



Laikipia

The official newsletter of the County Government of Laikipia

**WEEKLY
BULLETIN**

Governor Subjects Top Officers to Rigorous Performance Appraisal



A performance appraisal session for the department of Agriculture senior officers led by acting CECM Njenga Kahiyo and acting chief officer James Mung'ere

Governor Ndiritu Muriithi subjected all the CECMs, chief officers and directors to a tough performance appraisal for the year ending June 2020.

The process ended last week with some departments spending a whole day taking the Governor through their performance.

Individual performance appraisal is an important component of reforms that have been going on in the county public service to make it professional and world-world class.

By the time the Governor carried out their appraisals, the senior officers were expected to have already appraised the respective staff in their line departments.

"As an establishment, we are delighted with the progress we have made especially on behaviour change within the organization and the focus more on outcomes in our management system," the governor said.

It's through the appraisal exercise that HR actions such as promotions, demotions and reprimands are based on. The exercise which is carried twice a year zeroes in on lax and non-productive officers as well as those who are productive.

All the county staff were subjected to the exercise with a stern warning that those whose performance would be found to be wanting would be dismissed while those meeting targets would be promoted.

According to the county secretary Mr. Karanja Njora, results of the appraisal will inform critical human resource decisions such as pro-

motions, dismissal or warning.

"There will be several promotions for officers who have proved to have performed well. Similarly, the exercise has brought to the fore a number of officers whose performance is wanting and will therefore exit the service while others will get a warning," the county secretary said.

The county embraced results-based management system three years ago as part of the reforms being rolled out in the county public service. Under the system each employee is required to have a work plan with specific targets which are measured during an appraisal by their supervisor at the end of the financial year.

Each of the executive committee members, their chief officers and directors were required to present evidence of how they were transforming the lives of the county citizens especially through enterprise development.

"As a government, we are emphasizing on enterprise development being a catalyst for job creation and growth of incomes as a strategic objective of each department attracting the highest score," Mr Njora said.

The county workers were required to upload departmental work plans and targets on the COMS platform by last Friday. From January, the appraisal will be migrated to the online platform that also includes filling of weekly timesheets.

The county government has been seeking a fiscal balance between workers' salaries and development by increasing the productivity of employees.

'Twende Nanyuki' Event Excites the Mountain Side Town After

Inspired by the newly revamped metre-gauge railway, Nanyuki is going full throttle to return its tourism and hospitality industry back on track after a nine-month slow-down as a result of Covid-19 pandemic.

The county government has teamed up with industry stakeholders and private sector in a campaign dubbed "Twende Nanyuki-Mwisho wa Reli" aimed at bringing visitors to relax and unwind in the mountain side town from Saturday September 26th - 27th 2020.

The adventure involves a two-day trip in the revamped railway. The train will pick all passengers from Nairobi at 8:00 AM on 26th September. The tourists can also choose to self-drive or take a flight.

The train will arrive in Nanyuki at 1:00 pm. Hotel vans will pick visitors from the Railway Station.

Tourists will be taken round Nanyuki town and later to Mt Kenya for viewing and photography /Ol Pejeta game drive. Later they will be taken to various hotels for accommodation and entertainment

On 27th, they will leave their respective hotels after breakfast and driven to other attraction sites i.e equator marker, Oljogi conservancy, Ngare Ndare forest and converge at the railway at 12:00 pm for a return trip to Nairobi.

Nanyuki is also celebrating 100 years of existence.

The town serves as a gateway to the Laikipia plateau, one of Africa's most important wildlife conservation areas. Despite being a market town, it is probably the most cosmopolitan city in the area outside of Nairobi, with its share of international tourists.

It has a rich heritage and cultural basis that still remains unexploited.

Nanyuki is rich in game and nature reserves, it is a resort town that lies along the Equator at the center

Travelog

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Whether by flight, road or railway, be there and back, in no time!
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of Kenya and has breathtaking landscapes with spectacular view of The Great Mount Kenya. This will be a great adventure not

only for those travelling by rail but also those who will prefer a road trip.

Senior Management Courses to Improve Service Delivery

By Muriithi John

There is no end to education and every day is a learning day to a person with an open mind regardless of age and position. Employee training and development is essential at all stages of a person's career.

The senior management in the Laikipia government has set up ways of reforming how services are rendered to the public. The focus has been put on ways of implementing projects for maximum productivity and yields to the public.

Trainings have begun for top managers in the county who are at a position to implement and guide various projects across the county meant to benefit its citizens. The aim is to better managerial skills that ensure little or no wastage.

By the end of this financial year 2020/2021, 100 senior officers will have been trained in partnership with Dedan Kimathi University of Technology (Dekut) on management courses. The managers are

undergoing a diploma course known as Post Graduate Diploma in Project Management. Training of 50 staff members is currently ongoing.

Skills training and continued education doesn't necessarily mean learning something new but also brushing up on old skills.

In 2019, 25 senior management officers underwent a course on Strategic leaders development programme (SLDP) to enhance good relationship with their junior officers and the public to be effective leaders.

This training was funded by Kenya Devolution Support Programme (KDSP) and the trainers came from Kenya School of Government.

In the same year, 100 middle level managers were trained on a Senior Management Course (SMC) by Kenya School of Government.

More training is ongoing to guarantee a positive movement towards service delivery in the county.

County Prepares Retirees for New Life after Formal Employment

Retiring Laikipia county staff members will not go home desperate with nothing to do.

This has been assured by the county government through offering training necessary to adequately ensure they enjoy the fruits of retirement. It is part of the county government's reforms to satisfy every worker while delivering services to the laikipians.

According to the county secretary Karanja Njora, the training is part of the county government's reforms to equip those retiring with necessary life-skills for their new life.

"Our government has initiated this program to prepare those exiting services to adapt to their new way life through energizing them. We are encouraging them to form companies which may work with the government later, now as private contractors," said Mr. Njora.

The three-day training took place between 7 and 9 September, and involved the work-

ers aged from 58 years and above. In the new constitution civil servant go for retire on reaching 60 years.

The learners are impacted with knowledge to start own businesses as individuals or form groups which can benefit from various government loans and donations.

The staff members could not hide their joy of the noble step the county has taken.

"I think this is the best thing (training) that has ever happened to me for the 38 years I have been working. The exchange has changed our mentality that we need not only rely on salaries, but we can also start our own businesses," said Margaret Mugo from department of health.

The about-to-retire individuals, with the rightful utilization of the little everyone has will retire happily and in peace.

As most people like to put it- retired but not tired, the over 60 years citizens will not be dependent on their children for survival as it happens to those who lack proper direction. Studies have shown that most civil servants upon retirement are rendered bankrupt after less than ten years. Laikipia government has ensured this will not happen to its retiring staffs.

Also during the training, the learners exchanged valid business ideas, some of which have been actualized by some members.

The advantage that the group had is that they came from different departments, meaning different career paths which made the exchange more productive.

The training took place at Kirimara Springs Hotel in Nanyuki town. It involved staff across the county.



County Secretary Karanja Njora at the training of staff who have retired or are about to retire



A facilitator takes the participants through the training

Culture Change for Productivity



Ongoing Senior County Managers' Workshop, that took place on February 26 and 27, 2019. The training was aimed at refining the workflow process from senior managers to the junior staff in an effort of fastening implementation of development projects

By Muriithi John

It takes time to infuse a certain behavior in any organization. It took some time to inculcate laxity in government organization, hence the poor results in most governments in the past years.

Repositioning of culture which means the reconstruction of the cultural concept of a society requires identification of weak areas and trying to improve them for better results, just as Laikipia has done.

Governor Ndiritu Muriithi while assuming office had to ensure a new culture was in place to cater for Laikipians' needs as he had promised during the campaign period.

The impression of time wastage and absenteeism in government office were rampant. Most of the senior managers were known to come to their office late, hang their coats on the chair, open a laptop and then leave for personal businesses.

Such a behavior had taken deep roots in the county government and changing it was a process.

The governor, with the help of senior management had to set a clear way on how the county should be run; otherwise his promises to the citizens would not be effected.

Being a role model, the governor and his deputy would be in their offices by 7:30 am. Automatically the rest had to follow suit and be in their respective places of work latest 8 am.

During meetings say starting at 11:00 am, the county management would be settled fifteen minutes earlier. The trend continued and has now been adopted by all county staff members.

Time management was not only the area that needed addressing. Government-citizen relationships had also to be improved. This was done through reminding government officers that they are servants to the Mwananchi and not the other way.

Rarely, if there is any case, will you hear today that a public servant in Laikipia used a bad language to a citizen seeking government help.

The new management of the county also does not tolerate corruption. Tenders are awarded fairly, and those seeking government interventions get them with no brown envelopes involved. Officers who took long to adapt to the new system were dismissed and some are to be prosecuted.

Instilling of such a new normal has seen some of the counties come to benchmark with Laikipia. Makueni County staff, for example, came in November last year on a benchmarking exercise on revenue collection.

Laikipia County's revenue collection increased when corruption in that section was tamed. Citizens started paying taxes genuinely as there were evident results of money not being pocketed by few individuals.

According to the CECM for Administration Rose Maitai, to sum up matters instilling of a new culture, says that government officers are now adapting well.

"Just as it was hard to instill the new culture of hard work without close supervision, so it will be regress. Meaning the workers who have gone through our tenure will take a long time to revert back to a bad culture whenever they will be," said Maitai.

Enhancing County Fire Fighters' Technical Skills

In a bid to ensure quick and efficient responses to put out fires across the county, the 24 fire fighters have been taken under a specialized training.

Already, half of the staffs have been taken through a course on tactical and specialized skills in fire-fighting which took place at the Jomo Kenyatta International Airport. The choice of the venue demonstrated how uncontrolled fires could do damage to a country and have adverse impacts globally.

In partnership with the Africa Fire Mission and Kenya Airports Authority Training Academy, the team was taken through a six days training from 18th to 23rd November 2019. The team is now better placed to respond to fire cases after the training.

Being a fire fighter and reaching on time at a spot that needs fire be put out is not enough to make one an efficient officer to deal with fires.

A fire fighter with all the equipment and availability of water in the fire engines, but with outdated tactics to combat the fire may end up not being of any use when a situation calls for a response. Putting out fire alone is not enough. A skilled firefighter should also save those trapped and property also.

Fire engine drivers play a vital role in combating fires in any situation as they ensure good maintenance of their vehicles.

Two such drivers were taken through a one-week course on Emergency Vehicle Operations and Water Supply. The training equipped them with requisite skills in responding to fires within the county.

The course has helped these drivers to be ever alert for response in case of an emergency needing their assistance.

Further trainings regarding rescue mission by the firemen, two officers were taken to Kiambu Fire Station for a course on Basic Rope Rescue Training. The course ran for five days between 2nd and 6th November 2019.

Polish Aid sponsored the training for the two to enhance the safety of rescuers while on a salvage mission.



Laikipia fire fighters help contain fire that broke at Muumo Primary school in Laikipia East

Innovation Improves Communication for the Deaf

By Kelvin Maina

Laikipia government has devised a mechanism that will help the deaf in communication during this time of covid-19.

To come to their rescue, the county government has designed special face masks that will help in communicating with other colleagues. The masks are made of a transparent material around the mouth to facilitate seeing the movement of lips while adhering to government's directive of wearing a face mask.

Coronavirus 2019 has been a catastrophe in the globe for several months. However, different people have been affected differently. We cannot fathom clearly the impacts those with difficulty in hearing are facing! Faced with a challenge to maintain social and physical distances, the deaf have been left out with just one means of communication; written. Matters got worse when schools were closed down indefinitely more than five months ago in the country. Children who lack the ability to hear sound vibrations were in an environment with many people with similar shortcoming but who could help each other in understanding

any topic. Today the same children are confined in an opposite environment full of people who hear but do not know a sign language. Another challenge that has befallen



Ms Jane Kamau showing a face mask specially made for the deaf

this unique community is wearing of face a mask which is a compulsory requirement from the government. The deaf rely on movement of lips to understand what point their partner is driving. The County Government of Laikipia through the Executive Office of The Governor continues to give exemplary services to all citizens including the Deaf Community during this pandemic era. In alignment with all Covid-19 protocols among them wearing of facemasks, the Deaf Community has had challenges in clear and effective communication as vital parts used like e face and mouth are partially hidden. This made the Kenya Sign Language trained interpreters working in the Office of the Governor to come up with the clear facemasks to ease communication. The innovativeness in developing clear face masks is for effective communication with the deaf persons who alongside hand signing, finger spelling also use pantomime, facial expression and lip reading which are essentials in the Kenyan Sign Language.

Enlightened Public Key to Holding the Government Accountable



Members of the public make their contributions at a past participation forum.. The county government is keen to enlighten the public on matters governance

The quest to attain transparency in governance has been part of the ongoing reforms to the county public service. The government has been steady on its campaign to arm the citizens with the relevant information. This is in a bid to heighten the public awareness on matters gov-

ernance. The objective is driven by the realization that a more informed public will demand more accountability from the government.

The latest effort in this direction is the establishment of a Commission on Administrative Justice office in Nyahururu. This is part of the efforts to create public awareness on the existing channels to access administrative justice for

aggrieved members of the public and government officers.

For the past three years, the government has used public participation forums to disclose quarterly financial reports. This step has made the county score high on financial management rankings.

Public engagements are meant to create a firm foundation on participation of the civil service on development decisions.

Thanks to this, the people are becoming increasingly aware of their role in the development agenda, and that it is their right to access development.

Public participation forums have afforded the people a chance to take part in the decision making processes in projects planning and implementation. This makes the target beneficiaries own the projects for sustainability.

Flagship projects such as the Smart Towns Initiative rely on public engagement from planning.

Public engagements have been core in the successful collection of local revenue. By educating the people on the taxing procedures and the development outcome, more of them are willing to pay taxes voluntarily. This has seen Laikipia host numerous benchmarking visits by other counties.

Public information empowerment is meant to enable the citizens to be quick to call out any rogue behaviour by government officials.

Staff Rationalization to Identify, Plug Human Resource Gaps

Laikipia County conducted its first ever staff audit between June and August 2019 in a bid to comprehend the composition of its human resource structure. A report from the audit by the County Public Service Board gave insights into the strengths and glaring discrepancies in the service as well.

The government has been acting on recommendations for improvements from the report from the new board.

For instance, the report findings revealed that a number of staff who were stuck in job descriptions that do not match their skills set. An example was an accountant whose job description was that of an enforcement officer. It emerged that the officer had actually joined the workforce as an enforcement officer but had furthered his studies. Despite this, no efforts had been made by the previous board to update his career progression to match his credentials.

The staff rationalization process sought to place staff in their right designations to correspond with their skills.

Staff right sizing is also part of the staff rationalization process. This was informed by findings that the workforce was unnecessarily bloated with staff with untenable or duplicated roles.

The audit revealed that the government payroll was straining to sustain

officers whose job descriptions were not clear, or had over time been phased out by technological advancements. These positions include telephone switchboard operators, messengers and typists. Others included herders and rodents catchers.

The staff audit has also helped the government to come up with an elaborate succession plan to replace the officers going into retirement with young professionals. This is meant to facilitate smooth transfer of experience to avoid interruptions that may come with lack of clear prior plan.

The government has also embarked on staff trainings to plug the gaps in the skills inventory. This is done through partnering with Kenya School of Government, Dedan Kimathi University of Technology and other tertiary education institutions to equip officers with the necessary skills update to match their respective roles.

The staff rationalization also extended to the cleaning of the payroll, which was found to be containing names of people who could not be traced. The ghost workers had overburdened the payroll, forcing the government to operate a wage bill that is beyond the legally accepted limits.

Osirwa - Makurian Water Project on Course

The long-awaited Osirwa- Makurian Water Project has finally begun to take shape. The project was handed over to the contractor, Mbiwa Construction Company Limited, on 5th August 2020, and is projected to benefit more than 20,000 people in the North part of Laikipia County through provision of water for production. The direct beneficiaries are people in Chumvi, Arjijo, Katonga, Olkinyei and Makurian areas. Laikipia North is a semi-arid area which receives little rainfall, and thus prompted the county government to come to the rescue of many residents in the area. The 113-Million project will be complete in the next eight months with provisions of 28 KM of gravity mainline, 14 KM of distribution mains, three- 225M3 masonry tanks, and 2-150M3 masonry tanks. This will see a great improvement in hygiene with the availability of clean water in households, and reduction of water borne diseases as a result of improved water quality. The economic activities in the area will definitely improve livelihood through kitchen gardens. Time taken to walk for long distances will be saved, and instead utilize it elsewhere and make better economic outcomes. Makurian and the surrounding areas will



Site handing over of the project to Mbiwa Construction Company Ltd at Kiwanja Ndege

see investors flocking and later convert them to modernized towns. Environmental outcomes from the project include increased tree cover in public, private institutions and at household level, now that they are not deemed to dry up. Development of tree nurseries at community level is bound to increase, also adding an economic activity. Adequate clean water is expected to reduce conflict that has been

witnessed, people fighting for the few water points. Water In schools will ensure learners give more attention to studies and not spending time to trek for long distances for such of this essential commodity. There will be a development of functional Osirwa-Makurian rural water utility for maintenance and thus a development of a political goodwill with the County Government.

All the Way from Kitui, they Came Eager to Learn from Laikipia....



A delegation of Kitui county government officials who paid a courtesy call on HE Governor Ndiritu Muriithi during a benchmarking visit to Laikipia county government

Disbursement of Economic Stimulus Funds in October

Disbursement for economic stimulus funds will commence next months, Laikipia deputy governor John Mwaniki has confirmed.

The processing of applications is going on. Already 2,000 applications out of a target of 5,000 businesses have been approved.

“Disbursement of loans to the successful businesses will begin in October after the passing of the county allocation of revenue Bill 2020 by the senate,” the deputy governor said.

The government has grown the kitty to over Kes. 3 billion through a partnership with five banks so far. Co-operative, KCB, Equity, Family and National banks are the first to enter in this partnership. Absa and Stanbic banks are in the process of joining the noble course.

“The fund has grown to over Kes. 3 billion from the banks and is meant to jumpstart the economy of Laikipia,” said Mr. Mwaniki.

The county government is training 200 business development officers to help businesses put together application forms for accessing loans and also to handhold them after they receive the funds.

The county government is subsidizing the loans by paying five percent and the borrowers to pay the rest seven percent. This is meant to stimulate the economy after the devastating effects of Covid-19 pandemic. The funds will help the traders to restock their businesses and stabilize them during their initial stages of reopening.

The main target businesses to receive the loans are those in retail trade, tourism, transport, agriculture, and hospitality (eateries). There is a checklist to guide bor-



One of the continuous training of business development officers

rowers on the requirement for accessing the funds that has been released.

KCB bank, for example, has designed certain protocols to guide on how to acquire the subsidized loans and the minimum qualifications.

Non-KCB account holders must open one where the loan will be deposited and for close monitoring.

For the general businesses, the enterprise must already be in existence and not a startup and it must be within the county boundaries. To qualify for a loan, the business activities must be legally accepted.

Business trading license, county daily receipts, and approval for chemists, entertainment places, and hotels exist for the year applying must be attached as proof that it is a business that has been operating in the county.

Also, the applicants must produce their original Identity card, KRA PIN and registration certificate if trading under such name.

For the limited company identification, certifi-

cate of incorporation, company PIN, Minutes sanctioning borrowing, National identity cards as well as KRA pin for the directors must be produced.

During application of the loans, applicants must clearly state and present documents to show what kind of organization they run.

Is it sole, partnership enterprise or company? Such documents must match trading license name.

The businesses are expected to indicate the actual number of employees they have.

Confirmation of existing of business records receipts and invoices to confirm growth of the enterprise, if possible will be done before issuance of a loan.

Further, applicants must provide their places of residence, asserting whether it is a residential place or owned by the applicants.

How Livestock Keepers Can Access the Stimulus Fund

Laikipia County has made deliberate efforts aimed at boosting the economy, following the negative effects caused by Covid-19. The county has partnered with several banks to offer loans at subsidized rates.

People who are qualified to get these loans are those with valid businesses from such sectors as livestock, market, cooperatives, and general businesses. Each category has its own minimum requirements. For livestock businesses the following are the guiding principles:

An individual or business entity applying for the loans must be registered entities in the livestock entity value chain. The reason for applying must either be to buy feed for animal fattening, for animal services like artificial insemination, or to buy animal stock.

For any reason that prompts an entrepreneur to take a loan, the bank will fund 80% and the entity to cater for the rest 20%.

Further requirements include:

- > 6 months' account statement either from KCB or other banks where business proceeds are being channeled.
- >The business must have operated profitably for the last one year
- >Evidence of a certified veterinary officer taking care of the animals for ranches
- >Certification by vet officer before animal purchase (ranches)
- >Evidence of pasture, fodder and water availability
- >Evidence of market availability, contract or past invoice sales
- >Undertaking to channel sales proceeds

through KCB

Additional requirements for Co-operative societies and limited Companies

- >Minutes/Board resolution authorizing borrowing
- >Approval for borrowing from commissioner of Cooperatives
- >Personal guarantee by Directors
- >Constitution to indicate borrowing powers
- >Three years audited books of account, if borrowing more than 5 million

Loan repayment maybe done annually or once off annual payment. The loan securities for amounts below kes 1,000,000 will be the animal being purchased, and for the ones exceeding Kes 1million the security will be a title deed, log book or cash cover.