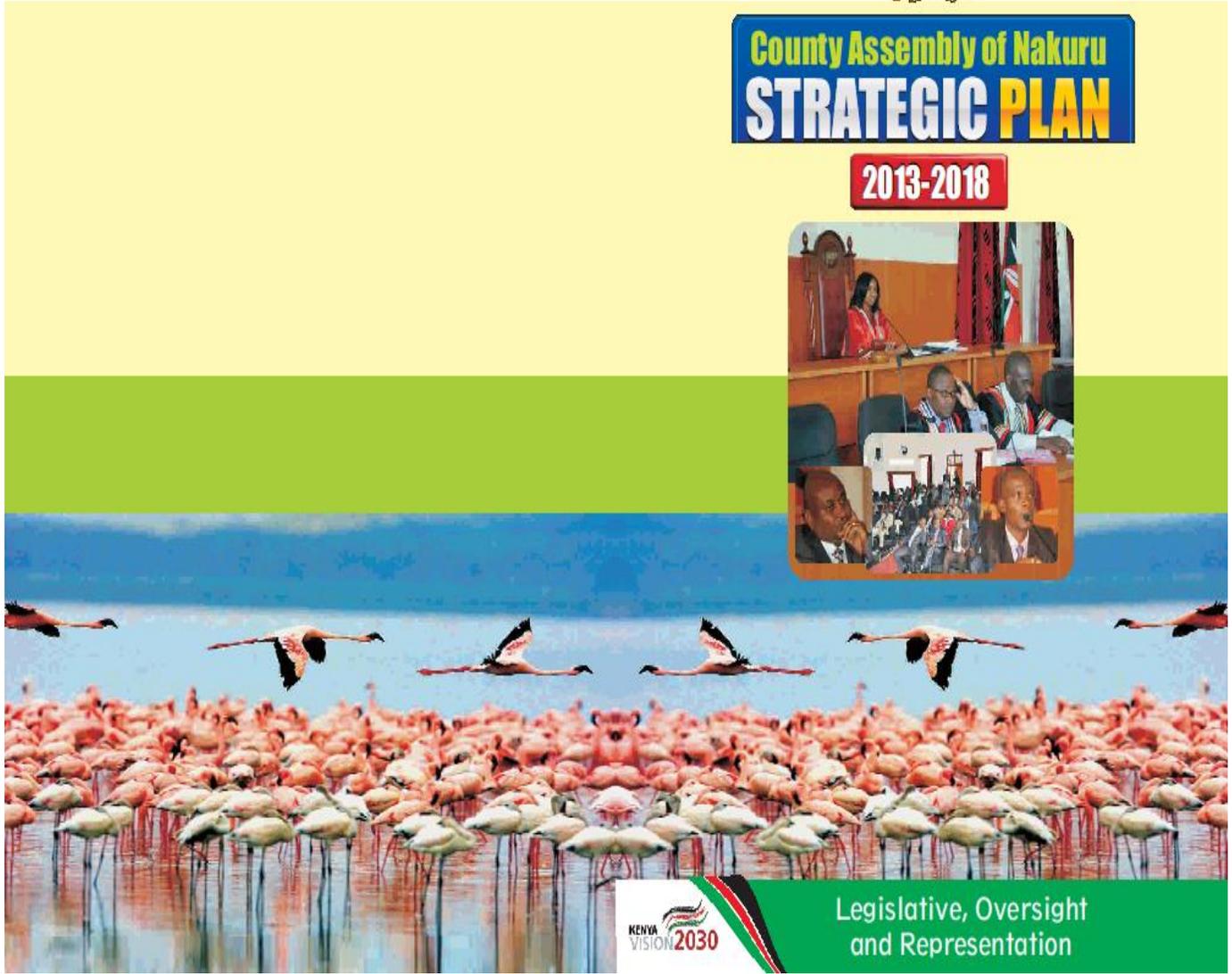


County Government of Nakuru



County Assembly of Nakuru **STRATEGIC PLAN**

2013-2018



Legislative, Oversight
and Representation

REPUBLIC OF KENYA



County Assembly of Nakuru

Strategic Plan

For the Period 2013 to 2018

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ABBREVIATIONS AND ACRONYMS

CBOs- Community Based Organizations

FBOs- Faith Based Organizations

ICT- Information, Communication and Technology

MCA's- Members of the County Assembly

M&E- Monitoring and Evaluation

PWDs- Persons with Disabilities

PESTEL-Political, Economic, Social, Technological, Environmental and Legal

SWOT- Strengths, Weaknesses, Opportunities and Threats

FOREWORD

The Kenyan constitution, promulgated on 27th August 2010, has a running thread right from the Preamble, across all chapters- which in one way or the other support, buttress or give effect to the new system of devolved Governments. While Article 1 of the constitution asserts the supremacy and sovereign power of the constitution vesting in the citizens, Article 6 (1), (2) and (3) provides for the devolution and access to services through the County Governments in the 47 counties.

County Assemblies find provision under Article 176 (1) of the constitution. The County Assembly of Nakuru came into effect on 22nd March 2013 when it had its first sitting of swearing in elected Members of the County Assembly and elect the Speaker. Thereafter, in the Assembly established the County Assembly Service Board as set out in Section 12 (7) the County Governments Act 2012.

There are seventy four (74) Members of the County Assembly comprising of fifty five (55) elected Members from a single constituency of the Ward, and other nominated members to satisfy Article 177 (b) and (c) on gender, youth, minorities, marginalized groups and persons with disabilities. There is a good blend of representation with members drawn from diverse communities of Kenyan habiting Nakuru County, varying ages, religious affiliations, educational and technical skills.

The Nakuru County Assembly Service Board, Members of the County Assembly, stakeholders have come together to develop this Strategic Plan covering the period 2013-2018 as a roadmap on all objectives, aspirations, programs and projects that the county Assembly wish to execute as it undertakes its core functions of Legislation; Representation and Oversight. The Assembly is cognizant of the role of public participation in governance under our constitution and more so in development of county legislations and policies. So far, there has been an encouraging engagement on Bills developed by the Assembly, with enriching and constructive contributions of ideas and opinions from stakeholders across Nakuru County. This is an obligation under the law to which the Assembly shall religiously adhere to it.

This Strategic Plan is all inclusive as it recognizes the roles of Members of County Assembly, the County Executive, the Stakeholders, Citizens, and National Government. It is a pragmatic and progressive plan that will serve as a foundation for future plans in the County Assembly. It has embraced the national Blueprint, Vision 2030, to which this plan is dovetailed. The plan has both short term and long term objectives with clear analysis of the strengths, Opportunities, weaknesses and Threats to which the Assembly shall embark in order to achieve successful implementation.

This Strategic Plan calls for transformational leadership that will herald a paradigm shift in governance with a political leadership that has integrity, and is accountable to the citizens whom they serve. It demands of us all to observe and practice the national values and principles of governance in public service under Articles 10, 232, and 235 of the Constitution.

This plan received enormous support from State University of New York, SUNY-KENYA and Center for Parliamentary Studies and Training (CPST). Members of the County Assembly individually and collectively made invaluable contributions throughout the process of developing this plan. I thank you all.

Equally, I express my appreciation for the collective efforts and commitments of the County Assembly Service Board, which found the need and kick-started the process for this plan.

We look forward to even more support from our partners as we implement the plan. It is imperative to point out that the achievement of the goals set out in this plan shall be our joint and collective responsibility. All necessary support and efforts will thus be employed in mobilization of requisite resources, human and fiscal, to ensure full implementation of the plan and avoid the otherwise result of a well crafted but unimplemented plan.

With the full implementation of this Strategic Plan, the County Assembly of Nakuru shall have set enviable milestones in actualization of the Assembly Vision and Mission through Legislation, Representation and Oversight for Nakuru County in true service of the people of Nakuru County.

**HON. SUSAN KIHKA,
SPEAKER OF THE COUNTY ASSEMBLY OF NAKURU
CHAIRPERSON,
COUNTY ASSEMBLY SERVICE BOARD**

ACKNOWLEDGEMENT AND COMMITMENT

The Nakuru County Assembly Service Board would wish to thank SUNY – Kenya for the unconditional financial and technical support accorded to the Assembly in the preparation of this Strategic Plan.

Special thanks and recognition goes to Mr. Francis Aywa, Chief of Party, SUNY-Kenya for his commitment and eventual appointment of the lead consultant Mr. J.M.E Simekha and Ms Judy Kabulah.

The consultants, despite pressure of time, burnt the midnight oil to produce a draft in the shortest time possible. I Further salute them for staying faithful even during the stakeholder consultation process.

Special thanks go to all stakeholders especially Mr. Paul Masese of CEDGG – Nakuru, for going out of his way in helping the Board mobilize a sizeable number of key stakeholders.

Above all, sincere thanks go to the Hon. Speaker of the Assembly, for her vision and fervent support and commitment to the process in equal measure, I appreciate Board member, Mr. John Burugu for the many hours he put in organizing the Stakeholders Consultative Forum; ensuring the final document is free of errors and for chairing the adhoc Committee charged with putting in place mechanisms for the launch of the Strategic Plan.

This acknowledgement would be incomplete without recognizing the efforts of the other Board members, Hon. George Mwaura, Leader of the Majority Party and Hon. Daniel Ambale, Leader of the Minority Party whose valuable inputs led to the success of the plan in every conceivable way. Equally, I salute all staff members for working tirelessly during the stakeholders Consultative Forum.

This plan, I have no doubts, sets the foundation of the activities of the Assembly for the next five years.

The Clerk and the staff of the Assembly, undertake to work hard to realize the goals set forth in this plan. The goals and objectives maybe lofty, but with determination, commitment, resilience and visionary guidance of the Honourable Assembly Speaker and the entire Board, we shall stand counted at the end of five years.

JOSEPH M. MALINDA
CLERK TO THE ASSEMBLY

EXECUTIVE SUMMARY

This strategic plan covers the period 2013 to 2018 when the next general elections are expected to be held in Kenya to bring in force the next round of County Assemblies. There are however some strategic activities that were initiated in the year 2013 before the Assembly got round to developing a strategic plan. These kinds of activities have been included in this strategic plan as continuing activities and it is for such cases that the planned performance period may show the year 2013. It should not be assumed that the plan is being implemented in reverse!

This plan covers the analysis of the operating environment of the Nakuru County Assembly as well as the Strengths, Weaknesses, Opportunities and Threats. It then presents the strategic analyses and an indication of the strategic direction the Assembly plans for itself for the strategic plan period. The plan then presents the Assembly's organizational philosophy and culture, which includes vision, mission and core values.

The final part of this strategic plan presents the Assembly's strategic choices and areas of thematic focus that have been agreed upon through a consultative stakeholder strategic planning process. It also covers the institutional framework of the County Assembly of Nakuru and arrangements for monitoring, evaluation and reporting of what is planned for the Assembly herein.

This plan is premised on the fact that the County Assembly of Nakuru is established by the Constitution of the Republic and established further by national law. This being the very first ever strategic plan for this Assembly, it should be appreciated that the institution and its culture are still in the formative stages, taking careful steps as its leadership and Members seek to accurately interpret its internal and external operating environment in order to successfully mitigate risks and optimize on inherent strengths and opportunities.

This Assembly is planning at a time when the system of governance known as devolution, of which the Assembly is an institutional product and facilitator, is very popular among residents of Nakuru County and the rest of Kenya. It is also planning at a time when there are simmering tensions between the national and county governments; between the Senate and the National Assembly; between the National Executive and Parliament; between the Judiciary and the Executive; between the Judiciary and National Parliament; between Members of County Assemblies (MCAs) and Governors in different parts of Kenya; between MCAs and their Speakers in some counties; and between members of different political parties and coalitions in Kenya. These tensions obviously have an adverse effect on the Assembly's performance as this Assembly is part of the environment that obtains in Kenya. They also serve to reduce public trust in political institutions, politicians and political processes at a time when this Assembly recognizes public participation in the governance of county affairs as an overarching national

and county priority. In some cases, these tensions have had a negative effect on the technical, professional, and financial and other material resources that County Assemblies need to discharge their mandates effectively. The County Assembly of Nakuru is planning in order to minimize the negative effects of such tensions and to promote the principles of cooperation, collaboration and consultation in government and in the business of provision of public services.

The development of this strategic plan also takes cognizance of the increased democratic space in Kenya heralded by the promulgation of a new Constitution of the Republic in the year 2010. The Assembly has a pivotal role to play in the full implementation of the national Constitution and in ensuring it is translating into tangible gains and better quality of life for the residents of Nakuru County. Even as the Assembly plans for its role in the implementation of the national Constitution it is faced with the reality of a low-income and slow growing economy of Nakuru County with all the attendant challenges that it must help to overcome. It has to create a highly enabling environment for all stakeholders to find it possible to play their roles in making things better for this county. The Assembly plans to use a participatory and collaborative approach to its business in order to uphold the principal of public participation. It also plans to leverage and optimize on the use of Information and Communication Technologies and new media in order to be accessible to all residents of Nakuru County and external partners.

The Vision of the County Assembly of Nakuru, which will drive the implementation of this strategic plan, is to attain a cohesive, socio-economically and politically developed county based on the rule of law, constitutionalism and participative democracy.

The Mission of the County Assembly of Nakuru is to promote democratic and accountable exercise of power in Nakuru County through progressive legislation, faithful representation and effective public oversight.

The Assembly will be guided through the plan period by its core values of equity and equality, good governance, public participation, accountability and transparency, integrity, partisanship, professionalism and innovativeness.

For the period of this strategic plan the County Assembly of Nakuru will pursue the following strategic objectives:

1. To develop a well resourced, efficient, effective and sustainable 21st Century legislative institution, able to deliver on its mandate
2. To improve service delivery of the County Government of Nakuru through enactment of progressive laws and policies and effective exercise of oversight

3. To develop an informed population in Nakuru that is able to participate meaningfully in its own development and influence decisions that affect it
4. To develop an enabling policy and legislative framework for enhanced socio-economic, political and cultural development for Nakuru County
5. To foster a collaborative approach with neighbouring Counties for mutually beneficial policy, legislation and regulations

In order to achieve on its strategic objectives, the Assembly will invest strategically in the following areas of thematic focus:

1. Institutional Development and Capacity Building, which includes institutional governance and human resource development; finance and administration and support services
2. The Legislative role of the Assembly
3. The Representation role of the Assembly
4. The Oversight role of the Assembly

For these areas of thematic focus, the Assembly will focus on the following as the key priority areas as identified by residents of Nakuru County through a participatory planning process:

1. Improving the business environment in Nakuru County
2. Improving and sustaining cohesion and integration amongst all population groups in the County
3. Optimizing public participation in county governance
4. Agricultural production and agribusiness development
5. Harmonizing operationalization of devolved funds to avoid duplication of resources
6. Infrastructure, particularly the road network
7. Improving standards of education
8. Improving both preventive and curative health
9. Management of land resources
10. Devolving further to lower levels
11. Improving real earnings for the county from Tourism

In the execution of its mandate given by the people of Nakuru and the Constitution of Kenya, the County Assembly of Nakuru has planned to prioritize fidelity to the Constitution and accountability to the public by institutionalizing an objective monitoring, evaluation and reporting framework and practice that will cement the culture of a learning organization. By implementing this strategic plan, the County Assembly of Nakuru seeks to serve the residents of Nakuru and the rest of Kenya through learning.

APPROACH TO DEVELOPMENT OF THIS STRATEGIC PLAN

This Strategic Plan has been developed through a participatory process facilitated by a strategic planning consultant identified and retained by SUNY Kenya. The consultant, Joseph M.E. Simekha, assisted by Judy Kabillah, adopted a consultative approach that ensured consultation and inclusion of a wide range of internal and external stakeholders in the planning. The Assembly prioritizes this approach in recognition of the fact that implementation of this strategic plan requires participation of all stakeholders in Nakuru County and beyond, based on their roles as identified in strategic and stakeholder analysis.

Developing this Strategic Plan required a critical appreciation of the aspirations of the Assembly, where it stands with regard to its institutional development, its mandate, achievements and challenges. The planning process therefore took into account all the relevant provisions in the Constitution of Kenya, the County Governments Act, the Nakuru County Assembly Service Bill, the Kenya National Assembly Standing Orders and the Interim County Assembly Standing Orders. This was done through a desk review of these documents.

The consultant held briefing meetings with the Honourable Speaker, the Clerk and the Leader of the Minority. Thereafter the consultant held planning discussions in focus group discussion settings with the Honourable Deputy Speaker and the political leadership in the Assembly, and another focus group discussion with the Members of the Assembly. The consultant also held planning meetings and discussions with the Clerk and the Assembly's technical staff.

These meetings generated planning priorities and strategic options that enabled the development of the first draft of this strategic plan. After reviewing the first draft of this plan, the Assembly invited a cross-section of civil society, business and community leaders and hosted a one day forum at which the draft plan was critically reviewed in sector discussion groups and agreements arrived at on the strategic analyses, planning priorities, key result areas and strategic objectives. This enabled the reworking of the draft plan by the consultant and its finalization into this strategic plan.

INTRODUCTION AND ORGANIZATIONAL PROFILE

The Kenyan Constitution is perhaps, the most radical and progressive in Africa as it anticipates many transformative processes, the most notable being the new system of governance described as the ‘devolved system of government’. This system creates a second tier government, the county government, alongside the already well known national government. The Constitution provides that these two levels of government are distinct and interdependent and shall conduct their mutual relations on the basis of consultation and cooperation.¹ The 4th March 2013 General Elections ushered in the transition from a centralized system of government to one in which the Kenyan citizenry has equal access to public services and resources.

It is against this backdrop that the Nakuru County Government was birthed and has been in existence for one year. The County of Nakuru is governed by a county government that is comprised of a County Assembly and County Executive.² The County Assembly of Nakuru is vested with the authority to legislate, exercise oversight and represent its constituents. The Assembly is presided over by the Speaker of the Assembly and consists of members elected by the registered voters of the wards, each ward constituting a single member constituency; special seat members necessary to ensure that no more than two-thirds of the membership of the assembly are of the same gender; members of marginalized groups, including persons with disabilities and the youth as well as the Speaker who is an ex officio member.³

The Nakuru County Assembly Service Board is responsible for the well-being of members of the Assembly as well as staff including providing services and facilities to ensure the efficient and effective functioning of the county assembly. The Clerk of the Assembly carries out the administrative functions of the Assembly and is the secretary of the County Assembly Service Board. The Assembly also comprises the leader of the majority party who is the leader of the largest party or coalition of parties in the county assembly and the leader of the minority party who is the leader of the second largest party or coalition of parties in the county assembly.

The members of the County Assembly of Nakuru are charged with the responsibility 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; attend sessions of the county assembly and its committees; provide a linkage between the county

¹ Constitution of Kenya

² Ibid

³ Article 177 (1) of the Constitution of Kenya

assembly and the electorate on public service delivery; and extend professional knowledge, experience or specialized knowledge to any issue for discussion in the county assembly.⁴

The operations and proceedings of the Assembly are guided by the Nakuru County Assembly Standing Orders and the Assembly conducts its business through various committees that consist of members of the Assembly. In the period of this Strategic Plan the committees of the County Assembly will comprise of members who have the requisite expertise in relevant technical areas.

This Strategic Plan sets out the operational environment in which the County Assembly of Nakuru expects to carry out its mandate and acts as a road map for the Assembly in the achievement of its mission and vision. The plan further analyzes the Assembly's strengths, weaknesses, opportunities and threats as it seeks to align the organizational philosophy, culture and core values which define its standards and the basis upon which it pursues its overall goal.

THE KENYA VISION 2030

Kenya's development agenda is guided by the Kenya Vision 2030 as the National Development Blueprint. The Vision aims at creating a globally competitive and prosperous country with a high quality of life by 2030 while transforming Kenya into a newly industrialized, middle income country, providing a high quality of life to all its citizens in a clean and secure environment.⁵

In light of this, the County Assembly of Nakuru will strive to achieve its strategic goals and objectives through enactment of relevant laws and policies in the progress towards realization of Vision 2030 in line with the social, political and economic pillars. The Assembly will integrate project delivery, policy formulation and social transformation to achieve high impact social investments for the people of Nakuru County.

The County Assembly will enact laws and exercise oversight that not only directly impacts on good governance and public service delivery, but also target marginalized groups within the society through pro-poor interventions, whilst ensuring implementation of the Kenya Vision 2030.

⁴ County Government Act, Article 9 (1)

⁵ Kenya Vision 2030

ENVIRONMENTAL ANALYSIS

Pestel Analysis

The environment in which the County Assembly of Nakuru operates contains extraneous factors that have an effect on the Assembly's performance but at the same time provides opportunities which if well understood and correctly exploited can lead to optimum achievement of the Assembly's strategic goals. The Assembly will continue to study, analyze and correctly interpret its external environment in order to optimize on the opportunities inherent therein, while carefully navigating the risks in order to keep to the minimum any adverse effects on its performance.

Below is an analysis of the Political, Economic, and Social, Technological, Environmental and Legal operating environment of the County Assembly of Nakuru.

FIGURE 1: PESTEL ANALYSIS

CATEGORY	ISSUE	EFFECT
Political	<ul style="list-style-type: none"> • Devolved System of Government 	<ul style="list-style-type: none"> • High citizen expectation on fair and equitable distribution of public resources to all Wards • Expectations on fair representation of all population groups in the County • High citizen expectations on quality of public governance • Challenges in transfer and sharing of government assets • Increased democratic space • Increased tensions from political competition and power games
	<ul style="list-style-type: none"> • Increase in insecurity and the surge in incidences of special crimes such as terrorism 	<ul style="list-style-type: none"> • Adverse effects on some sectors of Nakuru's economy like tourism • Adverse effects on human security in the County • Executive measures that may limit County residents' civil and political liberties and rights

	<ul style="list-style-type: none"> • Wrangles between National Government and County Governments 	<ul style="list-style-type: none"> • Constrained resources available to County Government • Political animosity and tensions • Reduced public trust in devolution • Slow progress in national legislation with an impact on county performance • Abuse of rule of law
	<ul style="list-style-type: none"> • Wrangles between different arms of National and County Governments 	<ul style="list-style-type: none"> • Political animosity and anxiety leading to a hostile work environment • Slow progress on legislation affecting counties • Reduced public trust in devolution
Economic	<ul style="list-style-type: none"> • Slow growing and low income economy 	<ul style="list-style-type: none"> • Increased cost of doing business • Poor infrastructure • Increased crime • Youth unemployment • Disaffection with political leadership • Limited sources of tax revenue • Poverty • Unmet public expectations on development
Social	<ul style="list-style-type: none"> • High levels of poverty 	<ul style="list-style-type: none"> • Street families • Increased crime • Disaffection with political leadership • Out of school and idle youth • Increased levels of illiteracy • Minimal interest in public participation in governance affairs
	<ul style="list-style-type: none"> • Presence of numerous institutions of higher learning in the county 	<ul style="list-style-type: none"> • Opportunities for collaboration on research, information management and parliamentary studies • Opportunities for further education for MCAs and Assembly staff
	<ul style="list-style-type: none"> • The challenges of HIV/AIDS 	<ul style="list-style-type: none"> • Economic decline • Orphaned children • Stigma
	<ul style="list-style-type: none"> • Discriminatory tendencies 	<ul style="list-style-type: none"> • Lack of economic empowerment • Exclusion of marginalized groups such as youth, PWDs, women and children in decision making processes
	<ul style="list-style-type: none"> • Increased awareness of social equity 	<ul style="list-style-type: none"> • Agitation for equitable distribution of public resources

	<ul style="list-style-type: none"> • High population growth rate 	<ul style="list-style-type: none"> • Strain on public services
	<ul style="list-style-type: none"> • Incidences of extremism 	<ul style="list-style-type: none"> • Resurgence of outlawed groups and sects
Technological	<ul style="list-style-type: none"> • New technologies and new media 	<ul style="list-style-type: none"> • Better and cheaper ICT equipment • Improved communication • Susceptibility to hacking and tapping • Enhanced public access to records of the Assembly • Wider platforms for dissemination of information and outreach • Enhanced interaction between Assembly and public
Legal	<ul style="list-style-type: none"> • Need for new legislation to implement the Constitution of Kenya 	<ul style="list-style-type: none"> • County legislation on key priority areas • Progressive laws • Enhanced county legislative framework facilitative of development • Establishment of new structures and institutions • Public orderliness
Environmental	<ul style="list-style-type: none"> • Increased environmental awareness 	<ul style="list-style-type: none"> • New county laws on environmental conservation • Increased citizen expectation on clean and healthy environment
	<ul style="list-style-type: none"> • Climate change 	<ul style="list-style-type: none"> • Unpredictable weather patterns with adverse effects on food security • All forms of pollution • Increased frequency and severity of extreme weather patterns • Reduced arable land and fresh-water supplies leading to resource conflicts • Health threats

INSTITUTIONAL SWOT ANALYSIS

The analysis on the internal environment focuses on internal factors that have affected performance in the institution. It is aimed at informing a well targeted institutional development process that will contribute to the building of a learning institution with adequate capacity to deliver on its mandate in a sustainable manner.

The County Assembly of Nakuru has since its inception made remarkable achievements and encountered challenges that have influenced the manner in which it continues to carry out its core business. The Assembly will through this analysis strive to accomplish its set targets in line with its vision and mission. Throughout the period of this strategic plan, the Assembly will continuously seek to consolidate its strengths while taking relevant action as guided by this plan to minimize weaknesses.

The County Assembly of Nakuru is on the right track to achieving its strategic goals and objectives whilst encountering numerous challenges.

The Assembly has numerous strengths such as the central location of the County within the rift Valley, its connectivity and accessibility by neighboring and far regions. This ensures benefit of rich cultural diversity and interaction of Kenyan communities habiting the county. This strength is further emboldened by a mix blend of Members of the County Assembly who cut across all Kenyan ethnic communities, gender, religion, age as well as rich and diverse educational and technical backgrounds.

The Assembly, with the support of the Board, has for the last one year organized capacity building workshops and trainings for Members of the County Assembly and staff for effective and efficient discharge of their respective responsibilities within the Assembly. The Board has facilitated renting of Ward Offices as well as purchase of Computers both for the Ward offices as well as individual members. Indeed, Nakuru County Assembly is fully interconnected and with the launch of the strategic plan, it will be accessible online.

Senior staff to head the technical departments have been recruited and effectively deployed. The Assembly has also enjoyed cordial relationship with the County Executive in achieving and actualizing business for the Assembly and the county over the last one year. This has seen the vetting, approval and rejection of some of the nominated county executive members. The Assembly has thus exercised its oversight role on appointments as well as on expenditure of allocated resources.

Members of the County Assembly now have a desk within the newly rehabilitated office block from where they are able to meet and serve their constituents while in the Assembly. The Board has also facilitated procurement of vehicles for use by staff and Members of the County Assembly while attending trainings, workshops and public participation activities.

The most notable institutional weaknesses faced by the Assembly thus far include lack of adequate office space, lack of a public and media gallery, unmatched skills and competencies within Committees, weak oversight role, capacity gaps among members of the Assembly as well as staff and lack of adequate understanding on the concept of devolution among members.

The matrix below summarizes the major strengths and weaknesses:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • A diverse Assembly in terms of skills and competencies, ethnic groups, culture, age, socio-economic status, religion, and political persuasion • Committed and enthusiastic staff • A secure working environment • Good staff relations • Accessibility of the Assembly to the public • Basic facilities for instance debating chamber, clerk’s office and committee rooms • Cultural diversity of MCAs and staff • A sizeable number of well educated and informed Assembly Members 	<ul style="list-style-type: none"> • Capacity gaps among Members and staff • Underdeveloped capacity for effective oversight over a well capacitated Executive • Lack of adequate working space • Unexploited opportunities for partnerships and collaborations • Limited public participation • Lack of confidence from the electorate • Slow adoption of ICT • Limited financial resources • Uninformed electorate • Non-existence of a comprehensive monitoring, evaluation and reporting system that could promote learning and better decision making • A poor internal communication culture • Lack of institutional management policies and procedures • Unclear demarcation of roles and responsibilities between Committees

ORGANIZATIONAL PHILOSOPHY AND CULTURE

❖ Vision

A cohesive, socio-economically and politically developed county based on the rule of law, constitutionalism and participative democracy.

❖ Mission

To promote democratic and accountable exercise of power in Nakuru County through progressive legislation, faithful representation and effective public oversight.

❖ Core Values

Our values guide the performance and management of the Assembly. Our values are informed by that which we hold dear and treasure, including our diversity of cultures, heritage and traditions, history as well as our aspirations as a generation and responsibility of bequeathing the future of prosperity.

These values form the bedrock from which policies arise and will be formulated, and provide guidance for the implementation of services, projects and programmes.

The values of the Assembly are derived from the role it plays in the context of our developing democracy. They therefore reflect the will of the people of Nakuru County and Kenyans at large, our cooperation with other arms and agencies of National Government, and our desire to act with utmost professionalism and good governance.

The County Assembly of Nakuru shall be guided by the following values:

➤ Equality and Equity

In all its affairs and relationships with its stakeholders, the Assembly shall maintain equality for all human beings and shall maintain no tolerance for discrimination of any kind, especially on the basis of one's gender, colour, creed, disability, religion, age or any other dispensation. The County Assembly of Nakuru will promote equity for men and women within its institution and in its contact with other parties. The Assembly shall make reference to human dignity as the basis for how everyone should be treated.

➤ Good Governance

In carrying out its functions of legislating, oversight and representation, the County Assembly will adopt an effective and efficient business culture. In the management of public affairs the Assembly will strictly adhere to the rule of law, encourage public participation in decision making processes, be accountable and transparent in all its dealings and promptly respond to emerging issues and pressing needs.

➤ **Public participation**

The County Assembly of Nakuru recognizes the fact that democratization of the development and decision making processes means the active involvement of the citizenry in different stages of the processes. The members of the Assembly will pay extra attention to marginalized including PWDs, youth and women and ensure that circumstances favour them to be heard and for their unique and special needs to be taken care of. The County Assembly will endeavour to cultivate community buy-in of development projects by having in place mechanisms for the electorate to be involved in deciding, prioritizing, planning, implementing and monitoring such development projects as well as other initiatives.

➤ **Accountability and Transparency**

The members and staff of the Assembly shall at all times uphold and promote the right of the general public to know how and why they carry out their professional affairs, and shall at all times provide service as a public duty. The members and staff of the Assembly shall respect the need to be held accountable by fellow members, the National Government, County Executive as well as by the general public.

➤ **Integrity**

The County Assembly members, staff and agents must at all times maintain the highest standards of honesty, rightfulness and incorruptibility in the conduct of their professional and personal business. Their actions must reflect ethical standards at all times and they must uphold ethical practices at all costs.

➤ **Team work/ Bipartisanship**

The County Assembly members will work together and facilitate all stakeholders' to perform. The Assembly will always prioritize joint action in pursuance of its own and shared goals and objectives, preferring subordination of individual interests to the unity and efficiency of the collective. The teamwork approach will respect the uniqueness and value of each member of the Assembly. The Assembly will thus endeavour to build a team with multiple skills and competencies.

➤ **Professionalism**

The entire business of the County Assembly of Nakuru will be guided by the highest standards of competence, with its staff and members ensuring impartiality and a fair balance of competing interests, upholding ethical approaches in their business both in public and private, and seeking all the time to promote the common good in society.

➤ **Innovativeness**

The County Assembly will capitalize on its diversity in terms of skills and competencies to adopt novel ideas for better service delivery and for accomplishment of its goals and objectives.

STRATEGIC CHOICES AND AREAS OF THEMATIC FOCUS

Emerging Strategic Issues

This Strategic Plan is informed by the following emerging issues:

- The need to strengthen the capacity of Members to effectively carry out their mandate
- The need to enhance public participation
- The need to leverage and optimize on ICT for improved communication and performance
- The need to provide a conducive working environment and modern physical facilities
- The need for an effective organizational structure and enhanced capacity for staff
- The need for enhanced resource base and improved resource management
- The need to promote ethnic cohesion and promote peaceful co-existence among the electorate
- The need to foster and sustain a collaborative and consultative approach between the Nakuru County government and the national government to avoid duplication, overlaps and unnecessary competition

THE MAJOR STRATEGIC OBJECTIVES

of the County Assembly of Nakuru over the period of this Strategic Plan are:

1. To develop a well resourced, efficient, effective and sustainable 21 st Century legislative institution, able to deliver on its mandate
2. To improve service delivery of the County Government of Nakuru through enactment of progressive laws and policies and effective exercise of oversight
3. To develop an informed population in Nakuru that is able to participate meaningfully in its own development and influence decisions that affect it
4. To develop an enabling policy and legislative framework for enhanced socio-economic, political and cultural development for Nakuru County
5. To foster a collaborative approach with neighbouring Counties for mutually beneficial policy, legislation and regulations

The table below outlines the goals, areas of thematic focus and specific focus that the Nakuru County Assembly will pursue during the period of this strategic plan:

GOAL	THEMATIC FOCUS	SPECIFIC FOCUS
A well resourced, efficient, effective and sustainable organization, with institutional capability to deliver on its mandate.	Strengthening Nakuru County Assembly's capacity to deliver on its core mandate	Institutional development
An Assembly with the requisite skills and expertise to legislate on key priority issues	Enhancing Nakuru County Assembly's capacity to formulate policies and enact legislation	Legislation
A strengthened legislative oversight practice that ensures effective public service delivery by the County Government of Nakuru	Building a legislative oversight practice that ensures effective public service delivery by the County Government of Nakuru	Oversight
A self-governed electorate through democratic, accountable and transparent exercise of power	Enhancing self-governance through democratic, accountable and transparent exercise of power	Representation

CORE PROGRAMMES

i. LEGISLATION

The County Assembly of Nakuru plans to acquit itself fully in accordance with the legislative mandate and duty placed upon it by the Constitution of the Republic of Kenya and the County Governments Act of 2012. The Assembly interprets its mandate as a duty to the people of Nakuru County and the Kenyan nation to make policies and laws that primarily facilitate the development of the people and the county of Nakuru, enable effective performance of the functions and exercise of the powers of the County Government of Nakuru and facilitate progressive relations between the residents of the County of Nakuru and its neighbours, the rest of Kenya and partners beyond Kenya.

The County Assembly of Nakuru recognizes and will apply its mandate to delegate legislative powers as permitted by law to the relevant authorities in the cities and urban areas within the County of Nakuru to the Executive arm of the County Government of Nakuru. In such cases as any of the authorities to whom the Assembly's legislative power is delegated, the Assembly will put in place a mechanism to closely monitor to subordinate legislation to prevent abuse.

The Assembly recognizes that the quality of legislation depends on the quality of legislators. It will therefore prioritize and progressively invest in developing the knowledge and skills of its Members in:

- (i) Legislative Processes
- (ii) the Standing Orders
- (iii) Committee Work
- (iv) Basic Understanding of the Law
- (v) Leadership and Decision Making
- (vi) Conflict Management
- (vii) Information and Communication Technologies, and New Media

The Assembly will continue to partner with the National Parliament and other partners who have demonstrated ability to contribute to the enhancement of technical knowledge and skills for its Members and staff for better capacity for quality legislation.

The Assembly will specifically invest in development of capacity for research and legislation on the needs and challenges of special interest population groups, including persons with disabilities, the youth, women, children and marginalized communities.

For the current term of the Assembly, members have taken cognizance of the weight of importance and priority placed on the following areas by the residents of Nakuru County:

- i. Improving the business environment in Nakuru County
- ii. Improving and sustaining cohesion and integration amongst all population groups in the County
- iii. Optimizing public participation in county governance
- iv. Agricultural production and agribusiness development
- v. Harmonizing operationalization of devolved funds to avoid duplication of resources
- vi. Infrastructure, particularly the road network
- vii. Improving standards of education
- viii. Improving both preventive and curative health
- ix. Management of land resources
- x. Devolving further to lower levels
- xi. Improving real earnings for the county from Tourism

The Assembly will prioritize policy and legislation governing these priority areas during the term of this strategic plan.

The following framework shows the expected outcomes, outputs and targeted activities of this focus area.

STRATEGIC GOAL: To build optimum legislative capacity for the COUNTY ASSEMBLY OF NAKURU				
Outcome 1:	Output 1:	Indicators:	Strategic Activities	Timeframe
Enhanced capacity to legislate	Improved law-making and scrutiny process	<ul style="list-style-type: none"> • Quality of laws and policies improved • Number of workshops and study tours • Frequency of workshops and study tours • Number of attachments • Frequency of 	<ul style="list-style-type: none"> • Facilitate access to special expertise on legislation • Conduct workshops and study tours • Attachment of MCA's to other county assemblies 	May 2013- Dec. 2014

		attachments		
	Output 2: Enactment of laws and policies	Indicators: <ul style="list-style-type: none"> Number of laws and policies enacted 	Strategic Activities <ul style="list-style-type: none"> Working sessions of enactment of laws and policies 	June 2014-2018
Outcome 2: Efficient and effective operation procedures in place	Output 1: Standing Orders developed/ reviewed	Indicators: <ul style="list-style-type: none"> Interim County Assembly Standing Orders reviewed County Assembly Standing Orders developed 	Strategic Activities <ul style="list-style-type: none"> Design of new County Assembly Standing Orders Review of Interim County Assembly Standing Orders 	January 2014-2018
	Output 2: Adherence to County Assembly Standing Orders	Indicators: <ul style="list-style-type: none"> County Assembly Standing Orders adhered to 	Strategic Activities <ul style="list-style-type: none"> Sensitization of MCA's on County Assembly Standing Orders 	Continuous
	Output 3: Efficient and timely access to the Hansard	Indicators: <ul style="list-style-type: none"> Hansard guide updated Number of MCAs able to access the Hansard 	Strategic Activities <ul style="list-style-type: none"> Update the Hansard guide to conform with the County Assembly Standing Orders 	Continuous

Risks and Assumptions:

- That funds will be available

- That there will be commitment from MCA's
- That there will be access to a group of professionals with skills and expertise on drafting of legislation
- That partners and other actors will readily cooperate.

ii. REPRESENTATION

The elected and nominated Members of the County Assembly of Nakuru have a primary duty of representing the will of residents of the wards and the special interests they are elected or nominated to represent. Members of the Assembly are fully cognizant of the fact that they derive their authority from the consent of the people they represent and from the Constitution of Kenya.

The Assembly will provide every opportunity and support to Members to ensure that the voices, opinions, aspirations, and perspectives of the people they represent are heard and taken into account by the county's policy-making, law-making, decision-making and other processes in the governance of county affairs. Members of the Assembly will endeavour to promote democratic, transparent and accountable exercise of power as well as actively support the actualization of the constitutionally given powers of self-governance by the people of Nakuru County.

During the period of this strategic plan the Assembly will ensure that every elected Member has a physical office in his/her Ward, staffed with at least one able to assistant, to ensure that Members are accessible to their constituents for consultations on issues of concern. The Assembly will also encourage Members to use their Ward offices to regularly give feedback to their constituents on issues they have taken up for action on the people's behalf and generally as a public accountability mechanism on the work of Members.

Public Participation

Members of the County Assembly of Nakuru recognize the critical importance of group identity and interests, particularly of disadvantaged groups, in the working of participatory governance. The Assembly acknowledges and affirms that representative democracy must be supported by participatory governance as contemplated in Articles 1(4), 10, 201 and 232 (1) (e) of the Constitution of the Republic of Kenya, as well as Paragraph 14 of part 2 of the Fourth Schedule of the Constitution, the objects and principles of devolution set out under Article 174 (c) and (d) of the Constitution, and Part VIII of the County Governments Act, 2012.

In line with the principles of participatory democracy and the constitutional and legal provisions outlined above, it is the Assembly's firm belief that democracy as a basis of sustainable development is hinged on the consent and support of the constituents whose lives are directly affected by the decisions made by Members. Public participation gives people a sense of belonging and responsibility thus legitimizing their personal contribution towards effective local

and national development. The Assembly will prioritize support to residents playing an active role decision making on local development goals, programmes and activities.

Besides participation in general public decision making, the Constitution of Kenya provides that a County Assembly shall facilitate public participation and involvement in the legislative and other business of the assembly and its committees.⁶ The County Assembly of Nakuru will therefore place great importance on public participation in the processes of managing the affairs of the County as it has proved to be an effective approach in dealing with lack of access to critically essential information and the voicelessness and disempowerment this causes to poorer and marginalized groups.

The Assembly also considers public participation as a means of strengthening its legislative and oversight roles by providing a mechanism for members to be responsive to the public and by mobilizing public support for the decisions of the Assembly. Members take cognizance of the fact that the best way to encourage and secure buy-in at the local level is to have in place mechanisms for local people to be involved in deciding, prioritizing, planning, implementing and monitoring development projects.

The County Assembly of Nakuru will therefore seek to, within the shortest time possible in the life of this strategic plan, give life to the principles and constitutional and legal provisions cited above in order to ensure that the people of Nakuru County actualize meaningful participation in the governance of the affairs of their county. This goal will be achieved through enactment of a comprehensive law on public participation to give effect to the parts of the Constitution and County Governments Act cited above.

In light of the public participation priority area, emphasis will be given to marginalized and other disadvantaged groups as well as key considerations for equity like gender and disability needs.

Civic Education

The Assembly is aware that people cannot participate unless they know the importance of participation in governance processes and they have a good understanding of complex governance issues. As part of public participation, the Assembly will make provision for a comprehensive, continuous and objective civic education programme to equip residents of Nakuru County with knowledge and skills that will enable them engage effectively in the affairs of county governance.

The County Assembly of Nakuru derives its mandate and legitimacy from the people of Nakuru and their voices in the management of public affairs is invaluable. Civic education will enhance awareness among the people of Nakuru County on their rights and responsibilities, and the value

⁶ Article 196 (1)(b)

of active participation as an intrinsic check on the exercise of power by their county government; increase their levels of understanding on various pertinent issues and enhance their capacity to make their legitimate claims and make the county government accountable. The education will also be instrumental in sustaining public awareness, changing attitudes and clarifying misconceptions.

The County Assembly of Nakuru will prioritize civic education as a means of enhancing public participation and being kept accountable by the electorate. To this end the Assembly will partner with various actors especially civil society organizations and religious groups to ensure that the people of Nakuru are enlightened on pertinent issues such as the concept of devolution, the structure, functions and composition of the Nakuru County Government, citizens’ involvement in the county government, citizens’ role in the management of public finances at the county level, relations between national and county governments as well as new policies and legislation. It is envisaged that the civic education initiatives within the County of Nakuru will be targeted towards disadvantaged and marginalized groups including women, youth and persons with disabilities.

The following framework shows the expected outcomes, outputs and targeted activities of this focus area.

STRATEGIC GOAL: To enhance self-governance through democratic, accountable and transparent exercise of power				
Outcome 1: Transparent exercise of power	Output 1: Accessibility of information by the public	Indicators: <ul style="list-style-type: none"> Percentage of public with access to information 	Strategic Activities <ul style="list-style-type: none"> Upgrading of the County Assembly website Publication of reports 	Timeframe June 2014- Dec. 2018
	Output 2: Increased consultations with the public	Indicators: <ul style="list-style-type: none"> Number of consultations Frequency of consultation 	Strategic Activities <ul style="list-style-type: none"> Holding regular public consultations 	Continuous
Outcome 2: An informed electorate	Output 1: Increased awareness and knowledge on the county government, its	Indicators <ul style="list-style-type: none"> Number of citizens with knowledge on the county government, its 	Strategic Activities <ul style="list-style-type: none"> Development of civic education training curricula Publication and 	June 2014- 2018

	structures and functions; citizens' rights and responsibilities	structures and functions; citizens' rights and responsibilities <ul style="list-style-type: none"> • Quality of engagements on the county government, its structures and functions; citizens' rights and responsibilities 	dissemination of IEC materials <ul style="list-style-type: none"> • Sensitization on the rights and duties of citizens • Trainings and for a on citizen's rights and duties 	
	Output 3: Increased clamour for accountability of county government officials	Indicators: <ul style="list-style-type: none"> • Percentage of citizens agitating for accountability from county government officials 	Strategic Activities <ul style="list-style-type: none"> • Civic education • Periodic assessment of performance of county government officials 	January 2014- December 2016
Outcome 3: Inclusive decision-making processes	Output 1: Active public participation	Indicators: <ul style="list-style-type: none"> • Percentage of citizens participating in decision-making processes • Quality of engagements in public fora • Frequency of public fora 	Strategic Activities <ul style="list-style-type: none"> • Holding of County Assembly Open Day • Civic education on public participation 	Continuous
	Output 2: Increased inclusion of marginalized groups in decision-making processes	Indicators: <ul style="list-style-type: none"> • Percentage of citizens from marginalized groups participating in decision-making 	Strategic Activities <ul style="list-style-type: none"> • Enactment of relevant legislation • Outreach programmes to marginalized groups 	January 2015- Dec. 2018

		processes		
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Risks and Assumptions:

- That funds will be available for civic education engagements
- That MCA's will be driven by the peoples' agenda
- That MCA's will actively engage the electorate in issues affecting them
- That the electorate will have a positive attitude towards civic education and public participation
- That partners will support civic education initiatives

iii. OVERSIGHT

The Constitution of Kenya calls upon county assemblies, while respecting the principle of separation of powers, to exercise oversight over all the organs of the County Government. The County Assembly of Nakuru is alive to the fact that in the period of this strategic plan, democracy will be tested by the extent to which its members put checks and balances on the business of the County Government. Members will ensure that the organs of the County Government, to wit, the county executive committee, all departments and agencies carry out their mandate effectively in accordance with the Constitution, national and county laws.

The County Assembly of Nakuru will invest in the strengthening of its Committees and the Committee system for purposes of:

- (i) investigating relevant matters in the public interest
- (ii) vetting and approving nominees for appointment to county public offices as provided by law
- (iii) considering and approving the budgets and expenditure of the county government
- (iv) considering and approving the county development planning
- (v) considering and approving borrowing by the county government
- (vi) monitoring and enforcing strict adherence to the law in the course of public duty by all organs, departments, agencies and staff of the county government

Effective exercise of this role will require that the capacity of Members is greatly enhanced, particularly in basic understanding of the law, public financial management, the functions and roles of the County Executive, and Assembly Committee operations.

The Assembly will rigorously play this role to ensure that there is increased transparency in the operations of the county government, and that there is no abuse of public office or power or unconstitutional conduct in Nakuru County and that the County Government of Nakuru is fully accountable to the residents of Nakuru and to the nation.

Public service delivery is the county government's greatest mandate and duty to the residents of Nakuru County. Improved service delivery and productivity for a better quality life for the people of Nakuru County will be at the top of the list for the Members of the Assembly in exercise of this oversight role.

The following framework shows the expected outcomes, outputs and targeted activities of this focus area.

STRATEGIC GOAL: To build a legislative oversight practice that ensures effective public service delivery by the County Government of Nakuru				
Outcome 1:	Output 1:	Indicators:	Strategic Activities	Timeframe
Enhanced capacity of MCAs to oversee county budget	Improved quality of engagement in the budget process	Frequency of engagement in budgetary processes	<ul style="list-style-type: none"> • Induct MCAs on the budget process • Sensitize MCAs on the process of budget scrutiny • Develop guidelines on scrutiny of the budget • Facilitate access to professional expertise on public finance 	Every budget preparation period
Efficient utilization and allocation of county resources	Output 1: Improved utilization of allocated funds	Indicators: Reduced incidences of misappropriation of funds Guidelines and procedures on allocation of public resources developed	Strategic Activities <ul style="list-style-type: none"> • Sensitize Directorates on budgetary processes • Implementation of projects 	July 2013- May 2014
	Output 2: Development of procurement plans	Indicators: Procurement plans developed	Strategic Activities <ul style="list-style-type: none"> • Sensitize Directorates on procurement plans 	
	Output 3: Guidelines and procedures to implement 30% affirmative action in public procurement	Indicators: Guidelines and procedures to implement 30% affirmative action in public procurement developed	Strategic Activities Develop guidelines and procedures to implement 30% affirmative action in public procurement	By June 2015

	developed			
	<p>Output 4: Improved role of MCAs in promoting public participation in budget oversight through ward sensitization and consultation forums</p>	<p>Indicators: Number of consultative and sensitization forums Percentage of adult population demonstrating knowledge of the public budget process</p>	<p>Strategic Activities Regular public participation forums in all Wards on budget processes</p>	Continuous
	<p>Output 5: Establishment of public participation platforms in budget oversight</p>	<p>Indicators: The quality and frequency of proposals and interventions on the public budget from members of the public Quality of county public participation law</p>	<p>Strategic Activity Enactment of county public participation law Institutionalization of public participation in county governance</p>	
<p>Outcome 3: Enhanced public service delivery</p>	<p>Output 1: Improved quality of public services</p>	<p>Indicators: Availability of clear guidelines and procedures on vetting of public officials</p>	<p>Strategic Activity</p> <ul style="list-style-type: none"> • Publish service delivery expectations to the public and stakeholders • Communicate and engage with internal and external stakeholders • Enactment of relevant laws • Carry out customer satisfaction surveys 	Continuous
	<p>Output 2:</p>	<p>Indicators:</p>	<ul style="list-style-type: none"> • Introduction of 	October

	Efficient delivery of services	<ul style="list-style-type: none"> Number of citizens receiving satisfactory public services 	performance measurement tools to gauge performance of County Executive and its committees	2014
	Output 3: Increased accessibility of services	Indicators: <ul style="list-style-type: none"> Number of citizens accessing public services Legislation on decentralized service centres 	<ul style="list-style-type: none"> Automation of service delivery processes Recording the number of citizens with access to public services 	December 2014
Outcome 4: Transparent and accountable leadership	Output 1: Reduced incidences of corruption and abuse of office	Indicators: Number of successfully prosecuted corruption cases reported Incidences of public complaints	<ul style="list-style-type: none"> Quarterly forums for MCAs and communities to receive updates on legislation that has been passed with regards to issues affecting the electorate and receiving input from them Scrutiny of county budget Objective vetting and approval of nominees to county public offices Enactment of relevant laws 	Continuous
	Output 2: Increased accountability in county government dealings	Indicators: Public satisfaction indices Nature of cases coming before Assembly committees	<ul style="list-style-type: none"> Institutionalization of open government 	Continuous

Risks and Assumptions:

- That there funds will be available
- That there will be wrangles between the County Assembly and the County Government
- That there will be political interference
- Political collusions between County Assembly and County Executive
- Low level of technical capacity amongst MCAs
- Conflict of interest among MCAs in exercising oversight role

iv. INSTITUTIONAL DEVELOPMENT

The strategic focus on the Assembly as an institution is informed by the need to build a functional 21st Century legislative institution with all the requisite institutional infrastructure and internationally comparable institutional systems. Focus on the institution over the 4 year period of this strategic plan will also involve strengthening of governance and leadership systems, human resource, performance management systems, and networking and collaboration with other actors on the basis of shared interests and concerns.

The institution is the focal point upon which all the business of the Assembly relies. Investments and efforts in institutional development are focused on developing and sustaining a well resourced institution that will be able to deliver on its mandate and commitments, and claim its place in the national development agenda.

The Assembly will invest significantly in the development of its members' capacity in order to ensure that its decision making and accountability processes result in outputs and outcomes that enhance institutional sustainability. The Assembly will also closely liaise with partners for provision of capacity building and technical assistance. During the period of this strategic plan, there will be development of all organizational policies, including those governing human resources management, financial management, performance management, asset management and investments as well as ICT in order to ensure that they are well informed and robust enough to protect the organization from any exposure to risk. The Assembly shall also endeavour to develop fully functional and independent departments. The Assembly will strive to build its institutional capacity in the following key departments:

i. Finance and Administration

- Budgeting, Financial Management and Accounting systems
- Resource mobilization
- Assembly Support Services including official transport, security, legislative research, Hansard and transcription, risk management, recreational facilities, asset management and supply chain management.

ii. Governance and Human Resource Development

- Business Planning
- Human resources development and management
- Information management and communication
- Members and Staff Capacity development

- Performance monitoring, evaluation and reporting

iii. Representation, Legislation and Oversight

- Legislation
- Representation
- Oversight

Capacity will mean the ability of individuals and the Institution of the County Assembly of Nakuru to perform functions effectively, efficiently and sustainably. Capacity building for the Assembly will be an evidence-driven process of strengthening the abilities of individuals, systems and departments of the Assembly to perform core functions sustainably, and to continue to improve and develop over time. Focus under this strategic plan will be on a wide range of capabilities, knowledge, skills, practices and resources that the Assembly will need in order to be effective.

Investment in the Assembly's institutional capacity will aim at achieving results in how well the Assembly will be able to link its vision with action through appropriate strategies and projects that will be carried out by competent and well-managed people. Management of people by the County Assembly Service Board will rely on institutionalization of systems, and development of supportive structures and progressive practices. Our institutional capacity will also concern itself with how well the Assembly will be linked to other relevant stakeholders external to it through mobilization of resources and undertaking joint initiatives. The County Assembly of Nakuru will prioritize the development of its abilities to identify and cultivate the right mix of external relationships that can add value to its development and achievement of desired results.

As an institution, the County Assembly of Nakuru will focus on five key interdependent factors of institutional capacity that will contribute to the health and overall performance of the institution. These factors will include governance and leadership; mission, vision and strategy; institutional arrangements including internal control and enabling systems, procedures and processes; strategic partnerships and resource development including resourcing the Assembly, asset and risk management and accountability to stakeholders as well as project design and delivery including project choices and project management.

Under this programme, the Assembly will endeavour to strengthen the capacity of its members through the development of guidelines for scrutiny of the County Government budget, organizing study tours and attachments to Assemblies in other jurisdictions to adopt best practices; organizing capacity building workshops or seminars on relevant legislation and on their roles and responsibilities and those of the National Government as enshrined in the Constitution; establishing a Research Department and deploying researchers in relevant departments as well as providing enhanced library and ICT services to members and staff.

During the period of this plan, the Assembly will construct an Assembly Complex that will have Members’, the Speaker’s and administrative staff offices, committee rooms with modern Parliamentary facilities, a modern debating chamber with a Speaker’s gallery, a Press gallery and a Public gallery as well as a Media Centre. The Assembly Complex will also have special amenities that are sensitive to the needs of PWDs including Braille signage and wheel chair ramps.

The Assembly Complex will also host recreational and health facilities for use of Members and the staff, as well as a modern cafeteria for the use of members and their guests.

The Assembly is fully aware that the successful delivery of the members’ mandate depends on enhancement management of information and effective communication. The Assembly will therefore invest in the development and optimum use of modern Information and Communication Technologies that should help to modernize the management and operations of the Assembly and facilitate efficient internal and external communication. The Assembly will acquire ICT infrastructure and facilities and train Members and staff for optimum digitization of the Assembly’s business.

The following framework shows the expected outcomes, outputs and targeted activities of this focus area.

STRATEGIC GOAL: To develop a well resourced, efficient, effective and sustainable institution able to deliver on its mandate				
Outcome 1:	Output 1:	Indicators:	Strategic Activity	Timeframe
Improved working environment	Assembly complex with enabling facilities for all	Quality of building and enabling facilities Nature of building in relation to universal access	<ul style="list-style-type: none"> Construct an Assembly Complex with Members’, the Speaker’s and administrative staff offices, committee rooms with modern Parliamentary facilities, a modern debating chamber with a Speaker’s gallery, a Press gallery, a Public gallery and a Media Centre 	May 2013- June 2018

	<p>Output 2: Availability of welfare facilities/ services</p>	<p>Indicators: Variety and nature of welfare facilities Quality of welfare services</p>	<ul style="list-style-type: none"> • Construct recreational facilities • Construct health facilities • Construct a modern cafeteria • Purchase of official vehicles for transportation of Members, the speaker and staff • Provision of official security personnel for Members and the Speaker • Disability mainstreaming • Employ staff with sign language skills 	<p>May 2013-2018</p>
<p>Outcome 2: Strengthened capacity of MCA's in representation, legislation and oversight role</p>	<p>Output 1: MCA's carrying out their mandate efficiently and effectively</p>	<p>Indicators: No and nature of trainings events on representation, legislation and oversight Degree of competence demonstrated by MCAs</p>	<p>Strategic Activity</p> <ul style="list-style-type: none"> • Regular trainings and workshops on representation, legislation and oversight • Facilitation of access to professionals on representation, legislation and oversight 	<p>Continuous</p>
<p>Outcome 3: Improved, transparent and clear procurement procedures in place</p>	<p>Output 1: Procurement manual and asset management policy developed</p>	<p>Indicators: Quality of procurement policy and procedures Degree of adherence to procurement policy and</p>	<p>Strategic Activity</p> <ul style="list-style-type: none"> • Develop a Procurement Manual • Develop an asset management policy 	<p>June 2014</p>

		procedures		
Outcome 4: An improved Human Resource Management system	Output 1: Availability of Human Resource Manual and requisite	Indicators: Quality of HRM policies and procedures Degree of adherence to HRM policies and procedures	Strategic Activity <ul style="list-style-type: none"> Develop a Human Resources Management policies and procedures 	From June 2014 and continuous
Outcome 5: An effective and efficient budgeting, financial management and accounting systems in place	Output 1: Comprehensive financial management policy and procedures developed	Indicators: Quality of financial management policy and procedures Degree of adherence to financial management policy and procedures	Strategic Activity <ul style="list-style-type: none"> Recruit staff with financial management competencies Regular trainings and workshop on financial management 	Continuous
Outcome 6: Enhanced MCA and staff performance	Output 1: Enhanced performance standards	Indicators: Nature of staff and MCA performance reports Nature of feedback from the public	Strategic Activity Institutionalization of a comprehensive performance management framework	Starting June 2015
Outcome 7: Institutionalized and strengthened research capacity	Output 1: A Library with optimum facilities	Indicators: Nature of Library facilities Quality of Assembly's	Strategic Activity <ul style="list-style-type: none"> Construction of a library with an archive Maintenance of Assembly materials that are archival in 	June 2016

		library services Quality of library materials available Variety of record management and archival options available	nature • Collection of research papers, films, videos and other non paper materials	
	Output 2: Establishment of a research institute	Indicators: Quality of research products from the institute	Strategic Activity • Equipping of a research institute	
	Output 3: Increased number of qualified research assistants	Indicators: Quality of research assistants working for the Assembly	Strategic Activity • Recruitment of research assistants • Mainstream outputs of research as a basis of decision-making	June 2015
Outcome 8: Enhanced management of information and effective communication	Output 1: Institutionalized ICT services	Indicators: Percentage of reliance on ICT by Assembly Quality of ICT professionals working for Assembly	Strategic Activity • Recruit and train ICT professionals including on how to operate ICT equipment used by PWDs ⁷ • Develop ICT policy	February 2014-December 2014

⁷ These include audible selection and audible touch tone laptops, computers, printers and other Braille equipment.

		Quality of Assembly's ICT policy		
	Output 2: Capacity of MCA's and staff on ICT improved	Indicators: No. of induction sessions held Nature of ICT training for MCAs Degree to which Assembly business effectively relies on ICTs	Strategic Activity <ul style="list-style-type: none"> Organize induction sessions ICT training programme for MCA's and staff 	October 2014
	Output 3: An upgraded and developed ICT infrastructure	Indicators: Nature of ICT facilities in use at the Assembly	Strategic Activity <ul style="list-style-type: none"> Purchase of more computers, printers and ICT infrastructure 	June 2015
	Output 4: Automated processes	Indicators: Quality and condition of Assembly's website Nature of Assembly's record keeping No. and frequency of Assembly's newsletters	Strategic Activity <ul style="list-style-type: none"> Improve the County Assembly website Enhance email and internet services Computerize management of Assembly papers Publish newsletters Digitalize assembly papers and records 	June 2014

		published No. of digitalized assembly papers and records		
<p>Outcome 9: Enhanced success in resource mobilization for the Assembly's projects and activities</p>	<p>Output 1: A resource mobilization strategy developed</p>	<p>Indicators: Reliability of resource mobilization strategy</p>	<p>Strategic Activity:</p> <ul style="list-style-type: none"> Institutionalization of resource mobilization strategy 	<p>January 2015</p>
<p>Outcome 10: Strategic and strengthened collaborations and partnerships</p>	<p>Output 1: Increased commitment of partners Increased number of partners</p>	<p>Indicators: Level of commitment of partners No. of partners</p>	<p>Strategic Activity</p> <ul style="list-style-type: none"> Establishment of a public liaison office to manage partnerships with stakeholders 	

STAKEHOLDERS ANALYSIS

The County Assembly of Nakuru recognizes the fact that the success or failure of its four-year strategic agenda is dependent on how relations between its various stakeholders are managed. These are institutions and individuals that are affected by or affect the Assembly’s actions and/or inactions. During the period of this strategic plan, the Assembly will endeavour to harness the capacities, resources and goodwill of its core stakeholders and direct these towards better planning, execution and monitoring of its four-year strategic agenda. The members of the Assembly will forge strong partnerships that are intended to aid in the achievement of strategic goals and objectives. To this end, the Assembly will leverage on inter-county or inter-assembly partnerships so as to borrow from best practices and to learn from the experiences of other county governments.

The following is how the County Assembly of Nakuru sees its stakeholders:

Stakeholder	Level of Influence (High, Medium, Low)	Engagement Strategy	Stakeholder Expectation
Members of the County Assembly	High	Strengthen involvement and capacity to make decisions	<ul style="list-style-type: none"> • Efficient services, technical as well as administrative support. • Offices and conducive working environment. • Capacity building. • Security. • Welfare including transport, lunches, amenities such as gyms • Fully functional and independent departments
County Assembly Staff	High	Keep them engaged and motivated	<ul style="list-style-type: none"> • Adequate remuneration. • Staff welfare including transport and lunches. • Training and development. • Office space • Career path development, retention and exit plan.
Nakuru County Executive	High	Collaborate/ make decisions	<ul style="list-style-type: none"> • Assembly plays its role of enacting the laws for the implementation of the new Constitution effectively.

			<ul style="list-style-type: none"> • Appropriate utilization of funds.
National Assembly	High	Keep them informed	<ul style="list-style-type: none"> • Effective communication on all issues. • Consultations on enactment of legislation.
Development Partners	High	Develop/ strengthen strategic partnership	<ul style="list-style-type: none"> • Enacting laws for the implementation of the new Constitution. • Good governance. • Growth in democracy. • Appropriate utilization of resources.
Media	High	Collaborate/ Strategic partnership	<ul style="list-style-type: none"> • Free access to information. • Facilitation in the Assembly. • Avail timely information on the Assembly.
Judiciary	High	Collaborate	<ul style="list-style-type: none"> • Sharing of information regularly
Professional Bodies	Medium	Collaborate	<ul style="list-style-type: none"> • Maintenance of a working partnership
Political Parties and Associations	High	Collaborate	<ul style="list-style-type: none"> • Maintenance of party discipline in the Assembly
Private Sector	Low	Strategic partnership	<ul style="list-style-type: none"> • Enactment of laws and policies that enable them to carry out their businesses with ease.
The Public	High	Involvement/ offer services that respond to their needs	<ul style="list-style-type: none"> • Assembly plays its role of enacting the laws for the implementation of the new Constitution effectively. • Carry out role of oversight on the County Executive effectively. • Effective representation. • Good governance. • Improved legislation. • Appropriate utilization of resources. • High quality service provision through oversight.
Civil Society	High	Collaborate/ Network	<ul style="list-style-type: none"> • Inclusiveness in the legislation process.

Other state agencies	High	Collaborate	<ul style="list-style-type: none">• Debate and scrutiny of laws and policies.• Better and effective communication on all issues.
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IMPLEMENTATION OF THE STRATEGIC PLAN

The successful implementation of this Strategic Plan will require leadership and commitment from the Assembly members as well as staff. The Assembly will also encourage the involvement of all stakeholders in order to mobilize both the financial and human resources required in order to achieve the set goals and objectives. Great emphasis will be placed on prudent use of available resources to enable the Assembly to efficiently and effectively deliver on its core mandate.

The Assembly will also endeavour to bridge any capacity building gaps and pursue appropriate financial and human resources mobilization initiatives to support effective implementation of the planned activities.

i. Human Capital Management

The Assembly will work towards strengthening its human capital in a bid to build productive and motivated staff. Currently, the Assembly has a staff size of approximately 120 in-post against 150 authorized establishment - an indication that it has 85% of the human resource capacity required to deliver on its mandate. In line with the need to mainstream disability concerns, the Assembly will make deliberate efforts to recruit people who are knowledgeable in sign language in addition to their primary professional competencies.

SUMMARY OF HUMAN RESOURCE PORTFOLIO

SUMMARY OF ASSEMBLY MEMBERSHIP

POSITION/ TITLE	AUTHORIZED ESTABLISHMENT	FILLED POSTS	VARIANCE/ VACANCIES
Honourable Speaker	1	1	0
Deputy Speaker	1	1	0
Speaker's Panel	3	3	0
Members of the County Assembly	74	74	0
Leader of Majority	1	1	0

Leader of Minority	1	1	0
Assembly Committees	20	20	0

SUMMARY OF STAFF ESTABLISHMENT

Position/ Title	Authorized Establishment	Filled Posts	Variance/ Vacancies
Clerk	1	1	0
Senior Deputy Clerk	1	0	1
Director Legislative and Committee Services	1	0	1
Senior Clerk Assistant I	1	1	0
Senior Clerk Assistant II	15	11	4
Finance Department	7	4	3
ICT Department	6	4	2
Research Department	2	1	1
Hansard and Transcribing	7	5	2

STRUCTURAL AND STAFFING ISSUES

At the time of developing this Strategic Plan, the County Assembly Service Board had so far recruited senior management staff in the following departments:

- Clerk’s Department- 1 Senior Clerk and 10 Clerk Assistants
- 1 Senior Human Resources Development Officer
- 1 Principal ICT Officer
- 1 Senior Procurement Officer
- 1 Senior Budget and Economics Officer
- 1 Principal Finance Officer
- 1 Senior Accountant
- 1 Senior Hansard Editor

ii. Resources

The implementation of this Strategic Plan will require approximately KES. 4.5 Billion over the 5 year period, a bigger percentage of which will come from the County Government Budget. Be that as it may, the County Assembly of Nakuru will actively engage in strategic resource mobilization to ensure successful implementation of this Strategic Plan.

The resource options for the Assembly are:

1. Strategic partnerships with local and international actors.
2. The Nakuru County Assembly Fund which includes such funds as may be appropriated out of the Revenue Fund; any grants, gifts, donations or bequests; monies from investments, fees or levies administered by the County Assembly Service Board.

Monitoring and Evaluation Arrangements

Good governance requires tamper-proof systems for monitoring and evaluating the performance of government institutions as well as officials. The M&E system of the County Assembly of Nakuru will seek to provide the organization with tools and procedures for tracking activities, assessing the extent to which results at different levels are being achieved and analyzing impacts. The process will also contribute towards assessing the institution's efficiency and effectiveness. The process will not only focus on technical aspects but also financial performance in an integrated manner.

Underlying the system will be the principles of participation and institutional learning. These systems will provide for and allow citizen participation in the monitoring and evaluation processes. Independent actors such as the media, civil society organizations and faith based organizations will also be encouraged to participate and make suggestions for improving the performance of the Assembly. The members of the Assembly recognize the importance of periodic reporting and will seek to meet a variety of stakeholders to give reports on progress made and also to receive feedback. The Assembly will formulate a policy through which all members evaluate themselves against their performance and take corrective action where necessary.

The M&E system of the County Assembly of Nakuru will constitute the following components:

Data collection and analysis tools

The Monitoring and Evaluation Plan (MEP) will be the principal tool for the Monitoring and Evaluation process, whereas the County Assembly budget will form the basis of financial Monitoring and Evaluation. The MEP will guide the entire process, by stipulating the nature of data to be collected, the frequency and means of collection, as well as persons responsible for the exercise. Activity plans (monthly, quarterly and annual) will constitute the key tools for tracking the implementation process. The means of collection will dictate the kind of tools to be developed for the actual collection exercise for instance observation checklists, questionnaires, FGD checklists and key informant questionnaires.

Baselines

Prior to project implementation, the Assembly will ensure that it collects the relevant baseline information for purposes of setting benchmarks and measuring indicators. Baselines information will be obtained through surveys and review of secondary information.

Reporting system

The Assembly will adhere to the Constitutional provisions on accountability reporting on its core business. In addition to this, it will annually generate and publicize performance reports for the public's review, based on its performance management framework.

Evaluations

The Assembly will organize processes aimed at assessing the extent to which its strategic objectives were achieved and the impacts arising thereof. On a quarterly basis, the Clerk of the Assembly will organize evaluation sessions to assess the implementation of quarterly activities and assess the achievement of outputs. Annual evaluation sessions will be used to assess the achievement of objectives and impacts.

Learning platform

The Monitoring and Evaluation process is aimed at contributing to institutional learning. For this reason, Monitoring and Evaluation findings will be used to inform decision making and will be widely shared with the public. An interactive site will be hosted on the County Assembly's website to provide for space where key lessons can be subjected to public debate.

Institutional framework

The Clerk of the Assembly will be primarily responsible for the operations of the Monitoring and Evaluation system. Findings of the M&E activities will be subjected to discussions by the County Assembly Service Board, political leadership in the Assembly and by Members of Assembly Committees at monthly meetings. Issues that merit the intervention of the Assembly will be highlighted and acted upon. Annual reports will be presented to the Assembly by the Board for adoption, where issues requiring fundamental change in policy or institutional framework of the institution will be acted upon. Alongside these internal processes, the Assembly will submit reports to its external partners and engage with them over issues that may merit policy or strategic interventions.

APPENDIX 1

SENIOR STAFF OF THE COUNTY ASSEMBLY

NAME	POSITION	QUALIFICATIONS	DEPARMENT
Joseph Malinda	Clerk of the Assembly	MBA (KU), LLB (UON), DIP LAW (KSL) & CPS (K)	Clerks
Jane Njoki Waweru	Principal Finance Officer	BCOM (UON) CPA (K)	Finance
Jane Wakanyi Karanja	Senior Human Resource & Training Officer I	BBA (KEMU), DIP HR (KIM) Certificate in Social Work (KNEC) & CPS I	Human Resource
Emmanuel Njuguna	Senior Budget & Economic Management Officer I	MBA (Finance)-JKUAT, BCOM (Finance)-KCA University, CPA (K), CSIA(K)	Budget
Annmarrie Wambui Kuria	Senior Procurement Officer	BBM (Moi), DIP Business Management (KIM)	Procurement
Stephen Gatimu Maina	Senior Clerk Assistant I	MPA (Moi) & BA (UON)	Clerks

Joseph King'ori Chege	Senior Hansard Editor	BA (Anthropology) - UON, DIP. Mass Communication – KIMC	Hansard
John Kipchirchir Kwambai	Senior Accountant	B.COM (Finance-CUEA) ,CPA (K)	Finance
Stephen Muriithi Wairimu	Legal Counsel I	LLB (Moi), Dip Law (KSL)	Legal
Mwangi Muturi	Principal ICT Officer	MCI (Dallas University), MA (Bombay University), BA (Penjab University)	ICT

APPENDIX 2

MEMBERS OF COUNTY ASSEMBLY

SUSAN KIHKA SPEAKER

NO.	FULL NAMES	WARD NAME
1.	Agnes Jerotich Salimu	Mariashoni
2.	Beatrice Nyawira Wambugu	Nominated
3.	Benjamin Irungu Gitonga	Mau Narok
4.	Catherine Njeri Waweru	Nominated
5.	Damaris Wangari Mbuthia	Nominated
6.	Daniel Ambale Odindo	Kaptembwo
7.	Daniel Kamau Githengi	Shaabab
8.	David Kipkoech Malel	Tinet
9.	Edward Gitau Kamau	Visoi
10.	Emma Wambui Mbugua	Nominated
11.	Esther Njeri Mengere	Nominated
12.	Eunice Wambui Muriithi	Viwandani
13.	Ezekiah Kung'u Kariuki	Njoro
14.	Florence Wambui Njoroge	Elburgon
15.	Francis Njoroge Njogu	London
16.	George Mwaura Njenga	Mosop
17.	Gillian Jepkemoi Rotich	Nominated
18.	Hassan Ibrahim Hawa	Nominated
19.	Hillary Kibet Korir	Amalo
20.	Irene Chebichi Cheruiyot	Nominated
21.	Irine Njeri Paul	Nominated
22.	James Humphrey Mwaniki	Nakuru East

23.	James Kipkoros Tuei	Kiptagich
24.	Jane Simita Munka	Mburuk/ Eburu
25.	Jane Wangui Ngugi	Gilgil
26.	Janet Wamaitha Mucheru	Nominated
27.	Joel Karuri Maina	Biashara
28.	John Gathirwa Chege	Malewa West
29.	John Machaira Gachiri	Rhoda
30.	John Njuguna Gicamu	Nyota
31.	Jonathan Kuria Warothe	Hells gate
32.	Joseph Korir Langat	Kapkures
33.	Joseph Miangari	Nominated
34.	Joseph Mwangi Waithaka	Kabazi
35.	Joseph Ngugi Muigai	Molo
36.	Joseph Ngware Ng'ang'a	Kamara
37.	Joshua Wilson Muriithi	Nominated
38.	Kipnge'no Leonard Korir	Mauche
39.	Kiprop Symon Molock	Soin
40.	Leah Jepkoech Serem	Keringet
41.	Lucy Nyambura Kihumba	Menengai West
42.	Margaret Wanjiku Kiiru	Nominated
43.	Michael Wang'ombe Ngeshu	Turi
44.	Michael Macharia	Menengai
45.	Monicah Wangari Gitau	Murindati
46.	Moses Gichangi Njiiri	Flamingo
47.	Moses Ndung'u Kamau	Elementaita
48.	Munjinga Kariuki	Maiella
49.	Newton Kabuu Wauthi	Lare
50.	Paul Kibet Chebor	Solai
51.	Paul Thuo Mwangi	Kabatini
52.	Penina Chepkemei Sortum	Nominated

53.	Peter Mureu Macharia	Sirikwa
54.	Peter Nderitu Mwangi	Bahati
55.	Peter Njenga Kang'ethe	Waseges
56.	Peter Njoroge Muchiri	Subukia
57.	Peter Wanjala Manyonge Palanga	Olkaria
58.	Rosemary Okemwa Kamau	Nominated
59.	Ruth Jeptarus Sang	Nominated
60.	Samuel Kamau	Kiamaina
61.	Samuel Kipkemoi Tonui	Nessuit
62.	Samuel Kiprono Ng'eno	Kiptororo
63.	Samuel Mwangi Kamau	Lanet/ Umoja
64.	Samuel Tirop	Baruti
65.	Samuel Waithuki Njane	Naivasha East
66.	Simon Wanyoike Ngigi	Lake view
67.	Stephen Karanja Kiarie	Kihingo
68.	Stephen Kuria Muiruri	Biashara
69.	Stephen Ng'ethe Chege	MaaMahiu
70.	Stephen Wanyaga Kihara	Dundori
71.	Trebina Gaki	Nominated
72.	Virginia Wamaitha Gicanga	Nominated
73.	Vitalis Otieno Okelo	Kivumbuni
74.	Bahazaro Khadija Shabani	Nominated

APPENDIX 3

THE COUNTY ASSEMBLY OF NAKURU HOUSE COMMITTEES

HOUSE BUSINESS COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
75.	Susan Kihika	Chairperson	Assembly	
76.	George Mwaura Njenga	Leader of majority	Mosop	Rongai
77.	Daniel Ambale Odindo	Leader of minority	Kaptembwo	Nakuru Town West
78.	James Kipkoros Tuei	Chief Whip	Kiptagich	Kuresoi South
79.	Samuel Kipkemoi Tonui	Deputy Speaker	Nessuit	Njoro
80.	Edward Gitau Kamau	“	Visoi	Rongai
81.	Eunice Wambui Muriithi	“	Viwandani	Naivasha
82.	Ezekiel Kung’u Kariuki	“	Njoro	Molo
83.	Florence Wambui Njoroge	“	Elburgon	Molo
84.	John Macharia Gachiri	“	Rhoda	Nakuru Town West
85.	John Njuguna Gichamu	“	Nyota	Kuresoi North
86.	Jonathan Kuira Warothe	“	Hells Gate	Naivasha
87.	Joseph Mwangi Waitthaka	“	Kabazi	Subukia
88.	Lucy Nyambura Kihumba	“	Menengai West	Rongai
89.	Beatrice Nyawira Wambugu	“	Nominated	Molo

90.	Moses Ndung'u Kamau	"	Elementaita	Gilgil
91.	Stephen Karanja Kiarie	"	Kihingo	Njoro
92.	Irene Njeri Paul	"	Nominated	Rongai
93.	Samuel Waithuki Njane	"	Naivasha East	Naivasha
94.	Simon Wanyoike Ngigi	"	Lake View	Naivasha
95.	Francis Njoroge Njogu	"	London	Nakuru Town West
96.	Vitalis Otieno Okelo	"	Kivumbuni	Nakuru Town East
97.	Jane Simita	"	Eburru/ Mbaruk	Gilgil

POWERS AND PRIVILEGES COMMITTEE

NO.	FULL NAMES	TITLE	WARD	CONSTITUENCY
1.	Susan Kihika – (Speaker)	Chairperson	Assembly	Assembly
2.	Edward Gitau Kamau	"	Visoi	Rongai
3.	Ezekiah Kung'u Kariuki	"	Njoro	Njoro
4.	James Kipkoros Tuei	"	Kiptagich	Kuresoi North
5.	Daniel Ambale Odindo	"	Kaptembwo	Nakuru Town West
6.	Rosemary Okemwa Kamau	"	Nominated	Nakuru Town East
7.	Joseph Korir Langat	"	Kapkures	Nakuru Town West
8.	George Njenga Mwaura	"	Mosop	Rongai
9.	Samuel Kipkemoi Tonui	"	Nessuit	Njoro
10.	Michael Macharia	"	Menengai	Nakuru Town East

11.	Virginia Wamaitha Gicanga	"	Nominated	Naivasha
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PROCEDURES, RULES AND DELEGATED LEGISLATION

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Hon. Susan Kihika	Chairperson	Assembly	Assembly
2.	Samuel Kipkemoi Tonui	Deputy Speaker	Nessuit	Nessuit
3.	George Mwaura Njenga	Member	Mosop	Rongai
4.	Daniel Ambale Odindo	"	Kaptembwo	Nakuru Town West
5.	Jane Wangui Ngugi	"	Gilgil	Gilgil
6.	Florence Wambui Njoroge	"	Elburgon	Molo
7.	David Kipkoech Malel	"	Tinet	Kuresoi South
8.	Joseph Korir Langat	"	Kapkures	Nakuru Town West
9.	Simon Wanyoike	"	Lake View	Naivasha
10.	Peter Njoroge Muchiri	"	Subukia	Subukia
11.	Samuel Waithuki Njane	"	Naivasha East	Naivasha
12.	Michael Wang'ombe Ngeshu	"	Turi	Molo

13.	Joseph Mwangi Waithaka	''	Kabazi	Subukia
14.	Peter Wanjala Palanga	''	Okaria	Naivasha
15.	Stephen Wanyaga Kihara	''	Dundori	Bahati
16.	Edward Gitau Kamau	''	Visoi	Rongai
17.	Jonathan Kuria Warothe	''	Hell Gate	Naivahsa

LIAISON COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Hon. Susan Kihika	Chair	Assembly	Assembly
2.	George Mwaura Njenga	Vice-Chair	Mosop	Rongai
3.	Daniel Ambale Odindo	Member	Kaptembwo	Nakuru Town West
4.	Joseph Mwangi Waithaka	''	Kabazi	Subukia
5.	Jane Wangui Ngugi	''	Gilgil	Gilgil
6.	Moses Ndung'u Kamau	''	Elementaita	Gilgil
7.	Florence Wambui Njoroge	''	Elburgon	Molo
8.	David Kipkoech Malel	''	Tinet	Kuresoi South
9.	Joseph Korir Langat	''	Kapkures	Nakuru Town West
10.	Simon Wanyoike	''	Lake View	Naivasha

11.	Peter Njoroge Muchiri	''	Subukia	Subukia
12.	Samuel Waithuki Njane	''	Naivasha East	Naivasha
13.	Michael Wang'ombe Ngeshu	''	Turi	Molo
14.	Stephen Wanyanga Kihara	''	Dundori	Bahati
15.	Peter Manyonge Palanga	''	Olkaria	Naivasha
16.	Samuel Kipkemoi Tonui	''	Nessuit	Njoro
17.	Jonathan Kuria Warothe	''	Hells Gate	Naivasha

PUBLIC INVESTMENT AND ACCOUNTS COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Peter Wanjala Manyonge Palanga	Chairman	Olkaria	Naivasha
2.	Monicah Wangari Gitau	Vice – Chair	Murindati	Gilgil
3.	Vitalis Otieno Okelo	Member	Kivumbuni	Nakuru Town East
4.	Agnes Jerotich Salimu	''	Mariashoni	Molo
5.	Trebina Gaki	''	Nominated	Naivasha

IMPLEMENTATION COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Simon Wanyoike	Chairman	Lake view	Naivasha
2.	Jane Simita Munka	Vice -Chairperson	Mburuk/Eburu	Gilgil
3.	Benjamin Irungu Gitonga	“	Mau Narok	Njoro
4.	Eunice Wambui Muriithi	“	Viwandani	Naivasha
5.	Hillary Kibet Korir	“	Amalo	Kuresoi South
6.	Joseph Ngugi Muigai	“	Molo	Molo
7.	Newton Kabuu Wauthi	“	Lare	Njoro
8.	Paul Kibet Chebor	“	Solai	Rongai
9.	Samuel Kiprono Ngeno	“	Kiptororo	Kuresoi North
10.	Damaris Wangari Mbuthia	“	Nominated	Nakuru East
11.	Bahazaro Khadija Shabani	“	Nominated	Nakuru East
12.	Peter Njoroge Muchiri	“	Subukia	Subukia
13.	Daniel Kamau Githengi	“	Shaaab	Nakuru Town West
14.	Catherine Njeri Waweru	“	Nominated	Nakuru East
15.	Penina C. Sortum	“	Nominated	Njoro

16.	Jane Wangui Ngugi	“	Gilgil	Gilgil
17.	Samuel Mwangi Kamau	“	Lanet/Umoja	Bahati

BUDGET APPROPRIATIONS AND FINANCE COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Moses Ndung’u Kamau	Chairman	Elementaita	Gilgil
2.	Lucy Nyambura Kihumba	Vice - Chairperson	Menengai West	Rongai
3.	George Mwaura Njenga	Member	Mosop	Rongai
4.	Peter Njenga Kang’ethe	“	Waseges	Subukia
5.	Leah Jepkoech Serem	“	Keringet	Kuresoi South
6.	Jonathan Kuria Warothe	“	Hells gate	Naivasha
7.	Jane Simita Munka	“	Mburuk/Eburu	Gilgil
8.	Eunice Wambui Muriithi	“	Viwandani	Naivasha
9.	Irene Njeri Paul	“	Nominated	Rongai
10.	Beatrice Nyawira Wambugu	“	Nominated	Molo
11.	Peter Nderitu Mwangi	“	Bahati	Bahati
12.	Rosemary Okemwa	“	Nominated	Nakuru East

LANDS, HOUSING AND PHYSICAL PLANNING COMMITTEE

NO.	FULL NAMES	TITLE	WARD	CONSTITUENCY
1.	Jonathan Kuria Warothe	Chairperson	Hells gate	Naivasha
2.	Agnes Jerotich Salimu	Vice-Chairperson	Mariashoni	Molo
3.	John Gathirwa Chege	Member	Malewa West	Gilgil
4.	Florence Wambui Njoroge	"	Elburgon	Molo
5.	Gillian Jepkemoi Rotich	"	Nominated	Rongai
6.	Michael Macharia	"	Menengai	Nakuru Town East
7.	Hillary Kibet Korir	"	Amalo	Kuresoi South
8.	Joel Karuri Maina	"	Biashara	Naivasha
9.	George Mwaura Njenga	"	Mosop	Rongai
10.	Beatrice Nyawira Wambugu	"	Nominated	Molo
11.	Eunice Wambui Muriithi	"	Viwandani	Naivasha
12.	Vitalis Otieno Okelo	"	Kivumbuni	Nakuru Town East
13.	David Kipkoech Malel	"	Tinet	KuresoiSoth
14.	Samuel Kamau	"	Kimaina	Bahati
15.	Samuel Ng'eno	"	Kiptororo	Kuresoi North

16.	Ruth Jeptarus	“	Nominated	Nakuru West
17.	Peter Mureu Macharia	“	Sirikwa	Kuresoi North

AGRICULTURE COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Joseph Mwangi Waithaka	Chairman	Kabazi	Subukia
2.	Peter Mureu Macharia	Vice-Chair	Sirikwa	Kuresoi North
3.	Stephen Karanja Kiarie	“	Kihingo	Njoro
4.	Hillary Kibet Korir	“	Amalo	Kuresoi South
5.	Moses Gichangi Njiri	“	Flamingo	Nakuru Town East
6.	Benjamin Irungu Gitonga	“	Mau Narok	Njoro
7.	John Njuguna Gicamu	“	Nyota	Kuresoi North
8.	Stephen Ngethe Chege	“	MaaiMahiu	Naivasha
9.	Paul Thuo Mwangi	“	Kabatini	Bahati
10.	Janet Wamaitha Mucheru	“	Nominated	Subukia
11.	Joel Karuri Maina	“	Biashara	Naivasha
12.	John Gathiriwa Chege	“	Malewa West	Naivasha
13.	Munjinga Kariuki	“	Maiella	Naivasha
14.	Damaris Wangari Mbuthia	“	Nominated	Nakuru East
15.	Shabani Bahazaro Khadija	“	Nominated	Nakuru East
16.	Stephen Kuria Muiruri	“	Biashara	Nakuru Town East

17.	Margaret Wanjiku Kiiru	''	Nominated	Nakuru East`
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HEALTH SERVICES COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Joseph Korir Langat	Chairperson	Kapkures	Nakuru Town West
2.	Samuel Kamau Mwangi	Vice – Chair	Lanet/Moja	Bahati
3.	Newton Kabuu Wauthi	Member	Lare	Njoro
4.	Francis Njoroge Njogu	''	London	Nakuru Town West
5.	Joshua Wilson Muriithi	''	Nominated	Nakuru West
6.	Beatrice Nyawira Wambugu	''	Nominated	Molo
7.	Gillian Jepkemoi Rotich	''	Nominated	Rongai
8.	Lucy Nyambura Kihumba	''	Menengai West	Rongai
9.	Esther Njeri Mangere	''	Nominated	Naivasha
10.	Edward Gitau Kamau	''	Visoi	Rongai
11.	Irene Chebichi Cheruiyot	''	Nominated	Rongai
12.	Catherine Njeri Waweru	''	Nominated	Nakuru East
13.	Margaret Wanjiku Kiiru	''	Nominated	Nakuru East
14.	James Humphrey Mwaniki	''	Nakuru East	Nakuru Town East
15.	Joseph Ngware Nganga	''	Kamara	Kuresoi South
16.	Bahazaro Khadija Shabani	''	Nominated	Nakuru East

17.	Penina C. Sortum	''	Nominated	Njoro
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TRADE, TOURISM, CO-OPERATIVE AND PLANNING COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Michael Wang'ombe Ngeshu	Chairman	Turi	Molo
2.	Moses Gichangi Njiiri	Vice -Chairman	Flamingo	Nakuru Town East
3.	Michael Macharia	Member	Menengai	Nakuru Town East
4.	Joel Karuri Maina	''	Biashara	Naivasha
5.	Moses Ndung'u Kamau	''	Elementaita	Gilgil
6.	Jane Wangui Ngugi	''	Gilgil	Gilgil
7.	Kiprop Symon Molock	''	Soin	Rongai
8.	Rosemary Okemwa Kamau	''	Nominated	Nakuru East
9.	Francis Njoroge Njogu	''	London	Nakuru Town West
10.	Peter Njoroge Muchiri	''	Subukia	Subukia
11.	Irene Njeri Paul	''	Nominated	Rongai
12.	Paul Thuo Mwangi	''	Kabatini	Bahati
13.	Samuel Waithuki Njane	''	Naivasha East	Naivasha
14.	Virginia Wamaita Gicanga	''	Nominated	Naivasha
15.	Penina Sortum	''	Nominated	Njoro
16.	Paul Kibet Chebor	''	Solai	Rongai
17.	John Macharia Gachiri	''	Rhoda	Nakuru Town West

JUSTICE AND LEGAL AFFAIRS COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Samuel Waithuki Njane	Chairman	Naivasha East	Naivasha
2.	John Njuguna Gicamu	Vice - Chairman	Kamara	Kuresoi North
3.	Stephen Kuria Muiruri	Member	Biashara	Nakuru Town East
4.	Paul Kibet Chebor	"	Solai	Rongai
5.	Mujinga Kariuki	"	Maiella	Naivasha
6.	Joseph Ngugi Muigai	"	Turi	Molo
7.	John Machaira Gachiri	"	Rhoda	Nakuru Town West
8.	Ezekiel Kung'u Kariuki	"	Njoro	Njoro
9.	Francis Njoroge Njogu	"	London	Nakuru Town West
10.	Janathan Kuria Warothe	"	Hells gate	Naivasha
11.	Michael Macharia	"	Menengai	Nakuru Town East
12.	Hawa Ibrahim Hassan	"	Nominated	Nakuru West
13.	Virginia Wamaitha Gicanga	"	Nominated	Naivasha
14.	Esther Njeri Mengere	"	Nomimated	Naivasha
15.	Samuel Tirop	"	Baruti	Nakuru Town West
16.	Joseph Ngware Ng'ang'a	"	Kamara	Kuresoi North
17.	Michael Wang'ombe Ngeshu	"	Turi	Molo

LABOUR, GENDER, YOUTH AND SOCIAL WELFARE COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Peter Njoroge Muchiri	Chairman	Subukia	Subukia
2.	Kipnge'no Leonard Korir	Vice - Chairman	Mauche	Njoro
3.	Kiprop Symon Molock	Member	Soin	Rongai
4.	Samuel Kamau	"	Kiamaina	Bahati
5.	Joel Karuri Maina	"	Biashara	Naivasha
6.	Simon Wanyoike Ngigi	"	Lake view	Naivasha
7.	Daniel Kamau Githengi	"	Shaabab	Nakuru Town West
8.	Stephen Karanja Kiarie	"	Kihingo	Njoro
9.	Leah Jepkoech Serem	"	Keringet	Kuresoi South
10.	Virginia Wamaitha Gicanga	"	Nominated	Naivasha
11.	Joshua Wilson Muriithi	"	Nominated	Nakuru West
12.	Peter Wanjala Palanga	"	Olkaria	Naivasha
13.	Joseph Miangari	"	Nominated	Rongai
14.	Catherine Njeri Waweru	"	Nominated	Nakuru East
15.	James Humprey Mwaniki	"	Nakuru East	Nakuru Town East
16.	Penina Chepkemoi Sortum	"	Nominated	Njoro
17.	Stephen Kuria Muiruri	"	Biashara	Nakuru Town East

ROAD, TRANSPORT AND PUBLIC WORKS COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Ezekiah Kung'u Kariuki	Chairman	Njoro	Njoro
2.	Stephen Ng'ethe Chege	Vice - Chair	Maai Mahiu	Naivasha
3.	Paul Thuo Mwangi	Member	Kabatini	Bahati
4.	Stephen Wanyaga Kihara	"	Dundori	Bahati
5.	Monicah Wangari Gitau	"	Murindati	Gilgil
6.	Joseph Ngugi Muigai	"	Molo	Molo
7.	Daniel Kamau Githengi	"	Shaabab	Nakuru Town West
8.	Leah Chepkoech Serem	"	Keringet	Kuresoi South
9.	Agnes Jorotich Salimu	"	Mariashoni	Molo
10.	Peter Mureu Macharia	"	Sirikwa	Kuresoi North
11.	Samuel Kipkemoi Tonui	"	Nessuit	Njoro
12.	Irene Chebichi Cheruiyot	"	Nominated	Rongai
13.	Newton Kabuu Wauthi	"	Lare	Njoro
14.	Joseph Mwangi Waithaka	"	Kabazi	Subukia
15.	Peter Nderitu Mwangi	"	Bahati	Bahati
16.	Ruth Jeptarus Sang	"	Nominated	Nakuru West
17.	Hawa Ibrahim	"	Nominated	

ICT AND E- GOVERNMENT COMMITTEE

NO.	FULL NAMES	TITLE	WARD	CONSTITUENCY
1.	Peter Njenga Kang'ethe	chairperson	Waseges	Subukia
2.	Gillian Jepkemoi Rotich	Vice-chair	Nominated	Rongai
3.	Benjamin Irungu Gitonga	Member	Mau Narok	Njoro
4.	Francis Njoroge Njogu	"	London	Nakuru Town West
5.	Samuel Mwangi Kamau	"	Lanet/Umoja	Bahati
6.	Michael Macharia	"	Menengai	Nakuru Town East
7.	Irene Njeri Paul	"	Nominated	Rongai
8.	Kipnge'no Leonard Korir	"	Mauche	Njoro
9.	Joel Karuri Maina	"	Biashara	Naivasha
10.	Joseph Ngware Nganga	"	Kamara	Kuresoi North
11.	Moses Gichangi Njiiri	"	Flamingo	Nakuru Town East
12.	Irene Chebichi Cheruiyot	"	Nominated	Rongai
13.	Emma Wambui Mbugua	"	Nominated	Bahati
14.	Janet Wamaitha Mucheru	"	Nominated	Subukia
15.	Leah Jepkoech Serem	"	Keringet	Kuresoi South
16.	Joseph Miangari	"	Nominated	Njoro
17.	Peter Macharia Mureu	"	Sirikwa	Kuresoi North

CULTURE, SPORTS AND COMMUNITY SERVICES COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Jane Wangui Ngugi	Chairperson	Gilgil	Gilgil
2.	Benjamin Irungu Gitonga	Vice-Chair	Mau Narok	Njoro
3.	Kipnge'no Leonard Korir	Member	Mauche	Njoro
4.	John Machaira Gachiri	"	Rhoda	Nakuru Town West
5.	Agnes Jerotich Salimu	"	Mariashoni	Molo
6.	Samuel Kamau	"	Kiamaina	Bahati
7.	John Gathirwa Chege	"	Malewa West	Gilgil
8.	Emma Wambui Mbugua	"	Nominated	Bahati
9.	Hawa Ibrahim Hassan	"	Nominated	Nakuru West
10.	Samuel Mwangi Kamau	"	Lanet/Umoja	Bahati
11.	David Malel	"	Tinet	Kuresoi South
12.	Samuel Tirop	"	Baruti	Nakuru Town West
13.	Joshua Wilson Muriithi	"	Nominated	Nakuru West
14.	Trebina Gakii	"	Nominated	Naivasha
15.	Irene Chebichi Cheruiyot	"	Nominated	Nakuru East
16.	Moses Gichangi Njiiri	"	Flamingo	Nakuru Town East

17.	Stephen Kuria Muiruri	''	Biashara	
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**EARLY CHILDHOOD EDUCATION AND VOCATIONAL TRAINING
COMMITTEE**

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Florence Wambui Njoroge	Chairperson	Elburgon	Molo
2.	Hillary Kibet Korir	Vice person	Amalo	Kuresoi
3.	John Njuguna Gicamu	Member	Nyota	Kuresoi North
4.	John Gathiriwa Chege	''	Malewa	Gigil
5.	Samuel Kiprono Ng'eno	''	Kiptororo	Kuresoi North
6.	Joseph Ngware Nganga	''	Kamara	Kuresoi North
7.	James KipkorosTuei	''	Kitangich	Kuresoi North
8.	Stephen Ng'ethe Chege	''	MaaiMahiu	Naivasha
9.	Monica Wangari Gitau	''	Murindati	Gilgil
10.	Janet Wamaitha Muhceru	''	Nominated	Subukia
11.	Stephen Wanyanga Kihara	''	Dundori	Bahati
12.	Munjiga Kariuki	''	Maiella	Naivasha
13.	Joseph Ngugi Muigai	''	Molo	Molo
14.	Irene Chebichi Cheruiyot	''	Nominated	Rongai
15.	Damaris Wangari Mbutia	''	Nominated	Nakuru East
16.	Stephen Kuria Muiruri	''	Biashara	Nakuru Town East
17.	Emma Wambui Mbugua	''	Nominated	Bahati

MEMBERS WELFARE AND CATERING COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	Paul Thuo Mwangi	Chairperson	Kabatini	Bahati
2.	Hawa Ibrahim Hassan	Vice-Chair	Nominated	Nakuru West
3.	Janet Wamaita Mucheru	Member	Nominated	Subukia
4.	Newton Kabuu Wauthi	"	Lare	Njoro
5.	Emma Wambui Mbugua	"	Nominated	Bahati
6.	Joseph Miangari	"	Nominated	Njoro
7.	Samuel Kamau	"	Kiamaina	Bahati
8.	Kiprop Symon Molock	"	Soin	Rongai
9.	James Humphrey Mwaniki	"	Nakuru East	Nakuru Town East
10.	Damaris Wangari Mbutia	"	Nominated	Nakuru East
11.	Catherine Njeri Waweru	"	Nominated	Nakuru
12.	Leonard Kipngeno Korir	"	Mauche	Njoro
13.	Bahazaro Khadija Shabani	"	Nominated	Nakuru East
14.	Stephen Ng'ethe Chege	"	Maai Mahiu	Naivasha
15.	Peter Nderitu Mwangi	"	Bahati	Bahati
16.	Joseph Mwangi Waithaka	"	Kabazi	Subukia
17.	Benjamin Irungu Gitonga	"	Mau Narok	Njoro

GOVERNANCE AND SECURITY COMMITTEE

NO.	FULL NAMES	TITLE	WARD	CONSTITUENCY
1.	Peter Nderitu Mwangi	Chairperson	Bahati	Bahati
2.	Rosemary Okemwa	Vice chair	Nominated	Nakuru East

	Kamau			
3.	Ruth Cheptarus Sang	Member	Nominated	Nakuru West
4.	Samuel Tirop	"	Baruti	Nakuru Town West
5.	Stephen Karanja Kiarie	"	Kihingo	Njoro
6.	Mujinga Kariuki	"	Maiella	Naivasha
7.	Monicah Wangari Gitau	"	Murindati	Gilgil
8.	Esther Njeri Mengere	"	Nominated	Naivasha
9.	Jane Simita Munka	"	Mburuk/Eburu	Gilgil
10.	Joseph Korir Langat	"	Kapkures	Nakuru Town West
11.	Peter Wanjala Manyonge Palanga	"	Olkaria	Naivasha
12.	Peter Njenga Kang'ethe	"	Waseges	Subukia
13.	Joshua Wilson Muriithi	"	Nominated	Nakuru West
14.	Lucy Nyambura Kihumba	"	Menengai West	Rongai
15.	Symon Molock Kiprop	"	Soin	Raongai
16.	Gillian Jepkemoi Rotich	"	Nominated	Rongai
17.	Joseph Miangari	"	Nominated	Njoro

ENERGY, ENVIRONMENT AND NATURAL RESOURCES COMMITTEE

NO.	FULL NAMES	TITLE	WARD NAME	CONSTITUENCY
1.	David Kipkoech Malel	Chairman	Tinet	Kuresoi South
2.	Francis Njoroge Njogu	Vice Chairman	London	Nakuru Town West
3.	James Humprey Mwaniki	"	Nakuru East	Nakuru Town East
4.	Peter Nderitu Mwangi	"	Bahati	Bahati
5.	Samuel Kiprono Ng'eno	"	Kiptororo	Kuresoi North
6.	Samuel Kipkemoi Tonui	"	Nessuit	Njoro
7.	James Kipkoros Tuei	"	Kitangich	Kuresoi South
8.	Paul Kibet Chebor	"	Solai	Rongai
9.	Samuel Tirop	"	Baruti	Nakuru Town West
10.	Vitalis Otieno Okello	"	Kivumbuni	Nakuru Town East
11.	Daniel Kamau Githengi	"	Shaabab	Nakuru Town West
12.	Peter Njenga Kang'ethe	"	Waseges	Subukia
13.	Michael Wang'ombe Ngeshu	"	Turi	Molo
14.	Ruth Cheptarus Sang	"	Nominated	Nakuru West
15.	Esther Njeri Mengere	"	Nominated	Naivasha
16.	Margaret Wanjiku Kiiru	"	Nominated	Nakuru East
17.	Trebina Gakii	"	Nominated	Naivasha