



48 Governments 1 Nation



ANNUAL STATUTORY REPORT **2024 – 2025**



ANNUAL STATUTORY REPORT

2024 – 2025

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ABBREVIATIONS AND ACRONYMS

Abbreviation	Full Form
AMREF	African Medical and Research Foundation.
ANITRAC	Animal Identification and Traceability
APA	Annual Performance Assessment
ASAL	Arid and Semi-Arid Land
ASR	Annual Statutory Report
ATI	Access To Information
AU	Africa Union
AWWDA	Athi Water Works Development Agency
BETA	Bottom-Up Economic Transformation Agenda
BMGF	Bill & Melinda Gates Foundation
BREH	Building Resilient and Responsive Health Systems
CAADP	Comprehensive Africa Agriculture Development Programme
CAF	County Assemblies Forum
CAIPs	County Aggregated Industrial Parks
CCIS	County Climate Institutional Support
CCRI	County Climate Resilience Investment
CECM	County Executive Committee Member
CEO	Chief Executive Officer
CERC	Contingent Emergency Response Component
CHS	Community Health Services
CHW	Community Health Worker
CIF	Climate Investment Fund
CIFF	Children Investment Fund Foundation
CIPS	Chartered Institute of Procurement and Supply
COB	Controller of Budget
COG	COG
CoP	Communities of Practice
COP	Conference of the Parties
CPF	County Pension Fund
CSA	County Statistical Abstract

CSR	Corporate Social Responsibility
CTSCs	County Transport and Safety Committees
CWSSIPs	County Water and Sanitation Strategy and Investment Plans
DANIDA	Danish International Development Agency
DESIP	Delivering Sustainable and Equitable Increases in Family Planning
DHA	Digital Health Authority
DKK	Danish Krone
DLGP	Digital Land Governance Programme
DRM	Disaster Risk Management
EBK	Engineers Board of Kenya
ECD	Early Childhood Development
ECDE	Early Childhood Development Education
ECHIS	Electronic Community Health Information System
E-CIMES	Electronic Integrated Monitoring and Evaluation System
ECSAPACH	East Central and Southern Africa College of Pediatrics and Child Health
EmONC	Emergency Obstetric and Newborn Care
FAO	Food and Agriculture Organisation
FIF	Facilities Improvement Fund
FLLoCA	Financing Locally Led Climate Action Program
FP	Family Planning
FPOs	Farmer Producer Organizations
FRSP	Food Systems Resilience Project
GEDSI	Gender Equality, Disability, and Social Inclusion
GIS	Geospatial Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation).
GoK	Government of Kenya
H.E	His/Her Excellency
HAPs	Heat Action Plans
HFMC	Health Facility Management Committees
HIP	Health Investment and Policy
HPA	Health Procurement Africa

HR	Human Resource
HRIS-Ke	Human Resource Information System – Kenya
IBEC	Intergovernmental Budget and Economic Council
ICPAK	Institute of Certified Public Accountants of Kenya
IDA	International Development Association
IDLO	International Development Law Organization
IGRA	Inter-Governmental Relations Act
IOM	International Organization for Migration
ISBN	International Standard Book Number
LREB	Lake Region Economic Block
KCSAP	Kenya Climate-Smart Agriculture Project
KDSP	Kenya Devolution Support Programme
KICC	Kenyatta International Conference Centre
KISIP	Kenya Informal Settlements Improvement Project
KISIP II	Second Kenya Informal Settlements Improvement Project
KISM	Kenya Institute of Supplies Management
KM	Knowledge Management
KUCO	Kenya Union of Clinical Officers
KUSP	Kenya Urban Support Program
LREB	Lake Region Economic Bloc
M&E	Monitoring and Evaluation
MNH	Maternal and Newborn Health
MOH	Ministry of Health
MoLPWUD	Ministry of Lands, Public Works, Housing and Urban Development
MOU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
NARIGP	National Agricultural and Rural Inclusive Growth Project
NAVCDP	National Agricultural Value Chain Development Project
NCD	Non-Communicable Diseases
NDC	Nationally Determined Contributions
NEMA	National Environment Management Authority
NGCDF	National Government Constituencies Development Fund
NITA	National Industrial Training Authority

NLC	National Land Commission
NPDRR	National Platform for Disaster Risk Reduction
NRM	Natural Resource Management
NTSA	National Transport and Safety Authority
OSR	Own Source Revenue
PCN	Primary Care Networks
PDO	Project Development Objective
PDD	Platform for Disaster Displacement
PFM	Public Finance Management
PforR	Program-for-Results
PHC	Primary HealthCare
PIAPs	Performance Improvement Action Plans
PICD	Project Investment and Community Development
PM	Performance Management
PPPs	Public Private Partnerships
PPRA	Public Procurement Regulatory Authority
PROMPTS	Promoting Mothers during pregnancy through SMS.
PSC	Public Service Commission
PwDs	Persons with Disabilities
RA	Result Area
RACI	Responsibility, Accountability, Consulted, and Informed
RCMRD	Regional Centre for Mapping and Regional Development
RDE	Royal Danish Embassy
RH	Reproductive Health
RMLF	Road Maintenance Levy Fund
RMNCAH	Reproductive, Maternal, Newborn, Child and Adolescent Health
RPL	Recognition of Prior Learning
SACCO	Savings and Credit Cooperative Organization
SDGs	Sustainable Development Goals
SODA	State of Devolution Address
SP	Strategic Plan
THS UC	Transforming Health Systems for Universal Care
TIPMs	Transformative Innovative Management Practises

UHC	Universal Health Coverage
UIG	Urban Institutional Grant
UKAID	United Kingdom Aid
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNOC	United Nations Ocean Conference
VLR	Voluntary Local Review
VNG	Vereniging van Nederlandse Gemeenten (Association of Netherlands Municipalities)
WHR	Window for Host Refugees
WUF	World Urban Forum

FOREWORD FROM THE CHAIRPERSON



It is my privilege to present the Annual Statutory Report of the COG for the financial year 2024/2025. This has been a year of both challenges and opportunities, marked by moments that reminded us of the importance of dialogue, trust, and accountability in governance. The Financial Year 2024/2025 marked the third year of implementing the COG's Strategic Plan (2022–2027).

During the year under review, we witnessed growing calls, especially from young people, for greater transparency and accountability. Their voices reflect a deep commitment to ensuring that devolution works for all citizens, and as the COG we have taken the call very seriously. These calls strengthen our resolve to lead with openness and integrity, while working tirelessly to deliver on the promises of devolution.

The SODA, which I delivered on 10th July 2025 after the close of the financial year, confirmed that many devolved sectors registered notable improvements in service delivery. We also planned and prepared for the Devolution Conference which took place in Homa Bay County in August 2025. The conference served as an important platform to reflect on the progress made so far, to confront the challenges experienced, and to chart a clear path for the next phase of devolution.

In the same year, we welcomed a new executive leadership, myself as Chairperson, H.E. Dr. Mutahi Kahiga as Vice-Chairperson, and H.E. Stephen Sang as Whip. I extend my sincere gratitude to the team for placing their confidence in our leadership to deliver. Together, we remain committed to safeguarding the gains made over the past decade and to ensuring that devolution continues to deepen and thrive in all Counties.

I also wish to thank our partners who have walked with us in executing our mandate. Your collaboration has been invaluable, and we look forward to strengthening these partnerships as we continue to serve the people.

On behalf of the COG, I reaffirm our zeal and dedication to ensuring that the spirit and promise of devolution are not lost, but instead are expanded to reach every citizen, in every County.

H.E. FCPA Ahmed Abdullahi, EGH
Chairperson – Council of Governors

NOTE FROM THE CHIEF EXECUTIVE OFFICER



This ASR 2024/2025 presents a holistic review of the COG's achievements in the third year of implementing the Strategic Plan (2022–2027). It highlights how the Secretariat has advanced the statutory mandate of the COG by documenting outputs across the three strategic pillars, while also reflecting on the challenges and lessons learned.

During the year under review, the Secretariat continued to play a pivotal role in defending devolution both in intergovernmental forums and in courts of law to ensure that the principles of Chapter Eleven of the Constitution remain

safeguarded. By providing technical, legal, and policy support, the Secretariat has enabled Counties to assert their place in the governance architecture, and to strengthen their voice in national and international spaces.

Looking into the future, the COG will place stronger emphasis on County-disaggregated data, knowledge management, research & innovation and accountability. These will serve as the foundation for evidence-based planning, peer-to-peer learning, and policy development, while also reinforcing the values of good governance, social justice, and inclusion.

As this report reveals, the Secretariat worked to achieve two key goals during the year:

1. To deepen governance, accountability, and inclusion across Counties by supporting legal reforms, institutional strengthening, and participatory mechanisms; and
2. To enhance the Secretariat's ability to deliver on its mandate through resource mobilization, improved internal systems, and strengthened partnerships.

I wish to thank the Executive team for their vision and commitment, and Excellency Governors for their steadfast defence of devolution in national platforms. I also extend my gratitude to the dedicated Secretariat staff whose hard work drives our achievements, and to our state and non-state partners within Kenya and internationally, who continue to invest in the success of devolution.

It is my hope that this report will not only account for the progress made but also inspire greater collaboration as we work towards a future where equity, inclusion, and prosperity are realized for all Kenyans.

A blue ink signature of Mary Mwiti, EBS, written in a cursive style.

Mary Mwiti, EBS

Chief Executive Officer – Council of Governors

ACKNOWLEDGEMENT

The COG sincerely thanks the people of Kenya, along with our partners in the National and County Governments, development agencies, civil society, faith-based organizations, academia, professional bodies, the private sector, and the media. Your continued support and collaboration demonstrate that devolution is not only a chapter in the Constitution, but a powerful enabler for equity, accountability, social justice, and inclusive growth.

We especially acknowledge the Planning, Monitoring, and Knowledge Management Department for leading the preparation of this Annual Statutory Report. Guided by Ms. Rosemary Njaramba, Head of Department, the team; Ms. Juliet Owino (Senior Monitoring and Evaluation Officer), Mr. Brian Akatsa (Monitoring and Evaluation Assistant), and Knowledge Management Officers Ms. Mercy Gatabi and Mr. Eric Mwirigi, who devoted their efforts in compiling data, analysing progress, and documenting lessons. Their contribution has been instrumental in bringing this report to completion.

We also extend our appreciation to all staff and specifically the Directorates and sectoral technical teams and units, whose quarterly updates and back-to-office reports provided the insights that enriched this publication.

Thanks to these collective efforts, the COG can present this record of progress. Together, we are confident in our ability to safeguard the gains of devolution and to continue transforming lives across all 47 Counties.



CHAPTER ONE



INTRODUCTION

CHAPTER 1: INTRODUCTION

Background

This report presents the achievements of the COG for the financial year 2024-2025, a period that spans from 1st July 2024 to 30th June 2025. It marks the 12th ASR since the COG was established in 2013.

The COG fulfils its mandate under section 20 of the IGRA 2012, through the elaborate 2022–2027 SP. Its technical arm manages the day-to-day operations necessary for carrying out statutory functions, while the Executive team, Committee Chairs, and the collective body of Governors provide strategic direction and policy oversight.

During the year under review, the COG continued to advance its mandate through eighteen (18) Committees. This report outlines the key outputs achieved in that period, reflecting progress toward the COG’s strategic objectives, which are anchored on three core pillars:

- 1) Good governance and institutional capacity for sustainable service delivery in the Counties.
- 2) Intergovernmental Relations and devolution.
- 3) COG’s institutional development.

Objective of the Report

The objective of the ASR is to provide an assessment of the COG achievements during the Financial Year 2024/2025. It aims to clarify their influence on the COG’s strategic direction, highlighting key accomplishments, challenges faced, lessons learned, and opportunities for furthering the implementation of devolution.

Mandate of the COG

The COG is a statutory body established under section 19 of the IGRA. The mandate and specific responsibilities of the COG are spelt out under section 20 of the IGRA as a platform for:

- 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 promotion of best practice and where necessary, initiating preventive or corrective action;

- c) Considering matters of common interest to County Governments;
- d) Dispute resolution between Counties within the framework provided under the IGRA;
- e) Facilitating capacity building for Governors;
- f) Receiving reports and monitoring the implementation of inter-County agreements on inter-County projects;
- g) Consideration of matters referred to the COG by a member of the public;
- h) Consideration of reports from other intergovernmental forums on matters affecting national and County interests or relating to the performance of Counties; and
- i) 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.

The structure of the COG:

The COG is headed by an Executive team consisting of the Chairperson, Vice-Chairperson, and Whip, who are elected from among the members as outlined below. The Executive team serves a one-year term and may be re-elected for an additional one-year term.

The COG Secretariat functions as the technical arm, composed of both technical and support staff, and is tasked with facilitating and coordinating the implementation of the COG's statutory mandate. Its responsibilities include overseeing the execution of the COG's decisions and managing the activities of the various Committees. Leading this technical arm is the CEO, who is responsible for the day-to-day operations and overall management of the COG.



H.E. Dr. Mutahi Kahiga
VICE CHAIRPERSON
Council of Governors



H.E. FCPA Ahmed Abdullahi
CHAIRPERSON
Council of Governors



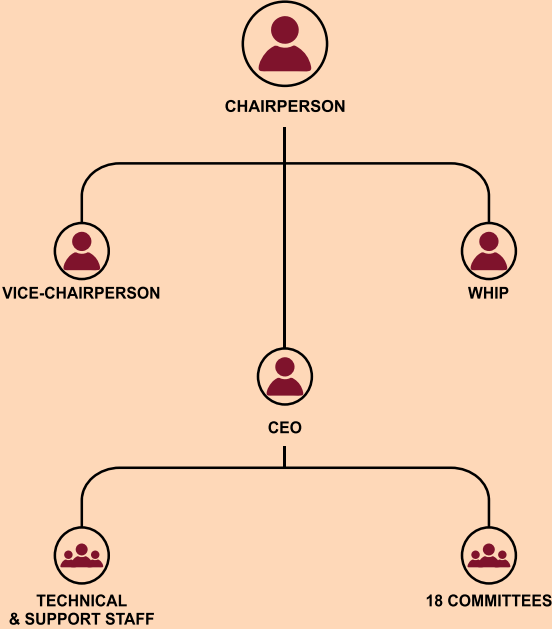
H.E. Stephen Kipyego Sang. EGH
WHIP
Council of Governors

Furthermore, the COG currently functions through eighteen (18) Committees, as outlined below. Each Committee is composed of a Chairperson, a Vice-chairperson, and Committee members responsible for guiding policy and legal considerations relevant to their specific Committee(s), as demonstrated here:

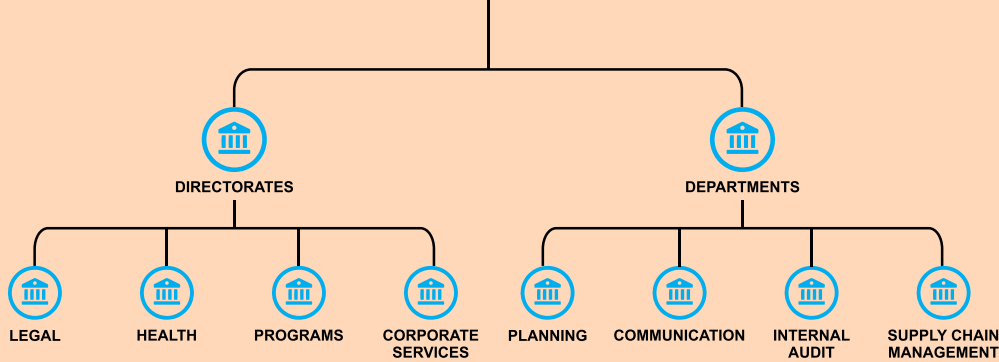
Table 1: List of COG Committees and their Chairpersons

COMMITTEE	CHAIRPERSON
Finance, Planning and Economic Affairs	H.E FCPA Fernandes Barasa, OGW, Kakamega County
Health	H.E Muthomi Njuki, EGH, Tharaka Nithi County
Agriculture, Livestock and Cooperatives	H.E Kenneth Lusaka, EGH, Bungoma County
Water and Natural Resource Management	H.E Joshua Irungu, EGH, Laikipia County
Land, Housing and Urban Development	H.E Prof. Anyang' Nyongó, EGH, Kisumu County
Legal, Constitutional Affairs and Intergovernmental Relations Committee	H.E Dr. Ochilo Ayacko, EGH, Migori County
Education	H.E Dr. Erick Mutai, EGH, Kericho County
Gender, Youth, Sports, Culture and Social Services	H.E Simon Kachapin, EGH, West Pokot County
Trade, Industry, Manufacturing and Enterprise Development	H.E Wavinya Ndeti, EGH, Machakos County
Environment, Forestry and Climate Change	H.E Wilber Ottichilo, EGH, Vihiga County
Human Resources, Labor, and Social Welfare	H.E Sakaja Arthur Johnson, EGH, Nairobi County
Blue Economy	H.E Dr. Paul Otuoma, EGH, Busia County
Transport, Infrastructure and Energy	H.E Mohamud Mohamed Ali, EGH, Marsabit County
Arid and Semi-Arid Lands and Disaster Risk Management Committee	H.E Nathif J. Adam, EGH, Garissa County
Resource Mobilization and Partnerships	H.E Simba Arati, Kisii County
Information, Technology and Communication (ICT) and Knowledge Management	H.E Wisley Rotich, Elgeyo Marakwet County
Security and Foreign Affairs Committee	H.E Benjamin Cheboi, EGH, Baringo County
Tourism and Wildlife	H.E Patrick Ole Ntutu, EGH, Narok County

COG STRUCTURE



COG SECRETARIAT





CHAPTER TWO



COG ACHIEVEMENTS FOR FINANCIAL YEAR 2024/2025

COG ACHIEVEMENTS FOR FINANCIAL YEAR 2024/2025

INTRODUCTION

The COG operates under the guidance of its 2022-2027 SP in fulfilling its mandate. This financial year marked the third year of implementing the 2022-2027 Strategic Plan. The SP is centred on three key pillars, as detailed below:

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

The COG is dedicated to building strong, transparent, and accountable County institutions that have the skills, systems, and resources to consistently deliver quality services to citizens now and in the future. In addition, it seeks to build the institutional capacity of County Governments by strengthening policy and legislative frameworks, mobilizing resources, and positioning Counties as attractive destinations for investment.

Another priority under this pillar is creating a platform for sharing information on how County Governments are performing in delivering their mandates. To achieve this, the COG improves knowledge management systems and deepens learning on devolution. A key step in this direction is expanding the role and reach of the Maarifa Centre, transforming it into a strategic leading hub for devolution knowledge and practice. This is supported by partnerships with learning institutions at the local, regional, and international levels, with the aim of turning County Governments into learning organizations.

The objectives guiding the implementation of this pillar are to:

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

Pillar 2: Intergovernmental Relations and devolution

The Constitution of Kenya establishes both the National and County Governments, underscoring the importance of cooperation between the two levels in carrying out their respective mandates. For devolution to function effectively, policies and legislation must be aligned to support smooth governance. To this end, the COG regularly reviews policies, laws, and administrative measures at both levels to ensure they uphold the principles of devolution.

Through this pillar, the COG plays a central role in shaping legislative and policy discourse at both levels of government, while also raising the international visibility of County Governments by participating in regional and global forums. This proactive approach is designed to highlight and attract investment opportunities within the Counties.

The pillar is executed through the following objectives, to:

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

Pillar 3: COG's Institutional development

Institutional success depends on the effective and efficient execution of its mandate. This pillar is dedicated to strengthening the COG by reinforcing its Directorates, departments and units, ensuring the availability of sufficient human, financial, and material resources; and enhancing the COG's corporate brand.

Additionally, this pillar emphasizes the need for COG to proactively cultivate partnerships and improve engagement with stakeholders. The pillar also guides COG in expanding its network and optimizing resources through collaborations with regional and international partners.

This pillar is implemented through the following objectives;

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

The implementation matrix below reflects the Key Pillars, Objectives, and strategies of the 2022-2027 SP:

Table 2: The key pillars, objectives, and strategies in the strategic plan.

Pillars	Strategic 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	Strategic 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.
		2.3.2: Promote localization of global commitments.
3. COG's Institutional development	3.1 Strengthen COG's administrative functions and identity	3.1.1: Strengthen the Committees and Departments of the COG.
		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 COG by the public.
		3.1.6: Strengthen knowledge management, learning, innovation, and research at the COG.
		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.

2.2 GOOD GOVERNANCE AND INSTITUTIONAL CAPACITY FOR SUSTAINABLE SERVICE DELIVERY IN THE COUNTIES

2.2.1 Introduction

The COG SP outlines good governance and institutional capacity for sustainable service delivery in the Counties as the first pillar. The COG intends to achieve this through promoting good governance; strengthening institutional capacity; and fostering knowledge management, learning, innovation, and research at the County level.

2.2.2 Promote good governance at the County level.

A key objective of the COG Strategic Plan is a strong commitment to advancing good governance at the County level. This focus highlights the COG's dedication to strengthening good governance within Counties, thereby supporting the overall success and sustainability of the devolution framework.

Key achievements:

Under this objective, the following outputs were achieved:

- 1. Finalized County Public Participation Guidelines:** The Legal Directorate provided technical support to review and finalize the County Public Participation guidelines, offering a practical approach for Counties to engage the public in policymaking and planning.
- 2. Development of the County Departments of Health Financial Manual** : Through the Health Directorate, the model manual was developed with the objectives of strengthening financial management and reporting by the county health facilities and increasing transparency and accountability in the use of public resources
- 3. Development of 47 County Gender Datasheets:** Through the support of the Gender and Finance Committees, all the 47 Counties finalized gender data sheets, which will inform evidence-based planning and budgeting with a social inclusion and gender-responsive lens.
- 4. Capacity Building on Global Internal Audit Standards:** County Internal Auditors and Risk Management Officer's knowledge enhanced on Financial Statement Review, accrual accounting, Risk Management Integration, and the transition to Global Internal Audit Standards through the support of the Internal Audit unit.

5. **Operationalization of Citizen Fora in 62 Municipalities:** Through the **Kenya Urban Support Programme** and the urban Committee, 62 municipalities institutionalized Citizen's Fora, creating a framework for public participation, gender inclusion, and grievance redress.
6. **Deployment of GIS Equipment to Counties:** The Lands, Urban and Housing Committee coordinated the deployment of GIS equipment to Counties, and 30 County governments received GIS equipment to digitize land records and improve planning.
7. **GIS and Remote Sensing Training for 235 Officers:** With support from the Lands, Urban and Housing Committee, 235 County GIS officers (5 from each of the 47 Counties) enhanced their skills in GIS and Remote Sensing, building technical capacity for spatial planning.
8. **Development of a Model Bill on Access to Information for Turkana County:** Through the Legal Directorate, a model Bill on Access to Information was developed, providing the County with a framework to domesticate and implement the law more effectively.
9. **Establishment of Siaya County's Toll-Free Citizen Feedback Line:** A toll-free line was established, operationalizing a channel for citizen feedback, complaints, and inquiries with support from the Legal Directorate.
10. **Trained 140 Officials on Emergency Evacuation and Camp Management:** County officials from Homa Bay, Kisumu, Mombasa, and Garissa strengthened their capacity in disaster management, enabling them to better prepare for and respond to emergencies in their respective Counties with support of PDD, IOM, the ASAL and DRM Committee.
11. **Supported 5 Counties to develop GIS-Based Information Systems: Makueni, Mandera, Wajir, Vihiga, and Kisumu** Counties developed their own GIS-based systems with the support of the DLGP and the Lands, Urban and Housing Committee.
12. **Development of County GIS Implementation Guidelines and Training Manuals:** County GIS implementation guidelines, along with Arc-GIS and Q-GIS training manuals, were developed launched through the support of the DLGP and the Lands, Urban and Housing Committee.

13. **Sensitization of County Officials on the Access to Information Act, 2016:** County Directors of Communication enhanced their ability to implement the Access to Information Act, strengthening institutional frameworks within devolved units and improving citizens' access to public information with support from the Legal Directorate.
14. **Development of an Outline for a Green Skilling Guidebook:** With support from FLLoCA and Education Committee, a guidebook was developed to standardize green skilling approaches for youth across Counties, providing a foundation for harmonized vocational training and equipping young people with skills relevant for a sustainable economy.
15. **Thirty Counties have Urban Institutional Strategies in place, including Social Risk Management Frameworks that help identify and mitigate social risks in urban development projects.** This has strengthened Counties' ability to plan and implement safer, more inclusive urban initiatives.
16. **Finalized an Inception Report for the Animal Identification and Traceability System (ANITRAC):** With support from the Agriculture and ASAL&DRM Committees, an inception report for a major consultancy for supplying, installation, and commissioning of the ANITRAC system was adopted by stakeholders for implementation.
17. **Enhanced capacity of County Energy Officials on Gender Mainstreaming:** With support from UK Pact and the Transport & Energy Committee, County Chief Officers and Directors in charge of energy enhanced their capacity to integrate GEDSI principles in energy policies and programs.
18. **Improved the capacity of County Energy Officials on Heat Action Plans (HAPs):** County Energy officials increased their knowledge on integrating HAPs into energy planning to develop strategies to adapt to climate change effects through the training by Sustainable energy for All and support from the Transport and Energy Committee.
19. **Induction Training for County Transport and Security Committees (CTSCs) in 9 Counties:** The capacities of CTSCs for Baringo, West Pokot, Trans Nzoia, Nandi, Uasin Gishu, Elgeyo Marakwet, Nyandarua, Laikipia, and Nyeri on their mandates and action plan development were enhanced with support of National Transport Safety Authority (NTSA) and the Transport and Energy Committee.



County GIS training manual developed and launched in October 2024

2.2.3 Strengthen the institutional capacity of County Governments

This strategic objective underscores the imperative to enhance the capabilities, resources, and operational efficiency of County Governments, fostering a robust foundation for effective governance and sustainable service delivery at the local level. The subsequent sections delve into the specific strategies and actions that were implemented by the COG to realize this critical objective and fortify the overall institutional framework of County Governments

Key achievements:

Within this objective, the following outputs were realized:

- 1. Finalization of Performance Contracting Guidelines:** The HR Committee with support from Kenya Devolution Support Programme (KDSP) finalized performance contracting guidelines leading to improved accountability by clarifying CECM roles, aligning County targets with national priorities, and integrating tracking tools with HR systems.
- 2. Validation of HR Skills Audit Guidelines:** The HR Committee with support from KDSP spearheaded the validation and adoption of HR audit guidelines with County secretaries and HR directors, establishing a standardized framework for payroll clean-up and skills audits across Counties.

3. **Deployment of Model Organizational Structures:** Through the HR Committee Counties are applying the deployed model organizational structures, which has enabled them to rationalize staffing levels, strengthen coordination across departments, and improve overall institutional efficiency.
4. **Capacity Building on HRIS-Ke:** With support from the HR Committee, County representatives gained the knowledge and skills to implement the HR Information System Kenya (HRIS-Ke), enabling Counties to adopt digital HR systems that enhance efficiency, accuracy, and accountability in human resource management.
5. **Adoption of Murang'a County Child Policy:** With support from the Education Committee, Murang'a County finalized and launched a child protection policy, strengthening planning and support systems for vulnerable children.
6. **Development of the Facility Improvement Financing Regulations;** Through the Health Directorate, the regulations were developed to strengthen the administration of Health Improvement Financing, allowing County health facilities to retain revenues generated from health and related services, and outlining the procedures for undertaking facility improvement planning.
7. **Capacity building of the County Department of health caucuses on implementation of the BREHS project :** With support from the Health Committee, all the 47 County Departments of Health CECMs, Chief Officers and Directors were sensitized and their capacity strengthened on the minimum requirements for project implementation, including the scope, roles, and responsibilities of county teams in executing the project.
8. **Development of Turkana County Social Protection the Policy:** With support from Gender, Youth, Sports, Culture and Social services Committee, Turkana County developed and finalised a social protection policy framework, which will provide poverty reduction and social safety net measures.
9. **Finalization of Isiolo County Childcare Policy:** Through the Education Committee, Isiolo County finalised the childcare policy which will guide County planning and child protection initiatives.
10. **Finalization of the Model County Monitoring and Evaluation Policy.** Through the Finance and Economic planning Committee and M&E unit with support from UNICEF, the Model County M&E Policy was finalised and disseminated to Counties. The policy will provide Counties with a standardized framework to track progress, measure results, and

strengthen accountability in service delivery.

11. **Kirinyaga County Children's Policy and Model School Feeding Policy:** Kirinyaga County developed a children's policy, a model school feeding policy and bill for adaptation across all Counties through the Education Committee.
12. **Ward Climate Change Planning Committee Trainers' Guide:** With support from the NRM Committee, a standardized guide for ward-level climate change planning Committees was developed and disseminated to Counties, strengthening County-level climate governance.
13. **Rollout of County Water and Sanitation Strategy and Investment Plans (CWSSIPs) Tools:** Through the NRM Committee, technical guides and templates for County Water and Sanitation Strategy and Investment Plans were disseminated, anchoring water and sanitation investments in Counties.
14. **Performance Improvement Action Plans (PIAPs):** Through the NRM Committee, 33 Water Service Providers prepared PIAPs, which were integrated into County strategies to improve service delivery.
15. **County Statistical Abstracts:** With assistance from the Finance and Economic planning Committee, County Statistical Abstracts for Turkana and West Pokot Counties were developed, strengthening evidence-based planning and monitoring at County level.
16. **Operationalization of E-CIMES:** Nairobi, Narok, Isiolo, Baringo, Garissa, and Kwale operationalized their E-CIMES, enabling Counties to upload CIDPs and indicator handbooks for improved performance tracking through the Finance and Economic planning Committee and M&E Unit.
17. **Urban Service Delivery Assessment:** With support from the Urban, Lands and Housing Committee, Urban service delivery assessments in Kisumu, Malindi, Kilifi, Ahero, and Ruiru were standardised, providing data to inform County M&E systems.
18. **Rollout of Recognition of Prior Learning (RPL):** With support from the Education Committee, the recognition of Prior Learning framework was rolled out and 420,000 artisans were certified by NITA across 47 Counties.

- 19. Establishment of County Revenue Collection Authorities:** Autonomous revenue collection boards in Homa Bay, Migori, Kakamega, Meru, Embu, and Laikipia were established to strengthen own-source revenue management through the Finance and Economic planning Committee.
- 20. Transfer of Amboseli National Park to Kajiado County:** With support from the Tourism and Wildlife Committee, Amboseli National Park was approved for transfer to the County Government of Kajiado, reinforcing devolved wildlife management.
- 21. Finalization of County Licensing Regulations:** With support from the Trade Committee, the County Licensing (Uniform Procedures) Regulations 2025 were finalised, providing Counties with a harmonized licensing framework.
- 22. Disbursement of Sh7.5 billion for CAIPs:** The Trade Committee coordinated the disbursement of Sh64 million to each of 18 implementing Counties, with 13 Counties attaining over 35% construction progress and national support directed to fast-tracking value chain development.

2.2.4 Promote knowledge management, learning, innovation, and research in Counties.

In alignment with this objective, the following outputs were achieved:

- 1. Refugee and Emergency Response Knowledge Exchange:** With support from the ASALs & DRM Committee in collaboration with the Knowledge management unit (Maarifa centre), Tharaka Nithi County's Fire-and-Rescue initiative was documented and shared as an innovative County-driven model for emergency response, contributing to peer-to-peer learning on refugee management.
- 2. Model County Fisheries Policy and Law:** Through the Blue Economy Committee, the Model County Fisheries Policy and Law were developed to harmonize County frameworks for sustainable fisheries management, conservation, and economic growth.
- 3. Documentation of the Primary Health Care Interventions:** Through the Health Directorate, and with support from the DANIDA PHC program, various Primary Health Care interventions were documented, including the use of community scorecards, strengthened measles control and management, promotion of kitchen gardens to improve nutrition, and increased skilled deliveries all contributing to improved health outcomes.

4. **Primary Health Care Peer to peer Learning Outputs;** With support of the Health Directorate through the BMGF Program, peer to peer learning sessions were held with the County primary health care coordinators together with the Community Health Coordinators, to share experiences and learn best practices on strengthening Primary Health Care at the County level.
5. **Documentation on County Innovations and Promising Practices in Family Planning;** Through the Health Directorate best practices in family planning were documented highlighting innovations across Counties that ensured greater and more equitable access to and uptake of family planning services in Kenya, especially among rural women, rural adolescents and people living with disabilities.
6. **Science of Early Childhood Development (ECD):** With support from the Education Committee, regional knowledge networks were developed to support the science of ECD, promoting evidence-based approaches, and facilitating County-level development of ECDE Bills and policies.
7. **Wezesha Kirinyaga Documentation:** Through the Gender, Youth, Sports, Culture and Social services Committee, the Wezesha Kirinyaga Programme as a model initiative empowering woman, youth, PWDs, and vulnerable groups through inclusive access to agricultural inputs, training, and markets was documented at the Maarifa centre.
8. **Turkana Revenue Best Practice:** The Finance Committee in collaboration with the Maarifa centre, Turkana County's revenue strategies that enabled the County to surpass its Own Source Revenue target by 241.2%, generating KES 530.65 million was documented.
9. **Primary Health Care Peer Learning Outputs:** Through the Health Directorate, under the DANIDA PHC program, County innovations in Primary Health Care, including operationalization of PCN and community-health linkages were documented and disseminated to Counties.



KM team in collaboration with the Health Directorate team during a documentation activity in Busia County in June 2025

10. **Tourism and Wildlife Documentation:** With support from the Tourism and Wildlife Committee, County-driven practices in safari guiding and wildlife-based tourism were captured, highlighting approaches in Kirinyaga, Homa Bay, Baringo, Kajiado, and Nairobi as models for destination marketing and visitor experience.
11. **Natural Resource Management Best Practice:** The NRM Committee and the Maarifa center documented Laikipia County's ecosystem and conservancy management approach as a model for County-led natural resource governance.
12. **Kenya Urban Forum Outcomes:** Through the Lands, Urban and Housing Committee under the Kenya Urban Forum, Counties were positioned at the centre of shaping sustainable and transformative urban development.
13. **Energy Sector Knowledge Products:** With support from the Energy and Transport Committee and Maarifa centre, peer learning outputs on County Energy Plans, investment prospectuses, and renewable energy programming were developed, equipping Counties with data-driven tools for energy investment.

14. **Knowledge Management Champions:** Through the Maarifa centre, 42 County Knowledge Management Champions were nominated by the Counties to institutionalize peer-led knowledge identification, documentation, and dissemination across Counties.
15. **M&E Champions Database:** Through the M&E unit, a database with 33 County Heads of Monitoring and Evaluation was established to strengthen County-level accountability and the M&E function.
16. **ECD Knowledge Exchange (Kisumu–Garissa):** Through the Education Committee Garissa County was supported in a peer-to-peer learning mission, applying Kisumu’s experiences on ECDE and vocational training to improve service delivery.



Excellency Governors, CEO COG and PS for Lands and Physical Planning during a briefing session at the COG GIS lab in October 2024

2.2.5 Strengthen cooperative government and intergovernmental relations.

The strategic objective to strengthen cooperative government and intergovernmental relations is aimed at fostering a more collaborative and effective system of governance. This initiative focuses on enhancing coordination and communication between different levels of government, ensuring a harmonious working relationship. By strengthening these

cooperative mechanisms, the goal is to optimize the overall efficiency of government functions and promote seamless intergovernmental collaboration for the benefit of citizens and the advancement of shared devolution objectives.

Under this objective, the following key achievements were realized:

Through the Health Directorate:

1. In collaboration with HR Committee, industrial actions in the health sector were resolved by signing Return-to-Work Formulas with health unions, restoring services across all County health facilities.
2. Three (3) Health Sector Intergovernmental Forums were held to deliberate on intergovernmental issues including roll out of SHA, the progress made in digitization of health facilities, management of the County Health workforce, Health commodity security and infrastructural support to County health facilities among others.
3. In collaboration with the Legal Directorate, intergovernmental participatory agreements (IPAs) were jointly developed such as the Taifa Care IPA, NESP IPA, and the Community Health Promoters IPA providing a robust framework for collaboration, cooperation, and partnership in the implementation of the respective programs.
4. Digital health interventions were advanced by finalising audit guidelines and rolling out HR audit and workforce management systems, strengthening service delivery in all 47 Counties with support from the Health Directorate and the HR Committee.
5. The Building Resilient and Responsive Health Systems (BREHS) project alongside donor-supported programmes such as DANIDA PHC and THS UC were implemented, expanding County-level health service delivery.
6. With support from the HR Committee, a wage bill monitoring framework to improve wage bill management was developed and HR audit guidelines finalised and disseminated to all 47 Counties.
7. Through the Legal Directorate, guidelines for inter- and intra-County dispute resolution were finalised, providing Counties with a structured framework for governance and arbitration to enhance intergovernmental coordination.
8. Through the NRM Committee, Climate Change (Carbon Markets) Regulations, 2024, were developed across all 47 Counties, allowing Counties to access climate financing.

9. Backed by the Trade Committee, County Aggregation and Industrial Parks (CAIPs) were established, with 33 out of 47 Counties commencing implementation.
10. Through the Agriculture Committee, all the 47 Counties implemented the subsidized fertilizer programme, improving farmer access to inputs in line with national guidelines.
11. The Agriculture Committee facilitated the implementation of presidential resolutions across coffee-growing Counties according to the coffee sector reforms
12. Through the ASAL & DRM Committee, ASAL region's resilience was strengthened in the Food Systems Resilience Project (FSRP) by conducting County-level livestock vaccination campaigns.
13. With the support of the ASAL & DRM Committee, the Pastoral Leadership Summit in Wajir County was held, bringing together pastoral Counties, community leaders, and development partners. The summit secured commitments from the President to strengthen food security and improve pastoral livelihoods.
14. Backed by the ASAL & DRM Committee, the County preparedness and anticipatory action was reinforced by engaging in the National Platform for Disaster Risk Reduction, which reviewed national early warning systems and the Terms of Reference for the NPDRR.
15. Through the Blue Economy Committee, a Memorandum on the Fisheries Management and Development Bill, 2024 was developed to serve as a reference for policymakers, stakeholders, and the public to understand the intent and implications of the Bill.
16. With support from the Blue Economy Committee, intergovernmental collaboration in the Blue Economy was advanced by coordinating spatial planning for coastal and lake regions and preparing an action plan in response to reported fish kills.
17. Through the Tourism and Wildlife Committee, County cultural and tourism festivals were institutionalised as platforms for cultural exchange and tourism development thereby promoting local tourism growth.
18. With support from the Tourism and Wildlife Committee, County revenue generation improved through the successful advocacy for a 50/50 revenue-sharing framework on park revenues, allowing Counties to retain half of the funds collected locally.

19. Financial governance in Counties was improved by endorsing Own Source Revenue mapping and forecasting tools, a Pending Bills Action Plan, and project stock-taking guidelines for adoption across all 47 Counties with support from the Finance and Economic planning Committee.
20. Through the Finance and Economic planning Committee, equitable share allocations were disbursed to all 47 Counties by 30th June 2025, guaranteeing timely closure of the FY 2024/25.
21. With support from the Education Committee, accountability in Education financing was enhanced by executing intergovernmental partnership agreements with the Ministry of Education on bursaries and scholarships, embedding transparency in County-level scholarship and bursary disbursements.

2.2.6 Strengthen policy and legislation for devolution.

This strategic objective is geared towards enhancing the legal and policy framework that underpins the devolution process. It focuses on bolstering the foundation of decentralized governance by refining and fortifying existing policies and legislation. By doing so, the aim is to provide a more robust policy and legal framework that supports the effective implementation of devolution, ensuring clarity, coherence, and adaptability to the evolving needs of local governance. Key achievements under this objective, with support from the Legal Directorate as outlined below:

1. The Health Directorate developed a Memorandum on the Maternal, Newborn and Child Health Bill No 17 Of 2023 which provides for a framework for the delivery of comprehensive and well-coordinated and structured quality maternal, newborn and child health services in the country
2. The Health Directorate supported in the development of the Memorandum on non-compliance with the collective bargaining agreement and non-remittance of social health authority (SHA) deductions towards public health insurance coverage.
3. On 16th September 2024, the High Court declared the National Government Constituencies Development Fund Act, 2015 unconstitutional, affirming that the Fund undermined the principle of devolution, separation of powers, and constitutional architecture of governance.
4. The High Court, in Petition E423 of 2024, ordered the allocation of KES. 10.5 billion to Counties from the Road Maintenance Levy Fund, ruling that exclusion of Counties from the Fund was unconstitutional and violated devolution.

5. The High Court set aside conservatory orders suspending the County Allocation of Revenue Act, recognizing that suspension would have caused far-reaching harm to Cooperations.
6. The High Court affirmed that bursaries and scholarships are not exclusively assigned to either level of government, thereby protecting Counties' right to support vulnerable students.
7. The High Court extended conservatory orders for 120 days, allowing the Governor to continue serving pending determination of the petition.
8. The Division of Revenue (Amendment) Bill, 2024 was submitted, leading to Senate adoption of COG's position to reject a reduction in equitable share.
9. A Memorandum on the 2025 Division of Revenue Bill was submitted, demanding a minimum of KES. 537 billion for Counties in FY 2025/26.
10. The Senate adopted a formula guaranteeing no County loses revenue, while introducing affirmative allocations for historically marginalized Counties.
11. County roles in climate financing and carbon markets were secured by submitting legislative Memoranda on the Climate Change (Carbon Markets) Regulations (Legal Notice No.84 of 2024), the Climate Change (Carbon Trading) Regulations (2025), and the Climate (Non-Market Approaches) Regulations (2025).
12. The forestry and conservation County mandates were safeguarded through Memoranda on the Environment Laws (Amendment) Bill (2024), Registration of Private Forests Regulations, Benefits Sharing Regulations, and Forest Concession Regulations, ensuring County roles in reforestation, afforestation, and natural resource benefit-sharing.
13. County roles in fisheries governance were strengthened through Memoranda on the Fisheries Management and Development Bill (2024) and review of the 2011 Prawn Fishery Management Plan to align with the Fisheries Act (2016).
14. The County roles in the Blue Economy were secured by contributing to Kenya's Marine Spatial Plan Data Sharing Protocol, Data Sharing Agreement, and Legal Review Report, embedding intergovernmental coordination in marine resource governance.
15. A Memorandum on the Crops (Pyrethrum) Regulations, Crops (Bixa) Regulations, Pest Control Products Regulations (Legal Notices 190–194), and Sugar Industry Regulations (2025) was developed, safeguarding farmer interests and County oversight.

16. A Memorandum on the Sustainable Livestock Protection Bill and was submitted to Parliament, embedding climate risk safeguards for pastoral livelihoods.
17. A Memorandum on the National Disaster Risk Management Bill (2023), the Meteorology Bill (2023), and the Firefighting Professionals Bill was submitted during the review of the National Disaster Risk Management Strategy to strengthen disaster preparedness and response by Counties
18. A Memorandum on the National Food and Nutrition Security Plan and Kenya's Food Security Crisis Response Plan was submitted, to enhance County roles in National food systems, ensuring County-driven implementation frameworks.
19. The water and sanitation functions were safeguarded by objecting to the licensing of AWWDA as a Water Service Provider for the Northern Collector Tunnel, affirming that bulk water services fall within County mandates under Section 74(1) of the Water Act.
20. The Counties' fiscal authority was secured through advocacy on the County Licensing (Uniform Procedures) Act (2024), mandating harmonization of licensing fees and procedures, and the development of an integrated digital licensing system across Counties.

2.2.7 Strengthen role of County Governments in the global agenda.

This strategic objective emphasizes the importance of enhancing the participation and influence of Counties in global initiatives. It seeks to empower County Governments to actively engage in and contribute to international agendas, fostering collaboration, and amplifying the impact of local efforts on a global scale. By reinforcing the role of County Governments in the global arena, the objective aims to position them as key contributors to international dialogue, sustainable development, and shared global goals. This strategic approach aims to leverage local expertise and perspectives for a more inclusive and interconnected global community. Key achievements under this objective include:

With support from the Agriculture Committee;

1. In collaboration with FAO, County priorities on food security and climate resilience were amplified during the National Dialogue for achieving SDG2 without breaching the 1.5°C Threshold, held in Nairobi from 2–4 December 2024, positioning Counties for potential international funding opportunities.

2. County led strategies and outcomes were integrated in the “Zero Hunger Worldwide: The Role of Regions” roundtable at the V World Summit of Regions in Barcelona, Spain (2–4th October 2024).
3. County governments’ role in reversing Africa’s decades-long soil fertility decline was articulated at the Africa Fertilizer and Soil Health Summit, held in Nairobi from 7th–9th April 2025, reinforcing subnational action in agricultural resilience.
4. County capacity in agriculture was strengthened by supporting dissemination of the AU Comprehensive Africa Agriculture Development Programme (CAADP), enhancing local strategies to reduce poverty and spur agriculture-led economic growth.

Through the support of the ASAL & DRM Committee;

5. ASAL priorities were articulated at COP29 in Baku, Azerbaijan (10th–23rd November 2024), and County perspectives on adaptation, loss and damage, and climate finance were incorporated into Kenya’s national position, paving the way for a post-COP roadmap with County participation.



H.E. Dr Wilber K. Ottichilo E.G.H, Governor Vihiga County during a session at COP 29 in Baku, Azerbaijan in November 2024

6. The ASAL visibility on global platforms was enhanced by supporting County representation at COP16 on desertification in Riyadh, Saudi Arabia, and the ARISE Symposium on Climate and Disaster Resilient Infrastructure in Dubai, underscoring climate-resilient infrastructure and land restoration needs.
7. The coastal and marine resource governance was showcased during the 12th World Urban Forum (WUF12) in Cairo, Egypt (4th–8th November 2024), under the Go Blue Project event that highlighted integrated land-sea planning approaches in Kenya's six coastal Counties (Mombasa, Kilifi, Kwale, Lamu, Taita Taveta, Tana River).



Governors and other stakeholders during the World Urban Forum in Egypt in May 2025

8. Through the Blue Economy Committee and the ministry of foreign affairs, County priorities on Blue Economy were advocated at the Third United Nations Oceans Conference (UNOC-3), held in Nice, France (9th–13th June 2025).
9. Through the support of the Health Committee, County positions were articulated at the 79th United General Assembly (20 to 26th September 2024) on combating antimicrobial Resistance which also presented an opportunity coming up with solutions for strengthening health systems against AMR.
10. With support from the Health Committee County Positions were advanced during the 78th World Health Assembly 19th to 27th May 2025 side event on Eye Health Has 2030 In Sight: New Data, New Resolution, New Momentum.

11. The County perspectives on the nexus of local governance and marine sustainability were elevated by delivering interventions at the Africa Urban Forum side event on cities and the Blue Economy in Addis Ababa, Ethiopia, with Lamu and Kisumu Counties' cases linking to African small island and freshwater contexts.
12. Counties enhanced their knowledge on sustainable development and governance during the global discussions held at the 79th United Nations General Assembly (22nd–30th September 2024, New York).
13. Through the Agriculture Committee, County food systems within global frameworks were strategically positioned by coordinating County representation at the Africa Food Systems Forum (2–6th September 2024, Kigali, Rwanda), promoting subnational leadership in agricultural transformation.
14. With support from the SDGs unit in championing for SDG's implementation, 17 Counties developed Voluntary Local Review (VLR) reports in June 2024, which fed into Kenya's Voluntary National Review presented at the High-Level Political Forum (8th–15th July 2024, New York).
15. Through the Finance and Economic planning Committee, Digital data systems were enhanced in Samburu, West Pokot, Turkana, Isiolo, Tana River, Kilifi, Kisumu, and Kitui Counties to digitize County Statistical Abstracts and aligning County planning with global SDG frameworks.
16. County-driven inputs were submitted to the Kenya Foreign Policy, which was subsequently adopted by Parliament through a sessional paper, ensuring subnational priorities are represented in national diplomacy.
17. With support from the gender, sports, culture and social services Committee, gender representation was advanced during a side event at the 69th Session of the UN Commission on the Status of Women (12–21 March 2025, New York), themed "The Impact of Women's Leadership and Decision-Making Post-Beijing," showcasing County-level experiences.
18. Through resource mobilization Committee, a partnership was created through the Joint Devolution Programme with UNDP, UNICEF, and UN Women, targeting eight Counties (Wajir, Homa Bay, Kwale, Embu, West Pokot, Samburu, Narok, Kitui), with resolutions on rolling out social protection and documenting County lessons.

19. With support from the Tourism and Wildlife Committee, tourism marketing was enhanced by facilitating County participation in the Magical Kenya Tourism Expo (2nd–4th October 2024), with Samburu, Narok, Makueni, Isiolo, Kwale, Kilifi, Migori, and Mombasa showcasing County investment opportunities.
20. Through the energy and transport Committee Counties, Kilifi and Makueni participated in the 2024 China-Africa Renewable Energy Investment Summit in Nairobi, which launched an online matchmaking platform linking African developers with Chinese investors.
21. The County's roles in sustainable infrastructure and affordable housing were amplified during the development of national green building standards during a stakeholder workshop in Nairobi (27 November 2024).

2.2.8 Strengthen COG's administrative functions and identity.

This strategic objective underscores the commitment to fortify the operational and organizational aspects of the COG. It focuses on enhancing the efficiency and coherence of administrative functions within the COG, aiming to establish a robust administrative framework. Concurrently, the objective seeks to reinforce the distinctive identity of the COG, ensuring a unified and recognizable presence. By strengthening both administrative functions and identity, the objective aims to empower the COG in effectively carrying out its mandate, fostering internal cohesion, and projecting a clear and impactful external image. The key achievements under this objective are outlined below:

1. Through the Knowledge Management unit;
 - The Knowledge Management Strategy was finalised and disseminated, mainstreaming knowledge practices into all Committee and departmental workplans for FY 2025/26.
 - Twenty-Three (23) County innovations and promising practices were documented and disseminated through the 7th and 8th Compendiums of County Innovations, focusing on climate change, family planning, and service delivery. They were also uploaded into the Maarifa center website.
 - A total of 96 knowledge assets and 39 success stories were uploaded to the Maarifa center website in FY 2024/25, making County-level innovations accessible to stakeholders and development partners.

- ISBN codes for at least 7 key publications were issued, including the 8th Compendium of County Innovations, the Financial Management and Procedures Manual for County Health services, enhancing accurate inventory management.



The 8th and 9th Compendiums on best practices in the Counties.

2. Through the Communications unit;

- Communication reach through six active social media platforms was strengthened, growing Twitter followers from 376,806 to 385,300, Facebook followers from 65,627 to 71,000, and Instagram followers from 15,600 to 18,500 in FY 2024/25.
- Twenty-two (22) press statements were issued in FY 2024/25 on critical County issues including health workers unrest, County revenue allocation, road maintenance levy, femicide, bursaries, and devolution financing shaping national discourse on devolution.
- Twelve (12) E-newsletters were released in FY 2024/25 (three per quarter), highlighting milestones across sectors such as health, agriculture, gender, and governance, and ensuring stakeholders remained informed on County innovations.



Excellency Governors during the State of Devolution Address 2024 in July 2025

- Twenty-five (25) National and County events including the State of Devolution Address 2024, KDSP II launch, G7 Strategy activations in Kirinyaga, Machakos, and Kwale, and Devolution Conference 2025 launch were branded and published ensuring consistent visibility of devolution priorities.



Excellency Governors pose for a photo during the launch of KDSP II in May 2025

- Opinion pieces on key devolution issues were published, including Counties' role in Nationally Determined Contributions (NDCs), waste management ("From Crisis to Opportunity"), and County resilience post-COP29, amplifying subnational voices in global and national debates.
- CSR activity in Kwale County was conducted in February 2025, delivering a free medical camp at Kinango School for the Deaf that provided essential health services to the community.



Kwale County Governor H.E. Fatuma Achani and COG CEO Ms. Mary Mwiti donating a water tank during the CSR activity in Kinango school in January 2025

3. With support from the Lands, Housing and Urban development Committee in collaboration with FAO and Blue Ventures, County governments documented climate-resilient fisheries and aquaculture practices, producing best-practice stories uploaded to the Maarifa Centre.
4. Through the Blue Economy Committee, the development of a Model County Fisheries Policy and Law commenced, to support Counties in harmonizing fisheries governance in line with national and international standards.

5. Supported by the M&E Unit;
 - The Corporate Workplan 2024–2025 for 18 Committees and departments was finalised, building staff capacity on SMART planning and results-based reporting, which improved accountability and transparency.
 - Fifty-four (54) staff were sensitised on results-based reporting during the FY 2024/25 mid-term and semi-annual review sessions, strengthening internal capacity for performance monitoring and reporting.
6. Through the Lands, Housing and Urban development Committee, under the DLGP the County Open Data Portal was piloted through integration of GIS systems to improve spatial data planning.
7. With support from the Legal Directorate, corporate governance was strengthened by developing institutional policies including a Service Charter, Legal Services Policy, Internal Legal Services Charter, and Fleet Management Manual, enhancing service delivery and accountability.
8. With support from the Tourism and Wildlife Committee, County tourism was enhanced through documentation of Makueni County's Tourism Guidebook and co-production of a COP29 documentary with Azerbaijan TV profiling Baringo, Kajiado, Nairobi, Nakuru, and Turkana Counties, boosting County-level tourism visibility globally.

2.2.8 Enhance COG's resource base.

This strategic objective aims at strengthening the financial and non-financial resources available to the COG. It seeks to diversify and expand the sources of support, funding, and capabilities for COG, ensuring its sustained effectiveness in fulfilling its mandate. The focus is on developing innovative approaches to resource mobilization, fostering partnerships, and exploring new avenues for collaboration with various stakeholders. The objective underscores the importance of a robust resource base in enabling COG to better serve the needs of County Governments, enhance its operational capacity, and contribute significantly to the success of devolution in Kenya. Key achievements under this objective are:

1. The Agricultural Committee mobilized support as follows;
 - KES 30 million has already been transferred, to support implementation of agricultural initiatives at the Secretariat.

- Implemented the MOU with One Acre Fund–Tupande, launching an initiative targeting 300,000 youths across 34 Counties to promote dignified livelihoods in agriculture.
 - Approved a grant from AGRA to fund two consultants providing technical assistance to the Agriculture and Youth Committees, strengthening agricultural transformation and youth engagement.
2. The ASAL and DRM Committee mobilised resources as outlined below;
 - Partnered with Vision Quest and USAID to conduct a comprehensive capacity needs assessment for ASAL Counties, with two milestone reports delivered to inform targeted interventions in disaster preparedness and resilience.
 - Collaborated with VNG International and developed a one-year work plan for refugee and displacement-related interventions in ASAL regions, already under implementation to strengthen institutional capacities and long-term resilience.
 3. The Blue Economy Committee mobilised the following resources;
 - In collaboration with African Enterprise Challenge Fund, legislative Memorandum on the Fisheries Management and Development Bill (2024) was developed and submitted, ensuring County voices shape fisheries governance.
 - Engaged a consultant to develop a Model County Fisheries Policy and Law, harmonizing fisheries governance frameworks across Counties in line with national and international standards.
 - produced a Compendium on Climate-Resilient Fisheries and Aquaculture Practices, supporting sustainable management of aquatic resources across Counties.
 4. The Finance and Economic planning Committee mobilized KES 5.7 million to support Counties in developing Statistical Abstracts and a Model County Monitoring and Evaluation Policy.
 5. The Planning, Monitoring and Knowledge management unit mobilised KES. 15,954,600 to support documentation of County’s best practises and success stories, finalization of the M&E policy and review of the Strategic plan.

6. The NRM Committee facilitated disbursement of KES 76.48 million under the FLLoCA programme to strengthen locally led climate resilience actions and climate risk management at both County and national levels.
7. The Health Directorate formalized partnerships through MOUs with institutions including the Institute of Certified Secretaries, Kenya Paediatric Association, Medtronic Labs, East Central and Southern Africa college of paediatrics and child Health (ECSAPACH), KICC, and UN Habitat to enhance governance, health, and sustainable urban development. The Directorate also signed an MOU with Medtronic Labs and Lwala to support health technology innovations and resource the Directorate of Health Services for County-level implementation.
8. The Lands, Housing and Urban development Committee partnered with FAO under the Digital Land Governance Programme to digitize land records, enhance data sharing, and build GIS capacity in Counties.
9. The Legal Directorate mobilized resources as follows:
 - Mobilized KES. 1,928,000 from the World Bank to review the public participation guidelines held in August 2024.
 - Mobilized from World Bank a sum of KES. 1.4 million to facilitate enhance the capacities of County directors in charge of public participation and budget held in November 2024.
 - Support received from IDLO to the sum of KES. 2Million to facilitate the training of County Attorneys and Solicitors on climate change units in November 2024.
 - Mobilized resources to the sum of KES. 11,577,000 from KDSP II to sensitize the County attorneys in June 2025.



County Attorneys meeting in Machakos County held in June 2025

- Further resources mobilized from FLLoCA to the sum of KES. 3 million towards the engagement with County Attorneys in Machakos County held in May 2025.
 - Mobilized from FLLoCA and AMREF a sum of KES. 3. 6 million to facilitate the induction of Meru County Officials on 2nd to 7th June 2025 in Mombasa County.
10. The Health Directorate signed an MOU with Medtronic Labs and Lwala to support health technology innovations and resource the Directorate of Health Services for County-level implementation.
 11. The resource mobilization unit secured sponsorships and support for the 2025 Devolution Conference from UNICEF, Safaricom, AMREF, CPF, GIZ, Lap Fund, Co-operative Bank, SBM, Equity, KCB, and National Bank, ensuring both financial and technical backing during the conference.
 12. The Tourism and Wildlife Committee partnered with the State Department of Wildlife under the Global Wildlife Programme to address human-wildlife conflict in Taita Taveta, Laikipia, and Kajiado Counties.
 13. The Tourism and Wildlife Committee supported the design of the Thamani Asili Sustainable Finance for Conservation Project, which aims to establish a USD 750 million Conservation Trust Fund for County and community-led conservation initiatives.
 14. The energy and transport Committee entered a partnership with BasiGo to introduce e-mobility solutions to be implemented by the Counties



CHAPTER THREE



OVERVIEW OF KEY PROGRAMMES AND PARTNERSHIPS AT THE COG

OVERVIEW OF KEY PROGRAMMES AND PARTNERSHIPS AT THE COG

3.1 Introduction

This chapter provides an account of the programmes spearheaded by the COG during the reporting period, building on past achievements while scaling efforts to respond to emerging County priorities. These programmes are anchored on strengthening intergovernmental collaboration, enhancing institutional capacity at the County level, and delivering practical solutions to challenges affecting devolved governance. Through strategic partnerships with the national government, development partners, and County stakeholders, the COG has expanded its interventions to drive measurable improvements in service delivery and sustainable development.

In the year under review, the COG placed greater emphasis on transformative initiatives in agriculture, health, climate change adaptation and resilience, trade through the establishment of County Aggregated Industrial Parks, and lands and urban development. These programmes reflect a shift towards integrated, County-driven solutions that not only safeguard past gains but also open new opportunities for inclusive growth. The subsequent sections highlight flagship interventions under each of these sectors, showcasing progress made in strengthening County systems, promoting innovation, and deepening collaboration for effective service delivery.

3.2 Health Directorate

Gates Foundation Grant

This is a grant from the BMGF to COG and it focuses primarily on improving capacity of the COG to provide support to the Counties on RH to increase efficiency in the delivery of those services in the Counties. It also focuses on supporting Counties to set standards and build mechanisms that enhance sustainable resourcing for RH interventions.

Key achievements of the programme.

1. Built synergy and relationships with other relevant GF supported grantees and initiatives; fast track the realization of the SDG targets relating to health.

2. Catalysed County peer to peer learning to facilitate customization of good FP/RH models; and supported the 47 Counties in evidence-based decision making.
3. Institutionalized County peer to peer learning; customized and replicated good FP/ RH models; increased budget allocation for FP/RH in the 47 Counties.
4. Findings of FP/RH assessment of status of FP uptake in the Counties are widely disseminated for evidence-based decision making.

DANIDA PHC Support Program

The DANIDA PHC support program is a Government of Denmark funded programme with an aim to improve primary healthcare with focus on RMNCAH services in Kenya.

Achievements of the DANIDA Program

1. Led to improvement in reported quality of care at health facility level and strengthened community – facility linkage and improvement of community health indicators.
2. Resulted into staff motivation and patient satisfaction in services provided at health facilities.
3. Strengthened accountability and improved involvement of the community through the HFMCs.

Chartered Institute of Procurement and Supply Chain (CIPS) /Health Procurement Africa

It is a not-for-profit organization funded by BMGF dedicated to strengthening public procurement processes globally, with a specific focus on improving the availability of medicines and medical supplies across Africa.

Key achievements for the year Under Review;

1. The project has ensured availability of essential medicines at optimal prices
2. It has enabled the assurance of quality and reliable supply of health commodities in the Counties of operation
3. There has been improved efficiency autonomy in medicine supply.



Engagements during the quarterly consultative meeting with the County Executive Committee members for Health held in March 2025

OPEN PHENCES (Public-Private Healthcare Engagements Enhanced Through Stronger System)

Open Phences supported by the Health Task Force in the Dutch Embassy partnered with the COG to strengthen public-private collaborations across the Counties, starting with the LREB Counties. This is part of a strategy to position and open the health economy for trade between local and international partners amidst dwindling donor funding. The core mandate of Open Phences is to create cohesive ecosystems that deliver fit-for-purpose solutions between the public and the private sector

Key achievement of the program

Prioritising health care investments with the public-private and faith-based hospitals in Kisumu and Homa Bay Counties.

Medtronic Labs

Medtronic Labs is a health systems innovator funded by Medtronic PLC, a US based company, BMGF and World Diabetes Foundation, developing community-based, technology-enabled solutions that strengthen care for underserved populations. Since 2016, the organization has partnered with the Ministry of Health, County Governments, and the COG to design and scale Kenya's national NCD program through SPICE. Through the Empower Health program, Medtronic Labs in collaboration with the Health Directorate supports patient screening, diagnosis, disease management, Education, tele-counselling, and peer support groups.



COG partnership and Collaboration meeting with Medtronic Labs held in September 2024

Jacaranda Health project

The Jacaranda Health project is a BMGF funded project dedicated to improving MNH outcomes in Kenya through the endorsement of the National Ministry of Health, and the COG. Jacaranda Health project works closely with 24 County governments in addressing delay in seeking care by women due to a lack of information on the importance of seeking medical attention during pregnancy and delay in receiving care at the facility due to gaps in skills to handle life-threatening complications which contributes to 55% of maternal deaths.

The following products are focused on improving the two delays:

1. **PROMPTS:** This digital low-cost intervention empowers mothers to seek care at the right time and place during their pregnancy journey, intrapartum and postnatally.
2. **EmONC Mentorship:** This intervention addresses gaps in the quality of maternal care by building the capacity of frontline workers to deliver timely emergency care.

Key achievements

- 1.3 million Mothers reached through PROMPTS
- Expanded the scope of work to 24 County Governments. And in over 1,000+ partner public health facilities.
- 6,500+ Health providers trained through EmONC Mentorship
- Successfully hosting the Devolution conference side event on health and technology.

Health Investments and Policy (HIP) project.

The Health Investment and Policy project is a co-creation between COG and AMREF, funded by the Government of Canada, CIFF and Global fund. It is implemented across the 47 Counties over a 4-year period (Feb 2022 – Feb 2026). Its focus is to Strengthen health facility autonomy and Strengthening Primary Health Care Services by supporting government(s) to recognize, incentivize and supervise provision of community health services and strengthening Social Accountability in Community Health Services.

Key Achievements

- 1) Enhanced awareness and knowledge across Counties on the need and urgency to enact FIF and CHS legislations.
- 2) Developed FIF Model Law that has been validated, adopted and implemented by 43/47 Counties.
- 3) Undertook a detailed stock-taking on the status of FIF and CHS in the Counties.
- 4) Supported the development of a position brief on how to incentivize Community Health Volunteers.
- 5) In collaboration with BMGF grant, we supported intercounty learning and documentation of best practices in the Counties.

LWALA community alliance

LWALA Community Alliance is Kenyan-led organization funded by CIFF, BMGF and Co-Impact on a mission to transform health by centering communities as leaders and change-makers working towards changing systems, improving health for millions of people in Migori, Homa Bay, and Baringo Counties. Through the Community-Led Model in collaboration with the Health Directorate and the County governments, LWALA advances community-led health both in policy and practice by bridging the gap between communities and policymakers.

Key achievements

1. LWALA supported the development of the PCN functionality tool and piloting in Migori for its roll out in PHCN functionality measurement across the country.
2. Developed the Migori County Supply Chain Strategy the first in Migori, and the second in Kenya.
3. Supported LREB regions peer to peer PHC learning forum to enhance learning and sharing of best practices and innovations.
4. Developed a Disability Mainstreaming curriculum and trained 395 CHWs, who are reaching 3,600 people with disabilities.
5. More than 100,000 CHPs were trained on ECHIS to enable real time data collection and for standardized care at community level.



Health sector PHC Learning forum held in November 2024

3.3 Lands, Housing and Urban development Committee

Second Kenya Urban Support Program (KUSP II)

KUSP II is a 5year World Bank funded program focusing on strengthening capacities and improving resilience of cities and municipalities as the main engines of growth. The program is being implemented in 45 Counties (excluding Nairobi and Mombasa) and a total of 79 urban areas, including two refugee-hosting municipalities in Turkana and Garissa.

Key Achievements of the program

1. Development of the Private sector engagement framework and toolkit for adaption and adoption in preparation of KUSP II annual performance.

2. Development of a draft model policy and bill to operationalize section 173 of the Public Finance Management ACT 2012 on financing of Urban areas has been developed.
3. A draft institutional organogram for the Urban areas has been developed.
4. A draft Urban service delivery Monitoring and Evaluation Handbook has been developed to be implemented by the participating Urban areas under Annual APA.
5. The 45 participating Counties have developed the UIG workplans.
6. 72 out of 77 municipalities have Urban boards and secretariat in place.

Second Kenya informal settlements informal projects (KISIP II)

KISIP II is a 5-year World Bank's IDA supported project under the State Department for Housing and Urban Development with a development objective to improve access to basic services and land tenure security of residents in participating urban informal settlements and strengthen institutional capacity for slum upgrading in Kenya consolidating the gains made under KISIP I and enhancing the benefits of the project to more people in informal settlements.

The project is currently being implemented across thirty-seven (37) Participating Counties, with various interventions underway. Project with 88 settlements benefiting from security of tenure and 95 benefiting from infrastructure upgrading.

Key achievements of the project

1. Under the tenure regularization component, ten (10) Local Physical and Land Use Plans were approved, bringing the cumulative total to forty-four (44) representing an achievement rate of 55% against the target.
2. The number of settlements with adopted lists of beneficiaries for titling increased by ten (10), also reaching a total of forty-four (44), which corresponds to 55% of the targeted number.
3. Nineteen (19) Community Development Plans were endorsed by the County Governments of Nairobi, Nakuru, Kisumu, and Kakamega, marking their successful completion.
4. Eight (8) additional CDPs (phase 2) preparation ongoing in Mombasa, Kiambu and Uasin-Gishu Counties.

Digital Land Governance Programme (DLGP)

The Digital Land Governance Programme (DLGP) is a European Union and FAO of the United Nations funded programme. The DLGP is implemented in partnership with the COG, the MoLPWUD, and the NLC.

The overall objective of the DLGP is to improve food and nutrition security, livelihoods, and sustainable development in Kenya through equitable and secure access and management of land as per Vision 2030.

Key achievements

1. Through the programme the County GIS implementation guidelines, the ARCGIS and QGIS training manual and training of County staff was launched.
2. A total of 235 County GIS officers successfully underwent training in Geographic Information Systems (GIS) and Remote Sensing, and 141 CECMs, COs, and Chairs Committee of Lands at the County Assembly were sensitized on GIS use and application.
3. County Governments, through the E.U -FAO Digital Land Governance Programme undertook 101 activities including land clinics and capacity building on land governance.
4. The programme has also supported the development of 16 policies, ranging from land use, urban management, housing, GIS, minimum and maximum land holding size, land regularization, spatial planning and development control, to natural resources.
5. The programme supported (1) set of green building guidelines, (7) seven Bills, and two research papers: one on the status of Physical and Land Use Planning, and the other on Nyamira Land Allocation based on Gender.
6. Nyeri County Government approved its County Spatial Plan, moving the number of Counties with approved County Spatial Plans to 19.



Sensitization of top County leadership (CECMs and Chief Officers in charge Lands and Physical planning, County Assembly chairpersons for the Land Committee) and training of County technical staff on GIS and remote sensing at RCMRD in April 2025

3.4 Natural Resources Management Committee

Financing Locally Led Climate Action Program (FLLoCA)

This is a World Bank supported program with an objective deliver locally led climate resilience actions and strengthen County and National governments' capacity to manage climate risk by strengthening County government's capacity to plan, budget, implement, track, and monitor climate mitigation and adaptation actions.

At the County level, the two grants (CCIS and CCRI) are meant to enable the Counties to achieve several key performance targets to incentivize them to deliver locally led climate resilience actions, strengthen County government capacity to manage climate risk and strengthen national government capacity to manage climate risk.

Key achievements of the Project

1. Developed a draft model County environment bill and guidelines for County on carbon projects through a thematic working group convened in May 2025 in Mombasa County to ensuring uniformity, consistency, and alignment with national and County-level policies to enhance effective environmental management and carbon market participation.
2. Convened quarterly progress review meetings with County cadres (Governors, CECMs, and COs), providing a forum for technical coordination in the implementation of NRM and climate action activities.
3. Enhanced capacities of communication Directors on access to climate information.



Communication directors meeting to train on access to climate information

4. Convened a meeting with County Internal Auditors to strengthen internal compliance mechanisms in the implementation of FLLoCA.
5. Conducted Sensitization of County governments on the promotion of climate smart business opportunities and climate friendly investment options and industrialization
6. Sensitized County Directors of environment on ecosystem management plans as a climate change response strategy
7. Conducted Capacity building among County Directors of Blue Economy to enhance climate resilience in the fisheries sector.
8. Sensitization of County governments on the promotion of climate smart business opportunities and climate friendly investment options and industrialization
9. Developed draft skilling guidelines for green jobs for the Youth in County Governments
10. Conducted County sensitization and Induction of target County Governments on devolution, managing transition, Climate Change and carbon Markets Landscape

3.5 Trade Committee

County Aggregation and Industrial Parks (CAIPs)

CAIPs initiative is a program is a partnership of the National Government, COG and County Governments with support from UNIDO and the Private sector, designed to spur industrialization and economic inclusion in Kenya. CAIPs serve as regional hubs for aggregation, processing, and commercialization of agricultural and non-agricultural produce, directly addressing post-harvest losses, value addition, and market access.

Key Achievements of the program

1. **Bankable Project Pipelines:** Over 130 County investment projects have been identified and packaged across priority sectors, supported by feasibility studies and investment promotion initiatives.
2. **Capacity Building:** More than 500 County officials were trained in project design, investment planning, financial management, and M&E. A standardized County CIF has been rolled out to guide project appraisal.
3. **Financing and Partnerships:** A structured framework for PPPs was developed, unlocking private sector engagement in County projects.
4. **Intergovernmental Collaboration:** Stronger linkages have been forged between national and County governments, including alignment of projects with national priorities and hosting of the inaugural County Investment Forum, which attracted both local and international investors.
5. **Inclusivity and Community Engagement:** Gender, youth, and disability mainstreaming were prioritized, with 40% of documented projects including targeted interventions for women and youth economic empowerment.



Kirinyaga County CAIP structure at 90% completion status

3.6 Agriculture Committee

National Agricultural Value Chain Development Project (NAVCDP)

The project is jointly financed by the World Bank's IDA and the Government of Kenya. NAVCDP is a flagship agricultural commercialization programme implemented by the State Department for Agriculture under the Ministry of Agriculture and Livestock Development. NAVCDP builds on the foundations of the KCSAP and NARIGP and seeks to increase market participation and value addition for smallholder farmers through selected value chains across 34 Counties. It adopts a saturation and universalization approach, ensuring comprehensive coverage of farming households while strengthening linkages with private sector, IFC collaborations, and clean energy storage solutions.



Flag off Agriprenuer model Champions during Madaraka Day celebrations in Bungoma County

Key Achievements of the project

1. Community Mobilization: PICD completed in all 33 Counties and 1,069 wards, up from 1,029 wards during the previous ISM.
2. Technology Adoption: 98,316 farmers adopted TIMPs, with 53,588 female beneficiaries.
3. FPOs: 658 FPOs identified (94% of the 700 target), of which 231 automated their operations; 36 PPPs established.
4. SACCOs: 989 SACCOs registered with a combined membership of 325,905 farmers, reflecting a 146% increase in SACCOs and 481% growth in membership compared to the previous mission.
5. Agri-preneurship: 7,031 agri-preneurs recruited and enrolled in bootcamps.
6. Irrigation Access: 45,657 farmers now accessing irrigation services, boosting resilience to climate shocks.



CHAPTER FOUR



DIRECTORATES AND DEPARTMENTS OF COG

DIRECTORATES AND DEPARTMENTS OF COG

1) INTERNAL AUDIT UNIT

The Internal Audit Unit continued to play a central role in strengthening governance, risk management, and accountability within the COG during FY 2024/2025. Guided by a risk-based annual audit plan, the Unit focused on high-risk areas across the COG's operations while ensuring compliance with applicable financial reporting frameworks.

Key achievements included leading comprehensive reviews of internal systems and policies, identifying control gaps, and providing actionable recommendations that enhanced compliance and strengthened internal controls. The Unit developed a tracker to monitor and follow up on the implementation of audit findings, thereby improving accountability and closure rates. In addition, the Unit spearheaded special audits and investigations into reported cases of financial irregularities and mismanagement, safeguarding the prudent use of public resources.

Beyond the COG, the Internal Audit Unit supported County Governments by offering technical advisory services on financial management, risk assessment, and audit best practices. It also facilitated knowledge-sharing forums for County internal auditors to promote consistency, compliance, and enhanced oversight across devolved programmes.

Institutionally, the Unit oversaw the development and review of key governance instruments, including the audit Committee and internal audit charters, risk management and internal controls policies, as well as relevant procedure manuals. To further entrench sustainability of the internal audit function, the Unit organized staff training workshops on governance, risk, and compliance and mentored internal audit staff, thereby strengthening institutional capacity.

Through these efforts, the Internal Audit Unit reinforced its role as a cornerstone of transparency, good governance, and accountability within the COG and across the devolved system.

2) PLANNING, MONITORING AND KNOWLEDGE MANAGEMENT DEPARTMENT

The COG is mandated under Section 20(b) of IGRA to Share 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. To fulfil this mandate, COG has set up the Planning, Monitoring and Knowledge management department which monitors the implementation of the strategic plan through the Committee workplans as well as documenting, packaging, and disseminating County best practices and innovations to strengthen peer learning to inform policy at both County and National levels.

Planning & Strategy and M&E Unit

Through the planning and M&E unit, the COG Strategic Plan 2022-2027 underwent a mid-term review having been implemented for the last two and a half Financial Years (FY 2022-2023; FY 2023-2024; half of FY 2024-2025). The objective of the review was to assess the implementation progress, evaluate the effectiveness of strategies, identify challenges and best practices, and provides opportunities for correction and adaptation to ensure objectives are aligning with emerging National and County priorities.

Knowledge Management Unit

During the reporting period, the unit advanced this mandate through publications, peer learning forums, benchmarking visits, and sector documentation, further entrenching its role as the Counties' knowledge hub.

Documentation and Knowledge Products

Key achievements included the publication of the Eighth and Ninth Editions of the Compendium of County Innovations and Practices in service delivery, profiling transformative models from 21 Counties. The Eighth Edition, developed with PS Kenya and Options under the UKAID-funded DESIP programme, documented family planning practices that improved maternal and child health outcomes. The Ninth Edition, supported by FAO, highlighted multisectoral innovations in health, agriculture, gender, disaster management, and water, offering diverse solutions for replication. Together, the two editions have informed peer learning, with several Counties already adapting documented practices, underscoring the Compendium's value as a replication and policy influence tool. To date, 39 success stories have been documented and uploaded on the Maarifa website.



Documentation on how Community-Led Dialogue Transforms Healthcare at St. Marks Lela Kisumu

Beyond publications, the Centre undertook targeted field documentation. With DANIDA PHC's support, documentation in four Counties demonstrated how PHC funding improved facility readiness and strengthened community engagement, offering lessons for sustaining gains beyond 2026. These outcomes will feature in a special edition of the Compendium on PCN. Similarly, documentation under the Blue Economy Committee, supported by the FLLoCA Programme, captured climate-resilient fisheries and aquaculture innovations that are already shaping County strategies and informing national climate and food security policies. These findings will contribute to the Eleventh Edition of the Compendium.

Learning Platforms and Outreach

The unit also expanded its peer learning platforms. A webinar on sustaining family planning gains brought together County health officials and experts, resulting in commitments to integrate family planning interventions into County strategies and budgets. In collaboration with the Health Department, a PHC outcomes will be documented and featured in a special edition of the Compendium of Best Practices on PCN. In the FY, the unit also hosted delegations from NIA, NCIC and State Department for Youth who were on a mission to learn from the Maarifa Centre's GIS and KM systems.



PHC peer to peer learning in Bungoma County

Strategic Priorities

The Centre plans to foster a culture of learning and replication by making County innovations more accessible and widely applied. Key priorities include translating knowledge products into Kiswahili to reach wider audiences, developing popular versions of laws and policies for grassroots engagement, strengthening CoPs as platforms for peer-to-peer problem-solving, scaling up digital platforms through an interactive online repository, and operationalizing the COG Knowledge Management Strategy across the organization.

3) PUBLIC COMMUNICATIONS DEPARTMENT

During the period under review, the Communication Department was instrumental in elevating the COG's profile, managing its reputation, and disseminating key information on devolution to a wide array of stakeholders. The Department executed a multi-faceted strategy encompassing media relations, digital engagement, strategic branding, and content production, all aimed at demystifying devolution and showcasing the impact of County Governments.

Development of the COG Communication Strategy

One of the most significant milestones achieved in the year was the finalization of the COG Communication Strategy (2023–2028). Recognizing that communication is central to policy advocacy, stakeholder engagement and public trust, the Department initiated the review process to replace the expired 2017–2022 Strategy.

The new Strategy emphasizes five key pillars:

1. **Strategic Messaging and Storytelling** – packaging information on devolution reforms and County successes in accessible and compelling formats.
2. **Digital Transformation** – harnessing social media, data analytics, and AI-driven communication tools to widen outreach.
3. **Stakeholder Engagement** – fostering structured communication with County Governments, National Government, development partners, and citizens.
4. **Brand Management** – reinforcing COG's identity as the apex intergovernmental forum for Counties.
5. **Crisis Communication** – equipping the COG with tools to manage misinformation and safeguard institutional credibility.

The approved Communication strategy has gone through the due process to ensure participation of all relevant stakeholders as well as their validation. The Strategy will guide all internal and external communication, ensuring coherence, professionalism, and responsiveness.

Media Engagements

The media plays a critical role in public communication and shaping perceptions of devolution. To this end, the COG held numerous strategic engagements with the media to address key and emerging issues affecting County Governments. These included press conferences, briefings, and one-on-one meetings that highlighted developments across devolved sectors such as Health, Agriculture, Finance, Trade and Environment. These efforts promoted objective and comprehensive devolution reporting and positioned the media not merely as passive recipients of information but as key stakeholders and partners in the devolution space.

Key media engagement forums held during the period under review included:

1. Stakeholder forums in the build-up to the highly successful Devolution Conference 2025.
2. The COG executive elections
3. The State of Devolution Address 2024
4. Launch of the Kenya Devolution Support Programme Phase II
5. Launch of the COG and County GIS Labs

Social Media Growth

Social media remains an integral tool for corporate communication, citizen engagement, and brand visibility. The COG's social media pages significantly enhanced the institution's visibility and facilitated real-time engagement on topical issues with diverse audiences, including citizens, investors, development partners, and civil society.

The Department recorded impressive growth across all platforms:

- The COG X handle grew its followers to 385,689 followers which is a significant increase from **379,100** reported at the beginning of the period.
- The COG Facebook page followers grew to 73,246 up from **60,000** and Instagram page with 19,100 followers
- Notably, the Department also manages the COG Chairman's X page currently at 6003 followers and Facebook at 1230 followers
- Further, the Department also runs the COG CEO's X page that stands at 3716 followers.
- The Department in its effort to attract the youth and communicate with them opened the COG TikTok account that has so far attracted 2507 followers.

The Department also ran social media campaigns especially as a build up to the Devolution Conference 2025.

4) LEGAL DIRECTORATE

• COG Meetings

During the financial year under review, the Legal Directorate successfully coordinated three (3) COG meetings, in accordance with section 21(2) and the schedule of the IGRA, Cap 265F. These meetings facilitated discussions and consensus building on crucial matters of common interest to County Governments. Notably, during the COG meeting held on October 7, 2024, elections were conducted, resulting in the unanimous decision to elect H.E. FCPA Ahmed Abdullahi, EGH as Chairperson, H.E. Dr. Mutahi Kahiga, EGH as Vice Chairperson, and H.E. Stephen Sang as Whip.

- **National and County Government Coordinating Summit**



H.E Dr. William Samoei Ruto, C.G.H. President of the Republic of Kenya and Commander-in-Chief of the Defence Forces addressing the 11th Summit at Statehouse Nairobi.

The National and County Government Coordinating Summit, established under section 7(1) of the IGRA, Cap 265F, serves as the apex body for intergovernmental relations. Chaired by the President, with the COG's chair serving as Vice Chairperson and comprising all 47 Governors, the Summit convened on December 16, 2024. This meeting provided a platform to assess collective achievements and challenges faced by both National and County Governments. Key resolutions included:

- THAT all the devolved functions pending transfer that have been unbundled and have mutually been agreed by the two levels of government be gazetted on 16th December, 2024 to facilitate seamless transfer to the County governments.
- THAT the delineated functions in the Gazette Notice No. 16472 dated 16th December 2024 be transferred beginning July 2025.
- THAT the State Department for Devolution, the COG and the Intergovernmental Relations Technical Committee shall harmonize the technical proposals on the amendment of the IGRA to be forwarded to the National Assembly.
- THAT the pending valuation of the defunct local authorities' assets and those related to devolved functions be fast tracked and concluded by the State Department for Devolution to facilitate transfer to the County governments by June 30th 2025.

- v. THAT the National Government to facilitate the disbursement of all pending entitlement to the Equalization Fund to facilitate the operationalization and implementation of the Fund.
- vi. THAT the National Treasury to facilitate a consultative meeting between the Kenya Revenue Authority and the County Governments on accrued taxes related to County Own Source Revenues.
- vii. THAT the Ministry of Lands, Housing and Urban Development to fast track the development of the requisite intergovernmental framework to facilitate disbursement of the earmarked 0.5 percent administration allocation to the County Rural and Urban Affordable Housing Committees currently established across the forty-seven Counties to facilitate their administrative services.
- viii. THAT the National Government in the third quarter starting January, 2025, reviews budgetary allocation towards the CAIPs by an additional KES.1.0 billion. The resources shall be disbursed to support Counties that are at an advanced stage of development of the Industrial parks with a further focus to the remaining Counties.
- ix. THAT the two levels of government shall facilitate the establishment and operationalization of the respective Consultative Intergovernmental Sector Forums to facilitate seamless intergovernmental relations between the two levels of government.

• **Court Matters Finalized/Filed During the Year**

1. There were two judgments delivered during the year as follows:

- a) ***Constitutional Petition E473 of 2024- Joseph Enoch Aura V CS Ministry of Health and others-*** the Court delivered the judgment on 12th July 2024 declaring the Social Health Insurance Act, Digital Health Act and the Primary Health Care Act unconstitutional. The court cited lack of public participation, failure of concurrence by speakers of both Houses and further, that Sections 26(5) and 27(4) are unconstitutional to the extent that they do not exempt emergency medical services, as they infringe on the right to access emergency treatment under Article 43(2).
- b) ***Constitutional Petition 178 of 2016- Wanjiru Gikonyo V the National Assembly of Kenya-***The judgment was delivered on 20th September 2024 declaring the National Government Constituencies Development Fund Act, of 2015, NGCDF unconstitutional. The High Court stated that the NGCDF Fund undermines the principle of devolution and the architecture of the Constitution on the two levels of government, separation of powers and the primary oversight role of Parliament.

- c) **Constitutional Petition E423 of 2024- Issa Elanyi Chemao and others V the National Assembly-** the High Court ordered the allocation of KES.10.5 billion to Counties, saying the exclusion of the devolved units from the Road Maintenance Levy Fund (RMLF) was unconstitutional and a violation to devolution. This was a huge win for devolution as County Governments now have the right to access the RMLF. The decision was appealed and various declarations of the High Court suspended for a period of 12 months to enable the appellants prosecute their appeal before the Court of Appeal.
2. Further the Directorate prepared and filed an application for joinder seeking to be enjoined in the **impeachment case of Hon. Kawira Mwangaza** - Constitutional Petition E429 of 2024. It was our position that we have identifiable stake in the matter, sufficient interest to warrant our joinder in the petition. The court granted our orders and joined the COG as the 1st Interested Party in the proceedings.
3. Court hearings attended and pleadings prepared for key matters including:
 - a. **Cause no. E 153 OF 2024: KUCO V PSC and Ministry of Health-** The Directorate filed the instant pleadings on 10th December 2024 raising key issues including: a) There exists no employment relationship between the Petitioner/Applicant and the COG b) The COG does not have a County Public Service Board that is mandated in law to appoint members of the applicant. (c) There exists no contractual relationship between members of the Petitioner/Applicant and the COG to warrant issuance of the orders sought in the Application
 - b. **Const. petition E012 of 2024- Laban Omusundi V County Government of Nakuru and others-** We filed grounds of opposition opposing the purported confusion alleged by the Controller of Budget following the court's orders. It was our position that the COB's application serves no legitimate purpose and instead delays the delivery of justice to the detriment of thousands of vulnerable children who remain out of school due to the inadvertent failure to authorize release bursary funds.

- **Inter and Intra-County Dispute Resolution Guidelines**

The Legal Directorate finalized development of guidelines for the resolution of inter-County disputes, which were presented to Excellency Governors in the Legal Committee on 7th May 2025. The Excellency Governors approved the guidelines subject to a few comments for tabling before the next full COG meeting.

The Legal Committee resolved that the intra-County dispute resolution guidelines would be developed through a multi-stakeholder process involving the County Assemblies Forum, Society of Clerks at the Table among others.

- **Unbundling and Transfer of Functions**

The commitment to complete the unbundling and transfer of devolved functions was reinforced during the National and County Governments Coordinating Summit on December 12, 2024. The IGRTC published Gazette Notice No. 219 dated 16th December 2024 delineating functions between the two levels of government. This paved way for costing and transfer of functions. There were, however, pending functions not agreed upon that are still under deliberation by stakeholders.

- **Access to Information and Citizen Engagement**

The Legal Directorate held a consultative meeting with County officials in charge of public participation on 4th -6th August 2024 to review the County Public Participation guidelines. The meeting presented an opportunity to identify various emerging issues, gaps and challenges in the sector.

Public participation structures are in place under the finalized County public participation guidelines. The organizational structure consists of both the County Assembly and County Executive Committee which provides a coordinated administrative approach in managing public participation and civic Education. COG also supported Counties in integrating technology in public participation and having a toll-free line as a feedback mechanism. Some of the successes are in Siaya County.

- **Biannual County Attorneys and Solicitors Meetings**

Two quarterly meetings were convened for County Attorneys and Solicitors on 8th and 9th May 2025 in Machakos County and 24th – 27th June 2025 in Kilifi County. These meetings focused on among others pressing legal issues affecting County Governments, the role of County Attorneys in climate action and sensitization on the Second Kenya Devolution Support Program. Elections were also held, with Mr. Kimani Rucuiya elected for a second term as Chairperson of the County Attorneys Caucus.

- **Advisories and Position Papers**

The Directorate prepared two position papers and seven advisories during the review period:

1. Position Paper: Emphasizing the role of County Governments in driving good governance, social rights and pro-poor financing initiatives.

2. Advisories: Seven (7) advisories developed and disseminated to Counties on court directions/rulings/judgements including the constitutional timelines for audit and parliamentary/County assembly consideration of the reports of the auditor general among others.

- **Partnership frameworks developed**

- i. MOU between the COG and the Institute of Certified Secretaries.
- ii. MOU between the COG and the East Central and Southern Africa College of Pediatrics and Child Health (ECSAPACH).
- iii. MOU between the COG and Kenya Pediatric Association.
- iv. MOU between the COG and Medrotronic labs limited.
- v. MoU between COG and One Acre Fund.
- vi. Letter of cooperation between COG and VNG International.
- vii. MOU between COG and KICC.
- viii. MOU between COG and UN Habitat.

5) HUMAN RESOURCE UNIT

The HR Unit facilitated the following:

1. Recruitment: The following were successfully hired and onboarded.
 - a) 9 employees
 - b) 4 interns
 - c) 3 consultants
2. Implementation of the approved organization establishment: 62% of the establishment is staffed. This is good progress as COG seeks to reach the optimal level upon availability of funds and projected needs.
3. COG staff establishment has a representation of 41 Counties.
4. Our gender representation is at 52.2% men and 47.8% women. Attrition rate during the review period was at 7.7%.
5. Increased access to all Welfare services: 25 Officers have benefited from the Mortgage and the Car loans facilities. The Department also supported various officers when pressing welfare needs occurred namely sickness and during various celebrations across the year. The benevolent fund to support employees and their families during times of bereavement has been ongoing without a lapse in cover.

6. Increased Sacco membership and access to benefits: 119 members have joined the Sacco and are contributing and accessing the applicable benefits.
7. Training - During the review period 10 staff successfully completed various relevant trainings to improve their competencies and improve their fit for purpose.
8. Acquisition of HRMIS – So far, 93% of the system has been implemented. The remaining components are under review and refining to fit the organization needs.
9. Performance Management: 95% completed Appraisals and administrative actions undertaken to reward and sanction officers accordingly.

6) FINANCE UNIT

The Finance Unit, housed within the Corporate services Directorate, ensured prudent management of financial resources during FY 2024/2025, upholding transparency, accountability, and compliance with established policies. By effectively managing revenue and expenditure, the Unit reinforced the COG's credibility and provided a solid foundation for the successful implementation of programmes supporting devolution and service delivery to Counties.

The section that follows presents the Statement of Financial Performance for the year ended 30th June 2025.

Statement of Financial Performance for the year ended 30th June 2025.

	2024-2025
	KESs
Revenue from non-exchange transactions	
Transfer from other Government Entities	109,680,000
Transfer State Department for Devolution	207,400,000
Transfer from National Treasury (Financing Locally Lead Climate Change FLLOCA Program)	76,480,000
State Department for Medical Services (DANIDA Project)	6,800,000
Transfer State Department for Devolution (KDSP II Program)	57,719,024
State Department for Crops and Development (Navcdp Project)	30,000,000
Public Contributions and Donations	71,800,338
Other income	4,986,773
Total revenue	564,866,135
Expenses	
Use of goods and services	373,146,153
Employee costs	167,172,210
Depreciation expense	29,110,387
Repairs and maintenance	17,951,888
Total expenses	587,380,638
Net Deficit for the year	(22,514,504)



CHAPTER FIVE



CHALLENGES AND RECOMMENDATIONS

CHALLENGES AND RECOMMENDATIONS

The implementation of devolution during the reporting period July 2024 to June 2025 was marked by significant progress, but also by a series of challenges that continue to shape the relationship between the two levels of government. As in previous years, the COG has remained at the centre of advancing dialogue, coordinating County priorities, and providing leadership in navigating systemic constraints. While institutional mechanisms such as the IBEC and sector forums have enhanced collaboration, several issues continue to undermine the smooth functioning of devolution.

Key Challenges

1. Frequent policy shifts have posed a challenge to the consistent implementation of projects, often requiring adjustments in planning, timelines, and resource allocation. For example, the recent political transition in the US affected the implementation of on-going projects in the devolved sectors.
2. Counties faced delays and unpredictability in the release of equitable share transfers, forcing disruptions in payroll management, service delivery, and project implementation. The volatility in cash flow also increased the accumulation of pending bills, constraining Counties' ability to meet obligations to suppliers and contractors.
3. Persistent overlaps between national and County mandates particularly in health (facility financing and human resources), agriculture (extension services and input distribution), roads (street lighting and feeder roads), and trade and industry CAIPs continued to create duplication, inefficiencies, and disputes over accountability.
4. While grants and donor-funded programmes remain important financing mechanisms, they are often designed with diverse requirements that complicate planning and absorption at the County level. The lack of harmonization across funding windows led to uneven performance and increased administrative burden on Counties.
5. National–County co-financed projects, particularly CAIPs and climate-resilience investments, were delayed by slow feasibility assessments, environmental and social safeguards approvals, and negotiations over utility connections, which require multi-agency coordination.

6. The heavy floods and climate shocks experienced in late 2024 and early 2025 highlighted weaknesses in disaster preparedness and response frameworks. Financing arrangements remain reactive, with limited ex-ante mechanisms such as contingency funds or parametric insurance, leading to slow response to emergencies at the County level.
7. Counties continue to face challenges in collecting, harmonizing, and reporting service delivery data. This limits the effectiveness of performance-based grants, weakens transparency, and hinders the ability of both levels of government to make evidence-informed decisions.
8. Resistance to new technology and innovation: Counties continue to experience slowed phase in integrating new technologies due to financial inadequacies and skills gap.
9. Despite having a structured way of documenting and sharing Knowledge at the COG, Counties lack a systematic way of capturing and sharing knowledge. Considering that County Governments generate and receive large amounts of data and information, and KM is one of the new management processes being adopted to transform this data and information into relevant knowledge for quality decision making, Counties need structures for Knowledge Management.

Recommendations

To address these challenges and strengthen devolution, the following actions are recommended:

1. The National Treasury should strengthen the implementation of the County Governments' Disbursement Schedule by ensuring full adherence to the timelines stipulated in the Public Finance Management (PFM) Act. This requires institutional mechanisms to guarantee that once the disbursement calendar is published at the beginning of the financial year, releases are effected consistently and without political or cash-flow related delays. Strict compliance would enhance predictability in County financing, safeguard service delivery, and build confidence in intergovernmental fiscal relations.
2. Joint sector circulars should be issued to provide clarity on the roles of the two levels of government in overlapping functions. RACI matrices should accompany the circulars to ensure clarity in execution.

3. Development partners and the National Treasury should consolidate multiple funding windows into unified sector grants, modelled on the success of the FLLoCA programme, with simplified fiduciary and reporting requirements.
4. National and County governments should jointly fund site-readiness packages, including surveys, titling, environmental assessments, and utility agreements, before capital investments in major projects such as industrial parks and climate infrastructure are rolled out.
5. A disaster financing framework should be developed, combining County contingencies with national top-ups and trigger-based release mechanisms. Clear incident command protocols should also be established and tested before the onset of heavy rains.
6. Counties, supported by the COG and national agencies, should invest in stronger Data and M&E systems and digital platforms to generate real-time service delivery data. This will improve performance tracking, strengthen accountability, and enhance citizen trust.
7. Support to County departments in systematically identifying, capturing, documenting and sharing County Knowledge with staff, local community, stakeholders and other Counties by establishing County KM offices

Conclusion

The year under review underscored both the resilience and the fragility of Kenya's devolved system. While Counties continue to innovate and deliver services in challenging circumstances, systemic bottlenecks particularly around financing, functional clarity, and disaster preparedness limit their full potential. Addressing these constraints requires sustained political commitment, robust intergovernmental dialogue, and pragmatic reforms that align resources with responsibilities. Strengthening the devolution framework in these areas will not only improve service delivery but also deepen public confidence in devolved governance.



ANNEXES



ANNEX 1: BILLS/POLICIES/REGULATIONS REVIEWED DURING FY 2024/25

1. **The Division of Revenue (Amendment) Bill (National Assembly Bills No. 14 of 2024)** reviewed in collaboration with the Finance Committee and Memorandum submitted. The main issue raised in the Memorandum is that there is need for retention of the Counties equitable share at KESs.400,116,788,147. The Constitution under Article 203 (1)(j) provides that Counties equitable share shall be allocated in a stable and predictable manner. It is on this basis that Counties allocation is protected from revenue shortfalls.
2. **The Intergovernmental Relations (Amendment) Bill (Senate Bills No. 12 of 2024)** reviewed, and Memorandum submitted to Senate. The key issues raised include: Enhanced Qualifications for appointment as a chairperson of the Agency in order to strengthen the Agency to undertake its functions of inter alia advising the summit on legal matters and resolving complex intergovernmental disputes, Need to provide clarity and the functions of the Agency as the institution responsible to the Summit as well as determine the disputes between the National and County and deletion of the clause requiring the agency to directly convene the County Secretaries. Further the need to include the exchequer as a source of funds for the secretariat.
4. **The Creative Economy Support Bill (Senate Bills No. 30 of 2024)** reviewed, and Memorandum submitted. It was our position that the bill has failed to provide synergies between the existing government institutions and the proposed Creative Industry Guild. Additionally, The Bill should not create more bodies to regulate sector but should aim to harmonize the various bodies to use their synergies to improve the creatives industry.
6. **Public Fundraising Appeals Bill (Senate Bills No. 36 of 2024)** reviewed, and Memorandum submitted. Among the other issues raised in the Memorandum, the Bill as drafted may be difficult to implement given the Kenyan culture of conducting harambees or public fundraising appeals for public and private benefit. Given the number of appeals in our communities, the proposed systems will be hard to effect and may unnecessarily burden the responsible officers.

7. **The Start-Up Bill (Senate Bills No. 14 of 2022)** reviewed in collaboration with the Trade Committee and Memorandum submitted to Senate. The Memorandum raised several issues including: The need to be clear and specific on the roles of the two levels of government. In addition, the mandate and functions of Kenya National Innovation Agency and CECMs need to be clear and distinct as provided for in Science, Technology & Innovation (STI) Act, No. 28 of 2013 and the Article 183 of the Constitution of Kenya.
8. **Climate Change (Carbon Markets) Regulations, 2024** reviewed in collaboration with the NRM Committee and Memorandum submitted. Some of the issues raised include: The Regulations do not explicitly provide for the role of County governments in the implementation and management of carbon markets; The role of County Governments in coordination of communities is not recognized in the Regulations; There is need for the project proponents to engage the communities through the County Government for effective and orderly negotiations.
10. **County Governments (State Officers' Removal from Office) Procedure Bill (Senate Bills No. 34 of 2024)** reviewed, and Memorandum submitted. The key issues raised include: impeachment motion against a Governor to be initiated at least 24 months after assumption of office as opposed to 6 months. This will enhance Stability and Continuity in governance, allowing time for the governor to deliver on their promises. Further, increasing the impeachment window could help in guarding against politically and malicious attempts to remove the governor soon after elections
12. **The Political Parties (Amendment) (No. 2) Bill (Senate Bills No. 26 of 2024)** reviewed, and proposals therein rejected in their entirety. The COG in its Memorandum as submitted rejected the proposal to replace the Registrar with a Commission composed of Political Parties due to conflicts of interest and biased decision-making, undermining impartiality and fairness. Further, Lack of Independence as a commission composed of political parties might struggle to maintain this independence, particularly during politically sensitive periods. Replacing the ORPP with a commission whose membership is largely people affiliated with the majority and minority political parties may not be the best solution. Instead, focus should be on strengthening the ORPP to better serve the goals of transparency and fairness.

13. **The Election Offences (Amendment) (No. 2) Bill (Senate Bills No. 28 of 2024)** reviewed, and Memorandum submitted. It was noted that there is need to clarify the extent of ‘unreasonable delays’ in the declaration of results in the proposed Section 6 (h). There is also needed to provide clear timelines within which announcement of results ought to be done at the polling station.
15. **The Provision of Sanitary Towels Bill (Senate Bills No. 7 of 2024)** , and Memorandum submitted noting that the COG rejects the Bill in its entirety on grounds of the unnecessary structures established, financial burden on taxpayers, the already existing institutions capable of managing the distribution of sanitary towels and the grave financial constraints currently facing the country.
17. **The Livestock Protection and Sustainability Bill (Senate Bills No. 32 of 2024)** reviewed, and Memorandum submitted. Key issues raised include: that the Livestock Sustainability Bill be merged with the broader legal framework governing the livestock sector to avoid legal fragmentation and ensure more effective policy implementation, Additionally, while the Bill primarily focuses on drought as a key hazard, it would be prudent to broaden the scope to cover other hazards that impact the livestock sector, such as diseases, floods, and other disasters.
19. **The Constitution of Kenya (Amendment) (No. 2) Bill, 2024 (Senate Bills No. 46 Of 2024)** reviewed and Memorandum submitted. Some of the key issues raised include: (i)The period in which an impeachment motion against a Governor can be initiated be put at 24 months after assumption of office. (ii)Shortfalls in revenue to be borne by the National government to ensure that Counties allocation is protected from revenue shortfalls.
20. **County Wards Equitable Development Bill (Senate Bills No. 20 of 2024)** reviewed, and Memorandum submitted to the senate. The COG noted that the Bill is fundamentally flawed and would present implementation challenges based on: (i)Lack of framework for operationalization of further decentralization in Counties (ii)The Bill provides a parallel budgeting framework to what is provided for under the County Governments Act, 2012 and the Public Finance Management Act, 2012.

21. **The Labour Migration and Management Bill (Senate Bills No. 42 Of 2024)**
- The Bill reviewed and submitted to Senate. Some of the issues raised include: (i) Need for strict compliance to performance standards for employment agencies to qualify for registration. (ii) Need for registered agencies to undergo annual financial and ethical audits and maintain a minimum placement success rate to continue with their registration as this will protect workers from fraudulent practices.
22. **Tobacco Control (Amendment) Bill, 2024 (Senate Bills No. 35 Of 2024)**
reviewed and the COG had no objection to the Bill. Notably, the Bill provides for COG representation in the Tobacco Control Board which was not previously included in the principal Act.
24. **Office of the County Attorney (Amendment) Bill (Senate Bills No. 47 of 2024)** reviewed. The key issues addressed in the Memorandum include: -
(i) 5 years' experience as an Advocate accords one enough experience to run the office of the County Attorney. (ii) The tenure of office should be retained to six years and ought not be tied to the term of the governor. (iii) The need for harmonization of the County Solicitor position across the country, hence the need to have the status of the County Solicitor equivalent to that of a Chief Officer.
26. **The social protection Bill (National Assembly Bills No. 12 of 2025)** reviewed, and Memorandum submitted to Senate on 9th June 2025. Among the key issues raised include: The Bill only addresses social Assistance which is one pillar of social protection. This deviates from the Kenya Social Protection Policy which provides for other pillars (ii) The need for the Bill to incorporate both contributory and non-contributory elements to ensure sustainability and allow financing from workers, employers and other stakeholders. (iii) The need for equitable financing mechanisms. The current Bill excludes County Governments from accessing the Social Protection Fund yet assigns them implementation responsibilities which is unfair and impractical.
28. **The Constitution of Kenya (Amendment) Bill (National Assembly Bills No. 12 Of 2025)** reviewed and submitted on 3rd June. The COG opposed the Bill in its entirety and urged the Committee to recommend withdrawal of the same. This is because the proposed (NGCDF) and the National Government Affirmative Action Fund upset the principle of separation of powers

29. **Intergovernmental Sector Forum Framework** reviewed on 30th June and submitted. Some issues raised include Amendment on the roles of the COG to include; Establish and convene other intergovernmental forums as well as inter-city and municipality forums. Further, the need to include IBEC as it is a key intergovernmental structure that ought to be provided for in the Framework
30. **The draft Wildlife Conservation and Management Bill** reviewed and submitted on 26th May 2025. The COG raised several issues including the need for consultation with the County governments to develop a framework for identification, mapping and management of national parks.
32. **The draft Forest Conservation and Management Bill** reviewed and submitted on 15th April 2025. The COG raised several issues including: delete the provision requiring the creation of a decentralized payment for ecosystem services. Further that each County government shall register private forests and community forests as this is part of the functions delineated to County Governments.
34. **The County Government laws (Amendment) Bill (Senate Bills No. 52 of 2024)** reviewed and submitted to Senate on 10th April 2025. Among the issues raised by the COG is that introducing statutory duties on the Deputy Governors will be in contravention of the constitution and will result in interfering with or weakening the governors' executive authority. Further, the proposed amendments will lead to overreach especially on matters budget oversight. Notably, there are already existing offices within the Counties that undertake these mandates statutorily.

ANNEX 2: SUMMARY OF DOCUMENTED AND SHARED STORIES ON THE MAARIFA WEBSITE

Title	County	Link on Maarifa
Reducing Post-Partum Haemorrhage and Maternal Mortality in Makueni County through the introduction of Heat Stable Carbetocin	Makueni	https://Maarifa.COG.go.ke/County-initiatives/reducing-post-partum-hemorrhage-and-maternal-mortality-makueni-County-through
Enhancing Health Program Effectiveness through Strategic Partnerships in Makueni County	Makueni	https://Maarifa.COG.go.ke/County-initiatives/enhancing-health-program-effectiveness-through-strategic-partnerships-makueni
Enhancing Healthcare Access and Efficiency through Sustainable Public-Private Partnerships	Tharaka Nithi	https://Maarifa.COG.go.ke/County-initiatives/enhancing-healthcare-access-and-efficiency-through-sustainable-public-private
The County Government of Tharaka Nithi Embarks on Providing Sustainable Solutions for Safe Water	Tharaka Nithi	https://Maarifa.COG.go.ke/County-initiatives/County-government-tharaka-nithi-embarks-providing-sustainable-solutions-safe
Tharaka Nithi County Promotes Food Security through Provision of Free Certified Seeds	Tharaka Nithi	https://Maarifa.COG.go.ke/County-initiatives/tharaka-nithi-County-promotes-food-security-through-provision-free-certified
Tharaka Nithi County's Fire and Rescue Knowledge Exchange Transforms Emergency Response	Tharaka Nithi	https://Maarifa.COG.go.ke/County-initiatives/tharaka-nithi-County's-fire-and-rescue-knowledge-exchange-transforms-emergency

Title	County	Link on Maarifa
Nyeri County engages Community Health Promoters to combat the high prevalence of Non-Communicable Diseases	Nyeri	https://Maarifa.COG.go.ke/County-initiatives/nyeri-County-engages-community-health-promoters-combat-high-prevalence-non
Turkana County employs Innovative Revenue Strategies to Enhancing Own Source Revenue (OSR)	Turkana	https://Maarifa.COG.go.ke/County-initiatives/turkana-County-employs-innovative-revenue-strategies-enhancing-own-source
Homa Bay County Transforms Its Revenue Collection by Achieving KES 1.2 billion in Own Source Revenue	Homa Bay	https://Maarifa.COG.go.ke/County-initiatives/homa-bay-County-transforms-its-revenue-collection-achieving-kes-12-billion-own
Enhancing Tuberculosis Management through Cross-Border Collaboration, Governance and Patient-Centred Approaches in Trans Nzoia	Trans Nzoia	https://Maarifa.COG.go.ke/County-initiatives/enhancing-tuberculosis-management-through-cross-border-collaboration-governance
Enhancing Reproductive Health Outcomes in Trans Nzoia County	Trans Nzoia	https://Maarifa.COG.go.ke/County-initiatives/enhancing-reproductive-health-outcomes-trans-nzoia-County
Advancing HIV Care and Prevention- Lessons from Elgeyo-Marakwet's Integrated Approach and Governance Strategies	Elgeyo Marakwet	https://Maarifa.COG.go.ke/County-initiatives/advancing-hiv-care-and-prevention-lessons-elgeyo-marakwets-integrated-approach
Transforming Arid Lands into Lush Landscapes through the Greening Mandera Municipality Initiative	Mandera	https://Maarifa.COG.go.ke/County-initiatives/transforming-arid-lands-lush-landscapes-through-greening-mandera-municipality

Title	County	Link on Maarifa
Murang'a County Building Communities through the Youth Service Programme	Murang'a	https://Maarifa.COG.go.ke/County-initiatives/muranga-County-building-communities-through-youth-service-programme
Transforming Agriculture in Murang'a County through the Inua Mkulima Support Program	Murang'a	https://Maarifa.COG.go.ke/County-initiatives/transforming-agriculture-muranga-County-through-inua-mkulima-support-program
Murang'a County Unveils Smart City Programme to enhance Urban Mobility and Connectivity	Murang'a	https://Maarifa.COG.go.ke/County-initiatives/muranga-County-unveils-smart-city-programme-enhance-urban-mobility-and
The Successful Transition of Group Ranches to Community Land in Laikipia County	Laikipia	https://Maarifa.COG.go.ke/County-initiatives/successful-transition-group-ranches-community-land-laikipia-County
Garissa County Government Leads the Way in Kamuthe's Transition from Trust Land to Community Ownership	Garissa	https://Maarifa.COG.go.ke/County-initiatives/garissa-County-government-leads-way-kamuthes-transition-trust-land-community
The Makutano Market Revitalization: How Strategic Transformation Revitalized Trade in Meru County	Meru	https://Maarifa.COG.go.ke/County-initiatives/makutano-market-revitalization-how-strategic-transformation-revitalized-trade
Meru County adopts the Do-nou Technology in a bid to Transform Roads and Empower its communities	Meru	https://Maarifa.COG.go.ke/County-initiatives/meru-County-adopts-do-nou-technology-bid-transform-roads-and-empower-its

Title	County	Link on Maarifa
The Impact of the Wezesha Kirinyaga Agriculture initiative on dairy farmers	Kirinyaga	https://Maarifa.COG.go.ke/County-initiatives/impact-wezesha-kirinyaga-agriculture-initiative-dairy-farmers
Strengthening Routine Immunization in Ilula Central- A Community-Driven Approach in Uasin Gishu County	Uasin Gishu	https://Maarifa.COG.go.ke/County-initiatives/strengthening-routine-immunization-ilula-central-community-driven-approach-uasin
How a Community in Nakuru County is Boosting Nutrition through Kitchen Gardens	Nakuru	https://Maarifa.COG.go.ke/County-initiatives/how-community-nakuru-County-boosting-nutrition-through-kitchen-gardens
Community Scorecards Transform Health Service Delivery in Kisumu County	Kisumu	https://Maarifa.COG.go.ke/County-initiatives/community-scorecards-transform-health-service-delivery-kisumu-County
Busia County's Transformation of Maternal Health through Zero Home Deliveries	Busia	https://Maarifa.COG.go.ke/County-initiatives/busia-Countys-transformation-maternal-health-through-zero-home-deliveries
8 th Edition of the Compendium of County Innovations and Promising Practices in Family Planning	13 Counties	https://Maarifa.COG.go.ke/publications/8th-edition-compendium-County-innovations-and-promising-practices-family-planning

ANNEX 3: MAJOR REPORTS/PUBLICATIONS DURING FY 2024/2025

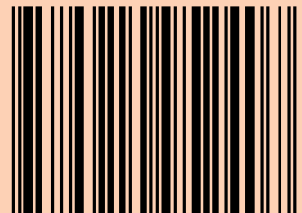
Title	Link
8th Edition of the Compendium of County Innovations and Promising Practices in Family Planning	https://Maarifa.COG.go.ke/publications/8th-edition-compendium-County-innovations-and-promising-practices-family-planning
9th Edition of the Compendium of County Innovations and Best Practices on Service Delivery	https://Maarifa.COG.go.ke/publications/9th-edition-compendium-County-innovations-and-best-practices-service-delivery
County Spatial Plan (Nairobi, Baringo, Bomet, Bungoma, Kajiado, Kericho, Kilifi, Kirinyaga, Kwale, Laikipia, Lamu, Makueni, Migori, Mombasa, Nakuru, Narok, Nyandarua, Nyeri, Siaya and Trans Nzoia)	https://Maarifa.COG.go.ke/node/796?page=0
Financial Management and Procedures Manual for County Health Spending Units	https://Maarifa.COG.go.ke/guidelines/financial-management-and-procedures-manual-County-health-spending-units
Knowledge Management Audit Report 2024	https://Maarifa.COG.go.ke/general-reports/knowledge-management-audit-report-2024
State of Devolution Address 2024	https://Maarifa.COG.go.ke/state-devolution-address/state-devolution-address-2024
State of Devolution Address 2025	https://Maarifa.COG.go.ke/state-devolution-address/state-devolution-address-2025
Model County Monitoring & Evaluation Policy	https://Maarifa.COG.go.ke/guidelines/model-County-monitoring-evaluation-policy
COG (COG) Knowledge Management Strategy 2025–2027	https://Maarifa.COG.go.ke/guidelines/COG-governors-COG-knowledge-management-strategy-2025-2027



48 Governments 1 Nation

Delta Corner, 2nd Floor, Opp PWC
Chiromo Road, off Waiyaki way
P.O Box 40401-00100, Nairobi, Kenya.
Phone: +254(020)2403313/4
Email: Info@cog.go.ke
Website: www.cog.go.ke

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