, and the formulation of strategies, conclusions and lessons learned. Data collection tools and reporting tools will be developed and supplied to all county entities. Automation of data collection and archiving will help in real-time access to development information. Quality assurance on the county statistics will be conducted to ensure authenticity. Data analysis methods are mainly through tables, graphs, pie charts, histograms, and percentages. Comparison with national baselines will continuously be carried out to ensure the county affairs are kept in sync with acceptable standards.

#### 5.4 Types of reports to be produced and their frequency, and consumers

Collated data will be reported through various media, encompassing both physical and digital formats. Data will be analyzed and presented to meet the diverse needs of stakeholders. The Monitoring and Evaluation reports will transparently communicate the extent to which County programs address issues such as sustainable development goals, climate change, gender, and regional balance.

The following reports will be prepared and disseminated;

- i) **The County Annual Progress Report (CAPR)** is a requirement by the County Governments Act outlining the progress made by the County Government towards achieving its goals and objectives. The CAPR will provide the overall status of the Sector Plan implementation on an annual basis and should be ready within 90 days after the lapse of the previous financial year. The report will evaluate all the activities undertaken during the year, clearly showing the milestones, challenges and outlining plans for the next year.
- ii) **Mid-term Review Report (MTER)** – The report will be undertaken midway (After 5 years) in the implementation of the sector plan to assess the extent to which the implementation is meeting plan objectives and timelines.
- iii) **End-term Review Report (ERR)** – At the end of the Plan period, there will be an external evaluation carried out by an external evaluator. The task will lead to identification of achievements against performance indicators; constraints encountered during the plan period and make recommendations towards the development of the next plan.

#### 5.5 Dissemination, Feedback Mechanism and Citizen Engagement

The County will make data and information available to stakeholders, government officials, academic researchers, policymakers, County senior management, project participants, and the public for use in making evidence-based decisions. The data/information will be disseminated through State of County Address, oral presentations in stakeholder meetings, written reports, fact sheets, press releases, posters, flyers, social media platforms county websites and any other forum.

Assessing the effectiveness of programs in meeting the needs of beneficiaries requires their input. A robust feedback mechanism will be established to enable citizens to provide feedback on service delivery. Feedback collection methods include conducting "barazas," using automated feedback platforms through the county website, and deploying questionnaires and surveys. These mechanisms will ensure the County receives quality and timely feedback. In case of any grievance associated with service delivery, the feedback systems will support the redress of the same in an amicable manner. Through integrated feedback mechanism and open-door policy, value for money, accountability and good governance will be enhanced. Feedback received will enhance future decision-making processes.

To continuously improve service delivery programme implementation, monitoring, evaluation, reporting and feedback management in line with *gemba kaizen* principle, peer learning on best practices should be advocated. Identification of peer entities both public and private will be inevitable to ensure that the County's monitoring, evaluation, and reporting systems are strengthened and in line

with enviable standards. The Council of Governors (CoG) together with some state departments have been instrumental in advocating for County peer review events of which Nyandarua was a beneficiary. Peer learning will also be encouraged across county sectors to ensure that best practices are diffused within themselves.

#### **5.6 Mechanism for reviewing and updating the sectoral plan**

The Sector Plan will undergo annual evaluation, Mid-term (after five years) and at the end of the plan period. The reviews will be critical for the county policies/programmes/projects to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, and sustainability. Reports generated will outline achievements in comparison to targets, factors facilitating or hindering progress, challenges faced, and lessons learned. These reports will be submitted to the Governor's office for information, use, and dissemination to stakeholders, including the County Assembly, development partners, beneficiaries, and the public. Issues requiring policy interventions will be submitted to the County Executive Committee for action. The reports will be stored manually and electronically and will be posted on the official County website.

The monitoring and evaluation Matrix presented in Table 25 will be used to effectively monitor the progress of implementation of programmes in the plan and eventually evaluate them.