COUNTY GOVERNMENT OF UASIN GISHU

County Public Service Board
Strategic Plan
2014 – 2018

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Abbreviations and Acronyms

Act 17-2012	County Governments Act No. 17 of 2012
Board	Uasin Gishu County Public Service Board
CIDP	County Integrated Development Plan
CPS	County Public Service
DMS	Document Management System
EAC	East African Community
ERS	Economic Recovery Strategy
ERSWEC	Economic Recovery Strategy on Wealth and Employment Creation
GoK	Government of Kenya
ICT	Information and Communication Technology
UGC	Uasin Gishu County
UGCG	Uasin Gishu County Government
UG-CPSB	Uasin Gishu County Public Service Board
KRA	Kenya Revenue Authority
KV2030	Kenya Vision 2030
BC	Board Chair
MIS	Management Information System
MODP	Ministry of Devolution and Planning
MOU	Memorandum of Understanding
NEMA	National Environment Management Authority
OVIs	Objectively Verifiable Indicators
PC	Performance Contracting
PESTEL	Political, Economic, Social, Technological, Environmental and Legal(Analysis)
PSDS	Private Sector Development Strategy
RBM	Result Based Management
SC	Service Charter
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats (Analysis)
TA	Transitional Authority
TOR	Terms of Reference

Foreword

The promulgation of the new Constitution in August 2010 commenced the change of direction of Kenya's governance from that of a powerful central government managing all the resources to a devolved government with a new structure and dispensation that focuses governance on 47 counties thus promoting equity in resource use.

Following the promulgation of the new constitution, parliament has enacted 6 laws that support devolution; key among which is the County Governments Act No 17 of 2012 which defines, in Part VII the roles and mandate of the County Public Service and gives live to the County Public Service Board.

As a governance tool, devolution is based on the principle of subsidiarity, which assigns specific functions such as policy making, planning, revenue generation, budget execution, accounting, auditing and monitoring and evaluation hitherto conducted by the central government to the counties. The advantage of this is that it enlarges subnational participation in decision making over interventions, and consequently enhances their local relevance and citizen participation in implementation. It is assumed that these measures will expand the scope for efficiency and cost-effectiveness.

In addition to the legal and political framework as factors that define the external environment under which UG-CPSB operates, the Vision 2030 as an economic blue print aims at making Kenya a globally competitive and prosperous country with a high quality of life by the year 2030. The vision recognizes that one of the ways to make Kenya competitive is to create a globally distinctive and adaptive human resource base to meet the requirements of Vision 2030. As such Kenya's main potential lies in its people – their creativity, work ethic, education their entrepreneurial and other skills. To ensure significant and consistent results, the human resources will be managed, rewarded and steered to develop global competitiveness.

To be successful in developing competitiveness, the capacity to utilise knowledge and information in design, production and marketing of traditional exports will be enhanced. This will result in quality human resources in health care, education, and training on improving work performance even at County level. In line with the Vision 2030 the Uasin Gishu County Public service Board's vision is to be the champions in County public service. Thus, UG-CPSB will emerge as the engine for development as it pushes the agenda for knowledge-driven processes that enhance the county's capacity for sustainable development.

The thrust of the Board's Strategic Plan 2014 – 2018 therefore is to increase the internal efficiencies of the Board's processes while ensuring timely delivery of quality services to enhance customer satisfaction. The UG-CPSB is therefore committed to building a responsive management system supported by a responsive legislative framework that is complete with all the flexibilities and resources to attract and sustainably maintain a resourceful web that is of value in creating impact on the direction, governance and long-term development of the County and Kenya at large.

Mr. Joseph Tanui,

Board Chair,

Uasin Gishu County Public Service Board

Executive Summary

0.1 Strategic Direction

The Uasin Gishu Public Service Board is a constitutional body established under Article 235 of the constitution and the County Governments Act No. 17 of 2012 and Gazetted on 25th July 2013. The functions of the CPSB are outlined in Section 59 of the said Act.

Mission

To provide staffing for and functioning of the County Public Service for effective, efficient and quality delivery of services through an equitable and fair process.

Vision

To be the champions in County Public Service

The strategic directions of this plan relate to four areas: Building capacity to deliver the Board's Mandate; Sustainability of the County in terms of human capital; operational efficiency; and the implementation of Article 10 and 232 of the constitution. These four directions are aligned to the Board's Strategic Themes which are: Growth, Sustainability, Operational Excellence, Customer Focus, and Leadership. The Board will draw annual work plans as a basis for implementation of this strategic plan.

0.2 Approach and Methodology

The process of the formulation of the CPSB Strategic Plan began soon after the formation of the devolved governments following the General Elections of 2013 and the commencement of the implementation of the County Governments Act No. 17 of 2012. In order to steer the Strategic Planning Process, a Strategic Planning Committee was formed.

A thorough review of relevant documentation which included but were not limited to the Constitution of Kenya 2010, the Vision 2030, County Governments Act No. 17 of 2012, Intergovernmental Relations Act 2011, Public Finance Management Act, 2012, Transition to County Government Act , 2011 and the Public Service HR manual was conducted in order to put into context the issues that would ensure the realization of the Strategic Objectives of the UG-CPSB.

Resulting from the review, the following were conducted:

- PESTEL Analysis
- SWOT analysis
- Stakeholder analysis
- Resource Analysis.

Having analyzed the UG-CPSB business environment and performed the SWOT and Stakeholder Analysis, the Mission and Vision were reaffirmed and Strategic Objectives and Strategies aimed at meeting the Vision of UG-CPSB formulated.

The five Strategic Objectives agreed upon, intended to build on the success of the County Integrated Development Plan are as listed below:

1) **Strategic Objective 1 (SO1):** Build the CPSB capacity to deliver on its mandate
2) **Strategic Objective 2 (SO2):** Ensure the Sustainability of the County Public Service by improving the utilization of human resources
3) **Strategic Objective 3 (SO3):** Improve Operational Efficiency of the CPSB processes incrementally by 10% annually in the strategic planning period
4) **Strategic Objective 4 (SO4):** Address human resource requirements of the Uasin Gishu public service for the implementation of the CIDP and Delivery of Service
5) **Strategic Objective 5 (SO5):** Improve the governance index in the public service by promoting National Values and Principles of Governance and Values and Principles of Public Service in the County public service.

Strategies for the realization of the Strategic Objectives were drawn and the associated performance measures and indicators are given in the implementation matrix in Annex 1.

A Performance Management System (PMS) has been developed to manage the monitoring and evaluation of the 2014 – 2018 Strategic Plan and to ensure the deployment and alignment of the UG-CPSB Strategy throughout the organization.

Part I: Introduction

1.1 General Background

The Constitution of Kenya 2010 in Chapter Eleven brings to live the devolved government with the objective of promoting democratic and accountable exercise of power, fostering national unity by recognising diversity, giving powers of self-governance to the people and enhancing the participation of the people in the exercise of the powers of the State and in making decisions affecting them. In addition this chapter recognises the right of communities to manage their own affairs and to further their development, promoting social and economic development and the provision of proximate, easily accessible services throughout Kenya to ensure equitable sharing of national and local resources among other things.

The Kenya Vision 2030 on the other hand is an economic blueprint whose aim is to transform the Country into a modern, globally competitive, middle income country, offering a high quality of life for its citizens by the year 2030. To achieve this goal, Kenya's has recognized that main potential in creating competitiveness for the County and the Country at large, lies in its people – their creativity, work ethic, education their entrepreneurial and other skills. To ensure significant and consistent results, the human resources will be managed, rewarded and steered to develop the global competitiveness of Kenya as a Nation.

The second Medium Term Plan (MTP II) of the Vision 2030 identifies the key policy actions and reforms as well as programmes and projects that the Government intends to implement in the period 2012 - 2018 in order to achieve set national targets. To achieve these targets, the Government has identified six priority sectors namely manufacturing, agriculture, livestock and fishing, wholesale and retail trade, tourism, business process outsourcing (BPO) and financial services in which it intends to concentrate its efforts and resources. All the functions (except manufacturing) mentioned above have since been devolved to the counties as provided in the fourth schedule of the constitution. To realize its goals, Uasin Gishu County has developed a County Integrated Development Plan 2013-2018 (CIDP), derived from the Key Focus Areas of the Vision 2030 as one of the main guidelines for the realization of the objectives set therein.

The UG-CPSB Strategic Plan 2014-2018 therefore aims to position the Board as a key driver in the realization of the objectives of the Kenya Vision 2030 by providing the necessary human resources for the Uasin Gishu Public Service to deliver the targets as spelt out in the CIDP.

1.2. The Uasin Gishu County Public Service Board

The County Public Service Board is a new organ of the devolved Government deriving its mandate from the County Governments Act No. 17 of 2012 as spelt out in Part VII Section 56 – 86 and particularly so in section 59. The UG-CPSB was gazetted on 25th July 2013.

In order to fulfil its mandate the UG-CPSB has developed this Strategic Plan as a means to support the County Government of Uasin Gishu in realizing its stated objectives.

1.3. The Mandate of the Uasin Gishu County Public Service Board

The functions of the CPSB as outlined in section 59 of the County Governments Act, 2012 are to:

1) establish and abolish offices in the county public service;
2) appoint persons to hold or act in offices of the county public service including in the Boards of cities and urban areas within the county and to confirm appointments;
3) exercise disciplinary control over, and remove, persons holding or acting in those offices as provided for under this Part;
4) prepare regular reports for submission to the county assembly on the execution of the functions of the Board;
5) promote in the county public service the values and principles referred to in Articles 10 and 232;
6) evaluate and report to the county assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the county public service;
7) facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments in counties;
8) advise the county government on human resource management and development;
9) advise county government on implementation and monitoring of the national performance management system in counties;

Part II Review of the situation prior to Devolution

In the 1990s the Kenyan government initiated a series of radical market-orientated reforms, ultimately followed by a comprehensive programme of reforms both in the central and local government. The Kenyan Local Government Reform Programme (KLGRP) worked since the mid-1990s to strengthen the Local Government system, to enable local authorities to deliver services and to increase local accountability. During this period, the local authorities had a minor role in service provision as most of the service delivery and development activities were undertaken by central government line ministries, non-governmental organisations or through the Constituency Development Fund system.

The staffing of Local Governments was done at two levels; senior staff members were recruited through the Public Service Commission (PSC), with the Minister of Local Government having full discretion over the most senior appointments. The PSC was also responsible for promotions and disciplinary matters. Staff at lower levels and Part-time casual workers were directly recruited and dismissed by local authorities. A town clerk, appointed by the PSC, was the head of public service in the city, municipal and town councils. A county clerk, similarly appointed by the PSC, was the chief officer in the county councils. The town clerk and the treasurer were supported by other officers depending on the size and responsibilities of the council. Each Department was headed by a head of department or Director.

An analysis of performance of Local Governments during the period prior to devolution gave mixed results with the majority of the municipal councils, town councils and the then county councils being unable to sustain significant growth. This may have been attributed to quality of the human resources that were recruited by the local authorities in the areas of their jurisdiction. It is expected that this will change with the new system of devolved government.

The publication of the County Governments Act No. 17 of 2012 gives additional functions and powers to the Counties in terms of decisions to establish offices and the staffing of such offices through the mandate outlined in Part VII section 55 – 86 of the said Act.

This Strategic Plan is formulated in order to give effect to the implementation of the requirements given in the sections referred to above to ensure that the Strategic Objectives of the Uasin Gishu County are realized during the period in review.

Part III Situational Analysis

The operating environment has changed since a new constitutional dispensation that requires more accountability to the people of Kenya and devolving of governance to the counties, were brought into effect. As such, the period of the definition of this new strategic plan is a transitional period that has no precedence from the past. This implies that the UG-CPSB has to chart new territories in order to realize the objectives in the Strategic Plan period. Innovativeness and creativity have to be brought to bear in formulating strategies that will transform Uasin Gishu County from the previous local government to the current devolved government using the available and new human resources. Moreover, the scarcity of budgetary resources availed to devolved governments requires prudent utilization of both human and capital resources to ensure that the objectives stated in this strategic plan are realized.

The continuing Economic Crisis in Europe and the USA which reduced their competitiveness in world markets has seen the rise of Brazil, Russia, India, and China (BRICs) as emerging economic giants riding on a thriving consumer driven export market based on low costs. Their expanding market is domiciled in Africa of which Uasin Gishu County is part. This may need refocusing of strategies for economic partnerships during the 2014 – 2018 Strategic Planning period to capitalize on the recent lower costs of capital and to multi-skill existing human resources to utilize these rare resources

Africa's growth slowed from 5.7 per cent in 2012 to 4.0 per cent in 2013, still almost twice the global average, but slightly lower than the average for developing countries. Africa was surpassed only by East and South Asia, which grew at 5.6 per cent in 2013. Africa's expansion was underpinned by sustained relatively high commodity prices, increased domestic demand (due especially to higher private investment in infrastructure and energy) and improved economic governance and management in African countries. Labour productivity increased by an average 1.6 per cent in 2000–2011 (see chapter 2) and by 2.3 per cent in 2012–2013, but remains low compared with East Asia where it grew by 7.5 per cent. It is expected to drop to a cumulative 1.9 per cent over 2014–2016, mainly because of inadequate investment in human and financial capital. It is noted that labour productivity is the engine that drives the economy of the county and as advised by the Economic Commission for Africa, there is need to improve the capacity development of the human capital so as to leverage the realization of the County integrated Development Plans.

In the last 10 years, the East African Community (EAC) Partner States have gone through positive political developments to widen and deepen economic, political, social and cultural integration in order to improve the quality of life of the people of East Africa through increased competitiveness, value added production, trade and investment. This integration which is people driven has far reaching positive effects on the five EAC states as it provides a non only market potential of approximately 150 million but also enables free movement of people within the region. In this context the Uasin Gishu County stands to gain from the potentials of a widened market and the possibility for an inflow of academic tourism as it has a significant number of institutions of higher learning. To take advantage of these potentials the Uasin Gishu County needs to position its human resources to serve a much wider and diversified customer base.

The promulgation of devolved governments brought in great advantages such as facilitation of participatory decision making, better Governance and balancing of economic development in the country. On the other hand, it has brought in compartmentalization of national systems and the possibility of duplication of roles within neighbouring counties and regions thus leading to different regimes of taxation and county legislations. This requires concerted efforts by Uasin Gishu County Government to work closely with neighbouring counties to obtain synergy by tapping into complementary resources for common advantage. The Board will play a key role in developing human capital capacities that will make this possible.

Using SWOT and PESTEL analysis as tools for situational analysis, conversion strategies were identified to utilize strengths and opportunities in mitigating threats and weaknesses. Appropriate remedial measures to address the threats have been included in the Strategic Plan, whereas the opportunities will be exploited to enhance UG-CPSB service delivery. In developing the Strategic Plan the interests and concerns of stakeholders were also analysed and taken into account when developing Strategic Objectives and activities over the Plan period.

3.1 PESTEL Analysis

3.1.1Political drivers

The political factors that may affect the discharge of the UG-CPSB mandate include:

1) The slow transition to the new Constitutional dispensation of a devolved government;
2) Managing political challenges and expectations brought about by power sharing between the governor and parliamentary representatives;
3) The new accountability framework to all stakeholders;
4) The level of interpretation of both the constitution and the related devolution acts by politicians
5) The Bureaucracy that may slow down the process of staffing the counties

3.1.2 Economic drivers

1) The Kenya Vision 2030 economic blue print recognizes the importance human capital development and exploitation of their competencies in economic development;
2) Slow economic growth may reduce Government revenue and in turn reduce budgetary allocation for the Board;
3) High and persistent rising inflation rates may affect the national budget leading to frequent cuts and expenditure freezes;
4) Global financial crisis may impact negatively on the attainment of the Kenya Vision 2030 targets and therefore reduce employment opportunities;
5) Inadequate budgets to fund the wage bill given that the staff from the previous local governments and those serving in the devolved functions were retained.

3.1.3 Societal drivers

1) Availability of a large pool of educated people in the market
2) Mismatch between school leaver's qualifications and industry performance expectation
3) Organization behaviour and Culture inherited from previous systems of government will slow down transformation of the county public service
4) The probability of redundancies during and after the transition to devolved government;
5) The increasing acceptance of affirmative action to promote equity is a positive occurrence.

3.1.4 Technological drivers

1) Increasing use of ICT for efficient delivery of services which is encouraged by Vision 2030 has increased the capacity for efficiency (time management)
2) The enthusiasm of youth embracing technology
3) Mismatch of electronic based operations to relevant operational skills posing a big challenge to the effective operation of the Board;
4) Increase in cyber crimes leading to insecurity of data and information;
5) Managing the influence of the social media;
6) The cost of adoption and maintenance of technology given the limited budget.

3.1.5 Environmental drivers

1) Inadequate office space, working tools and equipment;
2) Non compliance with the Occupational Health and Safety Act in the County Public Service e.g. facilities to support and enhance access for persons with disabilities.

3.1.6 Legal drivers

1) Existence of a supportive County Government Act (Act no 17 of 2012 section 56-86)
2) Independence and the constitutional protection of the CPSB;
3) Clear legal framework regarding the County Public Service;
4) Advisories and guidelines from the Transition Authority, Public Service Commission, Salaries and Remuneration Commission;
5) Clear employment laws;
6) The challenges of implementing dynamic County Legislations;
7) National laws which are not in tandem with the County Public Service Board functions;

8) The challenges of differences in interpretation of the laws and regulations by various levels of governance structure i.e. members of the county assembly, members of the National Assembly and the Senate, Transitional Authority, Public Service Commission;
9) Litigations.

3.2 SWOT Analysis

3.2.1 Strengths

1) The CPSB is supported by a legal framework
2) The Board is made up a cohesive membership
3) The Board is made of a professional team with the ability to adopt creativity and innovation;
4) Support from the Executive
5) Diversification of the board in terms of competencies and skills.

3.2.2 Weaknesses

1) Lack of precedence in running a devolved public service
2) Time management as a result of part time members in the Board
3) Varied terms of service amongst county staff
4) Controlled number of meetings in a month
5) Dependence on limited sources of Revenue
6) Absence of a comprehensive competence matrix and knowledge management at the human resources department of the county

3.2.3 Opportunities

Opportunities are elements in the immediate business environment that the CPSB could exploit to its advantage in order to enhance the ability to achieve the stated goals and objectives. These include:

1) A conducive social and political good will in supporting the implementation of the Constitution;
2) A supportive legal framework including the County Governments Act;
3) The vision 2030 economic blue print that requires skilled human capital as a driver of the economy
4) Growth and advancement in ICT in the country;
5) Availability of relevant skills in the dynamic labour market;
6) Increased public awareness and demand for services.

3.2.4 Threats

1) Slow transition to devolved government
2) Vested Interests
3) Inadequate budgets to fund the wage bill given that the staff from the previous local governments and those serving in the devolved functions were retained.
4) Low remuneration and poor motivation

3.2.5 Conversion Strategies

The development and implementation of conversion strategies will enable the Board to seize the opportunities offered by the external environment to convert threats and weakness into strengths or mitigate the effects of threats and overcome weaknesses by utilizing the internal strengths afforded by the organization.

Political

The opportunity of Vision 2030 and new constitutional dispensation can be matched with our internal strengths (innovative professional team) to sustain the UG Public Service. The CPSB will utilize its internal strengths to overcome the threats brought about by low speed of transition and various interpretations of the acts through structured communication, consultations and concerted efforts in lobbying using the existing system of intergovernmental relations.

Legal

The fact that the constitution and the related legal framework support a devolved government is a great opportunity that can be brought to bear through their quick implementation during the transition period. The CPSB will take a proactive position in provision of advisory services to the executive on public service issues and compliance.

Economic

UG-CPSB will utilize its human capital to stamp its relevance as a strategic organization by seizing the opportunities given by the requirements of the Vision 2030 economic blue print in terms of resourcing the counties with human capital and guiding the UG County Government towards the goals stated in the CIDP.

3.3 Summary of Stakeholders and their Expectations

The Stakeholders that are covered in this analysis are organizations, groups, and individuals having a legitimate interest in UG-CPSB in terms of the services it delivers and how it delivers them. Being conscious of the concerns and interests of internal and external stakeholders, UG-CPSB will facilitate development of harmonious relations with them and thus provide a favourable environment for optimal operations. The Governance Structure of the County Government, Management and staff are its internal stakeholders, whereas the external stakeholders include those elements or groups that directly affect UG-CPSB's operations or are affected by it. These are government ministries and departments, local communities, suppliers, competitors, consumers, customers, creditors, special interest groups and trade associations.

Stakeholder	Stakeholder Expectation	CPSB Expectation
INTERNAL		
1. Staff	1) Adherence to values and principles in Article 10 and 232 of the Constitution. 2) Staff development and growth. 3) Job security	1) High productivity and quality work 2) Practice of the values and principles of public service
2. County Executive Committee	1) Effective and efficient servicing of departmental Human Resource needs.	1) Cooperation and support 2) Good planning 3) Feedback(effective communication)
3.County Assembly	1) Consultation 2) Regular reports 3) Adherence to the Constitution and relevant Acts.	1) Continuous support 2) Collaboration 3) Consultation
4.Staff Representative	1) Fairness and transparency	1) Respect for Board's decisions
EXTERNAL		
1. Ministry of Devolution and Planning, Transition Authority.	1) Implementation of relevant policies and guidelines 2) Submission of reports where applicable	1) Provision of advisory guidelines in line with constitution
2. Public Service Commission	1) Carry out the delegated functions effectively, and seek advice accordingly.	1) Support and provision of guidelines 2) Fast and fair resolution of appeals
3.General Public	1) Adherence to the Constitution and relevant Acts. 2) An effective and efficient service delivery	1) Awareness of the mandate of the board 2) Support 3) Feedback
4.Professional Bodies	1) Adherence to the standards of respective bodies	1) Regular updates

3.4 Resource Analysis

In order to optimize the utilization of resources there is a need to generate core competencies for distinctive advantage through knowledge management. UG-CPSB has a well trained and competent human capital with which to leverage other resources to realize its strategic objectives. External resources will be utilized where capacity lacks internally. The following are some of the ways UG-CPSB will enhance resource management as a source for sustained advantage:

1) *Critical analysis of staff competencies and knowledge driven deployment*

Uasin Gishu County Public Service Board is well endowed with well trained innovative and professional board members. Being an emerging constitutional body without prior precedence it has the opportunity through the human resource system in the county, to ensure that all the new staff members have the competencies and skills to optimize the utilization of capital resources in the county.

2) *Improve capacity*

There is a need to ensure that equipment and technology acquisition support UG-CPSB mandate to keep abreast with market demands. Human resource development is essential to acquire competencies necessary for good customer service delivery in all areas.

3) *Proactive transition management*

Proactive transition management from the previous local government to the current devolved government will ensure the long term survival and growth of UG-CPSB. Mentoring and coaching on the new legal framework as well as the contents of the CIDP, Sectoral and Spatial plans will raise the capacity of the UG Public Service to deliver on the objectives of the County Integrate Development Plans.

4) *Performance management that Motivates*

The CPSB will encourage the utilization of best practices for process and performance management tools as a means to realize its stated mandate and the objectives of the Uasin Gishu County Government. UG-CPSB will utilize the Performance Management System (PMS) as a tool that will guide continual improvement while ensuring a motivating performance-based reward system for its human resources.

Part IV: Strategic Direction and Strategies

4.1 Mission

To provide staffing for and functioning of the County Public Service for effective, efficient and quality delivery of services through an equitable and fair process.

4.2 Vision

To be the champions in County Public Service

4.3 Core Values

Our corporate culture is based on our core values, which are:

1) Customer focus
2) Integrity
3) Professionalism
4) Creativity

4.4 Motto

The Champions

4.5 Strategic Themes

Having analyzed the Uasin Gishu County Public Service Board's business environment (PESTEL) and performed the SWOT and Stakeholder Analysis, the following are the proposed Strategic Themes and Objectives aimed at meeting the Vision of UG-CPSB in order to be the Champions in Public Service.

The strategic themes for this Strategic Planning Period are:

1) Growth
2) Sustainability
3) Operational Excellence
4) Customer Focus
5) Leadership

Each of the themes will be supported by Strategic Objectives that will help to deliver the mandate of the UG-CPSB as outlined below.

4.6 Strategic Objectives

SL	STRATEGIC OBJECTIVE	CORPORATE STRATEGIES
1	**Strategic Objective 1: (SO1)** To build the County Public Service Board capacity to deliver on its mandate	1. Determine the processes required for successful implementation of the CPSB mandate as given in Section 56-86 of the County Governments Act No. 17 of 2012. 2. Develop procedures for successful delivery of CPSB Mandate 3. Resource and Build Competencies and skills 4. Draw Annual Budgets for the Board for Capacity Development
2	**Strategic Objective 2 (SO2)** Ensure the Sustainability of the County Public Service by improving the utilization of human resources	1. Complete the process of staff absorption into the County public Service 2. Facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments in UGC 3. Review the adequacy of budgets for the integrated human resource management in UGC; 4. In liaison with CEC Public Service Management, periodically analyse the human resource capacity and readiness 5. Advise the county government on human resource management and development.
3	**Strategic Objective3 (SO 3)** Improve Operational Efficiency of the CPSB processes incrementally by 10% annually in the strategic planning period	1. Establish from the Integrated County Development Plans, Sectoral Plans and Spatial Plans the human resource requirements that will deliver the objectives of each plan 2. Determine through established departments and offices, the required competencies and capacity to perform the functions in the stated offices 3. Conduct Job Evaluation and Workload Analysis based on the established offices 4. Establish and abolish offices in the UG county public service based on Job Evaluation and Workload Analysis 5. Facilitate the determination of the baseline performance of the current county staff and offices in liaison with PSM. 6. Utilize the Performance Management System to monitor and evaluate the annual resource needs and fill the gaps annually.

4	**Strategic Objective 4 (SO4)** Address human resource requirements of the Uasin Gishu public service for the implementation of the County CIDP and Delivery of Service	1. Establish from the Integrated County Development Plans, Sectoral Plans and Spatial Plans the human resource requirements that will deliver the objectives of each plan 2. Determine through established departments and offices, the required competencies and capacity to perform the functions in the stated offices 3. Conduct Job Evaluation and Workload Analysis based on the established offices 4. Establish and abolish offices in the UG county public service based on Job Evaluation and Workload Analysis 5. Facilitate the determination of the baseline performance of the current county staff and offices in liaison with PSM. 6. Utilize the Performance Management System to monitor and evaluate the annual resource needs and fill the gaps annually.
5	**Strategic Objective 5 (SO5)** Improve the governance index in the public service by promoting National Values and Principles of Governance and Values and Principles of Public Service in the County Public Service.	1. Determine the parameters for good governance from the constitution and any other written law 2. Establish the Key Performance Indicators for the governance index 3. Set Annual targets 4. Establish a system for implementation of good governance in UG Public Service. 5. Annually measure and evaluate the governance index and report to the county assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the county public service

The implementation Matrix for the corporate Strategies as cascaded into departments is given in Annex 1.

Part V: Monitoring and Evaluation

5.1 Monitoring and Evaluation Framework

In order to ensure that UG-CPSB has timely, focused, objective and evidence-based information on the performance of its strategies, a monitoring and evaluation system is necessary. The current Strategic Plan 2014 – 2018 will apply the County Performance Management System as a tool for Monitoring and Evaluation.

To ensure that the UG-CPSB Strategy is cascaded throughout the organization, the Board will ensure the following:

1) The Key Performance Indicators at functional and personal level are aligned to the Strategic Objectives
2) Data collection and reporting system will be realized through monitoring of the KPIs.
3) The data will be analysed and reviewed for any corrective actions when there is deviation from the planned results.

Adequate measures will be taken to change the strategies to realize the strategic objectives if there are fundamental changes in the operating environment.

Annex 1: Implementation Matrix

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SL	SO	STRATEGIC OBJECTIVE	STRATEGY	STRATEGIC MEASURE	INDICATOR	RESP.	TARGET 2014-15	TARGET 2015-16	TARGET 2016-17	TARGET 2017-18	BUDGET 2014-15	BUDGET 2015-16	BUDGET 2016-17	BUDGET 2017-18
1	SO1	To build the County Public Service Board capacity to deliver on its mandate	1. Determine the processes required for successful implementation of the CPSB mandate as given in Section 56-86 of the County Governments Act No. 17 of 2012.	Level of Completion vs plan	%	CPSB	50	100	100	100	692	-	-	-
			2. Develop procedures for successful delivery of CPSB Mandate	Level of Completion vs plan	%	CPSB	50	100	100	100	1,692	846	-	50
			3. Resource and Build Competencies and skills	Competence Level vs matrix	%	CPSB	70	80	90	95	3,712	3,712	3,712	3,712
			4. Draw Annual Budgets for the Board for Capacity Development	Proportion of Total Budget	%	CPSB	10	10	10	10	4,050	4,050	4,050	4,050

SL	SO	STRATEGIC OBJECTIVE	STRATEGY	STRATEGIC MEASURE	INDICATOR	RESP.	TARGET 2014-15	TARGET 2015-16	TARGET 2016-17	TARGET 2017-18	BUDGET 2014-15	BUDGET 2015-16	BUDGET 2016-17	BUDGET 2017-18
2	SO2	Ensure the Sustainability of the County Public Service by improving the utilization of human resources	1. Complete the process of staff absorption into the County public Service	Level of Completion vs plan	%	CPS/ PSM	70	100	100	100	692	297	-	-
			2. Facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments in UGC	Level of Completion vs plan	%	CPSB	80	100	100	100	692	297	-	-
			3. Review the adequacy of budgets for the integrated human resource management in UGC;	Budget Adequacy	%	CPS/ PSM	100	100	100	100	50	50	50	50
			4. In liaison with CEC Public Service Management, periodically analyse the human resource capacity and	HR Readiness	%	CPSB	70	80	100	100	1,500	-	1,500	-

SL	SO	STRATEGIC OBJECTIVE	STRATEGY	STRATEGIC MEASURE	INDICATOR	RESP.	TARGET 2014-15	TARGET 2015-16	TARGET 2016-17	TARGET 2017-18	BUDGET 2014-15	BUDGET 2015-16	BUDGET 2016-17	BUDGET 2017-18
			readiness											
			5. Advise the county government on human resource management and development.	Documented advisories	No.	CPSB	4	4	4	4	100	100	100	100
	SO3	Improve Operational Efficiency of the CPSB processes incrementally by 10% annually in the strategic planning period	1. Determine the Baseline performance of the current staff and offices of CPSB	Baseline Report + Annual Reports	No.	CPSB	2	1	1	1	1,500	-	1,500	-
			2. Develop a CPSB Service Charter	Level of Completion vs plan	%	CPSB	100	100	100	100	692	692	695	695
			3. Set annual targets for the Board to implement the service charter	Level of Completion vs plan	%	CPSB	70	100	100	100	692	692	695	695
			4. Adopt the PMS for Strategy	Level of Implementation	%	CPS/ PSM	50	80	100	100	1,000	1,000	500	500

SL	SO	STRATEGIC OBJECTIVE	STRATEGY	STRATEGIC MEASURE	INDICATOR	RESP.	TARGET 2014-15	TARGET 2015-16	TARGET 2016-17	TARGET 2017-18	BUDGET 2014-15	BUDGET 2015-16	BUDGET 2016-17	BUDGET 2017-18
			Execution											
			5. Facilitate the implementation and monitoring of the national performance management system in Uasin Gishu County	Board Advisory on National PMS	No.	CPSB	1	1	1	1	692	692	695	695
	SO4	Address human resource requirements of the Uasin Gishu public service for the implementation of the County CIDP and Delivery of Service	1. Establish from the Integrated County Development Plans, Sectoral Plans and Spatial Plans the human resource requirements that will deliver the objectives of each plan	Report on Resource Requirements	No.	CPS/ PSM/ SRC	1	0	0	0	692	692	695	695
			2. Determine through established departments and offices, the required competencies	Departmental Skills Matrices	%	CPS/ PSM	100	100	100	100	50	50	50	50

SL	SO	STRATEGIC OBJECTIVE	STRATEGY	STRATEGIC MEASURE	INDICATOR	RESP.	TARGET 2014-15	TARGET 2015-16	TARGET 2016-17	TARGET 2017-18	BUDGET 2014-15	BUDGET 2015-16	BUDGET 2016-17	BUDGET 2017-18
			and capacity to perform the functions in the stated offices											
			3. Conduct Job Evaluation and Workload Analysis based on the established offices	Job Evaluation Report	No.	CPS/ PSM/ SRC	1	0	0	0	2,500	-	-	-
			4. Establish and abolish offices in the UG county public service based on Job Evaluation and Workload Analysis	Level of Implementation of JE Report	%	CPS/ PSM	0	50	80	100	200	200	200	200
			5. Facilitate the determination of the baseline performance of the current county staff and offices in liaison with PSM.	Baseline Report	No.	CPS/ PSM	1	0	0	0	1,500	-	1,500	-

SL	SO	STRATEGIC OBJECTIVE	STRATEGY	STRATEGIC MEASURE	INDICATOR	RESP.	TARGET 2014-15	TARGET 2015-16	TARGET 2016-17	TARGET 2017-18	BUDGET 2014-15	BUDGET 2015-16	BUDGET 2016-17	BUDGET 2017-18
			6. Utilize the Performance Management System to monitor and evaluate the annual resource needs and fill the gaps annually.	Level of Implementation of PSM	%	CPS/ PSM	0	70	100	100	500	500	500	500
	SO5	Improve the governance index in the public service by promoting National Values and Principles of Governance and Values and Principles of Public Service in the public service	1. Determine the parameters for good governance from the constitution and any other written law	Level of Completion vs plan	%	CPSB	100				692	692	695	695
			2. Establish the Key Performance Indicators for the governance index	Level of Completion vs plan	%	CPSB	100				692	692	695	695
			3. Set Annual targets	Level of Completion vs plan	%	CPSB	100	100	100	100	692	692	695	695

SL	SO	STRATEGIC OBJECTIVE	STRATEGY	STRATEGIC MEASURE	INDICATOR	RESP.	TARGET 2014-15	TARGET 2015-16	TARGET 2016-17	TARGET 2017-18	BUDGET 2014-15	BUDGET 2015-16	BUDGET 2016-17	BUDGET 2017-18
			4. Establish a system for implementation of good governance in UG Public Service.	System in Place	No.	CPSB	100	100	100	100	692	692	695	695
			5. Annually measure and evaluate the governance index and report to the county assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the county public service	Annual Governance Report	No.	CPSB	1	1	1	1	692	692	695	695
										TOTALS	**26,658**	**17,329**	**19,917**	**15,467**

GRAND TOTAL (KES) = 79,369,143