REPUBLIC OF KENYA

COUNTY GOVERNMENT OF NYERI

PUBLIC ADMINISTRATION AND GOVERNANCE SECTORAL PLAN

2023-2032

Theme: Accelerating Socio-economic transformation to a more competitive, inclusive, and resilient economy

PUBLIC ADMINISTRATION AND GOVERNANCE SECTORAL PLAN FOR NYERI COUNTY

SECTOR VISION

A lead in public administration and public service management.

SECTOR MISSION

To provide efficient and effective public service

Table of Contents

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

CBO	Community Based Organizations.
CGN	County Government of Nyeri
CIDP	County Integrated Development Plan
CPSB	County Public Service Board
CPSM	County Public Service Management
CAPSB	County Assembly Public Service Board
CRA	Commission on Revenue Allocation
CSO	Civil Society Organizations
CSR	Corporate Social Responsibility
GOK	Government of Kenya
HDI	Human Development Index
ICT	Information and Communication Technologies
JSC	Judicial Service Commission
KDSP	Kenya Devolution Support Program
KNBS	Kenya National Bureau of Statistics
KUSP	Kenya Urban Support Program
LAN	Local Area Network
M&E	Monitoring and Evaluation
MTP	Medium Term Plan
NHIF	National Hospital Insurance Fund
PFM	Public Finance Management Act
SRC	Salaries and Remuneration Commission

GLOSSARY OF COMMONLY USED TERMS

County Integrated Development Plan (CIDP): The County Government's five-year master plan for the county's economic, social, environmental, legal, and spatial development to meet the service and infrastructural needs and its own targets for the benefit of all local communities.

Evaluation: The systematic and objective assessment of an on-going or completed operation, programme or policy, its design, implementation, and results. The main objective is to determine the relevance and fulfilment of objectives, as well as efficiency, effectiveness, impact, and sustainability.

Flagship Projects: These are projects with high impact in terms of employment creation, increasing county competitiveness, revenue generation among others. They be derived from the Vision 2030 or may be from County Specific Transformative Agenda.

Impact: Positive and negative, intended, or unintended long-term results produced by an organization operation, either directly or indirectly. Relates to the goal level of the log frame hierarchy.

Indicator: Quantitative and qualitative factor or variable that provides a simple and reliable means to measure achievement or to reflect the changes connected to an organization's operations.

Monitoring: A continuing function that uses the systematic collection of data on specified indicators to inform management and the main stakeholders of an ongoing organization operation of the extent of progress and achievement of results in the use of allocated funds.

Monitoring, Evaluation and Reporting Framework: The policy and operational context and process of ensuring policy priorities and intentions are delivered and/or are being delivered as intended, as measured against clearly defined performance indicators.

Outcome: An intermediate result generated from several outputs relative to the objective of a programme or intervention.

Output: The products, capital goods and services which results from an organization/ institution/agency operation.

Programme: A grouping of similar projects and/or services performed by a Ministry or 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.

Public Participation is a democratic process of engaging people in thinking, deciding, planning, and playing an active part in the development and operation of services that affect their lives.

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

Sector Working Group: Is a technical working forum through which government departments and partners/stakeholders consult on sector issues and priorities.

Stakeholders: Agencies, organizations, groups, or individuals who have a direct or indirect interest in the operation, or its evaluation.

Sustainability: The continuation of benefits from an intervention after major assistance has been completed.

Target: A result to be achieved within a given time frame through application of available inputs

FOREWORD

The County Government Act, 2012 requires that ten-year County Sector Plans be prepared by the counties to be used as the basis for the preparation of county budget plans and performance management that will help steer the county development process. Under my administration, the Public Administration and Governance sector has prepared this elaborate plan in the context aligned with the Constitution of Kenya 2010, the Kenya Vision 2030, Agenda 2063, Sustainable Development Goals (SDGs) and other agendas outlining its key mandates, achievements, planned development obligations and commitments. The plan sets goals and objectives to be realized over the 2023-2032 planning period.

This Plan was prepared through a series of extensive consultations with all stakeholders to clearly understand the issues affecting the citizens and the county at large. The sector organized and conducted public participation forums where views to inform this process were taken. Subsequently, sector working groups also held discussions to enrich the formulation of the integrated plan. In view of this, my government has been able to come up with strategies and programmes that will adequately address the existing challenges in line with the priorities set out in the consultative forums.

The sector will ensure sustainable development and shared prosperity for all citizens. It put the county on the path of social and economic transformation. We will continue to promote investments in sectors that are growth-oriented and have high prospects of job-creating, and promote infrastructure so that Nyeri attracts a global industry hub.

In conclusion, I look forward to the realization that the goals and objectives spelt out in this Plan are not only realized but also become progressive pillars upon which current and future efforts are anchored in the realization of our collective dream of propelling Nyeri County.

H.E. Mwalimu Mutahi Kahiga, E.G.H.
GOVERNOR,
COUNTY GOVERNMENT NYERI COUNTY

PREFACE

This Sector plan 2023-2032 highlights the linkage of the sector plan with other development plans and legislations that have been developed to support integrated development planning in the country. This Plan has been linked to Kenya Vision 2030, SDGs, Agenda 2063 and other plans.

The Public Administration and Governance sector have four programmes namely Human Resource Management, Administration and Public Service Management, Governance and Legal Affairs, and General oversight, Legislation, and Representation. Specific strategies have been defined for each programme to harness the overall goal of this sector.

The monitoring and evaluation framework developed will be used to ensure the right levels of inputs are availed and systems are in place to deliver outputs in the planned programmes and projects to meet the desired outcomes and eventually impacts are realized.

Peter Macharia Ngatia
CECM COUNTY PUBLIC SERVICE MANAGEMENT

ACKNOWLEDGEMENT

I would wish to sincerely thank and acknowledge all individuals who collectively and individually contributed towards the development and production of this Plan.

First and foremost, we acknowledge the valuable leadership and support of H.E. the Governor H.E. Mwalimu Mutahi Kahiga and H.E. the Deputy Governor David Waroe Kinaniri.

I wish to start by expressing my sincere gratitude to H.E the Governor Mutahi Kahiga, EGH and H.E the Deputy Governor David Waroe Kinaniri for providing visionary leadership and immeasurable support in developing this plan. Special recognition goes to the County Executive Committee Member Mr. Peter Macharia of County Public Service Management for their tireless guidance and insights. I also wish to highly appreciate the Chief Officer for Governor's Office, M/s Lucy Kiogora, Chief Officer County Public Service Management Mr Joseph Kingori and all Sector participants for their support throughout the plan preparation process, under whose direction, technical support and guidance made this process a success.

The directors and other officers from all the subsectors are also appreciated for providing critical input as part of the technical team.

Finally, I take this chance to appreciate the efforts of the expanded GECA sector Secretariat drawn from all the subsector Special thanks goes to the Core Technical team

Benjamin W. Gachichio
SECTOR CONVENER,
PUBLIC ADMINISTRATION AND GOVERNANCE

EXECUTIVE SUMMARY

Sector Plans are envisaged to cover a 10-year period in order to guide the government in prioritization of resource allocation. The plan will inform preparation of the 5-year County Integrated Development Plans (CIDPs) and Annual Development Plans (ADPs). This Sector Plan will help in policy domestication and thus address the specific needs of residents of Nyeri County.

This Sector Plan focuses on four core objectives:

- Enhanced employee productivity and customer service
- Informed and participatory citizenry
- Strengthened statutory compliance
- Improved legislation, representation, and oversight.

The sector plan is outlined in five sections;

Chapter One covers on overview, background information of the county, rationale and the methodology.

Chapter Two talks about situational analysis which includes sector performance trends, achievements, development issues, sector financing, policy and legal framework and stakeholder analysis.

Chapter Three covers sector development strategies and Programmes, outlining the sector objectives, goal, objectives, Mission and Vision. This chapter also covers flagship projects and cross linkages with other sectors as identified during stakeholder's consultative forums. The development strategies are linked to Kenya Vision 2030, MTP IV, County Transformative Agenda and long-term strategic plans. Emphasis is also given to Programmes and projects aimed at achieving the aspirations of Sustainable Development Goals (SDGs) and African Union Agenda 2063 among others. The document also makes explicit references to CIDP 1&2.

Chapter Four provides an implementation framework that includes institutions responsible for the actualization of the plan and a budget projection of resources required for managing the Projects and Programmes of the County government for the next ten-year period as derived from the sector Programmes and projects.

Chapter Five provides a Monitoring and Evaluation framework for the plan. It explains how projects and Programmes to be implemented during the plan period will be monitored and evaluated. It outlines key objectively verifiable outcome indicators that will be used to monitor the progress of implementation of projects and programs.

CHAPTER ONE: INTRODUCTION

1.1 Overview of the County

This chapter describes the county in terms of the background position and size, location, physiographic and natural conditions, administrative and political units', demographic features as well as the human development index.

Nyeri County has an estimated population of 828,805 persons consisting of 49 percent male and 51 percent female according to the projections by KNBS, 2022. Most of the inhabitants of the County are from the Kikuyu community who are predominantly farmers growing tea and coffee as cash crops. They also engage in subsistence farming of crops such as maize, beans, assorted vegetables, and sweet potatoes. Other communities living in the county include Luo, Meru, Kamba, Embu, Borana, Somali and virtually all Kenyan communities who are mostly engaged in own businesses or employed by the government.

The County lies between two water towers i.e., Mount Kenya and the Aberdare ranges with agriculture as the main economic activity. The County is also renowned for horticultural farming. Other agricultural activities which act as a source of income include dairy farming and fish keeping. There are also a number of light industries, tea and coffee factories providing a market and employment to the locals. The County headquarter is located in Nyeri Town which is easily accessible from all the eight sub counties. Nyeri is also a home to re-known personalities including the late President Mwai Kibaki, Nobel Peace Prize laureate the late Prof. Wangari Maathai and renowned Olympic (Boston and Chicago) marathon medalist Catherine Ndereba.

The county is easily accessible by road from Nairobi and the neighbouring counties. It takes about two hours to travel to Nyeri from Nairobi (approximately 150km), two hours from Nakuru (approximately 167km), 45 minutes from Nanyuki (approximately 60km) and one and a half hours from Nyahururu (approximately 100km). There is no regular transport by air to Nyeri although there are three airstrips namely Mweiga on the Nyeri-Nyahururu highway, Nyaribo on the Nyeri- Nanyuki road about 15km from Nyeri town and the Nanyuki air strip near Nanyuki Town.

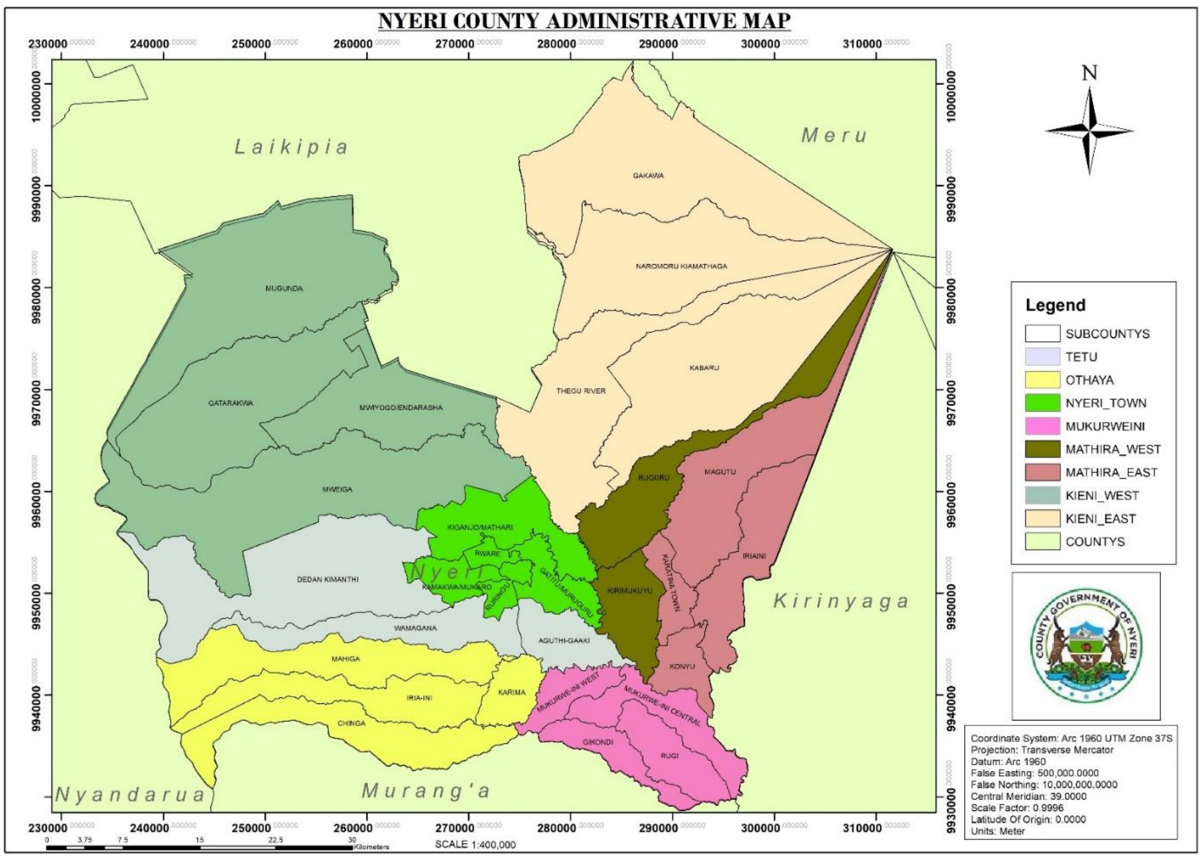
Nyeri County forms part of the Central Region Economic Block (CeREB) that is made up of 10 counties. The regional block provides a means of promoting harmonized trade and economic development within the region. The other counties that make the economic block includes Kiambu, Kirinyaga, Murang'a, Nyandarua, Meru, Tharaka Nithi, Embu, Nakuru and Laikipia.

1.1.1 Position and Size

Nyeri County is one of the 47 counties in Kenya and is located in the central region of the country. It covers an area of 3,325 Km^2 and is situated between longitudes 36038' East and 37020' East and between the equator and latitude 00 380 south. It borders Laikipia County to the north, Kirinyaga County to the east, Murang'a County to the south, Nyandarua County to the west and Meru County to the northeast.

Nyeri County Administrative map

Figure 1:Nyeri County Administrative map



1.1.2 Physiographic and Natural Conditions

Physical and Topographic Features

Nyeri County lies within the central highlands of Kenya and is divided into two main topographic regions which are plains and highlands. The topographic features in the county include the mountain, rivers, water bodies and hills. The highest point in the County is Mount Kenya which is 5199m above sea level while the lowest point is at Sagana river in Mukurweini Central ward which is 1192m above sea level. The County has an average slope area of 8.8%.

The main physical features of the county are Mount Kenya at the eastern side and the Aberdare ranges (3,999m above sea level) to the west side of the County. The northern part is flat (Kieni East and Kieni West Sub counties), whereas the southern part of the county has steep ridges and valleys, with a few hills such as Karima, Nyeri and Tumutumu. These hills affect the pattern of rainfall, thus influencing the mode of agricultural production and the type of agricultural produce.

The county has a forest coverage of 38% which is above the recommended minimum level of 10%. There are two gazzetted forests, Mt. Kenya Forest and the Aberdare Ranges. In each of the forest, there are various forest sub stations which include Nanyuki, Gathiuru, Naromoru, Kabaru, Hombe, Ragati and Chehe in Mt. Kenya and Muringato, Kabage, Zaina, Zuti, and Kiandongoro in the Aberdares. However, the forest cover is under threat of decreasing due to increased deforestation and human encroachment.

The major rivers found in the county are Ewaso Ng'iro, Chania, Gura and Amboni from Aberdare Forest and Nairobi River from Mt Kenya. Sagana river is jointly fed by rivers from both Mt. Kenya and Aberdare rivers. Among other rivers found in the county are Ragati river. The permanent and seasonal rivers in the County are the main source of water for agricultural, domestic and industrial development across the County.

1.1.3 Ecological Conditions

The county has two forest eco-systems, namely Aberdare and Mt. Kenya. The county also has twelve (12) isolated forested hills under the management of County Government. The major ones based on their sizes are Gachirichiri, Karima and Tumutumu. The forests are a valuable resource to the County as they are a source of products such as timber, fuel, fodder, herbal medicine among others. In addition, these forests play vital roles which include maintenance of water cycle, wildlife habitat and are also repository of a wide range of biodiversity. Since soil conditions in the county are almost similar, agricultural productivity is influenced by rainfall intensity and temperature conditions.

1.1.4 Climatic Conditions

The county being located within the highland zone of Kenya, receives conventional rainfall in most of its parts. The rains are experienced in two seasons, long rains occurring from March to May while the short rains are experienced from October to December. This pattern however has been adversely affected by the recent climatic changes being experienced globally.

The annual rainfall ranges between 1,200mm-1,600mm during the long rains and 500mm-1,500mm during the short rains. In terms of altitude, the county lies between 3,076 meters and 5,199 meters above sea level. The precipitation is highest in the month of April and lowest in the months from June to September.

The County's monthly mean temperature ranges from 12.8 ^{0} C to 20.8 ^{0} C with February and March being the hottest months while July is the coldest month of the year. However, areas around Mount Kenya experience low temperatures throughout the year.

Demographic Features

1.1.5 Population Size, Composition and Distribution

Nyeri County has a total population of 759,164 (2019 population census) people which comprises of 374,288 men, 384,845 women and 31 individuals who are intersex. The County's population accounts for approximately 2% of the entire Country's population. According to the Kenya Population and Housing Census report by KNBS Nyeri's population is distributed across 248,050 households with an average household size of 3 and spread out across 8 sub counties (excluding the forest regions of Aberdare and Mt. Kenya Forest) with varying population densities. However, the County has a population density of 228 people per square kilometre.

This section provides an analytical description of the major demographic characteristics of the County's population and makes population projections that will guide the planning process for the five-year period.

As mentioned before, the County's population is distributed across 8 sub counties and two forest regions. Table 4 below provides sex disaggregated data as per the 2019 census report and projections across the 8 sub-counties for the next five years.

1.2 Sector Background information

Public administration and governance sector is compromised of the following sub sectors;

- Governor's Service Delivery Unit
- Governor's Press Unit
- Governor's Advisory Unit
- Public Administration
- Alcoholic Drinks Control and Management
- Civic Education and Public Participation
- County Public Service Management

- County Assembly
- County Public Service Board
- Legal Services.

The sector goals are to;

- Enhance employee productivity and customer service
- Enhance citizen engagement
- Strengthen statutory compliance
- Improve legislation, representation, and oversight
- Enhance staff welfare
- Improve intra and inter-governmental relations
- Enhance dispute resolution among others.

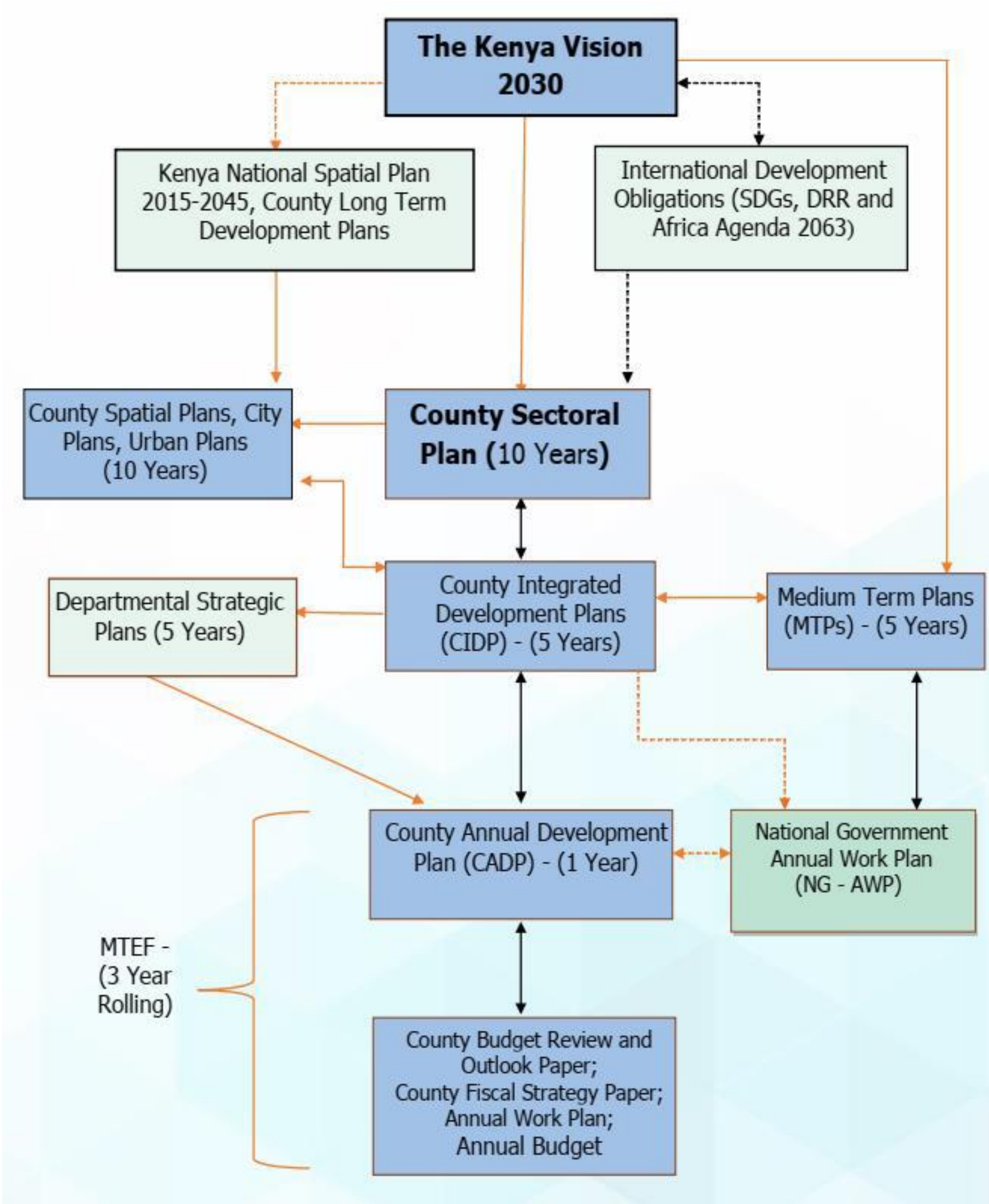
1.3 Rationale

One of the roles of the county government is to facilitate the development of a ten (10) year sectoral plan to guide the sector development. The Sector Plan promotes sector priorities by introducing sector programmes and projects that will transform the county through innovations. No funds shall be appropriated outside a planning framework developed by county executive committee members and approved by the county assembly. The Constitution of Kenya, 2010 is the basis for the process of devolution in Kenya. To implement devolution and realize its objectives, the National Assembly enacted the County Government Act, 2012 and the Public Finance Management Act, 2012. Part XI of the County Governments Act, 2012 requires county governments to prepare development plans which include County Spatial Plans, Sector Plans, County Integrated Development Plan (CIDP), and Cities and Urban Areas Plans. These plans form the basis for all budgeting and spending in the County.

Linkages with other plans

The Kenya Vision 2030 is the national blueprint that forms the national development agenda that is being implemented through a series of 5-year Medium Term Plans (MTPs) at the National level. At the County level, the Kenya Vision 2030 is implemented through 10-year long-term plans (Sector Plan). The Sector Plan identifies programmes for implementation over the ten-year period which are then presented in the CIDP for a 5-year period and then an Annual Development Plan is prepared to implement projects and programmes identified in the CIDP. *Figure 1* provides a diagrammatic presentation of the link between the Sector plan, the CIDP, the ADP, the Budget and other plans.

Figure 2:Linkage of the Sector Plan with other Plans



1.4 Methodology

This sector plan was developed through a consultative process as provided for in Article 201 of the Constitution of Kenya, 2010, Section 115 of the County Government Act, 2012. Consultations were done with all stakeholders and their submissions were compiled, analyzed and used in developing this plan. Key documents used for reference include the Constitution of Kenya (2010); Bottom -UP Economic Transformation Agenda (BETA) and the Governor's manifesto. A Sector Working Group (SWG) was then established to provide secretariat services and direction to the whole preparation process. A workshop was held to build consensus on the contents and address any gaps. The team held consultative meetings and used both primary and secondary data in preparation of the plan. The SWG consolidated, revised and fine-tuned the information from each session to populate the document better. A validation meeting was held with all the stakeholders and thereafter, the plan will be tabled to the Cabinet and forwarded to the County Assembly for approval.

CHAPTER TWO: SITUATION ANALYSIS

2.1 Sector Context Analysis

The Public Administration and Governance sector is headed by the County Secretary, supported by Chief Officers from the Governor's Office, Devolution and Public Service Management, County Public Service Board, Office of County Attorney, eight sub-county administrators and thirty wards. It provides strategic leadership in staff development (including recruitment) and coordinating county service delivery through formulation of policies, intergovernmental relations, conducting public participation and civic education, and dissemination of information to the public among others. The sector has one revenue-generating stream in the issuance of liquor licenses. The sector also includes the county oversight body which is the County Assembly.

Some of the laws and policies that govern the operation in this sector include;

CPSB Recruitment Policy - This policy aims to enable a shift in recruitment practices towards a result-oriented personnel management approach in the county public service.

CPSB Voluntary Early Retirement policy – This policy seeks to ensure that there is improved efficiency and effectiveness of the county public service while addressing the escalating wage bill while at the same time transforming the county public service through improved efficiency and effectiveness.

County Records Management Policy - It seeks to facilitate standardization in the application of procedures and practices in records and archives management in the county. It lays a suitable institutional framework that will support the effective management of records in the county.

Risk Management Policy - This policy is intended to provide a framework for managing risk associated with changing roles and responsibilities within the county government. It sets out the process to manage and mitigate against.

Public participation Act 2014

Alcoholic Drinks and Control Act 2023

Human resource management policy

County Government Act 2012

Public Finance Management Act

Intergovernmental Relation Acts

2.2 Review of Sector Financing

This section discusses the trends on how the sector has been previously allocated resources to finance its programmes for the previous ten (10) years.

Table 1: Source of Sector Budget Financing

Source of Financing	Financing (Kshs.Millions)									
	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23
Equitable share	4,071	3,882	4,449	4,801	4,953	5,024	5,412	5,412	6,229	6,229
Own Source Revenue	478.3	1,344	1,082	1,095	1,000	1,000	1,000	1,000	1,000	800
National Government (Conditional Grants)	0	198	723	600	653	903	915	622	0	23
Development Partners (Conditional Grants)	0	21	23	11	76	523	593	718	509	557
Total	**4,550**	**5,445**	**6,277**	**6,507**	**6,682**	**7,450**	**7,920**	**7,752**	**7,738**	**7,609**

Table 2: Analysis of Sector budget by sub-sector

Sub sector	Financing (Kshs. Millions)									
	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23
Governor's Service Delivery Unit	23.5	122.5	106.9		26.5	44.5	1.9	3.4	6.4	21.6
Governor's Press Unit	0	0	267.3		148.0	12.0	2.9	10.9	4.3	1.8
Governor's Advisory Unit	613.5	0	0		0	149.8	152.4	115.1	146.3	108.5
Public Administration	610.1	167.1	561.1		426.0	71.6	328.0	347.0	347.3	297.1
Alcoholic Drinks Control and Management	0	3	2.5		4.2	5.3	5.3	8.9	4.7	3.2
Civic Education and Public Participation	0	0	0		0	2.6	1.0	1.2	1.1	1.1
County Public Service Management	0	189.9	182.2		164.4	189.6	68.8	59.2	107.2	103.4
County Assembly	598.7	386.2	657.6		737.8	664.5	714.1	756.1	784.5	837.3
County Public Service Board	0	34.4	37.3		37.3	43.2	36.8	52.6	48.5	41.0

Legal Services	0	0	0		13.0	0	0	0	41.2	40.7
Total Sector Budget	**1,845.8**	**902.6**	**1,814.9**		**1,557.2**	**1,183.1**	**1,311.2**	**1,354.4**	**1,491.5**	**1,455.7**
Total County Budget	**4,550**	**5,445**	**6,278**	**6,507**	**6,682**	**7,450**	**7,920**	**7,752**	**7,738**	**7,609**

Figure 3: Sector Financing against Total County Allocation

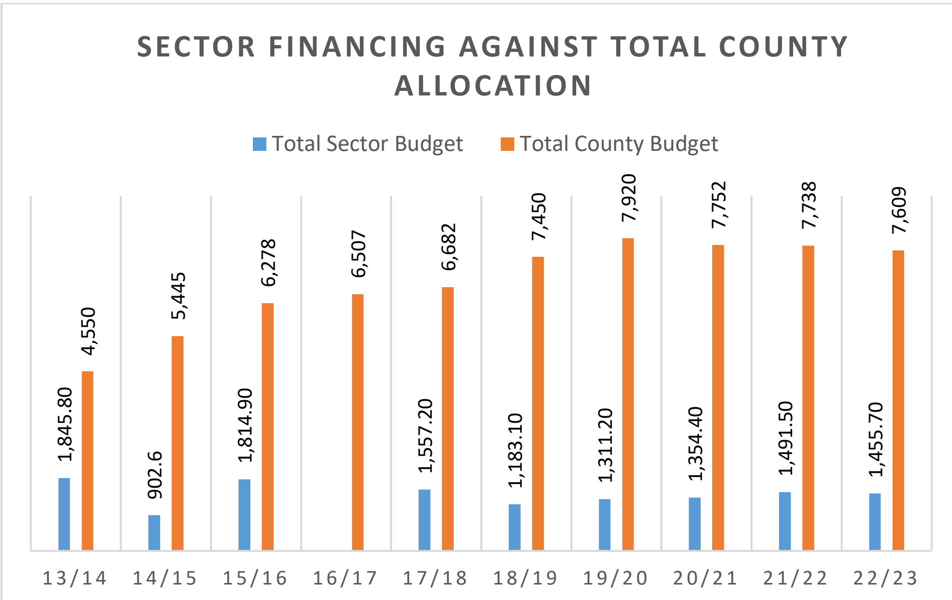


Figure 3 shows total allocation for Public Administration and Governance sector against total county allocation.

2.3 Sector Performance Trends and Achievements

The section provides an analysis of the sector performance trends. It also highlights key achievements.

The sector achievement includes;

i. Formulated and legislated over 40 policies and laws;
ii. Established governance structures to provide quality, efficient and effective services to all the devolved units by appointing CECMs, County Attorney, CPSB, Chief Officers, Sub-County Administrators, and Ward Administrators.
iii. Increased efficiency in service delivery by adopting performance contracting. All departments sign performance contracts with H.E. the Governor and the same is cascaded down streams to individual staff. The process is spearheaded by the Governor's Service Delivery Unit and County Public Service Board.
iv. Automated some of service delivery processes by;
    i. Automating performance contracting process
    ii. Automating payment of liquor licensing application fees

v. Disseminated information to the public through county website, social media platform, Newsletters and weekly reviews, published and shared core Information, Education and Communication (IEC) materials i.e., posters, flyers, brochures, and roll-up banners.

vi. Through public participation and civic education forums, the citizens are engaged in the budget and Economic meetings comprising of professionals drawn from different fields that spearhead the Budget making process and in the identification of the projects at the grassroots.

vii. Established and strengthened Civic Education and Public Participation unit through the training of civic education trainers of trainers, trained County staff on Civic Education matters, held sensitization forums on COVID-19 prevention and vaccination, and trained County and Sub County Complaints Handling Committee members.

viii. Accreditation of the Office of the County as a pupilage centre.

ix. Initiated a County Internship Programme in 2018 that benefits about 200 fresh Certificate, Diploma, Degree graduates yearly.

x. **Wage Bill Management Strategies**. Currently, the County Yearly Wage bill stands at 52%. In order to manage the wage bill, the following strategies have been adopted:

    a) Implementation of a Voluntary Early Retirement.
    b) Translation of terms for the Contractual staff from Contract to Permanent and Pensionable.
    c) Harmonization and Integration of staff from local authority.
    d) Recruiting at entry level and on need basis.

xi. **Training staff on Psychosocial support**. The County Government through the Department of County Public Service and in liaison with the Ministry of Gender and Public Service undertook training on psychosocial support to staff as a way of reducing stress and improving performance,

xii. **Digitization of human resource records.** The Department under the support of Kenya Devolution Support Programme (KDSP) digitized human resource records and general records. Digitization of records is a continuous exercise hence its ongoing.

xiii. **Development of a County Staffing Plan**. The Department still under the support of Kenya Devolution Support Programme developed a County Staffing Plan with the help of the Kenya School of Government. The Plan informs the staffing as per the County Staff establishment.

xiv. **Job Evaluation**. The Department carried out job evaluations for all positions in the County Government. The evaluation informed the job description of every position in the County Government whereby the duties and responsibilities are defined, the reporting lines, qualifications both hard and soft skills and the risks the position holder is exposed to among other issues.

County Assembly

a) Built a perimeter wall demarcating the Assembly canteen and the administration blocks
b) Approved various key planning documents including the Budget
c) Facilitated Various staff and Member's trainings
d) Availed Medical scheme for the County Assembly of Nyeri
e) Established a few recreational facilities
f) Conducted various consultations between the Executive and the Assembly
g) Purchase of Reverse Osmosis water dispensers
h) Launch of the Assembly Newsletters
i) Launch of teleconferencing facility
j) Implementation of the Staff Car Loan and Mortgage Scheme
k) Establishment of the staff scheme of service

2.4 Sectoral Development Issues

This section presents the development issues and their causes. The section further highlights available opportunities and the possible challenges that hinder the achievement of the development objective for each development issue.

Table 3: Sectoral Development Issues, Causes, Opportunities and Challenges

Sub-Sector	Development issues	Causes	Opportunities	Challenges
County Public Service Management	Workforce management	-Unclear Succession Management Plan -Inadequate capacity building; -Outdated schemes of service -lack of scheme of service in some job cadres	-Performance Management -succession management plan, Organizational structure -Wage bill management -Research and Development -Human Resource Development	Inadequate budget, High proportionate wage bill, Aging workforce, Lack of succession management plan, Poor knowledge management

Sub-Sector	Development issues	Causes	Opportunities	Challenges
	ICT integration	Rapid technological changes; Lack of process documentation guidelines Inadequate ICT personnel	Inter and intra netting Automation of service delivery services Collaboration with institutions of higher learning ICT infrastructure	Inadequate research capacity (feasibility studies) Resistance to change Inadequate budget
	Research and Development	-Globalization -Emerging issues -Lack of research and development structures	Research and development policy. Collaboration with various stakeholders.	Inadequate resources.
Public Administration and Public service management.	Improvement of Work Environment	-Inadequate physical infrastructure and facilities -Inadequate modern tools and equipment -Lack of staff welfare and wellness guidelines -Decentralization of services	-Availability of land for office construction, -Availability of technical personnel, -Fleet management policy -Proximity to the administration units -Seamless coordination from one source - Staff welfare and wellness guidelines	-Inadequate budget allocations -Inadequate transport facilities -Unclear ownership of facilities - Knowledge silos

Sub-Sector	Development issues	Causes	Opportunities	Challenges
Governance and legal services.	Information sharing and feedback	Inadequate communication structures Unclear guidelines on public engagement	-CE&PP unit -Trained ToTs, -Collaboration with development partners -Intra & Intergovernmental relations -Communication strategy	Inadequate budget allocations, Citizen apathy
	Inadequate resources	-Inadequate resource mobilization -Inadequate personnel	Potential development partners Resource mobilization framework	Lack of revenue mobilization framework Political interest
	Non-compliance with existing legal framework	-Lack of awareness -Apathy	-Legal and compliance audits -Enhanced enforcement and awareness.	Inadequate legal officers
County Assembly	Legislative process	Inadequate resources Inadequate legal personnel Delay in legislative process Political interest	Staff establishment Political goodwill Good relationship between county assembly and executive Collaboration with stakeholders	Poor absorption of development funds Delay in legislation process Lack of clear guidelines in developing county laws Inadequate legislative drafting capacity.

2.5 Crosscutting Issues

The section discusses crosscutting issues.

Table 4: Crosscutting issues

Cross-cutting issue	Current situation	Effects of the issue on the sector	Gaps (policy, legal, and institutional)	Measures for addressing the gaps	Recommendations
HIV/AIDS	Prevalence rate is 5.1%	Reduced budgetary allocation to productive sectors	HIV/AIDS policy does not cover all sub-sectors	National policy on HIV/AIDS	Domestication of the national policy to county-specific Continuous awareness creation
Alcohol and drug abuse		Renders employees unproductive.	Lack of a rehabilitation and integration framework. Poor sensitization or awareness Ignorance from the public.	Rehabilitation and integration framework.	Implement the framework developed
Mental Health	Mental health cases are on the rise in Nyeri County	Low productivity	Lack of mental Health policy in the county	Improved work life balance	Establish a staff psychosocial system. Develop mental Health policy in the county

Cross-cutting issue	Current situation	Effects of the issue on the sector	Gaps (policy, legal, and institutional)	Measures for addressing the gaps	Recommendations
Inclusion of marginalized group	Unfriendly social/physical environment to marginalized groups	Inadequate access of services to the marginalized groups	Apathy and poor implementation of the laws	Create awareness on mainstreaming of disability, gender and other marginalized groups Networking with the relevant stakeholders Implement the relevant policies and laws	Conduct periodical assessments on the status of mainstreaming of disability, gender and other marginalized groups

2.6 Emerging issues

This part provides emerging issues and how they are affecting the performance of the sector.

Table 5: Emerging issues

Emerging issues	Effects	Mitigating measures.
New laws and regulations.	Delays in the dissemination of information. Increase in litigation cases. Decrease in revenue collected.	Sensitization of the general public.

Emerging issues	Effects	Mitigating measures.
	Increase in tax bases.	
Rapid technological changes.	Improvement in service delivery. Resistance to change.	Capacity building.

2.7 Stakeholder analysis

The different stakeholders relevant to this sector and their roles and possible areas of collaboration are discussed in the table below.

Table 6: Stakeholder analysis

Stakeholder	Roles	Possible areas of collaboration
Ministries, Departments and Agencies (MDAs)	Policy formulation and research. Creation norms and standards for the execution of County government mandates.	Enforcement. Policy development. Technical/ Consultancy support. Staff Welfare. Peer learning.
Development Partners	Provision of additional resources and technical support	Technical Support. Funding.
Professional Bodies	Enforcement of ethics. Training. Regulation of industry practices.	Capacity building. Research.
General Public	Observe the rule of law. Feedback provision. Active participation in public fora.	Project identification and implementation. Public participation
Parliament	Making laws Capacity building. Oversight.	Legislation and policy formulation. Capacity building. Resource mobilization
Training institutions.	Capacity building. Research	Technical support.

CHAPTER THREE: SECTOR DEVELOPMENT STRATEGIES AND PROGRAMMES

3.1 Sector Vision

A lead in public administration and public service management.

3.2 Sector Mission and Goal

To provide efficient and effective public service

3.3 Sector Development Objectives and Strategies

This section presents the sector objectives and strategies about development issues identified in the previous chapter.

Table 7: Sector Development Objectives and Strategies

Sub-sector	Development issue	Development objectives	Strategies
County Public Service Management	Workforce Management	Ensure an efficient, effective, and responsive public service	Undertaking continuous capacity building.
			Undertaking reward and sanction management.
			Promotion of staff
			Scale up performance-based management and measurement system
			Development and implementation of Succession Management Plan
			Undertake employee wellness programmes
	ICT integration		• Automation of services and leveraging on ICT infrastructure • Establish partnerships with institutions of higher learning. • Continuous capacity building
	Research and development		• Collaboration with various stakeholders • Formulation of a research and development policy

Public Administration and public service management.	Improvement of work environment.	To create a strong organizational culture within the county public service	Provision of physical infrastructure and facilities
			Provision of modern tools and equipment
			Formulation and implementation of staff welfare and wellness guidelines Occupational safety and health
			Formulation and implementation of fleet management system
			Corruption prevention
Governance and Legal Services	Information sharing	To enhance good governance	-Formulation and implementation of communication framework -Civic education and public participation programs -Establishment of county registries Enhancing Collaboration with Government Agencies. Enhance channels for information sharing.
	Inadequate resources		Develop and implement a resource mobilization framework
	Statutory and regulatory non-compliance		Conducting legal and compliance audits Sensitization on legal compliance Strengthening and capacity building of the legal unit Enhance dispute and grievance management
County Assembly	Legislation process Oversight process	To enhance good governance	Strengthen the legal unit and technical staff Enhance continuous capacity building to MCAs and staff

			Strengthening the assembly committees Enhanced collaboration and public participation with stakeholders Continuous consultation between assembly and county assembly Establishment of feedback mechanism

3.4 Sector Programmes and Interventions

This section provides the programmes, their objectives and the key interventions.

Table 8: Sector Programmes and Interventions

Programme	Objectives	Strategies/ Interventions	Implementing Agency (s)	Time Frame	Funding	
					Total Budget (Kshs in millions)	Source (s)
Human Resource Management	Ensure an efficient, effective, and responsive public service	Undertaking continuous capacity building.	Department of Public service management CASB	2023-32	600	CG- GoK World Bank
		Undertaking reward and sanction management	CPSB CASB	2023-32	150	CGN
		Promotion of staff	Department of Public Service Management, CPSB CASB	2023-32	1,125	CGN
		Scale up performance-based management and measurement system	CPSM Governor's Office CPSB CASB	2023-32	100	CGN

Programme	Objectives	Strategies/ Interventions	Implementing Agency (s)	Time Frame	Funding	
					Total Budget (Kshs in millions)	Source (s)
		Development and implementation of Succession Management Plan	CPSM CPSB CASB	2023-32	2,635	CGN
		Conducting workload and skill gap analysis	CPSB CASB	2023-32	20	CGN
	ICT integration	Automation of services and leveraging on ICT infrastructure	CPSB Governor's Office CPSM CASB	2023-32	250	CGN Development partners
	Research and development	Formulation of a research and development policy	CPSB Governor's Office CPSM CASB	2023-32	200	CGN Development partners
Administration and public service management.	Improvement of work environment.	Provision of physical infrastructure and facilities	Governor's Office CPSM CASB	2023-32	1.124	CGN
		Provision of modern tools, motor vehicles and equipment	Governor's Office CPSM Devolution CASB	2023-32	550	CGN
		Formulation and implementation of staff welfare and wellness guidelines Occupational safety and health	Governor's Office CPSM CASB	2023-32	3000	CGN

Programme	Objectives	Strategies/ Interventions	Implementing Agency (s)	Time Frame	Funding	
					Total Budget (Kshs in millions)	Source (s)
		Formulation and implementation of fleet management system	County Executive CASB	2023-32	50	CGN
		Provision of modern tools, motor vehicles and equipment	CASB	2023-32	150	CGN
Governance and legal affairs.	To enhance good governance	Formulation and implementation of communication framework	All sub sectors	2023-32	100	CGN
		Civic education and public participation programmes	Governor's office Devolution	2023-32	500	CGN Development partners
		Formulate and implement a communication strategy	Governor's Office CASB	2023-32	200	CGN
		Intra and inter-governmental engagements	Governor's Office County Assembly	2023-32	300	CGN
		Conducting legal and compliance audits	County Attorney Governor's Office CASB	2023-32	100	CGN Development Partners
		Enhance dispute and grievance management	Governor's Office County Attorney	2023-32	600	CGN

Programme	Objectives	Strategies/ Interventions	Implementing Agency (s)	Time Frame	Funding	
					Total Budget (Kshs in millions)	Source (s)
		Develop and implement a resource mobilization framework	Governor's Office	2023-32	200	CGN
		Enhancing enforcing laws and regulations	Governor's Office County Attorney CPSM	2023-32	100	CGN
General oversight, legislation, and representation	To enhance good governance	Facilitate committee hearings Ensuring the implementation of bills passed Capacity building the MCAs and technical officers in the formulation of quality laws Enhancing public participation	County assembly	2023-32	620	CGN
	Ensure an efficient, effective, and responsive public service	Automation of processes	County Assembly	2023-32	100	CGN
		Strengthen the county assembly workforce	County assembly	2023-32	400	CGN
		Undertaking continuous capacity building.	County assembly	2023-32	450	CGN
		Establish County Assembly's Registries	Assembly	2023-32	20	CGN

Programme	Objectives	Strategies/ Interventions	Implementing Agency (s)	Time Frame	Funding	
					Total Budget (Kshs in millions)	Source (s)
	To promote working environment	Provision of physical infrastructure and facilities	County Assembly	2023-32	500	CGN

3.5 Sector Flagship Projects

This section captures major projects/large-scale initiatives with high socio-economic Impact in terms of creating employment, enhancing competitiveness, revenue generation, and ability to deliver services including promoting peace and co-existence across the county.

Table 9: Sector Flagship Projects

Project name (Location)	Objective	Outcome	Description of Key Activities	Time frame	Beneficiaries (No)	Estimated cost (Millions)	Source of Funds	Implementing Agency
County complex	Construction of county multipurpose county complex	Enhanced service delivery	i. Designing ii. Resource mobilization iii. Construction iv. Equipping v. Launch	2023-32	All county departments and the citizenry	750	CGN	Governor's Office

3.6 Cross-Sectoral Linkages

This section provides mechanisms/actions on how sectors will build synergies and address adverse effects that may arise from the implementation of the programmes.

Table 10: Cross-Sectoral Linkages

Programme Name	Linked Sector	Cross-sector Linkages		Measures to Harness or mitigate the effects
		Synergies	Adverse effects	
Human Resource Management	All sectors	Support all sectors in the management of human resources and welfare	Escalating wage bill	Automation of services Encourage Voluntary Early Retirement Outsourcing of unskilled labor Enhance own source revenue Rationalization of the employees
Oversight, legislation, and representation	All sectors	County Assembly support	High monetary cost	Adequate budgetary allocation
Governance and legal affairs.	All sectors	Skilled Personnel	Inadequate personnel High monetary cost	Recruitment of personnel
Administration and public service management**.**	All sectors	Good working relationship, political goodwill	External interference Inadequate budgetary allocation	Timely sharing of information Promote public relations Resources mobilization

CHAPTER FOUR: IMPLEMENTATION MECHANISMS

4.1 Institutional and Coordination Framework

Institutional Arrangement

This section highlights institutions and their specific roles in the implementation of the sectoral plan.

Table 11: Institutional Arrangement

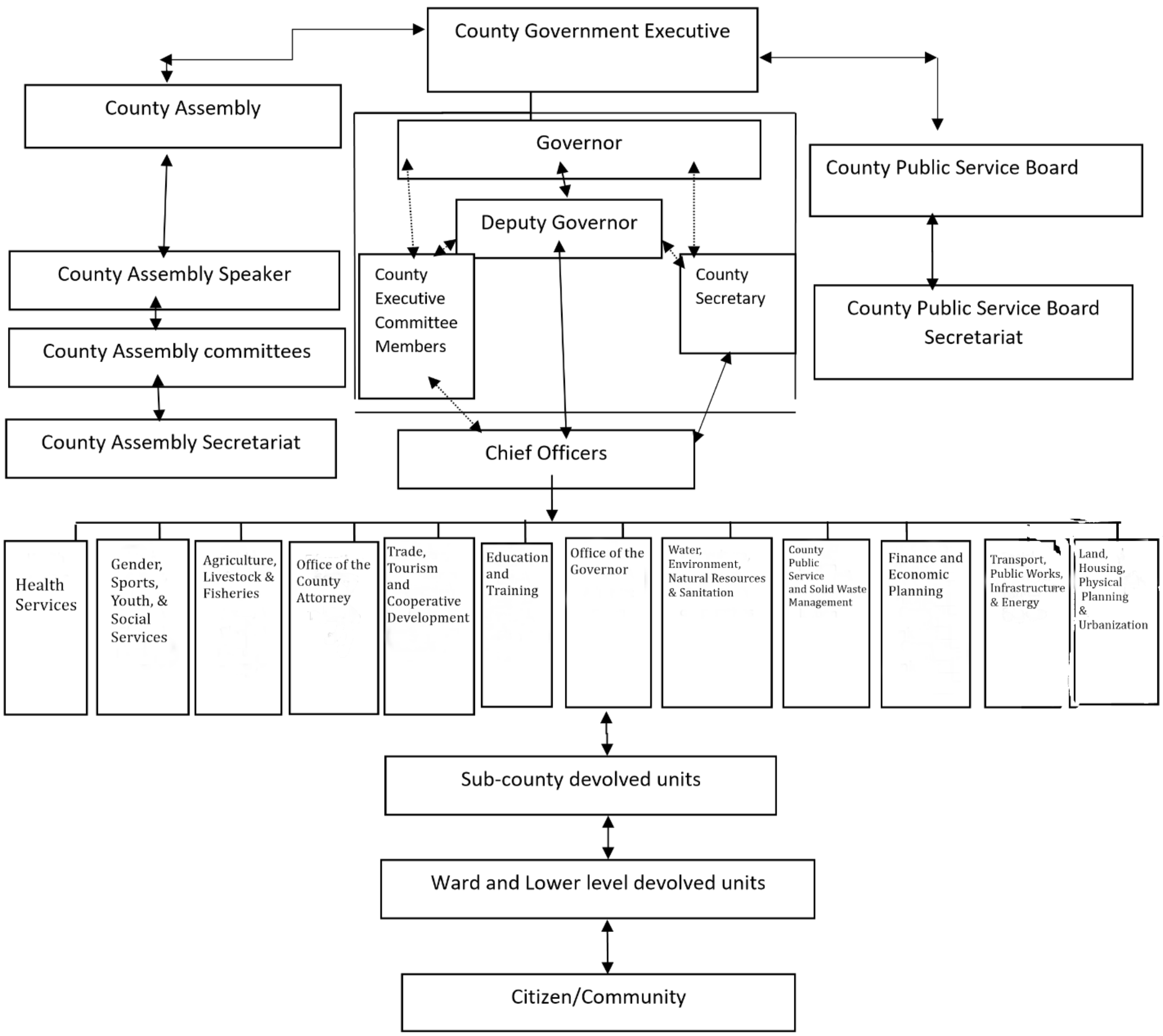
No	Institution	Role
1.	County Assembly	• Representation • Legislation • Oversight • Budgetary approval
2.	Office of the Attorney General	• Advisory opinions • Formulate regulations
3.	Office of ODPP	• Prosecution of National and county laws
4.	National Police Service	• Enforcement
5.	Judiciary	• Promote ADR
6.	SRC	• Guidance in salaries and remuneration for the public service
7.	Office of COB	• Oversight • Implementation of budgets
8.	National Treasury	• Exchequer release
9.	IGRTC	• Coordinate intergovernmental relations
10.	COG	• Provide a mechanism for consultation amongst county governments.
11.	State Department of Devolution	• Policy direction and support matters relating to devolution
12.	County Attorney's forum	• Provide Liaison • Improvement of intergovernmental relations
13.	Professional bodies	• Regulation of the professionals
14.	Training institutions	• Support in capacity building
15.	Public Service Commission	• Policy direction on Human Resource Management • Alternative dispute resolution mechanism
16.	Parliament of Kenya	• Oversight role • Training

17.	Commission on Revenue Allocation	• Recommendation of Revenue Sharing formula
18.	County Assembly's Forum	• Coordination of county assemblies
19.	Council of Governors	• Coordination in service delivery

Coordination Framework

This section provides a structure for effective coordination of the implementation of the sector plan.

Figure 4: Coordination Framework



4.2 Financing Mechanism

This section indicates the total cost of funding the sectoral plan disaggregated by funding sources.

Table 12: Financing Mechanism

No	Programme	Budget (Millions)	Source of funds
1.	Human Resource Management	4855	CGN and Development partners
2.	Governance and legal affairs.	1778	CGN and Development partners
3.	Administration and public service management.	2820	CGN and Development partners
4.	Oversight, legislation, and representation	6945	CGN and Development partners
Totals		**16,398**	

4.3 Capacity Development

This section provides measures to address capacity gaps that may hinder efficient and effective implementation of the initiatives in the sectoral plan. The capacity gaps to be addressed will include those related to: skills and knowledge; systems and processes as well as tools and equipment.

Table 13: Capacity Development

Area	Capacity gap	Measures to address the gaps
Skills and Knowledge	Aging workforce	Undertake succession management
	Inadequate staff	• Automation of services • Recruitment of skilled personnel • Matching of skills • Outsourcing of services
	Knowledge gap	Capacity building through trainings, refresher courses, sensitizations
Systems and processes	Technological changes	Embracing innovations (Intranet, Integrated service delivery systems, e-filing)
Tools and equipment	Inadequate and outdated office equipment and furniture	Mobilize resources to acquire adequate and modern working tools
	Inadequate offices/ working space	Mobilize resources to acquire offices and working spaces

4.4 Risk Management

This section provides possible risks that may hinder the implementation of the sectoral plan.

Table 14: Risk Management

Risk	Risk Level (High, Moderate, Low)	Risk Owner	Mitigation Measures
Information security	High	All sectors	Establish a County Information management security system
Staff turn over	Moderate	All sectors	Succession Management Planning
Rapid technological changes	High	All sectors	Embrace technology and continuous capacity building on change management
External interference	High	All sectors	Timely sharing of information Promote public relations Alternative Dispute Resolution

CHAPTER FIVE: MONITORING AND EVALUATION FRAMEWORK

5.1 Introduction

Monitoring and Evaluation framework is critical to enable tracking the implementation of the programmes identified in the sector plan. This section presents the Monitoring and Evaluation framework that will be put in place and reporting mechanisms that promotes knowledge sharing and learning.

Monitoring of the sector programmes and projects will be a continuous process based on the performance indicators set out in the implementation matrix. Evaluation mechanisms will entail measuring actual performance against set target levels and establishing size of gap or variance if any, identifying the casual factors for the variance, identifying and recommending appropriate remedial measures including a review of the objectives and/ or strategies.

5.2 Monitoring, Evaluation and Reporting Structures

The sector will work with the private sector, NGOs and other stakeholders to ensure there is effective monitoring and evaluation of the implementation of this sector plan. The implementation of this plan will be reviewed continuously guided by progress reports.

Monitoring of the entire process from planning, designing and implementation is important as it keeps the planned activities in check, reduces duplication, allows for remedial measures to be taken and ensures the projects/programmes results delivery on time. The Sector M& E Committee comprising the sectional heads and chaired by the Chief Officer together with the Monitoring and Evaluation Unit in the Directorate of Economic Planning will monitor progress of implementation of projects and programmes. The Committee will carry out annual, mid-term and end-term review of the progress of implementation of planned projects and prepare reports for submission to relevant personnel for action. The Sector has put in place a Monitoring and Evaluation System that is in line with and will complement the County Integrated Monitoring and Evaluation System. To maximize learning and to ensure wider accountability, it will be necessary to share key information with partners, programme beneficiaries and the wider public.

5.3 Data Sources and Collection Method

The monitoring and evaluation framework will comprise technical officers from the sector and representation from the Directorate of Economic Planning. Data collection will be by physical observation of the projects and programmes being implemented, actual verification of items delivered where applicable and survey of stakeholders to ascertain the impact of the projects/programmes.

5.4 Types of Reports to be Produced, Frequency and Consumers

Reporting is important as it provides feedback to establish the challenges, successes and weaknesses in the implementation of various projects and programmes, and whether the set objectives have been met or are on course. The Plan will be evaluated annually, after five years and at the end of the plan period. The reports prepared will outline the achievements in comparison to targets, facilitating factors, challenges faced and lessons learnt. The 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 shall be stored manually in the manual files, also electronically and will be posted on the official County website.

The following reports will be prepared and disseminated;

a. Annual Review Report (ARR) – The report will evaluate all the activities undertaken during the year, clearly showing the milestones, challenges and outlining plans for the following year.

b. Mid-term Review Report (MTER) – The report will be undertaken midway in the implementation of the sector plan to assess the extent to which the implementation is meeting plan objectives and timelines.

c. 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 Mechanisms and Citizens Engagement

After preparation of the reports, there shall be review meetings to assess the report and map a way forward. This will keep the plans' activities and outputs on track during implementation, and enable the relevant personnel to identify and take necessary actions to address any emerging issues. The reports will be disseminated to stakeholders including the County Assembly and shared on County digital platforms where citizens will be given an opportunity to provide feedback.

5.6 Mechanism for Reviewing and Updating the Sectoral Plan

The Monitoring and Evaluation data will be analyzed and reports prepared for submission to the Governor for his information and appropriate action. These reports will outline in summary the period achievements, shortcomings, challenges faced and recommendations. Based on these reports, a decision to review or update the Sectoral plan will be made.

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

Table 15: Monitoring matrix

Programme	Outcome	Key performance indicator (s)	Baseline*		5-year targets	Ten-year Target
			Year	Value		
Human Resource Management	Enhanced employee productivity and customer service.	Number of staff trained	2023	800	2500	4000
		No. of staff promoted.	2023	1000	4200	4200
		No. of staff recruited.	2023	264	1800	2000
		No. of skills gaps reports prepared and updated.	2023	N/A	1	2
		No. of workload analysis reports prepared and updated.	2023	N/A	2	4
		No. of approved schemes of service.	2023	2	2	4
		No. of staff establishments reviewed.	2023	1	1	2
		No. of automated processes.	2023	2	6	8

Programme	Outcome	Key performance indicator (s)	Baseline*		5-year targets	Ten-year Target
			Year	Value		
Administration and public service management.	An efficient workforce.	No. of office blocks constructed and equipped.	2023	-	2	4
		No. of ward office blocks constructed and equipped.	2023	5	25	25
		No. of official residences constructed.	2023	N/A	3	3
		No. of offices equipped.	2023	-	100	100
		No. of offices furnished.	2023	-	100	100
		No. of motor vehicles purchased.	2023	5	30	45
		No. of car loans and mortgages beneficiaries	2023	68	190	200
		No. of Registries established and maintained.	2023	N/A	5	5
Governance and legal affairs.	Strengthened statutory compliance and an informed citizenry	No. of policies and legislations approved	2023	50	15	45
		No. of disputes resolved.	2023	800	300	1000
		No. of public forums conducted.	2023	80	400	1000
		No. of proposals submitted to development	2023	N/A	5	10

Programme	Outcome	Key performance indicator (s)	Baseline*		5-year targets	Ten-year Target
			Year	Value		
		partners				
		No. of engagements.	2023	100	500	1000
General oversight, legislation, and representation	Improved legislation, representation, and oversight.	No. of committee hearings held.	2023	100	300	600