

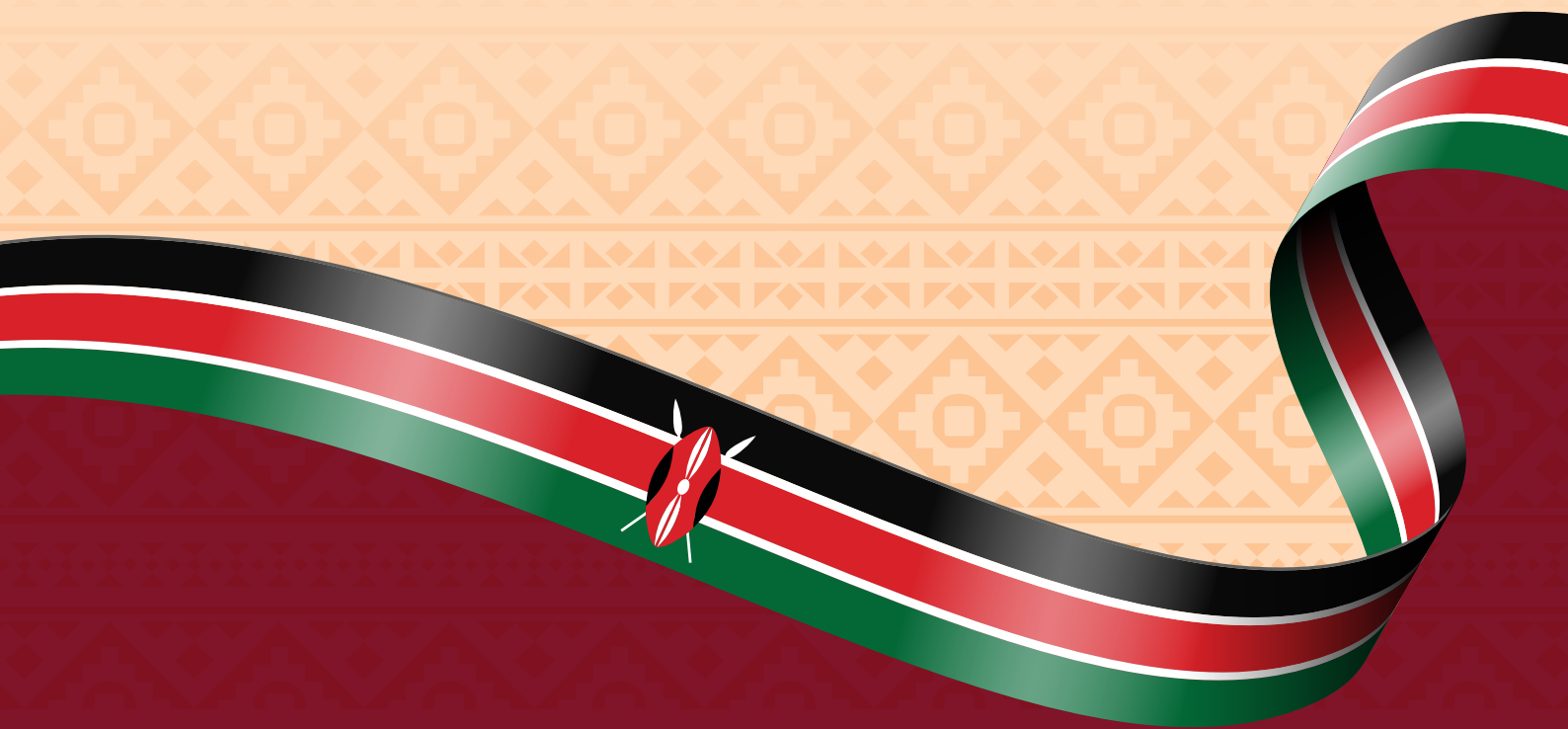


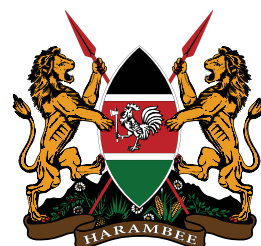
COUNCIL OF GOVERNORS

STRATEGIC PLAN

2022 – 2027

JUNE 2022





COUNCIL OF GOVERNORS

Vision

Prosperous Counties that are drivers of socio-economic growth and development and quality service delivery.

Mission

To deepen devolution through coordination, consultation, information sharing, capacity building, performance management and dispute resolution.

5 Core Values

- Collaboration and Partnership
- Integrity
- Diversity, Equity, and Inclusion
- Innovation
- Professionalism

Our Motto

48 Governments, 1 Nation

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LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|-----------------|---|
| ADP | Annual Development Plan |
| ASRs | Annual Statutory Reports |
| AU | African Union |
| BCP | Business Continuity Plan |
| BCP | Business Continuity Plan |
| CAF | County Assemblies Forum |
| CIDP | County Integrated Development Plan |
| CoG | Council of County Governors |
| COVID-19 | Corona Virus Disease 2019 |
| CPI | Corruption Perceptions Index |
| CSR | Corporate Social Responsibility |
| DANIDA | Danish International Development Agency |
| EAC | East Africa Community |
| EALGA | East Africa Local Governments Association |
| ERP | Enterprise Resource Planning |
| IBEC | Intergovernmental Budget and Economic Council |
| ICT | Information Communication Technology |
| IGRA | Intergovernmental Relations Act |
| KEMSA | Kenya Medical Supplies Authority |
| KRA | Key Result Area |
| LOE | Lease Operating Expenses |
| M&E | Monitoring and Evaluation |
| MCA | Member of County Assembly |
| MDAs | Ministries, Departments and Agencies |
| MoU | Memorandum of Understanding |
| MPs | Members of Parliament |
| MSME | Micro, Small and Medium Enterprise |
| MTP | Medium Term Plan |
| NHIF | National Health Insurance Fund |
| NOFBI | National Optic Fibre Backbone Initiative |
| PESTLE | Political, Economic, Social, Technological, Legal and Environmental |

LIST OF ABBREVIATIONS AND ACRONYMS (Continuation)

| | |
|--------------|---|
| PWDs | Persons With Disabilities |
| RDAs | Regional Development Authorities |
| REBS | Regional Economic Blocs |
| SDGs | Sustainable Development Goals |
| SME | MSME Micro, Small and Medium Enterprise |
| SODA | State of Devolution Address |
| SOPs | Standard Operating Procedures |
| SWOT | Strength, Weakness, Opportunity, Threat |
| THS | Transforming Health Systems |
| UCLGA | United Cities and Local Governments of Africa |

FOREWORD BY CHAIRPERSON - COUNCIL OF COUNTY GOVERNORS

On behalf of the Council of Governors (CoG), I am happy to present CoG's 3rd Strategic Plan for 2022-2027.

This Strategic Plan stems from rigorous consultations, reviews, synthesis, and integration of CoG's mandate as outlined under Section 20 of the Intergovernmental Relations Act (IGRA) 2012. It seeks to contribute to the realization of the Government and international development agenda, including Kenya Vision 2030, the African Union's Agenda 2063, United Nations Sustainable Development Goals (SDGs), and the thoughts of our different stakeholders. The plan also builds upon the lessons learned and experiences gained from implementing the 2014-2017 and 2017-2022 strategic plans.

This strategic plan details the bold promise that CoG is making to deepen devolution in Kenya. The Plan defines the Council's strategy for achieving its vision of *Prosperous Counties that are drivers of socio-economic growth and development, and quality service delivery*. The county citizens, from whom the mandate of the County Governors is derived, expect nothing less than quality service delivery.

The essence of the renewed strategy is to realize a transformation of the counties as the foundation for socio-economic growth and development in Kenya. This transformation will be achieved through coordination, consultation, information sharing, capacity-building, performance management, and dispute resolution. As a Council, we fully understand the role that we must play to support county governments achieve this dream and promote humanity's advancement.

Guided by this plan, our overarching priority will be to promote good governance at the county level, strengthen the institutional capacity of County governments to deliver on their mandate, foster robust intergovernmental relations, and improve the policy and legislative environment for devolution. Therefore, this Strategic Plan provides an opportunity for the Council to continue addressing present and future challenges of the counties while harnessing potential opportunities for prosperity to ensure citizens access timely and quality services.

Finally, I wish to emphasize that the Strategic Plan is a statement of intent. The proposed achievements will require the involvement of all the relevant stakeholders in the devolution sector. The Council looks forward to continued collaboration and partnerships with all the relevant stakeholders in this transformation journey for the counties. This will in turn translate to the transformation of our nation into a more prosperous society.



H.E. Hon. Martin Wambora, EGH

Chairperson, Council of Governors

PREFACE BY CHIEF EXECUTIVE OFFICER - COUNCIL OF COUNTY GOVERNORS

This Strategic Plan (2022-2027) provides a framework for implementing the mandate of the Council of Governors (CoG) as per Section 20 of the Intergovernmental Relations Act. It focuses on deepening devolution and providing technical support to the county governments in delivering their mandate.

This is the third Strategic Plan for CoG, following the successful implementation of the two previous strategic plans for 2017-2022 and 2014-2017. The Plan is a culmination of a robust and all-inclusive consultative process that involved the Governors, the staff, and stakeholders. In the Plan is a comprehensive and progressive roadmap for the next five years that articulates results-oriented objectives and strategies that the CoG endeavours to achieve, emphasizing deepening devolution and safeguarding the gains made in the implementation of devolution in the last ten years.

The objectives and strategies identified are anchored under three key pillars that will enable the CoG to facilitate the required transformation in the counties: (1) Good governance and institutional capacity for sustainable service delivery in the Counties, (2) Intergovernmental Relations and devolution, and (3) CoG's Institutional development. Further, the Plan has incorporated a robust implementation framework with clear targets and a monitoring and evaluation plan to guarantee accountability, efficiency, and effectiveness in delivering the commitments.

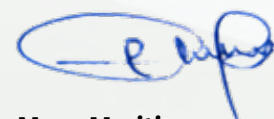
Adopting a consultative and participatory approach in developing this Strategic Plan means that the CoG and its stakeholders have a shared understanding of our strategic direction. This also entails having common ownership and shared commitment to its implementation. The consultations were essential to ascertain that this document reflects county and national aspirations.

As the CEO, I remain committed to being the primary custodian of the implementation process. I also recognize that strategic plans a

re living documents that may require reviews from time to time to incorporate any emerging issues during their implementation. We have incorporated periodic reviews to enable us to incorporate new developments as shall be guided by the Council and in response to the realities that define the enabling environment for advancement of counties. This is of particular importance since the plan was developed during transition from the second cycle of devolution to the third cycle of devolution, following the general elections of August 2022.

On behalf of the entire technical and administrative staff of CoG, I wish to express my gratitude to all those who participated or supported us in this process. CoG has enjoyed tremendous goodwill from the family of devolution practitioners. We value the support, goodwill, and commitment of our esteemed stakeholders as we embark on the implementation journey.

Finally, we sincerely acknowledge the support of UN Women and International Livestock Research Institute (ILRI) towards the development of this Strategic Plan. My appreciation also goes to the Strategic Plan Steering Committee. To all the CoG staff, thank you for the hard work you put in to deliver this Plan. We are grateful to the team of consultants, led by Dr. Emmanuel Mango, who facilitated the process of developing the strategic plan. We also thank Mr. Stephen Osiango for supporting with additional editing and proofreading of the strategic plan.



Mary Mwiti

Chief Executive Officer
Council of Governors

EXECUTIVE SUMMARY

The Council of County Governors (CoG) is established under section 19 of the Intergovernmental Relations Act 2012 (IGRA) and comprises the forty-seven (47) County Governors. The CoG is a platform for, among others: a) consultation amongst County Governments; b) sharing of information on the performance of the Counties in the execution of their functions with the objective of learning and promoting best practices and where necessary, initiating preventive or corrective action; c) considering matters of common interest to County Governments; d) dispute resolution between Counties; and e) facilitating capacity building for Governors.

CoG plays a facilitative and coordinating role for the subnational governments. To enable coordinated and efficient delivery of its statutory mandate under Section 20 of the IGRA, CoG has since its inception been guided by a Strategic Plan. The first Strategic Plan ran from 2014 to 2017, while the second one commenced implementation in 2017 and lapsed in June 2022. This Strategic Plan will operate from July 2022, when the third-generation County Governments are ushered in, until June 2027 when their term will come to an end.

The past two strategic plans focused mainly on creating a conducive environment for the establishment of the devolved system of government and on supporting County Governments to set up functional systems and structures for the performance of their functions and exercise of their powers. Over the last nine (9) years, significant strides have been made in the devolved functions and the third-generation County Governments can only raise the momentum in delivering socio-economic development.

The development of this Strategic Plan involved carrying out a series of activities that eventually informed the pillars, strategic objectives, and strategies. An analysis was conducted on CoG's internal and external environment to assess its impact on CoG. The challenges and aspirations of

the CoG were identified, and the proposed interventions are the subject of this strategic plan. Development of this Strategic Plan adopted a consultative approach, which entailed convening interviews and focus group discussions with CoG staff, Management, Governors, and partners. The draft document underwent numerous reviews and validation stages.

The process also considered and integrated the international and national development agenda. Kenya ascribes to and has domesticated international agendas including the African Union Agenda 2063, Agenda 2030 on SDGs, the Paris Agreement, and the New Urban Agenda, among others. CoG stands at a vantage point in supporting County Governments to realize the gains anticipated in SDGs, the Vision 2030, and their CIPDs, and ultimately support the subnational governments in Kenya contribute to the international agenda.

This Strategic Plan identifies the pillars, strategic objectives and strategies that will drive the achievement of CoG's mission and vision and deliver value to County Governments as well as the people of Kenya. The pillars identified are a) Good governance and institutional capacity for sustainable service delivery in the Counties, b) Intergovernmental Relations and devolution, c) COG's Institutional development.

The implementation of the 2022-2027 strategic plan aims at ensuring that County Governments are strengthened to deliver services and prosperity effectively and efficiently to the citizens of our country. An implementation matrix, presented in Appendix 1, will act as the tool to guide implementation, and monitor the progress of the strategic plan. In addition, the monitoring and evaluation framework, as outlined in chapter five, details the terms of reference for teams that are responsible for monitoring and evaluating implementation of the strategy.

Council of Governors (CoG)
Strategic Plan 2022-2027

Chapter

01



01 CHAPTER ONE

1. BACKGROUND OF THE COUNCIL OF COUNTY GOVERNORS

1.1. Background

CoG is created under Section 19 of the IGRA 2012, and its functions enumerated in Section 20. It was established in 2013, after the inaugural County Governors were sworn in. The execution of CoG's mandate is fulfilled through a five-year Strategic Plan. CoG has demonstrated its value in the intergovernmental relations space as a body that enables the forty-seven (47) County Governments to speak in one voice on all matters affecting them collectively, and on matters of national interest. It has also created its niche as the trusted link between the County Governments and the National Government as well as development partners. Moreover, it has garnered international visibility through membership into international networks of subnational governments like East African Local Governments Associations (EALGA) and United Cities and Local Governments of Africa (UCLGA).

CoG has experienced two transitions of County Governments, one in 2013 and another in 2017. Despite the transitions, the operations of CoG have remained stable. The environment in which CoG exists is influenced by national conversations including national government priorities, legal and policy reform discourses, the changing needs, and priorities of the County Governments. Other factors like COVID-19 pandemic and crosscutting issues like climate change, gender and social inclusion have also shaped the engagements of the CoG. Therefore, this Strategic Plan will help CoG to navigate the ever changing political, economic, and social contexts. It provides a clear and comprehensive blueprint for the CoG's objectives for the next five years and sets out the short, medium, and long-term goals. Further, it incorporates the lessons learnt in the implementation of the 2017-2022 Strategic Plan.

1.2. Mandate of the CoG

As stipulated in the IGRA, CoG mandate includes: -

- Consultation amongst County Governments;
- Sharing of information on the performance of the counties in the execution of their functions with the objective of learning and promotion of best practices and, where necessary, initiating preventive or corrective action;
- Considering matters of common interest to County Governments;
- Dispute resolution between counties within the framework provided under this Act;
- Facilitating capacity building for governors;
- Receiving reports and monitoring the implementation of inter-county agreements on inter-county projects;
- Consideration of matters referred to the Council by members of the public;
- Consideration of reports from other intergovernmental forums on matters affecting National and County interests or relating to the performance of counties; and
- Performing any other function as may be conferred on it by the IGRA or any other legislation or that it may consider necessary or appropriate.

1.3. The Organization (Structure) of the CoG

CoG is composed of the 47 County Governors led by an Executive team made up of the Chairperson, Vice-chairperson, and Whip. The term of the Executive is one year, renewable once. Performance of CoG mandate is delivered through various Committees whose tasks are outlined in respective committee terms of reference and aligned to the CoG mandate. All Governors are members of these Committees.

A technical arm (consisting of technical and support staff) exists to facilitate and coordinate: the implementation of the CoG statutory mandate; the implementation of the decisions of the Council; and the activities of the Committees. This technical arm is headed by a Chief Executive Officer (CEO) who is responsible for the day-to-day running of CoG.

1.4. Kenya's Development Context, Challenges and Opportunities

1) Sustainable Development Goals (SDGs)

As part of the community of states, Kenya has adopted specific SDGs indicators for implementation. According to United Nations Development Program, the SDGs, also referred to as the Global Goals, are meant to assist countries take actions toward elimination or reduction of poverty, take care of the planet, and have a peaceful world for all people by 2030. The Kenya Vision 2030 is aligned to the SDGs, while the CIDPs are aligned to the Vision 2030. The seventeen (17) SDGs are as follows:



Realization of the goals enshrined in Agenda 2030 will be achieved at the local level since County Governments are charged with delivery of essential services such as healthcare, water, sanitation, waste disposal, education, and agriculture. In the Kenyan context, since most of the functions assigned to County Governments are service-oriented, implementation of SDGs is already happening at the County level. Consequently, CoG plays a critical role in supporting Counties to mainstream the SDG indicators adopted by Kenya. Pertinent issues touching on poverty, hunger, education, climate action, and gender equality are of common interest to all county governments.

2) Africa's Agenda 2063

Africa's Agenda 2063 is the African Union socio-economic blueprint that articulates the common vision for the African continent for the next half a century. The Agenda is the culmination of the Pan-Africanist aspirations of unity, freedom, progress, and prosperity of the African continent. This common African vision is, it is **“a people-driven initiative, intended to translate the ideas into concrete objectives, milestones, goals, targets, and actions/measures”**. Specifically, Africa's Agenda 2063 aims to;

- Galvanize and unite in action all Africans and the Diaspora around the shared vision of a peaceful, integrated, and prosperous Africa.
- Harness the continental endowments embodied in its people, history, cultures and natural resources, geopolitical position to effect equitable and people-centred growth and development.

- c) Build on and accelerate the implementation of continental frameworks and other similar initiatives.
- d) Provide internal coherence and coordination to continental, regional and national frameworks and plans adopted by the Africa Union, Regional Economic Communities, and Members states plans and strategies.
- e) Offer policy space for individual, sectoral, and collective actions to realize the continental vision.

Although there are commonalities and divergences between Agenda 2063 and SDGs, both initiatives aim to improve the lives and livelihoods of the people of the African continent through sustainable development, economic growth, social development, and environmental sustainability. These are thematic areas that are aligned to the Kenyan Vision 2030 and the CIDPs.

East African Community Treaty

The East Africa Community (EAC) is the East Africa regional economic bloc that comprises of seven (7) member states and whose mandate focuses on the economic integration; political, economic, and social interests of this region. Like SDGs and Africa Agenda 2063, realization of EAC's mandate is through sectors like education and technology, gender, health, labour, environment, peace and security, agriculture, infrastructure development, and industrialization.

Vision 2030 and MTP IV (2022-2027)

Vision 2030 aims to transform Kenya into an industrialized middle-income country by the year 2030. The Vision is guided and implemented through various five-year medium-term plans (MTPs). Based on the ongoing national conversations on the yet to be adopted MTP IV, more emphasis is being laid on realization of sustained economic growth; income distribution; empowerment of youth, women, and person with disabilities empowerment as well as accelerated creation of employment opportunities.

MTPs are usually mainstreamed at the County level through the CIDPs and ADPs. Indeed, the development agenda of the Counties is shaped by global agendas (SDGs, New Urban Agenda, Sendai Framework, and the Paris Agreement), the AU Agenda 2063, Vision 2030 and the priorities of the people residing in the Counties. The CoG therefore plays a central role in supporting County Governments to localise global, continental, regional and national development policies.

1.5. Relevant Legislation and Policies

The policies and laws that have relevance to the mandate of the CoG include: -

- i. Constitution of Kenya, 2010.
- ii. The Devolution Policy of 2016.
- iii. Intergovernmental Relations Act (IGRA 2012).
- iv. Public Finance Management Act, and
- v. County Governments Act.

1.6. Rationale for the 2022-2027 Strategic Plan

Over the years, CoG has developed and implemented successive strategic plans designed to address its mandate and respond to an ever-changing and dynamic environment. Recently, CoG undertook situational analyses to interrogate its operational environment and went further to look at the policy and legal framework governing it.

Additionally, a review of the implementation of the past strategic plans indicated areas of success and challenges that need to be addressed. As devolution nears its ten (10) year anniversary, CoG will

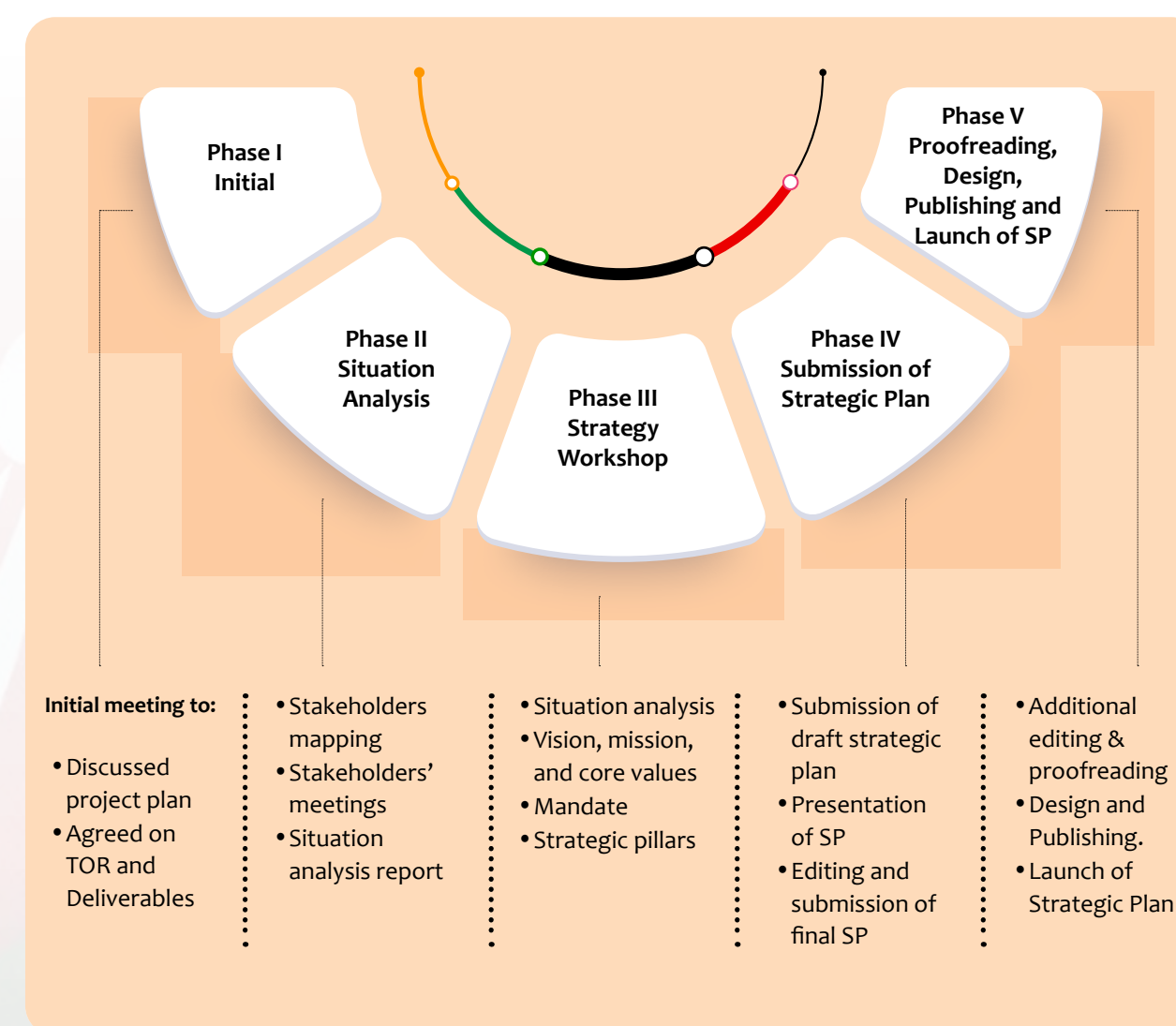
stand at a vantage point in ensuring that the successes of devolution are scaled higher and strategic interventions are generated for dealing with the incessant challenges experienced while implementing the devolved system of governance. Consequently, the Strategic Plan for 2022-2027 will be an instrumental document for CoG. The Strategic Plan will steer CoG direct efforts and resources to the needs and interests of County Governments and devolution by: -

- 1) Clarifying the vision, mission, and core values of CoG.
- 2) Identifying the vision, goals, objectives and proposed activities and programmes of the CoG for the next five years.
- 3) Aligning CoG's mandate with the needs and priorities of County Governments.
- 4) Amplifying capacity building efforts to secure effectiveness and efficiency in service delivery by County Governments.
- 5) Guiding investment for performance management at the County level.
- 6) Strengthening the CoG for optimal delivery of its mandate.

1.7. Approach and Methodology

The development of this strategic plan adopted a phased-based approach where output or results of initial phase informed the inputs of successive phases as outline in Figure 1.1 below.

Figure 1.1: Strategy Development Approach



Council of Governors (CoG)
Strategic Plan 2022-2027

Chapter 02



02 CHAPTER TWO

2. SITUATION ANALYSIS

2.1. Introduction

The Strategic Plan 2022-2027 is informed by many factors, including the CoG's key achievements, challenges, and lessons learned from the review of the Strategic Plan 2017-2022. As part of the strategy process, CoG assessed its Strengths, Weaknesses, Opportunities, and Threats (SWOT). It also assessed its internal and external environment through Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) analysis, and an evaluation of the key stakeholders through stakeholder analysis.

2.2. Review of the 2017-2022 Strategic Plan

The Strategic Plan 2017-2022 is the second plan since the commencement of CoG's existence. The review of the implementation of the second plan reveals notable achievements. However, the plan lacked corporate-level targets and activities as expected of a strategic plan, making it challenging to estimate the achievement level. It was left to each committee to set its activities and targets over the implementation period. Each committee developed work plans based on their interpretation of the strategic plan. CoG has, since its inception in 2013, documented its annual institutional achievements through the Annual Statutory Reports (ASRs). The ASRs can be accessed at the Maarifa Centre platform. Reporting by the Committees and departments over the 2017-2022 period has varied as follows: -

- 1) In the first three years of the strategy implementation (between July 2017 and June 2020), the reporting was done based on sector committees.
- 2) Between July 2020 till July 2022, the reporting has been based on Key Performance Areas and Key Focus Areas.

Notwithstanding the lack of corporate targets, some achievements have been reported. Below are some of the strategic achievements realised in the last five (5) years. CoG has:

- 1) Supported County Governments to adopt and implement performance management systems. CoG developed Performance Management guidelines that are being used by County Governments for performance contracting.
- 2) Effectively coordinated County Governments to speak in one voice on matters concerning devolution.
- 3) Built the capacity of County officials such as County Attorneys, Chief Officers, Directors, and others.
- 4) Successfully carried out induction of the second-generation County Governments.
- 5) Established functional systems and structures to support implementation of its mandate (CoG has an approved organisational structure).
- 6) Increased public awareness of the devolved system of governance through the commissioning of the devolution sensitization week and participation in the legal aid awareness week.
- 7) Successfully convened seven (7) devolution conferences. Established Maarifa Centre- the only subnational repository on County good practices and innovations and established a database of County Knowledge Management champions.
- 8) Resource mobilization in kind and cash, including Staff to CoG, direct support to Counties (Corona Virus Disease 2019 (COVID-19) Recovery Strategy, Danish International Development Agency (DANIDA), THS, KDSP, Gender, etc.)

- 9) Developed legislative memoranda and position papers on various policies and laws that impact on devolution.
- 10) Developed several publications, including State of Devolution Addresses, Inaugural Speech Book for Excellency Governors, Performance Management Framework 2017, Handbook for County Governments on Knowledge Capturing and Sharing, A compendium of County innovations and best practices on COVID-19 Response, Communiqués for the Annual Devolution Conferences, and various Intergovernmental Forum meetings, etc.
- 11) CoG participated in Regional and International forums that advanced implementation of continental and global agendas in Counties. Similarly, CoG also participated in high-level international peer learning forums, including World Bank-convened Fourth High Level Learning Meeting held in Bali Indonesia in 2018.
- 12) CoG delivered five Annual State of Devolution Addresses (SODAs) to the nation.

Challenges encountered during Implementation of 2017-2022 Strategic Plan

During the 2017-2022 strategy implementation, CoG encountered challenges that ranged from the COVID-19 pandemic, financial constraints, and insufficient human resources. The following summarizes the main challenges CoG faced in the implementation of the Strategic Plan 2017-2022: -

- 1) Inadequate budgetary provisions and austerity measures.
- 2) Weak M&E systems including lack of corporate targets and a clear implementation matrix in the previous strategic plan.
- 3) The outbreak of COVID-19 pandemic.
- 4) Weak performance management system and not well linked to the strategic plan.
- 5) Lack of clear definition of what success means. The strategy did not clearly outline organizational-level objectives. Implementers were left asking what they wanted to see at the end of the implementation of the strategy.
- 6) The strategy not fully aligned to the CoG's mandate.
- 7) Inadequate staff.
- 8) CoG often spends time and resources engaging the national government and Ministries, Departments and Agencies (MDAs) regarding delayed county resources, legislations that impact counties while that time and resources should have been channelled towards strategy implementation.
- 9) Parliament passing laws affront to devolution, for example, the Kenya Medical Supplies Authority (KEMSA) Act and National Health Insurance Fund (NHIF) Act, among others. Hence, resources that could have been used in implementing the strategy are channelled here.
- 10) There were times when the CoG had difficulties in reaching County Governments to get information.

Lessons Learnt during the Implementation of 2017-2022 Strategic Plan

During the 2017-2022 Strategic Plan implementations, the following are some of the valuable lessons learned which will inform the 2022-2027 Strategic Plan.

- 1) The CoG's strategic plan should serve (create value for) the County Governments. The strategy should deepen devolution.
- 2) The CoG should implement the approved organization structure with job descriptions to avoid cases where some committees have one technical person.
- 3) The strategic plan should be simpler to understand and implement.
- 4) Committees' review (creation or reorganization) should consider strategy implementation needs. The mid-way changes may not align with the strategy implementation and resources.
- 5) There is need for a consensus on definite committees that are not changed frequently.

- 6) There is need to review and revamp the performance management process and link it up to the annual planning and strategic plans.
- 7) Anchoring of CoG's technical arm into law is urgent since this will enable provision of adequate funding for CoG.
- 8) There is need to strengthen the M& E at the CoG.
- 9) There is need for more consistent and coherent coordination of the development partners and other key stakeholders.
- 10) There is need for strong and dedicated Committee leadership.

2.3. SWOT Analysis

The SWOT analysis was undertaken to identify the internal strengths and weaknesses as well as external threats and opportunities as shown in Table 2.3.

The SWOT Analysis summarizes the internal and external factors likely to influence CoG's operations. CoG will purpose to minimize the effect of its weaknesses and while at the same time enhancing the strengths and exploiting the opportunities.

Table 2.1: SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|--|
| <ol style="list-style-type: none"> 1. Center of defending devolution. 2. Vested with Coordination mandate. 3. CoG has platform for reaching all the County Governments and devolution stakeholders. 4. COG is a strong brand. 5. Goodwill from all stakeholders. 6. Young workforce. 7. The hub for knowledge sharing and learning on devolution (Maarifa Centre). 8. Availability of technical officers to support County Governments. 9. CoG has national coverage. 10. COG has international recognition by networks of regional governments like ORU Fogar, Regions4, United Cities, and Local Governments Association (UCLGA). 11. Strategically placed to access and engage devolution stakeholders and partners. 12. Able to know and understand County gaps and needs to inform target support. 13. CoG has convening power for all devolution sector players. 14. Recognition, acceptance, trust, and regard to technical expertise by CoG staff on sector issues by Governors and County staff. | <ol style="list-style-type: none"> 1. Young workforce (both strength and weakness). 2. Weak M&E culture. 3. Weak performance management framework. 4. Inadequate resources to fully implement its mandate. 5. Weak research and documentation culture. 6. High staff turnover. 7. High cost of operation. 8. Qualified audit opinion in some financial statements. 9. Leadership and transition management (Inadequate Governors' participation in CoG affairs – committee and full council meetings). 10. Reliance on donors (not sustainable). 11. Staffing - Sub-optimal establishment; contract duration, non-inclusivity of persons with disabilities (PWDs), marginalized and vulnerable communities 12. Manual processes, e.g., procurement, HR etc. 13. Secretariat visibility and branding (both to counties and others). 14. Weak stakeholder engagement strategies – both formal and informal (partners, government institutions, etc.). 15. Reactive nature to matters because of spreading staff too thin. 16. Non-implementation/completion of obligations, projects, and Memorandums of Understanding (MoUs). 17. Non-compliance with inclusivity in other operations and processes like procurement (do not meet thresholds given to PWDs, women, etc.). 18. Full potential of CoG not yet unlocked. |

| OPPORTUNITIES | THREATS |
|--|--|
| <ol style="list-style-type: none"> 1. Huge demand for learning and sharing of experiences on devolution including for benchmarking from local and international institutions - CoG to establish a Centre for devolution (Devolution Hub). 2. Goodwill from citizenry and stakeholders for devolution. 3. High expectations from devolution. Devolution is seen as a game-changer in the country. 4. General elections 2022. Elections present a defining moment for resetting the direction on critical issues, e.g., unbundling of functions, manifesto of political parties, revenue allocation, claw back of functions which may be addressed in manifestos of aspirants. 5. Partnerships with state and non-state actors. The considerable interest of devolution partners to work with CoG such as Development partners, private sector, civil society, etc. 6. Huge interest from the global and regional networks to work with sub-national governments. 7. Increased citizen awareness and demand for accountability. Rising demand for citizens to participate in budgeting and expenditure tracking. 8. Performance contracting and service delivery. Demand for effective service delivery from citizens and stakeholders. 9. Increased infrastructural development in ICT. The NOFBI (National Optic Fibre Backbone Initiative) Project, which has connected County HQs on Fibre, will improve the acquisition and sharing of real-time data from Counties. 10. Increased demand for amalgamated data for decision-making. 11. Technology. Increased internet and mobile penetration and uptake of technology. 12. Emerging interest in Blue Economy and Climate Action. COG to position itself strategically to tap into resources from these areas. 13. Available resources (financial, Human, Technological, GCF) that CoG can tap into. | <p>Threats to Devolution</p> <ol style="list-style-type: none"> 1. Claw backs from the National Government through circulars/ executive orders/national projects - implementing County functions and undermining devolution. 2. Existence of policies, laws, and institutions not aligned to the devolved system of governance. Slow and poor review of these laws to conform to devolution. Some state agencies and Regional Development Authorities (RDAs) are still performing County functions. 3. Creation of national funds that are not accessible to Counties. 4. Poor consultation/relations between Parliament and the County Governments - the way Parliament discharges its functions. Laws are being passed without adequate and meaningful consultation with the County Governments. 5. Vested interests at Parliament – e.g., Constituency Development Fund. So, they look at Counties as enemies. Personal political differences between Governors and Members of Parliament (MPs). 6. Incomplete transition process- some functions are yet to be funded at the County level e.g., museums and libraries. Some functions are still being performed by the National Government. 7. Incomplete/unfinished unbundling of functions including concurrent functions that are yet to be unbundled has caused poor clarity in functional assignment. This affects the performance of functions and funding. 8. CoG technical arm not anchored in the IGRA. 9. Impending elections, especially regime change/transition possibility of having a regime that is unsupportive of devolution. 10. Weak induction of county leadership. 11. Frequent reshuffles and staff turnover at the County level - CoG must keep capacity building. 12. CREBs - threat to CoG convening power. The legislation of CREBs should not interfere with the role of CoG. 13. Poor implementation of decisions of intergovernmental relations bodies- Summit; Intergovernmental Budget and Economic Council (IBEC) and Intergovernmental sector forums. <p>Threats to CoG</p> <ol style="list-style-type: none"> 14. Financial constraints and the dwindling financial basket. 15. Nature of the staff contracts - poor retention/ sustainability strategies. 16. High staff turnover after investing in the staff. 17. Culture – tendency of being defensive and taking hard-line position on issues. There is need for more objectivity on issues. 18. Instances of weak leadership – sometimes CoG has a weak CoG executive team and weak CoG Committee Chairs. 19. Weak internal lobbying and communication strategy. CoG does many memoranda but how many proposals are incorporated? How does CoG message and communicate devolution to external stakeholders and the public? |

2.4. PESTEL Analysis

External Operating Environment Analysis

As part of the external analysis, CoG objectively assessed the in-country as well as global factors and possible changes likely to impact on CoG's strategic direction and operations during the implementation period. The overall objective was to ensure that CoG can anticipate and adapt to changes, be proactive, and adjust to potential changes by streamlining strategy and operations to fit the emerging environment.

PESTEL analysis focused primarily on external factors that are essentially beyond the control of CoG, yet they have influencing effects on day-to-day operations. PESTEL analysis covered the Political, Economic, Social, Technological, Environmental, and Legal environment perspective of issues as summarized in Table 2.2.

Table 2.2: PESTEL Analysis

| Factor | Issues |
|-------------------|--|
| Political | <ol style="list-style-type: none"> 1) County Governments are legal and political entities, and hence, subject to political influence. 2) Political relationship between the president and leader of the opposition has created a calm and peaceful environment for the advancement of devolution. 3) Continued calls by a section of the political class to amend some sections of the Constitution are likely to affect CoG business order. 4) General elections 2022 elections are likely to interfere with CoG business, especially if parties disagree on the outcomes after the election, and if the disagreement takes long to resolve. 5) Shift from the current government focus on Big Four agenda to a different approach after 2022. 6) Members of County Assemblies (MCAs) to assert their authority in the county assemblies via County Assemblies Forum (CAF). 7) Lack of clarity and common understanding of the roles of National Assembly and the Senate in management of affairs of County Governments. 8) Changes in government policy and priorities both at the national and county levels after the general elections with new leadership in office. 9) Regional political stability in the Horn of Africa. 10) Inter-Governmental Relations between National & County Governments and between County Governments. |
| Economical | <ol style="list-style-type: none"> 1. Inflation rate has continued to rise, which is likely to affect national and local governments' tax collection leading to delayed funds disbursement to Counties. 2. Increased energy costs have continued to increase the cost of doing business. 3. Decreased disposable income. 4. Growth of Micro, Small and Medium Enterprises (MSMEs). 5. Improved COVID-19 pandemic situations, especially vaccination, will likely improve national and county economies. However, there is need to consider the emerging COVID-19 variants. 6. Improved business environment likely to raise business opportunities at the national and county levels. 7. Development of infrastructure across Counties will provide faster movement of goods, services. 8. Development and operationalization of regional economic blocks. 9. Change in government policy and priorities may lead to budget cuts. |

| Factor | Issues |
|----------------------|---|
| Social | <ol style="list-style-type: none"> 1) Social-cultural diversities will continue to impact County priorities. 2) Perception by the public that both national and County Governments are corrupt. 3) Insufficient competencies at the County level to deliver effective and efficient services. 4) Increased demand for performance and accountability. 5) Social reforms, especially in the implementation of universal healthcare coverage. 6) Increased public awareness and citizen participation in governance and management of public affairs. 7) Negative value systems such as inequality, poor work ethic, corruption, and balkanization of the country through tribalism. |
| Technological | <ol style="list-style-type: none"> 1. Increased demand for digital technology. 2. Information Communication Technology (ICT) becoming a vital means in accelerating economic development and facilitating service delivery. 3. Full Automation of CoG services through Enterprise Resource Planning (ERP). 4. A large proportion of the population has embraced ICT thus increasing the efficiency in access to government services. 5. Availability of 5 G technology and improved network coverage in the country promoting sharing of information amongst governments and stakeholders. 6. Expansion and adoption of E-government in both national and County Governments. |
| Environmental | <ol style="list-style-type: none"> 1) Climate change will affect both county and national government priorities. 2) Global and national attention on environmental issues such as climate change and disaster management with many funds created to address these problems. 3) Weak disaster risk management at both national and county level despite frequent disasters and emergencies. 4) Emerging prominence of Green and Blue economy in global and national conversations. 5) Increasing stockpiles of e-waste with increased environmental and health problems. |
| Legal | <ol style="list-style-type: none"> 1. CoG technical arm is not anchored in law. 2. Weighted formula used in calculation of County funds. 3. Need to comply with two-thirds gender rule. 4. Weak execution of legal frameworks in the management of public affairs especially accountability for funds. |

2.5. Stakeholder Engagements

As part of the situation analysis process, the CoG identified and listed various National Government MDAs, oversight bodies, development partners, bilateral organizations, various cadres of County Executives and civil society organizations in the devolution space. CoG carried out direct interviews, cluster joint interviews, consultative forums for County Executives and administered questionnaires as well as reviewed available documents regarding stakeholders that CoG could not interview, to establish their expectations from CoG.

The objective of this process was to leverage the knowledge and wisdom of selected devolution stakeholders to help guide the strategic planning process to a successful outcome, and to secure willingness of the stakeholders to support implementation of the strategic plan.

This section therefore reflects the feedback from the various stakeholders on their views and perceptions as well as expectations from CoG. As already stated above, for stakeholders that were not interviewed, available documentation was reviewed.

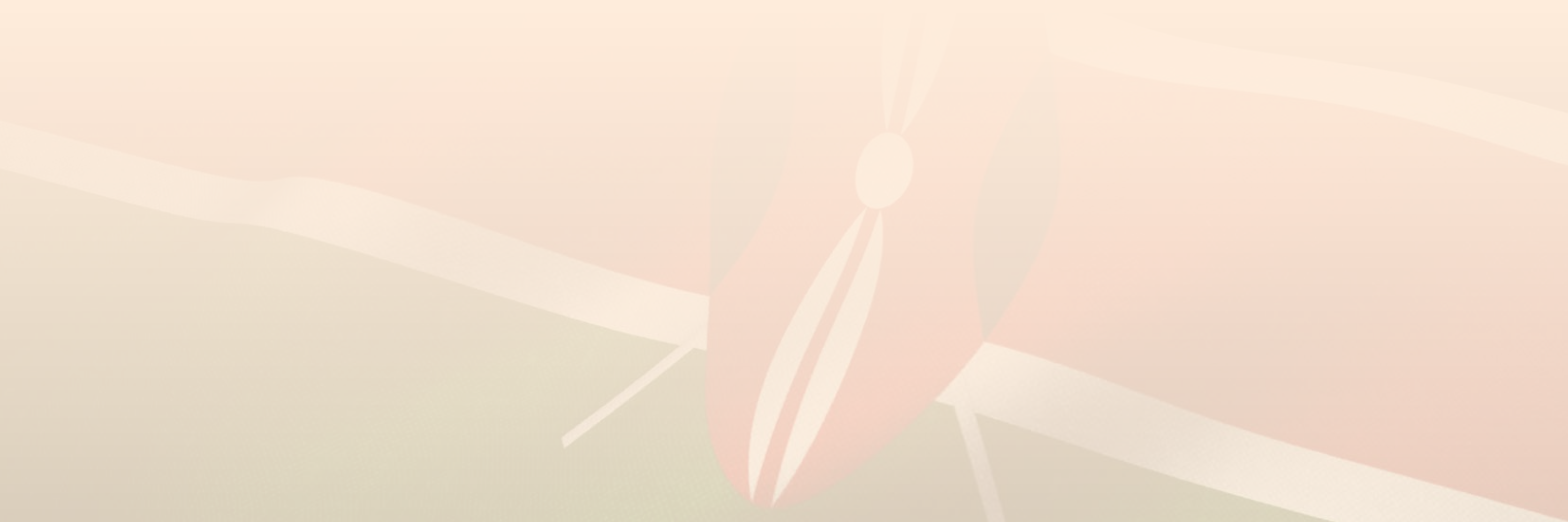

Table 2.3 Stakeholder Analysis

| Stakeholder Category | Stakeholder Expectations | CoG Expectations |
|--|--|--|
| County Governments | <ul style="list-style-type: none"> • Provision of technical assistance and capacity building. • Protect and lobby for Devolution. • Support further unbundling of functions. | <ul style="list-style-type: none"> • Share information and data. • Financial Support via timely payment of subscriptions. |
| Development Partners | <ul style="list-style-type: none"> • Policy direction on the strategic initiatives that support devolution. • Convening of all devolution actors. • Timely consultation and dialogue. • Enhanced clarity in strategic engagement. • Timely implementation of projects and plans. • Frequent stakeholder and sector forums on devolution. • Monitoring and evaluation. • Staff retention for continuity and sustainability. | <ul style="list-style-type: none"> • Financial and technical support to CoG and to the Counties. • Support CoG and Counties in data handling and management. |
| National Assembly and Senate | <ul style="list-style-type: none"> • Consultation on issues that require legislation. • Timely response to parliamentary questions. • Well aligned policies that support devolution. • Timely submission of draft bills. | <ul style="list-style-type: none"> • Legislation support. • Entrenchment of CoG technical arm into the law. • Prudent oversight over public funds. |
| Ministries, Departments and Agencies (MDAs) | <ul style="list-style-type: none"> • Consultation and coordination on devolution related matters to avoid conflicts. • Policy direction and guidance on how to support devolution. | <ul style="list-style-type: none"> • Ensure that all programmes and projects are aligned to devolution. • Complete unbundling of functions. • Support and synergy in devolution. • Technical support and capacity building for counties. • Involve CoG in all communications to Counties. |
| Non-State Actors – NGOs, CBOs | <ul style="list-style-type: none"> • Coordination and collaboration. • Information and data on devolution. | <ul style="list-style-type: none"> • Support devolution, including through programmes that broaden public participation and enhance service delivery in Counties. |
| Staff | <ul style="list-style-type: none"> • Commitment to their welfare. • Conducive work environment. • Favourable terms and conditions of service. • Career progression. | <ul style="list-style-type: none"> • Implementation of CoG mandate. • Providing the necessary manpower. • Adherence to policies, rules and regulations. |
| Public/Citizens | <ul style="list-style-type: none"> • Timely response to public complaints and concerns • Timely information sharing and dissemination | <ul style="list-style-type: none"> • Timely provision of feedback on service delivery. • Active public participation in counties. |

| Stakeholder Category | Stakeholder Expectations | CoG Expectations |
|--|--|---|
| Media | <ul style="list-style-type: none"> • Provide necessary information for public. • Collaboration and partnerships. | <ul style="list-style-type: none"> • Objective reporting on devolution. • Opinion shaping and positive reporting. • Objective dissemination of CoG pronouncements and activities. |
| Private Sector | <ul style="list-style-type: none"> • Collaboration and partnerships. • Provision of information on investment opportunities in the counties. | <ul style="list-style-type: none"> • Partner in development projects and programmes in the counties • Support CoG and Counties in the development agenda. |
| Research and academic institutions | <ul style="list-style-type: none"> • Provide internships to students to learn devolution. • Provide data and information on devolution. • Partnerships and collaboration in research and policy formulation | <ul style="list-style-type: none"> • Collaboration in research and policy. • Innovations that can support devolution. |
| Professional bodies – Lawyers, Accountants, Architects, Economists, Surveyors, Planners, Doctors etc. | <ul style="list-style-type: none"> • Collaboration and partnerships. • Employment opportunities in CoG and Counties. • Internships and training opportunities. | <ul style="list-style-type: none"> • Provide inputs during policy formulation. • Provide training and skills development. • Instil professionalism among the members. • Partnerships in programmes. |
| Devolution sector institutions (CRA, OCOB, OAG, SRC, NGE, etc) | <ul style="list-style-type: none"> • Provision of leadership and policy direction. • Synergies and partnerships in designing and implementation of policies and legislations. | <ul style="list-style-type: none"> • Support for CoG and Counties to get more resources. • Collaboration and coordination. |
| Ethics and Anti-corruption Commission | <ul style="list-style-type: none"> • Implement corruption prevention measures. | <ul style="list-style-type: none"> • Provide policy guidance on corruption prevention. • Provide mentorship to counties on corruption risk assessment. |
| Judiciary | <ul style="list-style-type: none"> • Abide by the law to minimize risks and exposure of county governments and CoG to legal cases | <ul style="list-style-type: none"> • Fair, just, timely dispensation of justice • Supporting counties to set up municipal/county courts to help counties in enforcing laws passed by county assemblies. |
| Regional blocks | <ul style="list-style-type: none"> • Technical support from CoG. • Policy alignment. • Collaboration and partnerships to advance devolution. | <ul style="list-style-type: none"> • Collaboration and partnerships to enhance and strengthen devolution. |
| Social partner and Trade Unions COTU, FKE, SACCOS,) | <ul style="list-style-type: none"> • Consultations on workers issues and trade disputes. • Timely remittance of SACCOS and Union dues. • Collaboration and partnerships on workers welfare. | <ul style="list-style-type: none"> • Favourable terms of service. • Conducive working environment. • Forums for collective bargaining agreements. |

Chapter

03



03 CHAPTER THREE

3. STRATEGIC DIRECTION

3.1. Introduction

This chapter is the heart of the strategy; it presents the Organizational Identity of CoG, Key Result Areas, and the Strategy Matrix.

3.2. CoG Organizational Identity

Section 20 of the IGRA outlines the mandate of CoG. This is summed up as follows (1) convening and coordinating role - horizontal (among County Governments), vertical (between County Governments and the National Government and with Stakeholders), and (2) champion of devolved governments and promoter of devolution. CoG pursues its objectives through consultation, coordination, advocacy, sharing of information, partnerships, and collaboration.

Vision

Prosperous Counties that are drivers of socio-economic growth and development and quality service delivery.

Mission

To deepen devolution through coordination, consultation, information sharing, capacity building, performance management and dispute resolution.

Core Values

Collaboration and Partnership

CoG will strive to build alliances and work with all the stakeholders. **Collaboration and Partnership**

CoG will strive to build alliances and work with all the stakeholders.

Integrity

CoG is committed to a culture that promotes the best ethical practices.

Diversity, Equity, and Inclusion

CoG will embrace diversity, equity, and inclusion, and allocate resources and opportunities needed to harness benefits of different experiences, backgrounds, and skills.

Innovation

CoG will embrace new ideas to improve outcomes and apply creative ideas to support the changing needs of the stakeholders.

Professionalism

CoG is committed to excellence through continuous improvement and will uphold high performance and delivery standards while adhering to the rule of law.

3.3. Key Result Areas: Pillars

Pillar 1: Good governance and institutional capacity for sustainable service delivery in the Counties

The functions of CoG call for the strengthening of good governance in the Counties. This pillar aims at deepening accountability, integrity, and transparency at the County level; promoting gender mainstreaming and social inclusion in the Counties as well as facilitating leadership transition at the County level. The pillar also aims at building the institutional capacity of County Governments, strengthening their policy and legislative capacity, facilitating adequate resourcing for Counties, and positioning them as investment destinations.

CoG is mandated to provide a platform for sharing information on the performance of the County Governments in the execution of their functions. As a result, CoG will invigorate its knowledge management practices and put in place measures to encourage learning on devolution. This pillar aims at ensuring CoG becomes an outstanding learning hub for devolution through enhancing the variety of products and services offered through the Maarifa Centre. CoG will build partnerships with like-minded knowledge institutions locally, regionally, and globally to advance the goal of making County Governments become learning organizations. The objectives through which this pillar will be executed are: -

- Promote good governance at the County level.
- Strengthen the institutional capacity of County Governments.
- Promote knowledge management, learning, innovation, and research in Counties.

Pillar 2: Intergovernmental Relations and devolution

The Constitution of Kenya creates the National Government and the County Governments. The two levels of government are required to cooperate and consult as they discharge their functions. The devolved system of government warrants the alignment of policies and laws and CoG constantly reviews policies, legislation and administrative actions at both levels of government to ensure that they promote and align to the principle of devolution of power. This Pillar will help CoG to: strengthen CoG's relations with other government agencies, advocate for better relations between the national and County Governments and strengthen coordination among County Governments, strengthen the policy and legislation for devolution through advocating for reforms and initiating corrective action where need be as well as advocating and advancing County positions. The implementation of this pillar will also aim at transforming CoG into a catalyst for Bills and proposed policies for consideration at both levels of government and strengthen the County Government's position in the global agenda by actively participating in both regional and international fora. Through this, investment opportunities in the Counties will be brought to the fore. The pillar will be executed through the following objectives: -

- Strengthen cooperative government and intergovernmental relations.
- Strengthen policy and legislation for devolution.
- Strengthen role of County Governments in the global agenda.

Pillar 3: CoG's Institutional development

The success of an institution largely depends on how effectively and efficiently its mandate is executed. This pillar will focus on improving the capacity of CoG through strengthening the CoG's departments and committees, anchoring the technical team of CoG into law, ensuring sufficiency of resources (human, monetary, equipment and tools) and strengthening CoG's corporate brand.

This pillar will also guide CoG to take deliberate steps to build partnerships and strengthen engagement with stakeholders. Participation of the people is one of the national values and principles of governance

enshrined in Article 10 (2) (a) of the Constitution. CoG will deepen citizen engagement in the planning and decision-making processes. Additionally, the pillar will steer CoG to expand the network and pool of resources available to CoG including engagement with regional and international bodies. This pillar will be executed through the following objectives: -

- a) Strengthen CoG's administrative functions and identity.
- b) Enhance CoG's resource base.

3.4. Strategic Matrix

This segment summarizes the strategic focus of CoG. Against each Pillar, it provides the strategic objectives and the associated strategies. The strategic matrix is covered in Table 3.1 below. In addition to this strategic matrix, the implementation matrix as provided in appendix 1 will guide the execution of this strategic plan.

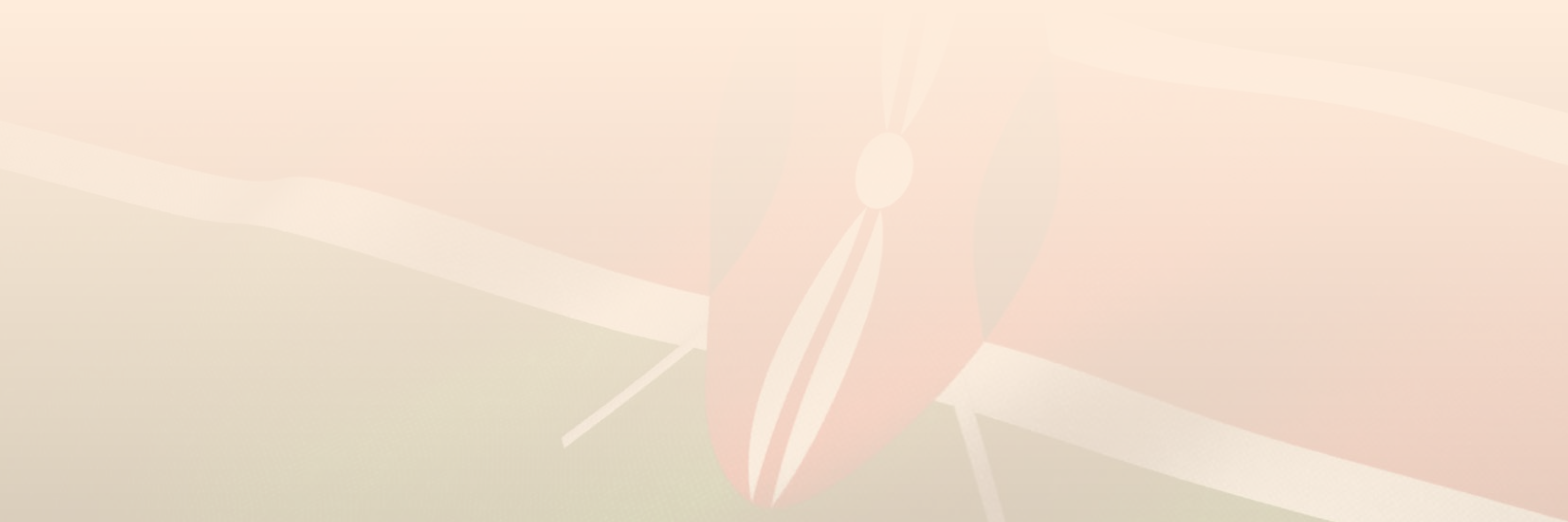
Table 3.1: Strategic Direction

| Pillars | Objectives | Strategies |
|---|---|--|
| 1. Good governance and institutional capacity for sustainable service delivery in the Counties | 1.1: Promote good governance at the County level | 1.1.1: Deepen accountability, integrity, and transparency at the County level (risk management, public participation, access to information, civic education, and public communication). |
| | | 1.1.2: Promote mainstreaming of gender and social inclusion, SDGs, and climate action in the Counties. |
| | | 1.1.3: Facilitate leadership transition at the County level. |
| | 1.2: Strengthen the institutional capacity of County Governments | 1.2.1: Strengthen performance management (PM) in the Counties. |
| | | 1.2.2: Facilitate capacity building of County Governments in key priority areas. |
| | | 1.2.3: Strengthen policy and legislative capacity of County Governments. |
| | | 1.2.4: Facilitate adequate resourcing for County Governments. |
| | | 1.2.5: Position Counties as viable investment destinations. |
| | 1.3: Promote knowledge management, learning, innovation, and research in Counties | 1.3.1: Institutionalize data and knowledge management at the County level. |
| | | 1.3.2: Facilitate learning, innovation and research on devolution at County level. |

| Pillars | Objectives | Strategies |
|--|--|---|
| 2. Intergovernmental Relations and devolution | 2.1: Strengthen cooperative government and intergovernmental relations | 2.1.1: Facilitate effective coordination among County Governments, including inter-and-intra-county dispute resolution. |
| | | 2.1.2: Facilitate intergovernmental relations between National and County Governments. |
| | | 2.1.3: Facilitate inter-county agreements |
| | 2.2: Strengthen policy and legislation for devolution | 2.2.1: Advocate for policy and legislative reforms and initiate corrective action. |
| | | 2.2.2: Advocate and advance County positions that are in the interest of devolution. |
| | 2.3: Strengthen role of County Governments in the global agenda | 2.3.1: Facilitate County Governments' engagements in international and regional intergovernmental bodies. |
| 3. CoG's Institutional development | 3.1: Strengthen CoG's administrative functions and identity | 2.3.2: Promote localization of global commitments. |
| | | 3.1.1: Strengthen the Committees and Departments of the Council. |
| | | 3.1.2: Anchor the technical arm of CoG into law. |
| | | 3.1.3: Acquire, develop, and maintain optimal staffing levels. |
| | | 3.1.4: Strengthen internal systems, processes, and application of technologies. |
| | | 3.1.5: Strengthen mechanisms for consideration of matters referred to the Council by the public. |
| | | 3.1.6: Strengthen knowledge management, learning, innovation, and research at the Council. |
| | | 3.1.7: Enhance CoG's brand. |
| | 3.2: Enhance CoG's resource base | 3.2.1: Secure adequate resources for CoG. |
| | | 3.2.2: Strengthen stakeholders' engagements and partnerships. |

Chapter

04



04 CHAPTER FOUR

4. STRATEGY IMPLEMENTATION AND COORDINATION

4.1. Introduction

Strategy implementation refers to the actions that CoG will take to actualize the strategic plan. To this end, critical activities to implement the Plan include create awareness on the plan across CoG stakeholders including all staff, CoG Committee members, and relevant partners; at directorate and departmental level, develop annual work plans; develop supporting policies, standard operating procedures; provide adequate resources; and align CoG's organizational structure to the plan. Essentially, implementation of the plan requires the management to take keen interest on the implementation matrix which is the guide to daily, monthly, and annual activities and performance.

4.2. Action Plans

These are clear and detailed strategic activities outlined in the strategic plan developed to guide in realization of set objectives. Moreover, action plans provide the road map for actualizing the strategic objectives that have been set. It is anticipated that each Committee, directorate, and department will translate the strategic objectives into their respective plans. Further, the action plans will inform individual annual performance plans, and which shall form the basis for staff performance appraisal.

4.3. Cascading of the Strategic Plan

This action is a call to management to review the strategic plan and cascade it to directorate and departmental work plans. Various strategic pillars outlined in the strategic plan are specific to directorates and departments while others cut across various directorates and departments. It is the responsibility of the management to ensure each pillar, objectives, and strategies are assigned to the relevant directorates and departments and further assigned to respective staff for implementation.

4.4. Strategy Implementation Teams

Figure 4.1: Strategy Implementation Responsibilities

| Governors | Management | The Planning, Monitoring and KM Department |
|--|--|---|
| <ul style="list-style-type: none"> County Governors are the foundation of CoG and will provide policy, resources, culture, and visionary leadership. Own the strategic plan; and Through various CoG committees, Governors shall receive periodical implementation reports. | <p>Management will cascade the plan to annual departmental and individual performance objectives based on implementation matrix</p> <ul style="list-style-type: none"> Management is responsible for operationalization of the plan by allocating the necessary human and financial resources. Develop necessary policies and strategies and review the organization's structure where necessary. In consultation with various CoG committees and strategy implementation committee, implement monitoring and evaluation structure. | <p>This is a Department that is charged with the responsibility to monitor and evaluate implementation of the plan</p> <ul style="list-style-type: none"> The Department will also ensure departmental objectives as well as annual CoG business plan is aligned to the strategic plan. Provide technical advice in regards to strategy implementation to include interpretation of strategic pillars, objectives and strategies. |

4.5. Risk Management

CoG appreciates that its operational environment is replete with potential risks which can derail the implementation of the strategy. This calls for an objective mapping of the risks and subsequent prescription of interventions that would effectively mitigate their adverse effects. CoG's risk management efforts and strategies will entail identification, assessment, and prioritization of risks.

This strategic plan development process conducted internal and external environment scanning and identified the following as possible risk areas that will require risk management instituted for successful implementation of the plan.

Table 4.1: Risk Management

| Risk | Risk Description | Risk Level | Mitigation measures |
|---|--|------------|---|
| Strategic risks | Failure to realize CoG's statutory mandate | High | <ul style="list-style-type: none"> Develop a strategic plan to guide realization of CoG's core mandate. Aligning the vision, mission, and strategic objectives to CoG's statutory mandate. Implement the strategic plan and put in place a monitoring and evaluation framework to ensure timely progress tracking. |
| External interference with CoG's mandate | Various interest groups could interfere with the CoG mandate to serve sectarian interests, Political class, Executive, Legislature | High | <ul style="list-style-type: none"> Build systems and institutional structures for posterity. Comprehensive stakeholder analysis and mapping to inform targeted stakeholder management to enhance and sustain stakeholder goodwill. Effective and continuous stakeholder engagement on CoG mandate. Involve key stakeholders in crucial decision-making processes. CoG leadership to respond promptly on any attempt at interference. Enhanced outreach to increase public confidence. |
| Inadequate funding | The funding from National Government not consistent while support from County Governments has been on downward spiral. | High | <ul style="list-style-type: none"> Amend legislation to anchor technical arm of CoG into the law. Lobby for adequate and timely disbursement of funds. Engage and create partnerships with development partners. Engage and create partnerships with private sector. |
| Technological risks | Incomplete automation of CoG's operations and transitioning to digital platforms hence exposure to data breach | High | <ul style="list-style-type: none"> Full automation of CoG's operations and Implement the business continuity plan (BCP). Data and systems backup outside CoG. Risk awareness creation among staff. |

| Risk | Risk Description | Risk Level | Mitigation measures |
|--------------------|---|------------|---|
| Reputational risks | Threat of brand CoG, this can erupt with warning posing threat to sustainability of CoG | High | <ul style="list-style-type: none"> • Ensure clear communication policy. • Ensure ethical practice across the organization. • Legal Compliance. • Strengthen internal governance structures and sensitize on the same. |
| Operational risks | Inadequate human, physical and other resources | | Hire additional competent staff; retain, retrain, and motivate current staff and acquire more physical assets such as computers, vehicles, office space. |

4.6. Alignment of the Organizational Structure to the 2022-2027 Strategic Plan

To successfully realize the gains from this strategic plan, CoG shall review the current work arrangement and ensure there is adequate deployment of key required staff. Moreover, the development, alignment, and implementation of the organizational structure to 2022-2027 strategic plan can be phased in the strategic plan implementation period taking cognisance of various activities as outline in the implementation matrix.

4.7. Strategic Plan Implementation Assumptions

In implementing the Plan, it is assumed that there will be: -

- No adverse changes in the legal framework governing the CoG's Mandate.
- Social and political stability in the country.
- An upward trend of economic growth and development.
- Support from County Governments and other stakeholders in implementing the plan.
- Receipt of adequate funding to implement the plan.

4.8. Resource Requirements and Mobilization

The resources required for implementation of this strategic plan revolve around human capital and budget. For each of the activities to be undertaken successfully, there is a need to project staffing requirements as well as cost projections on an annual basis. This strategic plan has proposed full implementation of the approved organogram to ensure that the CoG has enough human capital to implement this strategic plan and carry out CoG functions. Financing of the activities will be from the exchequer, development partners' support, and contributions from the 47 County Governments. The strategic plan has detailed ways to increase the CoG's finances for strategic plan implementation and effective service delivery. To sustain the implementation of the plan, CoG's management will re-engineer internal controls and processes to realize cost-saving measures, and more importantly institute partnerships and alliances with various stakeholders. Table 4.2 below, provides the estimated cost of implementing CoG' 2022-2027 strategic plan.

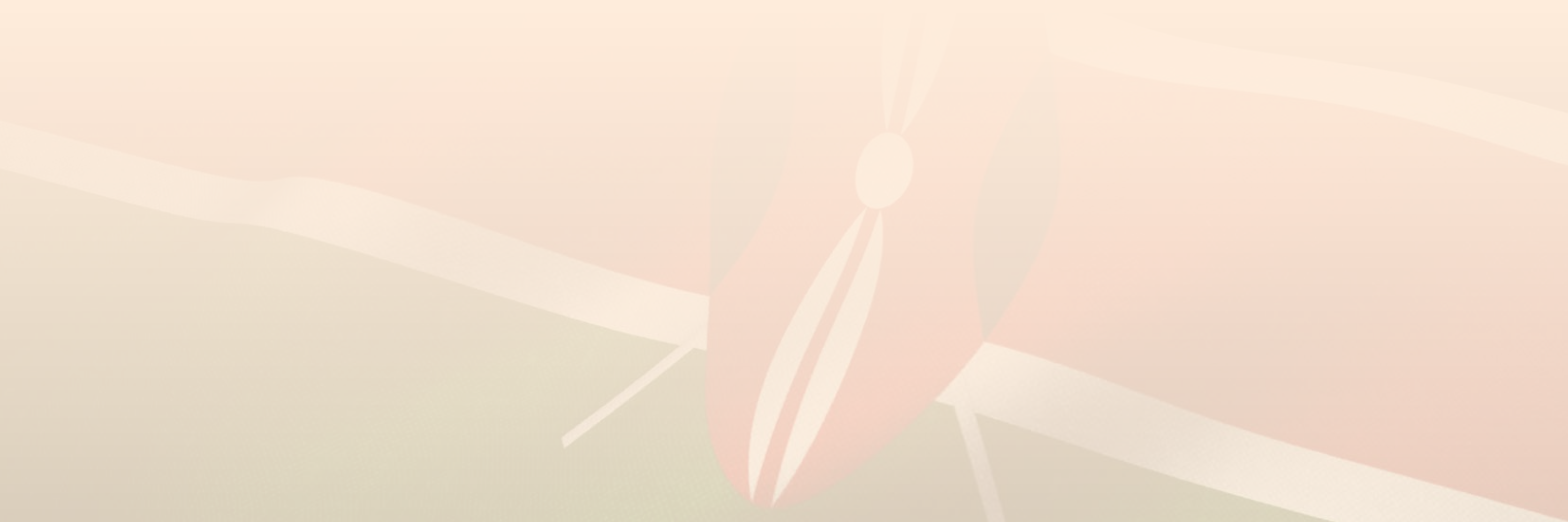
Table 4.2: Estimated Budget (KSh)

| No. | Year | Pillar 1 (Millions) | Pillar 2 (Millions) | Pillar 3 (Millions) | Annual Amount (Millions) |
|---------------|-----------|---------------------|---------------------|---------------------|--------------------------|
| 1) | 2022/2023 | 362.65 | 145.1 | 265.08 | 772.83 |
| 2) | 2023/2024 | 473.5 | 143.4 | 282.08 | 898.98 |
| 3) | 2024/2025 | 372.45 | 137.7 | 292.38 | 802.53 |
| 4) | 2025/2026 | 460.95 | 135.63 | 319.78 | 916.36 |
| 5) | 2026/2027 | 345.05 | 131.6 | 370.28 | 846.93 |
| Totals | | 2,014.6 | 693.43 | 1,529.6 | 4,237.63 |

More details about the estimated budget are covered in **Appendix 1**.

Chapter

05



05 CHAPTER FIVE

5. MONITORING AND EVALUATION OF THE PLAN

5.1. Introduction

The successful implementation of this strategic plan will depend on how effectively and efficiently the planned activities and outputs are monitored and evaluated. Monitoring and Evaluation (M&E) is an important management tool that the CoG will use to ensure that implementation of this Strategic Plan is on course. M&E will provide timely information to assess the implementation progress and evaluate the achievement of the objectives. This section outlines the monitoring and evaluation plan for the strategic plan.

5.2. Monitoring and Evaluation Framework

The M&E framework for the strategic plan will be based on the pillars, strategic objectives, strategies, and activities that will be implemented as captured under the Implementation Matrix in Appendix 1. M&E will be used to measure accomplishments and detect any deviation, and where there is a need for adjustment, appropriate and timely action will be taken. Monitoring implementation of the strategic plan shall be based on the annual work plans where each activity shall be measured against specific targets set.

The Planning, Monitoring, and Knowledge Management department will provide leadership in ensuring effective monitoring and evaluation of the plan. The department will provide day-to-day coordination in ensuring that the plan is implemented most efficiently and effectively. Implementation and tracking of the strategic plan will be done at all levels in the CoG, as shown in figure 5.1 below.

Figure 5.1 Levels in implementation and tracking of CoG strategic plan 2022-2027

| | | |
|----|--|--|
| 01 | The Council | <ul style="list-style-type: none"> • Approve resource allocation. • Receive Annual M&E reports and provide feedback • Provide policy and legislative direction. |
| 02 | CEO | <ul style="list-style-type: none"> • Provide oversight and direction in the implementation of the strategic plan. • Submit progress reports to the Executive • Oversee performance reviews, audits, and implementation of performance guidelines. |
| 03 | Planning, Monitoring and KM Department | <ul style="list-style-type: none"> • Create awareness on the Strategic plan. • Support departments and committees develop annual implementation plan. • Develop the implementation and M&E tools, and collect and collate data. • Submit progress reports to the CEO. • Oversee the mid-term and end-term evaluation of the strategic plan. |
| 04 | Directors and HoDs | <ul style="list-style-type: none"> • Submit reports and data to the Planning, Monitoring and Evaluation department. • Oversee implementation of the departmental and committee annual implementation plans. |
| 05 | COG employees and stakeholders | <ul style="list-style-type: none"> • Implement activities. • Develop departmental and committee implementation reports. • Provide information. • Provide and receive feedback. |

5.2.1. Monitoring Mechanisms

Monitoring will involve routine data collection and analysis on the success of implementing this strategic plan. The strategic plan will be implemented through the annual work plans (AWPs) prepared and approved by the CoG. The AWPs will be developed at the departmental and committee level and linked to the individual staff annual performance contracts. The Directors and Heads of Departments shall ensure that the AWPs are implemented, performance measured, progress reports developed and discussed, and corrective and preventive actions taken accordingly. The Planning, Monitoring, and Knowledge Management department will coordinate the collection and analysis of the information and review of the reports.

Monitoring implementation will entail:

- Developing AWPs with indicators and targets.
- Developing an M&E work plan and indicators tracking table to track progress on indicators.
- Convening monthly progress review meetings at the departmental, committee, and senior management levels.
- Developing quarterly progress reports for the AWPs by the departments and committees.
- Holding semi-annual and annual progress review workshops to assess implementation status.
- Developing annual statutory reports.
- Designing surveys and rapid assessments to assess implementation progress.

5.2.2. Evaluation Mechanisms

The Strategic Plan will be subjected to independent mid-term and end-term reviews to measure the achievement of intended results.

- The **mid-term review** shall be undertaken two and half years into implementing the Strategic Plan to inform evidence-based adjustments.
- The **end-term evaluation** shall be conducted at the end of the strategic plan period by an independent expert to assess the progress and achievements of the proposed outcomes and impact results.
- **Ad hoc evaluations** shall be conducted when there shall be an unexplained and significant deviation between the planned and achieved performance targets, and as part of the learning agenda to inform decision-making.

The evaluations will entail: -

- Measuring actual performance against the set targets at the outcome level.
- Establishing the variances and the causal factors.
- Identifying and recommending appropriate corrective actions.
- Documenting lessons learned.
- Recommendations to inform the next cycle of strategic planning.

5.2.3. Reporting

Monitoring will be continuous, and the following reports will be prepared:

- Activity Reports** – shall include a brief description of the AWP activities implemented. The reports shall be developed at the end of each activity outlined in the AWP.
- Quarterly Progress Reports** - shall include information on critical activities and output-level results against set targets for that quarter. The reports shall be used for reviewing progress and forward planning.

- iii. **Annual Statutory Report** – shall be developed at the end of each financial year. The report shall provide a comprehensive assessment of the programs and activities of the CoG and their contribution to the strategic plan while highlighting successes, challenges, lessons learned, and opportunities for implementation of devolution. The report is submitted to the National Assembly, Senate, and the County Assemblies by the 30th of September of every year.
- iv. **Mid-term Evaluation Report** – In the mid-term, there shall be an external evaluation to get a report of the implementation progress produced after the mid-term review of the strategic plan.
- v. **End-term Evaluation Report** - At the end of the strategic plan period, an external evaluator will assess how it achieved its planned activities and provide direction for the next strategic plan through a report.

5.2.4. The Implementation Matrix

The Implementation matrix provides a framework for the effective implementation of the Strategic Plan. The Implementation Matrix shall consist of:

- i. The Pillars
- ii. Strategic Objectives with indicators, baselines, targets, and means of verification.
- iii. Strategies.
- iv. Activities.
- v. Expected Outputs.
- vi. Performance Indicators (output level).
- vii. Reporting Schedule.
- viii. Five-year target.
- ix. Yearly targets and budgetary requirements.
- x. Total Budget.
- xi. Responsible Person.

5.3. Linking M&E to Performance Management

M&E will be an integral part of CoG's performance management system. The plan's implementation will embrace the performance management concept that entails setting up standards and targets, measuring actual performance against set targets, reporting the results, and learning from the M&E results. Functional and individual work plans with clear performance indicators, targets, resource requirements, and responsibilities shall be developed in line with the activities in the strategic plan.

Council of Governors (CoG)
Strategic Plan 2022-2027

APPENDIX 1

IMPLEMENTATION

MATRIX



PILLAR 1: GOOD GOVERNANCE AND INSTITUTIONAL CAPACITY FOR SUSTAINABLE SERVICE DELIVERY IN THE COUNTIES

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target (upper figure)/ Budget (lower figure) | | | | | Budget (Millions) | Resp. |
|--|---|---|--------------------------------|---------------------------|--|-----------|-----------|-----------|-----------|-------------------|----------------|
| | | | | | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | | |
| Pillar 1: Good Governance and Institutional Capacity for Sustainable Service Delivery in the Counties | | | | | | | | | | | |
| Strategic Objective 1.1: Promote good governance at the county level | | | | | | | | | | | |
| Performance indicator 1.1a: Number of County Governments with a score above 50 in the Corruption Perception Index. | | | | | | | | | | | |
| Baseline: 0 | | | | | | | | | | | |
| Target: 47 | | | | | | | | | | | |
| Means of verification: Annual Statutory Reports, Auditor-General's reports, Corruption Perceptions Index (CPI) Report. | | | | | | | | | | | |
| Performance indicator 1.1b: Extent of inclusion and diversity in County Governments' planning and decision-making processes. | | | | | | | | | | | |
| Baseline: 0 | | | | | | | | | | | |
| Target: 47 | | | | | | | | | | | |
| Means of verification: Gender Assessment reports. | | | | | | | | | | | |
| Strategy 1.1.i: Deepen accountability, integrity, and transparency in the County Governments (risk management, public participation, access to information, civic education, and public communication) | | | | | | | | | | | |
| 1.1.1a: Provide technical support to County Governments in developing and implementing the framework for Corruption Risk Assessment. | County Governments have and implement a Corruption Risk Assessment framework. | Number of County Governments that develop and implement a Corruption Risk Assessment framework. | Annually | 47 | 6 | 10 | 15 | 10 | 6 | 55.5 | Director Legal |
| | | | | | 9.5 | 11.5 | 13.5 | 11.5 | 9.5 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target (upper figure)/ Budget (lower figure) | | | | | Budget (Millions) | Resp. |
|---|---|--|--------------------------------|---------------------------|--|-----------|-----------|-----------|-----------|-------------------|------------------------|
| | | | | | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | | |
| 1.1.1b: Provide technical support to County Governments in developing and implementing a risk management framework | County Governments have and implement a Risk Management framework. | Number of County Governments that develop and implement a Risk Management framework. | Annually | 47 | 6 | 10 | 15 | 10 | 6 | 55.5 | Director Legal |
| | | | | | 9.5 | 11.5 | 13.5 | 11.5 | 9.5 | | |
| 1.1.1c: Provide technical support to County Governments on public communication. | Technical support provided to County Governments on public Communications. | Number of County Governments provided with technical support on public communication. | Annually | 47 | 6 | 10 | 15 | 10 | 6 | 24.5 | Head of Communications |
| | | | | | 3.5 | 5.5 | 6.5 | 5.5 | 3.5 | | |
| 1.1.1d: Provide technical support to County Governments in domesticating the Leadership and Integrity Codes. | County governments have domesticated the Leadership and Integrity Codes. | Number of County Governments that have domesticated the Leadership and Integrity Codes. | Annually | 47 | 6 | 10 | 15 | 10 | 6 | 24.5 | Director Legal |
| | | | | | 3.5 | 5.5 | 6.5 | 5.5 | 3.5 | | |
| 1.1.1e: Provide technical support to County Governments in institutionalizing public participation and civic education. | County Governments have institutionalized public participation and civic education in governance. | Number of County Governments that have institutionalized public participation and civic education in governance. | Annually | 47 | 6 | 10 | 15 | 10 | 6 | 24.5 | Director Legal |
| | | | | | 3.5 | 5.5 | 6.5 | 5.5 | 3.5 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target (upper figure)/ Budget (lower figure) | | | | | Budget (Millions) | Resp. |
|--|--|---|--------------------------------|---------------------------|--|-----------|-----------|-----------|-----------|-------------------|---------------------|
| | | | | | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | | |
| 1.1.1f: Provide technical support to County Governments in institutionalizing access to information. | County Governments have institutionalized access to information. | Number of County Governments that have institutionalized access to information. | Annually | 47 | 6 | 10 | 15 | 10 | 6 | 24.5 | Director Legal |
| | | | | | 3.5 | 5.5 | 6.5 | 5.5 | 3.5 | | |
| Strategy 1.1.2: Promote mainstreaming of gender and social inclusion, SDGs, and Climate Action in the County Governments | | | | | | | | | | | |
| 1.1.2a: Provide technical support to County Governments in mainstreaming gender and social inclusion in county planning and budgeting. | County Governments have mainstreamed gender and social inclusion in county planning and budgeting. | Number of County Governments that have mainstreamed gender and social inclusion in county planning and budgeting. | Annually | 47 | 10 | 10 | 10 | 10 | 7 | 14 | Director Committees |
| | | | | | 3 | 3 | 3 | 3 | 2 | | |
| 1.1.2b: Provide technical support to County Governments in mainstreaming SDGs. | County Governments have mainstreamed SDGs. | Number of County Governments that have mainstreamed SDGs. | Annually | 47 | 10 | 10 | 10 | 10 | 7 | 14 | Director Committees |
| | | | | | 3 | 3 | 3 | 3 | 2 | | |
| 1.1.2c: Provide technical support to County Governments in mainstreaming climate action. | County Governments have mainstreamed climate action. | Number of County Governments that have mainstreamed climate action. | Annually | 47 | 10 | 10 | 10 | 10 | 7 | 14 | Director Committees |
| | | | | | 3 | 3 | 3 | 3 | 2 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target (upper figure)/ Budget (lower figure) | | | | | Budget (Millions) | Resp. |
|---|--|--|--------------------------------|---------------------------|--|-----------|-----------|-----------|-----------|-------------------|------------------------------------|
| | | | | | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | | |
| Strategy 1.1.3: Facilitate leadership transitions at the County level | | | | | | | | | | | |
| 1.1.3a: Provide technical support to county governments on the assumption of office of county leadership. | County governments know about the assumption of office of county leadership. | Number of County Governments who conduct assumption to office of county leadership. | Annually | 47 | 1 | | | | 1 | 12.5 | Director Committees |
| | | | | | 5 | | | | 7.5 | | |
| 1.1.3b: Conduct induction for County Governors and County Government officials. | New County Governors and County Government officials have the requisite knowledge of running county governments. | Number of County Governments with New County Governors and County Government officials inducted. | Annually | 47 | 47 | 47 | 47 | 47 | 47 | 26 | Director Legal, All Directors, CEO |
| | | | | | 10 | | | | 2 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target (upper figure)/ Budget (lower figure) | | | | | Budget (Millions) | Resp. |
|--|--|--|--------------------------------|---------------------------|--|-----------|-----------|-----------|-----------|-------------------|---------------------|
| | | | | | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | | |
| Strategic Objective 1.2: Strengthen the institutional capacity of County Governments | | | | | | | | | | | |
| Performance indicator 2.2a: Number of County Governments with improved governance practices. | | | | | | | | | | | |
| Baseline: 0 | | | | | | | | | | | |
| Target: 47 | | | | | | | | | | | |
| Means of verification: Training reports, Mission reports, Annual Statutory Reports, Ad Hoc Evaluations. | | | | | | | | | | | |
| Strategy 1.2.1: Strengthen performance management (PM) in the Counties | | | | | | | | | | | |
| 1.2.1a: Provide technical support to County Governments in institutionalizing Performance Management. | County governments have institutionalized performance management. | Number of County Governments that have institutionalized performance management. | Annually | 47 | 47 | 47 | 47 | 47 | 47 | 150 | Director Committees |
| | | | | | 30 | 30 | 30 | 30 | 30 | | |
| Strategy 1.2.2: Facilitate capacity building of County Governments in key priority areas | | | | | | | | | | | |
| 1.2.2a: Develop and disseminate Position Papers and policy briefs on matters of common interest to County Governments. | Position papers and policy briefs developed and disseminated. | Number of position papers developed and disseminated. | Annually | TBD | LOE | LOE | LOE | LOE | LOE | 0 | Director Committees |
| | | | | | | | | | | | |
| 1.2.2b: Provide Capacity building support to the County Governments on devolved functions. | County Governments have improved capacity to support delivery of devolved functions. | Number of County Governments with improved capacity to support delivery of devolved functions. | Annually | 47 | 47 | 47 | 47 | 47 | 47 | 470 | All Directors |
| | | | | | 94 | 94 | 94 | 94 | 94 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target (upper figure)/ Budget (lower figure) | | | | | Budget (Millions) | Resp. |
|--|---|---|--------------------------------|---------------------------|--|-----------|-----------|-----------|-----------|-------------------|---------------------------------------|
| | | | | | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | | |
| 1.2.2c: Provide capacity building to county governments on international obligations. | County governments know about the international obligations. | Number of County governments with knowledge on international obligations. | Annually | 47 | 47 | 47 | 47 | 47 | 47 | 10 | Head of Information Technology |
| | | | | | 2 | 2 | 2 | 2 | 2 | | |
| 1.2.2d: Set up the devolution learning center in line with devolution learning needs. | Devolution learning center established and operational. | Presence of a devolution learning center within the COG. | Annually | 1 | 1 | 1 | 1 | | | 28.6 | Office of the Chief Executive Officer |
| 1.2.2e: Provide technical support to County Governments in institutionalizing Monitoring, Evaluation, and reporting. | County governments have established Monitoring, Evaluation, and Reporting function. | Number of County Governments with operation Monitoring, Evaluation, and Reporting function. | Annually | 47 | 47 | 47 | 47 | 47 | 47 | 45 | Head of Planning, Monitoring, and KM |
| 1.2.2f: Provide technical support to County Governments in further decentralization in the county government. | County governments have established decentralized structures. | Number of County governments with established decentralized structures. | Annually | 47 | 10 | 10 | 10 | 10 | 7 | 44 | Director Committees |
| | | | | | 9 | 9 | 9 | 9 | 8 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target (upper figure)/ Budget (lower figure) | | | | | Budget (Millions) | Resp. |
|--|---|--|--------------------------------|---------------------------|--|-----------|-----------|-----------|-----------|-------------------|---------------------|
| | | | | | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | | |
| Strategy 1.2.3: Strengthen policy and legislative capacity of County Governments | | | | | | | | | | | |
| 1.2.3a: Provide technical support to County Governments on developing and implementing policies, guidelines, strategies, frameworks, and laws on devolved functions. | Model policies and laws developed, disseminated, and adopted by County Governments. | Number of model policies and laws developed, disseminated, and domesticated by County Governments. | Quarterly | 47 | 18 | 18 | 18 | 18 | 19 | 33.75 | All Directors |
| | | | | | 6.75 | 6.75 | 6.75 | 6.75 | 6.75 | | |
| 1.2.3b: Undertake annual assessments on county policies and laws. | Assessments conducted and reports generated. | Number of assessments carried out and reports generated on county policies and laws. | Quarterly | 90 | 18 | 18 | 18 | 18 | 18 | 15 | Director Legal |
| | | | | | 3 | 3 | 3 | 3 | 3 | | |
| 1.2.3c: Develop and track compliance on laws and international instruments of interest to County Governments. | CoG has compliance checklists for national laws and international instruments. | Evidence of compliance checklist for national laws and international instruments. | Annually | 5 | 1 | 1 | 1 | 1 | 1 | 0 | Director Legal |
| | | | | | LOE | LOE | LOE | LOE | LOE | | |
| Strategy 1.2.4: Facilitate adequate resourcing for County Governments | | | | | | | | | | | |
| 1.2.4a: Provide technical support to County Governments to mobilize resources. | County Governments have adequate resources to support devolved services. | Number of County Governments that have received resources through the support of CoG. | Annually | 47 | 47 | 47 | 47 | 47 | 47 | 15 | Director Committees |
| | | | | | 3 | 3 | 3 | 3 | 3 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target (upper figure)/ Budget (lower figure) | | | | | Budget (Millions) | Resp. |
|---|---|--|--------------------------------|---------------------------|--|-----------|-----------|-----------|-----------|-------------------|---------------------|
| | | | | | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | | |
| 1.2.4b: Advocate for costing of devolved functions. | CoG has a cost analysis matrix on the devolved functions. | Number of cost analysis matrix sheets on devolved functions. | Annually | 4 | 4 | 4 | 4 | 4 | 4 | 10 | Director Committees |
| | | | | | 2 | 2 | 2 | 2 | 2 | | |
| 1.2.4c: Influence County Governments' interests in national and international dialogues on donor development cooperation. | Development partner commitments to supporting devolved functions. | Number of development partners committing to support devolved functions. | Annually | 25 | 5 | 5 | 5 | 5 | 5 | 17.5 | Director Committees |
| | | | | | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | | |
| 1.2.4d: Provide technical support to County Governments to maximize Own Source Revenue (OSR) | County Governments supported in maximizing OSR. | Number of County Governments supported in maximizing OSR. | Annually | 47 | 10 | 10 | 10 | 10 | 7 | 17.5 | Director Committees |
| | | | | | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | | |
| Strategy 1.2.5: Position Counties as investment destinations | | | | | | | | | | | |
| 1.2.5a: Provide technical support to County Governments to market themselves as investment destinations. | Counties have listed new investments. | Number of counties that have identified and marketed new investments. | Annually | 1 | 10 | 10 | 10 | 10 | 7 | 25 | Director Committees |
| | | | | | 5 | 5 | 5 | 5 | 5 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target (upper figure)/ Budget (lower figure) | | | | | Budget (Millions) | Resp. |
|--|--|--|--------------------------------|---------------------------|--|-----------|-----------|-----------|-----------|-------------------|--------------------------------------|
| | | | | | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | | |
| 1.2.5b: Provide linkages for County Governments to investment opportunities. | Counties have new investments. | Number of counties benefiting from new investments. | Annually | 47 | 10 | 10 | 10 | 10 | 7 | 25 | Director Committees |
| | | | | | 5 | 5 | 5 | 5 | 5 | | |
| 1.2.5c: Provide technical support to County Governments on ease of doing business. | County Governments have the necessary frameworks to facilitate ease of doing business. | Number of County Governments with the necessary frameworks to facilitate ease of doing business. | Annually | 47 | 10 | 10 | 10 | 10 | 7 | 25 | |
| | | | | | 5 | 5 | 5 | 5 | 5 | | |
| Strategic Objective 1.3: Promote knowledge management, learning, innovation, and research in Counties | | | | | | | | | | | |
| Performance indicator 1.3a: Proportion of County Governments with at least one of the requisite KM instruments. | | | | | | | | | | | |
| Baseline: 0% | | | | | | | | | | | |
| Target: 50% | | | | | | | | | | | |
| Means of verification: KM Policies, KM Strategies, Evaluation/Assessment reports. | | | | | | | | | | | |
| Performance indicator 1.3b: Degree of adoption of good practices and innovations by County Governments. | | | | | | | | | | | |
| Baseline: 0 | | | | | | | | | | | |
| Target: 1 | | | | | | | | | | | |
| Means of verification: Ad hoc evaluation reports, Support Supervision reports, Compendium of County Innovations. | | | | | | | | | | | |
| Strategy 1.3.1: Institutionalize data and knowledge management at the County level | | | | | | | | | | | |
| 1.3.1a: Provide technical support to County Governments to establish county KM structures. | County governments have established County KM Structures. | Number of County Governments with established County KM Structures. | Annually | 47 | 10 | 10 | 10 | 10 | 7 | 45 | Head of Planning, Monitoring, and KM |
| | | | | | 9.5 | 9.5 | 9.5 | 9.5 | 7 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target (upper figure)/ Budget (lower figure) | | | | | Budget (Millions) | Resp. |
|--|---|---|--------------------------------|---------------------------|--|-----------|-----------|-----------|-----------|-------------------|---------------------------------------|
| | | | | | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | | |
| 1.3.1b: Provide technical support to County Governments on County statistics and data management. | County governments have established County KM Structures. | Number of County Governments with established County KM Structures. | Annually | 47 | | 15 | 20 | 12 | | 25 | Head of Planning, Monitoring, and KM |
| | | | | | | 8 | 8 | 9 | | | |
| Strategy 1.3.2: Facilitate learning and innovation on devolution | | | | | | | | | | | |
| 1.3.2a: Promote peer-to-peer learning forums among County Governments | County governments know about good practices to improve service delivery from other County Governments. | The number of county governments with knowledge about good practices to improve service delivery from other County Governments. | Annually | 47 | 10 | 10 | 10 | 10 | 5 | 12 | Head of KM |
| | | | | | 2.4 | 2.5 | 2.6 | 2.7 | 1.8 | | |
| 1.3.2b: Hold devolution conferences, with a clear emphasis on the Devolution conferences as a learning platform. | Conference Communiques and reports. | The number of communiques/ conference reports developed. | Biennially | 2 | | 1 | | 1 | | 400 | Office of the Chief Executive Officer |
| | | | | | | 200 | | 200 | | | |
| 1.3.2c: Hold sector-specific conferences/ forums. | Conference Communiques and reports. | The number of communiques/ conference reports developed. | Biennially | 3 | 1 | | 1 | | 1 | 300 | Office of the Chief Executive Officer |
| | | | | | 100 | | 100 | | 100 | | |

PILLAR 2: INTERGOVERNMENTAL RELATIONS AND DEVOLUTION

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | Budget (Millions) | Resp. |
|---|---|---|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-------------------|-------------------------------------|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | | |
| Pillar 2: Intergovernmental Relations and Devolution | | | | | | | | | | |
| Strategic Objective 2.1: Strengthen cooperative government and intergovernmental relations | | | | | | | | | | |
| Performance indicator 2.1a: Existence of strong cooperative governance and functional intergovernmental structures. | | | | | | | | | | |
| Baseline: Existing IGR Structures- Summit, CoG, IGRTC, IBEC, Intergovernmental Sector Forums. | | | | | | | | | | |
| Target: Full implementation of decisions made in intergovernmental forums; functional intergovernmental sector forums in each sector. | | | | | | | | | | |
| Means of verification: Reports. | | | | | | | | | | |
| Strategy 2.1.1: Facilitate effective coordination among County Governments, including inter-and-intra-county dispute resolution | | | | | | | | | | |
| 2.1.1a: Convene County Governments to discuss matters of common interest. | Events/meetings to discuss matters of common interest to counties convened. | Evidence of implementation of decisions/ resolutions made in County caucuses. | Annually | 47 | 47 | 47 | 47 | 47 | 50.0 | Director Committees/ Director Legal |
| | | | | | 10 | 10 | 10 | 10 | | |
| 2.1.1b: Develop and support implementation of an intra-county dispute resolution framework. | Intra-county dispute resolution framework developed and implemented/ adopted by Counties. | Existence of an intra-county dispute resolution framework. | Annually | 1 | 1 | | | | 4.5 | Director Committees |
| | | | | | 45 | | | | | |
| 2.1.1c: Support implementation of the inter-County dispute resolution framework by developing internal guidelines for handling inter-County disputes referred to the Council. | Guidelines for the resolution of Inter-County disputes referred to the CoG developed, and approved, and utilized. | Evidence of internal guidelines for handling disputes referred to the CoG. | Annually | 1 | 1 | 1 | 1 | 1 | 7.5 | Director Legal |
| | | | | | 1-5 | 1-5 | 1.5 | 1-5 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | | Budget (Millions) | Resp. |
|--|---|--|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-----------|-------------------|--------------------------------------|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2026/2027 | | |
| 2.1.1d: Develop and implement a framework for receiving reports and monitoring the implementation of inter-county agreements on inter-county projects. | Framework for receiving reports and monitoring the implementation of inter-county agreements on inter-county projects developed, approved, and implemented. | Evidence of a mechanism for receiving and monitoring inter-county agreements on inter-county projects. | Annually | 1 | 1 | 1 | 1 | 1 | 1 | 18.5 | Director Committees |
| | | | | | 4-5 | 3-5 | 3-5 | 3-5 | | | |
| 2.1.1e: Establish and operationalize inter-city and inter-municipality forums. | Intercity and inter-municipality forums established and operationalized. | Number of Intercity and inter-municipality forums established and operationalized. | Annually | 2 | 2 | 2 | 2 | 2 | 2 | 25 | Director Committees |
| | | | | | 5 | 5 | 5 | 5 | | | |
| Strategy 2.1.2: Facilitate intergovernmental relations between National and County Governments | | | | | | | | | | | |
| 2.1.2a: Support implementation of resolutions made in the Summit, CoG meetings, IBEC, and Intergovernmental sector forums. | Resolutions made in intergovernmental forums fully implemented. | Number of resolutions implemented. | Annually | TBD | 5 | 5 | 5 | 5 | 5 | 12.5 | Director, Legal, Director Committees |
| | | | | | 2.5 | 2.5 | 2.5 | 2.5 | | | |
| 2.1.2b: Advocate for the finalization and gazette of the Intergovernmental Sector Forum regulations. | Intergovernmental sector forum regulations finalized, approved, and gazetted. | Evidence of a Legal Notice on the intergovernmental sector forum regulations. | Annually | 1 | 1 | | | | | 1.5 | Director, Legal, Director Committees |
| | | | | | | | | | | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | Budget (Millions) | Resp. | |
|--|---|---|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-------------------|-------|--------------------------------------|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | | | 2026/2027 |
| 2.1.2c: Advocate for the gazette ment and implementation of the Intergovernmental (Alternative Dispute Resolution) Regulations | Intergovernmental (Alternative Dispute Resolution) Regulations gazetted and utilized. | Evidence of a Legal Notice on Intergovernmental (Alternative Dispute Resolution) Regulations. | Annually | 1 | 1 | | | | | 1.5 | Director, Legal, Director Committees |
| | | | | | 1.5 | | | | | | |
| Strategic Objective 2.2: Strengthen policy and legislation for devolution | | | | | | | | | | | |
| Performance indicator 2.2a: National policies and laws well aligned to the devolved system of governance; and County Governments having all necessary policies and laws on the devolved functions. | | | | | | | | | | | |
| Baseline: 20% | | | | | | | | | | | |
| Target: 100% | | | | | | | | | | | |
| Means of verification: Enacted policies and laws at the County Level and Reports on implementation of the Audit of Laws report. | | | | | | | | | | | |
| Strategy 2.2.1: Advocate for policy and legislative reforms and initiate corrective action. | | | | | | | | | | | |
| 2.2.1a: Review policies, laws, guidelines, strategies, frameworks, and other documents generated from line Ministries and county governments and develop advisories/ memoranda on the same. | Policies reviewed and advisories generated and submitted to Ministries. | Number of policy proposals adopted. | Quarterly | 300 | 60 | 60 | 60 | 60 | 60 | 135 | All Directors |
| | | | | | 27 | 27 | 27 | 27 | 27 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | Budget (Millions) | Resp. |
|---|---|---|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-------------------|----------------|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | | |
| 2.2.1b: Update and implement the Audit of Laws Report by: i.) Generating; and ii.) Advocating for policy and legislative proposals. | Policy and legislative amendments proposed to align national policies and laws to devolution. | No of policy and legislative proposals generated and adopted. | Quarterly | 5 | 1 | 1 | 1 | 1 | 15 | Director Legal |
| | | | | | 3 | 3 | 3 | 3 | | |
| 2.2.1c: Generate the second edition of the County Policy and Law Mapping Report. | CoG has the Second edition of the County Policy and Law Mapping Report. | Evidence of the Second Edition of the County Policy and Law Mapping report. | Quarterly | 2 | 1 | | 1 | | 9 | All Directors |
| | | | | | 4.5 | | 4.5 | | | |
| 2.2.1d: Develop position papers/ policy briefs on emerging issues on the policy and legislation. | Position papers and policy briefs developed and disseminated to all stakeholders. | No of position papers and policy briefs developed and disseminated. | Quarterly | 1,800 | 360 | 360 | 360 | 360 | 0 | All Directors |
| | | | | | | | LOE | | | |
| 2.2.1e: Initiate and defend legal proceedings with attempts to claw back on devolution. | Court cases, Judgments, and rulings delivered in favour of devolution. | • Number of court cases initiated and defended. • Evidence of judgments and rulings. | Quarterly | 25 | 5 | 5 | 5 | 5 | 0 | Director Legal |
| | | | | | | | LOE | | | |
| 2.2.1f: Develop and disseminate legal advisories on judgments and rulings. | Advisories developed and disseminated to County Governments. | Number of advisories developed and disseminated. | Quarterly | 25 | 5 | 5 | 5 | 5 | 0 | Director Legal |
| | | | | | | | LOE | | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | Budget (Millions) | Resp. | |
|--|---|--|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-------------------|-------|----------------|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | | | 2026/2027 |
| Strategy 2.2.2: Advocate and advance County Governments' positions that are in the interest of devolution | | | | | | | | | | | |
| 2.2.2a: Advocate for the complete unbundling of all devolved functions. | All devolved functions unbundled. | Evidence of Gazette Notices on unbundling. | Quarterly | 5 | 1 | 1 | 1 | 1 | 1 | 135 | Director Legal |
| | | | | | 27 | 27 | 27 | 27 | 27 | | |
| 2.2.2b: Advocate for restructuring of state agencies, Regional Development Authorities (RDAs) and parastatals that continue to undertake County functions. | All State agencies managing County functions restructured and aligned to the Fourth Schedule. | No. of state agencies structured. | Annually | 5 | 1 | 1 | 1 | 1 | 1 | 135 | Director Legal |
| | | | | | 27 | 27 | 27 | 27 | 27 | | |
| 2.2.2c: Advocate for County governments' positions in inter-governmental forums, inter-ministerial and parliamentary committees. | County Governments' positions adopted and implemented. | Number of County Governments' positions adopted and implemented. | Quarterly | 240 | 48 | 48 | 48 | 48 | 48 | 15 | Director Legal |
| | | | | | 3 | 3 | 3 | 3 | 3 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | Budget (Millions) | Resp. |
|--|--|---|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-------------------|---------------------|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2026/2027 | |
| Strategic Objective 2.3: Strengthen County Governments’ position in global agenda | | | | | | | | | | |
| Performance indicator 2.3a: County Governments’ interests and voices visible in global discourses. | | | | | | | | | | |
| Baseline: 0 | | | | | | | | | | |
| Target: 47 | | | | | | | | | | |
| Means of verification: Reports, Membership into international intergovernmental bodies. | | | | | | | | | | |
| Strategy 2.3.1: Facilitate County Governments’ involvement in international and regional engagements | | | | | | | | | | |
| 2.3-1a: Coordinate and consolidate County Governments’ positions and interests consolidated and advocated for in regional and international commitments. | County Governments’ positions and interests consolidated and advocated for in regional and international forums. | No. of county positions and interests included in the regional and international forums. | Annually | 10 | 2 | 2 | 2 | 2 | 50.83 | Director Committees |
| | | | | | 10.4 | 10.3 | 10.1 | 10.03 | 10.0 | |
| 2.3-1b: Advocate for the revision of the Kenya Foreign Policy to recognize the role of County Governments in global agendas like SDGs, Paris Agreement, etc. | The Kenya Foreign Policy revised. | Evidence of the revised Kenya Foreign Policy. | Annually | 1 | | 1 | | | 3.0 | Director Committees |
| | | | | | | 3.0 | | | | |
| 2.3-1c: Influence the participation of County Governments in regional and international forums. | County governments participate in regional and international forums. | Evidence of partnerships and networks established between County Governments and regional and international actors. | Annually | 47 | 15 | 25 | 36 | 40 | 47 | Director Committees |
| | | | | | 5.2 | 5.1 | 5.1 | 5.1 | 5.1 | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | | Budget (Millions) | Resp. |
|--|---|--|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-----------|-------------------|---------------------|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2026/2027 | | |
| Strategy 2.3.2: Promote localization of regional and global commitments | | | | | | | | | | | |
| 2.3.2a: Provide technical support to County Governments to understand and localise regional and international commitments. | Regional and International commitments localised in County level policy and legislation. | Evidence of County level policy and legislation complying with regional and international commitments. | Annually | 47 | 6 | 10 | 15 | 10 | 6 | 24.5 | Director Committees |
| | | | | | 3.5 | 5.5 | 6.5 | 5.5 | 3.5 | | |
| 2.3.2b: Develop and implement a framework for tracking the localization of regional and global commitments. | CoG and County Governments have a framework for tracking the localization of regional and global commitments. | Evidence of a functional tracking framework. | Annually | 47 | 6 | 10 | 15 | 10 | 6 | 24.5 | Director Committees |
| | | | | | 3.5 | 5.5 | 6.5 | 5.5 | 3.5 | | |

PILLAR 3: COG'S INSTITUTIONAL DEVELOPMENT

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | Budget (Millions) | Resp. | |
|--|--|--|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-------------------|-------|-------------------------|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2026/2027 | | |
| Pillar 3: COG's Institutional Development | | | | | | | | | | | |
| Strategic Objective 3.1: Strengthen CoG's administrative functions and identity | | | | | | | | | | | |
| Performance indicator 3.1a: Existence of operational and adequate internal structures, systems, tools, procedures, and methods. | | | | | | | | | | | |
| Baseline: Some internal structures, systems, tools, procedures, and methods are available. | | | | | | | | | | | |
| Target: Requisite internal structures, systems, tools, procedures, and methods in place. | | | | | | | | | | | |
| Means of verification: Annual Statutory reports, Service Charters, Audit reports, Standard Operating Procedures, Memorandums of Understanding. | | | | | | | | | | | |
| Performance indicator 3.1b: Availability of required technical staff on all key functions within the CoG. | | | | | | | | | | | |
| Baseline: 68 current staffing level. | | | | | | | | | | | |
| Target: 113 staff required. | | | | | | | | | | | |
| Means of verification: Annual HR reports, Annual Statutory Reports. | | | | | | | | | | | |
| Performance indicator 3.1c: Adequacy of CoG's brand identity. | | | | | | | | | | | |
| Baseline: Current status based on Communication strategy. | | | | | | | | | | | |
| Target: Attain optimal brand recognition and identity. | | | | | | | | | | | |
| Means of verification: Satisfaction survey reports. | | | | | | | | | | | |
| Strategy 3.1.1: Strengthen the Committees and Departments of the Council | | | | | | | | | | | |
| 3.1.1a: Orient CoG and Committee Chairs and members on their roles and rules of business. | New CoG Leadership, (Committee chairs and members) know their roles and rules of business. | Number of COG leadership members who know their roles and rules of business. | Annually | 1 | 1 | | | | | 0 | Chief Executive Officer |
| | | | | | LOE | | | | | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | | Budget (Millions) | Resp. |
|--|---|--|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-----------|-------------------|---|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2026/2027 | | |
| 3.1.1b: Establish sector panels of experts at the CoG to support County Governments in policy and legislative development, review, and implementation. | CoG has a panel of experts to provide technical assistance to county governments. | Number of Committees with a panel of experts to provide technical assistance to county governments. | Quarterly | 13 | 7 | 6 | | | | 25 | Director Committees |
| | | | | | 5 | 5 | 5 | 5 | 5 | | |
| 3.1.1c: Develop the capacity of Technical Committees, Departments, Units, and Programmes. | Technical Committees strengthened. | No of Committee and program reports. | Annually | 1 | 17 | 17 | 17 | 17 | 17 | 15 | Director Committees |
| | | | | | 3 | 3 | 3 | 3 | 3 | | |
| 3.1.1d: Equip the committees and departments with the necessary resources and skills. | Committees and departments have the necessary resources and skills they require to do their work. | Number of Committees and departments provided with the necessary resources and skills they require to do their work. | Annually | 21 | 21 | 21 | 21 | 21 | 21 | 15 | Director, Corporate Services, Director Committees |
| | | | | | 3 | 3 | 3 | 3 | 3 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | | Budget (Millions) | Resp. |
|---|--|--|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-----------|-------------------|-------------------------|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2026/2027 | | |
| Strategy 3.1.2: Anchor the technical arm of CoG into law | | | | | | | | | | | |
| 3.1.2a: Engage Parliament (Senate and National Assembly) standing committee on the devolved government to sensitize and fast-track bill amendments. | COG Secretariat anchored in law. | No of engagement forums with the Senate and National Assembly on the Intergovernmental Relations Act Amendments. | | | 3 | | | | | | |
| | | | | | | | | | | | |
| 3.1.2b: Engage the Summit on the anchorage of COG Secretariat into Law. | COG Secretariat anchored in law. | Presence of Summit resolution on the anchorage of COG Secretariat in law. | Annually | 1 | 1 | | | | | 0 | Director Legal |
| | | | | | 0 | | | | | | |
| Strategy 3.1.3: Acquire, develop, and maintain optimal staffing levels | | | | | | | | | | | |
| 3.1.3a: Implement the approved CoG organizational structure. | Organization structure guiding staffing program. | Number of established positions filled. | Annually | TBD | 70 | 80 | 90 | 100 | 115 | 900 | Head of Human Resource |
| | | | | | 135 | 150 | 175 | 200 | 240 | | |
| 3.1.3b: Undertake structured training and development of staff (including induction of new staff). | CoG staff have enhanced capacity to perform their functions. | Number of COG Staff with improved capacity to perform their functions. | Annually | TBD | 70 | 80 | 90 | 100 | 115 | 26 | Head of Human Re-source |
| | | | | | 4 | 4 | 5 | 6 | 7 | | |
| 3.1.3c: Develop and implement a reward and motivation system. | CoG has a Reward and motivation system. | Presence of the reward and motivation scheme. | Annually | TBD | | | | | | 10 | Head of Human Re-source |
| | | | | | 1.5 | 1.5 | 2 | 2.5 | 2.5 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | | Budget (Millions) | Resp. |
|--|--|--|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-----------|-------------------|---|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2026/2027 | | |
| 3.1.3d: Implement a sustainable talent management programme. | Talent Management program in place. | Evidence of Talent Management programs. | Annually | TBD | 3 | 5 | 5 | 5 | 5 | 8 | Head of Human Re-source |
| | | | | | 1 | 1.5 | 1.5 | 2 | 2 | | |
| 3.1.3e: Develop and implement a succession management programme. | Succession Management program in place. | Evidence of Succession Management Program. | Annually | TBD | 20 | 24 | 30 | 33 | 37 | 2.8 | Head of Human Re-source |
| | | | | | 0.3 | 0.3 | 0.5 | 0.7 | 1 | | |
| Strategy 3.1.4: Strengthen internal systems, processes, and application of technologies | | | | | | | | | | | |
| 3.1.4a: Review CoG's mechanisms for undertaking due diligence prior to engagement of staff, partners, and contractors. | Due diligence mechanisms for engagement of staff, partners and contractors reviewed. | Number of due diligence mechanisms review report. | Annually | 5 | 1 | 1 | 1 | 1 | 1 | 2.5 | Director Cooperate Services/ Director Legal |
| | | | | | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | | |
| 3.1.4b: Monitor compliance of institutional statutory requirements. | Compliance of institutional Statutory requirements achieved. | Level of compliance of institutional statutory requirements. | Annually | 20 | 20 | 20 | 20 | 20 | 20 | 6.4 | Director Cooperate Services/ Director Legal |
| | | | | | 1.28 | 1.28 | 1.28 | 1.28 | 1.28 | | |
| 3.1.4c: Develop/ review and approve CoG Governance Instruments (Policies, Charter, Guidelines, SOPs, and Manuals). | CoG governance instruments developed/ reviewed. | Number of instruments developed and approved for implementation. | Annually | 10 | 10 | | | | | 26 | Director Legal/All Directorates |
| | | | | | 5.2 | 5.2 | 5.2 | 5.2 | 5.2 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | | Budget (Millions) | Resp. |
|---|---|---|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-----------|-------------------|---|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2026/2027 | | |
| 3.1.4d: Develop and implement Human Resource Management practices, including inclusivity and diversity. | HR strategic management practices enhanced. | Number of HR strategic management reports incorporating inclusivity, diversity, and talent management components. | Annually | 5 | 5 | 5 | 5 | 5 | 5 | 25 | Head of Human Re-source |
| | | | | | 5 | | 5 | 5 | 5 | | |
| 3.1.4e: Roll out the Performance Management Framework at COG. | Performance management entrenched. | Presence of a performance management evaluation reports. | Annually | 1 | 1 | 1 | 1 | 1 | 1 | 1 | Head of Human Re-source |
| | | | | | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | | |
| 3.1.4f: Develop and implement a robust monitoring and evaluation system for the CoG. | CoG has a robust M&E system. | Existence of a robust M&E system at CoG. | Annually | 1 | 1 | 1 | 1 | 1 | 1 | 17.5 | Head of Planning, Monitoring and KM |
| | | | | | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | | |
| 3.1.4g: Automate CoG's internal processes. | New technological solutions adopted. | Presence of new technological solutions to address ICT needs in CoG | Annually | 5 | 1 | 1 | 1 | 1 | 1 | 80 | Head of Information and Technology |
| | | | | | 15 | 25 | 10 | 10 | 20 | | |
| 3.1.4h: Prioritize acquisition of adequate office space. | G48 towers/ Devolution Tower. | Presence of the G48 towers. | Annually | 1 | 1 | 1 | 1 | 1 | 1 | 60 | Executive Office of the Chairman of COG |
| | | | | | 12 | 12 | 12 | 12 | 12 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | | Budget (Millions) | Resp. |
|---|---|--|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-----------|-------------------|---|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2026/2027 | | |
| Strategy 3.1.5: Strengthen mechanisms for consideration of matters referred to the Council by the public | | | | | | | | | | | |
| 3.1.5a: Establish a comprehensive mechanism for consideration of matters referred to the council by the public. | CoG has a comprehensive mechanism for consideration of matters referred to the council by the public. | Existence of a comprehensive mechanism for consideration of matters referred to the council by the public. | Annually | 1 | 1 | 1 | 1 | 1 | 1 | 3 | Director Legal Services |
| | | | | | 3 | LOE | LOE | LOE | LOE | | |
| Strategy 3.1.6: Strengthen knowledge management, learning, innovation, and research at the Council | | | | | | | | | | | |
| 3.1.6a: Institutionalize KM at the Council. | COG has institutionalized Knowledge management. | Existence of functional knowledge management structures. | Annually | 1 | 1 | 1 | 1 | 1 | 1 | 5 | Head of Planning, Monitoring, and KM |
| | | | | | 5 | 5 | 5 | 5 | 5 | | |
| 3.1.6b: Coordinate and undertake research and case studies on devolution implementation. | Research studies and policy briefs. | Number of research policy briefs developed and adopted | Annually | 5 | 1 | 1 | 1 | 1 | 1 | 10 | Head of Planning, Monitoring, and KM/ Director Committees |
| | | | | | 2 | 2 | 2 | 2 | 2 | | |
| | | Number of research policy briefs developed and adopted | Annually | 5 | 1 | 1 | 1 | 1 | 1 | | |
| 3.1.6c: Diversify the Maarifa Center products and services. | Maarifa center has new products. | Number of new Maarifa center products developed. | Annually | 5 | 1 | 1 | 1 | 1 | 1 | 4.5 | Head of Planning, Monitoring and KM |
| | | | | | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | | Budget (Millions) | Resp. |
|--|--|---|--------------------------------|--|-----------|-----------|-----------|-----------|-----------|-------------------|---|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2026/2027 | | |
| 3.1.6d: Revamp and promote Maarifa usage by the County Governments and devolution stakeholders. | Maarifa center revamped. | Existence of revamped Maarifa center website and physical platform. | Annually | 1 | 1 | 1 | | | | 5 | Head of Planning, Monitoring and KM |
| | County Governments and devolution stakeholders regularly use the Maarifa Platform. | Number of stakeholders utilizing the Maarifa Platform. | Annually | 50, 000 users per quarter | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | | |
| | | | | | LoE | LoE | LoE | LoE | LoE | | |
| 3.1.6e: Document and share sectoral knowledge products. | Sectoral knowledge products documented and shared. | Number of sectoral knowledge products documented and shared. | Annually | 50 sectoral knowledge products documented and shared | 10 | 12 | 12 | 12 | 4 | 3.2 | Head of Planning, Monitoring and KM/ Director Committees/ Head of Communication |
| | | | | | 0.5 | 0.7 | 0.8 | 1 | 0.2 | | |
| 3.1.6f: Operationalize the Open County Data Portal. | CoG has an operational Open County Data Portal. | Evidence of an Operational Open County Data Portal. | Annually | 1 | 1 | 1 | 1 | 1 | 1 | 75 | Head of Planning, Monitoring and KM |
| | | | | | 15 | 15 | 15 | 15 | 15 | | |
| 3.1.6g: Develop and implement a scheme to recognize and award innovative, outstanding approaches for devolution. | A scheme for recognizing and awarding innovative, outstanding approaches for devolution. | Existence of a scheme for recognizing and awarding innovative, outstanding approaches for devolution. | Annually | 1 | 1 | 1 | 1 | 1 | 1 | 42 | Head of Planning, Monitoring, and KM/ Director Committees |
| | | | | | 2 | 10 | 10 | 10 | 10 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | | Budget (Millions) | Resp. |
|---|--|--|--------------------------------|---------------------------|--------|-----|-----|-----|-----|-------------------|---------------------------------------|
| Strategy 3.1.7: Enhance CoG's brand | | | | | | | | | | | |
| 3.1.7a: Develop and implement CoG's Communication Strategy. | CoG has a Communication Strategy. | Evidence of a Functional Communication Strategy. | Annually | 1 | 1 | 1 | 1 | 1 | 1 | 34.7 | Head of Communication & All Directors |
| | | | | | 6.7 | 7 | 7 | 7 | 7 | | |
| 3.1.7b: Set up a devolution correspondent 'desk. | CoG has a devolution correspondence desk for improved media reporting on devolved functions. | Number of news articles, news pieces, opinion pieces and editorials in print and electronic media. | Quarterly | 20 | 4 | 4 | 4 | 4 | 4 | 5 | Head of Communication & All Directors |
| | | | | | 1 | 1 | 1 | 1 | 1 | | |
| 3.1.7c: Undertake periodic sensitization and capacity building of the media fraternity on devolved sectors. | Media houses have improved capacity to report devolved functions. | Number of media houses with improved capacity to report on devolved functions. | Quarterly | 20 | 4 | 4 | 4 | 4 | 4 | 5 | Head of Communication & All Directors |
| | | | | | | 5.2 | 5.2 | 5.2 | 5.2 | | |
| 3.1.7d: Undertake Annual Devolution sensitization week. | The public knows about the progress of the implementation of devolution. | Evidence of public awareness survey reports. | Annual | 5 | 1 | 1 | 1 | 1 | 1 | 7.5 | Head of Communication & All Directors |
| | | | | | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | | |
| 3.1.7e: Undertake strategic community partnership initiatives (CSR) | CoG has improved its image CoG through community engagement. | Number of CSR Activities undertaken. | Annual | 5 | 1 | 1 | 1 | 1 | 1 | 5 | Head of Communication and Head of HR |
| | | | | | 1 | 1 | 1 | 1 | 1 | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | Budget (Millions) | Resp. |
|--|---|--|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-------------------|------------------------|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2026/2027 | |
| Strategic Objective 3.2: Enhance CoG's resource base | | | | | | | | | | |
| Performance indicator 3.2a: Existence of adequate resources to support CoG's activities | | | | | | | | | | |
| Baseline: Current resources inadequate to support CoG's activities. Target: Attain an optimal level of resources to support CoG's activities. Means of verification: Proposals, MoUs, Letters of Agreements. | | | | | | | | | | |
| Strategy 3.2.1: Secure adequate resources for COG | | | | | | | | | | |
| 3.2.1a: Advocate for the county governments support to the Council agenda. | Council receives increased support from County Governments. | Number of County Governments supporting the Council's agenda. | Annually | 47 | 47 | 47 | 47 | 47 | 3.5 | Director Committees |
| 3.2.1b: Mobilize resources for activities of the Council. | Council has adequate resources to support its activities. | Existence of adequate resources to support the Council's activity. | Annually | Kshs 100B | 200M | 200M | 200M | 200M | 10 | All Directors and HoDs |
| 3.2.1c: Develop and implement CoG's resource mobilization strategy. | CoG has a resource mobilization strategy. | Existence of a resource mobilization strategy. | Annually | 1 | 1 | 1 | 1 | 1 | 3.5 | Director Committees |
| | | | | | 3.5 | LoE | LoE | LoE | LoE | |
| 3.2.2a: Develop and implement a stakeholder engagement strategy for CoG. | CoG has a stakeholder engagement strategy. | Presence of a stakeholder engagement strategy. | Annually | 1 | 1 | 21 | | | 3.5 | Director Legal |
| | | | | | 3.5 | 3 | | | | |

| Activity | Expected Output | Output Indicator | Reporting Schedule (Frequency) | The target for five years | Target | | | | | Budget (Millions) | Resp. |
|--|--|--|--------------------------------|---------------------------|-----------|-----------|-----------|-----------|-----------|-------------------|-------------------|
| | | | | | 2022/2023 | 2022/2023 | 2023/2024 | 2024/2025 | 2026/2027 | | |
| 3.2.2b: Take up and participate in strategic leadership role in the regional and international intergovernmental bodies. | COG has leadership positions in the regional and international intergovernmental bodies. | Number of leadership positions occupied by COG in the regional and international intergovernmental bodies. | Annually | 5 | 1 | 1 | 1 | 1 | 1 | 45 | Office of the CEO |
| | | | | | 9.0 | 9.0 | 9.0 | 9.0 | 9.0 | | |
| 3.2.2c: Establish formal partnerships with strategic institutions locally, regionally, and globally. | CoG has partnerships with strategic institutions. | Number of Partnerships with strategic institutions established. | Annually | 25 | 5 | 5 | 5 | 5 | 5 | 17.5 | Director Legal |
| | | | | | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | | |

APPENDIX 2

TECHNICAL COMMITTEE FOR THE DEVELOPMENT OF THE STRATEGIC PLAN 2022-2027



| Name | Designation | Role |
|-------------------|---|--------------------|
| Kizito Wangalwa | Director Committees | Chairperson |
| Rosemary Njaramba | Head of Planning, Monitoring, and Knowledge Management Department | Deputy Chairperson |
| Walter Atito | Program Officer: Monitoring and Evaluation | Secretary |
| Irene Ogamba | Director – Legal Services | Member |
| Khatra Ali Abdi | Director – Health | Member |
| Caroline Odandi | Head of Human Resource | Member |
| Eunice Fedha | Principal Program Officer – Resource Mobilization, and Partnerships | Member |
| Joyce Chepkoech | Principal Officer - Finance and Accounts | Member |
| Nicodemus Mbwika | Principal Officer – Urban Development, Housing and Lands | Member |
| Ken Oluoch | Senior Program Officer – Sustainable Development Goals | Member |
| Robert Kiteme | Senior Program Officer – Agriculture | Member |
| Jackline Migide | Senior Program Officer – Gender, Youths, Sports, Culture, and Social Services | Member |
| Brian Muthoka | Program Officer – Water, Mining, and Natural Resources Management | Member |

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[illegible]

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. On the left side, there is a faint, stylized illustration of a person's head and shoulders in profile, facing right. Behind the person's head is a large white circle, suggesting a sun or moon. The overall style is minimalist and clean.



COUNCIL OF GOVERNORS

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