



COUNTY ASSEMBLY OF KISUMU

PRODUCTIVITY MAINSTREAMING POLICY

2025

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**COUNTY ASSEMBLY
OF KISUMU**

P.O. Box 86 – 40100, Kisumu

FOREWORD

Productivity is the cornerstone of effective governance, and as the County Assembly of Kisumu strives to fulfill its constitutional mandate of legislation, oversight, and representation, it is imperative that we cultivate a culture of excellence, innovation, and accountability. This Productivity Mainstreaming Policy marks a significant milestone in our journey toward institutionalizing efficiency and ensuring that every arm of the Assembly operates at its optimal capacity to deliver tangible results for the people of Kisumu.



The success of any legislative institution hinges on the dedication and performance of its team—both elected leaders and staff. I commend the unwavering commitment of our Members of the County Assembly (MCAs), committee teams, and the entire Assembly staff, whose collective efforts drive our agenda forward. However, in an era of evolving public expectations and dynamic governance challenges, we must continuously refine our processes, embrace technology, and foster a performance-driven culture that aligns with national and county development priorities.

This policy provides a structured framework for measuring, enhancing, and sustaining productivity across all functions of the Assembly. From streamlining legislative processes to strengthening oversight mechanisms and improving public engagement, the guidelines outlined herein will serve as a roadmap for operational excellence. By integrating performance metrics, capacity development, and collaborative innovation, we aim to not only meet but exceed the expectations of our constituents.

I urge all stakeholders—MCAs, staff, and partners—to embrace this policy as a living document that will guide our daily operations and long-term planning. Let us work together to build a more efficient, transparent, and responsive County Assembly that truly serves the people of Kisumu with integrity and dedication.

OWEN OJUOK

CLERK, COUNTY ASSEMBLY OF KISUMU
LIST OF ABBREVIATIONS

PMC	Productivity Mainstreaming Committee
CIPD	County Integrated Development Plan
MCAs	Members of County Assembly
NPCC	National Productivity & Competitiveness Centre
CAK	County Assembly of Kisumu

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EXECUTIVE SUMMARY

The Productivity Mainstreaming Policy of the County Assembly of Kisumu (CAK) is a strategic framework designed to enhance institutional efficiency, accountability, and service delivery in line with Kenya's devolution goals. Established under Article 176 of the Constitution of Kenya (2010), the Assembly derives its legislative, oversight, and representative mandate from Article 185 and the County Governments Act. In pursuit of its mission to deliver premier legislation, oversight, and representation, and its vision to become a model, independent, and people-responsive institution, this policy institutionalizes productivity as a core driver of performance.

With Kenya's public sector wage bill consuming 46% of ordinary revenue—exceeding the recommended 35%—and labor productivity lagging behind peers, the policy responds to urgent needs for cost efficiency, innovation, and measurable outcomes. The policy is anchored on six principles that include; Clarity of Purpose, Data-Driven Decisions, Organizational Alignment, Continuous Improvement, Stakeholder Inclusivity, and Transparency

The policy operationalizes productivity through five pillars:

- Productivity Culture: Awareness campaigns and integration into staff development.
- Human Resource Development: Capacity building in legislative drafting, ICT, and oversight.
- Technological Innovation: E-governance platforms, AI analytics, and paperless workflows.
- Institutional/Legal Reforms: Alignment of standing orders with constitutional mandates.
- Collaborative Environment: Multi-stakeholder forums for participatory governance.

A Productivity Committee will oversee bi-monthly reviews, while annual independent audits will assess impact. Success indicators include 10% year-on-year efficiency gains and improved citizen satisfaction scores.

This policy positions CAK as a leader in devolved governance, ensuring its operations are efficient, innovative, and accountable to Kisumu's residents. By mainstreaming productivity, the Assembly reaffirms its commitment to transformative service delivery and sustainable development.

1

BACKGROUND



CHAPTER 1: INTRODUCTION

1.1 Overview

The County Assembly of Kisumu was established in 2013 under Article 176 of the Constitution of Kenya, which mandates the creation of county assemblies as part of Kenya's devolved governance structure. Its legislative authority is derived from Article 185 of the Constitution and Section 8 of the County Governments Act, granting it powers to make laws, oversee the county executive, approve budgets and development plans, and vet public appointments. In recent years, the Assembly has focused on performance streamlining to enhance service delivery, including the introduction of performance contracting in July 2023 to set measurable targets for staff and improve accountability. This initiative aligns with its broader mandate to ensure efficient governance and resource management in Kisumu County.

Productivity concerns how effectively and efficiently an organization can utilize resources to produce quality and cost effective services with a view to increasing the welfare of citizens, employees and those served. The Constitution of Kenya recognizes the need to recognize productivity and performance as provided under Article 230(5)(c). Productivity also aims to achieve higher quality of life as also provided by Article 41(2) of the COK, 2010 on the need for reasonable working conditions and fair remuneration.

Kenya has experienced low productivity with the Country's labour and capital productivity indices of less than a unit at 0.84 and 0.46 respectively in the year 2009 according to the sessional paper No. 3 of 2013 on National Productivity Policy. This means productivity is a concern which requires anchoring institutional and legal frameworks through policy to improve productivity.

CAK, just like other county assemblies across the county, are faced with the challenge of improving service delivery within its mandate of legislation, representation, and oversight of the county government of Kisumu. The Assembly is expected to be accountable and transparent to the electorate for the promises it made to the public in the form of political manifestos, development plans, and electoral pledges.

In 2017, County Governments through the Council of Governors rolled out a Performance Management Framework (PMF) designed to support the institutionalization of performance management across county government. The framework was designed to build on the previous efforts and incorporate all the instruments of performance management in the public service

including Kenya Vision 2030, 10 Year Sector and Spatial plans as prescribed in Section 109 and 110 of the County

Governments Act 2012, 5 Year County Integrated Development Plan as prescribed in Section 108 of the County Governments Act, and Annual Development Plan derived as prescribed in Section 126 of the PFM Act.

To achieve its mandate and to ensure that its activities are in line with the various legislative provisions, CAK has developed a productivity mainstreaming policy. The policy document provides a framework for ensuring that the Members and employees of the assembly are productive in their roles. Streamlining productivity is a critical process toward enhancing performance of both the members and employees of the Assembly.

Productivity mainstreaming in the Kisumu County Assembly involves integrating productivity improvement strategies into the assembly's operations to enhance service delivery and achieve its goals. This process will include developing productivity metrics, collecting data, analyzing performance, and designing strategies for improvement. The assembly shall foster a culture of productivity, ensuring staff meet targets and contribute to efficient and improved service delivery. The key elements of productivity mainstreaming in CAK include performance management, training and capacity building, resource optimization, process improvement, and stakeholder engagement.

The County assembly of Kisumu has developed Productivity policy that will support the harnessing of its resources to help better service delivery to citizens of providing the core mandate of legislation, representation and oversight. The county assembly will effectively embrace technology, enhance human capital capacity, develop infrastructure, institutional frameworks to support its mandate of service delivery.

1.2 Vision, Mission, Core Values and Core Function

1.2.1 Mission

To provide a premier Legislation, Oversight and Representation services that promote the socio-economic development to the residents of Kisumu.

1.2.2 Vision

To be a model, independent, and people-responsive County Assembly in Kenya.

1.2.3 Core Values

The core values of the Kisumu County Assembly include integrity, accountability, transparency, professionalism, customer focus, stakeholder engagement, teamwork, innovation, patriotism, and commitment. These values guide the assembly in its operations, ensuring efficient and effective service delivery to the citizens of Kisumu.

Integrity: The assembly is committed to honesty, fairness, and accountability in all its dealings.

Accountability: Members and staff are responsible for their actions and decisions, ensuring they are answerable to the public.

Transparency: The assembly strives to be open and accessible in its operations, providing information to the public.

Professionalism: Staff are expected to uphold high ethical standards and perform their duties with competence and diligence.

Customer Focus: The assembly prioritizes the needs of its citizens, aiming to provide services that are responsive and effective.

Stakeholder Engagement: The assembly actively involves various stakeholders in its decision-making processes, fostering collaboration and inclusivity. It includes the inclusion of the public in participating in the different legislative and oversight roles.

Teamwork: The assembly promotes a collaborative environment, encouraging staff and members to work together effectively.

Innovation: The assembly embraces new ideas and approaches to improve its operations and service delivery.

Patriotism: Members and staff are committed to serving the interests of Kisumu County and Kenya as a whole.

Commitment: The assembly is dedicated to fulfilling its mandate and achieving its goals for the benefit of the county

1.2.4 Core Functions

Legislation: The Assembly exercises its legislative authority under Article 185 of the Constitution and Section 8 of the County Governments Act to enact laws that align with the county's development priorities, such as resource management, infrastructure, and public service delivery. By mainstreaming productivity, the Assembly ensures laws incorporate performance metrics (e.g., performance contracting introduced in 2023) to enhance efficiency in county operations

Representation: Comprising 35 elected and 12 nominated MCAs, the Assembly represents diverse interests, including marginalized groups, ensuring inclusive policymaking. Productivity is embedded through participatory governance, where public feedback shapes laws and development plans, fostering accountability and equitable resource allocation

Oversight: The Assembly monitors the county executive's implementation of laws, budgets, and projects to prevent misuse of resources. Committees act as "engine rooms," scrutinizing executive actions and recommending improvements, thus institutionalizing productivity through structured accountability mechanisms.

1.3 Rationale for Productivity Mainstreaming

The rationale for productivity mainstreaming in the Kisumu County Assembly stems from the need to enhance operational efficiency, optimize resource utilization, and align with national development goals like Kenya Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA).

With Kenya's public sector wage bill consuming 46% of ordinary revenue—exceeding the recommended 35%—the Assembly, like other institutions, faces pressure to improve labor productivity and service delivery while minimizing costs. By adopting technology, human capital development, performance contracting and productivity metrics, the Assembly aims to institutionalize a culture of accountability, ensuring laws, oversight, and representation translate into tangible outcomes for citizens.

Through productivity mainstreaming initiatives, training programs, such as those led by the National Productivity and Competitiveness Centre (NPCC), equip MCAs and staff with tools to streamline workflows, monitor performance, and embed productivity into legislative processes. This aligns with Kisumu's devolved mandate to foster inclusive growth through efficient governance.

Therefore, productivity measurement will assist CAK in assessing its efficiency, quality of service, competitiveness, innovation, and sustainability. Measuring productivity will also be critical in gaining insight into the management intervention needed to improve efficiency and overall performance. This framework, therefore, guides the development of CAK's performance metrics for measuring and recognizing productivity in line with the Government policies and directives.

1.4 Objectives

The principal objective of this framework is to establish a mechanism to guide productivity management in CAK and ensure that the productivity principles are streamlined with the existing performance expectations. Specifically, the policy seeks to entrench a culture of productivity in the Assembly and provide a mechanism for measuring and improving productivity in line with the County Assembly's Strategic Plan.

Specific objective of the policy constitutes:

- Improve the use of resources of the county assembly and the county
- Ensure decent work environment and better working conditions
- Ensure competitiveness of the county assembly in provision of services
- Improve service delivery to the citizens of Kisumu county
- Adequate legislation has potential of enhancing economic growth of Kisumu county
- Ensure employment creation through relevant laws that support industry and conducive environment
- Improve welfare and quality of life of the residents of Kisumu
- Ensure effectiveness and efficiency in use of county assembly resources for maximum gains

1.5 Regulatory and Legal framework of productivity in Kenya

In Kenya, efforts have been made to improve productivity through regulatory and legal frameworks. The sessional Paper No. 3 of 2013 on National productivity identified challenges which affect productivity in Kenya and provides for mechanisms and programs through which can be improved in Kenya. Some of the challenges include; slow adoption of technology, lack of productivity culture, weak human resource base, labour-management partnership, poor productivity mindset, lack of policy and institutional frameworks.

The government also formed the National Productivity and Competitiveness Centre (NPCC) to foster culture of productivity, continuous improvement and sustainable growth. The Centre promotes productivity and competitiveness through training, support in development of Productivity policies, research. The Ministry of Labour and Social protection has also issued a circular Ref. ML & SP/NPCC/ADM/69/344 for productivity improvement in Ministries, Departments and Agencies (MDAs) with the aim of encouraging government departments to develop and implement work place productivity improvement strategies.

The constitution of Kenya under Article 230(5)(c) provides for the need to recognize productivity and performance. Article 41(2) of the Constitution of Kenya recognizes productivity as a means of achieving higher quality of life by providing for reasonable working conditions and fair remuneration.

The County Assembly of Kisumu takes cognizance on the need to align with the National government efforts and initiatives of improving productivity by developing its Productivity mainstreaming policy aimed at enhancing productivity in the management system of the County assembly of Kisumu.

1.6 Guiding Principles

The guiding principles for productivity mainstreaming in the Kisumu County Assembly, applicable to both members (MCAs) and staff, are derived from national frameworks and best practices in public sector efficiency.

Clarity of Purpose

Productivity metrics must align with specific goals, such as improving legislative efficiency, oversight effectiveness, or service delivery. Targets should directly relate to the Assembly's mandate, ensuring measurable outcomes such as reduced time for bill processing or increased public participation in hearings.

Technology and Innovation in management

The county assembly focuses on harnessing technology and innovation to improve processes of service delivery at minimal costs

Measurability and Data-Driven Decision-Making

Metrics should be based on quantifiable data such as workload output, turnaround time for reports, or citizen feedback scores. The NPCC emphasizes tools like Overall Labour Effectiveness (OLE) to assess workforce utilization and quality, which can be adapted for Assembly staff and MCAs.

Labour - Management relationship

The County assembly recognizes the need for collective bargaining and negotiation for better working conditions and fair remuneration as a means of improving productivity.

There will be initiatives for employee and members (MCAs) involvement and improvement of cooperation initiatives to enhance their productivity in providing services

Alignment with Organizational Objectives

Productivity initiatives must support the Assembly's strategic goals, such as compliance with performance contracting (introduced in 2023) or Kenya's Bottom-Up Economic Transformation Agenda (BETA). This includes aligning individual roles with broader county development plans.

Process Re-engineering and Cost Efficiency

Streamlining workflows by digitizing legislative tracking systems and reducing operational costs through optimizing committee expenditures are critical. The NPCC highlights re-engineered processes as a driver of "high-quality projects" and "lower operational costs".

Citizen focus

The county assembly has ultimate goal of service delivery and all efforts of the county assembly resource use shall be productively used to provide better services to the citizens of Kisumu county.

Continuous Improvement and Capacity Building

Regular training via the NPCC-led workshops ensures MCAs and staff adopt productivity tools like Quality, Cost, Delivery (QCD) metrics. The focus is on "timely and quality service delivery" and fostering a culture of accountability.

Stakeholder Inclusivity

Engaging citizens and marginalized groups in legislative processes ensures productivity gains translate into equitable outcomes. This aligns with the Assembly's representation mandate

1.7 Scope of Application

The scope of application for the Kisumu County Assembly Productivity Mainstreaming Policy encompasses all legislative, oversight, and administrative functions of the Assembly. It applies to both elected and nominated Members of the County Assembly (MCAs) and staff, including clerks and administrative personnel, ensuring productivity metrics are integrated into roles such as lawmaking, budget oversight, and public participation processes. The policy adopts frameworks like performance contracting and standardized reporting templates such as the quarterly productivity improvement reports to measure efficiency in service delivery and resource utilization.

The policy shall encompass Skills and capacity development, Technology improvements, institutional frameworks enhancement, culture change, monitoring and evaluation mechanisms, labour relations as means of ensuring productivity in the county assembly of Kisumu.

Additionally, the policy covers institutional processes, such as committee workflows, vetting of executive nominees, and implementation of county development plans, with a focus on data-driven decision-making and cost efficiency. Exclusions may include external entities like the county executive, unless their activities directly intersect with the Assembly's oversight or legislative mandates. The scope is designed to uphold constitutional principles under Articles 176 and 185 while fostering accountability and measurable outcomes in line with Kenya's devolution goals.

2

PRODUCTIVITY MANAGEMENT



CHAPTER TWO: PRODUCTIVITY MANAGEMENT

2.0 Introduction

The Productivity mainstreaming policy of the county assembly of Kisumu establishes a robust framework to enhance institutional efficiency and service delivery through systematic performance enhancement strategies. This chapter introduces comprehensive Productivity Measurement Metrics to evaluate performance outcomes, targeted Policy Interventions for Productivity Mainstreaming to integrate efficiency into daily operations, and structured Productivity Management Policies and Programs to sustain improvements. Anchored on five foundational pillars—Productivity Culture, Human Resource Development, Technological Change and Innovation, Institutional and Legal Arrangements, and Collaborative Environment—the framework ensures a holistic approach to strengthening the Assembly's legislative, oversight, and representative functions. By institutionalizing these measures, the chapter aims to foster a culture of excellence, innovation, and accountability, ultimately driving the Assembly's mandate of effective service delivery and good governance in line with Kisumu County's development agenda.

2.1 Development of Productivity Measurement Metrics

The Office of the Clerk through the Human Resource Department shall form a Productivity Mainstreaming Committee comprising of both Members and staff of the assembly. The committee shall be responsible for developing the productivity measurement metrics as well as coming up with CAK's Productivity Management Framework. There shall also be training to cover: Overview of Productivity Management, Productivity Metrics and KPIs, Development of CAK productivity metrics, Computation of Productivity metric weights, and Development of the CAK Productivity Management Framework. Appendix 1 reports some of the productivity measurement metrics that shall be applicable to CAK.

Policy Guidelines on the Development of Productivity Measurement Metrics for Kisumu County Assembly

1. Strategic Alignment and Purpose

The development of productivity measurement metrics shall be rigorously aligned with the County Assembly's constitutional mandate under **Article 185** and its strategic objectives as outlined in the **County Integrated Development Plan (CIDP)**. These metrics will serve as a tool to evaluate

the efficiency, effectiveness, and impact of the Assembly’s core functions—legislation, oversight, and representation—while ensuring accountability to constituents. The framework will integrate national standards, such as those proposed by the **National Productivity and Competitiveness Centre (NPCC)**, with county-specific priorities like digital transformation and climate resilience.

2. Comprehensive Coverage of Metrics

Productivity metrics will encompass all operational tiers of the Assembly:

- **Legislative Performance:** Tracking bills drafted, passed, and assented to; public participation rates in lawmaking; and time taken to process legislation.
- **Oversight Efficacy:** Monitoring committee report completion rates, executive query resolutions, and audit recommendations implemented.
- **Administrative Efficiency:** Measuring document turnaround times, budget execution rates, and ICT integration (e.g., e-procurement adoption) to streamline workflows.
- **Stakeholder Impact:** Incorporating citizen feedback through satisfaction surveys and service charter evaluations to assess tangible outcomes.

3. Methodology and Data Integrity

A **balanced scorecard approach** will be adopted, emphasizing:

- **Quality:** Compliance with legal standards and stakeholder satisfaction.
- **Efficiency:** Resource utilization covering elements such as cost per committee hearing and time-bound deliverables.
- **Innovation:** Adoption of ICT tools such as the automated Hansard analysis to reduce bottlenecks. Data will be sourced from verified systems like performance dashboards, third-party audits, and real-time monitoring tools to ensure reliability.

4. Dynamic Review and Adaptation

A **Productivity Committee** will biannually review metrics to:

- Phase out obsolete indicators (e.g., manual filing systems replaced by digital platforms).
- Incorporate emerging priorities (e.g., climate-smart policies post-2025).

5. Capacity Building and Transparency

- **Training:** Regular workshops for MCAs and staff on data interpretation and metric utilization, leveraging partnerships with stakeholder institutions.
- **Reporting:** Quarterly productivity reports will be published on the Assembly's portal and debated in plenary, fostering public accountability

2.2 Policy Interventions for Productivity Mainstreaming

To institutionalize productivity across the Kisumu County Assembly's operations, targeted policy interventions will be implemented to enhance efficiency, accountability, and service delivery. These interventions are designed to address systemic bottlenecks, foster a performance-driven culture, and align the Assembly's functions with national and county development priorities. The policy framework focuses on legislative processes, oversight mechanisms, administrative workflows, and stakeholder engagement to ensure comprehensive productivity gains.

1. Legislative Process Optimization

- The Assembly shall adopt structured timelines for bill drafting, public participation, and enactment to reduce procedural delays.
- A Legislative Tracking System will be introduced to monitor the progress of bills, amendments, and approvals in real-time, ensuring transparency and accountability.
- Additionally, standardized templates for legislative documents will be developed to minimize inconsistencies and improve drafting efficiency.
- Capacity-building programs for MCAs and staff will focus on legislative best practices, including the use of comparative county and national benchmarks to enhance the quality of laws passed.

2. Strengthened Oversight Mechanisms

- To enhance the Assembly's oversight role, committees will be required to develop annual work plans with clear targets for inspections, reports, and executive engagements.
- A Committee Performance Dashboard will track key metrics such as report completion rates, implementation of recommendations, and public feedback on oversight activities.

- Regular training will be provided to committee members on effective oversight techniques, including forensic auditing and data-driven scrutiny.
- Partnerships with national oversight bodies, such as the Office of the Auditor-General, will be leveraged to enhance capacity and ensure compliance with accountability standards.

3. Administrative and Technological Reforms

- The Assembly will prioritize digital transformation by automating workflows such as document management, procurement, and HR processes to reduce manual inefficiencies.
- An E-Governance Platform will be introduced to facilitate remote participation in plenary sessions and committee meetings, improving accessibility for MCAs and the public.
- Staff productivity will be measured through performance contracts with clear KPIs linked to service delivery outcomes.
- A Resource Optimization Policy will be enforced to minimize wastage in office operations, including energy use, printing, and travel expenditures.

4. Stakeholder Engagement and Feedback Integration

- To ensure productivity interventions are citizen-centric, the Assembly will institutionalize structured public feedback mechanisms, including digital surveys and town hall meetings, to assess the impact of legislative and oversight activities.
- A Stakeholder Productivity Charter will outline service standards and response timelines for public inquiries, petitions, and complaints.
- MCAs will be required to submit quarterly reports on constituency engagement activities, ensuring alignment with grassroots development needs.
- Collaboration with academia, civil society, and private sector partners will further enrich policy formulation and oversight through evidence-based research and innovation.

5. Monitoring, Evaluation, and Continuous Improvement

- A Productivity Secretariat will be established to oversee the implementation of these interventions, providing quarterly progress reports to the Assembly's leadership.
- An independent audit of productivity gains will be conducted annually, with findings used to refine policies and address gaps.

- Lessons learned and best practices will be documented in a Productivity Mainstreaming Handbook, serving as a reference for future planning.

By embedding these interventions into the Assembly's culture, the policy ensures sustained productivity improvements that enhance service delivery and public trust in devolved governance.

2.3 Productivity Management Policies and Programs

CAK's productivity management stands on the five pillars that include productivity culture, human resource development, technological change and innovation, institutional and legal arrangement, and collaborative environment.

2.3.1 Pillar 1: Productivity Culture

A strong productivity culture in the work force is a key driver for efficient and effective resource use in ensuring service delivery to the people of Kisumu. To promote productivity awareness and ingrain productivity practices as a way of life:

- The Assembly will spearhead a Productivity Campaign targeting its members and staff as a Strategy to reinforce the productivity agenda in all the three key functions.

In addition, the educational system has the greatest potential to moulds the people into a productive workforce through better structural orientation. Training programs outside the formal education system play a critical part to productivity improvement by providing skills to the labour force.

- The Assembly will encourage the mainstreaming of Productivity training in the skills upgrading programs.

2.3.2 Pillar 2: Human Resource Development

Human Resource Development (HRD) serves as a critical pillar in the Kisumu County Assembly's Performance Mainstreaming Policy, focusing on building a skilled, motivated, and adaptive workforce capable of driving legislative excellence and efficient service delivery. Through targeted capacity-building programs:

- The Assembly will invest in continuous training for both MCAs and staff, covering areas such as legislative drafting, oversight methodologies, ICT proficiency, and performance management to enhance productivity and innovation.
- A structured talent development framework will be implemented, incorporating mentorship, leadership programs, and specialized certifications to cultivate a culture of professional growth and accountability.
- The policy will institutionalize performance-based incentives and career progression pathways linked to measurable outcomes, ensuring that human capital development aligns with the Assembly's strategic goals and fosters a high-performance culture.
- The Assembly aims to equip its personnel with the competencies and tools necessary to meet evolving governance challenges and deliver impactful results for Kisumu County.

2.3.3 Pillar 3: Technological Change and Innovation

Technological Change and Innovation constitute a transformative pillar of the Kisumu County Assembly's Performance Mainstreaming Policy, driving modernization, efficiency, and transparency across legislative and administrative functions.

- The Assembly will prioritize the adoption of cutting-edge digital tools, including e-governance platforms, for paperless workflows, automated bill-tracking systems, and AI-powered analytics to enhance decision-making and oversight processes.
- Investments in ICT infrastructure, such as high-speed connectivity and secure cloud-based document management, will streamline operations while ensuring data integrity and accessibility.
- Innovation will further be fostered through smart partnerships with tech firms and academic institutions to pilot emerging solutions like blockchain for record-keeping or virtual reality for public participation.
- By embedding a culture of continuous technological adaptation, the policy ensures the Assembly remains agile, reduces bureaucratic bottlenecks, and delivers responsive, data-driven governance that meets the dynamic needs of Kisumu's constituents.

This pillar underscores the Assembly's commitment to leveraging technology as a catalyst for institutional excellence and public trust in devolved governance.

2.3.4 Pillar 4: Institutional and Legal Arrangement

Institutional and Legal Arrangements form the foundational pillar of the Kisumu County Assembly's Performance Mainstreaming Policy, ensuring that productivity enhancements are systematically embedded within a robust governance framework.

- The Assembly will strengthen its internal regulatory architecture by reviewing and aligning standing orders, committee mandates, and administrative protocols with constitutional provisions (Articles 176-185) and national performance standards to eliminate procedural gaps and redundancies.
- A Legal Compliance Unit will be established to monitor adherence to statutory timelines for legislative processes, oversight activities, and public participation requirements, while periodic legal audits will assess the effectiveness of existing laws in facilitating productivity.
- Strategic partnerships with judicial bodies and the Office of the Attorney-General will be leveraged to streamline the interpretation and implementation of county laws, ensuring coherence with national legislation.

By institutionalizing these arrangements, the policy creates an enabling environment where accountability, rule of law, and structured governance processes collectively drive sustained performance improvements in service delivery.

2.3.5 Pillar 5: Collaborative Environment

The Collaborative Environment pillar of the CAK's *Performance Mainstreaming Policy* emphasizes the critical role of multi-stakeholder engagement in driving institutional productivity and governance excellence.

- The Assembly will establish structured platforms for inter-departmental coordination, regular knowledge-sharing sessions between MCAs and staff, and partnerships with national agencies, civil society, academia, and private sector actors to foster innovation and best practice exchange.
- A County Assembly Stakeholder Forum will be institutionalized to facilitate continuous dialogue with citizens, ensuring public input directly informs legislative and oversight priorities.

By breaking down silos through joint planning initiatives and integrated digital collaboration tools, this pillar cultivates a culture of collective problem-solving that enhances policy coherence, accelerates service delivery, and strengthens the Assembly's responsiveness to Kisumu's development needs. The policy recognizes that sustained productivity gains can only be achieved through an inclusive, participatory approach that leverages diverse expertise and community insights.

3

IMPLEMENTATION PLAN



CHAPTER THREE: IMPLEMENTATION PLAN

3.0 Introduction

The Assembly shall follow the following plan in implementing the Productivity Mainstreaming Policy over the next one year. The Clerk will form a Productivity Mainstreaming Committee (PMC) to oversee the policy implementation.

3.1 Productivity Mainstreaming Work-plan

1. Awareness Creation & Sensitization (Quarter 1)

- The Human Resource Department will lead a comprehensive awareness campaign to institutionalize productivity consciousness across all levels of the Assembly.
- This will involve conducting mandatory sensitization workshops for both staff and MCAs, facilitated by productivity experts from the National Productivity and Competitiveness Centre (NPCC).
- The department will develop tailored awareness materials including policy summaries, infographics, and FAQ documents, which will be disseminated through multiple channels - email circulars, notice boards, and the Assembly's intranet portal.
- To ensure maximum reach, the campaign will incorporate interactive elements such as quizzes and feedback mechanisms to gauge understanding.
- The Clerk's Office will champion this initiative by issuing a formal circular mandating participation in these activities, with attendance records maintained for compliance monitoring.

2. Development of Productivity Metrics (Quarter 2)

- The Productivity Committee, working closely with the Clerk's Office, will spearhead the development of a robust measurement framework.
- This process will begin with a thorough review of existing performance indicators used in comparable legislative bodies, adapting international best practices to the local context.
- The team will conduct focused working sessions with department heads to identify mission-critical processes requiring measurement.

- A consultative validation workshop will be organized with key stakeholders including MCAs, committee clerks, and representatives from the County Executive to ensure the metrics are comprehensive and aligned with the Assembly's strategic objectives. The final output will be a detailed Productivity Measurement Manual containing standardized definitions, data collection methodologies, and calculation formulas for all approved KPIs.

3. Productivity Data Collection (Quarter 3)

- The ICT Department will implement a technology-driven data collection system in collaboration with committee clerks.
- This will involve configuring existing digital platforms (such as the Assembly's document management system) to capture productivity-related data points automatically.
- Where manual data collection is necessary, standardized templates will be developed and integrated into routine reporting processes.
- The department will conduct hands-on training sessions for designated data focal persons across all departments, emphasizing data quality assurance protocols.
- A pilot data collection exercise will be conducted in the sixth month to test the system's effectiveness, with findings used to refine data capture tools and procedures before full-scale implementation.

4. Productivity Improvement Strategy (Quarter 4)

- The newly established Productivity Secretariat will analyze the baseline data to identify systemic bottlenecks and performance gaps.
- This diagnostic phase will involve detailed process mapping exercises and root cause analysis of identified inefficiencies.
- The Secretariat will then convene cross-functional teams comprising representatives from various departments to brainstorm and prioritize improvement initiatives.
- These may range from quick wins like digitizing paper-based processes to more complex interventions such as restructuring workflow patterns.
- The strategy document will outline clear implementation roadmaps for each initiative, including resource requirements, timelines, and success indicators.

- Before finalization, the draft strategy will be presented to the Assembly's leadership for review and endorsement.

5. Computing Productivity Index (Quarter 4)

- The Productivity Committee will work with the ICT Department to develop a computational model for the CAK Productivity Index.
- This will involve determining appropriate weighting for different metrics based on their strategic importance, and establishing thresholds for performance categorization.
- The ICT team will automate the calculation process through customized dashboards that pull data from various source systems.
- To ensure methodological rigor, the initial index computation will be peer-reviewed by external experts from academic institutions or professional bodies.
- The final index will present performance at multiple levels - individual staff, departments, and the Assembly as a whole - using both numerical scores and visual representations for easier interpretation.

6. Quarterly Productivity Reporting (Quarter 1-4)

The Clerk's Office will institutionalize a structured reporting cycle that aligns with the Assembly's existing planning calendar. Each quarter, department heads will be required to submit validated productivity data to the Planning Unit by a specified deadline. The Unit will then consolidate this information into a comprehensive report featuring trend analysis, achievement against targets, and corrective action recommendations. These reports will be presented first to the Assembly's leadership for review, then tabled in plenary for deliberation by MCAs. A public version will be published on the Assembly website, accompanied by executive summaries for different stakeholder groups. The reporting process will incorporate feedback mechanisms to continuously improve the relevance and usefulness of the reports.

4

REPORTING, MONITORING AND EVALUATION



CHAPTER FOUR: REPORTING, MONITORING AND EVALUATION

4.1 Rationale for Effective Policy Implementation and Coordination

Failures in the implementation of past policies and development programmes have largely been attributed to lack of an effective implementation framework and capacity gaps. The Assembly is committed to full and effective implementation of this Productivity Mainstreaming Policy as it presents the surest way through which productivity improvement, competitiveness, employment creation and rapid economic growth can be addressed in a sustainable manner in the Assembly. To achieve the outcomes set out in this Policy Paper, it is important to have an effective implementation, monitoring and evaluation framework, to facilitate assessment of progress while at the same time allowing for learning from any implementation or pitfalls in strategy. This framework, therefore, envisages a mechanism that provides regular feedback between departments and stakeholders entrusted with the implementation of the policies, strategies and programmes outlined in this document on one hand and the beneficiaries of such actions on the other.

The Assembly further recognizes that successful implementation of the strategies and activities identified in this blueprint will require involvement and active participation of virtually everybody and all departments in the Assembly. Key among these is; the MCAs, the staff, civil society, and partners.

Effective co-ordination is critical in the formulation and implementation of the policy. It is also a pre-requisite for enhanced monitoring and evaluation. It is recognized that productivity improvement is the responsibility of all individuals and entities within the county and cut across all units. However, to enhance coordination and harmonization of efforts, all productivity improvement initiatives will be coordinated within the framework of the proposed PMP. Effective coordination of actions and interventions is deemed necessary to exploit synergies, enhance policy harmonization, streamline the signals given by the respective actors and limit policy disjoint, duplication of efforts and wastage of scarce resources.

4.2 Monitoring and Evaluation

The Productivity Committee will conduct bi-monthly progress reviews using a standardized scorecard that tracks implementation milestones. These reviews will identify implementation challenges and trigger timely corrective actions. Annually, an independent audit will be commissioned to evaluate the overall effectiveness of the productivity mainstreaming program, with findings informing adjustments to the implementation approach. Success will be measured through both quantitative indicators (such as percentage improvement in productivity scores) and qualitative assessments (including stakeholder satisfaction surveys). The Clerk will present an annual productivity implementation report to the County Assembly Service Board as part of institutional performance evaluation.

Activity	Output	Timeline (2025/26 FY)				Responsibility
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Create awareness/ sensitize staff on productivity mainstreaming	Sensitized staff					Productivity Mainstreaming Committee (PMC)
Develop productivity metrics	Key Productivity Metrics					Productivity Mainstreaming Committee (PMC)
Collect productivity measurement data	Required Productivity Data					Productivity Mainstreaming Committee (PMC)
Develop workplace productivity improvement Strategy	Approved Framework					Productivity Mainstreaming Committee (PMC)
Compute productivity index	Productivity Index					Productivity Mainstreaming Committee (PMC)
Submit quarterly productivity Reports to the National Productivity and Competitiveness Centre	Quarterly Reports					Productivity Mainstreaming Committee (PMC)



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