


Report laid on
21/07/2020


GOVERNMENT OF NAIROBI CITY COUNTY



Approved
Blain
21/7/2020

THE NAIROBI CITY COUNTY ASSEMBLY

OFFICE OF THE CLERK

SECOND ASSEMBLY-FOURTH SESSION

NCCA/T&J/2020 / (45)

21st July, 2020

PAPER LAID

Pursuant to Standing Order 191, I beg to lay the following Paper on the Table of the Assembly, today Tuesday, 21st July, 2020.

THE REPORT OF THE SECTORAL COMMITTEE ON AGRICULTURE, LIVESTOCK AND FISHERIES ON WORKSHOP HELD FROM 21ST -24TH NOVEMBER 2019 AT IMPERIAL HOTEL, KISUMU.

(Chairperson, Sectoral Committee on Agriculture, Livestock and Fisheries)

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

NAIROBI CITY COUNTY GOVERNMENT



Approved
Blahi
21/7/2020

NAIROBI CITY COUNTY ASSEMBLY
(SECOND ASSEMBLY- FOURTH SESSION)

SECTORAL COMMITTEE ON AGRICULTURE, LIVESTOCK & FISHERIES

STRATEGIC PLANNING WORKSHOP HELD FROM 22ND TO 23RD
NOVEMBER 2019 IN KISUMU COUNTY

Clerks Chambers
Nairobi City County Assembly
City Hall Buildings
NAIROBI

JULY, 2020

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1.0 PREFACE

Committee Mandate

Hon. Speaker,

Mandate of the Committee

01. The Sectoral Committee on Agriculture, Livestock & Fisheries derives its mandate from Standing Order 203(6) of the Nairobi City County Assembly to:-

- i) investigate, inquire into, and report on all matters relating to the mandate, management, activities, administration, operations and estimates of the assigned departments;*
- ii) study the programme and policy objectives of departments and the effectiveness of the implementation;*
- iii) study and review all county legislation referred to it;*
- iv) study, assess and analyse the relative success of the departments as measured by the results obtained as compared with its stated objectives;*
- v) investigate and inquire into all matters relating to the assigned departments as they may deem necessary, and as may be referred to them by the County Assembly;*
- vi) vet and report on all appointments where the Constitution or any law requires the County Assembly to approve, except those under Committee on Appointments; and,*
- vii) make reports and recommendations to the County Assembly as often as possible, including recommendation of proposed legislation.*

Membership

02. The Committee comprises the following members:

- 1. Hon. Mary Ariviza, MCA - Chairperson**
- 2. Hon. Muchene Kabiru, MCA - Vice Chairperson**
- 3. Hon. Asli Mohamed, MCA**

4. Hon. Elizabeth Nyambura, MCA
5. Hon. Patrick Karani, MCA
6. Hon. Joseph Mwangi Komu, MCA
7. Hon. Beatrice Waithera Gakuru, MCA
8. Hon. Eunice W. Marimbi, MCA
9. Hon. Ruth Ndumi, MCA
10. Hon. Peter Wahinya Kimuhu, MCA
11. Hon. John Kyalo, MCA
12. Hon. Herman Azangu, MCA
13. Hon. Fuad Mohammed, MCA
14. Hon. Maurice Gari Otieno, MCA
15. Hon. Catherine Ann Akinyi, MCA
16. Hon. Hafsa Khalif, MCA
17. Hon. Emily Wanjiku Waithaka, MCA
18. Hon. Paul Shilaho, MCA
19. Hon. Fredrick Okeyo, MCA
20. Hon. Husni Alawi, MCA

Hon. Speaker,

The Committee exercises oversight role on the work and administration of Food, Agriculture and Forestry Sector.

In accordance with the Third Schedule of the Standing Orders, the Sectoral Committee is mandated to consider all matters relating to: *“agriculture, including crop and animal husbandry, livestock sale yards, county abattoirs, plant and animal disease control and welfare, including licensing of dogs and facilities for the accommodation, care and burial of animals”*

Hon. Speaker,

Agriculture is one of the functions devolved to Counties under the Fourth Schedule of the Constitution of Kenya, 2010. Specifically, under Part 2, the functions and powers of the County on agriculture are –

- a) Crop and animal husbandry;
- b) Livestock and sale yards;
- c) County abattoirs;
- d) Plant and animal disease control; and,
- e) Fisheries.

The Committee held a two-day workshop from 22nd to 23rd November, 2019 in Kisumu County to enable the Committee to be trained and taken through Development of a Strategic Plan Development.

The participants were expected to understand the following;

- 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 compilation of this report.

Lastly, on behalf of the Sectoral Committee on Agriculture, Livestock and Fisheries, it is my honor and duty to present to the Assembly, the report on Strategic Plan Development pursuant to the Standing Orders of the County Assembly.

Thank you.

Signed

Hon. Mary Ariviza, MCA

(Chairperson)

Sectoral Committee on Agriculture, Livestock and Fisheries

Dated this 21st day of July.....2020

OPENING REMARKS BY THE CHAIRPERSON

The Workshop was officially opened by the Committee Chairperson who later welcomed the participants for being punctual to attend the important workshop.

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;

- ✓ 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">• Growth rates Political party wrangling leading to stalling of progress• Marginalization based on ethnic or other factors• Appointments based on affiliation rather than ability to perform
Wrangles between different arms of County Government	<ul style="list-style-type: none">• Hostile work environment• Slow progress on implementation of key strategic goals• Members oversight role compromised• Constrained resources• Abuse of the rule of law
Economic	
Issue	Effect
Economic growth	<ul style="list-style-type: none">• Limited source allocation

	<ul style="list-style-type: none"> • Corruption and wastage of resources • Population growth straining available resources
Restrictions	<ul style="list-style-type: none"> • Inadequate revenue generation • Budget ceilings • competition from other committees for limited resources
Social	
Issue	Effect
Education	<ul style="list-style-type: none"> • New opportunities for members to upskill • Specialist knowledge needed to increase success of committees
Social equity	<ul style="list-style-type: none"> • Opportunity to ensure equitable distribution of resources irrespective of social status.
Diverse cultures and norms	<ul style="list-style-type: none"> • Clash of divergent cultures, values and norms • Rich cultural diversity resulting in richness of ideas
Technological	
Issue	Effect
Advances in Technology	<ul style="list-style-type: none"> • Better ICT equipment • Availability of ICT infrastructure e.g. WiFi, Fibre optic cabling • Training gaps in use of Technology • Susceptibility to hacking and tapping • Better access to research material

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

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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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 collaboration and co-operation between the committee and key stakeholders;
2. Insufficient funding for the Committee.
3. Lack of capacity building for committee members;
4. Minimal committee oversight of the Sector responsible for Food, Agriculture and Forestry;
5. Lack of effective follow-up with teams responsible for implementation;

Strategic Objectives: These are goals you're trying to achieve in a certain period of time; usually 3-5 years.

Strategic Objectives that exist for the Committee are;

Issue 1: Lack of collaboration and co-operation between the Committee and key stakeholders.

Strategic objective: To build effective collaborative partnerships and liaisons with key stakeholders.

S. No	Strategies	Activities	Timeline	Indicator/Target	Responsible
1	Continually establish	-Develop a comprehensive	December 2019	Partnerships entered	

	and formalize collaborative partnerships with cooperating partners and other stakeholders.	list of the partners and stakeholders -Hold meetings with each stakeholder to establish rapport -Facilitate opportunities for participation of stakeholders in certain activities	2019-2022	into and documented benefits realized	
			2019-2022		

Strategic objective: To improve the oversight function of the Committee in regards to Sector responsible for Food, Agriculture and Fisheries

S. No	Strategies	Activities	Timeline	Indicator/Target	Responsible
1	Conduct quarterly trainings on the oversight function and	-Train the committee on their oversight roles and responsibilities	2019-2022	-Quarterly reports on trainings undertaken -Improved service delivery	

	areas of oversight under the mandate of the committee	-Enlist the assistance of external consultants for specialized technical advice		as a result of effective oversight	
2	Facilitate wider participation of stakeholders in the oversight process	Enhance liaison and interaction with independent oversight institutions	2019-2022	Minutes of meetings detailing outcomes of deliberations	
3	Complete the committee work plan	-Strategic plan completed -Follow up on the work plans and carry out quarterly reviews and reporting	2019-2022	Develop work plans with targeted implementation success at 75% at a minimum	

Issue 3: Lack of capacity building for committee members

Strategic objective: To Build capacity within the Food, Agriculture Committee

S. No	Strategies	Activities	Timeline	Indicator/Target	Responsible
1	Conduct a training needs assessment for all members of the committee	<ul style="list-style-type: none"> -Identify performance gaps -Identify training needs 	2019-2022	<ul style="list-style-type: none"> -Report on training needs assessed 	
2	Develop and implement a training plan based on the needs assessed	<ul style="list-style-type: none"> -Prioritize training -Implement training 	2019-2022	<ul style="list-style-type: none"> Report on training implementation 	
3	Initiate other Capacity building programs	<ul style="list-style-type: none"> -Identify responsive training needs - Prepare and implement training plan -Benchmark against other committees -Develop and implement operations procedures Manual 	2019-2022	<ul style="list-style-type: none"> -Identified training needs -Reports on trainings completed -Operations procedure Manual 	

WORK PLAN

Members were informed that a work plan is a detailed account of how the committee will go about accomplishing specific tasks and it 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.

CONCLUSION

The Chairperson, being the spokesperson of the Committee thanked the facilitator for the insightful training that would now enable the Members understand how best to execute their mandate as provided for in the Assembly Standing Orders.

MINUTES OF THE 44TH SITTING OF THE NAIROBI CITY COUNTY ASSEMBLY
COMMITTEE ON AGRICULTURE, LIVESTOCK & FISHERIES HELD ON WEDNESDAY 20TH
NOVEMBER, 2019 AT 11.00AM AT COMMITTEE ROOM 02, COUNTY ASSEMBLY
WING, CITY HALL BUILDINGS.

PRESENT

1. Hon. John Komu, MCA
 2. Hon. Jared Okoth Okode, MCA
 3. Hon. Asli Mohamed, MCA
 4. Hon. Elijah Mputhia, MCA
 5. Hon. Fredrick Otieno, MCA
 6. Hon. Beatrice Waithera, MCA
 7. Hon. Eunice Wanjiku, MCA
 8. Hon. Millicent Jagero, MCA
 9. Hon. Kennedy Omondi, MCA
 10. Hon. John Kyalo, MCA
- Chairperson

ABSENT

1. Hon. Muchene Kabiru, MCA
 2. Hon. Maurice Gari Otieno, MCA
 3. Hon. Jairus Omayo, MCA
 4. Hon. Herman Azangu, MCA
 5. Hon. June Ndegwa, MCA
 6. Hon. Nicholas Okumu, MCA
 7. Hon. Fredrick Omondi, MCA
 8. Hon. Fuad Mohammed, MCA
- Vice Chairperson

SECRETARIAT

- COUNTY ASSEMBLY

Wilfred Manyi - Clerk Assistant

MIN No. 180/AL&F/NOVEMBER/2019- PRELIMINARIES

The meeting was called to order at 11.00am and commenced by word of prayer

MIN No. 181/AL&F/NOVEMBER/2019- ADOPTION OF THE AGENDA

The agenda of the meeting was adopted having been proposed by Hon. Asli Mohamed, MCA and seconded by Hon. Kennedy Omondi, MCA as follows: -

- 1) *Prayer*
- 2) *Adoption of Reports of Committee Retreat on Budget making process & strategic Plan*
- 3) *Any Other Business*
- 4) *Adjournment*

MIN No. 182/AL&F/NOVEMBER/2019- COMMITTEE REPORT

- The Committee discussed the report on the retreat in Mombasa on training on budget making process.
- The Committee unanimously agreed that it was a true reflection of issues that Hon. Members were trained on.

— The report was adopted having been proposed by Hon. Jared Okode and seconded by Hon. John Kyalo

MIN No. 183/AL&F/NOVEMBER/2019— ANY OTHER BUSINESS & ADJOURNMENT

— There being no any other business, the meeting adjourned at 11.45am. The next meeting was to be communicated through notice.

CONFIRMED AS TRUE RECORD OF THE PROCEEDINGS

SIGNATURE

DATE

.....10/12/2019.....

(CHAIRPERSON)

SIGNATURE

DATE.....

.....6th Dec 2019.....