

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF NYAMIRA

**COUNTY PUBLIC SERVICE BOARD**

**STRATEGIC PLAN**

**2018 - 2022**

**NYAMIRA COUNTY**

**2018**

## **CHAPTER ONE:**

### **1.0 INTRODUCTION**

#### **1.1 OVERVIEW OF THE COUNTY PUBLIC SERVICE BOARD**

This strategic plan will form the basis of guiding the board's activities for the subsequent years as well as being reference frame for other users in the County and beyond by providing leadership in support of the County in moving towards a cohesive strategic direction. The Board through this strategic plan intends to inculcate national values, institutional capacity and professionalism for improved citizen- centered service delivery by ensuring a vibrant and productive work force that is able to spur economic growth in the county.

#### **1.2 BACKGROUND INFORMATION.**

The County Public Service Board is created by the Constitution of Kenya 2010, Article 235 (1) and Section 57 of the County Government Act 2012. Its functions are articulated in Section 59 of County Government Act 2012. The primary responsibility of the County Public Service Board is to build a strong County Public Service by attracting, retaining and developing a human resources capacity and institutional capability for effective and efficient social economic transformation at the grassroots.

#### **1.3 DEVELOPMENT CHALLENGES**

With the creation the County Public Service Board via the Constitution of Kenya 2010, Article 235 (1) and Section 57 of the County Government Act 2012, the board faces major challenges as follows;

- High level decision are made by leadership and management security with no implementation and – no follow-up and no consequences for non-implementation
- Resistance to change, devolution, supervision and line management authority
- Inter-agency communication challenges
- Organizational culture devoid of professionalism, dedication and commitment to citizen centered service delivery
- Lack of confidentiality in human resources management
- Reluctance in taking responsibility and accountability for their actions and omissions –“ passing the buck” by leadership and management

- There is no clear record of number of staff, skills and competencies, office space, line management/supervisors
- No recruitment strategy and vacancy management i.e. recruitment of a particular cadre when the same is huge number on the staff list posing retrenching challenge
- Inadequate budget allocation.
- Lack of consultations on key human resource matters.
- Lack of defined organizational cultures.
- Alignment of skills.
- Policy documents have not been operationalized by all departments.

### **1.3.1 JUSTIFICATION FOR THE STRATEGIC PLAN**

It is in connection with the above challenges, that the Public Service Board identified the need to develop a shared vision and strategy on how to meet its mandate, mitigate the current internal situation and provide institutional leadership necessary for targeted Public Service Transformation for improved service delivery.

### **1.4 DEVELOPMENT AGENDA**

The CPSB has the Authority/Mandate anchored in the Constitution to play a leadership role in development of core, managerial and leadership competencies. As such the Board has envisaged accomplishing this through capacity building of County Leadership and Institutional arrangements including;

- (a) leadership team building
- (b) shared vision and cohesive strategic direction
- (c) leadership / Management accountability framework
- (d) Leadership performance Compact
- (e) County Inter-Agency Leadership Role in strengthening the capacity of Public Service Board

**The following are the operating principles and approach to achieve the above;**

- Align the HR Management and Development to County Integrated development Plan

- Value and competence based, results oriented and citizen centered in formulation/ development policy, and in development of policies, management systems and process, programmers i.e. public sector stakeholder partnerships
- Develop and sustain a professional brand, image and internal/external public relations strategy
- Facilitate Transformative Leadership, Values and Ethics growing future leaders / junior professionals; and empowering leaders/ decision makers through provision of high level policy advisory services and results coaching to County leadership and staff with managerial and supervisory positions
- Holistic and integrated approach to public service management and development
- Nurture and grow Inter-Agency collaboration and coordination for a linked up Public Sector fit for purpose
- Public Private Partnership for resource mobilization and collective action
- Evidence-based human resources management and development programmes
- Integrated performance management and accountability framework for shared vision, cohesive strategic direction and achievement of targeted results – ***MARK of Excellence***
- Adopt the Rapid results Approach
- Implementation of value for money approaches and mechanisms
- Celebrate Annual Public Service Day
- Public service charters and integrated social accountability mechanisms
- Reinforce department and institutional capacity

## **1.5 THE BOARD RESOURCES AND THEIR CONTRIBUTION TO THE ECONOMY**

The Board's greatest resource is the availability of a vibrant work force in almost of cadres that far outstrips demand.

## **1.6 VISION, MISSION AND CORE VALUES**

### **1.6.1. Vision statement**

A Responsive County Public Service Board

### 1.6.2 Mission Statement

A Professional Public Service in Sourcing and Developing Human Capital for The County To Realize Devolution Goals and Vision 2030

### 1.6.3 Core values

- **Professional integrity:** All staffs in the county shall uphold the highest standards of professional competence and integrity.
- **Customer focus:** The department is committed to uphold customer driven and customer focussed service delivery.
- **Unity of purpose:** The department is dedicated to team work, networking and collaborating in achieving results.
- **Innovation and visionary:** The department is committed to innovative, creative and visionary human resources management and development.
- **Transparency and accountability:** The department will conduct its business in a transparent and accountable manner.

## 1.7 ROLES AND FUNCTIONS OF THE BOARD

The board is a body corporate with perpetual succession and a seal; and capable of suing and being sued in its corporate name. The following are the functions of the board as provided in the county government act 2012.

- Establish and abolish offices in the county the county public service board.
- Appoint persons to hold or act in offices of county public service including in the boards of cities and urban areas within the county and to confirm appointments.
- Exercise disciplinary control over, and remove, persons holding or acting in those offices.
- Prepare regular reports for submission to the county assembly on the execution of the functions of the board.
- Promote in the county public service the values and principles referred to article 10 and 232.
- Evaluate and report to the county assembly on the extent to which the values and principles referred to in article 10 and 32 are complied with in the county public service.

- Facilitate the development of coherent, integrated human resources planning and budgeting for personnel emoluments in the counties.
- Advise the county government on human resources management and development.
- Advise county government on implementation and monitoring of the national performance management system in counties.
- Make recommendations to the secretary to the salaries and remuneration commission on behalf of the county government, on the remuneration, pensions and gratuities for the county public service employees.

## **1.8 THE ORGANIZATION OF THIS STRATEGIC PLAN**

This Strategic Plan is organized in five chapters, with chapter one covering basic introductory and background issues that are pertinent to the Sectoral Plan. The chapter also covers the departments' vision, mission as well as its core values. Chapter two provides the situational analysis and in particular focuses on the current staff establishment, SWOT and stakeholders analysis. The chapter also discusses the performance and achievement of the sector. Chapter three analyses the department's Strategic issues, objectives and strategies to be deployed in delivering the plan. The chapter also discusses the cross cutting issues and indicates the proposed organizational structure. Chapter four outlines strategies for raising revenue and their projections for the planned period. The cost cutting measures, implementation plan and a summary of the departments' activities is also covered in this chapter. Chapter five which is the last chapter is devoted to the crucial issue of Monitoring, Evaluation and Reporting indicating the guiding principles that will be employed to manage and monitor the implementation of the activities envisaged under this plan.

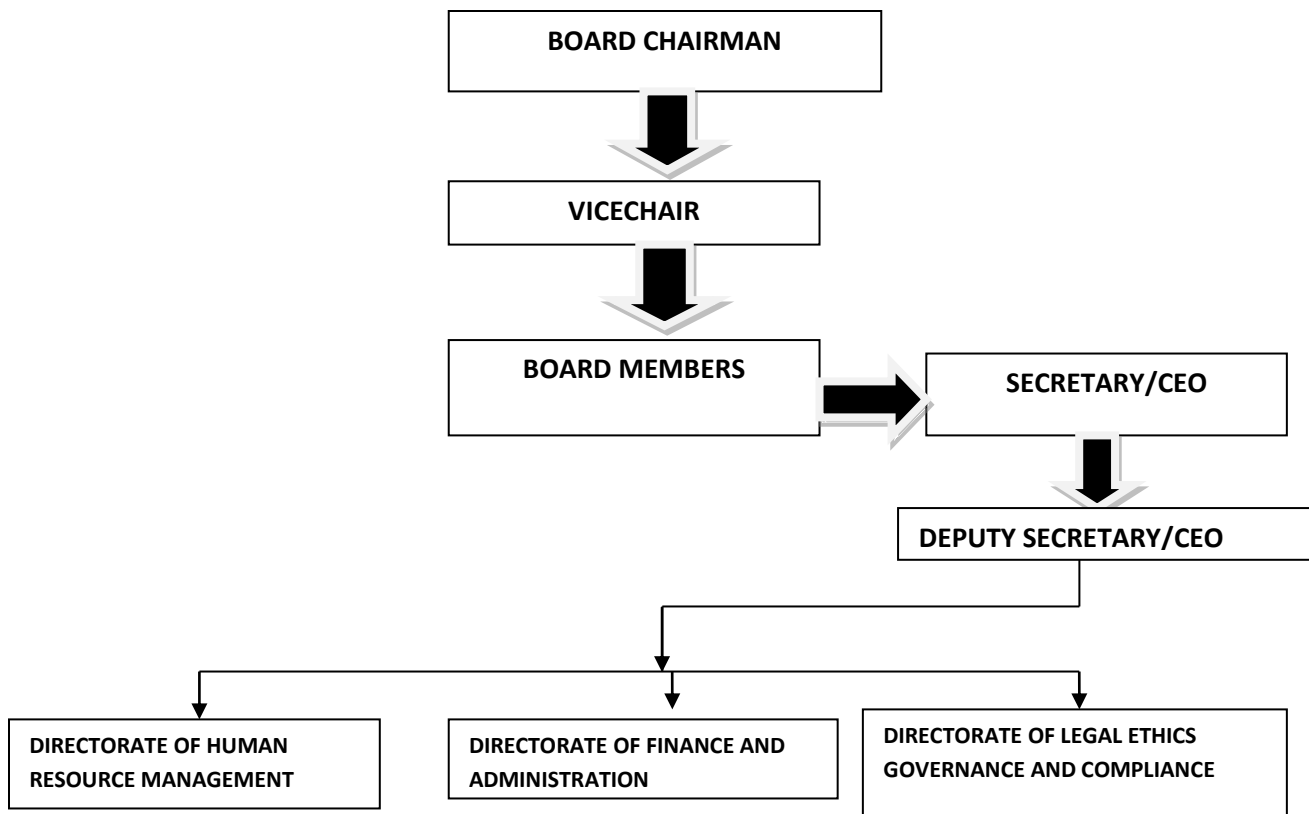
## CHAPTER TWO:

### 2.0 SITUATIONAL ANALYSIS

#### 2.1 Introduction

This chapter describes the current situation of the board both internally and externally. In particular it focuses on the organization of the board and its current staff establishment. The chapter identifies the key stakeholders in the board and the complimentary roles that they play in assisting the board achieve its objectives. The chapter also looks at the SWOT and Stakeholder analysis. The performance and achievements of the board are also discussed in this chapter. It concludes by highlighting the on-going and proposed projects and programmes.

#### 2.2 Proposed Organization structure of the Board.



### **2.2.1 An assessment of the functions of the current organogram.**

#### **A) The office of the chairman and vice chairperson.**

This is an office created under the section 58 of the county government act. The chairman of the board shall therefore be nominated and appointed by the governor after approval by the assembly. The Chairman's roles and responsibilities include the following.

- (a) Chairs the Public Service Board
- (b) Policy and strategy
- (c) Leadership and Direction
- (d) Communication/ Spokesperson of the Board
- (e) Establish and facilitate the inter-agency Leadership Forum Convened by the

The county government act 2012 provides under subsection 6 and 7 that the board shall elect – vice chairperson from amongst its members and that the chair person and vice chair person shall be of opposite gender.

#### **B) Board members.**

The appointments of the members of the board shall be through a competitive process of which a person shall be qualified to be appointed under the subsection (1) if that a person.

- a) Satisfies the provision of chapter six of the constitution.
- b) Is not a state or public officer.
- c) In the case of chairperson or vice-chairperson, possesses a minimum qualification of bachelor's degree from a recognised university and working experience of not less than ten years

Members of the board shall hold office for non-renewable term of six years and may serve on a part-time basis.

#### **C) The Public Service Board, Secretary.**

The primary responsibility of the Secretary of the Public Service Board is to communicate the decisions of the Board, Provide secretariat services to the Board and is the Custodian of Board Seal and Records.

### 2.3 The Board current staff establishment.

Currently the table below shows the staff establishment.

<b>DETAILS.</b>	<b>DESIGNATION</b>	<b>In-post</b>
<b>BOARD MEMBERS</b>	Chairman	1
	Vice chair	1
	Other board members	2
	<b>SUB-TOTAL</b>	<b>4</b>
<b>ADMINISTRATION</b>	Secretary/CEO	1
	Deputy Secretary/CEO	1
	Director Human Resource	1
	Head of Accounts, Finance & Procurement	1
	Assistant Director Administration & ICT	1
	Principal Records Officer	1
	Chief Human resources officer.	1
	Human Resources Officer	1
	PA/secretaries.	2
	Clerks.	1
	Drivers	2
	Cleaning Supervisor	1
	Support staff	4
	<b>SUB-TOTAL</b>	<b>18</b>
	<b>GRAND TOTAL</b>	<b>22</b>

### 2.4 Strengths, weaknesses, opportunities, and threats (SWOT) analysis.

The county public service board has the following strengths weakness within its structure and also experiences the external forces as follows;

<p><b>STRENGTH</b></p> <ul style="list-style-type: none"> <li>➤ The Board is a constitutional body;</li> <li>➤ Focused leadership;</li> <li>➤ Qualified, professional and experienced staff;</li> <li>➤ Ability to adopt creativity and innovation;</li> <li>➤ Participatory approach and team work;</li> <li>➤ Good will from County Government</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>➤ Non- competitive terms and conditions of service;</li> <li>➤ Lack of appropriate and sufficient office and equipment;</li> <li>➤ Inadequate use of ICT / inaccessibility of the Board's services in all parts of the county</li> <li>➤ Low level of awareness by the Nyamira public servants and public on the mandate and role of public service board</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>➤ Supportive legislative initiatives and enactments;</li> <li>➤ Conducive social and political good will in supporting the implementation of the Constitution;</li> <li>➤ Cooperation and partnerships within the Public Private Partnership framework;</li> <li>➤ Technical and strategic partnerships to enhance the Board's capacity to deliver on its mandate</li> <li>➤ Availability of relevant skills in the dynamic labour</li> <li>➤ market;</li> <li>➤ Increased public awareness and demand for services;</li> <li>➤ Possibility of benchmarking with other</li> </ul>	<p><b>THREAT</b></p> <ul style="list-style-type: none"> <li>➤ Insufficient resources which limit the employment opportunities;</li> <li>➤ Competing political interests</li> <li>➤ HIV/AIDs and other terminal illnesses</li> <li>➤ Inadequate ICT coverage in the county;</li> <li>➤ Inconsistent and inadequate funding</li> <li>➤ Imposters / impersonation</li> <li>➤ Negative perception and stereotypes towards county jobs</li> <li>➤ Nepotism tendencies</li> </ul>

public service Board's Countrywide and globally. ➤ Setting up the norms and standards for human resource management and development for the service; and ➤ Enlightened and litigious citizenry.		
<b>FACTOR ANALYSED</b>	<b>STRENGTH IDENTIFIED</b>	<b>ACTION PLAN</b>
Human resource capacity	Existence of qualified staff	Motivation and skills upgrading
Technical capacity	Presence of technically qualified personnel	Technical skills upgrading
Finance	Compliance with financial regulations	Continuous sensitization on finance management regulations
<b>FACTOR ANALYSED</b>	<b>WEAKNESS IDENTIFIED</b>	<b>ACTION PLAN</b>
Management system	Poor Inter and intra departmental coordination	Enhance coordination through Staff sensitization, communication and continuous trainings
Human resource capacity	Inadequate staff	Recruitment of additional staff
ICT	Inadequate ICT facilities and skills	Acquire ICT facilities and conduct ICT related trainings Networking all the departments
Technical capacity	Insufficient technical capacity	Conducting technical skills upgrading programs
Finance	Inadequate and erratic	Enhancement of funding

	funding	Timely release of funds from the county treasury
Facilities/premises	Inadequate office space	Secure enough space

## 2.5 PESTEL Analysis.

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

<b>Political</b>	Change of political leadership and Regimes	Change in government policy and priorities affects work plans and set objectives.
	Creation of county governments	County governments has introduced checks on compliance to effective and efficient service delivery, by introducing various heads of departments at county levels
	Devolved administration units Public service reforms	Create opportunities for employment. Reforms in public service will enable the re-orientation of the county public service towards effective service delivery
<b>Economic</b>	Goodwill from development partners	The department is enjoying good partnership with development partners who supplement development efforts through funding of projects and capacity building
	CIDP	The CIDP which spells out development agenda of the county in five years term where its implementation would be fast tracked through ministries strategic plans.
	Unpredictable local economic environment	High inflation rates, energy costs and poor infrastructure affects the macro economy

		economic planning of the county
	Unemployment level	Fiscal risk due to low demand for goods and services.
	Interest rates	Higher interest rates may deter investment because it costs more to borrow
	Local economic situation and trends	Low level of investments at county level may lead to stagnating local economy, missed objectives.
	Taxation policy.	Agitation for higher salaries likely to cause labour unrest.
<b>Social</b>	Increased public awareness and citizen Participation in governance and reporting	With devolved governance, there is increased public awareness and expectations on their rights to be served and thus increased demand for performance by the department
	High population growth rate	High population leads to high unemployment rates, contributing to poverty and thus low standards' of living. Development
	Trade unionism	Offers an opportunity for structured dispute resolution and avoid labour unrest
	Highly educated youths	Availability of human resource for the County to recruit.
	Work Culture and attitude	Lack of cooperation and support from departments may lead to friction and risk in meeting set objectives and priorities.
<b>Technological</b>	Trends in global technological advancements	Unmanaged investment in technology leads to high risk of obsolescence and cost of investment to keeping pace with technology
	County integrated monitoring and evaluation system	This is made to ensure that monitoring and evaluation activities are all inclusive and easily accessible to all

	Information Communication Technology	Use of ICTs enhances quality and timelines of services, reports and accountability. Use of new programmes like IFMIS in accounting helps to reduce costs.
	Automation of public services e.g. IPPD for public servants payroll.	Provide an opportunity for online county recruitment as a cost cutting measure. Enhance integrity, accountability and timely information and reports on HR issues in the county public service Lead to new approaches in people management
<b>Ecological</b>	International Standards Auditing	Standardized procedure and approaches in audit
	Climate changes	Changes in temperatures and climate affects key sectors thus reducing earnings and revenue collection. The growing desire to protect the environment e.g NEMA laws are affecting the county especially on waste disposal
	Health and safety regulations OHS	Will improve employee health and safety in the workplace
	Regulatory bodies	Enforce compliance and ethical issues
<b>Legal</b>	PFM Act and Financial Regulations	Strengthens compliance in financial operations and internal controls mechanisms
	The County Government Act 2012, County Planning (Part XI of the Act)	Under Article 100(h) of the Act, county planning is expected “to provide a platform for unifying planning, budgeting, financing programmes, implementation, and performance review”. A county planning unit shall be responsible for “coordinated integrated development planning”
	New legislations The constitution 2010	Create good labour relations and enabling work environment.

	The Employment Act2007 Labour Relations act 2007,labour Institutions act, WIBA act 2007	Ensure effective arbitration and dispute resolution.
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## 2.6 Stakeholders analysis.

Some of the key stakeholders that the board has been explained in the below table.

<b>Stakeholder</b>	<b>Function</b>	<b>Competitive advantage</b>	<b>Target</b>	<b>Assistance to the Board</b>
Ministry of Devolution and Planning	Capacity building	Coordination of capacity building	Improved service delivery	Complementing the PSB effort
Public Service Commission	Hearing appeals emanating from County Public Service employees	Advisory services	Minimize appeals and creation of harmony	Technical assistance
Kenya School of Government	Training	Offering tailor made courses for public officers	Improved service delivery	Training to board members and county staff
County Executive	Supervision and administration	County Policy Formulation	Formulation of appropriate policies	Technical assistance
County Assembly	Legislation and oversight	Legislation	Appropriate legislation	Enhancing accountability
Citizens	Oversight and clientele	Offering feedback services	Ensuring efficiency and effectiveness in service delivery	Enhancing accountability
Vision 2030 National Results Partner Forum	Capacity building	Offering technical support	Effective functioning of PSB	Technical assistance

Industrial Court	Arbitration of industrial disputes	Labour dispute resolutions and arbitration	Industrial harmony	Resolution of labour disputes
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## **2.8 Ongoing and Proposed Projects and Programmes.**

The following are the projects/ programmes as per the county integrated development plan 2013-2017.

- Acquisition of land for office construction
- Construction of the office block
- Acquisition of 1 vehicle; a 11 seater van
- Refurbishment of leased offices
- Training and capacity development of the County Public Service

## CHAPTER THREE:

### 3.0 STRATEGIC MODEL

#### 3.1 Introduction

This chapter discusses the key strategic issues that the board has identified and which it needs to address in order to effectively achieve its mission while also providing the leadership required to undertake its mandate while at the same time implementing the County Integrated Development Plan. The strategic objectives and the strategies to be pursued in addressing the issues are also presented.

#### 3.2 Summary of Strategic issues, Objectives and Strategies

Strategic Issues	Strategic Objectives	Issues/Strategies
Resourcing, humancapitalmanagementandperformance	Enhancing training and development	Developing Training policy Establish Training Committees
	Improve recruitment and selection practices	Establish Training fund Forum to harmonize the proposed structures.
	Ensure proper remuneration and benefits	Establish staff requirements.
	Enhancing performance – contract, appraisal ,M&E	Establish scheme of service
	Enhance advisory services to County Government	Develop Recruitment Policy Make recommendations to SRC

		<p>Operationalize Performance management framework and tools</p> <p>Establish consultative forums with stakeholders</p>
Compliance and alignment of human resource with the county needs	Ensure adherence to principles and values	Dissemination and sensitization to County public service and the general public
	Ensure timely preparation and submission of reports	Develop a reporting framework
	Strengthen disciplinary mechanisms	Operationalize code of conduct and ethics
	Enhance supervisory role	<p>Operationalize grievances handling mechanism.</p> <p>Frequent field visits.</p> <p>Establish compliance committee.</p>

Organizational Structures, Establishments and Resource Mobilization	Establish appropriate structures in the staffing levels to implement the strategic plan.	Operationalize organizational structure. Constituting the implementation committees.
	Enhance financial resources mobilization.	Develop work plans and budget. Partnership with the potential financier.
	Enhance capacity building and human resources.	Identification of training needs of the Board members and staff.
	Enhance partnership and collaborations with stakeholders.	Conventions. Convene stakeholders' forums. Create partnerships. Professional bodies and other agencies.

### **3.3 Cross-cutting Issues.**

#### **3.3.1 Equity (inclusiveness)**

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

### **3.3.2 Alcohol, drug and substance abuse**

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

### **3.3.3 Information and Communication Technology (ICT)**

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

### **3.3.4 Environmental and climate change.**

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

### **3.3.5 HIV/AIDS**

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

### **3.3.6 Gender mainstreaming**

Women constitute to 52 % of the county's population. Although the majority, they are generally left out of development decision making processes through lack of representation. Policies, plans and strategies rarely take into consideration gender roles and responsibilities. Considering that in 2009 41,539 out of the 131,039 households (37%) in Nyamira county were female headed, they were certainly more disadvantaged and more likely to be poor compared to other households. The full participation of women in economic activities is often hampered by legal and actual

discriminatory practices. There is need for liaison with key stakeholders in removing obstacles that encourage full participation of women in economic development

Factors exacerbating gender disparities in the county are rooted in socio-cultural practices such as ownership of production resources (land, capital); participation in decision making and early/child marriages.

## **CHAPTER FOUR**

### **4.0 IMPLEMENTATION MATRIX**

#### **4.1 INTRODUCTION**

The implementation of this Strategic Plan will require the full involvement, effort, commitment and leadership from the board's top management, staff and all stakeholders. It will require that resource mobilization is focused on the achievement of the objectives laid out in the plan. In presenting the implementation plan, this chapter also addresses some of the challenges and concern that relate to the very process of implementation. For its part, the board will continue addressing structural issues, capacity building gaps and will pursue the appropriate budgetary resources and resource mobilization efforts in order to support the effective implementation of the plan.

#### **4.2 IMPLEMENTATION MATRIX**

Strateg y	Activi ty	Outp ut/Ta rget	Key Perfo rman ce	Rep orti ng Sch	Ta rg et fo	Target					Bud get (kes)	Resp onsib ility
						Y1	Y2	Y3	Y4	Y5		

			<b>Indicator</b>	<b>edule</b>	<b>r fiv e ye ar s</b>							
<b>Strategy Issue 1: Resourcing, human capital management and performance</b>												
<b>Strategic Objective 1.1: Enhancing training and development</b>												
Review and implement Training policy	Draft training policy document	Draft Training Policy developed	Draft Policy document	Once during the plan period	1		0	1	0	1	2m	CPS B
	Convening stakeholders meeting	Stakeholders meeting conducted	Minutes	Once	3	1	0	0	1	0	1m	CPS B
	Production of the document.	Policy document produced.	Final policy document.	Once	100 Copies. 1	0	100	0	0	0	0.1	CPS B
	Dissemination	Policy document	Dissemination	Once	1	0	1	0	0	0	0.1m	CPS B

	on (Laun ch)	ent disse minate d and launch ed	on and Repor t										
Establis h Trainin g Commi tees	Devel oping guidel ines on memb ership to the depart ments .	Traini ng comm ittees guidel ines develo ped	Traini ng comm ittee’s guidel ines manu al.	On ce	50	0	50	0	0	0	0	0.5m	Stand ing com mitte e on traini ng.
Establis h Trainin g fund	Devel op trainin g fund guidel ines. .	Traini ng fund guidel ines establi shed.	A copy of the trainin g fund guidel ines.	On ce	20	0	20	0	0	0	0	100 m	Stand ing com mitte e on traini ng.
Strategic Objective 1.2: Improve recruitment and selection practices													
Establis h staff require ments.	Will be taken care of by the first strategy.	-	-	-	-	-	-	-	-	-	-	-	-
Establis	Departme	Departmental	Sch	Once	12	1	0	0	0	0	0	2M	Secretary

h scheme of service	ntal submissi on of draft scheme of service.	draft scheme of service submitted.	eme of serv ice doc ume nt.			2						/CEO and CPSB
	Hold stakehold ers meeting	Stakeholders meeting held	Min utes .	Once	1	1	0	0	0	0	2m	Secretary /CEO and CPSB
Develo p Recruit ment Policy.	Draft a recruitme nt policy document	Draft recruitment Policy developed	Dra ft Poli cy doc ume nt	Once during the plan period	1	0	1	0	0	0	3m	CPSB
	Convenin g stakehold ers meeting.	Stakeholders meeting conducted	Min utes	Once	2	0	1	0	0	0	2.5 m	CPSB
	Productio n of the document .	Policy document produced.	Fina l poli cy doc ume nt.	Once	100 Cop ies.	0	1 0 0	0	0	0	0.05 m	CPSB
	Dissemin	Policy	Diss	Once	1	0	1	0	0	0	0.5	CPSB

	ation (Launch)	document disseminated and launched	emi nati on and Rep ort								m	
<b>Strategic Objective 1.3:Ensure proper remuneration and benefits</b>												
Make recom mendati ons to SRC on remune ration.	Harmoniz e the pay policy.	Pay policy harmonized.	Pay poli cy doc ume nt	once	1	0	1	0	0	0	2m.	Standing Committe e on remunerat ion.
<b>Strategic Objective 1.4:Enhancing performance –contract, appraisal ,M&amp;E</b>												
Implem ent Perfor mance manage ment framew ork and tools	Develop Performa nce contractin g tool.	Performance Contracting tool developed.	The doc ume nt.	Once	1	1	0	0	0	0	0.5 m	Standing committe e on performa nce and contractin g
	Impleme nt performa nce appraisal tool	Performance appraisal tool Implemented	The doc ume nt.	Once	1	1	0	0	0	0	–	Standing committe e on performa nce and contractin g

<b>Strategic Objective 1.5: Enhance supervisory role</b>												
Establish consultative forums with stakeholders.	Hold stakeholders forums.	Stakeholder's forums held.	Report.	Annually.	5	1	1	1	1	1	10m	CPSB
<b>Strategy Issue 2: Compliance and alignment of human resource with the county needs</b>												
<b>Strategic Objective 2.1: Ensure adherence to principles and values</b>												
Dissemination and sensitization to County public service and the general public	Hold a county Public Service day	Public Service Day held.	Report.	Annually.	5	1	1	1	1	1	15m	CPSB
	Develop a service charter	Service Charter developed.	Service charter document.	Once	1	1	0	0	0	0	0.1m	CPSB
	Publications	Publications made.	CPSB calendar, T-shirt.	Annually	5	1	1	1	1	1	5m	CPSB

Strategic objective 2.2: Ensure timely preparation and submission of reports												
Develop a reporting framework	Submission of departmental staff requirements.	Departmental staff requirements submitted.	Reports	Annually	60	12	12	12	12	12	-	CPSB
	Submission of the performance management report.	Performance management report submitted.	Report	Annually.	5	1	1	1	1	1	-	CPSB
	Submission of the work plan and budget.	Work plan and budget submitted.	Documents.	Annually.	5	1	1	1	1	1	-	CPSB
	Submission of annual performance reports.	Annual performance reports submitted.	Report.	Annually	5	1	1	1	1	1	3m	CPSB
Strategic Objective 2.3: Strengthen disciplinary mechanisms												
Develop code of conduct and	Draft code of conduct document	Draft code of conduct document developed	Draft document.	Once	1	1	0	0	0	0	1m	CPSB

ethics	Convening stakeholders meeting	Stakeholders meeting conducted	Minutes	Once	2	0	2	0	0	0	10m	CPSB
	Production of the document.	The document produced.	Final document.	Once	400	0	100	100	100	100		CPSB
Develop grievance handling mechanism	Develop a grievance handling document	Grievances handling document developed.	Document	Once.	100	0	100	0	0	0		CPSB
<b>Strategic Objective 2.4: Enhance supervisory role</b>												
Frequent field visits.	Undertake field visits.	Field visits undertaken	Report	Quarterly	20	4	4	4	4	4	10m	CPSB
Establish compliance committee.	Generate compliance report.	Compliance report generated.	Report	Annually	5	1	1	1	1	1	0.5m	CPSB
<b>Strategic issue 3: Organizational Structures, Establishments and Resource Mobilization.</b>												
<b>Strategic objective 3.1 Establish appropriate structures in the staffing levels to implement</b>												

the strategic plan.												
Implement organizational structure.	Convene a stakeholders meeting	Stake holders meeting convened	Minutes	Once	1	1	0	0	0	0	1m	CPSB
Establish the staff requirements.	Handled by the first activity.	-	-	-	-	-	-	-	-	-	-	CPSB
Constituting the implementation committees	-	-	-	-	-	-	-	-	-	-	-	CPSB
	Provide for office operation funds	Office operation funds provided.	Budget report	Annually	5	1	1	1	1	1	5m	CPSB
	Refurbishment of leased office.	Office refurbished	Office	Once	1	1	0	0	0	0	5m	CPSB
Provide for the office facilities	Purchase the office vehicles	Office vehicles purchased	Log books	Once	1		1	0	0	0	7m	CPSB

S.												
<b>Strategic objective 3.2: Enhance financial resources mobilization.</b>												
Develop work plans and budget.	Draft a work plan and budget from the strategic plan	Draft work plan and budget done	Work plan and budget document	Annually	5	1	1	1	1	1	-	Standing committee on finance
	Stakeholders meeting to approve budget.	Board meeting held	Minutes	Annually	5	1	1	1	1	1	1m	CPSB
Partnership with the potential financier.	Develop proposals for funding	Proposals developed.	Reports	Annually	5	1	1	1	1	1	1m	CPSB
<b>Strategic objective 3.3: Enhance capacity building and human resources.</b>												
Identification of training needs	Training of Board members and the secretariat	Board members and secretariat trained	Certificates and repo	Annually.	155	31	31	31	31	31	150m	CPSB

of the Board members and staff.	t.		rts									
<b>Strategic objective 3.4: Enhance partnership and collaborations with stakeholders.</b>												
Conventions.	International exchange visits.	International exchange visits undertaken.	Reports of conventions attended.	Annually.	10	2	2	2	2	2	50m	CPSB
Create partnerships.	Attend forums for professional benchmarking	Forums attended	Reports	Annually	5	1	1	1	1	1	5m	CPSB
	Develop proposals for private Public partnerships (PPP).	Proposals for PPP developed	Report	Annually	5	1	1	1	1	1	1m	CPSB
Professi	Register	Registration	Reg	Annua	7	1	1	1	1	1	5m	CPSB

onal bodies and other agencie s.	with relevant governme nt bodies.	with relevant bodies done.	istra tion certi ficat es.	lly								
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### 4.3 RESOURCE MOBILIZATION

#### 4.3.1 Financial resource mobilization

The financial resources that will enable the Board realize its planned objectives will come from the county government.

##### 4.3.1.1 Financial requirements by the board.

The public service board.		Budget KSh. Million					
		2018/19	2019/20	2020/21	2021/22	2022/23	Total
	Department						
	Policy Development and planning	150	160	140	140	100	690
<b>Support Services</b>	Administration	128	118	138	128	178	700
	Auxiliary/Outsourced services	0	0	0	0	0	0
<b>Total Requirements</b>		278	278	278	278	278	1390

#### 4.3.2 Cost- cutting Measures

The board will put in place the following cost cutting measures

- Use of cost effective methods of implementation.
- Awareness creation on upholding integrity.

- Ensure integrity in analysis of tender documents on value for money.
- Ensure transparency and sound financial management practices are observed.
- Observe zero tolerance to corruption.
- Ensure standards are observed in all activities to ensure sustainability.
- Professional group tours

#### 4.4 Human Resources

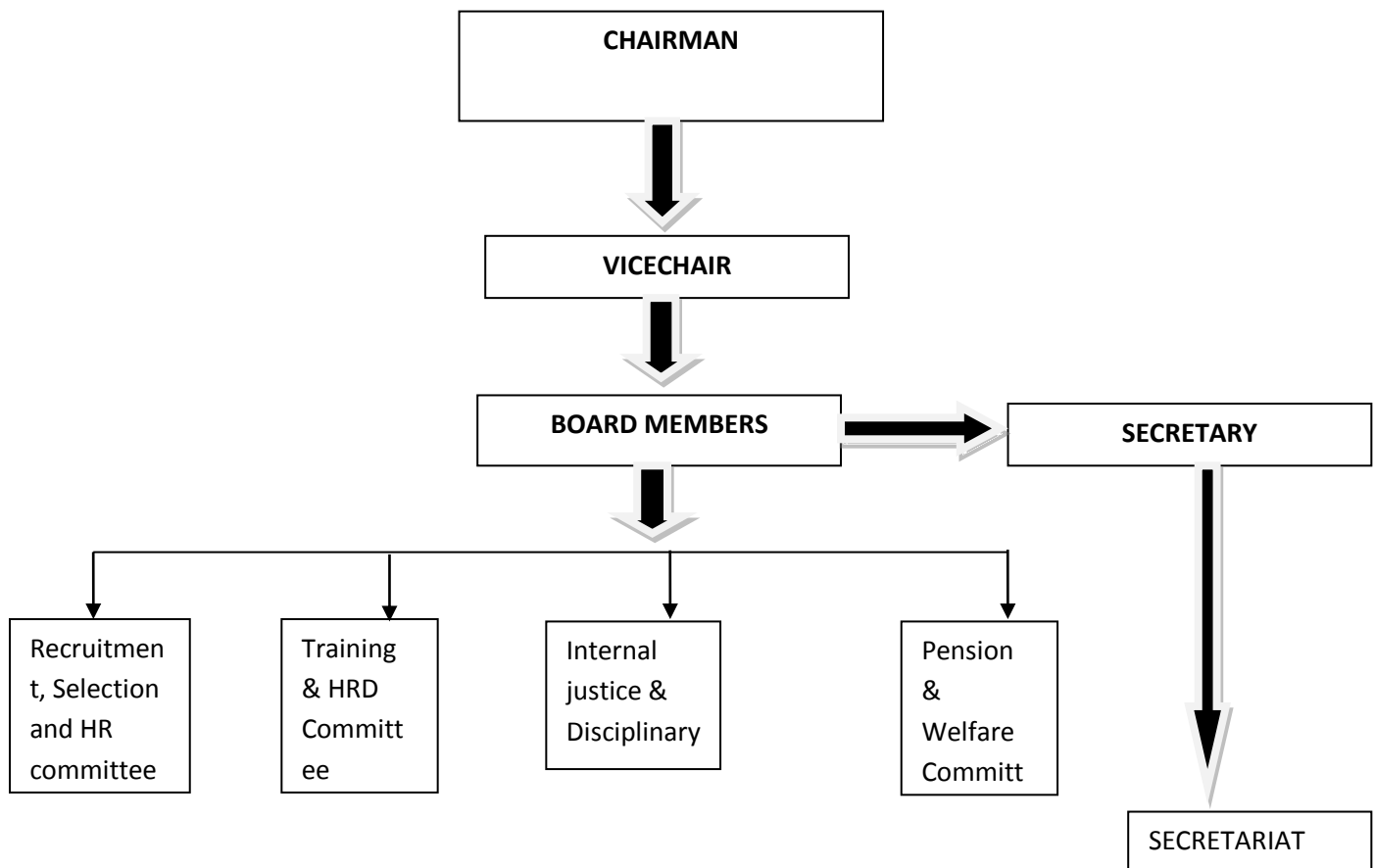
To achieve the plan objectives, the board will require human resources with various skill levels as follows.

##### 4.4.1 Proposed Staff Establishment analysis.

DETAILS.	DESIGNATION	In-post	vacancies	Variance
<b>BOARD MEMBERS</b>	Chairman	1	0	0
	Vice chair	1	0	0
	Other board members	2	2	-2
<b>ADMINISTRATION</b>	Secretary/CEO	1	0	0
	Deputy Secretary/CEO	1	0	0
	Director Human Resource	1	0	0
	Head of Accounts, Finance & Procurement	1	0	0
	Procurement Officer	0	1	-1
	Assistant Director Administration & ICT	1	0	0
	Stores officer	0	1	-1
	Principal Records Officer	1	0	0
	Records	0	1	-1
	Chief Human resources officer.	1	0	0
	Human Resources Officer	1	0	0

	PA/secretaries.	2	0	0
	Clerks.	1	2	-1
	Drivers	2	3	-1
	Cleaning Supervisor	1	0	0
	Support staff	4	0	0

#### 4.4.3 proposed organogramme.



#### 4.4.4 Implementation strategy:

#### **4.4.4.1 PSB Standing Committees**

To enhance Board efficiency and effectiveness the Board will establish four (4) Standing Committees as follows:

**Committee 1:** Recruitment, Selection and HR committee

**Committee 2:** Training & HRD Committee

**Committee 3:** Internal justice & Disciplinary committee

**Committee 4:** Pension & Welfare Committee

#### **4.4.4.2 Composition of Standing Committees:**

- Minimum Three Board Members - Chair
- Maximum three technical Members (either from Nyamira Public Service or Strategic and Technical Partners)
- The Secretariat – Secretary

#### **4.4.4.3 Terms of Reference of the PSB Standing Committee**

- Develop Policy, Systems and Processes
- Provide oversight to their implementation
- Prepare Board performance reports
- Implement Committee Annual Work Plan
- Implement Individual Work Plan

#### **4.4.4.4 Work Plan Based Approach**

- Annual Work Plan which must be approved by the Board
- Quarterly and annual Performance Reports to the Board and all statutory reports related to the work of the Committee

- Individual Board Members to be appraised on annual work plan with quarterly and annual reports.

#### **4.4.4.4.5 Committee Specific Roles and Responsibilities**

##### **1. Selection and HR committee**

- Establish positions
- Job Analysis, descriptions, Competencies and skills
- Competence Based and Value Recruitment Policy, System, Process and Planning
- Development and Implementation of recruitment plans
- Placement/ Mobility Policy, System and process
- Staff records, management information system
- Schemes of service
- PS diversity

##### **2. Committee Training & HRD Committee**

- Competences and skills analysis
- Transformation Leadership programme
- Public Service Values and Competencies
- Staff development and learning policy, system and process
- Staff development and learning programmers
- Growing future a leaders and internship programme
- Integrated Performance management policy, system process and social accountability mechanisms process
- Institutional Strengthening
- Line management and supervisory capacity building programme
- MRC, JMC, Second Appraising Officer, Self-Appraisal, Peer Review,

##### **3. Internal Justice and Disciplinary**

- Public Service Code of Conduct
- Ethical Codes of Conduct

- Staff relations
- Public Officers' Ethics Act
- 

#### **4. Pension & Welfare Committee**

- Facilitate the development of coherent integrated human resources planning and budgeting for personnel emoluments
- Make recommendation to SRC on behalf of the County Government on remuneration, pensions and gratuities
- Management of payroll, salaries, benefits, allowances and advances
- Integrated payroll management information system
- Overall HR Management reports and records
- Time and attendance, annual leave and sick leave etc.
- Staff security, safety and welfare
- Service delivery charter.

## **CHAPTER FIVE**

### **5.0 MONITORING, EVALUATION AND REPORTING**

#### **5.1 Monitoring**

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

##### **5.1.2 Guiding principles in monitoring the strategic plan**

Under the monitoring system, the data collection in the board will be rationalized, with specific responsibilities for collection, aggregation and reporting to the top management. The Monitoring system for the board over the next Plan period will be guided by the following principles:

- ❖ Monitoring exercise shall be conducted by the county monitoring and evaluation team.
- ❖ A standard tool shall be established for data collection and analysis.
- ❖ Data will be collected at activity level and channeled upwards in agreed formats on a continuous basis
- ❖ Key indicators of efficiency, effectiveness and impact shall be established.
- ❖ Accountability for production of the reports shall lie on the board's technical staff.
- ❖ Responsibility for acting on reports shall lie on the board.
- ❖ The monitoring systems methods to be adopted will be through: first-hand information, inspection, interim progress review, testing and auditing

#### **5.2 Evaluation**

Under evaluation, the data will be assessed against pre-selected indicators to determine the extent to which achievement has matched the set standard or target and pertinent reports prepared.

Evaluation will be done periodically. After a report is made, remedial action must be taken by the board in all cases where an undesirable variance between achievement and target is

established. The Evaluation system for the board over the next Plan period will be guided by the following principles;

- ❖ Evaluation exercise shall be conducted by the county monitoring and evaluation team.
- ❖ A standard evaluation tool shall be established
- ❖ Key indicators of efficiency, effectiveness and impact shall be established.

Evaluation will be conducted at three levels;

- ❖ By timing: Formative (on going)- process evaluation, Ex-Ante evaluation and project appraisal
- ❖ Summative-outcome evaluation, ex-post evaluation
- ❖ By agency: Internal evaluation –by the board itself
- ❖ External reviews in line with donor requirements, community perception and certified management audit
- ❖ By stages: During implementation
- ❖ At the end of the project/programme
- ❖ After a time lag of the projects or immediately after completion

In case of significant unexplained variation in performance especially in critical performance area, either positive or negative, an ad hoc evaluation shall be conducted.

The information collected shall be used to inform decision making in the area of accountability, service delivery and allocation of resources.

Accountability for production of the reports shall lie on the board's technical staff .

Responsibility for acting on reports shall lie on the board

The exercise shall be financed through budgeted provisions of the board

## IMPLEMENTATION MATRIX

Goal:									
Strategic Issue 1: Resourcing, human capital management and performance									
Strategic Objective 1: Enhancing training and development									
Outcome:									
Strategies	Activities	Outputs	KPIs	Output performance		Budget performance (million ksh.)			Remarks
				Target	Achievement	Target	Achievement	Deviation	
Strategic objective 1.1: Enhancing training and development									
Review and implement Training policy	Draft a training policy document	Draft Training Policy developed	Draft Policy document	1		2			
	Convening stakeholders meeting	Stakeholders meeting conducted	minutes	3		1			
	Production of the document	Policy document	Final document	100		0.1			
	Dissemination(launch)	Policy document disseminated and launched	Dissemination and report	1		0.1			
Establish training committee	Developing guidelines on membership to the department	Training committees guidelines developed	Training committees guidelines manual	50		0.5			
Establish training fund	Establish training fund	Develop training fund guideline	A copy of the training fund guideline	20		100			
Strategic objective 1.2: improve recruitment and selection practices									

Establish schemes of service	Departmental submission of draft scheme of service	Departmental draft scheme of service submitted	Scheme of service document	12		2			
	Hold stakeholder meeting	Stakeholders meeting held	minutes	1		2			
Develop recruitment policy	Draft a recruitment policy document	Draft recruitment policy developed	Draft policy document	1		3			
	Convening stakeholders meeting	Stakeholders meeting conducted	minutes	2		2.5			
	Production of the document	Policy document produced	Final policy document	100		0.05			
	Dissemination(launch)	Policy document disseminated and launched	Dissemination and report	1		0.5			
<b>Strategic objective 1.4: Enhancing performance contract, appraisal, M&amp;E</b>									
Implement performance management framework and tools	Develop performance contracting tool	Performance contracting tool developed	document	1		0.5			
	Implement performance appraisal tool	Performance appraisal tool implemented	document	1		0			
<b>Strategic objective 1.5; enhance supervisory role</b>									

Establish consultative forum with stakeholders	Holds stakeholders forums	Stakeholders forum held	Report	5		10			
<b>Strategy issue 2; compliance and alignment of human resource with the county need</b>									
<b>Strategic objective 2.1 ; ensure adherence to principles and values</b>									
Dissemination and sensitization to the county public service and general public	Hold a county public service day	Public service day held	report	5		15			
	Develop the service charter	Service charter developed	Service charter document	1		0.1			
	Publications	Publications made	Cpsb	5		5			
<b>Strategy 2.2 ensure timely preparation and submission of report</b>									
Develop a reporting framework	Submission of departmental staff requirement	Departmental staff requirement submitted	report	60		12			
	Submission of the performance management report	Performance management report submitted	report	5		1			
	Submission of the work plan budget	Work plan budget submitted	documents	5		1			
	Submission of annual performance reports	Annual performance report submitted	report	5		3			
<b>Strategic objective 2.3: straighten disciplinary mechanism</b>									

Develop code of conduct and ethics	Draft code of conduct document	Draft code of conduct developed	Draft document	1		1			
	Convening stakeholders meeting conducted	Stakeholders meeting conducted	minutes	2		10			
<b>Strategic issue 2.4; enhance supervisory role</b>									
Frequent field visit	Undertake field visits	Field visits undertaken	report	20		10			
Establish compliance committee	Generate compliance report	Compliance report generated	report	5		0.5			
<b>Strategic issue 3.1: organizational structure, establishments and resource mobilization</b>									
Implement organizational structure	Convening a stakeholders meeting	Meetings convened	minutes	1		1			
<b>Strategic objective 3.2: enhance financial resources mobilization</b>									
Develop work plans and budget	Stakeholders meetings to approve budget	Board meeting held	minutes	5		1			
Partnership with the potential financier	Develop a proposal for funding	Proposals developed	report	5		1			
<b>Strategic objective 3.3: enhance capacity building and human resources</b>									
Identification training needs of the board members and staff	Training of board members and the secretariat	Board members and secretariat staff trained	Certificates and reports	155		150			
<b>Strategic objective 3.4: enhance partnership collaborations with stakeholders</b>									
conventions	International exchange visits	International exchange visits	Reports of the convention	10		50			

		undertake n	s attended						
Create partnership s	Attend forums for professional bench making	Forums attended	reports	5		5			
	Develop proposal for private partnerships	Proposal for PBB developed	report	5		1			
Professional bodies and other agencies	Register with relevant government bodies	Registration with relevant bodies done	Registration certificate	7		5			

***Annex 1: Public Service Management of Delegated Authority***

Governor Establishes a Department	-	The Governor
Posts allocated for Governor and Deputy Governor not subject to recruitment process	Governor identifies candidates	PSB regularizes the appointments by ensuring candidates meet established professional, security and integrity standards. Appointment letters by the Board
Governor's Advisory Posts	The governor identifies the persons to be appointed	
<b>Five advisory posts</b>	Posts have no line management responsibilities but are advisory in nature in the Governor's office	<ul style="list-style-type: none"> <li>○ PSB in regularizing the appointments do the following:</li> <li>○ Against established JD</li> <li>○ Roles and responsibilities</li> <li>○ Confirmation of job requirements including integrity, academic,</li> </ul>
Legal advisor		
Political advisor		
The Chief of Staff		
Economic advisor		
Direct recruits by the Governors		
Direct Recruit of the		

Deputy Governor		experience and chapter six
Governor's Advisory Posts		
<b>PSB Authority</b>	<b>Delegated Authority</b>	<b>PSB Oversight Role</b>
Establish Work units	The departmental identifies the need and make recommendations based on PSB agreed upon norms and standards, JDs	Oversight and approval The PSB – in the context of overall workload concerned; suitability to the department and the proposed unit
	PSB own motion	The Board approves on pre-determined Standards
Post establishment/abolition	The Chief officer of a department can initiate	The Board approves on pre-established <i>master standards</i>
Job descriptions and required competencies	These are developed by the Board in partnership with technical departments	Approved against a <i>pre-established master standard</i> of competencies, skills and responsibilities
	Drafted by the parent ministry based upon established <i>master standard standards and competencies</i>	Approved against a <i>pre-established master standard</i> of competencies, skills and responsibilities
	PSB own motion	
Permanent Vacant post	Drafted by the parent ministry based upon established <i>master standard standards and competencies</i>	The Board approves on pre-established <i>master standards</i>
Vacancies resulting from: ○ Resignation/retirement ○ Natural attrition ○ Created new post	PSB Advertised widely in the broader public	
	Department drafts the indent/ for	PSB approves the content/

○ Desertion	advertisement based on approved job description, established posts and budget allocated for the post	standards to safe guard the integrity
Internship/ attachment/ Part Time Post/ volunteers	Drafted by the parent ministry based upon established <b><i>master standard standards and competencies</i></b>	The Board approves on pre-established <b><i>master standards</i></b> on internship and mentorship
Project Posts / Contract appointments/ Staff on joint ventures	Drafted by the parent ministry based upon established <b><i>master standard standards and competencies</i></b>	The Board approves on pre-established <b><i>master standards</i></b>
Casual workers	The role of the parent ministry and the Public Service Board	
Short listing of candidates	The role of the parent ministry and the Public Service Board	The Board approves on pre-established <b><i>master standards</i></b>
Interview	The role of the departments and the Board in interviewing on technical competencies	The Board approves on pre-established <b><i>master standards</i></b>
Appointment Letters	Drafted by Public Service Board-Secretariat	Approved by the Board - Minute of the Board, PSB
Signing of the letters of appointment	The Secretary, signs against the PSB approval minute and acceptance letters	Approved by the Board - Minute of the Board, PSB
Distribution of letters	The Secretary, PSB within two day after the Board decision – registered letter	Certified / registered letters
Confirmation/ acceptance	The appointee and within the stipulated time/ seven days and a phone call	

Assumption of office	Confirmation in writing clearly indicating reporting date	Board notified of status
	Secretariat should send detailed information, and advice transport and accommodation	Status reported on routine format to the Board
	The date of reporting to the PSB	
	PSB introduces candidate to parent ministry	
	Appointee signs Code of conduct and job descriptions/ immediate supervisor and the work unit, office location /benefits	
	Provide brief on living in Nyamira- by Public Service Board	
Induction and orientation	Check list new appointee has to complete before end of the first month	Board to facilitate and provide oversight (Board Committee responsible for staff development and learning to take charge)
	Group orientation	
	Department specific orientation	
Staff Performance Appraisal	Department/work unit and individual work plans and the JD level of responsibility	Board to facilitate and provide oversight (respective Committee Chairs to take charge)
	Staff development and training – Learning Plan	
	Training strategy and policy –and fees, costs and budget	
	Mobility policy – lateral	
	Mobility policy – promotion	

	Temporary duty assignments	
	Salary and benefits	
	Allowances	
	Performance rewards and sanctions	
	Discipline and the code of conduct	

## CHAPTER SIX

### RISK ANALYSIS AND MITIGATION

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

#### 6.1 Risk Analysis and Mitigation

S/N	Risk	Rate	Mitigation
1	Inadequate staffing levels	Low	Additional staff to optimal levels
2	Inadequate resources for implementation of the plans	Medium	Mobilization of both internal and external resources
3	Political interference – affecting development priorities and resources distribution	Medium	embrace consultative approach/tolerance in handling development matters