



GOVERNANCE PLAN: COUNTY GOVERNMENT OF WAJIR

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List of Acronyms

AfriCOG	Africa Centre for Open Governance
CBA	Cost Benefit Analysis (CBA)
CCO	Chief Compliance Officer
CEC	County Executive Committee
COK	Constitution of Kenya
CSO	Civil Society Organization
UNDP	United Nations Development Programme
DevCON 6	Devolution Conference 6

Foreword

The Directorate of Governance and Ethics was established in January 2018 with the fundamental objective of ensuring the implementation of the values and principles of governance as enshrined in Article 10 of the Constitution of Kenya to maximize the realization of the objectives of devolved governance as envisaged in Article 174 of the COK 2010. Having been established after the budgetary process of its year of inception, the directorate took that challenge as an opportunity to knock on the door of willing national and international organizations that have the wherewithal to help and partner on matters of governance. After the initial exchange of correspondence an open hand was extended by AfriCOG (Africa Centre for Open Governance). In particular, a dedicated delegation from the Department of Governance visited their offices led by CEC Ahmed Shariff, the CCO Abdullahi Hassan Maalim, the Director of Governance Hashim Elmoge and the Assistant Director Ibrahim Hussein. Our first request sought support to visit Makueni with the aim of understanding the exemplary model of public participation and devolution in Makueni County. The benchmarking tour opened our eyes to what commitment of staff enjoying political will and a willing public nurtured through continuous civic education can do to steer good governance.

In order to emulate Makueni, the directorate undertook measures to begin their journey of realizing good governance and enhanced service delivery. The visit culminated in a governance retreat held on July, 2018 at Masai Lodge in Kajiado County that was attended by ten members of staff from both arms of government, who were trained as champions of good governance for the County Government of Wajir. During training, the team also came up with a prioritized action plan in regards to undertaking a governance gaps assessment of all county government departments, consequently coming up with mitigation measures for the identified gaps. In particular, the governance gaps assessment conferences which were held on September and November, 2018 had brought to the fore significant challenges that the county faces in terms of governance and the need to urgently address the same in order to begin the trajectory to achieve our county vision.

The by-product of that partnership process is contained in the Governance Action Plan that we are launching today which we must all implement if we are to achieve and realize good governance and development in our county. Unfortunately, despite continuous reminders and inviting a consultant twice, only six out of the ten government departments shared their implementation gaps.

The directorate also partnered with United Nation Development Programme who supported a bonding session for both arms of government that took place at Safari Park Hotel in Nairobi on August, 2018 whose objective was to build capacity to enhance collaboration for the purpose of realizing the vision of County Government of Wajir.



Departmental Heads during the Governance Gaps Assessment Conference in Wajir Town in November 2018

Implementation Gaps

Sound laws are a key foundation of democratic governance and economic development, formulating such laws is only half of the puzzle, the challenge is ensuring that the legal frame work is properly implemented. The fact that there is more to governing than the mere adoption of laws is often overlooked and usually the incentives for implementation are misaligned, the implementation gaps which is the difference between solutions in legal documents and their actual implementation in practice painfully undermines citizen's livelihoods. When written regulations in the books are not enforced and when important economic regulations remain unimplemented, the credibility of local officials suffer, the risk of corruption rises and the environment conducive to small business and entrepreneurship remains elusive. In this regard, implementation gaps may lead to social instability, create fertile ground for political opportunism and even politically motivated violence, thus a need to address governance gaps by having regulatory framework in place that includes Cost Benefit Analysis (CBA) of the proposed legislation as well as harmonization of different relevant laws to foster implementation. Additionally, the solution lies on strengthening the key pillars of integrity in governance to create a system where the incentive structures of government officials and other social sectors are such that the laws are soundly crafted from the beginning and there exists the political will, state capacity and public support to implement them.

It against this backdrop that the directorate earnestly sought a partnership with AfriCOG in order to benefit from their vast experience in research and good governance in the international and regional arena to support the Directorate of Governance and Ethics to help us adopt the best practices in

democratic governance. Based on the fact that good governance provides the basis for efficient markets and government service delivery, the objective of the directorate is to become a public sector that is responsive and accountable rather than predatory and capable of promoting growth through citizen empowerment while simultaneously addressing complex public policy challenges. \

As a Directorate of Governance and Ethics, our future plans include but are not confined to:

- Working closely with other governments in mainstreaming the implementation of the values and principles of governance
- Award best performing departments, directorates and individual civil servants. (Criteria to be discussed and agreed).
- Build capacity on governance and ethics.
- Train public watchdogs and CSOs.
- Run radio talk shows on importance of citizen involvement in governance.
- Hold sensitization forums in the 6 sub counties and the 30 wards.

In conclusion the directorate would like to once again thank AfriCOG for the unconditional support, commitment and generosity they have extended to the directorate since the beginning of the journey which is being celebrated today in the form of the launching of this Governance Action Plan which can only have the desired results if it is objectively and effectively implemented. Lastly, the directorate would like to thank all those who worked in collaboration with us.

May justice be our shield and defender,

May we dwell in unity, peace and liberty,

May plenty be found within our borders,

And may our home County of Wajir become a leading light in terms of the implementation of the values and principles of governance as enshrined in Article 10.

Amen.

**Mr. Hashim Elmoge,
Director – Directorate of Governance and Ethics,
County Government of Wajir**

1.0 Executive Summary

The Directorate of Governance and Ethics in the County Government of Wajir with Technical Support from AfriCOG, participated in a two days' Governance Gaps Assessment Conference held in Wajir town in September and November, 2018 that culminated in the identification of governance gaps from the departments listed in the matrix. The following emerged to be the most common problems which includes, insufficient service coverage, non or low budgetary allocation, vehicles, staff and office space. In this regard, there is need for the Government to come up with a Service Delivery Charter that is internally produced detailing the minimum service delivery goals, targets and standards. For the detailed governance gaps see the matrix below.

2.0 Governance Context

Governance is how the state acquires and exercises authority in order to provide and manage provision of public goods and services. Successful governance depends on the quality of institutions and rules, both formal and informal. Formal rules are contained in constitutions, laws and regulations, while informal rules include the values and norms that shape the behavior of individuals and organizations in a society. In order to understand what undermines or strengthens governance one needs an adequate understanding of actors, institutions, interests and politics. Actors may be politicians, businesses or social groups. Institutions shape which interests get preference, what economic activities are permitted or prohibited, and which political behavior is rewarded or sanctioned. Politics or how actors compete for and use power determines the choices that governments make as well as what economic and social interests politicians are likely to respond to.

2.1 Principle of Devolved Government

In reference to Article 175 of Chapter 11 of the Constitution of Kenya (COK) 2010, County governments are supposed to reflect democratic principles of separation of power, have reliable source of revenue to enable them govern and deliver services effectively, as well ensuring that no more than two-thirds of members of representative bodies shall be of the same gender. In this regard the county government should ensure these aspects are adhered to as they move towards implementation of the governance plan.

2.2. Conceptual Basis

County governments are meant to observe and perform the following roles namely, the promotion of democratic and accountable exercise of power, fostering unity while recognizing diversity, foster self-governance and enhanced public participation, ensure right of communities to manage own affairs to further their development, protect and promote minority rights, ensure equitable sharing of resources, facilitate decentralization of state organs and enhance check and balances on the separation of powers.

2.3. Legal Frameworks

The promulgation of the new Constitution 2010 created a decentralized system of government where two of the three arms of government namely, the Legislature and the Executive are devolved to the 47 political and administrative Counties as provided for under Article 6 and specified in the First Schedule. This was followed by the enactment of several laws to operationalize the decentralized system of government. These were but are not confined to, County Government Act 2012, Intergovernmental Act No. 2 of 2012, Transition to Devolved Government Act no 1, 2012, National Government Coordination Act no 1, 2013 and the Public Finance Management Act, 2012.

2.4. Other Frameworks

With regards to enhancement of devolution, the following bodies complement the legal framework in the implementation of the decentralization of government. These are, the National Assembly and Senate with a mandate to protect the devolved units, commissions and independent offices, Office of the Auditor General (OAG) and Commission on Revenue Allocation (KRA). Notably, these frameworks are meant to enhance public accountability without manipulation by the executive.

2.5. Functions of the County Government

Part 2 of the Fourth Schedule of the Constitution 2010, assigns to the County government the following functions, namely, promotion of agricultural services, county health services, control of air and noise pollution, other public nuisances and public amenities, county transport, animal control and welfare, trade development and regulation, county planning and development, pre-primary education, village polytechnics, home craft centers and child care facilities. Implementation of specific national government policies on natural resources and environmental conservation, county public works and services, control of drugs and pornography, ensuring and coordinating the participation of communities in governance at the local level and assisting communities and locations to develop the administrative capacity for the effective exercise of the functions, powers and participation in governance level.

3.0 County Government of Wajir and AfriCOG Partnership

The Wajir County Governance Programme is a demand-driven intervention based on a request by the Wajir County Government officials that AfriCOG offers support to the County Governance and Ethics' Policies and Processes. The County made contact with AfriCOG who organized a site visit to Makueni County, on request, to observe 'a well-designed system of public participation in action' followed by a three-day training workshop on Governance, Public Participation, Policy Design and Implementation that took place in Masai Lodge in Kajiado County. The three-day policy training covered two major themes: a) the definition of key governance terms- including Voice, Accountability, Inclusion, Transparency and Participation and their relationship to service delivery, especially service delivery to the poor and b) the definition of key policy concepts and the nature of the policy process including the relationship between politics and policy choices. In discussing governance, the training explored why service delivery to the poor is often of such low quality even though it is often the votes of the poor that put politicians in office. That became the basis for the discussion of the basic concepts and aims of policy and the fundamental questions of policy design as strategic management and an exploration of the reasons why seemingly good policies are often not implemented and why bad policies are frequently adopted and implemented. The Wajir Policy Training concluded with a discussion of problems of policy execution that are at the root of the common complaint that "Kenya has many good policies that are not implemented." Policies may fail because of design flaws but mostly they fail for other reasons: Sometimes agencies are not capable of implementing them; at other times policy leader's under-estimate the challenges of implementation; sometimes the policy process is captured by powerful groups or organizational politics within implementing agencies which thwarts the intentions of the policy leaders. Problems of policy implementation usually fall into three broad categories: a) poor management of people; b) ineffectual management of the policy reform strategy or c) mismanagement of the operations through which policies are implemented.



Wajir Officials in a Group Photo With H.E. Governor Kivutha Kibwana and Makueni County Commissioner Mr. Maalim Mohammed during a Benchmarking Tour in Makueni County in May 2018

4.0 Governance Gaps Assessment Conference

The County Government of Wajir held a two days Governance Gaps Assessment Conference in September and November, 2018 at County Guest House Wajir town with technical support from AfriCOG. The contents of this plan are from the County Government of Wajir. AfriCOG's role in this process is facilitative. The Conference that led to the identification of the gaps listed in the matrix below by the county officials was attended by the heads of all County departments.



Departmental Heads during the Governance Gaps Assessment Conference in Wajir Town November 2018

5.0 Governance Gaps Implementation Matrix

The Matrix below lists the governance gaps as identified by the participants from 10 departments of the County Government of Wajir. Notably, the following emerged to be the most common problems among the gaps identified; policy gaps, weak staff capacity, logistical challenges, external challenges, poor infrastructure as well as operational challenges. This indicates a need to address them as a matter of priority.

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
Common Problems	Insufficient Service Coverage (Vehicles, staff, office space, County and sub-County offices etc.)	The Wajir County Service Delivery Charter (internally developed with technical input from consultant.)				
		Procuring vehicles (identify departments requirements.)				
		Identify the minimum service delivery goals and targets.				
		Establish Sub County Treasuries whose funding is based on County Integrated Development Plan (CIDP) and Annual Development Plan (ADP). Identify proper actions.				
Efficiency Monitoring Unit (EMU)	Lack of Efficiency Monitoring Bill. Lack of County Monitoring and Evaluation Committee (COMEC) Lack of capacity of staff.					
		Develop an Efficiency Monitoring Bill.	30th March 2019.			
		Establish County Monitoring and Evaluation Committee.	20th January 2019.			
		Train staff and equip them with skills.	15th June 2019.			

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
	Lack of a service charter.	Develop charter.	30th December 2018.			
	Lack of mobility.	Purchase of vehicle.	30th September 2019.			
	Lack of facilitation from County treasury.	County treasury to release facilitation funds on time by having a round table with them.	30th November 2018.			
	Lack of understanding of our mandate by other departments.	Sensitize by conducting training for top cadre staff.	30th November 2019.			
Environment Energy and Natural Resources	Office space.	Construction of offices.				
	Mobility challenges.	Purchase of motor bikes and cars.	December 2018.			
	Logging of trees (charcoal burning)	Develop Polices and bills to control that as well as sensitization of the community to stop tree logging.				
	Role conflict, waste management with town administration.	Reassignment of departmental roles.				

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
	Lack of capacity for resource management by the community (vandalism)	Sensitization on ownership of assets management.				
	Repair and maintenance of street lights and floodlights (spare parts etc.)	Purchase of equipment.	Dec 2018.			
	Lack of alternative energy to fire wood (biogas, solar etc.)	Advocate/community sensitization to alternative renewable energy.	Jan 2019.			
	Shortage of technical officers(energy, forest, environmental. petroleum, tourism and wildlife officers)	Recruitment of the technical officers.	Jan 2019.			
	Lack of capacity (Technical staff and experts)	Capacity building for staff.				
	Budget restraints.	Allocation and increase of budget.				
	Lack of energy policy.	Customize the National Energy Policy to Suit the County Need and Priority.				
	No revenue returns (no revenue collections) from quarries and petroleum operators.	Enforcement of devolved county energy functions.	March 2019.			
	Low compliance with standards (quality issues) petroleum price, environmental assessments.	Compliance to set standards.				

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
	Weaknesses in human resources (Discipline in the public service and Lack of performance contracting in place)	Develop County Performance Management Plan.				
Department of Intergovernmental Relations	<p>Inter-Governmental mechanisms required by law not established, that is to say:</p> <ol style="list-style-type: none"> 1. County Intergovernmental Forum. 2. County Policing Authority. 3. Citizens' Forum. 4. Information Centers. 5. Joint Inter-Governmental Technical Committee. (County-Level) 6. Sectoral Inter-Governmental Consultative Forum. <p>Low skills levels (need for capacity building)</p>	<p>Develop and implement county policy to operationalize inter-governmental forums.</p> <p>Capacity-building activities (staff training sessions at Kenya School of Government (KSG). etc.)-- develop a training plan for staff in the directorate.</p>	21st January 2019.			

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
	Weak co-ordination between county officials and National officials from the county to the sub-county.	Create linkage and ensure better coordination.	5th June 2019.			
Directorate of Public Participation and Civic Education	Lack of a Public Participation Policy/ Guidelines.	Developed Public Participation policy and Guidelines	done on 3rd October 2018.			
	Public Participation Bill Drafted But Not Passed.	Fast-track the passage of the Bill.	17th November 2018- June 2019.			
	Cross-cutting mandate needs to be mainstreamed.	Outreach programme to sensitize sub-county levels on the salience of public participation.	4th January 2018- May 2019.			
	Lack of policies on public feedback mechanisms (hotlines; notice-boards; complaint mechanisms etc.	Establish Citizen Feedback Mechanism.	27th November 2018- 30th June 2019.			

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
Peace, Cohesion and Integration Directorate	Lack of a policy on a collaborative framework (complementary role of government)	Memorandum of Understanding on Peace and Security Wajir County Peace and Cohesion Strategy. 1. Wajir Peace Forum. 2. Community Policing. 3. Violent Extremism Strategy Mainstreamed. 4. Domesticated Peace Policy.	Ongoing			
	Inadequate experienced staff in peace-building (no training).	Staff Development Plan. 2 training sessions on CPMIR for Directorate Staff & Peace Committee Members.	26th November 2018 12th March 2019.			
	Lack of understanding of peace concept leading to insufficient incorporation of these concepts in county programmes (Conflict sensitive programming)	One training for each sub-county On Conflict Sensitive Programming (DO NO HARM) for Sub-County Officers.	Jan 8th 2019.			
	Over-Laps in Peace and Conflict Programming.	Establishing & Strengthening Peace Actor's Coordination and Collaboration Structure.	5th June 2019.	3.	4.	5.

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
	Inter-County Collaboration Framework Early Warning Systems (Garissa, Mandera, Wajir, Isiolo and Marsabit).	<p>Creating Information Sharing Platform/ Forum.</p> <ol style="list-style-type: none"> Inter-County Coordination Committee. Inter-County Early Warning Mechanism. Develop Early Warning Indicators. Inter-County Information Sharing Forum Develop Information/Data Sharing Tools. 	<p>4th February 2019.</p> <p>4th February 2019.</p>	6.	7.	8.
Water	Lack of a water Bill (Draft exists)	Fast track passage of the Bill.	2nd quarter 2019.			
	Old vehicles- institutional support.	Purchase of new vehicles and maintenance of old ones.	Ordered two water bowsers.			
	Non-revenue water (theft, system loss)	Metering and introduction of smart cards.	Ongoing.			
	Lack of Emergency Fund system (emergency response capability)	Fast track Emergency Preparedness Policy.	First quarter of 2019.			
	Lack of capacity for resource management by the community.	Community Training	Ongoing			

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
	Repair and maintenance of water systems (spare parts etc.)	Allocate resources and facilitate field workers.	Continuous.			
	High levels of illiteracy (book-keeping and records management)	Capacity building and training.	Continuous.			
	The Water Company not fully institutionalized (board, board structures and process)	Form a board – ongoing.	Dec 2018.			
	Key Policy documents (strategic plans; operational policies; Human resources; customer service charter) missing	Develop policy consistent with strategy and goals.	June 2019.			
	Low compliance with standards (quality issues)	Develop safety and health policies.	April 2019.			
	Bloated staff	Freeze new employment	Immediately.			
		Retrenchment through natural process. No replacement.				
	Poor infrastructure	<ul style="list-style-type: none"> Rehabilitation of water facility. Money allocated to be disbursed. 	This financial year.			Immediate

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
Fisheries and Alternative Livelihoods	Lack of capacity (Technical staff and experts)	Recruit technical staff.	20th January 2019.			
	No budget and technical staff for alternative livelihoods (poultry; bee-keepers and gums and resins)	<ul style="list-style-type: none"> Develop a policy and a plan to be budgeted for 2019/20 FY for 30,000 exotic bags. Develop a policy for conservation and use of gums and resins. 	June 2019.			
	Demonstration and training sites.	Fencing of apiary sites in Bute and Kutulo.	10th June 2019.			
Disaster Management and Humanitarian Co-Ordination	Partial Implementation of the Disaster Management Act (institutional mechanisms are as a result not implemented)	-Build political will and ownership by holding round table conference with the governor	February 2019			
		Establish Disaster Management Fund	July 2019			
		Co-ordination and collaboration with County Treasury on Contingency Funds (Disaster Draw-Down Regulations?)	15th March 2019			

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
	The Disaster Act is not engendered or aligned with the Climate Change Act.	County Disaster Mitigation and Response Strategy.	Second quarter and Implement Policy in Third Quarter.			
	Inter-Agency and Multi-Sectoral Co-ordination and management of Conflicts Affecting Performance.	Establish Co-Ordination Mechanism Under the Disaster Mitigation Strategy (CSG? Or Some Other Institution.	Second quarter and Implement Policy in Third Quarter.			
Human Resources Department	Staff Orientation and Induction.	Human Resource Management Plan and Strategy.	25th April 2019.			
	Lack of Schemes of Service.	Co- Director and CEO of CPSB.				
	Job Classification and Description.					
	No Training Policy.					
	Lack of Workplace Safety Policies.					
	Few Opportunities for Peer and Peer Learning.	Benchmarking Strategy.	26th February 2019.			
	Weak Registry Management System.	Strategy of Records Digitization- Main Registry.	20th May 2019.			

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
Education (ECD Directorate)	Lack of ECD Policy.	Customize the National ECD Policy to suit the County needs and priorities.	April 2019.			
	Low enrollment in both ECD and Polytechnics.	Sensitize both parents and school leavers on the need to enroll in various institutions.	Continuous.			
	Contracting Framework for ECD not institutionalized.	Fast tracking ECD Scheme of Service.	January 2019.			
	Disparities in grading of ECD teachers.	Placing ECD Teachers in the right job group in line with their professional qualification.	July 2019.			
	Gaps in monitoring and oversight (monitoring and teacher assessment in the in-service training hampered by logistics)	The department needs to purchase three hardtop land cruisers for effective monitoring.	July 2019.			
	Low transition and enrollment rates.	Community mobilization and sensitization.	January 2019.			
	Negative cultural attitudes to education.	Community mobilization and sensitization.	January 2019.			
	Lack of teacher training capabilities for ECD.	Finalizing renovation of child welfare center and building of classes in the Centre.	July 2019.			
	Quality of teachers recruited is low.	Perk teachers entry grade to Certificate in ECDE.	July 2019.			

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
Gender and Social Services Directorate	Lack of policy on gender and social service issues.	Develop policy through the assembly.	January 2019.			
	Negative response to GBV issues.	Sensitization and partnering with organizations.	December 2019.			
	Contracting framework for gender issues not institutionalized.	Involve the directorate in the contracting process.	December 2018.			
	Lack of Localized GBV issues at community level.	Proper system of staff recruitment and deployment at community level.				
	Gaps in monitoring and oversight (Assessment of GBV survivors)	Proper mechanisms of monitoring should be put in place	September 2019.			
	Lack of proper facilities for gender desk.	Provide the necessary facilities at all gender desks.	July 2019.			
	Lack of training programmes for gender of officers handling GBV	Provide regular trainings to the staff.	July 2019.			
	Quality of gender staffs recruited.	Recruitment of qualified personnel.				
	July 2019.					
	Lack of facilities like workshops for repairing tools for PWD.	Construct workshop for repairing tools.	Sep 2019.			
	Lack proper data for PWD for Wajir county.	Allocate funds to carryout census for PWD in Wajir county.	Nov 2018.			
	Capacity building of social services staff and beneficiaries of PWD on cash transfer.	Training the staffs and beneficiaries.	May 2019.			

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
Culture and Heritage Directorate	Lack of information that culture exist in SDGs under SDG 8.	Sensitizing the county government on the SDGs especially on Culture.	July 2019.			
	Lack of office and working tools.	Allocation of office space to Culture and Heritage staff for implementation.	June 2019.			
	Lack of resources (Budget)	Allocate budget to the directorate for effective implementation of culture and heritage issues.	July 2019.			
	Lack of culture and heritage policy at county level.	Advocate for the production and implementation of culture and heritage policy.	July 2019.			
	Lack of understanding the importance of culture to development, peace and cohesion.	Sensitizing the community and the county government on the importance of culture to development, peace and cohesion.	July 2019.			
	Lack of independency in budget allocation(Culture is subdued in Education budget)	Independently allocate budget to culture directorate with its own ceiling.	July 2019.			

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
Youth and Sports Development	Lack of sub county youth and sports officers.	Hire qualified youth and sports officer to coordinate sporting activities in the sub counties.	31st July 2019.			
	Absence of a standard county stadium and sub county sports fields.	Upgrade Wajir stadium to accommodate an athletics track and a football pitch.	31st July 2019.			
	Absence of various sports federation /association.	Establish sports federation in all sub counties.	31st December 2018.			
	Absence of contact with National sports institutions.	Make contact with national sports organs and understand their roles.	31st July 2019.			
	Lack of means of transport for sports officers to traverse the county.	Purchase a vehicle for the directorate of sports.				
	No participation of out of school girls in sports.	Sensitization meeting with girls parents and teachers.	31st July 2019.			
	Negative cultural attitudes to sports.	Sensitization meeting.	31st July 2019.			
	Lack of halls and internet connection.	Construct halls and install internet connection.	2019.			

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
Department of Health	Low levels of immunization.					
	High maternal mortality rates (1600/100,000)					
	High staff turnover.					
	Insufficient spending on development and facilities.					
	Quality of facilities outside of Wajir.					
	Quality control of new facilities.					
	Inverted staff (technical/ managerial pyramid)	Develop policy through the County Assembly.				
	Gender issues subsumed under education.	Provide regular trainings to the staff.				
Road and Transport	Duplication of effort (various actors that are not Coordinated.	<ul style="list-style-type: none"> Developing integrated master plan involving all stake holders. Sharing work plan with other agencies. 				
	Transport Legislation.	Developing Policy Frame Work and Transport Bill.				
	Complexity of matrix reporting.	Proper delegation of duties.				
	Office over-crowding.	Construction of additional office block.				

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
	Sector governance (Planning budgeting framework etc.)	Budget and general planning to be done at the start of the every financial year.				
	Lack of effective quality assurance through affordable and accessible materials testing.	Establishment of quality assurance office where quality of project and building materials are assessed.				
	Insufficient devolution of services to sub-county levels.	Strengthening of ward base fund to enable devolution at the grass root.				
Oversight Issues from County Assembly	Failure to meet budget cycle time-table and deadlines.					
	Planning department co-ordination with other departments.					
ICT & Trade	Lack of service charter.	Develop one.	31st March 2019.			
	Lack of capacity of staffs.	Give training to 12 ICT Officers, 3 per Quarter.				
	Manual Revenue Collection Systems.	Automate Revenue Collection for Revenue Enhancement	30th June 2019.			
	Unreliable Internet Service.	Procure Reliable Internet From internet service providers.	31st March 2019.			

Department.	Diagnosed Gaps	Remedial Action	Q2.	Q3.	Q4.	Responsible Person.
Directorate of Governance and Ethics.	Gaps in relation to article 10.					
	Gaps in relation to county planning as per section 102 [a] of the CGA.					
	Lack of County Integrated Monitoring and Evaluation System structure.					
	Challenge of lethargy in Government departments.					
	Violation of the Constitution of Kenya, vision 2030, CGA and Procurement and Financial Management Act.					
	Lack of Results Based Management.					
	Lack of job description					
	County Assembly's role as described in article 185.					
	Lack of staff for the legal department.					
	Lack of mechanism for handling public complaints.					
	Implementation of Chapter 6 of the COK.					
	Lack of budgetary allocation for civic education.					
	Poor understanding of budgetary process and cycle.					
	Mechanism for revenue generation.					
	Lack of capacity.					
	Challenges in procurement.					
	Lack of medical cover for civil servants.					
	Delays in payment of salaries and allowances.					
	Corruption in all sectors.					
	Absenteeism and ghost workers.					
	Role of devolved units.					
	System of tracking revenue usage.					
	Formula for resource sharing at the County level.					
	Restructure office of the County Secretary and directors.					
	Retention of technical staff.					
	Municipality and its governance.					
	Performance appraisal systems					
	Poor understanding of the COK.					
Absorption of allocated funds.						



Conclusion

The Governance Gaps Assessment conference culminated in the detailed governance gaps matrix presented above with actions and timelines. It is the hope of the Department of Governance and Ethics, that the County Government of Wajir county will support the implementation of this plan which will lead to improved service delivery for the residents of Wajir County.

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This document was prepared with the support of the
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