The
Council of Governors
48 Governments, 1 Nation

6th ANNUAL DEVOLUTION CONFERENCE

5th COUNTY EXECUTIVE COMMITTEE CONFERENCE

CONFERENCE REPORT

3 TO 5 DECEMBER 2018

AT KENYA INSTITUTE OF CURRICULUM DEVELOPMENT, NAIROBI

6th ANNUAL DEVOLUTION CONFERENCE

5th COUNTY EXECUTIVE COMMITTEE CONFERENCE

THEME:

DELIVER. TRANSFORM. MEASURE. REMAINING ACCOUNTABLE

Contents

Executive Summary

This is a report on the proceedings of the Sixth Annual Devolution Conference held on 3 to 5 December 2018, held at the Kenya Institute of Curriculum Development, Nairobi County. The event was themed; Deliver. Transform. Measure. Remaining Accountable. The conference was convened by; the Council of Governors (CoG), County Executive Committee (CECs) and County Ministers to take stock of development initiatives existing in the devolution period. It also provided delegates with an opportunity to examine the challenges and existing opportunities under the Big Four Agenda in counties.

The conference explored strategic possibilities to implement the Big Four Agenda in counties, through networking and benchmarking among counties, as a precursor to the next Annual Devolution Conference of 2019. It also highlighted the success stories of inter-county and regional blocs' agreements.

The report presents the official opening by Her Excellency Ann Waiguru, Governor, Kirinyaga County and the keynote messages delivered during the first day of the official opening by Charles Birech, Chair CEC Caucus, Christine Nyamwada, Director, CPF, Eric Kipkorir, Manager, LAPFUND.

The report captures the Big Four sectoral session discussions on health, affordable housing, trade and the blue economy (manufacturing), and agriculture. These were further broken down into three platforms for deliberation by delegates for the three days. The platform proceedings produced each plenary key issue, challenges encountered in the sectors, opportunities available in each sector, and recommendations. Each sector resolutions are then given as a summary of the discussions in the platforms. The report concludes with resolutions and the closing remarks of the conference.

Abbreviations and Acronyms

AAK	Architectural Association of Kenya
AWAK	Association of Women in Agriculture in Kenya
CEC	County Executive Committee
CHV	Community Health Volunteers
COG	Council of Governors
CPF	County Pension Fund
FAO	Food Agriculture Organization
KAM	Kenya Association of Manufacturers
KEPSA	Kenya Private Sector Alliance
KIDA	Kirinyaga Investment Development Authority
KMTC	Kenya Medical Training College
KUSCCO	Kenya Union of Savings and Credit Cooperatives
MSMEs	Medium Small Micro-Enterprises
MOU	Memorandum of Understanding
NHIF	National Health Insurance Fund
PHC	Primary Health Coverage
PPP	Public-Private Partnership
PWDs	Persons with Disabilities
SMEs	Small Micro-Enterprises
SRC	Salary Regulatory Commission
UHC	Universal Health Coverage
YPARD	Youth Farmer and Country

1 Introduction

The Sixth Annual Devolution Conference 2019 shall be held on 4 - 8 March 2019 in Kirinyaga County and it will mark an important milestone in the Devolution story emanating from five successive conferences. Thus, the 2019 Theme is ***"Deliver. Transform. Measure. Remaining Accountable."***

The Annual Devolution Conference is considered as an important event in the calendar of Kenya because it provides a platform for all stakeholders in devolution to evaluate the performance of both levels of governments in matters of policy, law, accountability, good governance, and service delivery among others. Additionally, the sixth Annual Devolution Conference by the County Executive Committee and County Ministers acts as a precursor to the main conference.

Over the past five years, save for 2018, County Executive conferences have provided a platform for the County Executives from all the Counties to highlight and deliberate on the technical aspects of devolution with resolutions being presented at the main conference for adoption and action in the subsequent year.

The conferences have been held conventionally for all the 470 County Executives over the last five years with all sector executives coming together for a two-and-a-half-day conference with the main objective of consolidating all sector deliberations into one actionable document that informs the main devolution conference.

The sixth Annual Devolution conference themed: "Deliver. Transform. Measure. Remaining Accountable" has the following objectives:

1. To provide a forum for collaboration, cooperation and consultation in all matters related to devolution.
2. To share experiences, challenges and lessons learnt in the last four (4) years and set clear targets for devolution for the next five (5) years.
3. To provide a platform for the CECs to identify opportunities for partnership.
4. To identify opportunities for change, growth and enhanced cooperation in changing the narrative and perspectives, and entrenching devolution in Kenya.

2 Opening Ceremony

The sixth Annual Devolution conference began on a high note with a huge turnout of CECs, County Ministers, conference partners and stakeholders who were warmly welcomed and recognised.

2.1 Welcoming Remarks

Charles Birech - CEC Infrastructure, Kericho County Government – Chairperson of the County Executive Committee Members Caucus

Charles Birech began with recognizing the members present at the conference and further recognised the CEC members' caucus current officeholders. He noted that the office has not been officially handed over because of the challenges that include facilitation of the outgoing office to execute the handover.

He then welcomed the participants to the conference, which he said is a precursor to the Annual Devolution Conference to be held in Kirinyaga County in 2020, taking note of the theme of the conference "Deliver. Transform. Measure. Remaining Accountable"

Birech said that the discussion during this conference would also focus on the welfare of the CEC members and the resolutions that will provide a roadmap. He said that the conference is also focused on the national government's Big Four Agenda and therefore asked the CEC members seek success in their devolved functions while helping the government achieve the big four agenda.

He highlighted that the achievements recorded in the delivery of projects will determine the extent of transformation of the people. The impacts of these projects on the people is immense, in that, when the community has better roads and good health centres amongst other measurable projects, the lives of the people are significantly transformed. He, however, noted that there many challenges facing the County Executives which result from political interference, and this constitutes an impediment to project success.

Finally, he raised the issue of the review of the CECs' salaries that were scaled down by the SRC that was taken to the courts. He stated that there was a stay order given by the courts for the CEC members to continue enjoying the previous salaries awaiting the court determination but this has not been obeyed by all counties. On this issue, he said that at the end of the conference there should be a resolution regarding this issue and CEC members should facilitate the caucus to follow up on the issue.

2.2 Remarks by Eric Kipkorir, Manager, LAPFUND

He confirmed that the LAPFUND takes care of CECs' pension and it ensures that all staff are members of the pension scheme due to the many privileges accorded. He mentioned that the CECs should invite experts to train their staff on financial management to handle the funds that they will be receiving a pension. He also informed the participants about the transition of pension schemes through the constitution of the county governments to County Retirement Pension Schemes. He lastly stated that serving the community through CSR is important and he pledged support for CECs' programmes.

2.3 Remarks by Christine Nyamwanda - The Operations & Marketing Director, County Pension Fund

Nyamwanda began by recognizing the delegates present and stated that she had attended the conference on behalf of the CPF CEO, who was engaged elsewhere. She shared a short background of CPF and outlined the growth that the organization has witnessed so far.

She said that objectives of CPF include ensuring that the CEC members and other employees in the county government have some savings to soldier on post-employment and therefore urged those who have not secured a retirement plan with the organization to ensure that they do so. She also encouraged members to pursue individual pension funds. She informed the delegates that CPF has a presence of nine branches in 7 counties, where county employees can access the fund and explore the available options.

She thanked the CECs who have formed pension structures for their employees and encouraged individual members to ensure that they are also covered through trust funds and health plans.

She appreciated the Vice-Chair of the COG, H.E. Ann Waiguru for her editorial on the gender bill, for her support to the initiation of this conference, and for ensuring that her county was fully compliant.

Finally, she noted that the National and County Governments are keen on achieving the big four agenda set by the National Government and affirmed that CPF is also keen on the agenda.

2.4 Chief Guest Speech: H.E Ann Waiguru, Governor, Kirinyaga County

H.E Ann Waiguru recognised acknowledged the County Attorneys and County Executive Committee Members and other guests present. She said that she was delighted and honoured to be part of the County Executive Committee Members' Devolution conference 2018. She mentioned that the conference served an important pillar to the sixth Annual Devolution conference because it serves as a precursor to the devolution conference in its terms of tabling resolutions for discussions at the main conference. She reported that the Government should involve all stakeholders in the devolution process as well as the public to deliberate on the challenges facing devolution since its inception.

She also mentioned that the conference provides an opportunity to find ways of improving service delivery at the county level, which is for the improvement of the lives of Kenyan citizens. She formally announced that the sixth annual devolution conference would be held in Kirinyaga County in March 2019. She mentioned that COG, Ministry of Devolution, Arid and Semi-Arid Lands, the Senate, County Assemblies' forum together with other stakeholders took time to reflect on a theme that would reflect the maturity of devolution across the nation. She further stated that the theme of the sixth annual devolution conference would be "Deliver. Transform. Measure. Remain Accountable."

She also mentioned that the conference would adopt an approach in trade and blue economy, urban development economy, agriculture and health. She mentioned that sectors are anchored in the Government's Big Four Agenda with a key focus in ensuring food security, affordable housing manufacturing and universal health care for all Kenyans. She added that these four are devolved functions and emphasised that county governments should align themselves accordingly to ensure that they are not only achieving the agenda but also ensuring that they deliver on their constitutional mandate.

She urged the CEC Members present to discuss issues and p recommend on innovative ways to deliver the Big Four Agenda. She also asked the CEC Members present to utilise the conference to discuss issues that would inspire robust deliberations for the annual devolution. She mentioned it is an opportunity to share ideas on counties strengths, how they have been achieved and what can be replicated. She also spoke of adopting a sectoral-based approach to be anchored on the Big Four agenda and urged counties to focus on diverse sources of income, for instance, farmers in Kirinyaga and Tharaka Nithi counties have agreements to enhance their regional bloc. She urged counties to share information and work together to enhance devolution success.

Hon. Waiguru said that key issues include: the need to strengthen regional blocks and see how counties can complement each other to avoid duplication; and on agriculture, counties need to take into consideration large economies of scale. Other key issues are: inter-county trade is important and should be the way forward; there is need for ecological mapping of counties to maximise on their strengths; and, to educate people on production based on their strengths. She assured the CEC members that she would take up their welfare issues with the COG because the CEC members are very important in the implementation of the Big Four agenda. She then officially opened the conference and later launched the official website for the upcoming sixth Annual Devolution Conference 2019.

3 Plenum Sessions

3.1 High-Level Plenum: The Progress on Big Four Agenda

3.1.1 Session Objective: To discuss the progress by county governments on the implementation of the Big Four Agenda

Moderator: Pamela Kiarie

Panellists

H.E. Ann Waiguru – Vice-Chair, Council of Governors and Governor of Kirinyaga County

Charles Birech – Chairperson, County Executive Committee Members Caucus

Christine Nyamwanda – Director, Operations & Marketing, CPF

Eric Kipkorir – Manager, LAPFUND

3.1.2 Emerging Issues

During the plenary, the following issues were noted:

i. Counties will need to work with the agricultural organizations that deal with climate change and soil ecology in the Big Four Agenda

ii. The COG will need to develop a strategy to deal with legislation and create solutions that improve the capacity of Members of County Assemblies

iii. The welfare of the CECs as pertains their remuneration and the Kakamega County court order

iv. Use the e-procurement in the counties

v. The need for standard operating procedures in the departmental functions

3.1.3 Key Recommendations

1. The counties need to continue with discussions on climate change for them to switch to agricultural products that are suitable for their conditions. There is also a need to diversify the products portfolio of every county.
2. The counties should be focused on ecological mapping.
3. The counties should also focus on production that is aligned to consumption. It is not prudent to import rice that can be locally produced in high quantities.
4. A lot more can be achieved by working in unity to harness the spirit of regional blocs' trade agreements and sector-based approach

5. Kirinyaga County does not keep as much livestock as some counties in the eastern part of the country.

3.2 Session Two: Financing the Big Four

Moderator: Hon. Albert Konchei - COG

Panellists:

Hon. Mahamud Mohammed, Senator, Mandera County

Sahil Shah, Kenya Business Guide

Nyambura Ngugi, UN Women

Dr Margaret Mithamo, CEC Member, Kirinyaga County

Dorothy Naivasha, CEC Member

Jaoko Raburu, CEC Member

3.2.1 Presentations

i) Kenya Business Guide by Sahil Shah

Sahil Shah gave a brief overview of the Kenya Business Guide that seeks to support the improvement of the business environment to the public sector. He, therefore, urged the CEC members to understand the importance of financing the Big Four and introduced KEPSA to provide strategic advice to counties. He also mentioned three major pressures that will affect the economy in the next 5 years of government debt which are environmental, demographic and fiscal pressure.. He stated that the financial pressure comes with a big challenge to finance the Big Four as there is too much to be done hence the private sector will play a major role in financing the development of infrastructure. He finally noted that: Only business can build wealth and not government; Policy must be private sector-focused; and, Diagnosis is the most important tool for counties to use to achieve have sector viability.

ii) Hon. Mahamud Mohammed, Senator, Mandera County

Hon. Mahamud Mohammed stated that the Big Four is in line with the three pillars of Vision 2030 and the Millennium Development Goals (MDGs). He noted the importance of the devolved sectors and how they can be financed through various agents. He also mentioned that funding on health should be included especially on the county level. Hon Mahamud also emphasised the prioritization of the health sector and the need to put in place provisions for service delivery. He also acknowledged the major role played by the private sector, particularly the manufacturing sector. He also urged the CEC members to ensure a progressive increment of budgetary allocations. He also tasked the CECs to ensure concrete geographical plans and have the CIDPs to be approved on time.

iii) **Jaoko Raburu, CEC Member**

Raburu urged the delegates to take Public-Private Partnerships (PPPs) seriously. He also stated that the manufacturing industry under the Big Four Agenda plays a pivotal role. He encouraged counties to explore different approaches to investments on energy. He stated that off-grid solar panels have been installed in one of the islands in his county and mentioned on introducing industries to rural areas, especially in food processing to enhance the achievement of the Big Four. He also urged CEC members to come up with mitigation programmes to help with County flagship projects.

iv) **Dr Margaret Mithamo, CEC Member, Kirinyaga County**

She encouraged counties to come up with programmes for Youth and Women like Wezesha Women Group from Kirinyaga County that employs women to produce linen. She also mentioned the Kirinyaga Investment Development Authority (KIDA) as an Act of the County of Kirinyaga that enables the county to go into business with traders.

v) **Dorothy Naivasha, CEC Member**

Naivasha said that most county governments collect their revenue through the PFM Act aligned to the Big Four Agenda. She also mentioned pending bills that brought about deficits and encouraged counties to come up with joined regional blocs. She also urged the national government to assist the counties to come up with regional blocs. She encouraged the implementation of automotive revenue collection systems in counties and consolidation of taxes, for example, housing licenses, to reduce bureaucracy.

vi) **Nyambura Ngugi, UN Women**

Ngugi spoke about how UN Women can work with counties to unlock resources that already exist and even how the organisation can help women and businesses. She stated that counties should know where to invest resources, for example, the health sector investing in primary health care. She also mentioned data collection and its importance.

3.2.2 Emerging Issues

- Implementation of the tax bill on the PPP Act of 2013
- Derailing reimbursement of funds in implementing projects
- Awareness of the Big Four Agenda and communicating the results to counties.
- How development partners can support the financing of women.
- Utilization of capacity building

3.2.3 Key resolutions

- Rationalisation of budgets created by the pending bills.
- Strengthening expenditure performance
- County governments to come up with regional blocs

3.3 Session Three: Performance Management and its role in Service Delivery and Accountability

3.3.1 Session Objective: To discuss the role of the county governments' performance management in service delivery and how it can promote accountability in the functions of county employees

3.3.2 Introduction

Performance management comprises of systems, processes, structures and supporting arrangements established to identify, assess, monitor and respond to performance issues so that better outcomes are delivered to citizens. The Kenyan government has encouraged its institutions to adopt resource-based management in all their functions, with a National Capacity Building Framework being adopted on 16 November 2016.

Various components of performance management are addressed in the CIDPs at the counties: the big four agenda, development plans, performance contracting, and such other planning documents. Beyond this, the county governments seek support in the following aspects of performance management: Performance contracting, Business Process Reengineering, Rapid Result Initiative, and Staff performance appraisal

Moderator:

Jacinta Odhiambo - County Secretary, Kakamega County

Panellists

Simon M. Angote – Ag. Secretary, Human Resources Development, Ministry of Public Service

Paul Mbuni – CEC Member, Public Service and Administration, Vihiga County

Clare Wanyama – CEC Member, Health and Finance, Kilifi County

Christine Nyamwanda – Director, Operations and Marketing, CPF

3.3.3 Emerging Issues

The following issue came up during the plenary:

i. Performance management is anchored in the Constitution of Kenya, and therefore it is a requirement that all government institutions ensure there is performance management in their functions

ii. There are partners involved in improving performance measurement at the counties. These include AHADI programme, Kenya Devolution Support Programme, Kenya School of Government and UNDP

iii. About 38 counties have been assisted by the development partners in capacity building for performance management

iv. Culture change is important: It is important to create awareness, desire and provides knowledge about the culture change in county governments

v. Performance contracting provides a platform for rewarding employees based on good performance and sanctioning underperforming employees

vi. The county governments' staff mix, comprising the new employees and defunct local authority staff is not good enough for performance management.

vii. Methods of hiring employees across counties are different and varied. Counties usually do not have induction programmes for new staff in the counties to align their mentality and attitudes with the spirit of performance

viii. Setting targets is important for the counties in all functions

ix. Leadership is critical. Interestingly, some employees at the county government do not know the reporting structure, including the superiors in their line of work

x. Performance management is limited by delay in the remittance of resources by the National Government to the County Governments and failure to supply functions with commensurate resources

xi. The government has taken the initiative to develop a museum for the public service in support of the agenda of performance measurement, whereby officers who have made remarkable contribution in public service will be recognised

3.3.4 Key Recommendations

The following recommendations arose in response to the issues that emerged at the plenum:

i. Allowances given to the county employees should be linked to a timesheet of performance

ii. There is a need to develop a problem-solving culture in our counties

iii. ICT can be used to improve on performance management of the county governments

iv. There is a need to outsource and get independent entities to undertake performance evaluation at the county government

v. It is important to have a harmonised performance system that is aligned to the national guidelines, that can compare performance across counties

3.4 Communiqué Resolution for Performance Management

1. **THAT** the National Government will provide capacity building to County Governments in implementation of Performance Management

   (**Action:** COG, Ministry of Public Service, Youth and Gender Affairs, Public Service Performance Management Unit, County Governments)

2. **THAT** County Governments need to prioritise the implementation of Performance Management as a tool for enhancing service delivery at the County Level

   (**Action:** COG, Ministry of Public Service, Youth and Gender Affairs, Public Service Performance Management Unit, County Governments)

3. **THAT** both levels of Government will strive to address the emerging Human Resource challenges to enhance service delivery

   (Action: COG, Ministry of Public Service, Youth and Gender Affairs, Public Service Performance Management Unit, County Governments)

4 Health

4.1 Session One: Galvanising Primary Health Care in realizing Universal Health Coverage in Counties

4.1.1 Session Objective: To discuss the mechanisms of strengthening primary health care in County Governments

4.1.2 Introduction

Dr Andrew Mulwa mentioned Universal Health Care (UHC) as part of the Big Four Agenda. He stated that health care being a universal agenda should strive to solve all the health problems affecting the citizens. He, therefore, highlighted some of the components of the Universal Health Care that include infrastructure, human resource, financing and health commodities, saying that they constitute the biggest problems in UHC.

Moderator:

Dr Andrew Mulwa, Chair - CEC, Health

Panellists:

Prof Richard Muga, CEC Health, Homabay County

Dr Agnes Gachoki, CEC Health, Kirinyaga County

Evelyn Rotich, CEC Health, Uasin Gishu County

Presentations

i) Prof Richard Muga

Prof Muga stressed that if the community health strategy is implemented properly, then it can work well given the skills that the CHVs have acquired. He stated that his county has about 2,400 CHVs and studies show that county governments should compensate CHVs for the time they take to walk around the community passing information and checking on people, therefore facilitation of the Community Health Volunteers is a key element. He also added that it is possible to compensate the CHVs for reaching households that they visit. He encouraged county governments to refine how they can deal with the issue of facilitation of the CHVs and how it can bring on board additional Community Health Volunteers. Prof. Muga also urged the CEC members on the need to empower the community strategy and make it better. He added that UHC cannot be realised if, in every hospital, there is an out-of-pocket expense at every point of treatment. He added that the reason why heath was devolved is that it was given a different kind of setting and that county government need to insist and on making it work. He also encouraged the importance of every county having a strategic plan to derive the gaps and bring on board donors to make global fund possible. He noted that the CEC members see PHC as a priority for UHC and that for UHC to work certain areas need to be prioritised. He then anchored on PHC plus additional preventive measure as key elements.

ii) Evelyn Rotich

Rotich stated that counties can come up with ways of assisting the UHC towards achieving redistribution of resources for equitable gains. She also urged the county governments to ensure facilitation for CHVs to get stipends and even income-generating projects to motivate them to look forward to being rewarded. Rotich also stated that the NHIF should find a way of ensuring that the scheme covers curative care.

She also mentioned that counties should mobilise resources and harness them from different partners in a better way. She urged county governments to contemplate mobilizing people towards being insured. She added that the issue of the NHIF scheme not offering antenatal care. She added that the centrality of reproductive, maternal, neonatal, child and adolescent health is critical to achieving UHC. She encouraged the CEC members to support the community health strategy towards achievement of PHC. She also added that money should be put into buying health equipment to initiate treatment early. Therefore, there is a need to focus on preventive health care as 'prevention is better than cure.'

iii) Dr Agnes Gachoka

Dr Agnes noted the need to develop and strengthen dispensaries and for CEC members to come together and share ways on how counties can get PHC. She also mentioned the need for counties to understand the meaning of UHC first and what it entails. She also recognised preventive and promotive care as being key to PHC to ensure that all are healthy. She said that county governments have made slow progress in reducing maternal and child mortality but are missing on Millennium Development Goals (MDGs) targets. This implies that work still needs to be done to give women and children their most basic rights. She noted that the national government should emphasise on giving privileges to all counties, especially in addressing the accessibility of health facilities by way of road repair to ensure safe delivery for pregnant mothers. She also appreciated the achievements of the First Lady, Margaret Kenyatta's Beyond Zero Campaign. Dr Agnes also stressed the reduction of out-of-pocket expenditure as being central to the achievement of UHC.

4.1.3 Emerging Issues

Key points included:

I. Importance of the Community Health Volunteers in Universal Health Care

II. Primary Health Care being key to achieve UHC and therefore no UHC without Primary Health Care (PHC)

III. Universal Health Care cannot be attained without proper financing

IV. Implementation of the county strategic plans

V. Emphasis on preventive over curative measures

4.1.4 Key Recommendations

I. There is a need to fast track multi-sectoral approach for UHC

II. There is a need to provide facilitation of legal frameworks and the Community Health Volunteers

III. There is a need to develop more dispensaries and strengthen the community health units

IV. To support mobilization of all sectors to finance UHC

4.1.5 Key Resolutions

The CEC members resolved that:

1. There is a need to develop health care units
2. Counties should adopt a multi-sectoral approach to working on the social and economic determinants of health.
3. counties should implement county strategic plans that focus on UHC
4. There is a need to recognise the role of the Community Health Volunteers (CHVs)
5. There is a need to urge donors to support counties by implementing and funding UHC
6. The National government should support counties by ensuring that citizens have access to affordable, quality health care

4.2 Session Two Topic: County Financing of the Big Four Agenda

4.2.1 Session Objective: To discuss financing policies that provide health system financing for UHC at all levels of government

Introduction

The moderator reflected on the discussion of the session's topic "County Financing of the Big Four Agenda" and urged CECs to develop a viable framework of implementation that can fast track progress towards achieving UHC.

Moderator:

Hon. Daniel Makoko, CEC- Health, Taita Taveta

Panellists:

Ouma Oduka, Kenya Medical Practitioners and Dentists Union (KPMDU)

Evelyn Rotich

David Muchiri

Dr Joseph Ng'ang'a

4.2.2 Presentations

i) Evelyn Rotich

Rotich dwelt on ways of financing UHC and what it entails. She stated that UHC aims to increase access to equal healthcare while reducing financial hardship from health spending. She explains that UHC has been identified primarily with two models of financing, that is, the Bismarck and Beverage Models. She also noted that primary health suffers especially because of the critical human resource reforms. She says that county governments should address inequality of health coverage. She also mentioned the funding of public facilities in counties and further encouraged the mobilizing of financial resources to increase public funding. She lastly added that attainment of UHC must be accompanied by a purposeful redistribution of resources.

ii) Ouma Oduka

Oduka emphasised on funding UHC to ensure that people are healthy. He also emphasised on the need to fund UHC from taxes by having a robust economy. He encouraged pharmaco-vigilance and ensuring the quality of primary health care. He also stated that there are cases of antibiotic resistance and adverse drug effect, especially at the community level.

iii) David Muchiri

Muchiri mentioned that counties should allocate enough funds to achieve quality health care towards universal health coverage. He also mentioned NHIF reform towards funding health through the private sector.

iv) Dr Joseph Ng’ang’a

Dr Ng’ang’a encouraged counties to consider gender-based financing for rural women to afford health care. He noted that the national government should ensure out of pocket financing especially in rural areas. Dr Ng’ang’a stressed on two reasons for ensuring maternal and child health as a forerunner for UHC: First, it is clear that a mother’s overall state of health has a lifetime impact on an individual’s child health; and, there is evidence that households with maternal health complications spend considerably more of their savings to cover medical care which is particularly critical in rural settings where women play major economic roles.

4.2.3 Emerging Issues

The CECs raised the following issues were by during their discussion on county financing:

i. Strengthening partnerships between county governments and the private sector to seek the quickest way of realising Universal Health Coverage (UHC)

ii. Emphasising the need to come up with innovative approaches to address human resource issues and focus more on improving the performance of the existing workforce

iii. Establishing financial protection mechanisms in implementing interventions that will fast-track UHC

4.2.4 Key Recommendations

The CECs session on financing the Big Four agenda made the following key recommendations:

I. Releasing finance to focus on primary health care.

II. Investing in public health facilities to efficiently deliver high impact on maternal and child health interventions.

III. Strengthening health systems and ensuring service quality especially to poor Kenyans.

4.2.5 Key Resolutions

The CEC members made the following resolutions:

1. There is a need to reorganise the financing of the health care system.
2. County governments should prioritise funding towards the achievement of Universal Health Coverage (UHC).
3. There is a need for county governments to prioritise and invest more on preventive measures.
4. All county governments should address human resource issues affecting all cadres of the health workers as is emphasised in the Alma-Ata principles.
5. National and county governments to coordinate the training of more specialists on financing mechanisms.

4.3 Session Three: Strengthening health systems for service delivery through setting structures for UHC

4.3.1 Session Objective: To discuss ways of building upon innovative approaches for UHC in areas including governance, financing, service delivery and mobilization

4.3.2 Introduction

Douglas Bosire emphasised the vision of Universal Health Coverage (UHC), which is for everyone to have access to quality prevention and treatment services they need without enduring financial hardship because of essential health expenditures.

Moderator:

Douglas Bosire, CEC Member, Kisii County

Panellists:

Dr Mohammed Adan, Mandera County

Rose Nzioka, Chief of party

Dr Rachel, CEC Member Health, Nyeri County

i) Dr Rachel

Dr Rachel mentioned that it is important for capacity building in terms of budgeting and monitoring to effectively manage UHC. She also stated that sun county levels are neglected on resource allocation. She encouraged counties to enforce a comprehensive global system to utilise the resources allocated.

ii) Rose Nzioka

Nzoika stated that UHC is a roadmap towards achieving primary health care. She also mentioned that the achievement of its objective revolves around how the sector delivers itself only if there is quality data. She emphasised on achieving UHC if counties establish accurate, timely, and quality data. She also proposed the development of a leadership and governance curriculum together with Kenya School of Government and training leaders in their focus counties. She lastly encouraged leaders to account for the credentials provided by interrogation data and establishing how it can help in developing leadership programs.

iii) Dr Mohammed Adan

Dr Adan informed the delegates that of Mandera County has allocated a total budget for 10 billion for FY2018/2019; 3.2 billion was allocated for health. He also cited the county's MTC that is the third-largest in the country due to focused leadership. Dr Adan finally noted that Mandera County is focusing to move towards PHC and strengthening level 2 and 3 facilities.

4.3.3 Emerging Issues

The CECs raised the following issues:

i. Need to minimise cadre conflicts between doctors and health workers

ii. Need to decongest overstretched referral hospitals

iii. Need for a political strategy to harness the goodwill

4.3.4 Key Recommendations

CEC members made the following recommendations:

i. Encouraging sectoral collaboration for UHC to ensure that sectoral plans are fully implemented, recorded and are up to date

ii. Reviewing the overall health resources allocated by creating a framework that can efficiently deliver

iii. Identifying gaps in the skilled health workforce within the facilities

4.3.5 Key Resolutions

The CECs made the following resolutions:

1. County governments provide efficient resource distribution on health care to all
2. That county government prioritises primary health care as a key component to UHC
3. County governments reinforce preventive and promotive measures

4.4 Communiqué Resolution for Health Sector

1. **THAT** County governments need to reorganise the financing of the health care system by having separate finance streams for level 4 and 5 hospitals and pooling of funds for PHC
2. **THAT** National and county governments need to prioritise funding towards the achievement of the UHC
3. **THAT** County governments need to refocus and invest in preventive measures more than curative measures
4. **THAT** County governments need to address the existing human resource issues in all cadres of the health workers and create lasting mechanisms to handle emerging human resource issues
5. **THAT** National government needs to provide training funds to benefit county health workers
6. **THAT** the Mandera County success story needs to be showcased in the next Annual Conference as part of highlighting the theme "Deliver. Transform. Measure"

5 Affordable Housing

5.1 Session One: Intervention and Challenges faced by Counties in the Implementation of Housing

5.1.1 Session Objective: To assess the progress, challenges and emerging issues in Housing

5.1.2 Introduction

Provision of affordable housing to Kenyans is a way of securing Kenyans and ensuring that they live in a dignified way. This discussion focused mainly on issues and challenges that hinder the provision of affordable housing.

Moderator:

Beatrice Ogolla – CEC Member, Homabay County

Panellists:

Patrick M Bucha - National Housing Secretary

Gikonyo Gitonga- Chairperson, KEPSA

Jerald Gakima - Klynveld Peat Marwick Goerdeler (KPMG)

Barnabas Ngeno- Chairperson, CEC members Caucus in charge of Lands (County progress in housing)

5.1.3 Emerging Issues

- There are challenges related to land access and ownership, title deeds cannot be accessed due to inadequate land records at the County Government level
- Housing in Kenya is expensive because of the high cost of building materials and technologies
- Housing is also faced with lengthy approvals and conveyance processing leading to cost overruns
- Sociocultural issues in the construction of housing units abound, especially in the rural areas because construction may consider social and cultural issues.
- Affordability is a concern, with lack of clarity on who are the beneficiaries of affordable housing.

- Demand and supply is an issue, the government needs to rethink the concept
- Incentives to the private sector are critical in ensuring that the housing programme succeeds in both rural and urban areas
- Issues of slum regeneration and the housing of street children are not addressed
- Political interference - when every Member of parliament wants a housing project in their constituency

5.1.4 Key Recommendations

- There is the need to take advantage of locally available construction materials, and for research and training through TIVET on maximizing and upgrading locally available materials. The private sector only invests where there are clear policies, research and clear information, development plans and spatial plans
- There is the need for counties to sign MOU with development partners, especially in the private sector, which can help them figure out a way on how to implement it (not just signing for the sake of it)
- Counties need to avail land and encourage political goodwill for the programme
- There is a need to embrace the Finance Act where the housing funds are raised from the contribution of employees and employers.
- The National Government is working with ICT departments in creating a housing portal on which citizens register; this will help in giving information on supply and demand and will ensure that each household is allocated one house. The National Government recommends the implementation of this idea.
- Spatial plans to be developed to establish where the houses would be sited.
- Regulations will be developed for developers e.g. 70% for low-income earners and the rest for middle and high-income earners. This will ensure the majority of the population can afford housing.

5.1.5 Key Resolutions

- Counties need to automate their land and approval records
- County and National Governments should provide a one-stop-shop approval process.
- There is a need to maximise the use of locally available materials in providing affordable housing
- There is need for County Governments to partner with relevant institutions in reducing the lengthy approval process

5.2 Session Two: Financing Affordable Housing

5.2.1 Session Objective: To discuss the role of National and County Governments and other stakeholders in realising affordable housing through financing

5.2.2 Introduction

Finance plays an important role in ensuring the achievement of an agenda. Without money, land, building materials cannot be purchased, reducing the dream of affordable housing to a mirage. This section discusses how the sector will be financed and the various partners and investors who will help transform the lives of Kenyans as far as housing is concerned.

Moderator:

Elijah Odhiambo – CEC Member, Land Planning and Urban Development- Migori

Panellists:

Ngatia Kirungi - State Department Delivery team

Caroline – Kenya Commercial Bank

Sarah Masaki – CEC Member, Land Planning and Urban Development, Murang'a County

Julius Owino- Head of Kenya Union of Savings and Credit Cooperatives

Jared Osoro – Director, Research and Policy, Kenya National Bankers Association

5.2.3 Emerging Issues

- The need to acquire information on the model and investors of the housing project to be launched in Nairobi just as a way of seeing how the same could be implemented in various counties
- Inadequacy of Finance for the housing project: The need for the Government to mobilise money from pension schemes instead of taxing workers who contribute
- There are counties where houses were built and were never sold yet others are being built
- There are no clear policies in place for implementing the affordable housing agenda. Financers are not certain about financing the programmes and their stake in them. They are not sure if the project is viable and whether the loan will be paid.
- There is a need to address the challenges of supply and demand comprehensively before financing.
- Constructing high rise buildings may not adequately address slum upgrading There is a risk of developing too many units against depressed uptake

5.2.4 Key Recommendations

- There is need to operationalise the National Housing Fund to solve, the financing issues.
- The government should design a Tenant Purchase Scheme (TPS) as an alternative – rent- to own scheme as an alternative to Mortgages. There are institutions which have been implementing the same scheme such as the NSSF and the National Housing Cooperation.
- There is a need to build capacity at the county level so that the contractors are well qualified
- The government needs to regulate the cost of land
- There is a need to automate land registries

5.2.5 Key Resolutions

- The government need to work with development partners such as Kenya Mortgage Refinance, pensions schemes companies and banking institutions to provide finance to the project
- That there is the need to maximise the use of locally available materials
- Government and County Governments can reduce the long bureaucratic processes related to land and housing
- Governments can mobilise more funds from pension schemes instead of taxing workers who are already overburdened.

5.3 Session Three: Emerging Issues and County Proposal

5.3.1 Session Objective: To discuss emerging issues on the implementation of affordable housing

5.3.2 Introduction

This section discusses measures for achieving affordable housing in Kenya efficiently and give insights on proposals to adopted to achieve affordable housing.

Moderator:

Lenah Mulyungi - CoG

Panellist:

Gado Opiyo - Vice President, Architectural Association of Kenya

5.3.3 Emerging Issues

- Housing is faced with long bureaucratic approval processes
- Uncontrolled development is an issue at the counties
- Sociocultural issues need to be addressed when establishing units
- Land Title deeds also present issues
- Research for a standardised formula on payment of housing and standardised rooms required.

5.3.4 Key Recommendations

- Need for Counties to automate approval processes for Lands; AAK's goal is to have a one-stop-shop to minimise the approval process, and AAK proposes BlockChain Technology- information sharing in the background to avoid visiting every government agency
- AAK is researching in some counties to share crucial information with developers on levies charged and other issues: this help eases the doing of business. County Governments, therefore, need to collaborate on this.
- The Government need to understand the housing bond and try to apply it - it will subsidise the housing costs
- The Government should allow developers of the units do offsite infrastructure but the cost should not be added to the cost of the units. It should be passed to the exchequer and paid separately.
- The Government should involve other sectors in the affordable housing agenda e.g. social amenities which are related to housing.
- The type of housing plans need to be considered when designing the units; the minimum house developed by the Government should be two-bedroomed
- Typologies for cities, urban and rural housing need to be considered
- AAK proposes that designs competitions be held so that the best designs are approved for use
- Need to build professional bills so that fees charged are harmonised across the board and are affordable

5.3.5 Key Resolutions

- The government and development institutions should focus on attaining affordable mortgage rates in the market
- Government to be the main contributor to the housing project
- Communication from the Government side on the affordable housing agenda needs to be clear
- National Government needs to expand its partnership, it should not only be private-sector driven
- County Governments should get title deeds to make the housing programme work

5.4 Communiqué Resolutions for Affordable Housing

1. **THAT** County Governments shall be guided by research in identifying the beneficiaries of the affordable housing programme

(Action: County Governments, COG, Ministry of Transport, Infrastructure, Housing and Urban Development)

2. **THAT** there is a need to engage all stakeholders including the National Housing Commission in the financing of the housing programme

(Action: County Governments, COG, Ministry of Transport, Infrastructure, Housing and Urban Development)

3. **THAT** County Governments should leverage on market opportunities for locally available materials to use in the affordable housing projects.

(Action: County Governments, COG, Ministry of Transport, Infrastructure, Housing and Urban Development)

4. **THAT** there is a need for disclosure by the National Government on how the housing programme will be financed and how county governments will benefit

(Action: County Governments, COG, Ministry of Transport, Infrastructure, Housing and Urban Development)

5. **THAT** County Governments will commit to partner with relevant institutions to reduce the long bureaucratic delays in the approval processes and the ensure integration of all processes

(Action: County Governments, COG, Ministry of Transport, Infrastructure, Housing and Urban Development)

6. **THAT** the Ministry of Lands and the National Land Commission will fast-track the acquisition of legal documents for county land set aside for affordable housing

(Action: County Governments, COG, Ministry of Lands, Ministry of Transport, Infrastructure, Housing and Urban Development, National Lands Commission)

6 Trade and Blue Economy

6.1 Session One: Interventions and Challenges faced by Counties in the Implementation of the Big Four

6.1.1 Session Objective: To discuss ways of correcting marketing inefficiencies across counties, promoting of inter-county trade and leveraging on comparative advantages to promote value addition

6.1.2 Introduction

Focused on the theme of this conference, it is important that as part of the outcomes, there should be resolutions addressing sector-specific issues. This will consequently form part of the communiqué of the forthcoming devolution conference. Different initiatives have occurred like the Blue Economies Conference and the organization of counties into regional blocs. Counties should, therefore, leverage the comparative advantages to unlock existing inefficiencies and thereafter realize the benefits of the Blue Economies.

Moderator:

Diana Kendi - CEC Member, Trade Tourism and Cooperatives, Nyeri County

Panellists:

Joseph Mutuku Mbeva - Alternate Director to the Principal Secretary, Ministry of Industry, Trade and Cooperatives

David Gideon Kariuki – CEC Member, Trade, Tourism, Investment and Industrialization - Embu County

Dr Margaret Mithamo – CEC Member, Cooperative Development, Tourism, Trade, Industrialization and Enterprise Development, Kirinyaga County

6.1.3 Emerging Issues

The following issues emerged during the plenary session:

i. The National Government has no strategy to improve the capacity of the County Governments to attract and retain investment

ii. There are numerous barriers to Public-Private Partnerships which limit the promotion of trade investments in the counties, for instance, with regulation

iii. The increased cost of moving products from one county to another hinders trade between counties. These include taxes and levies e.g. cess

iv. Business people experience limited access to information that is related to trade and in an easily understandable form.

v. County governments face the challenge of the lack of funds to promote county investments.

vi. At the local level, there is little value addition done. Most products are sold at their raw form.

6.1.4 Key Recommendations

The proposed recommendations were:

i. There is a need to create linkages between the county and national governments

ii. There is a need to fast track the amendments of the PPP Act and eliminate other trade barriers to support PPP

iii. County governments need to take advantage of the regional blocs' initiative County governments should utilise the one-stop-shop concept to improve on the access of information, e.g. the Huduma Centres initiative by the government, and use of social media

iv. There is a need for county governments to establish a joint loans board

v. Farmers should be sensitised on value addition processes

6.1.5 Key Resolutions

The members resolved that:

i. There is a need to establish an intergovernmental forum between the county and national governments

ii. PPP framework should be harmonised to reduce the current bottlenecks

iii. There is a need to harmonise county taxes, fees and charges to promote local trade

iv. The availability and accessibility of information at the county governments should be enhanced by establishing and operationalising one-stop-shops like Huduma centres

v. There is a need for the county governments to establish the joint loan facilities for the sustainability of county investments

6.2 Session Two: To Identify Funding / Financing Mechanisms for the Sector: Financing MSMEs

6.2.1 Session Objective: To discuss the role of Government in supporting MSMEs' growth and sustainability

6.2.2 Introduction

The MSMEs are a major source of employment and provide a lot of support to the national economic growth where they contribute about 34% of the GDP. There are various challenges faced by women and youth-led enterprises that should be addressed to support the MSMEs. This can be achieved through regulatory frameworks and policies favouring the marginalised groups that include youths, women and PWDs. There have been efforts towards this but the marginalization of these groups remains the agenda within governments.

Moderator:

Hussein Ali Hussein – CEC Member, Administration, Coordination and ICT

Pa**nellists:**

Safina Kweke - Principal Secretary, State Department of Gender Affairs

Abdiaziz Sheikh Maad – CEC Member, Trade, Investment, Industrialization and Cooperatives, Mandera County

Phyllis Wakiaga – CEO, Kenya Association of Manufactures

Dr Betty Mayeku – CEC Member, Education and Vocational Training, Bungoma County

6.2.3 Emerging Issues

The following issues were raised during the plenary session:

i. There are various funds provided by the government to support access to finance by marginalized groups. These include the Youth Enterprise Fund, the Women Enterprise Fund and Uwezo Fund

ii. There is concern about the idea of merging the national government funds (Youth Enterprise Fund, Women Enterprise Fund and Uwezo Fund) into one fund as proposed by the ministry

iii. There are numerous access to funding challenges facing SMEs

iv. The private sector, i.e. Kenya Association of Manufacturers, is committed to partnerships with county governments in support of the Big Four Agenda

v. Terror threats remain a challenge in doing business in some counties such as Mandera

vi. There are conflicts in the marketing of products across counties with some products of one county being considered bad by other counties, for instance, miraa from Meru County and has adverse effects on Mandera residents.

6.2.4 Key Recommendations

i. There is a need to ensure there is proper access to finance - despite the presence of banks and various funds, the challenge persists. Affordability and short-term financial flow are key aspects.

ii. There is a need to ensure that there are a coherent policy and regulatory framework. requirements that SMEs have to meet create limitations and affect their predictability to grow

iii. There is a need to provide access to information and address capacity gaps. This can be done on the devolution portals

iv. The Big Four Agenda needs to be cascaded to the county governments There is need to ensure that there is value for money for investments

6.2.5 Key Resolutions

i. County governments should focus on improving market access, enlarging the local market and creating opportunities for procurement around the counties

ii. Counties should organise capacity building programmes at the counties that are streamlined to avoid duplication of functions by various stakeholders involved

6.3 Session Three: Emerging Issues and County Proposals towards the Achievement of the Big Four

Session Topic: Leveraging on Blue Economy Opportunities

6.3.1 Session Objective: To deliberate on how best County Governments can partner with the national government to harness the blue economy opportunities in the Country for both domestic and international markets

6.3.2 Introduction

The blue economy is one of the development areas that has not been given much attention to in Kenya compared to the brown and green economies. The discussion on the blue economy should also touch on the protection of our water reservoirs and aquaculture and therefore it does not only relate to the counties within the water bodies but also other counties. There is, therefore, a greater need to look at how Kenya can harness the benefits of its greater water resources taking advantage of its shoreline on the Indian Ocean.

Moderator: Joseph Njenga - Council of Governors

Panellists:

Hellen Gichuhi – Ag Director Cultural Diplomacy, Ministry of Foreign Affairs

Achie Ojany Alai, CEC, Tourism, Kisumu County

Prof Gabriel Katana Gona – CEC Member, Education and ICT, Kilifi County

6.3.3 Emerging Issues

The following issues were raised during the plenary session:

i. The blue economy agenda is for both counties with water bodies and those without

ii. Education systems have not supported the idea of the blue economy. Technical institutions do not have a curriculum addressing the blue economy agenda

iii. The county governments, therefore, do not have the technical capacity to deliver on the projects as envisaged by the blue economy

iv. Leadership in the county governments has not embraced the blue economy since it is not captured in their manifestos.

v. There is a gender imbalance in the support structures of the blue economy

vi. There is extreme exploitation of fish from the waters which is exhausting the stock

vii. Water sports should also be embraced to promote tourism as part of the blue economy agenda

6.3.4 Key Recommendations

The following recommendations were made during the plenary session:

i. There is a need to ensure that there is a linkage between county governments and other national institutions for profiling projects within the counties. County government are encouraged to participate in forums spearheading the blue economy agenda

ii. There is a need to create market access for business people being conscious that counties are facilitating agents and therefore should create a conducive environment for these

viii. There is a need to demystify the idea that vocational training is only for failed youths. There are situations of low enrolment like in Baringo County where there is a TVC with only 3 students against 7 lecturers. County governments should provide opportunities to encourage enrolment to vocational centres which for courses are customised for the support of blue economy agenda

ix. Water pollution should be controlled by ensuring that there is proper disposal of non-biodegradable waste materials like plastic waste and by ensuring that there is proper drainage in our water resources

x. Finally, the counties should focus on research to boost the achievement of the blue economy

6.3.5 Key Resolutions

The members resolved that:

1. They will develop a structure to support SMEs, women and youths with start-ups to access both local and international markets

2. County governments need to learn from each other on best practices in different sectors and benchmark locally on available solutions that can be domesticated for their niche and capitalise on these

3. County governments will partner with national government and private sector and non-state actors to support vocational training through the provision of resources and create awareness on the importance of vocational training and how it is aligned with blue economies

6.4 Communiqué Resolutions for Trade Sector (Manufacturing & Blue Economy)

1. **THAT** there is a need to establish an intergovernmental forum for both national and county governments on trade.

2. **THAT** there is a need to enhance the availability and accessibility of information by county governments through the establishment and operationalization of one-stop-shops. (Action: CGs)

3. **THAT** County government should establish joint loans facilities to ensure the sustainability of county investments and develop a structure to support SMEs, women and youth with start-ups to access both local and international markets. (Action: CGs, NT)

4. **THAT** County Governments shall learn from each other on the best practices in the different sectors through benchmarking exercises on locally available solutions that can be domesticated for the niche of each county. (Action: CGs)

5. **THAT** County Governments should collaborate with the National Government, private sector and non-state actors to support vocational training through the provision of resources and creation of awareness about its importance in blue economies. (Action: CGs, CSOs, NG & private Sector)

7 Agriculture

7.1 Session One: Interventions and Challenges faced by Counties in the Implementation of the Big Four

7.1.1 Session Objective: To discuss the sustainable strategies and policy interventions that counties can adopt to stimulate increased production

7.1.2 Introduction

The discussion was on interventions and challenges that county governments face in the implementation of the Big Four Agenda, with a focus on maximizing the country's production efficiency and achieving 100% food and nutrition security.

Moderator: Mahamoud Abdillahi Haji – CEC Member, Agriculture, Isiolo County

Panellists:

Aboud Mueva - Director of State Department of Irrigation, Ministry of Agriculture, Livestock and Fisheries

Eng Jasper Nkanya - CEC Member, Agriculture, Livestock and Irrigation, Tharaka Nithi County

Stephen Muchiri – CEO, East Africa Farmers Federation

Dr Gabriel Rugalema - Country Director, FAO

Dr Miltone Ayieko - Director-General, Tegemeo Institute represented by Dr Timothy Njagi

Godfrey Kyalo Makau - CEC Member, Gender, Children Culture and Social Services

Phidel Hazel - Youth farmer and Country Coordinator, YPARD

Under the Constitution of Kenya 2010, every person should have access to food and nutrition. In regards to this, the government formulated the Agricultural Sector Transformation and Growth Strategy (ASTGS, 2019-2029). The Strategy came up with 3 anchors to transform Kenya's agricultural sector. These are:

i. Increase small-scale farmer incomes – through shifting nationwide subsidies focus to high- needs farming households and empowering them to access a range of inputs.

ii. Increase agricultural output and value addition – by setting up agro-processing hubs across Kenya and unlocking large-scale private farms under sustainable irrigation.

iii. Boost household food resilience – through competitive digital reserve stock and cost management within the private sector, and price stability managed through the Ministry of Finance

The Food and Nutrition Security pillar focuses on three critical outcome areas driven by various objectives. These are:

i. Availability and Nutrition - Increasing maize, rice, potato, meat, processed milk and fish production

ii. Affordability – reducing the average post-harvest losses, increasing horticultural production, and to enable household water harvesting

iii. Smallholder value addition- Increase nuts and oil, fruit crop, cotton, and pyrethrum production, among others

The counties are the bedrock of implementation of the big 4 initiatives and with support from the national government, entrepreneurs and civil society then they will be able to execute the pillar activities to move forward.

Input by Aboud Mueva- Director of State Department of Irrigation, Ministry of Agriculture, Livestock and Fisheries

The Agriculture Transformation and Growth Strategy stipulate 9 main projects to be implemented to progressively realise the aspirations of the Big Four Agenda. What strategies has the Ministry put in place to adequately resource Counties in implementing the Strategy?

The Agriculture Transformation and Growth Strategy is a strategy that needs to be financed, collaborating with stakeholders and development partners.

Some of the strategies being used to implement this are:

i. Prioritizing Activities - For example; the budget for implementing the Big Four Agenda is 32 billion, and what the government currently has to achieve this is 16 billion. Therefore, the budget has to be and reorganised to ensure that whatever is given priority in the big four is what is going to be implemented in the next four years

ii. The ministry has also attempted to discuss with the counties so that as they prepare the county integrated development plans, they should then align their activities to the strategy and the Big Four Agenda as well

iii. Discussions with the development partners who are coming up with projects aligned to the Big Four Agenda.

iv. Banks can also be encouraged to provide loans for farmers to ensure that can carry out projects in agribusiness

Input from Eng. Jasper Nkanya, CEC Member, Agriculture, Livestock and Irrigation, Tharaka Nithi County

The Water Master Plan Towards 2030 recognises that the country has not fully developed her irrigation potential estimated at 1.342 million hectares and that only approximately 12% of the potential has been utilised. Being in the last mile of Vision 2030, what strategies can Counties put in place to ensure that there is sustainable irrigation for food and feed production?

As a country, 80% of the land is ASAL, with 20% being high potential areas with a minimum of 700mm of water per year, which is good for agriculture. The population is growing at a high rate, and there is a need to feed the population. Therefore, counties need to invest in production technologies. However, the biggest challenge they face is the availability of water for irrigation.

There is a need to move away from rain-fed towards irrigated agriculture for several reasons:

i. Reliability and availability of what crop can be produced, and where to supply to

ii. Meeting market requirements at a specific time, for example when there is a shortage of a certain crop, then through irrigated agriculture, the market needs can be met

7.1.2.1 Key Challenges;

i. Diminishing land- the 20%, which is the high potential land has been urbanised with minimal production possibilities

ii. Cost of investment – large-scale irrigation projects are costly to establish

iii. Lack of access to information

In respect to the above challenges, Eng. Nkanya recommended a few ways to ensure sustainable irrigation for food production;

i. Counties should devote significant resources to the agriculture sector, to develop small / community scale irrigation schemes

ii. Marginal areas- counties should have policies to have access to grants to empower communities to move towards access to water

iii. Rural access roads - The counties should improve roads to transport produce from the farms to the market centres

iv. Markets –infrastructure for markets should be established

v. Green energy infrastructure- to encourage horticultural farming, renewable energy, pumping water from underground, should be encouraged

Need to adapt the technology to move to irrigation agriculture. He concluded by pointing out that Irrigation has been left to ageing farmers, though it is a significant area to use attract and incorporate the youth, as there are great potential and sustainability.

Input from Stephen Muchiri, CEO, East Africa Farmers Federation

Mechanization and technology uptake is a necessary catalyst to achieve the Big FOUR Agenda. What challenges are affecting technology uptake amongst farmers and how can they be addressed?

The biggest challenge affecting technology uptake is the role of farmers. There has been no conversation on farmers' organisations, as agriculture cannot be developed without involving the farmers.

The second challenge is that agriculture is majorly undercapitalised; no government in East Africa has funded agriculture by more than 5%. This also affects the private sector, as, in their investment portfolio, less than 4% goes to agriculture. As a result, most value chains are very weak in terms of high transaction costs, high risks, low trust, lack of innovation. Due to this, most companies invest in the dairy sector it is attractive.

The way forward to counter the challenges includes:

i. Implementation – counties have good policies that are not implemented or take time to implement.

ii. Untapped funds – the private sector has a lot of untapped money, so counties should be encouraged to form public-private partnerships and take advantage of the private sector money.

iii. Building a Synergistic strategy- by looking at agricultural advantages among the counties and, building an ecosystemic value chain.

iv. Diversification of commodities – different types of both agricultural and horticultural crops should be incorporated to avoid maize dominance

v. Youth- we need to support the youth by looking at the broader opportunities for the youth, technology for youth, etc

vi. Taxation- technology acquisition is heavily taxed, so taxes should be lowered

Input from Dr Gabriel Rugalema - Country Director, FAO

Kenya empirical studies have postulated that extension is on a decline and at a worrying rate. The internationally recommended farmer-to-extension officer ratio is 1:400 whilst in Kenya, we are operating at the ration of 1:1500. What are some of the strategic interventions that development partners can implement to bridge this gap?

Extension systems started in the 1980s, are the greatest enabler of agricultural development. In Kenya today, extension services are declining due to lack of people, equipment and financial support.

The need to rebuild the extension system ratio from 1:1500 to 1:400 needs 50,000 extension workers. This would need a significant financial resource of approximately 250 million Kenya shillings every month for salaries.

Interventions:

- Para extension model – this is training a large number of farmers and master trainers who can train others
- Emerging models-, traditional methods are costly and would need a huge number of workers. There are new models whereby farmers can be able to call through call centres and get the help they require.
- Explore the use of volunteers- KCB is working with the UN to get 4000 volunteers for the Jiajiri program mainly in the agricultural sector
- ICT agriculture – the future extension services should be reconfigured in line with ICT

Input from Dr Timothy Njagi, Tegemeo Institute

Government subsidies are vital in lowering the cost of production. It has been argued that Kenyan farmers enjoy double subsidy (input & price subsidy) which is uneconomical in the end. The Big Four Agenda emphasizes on the need to redesign subsidy models to maximize impact. From a research perspective, which innovative models should the Government Adopt?

There are different types of subsidy models i.e. Smart and General subsidies, but the main innovative model that the government can adopt is the integrated model; where it is not only the fertilizers that are being addressed in tackling the cost of production.

Input from Phidel Hazel, Young farmer and Country Coordinator, Young Professionals in Agricultural Development (YPARD)

What causes the challenge of low participation of youth in agribusiness and what role can youth associations and formations play to increase youth participation in agribusiness?

Agriculture is the greatest driver of the economy and the youth. The major causes of low participation of youth in agribusiness are:

i. Rural areas do not have good infrastructure and the youth are dynamic- they would want the urban type of environment to flourish

ii. No access to capital, information to engage effectively or access to markets

iii. Generalizing the youth – there are rural youth and urban youth, these two groups perceive agriculture differently

iv. There is a lack of information for the agribusiness opportunities – they do not have access to the entire value chain

Interventions

i. Encourage youth to engage in zero financings which is to start with the small capital that they acquire

ii. Sensitize youth in creating opportunities in the green economy through enterprises

iii. We need to have targetted messaging to the youth – inform the specific solutions to the specific group of youth, whether urban or rural

Input from Dr Godfrey Kyalo Makau, CEC Member, Gender, Children Culture and Social Services, Makueni County

From a policy level perspective, explain the role of gender-sensitive policies in driving food security

Majority of women are involved in agriculture. It is an entry point to a quick fix entry to women empowerment. A research was conducted to make the counties understand women better and it revealed the following unique challenges facing women and youth:

i. Low education levels – most are not well educated in modern agricultural practices

ii. Poor agribusiness mindset- they doubt that they can make money from agriculture, they believe in subsistence farming

iii. Too many household duties- women are held responsible for anything that happens in the family; they may not have the time to establish a business

iv. Lack of self-confidence- youth are holding back from moving their businesses in a big way

v. Youth have low interest in agribusiness –they cannot be easily convinced on agriculture

vi. Youth also suffer from gender bias – more female youth can do agribusiness

vii. Lack of proper mentorship - those that have excelled in the business should encourage others

The youth have poor business skills Interventions

i. Providing cheap capital- establishing a fund for women, youth and persons living with disabilities to provide soft loans with a 3% administrative fee

ii. Capacity building- to provide basic accounting and business skills

iii. Embracing technology

7.1.3 Emerging issues

- Lack of water for Irrigation
- Extension services are declining, lacking people, finances and equipment
- Minimal technology uptake among farmers
- Double subsidies which are uneconomical in the long run
- Low participation of youth in agribusiness

7.1.4 Key Recommendations

- To maximize the country's irrigation potential
- There is potential to redesign the country's extension model
- Incorporation of ICT in agriculture
- Use of an integrated model of subsidy programmes
- Enhanced provision of agribusiness opportunities to the youth

7.1.5 Key Resolutions

- County governments should commit to supporting the establishment of community-based irrigation schemes to cover at least 3,000 acres per county
- Government and development partners should agree to pursue extension models such as farmer call centres and use of ICT applications
- Development of Centers of Excellence at County Government level to enhance small scale farmers' participation in agriculture
- County and National governments to support the remodelling of the subsidy programs to improve efficiency
- Targetted messaging to different segments of the youth is required

7.2 Session Two: Innovative Financing Solutions to spur Kenya`s 2nd Agrarian Revolution

7.2.1 Session Objective: To discuss agricultural financing challenges and formulate approaches to address them

Moderator: Dorcas Mwakoi – USAID

Panellists:

Vincent Marangu – Director, Cooperatives Banking Division

Dr Osia Mwanje - CEC Member, Agriculture, Busia County

Robert Thuo - CEC Member, Finance, Nyeri County

Samuel Kipyego - CEC Member, Agriculture, Uasin Gishu County

Dr Lucas Meso - Managing Director, Agriculture Finance Corporation

Judy Matu - Chairperson, Association of Women in Agriculture in Kenya (AWAK)

7.2.2 Introduction

Central to unlocking the potential in agribusiness is ensuring the sector is adequately resourced. In the discussions, we will break down complexities regarding agricultural financing and suggest attendant interventions that will enable us to ensure the sector attracts requisite investment necessary to achieve the much-lauded transformation envisaged in our AGTS strategy.

Input from Vincent Marangu, Director Cooperative Banking Division, Cooperatives Bank of Kenya

Explain some of the tailor-made innovative financial packages offered by banking institutions to enhance smallholder farming

Farmers started the Co-operative Bank in 1968 as a cooperative and have grown to become the third-largest bank in Kenya with a focus on agriculture.

Marangu began by explaining the role of the private sector in financing the implementation of the Big Four Agenda on Food and Nutrition Security.

Out of the total portfolio, agriculture funding is 3.71%, with personal household funding i.e. loans taking up a larger percentage of 25.1% of the total.

Certain risks inhabit banks from funding agriculture. These include:

i. High transactional cost- for the smallholder farmers, these costs are in administering and monitoring lending to them

ii. Absence of adequate instruments to manage risks

iii. The co-variance of production, market and price risks – knowledge gaps and information asymmetry both for the banks and farmers

iv. Lack of mechanization, leading to the high cost of production

v. Lack of security/ collateral- in terms of land ownership: farmers do not have title deeds

vi. Poorly negotiated contracts which lack enforceability – the diversion of contracted products and proceeds hence not meeting contractual obligations

vii. Climate change, leading to unbearable weather patterns and lack of predictable yields

Interventions

i. Financing agricultural mechanization – financial guarantee agreements to increase credit to agri-sector and increased knowledge

ii. Local and international partnerships- through asset-based financing leasing agreements and group financing, will improve production and increase yields

iii. Large investments and infrastructural developments in agriculture- through long term financing arrangements will directly impact on value chain farmers thus improving earnings job creation

iv. Use of technology- small start-ups

v. Agricultural insurance- this will transfer some of the risks

Input from Dr Osia Mwanje, CEC Member - Agriculture, Livestock and Irrigation, Busia County

Explain how County Governments plan to mobilize resources for the Big 4 Four Agenda beyond what is allocated by the National Government? Which contingency financing strategies have counties put in place to respond to emerging risks such as the recent Fall Armyworm invasion and climate change?

The biggest challenge is financing the Big Four Agenda, especially in agriculture. There is a need for more awareness of the Big Four Agenda in the counties.

There are implementation strategies, structures, and policies that are required to facilitate the realization of the Big Four Agenda. These are:

i. Resources - Both human and financial capital and equipment are needed to implement policies.

ii. Communication- there needs to be adequate communication cascading down to the counties

iii. Financing- shared revenue is not enough to fund the Big Four projects, as only 6% of it goes to agriculture

Interventions:

i. Counties are required to embrace public-private partnerships

ii. National and county governments should discuss how public funds can be shared among all counties

iii. Counties to work closely with donors such as USAID and UKAID to acquire more funding

Input from Samuel Kipyego, CEC Member, Agriculture, Uasin Gishu County

Local trade being a devolved role, County Governments plays an important role in facilitating the mobility of agricultural goods and services. However, a multiplicity of CESS and levies charged across county boundaries has greatly affected inter-county trade. What initiatives are counties putting in place to conclusively address the challenge of double taxation?

Agriculture is largely disadvantaged in terms of devolution. The budget allocated should be 10%, but only 3% is given to the sector. For surplus producing areas like Uasin Gishu and Trans Nzoia, the national government would levy only 1% in terms of CESS.

Kipyego pointed out that CESS and levies charged in every county have greatly affected inter-county. Some solutions to the challenge of multiple taxations are:

i. One common source of taxation

ii. Automation of the taxes by the county government for the levies

iii. Opening of markets for horticultural produce in the urban centres

Inputs by Robert Thuo, CEC Member, Finance, Nyeri County

Extension subsector is a key enabler of agricultural production that has been largely under-funded; explain how County Governments can adequately finance extension

Adequately facilitating extension services is a big challenge brought about by retirement and quitting of staff. Moreover, most counties do not replace extension staff.

Counties should, therefore, make the following efforts:

i. Lobby the cabinet to prioritise recruitment of extension staff in agriculture.

ii. Succession management must be done through engaging the public service boards and the county assemblies so that the agricultural committee can get the required support for the recruitment process

iii. The use of technology including mobile phones, email and internet should be explored in reaching farmers.

Input from Judy Matu, Chairperson, Association of women in Agriculture Kenya (AWAK)

Explain some of the challenges faced by farming youth and women in accessing agricultural financing

AWAK recruits the small-scale women and youth farmers, grooming them to become key industrial players. The association focusses on:

i. Capacity building – training, incubation and mentorship of women and youth

ii. Market linkage- assisting women and youth trained to open businesses

iii. Policy and advocacy- collaborated with OXFAM for consultative sessions for increasing domestic access to finance.

iv. Access to finance – poorly negotiated contracts greatly affect access to finance. The counties can correct this through appropriate policy frameworks

Some of the challenges the youth and women face are:

i. Lack of information- the banks do not directly interact with the farmers at the grassroots level to provide them with adequate information on money and finance

ii. The banking industry intimidates the illiterate and poor – most of them do not keep their money in formal financial institutions

Interventions

i. Tailor-made packages- agricultural officers should go to the areas and listen to the farmers' problems, then come up with packages that can work for the farmers

ii. CEC members to develop policies enabling private institutions to work closely with the county governments

Inputs from Lucas Meso, Managing Director, Agriculture Finance Corporation

Being an integral player in financing the sector, explain the requirements needed for small-scale farmers to access different types of credit facilities

Small-scale farmers are not financially included, but there are interventions whereby the 5Cs of crediting do not apply:

i. Value chain financing- enabled by working with impact investors like USAID. For example, Upper Eastern Kenya is financially excluded and under this initiative, AFC identified strong institutions that could provide credit and markets and in turn, these institutions would get produce from their members and pay them back.

ii. Working with Cooperatives- cooperatives have an eye that a typical financier does not have, they would have a level of detail that financiers may not have. AFC developed a criterion to fund cooperatives between 50-200 million shillings that they would then advance to the members.

iii. Working with county governments- at the grassroots through cooperatives to provide funding to the farmers

7.2.3 Emerging Issues

- Small scale farmers are financially excluded
- Underfunding of the extension subsector
- The multiplicity of CESS and levies charged across counties, leading to double taxation
- With climate change, there is a need for contingency financing strategies to address emergencies

7.2.4 Key Recommendations

- Value chain financing through working with impact investors like USAID
- Public-private partnerships to create good networks
- Focus on one common source of taxation
- Counties engaging donors such as USAID and UKAID to acquire a little more funding

7.2.5 Key Resolutions

- Provision of innovative financial products that respond to the unique farmer needs
- Pursue a PPP framework to finance the implementation of developmental programmes other than the funds allocated by the National Treasury
- Automation of taxes by the county government for the levies
- There is an emergency fund under the governor in some counties to tackle emerging issues

7.3 Session 3: Emerging Issues and Recommendations

Topic: The Role of Agribusiness Incubation in accelerating Implementation of the Big Four Agenda

7.3.1 Session Objective: To analyse the challenges affecting youth and women in agribusiness SMEs and start-ups and conceptualize incubation models to address them

7.3.2 Introduction

There has been a convergence of ideological perspectives and scientific opinion showing that the majority of the population engaged in agriculture in Kenya is aged, therefore it poses a big succession management risk.

Incubation is a key tool in enhancing the preferential entry of youth and women in agriculture and to accelerate the implementation of the Big Four Agenda. The solution therefore is, to break the vicious cycle of poverty by building successful businesses as a way of generating jobs and creating wealth. This essentially formed the background of the discussion: How to successfully position agribusiness as the next development frontier for the Youth and Women.

Moderator: Ivy Wambui

Panellists:

Emily Maina - Regional Coordinator for Youth Affairs

Mathew Chirasha -CEC Member, Agriculture, Livestock and Fisheries, Bungoma County

Bernardi Myra - Head of EU delegation to Kenya on Agriculture & Rural development

Carole Kariuki - Chief Executive Officer, KEPSA

Dr Joan Mwende Kiema -CEC Member, Gender, Children, Culture and Social Services, Embu County

Input by Emily Maina, Regional Coordinator for Youth Affairs, Ministry of Public Service

What strategies is the Ministry putting in place to enhance gender-responsive budgeting focusing on enhancing youth access to finance?

The main challenges youth and women in developing nations face are poverty and unemployment. The Ministry, however, is keen to ensure that women clearly understand the issue of financing.

There are also mentorship programmes for the youth, whose basic entry criteria is a high-school drop out with a keen interest in agriculture. The selected beneficiaries then undergo life skills and mentorship programmes to further understand the issues in agriculture. They acquire core business skills for a whole month. During this training process, they can identify the value chain and the issues that they may face in the agricultural sector.

Input Mathew Chirasha, CEC Member, Agriculture, Livestock and Fisheries, Bungoma County

Explain the County Governments' initiatives to enhance youth and women access to AGAPO opportunities as prescribed by the Government

Access to Government Procurement Opportunities (AGAPO) was initiated by the government to assist the marginalized population, i.e. the youth, women and persons living with disabilities.

The government formulated the policy to open up opportunities to those who cannot compete favourably in the market. County Governments, therefore, must ensure that 30% of their procurement activities go to youth and women.

AGAPO also provides mentorship and works closely with the youth and women to help them understand the dynamics of a particular industry in terms of marketing, logistics of packaging, storage and transportation of their products.

Chirasha outlined some challenges encountered in this initiative. They are:

i. Proxy- there are very apply for opportunities put forth by the government but on the other hand, there are the main beneficiaries who are well off people, who use the women and youth as proxies to get into a business

ii. Non-responsiveness – Opportunities like tenders are advertised in the newspapers, few applications are received by the time of close of tender.

iii. Lack of capacity and experience – some of the tendered tasks are beyond the ability of the potential contractors, as they have no capacity and expertise to undertake them.

Input from Bernardi Myra, Head of EU Delegation to Kenya on Agriculture & Rural development

Explain the initiatives established by development partners to engender agribusiness incubation as a tool of empowering the youth and women agripreneurs

Myra outlined some initiatives that the EU is putting in place to empower the youth and women agripreneurs as:

i. Development partners have been actively coordinating in a donor development group for agriculture to invest heavily in the development of policy structures with the Ministry of Agriculture

ii. Development partners also focus on the poorest areas of Kenya, having special programmes for the ASAL areas

iii. Investing in the production agriculture sector – agribusiness in terms of crops, pastoralism and aquaculture

With the initiative the development partners are initiating, there have been some major problems encountered:

i. Lack of access to information – whereby there is still use of traditional agricultural techniques, the issue of determining which value chains are more profitable, whether there are opportunities in markets, storage or transportation

ii. Business skills- often farming is not seen as a business or a profitable enterprise, it is often seen as a last resort or for subsistence use only. farmers need to acquire the skills to engage in productive agriculture

iii. Lack of access to land, natural resources and finance- agriculture is seen as risky and banks are not comfortable with lending even if they have special programmes to fund some of the enterprises.

Input from Jane Ngige- Deputy Chairperson KEPSA Board Agriculture

Kenya is a capitalist economy, the private sector essentially owns the means of production. In this recognition, what are the emerging challenges faced in the financing of agribusiness start-ups and SMEs and which PPP frameworks can the Government adopt to address them?

Kenya is one of the biggest horticulture exporters into Europe, earning 115 billion Kenya shillings.

Ngige explained that lessons need to be learnt from the horticultural export business to improve it. Some of the lessons learnt are:

i. Risk management – focusing on market needs and market demands and building the necessary capacity to respond to those needs has made horticulture very successful.

ii. Employment- the sector is a huge employer of staff; employing over 5,000 people directly and impacting over 200,000 people

The horticulture corporate directorate, which has developed a national traceability system that monitors the product across the whole value chain, from the point of crop husbandry to the market, addresses risk management. Any other value chain or any sector can adopt this system.

Dr Joan Mwende Kiema, CEC Member, Gender, Children, Culture and Social Services, Embu County

What are some of the practical solutions to supporting women and youth-led ideas and innovations in agriculture as a key strategy for their sustainable engagement in food production?

Dr Kiema focused her discussion on the need to work on attitude, i.e., the approach to agriculture. She emphasised that there is a need to get the youths back to basics, to harness their energy to farming and accepting that it is not possible to integrate agriculture virtually, much as technology is being embraced in agriculture.

7.3.3 Emerging Issues

- Risk management is a challenge in the financing of agribusiness start-ups and SMEs
- Women and youth have limited access to agricultural financing
- Access by youth and women to AGAPO opportunities prescribed by the Government

7.3.4 Key Recommendations

- Development of a national traceability system by the Horticulture Corporate Directorate that enables the monitoring of a crop across the whole value chain
- Need for the National Government and development partners to adequately finance the sector through donor-funded programmes
- Counties should incorporate the AGAPO policy in their legislation

7.3.5 Key Resolutions

- The principle of traceability to be considered by more agricultural sectors, with adherence to international standards
- County governments should commit to mentor, incubate and recognize youth and women agripreneurs
- There is a need to ensure that youth and women are given fair opportunities in accessing government tender opportunities

7.4 Communiqué Resolutions for Agriculture

1. **THAT** County governments shall support the establishment of community-based irrigation schemes to cover at least 3,000 acres per county. (**Action: CGs**)
2. **THAT** Government (CGs and amp; NG) and Development partners should pursue extension models such as farmer call centres and use of ICT applications (**Action: DPs, NG and amp; CGs**)
3. **THAT** County governments should enhance small-scale farmers' participation in agriculture through the development of Centers of Excellence. (**Action: CGs**)
4. **THAT** County and National government should support the remodelling of the subsidy programmes to improve efficiency. (**Action: NG, CGs**)
5. **THAT** County governments should have creative youth-targeted messages to enhance a mindset change of the youth towards agriculture
6. **THAT** County governments creates a provision for innovative financial products that respond to farmers' needs
7. **THAT** County governments need to create automated systems for taxes and agricultural levies

8 Closing Ceremony

8.1 Hon Charles Birech, CEC Members Caucus Meetings Chairman

Hon Birech began with a welcome note to the three governors present at the closing ceremony of the 3rd County Executives Conference, i.e. H.E. Stanley Kiptis, H.E. Prof. Kivutha Kibwana and the Chief Guest: H.E Mohamud M. Ali, Governor, Marsabit County. He also thanked the delegates who managed to attend the conference in the high numbers.

He stated that the CEC members are situated at the county level, which provides them with the opportunity to have closely interacted with the citizenry and thus positions them best to articulate the issues on the ground. Hon Birech committed the allegiance and continued support of the CEC members to the governors who have appointed them to various positions. He requested the governors to support them in their capacities so that they can deliver on their functions as well. Finally, he argued the governors to support the County Executives on their remuneration issue because they understand best their responsibilities at the counties.

8.2 H.E. Stanley Kiptis, Governor, Baringo County

H.E. Kiptis, began by appreciating the role of the CEC members at the county governments and their acceptance to heed to the call to serve. He also appreciated their desire to continue learning and sharing through forums of this kind. He shared his pride in the structure that there is a team of CEC members working for the governors, which helps them deliver on their manifestos.

The governor also addressed the issue of the remuneration of the CEC members and said that devolution is very young and counties should be supporting all initiatives. He committed to supporting their grievances on the issue of reduction of their salaries by SRC so that they are reinstated as they were in July 2017, according to the court order issued in the Kakamega County case.

He also recognised the burden of the wage bill and advised that salaries should be harmonized and capped at a level that is justified for all to ensure minimum issues. Finally, the governor insisted on the need to relook at the independence of the county governments and advised them to focus on sharing between themselves so that they can share solutions. He encouraged unity between all the employees within the county government's structure to support the devolution agenda.

8.3 H. E Kivutha Kibwana, Governor - Makueni County

He began by thanking his fellow governors present.. He mentioned that it was his third time to attend the conference and he was privileged to do so. He asked the CEC members to discuss the communiqué according to the County Governments Act and the Constitution. He stated that the people who administer counties is the CEC members who embody counties' corporate governance. He also stated that the law that envisages County Governments as the CEC members and not the governor and the deputy governor emphasised.

H.E Kibwana also mentioned the importance of CEC members being responsible for their counties, determining performance and ensuring the delivery of their mandate. He also pointed out that the CECs are central to the devolution process and stressed the need to realise development in the counties for economic development. He noted that development only occurs from the CEC members. He said that if devolution has to work, it should begin with the CEC members having experience and credibility to interact with people. He mentioned that the CEC members should note the resolutions and have the drive to come up with programmes to implement in various areas. Prof. Kibwana also encouraged the use of Maarifa Centre to profile what each county is doing and mentioned that the CEC members should showcase this together with benchmarking positively done by the Maarifa Centre so that they can grow devolution together.

Finally, he mentioned that the Big Four Agenda is critical and county governments are key to its delivery, e.g. establishing cottage industries, affordable housing and manufacturing. He concluded by stating that counties are very central to the realization of the agenda and that they are co-creators hence they must be realised by the national government and lead to the realization of Vision 2030 and our CIDPs.

He also encouraged the need to deal with corruption by ensuring that there is integrity in our functions, saying, "We should not politicize functions that will enhance resource dissemination for our people."

8.4 Chief Guest - H.E Mohamud. M Ali, Governor, Marsabit County

The conference ended on Wednesday 5th December 2018, with a speech from the Chief Guest, H.E. Mohamud M. Ali, Governor, Marsabit. He commended all the delegates for sparing their time to meet, engage and contribute to the conference that will help counties in the implementation of the Big Four Agenda.

He urged the County Executive Committee members to ensure proper understanding of the Big Four Agenda, which will, in turn, ensure clear, precise and measurable achievements. Under the Big Four Agenda, agriculture is a major driver of the Kenyan economy; however, it faces declining rates of food production due to dependence on rain-fed agriculture, and low adoption of technology. To counter this, the County Governments have put in place numerous efforts towards promoting indigenous food consumption, enhancing reduction of food wastage, strengthening the supply chains among others.

Manufacturing, on the other hand, has great potential to advance socio-economic development. Therefore, County Governments should be supported by strengthening technology transfer and innovation, improvement of the business environment and supportive national policies.

The partnership between the county and national governments and the private sector is important in realising both Universal Health Coverage and the provision of affordable decent housing.

Lastly, he pointed out that the conference had generated a joint communiqué with clear action points and feedback that would be incorporated in the forthcoming sixth Annual Devolution Conference. The communiqué would be a tool for accountability and would ensure full implementation of the action points that came from the conference.

H.E. Ali closed the conference by encouraging all to network and learn from each other to promote inter-county trade and dialogue hence, Buy Kenya, Build Kenya.

8.6 Vote of Thanks- Hon. Fahima Araphat, CEC Member Lands, Infrastructure and Energy, Lamu County

She commenced by appreciating all the 307 participants drawn from the County Executive Members, County Secretaries, County Attorneys and other County Representatives. She specially thanked the Kenya Institute of Curriculum Development (KICD) for hosting the conference, the facilitators, moderators, panellists, rapporteurs and the multi-agency planning committee in their continued support during the conference to ensure its successful outcome.

Finally, she especially the partners and sponsors; LAPFUND, AHADI, UNDP, UN Women, USAID, UKAID and the County Pension Fund for their financial and technical support in the success of the conference.

In conclusion, she reiterated the need to promote effective performance management to enhance service delivery for the benefit of all citizens.

9 Memorable Quotes

"What cannot be measured cannot be implemented" ***Christine Nyamwada****, CPF*

"Diagnosis is the tool for sector viability in the implementation of the Big Four" ***Sahil Shah****, Kenya Business Guide*

"There is need for a new CRA formula for budget allocations which is critical to the Big Four agenda financing" ***Hon. Mahamud Mohammed,*** *Senator, Mandera County*

"Governors are thankful for CEC members who have accepted to serve and are the important link to devolution and Big Four agenda success" ***H.E. Stanley Kiptis,*** *Governor Baringo County*

"CEC members are critical to development actualization and central to devolution, thus being the starting point" ***H.E. Prof. Kibwana,*** *Governor, Makueni*

"Governors rely on the CEC members to paint the correct image of them and ensure the success of devolution in the counties through tasks well done" ***H.E. Mohammed Ali,*** *Governor, Mandera County*

"Innovation will be the way to go in implementing the Big Four and one such way is inter-county trade agreements" ***H.E. Ann Waiguru****, Governor, Kirinyaga County*

Appendix

Conference Presentations

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