

COUNTY GOVERNMENT OF NANDI



ORGANIZATIONAL STRUCTURE AND STAFF ESTABLISHMENT

AUGUST 2024

FOREWORD

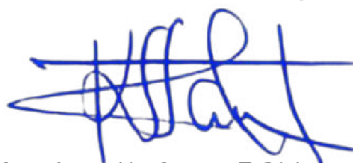
It is my honor to introduce the Organizational Structure and Staff Establishment for the County Government of Nandi; a comprehensive effort to enhance service delivery and ensure that every function within the County Government is aligned with the goal of improving the well-being of our citizens. This structure is designed to steer our county towards achieving the goals enshrined in the County Integrated Development Plan (CIDP III) and National Development Instruments.

The main aim of this structure is to create a well-coordinated and efficient government that is capable of responding to the needs of our citizens. By clearly defining roles and responsibilities, we are laying a foundation for more accountable and effective administration. This structure not only seeks to foster collaboration across departments but also ensures that all our efforts are coordinated towards achieving our county's goals.

I would like to extend my deepest gratitude to stakeholders involved in the preparation of this structure, including, County Executive Committee Members, the County Public Service Board, Chief Officers, Directors and other officers of the County Government of Nandi. Their combined efforts were instrumental in ensuring that the structure aligns with my Manifesto, the Constitution of Kenya, 2010, and Kenya's Vision 2030.

The implementation of this Organizational Structure requires the combined efforts of the County's top Leadership, Nandi County Assembly, Nandi County Public Service Board, the Departmental Heads, and all county staff. Each department or directorate must translate this organizational structure into detailed departmental work plans. These plans will provide the foundation for evaluating departmental performance. We also expect to see closer collaboration, consultation and communication between all the departments to enhance overall effectiveness and efficiency.

I implore our staff, the Nandi County Assembly and all other stakeholders to join us in gradually implementing our organizational structure, guided by availability of funds and other respective regulations. Together, let us focus on making progress, providing better services and improving the lives of our residents.



Stephen K. Sang, EGH
GOVERNOR, NANDI

ACKNOWLEDGEMENT

The successful development of the County Organization Structure and Establishment has been a collaborative effort; made possible by the dedication and hard work of many individuals and teams. We would like to extend our deepest gratitude to all those who played a key role in this important initiative.

First and foremost, we thank His Excellency Governor Stephen Sang for his visionary leadership and unwavering commitment to reforming the public service in the County Government of Nandi. His guidance has been instrumental in driving this process forward.

We also express our sincere appreciation to the Deputy Governor, Dr. Yulita Mitei for her support and active involvement throughout the development of the County Organization Structure and Establishment.

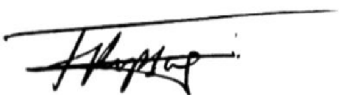
Special recognition goes to the CECM for Administration, Public Service and ICT, Hon. Isaiah Keter, whose input was crucial in ensuring successful conclusion of the development of this important staffing tool. The insights and direction provided by the Public Service Commission (PSC) were invaluable, and we are deeply grateful for their professional expertise.

We extend our sincere thanks to the County Public Service Board (CPSB), under the leadership of the Ag. Chairperson, Ms. Eliseba Arusei and Ag. CEO, Ms. Jeruto Nancy, for their significant contributions and active participation in this process. Their collaboration has been vital in ensuring that the structure aligns with the strategic needs of the county.

The Chief Officer for Administration, Public Service and ICT, Mr. Misoi Jonathan, played a pivotal role in overseeing the operational aspects of this project, ensuring that all procedures were followed and that the objectives were met. We also acknowledge the contributions of all county departments, led by CECMs and COs, whose input and collaboration were essential in shaping a structure that truly reflects the needs and aspirations of the County Government of Nandi.

Finally, we extend our heartfelt thanks to the technical team for their diligent work, attention to detail, and commitment to excellence. Their efforts have been fundamental in bringing this task to fruition.

To everyone involved, thank you for your dedication, professionalism, and tireless effort. Together, we have laid the foundation for a public service that is more effective, responsive, and capable of delivering on the promises of our county's development agenda.



Dr. Francis K. Sang, MBS

County Secretary & Head of County Public Service

ACRONYMS

AD:	Assistant Director
ATC:	Agricultural Training College
CEC:	County Executive Committee
CECM:	County Executive Committee Member
CGN:	County Government of Nandi
CO:	Chief Officer
CoK:	Constitution of Kenya
DD:	Deputy Director
GIS:	Geographical Information System
HOCPS:	Head of County Public Service
HR:	Human Resource
HRIS:	Human Resource Information System
HRM:	Human Resource Management
ICT:	Information Communication Technology
PFM:	Public Finance Management
SCM:	Supply Chain Management
SWOT:	Strengths, Weakness, Opportunities, and Threats
WHO:	World Health Organization
CA:	County Attorney
CS:	County Solicitor
HRD:	Human Resource Development
HRO:	Human Resource Officer
M&E:	Monitoring and Evaluation

COUNTY VISION AND MISSION

Vision

"To be the leading county in Kenya where people are empowered economically, socially and politically through equitable sharing of resources to achieve the highest standards of living".

Mission

"Improve the living standards of all residents of Nandi County by offering quality and sustainable services in an equitable and transparent manner through modern technology, innovation, enhanced workforce, environmental sustainability and entrepreneurship in all spheres of life".

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1.0 OFFICE OF THE GOVERNOR

The office of the Governor is established under Article 179(2) of the Constitution of Kenya, 2010. The Governor and the Deputy Governor are the Chief Executive and the Deputy Chief Executive of the County, respectively.

Functions of the Office of the Governor

As provided for in Articles 174 and 183 of the Constitution of Kenya (COK) 2010 and the County Government Act 2012 Section 30(2), the Governor shall:

- i). Exercise authority and diligently execute the functions as provided for in the Constitution and legislation,
- ii). Perform such state functions within the county as the President may from time to time assign on the basis of mutual consultations,
- iii). Represent the county in national and international fora and events,
- iv). Appoint the County Executive Committee in accordance with Article 179 (2) (b) of the Constitution with the approval of the County Assembly,
- v). Constitute the County Executive Committee portfolio structure to respond to the functions and competencies assigned to and transferred to each county,
- vi). Submit the county plans and policies to the County Assembly for approval,
- vii). Consider, approve and assent to bills passed by the County Assembly,
- viii). Chair County Executive Committee Meetings,
- ix). Assign to every member of the County Executive Committee responsibility to ensure the discharge of any function within their dockets and the provision of related services to the people, by a decision notified in the county gazette,
- x). Submit to the county assembly an annual report on the status of implementation of the county policies and plans,
- xi). Deliver annual state of the county address containing such matters as may be specified in county legislation,
- xii). Sign all important formal decisions made by the Governor or by the County Executive Committee and cause to be published in the County Gazette Notice,
- xiii). Provide leadership in the management of the county affairs,
- xiv). Ensure implementation of County and other national legislations, as may be required,
- xv). Initiate the formulation and implementation of policies,
- xvi). Oversee the decentralization of services to the extent possible,
- xvii). Promote democratic and accountable exercise of power,
- xviii). Ensure public participation in decision-making,
- xix). Mainstream the rights and interests of the people,
- xx). Identify bottlenecks in implementation of policies and programs, and provide solutions
- xxi). Initiate and coordinate financial support for development projects and programs, and
- xxii). Initiate and coordinate implementation of the County's projects and programs.

1.2 OFFICE OF THE DEPUTY GOVERNOR

The office of the Deputy Governor is established under Article 179(2) of the Constitution of Kenya, 2010. The Deputy Governor shall deputize the Governor in the execution of the Governor's functions. The Governor may assign the Deputy Governor any other responsibility or portfolio as a member of the County Executive Committee.

In addition to the above stated functions, the Deputy Governor shall:

- i). Coordinate the implementation of county policies and strategies in close collaboration with county executive committee to ensure that the county's development plans are realized,

- ii). Serve as the supervisor to the County Executive Committee Members,
- iii). Preside as the Chairperson of County Executive subcommittees,
- iv). Oversee and coordinate mobilization of resources both financial and technical, from government, private sector, and international donors to support community empowerment initiatives,
- v). Institutionalize Performance Management through Performance Contracting for effective and efficient services delivery across all departments and sectors in the county,
- vi). Initiate, develop and implement programs aimed at empowering individuals and communities and to build resilience and improve their overall well-being. Such initiatives should be in the field of education, healthcare, entrepreneurship, and social welfare, and
- vii). Advocate for social welfare programs aimed at improving the well-being of vulnerable groups, such as children, the elderly, people with disabilities, and those affected by poverty or social issues.

1.3 OFFICE OF THE CHIEF OF STAFF

The Chief of Staff, who is the head of the Governor's and the Deputy Governor's personal and private staff, shall head this office and coordinate all private matters of the office of the Governor.

Functions of the Office of Chief of Staff

The functions of the office of Chief of Staff will include:

- i). Management of the Governor's official diary,
- ii). Composition and generation of correspondences relating to Governor's official activities,
- iii). Maintenance of confidentiality and integrity of the Governor's Office,
- iv). Scheduling meetings in the Governor's office,
- v). Managing appointments and travel schedules of the Governor,
- vi). Managing the itinerary of the Governor,
- vii). Vetting of visitors, calls and messages to the Governor,
- viii). Prioritization of the Governor's schedule,
- ix). Management of logistics in the Governor's Office,
- x). Supervision of the Communication and Protocol,
- xi). Provide leadership and cultivate professionalism among the staff in the Governor's office,
- xii). Coordination of activities and reporting structures in the Governor's office,
- xiii). Responsible for the County Delivery System, and
- xiv). Supervision of staff under the office of the Governor and the Deputy Governor.

1.3.1 Directorate of Governor's Press

The Governor's press is headed by a Director Governor's Press, who will report to the Chief of Staff. An officer at this level is based at the County Headquarters and is responsible for the management and coordination of activities in the directorate.

The functions of the Governor's press will include:

- i). Coordination of official County functions,
- ii). Management of the County guest lists,
- iii). Organization of official County and State programs,
- iv). Provisions of logistical support for the distribution of the Governor's speeches,
- v). Provision of effective interface between the County Government and the public,
- vi). Coordination of preparation of official County and Governor's briefs,

- vii). Promotion of National values, Principles of good Governance as outlined in Articles 10 and 232 of the Constitution of Kenya,
- viii). Promotion of National values, Principles of good Governance as outlined in Articles 10 and 232 of the Constitution of Kenya,
- ix). Maintenance of etiquette and decorum in official County, Governor and state functions,
- x). Provision of advice on procurement of County and State gifts,
- xi). Preparation and design of invitation cards and car stickers for all county functions and national days and state functions,
- xii). Organization of County and State luncheons and banquets,
- xiii). Liaison with Departments and Agencies in organizing official functions,
- xiv). Facilitation of signing of visitors' book by Heads of Counties and Government,
- xv). Identification and preparation of sites for official, Governor and state ceremonies,
- xvi). Organization of State and County installations following National elections,
- xvii). Providing advice on flag protocol,
- xviii). Provision of secretariat services to the County Celebrations Steering Committee, and
- xix). Review and implementation of the communications policies, strategies and programs in the County.

1.3.2 Protocol Unit

The protocol unit is headed by a protocol officer who will report to the Chief of Staff. An officer at this level is responsible for the management and coordination of activities in the unit.

The functions of the protocol unit will include:

- i). Handling all aspects of visits, conferences tours and social functions in the county,
- ii). Arranging travel for the Governor's and Deputy Governor's including scheduling travel, preparing trip folders briefing notes and itinerary,
- iii). Scheduling of events, determining need for audio-visual equipment, gathering of biographies and guest information, preparing agenda, and setting up locations,
- iv). Assisting to, develop media plans, distributing and following up on media releases, booking interviews and responding to media requests,
- v). Assist in the initiation, development and implementation of policies and sector plans in the unit,
- vi). Any other duty as may be assigned from time to time by the immediate supervisor, and
- vii). Promotion of good protocol practices in County offices and functions.

1.3.3 Office of the Economic Advisor

This office is headed by the Economic Advisor, who will report to the Governor. The functions of this position will include:

- i). Analysing Economic and Social trends and providing advisory services to the County on development issues and policies as well as enhancing policy impact of county programs and projects,
- ii). Monitoring the County's economic policy development and advising the County and its partners on policy issues,
- iii). Contributing to the County's economic policy dialogue with other County governments and development partners,
- iv). Working in close collaboration with the operations and program teams, Heads of Departments, development partners and civil society to ensure high level policy impact on County programs,
- v). Providing high quality economic inputs to County programs and projects and ensuring that they are in line with national policies and priorities,

- vi). Facilitating capacity development, knowledge building and management in support of growth and attainment of the SDGs,
- vii). Ensuring creation of strategic partnerships and implementation of resource mobilization strategy,
- viii). Advocating and promoting awareness of the County's mandate, mission and purpose, and
- ix). Carrying out impact analysis of economic policies on the growth and development of the County.

1.3.4 Office of Governance and Strategic Advisor (Political Advisor)

This office is headed by a Governance and Strategy Advisor, who will report to the Governor. In order to effectively perform this role, the Governance and Strategy Advisor will work in close liaison with the County Secretary, County Executive Committee Members and County Chief Officers.

The functions of this office will include:

- i). Evaluating impacts and challenges of County Government of Nandi programs,
- ii). Keeping abreast of challenges and impact of programs of National Government and other counties,
- iii). Developing agenda for Governor's Council,
- iv). Evaluating citizen perceptions on service delivery,
- v). Interpreting the SWOT for CGN and giving briefs,
- vi). Assessing the level of compliance with provisions of the Urban Areas and Cities Act, 2011 and preparing briefs on quarterly basis or as and when necessary,
- vii). Giving inputs in programs/projects design,
- viii). Monitoring and evaluating local, national, and international political trends,
- ix). Designing measures to counter propaganda, and
- x). Advising the Governor on strategic trends in the county.

1.3.5 Office of the Governor's Legal Advisor

The functions of this office will include:

- i). Evaluating impacts and legal challenges of County Government of Nandi,
- ii). Keeping abreast of legal challenges and the legal impact of programs of National Government and other counties,
- iii). Developing legal agenda for the Governor,
- iv). Evaluating citizen perceptions on legal matters affecting service delivery,
- v). Giving input in the preparation of strategic plans and the Integrated Development Plan,
- vi). Assessing the level of compliance with provisions of various legislations and preparing briefs on quarterly basis or as and when necessary,
- vii). Giving legal inputs in programs/projects design,
- viii). Monitoring and evaluating local, national, and international legal trends, and
- ix). Designing measures to counter legal challenges.

1.3.6 Governor's Delivery Unit

The Governor's Delivery Unit is headed by a Director, who will report to the Chief of Staff. An officer at this level is based at the County Headquarters and is responsible for the management and coordination of activities in the unit.

The unit does the work of performance monitoring and evaluation. Its responsibilities include:

- i). Development of indicators for monitoring and evaluation of projects, programs, and plans implementation,
- ii). Development of systems for monitoring the delivery of various services and implementation of policies,

- iii). Application of monitoring and evaluation and tools for purposes of assessing the operational effectiveness of programs,
- iv). Provision of feedback on the quality of programs,
- v). Facilitation of the review of annual plans,
- vi). Investigate and report complaints of maladministration to relevant offices for action, and
- vii). Identification of systemic issues leading to poor service delivery and make recommendations to the Governor.

1.3.7 Governors Private Staff

For effective and efficient operations in the Office of the Governor, the following private staff have been assigned,

- i). Executive Assistants
- ii). Personal Secretaries
- iii). Personal Drivers
- iv). Office Assistants
- v). Chef
- vi). Cooks
- vii). Gardeners
- viii). Security Officers

FIGURE 1: ORGANIZATION STRUCTURE FOR THE OFFICE OF THE GOVERNOR

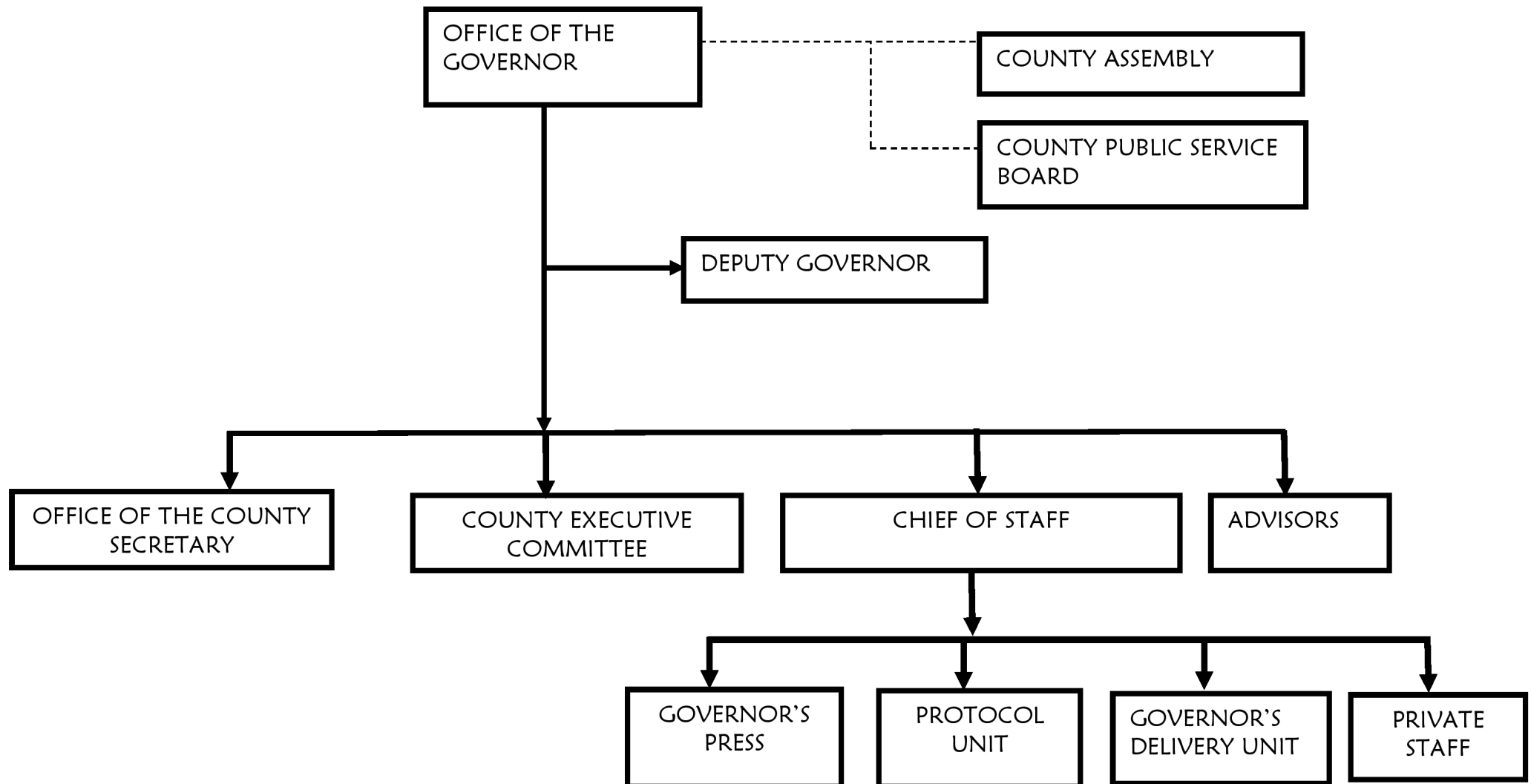


TABLE 1: STAFF ESTABLISHMENT FOR THE GOVERNOR'S OFFICE

UNIT	DESIGNATION	JOB GROUP	PROPOSED EST	IN POST	VARIANCE
Governor's Office	Governor	A04A5	1	1	0
	Chief of Staff	S	1	1	0
	Political Advisor	R	1	1	0
	Economic Advisor	R	1	0	-1
	Director of Governors Press service	R	1	0	-1
	Legal Advisor	R	1	0	-1
	Executive Assistant (PA)	N	1	1	0
	Executive Secretary	N	1	0	-1
	Information Officer/Chief/Principal	M/N/P	3	2	-1
	Personal Secretary	M	1	1	0
	Protocol Officer/Senior	L/M	1	1	0
	Administrative officer III/II/I	M/N/P	2	2	0
	Driver/Senior Driver	J/K	6	4	-2
	Office Assistant	D/E	3	0	-3
	Messengers/cleaners	D/E/F/G	4	1	-3
	Security Officer/Senior/Chief	G/H/J	8	8	0
	Chef/Chief Chef	G/H/J	2	1	-1
	Cook	D/E	2	1	-1
	Gardener	A/B/C	2	0	-2
	Sub-Total		42	25	-17

Deputy Governor's Office	Deputy Governor	A04A6	1	1	0
	Executive Assistant (PA)	N	1	1	0
	Executive Secretary	N	1	0	-1
	Personal Secretary	M	1	1	0
	Administrative Officer	N	1	1	0
	Messenger (Support Staff)	D/E	3	1	-2
	Senior Driver	J	3	2	-1
	Security Officer/Senior/Chief	G/H/J	4	4	0

	Gardener	D/E	1	1	0
	Cook	D/E	2	2	0
	Sub-Total		18	14	-4
GRAND TOTAL			60	39	-21

TABLE 2: ESTABLISHMENT SUMMARY, OFFICE OF THE GOVERNOR

UNIT	PROPOSED ESTABLISHMENT	IN-POST	VARIANCE
Governor's Office	42	25	-17
Deputy Governor's office	18	14	-4
TOTAL	60	39	-21

2.0 OFFICE OF THE COUNTY SECRETARY

Section 44 of the County Governments Act, 2012 establishes the Office of the County Secretary. The County Secretary serves as the Head of the County Public Service and acts as the Secretary to the County Executive Committee.

As the Head of the County Public Service, the County Secretary is responsible for coordinating and ensuring the effective operation of all County Departments. The County Secretary reports directly to the Governor, ensuring that all departments meet their responsibilities efficiently.

The County Secretary communicates with and monitors the implementation of resolutions made by the County Executive Committee. Ultimately, the County Secretary oversees the operational activities of the County Executive to ensure smooth and effective governance.

Functions of the Office of the County Secretary

The County Secretary shall-

- i) Be the Head of the County Public Service,
- ii) Be responsible for arranging the business, and keeping the minutes of the County Executive Committee subject to the directions of the executive committee,
- iii) Convey the decisions of the county executive committee to the appropriate persons or authorities,
- iv) Ensure efficient management of the County Government resources, and
- v) Perform any other functions as directed by the county executive.

Other key functions of the office include,

- i) Central Postings & Interdepartmental transfers,
- ii) Administration and Coordination of the Public Service,
- iii) Coordination of Government's special projects/initiatives,
- iv) Accountability for the Executive arm of Government,
- v) County Complaints Mechanism Management,
- vi) Coordination of the cross-cutting donor projects/ programmes,
- vii) Dissemination of County Executive Committee decisions to the Public Service,
- viii) Management of the County Executive Committee Affairs,
- ix) Coordination of County Corporate bodies, and
- x) Undertaking liaison role; external communication & Intergovernmental relations.

The Office of the County Secretary and Head of County Public Service is organized into the following three Offices:

- i). Office of the Deputy County Secretary.
- ii). Office of the Chief Officer Executive Affairs.
- iii). Liaison and Linkages Division.

2.1 Office of the Deputy County Secretary

The Deputy County Secretary is responsible to the County Secretary for the following functions:

- i). Secretary to the County performance management and monitoring Committee,
- ii). Dissemination of County Government policies & programmes,
- iii). Coordinating County Government functions, reports and programmes,
- iv). Conducting technical research and special studies on policy issues,
- v). Preparing and drafting memoranda, executive position and concept papers,

- vi). Supporting in establishing strong linkages between County Departments and external stakeholders, and
- vii). Follow-up action on Executive Committee decisions and directives with relevant Departments,

The office of the Deputy County Secretary is organized into three sections:

- i). County Performance and Monitoring section,
- ii). Administration section, and
- iii). Customer Relations and Public Communication section.

2.1.1 County Performance and Monitoring Section

- i). Coordinate performance management and monitoring.
- ii). Coordinate performance contracts reviews and reporting.
- iii). Dissemination of County policies and programmes.

2.1.2 Administration Section

The Administration Section is headed at the level of Assistant Director, Job Group 'P' reporting to the Deputy County Secretary.

The functions of the Section will entail:

- i). Deployment of administrative and office service staff (clerical officers, support staff and drivers) to departments,
- ii). Coordination of day to day administrative duties and logistic in the County,
- iii). Ensuring efficient management of resources and coordination of the County Government activities,
- iv). Custody of all chattels, deeds records and other documents belonging to the county which shall be kept as the county may direct,
- v). Provision of guidance on Administrative policies and procedures,
- vi). Preparation and submission of budget estimates for the Office of the County Secretary,
- vii). Coordination of maintenance works in offices,
- viii). Allocation of office space to departments, and
- ix). Coordination and Control of County transport activities.

2.1.2 Customer Relations and Public Communication Section

The Section is headed at the level of Assistant Director, Job Group 'P' reporting to the Deputy County Secretary.

The functions of the Section will entail;

- i). Interpretation and implementation of county information policies, strategies and programmes,
- ii). Dissemination of Information, Education and Communication (IEC) materials and messages,
- iii). Public communication on matters of County Government policy,
- iv). Gather, analyse and compile information on economic development trends and submit the same to the County Executive Committee,
- v). Undertake information research,
- vi). County brand management,
- vii). Management of county functions/events, and
- viii). Avail information to the citizenry through the County Government information portal.

The Section is organized into two units:

- i). Customer Relations Unit
- ii). Public communication Unit

2.1.2.1 Customer Relations Unit

The unit is headed at the level of Principal Customer Relations Officer, Job Group 'N'. The functions of the section will entail;

- i). Management of the county customer service desks and dissemination of County call centre feedback,
- ii). Analysing information on programmes and events that impact on customers in the sectoral areas,
- iii). Identifying events that require packaging for dissemination to the public,
- iv). Liaising with departments, agencies, public service boards for updates on county government programmes and projects,
- v). Providing relevant information to ICT department for updates on county government website,
- vi). Preparing and organizing where county government policies, programmes and projects can be propagated and promoted, and
- vii). Formulating of county government customer relations policies and strategies.

2.1.2.2 Public Communication Unit

The unit is headed at the level of Principal Communications Officer, Job Group 'N'. The functions of the section will entail;

- i). Disseminating information to the citizenry,
- ii). Coordinating publicity, advertising and public awareness campaigns at the County,
- iii). Developing strategies for implementation of Public Communications,
- iv). Undertaking research on public opinion on specific functional areas and emerging issues at County Government levels,
- v). Advising the County Government on best media handling practices,
- vi). Coordinating Speech-Writing for the leadership,
- vii). Formulating and implementing advocacy and public campaign Programmes in the County,
- viii). Promoting stakeholder engagement and public participation in the County,
- ix). Controlling of content for County web portal, and
- x). Coordinate publishing and circulation of County Press publications.

2.2 Office of the Chief Officer Executive Affairs

The Chief Officer, Office of the Governor, is the Accounting Officer for both the Office of the Governor and the Office of the County Secretary. The Chief Officer is also responsible for coordination of the following division:

2.2.1 Division of CEC Secretariat and Public Service Coordination

The Division is headed at the level of Deputy Director Job Group 'Q' reporting to the Chief Officer Executive Affairs. The functions of the division will entail:

- i). Custody and maintenance of County Executive Committee documents,
- ii). Preparation of agenda for County Executive Committee meetings,
- iii). Preparation of Executive Briefs of County Executive Committee Memoranda,
- iv). Facilitating sessions of Standing County Executive Committee meetings,
- v). Dissemination of County Executive Committee documents to Executive Committee members,
- vi). Dissemination of County Executive Committee decisions,
- vii). Monitoring implementation of County Executive Committee decisions and resolutions,
- viii). Provision of linkage between the political and technical arms of the County Government,
- ix). Management of the interphase between national and county levels of government,
- x). Tracking the development and implementation of policies & guidelines

- xi). Overall performance and accountability of the County Public Service,
- xii). Coordination of meetings of County Chief Officers (Heads of portfolios),
- xiii). Organizing annual stakeholder forums to review progress status report, and
- xiv). Address challenges affecting implementation of government agenda.

The CEC Secretariat and Public Service Coordination Division is divided into the following two distinct sections:

- i). Public Service Coordination, and
- ii). CEC Secretariat.

2.2.1.1 Public Service Coordination Office

The office is headed by a Principal Administrative Officer, Job Group 'N' and is charged with the following functions:

- i). Arranging the meetings of the Chief Officers,
- ii). Keeping the reports and Minutes of the Chief Officers meetings,
- iii). Preparing briefs to the CEC,
- iv). Disseminating the decisions of the Chief Officers as appropriate as guided by the Head of County Public Service, and
- v). Implementing the decisions of the Chief Officers as appropriate and as guided by the County Secretary.
- vi). Maintenance, updating and safe keeping of HR records,
- vii). Coordinate training and development activities for County Departments,
- viii). Coordinating Performance Management (Performance Appraisal System including Rewards and Sanctions),
- ix). Coordinate Human resource administration including promotions, discipline, appointments, and
- x). Process disciplinary cases.

2.2.1.2 County Executive Committee Secretariat

The County Secretary as the Secretary to the County Executive Committee is assisted by a Secretariat headed at the level of Assistant Director, Job Group 'P', whose functions will entail:

- i). Preparation of agenda for County Executive Committee meetings,
- ii). Custody and maintenance of County Executive Committee documents,
- iii). Dissemination of County Executive Committee decisions, and
- iv). Monitoring implementation of County Executive Committee decisions and resolutions.

2.3 Division of Liaison and Linkages

This Division is headed by a Deputy Director Liaison and Linkages Division Job Group 'Q', who is answerable to the County Secretary. The sections under this division will be:

2.3.1 County Assembly/County/National Liaison Section

This section is headed by an Assistant Director Job Group 'P', who is answerable to the Director Liaison and Linkages.

- i). Coordinating responses to matters raised by the County Assembly,
- ii). Following up on matters requiring approval by the County Assembly, and
- iii). Liaison with the Heads of Government at the national level regarding the implementation of national functions at county level,

2.3.2 Linkages and Partnership Section

This section is headed by an Assistant Director Job Group 'P', who is answerable to the Director Liaison and Linkages.

- i). Collaboration with entities e.g. National Government, Development Partners, Private Sector and Nandi Diaspora on County developmental matters,
- ii). Identifying areas for possible collaboration and investment, and
- iii). Organizing for investment and stakeholder forums to discuss priorities for funding (Resource Mobilization).

FIGURE 2: ORGANIZATION STRUCTURE FOR OFFICE OF THE COUNTY SECRETARY AND HEAD OF COUNTY PUBLIC SERVICE

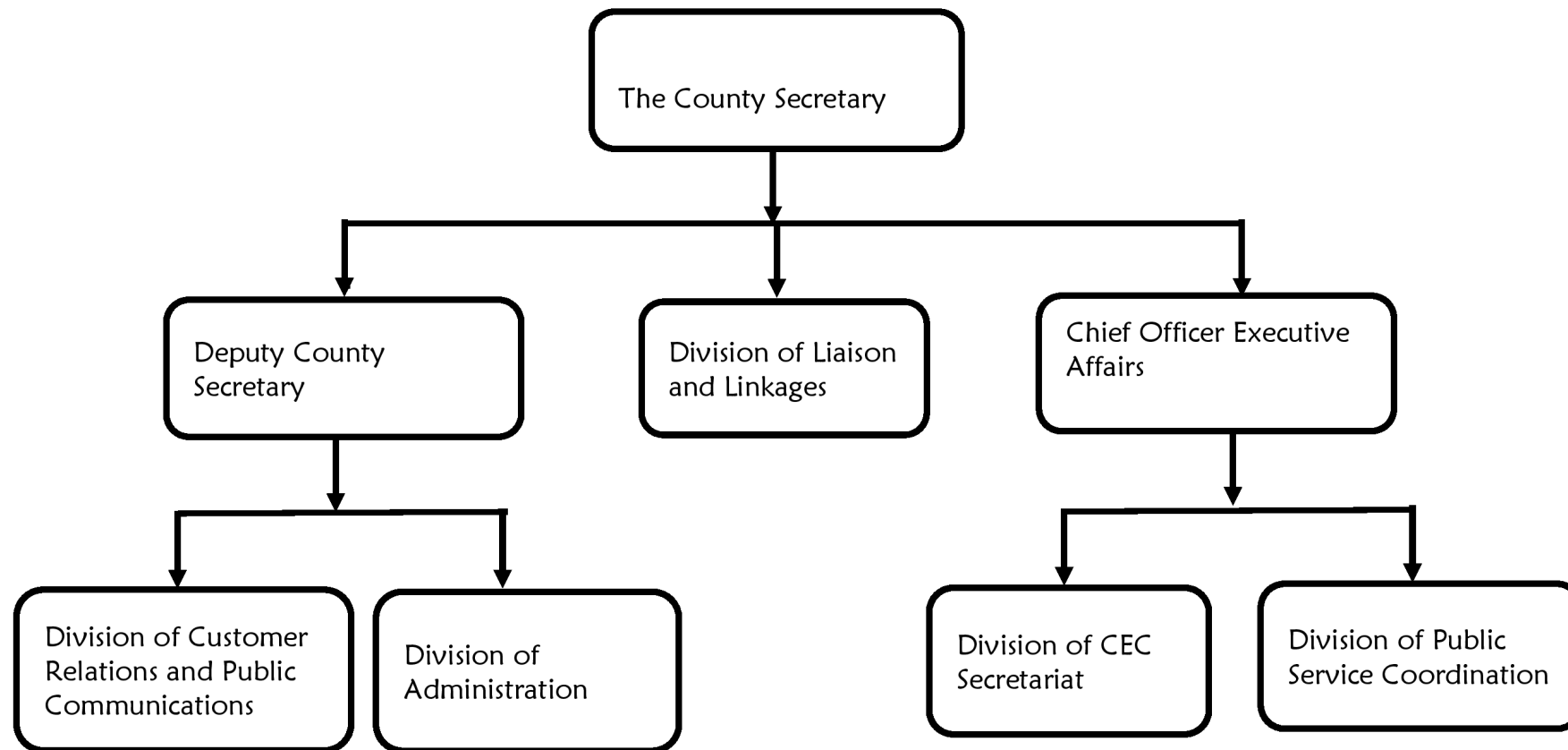


TABLE 3: PROPOSED OPTIMUM STAFF ESTABLISHMENT FOR THE OFFICE OF THE COUNTY SECRETARY AND HEAD OF COUNTY PUBLIC SERVICE

DESIGNATION TITLE	JOB GROUP	OPTIMUM	IN POST	VARIANCE	JUSTIFICATION
County Secretary	T	1	1	0	Head of County Public Service
Deputy County Secretary	S	1	1	0	
Chief Officer Executive Affairs	S	1	0	-1	Accounting Officer
Sub-Total		3	2	-1	
Division of Liaison and Linkages					
Deputy Director	Q	1	0	-1	Head of Division
Assistant Director	P	2	0	-2	Head of the sections
Principal Economist/Principal Management officers	N	4	0	-4	Unit Economists/management officers
Chief Administrative Officer	M	2	1	-1	Unit chief administrator
Communications Officer II/I	K	1	0	-1	Unit communication officer
Sub-Total		10	1	-9	
CEC Secretariat and Public Service Coordination Office					
Deputy Director	Q	1	0	-1	Head of division
Assistant Director	P	1	0	-1	Head of CEC secretariat
Principal Human Resource Management Officer	N	1	0	-1	HR of division
Principal Administrative Officer	N	1	0	-1	Head of Public service coordination
Senior/Chief Human Resource Management Officer	L/M	1	0	-1	Ass. HR of division
Administrative Officer III/II/I	J/K/L	3	1	-2	Office administrator
Records Management Officer II/I	H/J	2	0	-2	Division records officers
Senior Support Staff/Supervisor	E/F	2	0	-2	Division Support Staff
Sub-Total		12	1	-11	
Administration					
Assistant Director	P	1	1	0	Head of section
Principal Administrative Officer	N	1	0	-1	Principal admin of section
Sub- Total		2	1	-1	

Public Communication

	Job Group	Optimum	In Post	Variance	Justification
Principal Communications Officer	N	1	0	-1	Head of section
Senior/Chief Communications Officer	L/M	1	0	-1	Assistant head of section
Communications Officer II/I	J/K	2	1	-1	Communication officer of section
Sub – Total		4	1	-3	
Customer Relations					
Principal Customer Relations Officer	N	1	0	-1	Head of section
Customer Relations Officer 1	K	1	0	-1	Customer Relations Officer
Sub- Total		2	0	-2	
GRAND TOTAL		33	6	-27	

2.4 COUNTY EXECUTIVE COMMITTEE MEMBERS

Reporting to the Governor, the County Executive Committee Members are responsible for the following duties and responsibilities:

- i). Development, implementation and review of policies, Sector Plans and Budgets.
- ii). Overseeing management of Departmental resources, preparation of budget estimates, annual work plans and Programmes,
- iii). Formulation and implementation of effective programs aligned to County visions and sector goals,
- iv). Oversight and monitoring of the Performance Management system,
- v). Promotion of National Values and Principles of Good Governance as outlined in Articles 10 and 232 of the Constitution of Kenya,
- vi). Implement county legislation,
- vii). Implement within the County, national legislation to the extent that it so requires,
- viii). Prepare proposed Legislation for consideration by County Assembly, and
- ix). Furnish the County Assembly with full and regular County Reports and perform other functions conferred on it by the Constitution or legislation, and

Any other duties as may be assigned from time to time by the Governor.

2.5 COUNTY CHIEF OFFICERS

The functions of County Chief Officers in Kenya are important in running the County Executive. Section 45 of the County Governments Act provides for the position of the County Chief Officers as:

- i). Efficient utilization of funds and other Public resources placed at their disposal as they shall be the authorized officers in respect of exercise of delegated powers,
- ii). Giving effect to lawful directives of County Executive Committee Members and keeping them informed of all important activities and events,
- iii). Administration of the County department,
- iv). Formulation and implementation of effective programs to attain vision 2030 and sector goals,
- v). Development and implementation of County's strategic and Integrated Development Plans and sector development plans,
- vi). Implementation of policies, regulations and laws,
- vii). Providing strategic policy direction for effective service delivery,
- viii). Promotion of National Values and Principles as well as ensuring compliance as outlined in Articles 10 and 232 of the Constitution of Kenya,
- ix). Determining, managing and developing department's workforce including execution of performance contracts and appraisal of staff, and
- x). Performing any other duties as may be assigned from time to time.

3.0 DEPARTMENT OF FINANCE AND ECONOMIC PLANNING

The County Department of Finance and Economic Planning is headed by a County Executive Committee Member (CECM) who is responsible for providing leadership and policy direction on finance and economic planning matters. The CECM is assisted by a Chief Officer who is the accounting and authorized officer and responsible for day to day management of the department.

The department is responsible for managing county finances and developing county economic planning policies. Supporting efficient and sustainable public financial management is fundamental to the promotion of economic development, good governance, social progress and raising the standard of living for all county citizens. It also ensures transparency, accountability and sound financial controls in the management of public finances as envisaged in Constitution of Kenya 2010.

The Department also promotes government's fiscal policy framework by ensuring that there is a balance budget and adhering to fiscal responsibility principle, to coordinate macroeconomic policy and intergovernmental financial relations, to manage the budget preparation process and to monitor the implementation of departmental budgets.

In accordance with Section 103(1) of PFM Act 2012, the County Treasury shall comprise:

- i). The County Executive Committee member responsible for finance, as the head of County Treasury,
- ii). The Chief Officer for Finance and Economic Planning , and
- iii). The department or departments of the County Treasury responsible for financial and fiscal matters.

Functions of the Department

- i). Developing and implementing financial and economic policies in the county,
- ii). Preparing the annual budget for the county and coordinating the preparation of estimates of revenue and expenditure of the County Government,
- iii). Coordinating the implementation of the budget of the County Government,
- iv). Mobilizing resources for funding the budgetary requirements of the County Government and putting in place mechanisms to raise revenue and resources,
- v). Managing the County Government's public debt and other obligations and developing a framework of debt control for the county,
- vi). Consolidating the annual appropriation accounts and other financial statements of the County Government in a format determined by the Accounting Standards Board,
- vii). Acting as custodian of the inventory of the County Government's assets except where provide otherwise by other legislation or the Constitution,
- viii). Ensuring compliance with accounting standards prescribed and published by the Accounting Standards Board from time to time,
- ix). Ensuring proper management and control of, and accounting for the finances of the County Government and its entities in order to promote efficient and effective use of the county's budgetary resources,
- x). Maintaining proper accounts and other records in respect of the county revenue fund, the county emergencies fund and other public funds administered by the county government,
- xi). Monitoring the County Government's entities to ensure compliance with legislations relating to public finance management, public procurement and effective management of funds, efficiency and transparency and, in particular, proper accountability for the expenditure of funds,

- xii). Assisting County Government entities in developing their capacity for efficient, effective and transparent financial management, upon request,
- xiii). Providing the national treasury with information which it may require to carry out its responsibilities under the constitution and subsidiary legislations,
- xiv). Issuing circulars with respect to financial matters relating to County Government entities,
- xv). Advising the County Government entities, the county executive committee and the county assembly on financial matters,
- xvi). Strengthening financial and fiscal relations between the National Government and County Governments in performing their functions, and
- xvii). Reporting regularly to the county assembly on the implementation of the annual county budget.

Roles and Responsibilities

The Department shall have one Chief Officer.

The office of the Chief Officer Finance and Economic is responsible for four (4) directorates namely, Finance and Accounting Services, Economic Planning and Budget, Supply Chain Management and Internal Audit and Risk Management. These directorates will be divided into divisions namely: Revenue Services, Finance and Accounting Services, Budget and Economic Planning Services, Supply Chain Management and Inventory and Stores Management.

3.1 DIRECTORATE OF FINANCE AND ACCOUNTING SERVICES

The directorate is headed by a Director of Finance and Accounting Services who is reporting to the Chief Officer in-charge of Finance and Economic Planning.

The Directorate is responsible for the following functions:

- i). Facilitate payments for all Departments and County Government entities,
- ii). Revenue reconciliation,
- iii). Financial management reporting,
- iv). Maintaining of accountable documents,
- v). Storage and archiving of accounting records,
- vi). Cash flow management,
- vii). Management of assets,
- viii). Coordinate adoption of Information Communication Technology in financial management, and
- ix). Capacity building and technical assistance initiatives on finance policy.

3.2 DIRECTORATE OF SUPPLY CHAIN MANAGEMENT

The directorate is headed by a Director of Supply Chain Management who is reporting to the Chief Officer in-charge of Finance and Economic Planning.

The Directorate is responsible for the following functions:

- i). Implement public procurement and asset disposal procedures,
- ii). Coordinate administration of procurement and asset disposal contracts,
- iii). Capacity building of county stakeholders on the public procurement and asset disposal system,
- iv). Advise the accounting officers on public procurement and asset disposal matters,
- v). Coordinate monitoring and evaluation of the supply chain function, and
- vi). Ensure mainstreaming of special interest groups.

3.3 DIRECTORATE OF ECONOMIC PLANNING AND BUDGET

The directorate is headed by a Director of Economic Planning and Budget who is reporting to the Chief Officer in-charge of Finance and Economic Planning.

The Directorate is responsible for the following functions:

- i). Timely County Development planning,

- ii). Preparation of planning policy documents and reports,
- iii). Capacity building and technical assistance initiatives on economic and planning matters,
- iv). Development of Monitoring and Evaluation systems in the County,
- v). Monitoring and evaluation of Programs,
- vi). Preparation of monitoring and evaluation reports,
- vii). Managing County statistics,
- viii). Carrying out County economic research,
- ix). Development of demographic statistics,
- x). Publication and dissemination of Statistical information for public use,
- xi). Developing and implementing County statistical system,
- xii). Coordinate the implementation of National and International policies,
- xiii). Any other activities as may be directed by the Governor from to time,
- xiv). Preparation of fiscal budget circular,
- xv). Preparation of the County Budget Review and Outlook Paper,
- xvi). Preparation of the County Fiscal Strategy Paper,
- xvii). Adoption of the County Fiscal Strategy Paper,
- xviii). Preparation of the County Budget Estimates,
- xix). Review proposed budgets submitted by departments,
- xx). Conduct public participation on budget preparation,
- xxi). Coordinate training on budget programs,
- xxii). Timely preparation of budget expenditure variance reports, and
- xxiii). Research on efficient budgetary allocations.

3.4 INTERNAL AUDIT AND RISK MANAGEMENT UNIT

- i). Develop an internal audit plan.
- ii). Perform audit and review as per the internal audit plan,
- iii). Monitor and evaluate the adequacy and effectiveness of internal control systems,
- iv). Ensure financial procedures, regulations and policy compliance,
- v). Review and verify periodic financial reports,
- vi). Risk identification and mitigation, and
- vii). Make recommendations on operational, financial and Governance control systems.

FIGURE 3: ORGANIZATION STRUCTURE FOR THE DEPARTMENT OF FINANCE AND ECONOMIC PLANNING

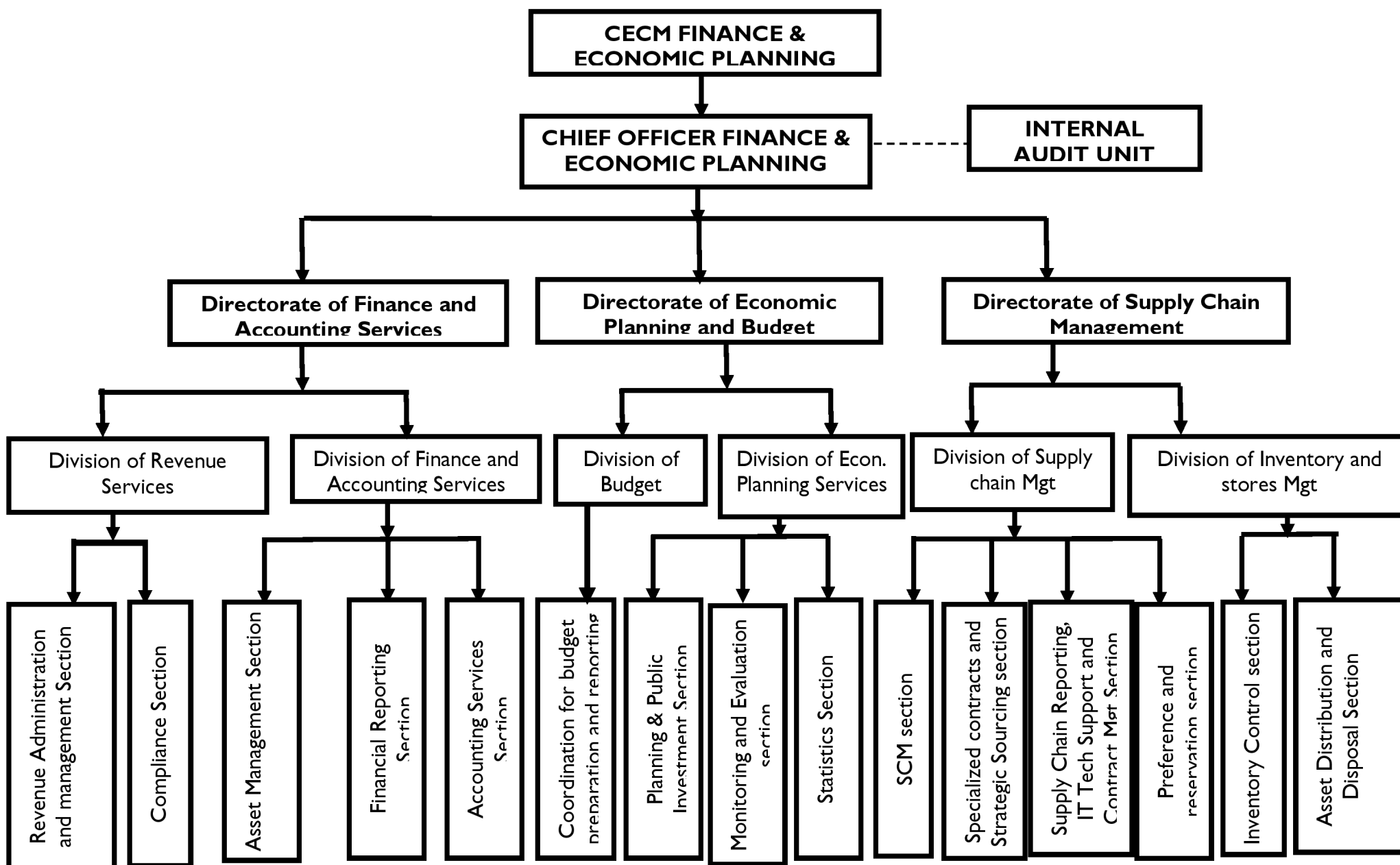


TABLE 4: PROPOSED STAFFING LEVELS FOR FINANCE AND ECONOMIC PLANNING

Directorate of Finance and Accounting Services

Designation	Job Group	Prop. Establishment	In-Post	Variance	Justification
Director Finance and Economic Planning	R	1	1	0	Head of Directorate
Deputy Director, Finance and Accounting Services	Q	1	0	-1	Head of Division
Assistant Director, Finance	P	1	0	-1	Head of Section
Assistant Director Accounting Services	P	1	0	-1	Head of Section
Chief Accountant/Finance	N	5	0	-5	Head of Units
Accountants II/I/Senior/Chief	K/L/M	16	14	-2	Requesters, Invoicers, Cashiers, FRU, Examiners
Administrator	L/M/N	1	1	0	Coordination of Sections
Fund Accountants	N	3	3	0	Mortgage, Equalization, Emergency
Auxiliary	D/E/F/G/H/J	12	-	-12	Drivers, Support staff, Clerical, Secretaries, ICT
TOTAL		41	19	-22	

Directorate of Supply Chain Management

Designation	Job Group	Proposed Establishment	In Post	Variance	Justification
Director Supply Chain Management Services	Q	1	0	-1	Head of Directorate
Deputy Director Supply Chain Management Services	Q	1	1	0	Head of Division
Assistant Director, Supply Chain Management	P	1	1	0	Head of Section
Principal Supply Chain Management Officer	N	1	0	-1	Head of Units(Reporting and Executive)

Chief Supply Chain Management Officer	M	3	1	-2	Technical Officers
Senior Supply chain Management Officer	L	5	5	0	Departmental Technical officers
TOTAL		12	8	-4	

Internal Audit and Risk Management Unit

Designation	Job Group	Proposed Establishment	In Post	Variance	Justification
Assistant Director Internal Audit	P	1	1	0	Section Head
Principal Risk and Compliance	N	1	0	-1	Unit Head
Principal Auditor	N	1	1	0	Unit Head
Auditors	N	6	10	4	Technical Officers
Audit Clerk	J	1	0	-1	
Senior Driver	E	2	0	-2	
Senior Support Staff	E	1	0	-1	
Sub –Total		13	12	-1	

Revenue Administration Section

Job Title	Job Group	Proposed Establishment	In Post	Variance	Justification
Assistant Director Revenue Management	P	1	1	0	Section Head
Chief Revenue Administrators	N	2	7	5	Sub County Revenue Officers
Revenue Superintendent	K	12	10	-2	Head of large revenue streams
Revenue Clerks	H	96	89	-7	3 Revenue Officers Per ward and 6 desk officers
Accountant	K	6	10	4	Reporting accountants
Accounts clerk	H	36	33	-3	One per ward and 6 at Sub counties
ICT Officer	J	2	2	0	Revenue system
Driver	H	8	8	0	Auxiliary
Sub total		163	160	-3	

Asset Management Unit

S/No	Designation	Proposed	J/G	In-Post	Variance	Justification
1	Assistant Director	1	P	0	-1	Section Head
2	Principal Administrative Officer	2	N	1	-1	Head Of Unit
3	Administrator	1	K/L/M	1	0	Coordination Role
4	Mechanical Engineer	1	K/L/M	0	-1	Technical Officer
5	Transport Officer	1	K/L/M	1	0	Technical Officer
6	Finance Officer	1	K/L/M	1	0	Technical Officer
7	ICT Officer	2		1	-1	Technical Officer
8	Mechanical Officer	1	K/L/M	0	-1	Technical Officer
9	Estate Manager	1	M	0	-1	To Manage County Buildings
10	Valuer	1	K/L/M	0	-1	Asset Valuation
	Sub Total	12		5	-7	

Directorate of Economic Planning and Budget

Designation	Job Group	Proposed Establishment	In-post	Variance	Justification
Director Economic Planning	Q	1	1	0	Head of Division
Deputy Director Economic Planning	Q	1	0	-1	Head of Division
Principal Economist/Principal Statistician	P	1	1	0	Head of Section
Senior Economist I/Senior Statistician I	N	2	0	-2	Head of Units
Economist I /Statistician I	K/L/M	4	20	16	Technical Officers
Economist II /Statistician II	K	6	0	-6	Sub County Tech Officers
Clerical Officer/ICT	F-K	2	0	-2	Auxiliary
Driver		1	0	-1	Auxiliary
Support staff		1	0	-1	Auxiliary
Sub Total		19	22	3	

Budget Section

Designation	Job Group	Proposed Establishment	In-post	Variance	Justification
Assistant Director Budget	P	1	1	0	Head of section
Principal Budget Officer/Principal Finance Officer	N	1	0	-1	Sections Deputy
Senior Budget Officer/Senior Finance Officer	M	2	0	-2	Technical Officers
Clerical Officer	J	1	0	-1	Auxiliary services
Auxiliary staff		1	0	-1	Auxiliary services
Sub Total		6	1	-5	
GRAND TOTAL		266	227	-39	

4.0 DEPARTMENT OF AGRICULTURE AND COOPERATIVE DEVELOPMENT

The County Department of Agriculture and Cooperative Development is headed by a County Executive Committee Member (CECM) who is responsible for providing leadership and policy direction on Agricultural and Cooperative matters. The CECM is assisted by a Chief Officer who is the accounting and authorized officer and responsible for day to day management of the department.

Functions of the Department

The Department is mandated to carry out the following functions; crop and animal husbandry, livestock sale yards, county slaughter facilities, plant and animal disease control and fisheries development as envisaged in the 4th Schedule of the Constitution of Kenya, 2010.

The Department is responsible for the following functions:

- i). Improve livestock production,
- ii). Improve food security,
- iii). Facilitate access to market,
- iv). Improve animal health,
- v). Increase acreage in crop production,
- vi). Promotion of drought tolerant crops,
- vii). Promotion of traditional and emerging crops,
- viii). Diversification of food sources,
- ix). Extension services, county food security, regulatory enforcement, availing farm inputs, soil and water,
- x). Conservation, infrastructure for marketing, production, agro-processing, value chains, credit,
- xi). Insurance access, agricultural training centres and mechanization stations, land development, county,
- xii). Policies and regulations formulation, enactment and implementation, and
- xiii). Plant and animal disease control.

The department is organized into the following four directorates each headed by a Director.

- i). Directorate of Agriculture,
- ii). Directorate of Agricultural Training and Extension Services,
- iii). Directorate of Livestock, Veterinary and Fisheries, and
- iv). Directorate of Cooperatives.

4.1 DIRECTORATE OF AGRICULTURE

The directorate is headed by a Director, Agriculture reporting to the Chief Officer, Agriculture and Cooperative Development.

The directorate is responsible for the following functions:

- v). Formulation, implementation and review of county agricultural and food policy,
- vi). Crop pests and disease control and Management,
- vii). Coordinate monitoring of county food security and early warning systems in liaison with other relevant stakeholders,
- viii). Provision of agricultural extension services and promotion of appropriate technologies,
- ix). Collaboration with research institutions in undertaking crop research and development,
- x). Management of Kaimosi Agricultural Training Centre (ATC),
- xi). Advice on regulation and standards on quality control of agricultural inputs, produce and products,
- xii). Promote commercial agriculture,

- xiii). Management of Agricultural Mechanization Services (AMS),
- xiv). Promotion of conservation of soil and water management for Agriculture, and
- xv). Promotion of food production through use of mechanized and other appropriate technologies.

The directorate is organized into two (2) divisions as follows:

- i). Division of Crop Development, and
- ii). Division of Agricultural Mechanization Services.

4.1.1 Division of Crop Development

The division is headed by a Deputy Director, Crop Development reporting to the Director, Agriculture.

The division is responsible for the following functions:

- i). Initiation and provision of technical support to the development of policies and legislations,
- ii). Support the implementation of national policies, strategies and programmes on crop development, food security and nutrition,
- iii). Crop development strategies and programmes and projects,
- iv). Development and commercialization of various Crop Value chains,
- v). Developing food security and nutrition programs,
- vi). Crop diversification and promotion of crops/varieties suited for the area's climate or emerging crops,
- vii). Soil fertility management and improvement,
- viii). Support soil testing and analysis,
- ix). Crop technology assessment and adaptation,
- x). Collaboration with relevant stakeholders in the development of crop technologies,
- xi). Coordinating the preparation and implementation of crop development work plans and budgets ,
- xii). Develop appropriate governance and accountability mechanisms to improve the impact and effectiveness of initiatives on farm inputs,
- xiii). Collecting, analysing, storing crop data and disseminating of crop information,
- xiv). Collaborating with stakeholders on availability and quality of farm inputs,
- xv). Promoting compliance to standards of crops production,
- xvi). Liaising with the principals of ATCs in the development of training packages on crop development,
- xvii). Assessing food requirements, deficits, post-harvest losses and establishing production trends,
- xviii). Promote other emerging crop enterprises, and
- xix). Monitoring and reporting on county crop situation, food security, agricultural disasters including pests, diseases, flooding, drought, and destruction by wildlife to the respective authorities for further actions.

4.1.2 Division of Agricultural Mechanization Services

The division is headed by a Deputy Director, Agricultural Mechanization Services reporting to the Director of Agriculture.

The division is responsible for the following functions:

- i). Formulation and implementation of agricultural mechanization policies,
- ii). Offering on-farm mechanization services including but not limited to ploughing, harrowing planting, ridging, harvesting, shelling, drying, hay cutting, baling and other related activities,

- iii). Offering mechanized soil and water conservation services including but not limited to construction of small earth dams and water pans, terracing, ripping, land levelling, bush clearing and drainage works,
- iv). Offering mechanization extension services including calibration, plough adjustment, plant operator trainings and promotion of land management and conservation methods,
- v). Providing mechanization services to farmers with high efficiency at subsidized price,
- vi). Continuous development, modification and testing of agricultural machinery and mechanization technologies to suit local conditions,
- vii). Survey and design of soil and water conservation structures including small earth dams, water pans, terracing, ripping, land levelling, bush clearing and drainage works,
- viii). Advising farmers on appropriate machinery and equipment suitable for various farm operations,
- ix). Carrying out farm planning and layout,
- x). Organizing and participation in ploughing contests, field days, exhibitions and shows,
- xi). Liaising with mechanization research organizations on emerging technologies,
- xii). Participation in any other related activities as may be necessary, and
- xiii). Generation of revenue.

4.2 DIRECTORATE OF AGRICULTURAL TRAINING AND EXTENSION SERVICES

The directorate is headed by a Director, Agricultural Training and Extension Services reporting to the Chief Officer, Agriculture and Cooperative Development.

The directorate is responsible for the following functions:

- i). Administration of agricultural extension services,
- ii). Formulation, implementation, monitoring and evaluation of extension projects and programs,
- iii). Setting up, structures and procedures for the operation of extension programs,
- iv). Development and promotion of appropriate technology transfer in liaison with institutions involved in agricultural technology development,
- v). Budgeting for agricultural extension programs,
- vi). Oversee management of Agricultural Training Centre, Kaimosi,
- vii). Monitoring and evaluation of extension programs and activities,
- viii). Formulation and implementation of the extension performance contracts,
- ix). Organization and Coordination of field days, shows, exhibitions and trade fairs,
- x). Collection and documentation farmer database,
- xi). Providing residential and non-residential training on relevant farming technologies backed with practical demonstrations,
- xii). Provide training facilities to farmers and other stakeholders involved in agriculture and development,
- xiii). Maintaining model farm for training purposes and for demonstration to stakeholders in agriculture,
- xiv). Provide facilities for and participate in carrying out adaptive on-farm trials of relevant technologies,
- xv). Serving as a bulking Centre of plant materials and multiplication of livestock for farmers, and
- xvi). Promotion of agro-processing and value addition.

The directorate is organized into two (2) divisions as follows:

- i). Division of Agribusiness, and
- ii). Division of Agricultural Training Services.

4.3 DIRECTORATE OF LIVESTOCK, VETERINARY SERVICES AND FISHERIES

The directorate is headed by a Director of Livestock, Veterinary Services and Fisheries reporting to the Chief Officer Agriculture and Cooperative Development.

The directorate is responsible for the following functions:

- i). Formulate, implement and coordinate county livestock policies and programmes,
- ii). Collaborate with research institutions in undertaking livestock research and development,
- iii). Promote sustainable use of natural resources for livestock development,
- iv). Implement national veterinary policies,
- v). Develop county veterinary policies and laws,
- vi). Livestock Disease investigation, vector and disease surveillance, diagnosis, reporting and notification,
- vii). Delivery of animal health, production, welfare and food safety advisory services,
- viii). Develop standards for value addition to animal products including meat, milk, eggs, hides, skins, wool and feathers,
- ix). Participate in research agenda setting in the livestock industry,
- x). Collaborate with the directorate of Fisheries and Kenya Wildlife Service in matters of fish and wildlife health respectively,
- xi). Collaborate with the department of health services in matters of zoonosis and the 'One Health approach',
- xii). Formulate and implement County fisheries policy, and
- xiii). Provision of fish trade license and movement permits.

The directorate is organized into three (3) divisions as follows:

- iii). Division of Livestock Development,
- iv). Division of Veterinary Services, and
- v). Division of Fisheries Development.

4.3.1 Division of Livestock Development

The division is headed by a Deputy Director, Livestock Development reporting to the Director of Livestock, Veterinary Services and Fisheries.

The division is responsible for the following functions:

- i). Formulation of county policies and programmes and implement specific national policies, programmes and agreements,
- ii). Promotion of livestock production including emerging livestock species,
- iii). Enforcement of national standards and promote development of county livestock production standards,
- iv). Development of disaster preparedness, management and mitigation strategies in livestock production in the county,
- v). Provision of advisory services in animal husbandry and community mobilization for livestock development,
- vi). Collaborating and liaise with mandated research centres and set county research agenda,
- vii). Developing and implementing relevant guidelines on animal and forage genetic resource conservation Manage livestock production information in the county,
- viii). Enforcement of county legislation on land use for livestock development,
- ix). Promotion of commercially oriented livestock production and value addition in the county, and
- x). Establish a Livestock identification and traceability system.

4.3.2 Division of Veterinary Services

The division is headed by a Deputy Director, Veterinary Services reporting to the Director of Livestock, Veterinary Services and Fisheries.

The division is responsible for the following functions:

- i). Formulation of animal health policies,
- ii). Provision of efficient animal health extension service,
- iii). Control and awareness creation on zoonotic diseases,
- iv). Livestock Disease control including Vaccinations, Disease surveillances, establishment of crushes, stockyards, regulation of livestock movement, Pest and vector control, imposing quarantines and other necessary measures,
- v). Enforcement of national standards and development of disaster preparedness, management and mitigation strategies in livestock production in the county,
- vi). Provision of Veterinary public health services including regulation of slaughter points (abattoirs), safety of meat and other products of animal origin,
- vii). Coordination and liaison with other stakeholders in the provision of animal health services,
- viii). Provision of veterinary laboratory diagnostic services,
- ix). Regulate Hides and skin movement,
- x). Promotion of leather development,
- xi). Animal genetic improvement and breeding,
- xii). Animal control and welfare including, Licensing of dogs and Facilities for the accommodation, care and burial of animals,
- xiii). Provision of efficient animal health extension service,
- xiv). Dissemination of livestock health information,
- xv). Protection of public health through protection of communicable diseases,
- xvi). Ensuring that meat and other products of animal origin are safe for human consumption, and
- xvii). Imposing quarantines to prevent animal disease spread.

4.3.3 Division of Fisheries Development

The division is headed by a Deputy Director, Fisheries Development reporting to the Director of Livestock, Veterinary Services and Fisheries.

The division is responsible for the following functions:

- i). Promotion and coordination of Fisheries development in the County,
- ii). Coordination, preparation, review and implementation of fisheries policies, legislations and county fisheries management plans,
- iii). Promotion of fish quality assurance, value addition and marketing,
- iv). Monitoring and evaluation of fisheries projects and programmes,
- v). Enforcement of fisheries regulations and compliance including licensing
- vi). Pests and disease control in aquaculture
- vii). Promote recreational fisheries,
- viii). Development and management of fisheries related infrastructure including fingerling bulking sites, value addition and storage (cold chain) facilities along the value chain,
- ix). Promotion of appropriate technologies and strategies for fisheries development,
- x). Provision of fisheries extension services and promoting aquaculture development,
- xi). Assurance of fish quality and product development,
- xii). Manage fisheries data bank, and
- xiii). Coordinating dissemination of relevant information.

4.4 DIRECTORATE OF COOPERATIVES

The directorate is headed by a Director, Cooperatives reporting to the Chief Officer, Agriculture and Cooperative Development. The director is the administrative head of the directorate and deals with policy implementation and day to day management of the directorate.

The functions of the directorate entail:

- i). Promotion and registration of co-operatives,
- ii). Regulation and governance of co-operative societies,
- iii). Co-operative audits,
- iv). Co-operative education, training and information,
- v). Research and consultancy,
- vi). Marketing support to co-operative societies,
- vii). Inspections and inquiries of co-operative societies, and
- viii). Liquidation of co-operative societies, and
- ix). Settlement of disputes (arbitration).

The Directorate is organized into the following one division and one unit headed by a Deputy Director and Assistant director respectively reporting to Director of Cooperative Development.

- i). Division of Cooperative Development, and
- ii). Cooperative Audit Unit

4.3.1 Division of Cooperative Development

The Division is headed at the level of Deputy Director JG 'Q' reporting to the Director of Cooperative Development.

The division is responsible for the following functions:

- i). Providing technical advice on co-operative investments, finance, credit, marketing, project management, extension and advisory services,
- ii). Developing and ensuring implementation of policies,
- iii). Ensuring and enforcing compliance with co-operative legislation,
- iv). Designing, coordinating and monitoring the implementation of co-operative activities,
- v). Preparing and validating registration and deregistration of co-operative societies documents,
- vi). Monitoring co-operative societies liquidation process,
- vii). Developing education and training packages for co-operative movements,
- viii). Analysing data for policy formulation,
- ix). Carrying out market research and disseminating research findings,
- x). Promoting value addition and processing,
- xi). Undertaking co-operative risk assessment,
- xii). Developing new financial products, creating new policies and other co-operative ventures,
- xiii). Staff supervision, development and appraisal in the Directorate/Division, and
- xiv). Coordinating and monitoring the implementation of Vision 2030 and Nandi CIDP and County Socio-Economic Transformation flagship projects.

4.3.2 Cooperative Audit Unit

The Division is headed by Assistant Director JG 'P' reporting to the Director of Cooperative Development. The unit is responsible for the following functions:

- i). Examining all books of accounts of all co-operative societies in the county,
- ii). Carrying out certification audits,
- iii). Registration of co-operative society audited accounts,
- iv). Risk assessment in saving and credit cooperative societies,
- v). Banking inspections in local saving and credit cooperative societies, and
- vi). Carrying out continuous and compliance audits.

4.3.3 Sub County Agriculture and Cooperative Development Offices

The Sub County Agricultural, Livestock and Fisheries Offices is headed at the level of Assistant Director, Job Group 'P'.

The functions of the Sub-County Offices will entail:

- i). Implementation of departmental policies, projects and programmes in the Sub County,
- ii). Harmonization of extension approaches and methodologies of various project/programmes in liaison with all stakeholders in Sub County,
- iii). Organization and Management of resources in the Sub County,
- iv). Coordination of preparation and implementation of work plans and budgets,
- v). Promoting collaboration among stakeholders in the delivery of departmental services,
- vi). Coordinate the organization of field days, exhibition and shows,
- vii). Preparation and implementation of performance contract for the Sub County,
- viii). Coordination and implementation of the extension services, appropriate technology, including digital platforms, to farmers and other stakeholders,
- ix). Preparation of periodic reports,
- x). Monitoring and evaluation of projects and programmes in the Sub County,
- xi). Implementation of food security and nutrition programs,
- xii). Soil fertility management and improvement,
- xiii). organization of field days, agricultural shows, exhibitions and trade fairs,
- xiv). Collecting, analysing, storing data and disseminating of information,
- xv). Assessing food requirements, deficits, post-harvest losses and establishing production trends,
- xvi). Promotion of investment opportunities in value addition and agro-processing,
- xvii). Coordination and supervision of food and nutrition activities at farm family level,
- xviii). implementing soil and water conservation policies and regulations, and
- xix). Agricultural land use planning and development.

FIGURE 4: ORGANIZATION STRUCTURE FOR THE DEPARTMENT OF AGRICULTURE AND COOPERATIVE DEVELOPMENT

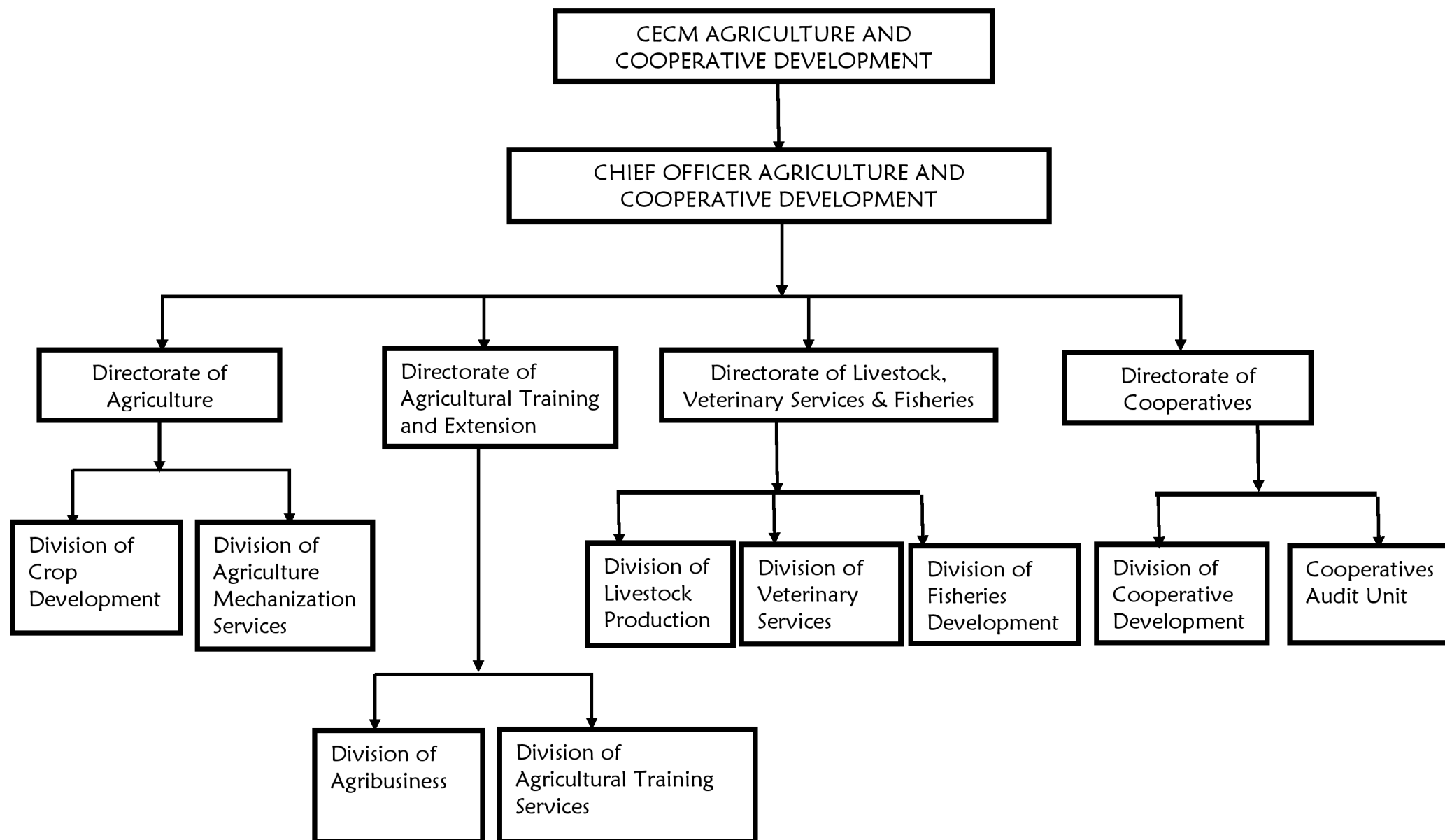


TABLE 5: PROPOSED STAFFING LEVELS FOR THE DEPARTMENT OF AGRICULTURE AND COOPERATIVE DEVELOPMENT

	Designation	J/G	Proposed Establishment	In post	Variance	Justification
Executive	CECM	T	1	1	0	CECM
	CO'S	S	1	1	0	Chief officer
	Sub-total		2	2	0	
DIRECTORATE OF AGRICULTURE						
Division of Crop Development, and Division of Agricultural Mechanization Services	Director of Agriculture	R	1	0	-1	Head of Directorate
	Deputy Director of Crop Development	Q	1	1	0	Head of Division
	Deputy Director of Agricultural Mechanization Services	Q	1	0	-1	Head of Division
	Principal Superintending Engineer - County Agricultural Engineer	Q	1	0	-1	County Dept Hqs
	Chief Superintending Engineer - County Agricultural Mechanization services Engineer	P	1	0	-1	County Dept Hqs
	Chief Superintending Engineer - County Irrigation, Soil & Water Conservation Engineer	P	1	0	-1	County Dept Hqs
	Principal Agricultural Officers- County Agriculture Subject Matter Specialists	N	0	2	2	County Dept Hqs
	Senior Superintending Engineer - Rural Technology services Engineer	N	2	0	-2	County Dept Hqs
	Superintending Engineer- AMS/Rural technology Engineer	M	4	0	-4	County Dept Hqs
	Agricultural Engineering Technician- Agric. Mech. Services unit	H	2	0	-2	County Dept Hqs
	Artisans -Agric. Mech. Services unit	G	4	0	-4	County Dept Hqs
	Plant Operators - Agric. Mech. Services unit	F	10	0	-10	County Dept Hqs
	Assistant Director - Sub County Agricultural Officer	P	6	3	-3	Sub-County Dept Hqs
	Principal Agricultural officers- Sub-County Agriculture Subject Matter Specialists	N	0	6	6	Sub-County Dept Hqs
	Chief Agric. Officer- Sub County Crops officer	M	6	6	0	Sub-County Dept Hqs
	Agricultural Engineer I- Sub County Agri. Engineer	L	2	0	-2	Sub-County Dept Hqs
	Agricultural Engineer II - Sub County Agri. Engineer	K	4	3	-1	Sub-County Dept Hqs

	Senior Agricultural Officer- Ward Agric. Officers	L	30	3	-27	Wards
	Chief Assistant Agricultural Officer - Ward Crops Officers/ Environment & Land dev officers	L	10	6	-4	Wards
	Agricultural Officer - Ward Crops Officers/ Environment & Land dev officers	K	30	21	-9	Wards
	Senior Assistant Agricultural Officer-Ward Crops Officers/ Environment & Land dev officer	K	20	19	-1	Wards
	Assistant Agricultural Officer I- Field extension Officer- Ward/Location	J	30	9	-21	Location
	Assistant Agricultural Officer II- Field extension Officer- Location	H	75	20	-55	Location
	Sub-total		241	99	-142	
DIRECTORATE OF AGRICULTURAL RESOURCE MANAGEMENT AND TRAINING						
Division of Agribusiness	Center Director - Kaimosi ATC	R	1	1	0	Kaimosi ATC
	Deputy Director- Agribusiness	Q	1	0	-1	County Dept Hqs
	Ass. Dir. Home Economics and Gender Mainstreaming	P	1	0	-1	County Dept Hqs
	Asst Dir. Agric. Value addition and Marketing services	P	1	0	-1	County Dept Hqs
	Principal Agric. Officer - County Planning, M E & L	N	1	0	-1	County Dept Hqs
	Principal Agric. Officer - Farm Management services	N	1	0	-1	County Dept Hqs
	Principal Agric. Officer - Agric Marketing services	N	1	0	-1	County Dept Hqs
	Principal Agric. Officer - Research Liaison and Policy Dev.	N	1	0	-1	County Dept Hqs
	Chief Agric. Officer- Value chain Development Officers	M	8	0	-8	County Dept Hqs
	Chief Agric. Officer- Sub County HOMECE	M	6	0	-6	Sub-County Dept Hqs
	Chief Agric. Officer- Sub County Agribusiness Officer	M	6	0	-6	Sub-County Dept Hqs
	Chief Assistant Agricultural Officer - Ward HOMECE Officer	L	3	1	-2	Wards
	Chief Assistant Agric. Officer- Ward Agribusiness officer	L	3	0	-3	Wards
	Senior Agricultural Officer- Ward Agribusiness Officer	L	3	0	-3	Wards
	Senior Agricultural Officer- Ward HOMECE Officer	L	3	0	-3	Wards
	Agricultural Officer - Ward HOMECE Officer	K	4	0	-4	Wards
	Agricultural Officer - Ward Agribusiness Officer	K	4	0	-4	Wards
	Senior Assistant Agricultural Officer- Ward HOMECE Officer	K	4	0	-4	Wards

	Senior Assistant Agricultural Officer- Ward Agribusiness officer	K	4	0	-4	Wards
	Assistant Agricultural Officer I - Ward HOMECE Officer	J	6	0	-6	Wards
	Assistant Agricultural Officer I - Ward Agribusiness Officer	J	6	0	-6	Wards
	Assistant Agricultural Officer II - Ward HOMECE Officer	H	10	0	-10	Wards
	Assistant Agricultural Officer II - Ward Agribusiness Officer	H	10	0	-10	Wards
	Sub – Total		88	2	-86	
Division of Agricultural Training Services	Deputy Director - Principal Kaimosi ATC	Q	1	0	-1	Kaimosi ATC
	Principal Agricultural Officer - Ag. Deputy Principal ATC	N	0	1	1	Kaimosi ATC
	Principal Agricultural Officer - Deputy Principal ATC	N	1	1	0	Kaimosi ATC
	Chief Agricultural Officer - Farm manager Kaimosi ATC	M	1	0	-1	Kaimosi ATC
	Chief Agricultural Officer-Extension and Outreach Officer - ATC	M	1	0	-1	Kaimosi ATC
	Chief Livestock Production Officer- Livestock officer ATC	M	1	0	-1	Kaimosi ATC
	Chief Agricultural Officer -Crops officer -ATC	M	1	0	-1	Kaimosi ATC
	Chief Agricultural Officer -Home economics Officer- ATC	M	1	0	-1	Kaimosi ATC
	Senior Agricultural Officer- Agribusiness Officer ATC	L	1	0	-1	Kaimosi ATC
	Senior Agricultural Officers -Sub-ATC Coordinators - ATC	L	6	0	-6	Kaimosi ATC
	Agricultural Engineer -Manager Agro-Processing Units - ATC	L	1	0	-1	Kaimosi ATC
	Agricultural Officer HOMECE- Cateress/ House keeper - ATC	K	1	1	0	Kaimosi ATC
	Agricultural Officer - Assistant Farm Manager - ATC	K	1	4	3	Kaimosi ATC
	Assistant Agricultural Officer I - Agro-Processing Unit Staff - ATC	J	2	0	-2	Kaimosi ATC
	Assistant Livestock Production Officer I-Agro-Processing Unit Staff – ATC	J	2	0	-2	Kaimosi ATC
	Assistant Livestock Production Officer II-Livestock Officers - ATC	H	2	0	-2	Kaimosi ATC
	Assistant Agricultural Officer II -Crop Assistant - ATC	H	2	2	0	Kaimosi ATC
	Agricultural Engineering Technician -Mechanization Assistant – ATC	H	2	0	-2	Kaimosi ATC
	Sub-total		27	9	-18	
DIRECTORATE OF LIVESTOCK, VETERINARY SERVICES AND FISHERIES						
	Director of Livestock, Veterinary Services and Fisheries		1	0	-1	Head of Directorate

	DDL- Ruminant Production and Extension	Q	1	0	-1	Head of Division
	ADLP- Non Ruminant Production and Extension	P	1	0	-1	County Dept Hqs
	ADLP- Dairy production	P	1	0	-1	County Dept Hqs
	PLPO- County Poultry and Apiculture Dev. Officer	N	1	0	-1	County Dept Hqs
	Principal Livestock Production Officer- Sub County Livestock Production Officer	N	6	0	-6	Sub-County Dept Hqs
	Chief Liv. Prod. officer - SubCounty-Ruminant Livestock Officer	M	6	0	-6	Sub-County Dept Hqs
	Chief Liv. Prod. officer - SubCounty-Non Ruminant, Apiculture & Emerging Livestock	M	6	0	-6	Sub-County Dept Hqs
	Chief Liv. Prod. officer - Ward Livestock Production officer	M	6	0	-6	Wards
	Senior Liv. Prod. officer - Ward Livestock Production officer	L	12	4	-8	Wards
	Livestock Production Officer - Ward Livestock Production Officer	K	12	5	-7	Wards
	Assistant Livestock Production Officer I - Ward Ruminant Liv. Officer	J	30	1	-29	Wards
	Assistant Livestock Production Officer II - Ward Non-ruminant Liv. Officer	H	30	6	-24	Wards
	Sub-total		113	16	-97	
Division of Veterinary Services	DDVS -Disease control and Breeding Services	Q	1	0	-1	Head of Division
	Assistant Director - Vet. Public Health and Leather development Services	P	1	0	-1	County Dept Hqs
	Assistant Director of Vet Services - Disease control and Animal Welfare Services	P	1	0	-1	County Dept Hqs
	Chief veterinary officer - County Vet. Breeding Services Officer	N	1	1	0	County Dept Hqs
	Chief Vet. Officer - County Veterinary Public Health Services Officer	N	1	0	-1	County Dept Hqs
	Chief Veterinary Officer - County Leather Development Services Officer	N	1	0	-1	County Dept Hqs
	Senior Veterinary Officer - Sub County Veterinary Officer	M	6	3	-3	Sub-County Dept Hqs

	Senior Vet. Sub County-Vet Public Health and quality assurance Officer	M	6	0	-6	Sub-County Dept Hqs
	Veterinary Officer -Sub County -Disease control, Animal welfare and Breeding services officer	L	6	6	0	Sub-County Dept Hqs
	Animal Health Officer- Sub County-Leather Development officer	L	6	0	-6	Sub-County Dept Hqs
	Veterinary Officer- Ward Veterinary Officer	L	30	0	-30	Wards
	Chief Livestock Health Assistant- Animal health/Meat inspector/Breeding services	K	20	16	-4	Wards
	Senior Livestock Health Assistant - Animal health/Meat inspector/Breeding services	J	18	1	-17	Wards
	Livestock Health Assistant I - Animal health/Meat inspector/Breeding services	H	30	4	-26	Wards
	Assistant Animal Health Officer III - Animal health/Meat inspector/Breeding services	H	30	24	-6	Wards
	Livestock Health Assistant II - Animal health/Meat inspector/Breeding services	G	30	63	33	Wards
	Sub-total		188	118	-70	
Division of Fisheries	DD Aquaculture , Riverine and Dam Fisheries	Q	1	0	-1	Head of Division
	Ass. Director Fish Quality assurance and Extension	P	1	0	-1	County Dept Hqs
	Principal Fisheries Officer- Aquaculture & capture fisheries devt Officer	N	1	0	-1	County Dept Hqs
	Principal Fisheries Officer Fish quality & value addition Officer	N	1	1	0	County Dept Hqs
	Principal Fisheries Officer- Sub County Fisheries Officer	N	6	0	-6	Sub-County Dept Hqs
	Chief Fisheries Officer- Sub County Aquaculture & capture fisheries devt Officer	M	6	1	-5	Sub-County Dept Hqs
	Senior fisheries Officer - Sub County Fish Quality and Value Addition Officer	L	6	0	-6	Sub-County Dept Hqs
	Fisheries Officer - Ward Fisheries Officer	K	6	2	-4	Wards

	Fisheries Assistant I - Ward Aquaculture & capture fisheries devt Officer	H	30	7	-23	Wards
	Fisheries Assistant II - Fish Quality and Value Addition Officer	G	30	1	-29	Wards
	Sub-total		88	12	-76	
DIRECTORATE OF COOPERATIVES						
Division of Cooperative Development	Director Cooperative Development	R	1	0	-1	Head of Directorate
	Deputy Director - Cooperative Extension Services	Q	1	0	-1	Head of Division
	Asst. Director of Cooperatives - Cooperative Development	P	1	0	-1	County Dept Hqs
	Asst. Director of Cooperatives- Cooperative Auditor	P	1	0	-1	Head of Audit Unit
	Principal Cooperative Officer- Sub County Cooperative Officer	N	6	1	-5	Sub-County Dept Hqs
	Chief Cooperative Office-Sub County	M	12	0	-12	Sub-County Dept Hqs
	Senior Cooperative Officer - Ward Cooperative Officer	L	12	1	-11	Wards
	Senior Assistant Cooperative Officer	L	6	0	-6	Wards
	Cooperative Officer	K	12	2	-10	Wards
	Cooperative Auditors - Ward Cooperative auditor	K	8	1	-7	Wards
	Assistant Cooperative Officer I - Ward Cooperative Extension Services Officer	K	10	0	-10	Wards
	Assistant Cooperative Officer II - Ward Cooperative Extension Services Officer	J	10	0	-10	Wards
	Assistant Cooperative Officer III - Ward Cooperative Extension Services Officer	H	10	5	-5	Wards
	Sub-total		90	10	-80	
County Projects/ Programs Coordination Units (NARIGP, ASDSP)	Director - County project coordination Unit (CPCU) - NARIGP, ASDSP	R	2	0	-2	County Dept Hqs
	D/Director – CPCU	Q	2	0	-2	County Dept Hqs
	Assistant Director – CPCU	P	4	2	-2	County Dept Hqs
	Principal Agricultural Officer - CPCU	N	6	1	-5	County Dept Hqs
	Chief Agricultural Officer - CPCU	M	4	3	-1	County Dept Hqs
	Senior Agricultural Officer – CPCU	L	0	9	9	County Dept Hqs
	Sub-total		18	15	-3	

Administration	Administrators- County dept Hqs	K	3	3	0	County Dept Hqs
	Human Resource Officer - County dept Hqs	K	3	3	0	County Dept Hqs
	Planning officer- County Hqs	K	2	3	1	County Dept Hqs
	Accountant- County dept Hqs	K	10	4	-6	County Dept Hqs
	Auditor- County dept Hqs	K	2	1	-1	County Dept Hqs
	ICT officers- County dept Hqs	K	3	2	-1	County Dept Hqs
	Communication Officers- County dept Hqs	K	2	2	0	County Dept Hqs
	Supply Chain Officers - County dept Hqs	K	5	4	-1	County Dept Hqs
	Accounts Clerks - County dept Hqs	G	6	0	-6	County Dept Hqs
	Clerical officers- County dept Hqs	G	11	5	-6	County Dept Hqs
	Administrative assistant -County dept Hqs	H	8	2	-6	County Dept Hqs
	Driver- County dept Hqs	E	12	8	-4	County Dept Hqs
	Support Staff - County dept hqs	G	4	4	0	Sub-County Dept Hqs
	Clerical officers- Sub-county dept hqs	G	24	6	-18	Sub-County Dept Hqs
	Driver-Sub-county dept hqs	E	12	0	-12	Sub-County Dept Hqs
	Support Staff - Sub-county dept hqs	G	18	4	-14	Sub-County Dept Hqs
	Administrator- ATC	M	1	0	-1	Kaimosi ATC
	Accountant –ATC	K	1	1	0	Kaimosi ATC
	Supply Chain Officers – ATC	K	1	1	0	Kaimosi ATC
	Cateress- ATC	H	2	2	0	Kaimosi ATC
	Clerical officers- ATC	G	3	2	-1	Kaimosi ATC
	Accounts Clerks- ATC	G	1	1	0	Kaimosi ATC
	Support staff- ATC	E,F,G	10	5	-5	Kaimosi ATC
	Sub-total		144	63	-81	
	Total		999	346	-653	

5.0 DEPARTMENT OF HEALTH

The County Department of Health is headed by a County Executive Committee Member (CECM) who is responsible for providing leadership and policy direction on health matters. The CECM is assisted by a Chief Officer who is the accounting and authorized officer and responsible for day to day management of the department.

The functions of the Health Department are drawn from the Fourth Schedule Part 11 to the Constitution of Kenya 2010. These functions include provision of health services including:

- i). County Health facilities and pharmacies,
- ii). Ambulance services,
- iii). Promotion of primary health care,
- iv). Licensing and control of undertakings that sell food to the public,
- v). Veterinary services (excluding regulation of the provision),
- vi). Cemeteries, funeral parlours and crematoria, and
- vii). Refuse removal, refuse dumps and solid waste.

Specifically, the department is responsible for-

- i). Provision of medical services including curative, pharmaceutical, rehabilitative, nutrition, referral, ambulance,
- ii). Provision of preventive and promotive health services which includes: Public health and sanitation, disease surveillance and disaster response, health education, environmental sanitation and hygiene, occupational health, waste management and vector control Community health services, Primary care services, Mental health and Methadone Assisted therapy, and
- iii). Policy planning and Monitoring and Evaluation (M&E) which includes health information, planning and budgeting, health care financing, resource mobilization, e-health and public-private partnership.

The Department is headed at the technical level by the establishment of the office of the County Director of Health in line with the Health Act, 2017 and is organized into three (3) Divisions, twenty six (26) Sections and County Health Management Teams and Committees as follows:

- i). Division of Medical Services,
 - a). Nursing Services Section,
 - b). Clinical Services Section,
 - c). Pharmaceutical Services Section,
 - d). Medical Laboratory Services Section,
 - e). Rehabilitative Services Section,
 - f). Physiotherapy Section,
 - g). Ophthalmology Section,
 - h). Dental Services Section,
 - i). Imaging Services Section,
 - j). Health Records and Information Section,
 - k). Medical Engineering Section, and
 - l). Medical Social work Section
- ii). Division of Preventive and Promotive Health,
 - a). Public Health Services Section,
 - b). Primary Health Care Section,
 - c). Epidemiology Section,
 - d). Non-Communicable Diseases Section,
 - e). Mental Health Section,

- f). Community Health Services Section, and
 - g). Health Promotion Section.
- iii). Division of Health Administration,
 - a). Health administration section,
 - b). Human Resource Section,
 - c). Supply Chain Section,
 - d). ICT Services Section,
 - e). Policy, Planning, Monitoring and Evaluation Section,
 - f). Quality Assurance and Standards Section, and
 - g). Communication Section.
- iv). County Health Management Team,
- v). Sub County Health Management Team,
- vi). Hospital Health Management Boards,
- vii). Health Facility Management Committees, and
- viii). Dispensary/Community Health Management Committees.

5.1 DIVISION OF MEDICAL SERVICES

This division of Medical Services is managed through the following Management Committees and hospital Boards.

- i). County Health Management Team (CHMT),
- ii). Sub-County Health Management Teams (SCHMT),
- iii). Hospital Health Management Boards, and
- iv). Facility Health Management Committees.

County Health Management Team

The team is headed by the Director of Health and its membership is drawn from heads of the following Medical Units:

- i). Nursing Services,
- ii). Clinical Services,
- iii). Laboratory Services,
- iv). Health Records and Information,
- v). Public health,
- vi). Nutrition services,
- vii). School Health Services,
- viii). Community Health Services,
- ix). Reproductive and Maternal Health Services,
- x). Health Promotions,
- xi). Projects Management,
- xii). Ambulance Services,
- xiii). Pharmacy – essential medicines and medical supplies,
- xiv). County Health Administration,
- xv). TB and HIV Services,
- xvi). Counselling Services,
- xvii). Emergency Services,
- xviii). Anaesthesia Services,
- xix). Accounting Services, and
- xx). Supply Chain Management.

The responsibilities of County Health Management Team includes:

- i). Provision of overall governance in provision of health services,

- ii). Strategic and operational planning, supportive supervision, monitoring and review of health service delivery in the County,
- iii). Coordination of delivery of health services in the County, and
- iv). Provide a linkage with County Executive officer, Head of health department and other actors to facilitate health sector dialogue at the County.

Sub County Health Management Teams

The Sub County Health Management Teams are headed by Sub County Medical Officer of Health (SCMOH) who reports to the Director of Health.

The teams are comprised of heads of the following sub county units:

- i). Nursing Services,
- ii). Clinical Services,
- iii). Laboratory Services,
- iv). Health information and records,
- v). Public health,
- vi). Nutrition services,
- vii). School health services,
- viii). Community health services,
- ix). Reproductive and maternal health Services,
- x). Health promotions,
- xi). Ambulance services, and
- xii). Pharmacy – essential medicines and medical supplies.

They are charged with coordination of the following functions at the sub county level

- i). Promotive Health Services,
- ii). Curative Health Services,
- iii). Preventive Health Services,
- iv). Rehabilitative Health Services, and
- v). General Administration and support Services

Hospital Management Teams

The Hospital Management Teams are headed by a Medical Superintendent who reports to the Director of Health and consist of the following heads of departments/functions at hospital level:

- i). Nursing Services,
- ii). Clinical Services,
- iii). Laboratory Services,
- iv). Health information and records,
- v). Public health,
- vi). Nutrition services,
- vii). Pharmacy – essential medicines and medical supplies,
- viii). Gynaecologist,
- ix). Paediatrician,
- x). Surgeon,
- xi). Physician,
- xii). Hospital administrator,
- xiii). Accountants,
- xiv). Procurement, and
- xv). Maintenance.

Health Centre Facility Management Committee

The Health Centre Facility Management Committees are headed by Health Centre officer in charge of Promotive, Preventive, curative, Rehabilitative and General Administration Services. The Health Centre Officer report to the Sub County Medical Officer of Health (SCMOH).

The committees comprises:

- i). Health facility in charge – Secretary,
- ii). Chairman – elected from members of the community,
- iii). Treasure – elected from members of the community, and
- iv). Two (2) Members – elected from members of the community.

The Committees are charged with the following functions:

- i). Promotive Health Services,
- ii). Curative Health Services,
- iii). Preventive Health Services,
- iv). Rehabilitative Health Services, and
- v). General Administration and support Services.

Dispensary facilities management committee

Dispensary Facility Management Committee headed by Dispensary officer in charge of Promotive, Preventive, curative, Rehabilitative and General Administration Services.

The committees are comprised of:

- i). Health facility in charge – Secretary
- ii). Chairman – elected from members of the community
- iii). Treasure – elected from members of the community
- iv). Two (2) Members – elected from members of the community

The Health Centre Facility Management Committees are charged with the following functions

- i). Promotive Health Services,
- ii). Curative Health Services,
- iii). Preventive Health Services,
- iv). Rehabilitative Health Services, and
- v). General Administration and support Services.

5.1.1 Nursing Services Section

This section is headed by a County Nursing Officer, Job group “M” who is responsible to the Deputy Director of Health for the coordination and supervision of nursing services across the County. The County Nursing Services entail:

- i). Management of nursing and midwifery services across the county,
- ii). Planning for, supervising and appraising nursing personnel across the county,
- iii). Ensuring ethical and qualitative nursing practices are maintained,
- iv). Maintaining good discipline among the nursing personnel,
- v). Coordinating health care activities in the county,
- vi). Setting standards among the nursing staff and evaluating quality of care,
- vii). Providing resources for service delivery, Formulation, review and execution of nursing policies, objectives, standards and programs in line with wider health sector policies framework,
- viii). Preparing nursing staff for the desired changes in working styles, attitude and work ethics,
- ix). Management of nursing and midwifery services across the county,
- x). supervising and appraising nursing personnel across the county,
- xi). Ensuring ethical and qualitative nursing practices are maintained,

- xii). Contribute to nurse's recruitment into the service, Propose and implement a revised scheme of service for nurses,
- xiii). Ensuring appropriate work-plans are developed on the basis of the Strategic Plan, and
- xiv). Coordinating ambulance referral services.

5.1.2 Clinical Services Section

This section is headed by a Clinical Officer, Job Group "L" who is responsible to the Deputy Director Health Services for coordinating the provision of clinical services. The Clinical Services Directorate is charged with the following functions:

- i). Over all coordination and supervision on clinical officers,
- ii). Implementation of clinical service policy at county level,
- iii). Ensure equitable deployment and distribution of clinical officers in the county,
- iv). Coordinating work plans and performance appraisals in the county, and
- v). Coordinating quality improvement care in the health facilities in the county.

5.1.3 Pharmaceutical Services Section

The Pharmaceutical Services section is headed by a Pharmacist JG 'N' who reports to the Deputy Director Health Services. The functions of the Pharmaceutical Services entail:

- i). Coordination of procurement of health products and technologies including pharmaceutical, laboratory, X-ray, dental, rehabilitative health commodities from KEMSA and other local supplies through the supply chain,
- ii). Identification of staffing gaps and rationalization of the same to various health facilities,
- iii). Provision of technical committee including tender evaluation, results based financing, County commodities working groups,
- iv). Participation in Pharmacy related activities at National and County Levels including tuberculosis, reproductive health and anti-retro viral programmes,
- v). Liaison with development partners such as Apha Plus Halisi, CHS, and
- vi). Development of Pharmacy Work plan and Budgets.

5.1.4 Laboratory Services Section

This section is headed by a County Medical Laboratory Coordinator, Job Group 'N' who reports to the Deputy Director, Health. The functions of the County Laboratory entail:

- i). Implementation of Kenya Medical Laboratory Technicians and Technologists Act, Cap 253A of 1999,
- ii). Formulation, implementation, Interpretation and review of medical laboratory policies, standards guidelines and programs Management and coordination of medical laboratory services,
- iii). Provision of diagnostic medical laboratory services,
- iv). Provision of safe blood transfusion services,
- v). Management of blood and blood products,
- vi). Conduct diagnostic laboratory interventions in liaison with other health care stake holders,
- vii). Conduct research in the field of medical laboratory services in liaison with other departments/ministries and research institutions,
- viii). Provision of evidenced in support of medical legal and forensic services Provision of specifications, evaluation and validation of medical laboratory records and information, and
- ix). Provision of quality assurance services in medical laboratory services.

5.1.5 Rehabilitation Services Section

This section is headed by a County Rehabilitation Coordinator, Job Group 'L', who is responsible to the Deputy Director, Health Services for coordination of occupational therapy, physiotherapy, orthopaedic trauma and orthopaedic technology functions.

Specific functions entail:

- i). Formulating, implementing, interpreting and reviewing of rehabilitative healthcare policies, guidelines, standards and procedures,
- ii). Facilitate developing and provision of appropriate low-cost supportive and mobility appliances through appropriate technology to meet the needs of people living with disabilities in the rural community,
- iii). Formulating & implementing appropriate rehabilitative projects and programmes with the aim of preventing/minimizing disability and promoting maximum independence and full integration in all aspects of life,
- iv). Providing technical advice on promotive and preventive health, rehabilitative services including disability mainstreaming and fast tracking medical assessments and registration of people living with disabilities,
- v). Facilitating establishment of a database of information on rehabilitation, supporting research,
- vi). Monitoring and evaluation of rehabilitative projects and programmes, planning, budgeting, managing the facilities and assets of the department, and
- vii). Managing performance and capacity building.

The Rehabilitation department is organized into the following divisions:

- i). Orthopaedic,
- ii). Physiotherapy, and
- iii). Occupational Therapy.

5.2 DIVISION OF PREVENTIVE AND PROMOTIVE HEALTH

The division is headed by an Assistant Director, Health Promotion and Disease, Job Group 'P', who reports to Deputy Director, Health. The functions of the division entail:

- i). Staff health education—CMEs,
- ii). School health education,
- iii). Community health education,
- iv). Patient health education,
- v). World health days commemoration,
- vi). Integration/collaboration with other ministries,
- vii). Health gaps intervention through advocacy,
- viii). Behaviour change communication-BCC,
- ix). Healthy lifestyle promotion, and
- x). Integrated supportive supervision.

The Health Promotion and Disease Prevention Directorate is organized into the following sections and units:

- i). County Public Health,
- ii). County Health Promotion,
- iii). County AID/STI,
- iv). Malaria and Immunization,
- v). County TB/Lung Diseases,
- vi). Nutrition and Dietetic, and
- vii). Disease Surveillance.

5.3 DIVISION OF HEALTH ADMINISTRATIVE SERVICES

The division is headed by a Deputy Director Administration, Job group 'Q' who reports to the Chief Officer. The functions of the directorate entail:

- i). Managements of finances and budgets of hospitals, Health departments, Programs,
- ii). Coordination of procurement of goods/services,
- iii). Coordination of personnel/Human Resource functions,
- iv). Project planning and management,
- v). Fleet Management/Transport management,
- vi). Maintenance of facilities- buildings, plants and equipment,
- vii). Estate management,
- viii). Staff and Patients Welfare,
- ix). Staff development,
- x). Monitoring and supervision of management of health facilities,
- xi). Gazettement of oversight boards and committees,
- xii). Public Relation,
- xiii). Provide secretarial services to various Health management committees,
- xiv). and any other administrative functions assigned

5.3.1 Policy, Planning, Monitoring and Evaluation Unit

The Unit is headed by an Assistant Director of Monitoring and Evaluation Job Group 'P', who reports to the Director, Health and Sanitation. The Unit is organized into three functional areas:

- i). Monitoring and Evaluation,
- ii). Health Records, and
- iii). Health Information.

The functions of the three areas include:

- i). Designing monitoring and evaluation tools,
- ii). Disseminating health information to the policy makers,
- iii). Preparing medical records reports
- iv). Coordination of county health data management,
- v). Ensure implementation of health records and information policies and guidelines,
- vi). providing advice on disclosure of medical records,
- vii). Ensuring the confidentiality, security and exchange of health records and information to third party,
- viii). Analysing medical records data for decision making,
- ix). Carrying out health records and information system review,
- x). Designing medical and surgical indices tools,
- xi). Developing data quality audit tools,
- xii). Maintaining health records safety and confidentiality,
- xiii). Maintaining diagnostic and surgical indices,
- xiv). Maintaining Patient Master Index, and
- xv). Coding diseases and surgical procedures according to the International Classification of Diseases and Procedures in Medicine and County Hospitals and Health Facilities

The following are the Health facilities in the County.

Health Facilities	No.
Level 5- County Referral Hospital	1
Level 4- Sub County Hospital	5
Level 3- Health Centres	15
Level 2- Dispensaries	133
Level 1- Community Units	152

FIGURE 5: DEPARTMENT OF HEALTH ORGANOGRAM

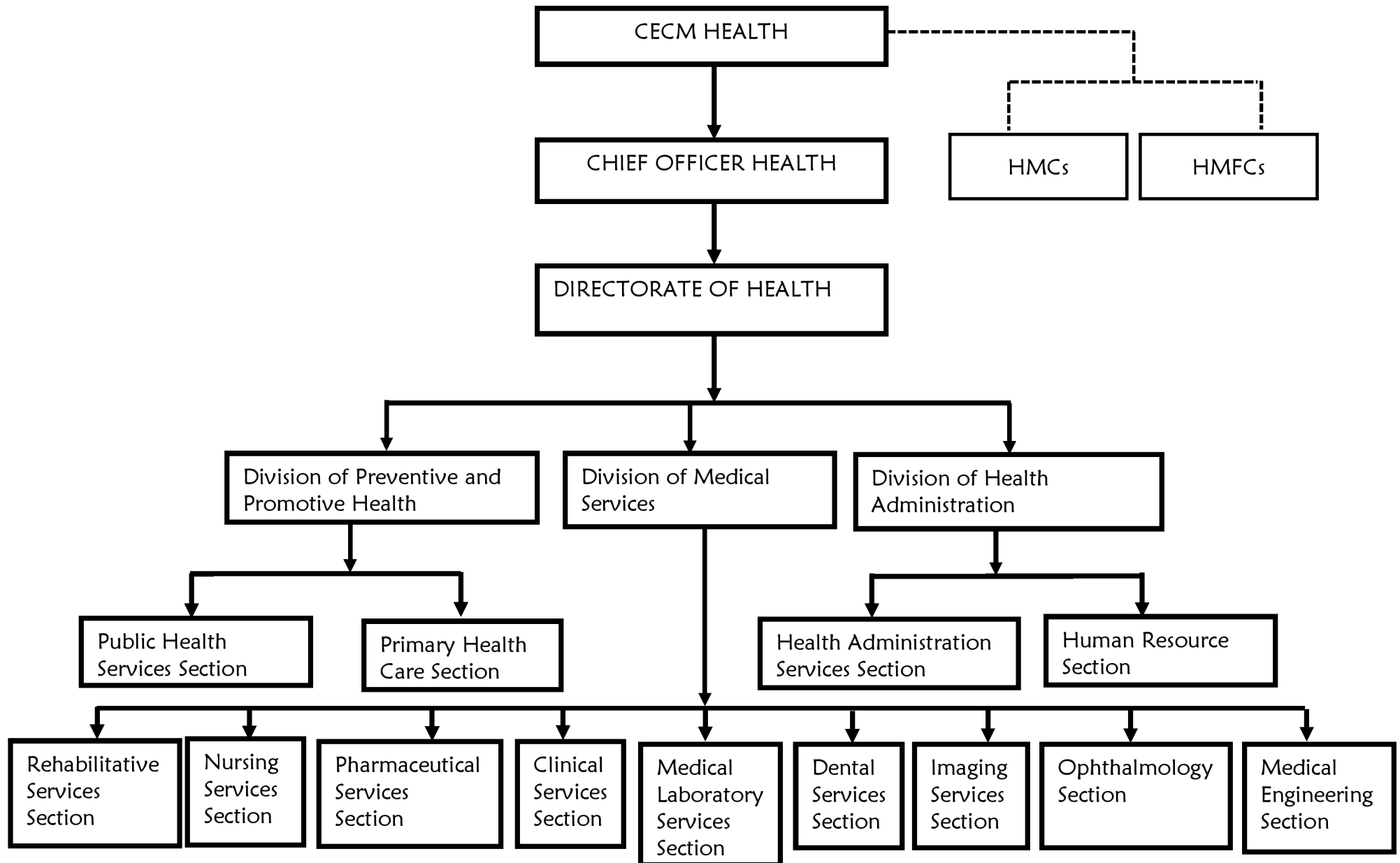


TABLE 6: PROPOSED STAFFING LEVELS FOR DEPARTMENT OF HEALTH AND SANITATION

Staff Establishment- Health Services (Optimum)

Designation	JG	Optimum	In-Post	Variance	Justification
CECM	T	1	1	0	CECM
Chief Officer	S	1	1	0	Chief Officer
County Director Health Services	R	1	1	0	Established in line with Health Act, 2017
Deputy Director Health Services	Q	3	0	-3	Heads of Division
Assistant Director	P	7	0	-7	Head of Sections
Sub – Total		13	3	-10	
Doctors	JG	Optimum	In-Post		Justification
Senior medical specialist	R	6	6	0	KCRH
Medical Specialists	P/Q	15	16	1	KCRH, N/Hills
Medical Officers/Senior Medical Officer	M/N	32	14	-18	Based in the Hospitals
Sub – Total		53	36	-17	
Dental Services Section	JG	Optimum	In-Post		Justification
Senior Assistant Director Dental Services/ Dental Specialist I	Q	1	0	-1	Head of section
Assistant Director Dental services/ Dental Specialist II	P	2	2	0	Asst. Head of Section
Senior Dental Officer, Principal Dentist	M,N	4	2	-2	Dental Officers
Dental technologists	H/J/K	5	4	-1	Technologists
Community Oral Health officers	H/J	17	15	-2	Health Officers
Sub – Total		29	23	-6	
Pharmaceutical Services Section	JG	Optimum	In-Post	Variance	Justification
Senior Assistant Director of Pharmaceutical Services/ Deputy Chief Pharmacists	Q	3	3	0	Head of Section
Pharmacists	M,N,P	6	6	0	Pharmacists
Principal, Chief, Senior Pharmaceutical Technologist	L,M,N	7	7	0	Senior Technologist

Pharmaceutical Technologists III, II, I	H,J,K	38	38	0	Technologists
Sub – Total		54	54	0	
Designation	JG	Optimum	In-Post		Justification
Clinical Services Section					
Principal Clinical Officer /Principal Registered Clinical Officer	N	1	1	0	Head of Section
Chief clinical officer/chief registered clinical officer	M	24	21	-3	Clinical officers
Senior Registered Clinical officer/Clinical officers specialist	L	43	17	-26	Clinical officers
Clinical officer 1/Registered Clinical Officer 1	K	12	3	-9	Clinical officers
Registered Clinical officer III/II	H/J	110	109	-1	Clinical officers
Sub – Total		191	151	-40	
Optometry Unit	JG	Optimum	In-Post	Variance	Justification
Senior Principal Optometry Technologist	N	1	0	-1	Optometry technologists
Principal optometry technologist	M	2	0	-2	Optometry technologists
Senior optometry technologist	L	6	0	-6	Optometry technologists
Optometry III,II,I	H,J,K	10	1	-9	Optometry technologists
Sub – Total		19	1	-18	
Nursing Services Section	JG	Optimum	In-Post	Variance	Justification
Senior Assistant Director, Nursing Services	Q	1	0	-1	Head of Section
Assistant Director Nursing Services/Senior Principal Registered Nurse	P	2	0	-2	Asst. Head of Section
Principal Nursing Officer/Principal Registered Nurse	N	8	8	0	Principal Registered Nurse
Chief Nursing officers/chief Registered Nurse	M	30	29	-1	Chief Nursing Officers
Senior Nursing Officer/Senior Registered/ Senior Enrolled Nurse I/Specialists	L	85	98	13	Senior Nursing Officers

Nursing OfficerI/Registered Nurse 1/Senior Enrolled Nurse 1	K	75	107	32	Enrolled Nurses
Registered Nurse III/II/Enrolled Nurse II/I	H/J	330	274	-56	Enrolled Nurses
Enrolled Nurses III	G	28	12	-16	Enrolled Nurses
Sub – Total		559	528	-31	

Designation	JG	Optimum	In-Post	Variance	Justification
Medical Laboratory Services Section					
Principal Medical laboratory officer, Technologist	N	2	1	-1	Head of Section
Senior, Chief medical laboratory officer	L,M	6	9	3	Chief Medical lab Officer
Chief Medical Laboratory Officer/ Technologist	L,M	16	15	-1	Med. Lab technologist
Medical Lab Techno III,II,I, Snr Med Technician	H,J,K	60	67	7	Med. Technicians
Med.Lab. Technicians III,II,I	G,H,J	30	0	-30	Med. Technicians
Sub – Total		114	92	-22	
Medical Engineering Services					
Asst Dir. Medical Engineering	P	1	0	-1	Head of Section
Principal, Senior Biomedical Officer	N	2	0	-2	Biomedical officer
Chief, Senior Medical Engineer, Engineering Technologist,	L,M	6	0	-6	Med. Engineer
Medical Eng. Technologist I, Snr. Med. Eng. Technician	K	10	7	-3	Med. Technologists
Medical Engineering Technologist III, II, I ,	H,J	20	12	-8	Med. Engineer
Medical Engineering Technician III,II,I	G,H,J	6	6	0	Med. Engineer
Sub – Total		45	25	-20	
Physiotherapy Unit					
Principal, Physiotherapist	N	1	1	0	Head of unit
Chief Physiotherapist	M	2	2	0	Physiotherapist
Senior Physiotherapist	L	3	3	0	Physiotherapist

Physiotherapist III,II,I	H,J, K	24	24	0	Physiotherapist
Snr, Chief, Principal Occupational Therapist	L,M,N	3	0	-3	Physiotherapist
Occupational Therapist III,II,I	H/J/K	6	5	-1	Occupational Therapist
Sub – Total		39	35	-4	
Designation	JG	Optimum	In-Post	Variance	Justification
Orthopaedic, Plaster, Emergency					
Chief, Orthopaedic Technologists	M	1	0	-1	Orthopaedic Technologists
Senior Orthopaedic Technologist	L	2	0	-2	Orthopaedic Technologists
Orthopaedic Technologists III,II,I	H,J,K	4	3	-1	Orthopaedic Technologists
Orthopaedic Trauma Technician III,II,,I	G/H/J	8	4	-4	Trauma Technician
Plaster Technologists III,II,I & Technicians III,II,I	G,H,J,K	16	12	-4	Plaster Technologists/ Technicians
Emergency Medical Technicians (EMTs)	G	8	0	-8	Emergency Medical Technicians
Sub – Total		39	19	-20	
Imaging Services Unit	JG	Optimum	In-Post	Variance	Justification
Chief Radiographer	M	2	2	0	Radiographer
Senior Radiographer	L	2	0	-2	Radiographer
Radiographer III/II,I	H,J,K	9	7	-2	Radiographer
Sub – Total		13	9	-4	
Public Health Services Section	JG	Optimum	In-Post	Variance	Justification
Assistant Director Public Health services	P	2	0	-2	Head of Section
Principal PHO/Asst PHO	N	10	10	0	PHO
Chief/ assistant PHO,	M	16	16	0	PHO
Senior Assistant Public Health Officer/SPHO	L	20	20	0	PHO
Senior Public Health Ass.11/Ass. P.H.O 1	K	35	34	-1	PHO
Ass Public Health Officer II/III/PH ASSI/II/III	G/H/J	45	45	0	Ass. PHO
Sub – Total		128	125	-3	

Designation	JG	Optimum	In-Post	Variance	Justification
Nutrition & Dietetics Services Section					
Principal Nutrition and Dietetic Officer	N	1	0	-1	Head of Section
Chief Nutrition And Dietetic Officer, Technologist	M	2	0	-2	Chief Nutritionist
Senior Nutrition and Dietetic Officer	K,L	7	33	26	Senior Nutritionist
Nutrition and Dietetic Technologist III/II,I	H/J	60	48	-12	Nutritionists
Nutrition and Dietetic Technician III,II,I	G	30	3	-27	Nutritionists
Sub – Total		100	84	-16	
Principal Health Promotion officer	N	1	0	-1	Health Promotion officer
Chief /Snr Health Promotion officers	M,L	2	0	-2	Health Promotion officers
Assistant community health officers	J/K	12	27	15	Community health officers
Community Health Assistants (CHAs)	G/H	94	77	-17	CHAs
Medical Social Workers	H,J,K	20	27	7	Medical Social Workers
Sub – Total		129	131	2	

Health Records & Information (Policy, Planning, Monitoring And Evaluation).	JG	Optimum	In-Post	Variance	Justification
Assist. Director M&E	P	1	0	-1	Head of Unit
Chief /Principal Health Records & Information Officer	M,N	4	1	-3	Health Records & Information Officer
Snr. Health Records & Information Officer/Ass	L,K	8	7	-1	Health Records & Information Officer
Health Records & Information Mgt II/III	G/H/J	48	62	14	Health Records & Information Management Officer
Sub -- Total		61	70	9	

DIVISION OF HEALTH ADMINISTRATION	JG	Optimum	In-Post	Variance	Justification
DD Health Administrative Services	Q	1	1	0	
Assistant Director Administrative Services	P	1	1	0	
Deputy, Assistant Chief Health Administrative Officer	N, M	2	3	1	HQ (1), KCRH(1)
Principal HRO	N	1	0	-1	HRO
Health Administrative Officer II, I	K/L	6	3	-3	1 in each Sub County
ICT Officers	H,J,K,L, M	18	18	0	HQ(1), KCRH(4), NHills(3), SC Hospitals 2 each (10)
Human resource officers	H/J/K	10	15	5	HQ(3), KCRH(2), NHills(1), SC Hospitals 1 each (5)
Sub -- Total		39	41	2	

Designation	JG	Optimum	In-Post	Variance	Justification
Supply Chain MGT assistant III,II,I	H,J,K	22	27	5	HQ (7), KCRH(6), NHills (4), SC Hospitals one each (5)
Economist	K	1	0	-1	Economist
Communication, Public Relations officers	J,K	9	12	3	HQ (1), KCRH(2), SC Hospitals one each (6)
Finance Officers, Accountants Assistants / Clerical Officers	M,L, K,J,	45	44	-1	HQ(2), Cashiers/NHIF Clerks: KCRH(10), NHills (8), SC Hospitals 2 each (10), Health Centres (15)
Office Administrative Assistant	G/H/J	8	7	-1	HQ (2), Med Sups (6)
Morticians/Morgue attendants	D/E	8	4	-4	KCRH (4), NHills (4)
Cateress, chefs, Cooks	D/E/F,G H	7	4	-3	HQ(1), Hospitals One in each (5)
Drivers	D/E/F/G/H	37	32	-5	Ambulance 2 eachx16 (32) and other vehicles(5)
Security /Support staff	D/ /E/F	27	12	-15	2 per Hospital (12), one in each health Centre (15). (Security and Cleaning services be outsourced)
SUB TOTAL		164	142	-22	
GRAND TOTAL		1617	1569	-48	

6.0 DEPARTMENT OF LANDS, ENVIRONMENT AND CLIMATE CHANGE

The County department of Lands, Environment and Climate Change is headed by a County Executive Committee Member (CECM) who is responsible for providing leadership and policy direction on matters of the department. The CECM is assisted by a Chief Officer who is the accounting and authorized officer and responsible for day to day management of the department.

The Department of Lands, Environment and Climate Change encompasses the following areas: Lands, Environment and Climate Change. It is responsible for the development and management of Water, Environment, Climate Change, Natural Resources Energy, Physical Planning, Survey and Land Use within the County.

Whereas some functions are not fully devolved, the Department shall discharge these functions in collaboration with National Government Agencies to ensure equitable and sustainable services to all County residents.

Functions of the Department

As outlined in schedule four of the Constitution of Kenya 2010, the core functions of the Department are as follows,

- i). County Public Works relating to storm water management systems in built up areas, water and sanitation services,
- ii). Control of air and noise pollution, outdoor advertising and other public nuisances,
- iii). Refuse removal, refuse dumps and solid waste disposal,
- iv). Management of county parks and recreational facilities,
- v). Electricity and gas reticulation and energy regulation, and
- vi). Implementation of specific national policies on natural resources, environmental conservation and forestry.

Responsibilities of the Department

The Department will discharge its functions through two directorates namely: Water, Environment, Natural Resources, Climate Change and Energy, and Physical Planning, Housing, Survey and Mapping.

6.1 DIRECTORATE OF WATER, ENVIRONMENT, NATURAL RESOURCES, CLIMATE CHANGE & ENERGY

The directorate is headed by a Director reporting to the Chief Officer Lands, Environment and Climate Change. This directorate is organized in two divisions and four sections. Each section is headed by assistant director.

- i). Division of Water and Natural Resources,
 - a. Water Section, and
 - b. Natural Resources Section
- ii). Division of Environment and Climate Change,
 - a. Environment Section, and
 - b. Climate Change and Energy Section.

6.1.1 Division of Water and Natural Resources

6.1.1.1 Water Section

This section formulates the county's specific policies on water matters. Its responsibilities includes;

- i). Identify and protect all water sources in the county,

- ii). Plan and develop county water supply and sanitation infrastructure,
- iii). Liaise with other Government agencies in the management and conservation of water resources,
- iv). Implement policy directives, rules and regulations on water uses and disposal,
- v). Implement policies on conservation and management of water resources in the county,
- vi). Develop and implement water service policies and guidelines for licensed water services providers.
- vii). Capacity building of community water management committees,
- viii). Coordinate water services planning and development programs in the county, and
- ix). Provide technical advice on planning, design and construction of water and sanitation infrastructure.

6.1.1.2 Natural Resources Section

This section formulates the county's specific policies on natural resources matters. Its responsibilities includes,

- i). Formulate county specific by-laws and legislation concerning Forestry and Natural Resources management,
- ii). Implement county and national policy directives, rules and regulations relating to Forest and Natural Resource management,
- iii). Manage and conserve county forests and natural resources,
- iv). Issue operation license within the private farms and county forests in community lands,
- v). Collect county forests and natural resources revenue,
- vi). Enforce forest legislations within the county,
- vii). Provide forestry extension services in the county,
- viii). Conserve and preserve of natural resources,
- ix). Sensitization and capacity building for the staff, and
- x). To ensure workplace safety.

6.1.2 Division of Environment and Climate Change

6.1.2.1 Environment Section

- i). Formulate county level specific policies and legislation relating to environmental management,
- ii). Implement county and national policy directives, rules and regulations on environmental issues,
- iii). Manage and conserve county environment,
- iv). Implement solid waste management plans,
- v). Develop and manage solid waste management infrastructure,
- vi). Integrate and mainstream climate change actions and interventions in all County programs and projects,
- vii). Create environmental awareness in collaboration with National Government Agencies and other stakeholders,
- viii). Regulate noise and air pollution,
- ix). Sensitization and capacity building for the staff;
 - a). To ensure workplace safety,
 - b). To ensure Environment and Social Safety during project implementation,
 - c). To ensure availability of Statement of Environment Report, and
- x). Compilation and documentation of the county climate change secretariats reports.

6.1.2.2 Climate Change and Energy Section

- i). Formulate county specific by-laws and legislation concerning Energy,
- ii). Implement county and national policy directives, rules and regulations relating to Energy,

- iii). Explore and research on alternative sources of energy,
- iv). Create awareness on the benefits of alternative sources of energy,
- v). To develop and disseminate Climate, Change communication, outreach & public education strategy
- vi). Liaising with the relevant sectors and other Climate Change Stakeholders
- vii). Custodian of the County Climate Change information and knowledge management system
- viii). Tracking Climate Change Actions, trends, impacts and implications at County level
- ix). To ensure capacity building and awareness for institutions and stakeholders on Climate Change
- x). Compilation and documentation of the County Climate Change secretariats reports
- xi). Preparations of County Communication reporting requirements

6.2 DIRECTORATE OF LANDS

The directorate is headed by a Director reporting to the Chief Officer Lands, Environment and Climate Change. This directorate is organized in two divisions and three sections. Each section is headed by assistant director.

- i). Division of Lands and Survey,
 - a. Survey and Mapping Section, and
 - b. Housing Section.
- ii). Division of Physical Planning,
 - a. Physical planning Section.

6.2.1 Division of Lands and Survey

6.2.1.1 Housing Section

- i). Advising the County Government on Housing matters within the County,
- ii). Management of County Housing Programmes,
- iii). Formulation of County Housing Policies Guideline and Standards, and
- iv). Undertake research on Housing matters within the County.

6.2.1.2 Physical Planning Section

- v). Preparation of County Physical and Land Use Development Plans,
- vi). Preparation of local and land use development at the county level,
- vii). Advising the County Government on matters Physical and Land Use Planning that impact the County,
- viii). Formulation of the County Physical and Land Use Planning Policies, Guidelines and Standards,
- ix). Participate in the preparation of the Inter-County Physical and Land Use Development Plans,
- x). Undertake research on matters relating to Physical and Land Use Development Planning at the County Level,
- xi). Maintaining of land Information System to guide Physical and Land Use,
- xii). Processing of development applications,
- xiii). Supervise, regulate, and control the survey and demarcation of land,
- xiv). Take custody of land and preserve records and operations relating to the survey of any parcel of land, and
- xv). Delimitation, acquisition and alienation of government land.

Figure 6: DEPARTMENT OF LANDS, ENVIRONMENT AND CLIMATE CHANGE

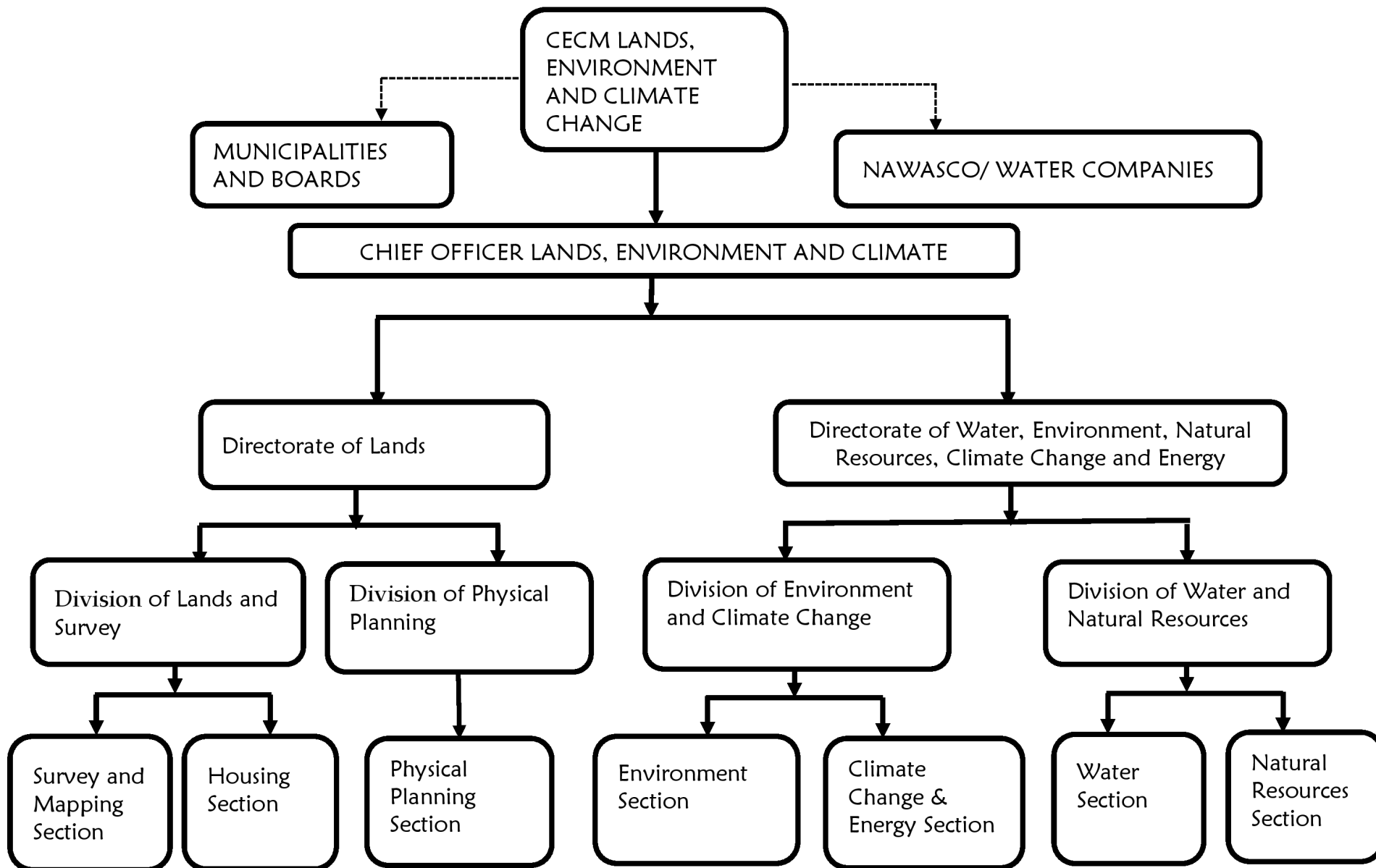


TABLE 7: STAFF ESTABLISHMENT FOR THE DEPARTMENT OF LANDS, ENVIRONMENT AND CLIMATE CHANGE

Unit	Designation	Job Group	Proposed	In-Post	Variance	Justification
CECM	County Executive Committee Member	T	1	1	0	CECM
	Office Administrative Assistant	J/K/L	1	0	-1	CECM'S Office
	Support Staff	A-G	2	1	-1	1- Cleaner
	Drivers	H-K	1	1	0	1-CECM
	Sub Total		5	3	-2	
Chief Officer	Chief Officer	S	1	1	0	Chief Officer
	Senior Administrative Officer	H/K/L	2	1	-1	1-For the CEC 1-for Chief officer
	Accountants	J/K	4	4	0	1-Physical Planning, House, Survey & Mapping Office 1-Water Section 1-Climate Change Unit 1-HQ
	Human Resource Officers	H-K	1	1	0	For the HQ
	Driver IV/III/II/I	D-J	1	1	0	C.O's office
	Records Management Officer	G-J	2	0	-2	1-HQ 1-water section
	Administrative Officers	G/H/J	1	1	0	1-For the HQ
	Supply Chain Management	H-K	4	4	0	1-CCU 1-Lands and Physical Planning 1-HQ 1-Water Section
	Civilian Security	D-J	17	0	-17	1-per each water project (14) 1-for Kapkong'ony wetlands 2- HQ
	Support Staff	A-E	8	6	-2	1-per Sub-County 1-Physical planning & survey 1-Water Section 1-HQ (Messenger)

	Enforcement officers	G-H	3	3	0	1-HQ 2- Physical planning & survey
	Clerical Officers	D/F/H	11	5	-6	2-Physical Planning & Survey 1- at the HQ 1- water 1-Environment Section Water 1-per Sub County
	Sub-Totals		55	27	-28	

DIRECTORATE OF WATER, ENVIRONMENT, NATURAL RESOURCES CLIMATE CHANGE & ENERGY

Designation	Job Group	Proposed	In- Post	Variance	Justification
Director	R	1	0	-1	Head of Directorate
Assistant Directors	P	4	1	-3	For Every Section
Artisans/Plumbers	D-J	10	6	-4	1-Physical Planning -1 per sub-county 3- drilling machines
Chief Hydrologist/Assistant Hydrologists	G/H/J	3	1	-2	3- HQ to serve all the sub-counties
Survey Assistants	J-N	6	4	-2	1-per sub-county
Water Engineers	H-N	3	1	-2	3- HQ to serve all the sub-counties
Water Officers	N	6	6	0	1-per sub-county
Structural/Designers	H-M	2	0	-2	2- HQ to serve the entire county
Environment officers(Sub-county)	H-L	13	10	-3	2-per Sub-County 1- HQ
Natural Resources Officer	J-M	2	0	-2	2-HQ
Environment Inspectors	K-M	6	2	-4	1-per sub-county
Mining Officers	H-L	1	0	-1	1-HQ
Technical Officer Biomass	H-N	1	0	-1	Overall
Forestry Officers	H-N	2	0	-2	2-HQ
Drivers IV/III/II/I	D-J	6	3	-3	For all Sections and the Drilling Rigs

	Technical Officer Adaptation	K-N	1	0	-1	Overall
	Technical Officer Mitigation	K-N	1	0	-1	Overall
	Technical Officer Biogas	K-N	1	0	-1	Overall
	Technical Officer Solar & Wind	K-N	1	0	-1	Overall
	Climate Change Officers	K-N	1	0	-1	Overall
	SUB -TOTAL		38	15	-23	

DIRECTORATE OF LANDS						
	Designation	Job Group	Proposed	In– Post	Variance	Justification
	Director of Lands	R	1	0	-1	Head of directorate
	Deputy Director	Q	2	0	-2	1-per section
	Ass. Directors	P	3	0	-3	1-per unit
	Surveyors	H-K	12	7	-5	1-per sub-county 3-HQ 3- Road surveyors
	Physical Planners	H-K	6	4	-2	1-per sub-county
	County Valuers	K-P	3	0	-3	3- HQ to serve the entire county
	GIS Experts	K-M	2	0	-2	2- HQ to serve the entire county
	TOTAL		29	11	-18	

TABLE 8: ESTABLISHMENT SUMMARY FOR THE DEPARTMENT OF LANDS, ENVIRONMENT AND CLIMATE CHANGE

UNIT	PROPOSED ESTABLISHMENT	IN POST	VARIANCE
Office of the CECM	5	3	-2
Office of the Chief Officer	55	27	-28
Directorate of Water, Environment, Natural Resources, Climate Change and Energy	38	15	-23
Directorate of Lands	29	11	-18
Total	127	56	-71

7.0 DEPARTMENT OF ADMINISTRATION, PUBLIC SERVICE AND ICT

The County department of Administration, Public Service and ICT is headed by a County Executive Committee Member (CECM) who is responsible for providing leadership and policy direction on Administration, Public Service, Human Resource Management and Development, and Information and Communication Technology matters. The CECM is assisted by a Chief Officer who is the accounting and authorized officer and responsible for day to day management of the department.

The Department is responsible for coordination of the devolved units, management of the public service and information communication for effective and efficient delivery of services in the county.

Functions of the Department

- i). Implement and interpret human resource policies and procedures.
- ii). Ensure proper coordination and the participation of communities in governance,
- iii). Coordinate disaster response and mitigation.
- iv). Promote peaceful and inclusive societies for sustainable development,
- v). Provide administrative services

Roles and Responsibilities

The responsibilities is delivered through three directorates namely, Administration and Public Service, Human Resource Management and Development, Information and Communication Technology and e-Government and two units namely, Disaster Management Unit and Public Participation Unit.

7.1 DIRECTORATE OF HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

7.1.1 Division of Human Resource Management (HRM)

- i). Develop and implement human resource policies, plans and budgets,
- ii). Conduct workforce and job analysis,
- iii). Develop, review and implement organizational structure,
- iv). Coordinate the recruitment, selection and placement process,
- v). Oversee the implementation of an effective human resource management information system,
- vi). Oversee proper maintenance, storage and security of personnel records,
- vii). Coordinate resolution of employee grievances and disciplinary cases,
- viii). Implement staff compensations and benefits policies and programs, and

7.1.2 Division of Human Resource Development (HRD)

- i). Develop and implement staff induction and on-the-job orientation programs,
- ii). Coordinate Training Needs Assessment and staff development
- iii). Initiate and participate in organizational performance reviews,
- iv). Coordinate the implementation of the County Performance Management System (PMS),
- v). Promotion of the values and principles under Articles 10 and 232 of the Constitution,
- vi). Evaluate, monitor and evaluate the organization, administration and personnel practices of the public service,
- vii). Ensure the public service is efficient and effective,
- viii). Ensure compliance with the codes of conduct and national and county legislation on Human Resource,

- ix). Conduct employee education on Human Resource issues, and
- x). Review and make recommendations to the National Government, the Public Service Commission or the County Public Service Board on issues relating to conditions of service, code of conduct, employee emoluments and qualification of officers in the public service.

7.2 DIRECTORATE OF ADMINISTRATION

7.2.1 Division of Administrative Services

- i). Ensure effective and efficient delivery of administrative services,
- ii). Facilitate mobility of staff,
- iii). Management and Maintenance of the County Government vehicles,
- iv). Ensure a secure and safe working environment,
- v). Serve as a link between the departments and decentralized unit,
- vi). Office accommodation for County Government functions,
- vii). Implementation of policies on construction of government buildings,
- viii). Implementation of policies and guidelines in the maintenance and rehabilitation of government buildings,
- ix). Overseeing implementation of Maintenance Policy,
- x). Maintenance of inventory of County Government houses and buildings,
- xi). Planning and development of Housing Infrastructure Projects,
- xii). Management and coordination of NGOs' activities within the County.

7.2.2 Division of Enforcement and Compliance

- i). Implement enforcement programs,
- ii). Identify, report and mitigate enforcement incidences,
- iii). Resolve breach and violations of enforcement legislations,
- iv). Evaluate the effectiveness of all enforcement programs, and
- v). Secure all County installations.
- vi). Coordination of Enforcement services

7.3 PUBLIC PARTICIPATION UNIT

- i). Planning and Organizing Consultations: The unit coordinates public forums, hearings, and consultations where citizens can express their views on various issues.
- ii). Facilitating Public Engagement: The unit ensures that public participation activities are inclusive, accessible, and effectively communicated to all relevant stakeholders.
- iii). Identifying Stakeholders: The unit identifies key stakeholders, including community groups, civil society organizations, businesses, and marginalized populations, to ensure their involvement in the decision-making process.
- iv). Building Relationships: The unit fosters strong relationships with stakeholders to encourage ongoing dialogue and collaboration.
- v). Providing Timely Information: The unit is responsible for ensuring that citizens have access to relevant information about government plans, policies, and decisions in a timely and transparent manner.
- vi). Using Multiple Channels: The unit uses a variety of communication channels, including social media, public notices, radio, television, and community meetings, to reach a broad audience.
- vii). Training and Education: The unit provides training and educational programs to build the capacity of citizens and stakeholders to effectively participate in public consultations.

- viii). Empowering Marginalized Groups: Special efforts are made to empower marginalized and vulnerable groups to ensure their voices are heard in the decision-making process.
- ix). Gathering Public Input: The unit collects feedback from citizens through surveys, suggestion boxes, online platforms, and other means.
- x). Analysing Feedback: The unit analyses the collected feedback to identify key themes, concerns, and recommendations from the public

7.4 DISASTER MANAGEMENT UNIT

- i). Coordinate and monitor the implementation of the response national policy on disaster management and the county disaster management plan,
- ii). Examine the vulnerability of different parts of the County to different disasters and specify prevention, reduction, or mitigation measures,
- iii). Lay down guidelines to be followed for preparation of disaster management plans by County departments,
- iv). Evaluate preparedness at all governmental or non-governmental levels in the county to respond to disaster,
- v). Coordinate response in the event of disaster,
- vi). Give directions to any department or authority regarding actions to be taken in response to disaster,
- vii). Promote general education, awareness and community training in this regard,
- viii). Promote the recruitment, training and participation of volunteers in disaster management in the county, and
- ix). Ensure that the communication systems are in order and disaster management drills are carried out regularly.

7.4 DIRECTORATE OF PUBLIC COMMUNICATION AND ICT

7.4.1 Division of ICT Infrastructure and Systems

- i). Set and enforce ICT standards & guidelines for the human resource, infrastructure, processes and system and technology for the county,
- ii). Deploy and manage all ICT staff in the county,
- iii). Facilitate and regulate the design, implementation and use of ICTs in the county,
- iv). Establish, develop & Maintain secure ICT Infrastructure & Systems (Networks, Servers and Management Information Systems),
- v). Supervise the design, development and implementation of critical ICT Projects across the county, and
- vi). Help Departments Develop Specifications for Systems and Platforms to be acquired and deployed.

7.4.2 Division of e-Government Services

- i). Promote ICT literacy and capacity both to Staff and members of the Public through ICT Centres and Innovation Hubs,
- ii). Promote e-Government services,
- iii). Provide Support and Maintenance of County Computers and Networks,
- iv). Facilitate optimal electronic, electronic form, electronic record and equipment use in the county,
- v). Promote ICT Innovation and enterprise, and
- vi). Carry out performance assessments to determine the skills gap between current and desirable learner ICT skill levels.

7.4.2 Division of Communications and Public Relations

- i). Disseminating information to the citizenry,
- ii). Coordinating publicity, advertising and public awareness campaigns at the County,
- iii). Developing strategies for implementation of Public Communications and Public Relations,
- iv). Undertaking research on public opinion on specific functional areas and emerging issues at County Government levels,
- v). Advising the County Government on best media handling practices,
- vi). Coordinating Speech-Writing for the leadership,
- vii). Formulating and implementing advocacy and public campaign Programmes in the County,
- viii). Handling and responding to Citizens requests and inquiries through the Call Centre and provide feedback mechanisms,
- ix). Promoting stakeholder engagement and public participation in the County,
- x). Handling external media relations both print and digital,
- xi). Controlling of content for County web portal, Social Media, the County LED Outdoor Screen, and
- xii). Coordinate publishing and circulation of County Press publications.

FIGURE 7: ORGANIZATION STRUCTURE FOR DEPARTMENT OF PUBLIC SERVICE MANAGEMENT

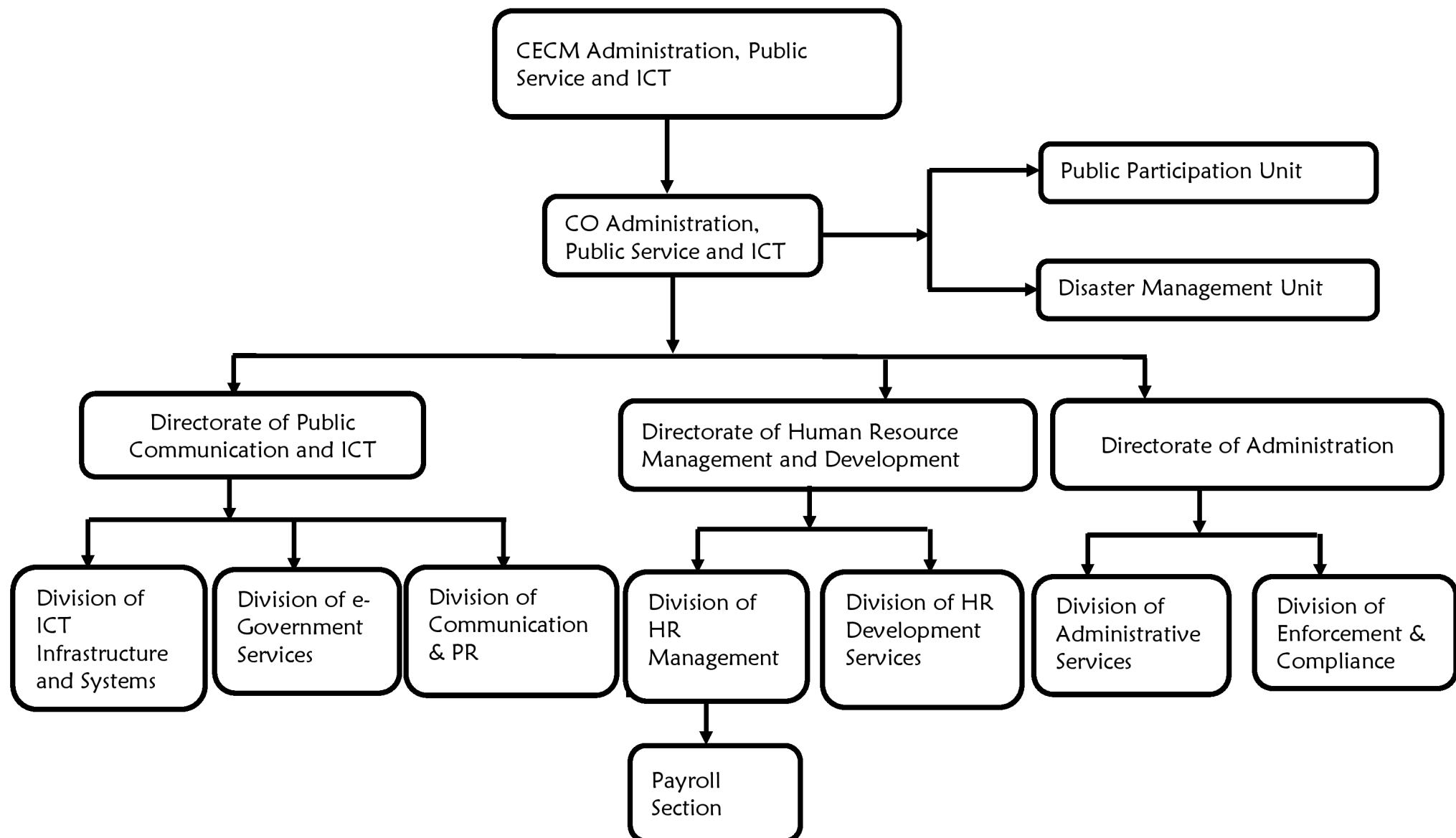


TABLE 9: STAFF ESTABLISHMENT FOR ADMINISTRATION, PUBLIC SERVICE AND ICT

Cadre	Job Grbup	Proposed Staffing Levels	In-post	Variance	Justification
TOP MANAGEMENT					
CECM	A04A8	1	1	0	CECM
CO	S	1	1	0	Chief Officer
Office Administrative Assistant/Senior/ Chief	K/L/M	1	0	-1	Office of CECM
Office Administrative Assistant	K	1	1	0	Office of the CECM
Senior Office Administrative Assistant/Senior	K/L	1	0	-1	Office of the CO
Administrative Assistant	J	1	0	-1	Office of the CO
Support staff	A-G	2	1	-1	Office of the CECM & CO
Public Communications Officer III/II/I	H/J/K	1	0	-1	One for Department
Drivers	F-J	2	1	-1	Office of the CECM & CO
TOTAL		11	5	-6	
DIRECTORATE OF ADMINISTRATION					
DIVISION OF ADMINISTRATIVE SERVICES					
Cadre	Job Grbup	Proposed Staffing Levels	In-post	Variance	Justification
Director	R	1	0	-1	Head of Directorate
DD Administration & General Services	Q	1	1	0	Head of Division
Assistant Director, Administration	P	2	0	-2	Head of Sections
Sub-county Administrators	Q	6	6	0	Six Sub Counties
Town Administrators	P	10	0	-10	10 Towns
Ward Administrators	M	30	28	-2	Thirty Wards
Administrative Officers	H/J	6	5	-1	Support Sub County Administrators
Administrative Officer/Senior	G/H	30	10	-20	Support Ward Administrators
Drivers	F-J	10	12	2	Trucks, Tractors, Garbage Trucks, Department vehicles
TOTAL		96	62	-34	

DIVISION OF ENFORCEMENT AND COMPLIANCE					
Cadre	Job Grbup	Proposed Staffing Levels	In~post	Variance	Justification
Deputy Director Enforcement, Compliance and Inspectorate	Q	1	0	-1	Head of Division
Assistant Director, Enforcement and Compliance	P	1	1	0	Head of Section
Assistant Director, Inspectorate and Security	P	1	0	-1	Head of Section
Assistant Director, Protocol	P	1	0	-1	
Senior Enforcement Officers	N	2	0	-2	Enforcement
Senior Protocol Officers	N	2	1	-1	Protocol
Senior Superintendent	N	2	0	-2	Security
Principal Investigation Officer	N	1	0	-1	Security
Superintendent	M	3	0	-3	
Assistant Superintendent	L	5	2	-3	Security
Investigation Officers	K	7	0	-7	Security
Inspector	J	8	6	-2	Enforcement & compliance
Enforcement Officer - Senior Sergeant	H	15	5	-10	Enforcement & compliance
Enforcement Officer I – Sergeant	G	25	11	-14	Enforcement & compliance
Enforcement Officer II- Corporal	F	30	17	-13	Enforcement & compliance
Enforcement Officer III- Constable	C	100	52	-48	Enforcement & compliance
Protocol Officers	J	10	10	0	Official Events and Functions
Security Officers	F	50	32	-18	Security
Drivers	F-J	2	0	-2	
TOTAL		266	137	-129	

DIRECTORATE OF PUBLIC COMMUNICATION AND ICT					
Cadre	Job Group	Proposed Staffing Levels	In-post	Variance	Justification
Director Public Communication and ICT	R	1	0	-1	Head of Directorate
DIVISION OF COMMUNICATION AND PUBLIC RELATIONS					
Cadre	Job Group	Proposed Staffing Levels	In-post	Variance	Justification
Deputy Director Communications and PR	Q	1	0	-1	Head of Division
Assistant Director, Communications	P	1	0	-1	Head of Communications Section
Assistant Director, Public Relations	P	1	0	-1	Head Public Relations Section
Assistant Director, Call Centre	P	1	0	-1	Call Centre Manager
Principal Public Relations Officer	N	1	0	-1	Branding Unit Head
Principal Communications Officer	N	1	0	-1	Editorial Unit Head
Principal Communications Officer	N	1	0	-1	Video Production Unit Head
Chief Public Communication Officers	M	3	1	-2	Call Centre Knowledge Lead and Quality Assurance and PR officers
Public Communication Officers II/I	J/K	10	7	-3	Call Centre Agents/PR officers
Senior Public Communication Officers	L	3	3	0	Editors/Writers
Communication Officers III/II/I	J/K/L	6	4	-2	Video Editors/Photo Editors
Driver	F-J	1	1	0	Field Visits
TOTAL		30	16	-14	

PUBLIC PARTICIPATION UNIT					
Cadre	Job Group	Proposed Staffing Levels (A)	In-post	Variance	Justification
Deputy Director, Public Participation & Civic Engagement	Q	1	1	0	Head of Division

Assistant Director, Public Participation	P	1	0	-1	Head of Section
Assistant Director, Civic Education	P	1	0	-1	Head of Section
Administrative Officer III/II/I	J/K/L	14	0	-14	Complements, Complains, Grievance redress and Petitions, Sub- County Coordination
Assistant Administrative Officers	J	30	2	-28	Ward Coordination
TOTAL		47	3	-44	

DISASTER MANAGEMENT UNIT

Cadre	Job Group	Proposed Staffing Levels (A)	In-post	Variance	Justification
Deputy Director, Disaster Management	Q	1	0	-1	Head of Division
Assistant Director Special Programs and Disaster Management	P	1	0	-1	Head of Section
Disaster Management Officer	K	6	3	-3	Head of Six Sub-Counties
Disaster Management Technicians	J	35	14	-21	1No. officer per ward, 5 at the Headquarters
Drivers	J	7	3	-4	
TOTAL		50	20	-30	

HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT DIRECTORATE

Cadre	Job Group	Proposed/Approved Staffing Levels (A)	In-post	Variance	Justification
Director HRM&D	R	1	0	-1	Head of Directorate
Deputy Director HRM	Q	1	0	-1	Head of Division
Deputy Director HRD	Q	1	0	-1	Head of Division
Assistant Director, HRM	P	2	0	-2	Payroll Manager, PCU
Assistant Director, HRD	P	1	0	-1	HR-Training
Assistant Director, HRMO	P	1	0	-1	Payroll Manager
Assistant Director, HRD	P	1	0	-1	HR-Training

HRM & D Principal/Chief/Senior/Officer	K/L/M/N	15	10	-5	Training/Development Officers/ HRIS and Payroll System Admins
HR Assistants	H	2	2	0	Payroll Section
Principal ICT Officer-System Admin	N	2	0	-2	Director HR Office, Chief Officer's Office
Office Administrator/ Assistant. Office Administrator (Secretaries)	G/H/J	1	1	0	Office Work
Chief/Senior/Clerical Officer I/II/III	G/H/J/K/L	5	4	-1	Document Management-Registry
TOTAL		33	17	-16	
Division of ICT Infrastructure and Systems, and Division e-Government Services					
Cadre	JG	Prop Staffing Levels	In- post	Variance	Justification
Deputy Director ICT – Infrastructure & Systems	Q	1	0	-1	Head of Division
Deputy Director e-Government Services	Q	1	0	-1	Head of Division
Assistant Director ICT-Network and Data Centre	P	1	1	0	Head Section
Assistant Director e-Gov services.	P	1	1	0	Head Section
Assistant Director ICT –MIS	P	1	0	-1	Head Section
Principal ICT officer	N	1	0	-1	WebMaster
System Administrators	H/J/K/L	4	0	-4	System Administration
ICT Officers –Training	H/J/K/L	8	0	-8	ICT Training and Innovation- Kapsabet ICT Centre, Kobujoi ICT Centre, two proposed ICT Centres
ICT Officers- Support and Maintenance	H/J/K/L	3	0	-3	Computer repairs and Maintenance
ICT Officers- Network Support and Maintenance	H/J/K/L	8	10	2	Network and computer Maintenance
TOTAL		29	12	-17	
GRAND TOTAL		563	272	-291	

8.0 DEPARTMENT OF TRANSPORT AND PUBLIC WORKS

The County Department of Transport and Public Works is headed by a County Executive Committee Member (CECM) who is responsible for providing leadership and policy direction on matters Transport and Public Works services. The CECM is assisted by a Chief Officer who is the accounting and authorized officer and responsible for day to day management of the department.

The Department is responsible for Public Works, Roads and Transport services as envisaged in the fourth schedule of the Constitution of Kenya, 2010. These responsibilities is carried out in collaboration with other State and Government Agencies.

Functions of the Department

- i). Supervise construction of public buildings,
- ii). Establish and manage county infrastructure,
- iii). Develop and maintain efficient public transport,
- iv). Formulation of policies, guidelines and regulations,
- v). Establish and maintain street lighting infrastructure, and
- vi). Construct water storm drainage systems.

Roles and Responsibilities

The Department will discharge its responsibilities through two directorates namely:

- i). Public Works, and
- ii). Transport.

8.1 DIRECTORATE OF PUBLIC WORKS

The directorate is headed by a Director of Public works reporting to the Chief Officer for Transport and Public Works.

This directorate will have two divisions,

8.1.1 Division of Quality Assurance and Compliance (Building Services)

The responsibilities of the division includes,

- i). Standards control through inspection and issuance of certificates,
- ii). Inventory management of public property,
- iii). Material control and testing, and
- iv). Installation and maintenance of street lighting and associated works.

8.1.2 Division of Planning and Design

The responsibilities of the division includes,

- i). Design, planning, construction, maintenance and supervision of public buildings,
- ii). Construction and routine maintenance of storm water drainage structures in urban and other areas, and
- iii). Planning, development and construction of airstrips and other public works.

8.2 DIRECTORATE OF TRANSPORT

The directorate is headed by a Director of Transport, reporting to the Chief Officer for Transport and Public Works. This directorate will have three divisions namely:

- i). Division of Transport and E-Mobility,

- ii). Division of Roads and Infrastructure, and
- iii). Division of Mechanical (Plant and Automotive).

8.2.1 Division of Transport, E-Mobility and Safety

The responsibilities of the division includes:

- i). Formulate and Implement transport policy,
- ii). Manage and maintain airstrips and rail transport infrastructure within the county,
- iii). Provide mechanical and transport services, and
- iv). Control and enforcement of traffic within urban centres.

8.2.2 Division of Roads and Infrastructure

The responsibilities of the division includes:

- i). Implementation of public road policy,
- ii). Planning, development and maintenance of county roads,
- iii). Enforcement of axle load controls.
- iv). Material control and testing,
- v). Development of policies on protection against road encroachment,
- vi). Advice on usage and protection of road reserves,
- vii). Supervision of road construction works, and
- viii). Preparation of Annual Road Inventory Condition Survey (ARICS).

FIGURE 8: ORGANIZATION STRUCTURE FOR DEPARTMENT OF TRANSPORT, PUBLIC WORKS AND INFRASTRUCTURE

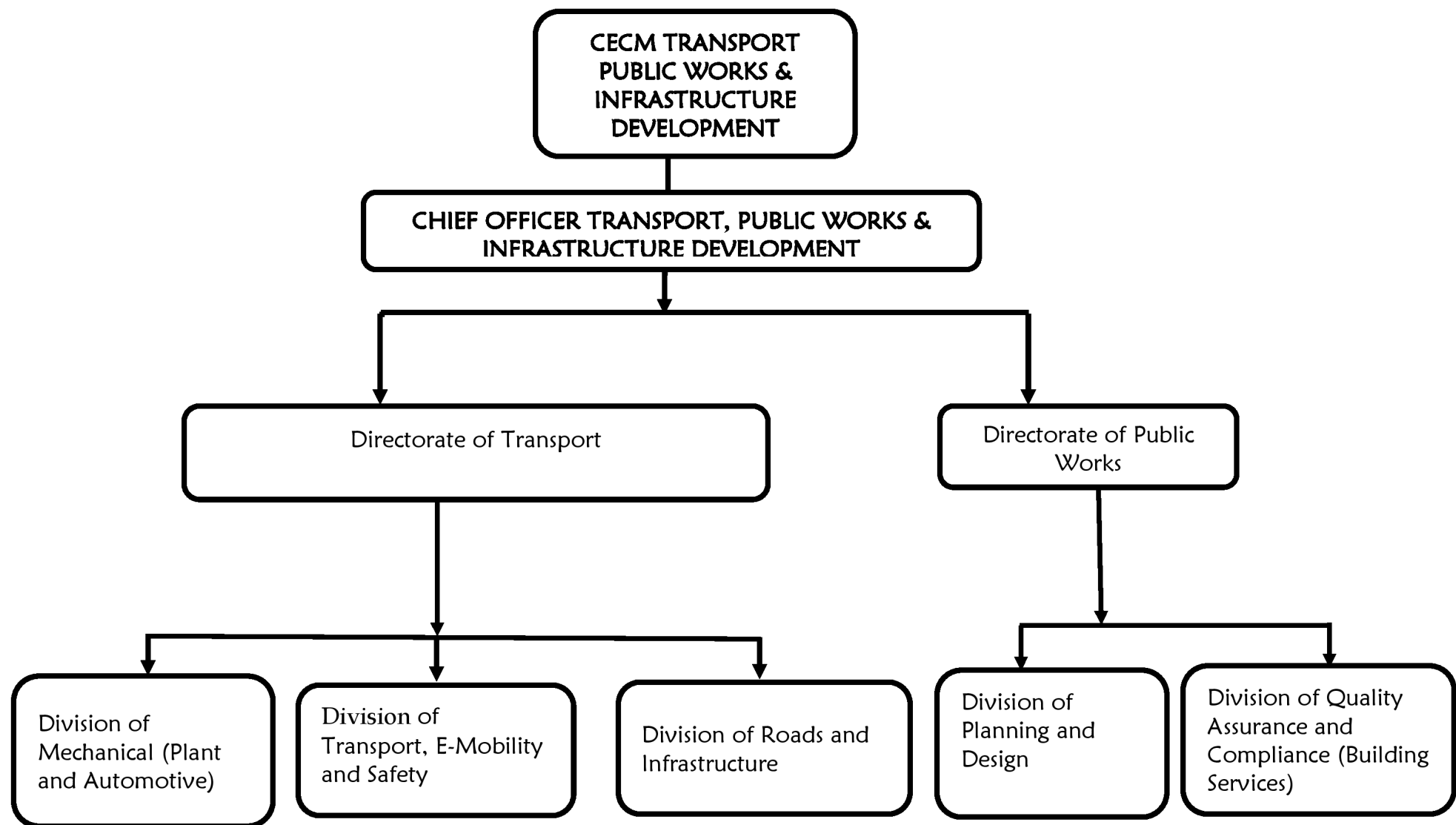


TABLE 10: STAFF ESTABLISHMENT, DEPARTMENT OF TRANSPORT AND PUBLIC WORKS

Designation	JG	Proposed Establishment	In Post	Variance	Justification
County Executive Committee Member	A04A8	1	1	0	CECM
Office Administrative Assistant	K,L,M	2	2	0	Office of the CECM
Support Staff	F,G	1	1	0	Office of the CECM
Driver	H-K	1	1	0	Office of the CECM
Sub Total		5	5	0	
Chief Officer	S	1	1	0	Chief Officer
Senior Administrative Assistant	K/L	1	0	-1	Administrative assistant
Office Assistant	F/G	1	1	0	Office Assistant
Driver II/I	F/G	3	0	-3	Driver
Assistant Senior Administration Officers	K/L	2	3	1	2 Directorates
Accountants	H/J/K	2	3	1	2 Directorates
Supply Chain Officer	H/J/K	2	4	2	2 Directorates
Records Management officer	E-J	1	0	-1	Records office
Human Resource officer	H/J/K	1	1	0	Human Resource Unit
Public Communication officer	H/J/K	1	2	1	Dept. HQ
Sub-Total		25	25	0	

DIRECTORATE OF PUBLIC WORKS

Director Public Works	R	1	0	-1	Directorate
Deputy Director of Public Works	Q	2	0	-2	Head of Division(Planning and design, QA and Compliance)
Chief Superintending Engineer/Architect/Quantity Surveyor	P	2	0	-2	2 Divisions
Snr. Superintending Engineer(Civil/Structural)	N	8	0	-8	6 Sub-Counties (Planning & design) 2 (QA & compliance)

Senior Superintending Architect	N	2	0	-2	1 Division
Senior Superintending Quantity Surveyor	N	2	0	-2	1 Division
Senior Superintending Engineer - Electrical/ Mechanical	N	2	0	-2	2 Divisions
Chief Structural Assistant	N	4	0	-4	4 Units
Chief Architect Assistant	N	4	0	-4	4 Units
Chief Quantity Surveyor Assistant	N	4	0	-4	4 Units
Chief Electrical/Mechanical Assistant	N	4	0	-4	4 Units
Superintending Engineer (Civil/Structural)	M	4	0	-4	4 Units
Superintending Architect	M	4	0	-4	4 Units
Superintending Engineer (Electrical/Mechanical)	M	4	0	-4	4 Units
Superintending Quantity Surveyor	M	4	0	-4	4 Units
Senior Structural Assistant	L/M	4	1	-3	4 Units
Senior Architect Assistant	L/M	4	0	-4	4 Units
Senior Quantity Surveyor	L/M	4	0	-4	4 Units
Senior Electrical/Mechanical Assistant	L/M	4	0	-4	4 Units
Structural Assistant II/I	J/K	4	2	-2	4 Units
Architect Assistant II/I	J/K	4	3	-1	4 Units
Quantity Surveyor Assistant II/I	J/K	4	1	-3	4 Units
Electrical/Mechanical Assistant II/I	J/K	4	4	0	4 Units
Engineer I Electrical/Mechanical	K/L	8	4	-4	2x4 Units
Engineer I/II (Civil/Structural)	K/L	8	2	-6	2x4 Units
Architect I/II	K/L	8	1	-7	2x4 Units
Quantity Surveyor I/II	K/L	8	0	-8	2x4 Units
Building Quantity Surveyor II/I	K/L	2	0	-2	2 Units
Building Inspector II/I	H/J	2	1	-1	2 Units
Electrical Inspector II/I	H/J	4	0	-4	4 Units
Mechanical Inspector I/II	H/J	4	1	-3	4 Units
Electrician II/I	G/H	4	1	-3	4 Units
Carpenter II/I	E/F	4	0	-4	4 Units

Charge Hand III/II/I	J/K/L	4	0	-4	4 Units
Fireman III/II/I	J/K/L	3	0	-3	2 and 1 Reliever
Sub total		142	21	-121	

DIRECTORATE OF TRANSPORT					
Director Transport	R	1	1	0	Head of Directorate
Division of Roads and Infrastructure					
Deputy Director – Roads	Q	1	0	-1	1 Division
Chief Superintending Engineer-Roads	P	1	0	-1	1 Division
Snr. Superintending Engineer (Civil/Bridges)	N	1	0	-1	1 Division
Senior Superintending Engineer(Materials)	N	2	0	-2	2 Divisions
Senior Superintending Surveyor	N	1	0	-1	1 Division
Superintending Engineer(Civil/Bridges)	M	2	0	-2	2 units
Superintending Engineer (Materials)	M	2	0	-2	2 Divisions
Superintending Surveyor	M	1	0	-1	1 Division
Engineer II/I (Civil/Bridges)	K/L	6	3	-3	2x4 units
Surveyor II/I	K/L	6	0	-6	2x4 units
Roads Inspectors	K/L	8	7	-1	2x4 units
Road Overseer (Works Officer)	H/J/K	8	6	-2	2x4 units
Materials Technicians	G/H	8	0	-8	2x4 units
Survey (Chainman)	G/H	12	0	-12	2x6 Sub-Counties
Sub Total		60	17	-43	

Division of Transport, E-mobility and Safety

Deputy Director of Transport	Q	1	0	-1	Division
Principal Transport Officer	P	2	0	-2	2 Units (Transport, Road safety)
Senior Transport Officer	N	2	0	-2	2 Units
Transport Officers	L	4	0	-4	2 Units
Assistant Transport Regulation Officer	J	4	0	-4	4 Units
Assistant Transport Licensing Officer	J	6	0	-6	6 Sub-Counties

Transport Technicians	J	6	0	-6	6 Sub-Counties
Transport Licensing Clerks	J	6	0	-6	6 Sub-Counties
Transport Clerks	G/H	6	0	-6	6 Sub-Counties
Plant Operators/lorry drivers I/II/III	E/F/G	45	31	-14	30 Tippers and 15 Relievers
Rollers	E/F/G	8	10	2	4 Rollers
Graders	E/F/G	14	14	0	7 Graders
Backhoe	E/F/G	8	9	1	4 Backhoes
Excavators	H/J	6	6	0	3 Excavators
Sub Total		118	70	-48	

Division of Mechanical (Plant and Automotive)

Deputy Director of Transport	Q	1	0	-1	Division
Chief Superintending Engineer mechanical (Plant and Automotive)	P	1	0	-1	4 Units
Senior Superintendent Engineer mechanical (Plant and Automotive)	N	4	0	-4	4 Units
Superintending Engineers (Plant and Machinery)	M	4	0	-4	4 Units
Mechanical engineer III/II/I	L/M/N	4	0	-4	4 units
Mechanical III/II/I	J/K/L	4	0	-4	4 Units
Electrical Artisan III/II/I	E/F/G	4	2	-2	4 Units
Mechanical Artisan III/II/I	H/J	8	8	0	3
Sub total		30	10	-20	
GRAND TOTAL		375	143	-232	

9.0 DEPARTMENT OF TRADE, TOURISM AND ENTERPRISE DEVELOPMENT

The Department is headed by a County Executive Committee Member who is the policy head assisted by a Chief Officer who is the administrative head of the department and deals with policy implementation and day to day management of the department. The Chief Officer is also the Authorized and Accounting Officer for the department and reports directly to the CEC member.

The functions of the Department entail:

- i). Implementation of National Trade, Industry and Investment policies, strategies and programmes at the County Level,
- ii). Formulation of trade and cooperative development policy, and trade licensing.
- iii). Promotion of micro and small enterprises,
- iv). Markets Management,
- v). Weights and Measures,
- vi). Promotion and development of industrial enterprises,
- vii). Liquor licensing and control of alcoholic drinks,
- viii). Formulation and implementation of county policies on tourism,
- ix). Promotion of local tourism activities for socio-economic empowerment for all,
- x). Promotion of research, documentation, and dissemination of information on matters Tourism,
- xi). Development and implementation of an effective performance management system in the department,
- xii). Ensuring efficiency and effectiveness in the use of financial and human resources in the department,
- xiii). Facilitation of collaborations with diverse stakeholders in the department.

The department is organized into the following three directorates each headed by a Director reporting to the Chief Officer, Trade, Tourism and Enterprise Development:

- i). Directorate of Trade and Enterprise Development,
 - a). Division of Trade and Investment, and
 - b). Division of Industrialisation and Enterprise Development.
- ii). Directorate of Tourism & Wildlife,
 - a). Division of Tourism Management and Marketing, and
 - b). Division of Wildlife Management.
- iii). Directorate of Alcoholic Drinks and Liquor Licensing.

9.1 DIRECTORATE OF TRADE AND ENTERPRISE DEVELOPMENT

The Directorate is headed by a Director Trade and Enterprise Development Job Group 'R' reporting to the Chief Officer, Trade, Tourism and Enterprise Development. This directorate will have two divisions namely,

9.1.1 Division of Trade & Investment

The functions of the division entail:

- i). Supervision of the implementation of National Government policies, strategies, and Programmes on trade, and industrial development,
- ii). Coordination of field services and projects on trade and industry,
- iii). Enforcement of trade policies and regulations,
- iv). Supervision of the delivery of trade development services, and
- v). Addressing issues of barrier to trade and promoting trade and investment.

9.1.2 Division of Industrialization & Enterprise Development

The functions of the division entail:

- i). Coordination of management of SME, industrial parks,
- ii). Preparation of industrial project profiles and disseminate the same to attractive investors, and
- iii). Identifying and initiating industrial Research and Development (R&D) activities and commercialization of research findings.

9.2 DIRECTORATE OF TOURISM AND WILDLIFE

The directorate is headed by a Director Job group 'R' who reports to the Chief Officer. The directorate will have two divisions;

9.2.1 Division of Tourism Management and Marketing

The functions of the division are as outlined below:

- i). Formulation and implementation of County policies on Tourism,
- ii). Promotion of Tourism, activities for socio-economic empowerment for all,
- iii). Development of local tourism involving communities and investors in tourism industry,
- iv). Niche Tourism product development,
- v). Marketing of county tourism products internationally,
- vi). Initiating programs to brand the county as a whole,
- vii). Promotion and marketing of local tourism in the county,
- viii). Facilitation of collaboration with diverse stakeholders in the tourism and environmental conservation sectors,
- ix). Promotion of tourism research, documentation and dissemination of information, hospitality growth and research findings,
- x). Enhance wildlife conservation and promote wildlife based tourism,
- xi). Facilitation of collaborations with diverse stakeholders in the Tourism Sector, and
- xii). Promotion of research, documentation, and dissemination of information on matters Tourism.

9.2.1 Division of Wildlife Management

The functions of the division are as outlined below:

- i). Formulation and implementation of County policies on wildlife management ,
- ii). Promotion of wildlife management, activities for socio-economic empowerment for all,
- iii). Development of local wildlife management involving communities and investors in wildlife management industry,
- iv). Initiating programs to brand the county as a whole,
- v). Promotion and marketing of animal orphanages in the county,
- vi). Facilitation of collaboration with diverse stakeholders in the wildlife management and environmental conservation sectors,
- vii). Promotion of wildlife management research, documentation and dissemination of information and research findings,
- viii). Enhance wildlife conservation,
- ix). Facilitation of collaborations with diverse stakeholders in the wildlife management Sector, and
- x). Promotion of research, documentation, and dissemination of information on matters wildlife management.

9.3 DIRECTORATE OF ALCOHOLIC DRINKS AND LIQUOR LICENSING

The directorate is headed by a Director Job group 'R' who reports to the Chief Officer.

The functions of the Directorate entail:

- i). Issue licenses to the successful applicants as authorized by the Board,

- ii). Prepare and circulate the licensing and other operational programmes to the sub-county committees,
- iii). Facilitate timely and continuous enforcement to ensure compliance with the provisions of this Act and other conditions of licenses,
- iv). Provide technical support to the Board and the Sub County Committees,
- v). Keep and maintain records of persons charged under this Act,
- vi). Support and facilitate Sub—County Committees in carrying out their functions,
- vii). Carry out public education on alcoholic drinks control in the County directly and in collaboration with other public or private bodies and institutions,
- viii). Facilitate citizen participation in matters related to alcoholic drinks control in accordance to framework for citizen participation established under the County Governments Act, the Urban Areas and Cities Act, the Nandi County Public Participation and Civic Education Act or any other relevant written law; The Nandi County Alcoholic Drinks Control Bill, 2024,
- ix). Facilitate and promote in collaboration with other county and national government institutions the establishment of treatment and rehabilitation facilities and programmes,
- x). In collaboration with other relevant county departments, prepare and submit an alcoholic drinks status report biannually in the prescribed manner to the Executive Member which shall be transmitted to the Board and the County Executive Committee, county assembly and the Authority,
- xi). Carry out research directly or in collaboration with other institutions,
- xii). Participate in the formulation of laws and regulations related to alcoholic drinks,
- xiii). Monitoring and evaluating the implementation of this Act including the operations of the Sub-County Committees and advising the Executive Member on the necessary measures to be adopted,
- xiv). In collaboration with the Board and the County Sub-County Committees, prepare and submit to the Authority on a quarterly basis, an alcohol abuse control status report containing such matters as may be specified by the Authority, and
- xv). Carry out such other roles necessary for the implementation of the objects and purpose of this Act and perform such other functions as May, from time to time, be assigned by the Executive Member.

FIGURE 9: ORGANIZATIONAL STRUCTURE FOR THE DEPARTMENT OF TRADE, TOURISM AND ENTERPRISE DEVELOPMENT

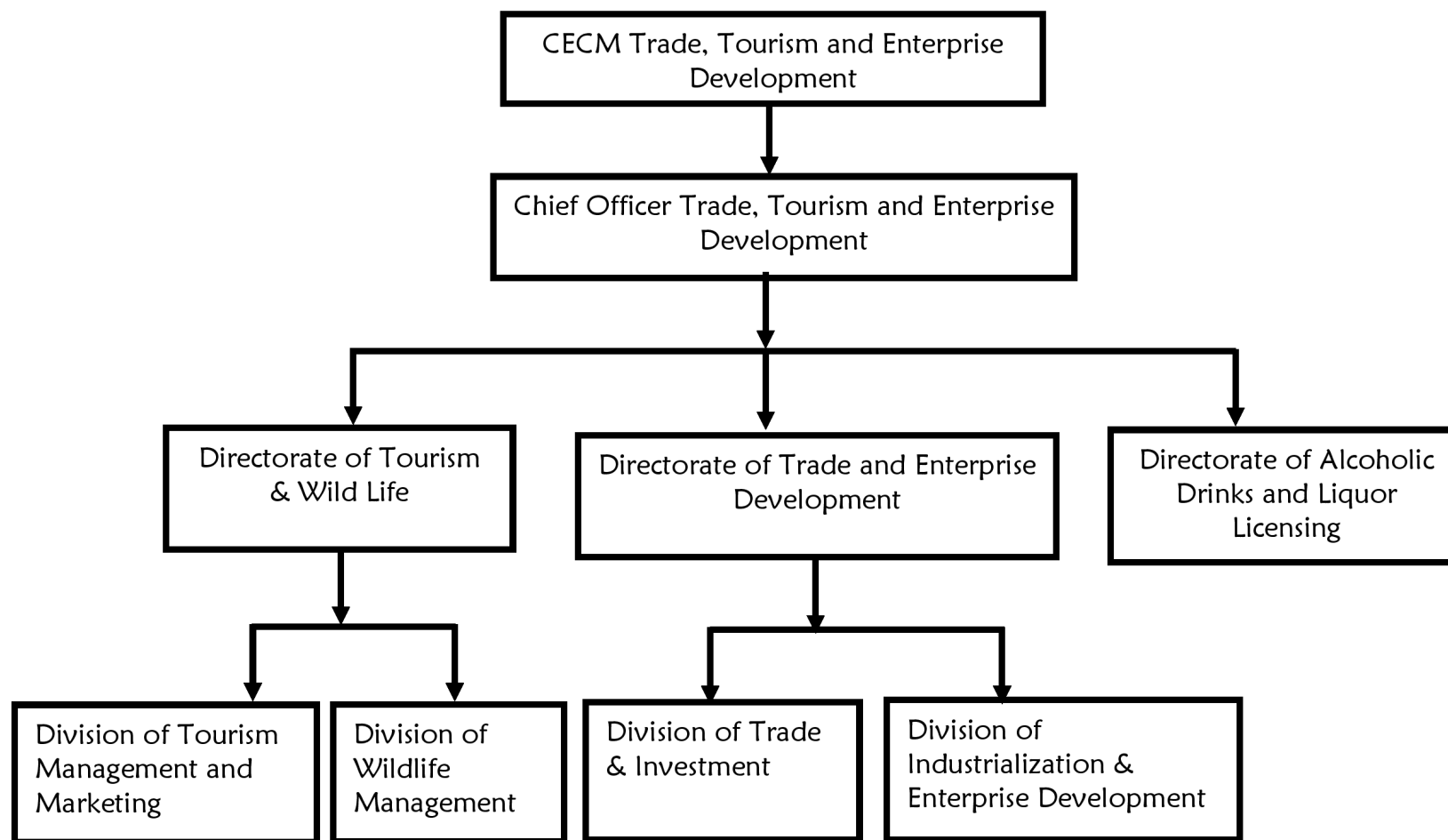


TABLE 11: STAFF ESTABLISHMENT FOR THE DEPARTMENT OF TRADE, TOURISM AND ENTERPRISE DEVELOPMENT

DESIGNATION	JG	Proposed	In-Post	VARIANCE	JUSTIFICATION
CECM Trade, Tourism and Enterprise Development	T	1	1	0	Head of the Department
Chief Officer Trade, Tourism and Enterprise Development	S	1	1	0	Department Authorised and Accounting Officer
SUB-TOTAL		2	2	0	

DIRECTORATE OF TRADE AND ENTERPRISE DEVELOPMENT

Director Trade and Enterprise Development	R	1	0	-1	Head of Directorate
Deputy, Assistant Director Trade and Investment	Q	1	0	-1	Head of the Division
Assistant Director Trade and Investment	P	1	0	-1	Section Head
Assistant Director Industrialization and Enterprise Development	P	1	0	-1	Section Head
Principal, Chief, Senior Trade Development Officers	N,M,L	3	3	0	Technical persons in the Department
Trade Development Officer (II), (I)	K,J	6	5	-1	One per sub county
Chief Licensing Officer	M	1	1	0	
Weights and Measures Officers (II), (I), Assistants	K,J,H,G, F	6	1	-5	One per Sub County
Industrial Development Officer, Assistant	J,H	2	0	-2	Based at the H/Q
Enterprise Development Officer (II),(I)	K,J	2	0	-2	Based at the Dept H/Q
Human Resource officer	J	1	4	3	Based at the Dept H/Q
Economist	J	1	1	0	Based at the Dept H/Q
Accountant, Accounts Assistant	J, H	2	2	0	Based at the Dept H/Q
Procurement Officer	H	1	1	0	Based at the Dept H/Q
Communication Officer	K	1	1	0	Based at the Dept H/Q
ICT Officer	K	1	2	1	Based at the Dept H/Q
Administrative Officer	J	1	4	3	Based at the Dept H/Q
Clerical Officer	G	6	8	2	One per Sub County
Senior Driver, Driver	F,E	2	4	2	Based at the Dept H/Q
Office Administrator(Secretary)	H	2	2	0	Based at the Dept H/Q

SUB-TOTAL		42	39	-3	
Note 1, The following cadre of staff posted in the department but not captured herein.					
Finance Officers		2	2	0	Based at the Dept H/Q
Records Management Officers		2	2	0	Based at the Dept H/Q
Cleaning Supervisors		3	3	0	Based at the Dept H/Q

DIRECTORATE OF TOURISM AND WILDLIFE

Cadre	JG	Proposed	In-Post	Variance	Justification
Director of Tourism and Wildlife	R	1	0	-1	Head of the Directorate
Principal, Tourism Officer	N	1	0	-1	Deputize the head of Directorate
Chief Tourism Officer	M	1	0	-1	Head of section
Senior Tourism Officer	L	1	3	2	Head of unit
Tourism Officer	K	6	18	12	One officer per sub county
Liaison & Marketing Officer	K	1	0	-1	Based at the head quarters
Research Scientist	K	1	0	-1	Based at the head quarters
County Wildlife Warden	K	1	0	-1	Based at the HQ
Assistant Wildlife Warden	J	1	0	-1	Deputize County Warden
Wildlife Rangers	H	6	0	-6	One per sub County (or 2 per establishment
Office Administrator	J	1	1	0	In the Office of the Director
SUB-TOTAL		21	22	1	

DIRECTORATE OF ALCOHOLIC DRINKS CONTROL & LIQUOR LICENSING

DESIGNATION	JG	PROPOSED	In-Post	VARIANCE	JUSTIFICATION
Director Alcoholic Drinks Control & Liquor Licensing	R	1	0	-1	Head of Directorate
Assistant Director Alcoholic Drinks Control & Liquor Licensing	P	1	0	-1	Based at the H/Q
Compliance and licensing officer	L	2	1	-1	
Office Administrator	J	1	1	0	In the Office of the Director
Rehabilitation and Sensitization programs Officer	K	1	1	0	
Enforcement Officer	H	7	1	-6	One per Sub County
SUB-TOTAL		13	4	-9	
Note 1, There is an Alcoholic Drinks Control Committee Secretary in each of the Sub-County, but not captured herein.		6	6	0	One per Sub county
GRAND TOTAL		86	73	-13	

10.0 DEPARTMENT OF EDUCATION AND VOCATIONAL TRAINING

The County department of Education and Vocational Training is headed by a County Executive Committee Member (CECM) who is responsible for providing leadership and policy direction on matters Education, Vocational Training and Early Childhood Education and Development. The CECM is assisted by a Chief Officer who is the accounting and authorized officer and responsible for day to day management of the department.

The Department is charged with the function of developing Vocational Training Centres, Early Childhood Education, and promotion of culture and provision of social services while ensuring that gender is mainstreamed in all its programmes as envisaged in schedule 4 of the Constitution of Kenya 2010.

Functions of the Department

- i). Formulate policies on Vocational Training Centres, early childhood development, culture and social services, and
- ii). Develop, coordinate, and manage, vocational training centres, early childhood education programs.

Roles and responsibilities

The Department shall deliver on its responsibilities through three directorates given namely:

- i). Directorate of Early Childhood Development Education,
 - a. Division of Early Childhood Development Education.
- ii). Directorate of Vocational Training,
 - a. Division of Vocational Training.
- iii). Directorate of Quality Assurance and Standards.
 - a. Division of Early Childhood Development Education quality assurance, and
 - b. Division of Vocational Training quality assurance.

10.1 DIRECTORATE OF EARLY CHILDHOOD DEVELOPMENT EDUCATION

- i). Implement Pre-primary education policy,
- ii). Quality assurance and supervision of pre-primary institutions,
- iii). Develop and implement Pre-Primary School Curriculum,
- iv). Coordinate Early Childhood Education, care and development,
- v). Provide information on education and education trends in the County, and
- vi). Undertake research and development.
- vii). Implement vocational training policy,
- viii). Quality assurance and supervision of vocational training institutions,
- ix). Implement vocational training Curriculum,
- x). Coordinate vocational training and development, and
- xi). Undertake research and development.

10.2 DIRECTORATE OF VOCATIONAL TRAINING

- i). Oversee, the operations and management of youth polytechnics and education programs in the county,
- ii). Coordinate and monitor education and training in the County on behalf of the national government and the county government,
- iii). Interpret national policies in education based on the county's needs,
- iv). Strengthen staffing levels,
- v). Infrastructure development in vocational education training centres (VETCs),
- vi). Enhance good governance and quality assurance,

- vii). Enhance digital literacy,
- viii). Promote youth apprenticeship and employment opportunities,
- ix). Invest in instructional, teaching and learning materials,
- x). Support retention and transition,
- xi). Organize training on curriculum development to the VETC instructors, and
- xii). Enhance good governance and quality assurance.

10.3 DIRECTORATE OF QUALITY ASSURANCE AND STANDARDS

10.3.1 Division of Quality Assurance ECDE

The Directorate of Quality Assurance and Standards (DQAS) in Early Childhood Development Education (ECDE) plays a critical role in ensuring the quality of early childhood education and training programs. The functions of the DQAS in Early Childhood Training typically include:

- i). Policy Implementation: Ensuring that early childhood education and training institutions comply with national education policies, guidelines, and standards.
- ii). Curriculum Development and Review: Monitoring the implementation of the ECDE curriculum to ensure it meets the required standards and supports the developmental needs of children.
- iii). Inspection and Supervision: Regularly inspecting and supervising early childhood education Centres to assess their compliance with set standards, including teaching methods, learning materials, and overall institutional management.
- iv). Teacher Training and Professional Development: Overseeing the training and certification of early childhood educators, ensuring they possess the necessary skills and knowledge to deliver quality education. This includes organizing continuous professional development programs for teachers.
- v). Quality Assessment and Evaluation: Conducting assessments and evaluations of ECDE programs to identify areas of improvement and ensure the effectiveness of teaching and learning processes.
- vi). Support and Guidance: Providing support and guidance to early childhood education institutions on best practices, new educational trends, and strategies for improving the quality of education.
- vii). Stakeholder Engagement: Collaborating with various stakeholders, including government agencies, NGOs, and communities, to promote quality early childhood education and advocate for the rights and well-being of young children.
- viii). Data Collection and Research: Gathering data on early childhood education and conducting research to inform policy decisions and improve the quality of ECDE services.
- ix). Monitoring and Reporting: Monitoring the implementation of quality assurance measures and reporting on the state of early childhood education within the region or country. This involves identifying challenges and recommending corrective actions.

10.3.2 Division of Quality Assurance Vocational Training Quality Assurance

The Directorate of Quality Assurance and Standards (DQAS) in Vocational Training is responsible for maintaining and improving the quality of vocational education and training (TVET) institutions and programs. Its functions include:

- i). Policy Implementation: Ensuring that vocational training institutions adhere to national education policies, guidelines, and quality standards.
- ii). Curriculum Development and Review: Monitoring the implementation of vocational training curricula to ensure that they are relevant, up-to-date, and aligned with industry needs.
- iii). Inspection and Supervision: Conducting regular inspections and supervision of vocational training institutions to assess their compliance with quality standards, including facilities, teaching methods, and student outcomes.

- iv). **Accreditation and Certification:** Accrediting vocational training programs and institutions to ensure they meet the required quality standards. The directorate also certifies trainers and assessors in the TVET sector.
- v). **Teacher and Trainer Development:** Overseeing the training and professional development of vocational trainers and instructors, ensuring they have the necessary technical skills and pedagogical knowledge to deliver quality training.
- vi). **Assessment and Certification of Learners:** Ensuring that assessment processes are rigorous, fair, and aligned with industry standards, and overseeing the certification of learners upon completion of their training.
- vii). **Quality Monitoring and Evaluation:** Continuously monitoring and evaluating the quality of vocational training programs to identify areas for improvement and ensure they meet the needs of the labour market.
- viii). **Industry Collaboration:** Facilitating collaboration between vocational training institutions and industries to ensure that training programs are aligned with current industry demands and technological advancements.
- ix). **Support and Guidance:** Providing support and guidance to vocational training institutions on best practices, quality improvement strategies, and compliance with standards.
- x). **Research and Development:** Conducting research on vocational education trends, labor market needs, and emerging technologies to inform curriculum development and policy decisions.
- xi). **Stakeholder Engagement:** Engaging with various stakeholders, including government agencies, employers, and industry associations, to promote quality vocational education and advocate for the needs of learners and the workforce.
- xii). **Monitoring Compliance with Legal and Regulatory Frameworks:** Ensuring that vocational training institutions comply with all relevant legal and regulatory requirements, including those related to safety, infrastructure, and learner welfare.
- xiii). **Reporting and Accountability:** Regularly reporting on the state of vocational training, including the performance of institutions, the success of graduates, and the overall impact of training programs on the workforce and economy.

FIGURE 10: ORGANIZATION STRUCTURE FOR THE DEPARTMENT OF EDUCATION AND VOCATIONAL TRAINING

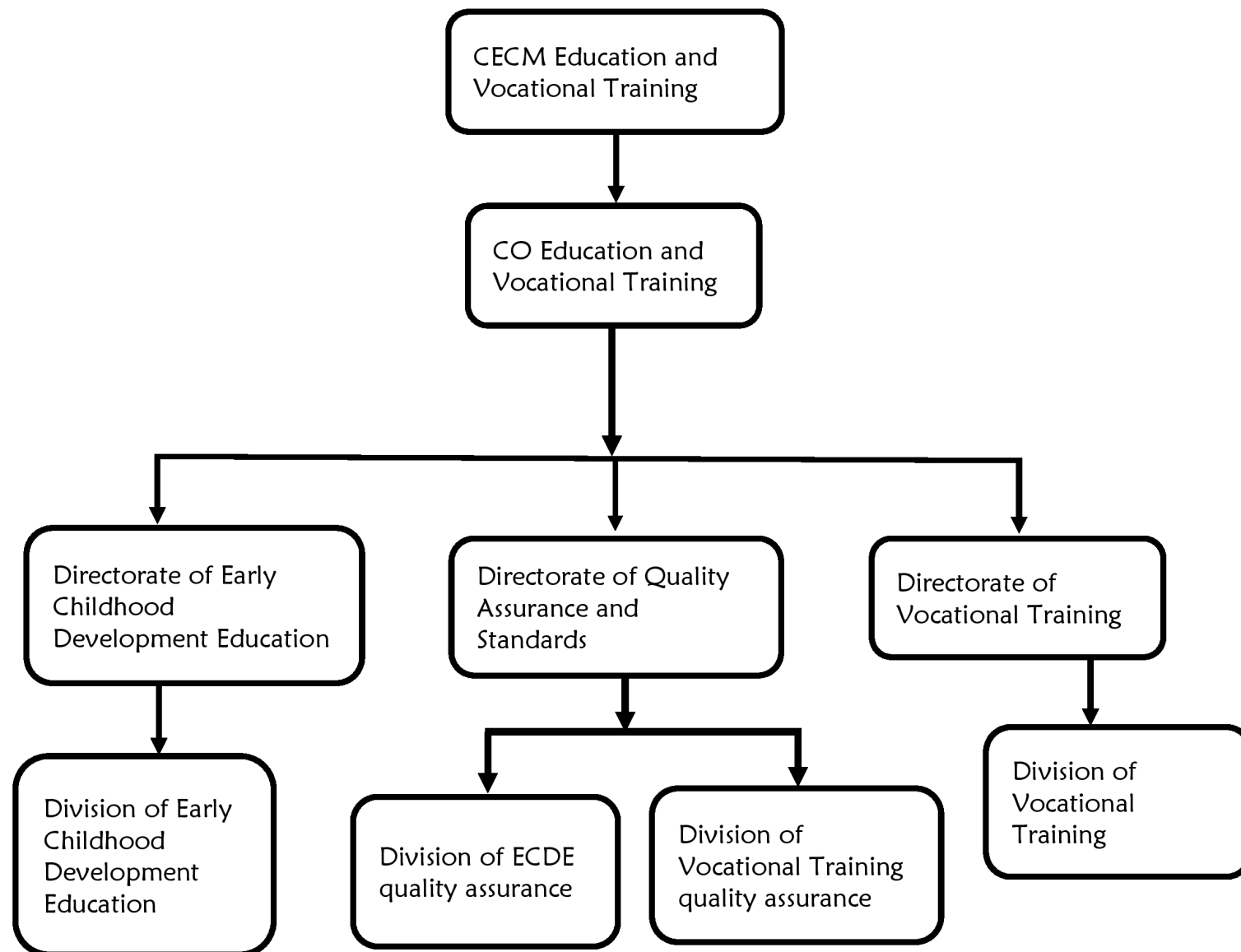


TABLE 12: STAFF ESTABLISHMENT FOR THE DEPARTMENT OF EDUCATION AND VOCATIONAL TRAINING

UNIT	DESIGNATION	J/G	PROPOSED	IN POST	VARIANCE	JUSTIFICATION
County Executive Committee Member	Executive Committee Member	A04A8	1	1	0	CECM
	Office Administrative assistant	J/K/M	1	1	0	Office of the CECM
	Support Staff	D/E	1	0	-1	Office of the CECM
	Driver	H-K	1	1	0	Office of the CECM
	Sub Total		4	3	-1	
Chief Officer	Chief Officer	S	1	1	0	Chief Officer
	Office Administrative assistant	G/H/J	1	0	-1	Office of the Chief Officer
	Senior Administrative Assistant	L	1	0	-1	Office of the Chief Officer
	Accountants	J/K	1	1	0	Office of the Chief Officer
	Procurement Officers	J/K	1	1	0	Office of the Chief Officer
	Drivers III/II/I	D/E/F/G/H/J	1	0	-1	Office of the Chief Officer
	Sub-total		6	3	-3	

DIRECTORATE OF EARLY CHILDHOOD DEVELOPMENT EDUCATION						
UNIT	DESIGNATION	J/G	PROPOSED	IN POST	VARIANCE	JUSTIFICATION
	Director of ECDE	R	1	0	-1	Head of directorate
	Deputy director, ECDE	Q	1	0	-1	Deputy head of the directorate
	Assistant Director, ECDE	P	1	0	-1	Assistant head of the directorate
	Assistant Director, Quality Assurance	P	1	0	-1	Assistant head of the directorate

	Principal Education Officers	N	6	2	-4	1 per subcounty
	Chief Education Officers	M	6	1	-5	1 per subcounty
	Senior Education Officers	L	8	0	-8	1 per subcounty 2 at HQs
	Education Officer II/I	J/K	30	0	-30	1 per ward
	ECDE Teacher III/II/I	G/H/J/K	1650	1200	-450	For various ECDEs across the county
	Sub -total		1704	1203	-501	
DIRECTORATE OF VOCATIONAL TRAINING						
UNIT	DESIGNATION	J/G	PROPOSED	IN POST	VARIANCE	JUSTIFICATION
	Director VTCs	R	1	0	-1	Head of Directorate
	Assistant Director, VTCs	P	1	0	-1	Based at HQs
	Principal Instructor	N	25	0	-25	For various VTCs
	Chief VTC Instructor	M	6	0	-6	1 per subcounty
	Senior VTC Instructor	L	23	2	-21	For various VTCs
	VTC instructors II/I	J/K	24	0	-24	For various VTCs
	VTC instructors III/II	H/J	140	48	-92	Spread across VTCs
	Accountants	J/K	23	0	-23	For various VTCs
	Stores Officer	G	23	0	-23	For Various VTCs
	Support staff	B/C/D	40	3	-37	Cleaners
	Drivers III/II/I/	D/E/F/G/ H/J	3	0	-3	For each directorate
	Sub-total		309	53	-256	
	GRAND TOTAL		2023	1262	-761	

11.0 THE DEPARTMENT OF SPORTS AND YOUTH AFFAIRS

The Department of Sports and Youth Affairs is headed by a CEC member assisted by A Chief Officer, Job Group 'S,' who is the authorized and accounting officer for the Department.

The Department is mandated to carry out the following functions, Sports and youth affairs Schedule 4 of the Constitution of Kenya 2010.

The key functions of the Department entail:

- (i) Formulation and implementation of county policies on sports and youth affairs,
- (ii) Liaising with the NGOs, CBOs, and other stakeholders on matters regarding sports and youth affairs,
- (iii) Provision of strategic direction for improved service delivery,
- (iv) Development and implementation of an effective performance management system in the department,
- (v) Ensuring efficiency and Effectiveness in the use of financial and human resources in the department,
- (vi) Facilitation of collaborations with diverse stakeholders in the department,
- (vii) Promotion of research, documentation, and dissemination of information on matters Sports and youth affairs,
- (viii) Advice the County Government on matters relating to library documentation and related services.

The Department has one Directorate:

- i). Directorate of Youth Affairs and Sports Services

11.1 DIRECTORATE OF YOUTH AFFAIRS, THE ARTS AND SPORTS SERVICES

The Directorate is headed at the level of Director, Job Group 'R', who is responsible to the Chief Officer for the following functions:

- (i) Assist in Planning and Budgetary processes,
- (ii) Assist in Development of capacity building programmes for sports technical staff,
- (iii) Organize and execute programmes and activities for talent identification, nurturing and promotion,
- (iv) Advice on sports infrastructural development.
- (v) Research, design and develop youth programmes, policies and activities,
- (vi) Development of proposals and fundraising for youth related activities,
- (vii) Preparation of annual budgets and plans,
- (viii) Monitoring and evaluation of youth programmes and activities,
- (ix) Promoting youth rights and socio-economic empowerment, and
- (x) Establishing and maintaining networks and partnerships with relevant stakeholders.

This directorate is divided into two divisions:

- i). Division of Youth Affairs, and
- ii). Division of Sports Services.

11.1.1 Division of Youth Affairs

The Division is headed by a Deputy Director who reports to the Director of Youth Affairs and Sports Services. The functions of the division are as outlined below:

- (i) Ensure Youth Development through structured organization, collaborations and networking,
- (ii) Coordination of Youth organizations in the County,
- (iii) Empower Youth to have an equal opportunity as other citizens to realize their fullest potential, productively participating in economic, social, political and cultural life,

- (iv) Maximize the full potential of the Youth through participatory engagements that serves their needs and aspirations in nation building,
- (v) Promote and facilitate programmes that build young people's capacity to resist risk factors and enhance protective factors,
- (vi) Promote public participation among all youth in the county,
- (vii) Facilitate implementation of Youth Enterprise Fund and Uwezo Fund,
- (viii) Generating and continuously up-dating a County Youth data base,
- (ix) Identification and canvassing for Youth attachments & internships both internally and externally,
- (x) Build bridges between stakeholders and Youth on issues pertaining to Youth Development,
- (xi) Undertaking periodic TNAs on county youth to enrich the data base, and
- (xii) Advocate for a pre-determined stipend to be awarded to Youth who will operate as linkages between their community and the County Government.

11.1.2 Division of Sports Services

The Division is headed by a Deputy Director Job Group 'Q' who reports to the Director of Youth Affairs and Sports. The functions of the division are:

- (i) Promotion of sports activities and facilities,
- (ii) Identification and development of sports talent,
- (iii) Partnering with public and private organizations and individuals in developing sports facilities in the county,
- (iv) Liaising with stakeholders on research and dissemination on sports development issues in the county, and
- (v) Coordinating participation in sports in the county.

The division is sub divided into the following two sections each headed at the level of Assistant Director Job group 'P':

- (i) Sports Facilities Development, and
- (ii) Talent Development

FIGURE 11: ORGANIZATION STRUCTURE FOR THE DEPARTMENT OF SPORTS AND YOUTH AFFAIRS

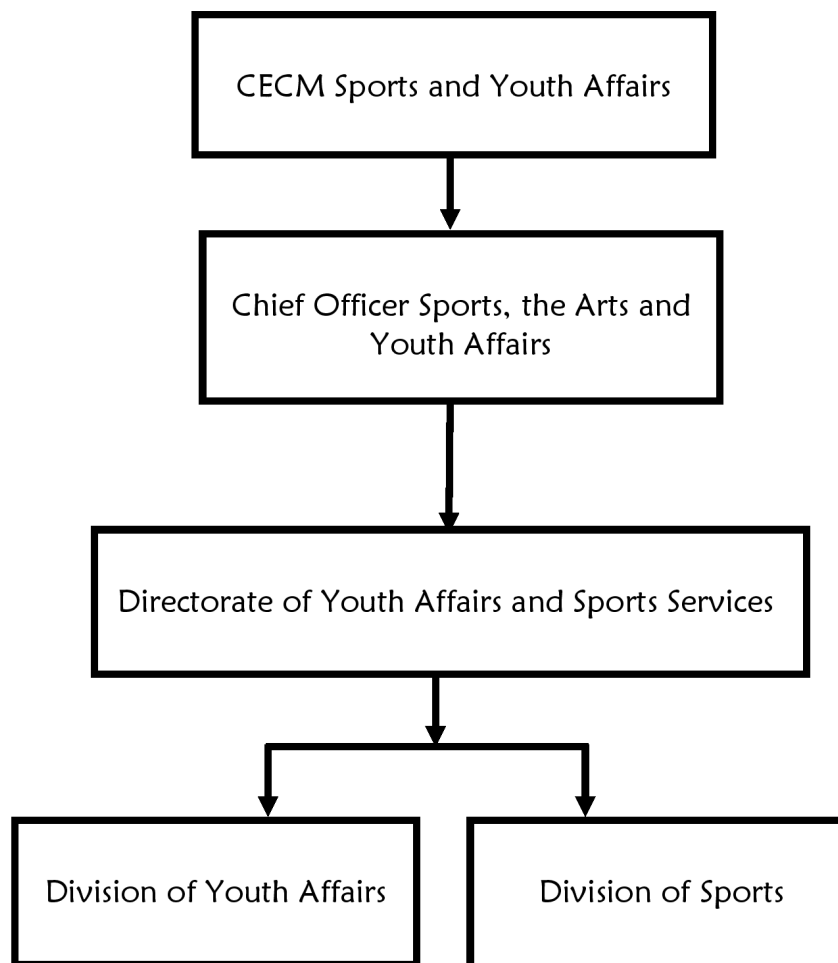


TABLE 13: STAFF ESTABLISHMENT FOR THE DEPARTMENT OF SPORTS AND YOUTH AFFAIRS

DESIGNATION	JG	OPTIMUM	IN-POST	VARIANCE	JUSTIFICATION
CECM	T	1	1	0	CECM
Chief Officer	S	1	1	0	Chief Officer
Sub Total		2	2	0	
DIRECTORATE YOUTH AFFAIRS AND SPORTS SERVICES					
Director	R	1	1	0	Technical Head of the Directorate
Deputy Director	Q	1	0	-1	NYS(1), Sports(1)
Assistant Director	P	1	0	-1	Youth Affairs(1), Facilities(1)
Chief, Principal Sports Officers	M,N	1	1	0	Technical
Sub – Total		4	2	-2	
Sub – Total		6	4	-4	
Administration and Support Services					
DESIGNATION	JG	OPTIMUM	IN-POST	VARIANCE	JUSTIFICATION
HR Officer	K	1	1	0	Based at the HQ
Communication officer	K	1	1	0	Based at the HQ
Economist/M&E	K	1	1	0	Based at the HQ
ICT officer	K	1	1	0	Based at the HQ
Office Administrator	K	1	0	-1	Based at the HQ
Clerical officers	H,J	1	1	0	Based at the HQ
Accountant, Accounts Assistant	K	1	1	0	Based at the HQ
Supply Chain Management Assistant	K	1	1	0	Based at the HQ
Sports Officers	K	2	2	0	Based at the HQ
Youth Officers	K	6	1	-5	Based at the HQ
Sports Assistants (Training camp managers)	K	6	0	-6	Based at the HQ
Stadia managers	L	3	0	-3	Based at the HQ
Stadium attendants	H	6	0	-6	Based at the HQ

Drivers	F	2	2	0	Based at the HQ
Sub-Total		39	12	-21	
GRAND TOTAL		45	16	-46	

12.0 THE DEPARTMENT OF CULTURE, HERITAGE, GENDER AND SOCIAL WELFARE

The Department of Culture, Heritage, Gender and Social Welfare is headed by a CEC member assisted by A Chief Officer, Job Group 'S,' who is the authorized and accounting officer for the Department.

The Department is mandated to carry out the following functions, Cultural activities & facilities, Libraries, Museums and recreational facilities development as envisaged in Schedule 4 of the Constitution of Kenya 2010.

The key functions of the Department entail:

- (ix) Formulation and implementation of county policies on culture, heritage, gender and social welfare,
- (x) Promotion of cultural activities, public entertainment and public amenities including betting, casinos and other forms of gambling, racing, liquor licensing, cinemas, video shows and hiring, libraries, county parks and recreation facilities,
- (xi) Coordinating the effective delivery of culture and community based social services in the county,
- (xii) Liaising with the NGOs, CBOs, and other stakeholders on matters regarding on culture, heritage, gender and social welfare,
- (xiii) Provision of strategic direction for improved service delivery,
- (xiv) Development and implementation of an effective performance management system in the department,
- (xv) Ensuring efficiency and Effectiveness in the use of financial and human resources in the department,
- (xvi) Facilitation of collaborations with diverse stakeholders in the department,
- (xvii) Promotion of research, documentation, and dissemination of information on matters culture, heritage, gender and social welfare,
- (xviii) Promote, establish, manage and maintain libraries in the county, and
- (xix) Advise the County Government on matters relating to library documentation and related services.

The Department is organized into three Directorates:

- ii). Directorate of Culture and Library Services,
- iii). Directorate of Gender and Social Welfare.

12.1 DIRECTORATE OF CULTURE AND LIBRARY SERVICES

The Directorate is headed at the level of Director, Job Group 'R', who is responsible to the Chief Officer for the following functions:

- i). Promoting cultural activities in the county to help in the preservation of the Nandi culture,
- ii). Gender mainstreaming in the county to ensure inclusive development by both gender,
- iii). Designing programmes that support empowerment of men and women to realize their potential and earn livelihoods,
- iv). Providing support to orphans and vulnerable children by working with stakeholders to identify children who are vulnerable in the County and designing programmes to support the children directly or through their families and institutions,
- v). Designing and implementing programmes that support empowerment of persons living with disability (PWDs) to help reduce vulnerability amongst PWDs,
- vi). Designing, Coordinating and supervising all development projects carried out by the Directorate,
- vii). Identification and formulation of relevant policies for the Directorate,

- viii). Preparation and implementation of budget which is done with support from the Finance Department,
- ix). Participation in the development of plans, such as Annual Development Plan and the CIDP to guide the operations of the Directorate,
- x). Participation in the procurement of various projects carried out by the Directorate, and
- xi). Development of cabinet papers for various programmes carried out by the Directorate.

The Directorate is organized into two Divisions:

- i). Division of Culture and Social Services, and
- ii). Division of Library Services.

12.1.1 Division of Culture and Social Services

The Division is headed at the level of Deputy Director Job group 'Q' and is responsible to the Director Culture and library services for the following functions:

- (i) Mobilize and manage human, financial and other resources for cultural development,
- (ii) Promote and develop creative cultural industries, such as performing, visual and literary arts as an economic sector,
- (iii) Promote, preserve and develop indigenous knowledge systems and safeguards the Intangible Cultural Heritage (ICH) for posterity,
- (iv) Promote cohesion, integration and appreciation of cultural diversity in the County,
- (v) Mainstream positive cultural values systems in Nandi County,
- (vi) Promote and develop cultural infrastructure such arts centre, arts gallery and community cultural centres,
- (vii) Advice on policy issues of matters related to culture,
- (viii) Offer technical assistance and expertise for cultural programs,
- (ix) Register cultural groups & individual cultural practitioners,
- (x) Conduct capacity building for cultural practitioners,
- (xi) Coordinate cultural exchange programmes,
- (xii) Partner with stakeholders in cultural development programmes such as festivals, exhibitions and cultural dialogue forums, among others, and
- (xiii) Promote Indigenous languages and oral traditions.

12.1.2 Division of Library Services

- (i) Manage public libraries within the county, ensuring they are well-maintained, properly staffed, and equipped with a diverse range of resources,
- (ii) Provide resources and study spaces for students, offering support for formal education, research, and lifelong learning,
- (iii) Ensure that residents have access to a wide variety of information resources, including books, journals, newspapers, digital media, and online databases,
- (iv) Extend library services to underserved areas through mobile libraries, partnerships with schools, and community centres,
- (v) Collaborate with schools, universities, NGOs, and other stakeholders to enhance library services and promote community education, and
- (vi) Develop and implement policies related to library management, resource allocation, and user conduct, and service provision to ensure that library services meet the needs of the community.

12.3 DIRECTORATE OF GENDER AND SOCIAL WELFARE

The Directorate is headed at the level of Director, Job Group 'R', who is responsible to the Chief Officer for the following functions:

- i). Formulates and implements gender-related policies and strategies that promote equality and equity within the county,

- ii). Conducts awareness campaigns on gender issues, human rights, and social welfare, aiming to change societal attitudes and eliminate gender-based discrimination,
- iii). Develops and oversees programs that provide support to vulnerable populations, including the elderly, persons with disabilities, orphans, and other marginalized groups,
- iv). Coordinates efforts to mobilize resources for gender and social welfare programs, including partnerships with NGOs, private sector, and international organizations,
- v). Collects, analyzes, and disseminates data related to gender disparities, social welfare issues, and the impact of interventions which informs policy decisions and program planning,
- vi). Provides social support, education, and health services to orphans and vulnerable children within the county, and
- vii). Administers welfare programs aimed at supporting individuals and families in need, including food security initiatives, housing assistance, and health services.

This directorate is divided into three divisions:

- i). Division of Gender Services,
- ii). Division of Volunteer Services, and
- iii). Division of Social Development.

12.3.1 Division of Gender Services

The Division is headed by a Deputy Director who reports to the Director of Gender and Social Welfare. The functions of the division are:

- i). Conduct public awareness campaigns to promote gender equality, challenge stereotypes, and combat gender-based discrimination in the community,
- ii). Organize workshops, seminars, and community dialogues to educate the public on gender rights and the importance of gender equality,
- iii). Develop and implement programs aimed at preventing and responding to gender-based violence, including support services for survivors, such as counseling, legal aid, and shelter,
- iv). Advocate for the creation or amendment of county laws to strengthen gender equality and protect the rights of women and marginalized groups,
- v). Work in collaboration with other government departments, NGOs, community-based organizations, and international partners to advance gender equality and empower women within the county, and
- vi). Engage with local communities to promote gender equality at the grassroots level, encouraging the participation of women and marginalized groups in decision-making processes.

12.3.2 Division of Volunteer Services

The Division is headed by a Deputy Director who reports to the Director of Gender and Social Welfare. The functions of the division are:

- i). Conduct campaigns to raise awareness about the importance of volunteerism, encouraging citizens to participate in community service and civic activities,
- ii). Develop and manage volunteer programs that align with the county's development goals, ensuring that volunteers are effectively utilized in areas such as health, education, environment, and disaster response,
- iii). Establish support systems for volunteers, including providing guidance, resources, and recognition to ensure their well-being and motivation,
- iv). Support the development of community-led volunteer initiatives, empowering local groups and individuals to address issues in their own neighborhoods,
- v). Facilitate partnerships between the county government and private sector organizations to support volunteerism and corporate social responsibility initiatives,

- vi). Evaluate the impact of volunteer programs on community development, service delivery, and the personal growth of volunteers, using this information to improve future initiatives,
- vii). Coordinate the rapid mobilization of volunteers during emergencies, such as natural disasters or public health crises, to assist with relief efforts and recovery operations, and
- viii). Secure funding and resources to support volunteer programs and initiatives, ensuring they are sustainable and adequately equipped.

12.3.3 Division of Social Development

The Division is headed by a Deputy Director who reports to the Director of Gender and Social Welfare. The functions of the division are:

- i). Provide training and resources to community members, groups, and organizations to enhance their skills, knowledge, and capacity to initiate and manage development projects,
- ii). Develop and manage social protection programs for vulnerable populations, including the elderly, persons with disabilities, orphans, and those living in poverty, providing them with financial assistance, healthcare, and other essential services,
- iii). Develop and enforce policies that promote social inclusion, ensuring that marginalized groups, including women, youth, and minority communities, have equal access to opportunities and resources,
- iv). Encourage the active participation of youth in decision-making processes at the community and county levels, ensuring their voices are heard and their needs addressed,
- v). Coordinate the delivery of social welfare services across different sectors, ensuring a holistic approach to addressing social issues and meeting the needs of the citizens, and
- vi). Develop initiatives aimed at reducing social inequalities, ensuring that all residents, regardless of their background, have access to the same opportunities and benefits.

FIGURE 12: ORGANIZATION STRUCTURE FOR THE DEPARTMENT OF CULTURE, GENDER AND SOCIAL WELFARE

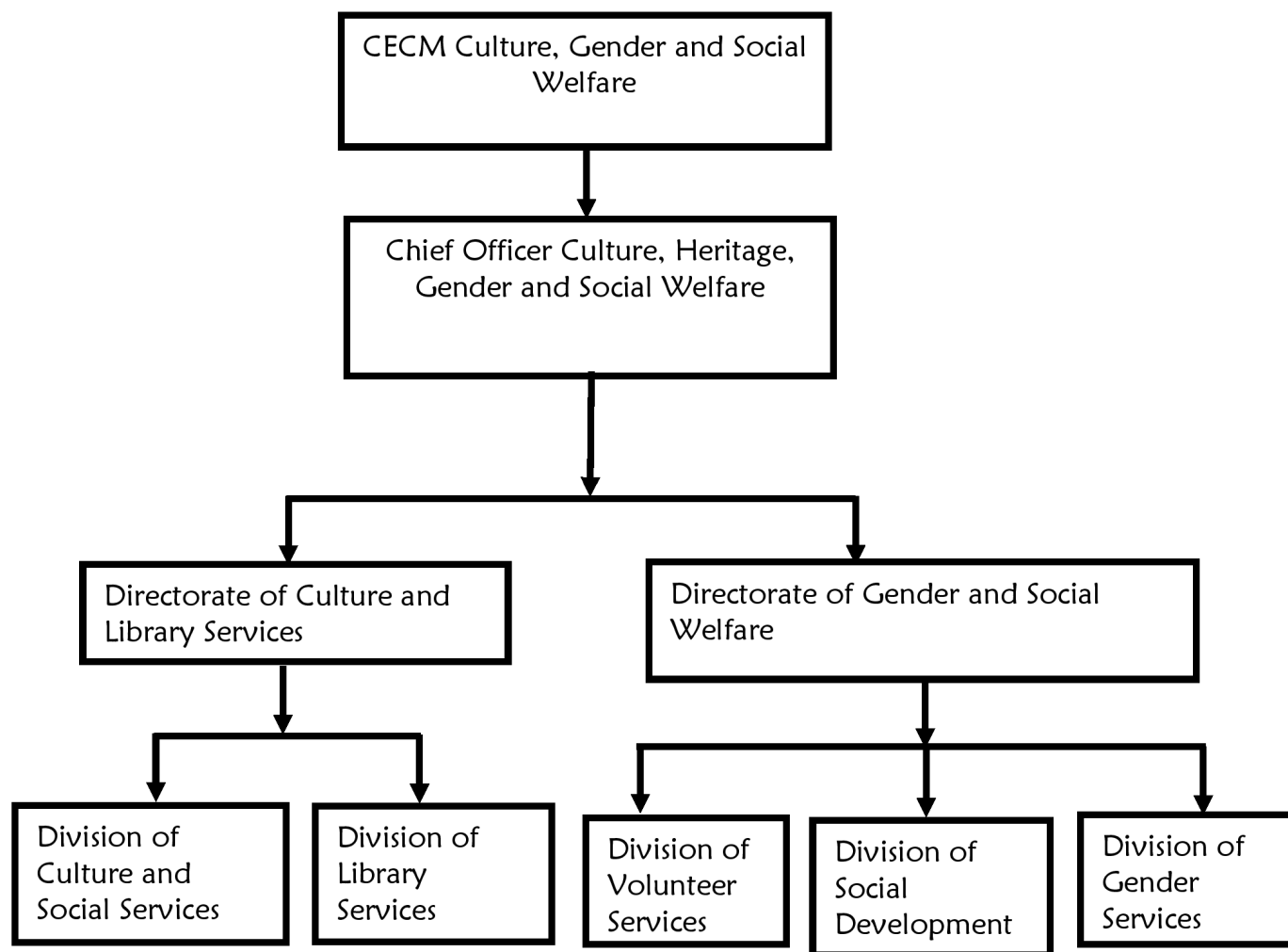


TABLE 14: STAFF ESTABLISHMENT FOR THE DEPARTMENT OF CULTURE, HERITAGE, GENDER AND SOCIAL WELFARE

DESIGNATION	JG	OPTIMUM	IN-POST	VARIANCE	JUSTIFICATION
CECM	T	1	1	0	CECM
Chief Officer	S	1	1	0	Chief Officer
Sub Total		2	2	0	
DIRECTORATE OF GENDER AND SOCIAL WELFARE					
Director	R	1	1	0	Technical head of Directorate
Deputy Director	Q	3	0	-3	Culture (1), Gender& SW (1), Volunteerism(1)
Assistant Director	P	4	4	0	Each heading a Section
Principal, Chief Gender Development Officer	N	2	0	-2	Gender(1),Social Welfare(1)
Research Scientist	N	1	0	-1	Based at the HQ
Volunteerism Officer	K	1	0	-1	Based at the HQ
Sub –Total		12	5	-7	
DIRECTORATE OF CULTURE AND LIBRARY SERVICES					
Director	R	1	0	-1	Technical head of Directorate
Deputy Director	Q	2	0	-2	Culture (1), Library (1)
Assistant Director	P	1	1	0	Technical head of Directorate
Principal, chief Cultural Officer	N,M	6	6	0	Each heading a Sub-County
Manager Cultural Centre	M	3	0	-3	One in each Cultural Centre
Principal Librarian	N	1	0	-1	Based at the HQ
Chief, Senior Librarian	M, L	2	0	-2	Based at the HQ
Sub – Total		16	7	-9	
Administration and Support Services					
DESIGNATION	JG	OPTIMUM	IN-POST	VARIANCE	JUSTIFICATION
HR Officer	K	3	3	0	Based at the HQ
Communication officer	K	3	3	0	Based at the HQ
Economist/M&E	K	2	2	0	Based at the HQ

ICT officer	K	1	2	1	Based at the HQ
Office Administrator	K	2	1	-1	Based at the HQ
Clerical officers	H,J	4	4	0	Based at the HQ
Accountant, Accounts Assistant	K	3	3	0	Based at the HQ
Supply Chain Management Assistant	K	4	4	0	Based at the HQ
Sports Officers	K	6	2	-4	Based at the HQ
Youth Officers	K	6	1	-5	Based at the HQ
Sports Assistants (Training camp managers)	K	6	0	-6	Based at the HQ
Stadia managers	L	3	0	-3	Based at the HQ
Stadium attendants	H	6	0	-6	Based at the HQ
Drivers	F	2	2	0	Based at the HQ
Sub-Total		51	27	-24	
GRAND TOTAL		85	43	-42	

13.0 COUNTY PUBLIC SERVICE BOARD

The County Public Service Board (CPSB) is established under section 59 of the County Government Act (2012).

Functions of County Public Service Board

Based on section 59 of the County Government Act (2012), the functions of the Public service board are as follows:

- i). Establish and abolish offices in the county public service,
- ii). Appoint persons to hold or act in offices of the county public service including in the Boards of cities and urban areas within the county and to confirm appointments,
- iii). Exercise disciplinary control over and remove persons holding or acting in those offices,
- iv). Submit reports to the County Assembly regularly on the execution of the functions of the board,
- v). Promote in the county public service the values and principles referred to in Articles 10 and 232,
- vi). Evaluate and report to the County Assembly on the extent to which the values and principles referred to in Articles 10 and 232 are complied with in the county public service,
- vii). Facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments in counties,
- viii). Advise the County Government of Nandi on human resource management and development issues,
- ix). Advise County Government of Nandi on implementation and monitoring of the national performance management system in counties,
- x). Make recommendations to the Salaries and Remuneration Commission (SRC), on behalf of the County Government of Nandi, on the remuneration, pensions and gratuities for county public service employees,
- xi). Visit any county public office or body with a view to assessing and inspecting the status of compliance with the values and principles,
- xii). Investigate, on its own initiative or upon a complaint made by any person or group of persons, the violation of any values and principles, and
- xiii). Apply automated systems and processes in relevant human resource functions.

The board proposes to have three major directorates to perform various functions under different sections.

- i). Directorate of Human Resource Management,
- ii). Directorate of Administration and Finance, and
- iii). Directorate of Ethics, Legal and Compliance.

13.1 Human Resource Administration, Finance, Human Resource Audit and Discipline.

Coordinate support services of the board and is composed of the following sections:

Administration: General administration, Records Management, Transport and General Office Services.

- i). **Human Resource Management:** Coordination of Human Resource Management and development matters of the Board Secretariat,
- ii). **Accounts:** Provision and management of accounting services for the Board.
- iii). **Supply Chain Management:** Planning and procuring for the Board,
- iv). **Information Communication Technology:** Design and implementation of the necessary information communication systems for the Board,

- v). Public Relations/Public Communications, and
- vi). **Human Resource Audit:** To ensure that the delegated powers are properly applied, policies compiled with, decisions implemented and attend to officers grievances.

Discipline

- i). Exercise disciplinary control in the county public service.
- ii). Create a motivated and dedicated staff that produces virtuous attitudes resulting in increased productivity and enhanced performance.
- iii). Process disciplinary cases, table them before the relevant Board committee for recommendations and ultimately the Main board for decision-making.

13.2 Recruitment, Selection, Training, Development and Agenda

County Governments Act, 2012, County Public Service Board is mandated to appoint persons to hold or act in offices of the County Public Service and confirm appointments.

1. Recruitment and Selection

- i). Processing of indents and advertising,
- ii). Receipt and filling of applications,
- iii). Preparation of guiding notes and providing Secretarial services to the board preliminary selection boards (PSBS),
- iv). Receipt, checking, filling and returning rejected annual staff appraisal reports,
- v). Scheduling of interviews and inviting shortlisted candidates,
- vi). Availing the indents, application files, list of shortlisted candidates and annual staff appraisal reports for the final selection board,
- vii). Dealing with all correspondence regarding employment in the County Public Service.

2. Agenda

- i). Scrutinize and analyse all recommendations submitted by the departments to the Board,
- ii). Attend the Board sessions,
- iii). Prepare agenda, minutes of the board meetings and assembling relevant documents to support agenda and Board sessions,
- iv). Prepare decision letters and communicate Board decisions to the relevant section(s),
- v). Maintain records of minutes and the agenda,
- vi). Provide the secretarial services for the full board meetings, and
- vii). Facilitating the board through general administration and ensuring records are well maintained.

3. Records Management

Create a data centre in line with Sections 68, 95, 96, 97 of County Governments Act, 2012, and general administration.

4. Internal Audit

Independent unit that is charged with, the implementation of internal audit policies, standards, procedures, and Preparation of Audit reports for the Board.

Figure 13: ORGANIZATION STRUCTURE FOR COUNTY PUBLIC SERVICE BOARD

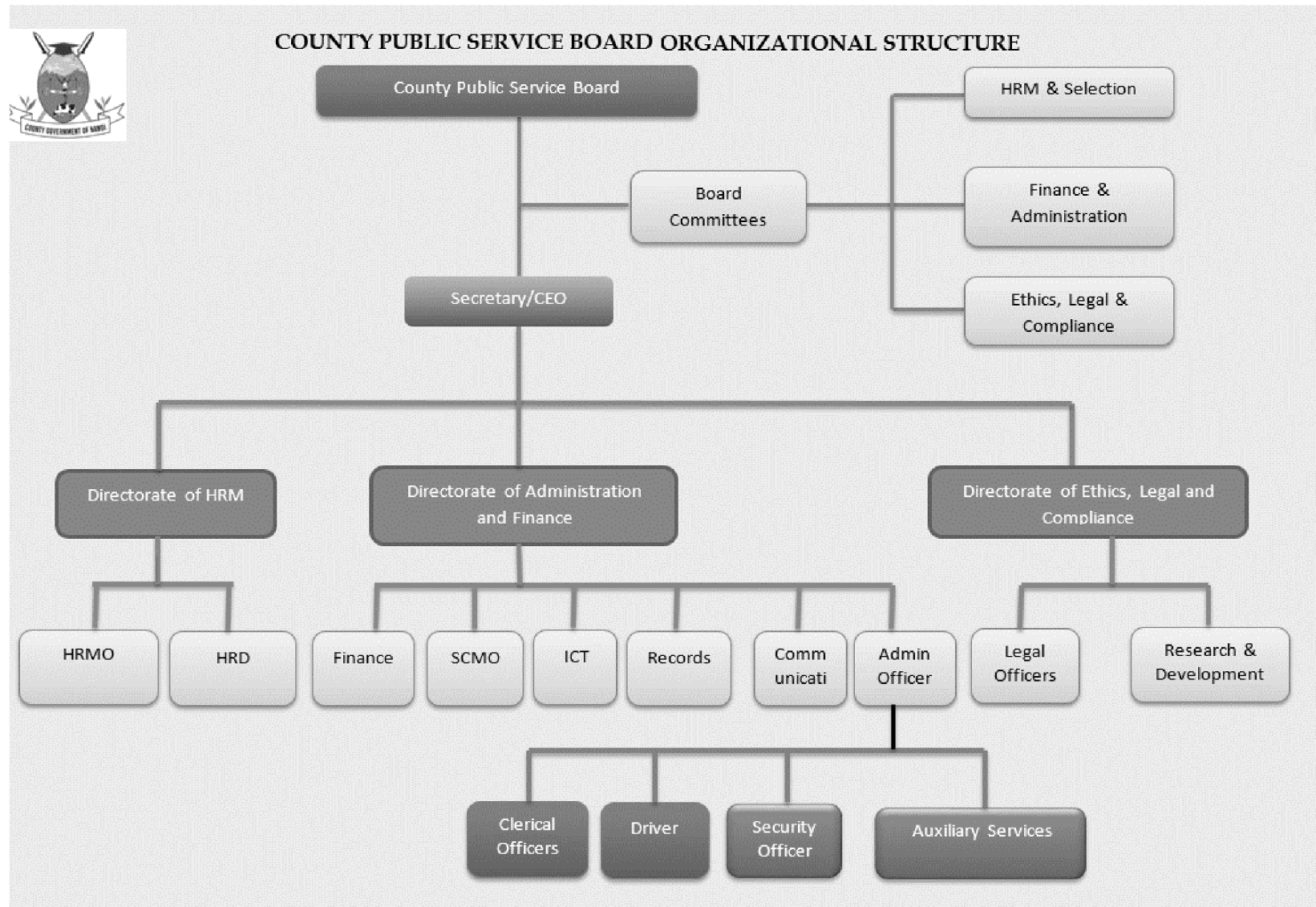


TABLE 15: STAFF ESTABLISHMENT FOR COUNTY PUBLIC SERVICE BOARD

S/No	DESIGNATION	JOB GROUP	PROPOSED ESTABLISHMENT	IN POST	VARIANCE	JUSTIFICATION
1.	Chairperson	N/A	1	0	-1	Board chair
2.	Members	N/A	5	4	-1	Board members
3.	Secretary/CEO	N/A	1	0	-1	Board Sec./CEO
4.	Director Legal, Ethics & Compliance	CPSB 05,04 & 03	1	1	0	Head of Directorate
5.	Director Administration	CPSB 05,04 & 03	1	1	0	Head of Directorate
6.	Director HRM and Development	CPSB 05,04 & 03	1	1	0	Head of Directorate
7.	Accountant	CPSB 09,08,07 & 06	1	1	0	Finance officer
8.	Administrative Officer(s)	CPSB 09,08,07 & 06	1	0	-1	Administrator
9.	Clerical Officer(s)	CPSB 13, 12, 11, 10 & 09	2	0	-2	Clerical works
10.	Communications Officer (s)	CPSB 09,08,07 & 06	1	0	-1	Based at the board
11.	HRM Officer(s)	CPSB 09,08,07 & 06	4	0	-4	Recruitment officers
12.	Driver(s)	CPSB 13, 12, 11, 10 & 09	2	1	-1	For chair, secretariat
13.	ICT Officer(s)	CPSB 09,08,07 & 06	1	1	0	Based at the board
14.	Legal Officer(s)	CPSB 06	2	0	-2	Legal matters
15.	Office Administrative Assistants	CPSB 11,10,09,08 & 07	2	1	-1	Admin works
16.	Office Assistants/Auxiliary Services	CPSB 14, 13 & 12	2	2	0	Support staff
17.	Supply Chain Management Officer(s)	CPSB 09,08,07 & 06	1	1	0	Procurement matters
18.	Records Officer(s)	CPSB 11,10,09,08, 07 & 06	2	0	-2	Records management
19.	Security Warden(s)	CPSB 13, 12, 11, 10 & 09	2	1	-1	Security of information
	TOTAL		33	15	-18	

14.0 OFFICE OF THE COUNTY ATTORNEY

This office is a creation of The Office of the County Attorney Act, 2020 that was enacted by the Senate and came into force on 27 July, 2020. It is headed by a County Attorney. The County Attorney is based at the county headquarters and is the principal legal adviser to the County Government.

The functions of the Office will include:

- (i) Keeping abreast of legislative trends in both levels of government,
- (ii) Assessing the level of compliance with provisions of all devolution Acts and preparing briefs,
- (iii) Advising on partnerships, joint ventures and establishment of service delivery entities,
- (iv) Liaising with the Attorney General's Office on matters affecting the County,
- (v) Liaising with the Ministries and other departments on legal matters,
- (vi) Evaluating legal implications of initiatives by CGN,
- (vii) Giving input in legislative drafts,
- (viii) Advising on significant legal issues,
- (ix) Giving input in CGN official gazette publication,
- (x) Conducting civil and criminal litigation,
- (xi) Conveyancing and commercial work which includes contracts, entering into memorandums of understanding and partnerships mentioned among others, and
- (xii) Overseeing the activities of the Legal office.

In order to effectively perform these functions, the County Attorney will work in close liaison with the County Executive Committee Members, County Secretary and County Chief Officers.

FIGURE 14: ORGANIZATION STRUCTURE FOR THE OFFICE OF THE COUNTY ATTORNEY

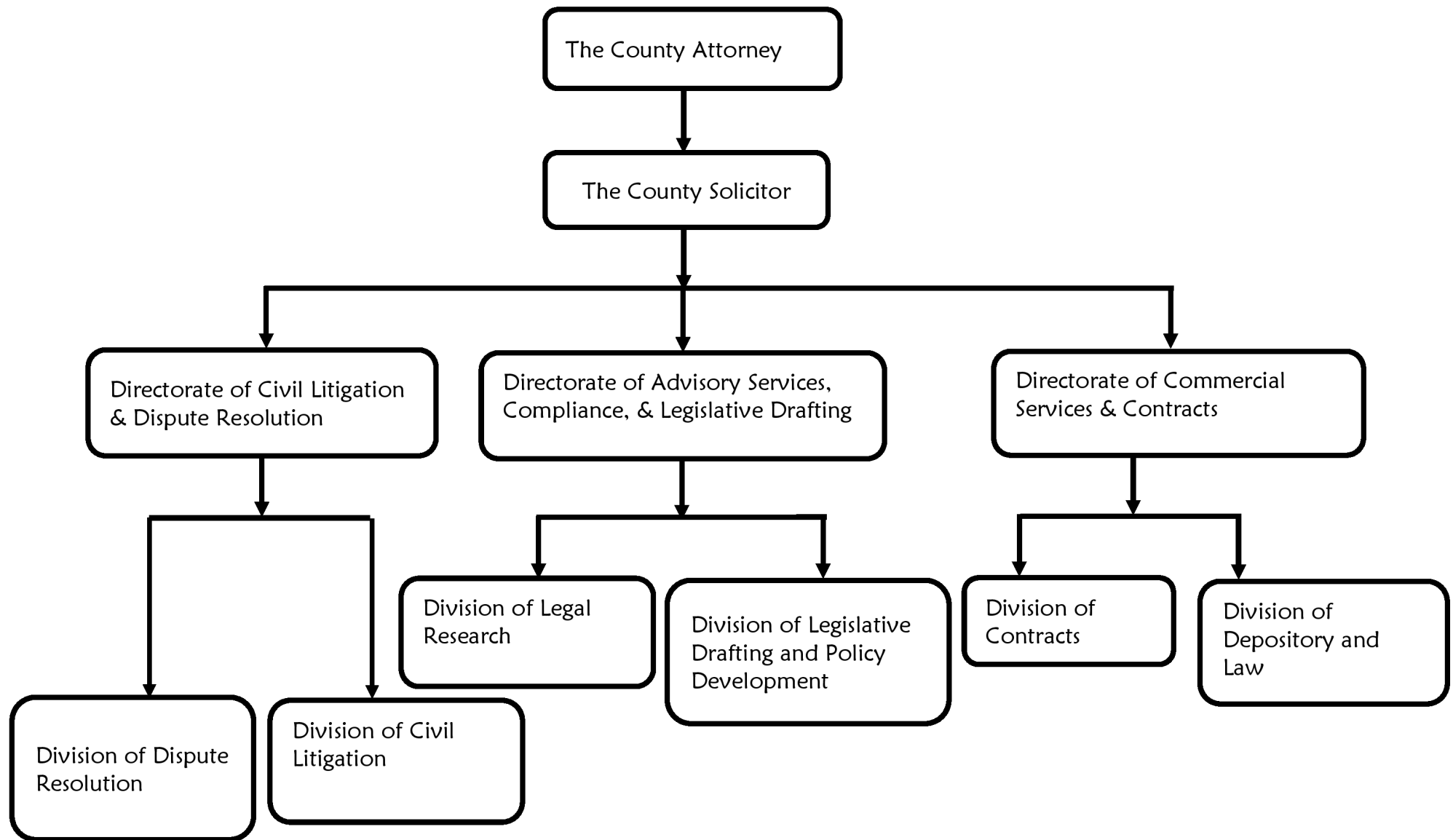


TABLE 16: STAFF ESTABLISHMENT FOR THE OFFICE OF THE COUNTY ATTORNEY

Unit	Designation	Job Group	Proposed Est.	In-Post	Variance	Justification
Office of the County Attorney	County Attorney	T	1	1	0	Head of the Office
	Office Administrator	K/L/M	2	2	0	Office Administrator
	Senior Administrative assistant	J /K/L	2	2	0	Assistant Office Admin
	Support Staff	A-G	3	3	0	For office of CA
	Driver	D-J	1	0	-1	For CA
Office of the County Solicitor (CS)	County Solicitor	S	1	1	0	Assistant Head of the Office
	County Legal Counsel	K/L/M/N/P	7	4	-3	Legal Officers
	Legal Clerk/Secretary	G/H	2	1	-1	Court Liason duties
	Human Resource Officer	K/L/M/N	1	1	0	For human resource function
	Communications Officer	K/L/M/N	1	1	0	For Office of the CA
	Records Officer	K/L/M/N/P	2	0	-2	For records office
	Supply Chain Officer	K/L/M/N/P	1	1	0	For procurement function
	Security	D,E,F,G,H,J	1	0	-1	For office of the CS
	Driver IV/III/II/I	D,E,F,G,H,J	1	0	-1	For office of the CS
	TOTAL		26	17	-9	

TABLE 16: STAFF ESTABLISHMENT SUMMARY

S/No	Office /Department	Proposed	In-Post	Variance
1.	Governor	60	39	-21
2.	County Secretary	33	6	-27
3.	Finance and Economic Planning	266	227	-39
4.	Agriculture and Cooperative Services	999	346	-653
5.	Health	1617	1569	-48
6.	Lands, Environment and Climate Change	127	56	-71
7.	Administration, Public Service and ICT	563	272	-291
8.	Transport and Public Works	375	143	-232
9.	Trade, Tourism and Enterprise Development	86	73	-13
10.	Education and Vocational Training	2023	1262	-761
11.	Sports, Youth Affairs and Social Welfare	85	43	-42
12.	County Public Service Board	33	15	-18
13.	County Attorney	26	17	-9
	TOTAL	6293	4068	-2225

15. JUSTIFICATION

It is noted that there is need to improve capacity in the following areas to enhance service delivery to the residents of Nandi County:

1. **Health Services**
Inadequate and high staff turnover due attainment of mandatory retirement age, expansion of the existing/opening up of more health facilities and departure to overseas countries.
2. **Administration Public Service Management and ICT**
Records Management to avert misplacement of records and Investigations Section to mitigate litigations.
3. **Agriculture, Livestock and Fisheries**
Inadequate staff due to attainment of mandatory retirement age.
4. **Finance and Economic Planning**
Enhancement of revenue collections.
5. **Roads, Transport, Energy and Public Works**
Improvement of road networks.
6. Enhance supervision in line with Human Resource best practices
7. Education, Enhance Vocational Training and Early Childhood Development Education (ECDE) programmes
8. Improved provision of Culture, Youth Affairs, Sports and Social Services.

Further, the following were incorporated as on-going and future functions, plans and programmes:

- i). Education Bursary Fund,
- ii). Nandi County Youth Service,
- iii). Kaimosi Agricultural Training Centre (ATC),
- iv). Agricultural Mechanizations Services (AMS),
- v). Diversifications of agriculture and smart climate,
- vi). Anticipated implementation of Village Administrators positions,
- vii). Operationalization of both urban and rural water and sanitation companies, and
- viii). Anticipated elevation of Nandi Hills and Mosoriot to fully fledged towns.

In coming up with the staff estimates, a number of factors and strategies were considered:

- i). Analysis and clarity of job function to eliminate duplication, idle capacity and improve accountability for results,
- ii). Realignment of jobs and functions to achieve performing functional relationships,
- iii). Enhancing supervision by providing clear sense of responsibility and accountability to achieve optimum output, and
- iv). Providing clear career path with the view of motivating staff.

16. CONCLUSION

The establishment given in the County Government of Nandi organization's structure is not static. This is the first developed organization structure for the County Government of Nandi following its establishment in 2013. It is subject to change depending on regulations, laws and policies that may be put in place by the County or National Governments which could result in the abolition or establishment of offices as envisaged in section 62(2) of the County Governments Act (2012). An organization structure is tailored to ensure efficient and effective service delivery to the citizens and it should be flexible to address emerging needs in a new and dynamic set up. It is hoped, however, that this organization structure will address the Human Resource needs of the County in the short and medium term.