



REPUBLIC OF KENYA



# NATIONAL GOVERNMENT CONSTITUENCIES DEVELOPMENT FUND

## WAJIR SOUTH



**STRATEGIC PLAN (2018/19-2022/23)**





**NATIONAL GOVERNMENT  
CONSTITUENCIES DEVELOPMENT FUND**

**WAJIR SOUTH**

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## FOREWORD



This Strategic Plan aims to make Wajir South a ***Model Constituency anchored in the National Development Process***. As such, it sets out a clear direction for the Constituency in the next 5 years. The plan embraces a heightened passion for service delivery to residents. Through this plan, the Constituency commits to continue to be a leader in service delivery through excellent customer service.

To achieve this, we remain committed to prudently and effectively utilize funds allocated to the constituency for the socio-economic benefit of the Wajir South constituents. It should be noted that the environment within which we operate remains dynamic with several realignments and changing customer tastes and preferences. Our plan is alive to this fact and has proactively articulated SMART interventions to mitigate against any potential challenges.

It is expected that this strategic plan will act as a link between the residents of Wajir South and the environment that they operate in, and constituency's leadership. It should be borne in mind that a strategic plan is an important result based management tool that ensures effective and efficient delivery of services.

This strategic plan covers the period 2018/19 - 2022/23 and is aimed at guiding the constituency leadership in delivering their mandate and promises made to the people of Wajir South. It is a product of extensive collaboration and comprehensive feedback from our internal and external stakeholders.

The strategic plan is anchored on Kenya Vision 2030, its Third Medium Term Plan (2018/19-2022/23) and the second generation Kilifi County Integrated Development Plan (CIDP). The Plan further takes into account the provisions and expectations of the Constitution of Kenya, the National Government Constituencies

***Model Constituency Anchored in the National Development Process***

Development Fund (NG-CDF) Act of 2015, and my promises to the people of Wajir South when I came to office in 2017.

The Strategic Plan maps the Strengths, Weaknesses, Opportunities and Threats, that are existent in Wajir South and proposes strategies to harness our strengths to capitalize on the available opportunities. It has further formulated the constituency Vision and Mission statements, outlined core values that will be our foundations in the delivery of services, proposed strategies, and expected performance benchmarks.

The implementation of this strategic plan is the responsibility of not just the NG-CDFC, but also all of Wajir South Constituency residents. The constituency must work as a team in service delivery, for this is what is expected of us.

I wish to acknowledge the important role played by the Wajir South NG-CDFC, led by their Chairman, Mr. Abdiweli Mohamed, for providing overall leadership during preparation of this strategic plan. The role played by the Fund Account Manager, Mr. Shafee Hassan, the consultants and other members of NG-CDF and constituency staff, and stakeholders is also highly appreciated

I call upon all our stakeholders to continue supporting us towards the realization of this Strategic Plan.



**Hon. Mohamed Sheik Omar**  
**Member of Parliament, Wajir South**

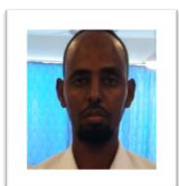


## ACKNOWLEDGEMENT

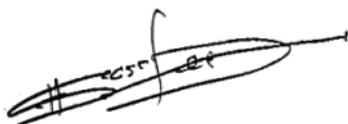
As we present to you this Strategic Plan, a lot of dedicated effort and commitment has gone into its development. We wish to take this opportunity to express our gratitude to all key stakeholders for their effective participation and involvement. We wish to particularly recognize and acknowledge the NG-CDF and constituency staff for their unwavering commitment and teamwork which is duly acknowledged.



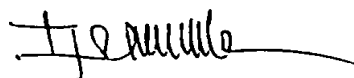
In addition, we acknowledge the contribution of the consultants for their technical advice and support towards the development of this Plan. We thank them for mapping out the strategic direction for the constituency in order to effectively execute our mandate of coordinating implementation of projects and programmes. This strategic plan brings together all the goals and strategic activities of our wards.



We are convinced that on the basis of this strategic plan, the constituency is on a firm footing to play its coordinating role in the constituency.



**Mr. Shafee Hassan**  
Fund Account Manager



**Mr. Abdiweli M. Barkatle**  
NG-CDFC Chairman

## ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ODDP	Office of the Director of Public Prosecutions
NGCDF	National Government Constituencies Development Fund
NGCDFC	National Government Constituency Development Fund Committee
CIDP	County Integrated Development Plan
CPC	County Projects Committee
GDP	Gross Domestic Product
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
M&E	Monitoring and Evaluation
MTP	Medium Term Plan
NT	National Treasury
PE	Personnel Emoluments
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PMC	Projects Management Committee
SWOT	Strengths, Weaknesses Opportunities and Threats
YEDF	Youth Enterprise Development Fund
WEF	Women Enterprise Fund

## EXECUTIVE SUMMARY

This is the first strategic plan for the Wajir South Constituency as constituted under the National Government Constituencies Development Fund (NG-CDF) Act of 2015. The functions of the NG-CDF are being implemented in line with the Constitution of Kenya and other relevant legislations that address devolved funds.

This Strategic Plan provides Wajir South Constituency with a roadmap towards the delivery of quality service to its residents. It has set out its preferred future (Vision), Mission, Core Values, Goals and Strategic Objectives as well as strategies and targets. The Plan has five chapters that include an Introduction; Situational Analysis, the Strategic Model, Plan Implementation Framework, Funding Requirements and Sources and a final chapter on Monitoring and Evaluation.

### **Vision, Mission, Tagline and Core Values**

**Vision:** *"Model Constituency anchored in the National Development Process"*

**Mission:** *"To coordinate activities for the empowerment of constituency residents through prudent management, and effective and efficient utilization of funds allocated to the constituency"*

**Tagline:** *"Anchoring Wajir South to Greatness"*

**Core Values:** The Wajir South Constituency is committed to upholding the following values: Patriotism, Team work, Integrity, Responsiveness and Innovation and Customer focus

## Strategic Themes and Objectives

The constituency has identified seven (7) strategic themes as a guide in developing the constituency. These are: **Education; Infrastructure; Security; Youth and Sports; Environment; Emergency Support; Tracking of Results; and Institutional Strengthening.**

To address these strategic themes, the constituency has formulated a number of strategic objectives and activities in order to realize the community aspirations. Some of these include;

1. Improving access to quality education through expansion of schools through rehabilitation, renovation and construction of school infrastructure in various primary and secondary schools in the constituency.
2. Harnessing youth talent by funding youth sporting initiatives, creating awareness on the establishment of youth groups, creating awareness among the youth on seeking development fund loans, and promoting youth talent.
3. Promoting environment in the constituency by organizing tree planting days. In the NGCDF Act 2015, environmental activities may be considered as development projects, provided the allocation to such activities does not exceed two percent (2%) of the total allocation of the constituency in any financial year.
4. Catering for any unforeseen occurrences in the constituency (**emergency support**).
5. Enhancing security in the constituency by constructing chiefs' and sub-chiefs' offices, AP housing units;

constructing/rehabilitating chiefs' offices, Police stations, and Police housing units, among other initiatives.

6. Improving the tracking of implementation NGCDF programmes. In the NG-CDF Act 2015, monitoring and evaluation of ongoing, projects and capacity building of various operatives has been considered as a development project provided that not more than three percent (3%) is allocated for this purpose; and
7. Promoting performance management and smooth running of the NGCDF office.

### **Implementation, Monitoring and Evaluation and Reporting**

To implement this strategic plan over the 5 year period, the NG-CDFC will require approximately *Kshs. 727.2 (excluding PE)* a large proportion of which will be funded by the exchequer, through the NG-CDF Board.

The success of implementation of this strategic plan will depend on how effectively the planned outputs and outcomes are monitored and evaluated. In that regard, a monitoring and evaluation system has been put in place that clearly links the strategic objectives.

The National Government Constituency Development Fund Committee and the Board shall be responsible for monitoring the implementation of projects and may designate a subcommittee, a ward committee or a Project Management Committee, the functions of monitoring on-going projects.

# CHAPTER ONE

## INTRODUCTION AND CONTEXT

## 1.0 Background Information

This chapter presents the Economic, Political and Administrative structure of Wajir South Constituency. It also presents the challenges faced by Wajir South Constituents, the rationale for preparing this strategic plan, its linkage with other national plans and the organization of the plan.

### 1.1 Administrative Structure

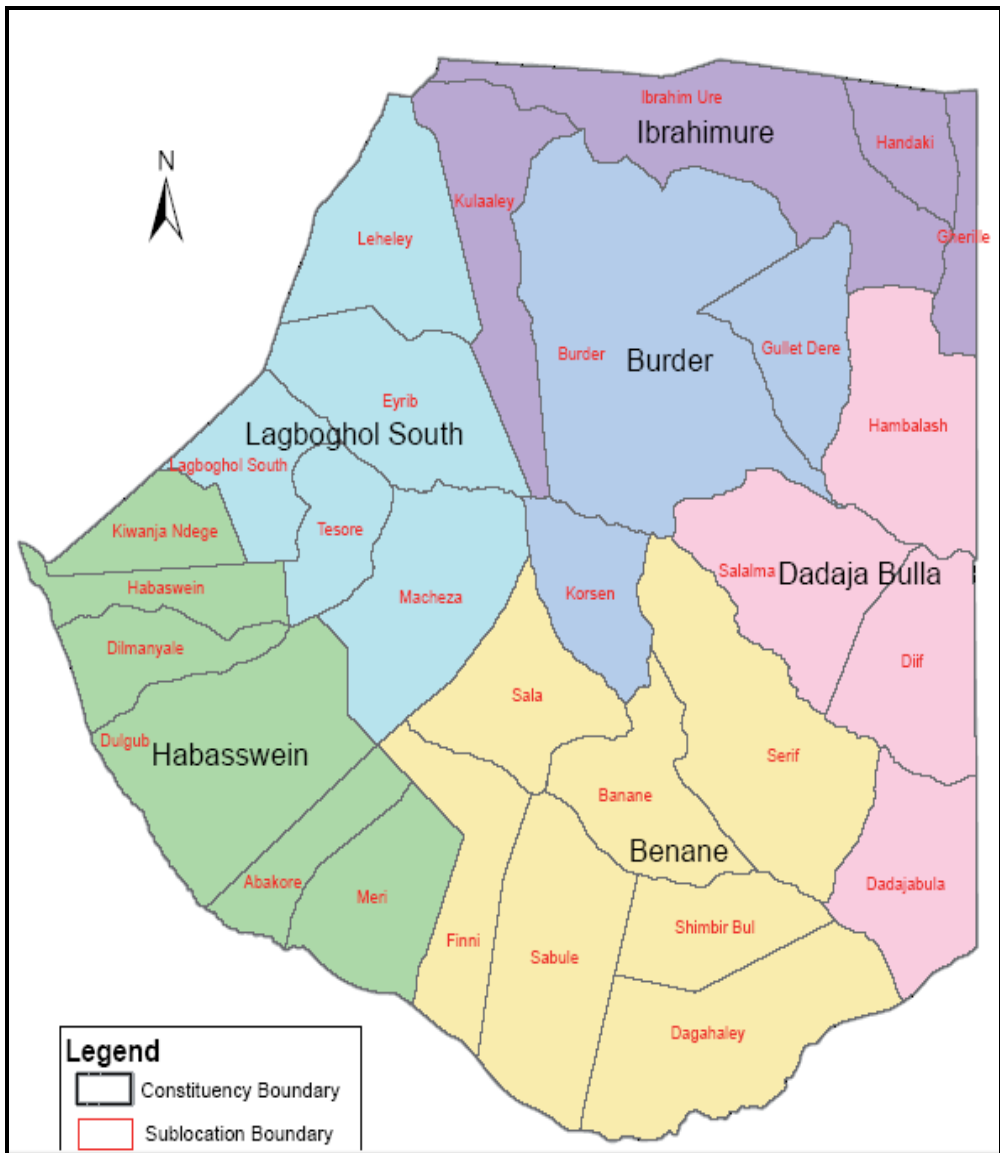


Figure 1-1: Map of Wajir South Constituency

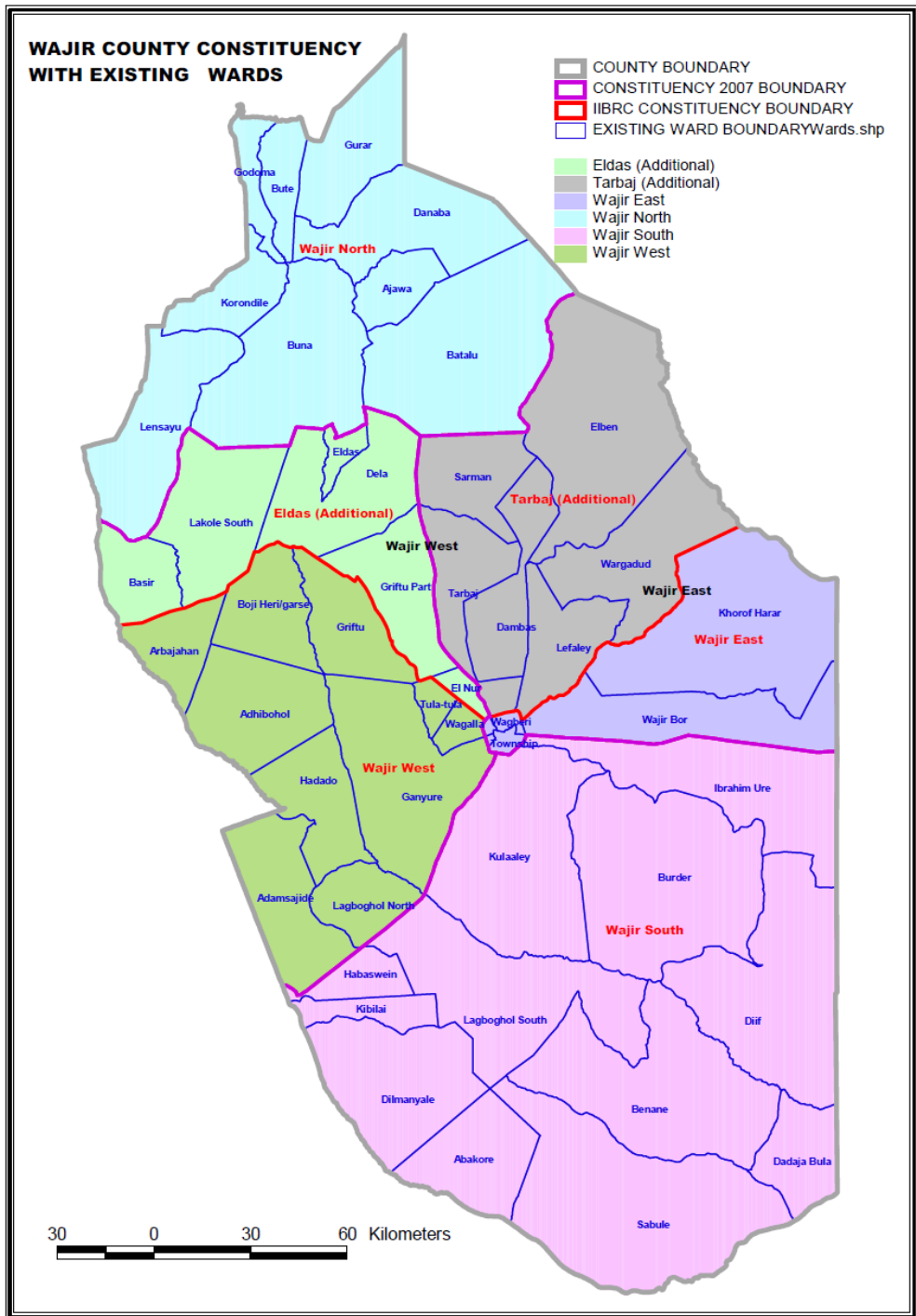


Figure 1-2: Location of Wajir South Constituency





Figure 1-3: Location of Wajir County in Kenya

Wajir South Constituency lies between latitudes 1° 30'N and 0° 60'N and between longitudes 39° 30'E and 41° E. It borders Somalia Republic to the East; Lagdera Constituency to the South,

Wajir West Constituency to the west and Wajir East Constituency to the North (*see Map 1-2*).

Wajir South Constituency is a featureless plain and lies between 150 metres and 460 metres above sea level and along latitude 1°45'N and longitude 40°4'E. Its Altitude is 244 m (801ft.).

The annual precipitation is approximately 280mm which varies in amount and distribution from year to year. Due to its low altitude, the constituency experiences high temperatures throughout the year with the mean annual temperature of 28°C. January, February and March are the hottest months during which temperatures above 35°C. Long and short rains are normally expected in April-May and October-December respectively. The constituency climatic condition is characterized by recurrent droughts and unreliable rainfall that hinder crop production and growth of abundant pasture. It is generally covered with young sedimentary rocks with loamy soils.

Livestock carrying capacity in the constituency is estimated at 15Ha/TLV. However, the constituency has the highest number of livestock population in the country. Droughts, livestock diseases and pests adversely affect livestock production. Unplanned settlements interfere with dry-wet grazing seasons and contribute environmental degradation of the fragile environment.

The constituency is one of the six (6) constituencies of Wajir County. The others are Wajir East, Tarbaj, Wajir West, Eldas, and Wajir North. The Constituency measures 21,424 km<sup>2</sup> and is made up of five (5) Divisions (Diff, Habaswein, Sabule, Banane and Kulaaley -*see Table 1-1*) and seven (7) wards, namely: Benane, Burder, Dadajabula, Habaswein, Lagbogol south, Ibrahim Ure and Diff. Diff is the largest division with 6,755km<sup>2</sup> while the smallest is Kulaaley with 2,737km<sup>2</sup>.

**Table 1-1: Wajir South Constituency Sub-Locations**

Division	Area (Km <sup>2</sup> )	No. of Locations	No. of Sub-Locations
Diff	6,755	6	8
Habaswein	4,955	8	10
Sabule	2,790	3	7
Banane	4,187	3	4
Kulaaley	2,737	4	6
<b>Total</b>	<b>21,424</b>	<b>24</b>	<b>35</b>

Source: Wajir County CIDP (2018-2022)

Wajir South Constituency is rural based with a few peri urban settings such as Habaswein and Biyamathow.

## 1.2 Population Projections

According to the 2009 National Population and Housing Census, Wajir South Constituency had a population of 130,070. Currently, the constituency has a population of 167,605 (2018) and is projected to increase to 196,566 by 2022. Further, its population density is 8 (2018) and is projected to increase to 9 by 2022 (*see table 1-2*).

These projections are based on a projected population growth rate of 3.22 per cent. Most of the population is based in the rural areas of whom majority are pastoralists are found in the grazing reserves and watering points.

**Table 1-2: Population Projections for Wajir South**

Constituency	2009 (Census)		2018 (Projections)		2020 (Projections)		2022(Projections)	
	Population	Density (Km <sup>2</sup> )	Population	Density (Km <sup>2</sup> )	Population	Density (Km <sup>2</sup> )	Population	Density (Km <sup>2</sup> )
Wajir South	130,070	6	167,605	8	184,315	9	196,566	9
Wajir North	135,505	16	174,609	20	192,018	22	204,781	24
Wajir East	112,572	28	149,729	37	164,657	41	175,601	44
Tarbaj	111,846	12	148,763	16	163,595	17	174,469	18
Wajir West	91,143	9	121,227	12	133,313	13	142,174	14
Eldas	80,805	27	107,476	35	118,191	39	126,047	41
<b>Total</b>	<b>661,941</b>	<b>12</b>	<b>869,409</b>	<b>15</b>	<b>956,089</b>	<b>17</b>	<b>1,019,638</b>	<b>18</b>

### 1.3 Key Development Challenges in the Constituency

**High Poverty Levels:** According to the 2015/16 Kenya Integrated Household Budget Survey (KIHBS) report, Wajir County headcount poverty rate stands at 62.6 per cent with 10.5 per cent hardcore poverty rate. This is an improvement compared to 68% headcount poverty rate in 2005/06.

However, a large percentage of the constituency population (73%) is food poor. This is caused by unreliable and variability in space and time of rainfall, high levels of illiteracy, poor crop and animal husbandry practices, poor infrastructure, lack of credit facilities, poor marketing systems and infrastructure, natural disasters like floods, cyclic drought, livestock diseases, insecurity, and wildlife menace coupled with environmental degradation that aggravates the poverty levels.

Nationally, three sources account for three-quarters of all food purchases, namely; general shops (27.9%), open markets (26.6%) and kiosks (22%). Most of the purchases in the arid counties are sourced from kiosks with Wajir County accounting for the highest share (73.6%), followed by Turkana (57.1%) and Mandera (52.6%). Only a paltry 10.1 per cent of Wajir residents get food from their own sources. *There is, therefore, need to introduce modern farming methods such as green houses and provide sufficient water for irrigation farming.*

**High Unemployment:** Majority of the population engage in livestock sector with about 75% percent of the labour force engaged in subsistence livestock keeping. The supply of electricity to Habaswein has seen the growth of small-scale jua kali businesses. Most common trading activities are wholesale and retail trade, livestock marketing, miraa selling, kiosks, water vending, butcheries, milk, small hotels, bookshops, transport services, motor vehicle repair, computer services, and satellite TV services.

Livestock and its products (such as hides and skins) is the engine of the constituency economy. Animals traded include cattle, goats, sheep and camels. The constituency has the highest cattle population in in North Eastern Region and the sector can be organized into well-coordinated system in order to be a major player in the economic development of the constituency and the country. Given this is a devolved function, the county in the second generation integrated development plan has put forth plans to put-up abattoirs; establish medium-scale meat processing, leather works and bone meal industries for export and local consumption; reviving cooperatives societies and enhancing disease surveillance and vaccination campaigns.

The constituency has abundant wildlife including rare and threatened species such as geremuke, Somali Ostrich, Cheetah, Somali giraffe. The constituency, therefore, can be tourist destinations.

The constituency has abundant gum and resin, and aloe species, which are of high demand in the local and international market.

The constituency has one polytechnic that is ill-equipped in terms of personnel and facilities, with no other form of tertiary institution in the constituency. However, the number of students joining tertiary colleges and universities has been increasing due to Wajir South Constituency bursary support. ***In the plan period, there is a greater need for middle level colleges to improve on transition rates from secondary level.***

**Poor Roads:** The constituency has a poor road network consisting of only earth surface roads. Roads are the most common mode of transport in the constituency despite their poor state. The entire feeder road network is in bad condition. All roads are rendered impassable during rainy season thus curtailing all movements by road within the constituency. The constituency lacks proper bridges hence drifts are commonly used along the

luggas which are rendered impassable during floods hence need for proper bridges.

The poor conditions of roads cause relatively high wear and tear of vehicles. It also limits the type of vehicles used to trucks and four-wheel-drive vehicles. The poor condition of the roads is a major hindrance to development since the constituency mainly depends on external markets for supply of goods and services and this increases production costs. The constituency is connected by road to Somalia through Diff where some goods find their way into the country. The constituency lies along the Garissa-Mandera road and is normally served by buses proceeding to Wajir and Mandera. The transport cost is very high due to rough roads and long distances from distribution centres to trading centres. The most commonly used modes of transport are Buses, Lorries, Trucks, and Camels.

**Low Power Supply Coverage:** Towns in Wajir South (such as Habaswein and Biyamathow) use generators for power while other areas depend on wood fuel and kerosene as sources of energy. The constituency has one of the highest renewable (wind and solar) energy potential which can be harnessed to give impetus to the economic development of the area. The utilization of solar and wind energy is low, with only a few rural health facilities using the source to keep vaccines under low temperature and in few primary and secondary schools for lighting. Their utilization is low on average and there is need to enhance the coverage and extend their use to include domestic, water supplies, and health facilities and contribute to the national grid.

Due to the rural inclination of most of the constituency populace, there is need to increase household and more market centres connectivity to the national grid.

**Insecurity and Clannism:** There have been increased cases of insecurity which manifests itself in form of inter-clan conflicts

caused by fighting over resources such as land, water and grazing land.

The constituency population is dominantly comprised of the Somali people who identify themselves through the clans. Clannism is a factor to consider in development planning and distribution of resources. Most of the conflicts experienced are related to sharing of resources especially water and pasture for livestock.

Further to this, the constituency borders Somali Republic with 70km porous border and this has the potential of insecurity in the area. Despite this potential the area is relatively peaceful, which is attributed to the local leaders peace initiatives that bring all stakeholders together along the border. The constituency, however, has a well-established peace committee that embraces community-policing concept. Through the peace committees that are cascaded to the sub-location level, crime and conflict incidences have been contained.

**Low Literacy Levels:** Th constituency literacy level stands at slightly above 20 per cent. It suffers low enrolment, retention and transition in primary school with girl child most affected.

The net enrolment rate in schools has always been very low in the constituency with an average of slightly below 30 per cent in primary schools. This is explained by the low value accorded to education by most of the parents with the boy child assigned the duty of taking care of the livestock especially camels and cattle. The girl child is seen as an investment from which the father expects to receive dowry by marrying her off. Such girls are married at as low ages as 14 years. Coupled with this, being a hardship area, there are inadequate education personnel to handle pupils and students. This is explained by a teacher/pupil ratio of approximately 1:71 in primary schools. ***In the plan period, there is a greater need to have mentorship programmes to encourage the students to study and excel in education.***



**Inadequate School Infrastructure:** Most of the schools lack adequate learning facilities and equipments. This has greatly affected the quality of education in the constituency which is clearly reflected by the performance in the national examinations. To improve the current education status, concerted efforts by all education stakeholders in the constituency to address both physical infrastructure and learning facilities will be enhanced.

**Inadequate Health Facilities and Services:** Provision of health services is affected by the few health facilities available within the county. The doctor patient ratio is 1: 132,000 which is very low comparing with the national ratio of 1:5,000. ***There is need for the county government to invest in more doctors.*** Due to scarcity of the facilities, residents travel long distances to access health services with an average distance to the nearest health facility being 30Km. In addition, poor road network leads to many patients opting to forgo treatment. ***There is need, therefore, to put up staff houses and equip more health facilities so that community access healthcare within 10 Km.***

**Poor Access to Markets:** Due to poor state of the road infrastructure, markets are inaccessible especially during the rainy season. This leads to agricultural and livestock produce not reaching to the markets in time hence huge loses to farmers. Inadequate market information is a big hindrance to market access and also price trends.

The constituency lacks appropriate technology, electric power and skills to process and preserve agricultural and dairy products. Lack of market information and skills amongst the farmers and business community has hampered the expansion of the market for products from the constituency. Inactive farmers' cooperative societies and associations coupled with poor roads are a hindrance to the marketing process. Livestock farmers are forced to bear with exploitative middlemen due to the lack of proper marketing strategies and cooperative movement in the



constituency. *There is need to strengthen farmers' institutions to improve marketing of farm and livestock products.*

**Inadequate Water Supply and Sanitation:** The constituency is faced with acute water scarcity with only 30 per cent of the population having access to safe water. Most of the constituency population lives in rural areas and mostly uses unsafe water direct from the laggas, boreholes, shallow wells and pans. The average distance to the nearest water point is approximately 10 Km. Water trucking has aided in providing water to settlements experienced with acute water problem.

Wajir South is deficient in surface water since there are no permanent rivers. It relies heavily on underground water and is supplemented by natural and man-made pans. There are several boreholes and only one (1) urban water supply in the constituency. The yield in most of most of the boreholes is fairly good in terms of quantity and quality. Recently, most of the water pans' storage capacity has reduced to less than 50 per cent capacity due to high siltation and poor maintenance. Coupled with high evaporation rates, this has made pans retain water for less than 3 months necessitating water trucking services.

Wajir South has potential for surface water harnessing through construction of pans and dams. As such, there is need to excavate and rehabilitate pans and dams.

**Land Ownership:** All land in the constituency is held in trust by the government hence populace hold no title deeds. This limits farmers' capacity to develop their land for sustainable development. Consequently, this has led to poor land use systems leading to environment degradation. Land adjudication, survey and issue of title deeds should be addressed urgently.

**Limited Financial Inclusion:** The constituency lacks a sharia banking compliant financial institution. This is a major challenge in

convincing the community to consume banking services. Lack of collateral has led to low credit uptake.

**Population Growth:** Like Wajir County, the constituency has a population growth rate of 3.22 per cent which is higher than the national one at 2.9 per cent. In addition, 62.9 per cent of the population lives in poverty; hence an increase in population has direct impact on the basic needs like food, water, health and education for all ages. According to the 2015/16 Kenya Integrated Household Budget Survey (KIHBS) report, those between 0 and 17 years, contribute 62 per cent of the total county poverty. The high population growth has been brought about by strong religious and cultural beliefs which advocates against use of family planning, polygamy and high illiteracy levels.

**Culture:** Some cultural practices have led to low development in the constituency. These include early and forced marriages of the girl child thus denying the youth opportunities to advance in education. Female Genital Mutilation (FGM) is at a high rate, exposing the girl child to risks such as HIV and AIDs infection. *There is need to advocate and sensitize the population to do away with such negative cultural practices and pursue alternative channels of initiation.*

**Environmental Degradation:** Continued charcoal burning, tree cutting, overgrazing and overstocking have led to massive environmental degradation. A proper waste disposal system is lacking in Habaswein. This has led to non-degradable waste accumulation in the market centre.

#### 1.4 Rationale for Preparing the Strategic Plan

The Government of Kenya has embraced Strategic Planning with the objective of enhancing Public Service Delivery. As such, the constituency is aware that Strategic Planning has clear potential for ensuring it clearly identifies, on a priority basis, all activities

that are core and demand budgetary resources. With a good Strategic Plan, the constituency is on a clear path for future thinking. It also focuses on the constituency's most critical problems, policy priorities and opportunities; and strategies on how to take advantage of the opportunities to address key challenges and threats.

The primary focus of the constituency in embracing strategic planning is to deliver results for its constituents. It is in recognition of this enormous task that the constituency has developed this Strategic Plan to assist it to systematically address the strategic issues and prioritize its activities. It should be noted that the constituency used the bottom-up approach in the preparation of this plan.

Hence, the plan serves as a stimulant for forward thinking and establishes future direction, it identifies strategic issues and strategies on their implementation, serving as a tool for resource mobilization and stakeholders support in the implementation of strategic issues. Additionally, it enhances teamwork and motivation.

### **1.5 Preparation of the Strategic Plan**

This strategic plan is a product of extensive collaboration and comprehensive feedback from both internal and external stakeholders. The Constitution of Kenya, promulgated in 2010, requires public participation in key governance and policy formulation processes. By providing for public participation, it demonstrates the need for citizens to be aware of their roles and responsibilities to enable them to participate in deciding on their destiny. Inclusive and participatory stakeholder engagement will be pursued.

As enshrined under article 232 (d) of the constitution, ward stakeholders forums were held between 21<sup>st</sup> and 25<sup>th</sup> May 2018 in

Benane, Burder, Dadajabula, Habaswein, Lagbogol South, Ibrahim Ure and Diff. Further to this, the consultant paid visits to some selected public primary and secondary schools, and chiefs' offices in the constituency between 28<sup>th</sup> and 31<sup>st</sup> May 2018 and held detailed discussions with the schools' headship. The discussions with school heads and local administration resulted into a detailed compilation of education and security priorities in the whole constituency. These are disaggregated into activities presented in the implementation matrix (*See Annex 1*).

## 1.6 Overview of the National Economic Policy Environment

While several approaches have been used to address the challenges that have inhibited the performance of Government agencies, it is hoped that Strategic Planning is an effective tool for managing productivity. Indeed, it has compelled government agencies to restructure extensively and to reengineer their operations in order to turn around and operate more efficiently and effectively in performing their mandates. For the period during which the reforms process had been in operation, there has been a clear evidence of significant improvement in delivery of services in public institutions.

Strategic Planning is part of broader Public sector reform initiatives aimed at improving efficiency and effectiveness in the management of Public Service. Strategic Planning aims at addressing the challenge of less than ideal performance of the Public Sector in service delivery and especially when it falls below the expectations of the Public.

Moreover, strategic planning over the years has been a key component of Results Based Management. As a tool, it is expected to guide the constituency in attaining effectiveness and efficiency and focus towards achieving designated results.

This strategic plan aims at contributing towards achieving the objectives of the second generation Wajir County Integrated Development Plan, the third Medium Term Plan (MTP) of the Kenyan Vision 2030 and Sector Plans.

Implementation will be monitored and evaluated and will be used to track progress and take timely remedial action where delays are encountered. To this end, successful implementation of this Strategic Plan will contribute to the goals of promoting development and empowerment of the Wajir South Community.

### **1.7 Linkages with the Kenya Vision 2030 and Other Policies**

As stipulated in the National Government Constituencies Development Fund Act, 2015, the constituency leadership is committed to availing the Wajir South community with prospective benefits that are available to a widespread cross-section of the inhabitants. This is to be achieved through the provision of services and coordination of activities geared towards the empowerment of Wajir South Constituency residents through prudent management, and effective and efficient utilization of the Fund.

Kenya's long-term development agenda is currently guided by the Kenya Vision 2030. The Kenya Vision 2030 aims at transforming Kenya into 'a newly industrialized, middle income country, providing a high quality of life to all citizens in a clean and secure environment', as well as meeting the aspirations of the 2030 Development Agenda, as encapsulated by the Sustainable Development Goals (SDGs).

The Kenya Vision 2030 is anchored on three Pillars, namely, Economic, Social and Political. The three Pillars are supported by the Foundations/enablers. Vision 2030 is being implemented through a series of successive five year medium term plans. The First Medium Term Plan covered the period 2008-2012 while the

second Medium Term Plan (MTP II) covered the period 2013-2017.

The Third Medium Term Plan (MTP III, 2018/19 - 2022/23) has been developed at a time when the national planning process is gearing towards the '**Big Four**'. This has proved to be a major advantage as it enabled the holistically integration of the national development agenda and thought process into this medium-term plan, and subsequently into this Strategic Plan. The MTP III outlines the policies, programmes and projects that the Government plans to implement during the five year period. Hence, this Constituency Strategic Plan is aligned to the Wajir second generation CIDP, the Kenya Vision 2030 and its third MTP.

## 1.8 Organization of the Strategic Plan

This Strategic Plan is organized into 5 chapters. The first chapter provides an overview of the Wajir South Constituency. It also gives a rationale for the preparation of the strategic plan. The second chapter highlights the situation analysis, SWOT, PESTEL and Stakeholder analysis. In the third chapter, the constituency Vision, Mission, core values and strategic objectives are discussed. The fourth chapter highlights the implementation of the strategic plan, identifying and analyzing the potential risks and the strategies that will be employed to mitigate the risks. The fifth and last chapter is devoted to monitoring and evaluation framework and includes the reporting mechanisms. The Implementation Matrix is annexed at the end of the Plan.

## CHAPTER TWO

# SITUATIONAL ANALYSIS

## 2.0 Introduction

This chapter gives information on the National Government Constituency Development Fund (NG-CDF). It also presents a SWOT analysis that explains the Strengths (what the Constituency needs to build on), Weaknesses (What the Constituency needs to shore-up), Opportunities (what the constituency needs to capitalize on) and Threats (What the Constituency needs to manage), followed by a PESTEL (Political, Economic, Social, Technological, Environmental and Legal) scan on the environment under which this plan will be operationalized and implemented.

### 2.1 The National Government Constituency Development Fund

The National Government Constituencies Development Fund (NG-CDF) was established through the National Government Constituencies Development Fund Act, 2015 with the primary objective of addressing poverty at grassroots level by dedicating a minimum of 2.5 percent of the National Government ordinary revenue to grassroots development and the reduction of poverty. The Fund is managed by the National Government Constituencies Development Fund Board (NG-CDFB). It should be noted that the NGCDF Act 2015 is aligned to the Constitution of Kenya 2010. This was done in order to ensure that it complied with the principles of transparency and accountability, separation of powers; and participation of the people.

### 2.2 Establishment of the NGCDFC

The Wajir South Constituency Development Fund Committee is established under the National Government Constituencies Development Fund Act of 2015. The Committee is expected to play the following roles:



1. Allocation of funds to various projects, determining the quantum of installments to various projects in the constituency, taking into account the disbursement received and the requirement of different projects;
2. Submission of a list of constituency based projects to the National Government Constituencies Development Fund Board within the stipulated time;
3. Determination of the allocation of the emergency reserve in accordance with the NGCDF Act, 2015;
4. Making appropriate consultations with the relevant Government departments to ensure that cost estimates for the projects are as realistic as possible; and
5. Ranking the constituency projects in order of priority, among other activities.

### **2.2.1 Composition of the NGCDFC**

The Wajir South NG-CDFC consists of:

1. The national government official responsible for co-ordination of National government functions;
2. Two men each nominated and have such qualifications as the Board, by regulations, prescribe, one of whom shall be a youth at the date of appointment;
3. Two women each nominated and have qualifications as the Board, by regulations, prescribe, one of whom shall be a youth at the date of appointment;
4. One person with disability nominated by a registered group representing PWDs in the constituency;
5. Two persons nominated by the constituency office established under Regulations made pursuant to the Parliamentary Service Act;
6. The officer of the Board seconded to the constituency committee by the Board who shall be an ex officio member without a vote;

7. One member co-opted by the Board in accordance with regulations made by the Board.



### Wajir South NG-CDFC Members

#### 2.2.2 Implementation of Projects in Wajir South

As has been stipulated in NG-CDF Act 2015, the Wajir South Chairperson of the NG-CDFC, has been convening open forum public meetings all the wards of the constituency to deliberate on development matters. Each Ward prepares a list of priority projects and submits to the NG-CDF for deliberations. All the NG-CDF projects are implemented by the project management committee with the assistance of the relevant department of Government officers.

## 2.3 Review of Key Achievements (2013 - 2017)

Between 2013/14 and 2016/17, the Wajir South Constituency Developed Committee disbursed a total of **Kshs. 434.1 million** towards the implementation of various projects, with 2015/16 recording the highest disbursement of Kshs. 135.8 million followed by 2014/15 with 127.9 million (*see Table 2-2*). A total of **217 projects/activities** were implemented to date, 116 of them in education, recording 99.3 per cent completion rate as at June 2017. Ongoing projects include completion of Wajir South Technical Training Institute and construction of twin toilets at Adheyder Primary School.

### 2.3.1 Security

Since 201/14 FY, a total of **Kshs. 27.3 million (6.3%)** has been disbursed for security related projects. Specific projects include: construction/renovation of chiefs' offices (Kiwanja Ndege Chief Office, Kiwanja Ndege Chief Office and Habaswein Central chiefs office); construction/renovation of police/AP staff houses (Meri Administration Police Camp, Biyamathow AP camp, Burder AP camp, Sarif Administration police Camp and Dadajabula Administration police Camp); construction of office blocks and toilets (Wajir Bor South AP Camp, Meri AP camp, Ibrahim Ure AP camp, Burder AP camp, Habaswein AP camp and Habaswein Deputy County Commissioner Toilets); and renovation of DCC Residential Quarter, among others.

**Table 2-1: Milestones (2013/14 - 2016/17)**

Sector	2013-2014	2014-2015	2015-2016	2016-2017	Total	Status	% Allocation
Administration	6,865,713	9,232,906	7,432,757	7,370,690	30,902,066	100	7.1
Bursary	5,840,882	7,085,016	7,700,000	17,474,138	38,100,036	100	8.8
Education	50,355,000	44,837,931	49,000,000	37,117,931	181,310,862	94.8	41.8
Emergency	3,564,466	5,400,259	5,767,647	4,094,828	18,827,200	100	4.3
Health	4,482,759	6,000,000			10,482,759	100	2.4
Roads	11,800,000	11,300,000	11,200,000		34,300,000	100	7.9
Security		8,100,000	5,000,000	14,201,034	27,301,034	100	6.3
Sports				1,637,931	1,637,931	100	0.4
Water	5,500,000	36,032,000	49,700,000		91,232,000	100	21.0
<b>Total</b>	<b>88,408,820</b>	<b>127,988,112</b>	<b>135,800,404</b>	<b>81,896,552</b>	<b>434,093,888</b>	<b>99.3</b>	

### 2.3.2 Education

Between 2013/14 and 2016/17, **Kshs. 181.3 million** (41.8%) was disbursed for secondary and primary schools' infrastructure projects. Specifically, a total of 111 class rooms, 2 administration blocks, 58 toilets, teachers' houses (Biyamathow Secondary School), four laboratories (Biyamathow Secondary School, Abakore Mixed Secondary School, Leheley Secondary School and Habaswein mixed sec school) were constructed; and

2,125 desks purchased and supplied to 36 primary schools in the constituency, among others.

To improve on retention rates, a total of **Kshs. 38.1 million** was used as bursary to assist needy students continue with their education at both secondary and tertiary schools. The constituency allocation for bursary has been increasing since 2013/14, from **Kshs. 5.8 million** to **Kshs. 17.5 million** in 2016/17, representing more than 100 per cent increase.



Issuing of Bursary Cheques to Beneficiaries in Leheley Secondary

### 2.3.3 Water

Even though a devolved function, between 2013/14 and 2016/17, **Kshs. 91.2 million** (21%) was used to implement water projects. Some of the projects include: Desilting of an water pan (Tesorie, Mathahlibah Water Pan, Alioismail Water Pan, Laghbogol Water Pan, Ibrahim Urey Water Pan, Gothol Water Pan, Injir water pan, Qanjara Dam, Shebasheba, Furmati Dam and Hambalash Dam); and drilling/rehabilitation of boreholes (Gerille Borehole, Madahlibah borehole, Aqalar Borehole, Quli Borehole and Warsan Borehole).





Masonry Tank at Habaswein Primary School

### 2.3.4 Health

This is a county function. However, the constituency allocated **Kshs. 10.5 million (2.4%)** for several projects, including construction Madina Dispensary, construction of staff houses (Dilmanyale Health Centre and Meri Health Centre) and installation of Health Information Management System (HIMS) at Habaswein District Hospital.

### 2.3.5 Emergency

In the four (4) years under review, **Kshs. 18.8 million (4.3%)** was utilized for emergency purposes. Majority of the funds were used to provide water trucking services to various settlements in the constituency.

### 2.3.6 Roads

Between 2014/15 and 2015/16, **Kshs. 34.3 million (7.4%)** was earmarked for road works, including bush clearing and grading (Habaswein Alidumal Road, Mathahlibah Alidumal Road, Alidumal

Eyrib Road, Ajof-Shubka Injir Road, Hare- Kursin Road, Hare-Khalif Mude Road, Hare-Furmati Road, Banane-Muqdere Road, Alidumal-Quli Road, Ajof-Mathahlibah Road, Burder-Shimbirey Road and Agtalehel-Alioismail Road). The implementation of these projects has improved accessibility within the constituency.

### 2.3.7 Sports

In the review period, the constituency utilized **Kshs. 1.6 million (0.4%)** to carry out constituency sports tournament and awarding the winning teams/schools with trophies, balls and games kits.

## 2.4 Major Lessons Learnt

1. Bottom-up approach in priority identification enhances project/programme ownership;
2. If well managed, devolved funds can go a long way in improving accessibility, affordability and availability of services to communities. This would in turn improve the living standards of the constituents;
3. The fund has empowered the Wajir South Community to realize their felt needs in development;
4. The fund has accelerated development at the grass-root level; and
5. Devolved funds have the capability of easing social burdens e.g. payment of school fees, protection of water wells/springs protection.

## 2.5 SWOT Analysis

Table 2-2: SWOT Analysis

Strengths	Weaknesses
Top management (political) commitment to achieving results and attaining excellence; Well- established institutional frameworks; Data	Weak internal communication mechanisms; inadequate records and data management systems; Weak monitoring and evaluation systems;

Strengths	Weaknesses
<p>availability on all sectors at the constituency level; Strong established partnerships with stakeholders; The existence of a Wajir South Constituency strategic plan</p>	<p>slow pace in adoption of information and communication technology advances.</p>
Opportunities	Threats
<p>Kenya Vision 2030 and MTP III as the development blueprints governing development in Kenya; Existence of Wajir CIDP; Existing laws and regulations; Constitution of Kenya 2010; ICT capacity development by the government and rapid technological advancement; Enterprising youth and women; Free basic education and subsidized secondary education; Goodwill from development partners and stakeholders; Presence of WEF and YEDF; Existence of Uwezo Fund; Virgin land for irrigation; Government willingness and support; Accommodative community; Cheap labour; Seasonal Ewaso Nyiro River; Presence of local and International NGOs with poverty reduction component; Equity is increasingly becoming an important national agenda - important for resource redistribution and focus.</p>	<p>Low contraceptive adoption Weak collaboration among stakeholders; High population growth rate; High poverty levels; Perceived negative image of NG-CDF management; The HIV and AIDS pandemic; Insecurity; A rapidly evolving political environment; Floods; Poor road network; High unemployment rate among youths; Interference from influential individuals; Poor image because of misconception; Diverse needs that cannot be met and spreads resources thinly, making impacts less visible; Climate vagrancy with frequent droughts, famine and floods disasters; many divisions and proliferation of villages with low density; Culture of dependency on aid and government relief; Vastness of the constituency - third largest in the country; Environmental degradation; High levels of illiteracy Implementation of NG-CDF reforms may take long time; Low ability to attract and retain local technical staff in office; Conversion of Constituencies into Districts can disrupt NG-CDF allocations</p>



**Table 2-3: SWOT Analysis (Sector Level)**

Sector	Strengths	Weaknesses	Opportunities	Threats
<b>Education</b>	Availability of education facilities; Availability of trained teachers; Availability of supervisory personnel.	Poor school infrastructure (in some cases).	Presence of polytechnic; Presence of devolved funds; Provision of teachers by the TSC	Drugs and substance abuse
<b>Security</b>	Availability of security personnel; Availability of offices for security personnel; Presence of Community policing program; Availability of national administration and local leaders.	Understaffing; Lack of patrol Vehicles; poor road network.	More administrative units; Ongoing police Reforms.	New crime technique; Formation of youth organized crime.
<b>Water and Sanitation</b>	Rainfall ideal for roof catchment; Availability of underground water	Poor waste disposal Methods; Dependence on traditional water supply	Devolved funds; Existing development partners focusing on water; County Government Funding; Roof catchment	Climatic changes
<b>Youth</b>	Youths exist in large numbers; Youth Enterprise Dev. Fund;	High unemployment Rates; Misuse of youths by selfish politicians;	Existence of a Youth Fund; Mainstreaming youth issues in planning and development; Availability of	Alcohol and drug abuse; Crime; HIV and AIDS.

Sector	Strengths	Weaknesses	Opportunities	Threats
	Youth polytechnics	Laziness/ idleness; Early marriages; Lack of skills.	partners and stakeholders Availability of youth enterprise Fund; Availability of Uwezo Fund	

## 2.6 PESTEL Analysis

In preparing this Strategic Plan, a broad Political, Economic, Social, Technological, Environmental and Legal (PESTEL) scan was undertaken. A PESTEL analysis will enable leadership to focus on the environment in which it will operate and therefore appreciate the factors that will either support or impede the process of implementing the strategic plan.

**Table 2-4: PESTEL Analysis**

Category	Issue
<b>Political</b>	
Political goodwill	The restructuring of the government into two tier government raises public expectation on better service delivery which has an impact on the Strategic Plan by enhancing public awareness; Continued transitional challenges, including transfer of functions as defined in schedule 4 of the Constitution are likely to affect implementation of the strategic plan. The introduction of the devolved system with establishment of many constitutional offices and commissions may strain the resources and consequently negatively affect the implementation of the strategic plan.
Revenue constraints	Emerging new government priorities, emergencies and delays in releases could lead to budget cuts which affect planned activities.
Kenya Vision 2030	Vision 2030 and its medium term plans have provided a foundation for faster economic, social and political performance
Governance and corruption	The perception of poor governance and high corruption in the management of public affairs presents a credibility gap and poor image for public institutions. This must be

Category	Issue
	addressed if public institutions are to earn the much needed public confidence
<b>Economic</b>	
Kenya Vision 2030	Vision 2030 and its medium term plans have provided a foundation for faster economic, social and political performance
High population growth	The high population growth in comparison with economic growth outstrips the economic/resources growth leading to high unemployment and poverty levels in the constituency. However, there is potential of reaping demographic dividends if the constituency manages her population to ensure the number of dependants is surpassed by the number of non-dependants.
Budgetary allocation	Limited implementation of planned programmes due to low budgetary allocation and remoteness of the constituency
Inflation/high interest rates	Limited purchasing power of the NG-CDFC
<b>Social</b>	
Increased awareness	There is increased public awareness on government services and citizen entitlement
Disease prevalence	High prevalence of non-communicable diseases (cancer, diabetes etc.) continue to have a toll on the productive members of society while consuming large amounts of resources which could otherwise be used for developing the constituency
High poverty levels and inequalities	Income inequalities and poverty lead to political and social conflict which impact national, county and constituencies negatively.
<b>Technological</b>	
Access to Information and communication Technologies (ICTs)	There is a great opportunity for leveraging on ICTs in improving services in the public sector enhancing economic performance.
<b>Environmental</b>	
Climate Change	Global warming and climate change have negatively affected the constituency economy due to their adverse effects on productive sectors. There is need to enhance capacity for environmental planning to mitigate against global warming and adaptation to climatic changes.
Green Economy	The international Community now prefers a greener economy to counter the effects of climate change.

Category	Issue
<b>Legal</b>	
Existence of a legal framework	Increased effectiveness and compliance

## 2.7 Stakeholder Analysis

This strategic plan takes cognizance of the NG-CDFC's stakeholders and their varied expectations which the NG-CDFC intends to meet. The NG-CDFC in turn has expectations of these stakeholders which it hopes to be equally met. The NG-CDFC's linkage with its stakeholders is summarized below:

**Table 2-5: Stakeholder Analysis**

S/No	Internal Stakeholders	Stakeholder Expectations	NGCDFC Expectations
1.	NT & MoDP	Prudent management of resources provided; Accountability and reporting	Provide policy guidelines; Provide resources; Provide technical support on policy planning and formulation; Adequate funding; Timely release of exchequer.
2.	Staff	Good working environment; Equal opportunities on career progression; Equity; Good terms and conditions of employment; Good medical scheme for staff and dependents; Staff development.	Commitment; Satisfactory performance; Continuous learning; Integrity; Discipline; Teamwork.
3.	Public	Participation and involvement in the NGCDFC's activities and programmes; Achievement of outcomes; Prudent utilization of public funds.	Cooperation and support to the NGCDFC's programmes and initiatives; Participation in projects monitoring and evaluation;

S/No	Internal Stakeholders	Stakeholder Expectations	NGCDFC Expectations
			Provision of feedback
4.	NG-CDF Board	Prudent utilization of funds; Accountability and reporting	Adequate funding; Timely release of funds.
5.	Parliament	Implementation of the NGCDF Act 2015; Prudent utilization of funds; Timely reporting.	Goodwill
6.	National Police, ODPP, Attorney General, Judiciary	Provide accurate information; Design, supervise and coordinate public awareness on the NG-CDF Act 2015.	Expedite cases; Track reported cases; Adhere to their mandate; Effective, efficient response initiatives.
7.	Line Ministries	Partnership and collaboration	Adhere to their mandate and support
8.	County Governments	Partnership and collaboration	Customize and implement the NG-CDF Act 2015
9.	Development Partners	Cooperation; Feedback and accountability; Implementation of agreed plans.	Goodwill; Funding and technical support.
10.	Suppliers	Fair competition; Prompt payment; Meet contractual obligations.	Integrity; After Sales Service; Competitive pricing; Meet contractual obligations; Provision of quality goods and services; Timely deliveries.

## CHAPTER THREE

# STRATEGIC MODEL

### 3.0 Introduction

This chapter discusses the Strategic models that the constituency has identified and on which it will focus in order to achieve its Vision and Mission. In order to realize its objectives, the constituency must be in a position to strategically focus on its functions and operations through a vision, mission and core values which are the guiding principles.

The strategic objectives and the strategies to be pursued will be at the core of the constituency functions over the next 5 years.

#### 3.1 Vision, Mission and Core Values

##### **Vision Statement**

Model Constituency anchored in the National Development Process

##### **Mission Statement**

To coordinate activities for the empowerment of constituency residents through prudent management, and effective and efficient utilization of funds allocated to the constituency"

**Tagline:** Anchoring Wajir South to Greatness

##### **Core Values**

The constituency will uphold the following core values:

1. **Honesty and Integrity:** The constituency leadership shall promote openness, uprightness and reliability while executing their mandate;
2. **Efficiency and Effectiveness:** The constituency leadership will promote high productivity, competence and usefulness of resources;

3. **Innovativeness and Creativity:** The constituency leadership is committed to resourcefulness and visionary planning and service delivery;
4. **Inclusiveness:** The constituency leadership is committed to uphold citizen driven and focused service delivery;
5. **Equity and Equality:** The constituency leadership will promote fairness and equal distribution of resources and services;
6. **Accountability and Transparency:** The constituency shall conduct its business and lend services to its stakeholders in a transparent and accountable manner.

### 3.2 Strategic Objectives

The strategic objectives and the strategies to be pursued will be at the core of the constituency's functions over the next 5 years. The strategic matrix is presented in the table below.

**Table 3-1: Strategic Objectives**

No	Strategic Theme	Strategic Objective	Strategies
1	Education Infrastructure	To improve access, affordability and availability of quality education	Expansion of schools through rehabilitation/ renovation/construction of classrooms in various primary and secondary schools in the constituency
			Purchase and supply of desks
			Purchase and supply of double decker beds
			Fencing of education institutions
			Construction of staff houses
			Construction/rehabilitation of laboratories in secondary schools in the constituency
			Supply of laboratory equipment to secondary schools
			Construction/rehabilitation of multipurpose halls in all schools



No	Strategic Theme	Strategic Objective	Strategies
			Provision of ICT facilities in schools (both levels) Construction/rehabilitation of libraries in secondary schools Construction/rehabilitation of dormitories in secondary schools Construction/rehabilitation of toilet blocks in both primary and secondary schools Provision of motorcycles to schools Leveling of playing fields in both primary and secondary schools Provision of bursary to needy and bright secondary school/tertiary institutions' students Strengthening of bursary committees in each sub-location Provision of water harvesting structures to schools
2	Youth and Sports	To harness talent and empower youth	Creating awareness among the youth on the establishment of youth groups, and accessing devolved funds Funding of youth sporting initiatives
3	Emergency Support	To cater for any unforeseen occurrences in the constituency	Catering for any unforeseen occurrences in the constituency (e.g. trucking water services)
4	Environment	To promote environmental sustainability in the constituency	Purchase of tree seedlings and their planting Organizing tree planting days
5	Security	To enhance security in the constituency	Construction of offices for chiefs and Ass. Chiefs Renovation of chief's offices Awareness creation on community policing Sensitization of community members on security matters Construction/rehabilitation of Police Stations/Administration

No	Strategic Theme	Strategic Objective	Strategies
			Offices Construction/rehabilitation of police houses Fencing AP camps and police stations
6	Tracking of results	To improve tracking of implementation CDF programmes	Monitoring and Capacity Building of NG-CDFC's and PMC's Organizing regular projects monitoring field visits Synthesis of PMC reports into quarterly PIS
7	Institutional Strengthening	To promote performance management and smooth running of the CDF office	Preparation of Constituency Strategic Plan (2018/19-2022/23) Staff training Purchase of working tools and equipment

## CHAPTER FOUR

# IMPLEMENTATION OF THE STRATEGIC PLAN

## 4.0 Introduction

In order to implement this Plan effectively, the NGCDFC will address any structural challenges and enhance capacity building within itself, engage all the stakeholders for their contribution and promote innovativeness, creativity and professionalism towards the realization of the strategic plan.

### 4.1 Staff Establishment

The appropriate staffing levels require effective human resource planning, starting with recruitment, selection, deployment, development and exit. In this connection, the following is the staff establishment of Wajir South NG-CDF office. However, it should be noted that the implementation of this strategic plan is a collective effort of all in the constituency.

**Table 4-1: Staff Establishment**

S/No	Designation	Establishment	In Post
1.	Fund Manager	1	1
2.	Accounts Clerk	1	1
3.	Support Staff	1	1
4.	Office Assistant	2	2
5.	Watchman	3	3
<b>Total</b>		<b>8</b>	<b>8</b>

### 4.2 Financial Resources

The successful implementation of this strategic plan is dependent on the availability, and efficient and effective utilization of resources. The NG-CDFC will utilize resources availed by the government and its development partners effectively and efficiently as well as resources realized from investments.

### 4.2.1 Financial Requirements

To implement this strategic plan over the 5 year period, the NG-CDFC will require approximately **Kshs. 727.2 (excluding PE)** a large proportion of which will be funded by the exchequer, through the NG-CDF Board. **Table 4-2** shows a breakdown of the resource requirements for the period 2018/2019 - 2022/2023.

**Table 4-2: Resource Requirements**

Base Year	Projected Estimates					Total
2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	
86.8	152.7	149.4	144.1	140	141	<b>727.2</b>

### 4.2.2 Strategies for Resource Mobilization

The NG-CDFC will source funds from the Government and development partners. In 2017/18, the constituency was allocated Kshs. 86.8 million. It will require Kshs. 152.7 million, Kshs. 149.4 million, Kshs. 144.1 million, Kshs. 140 million and Kshs. 141 million, between 2018/19 and 2022/23 Financial Years (*see table 4-2*). Hence, efforts will also be made to raise funds through Public-Private Partnerships, from development partners and well-wishers.

Additionally, the constituency will prioritize its spending within the seven (7) thematic areas.

#### Government Funding

The NGCDFC will continue to lobby for increased funding from the Board through the parent Ministry and the Parliamentary committees.

### 4.3 Risk Management

Below is a summary of the range and types of risks the NGCDFC anticipates during the course of the implementation of this strategic plan and how it intends to mitigate against them.

**Table 4-3: Risks and Mitigation Measures**

No.	Risk Factor	Level of Risk	Mitigation Strategy
1.	Heightened public expectations from the NG-CDF	High	Continuous information dissemination and communication.
2.	Inadequate resources	High	Prudent management of resources and development and implementation of a resource mobilization strategy.
3.	Weak capacity for coordination and monitoring of programmes	Medium	Enhance partnerships with Stakeholders; Establish and implement a Monitoring and Evaluation framework.

# CHAPTER FIVE

## MONITORING, EVALUATION AND REPORTING

## 5.0 Introduction

Monitoring is an important tool that helps in making decisions aimed at improving performance and enabling the determination of achievement of the intended objectives. The success of implementation of this strategic plan will depend significantly on how effectively the planned outputs and outcomes are monitored and evaluated. It is therefore imperative to put in place a monitoring and evaluation system that is clearly linked to the strategic objectives. Through M&E, the committee will ensure that identified strategic objectives, strategies, expected outcomes and targets are achieved. An effective results-based M&E system will ensure continuous monitoring using the identified performance indicators (*see Annex I*).

Effective monitoring will help to identify difficulties and problem areas, and to take immediate remedial action, thereby ensuring that targets are achieved. Regular reporting at all levels will be necessary for follow-up and record keeping.

Evaluation will involve assessing systematically and objectively ongoing or completed projects and programmes. The objective will be to make statements about their relevance, effectiveness, efficiency, impact and sustainability. Based on this information, the NG-CDFC will determine whether any changes need to be made at project or programme level. Monitoring and evaluation will complement each other.

### 5.1 Monitoring and Evaluation Framework

The implementation of this Strategic Plan will be closely monitored to ensure that the strategic objectives are being realized as planned. The monitoring process will help track whether the implementation is on course, and establish the need for any adjustment in light of the ever-changing socio-economic environment.



The NGCDFC and the Board shall be responsible for monitoring the implementation of projects.

Monitoring, follow-up and control systems will be emphasized at all levels. This will be done through progress reports, review meetings, budgets and budgeting control systems, and reports from PMCs. Quarterly and annual performance reports will form crucial reporting instruments. The NG-CDFC will endeavour to conduct surveys to determine the impact of various programmes. Data will be analyzed and results disseminated to improve Plan implementation.

## 5.2 Reporting

Monitoring will be continuous and two different reports will be prepared; Quarterly Progress Implementation Status (PIS) Reports, which will include information on key output indicators against set targets for the quarter; and Annual Review Report, at the end of every financial year. Annual progress reports will be prepared to highlight key achievements against set targets, identify challenges encountered, lessons learned and recommendations on the way forward.

*The constituency leadership will endeavour to conduct annual reviews of the implementation of the strategic plan and commission comprehensive midterm and end-term evaluations.*

## ANNEX I: STRATEGIC PLAN IMPLEMENTATION MATRIX

Strategic Theme	Strategic Objective	Strategies/Activities	Output Indicators	Total	Expected Output					Resources (Kshs. Millions)				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
Education Accessibility	To improve access, affordability and availability of quality education	Expansion of schools through rehabilitation/ renovation/construction of classrooms in various primary schools in the constituency	No. of class rooms rehabilitated/renovated	20	4 <sup>1</sup>	4	4	4	4	2	2	2	2	2
			No. of class rooms constructed	110	22 <sup>2</sup>	22	22	22	22	39.6	39.6	39.6	39.6	39.6
		Expansion of schools through rehabilitation/ renovation/construction of classrooms in various secondary schools in the constituency	No. of class rooms rehabilitated/renovated	20	4	4	4	4	4	2	2	2	2	2
			No. of class rooms constructed	20 <sup>3</sup>	4	4	4	4	4	6.4	6.4	6.4	6.4	6.4
		Purchase and supply of	No. of desks provided ('0')	200	40 <sup>4</sup>	40	40	40	40	2	2	2	2	2

<sup>1</sup> Priority - Abokore primary school (3), Diff Primary School (4), Salalama Primary School (2), Leheley Primary School (4), Shimbirbul Primary School (3), Habaswein Primary School (8), Ndege Primary School (4), Abakore Primary School (4),

<sup>2</sup> Priority - Diff old dam Primary School (2), Diff Primary School (4), Diff old dam Primary school (2), Salalama Primary School (2), Aktalehel Primary School (2), Hambalash Primary School (2), Alanngonder primary school(2), Waradarasime Primary School (1), Gulettere Primary School (2), Burder Primary School (2), Matane Primary School (2), Rababale Primary School (2), Qoqar Primary School (2), Matates Centre (2), Ibrahim Jilibey Primary School (2), Noleya Primary School (2), Meygag Primary School (2), Ibrahim ure Primary School (2), Elado Primary School (2), Argane Primary School (2), Hubsoy Primary School (2), Ohiyo Primary School (2), Dahabley Primary School (2), Lambaraha Primary School (2), Sarif Primary School (2), Fini Primary School (2), Dagahley Primary School (2), Waregder Primary School, Abore Primary School (2), Qanjara Primary School (2), Kibilay Primary School (2), Bula Juu Primary School (2), Saldig Primary School (2), Dadajabula Primary School (2) and Getwap Primary School (1)

<sup>3</sup> Priority - Habaswein Mixed Secondary school (2), Ibrahim Ure Secondary School (2), Abakore Mixed Day Secondary School (2), Habaswein Boys Secondary School (2), Lehely Girls Secondary School (2) and Diff Secondary School (2)

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Strategic Theme	Strategic Objective	Strategies/Activities	Output Indicators	Total	Expected Output					Resources (Kshs. Millions)				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
		desks ('0')												
		Purchase and supply of double decker beds	No. of double decker beds	160	80	80				3.5	3.5			
		Fencing of education institutions	No. of education institutions fenced	10 <sup>5</sup>	2	2	2	2	2	10	10	10	10	10
		Construction of staff houses in primary schools	No. of schools benefited	10 <sup>6</sup>	2	2	2	2	2	10	10	10	10	10
		Construction of staff houses in secondary schools	No. of schools benefited	5 <sup>7</sup>	1	1	1	1	1	2	2	2	2	2
		Construction of laboratories in secondary	No. of laboratories constructed	5 <sup>8</sup>	1	1	1	1	1	3	3	3	3	3

<sup>4</sup> Priority - Diff old dam Primary School, Diff Primary School, Qarurah Primary School, Salalama Primary School, Salalama Primary School, Aktalehel Primary School, Gerille Primary School, Hambalash Primary School, Waradarasime Primary School, Guletdere Primary School, Burder Primary School, Matane Primary School, Alan Gonder Primary school, Rababale Primary School, Qoqar Primary School, Matates Centre, Ibrahim Jilibey Primary School, Noleya Primary School, Meygag Primary School, Argane Primary School, Hubsoy Primary School, Ohiyo Primary School, Leheley Primary School, Dahabley Primary School, Banane-shantara Primary School, Lambaraha Primary School, Sarif Primary School, Fini Primary School, Dagahley Primary School, Waregder Primary School, Abore Primary School, Qanjara Primary School, Kibilay Primary School, Bula Juu Primary School, Diff Secondary School, Burder Secondary School, Ibrahim Ure Secondary School, Sheikh Omaar Girls Secondary School, Abakore Mixed Day Secondary School, Habaswein Mixed Day Secondary School, Habaswein Boys Secondary School and Leheley Girls Secondary School

<sup>5</sup> Priority - Diff Secondary School, Burder Secondary School, Kibilay Girls primary school, Abakore Primary School, Dadajabula primary school, Burder primary school and Leheley Primary school

<sup>6</sup> Priority - Karu Primary School, Burder primary school and Leheley primary school

<sup>7</sup> Priority - Abakdere Primary School,

<sup>8</sup> Priority - Diff secondary school, Burder Secondary School, Sheikh Omaar Girls Secondary School, Leheley Secondary School, Habaswein Boys Secondary School

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Strategic Theme	Strategic Objective	Strategies/Activities	Output Indicators	Total	Expected Output					Resources (Kshs. Millions)				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
		schools in the constituency	No. of laboratories renovated/ rehabilitated	5 <sup>9</sup>	1	1	1	1	1	1	1	1	1	1
		Supply of laboratory equipment to schools	No. of schools benefitted <sup>10</sup>	8	8	8	8	8	8	4	4	4	4	4
		Rehabilitation/ Renovation/Construction of multipurpose halls in schools	No. of Multipurpose halls constructed	5 <sup>11</sup>	1	1	1	1	1	2	2	2	2	2
			No. of halls Rehabilitated/ Renovated	5	1	1	1	1	1	1	1	1	1	1
		Rehabilitation/ Renovation/Construction of libraries in secondary schools	No. of libraries constructed	5 <sup>12</sup>	1	1	1	1	1	2	2	2	2	2
			No. of libraries rehabilitated	5	1	1	1	1	1	1	1	1	1	1
		Rehabilitation/ Renovation/Construction of dormitories in secondary schools	No. of dormitories constructed	3 <sup>13</sup>	1	1	1			2	2	2		
			No. of dormitories Rehabilitated/ Renovated	3 <sup>14</sup>	1	1	1			1	1	1		

<sup>9</sup> Priority - Leheley secondary school

<sup>10</sup> Ogle girls, Habaswein Mixed, Habaswein boys, Diif, Sabuli secondary and Leheley sand Biyamathow

<sup>11</sup> Priority - Sheikh Omaar Girls Secondary School, Snr Chief Ogle Girls Secondary School, Lehely Secondary School,

<sup>12</sup> Priority - Elbay Secondary school

<sup>13</sup> Priority - Burder Secondary School, Diff Primary school, Ibrahim ure Primary School, Machesa Primary School, Kursin Primary School, Shidley Primary School, Tesorie Primary School,

<sup>14</sup> Priority - Habaswein Boys Secondary School,

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Strategic Theme	Strategic Objective	Strategies/Activities	Output Indicators	Total	Expected Output					Resources (Kshs. Millions)				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
		Rehabilitation/ Renovation/Construction of toilet blocks in both primary and secondary schools	No. of schools benefitted	20 <sup>15</sup>	4 <sup>16</sup>	4	4	4	4	1.5	1.5	1.5	1.5	1.5
			No. of toilet blocks Rehabilitated/ Renovated	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5
		Provision of bursary to needy and bright secondary school/tertiary institutions' students	Amount of funds disbursed (Kshs. millions)	129.3	23.9	24.8	25.8	26.9	27.9	23.9	24.8	25.8	26.9	27.9
		Rehabilitation/ Renovation/Construction of Administration Blocks	No. constructed/ renovated	5 <sup>17</sup>	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5
		Provision of water harvesting structures to schools	No. of institutions benefitted with water tanks	10 <sup>18</sup>	2	2	2	2	2	2	2	2	2	2
Youth and Sports	To empower the youth and harness their	Creating awareness among the youth on the establishment of youth	No. of forums held	10	2	2	2	2	2	2	2	2	2	2

<sup>15</sup> Priority - Darfur primary school, Handaki primary school, Elamadagol Primary school, Lagdub Primary school, Getwab Primary school, Abakdere primary school and Gulletdere primary school, Salalama Primary School, Guletdere Primary School, Ibrahim Jilibey Primary School, Handaki Primary School, Alidumal Primary School, Eyrub Primary School, Sala Primary School, Sabuli Primary School, Sarif Primary School, Waregder Primary School, Saldig Primary School, Getwap Primary School, Ibrahim Ure Secondary School

<sup>16</sup> Diff old dam Primary School, Diff Primary School, Qarurah Primary School,

<sup>17</sup> Priority - Machesa primary school, ff old dam Primary School, Diff Primary School, Ibrahim ure Primary School, Sheikh Omaar Girls Secondary School

<sup>18</sup> Priority - Sheikh Omaar Girls Secondary School, Sabuli Mixed Secondary School

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Strategic Theme	Strategic Objective	Strategies/Activities	Output Indicators	Total	Expected Output					Resources (Kshs. Millions)				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
	talent	groups, and accessing devolved funds												
		Funding of youth sporting initiatives	No. of sporting initiatives supported	10	1	1	1	1	1	2	2	2	2	2
Emergency Support	To cater for any unforeseen occurrences in the constituency	Catering for any unforeseen occurrences in the constituency	Amount of money earmarked for emergency projects/initiatives support	23	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6	4.6
Environment	To promote environmental sustainability	Organizing tree planting days	No. of tree planting days	5	1	1	1	1	1	2	2	2	2	2
Security	To enhance security in the constituency	Rehabilitation/	No. of DCC offices	5 <sup>19</sup>	1									
		Renovation/Construction of chief's offices	No. of chief's offices constructed	5 <sup>20</sup>	1	1	1	1	1	2	2	2	2	2
		Construction/rehabilitation of Police Stations/AP Offices and police/AP houses	No. of AP camps constructed	2	1	1				3	3			
			No. of police/AP/Administrators housing units <sup>21</sup>	6	2	2	2			3	3	3		
			No. of police stations rehabilitated	2			1	1					1	1
		No. of public toilet blocks	5 <sup>22</sup>	1	1	1	1	1	1	1	1	1	1	

<sup>19</sup> DCC Office Construction, Biyamthow ACC, Sabuli County Commissioner, Sabuli ACC, Habaswein DCC

<sup>20</sup> Priority - Salalma Chief Office, Aktalehel Chief Office

<sup>21</sup> Priority - Abakore AP camp, Habaswein Police, Banane AP, Banane DO, Dadajabula AP camp and Food store at Leheley, Burder ACCS offices

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Strategic Theme	Strategic Objective	Strategies/Activities	Output Indicators	Total	Expected Output					Resources (Kshs. Millions)				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
			No. of police stations/security installations fenced	5 <sup>23</sup>	1	1	1	1	1	3	3	3	3	3
Tracking of results	To improve tracking of implementation CDF programmes	Capacity Building of NGCDFC's and PMC's	No. of staff/NGCDFC/PMCs capacity building forums	5	1	1	1	1	1	1	1	1	1	1
		Organizing regular projects monitoring field visits	No. of monitoring and evaluation reports prepared	20	4	4	4	4	4	3	3	3	3	3
Institutional Strengthening	To promote performance management and smooth running of the CDF office	Purchase of working tools and equipment	Employee Satisfaction Report	2	1		1			0.2		0.2		
		Other Projects	No. of projects constructed	5	2	3 <sup>24</sup>								
		Preparation of a five year strategic plan for the constituency (2018-2022)	Strategic Plan	1	1					4				

<sup>22</sup> Priority - Diff Chief Office, Diff old dam chief Office, Salalma Chief Office, Aktalehel Chief Office, Habaswein Civil Registrar office, Habaswein Police, Habaswein CIPU

<sup>23</sup> Deputy County Commissioner residential fencing, NG-CDF office, Habaswein Police (Armory),

<sup>24</sup> Habaswein District Education Office, Habaswein Community Library, Wajir South District Education Office, NG-CDF office



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**VISION 2030**  
TOWARDS A GLOBALLY COMPETITIVE  
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WAKUWA UNYONYONYO  
KWA MATAIFIRI YOTE