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Paper laid by  
Hon. Deputy Speaker  
on Thursday 27/2/20  
Hest

# GOVERNMENT OF NAIROBI CITY COUNTY



Approved  
Blair  
27/2/2020

THE NAIROBI CITY COUNTY ASSEMBLY

## OFFICE OF THE CLERK

### SECOND ASSEMBLY – FOURTH SESSION

NBI CA. PLC. 2020 / (007)

27<sup>th</sup> February, 2020

#### PAPER LAID

Pursuant to Standing Order 191 (6) I beg to lay the following Paper on the Table of the Assembly, today, Thursday, 27<sup>th</sup> February, 2020.

THE REPORT OF THE SELECT COMMITTEE ON LIAISON ON THE WORKSHOP ON STRATEGIC PLANNING HELD FROM 16<sup>TH</sup> TO 20<sup>TH</sup> MAY, 2018 AT PRIDEINN PARADISE HOTEL, MOMBASA COUNTY

(Chairperson, Select Committee on Liaison)

Copies to:  
The Speaker  
The Clerk  
Hansard Editor  
Hansard Reporters  
The Press



**COUNTY GOVERNMENT OF NAIROBI CITY**



**NAIROBI CITY COUNTY ASSEMBLY**

**SECOND ASSEMBLY–SECOND SESSION**

**REPORT OF THE SELECT  
COMMITTEE ON LIAISON – STRATEGIC PLANNING WORKSHOP HELD ON 16<sup>TH</sup> TO 20<sup>TH</sup>  
MAY, 2018 IN PRIDEINN HOTEL, MOMBASA COUNTY**

*Approved  
E. A. A. A.  
21/2/2020*

Clerks Chambers  
City Hall Buildings  
**NAIROBI**

**NOVEMBER, 2019**

## **1.0 PREFACE**

### **Committee Mandate**

**Hon. Speaker,**

The Liaison Committee is established under Standing Order 204 (1), and its mandate amongst others, as outlined under Standing Orders 204 (2) and 204 (3) is to:-

- a. guide and co-ordinate the operations, policies and mandates of all Committees;*
- b. deliberate on and apportion the annual operating budget among the Committees;*
- c. consider the programmes of all Committees, including their need to travel and sit away from the precincts of County Assembly;*
- d. ensure that Committees submit reports as required by these Standing Orders;*
- e. determine, whenever necessary, the committee or committees to deliberate on any matter;*
- f. give such advice relating to the work and mandate of select committees as it may consider necessary;*
- g. consider reports of Committee that have not been deliberated by the County Assembly and shall report to the County Assembly on the consideration of such reports.*

### **Committee Membership**

**Hon. Speaker,**

The Committee Membership comprises of:-

- |                                  |   |
|----------------------------------|---|
| 1. Hon. John Kamangu Nyumu, MCA  | – Chairperson of Committees/D. Speaker          |
| 2. Hon. Abdi Ibrahim Hassan, MCA | – Leader of the Majority Party – Selection      |
| 3. Hon. Elias Otieno Okumu, MCA  | – Leader of the Minority Party – Implementation |
| 4. Hon. Paul Kados, MCA          | – Water and Sanitation                          |
| 5. Hon. Joseph Mwangi Komu, MCA  | – Agriculture, Livestock & Fisheries            |

6. Hon. Peter Warutere, MCA	– Health Services
7. Hon. Charles Thuo, MCA	– Trade, Tourism and Cooperatives
8. Hon. Osman Adow, MCA	– ICT and Energy
9. Hon. Anthony Kiragu, MCA	– Housing and Planning
10. Hon. Peter Wahinya Kimuhu, MCA	– Delegated County Legislation
11. Hon. Peter Wanyoike, MCA	– Labour and Social Welfare
12. Hon. Wilfred Odalo, MCA	– Public Accounts
13. Hon. Patricia Mutheu, MCA	– Wards Development Fund
14. Hon. Millicent Mugadi, MCA	– Children, Early Childhood Education & Vocational Training
15. Hon. Stazo Omung'ala, MCA	– Public Investment
16. Hon. Jayendra Malde, MCA	– Justice and Legal Affairs
17. Hon. James Wambui Mwangi, MCA	– Transport & Public Works
18. Hon. Robert Mbatia, MCA	– Finance, Budget & Appropriations
19. Hon. Mwangi Njihia, MCA	– Culture & Community Services
20. Hon. John Kamau, MCA	– Environment & Natural Resources

The Committee held a three-day workshop from 16<sup>th</sup> June to 20<sup>th</sup> May, 2018 in Mombasa allow adequate time for the Committee to be taken through Strategic Plan Development. At the end of the retreat, the participants were expected to understand:

- i. The Strategic Planning Process – Key Concepts
- ii. The Vision, Mission and Core Values for the Committee
- iii. The importance of a Strategic Plan to the Committees




## **Acknowledgements**

**Hon. Speaker,**

The Committee takes this opportunity to thank the Offices of the Speaker and of the Clerk of the County Assembly for the logistical support accorded to it in the execution of its mandate. Further, the Committee extends its gratitude to the Secretariat for their contributions during and after the workshop and in compilation of this report.

Finally, on behalf of the Select Committee on Liaison, it is my pleasure and duty to present to the Assembly, the Committee's workshop report pursuant to the Standing Orders of the County Assembly.

**Thank you.**

Signed .....  
  
**Hon. John Kamangu Nyumu, MCA**  
**(Chairperson)**

**Select Committee on Liaison**

**Dated this ..... day of.....2018**

## **OPENING REMARKS BY THE ACTING CHAIRPERSON**

The Workshop was officially opened by Hon. John Kamangu Nyumu, Chairperson of the Committee. He welcomed and thanked the participants for availing themselves for the workshop and introductions were made.

## **PRESENTATIONS**

### **1. THE CASE FOR STRATEGY**

#### **What is Strategy and Why Strategy?**

The presenter informed the Committee that;

- a Strategy is a general direction set for an entity to achieve a desired state in the future. Strategy results from the detailed strategic planning process; and
- strategy focuses on the long term as opposed to routine operations.

#### **Importance of Strategic Planning**

The Committee was informed that a strategic plan helps to;

- establish priorities
- choose actions
- create a game plan
- allocate resources
- improve performance
- open mind
- solve major issues at a macro level
- communicate what is most important

The facilitator highlighted that a good strategic plan should be;

Second Report of the Select Committee on Liaison on Strategic Planning– May, 2018

- visionary
- flexible
- guide decision making at lower levels
- address critical performance issues
- balance between capability vs. want

### **Barriers to Strategy**

The Committee learnt that barriers to strategy include the following amongst others;

- Inappropriate goals and performance measures
- Rapid turnover of leadership undermines strategic
- direction to achieve short-term performance benefits
- Strong pressure for short-term “surprises”
- Strong pressure to move faster than the others
- Strong pressures to emulate currently “successful” peers

## **2. STEPS OF STRATEGIC PLAN DEVELOPMENT**

Mr. Robert Otieno cited the following as the steps of developing a strategic plan;

- Creation of the vision;
- Creation of the mission;
- Creating our core values;
- Reviewing the environment we operate in (SWOT)– strengths, weaknesses, threats and opportunities (and a summary of key challenges facing the committee); and
- Agreeing on our competencies and competitive advantage.

### **i. VISION**

The presenter defined a vision as mental perception of the kind of environment an entity aspires to create within a broad time horizon and the underlying conditions for the actualization of this perception.



## **Characteristics of a good vision**

- Inspiring and exhilarating.
- Rational and realistic
- Fosters long term thinking.
- Fosters risk-taking and experimentation.
- Helps in the creation of a common identity
- and a shared sense of purpose.
- Competitive, original and unique

### **ii. MISSION**

The presenter informed the Committee that mission is the essential purpose of an entity, concerning particularly why it is in existence, the nature of the business it is in, and the customers it seeks to serve and satisfy.

## **Characteristics of a good mission**

- Should be clear and concise
- Memorable
- Output oriented
- Show unique role of the organization
- credible.

### **iii. CORE VALUES**

Members learnt that;

- values are important and lasting beliefs or ideals shared by the members of a group about what is good or bad and desirable or undesirable;
- values are the operating philosophies or principles that guide an entities internal conduct as well as its relationship with its stakeholders;
- Values are the glue that binds all members of the entity together; and

- values may be a series of words or phrases defining who you are and what you stand for.

**The Committee core values:**

- *Harmonious Existence*
- *Integrity*
- *Professionalism*
- *Respect for Diversity*
- *Co-operation and Consultation*
- *Autonomy and Complementarity*

**iv. UNDERSTANDING OUR ENVIRONMENT**

**A. SWOT Analysis**

The facilitator informed the members that SWOT analysis is;

- a planning tool used to understand Strengths, Weaknesses, Opportunities, & Threats involved in a project / entity;
- used as framework for organizing and using data and information gained from situation analysis of internal and external environment; and
- a technique that enables a group / individual to move from everyday problems / traditional strategies to a fresh perspective.

**Aim of SWOT Analysis**

The Members learnt that the aim of SWOT analysis is to;

- help decision makers share and compare ideas;
- bring a clearer common purpose and understand of factors for success.
- organize the important factors linked to success and failure in the entity
- analyze issues that have led to failure in the past.

**a) Strengths**

The presenter stated that strengths were the;

- Characteristics of an entity or a team that give it an advantage over others in the industry;
- Positive tangible and intangible attributes, internal to an entity; and
- Beneficial aspects of the entity or the capabilities of an entity, which includes human competencies, process capabilities, financial resources, products and services, customer goodwill and brand loyalty.

#### **The Committee strengths:**

- *Professional, motivated, youthful, and hardworking members*
- *A clear mandate for the Committee*
- *Teamwork between Committee members*
- *Commitment to capacity building of members*
- *Diversity of members –ethnic, religion, age, political leaning*
- *Good work environment – availability of resources to carry out*
- *Tasks*

#### **b) Weaknesses**

Members were informed that weaknesses are the factors which do not meet the standards we feel they should meet. However, weaknesses are controllable.

#### **The Committee weaknesses:**

- *Enforcement structures are weak or untested*
- *Challenge of balancing committee and Constituency needs*
- *Political interference*
- *Delay in disbursement of funds for accomplishing projects*
- *Slow adoption of ICT*
- *Members sitting in too many committees may compromise quality of outputs*

#### **c) Opportunities**

These were defined as the external attractive factors that represent the reason for an entity to exist & develop.

**The Committee opportunities:**

- *Strategic networking and engagement with key stakeholders*
- *Harmonious co-existence amongst members*
- *Leveraging on ICT to improve delivery of committee mandate*
- *Working together as a team to make a real impact*

**d) Threats**

The presenter stated that threats are the external elements in the environment that could cause trouble for the entity. He added that threats are the external factors, beyond an entity's control, which could place the entity's mission or operation at risk.

**Threats that exist for the Committee are:**

- *Strategic networking and engagement with key stakeholders*
- *Harmonious co-existence amongst members*
- *Leveraging on ICT to improve delivery of Committee mandate*
- *Working together as a team to make a real impact*

**B. PESTLE Analysis**

Members were informed that PESTLE analysis is a simple and effective tool used in situation analysis to identify the key external (macro environment level) forces that might affect an entity.

The presenter highlighted the dimensions of PESTEL analysis as tabulated below;

**Political**

Issue	Effect



Political Party affiliation	<ul style="list-style-type: none"> <li>• Growth rates Political party wrangling leading to stalling of progress</li> <li>• Marginalization based on ethnic or other factors</li> <li>• Appointments based on affiliation rather than ability to perform</li> </ul>
Wrangles between different arms of County Government	<ul style="list-style-type: none"> <li>• Hostile work environment</li> <li>• Slow progress on implementation of key strategic goals</li> <li>• Members oversight role compromised</li> <li>• Constrained resources</li> <li>• Abuse of the rule of law</li> </ul>
<b>Economic</b>	
<b>Issue</b>	<b>Effect</b>
Economic growth	<ul style="list-style-type: none"> <li>• Limited source allocation</li> <li>• Corruption and wastage of resources</li> <li>• Population growth straining available resources</li> </ul>
Restrictions	<ul style="list-style-type: none"> <li>• Inadequate revenue generation</li> <li>• Budget ceilings</li> <li>• competition from other committees for limited resources</li> </ul>



<b>Social</b>	
<b>Issue</b>	<b>Effect</b>
Education	<ul style="list-style-type: none"> <li>• New opportunities for members to upskill</li> <li>• Specialist knowledge needed to increase success of committees</li> </ul>
Social equity	<ul style="list-style-type: none"> <li>• Opportunity to ensure equitable distribution of resources irrespective of social status.</li> </ul>
Diverse cultures and norms	<ul style="list-style-type: none"> <li>• Clash of divergent cultures, values and norms</li> <li>• Rich cultural diversity resulting in richness of ideas</li> </ul>
<b>Technological</b>	
<b>Issue</b>	<b>Effect</b>
Advances in Technology	<ul style="list-style-type: none"> <li>• Better ICT equipment</li> <li>• Availability of ICT infrastructure e.g. WiFi, Fibre optic cabling</li> <li>• Training gaps in use of Technology</li> <li>• Susceptibility to hacking and tapping</li> <li>• Better access to research material</li> <li>• Opportunity for enhanced interaction between committee and stakeholders</li> </ul>
<b>Environmental</b>	
<b>Issue</b>	<b>Effect</b>
Environmental	<ul style="list-style-type: none"> <li>• Better legislation on environment related laws</li> </ul>

Awareness	<ul style="list-style-type: none"> <li>• High expectations from citizens for a cleaner, safer healthier environment</li> </ul>
Climate change	Adverse weather impacting on pollution levels
<b>Legal</b>	
<b>Issue</b>	<b>Effect</b>
Legal environment	<ul style="list-style-type: none"> <li>• Enhanced legislative framework that facilitates development</li> <li>• Improved structures that enhance delivery</li> <li>• Too many confusing and contradictory laws and by-laws</li> <li>• Weak enforcement mechanisms</li> </ul>

### C. Stakeholders Analysis

The presenter defined stakeholders as individuals and groups, both inside and outside the entity, who can influence the success of strategy implementation. He informed the Committee that the purpose of stakeholders' analysis is to;

- To assess which individuals or groups are likely to support, resist, or remain neutral during the process;
- Why they're likely to respond this way;
- And how they may be influenced to ensure a response most favorable to achieving goals.

The facilitator took the Committee through its Stakeholders as presented below;

Stakeholder	Influence	Stakeholder expectation	Committee expectation	Engagement Strategy

County Assembly staff	High	Good working relationship	Service delivery	Continued engagement
Members of the County Assembly	High	Conducive working environment	Enhanced quality of outputs	Consultation
Nairobi County Executive	High	Better and effective communication	Timely implementation of policies and proper utilization of resources	Collaboration and continuous dialogue
National Government	High	Information sharing	Support from National Government	Consultation and continuous engagement
National Assembly	High	Execution of their parliamentary mandate	Contribution to the legislative process	Continuous engagement
Private Sector	Medium	Improved service delivery	Payment of all levies	Collaborative and consultative
Development partners	Medium	Good governance and good use of resources	Partnership and support for the Committee activities	Networking and collaborative
Senate	High	Safeguarding County Government	Effective oversight	Continuous engagement
Nairobians	High	Implementation	Feedback and participation	Consultation and

				continuous engagement
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#### v. Strategic Planning Matrix

Members were informed that strategic planning matrix involves the key issues and strategic objectives.

**Key issues:** These are the emerging issues from which strategic objectives and activities for implementation are established.

#### Key issues that exist for the Committee are;

1. Lack of capacity building for committee members;
2. Limited awareness by the public on environmental matters;
3. Lack of effective follow-up with teams responsible for implementation;
4. Too many projects running concurrently affecting the committees ability to effectively monitor;
5. Unclear and unstructured systems;

Issue 1: Lack of capacity building for committee members

Strategic objective: To Build capacity within the Committee

S. No	Strategies	Activities	Timeline	Indicator/Target	Responsible
1	Conduct a training needs assessment for all members of the committee	-Identify performance gaps -Identify training needs	2018-2021	-Report on training needs assessed	



2	Develop and implement a training plan based on the needs assessed	<ul style="list-style-type: none"> <li>-Prioritize training</li> <li>-Implement training</li> </ul>	2018-2021	Report on training implementation	
3	Initiate other Capacity building programs	<ul style="list-style-type: none"> <li>-Identify responsive training needs</li> <li>- Prepare and implement training plan - Benchmark against other committees</li> <li>-Develop and implement operations procedures Manual</li> </ul>	2018-2021	<ul style="list-style-type: none"> <li>-Identified training needs</li> <li>-Reports on trainings completed</li> <li>-Operations procedure Manual</li> </ul>	

## WORK PLAN

Members were informed that a work plan is a detailed account of how the committee will go about accomplishing specific tasks that relate to achievement of its strategy. He added a work plan generally includes an overview of a project or job, a breakdown of how individual project-related tasks will be accomplished, a timeline for completion and cost projections for implementation.



## **CLOSING REMARKS BY THE CHAIRPERSON**

The Chairperson, on behalf of the Committee thanked the facilitator for enabling the Members to understand the Committee strategic plan deployment process.

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