



County Assembly of Samburu

**Strategic Plan
2025 - 2029**

Vission

To be a people centered County Assembly
with the best parliamentary practices

Mission

An innovative Assembly that embraces good governance and
best parliamentary practices to enhance effective representation,
oversight and legislation for a prosperous Samburu County

Core Values

Integrity
Professionalism
Cohesiveness
Teamwork

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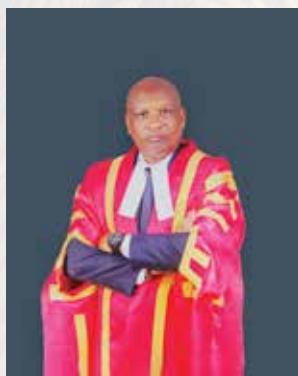
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Abbreviations and Acronyms

| Abbreviation | Meaning |
|--------------|--|
| ADP | Annual Development Program |
| ASAL | Arid and Semi-Arid Land |
| CAS | County Assembly of Samburu |
| CASSB | County Assembly of Samburu Service Board |
| CEO | Chief Executive Officer |
| CFSP | County Fiscal Strategy Paper |
| HOD | Head of Department |
| HR | Human Resource |
| ICT | Information, Communication Technology |
| KES | Kenya Shilling |
| KRA | Key Result Area |
| M&E | Monitoring and Evaluation |
| MCA | Member of County Assembly |
| MDA | Ministry, Department and Agency |
| ME&R | Monitoring, Evaluation and Reporting |
| MTER | Mid Term Evaluation Review |
| PAS | Personal Appraisal System |
| PESTEL | Political, Economic, Social, Technological, Environmental, Legal |
| RBM | Results Based Management |
| SOPs | Standard Operating Procedures |
| SWOT | Strength, Weaknesses, Opportunities and Threats |
| TBA | To Be Advised |

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Foreword

This strategic plan has been developed through a highly collaborative process involving both internal and external stakeholders with a view to aligning it with the Constitution of Kenya 2010, Kenya Vision 2030 and its Medium-Term Plan IV (Bottom-up Economic Transformative Agenda), the Sustainable Development Goals, and the third Samburu County Integrated Development Plan. It builds up on the achievements, challenges and lessons learnt from the 1st and 2nd Assemblies forming a concrete path to our success in the next five years.

The purpose of this Strategic Plan is to strengthen the County Assembly's performance on Representation, Oversight and Legislation; Institutional Capacity, Planning and Budgeting, Public Finance Management and more so to focus the County Assembly towards meeting the needs of a more informed public through robust Public Engagement/Participation that fully participates in the activities of the County Assembly. We therefore strive to undertake a robust capacity building for our MCAs and Staff to be able to bring this shared Vision to fruition.

I believe that the successful implementation of this Strategic Plan for the third Assembly will be the cornerstone of our efforts to deliver on our constitutional core mandate of Representation, Oversight and Legislation and also continually address emerging issues, foster transparency and endeavor to improve the quality of service delivery to our people. We are committed to ensuring that every action we take is in the best interest of the people we represent, while remaining open to innovative approaches that will allow us to evolve with the times.

This Strategic Plan will undergo regular reviews and updates annually, taking into account emerging issues and feedback received. This ensures that we remain relevant, adaptive, and flexible to the evolving needs of our constituents and the constantly changing environment. Let us all unite in our shared vision for a County Assembly that exemplifies transparency in leadership, integrity, and good governance. I commit my

unwavering support working with all Members of County Assembly, Staff and all our stakeholders as we embark on this journey of transformation and growth.

A handwritten signature in blue ink, appearing to read 'Lenamarle Steve', with a stylized 'L' and 'S'.

Hon. Lenamarle Steve,
Speaker of the County Assembly and Chairperson to the Board



Preface

Strategic planning is very key in any organization. Learning from key previous achievements, challenges faced and lessons learnt from the 1st and 2nd Assembly and embracing our core constitutional mandate of strengthening County Assembly through Representation, Legislation and oversight. It is against this backdrop that the County Assembly Service Board saw a need to undertake a review of previous strategic plans and redirect its strategic focus of County Assembly through a third Strategic Plan-County Assembly of Samburu Strategic Plan 2025-2029.

The plan outlines the County situational analysis framework, linkages to domestic, regional and international blue-prints and policy guides, key achievements of the previous Plan, implementation and coordination frameworks and monitoring, evaluation and reporting framework. It has taken a collaborative effort, drawing on the input of Members of County Assembly, Staff and Our Key Stakeholders alike. It reflects our shared commitment to strengthening the core functions of the Assembly and improving the way we serve the public in this current dynamic and volatile environment.

The Assembly's Vision is anchored in our aspiration to be a people centered Assembly with the best parliamentary practices. While our Mission is firmly rooted on an innovative assembly that embraces good governance and best parliamentary practices to enhance effective representation, legislation and oversight for a prosperous Samburu County. This Strategic Plan articulates the Assembly's key Results Areas of strategic focus and delineates the identification of seven strategic objectives encapsulated within the three core Key Result Areas of Legislation, Oversight and Representation; Governance and Institutional Capacity development, Planning, budgeting and program implementation, Resource mobilization and Financial Management and Public Engagement and Participation. These objectives are further supported by a set of actions that will guide our path over the coming five years. On behalf of the Management and staff of County Assembly, we are committing to unwavering support in ensuring the County Assembly of Samburu Strategic Plan 2025– 2029 is implemented within the stipulated timelines.

Lenapeer Fred

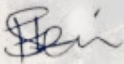
Clerk, County Assembly and Secretary County Assembly Service Board

Acknowledgements

The strategic plan 2025-2029 is as a result of a broad consultative process involving both internal and external stakeholders. The plan envisions a people centered County Assembly with the best parliamentary practices. Its development has greatly relied on the strong and visionary leadership from Hon Lenamarle Steve, Speaker to the County Assembly, the County Assembly Service Board and entire County Assembly leadership. We greatly appreciate their steadfast commitment and leadership ethos.

Our sincere thanks goes to Mr. Lenapeer Fred, Clerk to the County Assembly for providing and guiding a dedicated strategic planning committee all through the planning process to completion of the Plan. His support and insightful contributions went a long way in shaping the strategic plan. The Assembly recognizes the invaluable contributions by consultants from The Institute of Corporate Governance led by Mr. Barnabas K. Ngeno. The team analyzed the organizational internal and external environment to establish its impact and facilitated reflections required in shaping the collective shared vision, mission and values of the County Assembly to design a roadmap towards the Assembly's seven identified key result areas that redirects its strategic focus for the next five years.

Special thanks goes to the strategic planning committee for their dedication and team spirit to have a solid plan to inform the strategic direction of the third Assembly. At the same time, we acknowledge the well thought input from the County Assembly management committee, heads of sections and staff across all the departments. The internal consultations helped to create a sense of ownership of the document. We also acknowledge the external stakeholders who provided their input during the process of stakeholder's validation of the strategic plan. Your invaluable insights played a vital role in ensuring that the plan reflects the needs and priorities of our stakeholders in general. To any other person who may have contributed significantly in the development of this strategic plan and not mentioned, receive our sincere appreciation.



Leshornai Sein
Director, Human Resource and Administration

Executive summary

In line with the planning framework for the public sector and the County Performance Management Framework (CPMF), the County Assembly of Samburu has developed a five- year strategic plan for the period 2025-2029. The strategic plan sets its strategic direction over the five years to deliver its core mandate of legislation, oversight and representation. CAS's 2025-2029 mission is **“An innovative assembly that embraces good governance and best parliamentary practices to enhance effective representation, oversight and legislation for a prosperous Samburu County”** in furtherance of its vision of being “To be a people centered County Assembly with the best parliamentary practices.

The strategic planning process and the resulting strategy is structured in line with the Results Based Management (RBM) approach adopted by the Government of Kenya to guide planning and performance management in the public sector. In line with the RBM approach, the development of the strategic plan considered the internal and external environments to establish the impact of the said environments. Consequently, key strengths and weaknesses as well as opportunities and strengths emanating from the internal and external environments were identified. Over the plan period, CAS will leverage on the internal strengths and exploit the external opportunities to deliver on its mandate. Mitigation strategies have been identified to address the internal weaknesses as well as the external threats.

An assessment for the level of implementation of the previous strategy (2019/2023) provided a preview of the level of achievement of set goals and targets. The performance gaps identified; lessons learnt as well challenges faced have been incorporated in the development of this strategic plan. Based on the situational analysis and level of achievement results under the previous strategy, a set of key performance challenges and service delivery gaps have been identified to be targeted in the 2025 -2029 strategic plan. The key challenges identified are summarized below.

- Financial resources constraints,
- Governance and oversight gaps,
- Limited public engagement,
- Social and security issues,
- Misalignment of resources allocation to priorities,
- Technological and infrastructural deficiencies,
- Governance and independence issues,
- Political divisions amongst elected representatives, and
- Poor implementation of plans.

In response to the key challenges and its mandate, CAS has prioritized the achievement of the following goals over the strategy period:

- Comprehensive legal and regulatory framework,
- Residents effectively represented,
- Effective oversight to the executive,
- Effective governance and institutional capacity,
- Effective planning, budgeting and implementation framework,
- Sustainable resourcing and financial management, and
- Effective stakeholder engagement and participation.

Over the strategic plan period, a set of Key Results Areas (KRAs) have been identified to guide service delivery, allocation of CAS's resources and efforts to mitigate against the challenges. KRAs are the focus areas towards which the available financial, physical and human resources will be applied to achieve the optimal results to achieve its mission and advance the journey towards its vision. Over the strategy period, the following KRAs have been prioritized:

- Legislation role
- Representation role
- Oversight role
- Governance and institutional capacity development
- Planning, budgeting and program implementation
- Resources mobilization and financial management
- Public engagement and participation.

Each of the KRAs have priority strategies to achieve the desired results.

'A high-level summary of the CAS 2025 - 2029 *'strategic plan on a page'* is illustrated overleaf.

COUNTY ASSEMBLY OF SAMBURU 2025/2029 SUMMARY STRATEGY ON A PAGE

Vision

To be a people centered County Assembly

With the best parliamentary practices

Mission

An innovative assembly that embraces good governance and best parliamentary practices to enhance effective representation, oversight and legislation for a prosperous Samburu

KRAs

- Legislation role
- Representation role
- Oversight role
- Governance and institutional capacity development
- Planning, budgeting and program implementation.
- Resources mobilization and financial management
- Public engagement and participation

Goal


- Comprehensive legal and regulatory framework
- Residents effectively represented
- Effective oversight to the executive
- Effective stakeholder engagement and participation
- Sustainable resourcing and financial management
- Effective governance and institutional framework
- Effective planning, budgeting and implementation framework

Values

- Integrity
- Professionalism
- Cohesiveness
- Teamwork

Implementation action plans have been developed under each KRA composed of strategies and corresponding performance indicators, targets, implementation cost and responsibility. The implementation action plans contain enough details to inform annual work planning as well as the ongoing monitoring and evaluation of performance.

Culture, being a key enabler of the implementation of the CAS strategic plan, a



set of core values have been defined that will generate a positive culture and a set of behaviors that will support the implementation of the strategic plan and achievement of its mandate. The agreed core values and behaviors are listed below.

- **Integrity** - Upholding honesty, transparency, and strong moral principles in all actions and decisions.
- **Professionalism** - Demonstrating competence, reliability, respect, and accountability in the conduct of work.
- **Cohesiveness** - Fostering a sense of unity and belonging that strengthens collaboration and shared purpose.
- **Teamwork** - Working collaboratively with others to achieve common objectives and deliver results.

The adoption and implementation of these core values will be embedded in the organizational performance management framework to make it part and parcel of the broader results delivery framework.

1.0 Chapter one: History, Legal and Institutional framework

1.1 Historical development of the County Assembly of Samburu (CAS)

Samburu County is one of the 47 counties in the Republic of Kenya established under the Constitution of Kenya 2010 and is located in ASAL region of the country. The County measures 21,022.10 Km². It borders Turkana County to the North West, Baringo County to the South West, Marsabit County to the North East, Isiolo County to the East and Laikipia County to the South. According to the 2009 Population and Housing Census, Samburu County has a population of 228,762 with a density of 10.9 persons per Square Kilometer. Given a population growth rate of 4.45 percent per annum, as opposed to the national growth rate of 3 percent, the County population is projected to increase to 399,378 by 2022 and 456,418 by 2025. Samburu County is subdivided into three (3) sub-counties (Constituencies) namely, Samburu West, Samburu North,

and Samburu East. Eighty percent of the population practices pastoralism as economic livelihood. The county however boasts of diverse agro-ecological zones capable of supporting various agricultural activities. Tourism is also an important economic activity given the rich wildlife presence and mountain ranges.

The County Assembly of Samburu (CAS) was established after the promulgation of the Constitution of Kenya, 2010. The first Assembly commenced on April 2013 with a lean Transitional Authority staff. It comprised of 27 members including the speaker. During the period under review, CAS has made remarkable strides towards fulfilling its mandate. Several legislations have been enacted some of which have enhanced the framework for overseeing county executive. An infrastructure project for Assembly office space is ongoing. Towards organization development, the Assembly has developed and rationalized the staff establishment, most of which has now been filled through merit-based recruitment.

1.2 Mandate of CAS

The County Assembly of Samburu is mandated under Article 185 of the Constitution, 2010 and Section 8 of the County Government Act No.17 of 2012 to primarily represent the people, create laws for the benefit of the people and oversight the County Government executive and its organs.

1.3 Role and functions of CAS

The County Assembly of Samburu, in accordance to Section 8 of the County Governments Act 2012, perform the following roles and functions:

- a) Exercise the legislative authority of the Assembly as set out in article 185 of the constitution
- b) Vet and approve nominees for appointment to county public offices as may be provided for in this Act or any other law;
- c) Perform the roles set out under Article 185 of the Constitution;
- d) Approve the budget and expenditure of the county government in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220(2) of the Constitution, guided by Articles 201 and 203 of the Constitution;
- e) Approve the borrowing by the county government in accordance with Article 212 of the Constitution; and
- f) Perform any other role as may be set out under the Constitution or legislation.

1.4 Institutional framework of CAS

The County Assembly of Samburu is established pursuant to Article 176 of the Constitution of Kenya to legislate for the benefit of the people and oversee the County Government Executive and its organs as a representative of the people. The membership of the County Assembly and roles of the Board is as follows:

1.4.1 Membership of County Assembly of Samburu

The County Assembly of Samburu consists of twenty-six (26) members out of which nine (9) are women. The membership constitutes fifteen (15) elected members representing fifteen wards. Eleven

(11) members are nominated pursuant to Article 177 of the Constitution of Kenya. The County Assembly is structured into ten (10) Sectoral Committees and ten (10) house committees. The Speaker is an ex-officio member and presides over the house business.

1.4.2 County Assembly of Samburu Service Board

County Assembly of Samburu Service Board (CASSB) is established pursuant to Section 12 (1) of the County Governments Act 2012 (Revised 2017) as read with Section 4 of the County Assembly Services Act, 2017 as a body corporate with perpetual succession and common seal. Section 12 (3) of the County Government Act, 2012 (revised edition 2017) provides that the County Assembly Service Board consist of:

- a) The Speaker of the county Assembly, as the chairperson;
- b) A vice-chairperson elected by the Board from the members appointed under paragraph (c);
- c) Two members of the county Assembly nominated by the political parties represented in the county Assembly according to their proportion of members in the county Assembly;

- d) One man and one woman appointed by the county Assembly from amongst persons who are experienced in public affairs, but are not members of the county Assembly.
- e) The Clerk to the Assembly is the Secretary to the Board and the accounting officer for the County Assembly.

1.5 Role of CAS in delivery of the national and international agenda

The county government has a role in promoting development in the county through improved governance and quality services in line with national development aspirations. Similarly, CAS has a responsibility and obligation to meet the requirements of international development agenda, which Kenya has ascribed to. These are achieved by identifying and prioritizing effective interventions and applying available resources for maximum benefit. The County Assembly role is to provide legal and regulatory framework through strong legislative and oversight processes that recognize representation and participatory democracy. The key national and international development and governance frameworks which the CAS strategic plan has aligned to are summarized below:

The Constitution of Kenya, 2010

Chapter eleven, Article 176 (1) of the Constitution established a County Government for each County, consisting of a County Assembly and a County Executive. Paragraph 2 provides that every County Government shall decentralize its functions and the provision of its services to the extent that it is efficient and practicable to do so. It is on the basis of the law that the County Assembly of Samburu works hand in hand with the County Executive to provide the best quality of services to the people by applying available resources optimally. Specifically,

- Sub Article 185 (1) provides that the legislative authority of a County is vested in, and exercised by, its County Assembly;
- Sub Article (2) provides that a County Assembly may make any laws that are necessary for, or incidental to, the effective performance of the functions and exercise of the powers of the County Government under the Fourth Schedule;
- Sub article (3) stipulates that a County Assembly, while respecting the principle of the separation of powers, may exercise oversight over the County Executive committee and any other County Executive organs;
- Sub Article (4) provides that a County Assembly may receive and approve plans and policies for the management and exploitation of the County's resources and the development and management of its infrastructure and institutions.

County Governments Act, 2012

The roles of the County Assembly and Members of the County Assembly (MCAs) of Samburu are respectively enshrined in sections 8 and 9 of the County Governments Act, 2012 (Revised Edition 2020). The County Assembly of Samburu (CAS) discharges the following roles as provided for under section 8 of the Act;

- I. vet and approve nominees for appointment to County public offices as may be provided for in this Act or any other law;
- II. perform the roles set out under Article 185 of the Constitution;
- III. approve the budget and expenditure of the County Government in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220(2) of the Constitution, guided by Articles 201 and 203 of the Constitution;
- IV. approve borrowing by the County Government in accordance with Article 212 of the Constitution;
- V. approve County development plans; and
- VI. perform any other role as may be set out under the Constitution or legislation.

Section 9 of the Act provides the roles which guide the operation of the Members of the County Assembly. The Members of the Assembly therefore execute the following roles;

- I. maintain close contact with the electorate and consult them on issues before or under discussion in the County Assembly;
- II. present views, opinions and proposals of the electorate to the County Assembly;
- III. attend sessions of the County Assembly and its committees;
- IV. provide a linkage between the County Assembly and the electorate on public service delivery; and
- V. extend professional knowledge, experience or specialized knowledge to any issue for discussion in the County Assembly.

The CAS strategic focus and priorities are aligned to the fulfillment of the relevant constitutional clauses at the local level.

Kenya Vision 2030

Kenya Vision 2030 is the country's development blue print covering the period 2008 to 2030. It's the long-term national development strategy which aims at transforming Kenya into a modern, globally competitive, middle-income country providing a high quality of life to all its citizens. The Vision is anchored on three key pillars: economic; social; and political. The pillars of Kenya Vision 2030 are premised on macroeconomic stability; continuity in governance reforms; enhanced equity and wealth creation opportunities for the poor; infrastructure;

energy; science, technology and innovation (STI); land reform; human resources development; security as well as public sector reforms.

The key sectors in the economic pillar include: agriculture, tourism, manufacturing, financial services, oil and mineral resources among others. The main sectors under the social pillar include education and training, water, health, irrigation, environment, housing and urbanization among others. The Political Pillar aims at building a democratic political system founded on issue-based politics, the rule of law, and protection of the fundamental human rights and freedoms in Kenya.

The CAS 2025-2029 strategic plan will have the fulfillment of the objectives of the Vision 2030 as a key focus in its priorities and strategic focus.

Medium Term Plan (MTP) IV - Bottom-Up Economic Transformation Agenda (BETA)

MTP IV, titled “the Bottom-Up Economic Transformation Agenda (BETA), is the final five-year plan of Kenya Vision 2030, setting the stage for the next long-term development agenda.

The Bottom-Up Economic Transformation Agenda (BETA) is geared towards economic turnaround and inclusive growth and aims to increase investments in at least five sectors envisaged to have the largest impact and linkages to the economy as well as on household welfare. Special focus is placed on increased employment, more equitable distribution of income, social security while also expanding the tax revenue base and increasing foreign exchange earnings.

The Fourth Medium-Term Plan (MTP IV) 2023-2027 is a key component of Kenya Vision 2030 that implements the Bottom-Up Economic Transformation Agenda (BETA) through targeted investments in five core pillars: Agriculture, Micro, Small, and Medium Enterprises (MSMEs) Economy, Housing and Settlement, Healthcare, and Digital Superhighway and Creative Economy.

The CAS 2025-2029 strategic plan prioritizes legislation and facilitation of the executive arm of government in contributing to the achievement of the BETA developmental, economic and social goals.

Role of County Assembly in the Sustainable Development Goals

The social, economic and environmental development of the nation is the core business of all parliaments at the national and sub national level. It is fundamental to the quality of society and the well-being of the people. In September 2015, the United Nations General Assembly (UNGA) explicitly called for an active parliamentary role in the 2030 Agenda for Sustainable Development, including ensuring accountability for the effective implementation

of the SDGs. The Assembly recognizes the SDGs as the primary component of the new international architecture for sustainable development and will play its role towards achieving the same.

The SDG agenda comprises a set of goals and targets that are shared by all countries, ranging from eradicating absolute poverty to reversing climate change, and from achieving gender equality to changing consumption and production patterns. These are resolutely placed within the existing international human rights framework and carry a strong commitment to “leave no one behind.” Respect for all human rights is the litmus test of sound policy at all levels. Importantly, the SDGs recognize that peace, justice, strong institutions, and gender equality are key enablers if the SDGs are to be achieved.

The SDGs provide a framework and a renewed impetus to focus efforts at the national and international levels on people’s prosperity and well-being. Each country is called upon to domesticate the SDGs and to incorporate them into its own development planning. The concept stresses the importance of local ownership, which places the responsibility on each country to connect its national development planning to the international framework.

In the strategic plan period, CAS will develop legislation and regulatory framework to facilitate and play its role in the attainment of the development objectives and targets of the SDGs. CAS will work hand in hand with the executive arm of the County Government to deliver on this role.

1.6 Legislation, Policies and guidelines relevant to CAS

The CAS anchors its roles and functions on several legislations, policies and guidelines as outlined below:

- a) The Constitution of Kenya 2010, Chapter 11
- b) The County Government Act 2012
- c) The Public Finance Management Act No 18 of 2012
- d) Public Audit Act no 34 of 2015
- e) County Assembly Service Act of 2017
- f) County Assemblies Powers and Privileges Act No.6 of 2017
- g) Public Procurement and Disposal Act No 33 of 2015
- h) Public Appointments (County Assemblies' approval) Act, 2017
- i) Urban Areas and Cities Act, 2011
- j) National Government Co-ordination Act, 2013
- k) Intergovernmental Relations Act, 2012.
- l) Commission of Revenue Allocation Act No. 16 of 2011
- m) Salaries and Remuneration Commission Act No.10 of 2011
- n) Controller of Budget Act No.26 of 2016

The CAS has also embraced the following policies and guidelines:

- i. The Kenya Vision 2030
- ii. Medium Term Plan IV (2023 - 2027)
- iii. The County Integrated Development Plan, 2025-2029
- iv. CAS Policies and guidelines

1.7 Rational of the development of the CAS 2025-2029 strategic plan

A strategic plan is a management tool that sets the vision in line with the mandate (mission) and includes a roadmap to the achievement of the organization mission and objectives. For public sector organizations, an effective strategic planning process employs a results-based approach to ensure that the organization's mandate and objectives are fully covered besides addressing challenges posed by the environment, both internal and external.

Specifically, strategic planning for CAS will bring to bear a transformational value as summarized below:

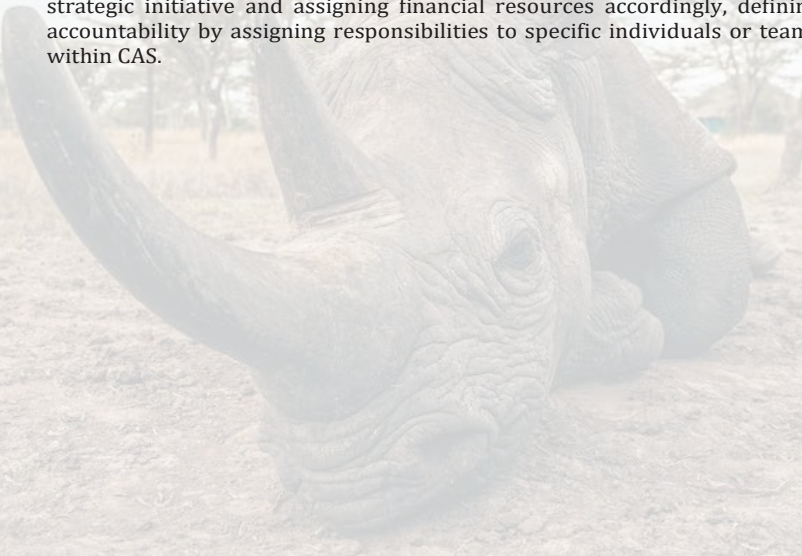
- Defining CAS results framework in line with its mandate forming the basis for developing the five-year strategic plan. The results framework will constitute purpose/mission, objectives, outputs, performance indicators and baseline performance level.
- Linking strategy to core mandate through coining of an appropriate mission, vision as well as an aligned strategic framework
- Bringing clarity and understanding of the operating environment using effective approaches to highlight the strengths, weakness, opportunities and threats from the internal and external environment respectively
- Defining CAS's key results and focus areas to deliver, and building consensus so that the Assembly is galvanized towards the same strategic direction,
- Breaking down the strategic framework into actionable implementation plans with clear responsibilities, timelines for purposes of accountability
- Aligning the organization structure to the strategy, as the old adage goes, 'structure follows strategy'
- Reviewing core values to support a positive culture and a set of behaviors to deliver the strategy. As it's said 'culture eats strategy for breakfast', strategic planning brings congruency of culture and the strategy
- Ownership and dissemination of the strategic plan focusing on involvement, communicating the strategy and cascading to all levels of the organization to ensure a common understanding and synergy amongst all contributors to its achievement. This is also aided by the use of a consultative and participatory approach in developing the strategic plan
- Designing a clear strategy execution plan to eliminate failure due to poor execution planning, focusing the organization to ensure successful

strategy execution through proper cascading, regular monitoring and reporting and continuous improvement.

1.8 Process of the development of the strategic plan

The strategic planning process and tasks are aligned to the planning framework, above, and are elaborated below.

- **Definition of CAS Results Framework** - Establishing a structured framework that outlines key outputs, performance indicators, expected results, and evaluation metrics to measure the impact of CAS's initiatives.
- **Baseline and Current Performance Levels** - Conducting an in-depth assessment of CAS's current performance across various functions to establish a benchmark and baseline for tracking progress and measuring improvements over time.
- **Situational Analysis** - Identifying key internal and external stakeholders, understanding their roles and expectations, and incorporating their insights into the strategic planning process, conducting stakeholder consultations to gather valuable input on challenges, opportunities, and areas of improvement, performing a **SWOT analysis** to identify CAS's strengths, weaknesses, opportunities, and threats, providing a foundation for strategic decision-making.
- **Institutional Capability Review** - Evaluating CAS's organizational capacity, including leadership, workforce expertise, and structural efficiency to determine areas for improvement, reviewing the existing organizational structure and corporate culture to ensure alignment with the strategic objectives, assessing financial and administrative systems including budgeting, financial controls, and operational efficiency, to identify potential gaps or areas requiring strengthening, analyzing CAS's available human and physical resources to determine if they adequately support the Assembly's strategic ambitions.
- **External Environment Analysis** - Conducting a **PESTEL analysis** to evaluate external factors that influence CAS's operations:
 - **Political** – Examining government policies and political agenda for the devolution sector
 - **Economic** – Assessing economic trends, inflation, and financial risks that impact CAS's sustainability.
 - **Social-Cultural** – Understanding societal trends, workforce dynamics, and demographic shifts affecting the Assembly and devolution in general.
 - **Technological** – Identifying technological advancements that could enhance CAS's service delivery and internal efficiency.

- 
- **Environmental** – Reviewing environmental regulations, sustainability and greening opportunities.
 - **Legal** – reviewing sector legal and regulatory framework to ensure compliance and alignment of operations.
 - **Validation of Situational Analysis** - Internal validation of the key challenges, emerging issues, and strategic priorities based on findings from the situational analysis to ensure accuracy and alignment with the operating environment
 - **Strategy Articulation Workshop** -Facilitating a workshop to define CAS's strategic direction for the next five years, ensuring alignment with sector trends, stakeholder expectations, and organization goals.
 - **Reviewing CAS's Mission, Vision, and Core Values** - Refining and confirming CAS's core purpose, long-term aspirations, and the fundamental principles that will guide decision-making and operations.
 - **Defining Key Result Areas (KRAs), Goals, Objectives, and Strategies** - Identifying critical focus areas that align with CAS's mission and vision, setting measurable goals and specific objectives that drive the performance and impact of the Assembly, developing strategies and action plans to achieve these objectives, ensuring they are realistic, time-bound, and measurable.
 - **Action Planning** - Establishing clear targets and deliverables for each strategic goal, setting realistic timelines for implementation while considering resource availability, estimating costs associated with each strategic initiative and assigning financial resources accordingly, defining accountability by assigning responsibilities to specific individuals or teams within CAS.

2.0 Chapter two: Situational analysis

Situational analysis provides a comprehensive evaluation of the internal and external factors impacting County Assembly of Samburu (CAS) as a key part of the strategic planning process and its implementation. Utilizing a combination of SWOT (Strengths, Weaknesses, Opportunities, Threats), PESTEL (Political, Economic, Social, Technological, Environmental, Legal), and value chain analysis, this assessment identifies critical areas influencing the CAS's current performance and future prospects. The key findings highlight the CAS's strengths, weaknesses, opportunities and threats that must be addressed to mitigate performance bottlenecks and propel the Assembly to deliver unprecedented service delivery levels in the next five years. The insights from this situational analysis have informed the strategic initiatives to propel CAS's service delivery excellence and sustainability in the next five years and beyond.

2.1 Situational analysis framework

This situational analysis process was done through an elaborate framework and is structured as follows:

Internal Analysis – Provides an assessment of CAS capability to deliver on its mandate in terms of structure, resources (financial and physical), technology, systems and processes, people & culture. A Summary of Strengths and Weaknesses lists the key strengths that CAS will utilize in the implementation of the strategy and the weaknesses which the Assembly has to work on to build the requisite internal capability to deliver on its mandate.

External analysis – Reviews the external environment in which CAS operates under with a view of identifying the impacts on its operations. A Summary of Opportunities and Threats lists the key opportunities which CAS will ride on and the threats that must be addressed for the achievement of its objectives.

Review of the implementation of the CAS 2019-2023 strategic plan – identifying key performance highlights and successes, performance bottlenecks and issues as well as recommendations for performance improvement.

Summary key challenges – informed by the weaknesses and threats established from the internal and external analysis respectively, these challenges have been considered in the strategic plan design and mitigation initiatives incorporated in the strategic plan.

Key priorities for consideration in the 2025–2029 strategic plan – the key priorities are derived from the analysis of CAS mandate and the environment under which it is operating under. The key priorities specifically guide the

delivery of the objectives and mitigation of environmental challenges and strategic issues.



2.2 Performance review – 2019-2023 strategic plan - key achievements

The level of performance in implementing the CAS 2019-2023 strategic plan provides lessons and insights in the development and setting performance targets in this strategic plan. This section provides a summary of the key achievements, challenges faced as well as performance improvement recommendations for this strategic plan and beyond.

Table 1: Summary key achievements 2019-2023 strategic plan

| | Priority/Performance area | Level of achievement |
|---|---------------------------------|---|
| 1 | Legislative Role | <ul style="list-style-type: none"> • Reviewed existing policies – 70% • Undertook benchmarking visits • Bills drafted – 80% • Reviewed existing laws and regulations – 50% • Sector review papers developed • Sector legislations enacted – 80% • Approved regulations – 80% |
| 2 | Oversight Role | <ul style="list-style-type: none"> • Stakeholder engagement undertaken as per the guidelines • Public appointments approved • Approval of regulations • Capacity building of ward office staff – 20% • Policies and procedures developed for ward offices |
| 3 | Representation role | <ul style="list-style-type: none"> • Public participation guideline developed • Civic education conducted |
| 4 | Planning and budgeting | <ul style="list-style-type: none"> • Budget approval • Stakeholder engagement in project prioritization • Audit reports reviewed • CIDP reviewed and approved • ADP reviewed and approved • CFSP reviewed and approved • Budget estimates reviewed and approved |
| 5 | Institutional capacity building | <ul style="list-style-type: none"> • Board charter developed • Board calendar developed • Board evaluation conducted • Management calendar developed • Job analysis undertaken |

| | Priority/Performance area | Level of achievement |
|--|---------------------------|---|
| | | <ul style="list-style-type: none"> • Staff establishment reviewed • Training policy reviewed • Training needs assessment undertaken • Training master plan developed • Staff trained • Performance contracting and Appraisal -50% done • Adoption of budget execution reports done • Adoption of internal and external audit reports done • Assembly chamber completed – 70% • Assembly chamber furnishing – 50% • Speakers resident constructed and furnished done • Vehicles purchased – 30% • Networking – in progress • Installation of ICT hardware done • Assembly water infrastructure development – in progress • Construction of ward offices – 47% of offices done • Estates and facilities management – 30% • Enhancement of safety and security procedures –30% • Perimeter wall construction complete • Development of 2nd County Assembly documentary done • Corporate branding activities undertaken |

2.2.1 Key performance bottlenecks and recommendations for improvement

To mitigate the performance issues and challenges encountered in the implementation of the previous strategic plan, the following recommendations are proposed for performance improvement in the current strategic plan period.

Table 2: Summary performance bottlenecks and improvement recommendations – 2019/2023 strategic plan

| | Key Challenges and performance issues | Performance improvements recommendations |
|---|--|---|
| 1 | Scarce/limited resources | <ul style="list-style-type: none"> • Explore alternative funding sources such as partnerships with NGOs and private sector investors. • Optimize resource allocation by prioritizing high-impact and essential projects. • Leverage technology to streamline operations and reduce costs. • Enhance budget efficiency by adopting zero-based budgeting. |
| 2 | Not involving all the stakeholders during budgeting/non adherence to budgets during implementation | <ul style="list-style-type: none"> • Adopt a participatory budgeting approach involving all relevant stakeholders. • Budget reviews to allow periodic adjustments based on emerging needs and environmental changes. • Enhance transparency by regularly communicating financial decisions. |
| 3 | Non adherence to strategic plan implementation matrix | <ul style="list-style-type: none"> • Develop annual work plans based on the strategic plan targets • Strengthen monitoring and evaluation (M&E) to track progress. • Ensure alignment of budgeting and resources allocation to strategic plan priorities • Enhance accountability mechanisms by assigning responsibilities to specific results. • Conduct regular training and awareness programs for staff. • Enforce performance-based incentives to encourage adherence to strategic plan. |
| 4 | Untimely review of Strategic Plan | <ul style="list-style-type: none"> • Institutionalize annual strategic plan reviews to identify and address performance gaps. • Cascade performance targets to all levels |

| | Key Challenges and performance issues | Performance improvements recommendations |
|---|---------------------------------------|---|
| | | <p>Encourage a culture of continuous improvement through feedback mechanisms.</p> <p>Engage external evaluators for objective performance assessments.</p> |
| 5 | Weak management committee structures | <p>Provide capacity building and training for management committees.</p> <p>Restructure management to improve efficiency and decision-making.</p> <p>Strengthen governance to enhance accountability.</p> |

2.3 Internal analysis – strengths and weaknesses

Strengths

The County Assembly possesses key strengths that it is able to leverage on to achieve its constitutional mandate. These include:

Legislative Authority and Governance: The Assembly has a well-defined legislative framework, including various acts, policies, and structured office programs that support governance and decision-making.

Oversight and Representation: It effectively exercises oversight, budgetary control, and resource allocation while promoting public participation and local representation.

Human Resource Capacity: The Assembly benefits from a well-trained, youthful, and knowledgeable staff with capable technical expertise.

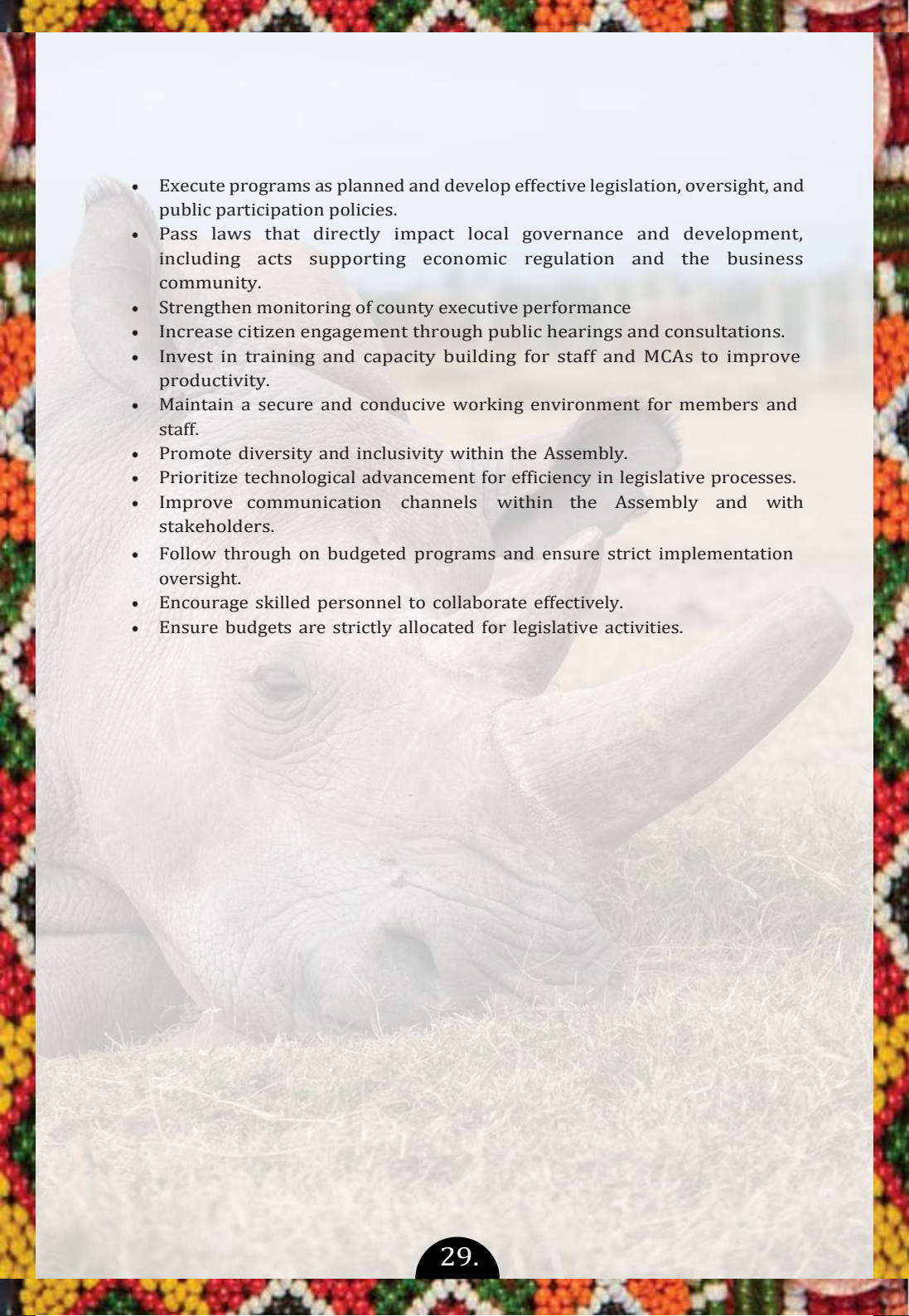
Infrastructure and Environment: Good office structures and a conducive working environment enhancing efficiency.

Stakeholder Relations: Strong relationships with stakeholders, the executive, and the public promote collaboration and policy innovation.

Cultural and Geographical Advantages: Cultural diversity among members, good geographical location, and active community engagement further strengthen the Assembly's role.

Maximizing benefits from internal strengths

Uphold constitutional roles and fully implement relevant acts and policies.

- 
- Execute programs as planned and develop effective legislation, oversight, and public participation policies.
 - Pass laws that directly impact local governance and development, including acts supporting economic regulation and the business community.
 - Strengthen monitoring of county executive performance
 - Increase citizen engagement through public hearings and consultations.
 - Invest in training and capacity building for staff and MCAs to improve productivity.
 - Maintain a secure and conducive working environment for members and staff.
 - Promote diversity and inclusivity within the Assembly.
 - Prioritize technological advancement for efficiency in legislative processes.
 - Improve communication channels within the Assembly and with stakeholders.
 - Follow through on budgeted programs and ensure strict implementation oversight.
 - Encourage skilled personnel to collaborate effectively.
 - Ensure budgets are strictly allocated for legislative activities.

Opportunities

The Assembly has several opportunities that can be exploited to enhance its effectiveness including:

Resource Allocation and Partnerships: Adequate budget provisions, inter-county collaboration, and partnerships with institutions provide room for growth and development.

Public Engagement and Capacity Building: Strengthening devolution, enhancing public participation, and investing in capacity-building programs can improve governance.

Economic and Infrastructure Development: Investments in infrastructure, employment opportunities, and the development of youth and women programs foster growth.

Technological Advancement: E-governance and media coverage during proceedings increase transparency and accessibility.

Legislative Improvements: Proper legislation, such as initiatives like Bunge Mashinani and conservancy bills, can enhance governance and service delivery.

Leveraging on opportunities

Continue promoting inclusivity in employment and service delivery.

Ensure budgets are executed as planned, with a focus on economic growth and transparency.

Advocate for greater legislative and operational autonomy.

Make county laws and budgets easily accessible to the public to enhance transparency.

Conduct workshops and benchmarking visits to learn from other counties.

Utilize technology for real-time monitoring of county policy implementation and service delivery.

Provide continuous training for young staff to build experience for future leadership.

Strengthen partnerships with development agencies for financial and technical support.

Use cultural diversity to enhance representation and governance effectiveness.

Establish a liaison office to focus on proposal writing for development projects and partnerships.

Maintain good relations with stakeholders by ensuring timely and effective communication.

Expand public engagement by conducting legislative sessions across different regions to foster inclusivity.

Weaknesses

Despite its strengths, the Assembly faces several internal bottlenecks that need to be addressed during the strategic plan period in order to improve its performance, including:

Financial and Resource Constraints: Inadequate budget allocations, financial dependence on the national government, and limited resources such as laptops and vehicles hinder efficiency.

Governance and Oversight Gaps: Weak oversight, accountability challenges and political interference.

Limited Public Engagement: Inadequate public participation and weak communication channels reduce citizen involvement in governance.

Internal Structural Challenges: Issues such as poor internal communication, weak separation of roles between the executive and legislature.

Capacity Gaps: A lack of staff training and induction limits professional development and productivity.

Mitigating weaknesses

Engage the national government for increased financial allocations.

Reduce political interference by reinforcing the Assembly's independence.

Develop clear monitoring parameters and identify the most effective services for delivery.

Establish strong oversight committees to ensure financial accountability.

Improve budget efficiency and work toward financial independence.

Conduct regular training programs for MCAs and staff to enhance legislative capacity.

Promote professional ethics and leadership training for elected leaders.

Strengthen internal communication and establish collaborative channels among departments.

Acquire modern and reliable ICT resources to improve efficiency.

Increase public engagement in legislative processes.

Strengthen capacity-building initiatives and ensure resources are used optimally before they become obsolete.

Conduct regular legal training for MCAs and improve legislation processes.
Advocate for increased funding and strengthen ethics and integrity frameworks.
Automate legislative processes to enhance efficiency and reduce bureaucratic delays.

Threats

The review of the external environment has identified factors that pose risks to the Assembly's ability to fulfill its mandate which need to be addressed during the strategic plan period. These include:

Financial and Legal Risks: Budgetary constraints and slow policy implementation create operational inefficiencies.

Technological and Infrastructure Deficiencies: Gaps in infrastructure and limited technological resources restrict modernization and service delivery.

Mitigating threats and risks

Encourage inclusivity by ensuring that minority tribes are represented and involved in governance.

Develop risk management strategies for various Assembly activities.

Ensure strict adherence to the law and enforce anti-corruption policies with relevant oversight bodies.

Advocate for timely disbursement of county funds from the national treasury.

Foster bipartisan cooperation among MCAs to focus on development rather than political party alignments.

Ensure laws passed are practical, enforceable, and well-funded.

Enhance transparency to ensure public trust in governance.

Address the separation of roles between the executive and the legislature to prevent perceived influence.

Promote impartiality in employment and decision-making processes.

Ensure the Assembly remains politically neutral and unbiased.

Pursue budget independence to reduce reliance on external funding constraints.

Establish mechanisms to track and evaluate policy implementation.

Train leadership to balance political and administrative functions effectively.

2.4 Responding to the external environment trends and influences

The table below summarizes the political, economic, social, technological, environmental and legal issues the assembly and the county at large is currently facing as well as recommendations to mitigate the same.

Table 3: Summary external issues and response recommendations

| Category | Key Issues | Recommendations |
|-----------|--|--|
| Political | Devolution and governance, Political stability, Security issues, Lack of political goodwill, Corruption, Clannism and nepotism, External influence by non-members, Interference from executive | <ul style="list-style-type: none">- Ensure separation of powers between the Assembly and the Executive.- Promote political independence and non-partisan decision-making.- Strengthen anti-corruption measures and ethical governance.- Encourage unity among leaders for collective decision-making.- Promote inclusivity and respect across different clans. |
| Economic | Financial sustainability, Unemployment and poverty levels, Cost of living, Low income, Overreliance on a single source of livelihood, Late disbursement of funds, Lack of unity among leaders, Rarely meeting budget timelines | <ul style="list-style-type: none">- Develop diverse revenue generation strategies beyond national government allocations.- Improve budget efficiency and ensure timely disbursement of funds.- Develop policies that encourage business investments and job creation.- Strengthen partnerships with the private sector to enhance economic opportunities.- Ensure financial accountability through strict budget monitoring. |
| Social | Cultural practices and beliefs, Education levels, Youth and gender inclusion, Community engagement, Ageing, Poverty, Low literacy levels, Inadequate public awareness, Retrogressive cultures (FGM, early child marriages), Lack of medical services, Frequent conflicts among young staff | <ul style="list-style-type: none">- Implement policies promoting social equity and inclusion.- Enhance civic education to improve public awareness.- Involve communities in decision-making to improve governance accountability.- Promote gender equality and youth empowerment programs. |

| Category | Key Issues | Recommendations |
|----------------------|--|--|
| | | <ul style="list-style-type: none"> - Strengthen professionalism and ethical conduct training for staff. - Improve access to healthcare and education services. |
| Technological | Digital governance, E-government services, Incentives, Pressure from social media bloggers, Role of media, Cybersecurity risks, Social media influence, Misplaced personnel, Lagging in tech adoption, Low network coverage, Lack of ICT equipment | <ul style="list-style-type: none"> - Implement digital governance policies to improve service delivery. - Ensure secure ICT systems and cybersecurity awareness programs. - Increase investment in ICT infrastructure, including network coverage. - Train staff on digital literacy and modern technology use. - Utilize social media positively for citizen engagement and transparency. |
| Environmental | Water scarcity, Minimal office space, Climate change and drought, Waste disposal, Land use conflicts, Deforestation, Forest encroachment, Overcrowding in offices, Staff and MCAs mixing | <ul style="list-style-type: none"> - Enact and enforce environmental conservation laws. - Implement water conservation and climate adaptation strategies. - Properly plan land use to minimize conflicts. - Establish adequate office space to improve the working environment. - Encourage tree planting and reforestation programs. |
| Legal | County legislation, Public participation laws, Corruption and ethics laws, Outdated policies, Data protection, Digital divide, Labor, Health and safety, Land ownership, Complex laws and regulations, Public positions not taken seriously, Too many land-related court cases | <ul style="list-style-type: none"> - Align county laws with national legislation for consistency. - Use alternative dispute resolution mechanisms for land conflicts. - Fast-track the demarcation process to resolve land ownership disputes. - Review outdated laws and enact new ones that address emerging issues. - Strengthen public participation laws to enhance governance transparency. |


2.5 Stakeholder analysis

CAS's key stakeholders include members of the county assembly, County assembly service board, county executive, general public, national parliament, the media, judiciary and sector institutions, national government ministries, departments and agencies (MDAs), development partners, suppliers, staff, private sector, non-governmental organizations, other counties etc

CAS's relationship with its stakeholders is built on a foundation of mutual expectations and obligations, ensuring that both parties contribute to the organization's success and the smooth execution of its functions. The key expectations and obligations for each stakeholder group are as follows:

Table 4: Stakeholder expectations and obligations

| Stakeholder | Stakeholder Expectations | CAS Expectations |
|--|---|---|
| Members of County Assembly | - Technical staff providing support - Effective running of the Assembly | Timely attendance to relevant activities in line to legislative, oversight and representation functions, |
| County Assembly Service Board | - Timely implementation of decisions made | - Guidance and policy direction - Timely decision making - Support and resources to implement decisions and plans |
| County Executive | - Harmonious working relationship - Timely enactment of laws and policies | - Timely implementation of laws and policies - Harmonious working relationship |
| General Public | - Effective representation and participation - Appropriate oversight on CEC - Information sharing | - Participation in formulation of laws and public policies |
| Parliament | - Implementation of laws - Growth of devolution | - Safeguard devolution - Passage of Bills on revenue allocation |
| Media | - Timely information | - Fair reporting |
| Judiciary/Legal Institutions | - Execution of court orders | - Free, timely, and fair judgment |
| National Government Ministries, Departments, and Agencies | - Oversight of devolved funds - Cooperation and collaborations | - Cooperation and respect for the rule of law - Clear definition of roles and functions |
| Development Partners | - Honor obligations as per treaties - Accountability | - Honor terms of reference and rules of engagement - Technical and financial supports |
| Suppliers | - Timely payment - Fair and equal opportunities | - Quality service and product delivery |



| Stakeholder | Stakeholder Expectations | CAS Expectations |
|-------------|--|--|
| Staff | - Sustainability of the Assembly - Competitive terms and conditions of service - Timely and adequate communication - Timely decision making | - High performance levels - Commitment to the CAS mandate and core values - Safeguard the corporate image |

2.6 Key challenges and issues that require attention in the CAS 2024-2029 strategic plan

The assessment of both the internal and external environments has highlighted the following key challenges which need to be addressed in the strategic plan. In subsequent sections of this strategic plan, corresponding interventions will be identified and implemented to mitigate against these challenges;

The key challenges are as follows:

- Mis-alignment of resources allocation/budgeting to plans/mission/mandate delivery
- Financial and Resource Constraints: Limited resources and financial dependence on the national government
- Governance and Oversight Gaps: Weak oversight and political interference affect decision-making and implementation.
- Limited Public Engagement: Inadequate public participation and weak communication channels reduce citizen involvement in governance.
- Internal Structural Challenges: Issues such as poor internal communication, weak separation of roles between the executive and legislature.
- Technological and Infrastructure Deficiencies: Gaps in infrastructure and limited technological resources restrict modernization and service delivery, low levels of automation.

Lack of strict adherence to plans

2.7 Key priorities for the CAS 2025-2029 strategic plan

In line with the CAS mandate, current performance levels and the key challenges and performance issues emanating from both the internal and external environments, CAS will focus on the following key priorities. The level of adoption of these priorities in the 2025-2029 strategic plan will greatly be influenced by the resource's availability. The 2025-2029 strategy will focus on the following key priorities:

1. Legislation Role

Review and develop effective legislation, oversight, and public participation policies.

Pass laws that directly impact local governance and development, including acts supporting the business community.

Automate legislative processes to enhance efficiency and reduce bureaucratic delays.

Assess legislative environment and develop new legislation to close gaps

Enhance monitoring and evaluation of government projects.

Ensure laws and policies are implemented effectively.

Improve the role of the assembly in checking executive actions.

2. Representation Role

Increase citizen engagement through public hearings and consultations.

Ensure MCAs are accessible to the public when not in parliamentary sessions.

Use cultural diversity to enhance representation and governance effectiveness.

Implement feedback mechanism to citizens

3. Oversight Role

Conduct regular training programs for MCAs and staff to enhance oversight capacity.

Hold the executive to account – review performance reports, recommend and follow through improvement initiatives

4. Governance and institutional capacity development

Institutionalize staff and capacity development

- o Invest in training and capacity building for staff and MCAs to capitalize on human resources.

- Promote diversity and inclusivity within the Assembly.
- Encourage skilled personnel to collaborate effectively
- Strengthen capacity-building initiatives and ensure resources are used optimally before they become obsolete.
- Conduct regular legal training for MCAs and improve legal representation.
- Conduct workshops and benchmarking visits to learn from other counties.
- Provide continuous training for young staff to build experience for future leadership.
- Treat all staff equitably, ensuring fair opportunities, including foreign travel and career advancement
- Prioritize staff welfare and professional development.
- Comprehensive performance management system at corporate level and across all levels of staff
- Ensure strict adherence to the law and enforce anti-corruption policies with relevant oversight bodies
- Automation and ICT integration
 - Prioritize technological advancement for efficiency in legislative processes.
 - Acquire modern and reliable ICT resources to improve efficiency.
 - Invest in modern digital systems to improve service delivery.
 - Automate county operations, including revenue collection and documentation.
 - Enhance cybersecurity measures to protect government data.
- Internal systems and processes
 - Improve communication channels within the Assembly and with stakeholders.
 - Strengthen internal communication and establish collaborative channels among departments.
 - Develop a comprehensive human resource handbook
 - Develop County Assembly Service charter
 - Establish strong internal audit mechanism – independent IA unit, periodic audits and implementation of findings
 - Review and document key processes – procurement, finance, HR, reporting
- Securing work environment
 - Security of staff and assembly assets, secure work environment
 - Strengthen security policies and closely monitor political trends to mitigate risks associated with instability
 - Promote peaceful coexistence between different communities to reduce social tensions.
 - Continuously improve work environment
- Enhance independence
 - Reduce political interference by reinforcing the Assembly's independence.
 - Advocate for greater legislative autonomy.

- o Address the separation of roles between the executive and the legislature to prevent undue influence

Values and ethics

- o Promote professional ethics and leadership training for elected leaders.
- o Institutionalize CAS core values and behaviors in all engagement and operations

Risk management

- a. Implement a comprehensive risk management framework
- b. Foster bipartisan cooperation among MCAs to focus on development rather than political conflicts.

Establish a Citizens' Feedback Mechanism

- c. Develop and operationalize a complaint and feedback system for citizens.
- d. Use digital platforms (e.g., SMS, websites, and apps) to collect feedback.
- e. Address grievances efficiently and improve service delivery.

Establish a comprehensive committees System-Incorporate Relevant Committees

- f. Form committees to oversee public service delivery.
- g. Ensure committees operate within clear roles and responsibilities.
- h. Promote professionalism and transparency in committee operations.

5. Planning, budgeting and implementation

Ensure budgets are strictly allocated for legislative activities.

Develop clear monitoring parameters and identify the most effective services delivery.

Establish strong oversight committees to ensure financial accountability.

Utilize technology for real-time monitoring of county policies and service delivery.

Establish mechanisms to track and evaluate policy implementation.

6. Resources mobilization and financial management

Engage the national government for increased financial allocations.

Strengthen ethics and integrity frameworks in financial management

Strengthen partnerships with development organizations for financial and technical support.


Collaborate with external organizations and investors to leverage resources and create partnership opportunities.

Establish a partnership/liaison officer to focus on support on resource mobilization and management.

Advocate for timely disbursement of county funds from the national treasury.

Publish financial reports regularly for public scrutiny.

Establish clear procurement policies to prevent corruption.



Improve budgeting and financial planning in line with key guidelines

7. Public engagement and participation

Increase public engagement in legislative processes.

Maintain good relations with stakeholders by ensuring timely and effective communication.

Expand public engagement by conducting legislative sessions across different regions to foster inclusivity

Enhance transparency to rebuild public trust in governance.

Create more accessible platforms for citizen engagement.

Ensure transparency in legislative processes through regular updates.

Organize public forums for discussion on county policies and decisions.

Engage key stakeholders such as businesses, community leaders, and development partners.

Develop structured engagement frameworks for continuous consultations.

3.0 Chapter three: CAS 2025-2029 Strategic Focus

3.1 Vision, Mission, and Core values

The Vision, Mission, and Core Values will be the guiding principles that will inspire CAS stakeholders and direction towards the strategic goal of the Board. The strategic Vision is a pre- requisite for effective strategic leadership while the Mission is the overriding purpose statement that gives CAS an identity and uniqueness. The Core Values inform the organization culture and decision making through common guiding philosophy.

Vision

To be a people centered County Assembly with the best parliamentary practices

Mission

An innovative assembly that embraces good governance and best parliamentary practices to enhance effective representation, oversight and legislation for a prosperous Samburu County.

Core Values

Integrity- upholding honesty, transparency, and strong moral principles in all actions and decisions.

Professionalism- demonstrating competence, reliability, respect, and accountability in the conduct of work.

Cohesiveness- fostering a sense of unity and belonging that strengthens collaboration and shared purpose.

Teamwork - working collaboratively with others to achieve common objectives and deliver results.

3.2 Key Result Areas (KRAs)

In line with CAS's Vision and Mission, Key Result Areas have been designed in pursuance to CAS's mandate, vision and responsibilities towards realization of the county's governance and service delivery agenda

- Legislation Role

- Representation Role

- Oversight Role

- Governance and institutional capacity development

- Planning, budgeting and program implementation

- Resources mobilization and financial management

- Public engagement and participation

3.2 Overall goals

In line with the KRAs, CAS will pursue the following goals in order to achieve the respective results under each KRA.

- Comprehensive legal and regulatory framework
- Residents effectively represented
- Effective oversight to the executive
- Effective governance and institutional framework
- Effective planning, budgeting and implementation framework
- Sustainable resourcing and financial management
- Effective stakeholder engagement and participation

3.3 CAS 2025-2029 strategic framework – KRAs, Goals, Strategic Objectives and strategies

In line with the Results Based Management (RBM), each KRA is broken down to goals, strategic objectives and strategies to deliver specific results under each area. Accordingly, the table overleaf represents the goals, objectives and strategic that will be pursued in the strategic planning period for CAS to deliver its mandate and meet stakeholder expectations.

Table 5: CAS 2025-2029 strategic framework

| # | Key Result Area (KRA) | Goal | Strategic Objective | Strategies |
|---|-----------------------|--|--|---|
| 1 | Legislation Role | Comprehensive legal and regulatory framework | To develop a comprehensive legal and regulatory framework to facilitate good governance and service delivery | <ul style="list-style-type: none"> Review and develop effective legislation, oversight, and public participation policies. Pass laws that directly impact local governance and development, including acts supporting the business community. Automate legislative processes to enhance efficiency and reduce bureaucratic delays. Assess legislative environment and develop new legislation to close gaps Ensure laws and policies are implemented effectively. Improve the role of the assembly in checking executive actions. |
| 2 | Representation Role | Residents effectively represented | To effectively represent Samburu residents to optimize their enjoyment of human, social and economic rights | <ul style="list-style-type: none"> Increase citizen engagement through public hearings and consultations. Use cultural diversity to enhance representation and governance effectiveness. Implement feedback mechanism to citizens |
| 3 | Oversight Role | Effective oversight to the executive | To provide comprehensive checks and balances for the executive to effectively fulfil | <ul style="list-style-type: none"> Strengthen monitoring of county executive performance and act as an effective bridge between the government and the people Follow through on budgeted programs and ensure strict implementation oversight. |

| # | Key Result Area (KRA) | Goal | Strategic Objective | Strategies |
|---|---|--|---|--|
| | | | the governance and service delivery mandate | <ul style="list-style-type: none"> • Conduct regular training programs for MCAs and staff to enhance oversight capacity. • Hold the executive to account – review performance reports, recommend and follow through improvement initiatives |
| 4 | Governance and institutional capacity development | Effective governance and institutional framework | To build and sustain institutional, staff and organizational capacity | <ul style="list-style-type: none"> • Invest in training and capacity building for staff and MCAs for improved productivity • Promote diversity and inclusivity within the Assembly. • Encourage internal/external collaborate for effective operations • Strengthen capacity-building initiatives and ensure resources are used optimally. • Conduct regular legal training for MCAs and improve legal input and the legislative process. • Conduct workshops and benchmarking visits to learn from other counties and jurisdictions. • Provide continuous training for young staff to build experience for future leadership roles. • Equitable opportunities for staff, including foreign travel and career advancement • Prioritize staff welfare and professional development. • Comprehensive performance management system at corporate level and across all levels of staff • Ensure strict adherence to the law and enforce anti-corruption policies with relevant oversight bodies |

| # | Key Result Area (KRA) | Goal | Strategic Objective | Strategies |
|---|-----------------------|------|---|--|
| | | | To automate key and support systems and processes in CAS for efficient and effective operations | <ul style="list-style-type: none"> • Acquire modern and reliable ICT resources to improve efficiency. • Invest in modern digital systems to improve service delivery. • Automate County Assembly operations, including finance, HR, Procurement etc. • Enhance cybersecurity measures to protect government data. |
| | | | To develop internal systems and processes to support CAS operations | <ul style="list-style-type: none"> • Improve communication channels within the Assembly and with stakeholders. • Strengthen internal communication and establish collaborative channels among departments. • Develop a Comprehensive Human Resource Handbook • Develop County assembly Service Charter • Establish strong internal audit mechanism – independent IA unit, periodic audits and implementation of findings • Review and document key processes – procurement, finance, HR, reporting |

| | | | |
|--|--|--|--|
| | | To build a safe and secure work environment for CAS operations | <ul style="list-style-type: none">• Security of staff and assembly assets, secure work environment• Strengthen security policies and closely monitor political trends to mitigate risks associated with instability• Continuously improve work environment |
| | | To build and portray an independent and transparent | <ul style="list-style-type: none">• Reduce political interference by reinforcing the Assembly's independence.• Advocate for greater legislative autonomy. |



| # | Key Result Area (KRA) | Goal | Strategic Objective | Strategies |
|---|-------------------------|---------------------|---|--|
| | | | operating environment | <ul style="list-style-type: none"> • Address the separation of roles between the executive and the legislature to prevent undue influence |
| | | | To embed a value system that builds a supportive and ethical culture | <ul style="list-style-type: none"> • Promote professional ethics and leadership training for elected leaders. • Institutionalize CAS core values and behaviors in all engagement and operations |
| | | | To identify and effectively manage risks | <ul style="list-style-type: none"> • Implement a comprehensive risk management framework • Foster bipartisan cooperation among MCAs to focus on development rather than political conflicts |
| | | | To operationalize a comprehensive Citizens' Feedback Mechanism | <ul style="list-style-type: none"> • Operationalize a complaint and feedback system for citizens. • Use digital platforms (e.g., SMS, websites, and apps) to collect feedback. • Address grievances efficiently and improve service delivery. |
| | | | To establish a comprehensive committees' system - incorporate relevant committees | <ul style="list-style-type: none"> • Form committees to oversee all public service delivery. • Committees operate within clear roles and responsibilities. • Promote professionalism and transparency in committee operations. |
| 5 | Planning, budgeting and | Effective planning, | To implement an integrated | <ul style="list-style-type: none"> • Ensure budgets are strictly allocated for priority activities. |

| # | Key Result Area (KRA) | Goal | Strategic Objective | Strategies |
|---|---|---|--|---|
| | program implementation | budgeting and implementation framework | planning, budgeting and implementation management framework | <ul style="list-style-type: none"> • Develop clear monitoring parameters and identify the most effective services delivery. • Establish strong oversight committees for financial accountability. • Utilize technology for real-time monitoring of county policies and service delivery. • Establish mechanisms to track and evaluate policy implementation. |
| 6 | Resources mobilization and financial management | Sustainable resourcing and financial management | To diversify the resources envelop and implement a compliant financial management system | <ul style="list-style-type: none"> • Engage the national government for increased financial allocations. • Strengthen ethics and integrity frameworks in financial management. • Strengthen partnerships with development organizations for financial and technical support. • Collaborate with external organizations and investors to leverage resources and create partnership opportunities. • Establish a partnership liaison office to focus on support resources mobilization and management • Advocate for timely disbursement of county funds from the national treasury. • Publish financial reports regularly for public scrutiny. • Establish clear procurement policies to prevent corruption. • Improve budgeting and financial planning in line with key guidelines |

| # | Key Result Area (KRA) | Goal | Strategic Objective | Strategies |
|---|-------------------------------------|--|--|---|
| 7 | Public engagement and participation | Effective stakeholder engagement and participation | To implement a stakeholder engagement and consultation framework that is aligned to the provisions and stakeholder needs | <ul style="list-style-type: none"> Public engagement in legislative processes. Relationships management, timely and effective communication with stakeholders. Expand public engagement by conducting legislative sessions across different regions to foster inclusivity Rebuild public trust in governance through transparency, regular updates. Create more accessible platforms for citizen engagement. Public forums to discussion county policies and decisions. Engage key stakeholders such as businesses, community leaders, and development partners. Develop structured engagement frameworks for continuous consultations. |

3.4 Implementation matrix – Targets, timelines, cost and responsibility

In line with the high-level strategic framework, a detailed implementation matrix is elaborated under this section. The implementation matrix includes targets for each performance areas, time lines for implementation, resource requirements as well as the responsibility for delivery of the results. The implementation matrix will be instrumental in the development of annual work plans for the Assembly over the strategic plan period. The annual targets will be cascaded to all departments and ultimately to individuals through the personal appraisal system.

The implementation matrix will also inform the annual performance contracting process for the assembly.

Table 6: CAS 2025-2029 strategic plan implementation plan

| Key Result Area | | 1. Legislation development | | | | | | |
|--|--|----------------------------|--------|--------|-----------|-----------|------------|----------------|
| Goal | Comprehensive legal and regulatory framework | | | | | | | |
| Objective | To develop a comprehensive legal and regulatory framework to facilitate good governance and service delivery | | | | | | | |
| Strategies | Service delivery targets | | | | | Resources | | Responsibility |
| | Unit of measure | Year 1 | Year 2 | Year 3 | Years 4-5 | Total | Total Kshs | |
| 1. Review and develop effective legislation | Number of laws enacted | 4 | 8 | 3 | 5 | 20 | 50M | DLPC |
| 3. Automate legislative processes to enhance efficiency and effectiveness of CAS | % E-system implemented | | 10% | 20% | 70% | 100 % | 63M | DCIS |
| 4. Assess legislative environment and develop new legislation to close gaps | Gap analysis report | | - | - | 1 | 1 | - | DLPC |
| 5. Ensure laws and policies are implemented effectively. | Number of implementation reports | 1 | 1 | 1 | 2 | 5 | - | DLPC |
| Total | | | | | | | 113m | |

| Key Result Area | 2. Representation Role | | | | | | | |
|--|--|--------|--------|--------|-----------|-------|--------|----------|
| Goal | Residents effectively represented | | | | | | | |
| Objective | To effectively represent Samburu residents | | | | | | | |
| Strategies | Service delivery targets | | | | | | Resour | Respon |
| | Unit of measure | Year 1 | Year 2 | Year 3 | Years 4-5 | Total | ces | sibility |
| 1. Increase citizen engagement through public participation | Number of consultation fora | 4 | 8 | 3 | 5 | 20 | 40m | DLPc |
| Ensure MCAs are accessible to the public when not in parliamentary session | Operationalize ward offices (number) | | 7 | | | 7 | 50m | |
| Total | | | | | | | 90m | |

| Key Result Area | | 3. Oversight | | | | | | |
|--|--|--------------|--------|--------|-----------|-----------|----------------|------|
| Goal | Effective oversight the executive | | | | | | | |
| Objective | To provide comprehensive checks and balances for the executive to effectively fulfil the governance and service delivery mandate | | | | | | | |
| Strategies | Service delivery targets | | | | | Resources | Responsibility | |
| | Unit of measure | Year 1 | Year 2 | Year 3 | Years 4-5 | Total | Total Kshs | |
| 1. Strengthen monitoring of county executive performance | Quarterly reports adapted | 4 | 4 | 4 | 8 | 20 | - | DLPC |
| 2. Follow through on budgeted programs and ensure strict implementation | Budget implementation reports | 2 | 2 | 2 | 4 | 10 | - | DLPC |
| 3. Conduct regular training programs for MCAs and staff to enhance oversight and productivity. | Number of training | 2 | 2 | 2 | 4 | 10 | 10m | DHRA |
| Total | | | | | | | 10m | |

| Key Result Area | | 4. Governance and institutional capacity development | | | | | | |
|--|--|---|--------|--------|--------|-----------|------------|----------------|
| Goal | | Effective governance and institutional framework | | | | | | |
| Objective | | To build and sustain institutional, staff and organizational capacity | | | | | | |
| Strategies | | Service delivery targets | | | | | Resources | Responsibility |
| | | Unit of measure | Year 1 | Year 2 | Year 3 | Years 4-5 | Total Kshs | |
| 1. Promote diversity and inclusivity within the Assembly. | | % compliance to diversity/inclusivity guidelines | 100 % | 100 % | 100 % | 20 % | 10 % | Clerk |
| 2. Encourage internal/external collaboration for effective operations | | Number of collaboration initiatives | 2 | 2 | - | - | - | Clerk |
| 4. Implement capacity-building initiatives and ensure resources are used optimally. | | Number of initiatives | 1 | 1 | 1 | 2 | 5 | DHRA |
| 6. Conduct workshops and benchmarking visits to learn from other counties and jurisdictions. | | Number of workshops and visits | 1 | 1 | 1 | 2 | 5 | DPLC |
| 7. Provide continuous training to staff to build experience for future leadership roles. | | Number of trainings | 1 | 1 | 1 | 1 | 3 | DHRA |

| Key Result Area | | 4. Governance and institutional capacity development | | | | | | |
|---|--|---|--------|--------|--------|-----------|-----------|----------------|
| Goal | | Effective governance and institutional framework | | | | | | |
| Objective | | To build and sustain institutional, staff and organizational capacity | | | | | | |
| Strategies | | Service delivery targets | | | | | Resources | Responsibility |
| | | Unit of measure | Year 1 | Year 2 | Year 3 | Years 4-5 | Total | |
| 8. Equitable opportunities for staff, including foreign travel and career advancement | | % of staff accessing opportunities | 100 % | 100 % | 100 % | 100 % | - | DHRA |
| | | % implement action of welfare, Wellness & development policy | 100 % | 100 % | 100 % | 100 % | 5m | DHRA |
| 10. Comprehensive performance management/Appraisal at management level and across all levels of staff | | % implement action and cascade of performance management/Appraisals | | 40 % | 60 % | - | 3m | DHRA |
| | | Number of compliance reports | 1 | 1 | 1 | 1 | - | DHRA |

[illegible]

| Key Result Area | | 4. Governance and institutional capacity development | | | | | | |
|---|--|---|--------|--------|--------|----------|-------------|----------------|
| Goal | | Effective governance and institutional framework | | | | | | |
| Objective | | To automate key and support systems and processes in CAS for efficient and effective operations | | | | | | |
| Strategies | | Service delivery targets | | | | | Resources | Responsibility |
| | | Unit of measure | Year 1 | Year 2 | Year 3 | Year 4-5 | Total | |
| 1. Acquire modern and reliable ICT resources to improve efficiency. | | % implementation of ICT system | 25 % | 25 % | 25 % | 25 % | 100 % | DCIS |
| 2. Invest in modern digital systems to improve service delivery (records management). | | Number of digital initiatives | | 1 | | | 2m | DCIS |
| 3. Enhance cybersecurity measures to protect government data. | | Number of protective initiatives | | 2 | | | 4m | DCIS |
| Total | | | | | | | 46 m | |

| Key Result Area | 4. Governance and institutional capacity development | | | | | | | |
|--|---|--------|--------|--------|--------|--------|-----------|----------------|
| Goal | Effective governance and institutional framework | | | | | | | |
| Objective | To develop internal systems and processes to support CAS operations | | | | | | | |
| Strategies | Service delivery targets | | | | | | Resources | Responsibility |
| | Unit of measure | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total | |
| 1. Improve communication channels within the Assembly and with stakeholders. | Number of channels created | 2 | 3 | 3 | 3 | 3 | 2m | DCIS |
| 2. Strengthen internal communication and establish collaborative channels among departments. | Number of stakeholder meetings | | | | | | | |
| 3. Develop a Comprehensive Human Resource Handbook | % implementation of internal communication procedures | 100% | 100% | 100% | 100% | 200% | - | DCIS |
| 4. Develop Records Management Policy | Human Resource Handbook Developed | | 1 | | | | 2m | DHRA |
| 5. Develop County Assembly Service Charter | Records Management Policy Developed | | 1 | | | | 0.5m | DHRA |
| | County Assembly Service Charter | | 1 | | | | 2m | Clerk |

| | | | | | | | | |
|--|---|---|------|------|------|-------|-------------|-------|
| 6. Establish strong internal audit mechanism – independent IA unit, periodic audits and implementation of findings | Number of internal audits undertaken | 4 | 4 | 4 | 8 | 20 | - | Audit |
| 7. Review and document key processes – procurement, finance, HR | Number of processes reviewed and documented | - | 6 | - | - | 6 | 1.5m | Clerk |
| 8. Review and document key processes and achievements of the Assembly (Documentary and journals) | Documentary, Coffee tables, Journals in place (%) | | 30 % | 30 % | 40 % | 100 % | 8m | DCIS |
| Total | | | | | | | 16 m | |

| Key Result Area | | 4. Governance and institutional capacity development | | | | | | |
|---|--|--|--------|--------|--------|-------|--------------|----------------|
| Goal | | Effective governance and institutional framework | | | | | | |
| Objective | | To build a safe and secure work environment for CAS operations | | | | | | |
| Strategies | | Service delivery targets | | | | | | |
| | Unit of measure | Year 1 | Year 2 | Year 3 | Year 4 | Total | Resources | Responsibility |
| 1. Security of staff and assembly assets, secure work environment | Number of security initiatives implemented | - | 1 | - | - | 1 | 1m | DHRA |
| 4. Improve work environment | % completion of chamber | - | 70 % | 30 % | - | 100 % | 170m | DHRA |
| Total | | | | | | | 171 m | |

| Key Result Area | | 4. Governance and institutional capacity development | | | | | | |
|---|--|---|--------|--------|--------|-----------|------------|----------------|
| Goal | | Effective governance and institutional framework | | | | | | |
| Objective | | To build and portray an independent and transparent operating environment | | | | | | |
| Strategies | | Service delivery targets | | | | | Resources | Responsibility |
| | | Unit of measure | Year 1 | Year 2 | Year 3 | Years 4-5 | Total Kshs | |
| 1. Reduce political interference by reinforcing the Assembly's independence. | | % adherence to Assembly procedures | 100% | 100% | 100% | 200% | 100% | Clerk |
| 2. Advocate for increased funding both from National Government and external stakeholders | | % increase in funding | - | 50% | 25% | 50% | - | Clerk |
| Total | | | | | | | - | |

| Key Result Area | | 4. Governance and institutional capacity development | | | | | |
|---|--|--|--------|--------|--------|-----------|----------------|
| Goal | | Effective governance and institutional framework | | | | | |
| Objective | | To embed a value system that builds a supportive and ethical culture | | | | | |
| Strategies | | Service delivery targets | | | | | Responsibility |
| | | Unit of measure | Year 1 | Year 2 | Year 3 | Years 4-5 | Totals |
| 1. Promote professional ethics and leadership training for elected leaders and staff of CAS | | Number of trainings | | 1 | | 1 | 2 |
| 2. Institutionalize core values and professional ethics in all engagement and operations of CAS | | Number of values monitoring reports | | 1 | | 1 | 2 |
| Total | | | | | | | 4.5m |

| Key Result Area | | 4. Governance and institutional capacity development | | | | | | | | | |
|---|--|--|--------|--------|--------|----------|-------|------------|----------------|--|--|
| Goal | | Effective governance and institutional framework | | | | | | | | | |
| Objective | | To identify and effectively manage risks | | | | | | | | | |
| Strategies | | Service delivery targets | | | | | | Resources | Responsibility | | |
| | | Unit of measure | Year 1 | Year 2 | Year 3 | Year 4-5 | Total | Total Kshs | | | |
| 1. Implement a comprehensive risk management framework | | % Implementation of risk management plan | 100% | 100% | 100% | 200% | 100% | 4m | Audit | | |
| 2. Foster bipartisan cooperation among MCAs to focus on delivering their mandate to the people of Samburu | | Consensus built in house matters | 100% | 100% | 100% | 200% | 100% | 10m | Clerk | | |
| Total | | | | | | | | 14m | | | |

| Key Result Area | 4. Governance and institutional capacity development | | | | | | | |
|--|--|--------|--------|--------|-----------|------------|----------------|--|
| Goal | Effective governance and institutional framework | | | | | | | |
| Objective | To establish a comprehensive committees' system | | | | | | | |
| Strategies | Service delivery targets | | | | | Resources | Responsibility | |
| | Unit of measure | Year 1 | Year 2 | Year 3 | Years 4-5 | Total KShs | | |
| 1. Review/Form committees in accordance with statutory requirements | % operationalization of committees | - | 100% | - | 100% | 200% | DLPC | |
| 2. Committees operate within clear roles and responsibilities. | % of ToRs developed for committees | - | 100% | - | 100% | 200% | DLPC | |
| 3. Promote professionalism and transparency in committee operations. | Number of trainings | - | 1 | - | 1 | 2 | DLPC | |
| Total | | | | | | 5m | | |

| Key Result Area | 5. Planning, budgeting and programme implementation | | | | | | | | | |
|---|--|--------|--------|--------|--------|--------|-------|------------|----------------|--|
| Goal | Effective planning, budgeting and implementation framework | | | | | | | | | |
| Objective | To implement an integrated planning, budgeting and implementation management framework | | | | | | | | | |
| Strategies | Service delivery targets | | | | | | | Resources | Responsibility | |
| | Unit of measure | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total | Total Kshs | | |
| 1. Ensure budgets are strictly allocated for priority activities. | % alignment of budget to Annual Work plan | 100% | 100% | 100% | 200% | 100% | 100% | - | CLERK | |
| 2. Establish strong oversight committee for financial accountability. | Number of committee reports | 1 | 1 | 1 | 2 | 5 | 5 | 5m | DL PC | |
| 3. Establish mechanisms to track and evaluate policy implementation. | % operationalization of tracking system | - | 50% | 50% | - | - | 100% | 3m | DCIS | |
| Total | | | | | | | | 8m | | |

| Key Result Area | | 6. Resources mobilization and financial management | | | | | | |
|--|--|---|--------|--------|--------|-----------|-----------|----------------|
| Goal | | Sustainable resourcing and financial management | | | | | | |
| Objective | | To diversify the resources, envelop and implement a compliant financial management system | | | | | | |
| Strategies | | Service delivery targets | | | | | Resources | Responsibility |
| | | Unit of measure | Year 1 | Year 2 | Year 3 | Years 4-5 | Total | Total Kshs |
| 1. Engage the national government for increased financial allocations. | | % increase in funding | - | - | - | - | - | CLERK |
| 2. Strengthen ethics and integrity frameworks in financial management. | | % compliance to financial regulations | 100% | 100% | 100% | 200% | 100% | CLERK |
| 3. Strengthen partnerships with development organizations for financial and technical support. | | Number of MoUs operationalized | 1 | 1 | 1 | | 3 | Clerk |
| 4. Collaborate with external organizations and investors to leverage resources and create partnership opportunities. | | Amount of resources leveraged in Kshs | 2m | 2m | 2m | 4m | 10m | DFA |
| 5. Establish a partnership liaison office to focus to support resources mobilization and management | | % operationalization of liaison office | 100% | - | - | - | 100% | DHRA |
| 6. Advocate for timely disbursement of county funds from the national treasury. | | % of resources received on time | 100% | 100% | 100% | 200% | 100% | DFA |
| 7. Publish financial reports regularly for public scrutiny. | | Number of reports | 4 | 4 | 4 | 8 | 20 | CLERK |

| Key Result Area | 6. Resources mobilization and financial management | | | | | | |
|--|---|--------|--------|--------|----------|-----------|----------------|
| Goal | Sustainable resourcing and financial management | | | | | | |
| Objective | To diversify the resources, envelop and implement a compliant financial management system | | | | | | |
| Strategies | Service delivery targets | | | | | Resources | Responsibility |
| | Unit of measure | Year 1 | Year 2 | Year 3 | Year 4-5 | Total | |
| | % compliance to procurement guidelines | 100% | 100% | 100% | 100% | 100% | CLERK |
| 8. Reinforcement of clear procurement policies to prevent corruption | | | | | | | |
| Total | | | | | | 1m | |

| Key Result Area | | 7. Effective Public participation | | | | | | | |
|---|--|---|--------|--------|--------|-----------|-----------|------------|----------------|
| Goal | | Effective Public Participation and Stakeholder engagement | | | | | | | |
| Objective | | To implement public participation and stakeholder guideline | | | | | | | |
| Strategies | | Service delivery targets | | | | | Resources | | Responsibility |
| | | Unit of measure | Year 1 | Year 2 | Year 3 | Years 4-5 | Total | Total Kshs | |
| 1. Develop Public participation guideline | | Number of public Participation guideline | | 1 | | | 1 | 3m | DLPC |
| 2. Undertake stakeholders mapping | | Stakeholder management plan/report | | 1 | | | | 1m | DLPC |
| 3. Expand public engagement by conducting legislative sessions across different regions to foster inclusivity (Bunge mashinani) | | Number of foras | | 1 | 1 | | 2 | 10m | DLPC |
| 4. Create more accessible platforms for citizen engagement. | | % operationalization of platform | 20 % | 20 % | 20 % | 40 % | 100 % | - | DCIS |
| 1. Operationalize a complaint and feedback system for citizens | | % operationalization of system | 100 % | | | | 100 % | - | Clerk |

| Key Result Area | | 7. Effective Public participation | | | | | | |
|---|--|---|--------|--------|--------|-----------|------------|----------------|
| Goal | | Effective Public Participation and Stakeholder engagement | | | | | | |
| Objective | | To implement public participation and stakeholder guideline | | | | | | |
| Strategies | | Service delivery targets | | | | | Resources | Responsibility |
| | | Unit of measure | Year 1 | Year 2 | Year 3 | Years 4-5 | Total Kshs | |
| 2. Address grievances efficiently and improve service delivery. | | % of grievances addressed | 100 % | 100 % | 100 % | 100 % | - | CLERK |
| Total | | | | | | | 14m | |

4.0 Chapter Four: Implementation and coordination framework

This chapter elaborates the framework for the implementation of this strategic plan including human resource requirements, financial resources requirements, organization structure, roles and responsibilities of all involved in the implementation, probable risks and a corresponding mitigation plan.

4.1 Staffing – current, requirement and gap

An assessment of the staff establishment will be carried out hand in hand with the requirements of the strategic plan and the aligned organization structure. Any gaps identified will be addressed on the basis of merit and competitively. The various cadres as shown in the current staff establishment is set out as an appendix of this strategic plan.

4.2 Capacity development

Currently, CAS members of staff spread across the various functional areas. CAS has a team of highly skilled and experienced human capital. During the period of this strategic plan, skills and competence assessment will be undertaken and a comprehensive capacity building plan developed and implemented.

4.3 Organization and governance structure

In line with its core business, the County Assembly of Samburu has developed an organizational structure that seeks to facilitate effective delegation, management processes and information flow. The organizational structure has also taken into account lessons learnt so far, the mandate of CAS and its core business. The current organization structure is illustrated overleaf. During the implementation of this strategic plan, alignment will be undertaken to ensure effectiveness and efficiency in operations.

4.4 Resource (financial) requirement

The detailed implementation matrix contains the financial resources requirement for implementation of each of the strategies and strategic objectives. The total resources requirements over the five years is Ksh 627million (Six Hundred and twenty-seven million). The table overleaf shows a breakdown of total resources required for implementing the CAS 2025-2029 strategic plan per KRA.

Table7: CAS 2025-2029 strategic plan resource requirements

| Key Result Areas | Strategic Objectives | Financial Resource Requirements Kshs |
|---|--|--------------------------------------|
| Legislation | To develop a comprehensive legal and regulatory framework to facilitate good governance and service delivery | 113m |
| Representation | To effectively represent Samburu residents to optimize their enjoyment of human, social and economic rights | 90m |
| Oversight | To provide comprehensive checks and balances for the executive to effectively fulfil the governance and service delivery mandate | 10m |
| Governance and institutional capacity development | <p>To build and sustain institutional, staff and organizational capacity</p> <p>To automate key and support systems and processes for in efficient CAS effective operations</p> <ul style="list-style-type: none"> -To develop internal systems and processes to support CAS operations -To build a safe and secure work environment for CAS operations -To build and portray an independent and transparent operating environment -To embed a value system that builds a supportive and ethical culture -To identify and effectively manage risks -To operationalize a comprehensive Citizens' Feedback Mechanism -To establish a comprehensive committees' system -incorporate relevant committees | 390m |
| Planning, budgeting and programme implementation | To implement an integrated planning, budgeting and implementation management framework | 8m |
| Resources mobilization and financial management | To diversify the resources envelop and implement a compliant financial management system | 1M |

| | | |
|--------------------------------|---|-------------|
| Effective Public Participation | To implement public participation and stakeholder guideline | 14m |
| Total | | 627m |

4.5 Sources of funds

The County Assembly will largely depend on the following sources of revenue:

- I. Exchequer Releases; and
- II. Grants and donations
- III. Private sector participation and partnership support

4.6 Resource mobilization

CAS commits itself to uphold the highest standards for efficient and effective use of resources in every activity that will be undertaken. Successful implementation of the 2025-2029 Strategic Plan will not only depend on the commitment of the stakeholders, but also on the availability and efficient utilization of resources required to undertake the various activities. Resource mobilization for assured financial sustainability is a fundamental concern during this Strategic Plan period.

The overall goal of resource mobilization is to strengthen CAS's funding through diversifying funding sources. In this regard, CAS will continue to lobby and mobilize financial resources for its activities as follows:

- Increased funding from the exchequer;
- Targeted National Government support under various national programs, and
- Support from development partners.

4.6.1 Measures to eliminate wastage and losses

During the Strategic Plan period, CAS will make efficient and timely resource utilization a key priority area by ensuring that current government efficiency monitoring and evaluation guidelines, such as performance contracting and performance Management and appraisal system are applied. In addition, the Board will improve costing of programs and activities, in order to avoid duplication and wastage as well as improving efficiency in the use of resources. The Board will put in place measures to ensure prudent resource Management. These will include implementation of efficient and effective systems, and development of Standard Operating Procedures (SOPs).

4.7 Implementation and coordination

Implementation of this Strategic Plan largely depends on commitment of management, discipline, consistent leadership and involvement of all staff. Implementation responsibilities of this strategy will therefore be cascaded to all levels of the Assembly in order to allow for maximum participation of all the relevant stakeholders. While the managers have the operational plan, there will be need for sensitization and planning at various levels for ease of implementation.

Successful implementation of the Plan will depend significantly on a practical implementation framework, which is easy to coordinate. The implementation matrix is included in section 3.4 of this strategic plan.

4.7.1 Pre-implementation

The CASSB will ensure the following prerequisites are in place:

- Provide strategic leadership and commitment in the development of the Strategic Plan;
- Create awareness of the Strategy Plan to all those who will be involved in its implementation;
- Establishment of appropriate organizational structure and allocation of resources as identified for each activity;
- Development of departmental plans and individual work plans
- Establish a framework of regular review, performance oversight, monitoring, measurement, evaluation and reporting.

4.7.2 During implementation

CAS will provide an enabling environment for achievement of results to meet and exceed customer expectations. Implementation responsibilities of this Strategic Plan will be cascaded to all levels of the CAS. The implementation of this Strategic Plan will endeavor to ensure that the needs of the stakeholders are addressed.

4.7.3 Role of the CASSB in strategy implementation

- To provide strategic leadership and be responsible for policy formulation;
- To play an oversight role in the implementation, monitoring and evaluation of the strategic plan;
- To approve the CAS's Corporate plan, Annual work programs and Annual Budget;
- From time to time to determine the structure and levels of staffing;
- To submit to the County Assembly a quarterly report on the activities of the Board.

4.7.4 Role of the Country Assembly Clerk

The Clerk of the County Assembly is the principal accounting officer and will be in charge of ensuring the overall coordination, implementation, monitoring, and evaluation of the Strategic Plan, including acting on decisions made by the Board. The Clerk shall ensure:

- Annual work programs and the annual budget of the Board are prepared for Board approval;
- Members of staff develop and implement work plans in line with the Strategic Plan;
- A performance management system is implemented;

- Coordination of meetings to review progress and resolve issues that may arise in implementation;
- The day-to-day implementation, monitoring, and evaluation of the plan is undertaken and feedback provided; and
- Actual performance is measured against negotiated targets at all levels.

4.7.5 Role of Heads of departments (HOD's)

The Heads of departments (HOD's) will be responsible for the day-to-day implementation, monitoring, and evaluation of the plan so as to ensure that the planned activities remain on course, and are implemented at all levels.

4.8 Cascading the Plan to all Staff

The Strategic Plan will be cascaded to departmental work plans and ultimately translate to individual work plans for effective implementation. The Plan shall, therefore, be cascaded downwards to the lowest levels. This will help each member of staff to understand and plan for their respective roles.

4.9 Departmental and Individual Annual Work Plans

Detailed work plans with clear performance indicators and responsibility for their achievement shall be developed taking into consideration the endorsed activities in the Strategic Plan. The Clerk's office shall take responsibility to coordinate all implementing departments and bring together various players in case of joint activities.

4.10 Risk management

The implementation of the Strategic Plan faces potential risks that have to be mitigated if CAS's strategic objectives are to be achieved. Risks have been analyzed and corresponding mitigation measures identified to prevent failure of successful implementation of the Strategic Plan. The Table below gives a summary of key and their respective ranking as well as proposed mitigation strategies.

Table 8: Summary risk management framework

| # | Risk type/area | Risk identified | Level of risk | Mitigation measures |
|----|------------------|---------------------------------|---------------|---|
| 1. | Inadequate funds | Incomplete project & activities | Highly likely | <ul style="list-style-type: none"> • Lobby for improved ceilings • Identify and exploit non-traditional funding • Enter into partnership with non-governmental organizations, private sector etc |

| # | Risk type/area | Risk identified | Level of risk | Mitigation measures |
|----|------------------------|--|---------------|--|
| 2. | Continuity | Transition of the political office | Highly likely | Strong institutional capacity Succession planning |
| | | Political dynamism | Highly likely | Communication and Sensitization |
| 3. | Reputational risks | Delayed payment of suppliers /stakeholders | Highly likely | Ensure adherence to code of Ethics Embedding core values and monitoring behaviors |
| 4. | Organizational culture | Resistance to change | Likely | Staff involvement Change management Training and communication |
| 5. | Change Management | Change in Technology /Leadership | Highly Likely | Training and sensitization on change management Investing in Technology Adherence to new National Policies |

| | | | | |
|----|-----------------------|---|--------|---|
| 6. | External interference | Strained relationship between the two arms of government Changes in National government policies | Likely | Continuous engagement with the executive Clarification of roles, obligation and engagement framework Clear and communicated service charter |
|----|-----------------------|---|--------|---|

| # | Risk type/area | Risk identified | Level of risk | Mitigation measures |
|----|--|---|---------------|---|
| 7. | Political interference from political wing | <ul style="list-style-type: none"> Negative perception | Likely | <ul style="list-style-type: none"> Adherence to policies and procedures Capacity building staff and Members |

5.0 Chapter Five: Monitoring, evaluation and reporting

Monitoring, Evaluation, and Reporting (ME&R) is an integral part of strategic plan implementation. The Board and Management will put in place a monitoring, evaluation and reporting system to ensure that planned activities are implemented, reviewed and performance variations are addressed as they arise.

5.1 Monitoring, Evaluation and Reporting Framework

The ME&R framework will be based on the strategic plan implementation matrix detailing various Key Result Areas, strategic objectives, strategies, activities and targets. Annual work plans and operational plans will be developed and cascaded across the entire Assembly in line with the Implementation matrix and budget. Monitoring the implementation of the Strategic Plan constitutes systematic tracking of activities and actions to assess progress. Routine data will be collected, analyzed and regularly reported at all levels as necessary for corrective action and performance recording. To facilitate this, each department shall:

- i. Develop an annual work plan with appropriate targets, activities, performance indicators and budgets as derived from this plan.
- ii. Progress for each action/activity shall be measured against specific targets and schedules included in the plan.
- iii. Data capture formats or standardized data collection tools shall be developed and used for data collection, and
- iv. Analyzing and reporting of information to various users to inform performance improvement and subsequent planning cycles.

The reporting shall be done quarterly, half-yearly and yearly to Management as well as to the Board. Results from the analysis shall then be used to inform decision-making, help to identify difficulties and problem areas and to take immediate corrective action where deviations in implementation have been noted thereby ensuring that targets are achieved.

5.2 Monitoring and evaluation team

For the Strategic Plan to be effectively implemented, ME&R shall be coordinated by the dedicated Monitoring and evaluation team. The team shall ensure that:

- i. Strategies are being implemented,
- ii. Performance is being measured,
- iii. Progress reports are made and discussed, and
- iv. Corrective action is taken where necessary.

Appropriate linkages shall be established to ensure effective internal and external collaboration and synergy. The overall responsibility of overseeing and managing the monitoring and evaluation of the Strategic Plan lies with the Board and will be delegated to the management team.

5.3 Data and Information Collection Procedures

Data and information collection templates and procedures shall be developed and used to measure performance as per the indicators and targets and reported to Management. The reports shall describe actions taken by the departments towards achieving the specific strategies of the Plan and will include achievements, challenges, lessons and performance improvement recommendations.

5.4 Scheduled Meetings and Workshops

Monthly Review Meetings at the departmental levels will be scheduled to ensure implementation is on track. Quarterly Review Meetings at the Board and Directorate levels will be scheduled to provide performance progress in line the ley performance indicators and targets.

The overall oversight of the Strategic Plan and its implementation is a critical role of the Board and therefore, progress reporting will be an Agenda Item in all quarterly meetings of the Board. A Strategy Review Workshop will be held annually to evaluate the impact of operational plans at both operational and strategic levels.

5.5 Linking ME&R to Performance Management

For the implementation of the Plan to be effective, the ME&R will be an integral part of CAS's performance Management system and will be linked to staff appraisal system. The Board will monitor and evaluate its activities and performance in the process of reporting on its performance contract on quarterly, semiannually and annual basis.

In line with Performance Contracting processes, various levels of management will sign performance contracts with the board, cascading to the individual level, who will sign their commitments through the Personal Appraisal System (PAS) as follows:

- i. Senior management with the Board
- ii. Directorates/Heads of Departments with the Chief Executive Officer (CEO)
- iii. Head of Departments with Staff

5.6 Progress Reports

Reporting the progress of implementation will be critical in adjusting strategic directions and measuring performance. In undertaking M&ER, data shall be collected on the various performance indicators which have been developed and included in this Strategic Plan. The Directorate of Budget and Economic Planning will be required to submit the following reports to the Management as well as to the Board on their progress in implementation of strategies contained in the Strategic Plan:

- i. Quarterly report - Management, the Board
- ii. Biannual - Management, the Board
- iii. Annual Report - Management, the Board and Stakeholders

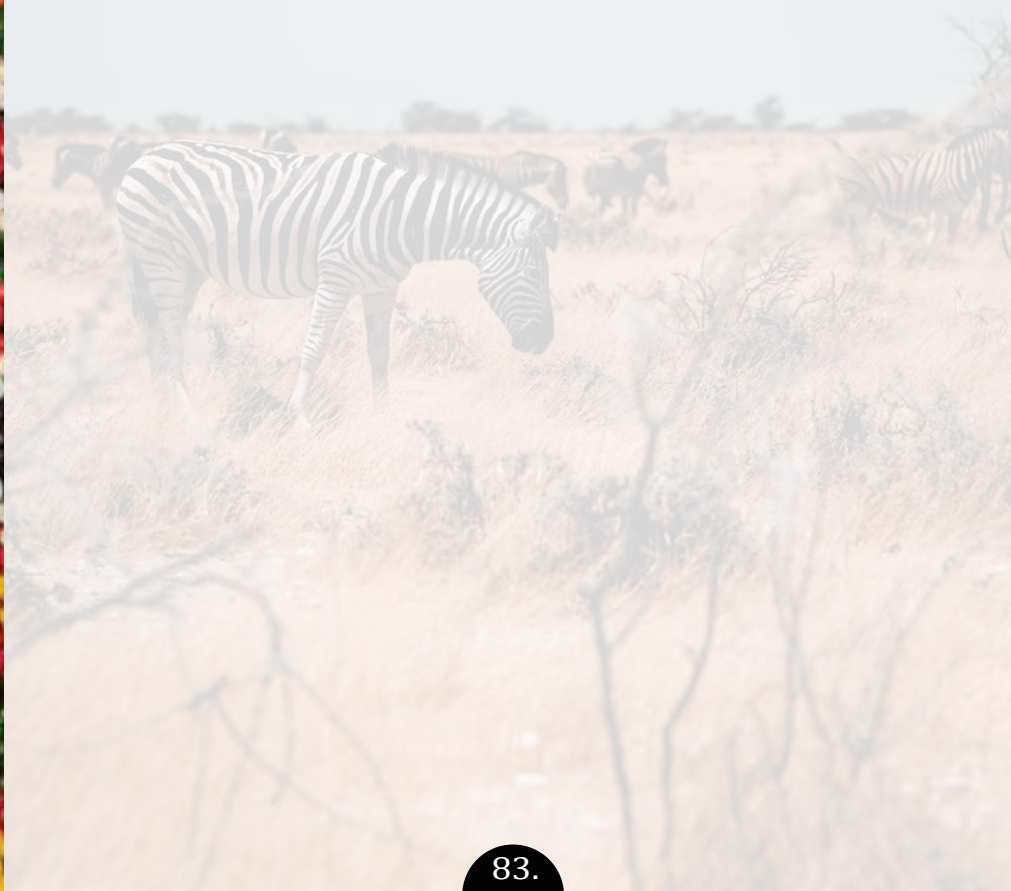
5.7 Performance Review

Performance review of the strategic plan shall be undertaken to assess the extent to which the Plan is meeting its implementation objectives and timelines and ensuring that it remains relevant and feasible. The review shall be undertaken as follows: The **Mid Term Evaluation and Review (MTER)** - carried out in year three (June, 2026) - This will provide an opportunity to give recommendations for the remaining phase of the Plan. The **End Term Review of the Strategic Plan 2025- 2029** - will be carried out at the end of September 2028 to assess the extent to which the implementation of activities met the stated strategies and objectives, document the challenges faced and lessons learnt. The evaluation results will be input in the planning process for the subsequent five years.



| County Assembly Staff Committees | | |
|----------------------------------|---|---|
| A | Management Committee | <ol style="list-style-type: none"> 1. Fred Lenapeer Leparleen - Chairperson 2. Sein Leshornai - Secretary 3. Joseph Nelson Lesorogol-Member 4. Simon Lamani Lekupe-Member 5. Haron Moro Lelenguiya- Member |
| B | Staff Advisory Committee | <ol style="list-style-type: none"> 1. Simon Lamani Lekupe- Chairperson 2. Sein Leshornai -Secretary 3. Dorica Beatrice Lolkitekui- Member 4. Augustine Lenkupae – Member 5. John Toilasi Leturuju – Member 6. Victoria Somoina - Member |
| C | Staff Training Committee | <ol style="list-style-type: none"> 1. Philip Nankayiok Lekalesoi- Chairperson 2. Simon Lolonyokie – Secretary 3. Benjamin Julius Lekararo – Member 4. Salome Njambi Mburu – Member 5. Ann Deki Sirere - Member |
| D | Occupational Safety and Health Committee | <ol style="list-style-type: none"> 1. Dorcas Naeku Lenyakopiro- Chairpesrson 2. William Kipkurui Langat- Secretary 3. Lenangoisa Petro – Member 4. Agness Kariamu Learat – Member 5. Benjamin Julius Lekararo – Member 6. Evans Kareti Leleruk – Member |
| E | Staff Welfare Committee | <ol style="list-style-type: none"> 1. Samwel Lolpuske – Chairperson 2. David Millan Lepartanapa- Secretary 3. Victoria Somoina – Treasurer 4. Samson Lepiir - Deputy Chairperson 5. Lenangoisa Petro – Member 6. Bernard Lemwatat – Member 7. Hellen Lalarari – Member |

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| F | Staff Wellness/Sports Committee | <ol style="list-style-type: none"> 1. Christopher Sabato Lepartaleg – Chairperson 2. Jeremiah Owiti –Deputy Chairperson 3. Catherine Jollina Lorriakwe – Secretary 4. Caiphas Lekaram – Member 5. Leleok Lekupanai – Member 6. Jaccob Ltekinoi Lerosion – Member 7. Timothy Manit Leshoomo – Member 8. Evans Kareti Leleruk – Member 9. Isaac Letiwa - Member 10. Naanyu Letipila - Member |
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REPUBLIC OF KENYA



COUNTY ASSEMBLY OF SAMBURU

THE THIRD ASSEMBLY

MEMBERS OF COUNTY ASSEMBLY COMMITTEES
MEMBERSHIP

The Committee on Selection First Report on Nomination of members to County Assembly Committees

| | COMMITTEE | MEMBERS |
|----|----------------------------------|---|
| 1. | House Business Committee | 1. Hon. Stephen Lenamarle - Chairperson 2. Hon. Jackson Lelenkeju - Vice Chairperson 3. Hon. Lentukunye Christopher 4. Hon. Leleruk James 5. Hon. Eunice Serah Lekirenyi 6. Hon. Loregae Jane Nakinyi 7. Hon. Lpesina Kelvin Lemantaan |
| 2. | Committee on Appointments | 1. Hon. Stephen Lenamarle - Chairperson 2. Hon. Jackson Lelenkeju - Vice Chairperson 3. Hon. Lentukunye Christopher 4. Hon. Leleruk James 5. Hon. Stacy Nareyio 6. Hon. Charity Lenyakopiro 7. Hon. Jonathan Lemoosaa 8. Hon. Patrick Leerte |
| 3. | Selection Committee | 1. Hon.Christopher Lentukunye - Chairperson 2. Hon. James Koileken Leleru - Vice Chairperson 3. Hon. Jeremiah Leitoro 4. Hon. Silapia Lenamatiyio 5. Hon. James Lenanguram 6. Hon. Francis Lemartile 7. Hon. David Lekuchula |

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| | | <p>8. Hon. Rebecca Lolosoli</p> <p>9. Hon. Kaunda Lenamparasio</p> |
| 4. | County Public Investment and Accounts Committee | <p>1. Hon. Lemartile Francis Ltirisen - Chairperson</p> <p>2. Hon. Stephen Kagiri - Vice chairperson</p> <p>3. Hon. Christopher lentukunye</p> <p>4. Hon. Esther Lenolkulal</p> <p>5. Hon. Leitoro Jeremiah Loitemu</p> |
| 5. | County Budget and Appropriations Committee | <p>1. Hon. Lenamparasio Phelix Caunda - Chairperson</p> <p>2. Hon. Christopher lentukunye - Vice Chairperson</p> <p>3. Hon. Lenamatiyo Silapia</p> <p>4. Hon. Esther lenolkulal</p> <p>5. Hon. Lenyakopiro Charity Pleipa</p> <p>6. Hon. Lekuchula David Leinas</p> <p>7. Hon. Leleruk James Koileken</p> <p>8. Hon. Leitoro Jeremiah Loitemu</p> <p>9. Hon. Lemoosa Lekuram</p> |
| 6. | County Assembly Procedures and Rules Committee | <p>1. Hon. Stephen Lenamarle - Chairperson</p> <p>2. Hon. Jackson Lelenkeju - V/chair</p> <p>3. Hon. Lemoosa Maura lekuram</p> <p>4. Hon. Osman Adan dube</p> <p>5. Hon. Loloju Joseph</p> <p>6. Hon. Stacy Nareyo Lekirimpoto</p> <p>7. Hon. Esther Lenolkulal</p> <p>8. Hon. Leleruk James Koileken</p> |

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| | | 9. Hon. Lenamparasio Phelix Caunda |
| 7. | Committee on Implementation | 1. Hon. Lealmusia Ali - Chairperson 2. Hon. Ngigi Stephen Kagiri - V/Chairperson 3. Hon. Leerte Patrick 4. Hon. Lenamatiyo Silapia 5. Hon. Lenyakopiro Charity Pleipa 6. Hon. Eunice Serah Lekirenyei 7. Hon. Loregae Jane Nakinyi |
| 8. | Committee on Delegated County Legislation | 1. Hon. Lolosoli Rebecca - Chairperson 2. Hon. Lenanguram James V/Chairperson 3. Hon. Lorunyei Lawrence 4. Hon. Stacy Nareyo Lekirimpoto 5. Hon. Esther Lenolkulal 6. Hon. Loloju Joseph Lekoren 7. Hon. Lpesina Kelvin Lemantaan 8. Hon. Janet lenamalda |
| 9. | Powers and Privileges Committee | 1. Hon. Stephen Lenamarle - Chairperson 2. Hon. Jackson Lelenkeju- V/Chair 3. Hon. Hassan Mohamed Asha 4. Hon. Lekuchula David Leinas 5. Hon. Lenanguram James Ntiituk 6. Hon. Loregae Jane Nakinyi 7. Hon. Leitoro Jeremiah Loitemu |
| 10. | Committee on Public Service and | 1. Hon. Leleruk James Koileken - Chairperson |

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| | Administration, Social Welfare, Justice and Legal Affairs | 2. Hon. Lealmusia Ali - V/Chairperson 3. Hon. Lemoosa Maura lekuram 4. Hon. Stacy Nareyo Lekirimpoto 5. Hon. Lekuchula David Leinas 6. Hon. Eunice Serah Lekirenyei 7. Hon. Ngigi Stephen Kagiri 8. Hon. Janet Lenamalda |
| 11. | Committee on Finance, Economic Planning and ICT | 1. Hon. Loloju Joseph - Chairperson 2. Hon. Lenyakopiro Charity - V/Chairperson 3. Hon. Hassan Mohamed Asha 4. Hon. Lealmusia Ali 5. Hon. Lemartile Francis Ltirisen 6. Hon. Lpesina Kelvin Lemantaan 7. Hon. Leerte Patrick 8. Hon. Janet Lenamalda |
| 12. | Committee on Agriculture, Livestock, Veterinary Services and Fisheries | 1. Hon. Lenamatiyo Silapia - Chairperson 2. Hon. Lenamparasio Phelix Caunda - V/Chairperson 3. Hon. Christopher lentukunye 4. Hon. Francis Lemartile 5. Hon. Leitoro Jeremiah Loitemu 6. Hon. Leerte Patrick 7. Hon. Lolosoli Rebecca Samaria 8. Hon. Janet lenamalda |

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| 13. | Committee on Medical Services, Public Health and Sanitation | 1. Hon. Leitoro Jeremiah - Chairperson 2. Hon. Jane Nakinyi - V/Chairperson 3. Hon. Lorunyei Lawrence Sebastian 4. Hon. Osman Adan dube 5. Hon. Hassan Mohamed Asha 6. Hon. Jackosn Ilenkeju 7. Hon. Ngigi Stephen Kagiri 8. Hon. Janet Lenamalda |
| 14. | Committee on Environment, Water and Natural Resources | 1. Hon. Lemartile Francis - Chairperson 2. Hon. Hassan Asha - V/Chairperson 3. Hon. Esther Lenolkulal 4. Hon. Leleruk James Koileken 5. Hon. Lenanguram James Ntiituk 6. Hon. Loregae Jane Nakinyi 7. Hon. Lenamparasio Phelix Caunda |
| 15. | Committee on Public Works, Roads and Transport | 1. Hon. Jonathan lemoosa - Chairperson 2. Hon. Osman Adan dube - V/Chairperson 3. Hon. Lekuchula David 4. Hon. Christopher Ientukunye 5. Hon. Lenamatiyo Silapia 6. Hon. Lenanguram James Ntiituk 7. Hon. Loregae Jane Nakinyi 8. Hon. Lenamparasio Phelix Caunda |
| 16. | Committee on Education and Vocational Training | 1. Hon. Lorunyei Lawrence - Chairperson |

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| | | <ol style="list-style-type: none"> Hon. Serah Lekirenyei - V/Chairperson Hon. Lemoosa Maura Iekuram Hon. Lelenkeju Jackson Layan Hon. Lenyakopiro Charity Pleipa Hon. Loloju Joseph Lekoren Hon. Lpesina Kelvin Lemantaan |
| 17. | Committee On Co-operative Development, Trade and Tourism | <ol style="list-style-type: none"> Hon. Lpesina Kelvin Lemantaan Chairperson Hon. Stacy Lekirimpoto - V/Chairperson Hon. Lenamatiyo Silapia Hon. Lealmusia Ali Hon. Lemartile Francis Ltirisen Hon. Leleruk James Koileken Hon. Lolosoli Rebecca Samaria |
| 18. | Committee on Lands, Physical Planning, Housing and Urban Development | <ol style="list-style-type: none"> Hon. Leerte Patrick - Chairperson Hon. Esther Lenolkulal - V/Chairperson Hon. Lelenkeju Jackson Layan Hon. Lealmusia Ali Hon. Lekuchula David Leinas Hon. Eunice Serah Lekirenyei Hon. Loloju Joseph Lekoren |
| 19. | Committee on Culture, Gender, Social Services, Sport and Youth Affairs | <ol style="list-style-type: none"> Hon. Lenanguram James - Chairperson Hon. Lolosoli Rebecca - V/Chairperson Hon. Lorunyei Lawrence Sebastian Hon. Osman Adan dube |

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| | | 5. Hon. Stacy Nareyo Lekirimpoto 6. Hon. Lenyakopiro Charity Pleipa 7. Hon. Ngigi Stephen Kagiri |
| 20. | Liaison Committee | 1. Hon. Lelenkeju Jackson - Chairperson 2. Hon. Stephen Lenamarle 3. Hon. Lealmusia Ali 4. Hon. Lolosoli Rebecca Samaria 5. Hon. Leleruk James Koileken 6. Hon. Loloju Joseph Lekoren 7. Hon. Lenamparasio Phelix Caunda 8. Hon. Leitoro Jeremiah Loitemu 9. Hon. Lemartile Francis Ltirisen 10. Hon. Lekuchula David Leinas 11. Hon. Lorunyei Lawrence Sebastian 12. Hon. Lpesina Kelvin Lemantaan 13. Hon. Leerte Patrick 14. Hon. Lenanguram James Ntiituk 15. Hon. Christopher Lentukunye 16. Hon. Lemoosa Maura Iekuram 17. Hon. Silapia Lenamatiyo |

Service Board Members



Hon. Steve Lenamarle
Chairperson to the Board



Hon. Leinas Lekuchula, Vice Chairperson



Mrs. Joyce Lepadasa, Board Member



Hon. Ali Lealmusia , Board Member



Mr. Fred Lenapeer, Clerk and Secretary
to the Board.

County Assembly Members



Hon. Steve Lenamarie
Speaker of the County Assembly and Chairperson to the Board



Hon. Jackson Lelenkeju,
Deputy Speaker



Hon. Christopher Lentukunye,
Majority Leader



Hon. James Leleruk,
Minority Leader



Hon. Leinas Lekuchula



Hon. Ali Lealmusia



Hon. Joseph Loloju



Hon. Stacy Nareyo



Hon. Lawrence Lorunyei



Hon. Esther Lenolkulal



Hon. Patrick Leerte



Hon. Jane Nakinyi



Hon. Sarah Lekirenanyi



Hon. Silapia
Lenamatiyo



Hon. James Lenanguram



Hon. Kelvin Lemantaan



Hon. Charity Lenyakopiro



Hon. Stephen Kagiri



Hon. Osman Dube



Hon. Asha Mohammed



Hon. Maura Lemoosa



Hon. Janet Lenaimalda



Hon. Rebecca Lolosoli



Hon. Kaunda Lenamparasio



Hon. Jeremiah Leitoro



Hon. Francis Lemartile



A Public Participation conducted by the County Assembly in partnership with Nawiri regarding Monitoring and Evaluation Bill 2024



The County Assembly Committee on Education and Vocational Training visits an ECDE center in Marti, Samburu East Constituency.



The County Executive department of Education and Vocational Training appearing before the County Assembly Committee on Public Investments and Accounts Committee (PIAC).



The County Assembly Committee on Medical Services, Public Health and Sanitation visits Samburu County Referral Hospital to assess the state of the healthcare.



The County Attorney appears before the County Assembly Committee of the whole House



The County Assembly committee on Public Works, Roads and Transport on a site visit to ascertain the implementation status of roads in Porro Ward.



The County Assembly participates in the Nawiri Huduma Mashinani Expo in Baragoi, Samburu North



The county Assembly committee on Agriculture, Livestock veterinary services and fisheries' visits Nomotio farm.



The County Assembly of Samburu conducting a civil education on its mandates, roles and services during the Maa cultural week in Archers post, Samburu East.



As part of its Corporate Social Responsibility (CSR), the County Assembly donated iron sheets to Irene School following a fire incident in the girls ' dormitory.



County Assembly football team during the 5th Edition of CASA Games at Bungoma.



County Assembly volleyball team during the 5th CASA games held in Bungoma.



County Assembly pool team during the 5th CASA game



County Assembly Badminton team at the 5th edition CASA games.



County Assembly Darts team during the 5th CASA games



County Assembly Chess team at the 5th Edition of CASA Games.



County Assembly Athletics team representing the county assembly.



County Assembly Scrabble team Member during the 5th CASA games.