

BARINGO COUNTY ASSEMBLY



STRATEGIC PLAN



2021-2025



July
2021

*A leading, Modern and
People Centered County
Assembly in Kenya*



Theme

Advancing greater value in service delivery through Legislation, Oversight and Representation by embracing innovative strategies and good governance.



OUR FOCUS AND VALUES

Vision

To be a leading, modern and people centred County Assembly in Kenya.

Mission

To promote the principle of good governance through legislation, oversight and representation as a contribution to the socio-economic development of Baringo County.

CORE VALUES

Quality Service

We will always strive to offer superior and reliable services by promoting innovativeness, efficiency and timely delivery of tasks.

Teamwork

We will continuously harness our collective strengths internally and develop mutual and beneficial partnership with our stakeholders.

Integrity and Professionalism

We adhere to professionalism and high standards of work ethics at all times; we shall always be accountable, honest, transparent and impartial.

Democracy

We shall endeavor to promote principles of democratic governance and sustainable development as provided in our Vision, Mission and the Core Values.

People Focus

We continuously focus on our people and stakeholders needs by ensuring win-win arrangements through procedures, processes and participation as well as to assure support for devolution and democratic values



Quality Service



Teamwork



Integrity



Democracy



People focus

COUNTY ASSEMBLY SERVICE BOARD MEMBERS



Hon. David Kiplagat Kerich
Speaker & Board Chairman



Hon. Purity Tallam
Nominated MCA & Board Member



Hon. Solomon Makal
MCA & Board Vice Chairman



CPA Richard Koech
Clerk & Board Secretary



Rev. Elijah Boiywo
Board Member



Hon. Rebecca Lomong
Board Member

MEMBERS OF THE COUNTY ASSEMBLY



Hon David Kiplagat Kerich - The Speaker



Hon. Jacob Cheboiwo
MCA Kisanana Ward



Hon. Lawi Kipchumba
MCA Lembus Kwen Ward



Hon. Joseph Oleparsalaach
MCA Ilchamus Ward



Hon. Sam Lourien
MCA Tirioko Ward



Hon. Maria Losile
MCA Loiyamorok Ward



Hon. Reuben Chepsongol
MCA Bartabwa Ward



Hon. Jennifer Kabon
MCA Kapropita Ward.



Hon. Daniel Tuwit
MCA Ribkwo Ward



Hon. Solomon Makal
MCA Kolowa Ward



Hon. Ameja Zelemoi
MCA Churo-Amaya Ward



Hon Benjamin Koech
MCA Lembus Ward



Hon. Diana Siriti
Nominated MCA



Hon. Elizabeth Kipsang
Nominated MCA



Hon. Ernest Kibet
MCA Kabarnet Ward



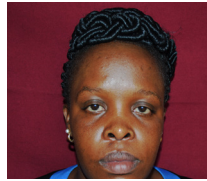
Hon. Musa Cheruiyot
MCA Koibatek Ward



Hon. Charles Koske
MCA Mogotio Ward



Hon. Eunice Kakerel
Nominated MCA



Hon. Valarie Ng'eny
Nominated MCA



Hon. Francis Kibai
Nominated MCA



Hon. Franciscah Cheburet
Nominated MCA



Hon. Nelson Lotela
MCA Silale Ward



Hon. Richard Barwecho
MCA Barwessa Ward



Hon. Franciscah Cherutich
Nominated MCA



Hon. Betty Birchogo
Nominated MCA.



Hon. Saphina Chelagat
Nominated MCA



Hon. Jeruto Kiptalla
Nominated MCA



Hon. Nixon Lemlem
MCA Marigat Ward



Hon. Richard Cheserem
MCA Saimo-Soi Ward



Hon. Joel Kipchew
MCA Kabartoyo Ward



Hon. John Aengwo
MCA Saimo Kipsaraman Ward



Hon. John Tarus
MCA Sacho Ward



Hon. Peter Kebut
MCA Ewalel Chapchap Ward



Hon. Paul Kibabar
MCA Eming Ward



Hon. Caroline Kessei
Nominated MCA



Hon. Julia Kandie
Nominated MCA



Hon. Julius Ng'otie
MCA Eldama Ravine



Hon. Kipruto Kimosop
MCA Mochongoi Ward



Hon. Maureen Cherus
Nominated MCA



Hon. Paul Serem
MCA Lembus Perkerra Ward



Hon. Purity Tallam
Nominated MCA



Hon. Cornelius Cheruiyot
MCA Majimazuri
-Mumberes



Hon. Shadrack Mailuk
MCA Tangube Ward



Hon. Silas Tochim
MCA Tenges Ward



Hon. Charles Bowen
Nominated MCA



Hon. Renson Parkei
MCA Mukutani Ward

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Foreword by The Speaker

We shall endeavour to facilitate social and economic development including provision of proximate and easily accessible services to the people through legislation, oversight and representation.

The Constitution of Kenya 2010 heralded a new governance system through the establishment of county governments by dint of Article 176; effectively creating county assemblies as the legislative arm of these governments. As a key player in devolution, Baringo County Assembly (BCA) recognizes its valuable contribution of giving powers of self-governance to the people and enhancing participation of the people in the exercise of the powers of the State and in making decisions affecting them.

We shall endeavour to facilitate social and economic development including provision of proximate and easily accessible services to the people through legislation, oversight and representation. While recognizing the principle of separation of powers, Baringo County Assembly is committed not only to enhancing checks and balances within the County Government, but also to working with all devolved governance players in fostering socio-economic advancement of our people.

The Second Assembly, which commenced in September 2017 following the second general election in the new constitutional dispensation, builds on the various successes of the First Assembly and also seeks to deliberately deepen and institutionalize the gains of devolution.

This Strategic Plan serves to draw a development and policy roadmap of the County Assembly Service and



the County Assembly as an important mandate of the County Assembly Service Board. Although the second Strategic Plan (2021-2025) links with the first one (2013-2017), it became necessary to revise the Vision and the Mission Statements so as to make them more inspirational and futuristic in meaning and purpose.

Baringo County Assembly seeks 'To be a leading, modern and people centred County Assembly in Kenya' in its new Vision Statement. Our new Mission Statement is 'To promote the principle of good governance through legislation, oversight and representation as a contribution to the socio-economic development of Baringo County.'

This Strategic Plan commences at a time when we have marked 10 years of devolution and I feel compelled to call on current and future leaders to ensure that devolved gov-

ernments receive the much needed support because of their irreplaceable place in the lives of Kenyans. The numerous challenges which have paved way to stable devolved governments are nothing compared to the gains which continue to manifest in every corner of our country. The challenges are obviously surmountable and all leaders and institutions must work in concert to ensure devolution is guarded through strengthening governance and institutional capacities, fiscal independence and/or certainty and political stability.

As this Strategic Plan moves to the next phase of implementation, it is my belief that it will find favour in the hearts and minds of members of the County Assembly, County Assembly Service and all other stakeholders. The work of the Strategic Plan Implementation Committee, whom we wish well, begins in earnest from the date of launching this Strategic Plan.

Hon. David Kiplagat Kerich
Speaker of County Assembly & Chairman
COUNTY ASSEMBLY SERVICE BOARD

Statement of Commitment

Besides the constitutional roles assigned by Article 185 of the Constitution of Kenya, County Assemblies are responsible for vetting and approving nominees for appointment to public offices, approving budgets, expenditure and borrowing by the County Government and approving county development planning.

These functions form a critical aspect in the objects of devolution; particularly in promoting democratic and accountable exercise of power, protecting and promoting the interests and rights of minorities and marginalized communities, ensuring equitable sharing of national and local resources throughout Kenya as well as enhancing checks and balances and the separation of powers.

Members of county assemblies are expected to maintain close contact with the electorate and consult them on issues before or under discussion in the County Assembly, present views, opinions and proposals of the electorate to the County Assembly and provide a linkage between the County Assembly and

the electorate on public service delivery among other roles related to oversight and representation.

The second Strategic Plan is formulated to provide strategic direction and outline measurable goals of the County Assembly in relation to its mandate and roles of members. It is desired that the Plan provides a convergence by all actors within and outside the County Assembly in pursuit of its mandate. This Strategic Plan identifies six (6) strategic result areas and objectives as important pillars of the operations and long term focus for the County Assembly.

These are:-

1. Legislative & Oversight Role: To promote the legislative and oversight process

2. Representation Role: Promote supportive environment for Members and Ward Staff

3. Governance and Human Resource Management: To improve professionalization of County Assembly Service

4. Financial Resource Management: To promote accountability and compliance

5. Work Environment: To provide adequate physical and ICT infrastructure & facilities

6. Collaboration and Partnerships: To widen and deepen collaboration & partnerships

The County Assembly Service Board shall supervise and coordinate the successful implementation of the Strategic Plan through the Strategic Plan Implementation Committee. Our commitment is to facilitate its implementation by ensuring that Members of the County Assembly and the County Assembly Service are sufficiently sensitized and motivated towards this goal. We shall carry out a mid-term implementation review to assess the progress of implementation.

I pledge my personal and managerial commitment to the Board to achieve successful implementation of the Plan through operational work planning and budgetary provisions.

**CPA Richard Kigen Koech
Clerk of County Assembly &
Secretary / CEO
COUNTY ASSEMBLY SERVICE
BOARD**



Clerk in his office

Acknowledgement

The second Strategic Plan is largely the product of focused and able leadership of Baringo County Assembly Service Board under the stewardship of the Hon. David Kiplagat Kerich, Speaker of County Assembly and Chairman of the Board. We are indebted in gratitude to all members of the Board – Hon. Solomon Makal, Hon. Purity Tallam, Hon. Elijah Boiywo, Hon. Maccah Hamisi (deceased), Hon. Rebecca Lomong and CPA Richard Koech.

The Strategic Plan Steering Committee diligently spearheaded the entire strategic planning process and ensured the document not only reflects the real aspirations of the County Assembly but also represents a technical/professional and

practical/implementable balance of the goals of the organization. The Committee played a critical link between the Board, Members and staff of the County Assembly by ensuring that the ideas and opinions of all internal stakeholders were accurately documented and translated to strategic issues of planning.

We heartily appreciate the members of the Strategic planning committee who included Mr. Stanley Kipchumba (Chairman), Ms Zipporah Koroti (Secretary), Mrs Winnie Chemase, Mr. James Warata, CPA Alfred Keitany, Mr. Ronald Cherutich, Mr. Silas Kipruto, Mrs Emma Kemei, Mr. David Ng'eno Mr. Daniel Chebii and Mr. Nelson Chemwei and Barry Limo for a job well done.

We are also grateful to the leadership of the County Assembly, the management and entire County Assembly Service for demonstrating commitment in the formulation of the Strategic Plan and especially their actual contribution of ideas, opinions and recommendations.

We thank all the stakeholders and actors for supporting the process which has yielded to this Strategic Plan.

To all of you, we say thank you very much.

Acknowledgement of the Late Commissioner Maccah Hamisi



The late Maccah Hamisi

The Board, Members and Staff are indebted in gratitude to Late Commissioner Maccah Hamisi for the invaluable contribution to the County Assembly when she served as external Board Member from 2018 to January 2021. Ms Hamisi served with remarkable humility, diligence and dedication in the Board and offered wise counsel and support to staff and members.

Her input in every stage of the formulation of this Strategic Plan is worth mention and appreciation. It is very sad that she did not live to see its completion, launch and implementation. Death had to rob us of a pure soul with great ideas and plans not only of herself and family but also for Baringo County Assembly.

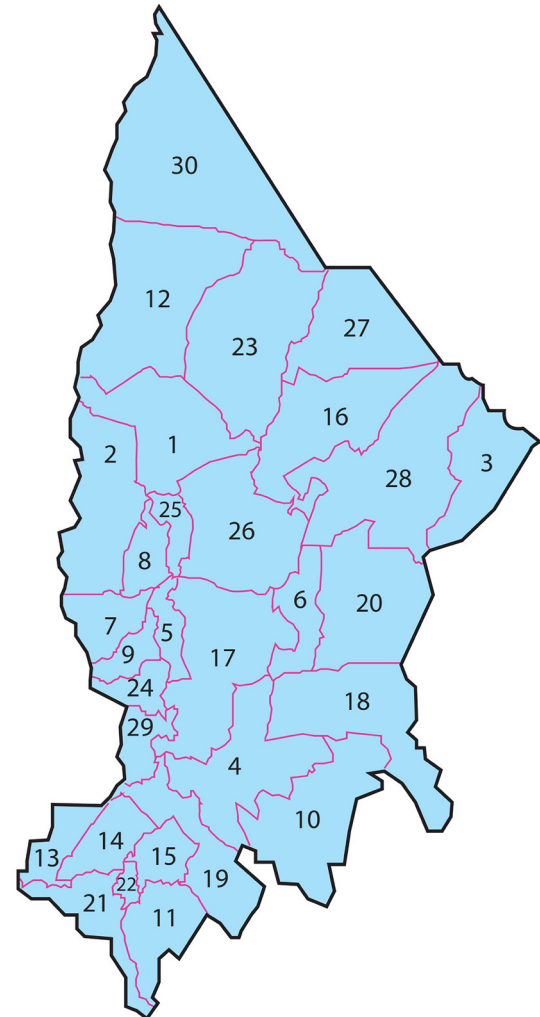
We pray to Allah to continue resting her soul in peace as we promise to carry on her desire for a great institution.

Ilha Lillahi Wa inna Ilayi rajiun.

Acronyms and Abbreviations

BCA:	Baringo County Assembly
BACSOFF:	Baringo Civil Societies Organizations Forum
BO:	Budget Officer
BS:	Building Superintendent
CA:	County Assembly
CASB:	County Assembly Service Board
BCASB:	Baringo County Assembly Service Board
CBOs:	Community Based Organizations
DCA:	Deputy Clerk Administration
DCL:	Deputy Clerk Legislation
DI:	Direct Interview
DFA:	Director Finance and Accounting
FBO:	Faith Based Organization
FGD:	Focus Group Discussion
FY:	Financial Year
FU:	Functional Unit
HE:	Hansard Editor
HR:	Human Resource
HRD:	Human Resource Development
HSCM:	Head of Supply Chain and Management
ICT:	Information Communication Technology
KRA:	Key Result Areas
KSG:	Kenya School of Government
MCA:	Member of County Assembly
M & E:	Monitoring & Evaluation
MTP:	Medium Term Plan
MVC:	Mission, Vision and Core values
NGOs:	Non Governmental Organizations
PA:	Performance Agreement
PCA:	Principal Clerk Assistant
PESTEL:	Political, Economic, Socio-Cultural and Technological
PHRO:	Principal Human Resource Officer
PLWDs:	People Living With Disabilities
PMET:	Planning Monitoring & Evaluation Team
PRO:	Public Relations Officer
RO:	Research Officer.
SAA:	Sergeant – At – Arms
SDGs:	Sustainable Development Goals
SPSC:	Strategic Plan Steering Committee
SRAs:	Strategic Results Areas
SWOT:	Strengths Weaknesses Opportunities Threats
T&D:	Training and Development
TNA:	Training Needs Assessment
RO:	Research Officer
UoM:	Unit of Measure

Baringo County Wards



- | | |
|-----------------------|----------------------------|
| 1. Bartabwa | 16. Loiyamorok |
| 2. Barwessa | 17. Marigat |
| 3. Churo / Amaya | 18. Mochongoi |
| 4. Emining | 19. Mogotio |
| 5. Ewalel / Chapchap | 20. Mukutani |
| 6. Ilchamus | 21. Mumberes / Maji Mazuri |
| 7. Kabarnet | 22. Ravine |
| 8. Kabartonjo | 23. Ribkwo |
| 9. Kapropita | 24. Sacho |
| 10. Kisanana | 25. Saimo / Kipsaraman |
| 11. Koibatek | 26. Saimo / Soi |
| 12. Kolowa | 27. Silale |
| 13. Lembus | 28. Tangulbei / Korossi |
| 14. Lembus / Kwen | 29. Tenges |
| 15. Lembus / Perkerra | 30. Tirioko |

Executive Summary

County Assemblies serve important responsibilities and deliver critical mandate of County Governments in matters of legislation, oversight and representation. To effectively discharge these functions, it is incumbent upon the leadership of the house to periodically draw a robust and clear roadmap to guide and foster growth in all key areas necessary for improved governance and efficient service delivery.

The County Government Act 2012, Section 104 (1) requires County Government to plan for its programmes, making it clear that no public funds shall be appropriated outside a planning framework. This BCA Strategic Plan therefore not only identifies gaps and areas of improvement from the previous plan documents, but also outlines corrective and improvement measures to be taken to strengthen the institutional capacity of the Assembly.

This Strategic Plan outlines the priorities of the Baringo County Assembly for the next five years from 2021-2025. Chapter one provides background information of the entire County outlining the demographics and establishment of the County Assembly. Chapter two elaborates the situational analysis by reviewing the previous 2014-2017 Strategic Plan, SWOT, PESTEL and stakeholders analysis. The strategies and activities that support key objectives under every Strategic Result Area (SRA) are discussed in the third chapter. Chapter four stipulates the accountability framework, risk analysis, success factors and outlines key strategies which will be utilized to ensure effective implementation of the Strategic Plan. Chapter five presents the expected resources to be utilized, Monitoring, Evaluation and Reporting framework. This chapter also demonstrate the indicators for monitoring implementation.

The plan is segmented into six Strategic Key Result Areas including; Legislative & Oversight Role, Representation Role, Governance and Human Resource Management, Financial Resource management, Work Environment and Collaboration and Partnerships.

The projected budget for implementation of this plan is estimated at 4.2 Billion by the end of the plan period.

CHAPTER 1 INTRODUCTION

BARINGO COUNTY IN SUMMARY

Area - 11,015 km²
Population - 666,673 people
Sub-Counties - 6
Wards - 30

The six Sub-Counties/Constituencies Tiaty, Baringo South, Baringo Central, Baringo North, Mogotio and Eldama Ravine.

1.0 Background Information

Baringo is one of the 47 counties in Kenya. It covers an area of 11,015 km² with a population of 666,673 people (KNBS 2019). It comprises 6 (six) Sub-Counties and 30 (thirty) Wards. The six Sub-Counties/Constituencies are Tiaty, Baringo South, Baringo Central, Baringo North, Mogotio and Eldama Ravine.

The tables below provide important demographic information for the County.

Table 1: Area per Sub County and Number of Electoral Wards – IEBC 2017

Sub-County	Area km ²	Electoral Wards
Baringo South	1,678	4
Mogotio	1,315	3
Eldama Ravine	1,003	6
Baringo Central	800	5
Baringo North	1,704	5
Tiaty	4,517	7
Total	11,015	30

According to the 2017 IEBC data Baringo County has 232,258 registered voters with 6 constituencies and 892 polling stations as indicated in the table below:

Table 2:

Area and registered voters per Ward - IEBC 2017

No	Ward	Area, km ²	Registered Voters
Tiaty Constituency			28,916
1	Tirioko	1,102.68	4,958
2	Kolowa	752.55	5,657
3	Ribkwo	871.49	4,050
4	Silale	335.36	2,280
5	Loyamorok	597.80	2,848
6	Tangulbei/Korossi	591.25	4,946
7	Churo/Amaya	289.35	4,177
Baringo North Constituency			42,774
1	Barwessa	475.50	10,484
2	Kabartonjo	126.70	9,713
3	Saimo/Kipsaraman	85.60	10,149
4	Saimo/Soi	542.0	7,001
5	Bartabwa	473.50	5,427
Baringo Central Constituency			38,388
1	Kabarnet	165.68	12,669
2	Sacho	105.98	5,180
3	Tenges	123.94	5,128
4	Ewalel/Chapchap	96.57	8,176
5	Kapropita	96.35	7,235
Baringo South Constituency			35,162
1	Marigat	682.71	13,076
2	Ilchamus	180.70	7,009
3	Mochongoi	586.80	10,948
4	Mukutani	534.90	4,129
Mogotio Constituency			32,276
1	Mogotio	287.53	14,688
2	Emining	529.21	8,875
3	Kisanana	487.13	8,713

Eldama Ravine Constituency			54,742
1	Lembus	142.89	10,801
2	Lembus-Kwen	178.01	9,139
3	Ravine	33.55	9,599
4	Mumberes/Maji Mazuri	214.80	9,412
5	Lembus/Perkerra	130.20	9,246
6	Koibatek	254.37	6,545

The distribution of population in Baringo County by sex is as shown in Table 3. The highest populated sub-County is Eldama Ravine with a total population of 129,535 while the lowest populated sub-County was Tiaty East with a total of 73, 424.

Table 3: Distribution of population by sex per Sub-County - KNBS, 2019

No	Sub County	Male	Female	Total
1	Baringo Central	48,120	48,829	96,951
2	Baringo North	52,369	52,500	104,871
3	East Pokot	40,462	39,459	79,923
4	Eldama Ravine	65,295	64,238	129,535
5	Baringo South	45,706	45,246	90,955
6	Mogotio	47,014	45,088	91,104
7	Tiaty East	38,356	35,068	73,424
	TOTAL	336,322	330,428	666,673

1.2 Membership of the County Assembly

Baringo County Assembly consists of :-

- Thirty (30) members elected by the registered voters of the Wards, each constituting a single member constituency;
- Thirteen (13) special seat members necessary to ensure that no more than two-thirds of the mem-

bership of the assembly are of the same gender;

- Two (2) members from marginalized groups,

The Speaker is an ex-officio member of the County Assembly

1.3 Leadership and Management of the County Assembly

The leadership structure is derived from Article 177 of the Constitution of Kenya 2010, which establishes all the county assemblies in Kenya.

The order of precedence in Baringo County Assembly is as follows:-

- a) The Speaker;
- b) The Deputy Speaker;
- c) The Leader of Majority Party;
- d) The Leader of Minority Party;
- e) The Majority Party Whip; and
- f) the Minority Party Whip

The County Assembly is supported by the County Assembly Service under the leadership of the Clerk, as provided for under section 13 of the County Governments Act, 2012.



BCA Leadership, from left: Hon Jennifer Kabon Kiptoo (Deputy Majority Whip), Hon. Lawi Kipchumba (Leader of Majority), Hon. David Kiplagat Kerich (Speaker), Hon. Jacob Kiptotich Cheboiywo (Deputy Speaker), Hon. Joseph Oleparsalaach (Deputy Majority Leader)

1.4 Legal and Regulatory Framework

The existence of Baringo County Assembly is anchored in the Constitution of Kenya, 2010 under Article 176(1) and 185 and also provided for by Article 177 (1). Other enabling pieces of legislation include, but are not limited to:-

- County Government Act, 2012
- Inter-Governmental Relations Act, 2012
- Powers and Privileges Act, 2017
- Leadership and Integrity Act, 2012
- Public Procurement and Disposal Act, 2016
- Public Officer Ethics Act, 2013
- Information and Communication Act, 2019
- Public Finance Management Act, 2012
- County Assemblies Services Act, 2017
- Persons living With Disabilities Act, 2003

1.5 Institutional Framework

1.5.1 County Assembly Service Board (CASB)



The County Assembly Service Board, from left: CPA Richard Koech (Secretary), Rev. Elijah Boiywo, Rebecca Lomong, David Kiplagat Kerich (Chairman), Hon Solomon Makal (Vice Chairman), Hon Purity Tallam.

The role of the County Assembly Service Board is provided for by Section 12 of the County Governments Act, 2012 and County Assembly Services Act 2017, pursuant to Section 12 (1) of the County Governments Act 2012, as a body corporate with perpetual succession. BCA Service Board comprises the following members:

- The Speaker of the County Assembly being the Chairperson;
- Two (2) members of the County Assembly from both the majority

and minority party

- Two (2) members of the public; a man and a woman, appointed by the County Assembly from amongst persons with experience in public affairs who are not members of the County Assembly, and serve on a part-time basis.
- The Clerk to the County Assembly being the Secretary

The statutory mandate and responsibilities of the County Assembly Service Board include:-

- a. Providing services and facilities for effective service delivery
- b. Constituting offices and appointing office holders
- c. Preparing budget estimates of expenditure of the County Assembly services and exercising budgetary controls
- d. Promoting ideals of parliamentary democracy and governance
- e. Performing any other function necessary for the well-being of the members and staff of the County Assembly.

1.5.2 The Speaker of County Assembly

Article 178 of the Kenyan Constitution (2010) provides for the position of the Speaker of the County Assembly whose role is to preside over the sittings of the County Assembly. The Speaker is elected in accordance with the standing orders of the County Assembly. Further, Sections 2 and 11 (1) (b) of the County Government Act, 2012 provides for the position and roles of the Speaker in County Assembly as follows;

- a. Presiding over sittings of the Assembly and maintaining law and order in the House.
- b. Applying and interpreting the rules of procedure (Standing Orders), conventions, practices and precedents of the Assembly.
- c. Defender and protector of the Assembly privileges, practices and traditions.
- d. Is the Official Representative and Spokesperson of the Assembly both within and outside.
- e. Is the Chairperson of the County Assembly Service Board, the top policy making organ of the Assembly.
- f. Administering the oath of office to Members of the County Assembly.
- g. Recognizing Members for the purpose of debates and contributions in the house.
- h. Referring Bills and Resolutions of the house to Committees.
- i. Presiding over the general conduct of business and proceedings of the House while in session.
- j. Making informed Rulings and decisions in the house derived from the debates and contributions of the Members of the County Assembly.

1.5.3 The Clerk of County Assembly



The Clerk Richard Koech (standing) leads a meeting of County Assembly Management Staff

The office of the Clerk exists pursuant to Section 13 of the County Governments Act, 2012 which states that there shall be a Clerk to the County Assembly appointed by CASB with the approval of the County Assembly. The Clerk is the Administrative Head, the Accounting Officer/Authorizing Officer for the County Assembly as well as the Secretary to the CASB.

The Clerk is responsible for all policy and organizational matters relating to the County Assembly. He/she is also responsible for internal, in-

tergovernmental partnerships and external relations. He is the Principal Adviser to the Speaker, Members of the County Assembly and other Presiding Officers. As the principal advisor to the Speaker, he acts under authority and takes decisions on admissibility of notices in the name of the Speaker. Other responsibilities of the Clerk are assisting the Speaker to run the House proceedings, providing advice on House Proce-

dures and performing ceremonial duties.

The Clerk is the administrative head of the County Assembly Service which is responsible for facilitating the delivery of the mandate of the County Assembly. Baringo County Assembly Service comprises of 115 (one hundred and fifteen) staff serving in various Directorates, Departments as follows:

Directorates:

- a) Legislative, Procedural and Committee Services
- b) Communication and Information Services
- c) Financial and Accounting Services
- d) Human Resource and Administrative Services

Departments:

- a) Legal Services
- b) Budget Services
- c) Supply Chain Management
- d) Internal Audit
- e) Security Services

The Members of the County Assembly are served by 165 (one hundred and sixty five) partisan staff in their respective offices.

1.6 Rationale for Development of BCA Strategic Plan 2021 - 2025

The County Government Act 2012, Section 104 (1) states that a County Government shall plan for the County and that no public funds shall be appropriated outside a planning framework developed by the County Executive Committee and approved by the County Assembly. The BCA strategic Plan 2021-2025 was formulated to promote the principle of good governance through legislation, oversight and representation

to reflect the socio-economic and cultural aspirations of the people of Baringo County. This Strategic Plan aims to achieve the following: -

- Address the lessons learnt during the implementation of the previous strategic plan 2014-2017
- Enable the Assembly achieve its revised Vision and Mission
- Rationalize and transform inter-

nal processes and procedures as well as enhance responsiveness for effective service delivery in a dynamic environment

- Enhance resource mobilization and utilization through innovative, strategic approaches.



CHAPTER 2

INSTITUTIONAL REVIEW AND SITUATIONAL ANALYSIS

This Chapter analyses internal and external factors which are critical for planning the County Assembly's strategic direction. The analysis provides valuable information on the previous strategic plan. The analysis encompasses Political, Economic, Social-cultural, Technological, Environmental and legal (PESTEL) factors which influence the operations of the County Assembly.

2.1 Review of the first Strategic Plan (2013 - 2017)

The development of the 2021-2025 Strategic Plan built on the achievements, challenges and lessons learnt from the previous Strategic Plan. The aspirations of

the 2013-2017 Strategic Plan focused on infrastructural development and the establishment of the County Assembly. A comprehensive review of the previous plan also informed the revision of the vision, mission

and core values in order to advance greater value on service delivery through Legislation, Oversight and Representation by leveraging on innovative strategies and democratic governance.



Samatian Island L. Baringo

2.1.1 Achievements

i. Capacity building; During the 2013-2017 strategic plan implementation period, all members and staff of the County Assembly participated in various training programmes such as induction, seminars, workshops and foreign exposures as well academic training. These enhanced their capacity in execution of the institution's mandate of Oversight, Legislation and Representation.

ii. Legislation; In accordance with Baringo County Assembly Standing Orders, the Assembly formulated various bills, motions, regulations and policies which were adopted and operationalized.

iii. Public Engagements: The County Assembly successfully engaged the people of Baringo through fact finding missions, public hearings, field visits, research and public participation fora.

iv. Institutional Development: In the period under review, the County Assembly established sufficient institutional frameworks including formulation of man-

agement structures, formation of Committees and Boards, appointments to offices, staff placement/rationalization, promotions, job evaluation and staff motivation programmes.

v. Safety and Work Environment: Members and staff were provided with conducive work environment through continuous modernization of office space, equipment, ICT facilities and security for effective service delivery.

vi. Representation Role: This was achieved through leasing and equipping of members' offices, recruitment of partisan staff and facilitation of members.

vii. Oversight Role: The County Assembly effectively delivered its obligatory oversight function on the County Executive through sectoral committees and activities of the whole House.

2.1.2 Implementation Challenges

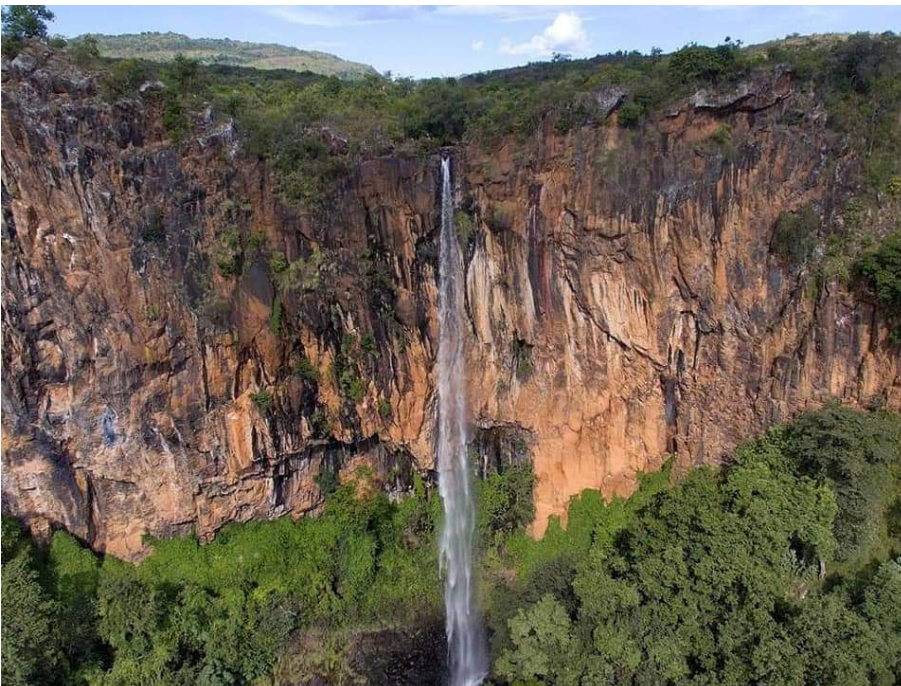
- i. **Inadequate Resources:** Financial resources were insufficient to facilitate all the necessary trainings, committee operations, procurement of equipment and services, expansion of office and parking space. This was also compounded by delayed disbursement of funds from the National Treasury.
- ii. **Technology:** The County Assembly experienced challenges occasioned by transition to a dynamic technological envi-

ronment. These online services include E-Procurement, IFMIS, IPPD and internet connectivity. Limited capacity of suppliers and contractors to utilize modern technology hampered their ability to offer timely services

- iii. **Research Services:** The County Assembly experienced limited research services meant to inform policy options and decision making.
- iv. **Organizational Culture:** The development of a stable and

supportive organizational culture could not be achieved within the Plan period because of the challenges related to the formation of the new institution.

- v. **Communication:** There was no communication policy to foster effective and efficient stakeholder collaboration and participation for smooth implementation of decisions and policies.
- vi. **Legislation:** The intended legislative output targets were not wholly met.
- vii. **Policy and Regulations:** There was partial or non-compliance to policies and regulations guiding processes and operations; key among them were Training and Development, Human Resource Development, Occupational Safety & Health, transport and committee operations, Gender mainstreaming among others.
- viii. **Implementation Committee:** A Strategic Plan Implementation Committee was not established to guide and coordinate the implementation of that Plan.



Simot Falls in Baringo County

2.1.3 Lessons Learnt

- i. **Adequate Resources:** Successful implementation of a Strategic Plan largely depends on the provision of adequate financial and human resources.
- ii. **Implementation Committee:** The establishment of a Strategic Plan Implementation Committee is critical to achieving the aspirations contained in the Plan.
- iii. **Partnerships and Collaborations:** Partnership and collaborations are key in the implementation of a Strategic Plan.
- iv. **Capacity building and development:** Human Resource development is vital in enhancing service delivery.
- v. **Civic Education:** Public Participation is a constitutional requirement that is critical in enhancing citizen engagement.
- vi. **Technology:** ICT is an enabler in streamlining and improving efficiency of procedures and processes for effective management.

2.2 SWOT Analysis

Analysis of the institution's Strengths, Weaknesses, Opportunities and Threats (SWOT) is important in understanding the current situation of the County Assembly. This assessment involves analyzing areas of excellence or good performance and which provide competitive advantage (Strengths), controllable internal disadvantages (Weaknesses), external possibilities for success (Opportunities) and uncontrollable external negatives (Threats).

2.2.1 Internal Analysis – Strengths and Weaknesses

The strengths and weaknesses of BCA operations were identified as shown in Table 2.1 and 2.2 below.

Table 4: Strengths

No	The Issues	Implication to BCA	Suggestion to enhance strategy
STRENGTHS			
1	Human Resource	Skilled human resource appointed, deployed and trained have a great impact in terms of work output	Continuous training based on Training Needs Assessments (TNA) and emerging technologies
	Motivated workforce.	Ability to attract and retain skilled and competent staff.	Enhance staff motivation and reward system
	Established CASB	Provision of leadership and governance	Approve policies and regulations
2	Reliable Budget	Ability to plan and utilize the budget	Appropriate resources on time and resource basket
3	Available ICT Infrastructure	Automated processes and services.	Integrated, continuous upgrade to emerging relevant technologies. Widen coverage and use
4	Availability of office space	Conducive working environment	Continuous expansion and maintenance
5	Effective operation and maintenance	Efficient and timely service delivery.	Continuous acquisition, maintenance and modernization of equipment and facilities
6	Effective Administrative and Governance structure	Institutional stability and adoption of modern governance models	Adherence to mandate of the Assembly.

Table 5: Weaknesses

No	The Issues	Implication to BCA	Suggestion to Enhance Strategy
WEAKNESS			
1.	Scarce County Financial resource	It affects the Budget and programmes	Prioritize programs activities
2	Lack of Communication Strategy/Policy	Inhibits and hampers effective horizontal and vertical communication, as well as outward and inward flow of information	Establish a robust information management Policy and a dynamic communication strategy
3	Few organizational Policies	Limits standard application of procedures and decisions	Develop relevant policies to guide processes, operations and procedures
4	Weak Organizational culture	Inhibits performance output	Improve on administrative and management controls
5	Underutilization of modern technology	Slow uptake and use of	Establish robust ICT systems for management of processes, procedures and operations.
6	Limited relevant training	Affects capacity to execute Assembly functions	Mobilize sufficient resources for training and capacity building
7	Lack of BCA constructed ward offices	Affects representation, participation and feedback	Construct, equip and operationalize BCA ward offices

2.2.2 External Analysis – Opportunities and Threats

External analysis is concerned with assessment of the changes that are expected to affect the BCA operations either positively or negatively. The opportunities and threats of BCA operations were identified as shown in Table 2.3 and 2.4 below.

Table 6: Opportunities

No	The Issues	Implication To BCA	Suggestion to Enhance Strategy
1	Institutional independence	Effective legal mandate to execute oversight, representation and legislative roles.	Establish long term plans for the enactment of new laws and regular review of the existing laws
2	National Government's Goodwill	Reliable Provision of resources to County Assembly. Mentorship from Senate and National Assembly Technical support from CPST, Treasury, Kenya Devolution Support Program etc	Tap and strengthen partnerships Timely compliance to legal requirements Accountability.
3	Availability of potential collaborators and partners	Budgetary and technical support. Capacity enhancement. Effective service delivery.	External resource mobilization Expand the partnership network.
4	Strong support for devolution from stakeholders like the public, media, sponsors, CSOs	Improved confidence from the stakeholders. Improved social support. Demand for services.	Enhance inclusivity of the stakeholders Map out, assess and respond to their expectations.
5	Growing national and County revenue	Increased annual allocation. Enhanced service delivery.	Enhanced funding to programs Institutional growth
6	Diversity in cultural, geographical, social and demographic factors	Unity in diversity and peaceful coexistence.	Develop policies to tap on the potentials
7	Availability of Economic blocs	Sharing of resources, cultural exchange, partnerships in commerce, shared peace and stability.	Advances networking, linkages, knowledge transfer and adoption of best practices
8.	Plenty and diversity of natural resources	Potential for tourism and natural resource exploitation	Increased local revenue and expanded hospitality industry Investments and collaborations Allocation of budgetary resources

Table 7: Threats

No	The Issues	Implication to BCA	Suggestion to Enhance strategy
1.	Lack of Financial Autonomy	Delayed implementation of planned programmes	Lobby for financial autonomy from the National Treasury through CAF.
2.	Insecurity	It affects outreach programmes of the Assembly	Promote peace building initiatives to build a cohesive society
3.	Dynamic political Environment	Delays processes, programs, operations and decision making	Strict adherence to the rule of law and set procedures
4.	Competing interests between different arms and levels of Government	Delayed and/or failure to execute Assembly decisions	Lobbying, consensus building and fostering strong intergovernmental relations
5.	Health, Safety and Environmental factors	Affects/disrupts County Assembly programs and access to various parts of the County	Approve policies that promote mitigation of health and safety challenges; and climate change effects
6.	National political contestations	Creates tension among political persuasions	Promoting consensus building

2.2.3 PESTEL Analysis

There are several external factors that influence the activities and programs of the County Assembly. These can be classified as Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors. An analysis of this is presented in Table 7 below.

Table 8: PESTEL Analysis

No.	Factor	Parameters in Relation to BCA
1	Political	Dynamics related to devolution, election cycles, change of government administrations and opposition politics.
2	Economic	Economic growth rate, poverty levels, inflation rates, taxation rates, interest rates, international exchange rates, government spending, budgets and consumer confidence.
3	Socio-cultural	Ethnic and cultural diversity, health, housing, sports & recreation, education & literacy levels, poverty and income distribution, corruption and demographic profiles.
4	Technological	Emerging technological trends; innovations and inventions, automation, online platforms, video conferencing, internet and mobile telephony, mass media platforms, access to information and online repositories.
5	Environmental	Climate change, environmental degradation, emerging natural features; noise, water and air pollution, renewable energy, green energy and blue economy.
6	Legal	The Constitution of Kenya; conventions, statutes and treaties; blocs, statutory instruments, Standing Orders, litigations, petitions and by-laws.

2.2.4 Stakeholder Analysis

Stakeholders are interested parties with direct and indirect interest in the operations of BCA; and whose interactions should be enhanced through collaboration and partnership for mutual benefits. They support BCA to achieve its strategic goals that are within their influence.

Below is a list of the identified key BCA stakeholders and their expectations:

Table 9: Stakeholder Analysis

No	Key Stakeholder	BCA Expectation	Stakeholder Expectation
1.	The people of Baringo County	Goodwill and participation in governance and democratic processes	Proper legislation, oversight and representation
2.	County Executive	Enabling environment to exercise proper oversight, representation and legislation. Ensure timely submission of reports, policies, bills, regulations and budgets	Timely legislation and approval of policies and plans. Cordial working relations
3.	National Government	Support and nurture devolution. Adequate allocation and timely disbursement of funding to support County Assembly activities. Cordial intergovernmental relations and goodwill.	Promote objects of devolution and proper utilization of funds. Effective discharge of devolved functions. Cordial intergovernmental relations. Support national government development agenda.
4.	Training institutions;	Impart knowledge, skills through training and exchange programs. Affordability and value for money in their services.	Structured collaborations, training needs assessment, sharing and reciprocation.
5.	Civil Society Organizations; BACSO, FBO, NGOs, CBOs	Complement oversight roles, constructive criticism, resource mobilization, training and civic education.	Accountability, transparency, robust engagement.

6.	National Parliament; National Assembly and Senate	Cordial relationship in capacity building, pass legislations that support devolution, oversight, representation. Fairness in revenue sharing.	Cooperation and submission of requisite reports. Prudent use of resources. Transparency and accountability.
7.	Media	Responsible for according the Assembly timely, fair and objective coverage.	Regular communication/ updates and access to information
8.	Suppliers/ Business Community	Timely supply of quality goods and services. Compliance to contractual obligations. Sustainable partnership and collaboration	Competitive, transparent, equitable and fair procurement processes. Prompt payment. Supportive business environment.
9.	Financial institutions	Financial support through lending and financial services.	Compliance to our financial obligations.
10	Regulatory and Professional bodies; NITA, PPRA, IHRM, KISM, LSK, ICPAK, KIM, ILO, PRSK	Fairness and transparency in regulation and enforcement. Support continuous professional development.	Proper compliance with regulations through verifiable documentation. Professional responsibility.
11	Statutory Bodies; Controller of budget, OAG, EACC, DCI, KRA, PPOA, NSSF, RBA, NHIF	Fairness and transparency in the enforcement of applicable laws and regulations. Offer supportive services.	Cooperation and compliance to laws and regulations.

The Baringo County Assembly will utilize the information in the Stakeholder Analysis to improve service delivery and strive to ensure that the needs and expectations of the various stakeholders are met.

2.3 Key Emerging Issues

Following critical analysis of the institution, the previous strategic plan, SWOT, PESTEL and stakeholder analysis, key emerging issues were realised as summarised below:



Assembly Speaker and Service Board Chairman leads a working session with the leadership of the County Assembly.

2.3.1 Training and capacity building

The Assembly has been experiencing limited trainings occasioned by scarce resources. This has affected the capacity of the Assembly in execution of its functions despite the numerous training opportunities available for CASB, MCA and CA staff at local, national and international levels. Though the National Government and other organizations have been supplementing trainings and capacity building in specialized fields, there is need to mobilize additional resources through partnerships and collaborations to support continuous training and capacity building based on areas identified by periodic Training Needs Assessments (TNAs).

2.3.2 Scarce Financial Resources

The Constitution under Article 202 allocates equitable share of revenue and conditional grants to Counties for service delivery. However, these allocations are not adequate to fund its budget and programs. This is compounded by lack of financial autonomy. Consequently, this delays implementation and execution of BCA programs, such as trainings, public participation, outreach, infrastructural development, implementation of the formulated laws, procurement goods and services.

2.3.3 Socio-Economic and Political Empowerment

The BCA recognizes that macro-economic variables such as poverty levels, the dynamics related to devolution, election cycles, change of government administrations and opposition politics directly or indirectly influences and affects its operations and service delivery. So-

cio-cultural, economic and political empowerment is attained through inclusion and participation of youth, women, the marginalized and other special groups in governance.

2.3.4 Peace and Security

Peace and harmony promotes co-existence among different communities hence spurring economic development. The County occasionally experiences incidences of cattle rustling related banditry which may be attributed to scarce resources especially pasture and water.

2.3.5 Legislations and Policies

BCA has made significant strides in formulation of policies, laws and regulations over the past period of its existence. However, the intended legislative output targets were not wholly met. The legislative role of the County Assembly ranks high in priority for effective devolution.

2.3.6 ICT Infrastructure

Information Communication Technology is an important aspect of service delivery and operations of BCA. ICT is necessary in financial transactions, communication, human resource management and other aspects of operations in the County Assembly. Baringo County Assembly recognizes that slow uptake and underutilization of ICT infrastructure inhibits its operations.

2.3.7 Civic Education

The Constitution of Kenya 2010, places public participation at the centre of devolution by requiring that the public should be involved in all aspects of governance including policy formulation and resource allocation. Education of the public and information sharing is another critical responsibility of county gov-

ernment. It has emerged from analysis of the situation that civic education and public participation have experienced serious challenges.

2.3.9 Human Resource Management

Human Resource Management is a critical function that needs to be enhanced to improve performance. There existed some gaps on appointment, deployment, promotions, job evaluation and staff motivations. This raises the need for structural support of the HR functions of BCA to achieve a competitive edge in order to attract and retain skilled and competent staff.

2.3.10 Research Services

Research provides information through collection of data, collation, analysis, processing, and presentation. The role of research in planning, decision making, legislation and management has not been optimized in BCA. There is need to enhance provision of analytical and fiscal research required to support County Assembly in carrying out evidence based planning, informed decision making and effective operations.

2.3.11 Partnership and Collaborations

Stakeholders are interested parties who have mutual interests in BCA operations. Understanding the strength of cooperation and collaboration towards success depends on the ability of all stakeholders to work together. Effective management of partnerships and collaborations is necessary for successful engagements.



The Speaker's in his office



The Speaker's Procession.

CHAPTER 3: STRATEGIC DIRECTION

The strategic direction is structured to define how strategies and activities support the key objectives under every Strategic Result Area (SRA). The framework is based on BCA's mission, vision and core values that form primary communication tools for BCA and outlines the policy direction of the BCA for the period 2021 - 2025.

Six Strategic Result Areas (SRAs) have been identified to form the pillars upon which activities will be pursued and measured. The Strategic Issues under each Strategic Result Area have been outlined and Strategic Objectives for each area formulated.

3.1 BCA New strategic Focus

The vision, mission and core values are restructured to advance greater value on service delivery through Legislation, Oversight and Representation by embracing dynamic, innovative strategies and democratic governance. The new strategic focus was informed by weaknesses and challenges realized during the implementation of the previous strategic plan. It is borne of the need to advance from the formative stages of the County Assembly by adopting a futuristic and inspirational strategic direction.

3.1.1 Vision

To be a leading, modern and people centred County Assembly in Kenya.

3.1.2 Mission Statement

To promote the principle of good governance through legislation, oversight and representation as a contribution to the socio-economic development of Baringo County.

3.1.3 Core Values

No	Core Value	Operationalization
1	Quality Service	We will offer superior and reliable services by promoting innovativeness, efficiency and timely approval/delivery of tasks
2	Teamwork	We will harness our collective strengths internally and develop mutual and beneficial partnership with our stakeholders
3	Integrity and Professionalism	We will adhere to professionalism, work ethics and standards at all times, we shall be accountable, honest, transparent and impartial.
4.	Democracy	We shall endeavor to promote principles of democratic governance and sustainable development as provided in our Vision, Mission and the Core Values
5.	People Focus	We will focus on our people and stakeholders needs by ensuring win-win arrangements with procedures, processes and participation as well as to assure support for devolution and democratic processes

3.2.0 Strategic Result Areas

SRAs are the foundation stones of BCA strategies. They expand on the Mission Statement and create a structure around actual strategic achievements in line with the BCA mandate. Strategic objectives were derived from the emerging strategic issues based on the identified six (6) strategic result areas:

	Strategic Result Area	Strategic Objective
1	Legislative & Oversight Role	To promote effective legislative & oversight role
2	Representation Role	To facilitate effective contact between the MCA and the electorate
3	Governance and Human Resource Management	To promote professionalization of County Assembly service
4	Financial Resource Management	To ensure Transparency, Accountability and Compliance
5	Work Environment	To provide adequate physical, security and ICT infrastructure
6	Communications/Public Relations, Collaboration and Partnerships	To enhance communication, corporate image; widen and deepen collaboration & partnerships

3.2.1 Legislative and Oversight Role

The Legislative role entails making laws that are necessary for/incidental to the effective performance of the functions and exercise of the powers of the County Government under the fourth schedule. The County Assembly may exercise oversight on the County Executive Committee and any other County executive organs. BCA has put in place strategies to promote and strengthen legislative and oversight roles.



The Honourable Speaker and the County Assembly Clerks presiding over a plenary session.



Members of the County Assembly Committee on Public Accounts and Investment on an oversight exercise on a road project.

3.2.2 Representation Role

The MCA link the County Assembly and the electorate; they maintain close contact with the electorate for the purposes of consultation on issues before the County Assembly and present views, opinions and proposals of the electorate to the County Assembly. BCA has identified strategies that promote supportive environment for members and enhance linkages between the County Assembly and the electorate.



Members of the County Assembly in a plenary session.

3.2.3 Governance and Human Resource Management

The County Assembly Service Board and management have the responsibility to professionalize service delivery by ensuring that there is continuous capacity building of staff, enhancement of performance management systems, establishment of staff welfare programs and institutionalization of internal processes and quality management systems.



County Assembly senior management team in a strategy meeting.

3.2.4 Financial Resource Management

Financial resources are necessary for sustainability of the County Assembly operations. BCA has ensured effective measures for resource allocation and utilization so as to realize greater impact on service delivery and performance. This will be achieved through process re-engineering including the automation of financial services, promotion of accountability and compliance with laws and regulations; enhancement of internal controls, accounting and financial reporting.

3.2.5 Work Environment

This comprises of physical infrastructure facilities such as buildings, ICT infrastructure and utility supplies necessary for effective service delivery. Notably, the County Assembly has made strides towards appropriate and provision of adequate office space, facilities and equipment for members and staff. However, there is need for expansion and modernization of BCA infrastructure to ensure continuous improvement.



BCA Senior Staff after a training session at the Kenya School of Government, Kabarnet Campus

3.2.6 Communications/Public Relations, Collaboration and Partnerships

Stakeholders are interested parties who have mutual interests in BCA operations. In order to tap into these interests, the Assembly has identified its strategic stakeholders for collaborations and partnerships.

BCA recognizes effective communication as an important avenue for stakeholder engagement and as a sure way of enhancing better understanding of its roles by the people of Baringo. Robust interactive

communication mechanisms shall be established to facilitate the dissemination of information and receiving of customer feedback.

3.3 STRATEGIC OBJECTIVES, STRATEGIES AND ACTIVITIES

In pursuit of the objectives for each strategic result area, various strategies and activities have been identified for implementation during the Plan period by BCA as illustrated in Table 9 below:

3.3.1 Strategic Result Area 1:

Table 10: Legislative & Oversight Role

Strategic Objective 1	To promote effective the legislative and oversight process
Strategy 1.1	Legislative capacity and oversight exposure to Members and Staff
Activities	<ul style="list-style-type: none"> ·Develop and implement training and development programmes on legislative and oversight function ·Benchmarking, conferences, workshops, seminars and international exposures on oversight and legislative roles
Strategy 1.2	Strengthen Legislative Committees Services
Activities	<ul style="list-style-type: none"> ·Develop and implement committee work plans ·Prepare and process committee reports ·Develop and implement committee procedure and operations policy manual ·Publish Bills and Regulations ·Enhance research services output ·Generate and publish Hansard Booklets ·Facilitate and equip staff supporting committee services
Strategy 1.3	Continuous Advisory to the Speaker(S), House Leadership, Members and Committees
Activity	Render expert, non-partisan and impartial advisories and briefs
Strategy 1.4	Linkage between the Assembly and the County Executive on Legislative Matters
Activity	Strengthen intra-governmental relations
Strategy 1.5	Civic Education and Awareness
Activity	<ul style="list-style-type: none"> · Establish a Sub-County/ Ward People’s Forums and Sub-County ‘Bunge Mashinani’ Forums Enhance Public Participation
Strategy 1.6	Publish and Publicize Reports
Activity	<ul style="list-style-type: none"> Process and disseminate all approved Bills, Regulations, Policies and Reports. Effectively utilize relevant media platforms to share and publicize produced documents.
Strategy 1.7	Review of House Rules and Procedures
Activity	Regular review and amendment of the Standing Orders, Speakers’ rules
Strategy 1.8	Increase Legislative proposals and Bills
Activity	<ul style="list-style-type: none"> · Establish a legal drafting unit · Enhance legal drafting capacity through training · Sensitize the County Executive Committee Members on legislative proposals · Outsource legal drafting services where necessary

3.3.2 Strategic Result Area 2:**Table 11: Representation Role**

Strategic Objective 2	To facilitate effective contact between MCA and the electorate
Strategy 2.1	Effective Public Engagement
Activities	<ul style="list-style-type: none"> · Facilitate dialogue with the public · Dissemination of information through appropriate media platforms · Receiving, processing and responding to public petitions
Strategy 2.2	Provide a conducive work environment
Activities	<ul style="list-style-type: none"> Facilitate efficient operation of the MCA offices Construct and equip BCA Ward Offices
Strategy 2.3	Build capacity and operational efficiency of MCA partisan staff
Activity	<ul style="list-style-type: none"> · Develop and implement training and development programmes · Provide managerial linkage and supervision between BCA and MCA partisan staff · Develop and implement code of conduct/ ethics

3.3.3 Strategic Result Area 3:**Table 12: Governance and Human Resource Management**

Strategic Objective 3	To promote Professionalization of County Assembly Service
Strategy 3.1	Capacity building of Board and Staff
Activities	<ul style="list-style-type: none"> · Resource allocation · Development and implementation of training policy · Development and implementation of internship and attachment policy · Undertake external and internal training needs assessment · Develop and implement training programs · Training of staff on e-procurement, IPPD, IFMIS, Internet banking and other emerging technologies · Identify training facilities and institutions · Establish Trainer of Trainees programme
Strategy 3.2	Enhancing performance management systems
Activities	<ul style="list-style-type: none"> Develop performance management framework Develop and implement work plans Manage culture change Review of Performance appraisal tool
Strategy 3.3	Improving internal process and quality management systems
Activities	<ul style="list-style-type: none"> Automate HR services and processes Develop and implement human resource policies and manuals Develop and enhance career progression guidelines Formulate code of conduct guidelines Sensitization on Code of Ethics Enhance public relations and customer care services Develop and implement BCA Service Charter
Strategy 3.4	Attract, recruit and retain skilled workforce
Activities	<ul style="list-style-type: none"> Develop a policy on staff recruitment, selection, appointment and placement Automate the recruitment process Implement career progression guidelines/ Scheme of Service Develop and implement a competitive reward and fair sanction system
Strategy 3.5	Establishment of Members and Staff Welfare Programs
Activities	<ul style="list-style-type: none"> Establish medical scheme implementation committee Strengthen and support staff and Members welfare groups Enhance Mortgage and Car loans schemes Develop policies on drug abuse, HIV/AIDS, Gender and Persons with Disability mainstreaming. Enhance wellness programs Promote sports, health and cultural activities Initiate an Annual Prayer program Establish guidance and counselling unit Establish Occupational, Safety and Health Act Implementation Committee

3.3.4 Strategic Result Area 4:**Table 13: Financial Resource Management.**

Strategic Objective 4	To promote Transparency, Accountability and Compliance
Strategy 4.1	Automation of Financial Function
Activities	Roll out e-procurement Acquire audit management software Re-engineering of e-procurement, IPPD, IFMIS and Internet Banking Continuous upgrading and maintenance of e-systems
Strategy 4.2	Internal Control, Accounting and Financial Reporting
Activities	Set up a financial reporting unit Strengthen internal control and accounting systems Coordinate effective audit processes Train and enhance capacity for financial reporting Initiate and document process mapping
Strategy 4.3	Budget Preparation, Control and Implementation
Activities	Prepare annual program based budget Prepare annual procurement plan Monitor and evaluate the budget process Monitor and evaluate the budget process Initiate and institutionalize budgetary controls and austerity measures Acquire, manage use and store goods and stores Dispose obsolete goods/stores Prepare and disseminate budget implementation reports Digitize records management and archives
Strategy 4.4	Compliance with laws and regulations
Activity	Train and sensitize staff on laws, Acts, Policies and Regulations Implement recommendations of the Auditor-General, Senate and PPRA

3.3.5 Strategic Result Area 5:**Table 14: Work Environment**

Strategic Objective 5	To provide adequate Physical, Security and ICT Infrastructure
Strategy 5.1	Expand Physical Infrastructure
Activities	Complete all on-going Infrastructure Projects Construct New Office Block Construction of Speaker's Residence Construct parking bays, and visitors waiting bay. Construct VIP Lounge, Restaurant Offices, laundry, store and expand kitchen and its sewerage system. Operationalize laundry services Drill borehole within the Assembly Upgrade tools and equipment Continuous maintenance of infrastructure/ facilities.
Strategy 5.2	Leveraging on ICT infrastructure
Activities	Finalize, Approve and Implement ICT Policy Develop and implement e-Parliament. Upgrade Hansard system Establish online repository Identify and install all necessary ICT equipment Establish a reliable back up for all the Assembly Information Revamp BCA Website into an interactive platform and ensure maintenance
Strategy 5.4	Enhancement of Security Surveillance
Activities	Install turnstiles, walk through metal detectors & X-ray baggage scanner at the Main Gate. Install CCTV system/ surveillance cameras. Upgrade and maintain Security Systems and Infrastructure

3.3.6 Strategic Result Area 6:

Table 15: Communications / Public Relations, Collaboration and Partnerships

Strategic Objective 6	To enhance communication, corporate image; widen and deepen collaboration & partnerships
Strategy 6.1	Revitalize both internal & external communications
Activities	Formulate and implement a communications policy and strategy Establish live broadcast/ web streaming of plenary proceedings Regular updating of the Website and other digital communications platforms Encourage regular media engagement and briefings Publish annual County Assembly magazine Produce a County Assembly documentary Initiate BCA service week program
Strategy 6.2	Enhance institution’s corporate visibility
Activities	Corporate branding of the Assembly Proper signage and labelling Procurement of Corporate branded merchandize Establish a customer feedback and evaluation mechanism Establish a Public Relations and Protocol unit Establish a customer care desk
Strategy 6.3	Establish and maintain close links with partners and stakeholders
Activities	Upscale proactive liaison with partners and stakeholders Map out and assess the partner’s expectations Cooperate with statutory and professional bodies Establish and maintain a database for partners and stakeholders Establish Corporate Social Responsibility and outreach programs Production of Information Education and Communication materials



BCA Members and Staff during the 2019 CASA Games in Eldoret.



Rothschild's giraffes at the Ruko Community Wildlife Conservancy in Lake Baringo.



CHAPTER 4

COORDINATION AND IMPLEMENTATION FRAMEWORK

This chapter stipulates the accountability framework which will be utilized by the Assembly to ensure effective implementation of the Strategic Plan. In addition, responsibilities, key success factors and risks have been tabulated.

4.1 Resource Requirements

In order to effectively implement this strategic plan, each strategy is expected to fall within the BCA budget. Implementation of this Strategic Plan and resource allocation will be based on the Strategic Result Areas (SRAs) as are summarized in Table 11.

Table 16: Resources Requirements for 2021-2025

PROJECTED RESOURCE ENVELOP FOR THE STRATEGIC PLAN 2020-2024						
FINANCIAL YEAR	2020-2021	2021-2022	2022-2023	2023-3024	2024-2025	TOTAL (5 YEARS)
TOTAL COST ESTIMATES	750,630,880	780,941,151	826,795,589	875,687,338	927,827,833	4,161,882,792
PERSONEL EMOLUMENTS COST	400,662,056	420,695,159	441,729,917	463,816,413	487,007,233	2,213,910,777
OPERATIONS COST	287,264,808	310,245,993	335,065,672	361,870,926	390,820,600	1,685,267,998
DEVELOPMENT COST	62,704,016	50,000,000	50,000,000	50,000,000	50,000,000	262,704,016

4.2 Accountability Framework

The implementation of this plan rests with the office of the Clerk to the County Assembly. The Clerk being the CEO is charged with implementation of policy direction on the activities outlined in the Strategic Framework, including the alloca-

tion and re-allocation of resources. Heads of departments will prepare quarterly progress reports outlining achievements and gaps where applicable.

Employees will be expected to report day to day results of their

work for management decision making, while continuous monitoring of performance will be cascaded to individual level of relevant office holders.

4.3 Risk Management

The County Assembly is likely to face risks which may negatively influence the implementation of projects and programs. The Assembly leadership and staff are individually and collectively responsible for managing these risks by enhancing opportunities, minimizing threats and leveraging on lessons learnt to institute effective response mechanisms and build resilience. The identified risks are classified into; Mandate Related Risks, Strategic Risks, Organizational Risks. Other risks include Operational Risks, Financial Risks and Technological Risks as well as Environmental Risks as presented in Table 10 below;

Table 17: Anticipated Risks & Mitigation measures

Type of Risk	Risk Issue	Mitigation measures
Mandate Related Risks	Public participation	Enhance outreach programmes
	Public/Stakeholder expectation	Enhance civic education
	Political Dynamics	Embrace different types of leadership styles Promote intra/ inter-governmental relations Enhance capacity building on institutional legal frameworks
	Legal Timelines	Adhere to set legal timelines
	Internal and External communication	Ensure timely and effective communication to internal and external stakeholders Respond to queries and fulfill all promises made to stakeholders
Strategic Risks	Adherence to legal and regulatory framework	Continuous capacity building Outsource implementation of tasks requiring technical expertise
	Communication strategy	Implement the Communications Policy
	Decision making and response	Adopt consistency in decision making process Develop a proactive response mechanism
	Understanding of the strategic plan	Sensitize all internal stakeholders.

Organizational Risks	Staff competencies	Recruit qualified and experienced staff Provide training and competency development Promote a positive organizational culture change
	Strategy Implementation	Facilitate the continuous implementation of strategies through the M&E framework
Operational Risks	Employee turnover	Improve pay package & create promotion opportunities Develop clear career progression guidelines Develop and implement a Succession Plan Implement a competitive reward system
	Security Management	Develop a security management plan, Install CCTVs, baggage scanner, walk through metal detectors and full turnstile machines. Enhance security vigilance
	Teamwork	Promote cooperation of employees at all levels of the organization
	Service Level Agreement (SLA)	Sign a clear contract or SLA with the service providers
Financial Risks	Resources	Prudent use of resources Mobilize more resources Strengthening linkages with partners Transparency and Accountability
	Fiscal policies	Compliance to the PFM Act, 2012, and all applicable legislations Formulation of fiscal policies, regulations and procedures Adhere to ethical workplace practices.
Technological Risks	Systems and information security.	Monitoring data from end to end user to improve information security Reduce vulnerability through regular updates of systems' firewalls.
	Information and Communication Technology (ICT)	Implementation of ICT policy Regular upgrading of technology and employee skills Develop a Backup Management Plan (Cloud) & disaster recovery/ continuity plan. Enhance device and equipment protection and maintenance
	Cyber Security	Develop and implement Cyber security policy
Environmental Risks	Disasters	Adhere to early warning signs and build resilience
	Climate change	Enhance preparedness and adaptability to day to day environment

4.5 Key Success Factors

BCA will ensure that the following factors are pursued for the successful implementation of this Strategic Plan;

1. Trainings and Capacity Building.
2. Performance Management.
3. Timely Service Delivery.
4. Prudent utilization of funds.
5. Automation of Processes.
6. Technology & business processes reengineering.
7. Public Participation and Information Sharing.
8. Availability of adequate Equipment and Facilities
9. Regular Monitoring and Evaluation.



IMPLEMENTATION MATRIX

Table 18: Strategic Result Area 1

Strategic Result Area 1:			Legislative & Oversight Role								
Strategic Objective 1			To promote the legislative & oversight process								
Strategy	Activities	UoM	2021	2022	2023	2024	2025	Expected Output	Estimated Cost	Responsible	
1	Capacity building and legislative exposure to Members and Staff	Develop and implement of training and development programmes	No.	1	1	1	1	1	5	50,400,000	DCL
		Undertake cost benefit analysis of attending trainings	No.	1	1	1	1	1	5	16,320,000	RO
		Attend legislative summits	No.	1	1	1	1	1	5	58,000,000	DCL
		Benchmarking	No.	10	10	2	18	10	50	162,500,000	DCL
2	Strengthen all legislative Committees services	Develop and implement committee work-plans	No.	1	1	1	1	1	5	465,735,995	DCL
		Develop and implement committee operations policy manual	No.	1	-	-	-	-	1	3,600,000	DCL
		Enhance legal drafting services output	No.	6	20	10	10	20	60	13,800,000	LO
		Publish Bills and Regulations	No.	10	30	20	15	30	105	4,494,000	LO
		Periodic Legal audit on Compliance	No.	1	1	1	1	1	5	2,250,000	LO
		Enhance research services output	No.	6	20	10	10	20	60	11,200,000	RO
		Generate and publish Hansard Booklets	No.	1	1	1	1	1	5	2,620,000	HE
		Provide adequate and well equipped staff	No.	37	44	50	55	58	58	382,800,000	HRO
3	Continuous legislative Advice to the Speaker(s), House leadership, Members and committees	Render expert, non-partisan and impartial advisories	No.	10	10	10	10	10	50	-	DCL
4	Coordination role with Members and the County Executive on legislative proposals	Establish and operationalize a liaison office	No.	-	1	-	-	-	1	6,240,000	DCL
5	Public participation	Organize Sub-County and ward People's Forum	No.	10	30	20	15	30	105	11,550,000	DCL
		Organize Sub-County 'Bunge Mashinani' Forums	No.	1	1	1	1	1	5	6,350,000	DCL
6	Publish and publicize reports	Generate quarterly and annual progress reports	No.	5	5	5	5	5	25	-	DCL
7	Review of House Rules and Procedures	Regular review and amend the Standing Orders and Speakers' rules	No.	1	1	1	1	1	5	23,800,000	DCL
8	Monitoring and Evaluation	Follow up on implementation of House Resolutions	No.	2	2	2	2	2	10	12,900,000	DCL
TOTAL									1,234,559,995		

Table 19: Strategic Result Area 2

Strategic Result Area 2:			Representation Role								
Strategic Objective 2			Promote supportive Environment for Members and staff								
Strategy	Activities	UoM	2021	2022	2023	2024	2025	Expected Output	Estimated Cost	Responsible	
1	Maintain close contacts with members of public	Promote dialogue with public	No.	1	1	1	1	1	5	185,500,000	DCL
		Dissemination of information through digital platforms	%	√	√	√	√	√	100%	2,500,000	ICT
		Receive, process and respond to public petitions	No.	2	2	2	2	2	10	15,000,000	DCL
2	Enhance linkage between the County Assembly and the electorate	Construct and equip BCA ward offices	No	-	6	8	8	8	30	90,000,000	WO
		Develop operational procedures/policies/manual for ward offices	No.	-	1	-	-	-	1	3,600,000	DCL
3	Continuous training and development of partisan staff	Develop and implement training and development programmes	No.	1	1	1	1	1	5	50,400,000	PHRO
TOTAL									347,000,000		

Table 20: Strategic Result Area 3

Strategic Result Area 3:			Governance and Human Resource Management								
Strategic Objective 3			To Improve Professionalization of County Assembly Service								
Strategy	Activities	UoM	2021	2022	2023	2024	2025	Expected Output	Estimated Cost	Responsible	
1	Capacity building of staff	Resource allocation	NO.	1	1	1	1	1	5	-	DCA
		Development and implementation of training policy	NO	1	-	-	-	-	1	3,600,000	DCA
		Development and implementation of internship and attachment policy	NO	1	-	-	-	-	1	3,600,000	DCA
		External Training needs assessment	No.	-	1	-	-	1	2	3,000,000	PHRO
		Internal Training needs assessment(No.	1	1	1	1	1	5	-	PHRO
		Developing training programs(Academic, Professional, Job-related	Continuous	√	√	√	√	√	5	25,000,000	T&D
		And Emerging issues trainings)									
		Identifying training facilities	Continuous	√	√	√	√	√	5	90,000,000	DCA
		Identification and development of Trainer of Trainees(-ToT) unit	NO	-	1	-	-	-	1	1,200,000	DCA
Taining of all staff	No.	1	1	1	1	1	5	17,442,000	PHRO		
2	Enhancing performance management systems	Development of performance management framework	NO.	-	1	-	-	-	1	1,940,730,797	DCA
		Enhancement of workplans	No.	1	1	1	1	1	5	3,600,000	DCA
		Managing Culture Change	Continuous							3,600,000	DCA
		Review of Performance appraisal tool	NO	1	1	1	1	1	5	3,600,000	PHRO
		Develop a reward and sanction policy	NO.	-	1	-	-	-	1	1,800,000	DCA

3	Internal process and institute quality management systems	Automation of HR services (Biometric and Acquisition of the HR Management system)	NO.	1	1	-	-	-	2	3,600,000	PHRO
		Development of Human resource policies and manuals	NO	-	1	-	-	-	1	1,800,000	PHRO
		Develop and Enhance Career progression management	Continuous	√	√	√	√	√	5	1,800,000	DCA
		Sensitization on Code of Ethics	NO	1	1	1	1	1	5	3,600,000	PHRO
4	Establishment of Staff Welfare Programs	Establishing a medical scheme implementation committee	NO	1	-	-	-	1	2	1,800,000	DCA
		Develop policies on drug abuse, HIV/AIDS, Gender mainstreaming and People living with Disability mainstreaming	NO	-	4	-	-	-	4	1,800,000	DCA
		Enhancement of Team build-ings programs	NO	1	1	1	1	1	5	3,600,000	PHRO
		Initiation of Prayer breakfast programs	NO	1	1	1	1	1	5	1,000,000	DCA
		Establishing a guidance and counselling unit	NO	1	-	-	-	-	1	1,200,000	DCA
		Constituting a Occupational, safety and health Act Com-mittee	NO.	-	1	-	-	-	1	1,200,000	DCA
TOTAL										2,118,572,797	

Table 21: Strategic Result Area 4

Strategic Result Area 4:		Financial Resource management									
Strategic Objective 4		To promote Accountability and compliance									
Strategy	Activities	UoM	2020	2021	2022	2023	2024	Expected Output	Estimated Cost	Responsible	
1	Automation of financial services	Roll out e- procurement	NO.	1	-	-	-	-	1	-	HSCM
		Acquisition & implementation of audit software	NO.	1	-	-	-	-	1	1,000,000	DA
		Training of staff on e-procurement, ,IFMIS and Internet banking	No.	3	3	3	3	3	15	31,050,000	DFA
2	Internal Control, accounting and financial reporting	Capacity building	NO.	1	1	1	1	1	5	10,000,000	DFA
		Setting up a financial reporting unit	NO.	1	-	-	-	-	1	1,000,000	DFA
		Strengthening of internal control systems	No.	1	1	1	1	1	5	5,000,000	DFA
		Effective coordination of audit processes	No.	1	1	1	1	1	5	5,000,000	DFA
3	Budget preparation, control and implementation	Preparation of program based budget	No.	1	1	1	1	1	5	5,000,000	PBO
		Procurement planning	No	1	1	1	1	1	5	10,000,000	HSCM
		Monitoring and evaluation	NO.	2	2	2	2	2	10	10,000,000	DFA
		Cash management	%	20	20	20	20	20	100	8,000,000	DFA
		Acquisition and storage of goods and services	%	20	20	20	20	20	100	15,000,000	HSCM
4	Compliance with laws and regulations	Training, sensitization on laws, acts, policies and regulations	No	4	4	4	4	4	20	20,000,000	DCA
TOTAL										121,050,000	

Table 22: Strategic Result Area 5

Strategic Result Area 5:		Work Environment									
Strategic Objective 5		To provide adequate physical and ICT infrastructure & facilities									
Strategy	Activities	UoM	2020	2021	2022	2023	2024	Expected Output	Estimated Cost	Responsible	
1	Increase office space and facilities including leveraging ICT infrastructure	Completion of all on-going construction work	%	1	-	-	-	-	1	12,600,000	WO
		Construct office block and Speaker's residence as per the Assembly's master plan	No			1	1	1	3	138,000,000	WO
		Construction of parking bays and waiting bay	No		1	1			2	15,000,000	WO
		Construction of VIP Lounge	No			1	1		2	4,000,000	WO
		Construction of restaurant offices	No		1	1			2	2,000,000	WO
		Installation of turnstiles, walk through metal detectors & X-ray baggage scanner at the main entrance	%	-	-	1	1	-	2	5,600,000	SAA
		Installation of CCTV/surveillance cameras	No	-	1	1	-	-	2	5,000,000	SAA
		Erection of razor wire fence	No	-	1	1	1	1	4	1,500,000	SAA
		Drilling of borehole at the Assembly precincts	No	-			1	1	2	5,000,000	WO
		Upgrade of equipment and tools of work	No	1	1	1	1	1	5	1,000,000	WO
		Identify and install all necessary ICT equipment	No	-	1	-	1	-	2	20,000,000	ICTO
		Develop and implement E-Parliament	No	-	1	1		-	2	10,000,000	ICTO
		Periodic maintenance of infrastructure/ facilities	No	1	1	1	1	1	5	10,000,000	WO
		Upgrade Hansard system	No	1	1	-	-	-	2	50,000,000	HE
		Online repository in place	No		1	-	-	-	1	10,000,000	LIB
Live/web streaming of plenary proceedings	No	1	1	-	-	-	2	10,000,000	PRCO		
Promote use of digital media platforms	No	1	1	1	1	1	5	5,000,000	PRCO		
TOTAL									304,700,000		

Table 23: Strategic Result Area 6

Strategic Result Area 6:		Collaboration and Partnerships									
Strategic Objective 6		To widen and deepen collaboration & partnerships									
Strategy	Activities	UoM	2020	2021	2022	2023	2024	Expected Output	Estimated Cost	Responsible	
1	Revitalize both internal & external engagements	Widen information sharing through website	%	20	20	20	20	20	100	4,300,000	ICTO
		Regular media engagement and briefings	%	20	20	20	20	20	100	6,000,000	PRCO
		Increase liaison with development partners	No	5	7	9	11	13	13	2,500,000	DCA
		Conduct partner engagements in areas of interest	No	10	10	10	10	10	50	2,500,000	DCA
		Cooperation with statutory bodies	No	10	10	10	10	10	50	2,500,000	DCA
		Map out and assess partners' expectations	No	1	1	1	1	1	5	-	DCA
	Corporate Social Responsibility	Publish annual magazine	No	1	1	1	1	1	5	8,200,000	PRCO
		Donations	No	1	1	1	1	1	5	2,500,000	DCA
		Environmental cleaning	No	1	1	1	1	1	5	2,500,000	DCA
		Tree planting	No	1	1	1	1	1	5	2,500,000	DCA
		Visitations	No	1	1	1	1	1	5	2,500,000	DCA
		TOTAL									36,000,000

SUMMARY

Table 24: Cost estimate summary

	Strategic Result Area	Name of the Strategic Result Area - SRA	Cost Estimate of the Strategy (Ksh)
1	Strategic Result Area (SRA) 1	Legislative & Oversight Role	1,234,559,995
2	Strategic Result Area (SRA) 2	Representation Role	347,000,000
3	Strategic Result Area (SRA) 3	Governance and Human Resource Management	2,118,572,797
4	Strategic Result Area (SRA) 4	Financial Resource management	121,050,000
5	Strategic Result Area (SRA) 5	Work Environment	304,700,000
6	Strategic Result Area (SRA) 6	Collaboration and Partnerships	36,000,000
	TOTAL BUDGET FOR SRAs		4,161,882,792
	Surplus/Deficit		-
	Projected Resource Envelop for the period		4,161,882,792

Table 24: Breakdown of cost

BREAKDOWN		
1	Personnel Emoluments	2,171,914,794
2	Operation & Maintenance	1,685,267,998
3	Development Expenditure	304,700,000
	TOTAL	4,161,882,792

4.6.1 Implementation

The overall responsibility for implementation of the Strategic Plan is with the County Assembly Board which will provide the necessary institutional arrangements to ensure efficiency and effectiveness is achieved during implementation.

The responsibilities for implementation of various strategies, activities and programs will be shared among the institutional units as follows:

4.6.2 County Assembly Service Board

The Board will be responsible for the overall implementation of the Plan including providing the needed institutional environment, strategic leadership and financial support during the period of implementation. The Board will initiate reviews and mid-term assessment to ascertain the progress of implementation.

4.6.3 Clerk of County Assembly

As the administrative head of the County Assembly, the Clerk will be responsible for day to day supervision and coordination of the strategies and activities during the period of the Strategic Plan. The Clerk will advise the Board on emerging challenges and available opportunities (option) so as to ensure efficiency and effectiveness in implementation.



4.6.4 Strategic Plan Implementation Committee

The Board will establish a Committee to be known as Strategic Plan Implementation Committee to comprise of the Clerk, Deputy Clerks and all Heads of Directorates and Departments.

The Committee will serve for the period of implementation of the Strategic Plan and shall meet at least once in every quarter.

- The following are the duties and responsibilities of the Strategic Plan Implementation Committee:
- Sensitize staff and Members about the Strategic Plan as well as their expected roles in implementation.
- Design and implement appropriate tools for monitoring and evaluation of implementation
- Advise the Board on the resource requirements and emerging challenges during implementation
- Document successes and lessons learnt during implementation
- Individually and collectively act as champions of Strategic Plan implementation
- Perform mid-term assessment on progress of implementation or as may be required by the Board
- Provide support and guidance to all Departments and oversight the progress of the strategic plan implementation.
- Identify, monitor and mitigate potential risks and seize arising opportunities during implementation.
- Monitoring and enforcing the adherence of timelines.
- Providing advice to the Assembly Board (and sometimes making decisions) about changes to implementation as it is being rolled out.

The Clerk, Richard Koech with his deputies Winnie Chemase and James Warata in consultation.

CHAPTER 5

MONITORING, EVALUATION AND REPORTING

This Chapter presents how resources will be utilized. It also explains how monitoring and evaluation and reporting will be done.

5.2 Monitoring, Evaluation and Reporting

The M&E mechanism for this Plan will be based on the key performance indicators (KPIs) set in the implementation plan. The means for verification will be the instruments adopted to establish whether the planned strategies are on course. This is carried out through Monitoring, Evaluation and Reporting.

The mechanism will allow tracking of projects and programs outlined in the Strategic Framework, assessment of the impact of key programs and, in both processes, the reporting of results to stakeholders.

There will be a Monitoring and Evaluation Team (MET) to oversee the implementation of the Strategic Plan within the specified period of 5

years. The MET will consist of heads of departments under the chairmanship of the Clerk of the County Assembly who will provide technical and administrative support. The team will translate the strategic targets into departmental objectives, which will be translated into sectoral and individual performance targets.

5.2.1 Monitoring the Strategic Plan

Monitoring serves as a guide to the decision-making process of management and gives room for consideration of significant changes to the business environment. Monitoring is instrumental in tracking implementation of programs, assessing the extent of achievements and providing critical information regarding the implementation of activities and programs. It is the basis of an evidence-based system

The monitoring process will be based on the Results Matrix, which provides sufficient details, especially indicators, timelines and targets, to enable the monitoring of progress of implementing the strategies and activities for each Strategic Result Area.

for initiating corrective actions where variances between what is planned and what is implemented are noted. It also provides the feedback necessary to arrest any deviations from the plan. This enables management to make informed decisions based

on evidence.

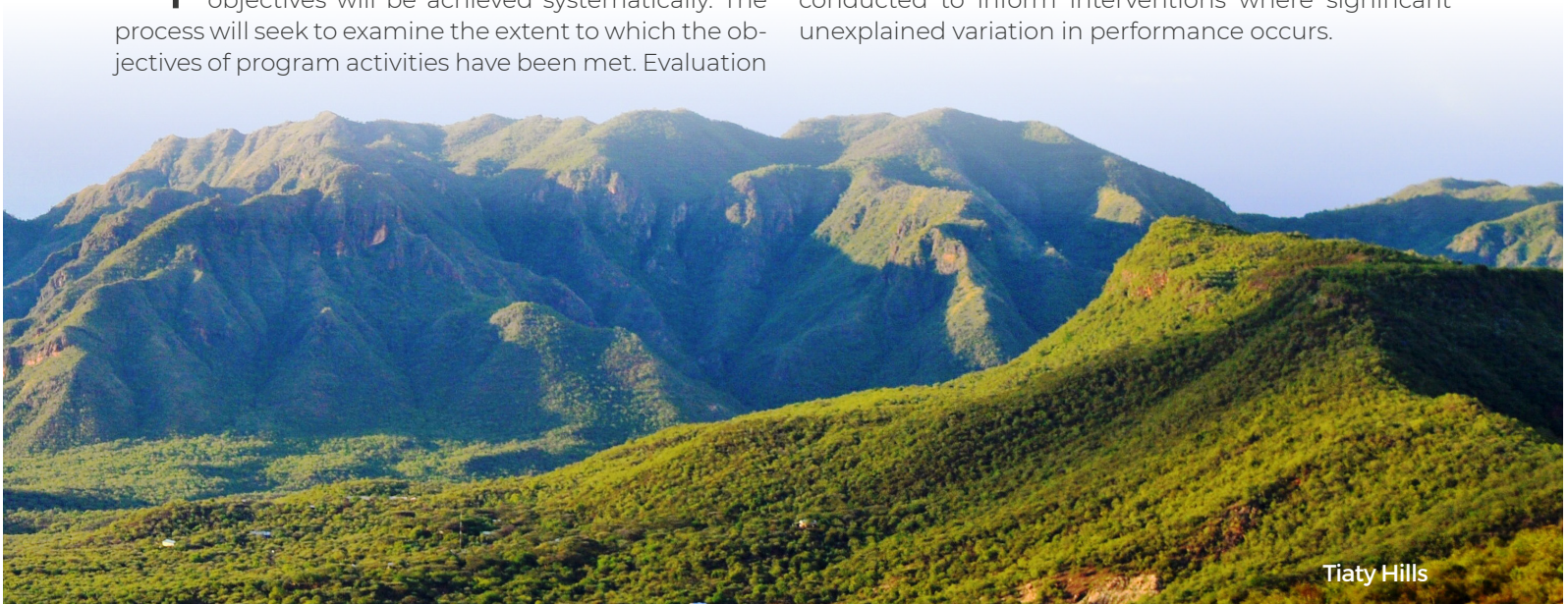
The overarching objective of monitoring the implementation of this Strategic Plan will be to obtain and provide information for purposes of decision making. The monitoring process will be based on the Results Matrix, which

provides sufficient details, especially indicators, timelines and targets, to enable the monitoring of progress of implementing the strategies and activities for each Strategic Result Area. Regular inspections will be conducted to ascertain implementation of programs and interact with actual implementers for information. Reports will thereafter be prepared for deliberation and decision making.

5.2.2 Evaluation of Implementation

Through evaluation, assessment of the effects or impacts of BCA projects based on the initial objectives will be achieved systematically. The process will seek to examine the extent to which the objectives of program activities have been met. Evaluation

of this Strategic Plan will be carried out for all strategic activities annually. However, ad hoc evaluation may be conducted to inform interventions where significant unexplained variation in performance occurs.



Tiaty Hills

5.2.3 Performance Reports

The performance of various levels shall be continuously reported against the agreed targets in

the Performance Agreement (PA). The PA will also be used for staff performance appraisals. Progress reports will be

prepared regularly by the implementing departments as per the budgetary cycles. The reports will describe actions taken by

the departments towards achieving specific strategies of the plan.

5.2.4 Review of the Strategic Plan

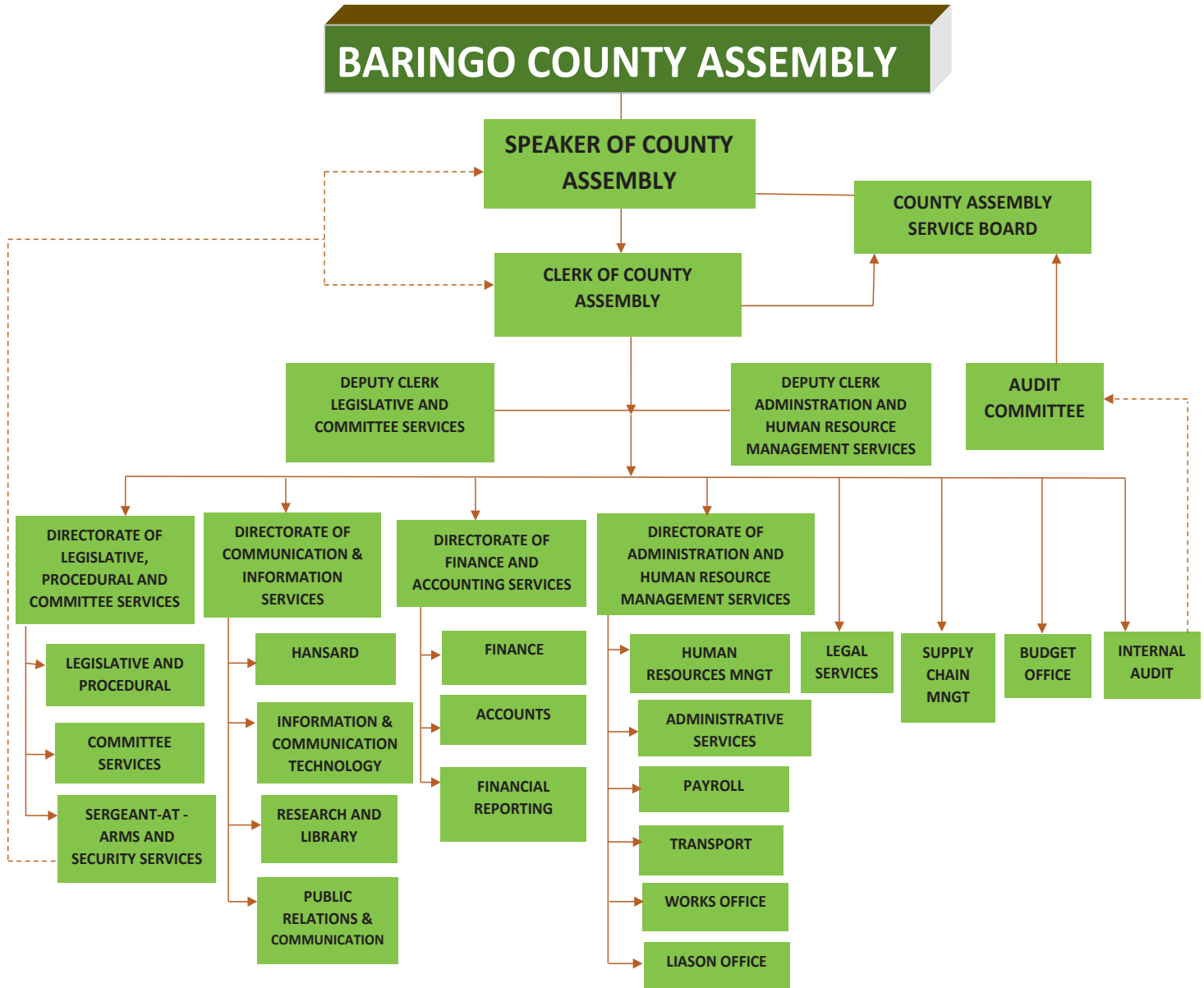
A mid-term review of the Strategic Plan will be carried out to determine the level of achievement. The review

report will guide implementation of programs during the remaining duration of the Plan. An end-term review will be carried out to assess

overall implementation rate and provide critical learning points for the next strategic Plan.

APPENDIX 1

ORGANOGRAM



APPENDIX 2

MEMBERS OF COUNTY ASSEMBLY AND THEIR ROLES

NO	NAME	WARD/ REPRESENTATION	RESPONSIBILITIES	COMMITTEES
1.	Hon. David Kiplagat Kerich	Speaker of County Assembly	<ul style="list-style-type: none"> Chairperson of Baringo County Assembly Service Board Chairperson of House Business Committee Chairperson of Appointment Committee Chairperson of Powers & privileges Committee Chairperson of Procedures & House Rules Committee 	<ul style="list-style-type: none"> House Business Committee Appointment Committee Powers & privileges Committee Procedures & Rules Committee Catering Committee Liaison Committee
2.	Hon. Jacob Kiprotich Cheboiwo	Kisanana Ward	<ul style="list-style-type: none"> Deputy Speaker Chairperson of Liaison committee Vice Chairperson of Appointment committee Vice Chairperson of Procedures & Rules Committee 	<ul style="list-style-type: none"> House Business Committee Delegated County Legislation Committee Liaison Committee Procedures & Rules Committee Appointment Committee Health Services Committee Finance & Economic Planning Committee
3.	Hon. Daniel Tuwit Loreria	Ribkwo Ward	<ul style="list-style-type: none"> Minority Chief Whip 	<ul style="list-style-type: none"> House Business Committee Powers & Privileges Committee Budget and Appropriations Committee Health Services Committee Education, Vocational Training & ICT Committee
4.	Hon. Shadrack Akeno Mailuk	Tangulbei/Korossi Ward	<ul style="list-style-type: none"> Chairperson of Environment & Natural Resources Committee 	<ul style="list-style-type: none"> Liaison Committee Delegated County Legislation Committee Finance & Economic Planning Committee Environment & Natural Resources Committee Livestock and Fisheries Committee
5.	Hon. Sam Lourien	Tirioko Ward	<ul style="list-style-type: none"> Minority Leader Vice Chairperson of Selection Committee 	<ul style="list-style-type: none"> Selection Committee Appointment Committee House Business Committee Powers & privileges Committee County Heritage, Gender, Culture and Community Services Committee Transport, Public Works and Infrastructure Committee Livestock and Fisheries Committee
6.	Hon. Makal Loluka Solomon	Kolowa Ward	<ul style="list-style-type: none"> Vice Chairperson of BCASB Vice Chairperson of Agriculture Committee Deputy Minority Leader 	<ul style="list-style-type: none"> House Business Committee Procedures & House Rules Committee Agriculture Committee Labour, Social welfare, Children, Youth & Sports Committee
7.	Hon. Diana Siriti	Baringo County	<ul style="list-style-type: none"> Chairperson of Livestock & Fisheries Committee 	<ul style="list-style-type: none"> House Business Committee Public accounts and Investment Committee Liaison Committee Livestock & Fisheries Committee Education, Vocational Training & ICT Committee Lands, Housing & Urban Development Committee
8.	Hon. Eunice Kakerel Chepranyei	Baringo County	<ul style="list-style-type: none"> Vice Chairperson of Trade, Tourism and Cooperative Development Committee 	<ul style="list-style-type: none"> Implementation Committee Procedures & House Rules Committee Trade, Tourism and Cooperative development Committee Justice, Legal Affairs, Devolution, Governance & Cohesion Committee
9.	Hon. Maria Cheboriot Losile	Loyamorok Ward	<ul style="list-style-type: none"> Deputy Minority Leader Vice Chairperson of County Heritage, Gender, Culture and Community services Committee 	<ul style="list-style-type: none"> Appointment Committee Budget & Appropriations Committee County Heritage, Gender, Culture and Community services Committee Trade, Tourism and Cooperative development Committee
10.	Hon. Zelemoi Kachepkow Amejia	Churo/Amaya Ward	<ul style="list-style-type: none"> Chairperson of Promotive Health Services Committee 	<ul style="list-style-type: none"> Liaison Committee Procedures & Rules Committee Preventive & Promotive Health Services Committee Labour, Social welfare, Children, Youth & Sports Committee Trade, Tourism and Cooperative development Committee

11.	Hon. Richard Barwecho Rono	Barwessa Ward	<ul style="list-style-type: none"> Chairperson of Health Services 	<ul style="list-style-type: none"> House Business Committee Liaison Committee Health Services Committee Trade, Tourism and Cooperative development Committee Justice, Legal Affairs, Devolution, Governance & Cohesion Committee
12.	Hon. Richard R. Cheserem	Saimo/Soi Ward	<ul style="list-style-type: none"> Vice of Justice, Legal Affairs, Devolution, Governance & Cohesion Committee 	<ul style="list-style-type: none"> Delegated County Legislation Committee Public accounts and Investment Committee Justice, Legal Affairs, Devolution, Governance & Cohesion Committee Transport, Public Works and Infrastructure Committee
13.	Hon. Reuben Chirchir Chepsongol	Bartabwa Ward	<ul style="list-style-type: none"> Chief Majority Whip 	<ul style="list-style-type: none"> House Business Committee Selection Committee Delegated County Legislation Committee Budget & Appropriations Committee Catering Committee Labour, Social welfare, Children, Youth & Sports Committee Water and Irrigation Committee Powers & privileges Committee Livestock & fisheries Committee
14.	Hon. Joel Chesang Kipchew	Kabartonjo Ward	<ul style="list-style-type: none"> Vice Chairperson of Finance & Economic Planning Committee 	<ul style="list-style-type: none"> Appointment Committee Finance & Economic Planning Committee Lands, Housing & Urban Development Committee Justice, Legal Affairs, Devolution, Governance & Cohesion Committee
15.	Hon. John Chongwo Aengwo	Saimo/Kipsaraman Ward	<ul style="list-style-type: none"> Chairperson of Budget & Appropriations Committee 	<ul style="list-style-type: none"> Liaison Committee Budget & Appropriations Committee Preventive & Promotive Health Services Committee Agriculture Committee Education, Vocational Training & ICT Committee
16.	Hon. Saphina Chelagat	Baringo County	<ul style="list-style-type: none"> Chairperson of County Heritage, Gender, Culture and Community services Committee Member of the Speaker's panel 	<ul style="list-style-type: none"> Liaison Committee Procedures & Rules Committee County Heritage, Gender, Culture and Community services Committee Agriculture Committee Finance & Economic Planning Committee
17.	Hon. Charles Kimitei Bowen	Baringo County	<ul style="list-style-type: none"> Chairperson of Catering Committee 	<ul style="list-style-type: none"> Liaison Committee Powers & privileges Committee Catering Committee Environment & Natural Resources Committee County Heritage, Gender, Culture and Community services Committee
18.	Hon. Caroline Chebichii Kessei	Baringo County	<ul style="list-style-type: none"> Vice Chairperson of Implementation committee CAF Member 	<ul style="list-style-type: none"> Implementation Committee Appointment committee Health Services Committee Lands, Housing & Urban Development Committee Labour, Social welfare, Children, Youth & Sports Committee
19.	Hon. Ernest Kibet Tarus	Kabarnet Ward	<ul style="list-style-type: none"> Vice Chairperson of Lands, Housing & Urban Development Committee 	<ul style="list-style-type: none"> House Business Committee Public accounts and Investment Committee Environment & Natural Resources Committee Water and Irrigation Committee Lands, Housing & Urban Development Committee
20.	Hon. John Tarus Langat	Sacho Ward	<ul style="list-style-type: none"> Chairperson of Education Committee Member of the Speaker's panel 	<ul style="list-style-type: none"> House Business Committee Liaison Committee Procedures & Rules Committee Finance & Economic Planning Committee Education, Vocational Training & ICT Committee
21.	Hon. Sylas Kipkosgei Tochim	Tenges Ward	<ul style="list-style-type: none"> Chairperson of Trade, Tourism and Cooperative development Committee 	<ul style="list-style-type: none"> House Business Committee Liaison Committee Implementation Committee Trade, Tourism and Cooperative development Committee Environment & Natural Resources Committee
22.	Hon. Peter Kipkoech Kebut	Ewalel Chapchap Ward	<ul style="list-style-type: none"> Chairperson of Finance & Economic Planning Committee 	<ul style="list-style-type: none"> Liaison Committee Appointment Committee Delegated County Legislation Committee Finance & Economic Planning Committee County Heritage, Gender, Culture and Community services Committee Livestock & Fisheries Committee

APPENDIX 2

23.	Hon. Jeniffer Kabon Kiptoo	Kapropita Ward	<ul style="list-style-type: none"> Deputy Majority Whip 	<ul style="list-style-type: none"> Selection Committee Powers & privileges Committee Budget & Appropriations Committee Agriculture Committee County Heritage, Gender, Culture and Community services Committee
24.	Hon. Betty Jebet Birchogo	Baringo County	<ul style="list-style-type: none"> Chairperson of Labour, Social welfare, Children, Youth & Sports Committee 	<ul style="list-style-type: none"> Liaison Committee Labour, Social welfare, Children, Youth & Sports Committee Health Services Committee Justice, Legal Affairs, Devolution, Governance & Cohesion Committee
25.	Hon. Franscisca Jepsergon Cheburet	Baringo County	<ul style="list-style-type: none"> Vice Chairperson of Public accounts and Investment Committee 	<ul style="list-style-type: none"> Selection Committee Public accounts and Investment Committee Procedures & Rules Committee Trade, Tourism and Cooperative development Committee Transport, Public Works and Infrastructure Committee Preventive & Promotive Health Services Committee
26.	Hon. Elizabeth Jerotich Kipsang	Baringo County	<ul style="list-style-type: none"> Vice Chairperson of Education, Vocational Training & ICT Committee 	<ul style="list-style-type: none"> Catering Committee Education, Vocational Training & ICT Committee Justice, Legal Affairs, Devolution, Governance & Cohesion Committee Preventive & Promotive Health Services Committee
27.	Hon. Jeruto Kiptalla	Baringo County	<ul style="list-style-type: none"> Vice Chairperson of Catering Committee 	<ul style="list-style-type: none"> House Business Committee Catering Committee Lands, Housing & Urban Development Committee Transport, Public Works and Infrastructure Committee Justice, Legal Affairs, Devolution, Governance & Cohesion Committee
28.	Hon. Nixon Lemlem	Marigat Ward	<ul style="list-style-type: none"> Chairperson of Transport, Public Works and Infrastructure Committee Member of the Speaker's Panel 	<ul style="list-style-type: none"> Liaison Committee Implementation Committee Procedures & Rules Committee Transport, Public Works and Infrastructure Committee Health Services Committee Agriculture Committee
29.	Hon. Joseph Rangesi Oleparsalaach	Ilchamus Ward	<ul style="list-style-type: none"> Deputy Majority Leader 	<ul style="list-style-type: none"> Appointment Committee Selection Committee Delegated County Legislation Committee Transport, Public Works and Infrastructure Committee Lands, Housing & Urban Development Committee Education, Vocational Training & ICT Committee
30.	Hon. Nicholas Kipruto Kipmosop	Mochongoi Ward	<ul style="list-style-type: none"> Chairperson of Delegated County Legislation Committee CAF Member 	<ul style="list-style-type: none"> Delegated County Legislation Committee House Business Committee Liaison Committee Environment & Natural Resources Committee Trade, Tourism and Cooperative development Committee Preventive & Promotive Health Services Committee
31.	Hon. Francis Ng'urinei. Kibai	Baringo County	<ul style="list-style-type: none"> Vice Chairperson of Livestock & Fisheries Committee 	<ul style="list-style-type: none"> Catering Committee Health Services Committee Labour, Social welfare, Children, Youth & Sports Committee Livestock & Fisheries Committee Public accounts and Investment Committee
32.	Hon. Julia Kandie	Baringo County	<ul style="list-style-type: none"> Vice Chairperson of Preventive & Promotive health Services Committee Chairperson of the Women Caucus 	<ul style="list-style-type: none"> Powers & privileges Committee Agriculture Committee Finance & Economic Planning Committee Water and Irrigation Committee Preventive & Promotive Health Services Committee
33.	Hon. Parkei Renson Kirole	Mukutani Ward	<ul style="list-style-type: none"> Chairperson of Water and Irrigation Committee 	<ul style="list-style-type: none"> House Business Committee Liaison Committee Selection Committee Budget & Appropriations Committee Agriculture Committee Water and Irrigation Committee Preventive & Promotive Health Services Committee
34.	Hon. Charles K.A. Choboot	Mogotio Ward	<ul style="list-style-type: none"> Chairperson of Justice, Legal Affairs, Devolution, Governance & Cohesion Committee 	<ul style="list-style-type: none"> House Business Committee Liaison Committee Justice, Legal Affairs, Devolution, Governance & Cohesion Committee Water and Irrigation Committee Finance & Economic Planning Committee
35.	Hon. Paul Kipsang Kibarar	Emining Ward	<ul style="list-style-type: none"> Vice of Budget & Appropriations Committee 	<ul style="list-style-type: none"> Implementation Committee Selection Committee Budget & Appropriations Committee Water and Irrigation Committee Trade, Tourism and Cooperative development Committee Agriculture Committee

APPENDIX 2

36.	Hon. Valarie Jepkosgei Ngeny	Baringo County	<ul style="list-style-type: none"> Vice Chairperson of Environment & Natural Resources Committee 	<ul style="list-style-type: none"> Catering Committee Environment & Natural Resources Committee Education, Vocational Training & ICT Committee County Heritage, Gender, Culture and Community services Committee Labour, Social welfare, Children, Youth & Sports Committee
37.	Hon. Purity Tallam	Baringo County	<ul style="list-style-type: none"> Member of BCASB Vice Chairperson of Delegated County Legislation Committee 	<ul style="list-style-type: none"> Delegated County Legislation Committee Transport, Public Works and Infrastructure Committee County Heritage, Gender, Culture and Community services Committee Lands, Housing & Urban Development Committee
38.	Hon. Lotela J. Nelson	Silale Ward	<ul style="list-style-type: none"> Chairperson of Public accounts and Investment Committee 	<ul style="list-style-type: none"> Liaison Committee Selection Committee Public accounts and Investment Committee Water and Irrigation Committee Environment & Natural Resources Committee Livestock and Fisheries Committee
39.	Hon. Benjamin Koech	Lembus Ward	<ul style="list-style-type: none"> Chairperson of Lands, Housing & Urban Development Committee 	<ul style="list-style-type: none"> House Business Committee Liaison Committee Budget & Appropriations Committee Lands, Housing & Urban Development Committee Agriculture Committee Environment & Natural Resources Committee
40.	Hon. Lawi Kipchumba Tallam	Lembus Kwen Ward	<ul style="list-style-type: none"> Majority Leader Chairperson of Selection Committee Vice Chairperson of Powers & privileges Committee Vice Chairperson Liaison Committee 	<ul style="list-style-type: none"> House Business Committee Liaison Committee Appointment Committee Selection Committee Powers & privileges Committee Budget & Appropriations Committee Water and Irrigation Committee County Heritage, Gender, Culture and Community services Committee Livestock and Fisheries Committee
41.	Hon. Julius Kimutai Ng'otie	Ravine Ward	<ul style="list-style-type: none"> Chairperson of Implementation Committee 	<ul style="list-style-type: none"> Implementation Committee Liaison Committee Education, Vocational Training & ICT Committee Justice, Legal Affairs, Devolution, Governance & Cohesion Committee Health Services Committee Procedures and House rules Committee
42.	Hon. Cornelius Cheruiyot Kurui	Mumberes/ Maji mazuri Ward	<ul style="list-style-type: none"> Vice Chairperson of Transport, Public Works and Infrastructure Committee 	<ul style="list-style-type: none"> Appointment Committee Catering Committee Transport, Public Works and Infrastructure Committee Education, Vocational Training & ICT Committee Labour, Social welfare, Children, Youth & Sports Committee
43.	Hon. Paul Kipkorir Serem	Lembus Perkerra Ward	<ul style="list-style-type: none"> Chairperson of Agriculture Committee 	<ul style="list-style-type: none"> Liaison Committee Implementation Committee Agriculture Committee Lands, Housing & Urban Development Committee Preventive & Promotive Health Services Committee
44.	Hon. Musa Kipkurui Cheruiyot	Koibatek Ward	<ul style="list-style-type: none"> Vice Chairperson of Health Service 	<ul style="list-style-type: none"> Powers & privileges Committee Health Services Committee Transport, Public Works and Infrastructure Committee Trade, Tourism and Cooperative development Committee
45.	Hon. Francisca Jepkuto Cherutich	Baringo County	<ul style="list-style-type: none"> Vice Chairperson of Water and Irrigation Committee 	<ul style="list-style-type: none"> Public accounts and Investment Committee Finance & Economic Planning Committee Water and Irrigation Committee Livestock and Fisheries Committee
46.	Hon. Maureen Jepkosgei Cherus	Baringo County	<ul style="list-style-type: none"> Vice Chairperson of Labour, Social welfare, Children, Youth & Sports Committee 	<ul style="list-style-type: none"> Delegated County Legislation Committee Environment & Natural Resources Committee Labour, Social welfare, Children, Youth & Sports Committee Preventive & Promotive health Services Committee



VISION: ‘The preferred savings and retirement benefits provider.’

MISSION: To receive, prudently invest and manage members’ Contributions for prompt payment of benefits for secured retirement

MOTTO: ‘Secured Retirement’

LAPFUND is a Defined Contribution Scheme registered and regulated by the Retirement Benefits Act of 1997 and Subsequent Regulations. We are a State Corporation established in 1960 by an Act of Parliament Cap. 272, Laws of Kenya. We operate in accordance with the County Governments Act 2012 (section 132) as a parastatal under the National Treasury; regulated by the Retirement Benefits Authority (RBA); Audited by the Auditor General and supervised by the Inspectorate of State Corporations.

LAPFUND caters for all employees of County Governments and Water Companies, where Members contribute 12% while the Sponsors contribute 15% of the Member’s gross salary (basic salary plus house allowance).

Having been established in 1960, LAPFUND is one of the oldest retirement benefits schemes in Kenya. Currently LAPFUND has a membership of over 45,000 members spread all over the country.

Our Fund value is 31 Billion as at June 2017. Our investments are held in various asset classes as outlined and regulated by RBA. These are government securities, equities and deposits, and property. LAPFUND is exploring other investment diversification avenues.

LAPFUND PRODUCTS



Retirement Benefits
Members are eligible for this benefit when they attain the mandatory retirement age of 60 years, or early retirement age of 50 years. Members can choose between two modes of payment;
a) Lump sum benefit - receive one-off payment equivalent to the total fund value in the amount.
b) Income drawdown - a member may select a specific regular amount or a percentage of the investment fund
Value in his/her amount payable monthly, quarterly, semi-annually or annually.



Withdrawal Benefit
This benefit applies to a member who leaves service of the sponsor through either resignation or dismissal before attaining the statutory retirement age. Here a member is entitled to all his/her contributions and interest accrued; and 50% of employer’s contribution and interest accrued. The deferred benefit (the remaining 50% employer benefit) continues to earn interest until the member attains statutory age.



Invalidation Benefit
A member who is certified to be permanently incapable of working because of physical or mental disability before attaining the retirement age is entitled to payment of his/her accumulated benefits in full.



Emigration Benefit
A member who is leaving the country without intention of returning is entitled to payment of all his/her accumulated benefits in full.



Death Benefit/ Survivor’s
On death of a member, the appointed beneficiaries receive full payment of the member’s total benefit equivalent to the total fund value in his/her amount. Consisting of member contribution, employer contribution and interest acquired.
Funeral Grant
A benefit of KES 100,000 is paid by LAPFUND to the bereaved family upon death of a member.



Group Life Assurance Cover
It is a benefit designed to protect your family in case of member’s death. It comes with a rider in case of these eventualities; total disability and critical illness cover.



Gratuity

This is a lump sum payment made by the employer/ county government to employee based on duration of their total service. LAPFUND allows for conversion of gratuity into a provident fund.



LAPFUND Amal

The first Shari' ah compliant product in the region offering retirement benefits services in accordance to Shari'ah principles and the RBA Act.



Parastatal Product

The Umma (Public Sector) Retirement Plan/product is a voluntary savings retirement scheme option for our Public Sector members who upon retirement OR end of a 3 years minimum saving period can access their contributions with accumulated interest for their personal development use



Private Sector Product

The Ufanisi (Private Sector) Retirement Plan/product is a voluntary savings retirement scheme option for our Private Sector members who upon retirement OR end of a 3 years minimum saving period can access their contributions with accumulated interest for their personal development use



Diaspora Product

The DIASPORA Retirement and saving Plan/product is a voluntary savings retirement scheme option for Diaspora who upon retirement OR end of a 3 years minimum saving period can access their contributions with accumulated interest for their personal development and use:

Individual pension plan agreement will be between the willing member and LAPFUND Group pension plan will be between the willing member and a recognized association in the country of residence at the time of the application

The proposed contribution for voluntary pension plan is a minimum of USD \$200 per month paid directly to the MPESA Paybill number OR direct deposits to our bank account Interest declared will be calculated on a monthly pro-rated basis.

Benefits can be accessed after 3 years

Benefits will be paid within 5 working days of claiming through bank transfer.

Upon registration every new member will receive a LAPFUND membership number and admission letter.

Members can access online services through our members' portal which include:

- Online registration (forms can also be downloaded, filled and scanned to our official email)
- Online Statements
- Bio Data Reports
- NOK Reports



Informal Sector Products

The benefit in the informal sector e.g. for Jua Kali workers and Boda boda operators arises whereby members can contribute a minimum of 1000 monthly or 12000 annually for a minimum of 3 years

CORE VALUES



Customer Focus



Integrity



Teamwork



Continuous Improvement



Professionalism



BARINGO COUNTY ASSEMBLY
STRATEGIC PLAN

2021-2025

CONTACTS US

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