



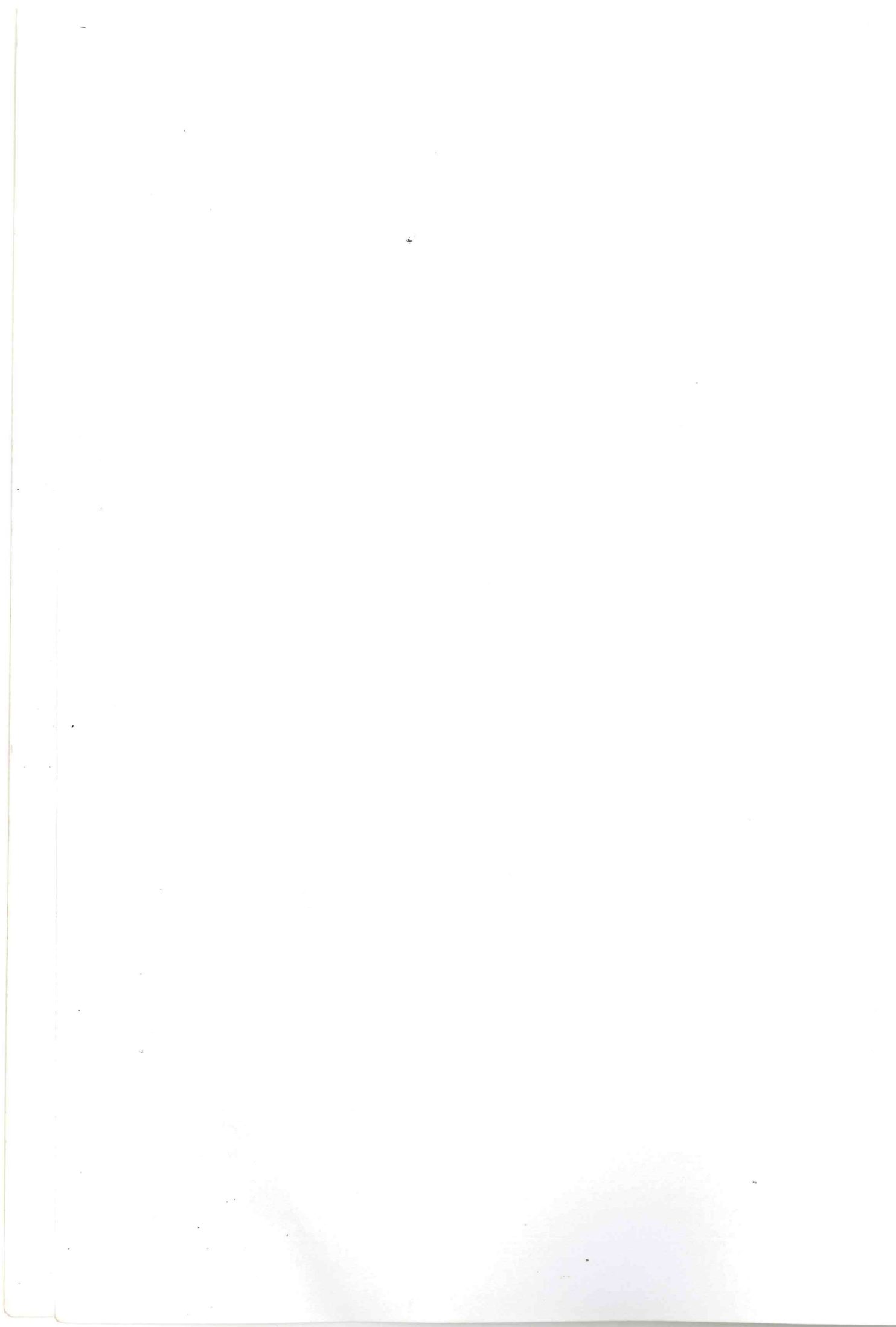
COUNTY ASSEMBLY OF KISUMU



CAPACITY BUILDING AND TRAINING POLICY

POLICY PAPER No. 001/2020

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EXECUTIVE SUMMARY

The Constitution of Kenya 2010 created County Assemblies to, among other functions, legislate, provide oversight and represent the citizenry at the county level. To effectively perform these functions, County Assembly members and staff need to be adequately equipped with both the technical and administrative resources they require. A continuous on-the-job training for assembly members and staff is a key part of the effort to prepare the assemblies to effectively perform the above functions.

The County Assembly of Kisumu has developed the following policy document to provide a roadmap for planning, budgeting, administration and assessment of the training function within the County Assembly of Kisumu. The objectives of the policy are:

1. To promote and enhance the capacity of all Kisumu County Assembly members and staff through training and development.
2. To provide a framework for establishing training needs through a Training Needs Assessment (TNA) within the County Assembly
3. To establish a legal framework for ensuring access to resources for training and capacity building.
4. To implement internal monitoring and evaluation and reporting system.

Vision: A competent and effective County Assembly serving the residents of Kisumu County

The above vision will be achieved through through several policy initiatives. These include:

- (1) Establishing individual skills gap within the Kisumu county assembly
- (2) Development of annual training plans through a consultative and inclusive process
- (3) Development and implementation of an organised and predictable training system within the county assembly.
- (4) Partnerships with the Existing Training Institutions which includes but not limited to: Kenya School of Government Local Public and Private Universities, Kenya School of Law and Selected international institutions,
- (5) Implementation of a comprehensive induction training for the Kisumu county assembly interns
- (6) Development and implementation of an effective monitoring and evaluation systems for all county assembly members and staffs training

It is estimated that implementation of the policy will cost KSh. 26,400,000 annually, an amount that may vary from year to year based on the training plan and the outcome of the annual training evaluation exercise.

1.0 INTRODUCTION

1.1 Background

The Constitution of Kenya 2010 under Article 176 established, for each county in Kenya, a county assembly as an organ of the County Governments for the purpose of delivery of devolved services at the county level. The legislative functions of the county assembly are expressly provided for under Article 185 of the Constitution. Further, the County Governments Act, Section 8 provides that the county assembly shall:

- a) vet and approve nominees for appointment to county public offices as may be provided for in this Act or any other law;
- b) perform the roles set out under Article 185 of the Constitution;
- c) approve the budget and expenditure of the county government in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220(2) of the Constitution, guided by Articles 201 and 203 of the Constitution;
- d) approve the borrowing by the county government in accordance with Article 212 of the Constitution;
- e) approve county development planning; and
- f) perform any other role as may be set out under the Constitution or legislation.

Article 177 (1) of the Constitution provides that the membership of a county assembly shall consist of:

- i. members elected by the registered voters of the wards, each ward constituting a single member constituency, on the same day as a general election of Members of Parliament, being the second Tuesday in August, in every fifth year;
- ii. the number of special seat members necessary to ensure that no more than two-thirds of the membership of the assembly are of the same gender;
- iii. the number of members of marginalised groups, including persons with disabilities and the youth, prescribed by an Act of Parliament; and
- iv. the Speaker, who is an *ex officio* member.
- v. A County Assembly Service Board created by Article 12 of the County Governments Act
- vi. Clerk and staff of the County Assembly as established under Article 13 of the County Governments Act

1.2 County Assembly of Kisumu

Kisumu County Assembly currently has 48 members consisting of 35 elected members from each of the 35 Wards of Kisumu County and 13 members appointed through proportional representation in accordance with Article 177 Sec 1(b) of the Constitution. The Assembly is organized as follows:

Office of the Speaker created under Article 178 of the Constitution

Office of the Clerk of the County Assembly heads the administrative arm of the Assembly in accordance with Section 13 of the County Governments Act. The Clerk performs the following functions:

- Chief procedural advisor to the Speaker, other presiding officers and Members of the County Assembly on all legislative procedures, practices, conventions and traditions;
- The Chief Advisor to the Speaker in the exercise of all powers and functions that belong to the Speaker and through the Speaker, to the Assembly;
- Responsible for marshaling legislative measures passed by the County Assembly;
- The Accounting Officer of the County Assembly;
- Authorized Officer for the County Assembly;
- Secretary to the County Assembly Service Board;
- Responsible for implementation of all policy decisions of the County Assembly Service Board;
- Responsible for enhancing public understanding and knowledge of the work of the County Assembly and increasing public accessibility;
- Custodian of the institutional memory of the County Assembly.

The County Assembly Service Board is in charge of human resource management for the assembly and is in charge of:

- Providing services and facilities to ensure the efficient and effective functioning of the County Assembly;
- Constituting offices in the County Assembly service and appointing and supervising office holders;
- Preparing annual estimates of expenditure of the County Assembly services and submitting them to the County Assembly for approval and exercising budgetary control over the service;
- Undertaking, singly or jointly with other relevant organizations, programmes to promote the ideals of parliamentary democracy;
- Performing other functions necessary for the well-being of the members and staff of the County Assembly or prescribed by the national legislation.

The County Assembly conducts its day-to-day business through various committees and/or plenary sessions as the circumstances demand. Currently, the assembly has 14 sectoral committees as follows:

- Agriculture, Livestock and Fisheries Committee
- County Budget and Appropriations Committee
- Co-operatives, Finance, Trade and Enterprises Committee
- Culture, Children, Youth and Community Services Committee
- ECD, and Vocational Training Committee
- Health Services, Housing and Sanitation Committee
- Labour, Welfare and Social Services Committee
- Planning, Industrialisation and ICT Committee
- Public Work, Roads and Transport Committee
- Tourism, Wildlife and Heritage Committee
- Committee on Ward Development Fund
- Water, Environment and Natural Resources Committee

- House Business Committee
- General Oversight Committee

1.3 Need for Continuous Training of County Assembly of Kisumu

To properly exercise their mandate as stipulated above, county assemblies require competent and informed staff at all times. The County Assembly of Kisumu, since its inauguration, has been striving to achieve this through regular on-the-job training for the members. However, such training has been at best haphazard and less strategic. As a result, the assembly continues to experience several challenges. Some of these challenges include:

- Delays in legislations
- Ineffectiveness in legislative discussions and deliberations
- Poor documentation within the assembly
- Inadequate conceptualization of complex legislative and oversight matters
- General dissatisfaction from the citizens as observed during public meetings

Because of the above, the assembly leadership has enacted the following policy document meant to enhance continuous training and capacity building within its members and staff. The policy document is expected to guide planning, budgeting and execution of training functions within the assembly.

1.4 Objectives

The overall objective of this policy document is to provide a framework for training and capacity building for the County Assembly of Kisumu and to streamline planning, budgeting and execution of training and capacity building activities within the assembly. The specific objectives of the policy are:

1. To promote and enhance the capacity of all Kisumu County Assembly members and staff through training and development.
2. To provide a framework for establishing training needs through a Training Needs Assessment (TNA) within the County Assembly
3. To establish a legal framework for ensuring access to resources for training and capacity building.
4. To implement internal monitoring and evaluation and reporting system.

2.0 SITUATIONAL ANALYSIS

2.1 Policy Framework

Human resource development is at the foundation of Vision 2030 cutting across the three pillars of economic, social and political development. Indeed, Vision 2030 states:

*Kenya intends to create a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrializing economy. **This will be done through life-long training and education.** As a priority, a human resource database will be established to facilitate better planning of human resources requirements in the country. Furthermore, steps will be taken to raise labour productivity to international levels. Other steps will include the establishment of new technical training institutions, as well as the enhancement of closer collaboration between industry and training institutions.*

In order to actualize the above vision, the Public Service Commission enacted several instruments targeting human resource development in the country. These are; Human Resource Policies and Procedures Manual for Public Service, 2016, Guidelines on Managing Training in Public Service, 2016, and Internship Policies and Guidelines for Public Service, 2016.

The Public Service Commission's Human Resource Policies and Procedures Manual for Public Service, 2016 (see relevant section in Appendix 1), outlines the key objective of human resource training and development as being to *ensure continuous upgrading of Public Servants' core competencies, knowledge, skills and attitudes including their ability to assimilate technology to enable them create and seize opportunities for social advancement, economic growth and individual fulfillment.* The objectives of the human resource policy are to:

- a. *entrench national and public service values and principles in training and development;*
- b. *ensure public servants are accorded equal opportunities for relevant training at all levels of the public service;*
- c. *ensure that public servants possess the necessary knowledge, skills, attitudes and competencies for performance improvement and career progression;*
- d. *create a mechanism for ensuring adequate funding for human resource development, and capacity building programmes in the public service;*
- e. *ensure implementation of prioritized, demand driven programmes that are cost-effective;*
- f. *encourage a culture of life-long learning, knowledge sharing, innovation and creativity in order to create a strong human resource base in the public service for human resource planning and management;*
- g. *encourage the development of research and consultancy capacities of public sector institutions while strengthening collaboration and linkages with the private sector, recognized training institutions and development partners;*
- h. *promote linkages between the industry, training and research institutions in order to ensure training that is demand-driven and responsive to the requirements of the industry;*
- i. *enhance attraction and retention of competent talent locally and from the diaspora; and*

- j. *ensure an effective monitoring, evaluation and audit system that is integrated in public service human resource development programmes for efficiency and effectiveness.*

The Internship Policies and Guidelines for Public Service, 2016, enacted by the PSC are meant to:

- i. *ensure a well-structured and coordinated internship programme;*
- ii. *provide a framework and standards applicable to all interns;*
- iii. *ensure effectiveness and efficiency in implementation and management of internship programme; and*
- iv. *provide a framework for monitoring, evaluating and reporting for improvement and sustainability of internship programmes.*

At the global level, the achievement of the Sustainable Development Goals (SDGs)¹ is anchored on a competent and effective human resource base across the globe.

The above policies provide the necessary guidelines for the effective management of human resource development and training for the County Assembly of Kisumu. Specifically, the need to continuous on-the-job training as enumerated under Vision 2030 compels the Assembly to put in place the necessary mechanisms for the effective management of on-the-job skills development for its members and staff.

2.2 Legal and Institutional Framework

The Constitution of Kenya, 2010, under Article 176 established, for each county in Kenya, a county assembly as an organ of the County Governments for the purpose of delivery of devolved services at the county level. The County Government Act, Section 12 created the County Assembly Service Board with the mandate to;

- a) providing services and facilities to ensure the efficient and effective functioning of the county assembly;
- b) constituting offices in the county assembly service, and appointing and supervising office holders;
- c) preparing annual estimates of expenditure of the county assembly service and submitting them to the county assembly for approval, and exercising budgetary control over the service;
- d) undertaking, singly or jointly with other relevant organizations, programmes to promote the ideals of parliamentary democracy; and
- e) performing other functions—

• ¹ Eliminate Poverty, Erase Hunger, Establish Good Health and Well-Being, Provide Quality Education, Enforce Gender Equality, Improve Clean Water and Sanitation, Grow Affordable and Clean Energy, Create Decent Work and Economic Growth, Increase Industry, Innovation, and Infrastructure, Reduce Inequality, Mobilize Sustainable Cities and Communities, Influence Responsible Consumption and Production, Organize Climate Action, Develop Life Below Water, Advance Life On Land, Guarantee Peace, Justice, and Strong Institutions, Build Partnerships for the Goals

- necessary for the well-being of the members and staff of the county assembly;
or
- prescribed by national legislation.

Section 13 of the County Governments Act establishes the office of the Clerk and Staff of the County Assembly. The clerk of the county assembly shall:

The office of Clerk of the National Assembly is provided for in Article 128 of the Constitution. The Parliamentary Schemes of Service provide that the Clerk shall be:

- The Administrative head of the County Assembly;
- Authorized Officer for the County Assembly;
- Responsible for all policy and organizational matters relating to the County Assembly;
- Responsible in enhancing public understanding and knowledge of the work of the County Assembly and increasing public accessibility;
- Responsible in dealing with external relations including international relations, inter-assembly relations conferences and protocol;
- The principal adviser on all County Assembly procedures, practices, conventions and traditions to the Speaker of the Assembly, the Deputy Speaker, other Presiding Officers and to all Honorable Members;

Several other national and county legislations apply in the management (planning, budgeting, execution and evaluation) of training activities by a County Assembly. Some of these are:

- Public Officers Ethics Act
- Public Service Commission Act
- Standing Orders of the County Assembly of Kisumu

2.3 Lessons Learnt from Existing Training Arrangement in the County Assembly of Kisumu

The following are some of the lessons emanating from the situational analysis:

- a. A skilled workforce at all levels is important for effective performance of the assembly's responsibilities. To achieve the competencies required, all assembly staff require continuous on the job training and skills development.
- b. County Assembly of Kisumu lacks a comprehensive internal instrument to help with planning, budgeting, execution and monitoring of its training and capacity building function for the members and staff of the county assembly.
- c. As a result of (a) above, the assembly has not effected any meaningful training among its staff and members thereby negatively impacting on the delivery of its mandate
- d. The Public Service Commission has provided general guidelines that can be customized for us by the assembly in its pursuit to improve delivery of services to Wananchi. These guidelines have been

- e. County Assembly requires a structured approach to the orientation/induction of interns in accordance with national guidelines. This is important in preparing the interns for their role in nation building in future as envisaged by Vision 2030

3.0 POLICY STATEMENT

For the Kisumu County Assembly to efficiently deliver services to the people, there is an urgent need to solve the following problems: Delays in legislation; inefficiency and chaos in legislative discussions; poor documentation; lack of proper oversight and general dissatisfaction from citizens

3.1 Vision

A competent and effective County Assembly serving the residents of Kisumu County

3.2 Mission

Equipping members with the relevant technical, management and governance skills for effective running of Kisumu County Assembly

3.3 Core Values

Our shared values define our behavior in service delivery We strongly believe in Transparency and Accountability, Integrity, Teamwork, Professionalism, Innovation, Good governance and Commitment to Quality Service delivery

3.4 Policy Objectives

The following are the policy objectives.

1. To promote and enhance the capacity of all Kisumu County Assembly members and staff through training and development.
2. To provide a framework for establishing training needs through a Training Needs Assessment (TNA) within the County Assembly
3. To establish a legal framework for ensuring access to resources for training and capacity building.
4. To implement internal monitoring and evaluation and reporting system.

3.5 Policy Goal

To facilitate delivery of services by The County Assembly of Kisumu through a structured system that promotes continuous training and capacity building.

3.6 Guiding Principles

The following will be the guiding principles with regard to training and capacity building within the County Assembly of Kisumu

1. Training will be planned to upgrade core competencies, knowledge and skills of the members of County Assembly and Staff.

2. Training needs shall emanate from a Training Needs Assessment (TNA), and the training should be tailored to bridge the identified gap.
3. Capacity-building activities shall be based on modern best strategies, shall make use of the most appropriate and cost-effective methods to enhance effectiveness.
4. The Capacity Building Training shall be carried out by approved capacity building institutions such as the Kenya School of Government (KSG) and Kenya National Chamber of Commerce and Industry (KNCCI)
5. The policy is intended for all members of the County Assembly of Kisumu

3.7 Policy Statements

3.7.1 Enhanced Coordination of Training Activities

- i. Ensure proper sensitization of all stakeholders involved in the planning and execution of assembly functions.
- ii. Liaise with relevant county departments to facilitate a coordinated approach in developing an annual training and capacity building calendar.
- iii. Where necessary, The Kisumu County Assembly Service Board may need to adjust the county assembly annual training plan according to the approved County Training and Capacity building Plan

3.7.2 Development of Partnerships

- i. Identify and engage with relevant training partners, both locally and internationally.

3.7.3 Orientation and Induction

- i. Recruit the correct mix of interns for the county assembly in liaison with the county Assembly staffing needs. The recruitment should take into consideration the Two-Thirds gender rule as stipulated in Article 27 of the Kenya Constitution 2010
- ii. Develop a training plan for new employees and interns and align the training objectives with the long-term Human Resource Development Plan of the County Assembly
- iii. Develop an induction and orientation plan for new members of the County Assembly on house procedures and conduct. This induction and orientation training will be conducted after every general election, byelection or new nominations of the members of the County Assembly of Kisumu

3.7.4 Planning for Training

- i. Develop an annual training plan based on training needs that year and harmonize the training plan with county executive schedule of training and capacity building.

- ii. The Annual Training Plan should be prepared and approved at the end of the year to allow for smooth running of the new year (see sample in Appendix 2)
- iii. Kisumu County Assembly Service Board to prepare annual training budget, and forward it to the county assembly for approval.
- iv. The annual budget plan should be approved at the end of the previous year to eliminate delays in implementation of the training plan in the subsequent year

3.7.5 Training Needs Assessment

- i. Identify the training needs of the year based on reviews and recommendations of the previous year's training.
- ii. Develop tools for collecting views and training needs from the various stakeholders of the county assembly
- iii. Notify every department of the assembly to submit training requirements of their staff.
- iv. Consolidate all the training requirements from the various departments.

3.7.6 Service Providers

- i. Prequalify firms dealing in training and capacity building to be selected through the procurement process whenever the need arises.
- ii. Selection of firms follow procurement laws as stipulated by Public Procurement and Regulatory Authority

4.0. STRATEGIES AND IMPLEMENTATION ARRANGEMENT

4.1. Annual Training Implementing Arrangement

4.1.1. Rationale

- (1) The policy objectives set out in this document are meant to guide planning, budgeting and execution of training and capacity building in County Assembly of Kisumu. The county assembly of Kisumu policy on training and capacity development is to ensure continuous upgrading of county assembly members and staff's core competencies, knowledge, skills and attitudes including their ability to assimilate technology to enable them create and seize opportunities for social advancement, economic growth and individual fulfillment.
- (2) Kisumu county assembly officers shall be eligible for at least fifteen (15) days training in a year while newly recruited must be inducted within three (3) months of joining Kisumu county assembly.
- (3) All training shall be based on identified training needs.

The broad policy objectives will be achieved through several policy initiatives. These include:

1. Establishing individual skills gap within the Kisumu county assembly.
2. Development and implementation of an organised and predictable training system within the county assembly.
3. Implementation of a comprehensive induction training for the Kisumu county assembly interns
4. Developing a monitoring and evaluation systems for all county assembly members and staffs training
5. Partnering with the Existing Training Institutions which includes but not limited to: Kenya School of Government Local Public and Private Universities, Kenya School of Law and Selected international institutions,
6. Creating enabling environment for county assembly staffs and members

4.2. Annual Training Cycle

The annual training cycle will be a continuous system of training and capacity enhancement that will start with an annual needs assessment. The needs assessment will, among other things, identify training beneficiaries, areas of training, additional training tools if any, training methods and frequency. It will lead to the design of a training programme for the year and the recruitment of the relevant training provider(s).

At the end of each year, a comprehensive evaluation of training achievements will be conducted to feed into the following year's training plan and aid its improvements. Figure 4.1 shows the annual training cycle.

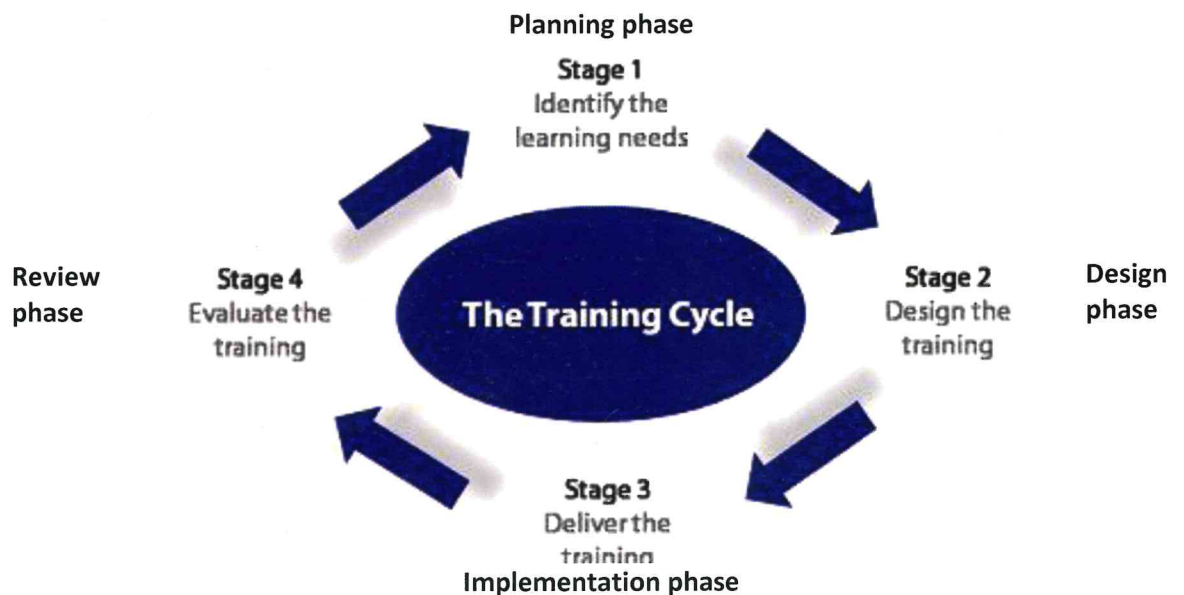


Figure 4.1: Annual training cycle

4.3. Annual Training Implemented Arrangement Plan

Objective 1: To establish skills gap skills gap within the Kisumu county assembly

| Activities | Q1 | Q2 | Q3 | Q4 | Responsibility | Budget Estimate (KSH) |
|---|----|----|----|----|----------------------|-----------------------|
| 1.1. Sensitization of assembly members and staffs on available training opportunities | | | | | CASB/Clerk | 1,500,000.00 |
| 1.2. Prequalification of a Training Needs Assessment (TNA) service Providers | | | | | CASB/Clerk | 1,000,000.00 |
| 1.3. Procurement of a Training Needs Assessment (TNA) services Providers | | | | | CASB/Clerk | 1,000,000.00 |
| 1.4. Carry out a Training Needs Assessment | | | | | TNA Service Provider | 2,000,000.00 |
| Sub Total 1 | | | | | | 5,500,000.00 |

Objective 2: Develop and Implement an organized and predictable training system for the assembly

| Activities | Q1 | Q2 | Q3 | Q4 | Responsibility | Budget Estimate (KSH) |
|---|--------------------|----|----|----|-----------------------------------|-----------------------|
| 2.1. Prepare an annual training plan * | | | | | CASB/Clerk | 500,000.00 |
| 2.2. Select and communicate to the trainees based on TNA, assembly department, gender, marginalized and minority groups and persons with disabilities | | | | | CASB/Clerk | 200,000.00 |
| 2.3. Develop an annual conference, workshop and seminars plan for capacity building | | | | | CASB/Clerk | 700,000.00 |
| 2.4. Develop the training programmes and duration for different department staffs and members of assembly | | | | | CASB/Clerk | 1,500,000.00 |
| 2.5. Development of a proper annual leave roster for assembly staffs | | | | | CASB/Clerk | 100,000.00 |
| 2.6. Identify and enter into MOUs with training service providers. These includes: Kenya School of Government, Local Public and Private Universities, Kenya School of Law, Selected international institutions, etc | | | | | CASB/Clerk | 1,500,000.00 |
| 2.7. Carry out training of selected assembly members and staffs | | | | | Training Service Providers / CASB | 10,000,000.00 |
| | Sub Total 2 | | | | | 14,500,000.00 |

* the annual training plan to be prepared and completed in Q3 for the subsequent fiscal years

Objective 3: Implement a comprehensive induction for Assembly interns

| Activities | Q1 | Q2 | Q3 | Q4 | Responsibility | Budget Estimate (KSH) |
|---|----|----|----|----|----------------|-----------------------|
| 3.1. Recruitment of assembly interns | | | | | CASB/Clerk | 400,000.00 |
| 3.2. Develop an Induction training tools | | | | | CASB/Clerk | 1,000,000.00 |
| 3.3. Conduct induction and orientation training of the assembly interns | | | | | CASB/Clerk | 1,000,000.00 |
| Sub Total 3 | | | | | | 2,400,000.00 |

Objective 4: Develop a monitoring and evaluation systems for all assembly trainings

| Activities | Q1 | Q2 | Q3 | Q4 | Responsibility | Budget Estimate (KSH) |
|---|----|----|----|----|--------------------------------------|-----------------------|
| 4.1. Recruitment of M&E consultant | | | | | CASB/Clerk | 1,000,000.00 |
| 4.2. Development of M& E tools for training | | | | | County Assembly Service Board (CASB) | 1,000,000.00 |
| 4.3. Conduct monitoring of all training | | | | | CASB/Clerk | 1,0000,000.00 |
| 4.4. Conduct evaluation of all training | | | | | CASB/Clerk | 1,000,000.00 |
| Sub Total 4 | | | | | | 4,000,000.00 |
| Grant Total (Subtotal 1+2+3+4) | | | | | | 26,400,000.00 |

4.4 Implementation Framework

| Institution/ Department | Summary of roles |
|--|---|
| County Assembly Service Board | <ul style="list-style-type: none"> • Draw detailed framework for implementation of policy • Ensure policy implementation is in line with national policy documents on training and capacity building • Resource mobilization and budgetary allocations |
| Office of the county speaker | <ul style="list-style-type: none"> • Information sharing and communication • Resource lobbying • Technical support |
| Directorate of Human Resources of the Kisumu County Assembly | <ul style="list-style-type: none"> • Recruit and provide induction training • Policy support |
| County Executive | <ul style="list-style-type: none"> • Budgetary allocations • Technical support |
| County Assembly | <ul style="list-style-type: none"> • Passing of relevant legislation to enable implementation of the Policy • Approval of budgetary allocation |
| Office of the County Clerk: | <ul style="list-style-type: none"> • Technical support |
| Research and Training Institutions | <ul style="list-style-type: none"> • Technical support |
| Private sector | <ul style="list-style-type: none"> • Information and knowledge sharing • Financial Assistance through provision of grants and loans |
| Communities | <ul style="list-style-type: none"> • Information sharing on how to improve county assembly service delivery |
| Development partners | <ul style="list-style-type: none"> • Financial assistance through provision of grants and loans • Technical support |

4.5 Resource Mobilisation

- (1) The county assembly service board will mobilize financial resources majorly through budgetary allocations for the training and capacity building.
- (2) County assembly service board may also lobby financial resources for development partners and private sectors.
- (3) Individual trainee, from their own resources or through scholarships offered by various organization will also form part of the training resource base

5.0. MONITORING AND EVALUATION

5.1. Monitoring and Evaluation of Training and Capacity Building

It is a policy requirement that monitoring and evaluation be an integral part of all activities undertaken by the national government and county governments. Training and capacity building programmes shall be monitored and evaluated to ascertain the extent to which the policy objectives have been met, and for purposes of instituting remedial measures.

Monitoring and evaluation will ensure control and provide information needed for improving the level of trainings and enhance skills acquired by the county assembly staffs and county assembly members. Evaluation will further establish the extent to which the county assembly member and departmental staffs have benefited from the training and capacity building programme.

Monitoring and evaluation of the training and capacity building programmes shall be undertaken through the following mechanisms:

- (i) monitoring of the degree of improved debating skills and the number of county assembly members participating the debate in the county assembly
- (ii) monitoring the level of interpretation of standing orders of the county assembly by members
- (iii) monitoring the level and degree of understanding of the legal provisions and Improved motion drafting knowledge of the county assembly
- (iv) Monitoring the training programmes uptake trends and patterns for forecasting and planning purposes;
- (v) Monitoring the level of effective county budget oversight by the county assembly
- (vi) Determining the total number of county staffs and members who successfully complete the training programme.
- (vii) Ascertaining the degree to which management of various department of the county staffs are satisfied with the value of and contribution made by their respective staffs.
- (viii) Ascertaining the degree to which management of various department of the assembly are satisfied with the value of and contribution made by interns after undergoing induction training.

5.2. Review of the Policy

The policy will be reviewed every five (5) years or as need arises in order to address emerging issues.

APPENDIX 1:

PSC: HUMAN RESOURCE PROCEDURES AND MANUAL FOR PUBLIC SERVICE SECTION H: TRAINING AND DEVELOPMENT

SECTION H TRAINING AND DEVELOPMENT

Introduction

H.1 (1) The Government policy on training is to ensure continuous upgrading of Public Servants' core competencies, knowledge, skills and attitudes including their ability to assimilate technology to enable them create and seize opportunities for social advancement, economic growth and individual fulfillment.

(2) The mandate to develop human resources in the Public Service is vested in the Public Service Commission.

(3) Details on the administration and implementation of training in the Public Service are contained in the training policy and guidelines issued by the Commission.

(4) Public officers shall be eligible for at least five (5) days training in a year, while newly recruited or transferred officers must be inducted within three (3) months of joining public organizations.

(5) All training shall be based on identified training needs.

Management and Co-ordination of Training

H.2 (1) The planning and co-ordination of training and capacity building in the Public Service has been delegated to the Ministry responsible for Public Service. Human Resource Management and Development Units,

established in Ministries/State Departments, shall be responsible for the training function.

(2) Authorized Officers shall discharge the function through Human resource management advisory committees.

(3) Nomination and selection for individual and group training shall be based on prioritized training projections. The approved programmes should address national, organizational and individual goals.

(4) Selection of trainees shall be in accordance with the national values and principles of governance, values and principles of public service, leadership and integrity and the Bill of rights.

Training Needs Assessment

H.3 (1) Training Needs Assessment is a performance audit that generates and provides information to assess the inadequacy of knowledge and skills which inhibits an organization from attaining its objectives. Training in the Public Service shall be based on Training Needs Assessment which shall be conducted after every three (3) years in each State Department.

(2) State Departments are required to prepare training projections based on Training Needs Assessment to guide the human resource management advisory committees in nominating officers for training.

(3) Selection of trainees for all training programmes will be based on identified needs and will emphasize on training for performance improvement that address individual, organizational and national goals.

Training Programmes

H.4 (1) Training programmes comprise both short and long term courses in specific professions that are intended to impart required knowledge, skills and attitudes to enhance staff performance.

(2) State Departments may design specific in- house training programmes which address the identified training needs. In addition training can be provided under institutional training both locally and abroad.

(3) In designing training programmes, State Departments should ascertain the availability of:-

- (i) Professionally qualified and experienced trainers;
- (ii) Training programmes that are cost- effective; and
- (iii) An effective evaluation and feedback system to assess the impact of training on performance.

(4) The government will continually develop its employee's professional knowledge and skills and encourage them to join relevant professional bodies. The government will establish mechanisms for supporting employees where the career guidelines require them to be members of a professional body.

Training Levy

H.5 (1) Officers undertaking courses lasting more than four (4) weeks and above in local training institutions will be required to contribute to the cost of their training at the rate of ten percent (10%) of their basic salary per month for the duration of the course.

(2) Officers attending courses lasting more than four (4) weeks in institutions outside the country will contribute at the rate of twenty percent (20%) of their basic salary per month for the duration of the course. This is regardless of whether the courses are sponsored by the Government of Kenya or by Development Partners through bilateral or multilateral arrangements.

(3) Officers undertaking part-time or full time self-sponsored courses are however, exempted from paying the training levy.

(4) Accounting Officers should ensure that the officers' training contributions are remitted in lumpsum for the duration of the course to the Ministry responsible for Public Service before the commencement of the course.

Induction Training

H.6 Induction and orientation training is expected to help an employee familiarize with the work environment and requirements. State Departments are expected to conduct induction training within three (3) months for newly recruited officers and those who have joined the State Departments on transfer, promotion and re- designation.

Eligibility for Training

H.7 (1) Public Officers at all levels will be eligible for at least five (5) days training in a fiscal year.

(2) An officer who attends a long term course lasting six (6) months and above will be required to work for two (2) years before he can qualify for selection for another long course.

Course Approval

H.8 (1) The Authorized Officers will grant course approval to officers proceeding on authorized training in accordance with service regulations. Officers shall obtain course approval before proceeding for training.

(2) Authorized Officers shall be responsible for course approval for local training, on recommendation of the respective Human Resource Management Committee.

(3) Course approvals and coordination of foreign training will be undertaken by the Ministry responsible for Public Service.

(4) The Commission shall be represented in Committees of the Ministry responsible for Public Service on decisions relating to Foreign training programs under development partners, bilateral and multilateral arrangements.

(5) Quarterly reports on all training undertaken in MDAs shall be submitted to the Commission

(6) Where an officer is dissatisfied with a decision on award of training opportunities the officer may appeal to the Commission for review after exhausting the internal appeals mechanisms at the MDAs.

Undergraduate Training

H.9 (1) The government shall not sponsor serving officers for undergraduate programmes. Where there is need for skills at this level, the government will procure

the same from the labour market. However, employees who wish to sponsor their training shall be granted approval.

(2) Notwithstanding (1) above and in a bid to ensure the marginalized and minority groups and persons with disabilities are represented at all levels of the public service, public institutions may recommend sponsorship of officers for relevant undergraduate degree programmes, based on identified training needs in line with affirmative action programmes.

(3) Any recommendations made in (2) above shall be forwarded to the Public Service Commission for approval.

(4) The affirmative action for under-graduate degree programmes shall remain in force until such time that a representative public service is achieved.

Masters Programmes

H.10 The government will continue to support and approve training at Masters level for officers requiring the skills at this level for performance and career progression as prescribed in the respective career progression guidelines. However, the government shall not support officers for second Masters programmes.

PhD Programmes

H.11 (1) PhD training will continue being sponsored and approved for officers in training and research institutions. However, officers wishing to pursue the PhD under the self-sponsorship arrangement will be approved on condition that the area of study is relevant to their duties, has completed two (2) years' service since the last long course and the approval shall not provide for reimbursement of training expenses.

(2) The government will consider financial assistance or approve request for training at this level on a case by case basis provided that the area of study is a national priority or is focused towards an organization's strategic needs as outlined in its strategic plan and the course is relevant to the officer's current or potential future job.

Training revolving fund

H.12 (1) The Government has set up a Training Revolving Fund to assist public officers access funds at subsidized interest rates for training in order to enhance knowledge and skills considered critical for performance improvement and achievement of national development goals.

(2) Officers, who have been projected for training in critical areas and the State Departments have no funds to sponsor them within the fiscal year, may be advised to seek funds from the training revolving fund.

(3) The Human Resource Management Advisory Committee will vet candidates who have applied for the loan using the set guidelines.

Training Bond

H.13 (1) The Government shall bond serving officers proceeding on approved courses of training locally or abroad lasting six (6) months and above to enable the government to benefit adequately from its investment in training.

(2) Where a State Department considers the value/cost of a course lasting less than six (6) months to be high and constraining the organization's training budget, the officers will be bonded for a minimum period of one year but not exceeding five (5) years.

(3) The bond period will be determined by the duration of the course as follows:-

Training Period

Bond Period

| | |
|--|---------------------------------------|
| (i) Six months up to one year | One year |
| (ii) More than one year upto two years | Two years |
| (iii) Between two and three years | Three years |
| (iv) More than three years not exceeding five (5) years | As per the duration of the course but |

(3) The bond amount will be the total cost of the training.

(4) In case of default, the bondee and/or surety will be required to redeem the bond amount on prorata basis.

(5) Details on the administration and implementation of the training bond are contained in the Public Service Training Bond Guidelines.

Skills Inventory

H.14 (1) Authorized Officers are expected to develop, update and maintain a skills inventory for all officers in their respective State Departments for purposes of identifying the available, and the required skills. The inventory will guide the training, recruitment and succession management decisions.

(2) It shall be the responsibility of the officers to upload their certificates through the Government Human Resource Information System (GHRIS).

Allowances Payable to Government Sponsored Trainees

H.15 (1) Officers undertaking long courses abroad will be paid respective countries' living allowance to cater for subsistence, accommodation, outfit and excess baggage.

(2) Officers attending long courses on full time basis in local institutions and outside their duty stations will be eligible for living allowance.

(3) Government sponsored officers attending, part-time, evening, sandwich and holiday module courses will not be entitled to a living allowance or stipend.

(4) Officers sponsored by the Government to undertake courses at Government Training institutions are not entitled to any living allowance or stipend.

(5) Other Allowances paid to officers undertaking courses locally and abroad are:-

- (i) Research Allowance;
- (ii) Dissertation/Thesis Allowance;
- (iii) Project Allowance;
- (iv) Book Allowance.

(6) The applicable rates are as stipulated in circulars issued by Government.

Incidental Expenses

H.16 (1) The Government will meet the cost of passport, pre-departure medical examination, visa, vaccination and inoculation expenses for foreign training.

(2) The Government will meet the cost of transport and travelling to and from the institution at which the course is held. However, the trainee will meet the cost of local travel.

Annual Leave

H.17 An officer who has been on training shall be eligible for his annual leave only for the year he resumes duty in addition to any leave days carried forward before proceeding on training.

Donor Funded Courses

H.18 (1) Where a training award/scholarship for a course organized under bilateral/multilateral arrangements caters for only tuition and accommodation but does not include meals, out of pocket and stipend, the officer will be eligible for 25% of the living allowance applicable to the designated country.

(2) Where a medical insurance cover is not provided under a Technical Cooperation Training Award, the Government will meet the cost of the medical insurance cover for the officer.

Workshops, Retreats and Conferences

H.19 (1) Public officers attending workshops, retreats and conferences may be paid allowances at rates determined by the Government from time to time.

(2) Workshops which are meant to review, develop and produce reports should be treated as retreats and should be for a maximum duration of ten (10) days.

(3) The duration of workshops and conferences should not exceed three weeks. Any workshop and conference beyond three (3) weeks will be considered as a course and will be subjected to the stipulated provisions for courses.

(4) No officer should be involved in more than one role in a seminar/workshop/conference at a given time.

Reimbursement of Tuition and Examination Fees

H.20 (1) An officer who on his own initiative and at

his own time undertakes and passes a course relevant for his career growth and which is administered by a recognized training institution will be eligible for refund of 50% of the amount spent on tuition and examinations provided:-

- (i) Prior approval of the course had been granted by the Authorized Officer;
- (ii) The officer has not been sponsored for the same course before; and
- (iii) The officer avails the original certificate for the course and a training report.

(2) Candidates who sit for the examinations administered by the Public Service Commission will be required to pay a prescribed examination fee. The rates of fees and mode of payment for the examinations will be notified when the dates for each examination is announced.

(3) Candidates who pass examinations administered by the Commission will be refunded the full amount of the prescribed examination fee by their respective Accounting Officers.

Industrial Attachment

H.21 (1) Industrial attachment is an important component of education and training. It provides attachees with opportunities to acquire practical aspects of their respective areas of specialization in a real work place environment. The government will support industrial attachment by providing opportunities to students in tertiary and higher education institutions.

(2) Attachment will be undertaken during the course and the duration will be for a maximum period of three (3) months.

(3) The attachment shall be in line with the values and principles of public service and the existing labour laws.

Internship

H.22 (1) Trainees graduating from training institutions join the labour market with academic and theoretical approaches to work and hence require practical exposure in a real work environment.

(2) The Public Service uses internship programmes as part of on the job training for the purpose of moulding interns to become responsible citizens who will contribute effectively to the socio-economic development of the country.

(3) Internship programmes shall be guided by the relevant provisions of the Constitution, relevant professional bodies and other policy guidelines and shall not exceed one (1) year.

APPENDIX 2

SAMPLE TRAINING PLAN FOR COUNTY ASSEMBLY

KISUMU COUNTY ASSEMBLY

Date: _____

1. OVERVIEW

1.1 Purpose

The purpose of the Training Plan is to identify the appropriate training strategies and activities required to achieve the desired learning outcome during the implementation of each training session to the assembly members and staffs.

The Training Plan provides a clear understanding of what must happen to meet the training requirements that have been defined, thus, end-users receive training in the knowledge, skills, and/or abilities required to support the new roles, business processes and/or technology.

1.2 Audience

This document is intended for use by:

- *County Assembly Service Board*
- *Directorate of Human Resources*
- *Other Kisumu County Assembly Departmental Head*
- *Training Leads*
- *Members of Kisumu County Assembly*
- *Kisumu County Assembly Staffs*

1.3 Training Objectives

The training is meant to achieve the following:

- *A better understanding of the legal provisions of the county assembly*
- *A better interpretation of standing orders of the county assembly*
- *Improved debating skills in the county assembly*
- *Improved motion drafting knowledge*
- *Effective county budget oversight by the county assembly*
- *Ensure that all impacted county staff receive relevant training to prepare them for any new working practices*
- *Ensure appropriate level of skill for the county staff is reached in order to perform roles*

1.4 Scope

The Training Plan will cover the following:

- *The role of county assembly member in the process of representation, legislation and oversight*
- *Understanding of the drafting of motions in the house*
- *the role of assembly members in approval of county budget*
- *Role of assembly in approval of county executive appointments*
- *Role of county assembly in approval of county loans*

- Understanding of county assembly members to the legal provisions of the county assembly
- Understanding and interpretation of standing orders of the county assembly
- Understanding of the motions drafting skills, auditing skills and legal matters
- General decorum of county assembly staffs

2. TRAINING NEEDS ASSESSMENT

The Training Needs Assessment identifies gaps in the knowledge, skills or abilities of impacted persons compared to levels required to support and sustain the changes implemented.

Please use the Training Needs Assessment Tool provided to identify end-user groups, required KSAs, and objectives/priorities in order to develop appropriate training activities.

Table 1 – Training Needs Assessment Illustrative

| S/No. | Indicate the name of persons that is scheduled for training. | No. of persons /group of persons that will receive training | Identify the knowledge, skills, or abilities (KSAs) to be gained through training) | Identify the proficiency level required for the individual / group (e.g. basic understanding) | Identify the type of change taking place: | Learning objectives for gaining the knowledges, skills or abilities | Rate priority from low to high as it relates to the other objectives and change/project implications | If there is any additional information you would like to be included |
|-------|---|---|--|---|---|---|--|--|
| 1.0. | <ul style="list-style-type: none"> Titles/Roles (managers, assembly members, county staffs) Functions | | | | <ul style="list-style-type: none"> People (roles, skills, knowledge) Technology processes | | | |
| | Name (s) | Size of group | Required KSAs | Required KSAs level | Change Category | Key learning objectives | Objective priority | Additional considerations |

3. TRAINING APPROACH

3.1 Training Methods

This section describes the training methods selected based on the options available and recommended for use by the project:

1. *Blended Training Approach*

To help retention of learning, a blend of training delivery methods will best meet the needs of our policy objectives. This will include: Instructor-Led Training, Job-aids and e-learnings

2. *Benchmarking with the best county assemblies.*

3. *On the job training and Off the job training*

4. *Apprenticeship*

4. TRAINING ROLES & RESPONSIBILITIES

Use the table below to profile the key roles that will be part of the Training team.

Table 2 – Training Team Profile

| Role | Profile | Skills / Considerations |
|-------------------------------------|--|---|
| Training Lead/ Service Providers | <ul style="list-style-type: none">Responsible for completing and managing the training program, including the development of instructional materials and training deliveryDevelop the training strategy | <ul style="list-style-type: none">It is recommended that there be one Training lead from the project team, and one from the county assembly |

5. TRAINING INFRASTRUCTURE

5.1 Training Facilities

The following is a list of the equipment and facilities preparation that will be required for classroom training sessions:

- An instructor computer, attached to a projector*
- A projection screens*
- Any other that will be considered necessary*

5.2 Training Environments

The training will be determined as per the needs at the scheduled time of training of the assembly members and staffs:

6. TRAINING MATERIALS

6.1 Training Materials

Use the following table to present a summary of key training materials and their intended uses.

Table 3 – Training Materials Description

| Material | Description | Developer | Reviewer | Final Decision |
|---|--|-----------|----------|----------------|
| Instructor guides/ manuals/classroom slides | Instructor guides and classroom slides: <ul style="list-style-type: none"> • Reinforce or supplement a lecture or demonstration • Present new concepts, terms and processes | Mr. xxx | Mr. xxx | Mr. xxx |
| Quick Reference Guides | Quick reference guides: <ul style="list-style-type: none"> • Act as a job aid to assist the users once they return to their desks • Remind users of key features, options, and methods of working with the new Project X | Mr. xxx | Mr. xxx | Mr. xxx |

6.2 Training Plan and Courses

The Plan defines the training courses that will be developed and delivered, including the associated learning objectives, sourcing options, delivery methods and course owners. Use the table below to help plan and manage your training curriculum.

Table 4 – Training Curriculum

| S/No. | Topic | Subtopic | Learning Objectives | Target Group | Duration (hrs.) | Delivery Method |
|-------|---|---|--|--|-----------------|--|
| 1.0 | County Assemblies Legislative/Oversight Roles | <ul style="list-style-type: none"> Practical Approaches to Conducting County Assembly Legislative and Oversight Work: Enhancing Effectiveness of Key County Assembly leaders County Assembly Speakers: Approaches to Building Confidence of MCAs and other County Stakeholders on the Speaker Understanding and Managing Expectations of Legislation/Policy Stakeholders Impeachment Motions: The Do's and Don'ts | Achieve a better understanding of the role of assembly in legislation and oversight, legal provisions of the county assembly | <ul style="list-style-type: none"> Speaker of the County Assembly Leader of Majority Party Leader of Minority Party Chairpersons of the County Assembly Committees Clerk of the County Assembly | | As may be determined by the Service Provider and County Assembly Service Board |

| | | | | | |
|-----|---|---|---|---|--|
| 2.0 | County Budgeting & Financial Management | <ul style="list-style-type: none"> • County Budget Process, Roles & Responsibilities of County Assembly in Budgeting & County Financial Management • Best Practices in Budgeting and Public Participation • Priority Settings: From MCAs Welfare to County Assembly/ Priorities • Challenges and Lessons in County Financial Management - Cross-County Learning | Achieve an effective county budget oversight by the county assembly | <ul style="list-style-type: none"> • Speaker of the County Assembly • Leader of Majority Party • Leader of Minority Party • Chairpersons of the County Assembly • Committees • Clerk of the County Assembly | As may be determined by the Service Provider and County Assembly Service Board |
| 3.0 | Documentation and Procedures | <ul style="list-style-type: none"> • Documentation – Drafting Bills, Handling Petitions, Motions, Committee Reports, Hansards. • Procedures: Standing Orders and their Application | <ul style="list-style-type: none"> • Achieve a better interpretation of standing orders and procedures of the county assembly • Achieve effective documentation | <ul style="list-style-type: none"> • Speaker of the County Assembly • Leader of Majority Party • Leader of Minority Party • Chairpersons of the County Assembly • Committees • Clerk of the County Assembly | As may be determined by the Service Provider and County Assembly Service Board |

| | | | | | |
|-----|--|---|---|---|---|
| | | | <ul style="list-style-type: none"> • County Assembly Staffs | | |
| 4.0 | <p>Leadership, Accountability & Intra-governmental Relations</p> | <ul style="list-style-type: none"> • Devolved Relations: Fostering devolved executive and legislative relations for effective service delivery - Intra-governmental relations between County Assemblies and County Executive and between County Executive departments • Leadership and Management: Steps to achieving transparent and accountable County service delivery process. • Performance Measurement: Development of framework for monitoring and evaluating County performance in promoting transparency and accountability | <ul style="list-style-type: none"> • Achieve Effective leadership and representation • Achieve accountability of assembly members and those in various leadership • Achieve a better relation between the executive and assembly | <ul style="list-style-type: none"> • County Assembly Service Boards • County Assembly Members • County Assembly Staffs | <p>As may be determined by the Service Provider and County Assembly Service Board</p> |

| | | | | | |
|-----|---|--|--|---|--|
| 5.0 | Leadership & Integrated Human Resource Management | <ul style="list-style-type: none"> Principles of human resource strategies and management for County Assemblies Practical approaches to integrating human resource planning and ethics in different departments of County Assembly The link between effective County human resource management and transparent and accountable leadership. Global best practices on devolved transformational human resource management Cross-county lesson sharing on experiences on leadership and human resources management | <ul style="list-style-type: none"> Achieve a better management of human resources | <ul style="list-style-type: none"> County Assembly Service Boards County Assembly Members County Assembly Staffs | As may be determined by the Service Provider and County Assembly Service Board |
| 6.0 | | <ul style="list-style-type: none"> Resource Mobilization to operationalize and institutionalize | Learn best practices on resource mobilization | <ul style="list-style-type: none"> County Assembly Service Boards | As may be determined by the Service Provider and |

| | | | | | |
|---|--|---|---|--|--|
| Resource Mobilization and Learning | <ul style="list-style-type: none"> values and principles of governance and public service. Best practices in transformation of public service staff culture, attitudes and work ethics Cross-County lesson sharing on human resources management, success, challenges and plans. | Understanding and integrating values of public service to county assembly | <ul style="list-style-type: none"> County Assembly Members County Assembly Staffs | | County Assembly Service Board |
| 7.0 Implementing Values and Principles of Public Service at the County Level | <ul style="list-style-type: none"> Approaches to integrating values and principles of governance and public service in the County human resources management. Designing, budgeting and implementing programmes aimed at transforming public service staff professionalism, culture, attitudes and work ethics in line with the values and principles of governance and public service | Understanding and integrating values of public service to county assembly | <ul style="list-style-type: none"> County Assembly Service Boards County Assembly Members County Assembly Staffs | | As may be determined by the Service Provider and County Assembly Service Board |

| | | | | | | |
|-----|---|--|--|---|--|--|
| | | <ul style="list-style-type: none"> Understanding value carriers, value drivers and their policy implementation role Approaches to sustainable promotion of an environment supportive to the realization of values and principles of governance and public service at the County level Mapping, monitoring, evaluating and reporting effectiveness of compliance to the 1 values and principles of governance and public service | | | | |
| 8.0 | Legislations on Values and Principles of county assembly service and Public Service | <ul style="list-style-type: none"> Overview of Sessional Paper No.1 of 2012 on National Values and Principles of Governance; Constitutional provisions and statutory compliance implications of the legislative | Improve the debating and legislative capabilities of members | <ul style="list-style-type: none"> County Assembly Service Boards County Assembly Members County Assembly Staffs | | As may be determined by the Service Provider and County Assembly Service Board |

| | | | | | | |
|--|--|---|--|--|--|--|
| | | <ul style="list-style-type: none">• provisions to the County public service managementContextualizing the values and principles of governance and public service to the County Government human resources management | | | | |
|--|--|---|--|--|--|--|

7. TRAINING EVALUATION

In evaluating the effectiveness of training delivery, information will be sourced from the following areas:

- *The outcomes of competency tests completed by trainees at the end of each module*
- *Feedback from trainees on confidence level at the end of each module*
- *Feedback from trainers on training problems or individuals with who have experienced learning difficulties*
- *To support the evaluation process, trainees will be provided with survey link to complete an evaluation survey. This will be used to measure the reaction of trainees post-training*

The following aspects will be considered:

- *degree of improved debating skills and the number of county assembly members participating the debate in the county assembly*
- *the level of interpretation of standing orders of the county assembly by members*
- *the level and degree of understanding of the legal provisions and Improved motion drafting knowledge of the county assembly*
- *the training programmes uptake trends and patterns for forecasting and planning purposes;*
- *the level of effective county budget oversight by the county assembly*
- *Determining the total number of county staffs and members who successfully complete the training programme.*
- *Ascertaining the degree to which management of various department of the county staffs are satisfied with the value of and contribution made by their respective staffs.*
- *Ascertaining the degree to which management of various department of the assembly are satisfied with the value of and contribution made by interns after undergoing induction training*

7. TRAINING RESOURCES

- *The county assembly service board will mobilize financial resources majorly from the county government and allocate adequately for the training and capacity building.*
- *County assembly service board can also lobby financial resources for development partners and private sectors.*

