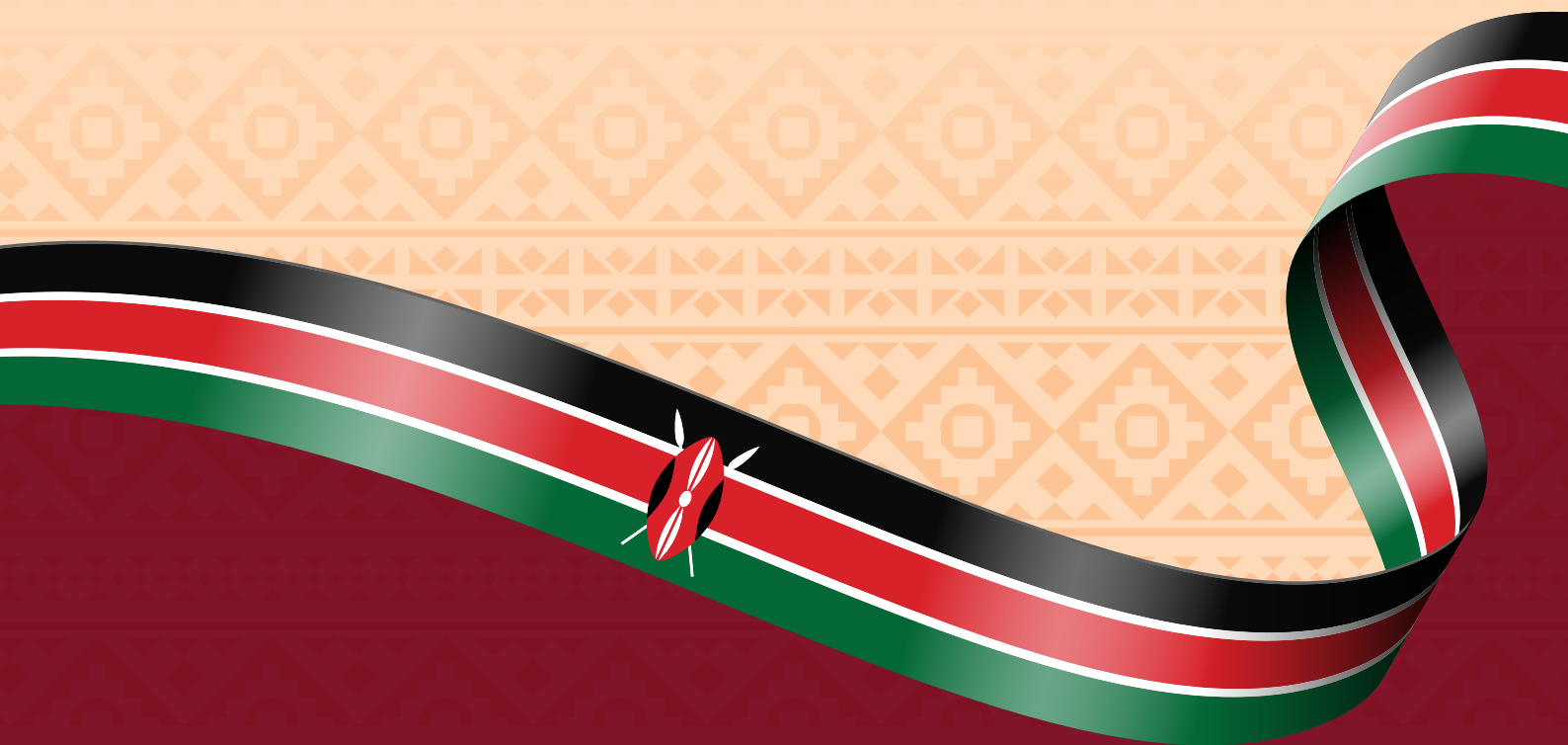




48 Governments 1 Nation

STRATEGIC PLAN

2022 – 2027





48 Governments 1 Nation

STRATEGIC PLAN

2022 – 2027



48 Governments 1 Nation



Vision

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



Mission

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

5 Core Values

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



Our Motto

48 Governments, 1 Nation

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LIST OF ABBREVIATIONS AND ACRONYMS

ADP	Annual Development Plan
ASRs	Annual Statutory Reports
AU	African Union
BCP	Business Continuity Plan
BCP	Business Continuity Plan
CAF	County Assemblies Forum
CIDP	County Integrated Development Plan
CoG	Council of County Governors
COVID-19	Corona Virus Disease 2019
CPI	Corruption Perceptions Index
CSR	Corporate Social Responsibility
DANIDA	Danish International Development Agency
EAC	East Africa Community
EALGA	East Africa Local Governments Association
ERP	Enterprise Resource Planning
IBEC	Intergovernmental Budget and Economic Council
ICT	Information Communication Technology
IGRA	Intergovernmental Relations Act
KEMSA	Kenya Medical Supplies Authority
KRA	Key Result Area
LOE	Lease Operating Expenses
M&E	Monitoring and Evaluation
MCA	Member of County Assembly
MDAs	Ministries, Departments and Agencies
MoU	Memorandum of Understanding
MPs	Members of Parliament
MSME	Micro, Small and Medium Enterprise
MTP	Medium Term Plan
NHIF	National Health Insurance Fund
NOFBI	National Optic Fibre Backbone Initiative
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PWDs	Persons With Disabilities
RDAs	Regional Development Authorities
REBS	Regional Economic Blocs
SDGs	Sustainable Development Goals
SME	MSME Micro, Small and Medium Enterprise
SODA	State of Devolution Address
SOPs	Standard Operating Procedures
SWOT	Strength, Weakness, Opportunity, Threat
THS	Transforming Health Systems
UCLGA	United Cities and Local Governments of Africa

FORWARD BY CHAIRPERSON-COUNCIL OF COUNTY GOVERNORS

It is with great pride and a deep sense of responsibility that I present this foreword following the successful Mid-Term Review of the Council of Governors Strategic Plan 2022–2027. This milestone marks a pivotal moment in our journey toward strengthening devolution and enhancing service delivery across Kenya's 47 counties.

The Strategic Plan was envisioned as a bold roadmap to guide the Council's efforts in promoting good governance, intergovernmental relations, and sustainable development. At the halfway mark, this review has provided us with a critical opportunity to reflect, recalibrate, and reaffirm our commitment to the aspirations of County Governments and the citizens they serve.

The review process was rigorous and inclusive, engaging stakeholders from across the devolved governance. It has illuminated both our achievements and the challenges that remain. Notably, we have made commendable progress in institutional strengthening, policy advocacy, and capacity building. However, we also recognize the need to accelerate implementation in areas such as climate resilience, digital transformation, and equitable resource allocation.

This Mid-Term Review is not merely a stocktaking exercise; it is a call to action. It re-energizes our resolve to deliver on the promise of devolution and to ensure that County Governments are empowered to be engines of inclusive growth and democratic governance. The revised priorities and strategies emerging from this review will guide us in the remaining years of the Strategic Plan, ensuring that our efforts are responsive, impactful, and aligned with the evolving needs of our counties.

I extend my heartfelt gratitude to all stakeholders who contributed to this review. Your insights and dedication continue to shape a stronger, more resilient Council of Governors. Together, let us forge ahead with renewed purpose and unity, committed to building a prosperous and devolved Kenya.



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

PREFACE BY CHIEF EXECUTIVE OFFICER COUNCIL OF COUNTY GOVERNORS

The Mid-Term Review of the Council of Governors Strategic Plan 2022–2027 marks a significant juncture in our collective pursuit of a more effective, responsive, and resilient devolved system of governance. As the Chief Executive Officer of the Council, I am pleased to present this reflection on our progress, challenges, and renewed commitments.

Since the launch of the Strategic Plan, the Council has worked diligently to fulfill its mandate of supporting County Governments in delivering quality services to the people of Kenya. The Plan has served as our compass, guiding our institutional development, policy advocacy, intergovernmental coordination, and capacity building efforts. This review has provided a valuable opportunity to assess our trajectory, celebrate our achievements, and recalibrate our strategies to meet emerging needs.

The review process was anchored in evidence, inclusivity, and transparency by engaging a wide spectrum of stakeholders. Their insights have enriched our understanding of what has worked well and where we must do better. Key accomplishments include enhanced policy harmonization, strengthened County capacities, and improved collaboration across levels of government. Nonetheless, we acknowledge the need to accelerate progress in areas such as climate adaptation, youth empowerment, and digital transformation.

This Mid-Term Review is not only a reflection, it's a reaffirmation of our commitment to devolution. It challenges us to be more agile, innovative, and citizen-centered in our approach. The revised priorities and implementation roadmap will ensure that the COG remains a strategic enabler of County Governments and a champion of inclusive development.

I extend my sincere appreciation to the Council Secretariat, our partners, and all stakeholders who contributed to this review. Your dedication and collaboration continue to be the backbone of our success.

As we move into the second half of the Strategic Plan period, let us remain steadfast in our mission to build stronger counties and a more prosperous Kenya.



Mary Mwiti, EBS
Chief Executive Officer
Council of Governors

EXECUTIVE SUMMARY

The Council of Governors (COG), established under Section 19 of the Intergovernmental Relations Act (IGRA) 2012, continues to serve as a vital platform for consultation, coordination, and capacity building among Kenya's forty-seven (47) County Governments. As the Chief Executive Officer, I am pleased to present this preface following the successful Mid-Term Review of the Council's Strategic Plan 2022–2027, conducted in March 2025.

This Strategic Plan, our third since inception was launched in July 2022 to coincide with the entry of third-generation County Governments. It builds on the foundations laid by the previous two plans, which focused on establishing the devolved system and supporting counties in setting up functional structures. Over the past eleven years, County Governments have made significant strides in delivering on their mandates, and the current Strategic Plan seeks to accelerate this momentum toward inclusive and sustainable socio-economic development.

The Mid-Term Review was a critical milestone in our strategic journey. It provided an opportunity to assess our progress, identify emerging challenges, and realign our priorities to ensure continued relevance and impact. The review was conducted through a consultative and evidence-based process, engaging all stakeholders. It reaffirmed the Strategic Plan's alignment with national and international development agendas, including Kenya Vision 2030, the Sustainable Development Goals (SDGs), the African Union Agenda 2063, and the Paris Agreement.

Key insights from the review highlighted the Council's achievements in strengthening intergovernmental relations, promoting good governance, and enhancing institutional capacity. At the same time, it underscored the need to deepen our support for counties

in areas such as climate resilience, digital transformation, and citizen engagement. The review also validated the Strategic Plan's three core pillars:

- Good Governance and Institutional Capacity for Sustainable Service Delivery
- Intergovernmental Relations and Devolution
- COG's Institutional Development

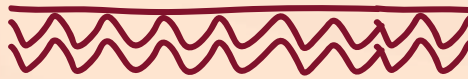
The implementation matrix and monitoring and evaluation framework remain central to tracking our progress and ensuring accountability. These tools will guide the Council Secretariat and stakeholders in delivering on our strategic objectives with precision and purpose.

I extend my sincere appreciation to all who contributed to the Mid-Term Review and to the ongoing implementation of this Strategic Plan. Your commitment and collaboration are instrumental in advancing the devolution agenda and improving the lives of Kenyans across all counties.

As we enter the second half of the Strategic Plan period, let us remain focused, adaptive, and united in our mission to empower County Governments and strengthen Kenya's devolved governance system.

CHAPTER

01



01 CHAPTER ONE

BACKGROUND OF THE COUNCIL OF COUNTY GOVERNORS

1.1. Background

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

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

1.2. Mandate of the CoG

As stipulated in the IGRA, CoG mandate includes: -

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

1.3. The Organization (Structure) of the CoG

CoG is composed of the 47 County Governors led by an Executive team made up of the Chairperson, Vice-chairperson, and Whip. The term of the Executive is one year, renewable once. Performance of CoG mandate is delivered through various Committees whose tasks are outlined in respective committee terms of reference and aligned to the CoG mandate. All Governors are members of these Committees. A technical arm (consisting of technical and support staff) exists to facilitate and coordinate: the implementation of the CoG statutory mandate; the implementation of the decisions of the Council; and the activities of the Committees. This technical arm is headed by a Chief Executive Officer (CEO) who is responsible for the day-to-day running of CoG.

1.4. Kenya's Development Context, Challenges and Opportunities

1) Sustainable Development Goals (SDGs)

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



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

2) *Africa's Agenda 2063*

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

- a) Galvanize and unite in action all Africans and the Diaspora around the shared vision of a peaceful, integrated, and prosperous Africa.
- b) Harness the continental endowments embodied in its people, history, cultures and natural resources, geopolitical position to effect equitable and people-centred growth and development.
- c) Build on and accelerate the implementation of continental frameworks and other similar initiatives.
- d) Provide internal coherence and coordination to continental, regional and national frameworks and plans adopted by the Africa Union, Regional Economic Communities, and Members states plans and strategies.
- e) Offer policy space for individual, sectoral, and collective actions to realize the continental vision.

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

East African Community Treaty

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

Vision 2030 and MTP IV (2022-2027)

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

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

1.5. Relevant Legislation and Policies

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

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

1.6. Rationale for the 2022-2027 Strategic Plan

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

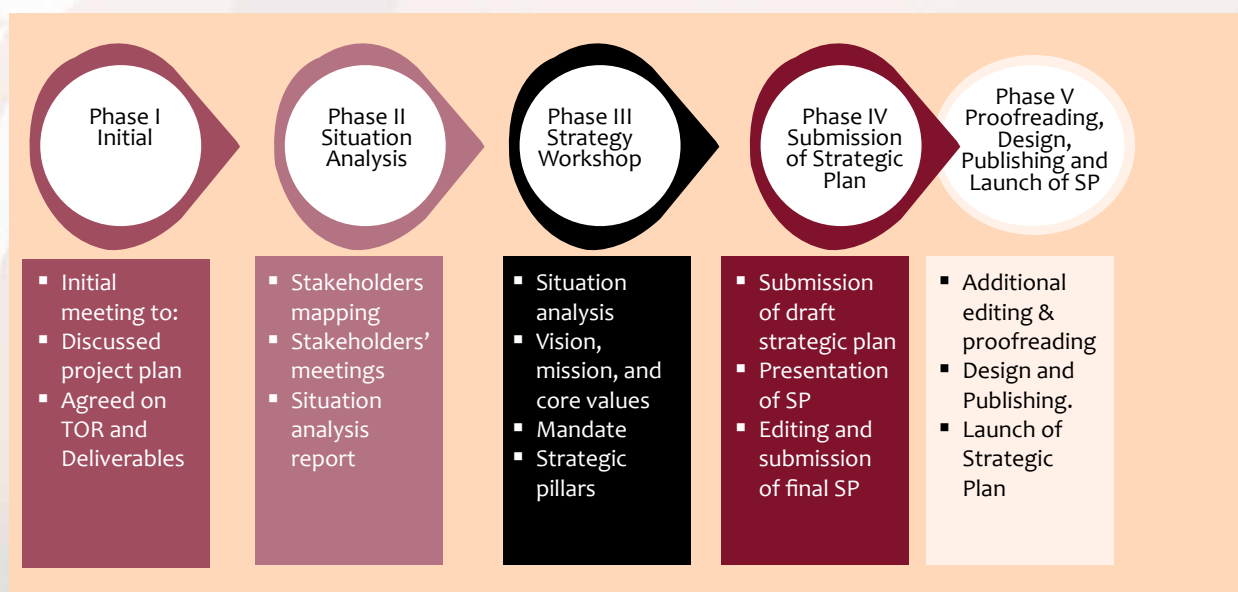
Additionally, a review of the implementation of the past strategic plans indicated areas of success and challenges that need to be addressed. As devolution nears its ten (10) year anniversary, CoG will stand at a vantage point in ensuring that the successes of devolution are scaled higher and strategic interventions are generated for dealing with the incessant challenges experienced while implementing the devolved system of governance. Consequently, the Strategic Plan for 2022-2027 will be an instrumental document for CoG. The Strategic Plan will steer CoG direct efforts and resources to the needs and interests of County Governments and devolution by: -

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

1.7. Approach and Methodology

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

Figure 1.1: Strategy Development Approach



Council of Governors
Strategic Plan 2022 – 2027

CHAPTER

02



02 CHAPTER TWO

SITUATION ANALYSIS

1.1 Introduction

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

1.2 Review of the 2017-2022 Strategic Plan

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

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

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

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

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

Challenges encountered during Implementation of 2017-2022 Strategic Plan

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

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

Lessons Learnt during the Implementation of 2017-2022 Strategic Plan

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

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

5. There is need for a consensus on definite committees that are not changed frequently.
6. There is need to review and revamp the performance management process and link it up to the annual planning and strategic plans.
7. Anchoring of CoG's technical arm into law is urgent since this will enable provision of adequate funding for CoG.
8. There is need to strengthen the M& E at the CoG.
9. There is need for more consistent and coherent coordination of the development partners and other key stakeholders.
10. There is need for strong and dedicated Committee leadership.

1.3SWOT Analysis

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

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

Table 2.1: SWOT Analysis

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Institutional mandate as the collective voice of County Governments. 2. Well-established working relationships with the national government, Senate, and development partners. 3. Strong track record of influencing policies like devolution financing, health reforms, and disaster risk governance. 4. Access to Devolution stakeholders and partners supporting county capacity building, governance, and sectoral reforms projects. 5. Young workforce. 6. The hub for knowledge sharing and learning on devolution (Maarifa Centre). 7. COG has international recognition by networks of regional governments like ORU Fogar, Regions4, United Cities, and Local Governments Association (UCLGA). 8. Able to know and understand County gaps and needs to inform target support. 9. COG has convening power for all devolotu sector players. 	<ol style="list-style-type: none"> 1. Reliance on donor funding. 2. Limited staffing within the secretariat. 3. Variability in political commitment affects consensus and implementation. 4. Limited tracking of outcomes, from sector forums, MoUs, and inter-county initiatives. 5. Frequent changes in county leadership (every five years) affects institutional memory and continuity.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Huge demand for learning and sharing of experiences on devolution including for benchmarking from local and international institutions - CoG to establish a Centre for devolution (Devolution Hub). 2. Goodwill from citizenry and stakeholders for devolution. 3. High expectations from devolution. Devolution is seen as a game-changer in the country. 4. Growing demand for inclusive governance opens avenues for CoG to champion participatory devolution. 5. Partnerships with state and non-state actors. The considerable interest of devolution partners to work with CoG such as Development partners, private sector, civil society, etc. 6. Huge interest from the global and regional networks to work with sub-national governments. 7. Increased citizen awareness and demand for accountability. Rising demand for citizens to participate in budgeting and expenditure tracking. 8. Increased infrastructural development in ICT will improve the acquisition and sharing of real-time data from counties. 9. Increased demand for amalgamated data for decision-making. 10. Technology. Increased internet and mobile penetration and uptake of technology. 11. Emerging interest in Blue Economy and Climate Action. COG to position itself strategically to tap into resources from these areas. 12. Available resources (financial, Human, Technological, GCF) that CoG can tap into. 	<ol style="list-style-type: none"> 1. Political influence and politicization of CoG work. 2. Claw backs from the National Government, undermining devolution gains. 3. Legal and constitutional overlaps. Existence of policies, laws, and institutions not aligned to the devolved system of governance. Slow and poor review of these laws to conform to devolution. 4. Incomplete/unfinished unbundling of functions including concurrent functions that are yet to be unbundled has causing poor clarity in functional assignment. This affects the performance of functions and funding. 5. Frequent reshuffles and staff turnover at the County level. 6. Resource constraints and delayed disbursements. 7. Security and climate risks could divert the Council's attention to respond to crisis and little long term.

1.4 PESTLE Analysis

External Operating Environment Analysis

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

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

Table 2.2: PESTLE Analysis

Factor	Issues
Political	<ol style="list-style-type: none"> 1) Unreliable funding: County governments rely on the national government for funding, but delays or political interference in budget allocations hinder service delivery. 2) Policy shifts due to political transition: Electoral cycles lead to shifts in county leadership, often resulting in policy discontinuity. 3) Inadequate political goodwill at the national level. 4) County-level political conflicts: Rivalries between governors, Members of County Assemblies (MCAs), county executives and other county (MPs and Senate) create governance inefficiencies. 5) Negative perception of devolution: Existing propaganda/narratives that portray counties as inherently corrupt, despite the lack of concrete data to support this claim. This narrative undermines public confidence in county governments and weakens support for decentralization, diverting attention from the actual governance and service delivery challenges. 6) Inadequate awareness of the role of both levels of government 7) Instability in leadership including impeachments 8) Resolutions coming from the Summit aren’t implemented.
Economic	<ol style="list-style-type: none"> 1) Inadequate funding: The equitable revenue share from the national government allocated to the counties is not proportionate with the Cost of Service Delivery offered by counties. 2) Limited own-source revenue: Most counties struggle to generate sufficient local revenue, making them heavily reliant on national transfers. 3) Fragmentation of capital-intensive investment initiatives: Low joint ventures among counties – incoherent policies. 4) A rigid legal framework leading to the slow uptake of PPP as alternative means of financing development. 5) Over dependency on external donor support. 6) High wage bills: A significant proportion of county budgets go toward salaries, leaving little for development projects. 7) Delay in disbursement of funds to counties. 8) Budget Cuts from National Government/Reduction on the County equitable share. 9) Diversion of the Conditional Grants by counties. 10) Reduced funding from donor partners.

Social	<ol style="list-style-type: none"> 1) Public participation gaps: Despite legal requirements, meaningful public participation in county decision-making remains weak. 2) Human resource capacity: Many counties face a shortage of skilled personnel, leading to inefficiencies in service delivery. 3) Inequality and regional disparities: Some counties have struggled to catch up due to historical injustices and unequal distribution of resources. 4) Inclusivity in county governance: Nepotism is a big problem, which limits equal opportunities for all by prioritizing personal or political connections over merit. This practice undermines diversity, competency-based hiring, and public trust in county administrations. 5) Low empowerment of the public to hold social audits. 6) Industrial unrests affecting key sectors like health.
Technological	<ol style="list-style-type: none"> 1) Slow adoption of e-governance: Many counties still rely on manual processes increasing inefficiency and corruption risks. 2) Cybersecurity threats: Transitioning to digital platforms exposes counties to data breaches and hacking risks. 3) Poor ICT infrastructure: Limited internet connectivity in some counties affects digital service delivery. 4) The need for digital transition is important but the infrastructure costs are expensive e.g. SHA, IFMIS.
Environmental	<ol style="list-style-type: none"> 1) Climate change and Disaster Risks: Droughts, floods, and other climate-related challenges disrupt county development plans. 2) Urbanization: Unplanned urban growth leads to issues such as waste management problems and strain on infrastructure. 3) Resource-based conflicts: Counties with scarce water and grazing resources face frequent conflicts, affecting stability. 4) Inadequate disaster Preparedness in drought and floods.
Legal	<ol style="list-style-type: none"> 1) Policy and legal environment: <ul style="list-style-type: none"> • Ambiguity in laws governing devolution. • The enactment of legal frameworks that gradually erode county autonomy by re-centralizing functions, limiting fiscal independence, and undermining the devolution agenda. 2) Inadequate consultation, cooperation and collaboration in development of laws and policies, and performance of functions leading to institution of court matters.

Stakeholder Engagements

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

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

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

Table 2.3 Stakeholder Analysis

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

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

Council of Governors
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CHAPTER 03



03 CHAPTER THREE

STRATEGIC DIRECTION

1.1 Introduction

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

1.2 CoG Organizational Identity

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



Vision

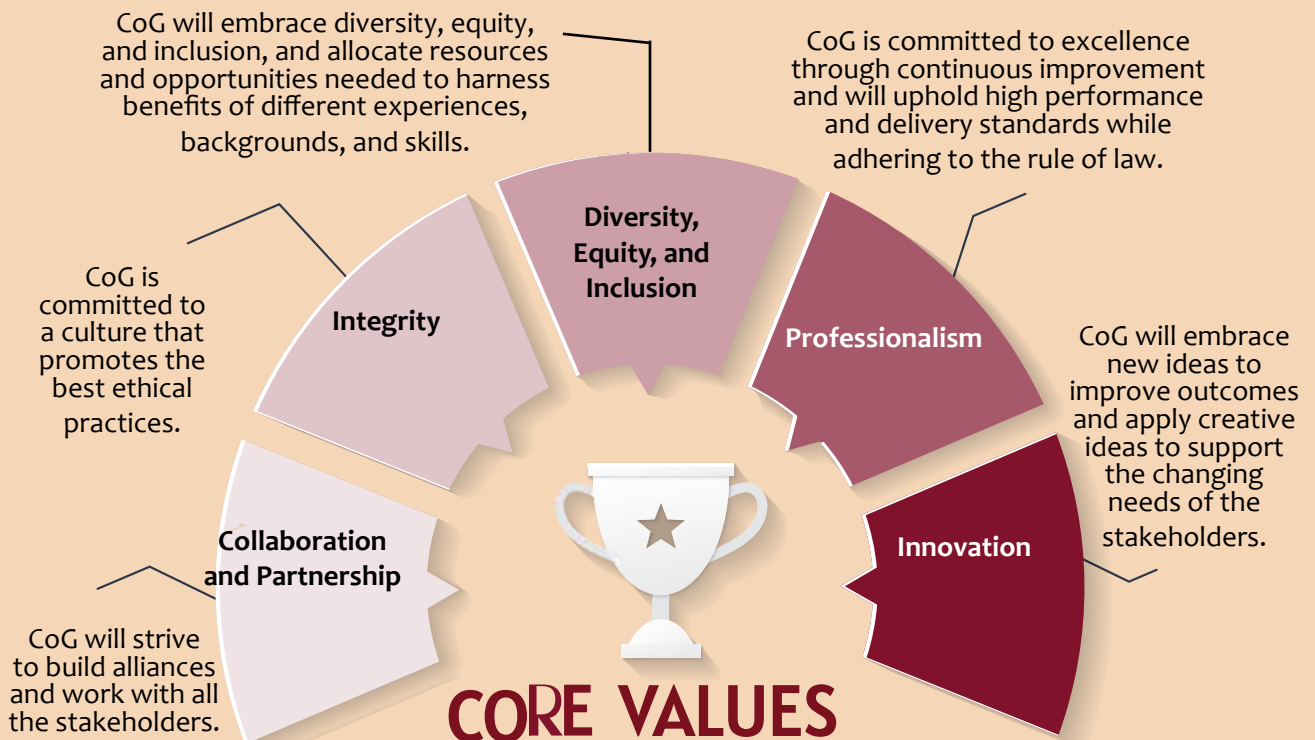
Prosperous Counties that are drivers of socio-economic growth and development and quality service delivery.



Mission

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

Core Values



1.3 Key Result Areas: Pillars

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

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

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

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

Pillar 2: Intergovernmental Relations and devolution

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

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

Pillar 3: CoG's Institutional development

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

This pillar will also guide CoG to take deliberate steps to build partnerships and strengthen engagement with stakeholders. Participation of the people is one of the national values and principles of governance enshrined in Article 10 (2) (a) of the Constitution. CoG will deepen citizen engagement in the planning and decision-making processes. Additionally, the pillar will steer CoG to expand the network and pool of resources available to CoG including engagement with regional and international bodies. This pillar will be executed through the following objectives: -

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

1.4 Strategic Matrix

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

Table 3.1: Strategic Direction

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

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

CHAPTER

04



04 CHAPTER THREE

STRATEGY IMPLEMENTATION AND COORDINATION

1.1. Introduction

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

1.2. Action Plans

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

1.3. Cascading of the Strategic Plan

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

1.4. Strategy Implementation Teams

Figure 4.1: Strategy Implementation Responsibilities

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

1.5. Risk Management

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

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

Table 4.1: Risk Management Matrix

Risk	Risk Description	Risk Level	Mitigation measures
Strategic risks	<ul style="list-style-type: none"> Failure to realize CoG's statutory mandate 	Medium	<ul style="list-style-type: none"> Develop a strategic plan to guide realization of CoG's core mandate. Aligning the vision, mission, and strategic objectives to CoG's statutory mandate. Implement the strategic plan and put in place a monitoring and evaluation framework to ensure timely progress tracking. Full understanding of CoG's mandate and means of delivery. Regular reviews of the Strategic Plan and aligning it with emerging issues.
External interference and negative political influence	<ul style="list-style-type: none"> There are several policies, legal and institutional frameworks that are clawing back on the devolution of power, resources and functions. Political interference in the functioning of county governments' mandates including appropriation of county funds The onset of political campaigns is likely to slow down/disrupt implementation of planned activities. Elections would see changes in key government executives and new strategic priorities. 	Medium	<ul style="list-style-type: none"> Train (pre-service) and sensitize (on-job) government personnel to better understand & appreciate devolved governance architecture. Strengthen the nexus between dialogue, reconciliation and mediation through inter-governmental forums e.g. TWGs; IGF; IBEC & Summit. Pursue legal redress where dialogue fails. Strengthen lobby and advocacy strategy. Enhanced outreach to increase public confidence. Follow-up on enactment of IGRA amendments. Patent and copyright CoG products. Seeking judicial interpretation of issues to mitigate emerging issues Front-load implementation of activities especially those planned for the last one-year to elections. Build capacity of government technical officers to be able to sustain the gains – irrespective of the regime. Induct new leaders and have clear transition process.

Risk	Risk Description	Risk Level	Mitigation measures
Financial risk	<ul style="list-style-type: none"> Funding inadequacies from government. The funding from National Government not consistent while support from County Governments has been on downward spiral. Uncertainty in donor/ external funding environment. Withdrawal/dwindling donor support 	Medium	<ul style="list-style-type: none"> Amend legislation to anchor technical arm of CoG into the law. Lobby for adequate and timely disbursement of funds. Engage and create partnerships with development partners. Engage and create partnerships with private sector. Strengthen internal CoG resource mobilization Diversification of revenue streams e.g. county contributions and income generating initiatives like training. Pursue G2G and/or long-term funding especially from non-traditional donors. Maximize operational efficiency i.e. re-align budgets to focus on HII (prioritize). Creating good relations and pursuing the National Treasury for funding.
Technological risks/cyber threats/ Information technology systems and data	<ul style="list-style-type: none"> Cyber security threats and system failures (Proper security measures for CoG's digital platforms) Hacking of systems Loss of data Interruption of communication Unauthorized sharing and use of COG data 	Medium	<ul style="list-style-type: none"> Effective data backup system. Update ICT policies. Develop and implement the business continuity plan (BCP). Reinforce network infrastructure. Risk awareness creation among staff. Undertake regular system audits. Undertake regular penetration tests. Continuous training. Asset tagging
Reputational risks	<ul style="list-style-type: none"> Threat to the CoG brand/Threat to consistency of Brand CoG. 	Medium	<ul style="list-style-type: none"> Ensure clear communication policy. Promote and reward ethical culture. Implement the CoG Brand Manual. Enhance outreach to increase public confidence. Ensure ethical practice across the organization. Legal Compliance. Strengthen internal governance structures and sensitize on the same. Enhance good relation with the media.
Operational risks	<ul style="list-style-type: none"> Inadequate human, physical, internal systems and structures 	Medium	<ul style="list-style-type: none"> Hire additional competent staff; retain, retrain, and motivate current staff and acquire more physical assets such as computers, vehicles, office space. Build systems and institutional structures for posterity. Amend the IGRA to strengthen intergovernmental structures. Building sustainable financing models for CoG. Strengthening county contributions to support operations of the CoG.

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

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

1.7. Strategic Plan Implementation Assumptions

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

- a) No adverse changes in the legal framework governing the CoG's Mandate.
- b) Social and political stability in the country.
- c) An upward trend of economic growth and development.
- d) Support from County Governments and other stakeholders in implementing the plan.
- e) Adequate funding to implement the plan.
- f) Sufficient, competent Human Resource to implement the plan.

1.8. Resource Requirements and Mobilization

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

Table 4.2: Estimated Budget (KSh)

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

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



CHAPTER 05



05 CHAPTER FIVE

MONITORING AND EVALUATION OF THE PLAN

1.1. Introduction

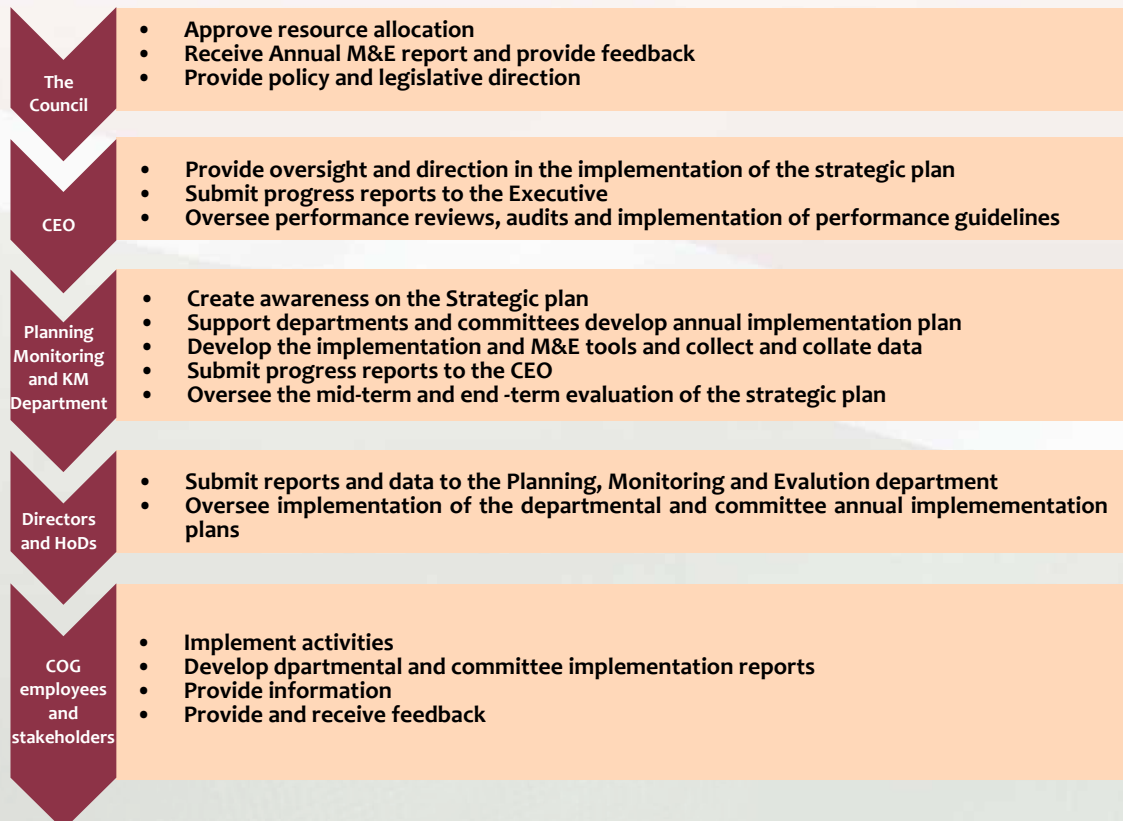
The successful implementation of this strategic plan will depend on how effectively and efficiently the planned activities and outputs are monitored and evaluated. Monitoring and Evaluation (M&E) is an important management tool that the CoG will use to ensure that implementation of this Strategic Plan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

1.2. Monitoring and Evaluation Framework

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

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

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



5.2.1. Monitoring Mechanisms

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

Monitoring implementation will entail:

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

5.2.2. Evaluation Mechanisms

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

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

The evaluations will entail: -

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

5.2.3. Reporting

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

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

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

5.2.4. The Implementation Matrix

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

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

1.3. Linking M&E to Performance Management

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

APPENDIX 1 IMPLEMENTATION MATRIX



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

Activity	Expected Output	Output Indicator	Reporting Schedule (Frequency)			The target for five years	Target				Budget (Millions)	Resp.	
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027				
Strategic Objective 1.1: Promote good governance at the county level													
Performance indicator 1.1a: Number of County Governments with a score above 50 in the Corruption Perception Index													
Baseline: 0													
Target: 47													
Means of verification: Annual Statutory Reports, Auditor-General's reports, Corruption Perceptions Index (CPI) Report													
Performance indicator 1.1b: Extent of inclusion and diversity in County Governments' planning and decision-making processes													
Baseline: 0													
Target: 47													
Means of verification: Gender Assessment reports													
Strategy 1.1.i: Deepen accountability, integrity, and transparency at the county level (risk management, public participation, access to information, civic education, and public communication)													
1.1.1a: Provide technical support to County Governments in developing and implementing the framework for Corruption Risk Assessment.	County Governments have and implement a Corruption Risk Assessment framework	Number of County Governments that develop and implement a Corruption Risk Assessment framework	Annually	9-5 11-5	47 13-5	6	10	15	10	6	55-5	Director Legal	
						11-5	9-5						
1.1.1b: Provide technical support to County Governments in developing and implementing a risk management framework	County Governments have and implement a Risk Management framework	Number of County Governments that develops a Risk Management framework	Annually	9-5 11-5	47 13-5	6	10	15	10	6	55-5	Internal Audit	
						11-5	9-5						
		Annually			-		-	30	40	47		Head of Audit	

Activity	Expected Output	Output Indicator	Reporting Schedule (Frequency)			The target for five years	Target					Budget (Millions)	Resp.
1.1.1c: Provide technical support to County Governments on public communication.	Technical support provided to County Governments on public Communications	Number of County Governments provided with technical support on public communication	Annually	3-5 5-5		47 6.5	6	10	15	10	6	24.5	Head of Communications
1.1.1d: Provide technical support to County Governments in domesticating the Leadership and Integrity Codes	County governments have domesticated the Leadership and Integrity Codes	Number of County Governments that have domesticated the Leadership and Integrity Codes	Annually	3-5 5-5		47 6.5	6	10	15	10	6	24.5	Director Legal
1.1.1e: Develop a domestication framework for leadership and integrity codes.	A domestication framework for leadership and integrity codes in place						5-5	3-5					
1.1.1f: Provide technical support to County Governments in institutionalizing civic education	County Governments have institutionalized public civic education in governance	Number of County Governments that have institutionalized civic education in governance	Annually	3-5 5-5		47 6.5	6	10	15	10	6	24.5	Director Legal
1.1.1g: Provide technical support to County Governments in operationalizing access to information.	County Governments have operationalized frameworks for access to information	Number of County Governments that have operationalized frameworks for access to information	Annually	3-5 5-5		47 6.5	6	10	15	10	6	24.5	Director Legal
Strategy 1.1.2: Promote mainstreaming of social inclusion, SDGs, Climate action in the counties													
1.1.2a: Provide technical support to County Governments in operationalizing access to information and budgeting	County Governments have operationalized frameworks for social inclusion in county planning and budgeting	Number of County Governments that have operationalized the frameworks for social inclusion in county planning and budgeting	Annually	3 3		47 3	10	10	10	10	7	14	Director Committees

Activity	Expected Output	Output Indicator	Reporting Schedule (Frequency)			The target for five years	Target					Budget (Millions)	Resp.
1.1.2b: Provide technical support to County Governments in institutionalization of SDGs	County Governments have institutionalized SDGs	Number of County Governments that have institutionalized SDGs	Annually	3 3		47 3	10	10	10	7		14	Director Committees
							3	2					
1.1.2c: Provide technical support to County Governments in institutionalization of climate action and Disaster risk management	County Governments have institutionalized climate action and disaster risk management	Number of County Governments that have institutionalized climate action disaster risk management	Annually	3 3		47 3	10	10	10	7		14	Director Committees
							3	2					
Strategy 1.1.3: Facilitate leadership transitions at the County level													
1.1.3a: Provide technical support to county governments on management of transition of county leadership	County governments operationalizing a transition framework for county leadership	Number of County Governments operationalizing the transition framework	Annually	5		47	1			1		12.5	Director Committees
								7.5					
1.1.3b: Conduct induction for County Governors and County Government officials.	New County Governors and County Government officials have the requisite knowledge on running county governments.	Number of County Governments with New County Governors and County Government officials inducted.	Annually	10 2		47 2	47	47	47	47		26	Director Legal, All Directors, CEO
							2	10					
Strategic Objective 1.2: Strengthen the institutional capacity of County governments													
Performance indicator 2.2a: Number of County Governments with improved governance practices and service delivery													
Baseline: 0													
Target: 47													
Means of verification: Reports, Assessments and publications													
Strategy 1.2.1: Strengthen performance management (PM) in the Counties													
1.2.1a: Provide technical support to County Governments in institutionalizing Performance Management.	County governments have institutionalized performance management	Number of County Governments that have institutionalized performance management	Annually	30 30		47 30	47	47	47	47		150	Director Committees
							30	30					
Strategy 1.2.2: Facilitate capacity building of County Governments in key priority areas													

Activity	Expected Output	Output Indicator	Reporting Schedule (Frequency)			The target for five years	Target						Budget (Millions)	Resp.
1.2.2a: Develop and disseminate Position Papers and policy briefs on matters of common interest to County Governments.	Position papers and policy briefs developed Number of position papers adopted	Number of position papers developed and disseminated.	Annually			TBD	LOE	LOE	LOE	LOE	LOE	LOE	0	All Directors
		Annually		TBD		TBD	TBD	50	100	150				
1.2.2b: Provide Capacity building support to the County Governments on devolved functions.	County capacity needs assessed County Governments have been capacity built to deliver on devolved functions	Number of county governments capacity assessed	Annually	94 94 47 47		47 94	47	47	47	47	47	47	470	All Directors
		Number of County Governments capacity built to deliver on devolved functions				47	47	47	47	47				
1.2.2c: Provide capacity building to county governments on international obligations	County governments know about the international obligations	Number of County governments with knowledge on international obligations	Annually	2 2		47 2	47	47	47	47	47	47	10	All Directors
		Presence of a devolution learning center within the COG	Annually	10 14		1 4.6	1	1	1				28.6	Office of the Chief Executive Officer
1.2.2d: Set up the devolution learning center in line with devolution learning needs.	County governments have established Monitoring, Evaluation, and Reporting system.	Number of County Governments with operation Monitoring, Evaluation, and Reporting system.	Annually	9 9		47 9	2	3	14	14	14	14	45	Head of Planning, Monitoring, and KM
							9	9	9					
1.2.2f: Provide technical support to County Governments in further decentralization in the county government	County governments have established decentralized structures	Number of County governments with established decentralized structures	Annually	9 9		47 9	10	10	10	10	7	7	44	Director Committees
							9	8						

Activity	Expected Output	Output Indicator	Reporting Schedule (Frequency)			The target for five years	Target							Budget (Millions)	Resp.
Strategy 1.2.3: Strengthen policy and legislative capacity of County Governments															
1.2.3a: Provide technical support to County Governments on developing and implementing policies, guidelines, strategies, frameworks, and laws on devolved functions.	Model policies and laws developed, disseminated, and adopted by County Governments	Number of model policies and laws developed, disseminated, and domesticated by County Governments	Quarterly	6.75	6.75	47	9	9	9	10	10	33.75	All Directors		
							6.75	6.75							
1.2.3b: Undertake annual assessments on county policies and laws.	Assessments conducted and reports generated.	Number of assessments carried out and reports generated	Quarterly	3	3	90	18	18	18	18	18	15	All Directors		
						3	3	3							
1.2.3c: Develop and track compliance on laws and international instruments of interest to County Governments.	CoG has developed and tracks compliance checklists for national devolution laws and international instruments.	Evidence of a developed and tracked compliance checklist for national devolution laws and international instruments	Annually	LOE	LOE	5	1	1	1	1	1	0	Director Legal		
							LOE	LOE	LOE						
Strategy 1.2.4: Facilitate adequate resourcing for County Governments															
1.2.4a: Provide technical support to County Governments to mobilize resources	County Governments have adequate resources to support devolved services	Number of County Governments that have received resources through the support of CoG	Annually	3	3	47	47	47	47	47	47	15	Director Committees		
							3	3							
1.2.4b: Advocate for costing of devolved functions.	CoG has a cost analysis matrix on the devolved functions	Evidence of a cost analysis matrix on devolved functions.	Annually	2	2	1	0	0	15	30	47	10	Director Committees		
							2	2	2						
1.2.4c: Influence County Governments' interests in national and international dialogues on donor development cooperation	Development partner commitments to devolved functions	Number of development partners committing to support devolved functions.	Annually	3.5	3.5	25	5	5	5	5	5	17.5	Director Committees		
							3.5	3.5							

Activity	Expected Output	Output Indicator	Reporting Schedule (Frequency)		The target for five years	Target					Budget (Millions)	Resp.
1.2.4d: Provide technical support to County Governments to maximize Own Source Revenue (OSR)	County Governments supported to maximize OSR	Number of County Governments supported to maximize OSR	Annually	3-5 3-5	47 3-5	10	10	10	10	7	17.5	Director Committees
Strategy 1.2.5: Position Counties as investment destinations												
1.2.5a: Provide technical support to County Governments to market themselves as investment destinations.	Counties have new investments	Number of counties benefiting from new investments	Annually	5	47 5	10	5	10	10	7	25	Director Committees
1.2.5b: Provide linkages for County Governments to investment opportunities	Counties have new investments.	Number of counties benefiting from new investments	Annually	5 5	47 5	10	5	10	10	7	25	Director Committees
1.2.5c: Provide technical support to County Governments on ease of doing business.	County Governments have the necessary frameworks to facilitate ease of doing business.	Number of County Governments with the necessary frameworks to facilitate ease of doing business.	Annually	5 5	47 5	10	5	10	10	7	25	
Strategic Objective 1.3: Promote knowledge management, learning, innovation, and research in counties												
Performance indicator 1.3a: Proportion of County Governments with at least one of the requisite KM instruments Baseline: 0% Target: 50% Means of verification: KM Policies, KM Strategies, Evaluation/Assessment reports												
Performance indicator 1.3b: Degree of adoption of good practices and innovations by County governments Baseline: 0 Target: 1 Means of verification: Ad hoc evaluation reports, Support Supervision reports, Compendium of County Innovations												
Strategy 1.3.1: Institutionalize data and knowledge management at the County level												
1.3.1a: Provide technical support to County Governments to establish county KM structures	County governments have established County KM Structures	Number of County Governments with established County KM Structures	Annually	9-5	40 9-5 9-5	10	9-5	10	5	5	18	Head of Planning, Monitoring, and KM

Activity	Expected Output	Output Indicator	Reporting Schedule (Frequency)	The target for five years	Target				Budget (Millions)	Resp.
1.3.1b: Provide technical support to County Governments -on county statistics and data management	County governments with standardized data collection tools	Number of County governments that have adopted the tools	Annually	40 8 8	15	20	5		10	Head of Planning, Monitoring, and KM & Director of Committees
Strategy 1.3.2: Facilitate learning and innovation on devolution										
1.3.2a: Promote peer-to-peer learning forums among County Governments	County governments know about good practices to improve service delivery from other County Governments.	The number of county governments with knowledge about good practices to improve service delivery from other County Governments.	Annually	47 2.4 2.6	10	1.8	10	10	7	12
1.3.2b: Hold devolution conferences, with a clear emphasis on DEVCON as a learning platform.	Devolution Conference and breakaways convened	Evidence of implemented Communique and resolutions	Biennially	2 200	200	1	1	0		400
1.3.2c: Hold sector-specific conferences/forums	Conference/ forums/ side events convened	Number of sector specific conferences/ forums/side events convened	Biennially	3 100 100	1	100	1		1	300
										Office of the Chief Executive Officer
										Office of the Chief Executive Officer and Director Committees

PILLAR 2: INTERGOVERNMENTAL RELATIONS AND DEVOLUTION

Activity	Expected Output	Output Indicator	Reporting Schedule (Frequency)	2022/2023	2023/2024	2024/2025	The target for five years	Target					Budget (Millions)	Resp.
								2025/2026	2026/2027					
Strategic Objective 2.1: Strengthen cooperative government and intergovernmental relations														
Performance Indicator 2.1a: Existence of strong cooperative governance and functional intergovernmental structures														
Baseline: Existing IGR Structures- Summit, CoG, IGRTC, IBEC, Intergovernmental Sector Forums														
Target: Full implementation of decisions made in intergovernmental forums; functional intergovernmental sector forums in each sector														
Means of verification: Reports														
Strategy 2.1.1: Facilitate effective coordination among County Governments, including inter-and-intra-county dispute resolution														
2.1.1a: Convene County Governments to discuss matters of common interest	Events/meetings to discuss matters of common interest to counties convened, key resolutions made and action matrix developed	Evidence of implementation of decisions/resolutions made in County caucuses	Quarterly	10	10	TBD		-	-	-	-	-	50.0	Director Committees/ Director Legal
2.1.1b: Develop and support implementation of an intra-county dispute resolution framework.	Intra-county dispute resolution framework developed and implemented/ adopted by Counties.	Existence of an intra-county dispute resolution framework.	One-off	4-5		1		10					4-5	Director Legal
2.1.1c: Develop and implement internal guidelines for handling inter-county disputes referred to the Council.	Guidelines for the resolution of Inter-County disputes referred to the CoG developed, approved and utilized.	Evidence of internal guidelines for handling disputes referred to the CoG.	One-off	1-5	1-5	1	1-5	1	0	0	0	0	7-5	Director Legal
2.1.1d: Support the implementation of the inter-county dispute resolution framework	Inter-county disputes heard and determined	Number of disputes heard and determined	TBD			TBD		TBD	TBD	TBD	TBD	TBD	30	
2.1.1e: Develop and implement guidelines for receiving reports and monitoring the implementation of inter-county agreements on inter-county projects.	Guidelines for receiving reports and monitoring the implementation of inter-county agreements on inter-county projects developed, approved and implemented.	Evidence of guidelines for receiving and monitoring inter-county agreements on inter-county projects.	One-off	4-5	3-5	1	3-5	0	0	6	12	18	18.5	Director Committees & Director Legal

Activity	Expected Output	Output Indicator	Reporting Schedule (Frequency)	The target for five years	Target					Budget (Millions)	Resp.
2.1.1f: Establish and operationalize inter-city and inter-municipality forums	Inter-city and inter-municipality forums established and operationalized	Number of intercity and inter-municipality forums established and operationalized	Annually	5	2	2	2	2	2	25	Director Committees
Strategy 2.1.2: Facilitate intergovernmental relations between National and County Governments											
2.1.2a: Support implementation of resolutions made in the Summit, CoG meetings, IBEC and Intergovernmental sector forums	Resolutions made in intergovernmental forums fully implemented	Number of resolutions implemented	Annually	2.5	TBD	TBD	TBD	TBD	TBD	12.5	Director, Legal, Director Committees
2.1.2b: Advocate for the finalization and gazettement of the Intergovernmental Sector Forum regulations	Intergovernmental sector forum regulations finalized, approved and gazetted.	Evidence of a Legal Notice on the intergovernmental sector forum regulations.	Annually	1.5	1					1.5	Director, Legal, Director Committees
2.1.2c: Establish sector specific frameworks for intergovernmental sector forums	Framework for intergovernmental sector forums established	Evidence of the framework	Annually		0	0	6	12	18		All Directors
2.1.2d: Advocate for the gazettement and implementation of the Intergovernmental (Alternative Dispute Resolution) Regulations	Intergovernmental (Alternative Dispute Resolution) Regulations gazetted and utilized.	Evidence of a Legal Notice on Intergovernmental (Alternative Dispute Resolution) Regulations.	Annually	1.5	1					1.5	Director, Legal, Director Committees
Strategic Objective 2.2: Strengthen policy and legislation for devolution											
Performance indicator 2.2a: National policies and laws aligned to the devolved system of governance; and County Governments having necessary policies and laws on the devolved functions.											
Baseline: 20%											
Target: 100%											
Means of verification: Enacted policies and laws at the County Level Reports on implementation of the Audit of Laws report											
Strategy 2.2.1: Advocate for policy and legislative reforms and initiate corrective action.											

Activity	Expected Output	Output Indicator	Reporting Schedule (Frequency)	The target for five years	Target						Budget (Millions)	Resp.
2.2.1a: Review policies, Laws, guidelines, strategies, frameworks and other documents generated from line Ministries, Departments, and Agencies, and counties and develop advisories/ memoranda on the same.		Policies, laws, guidelines, strategies, frameworks and other documents reviewed and advisories generated and submitted to Ministries.		Quarterly	300	60	60	60	60	60	135	All Directors
						27	27	27	27	27		
2.2.1b: Update and implement the Audit of Laws Report by: i.) Generating; and ii.) Advocating for policy and legislative proposals.		Policy and legislative amendments proposed to align national policies and laws to devolution.		Quarterly	5	1	1	1	1	1	15	Director Legal
						3	3	3	3	3		
2.2.1c: Generate the second edition of the County Policy and Law Mapping Report		CoG has the Second edition of the County Policy and Law Mapping Report.		Quarterly	2					1	9	All Directors
2.2.1d: Develop position papers/policy briefs on emerging issues on the policy and legislation.		Position papers and policy briefs developed and disseminated to all stakeholders.		Quarterly	500	100	100	100	100	100	0	All Directors
						LOE						
2.2.1e: Initiate and defend legal proceedings with attempts to claw back on devolution.		Court cases, Judgments, and rulings delivered in favour of devolution.		Quarterly	25	5	5	5	5	5	0	Director Legal
						LOE						

Activity	Expected Output	Output Indicator	Reporting Schedule (Frequency)	The target for five years	Target					Budget (Millions)	Resp.
2.2.1f: Develop and disseminate legal advisories on judgments and rulings.	Advisories developed and disseminated to County Governments.	Number of advisories developed and disseminated	Quarterly	25	5	5	5	5	5	0	Director Legal
Strategy 2.2.2: Advocate and advance County positions that are in the interest of devolution											
2.2.2a: Advocate for the complete unbundling of all devolved functions	All devolved functions unbundled.	Evidence of Gazette Notices on unbundling	Quarterly	5	1	1	1	1	1	135	Director Legal Director Director Committees
2.2.2b: Advocate for restructuring of state agencies and the Regional Development Authorities (RDAs) and parastatals that continue to undertake County functions.	All State agencies managing County functions aligned to the Fourth Schedule.	No. of state agencies structured	Annually	5	1	1	1	1	1	135	Director Legal Director Director Committees
2.2.2c: Advocate for county positions in inter-ministerial and parliamentary committees.	Memoranda, position papers developed, disseminated, and proposals incorporated.	Evidence of a report on restructuring agencies/ RDAs	Quarterly	5	1	1	1	1	1	15	Director Legal
Strategic Objective 2.3: Strengthen County Governments position in global agenda											
Performance indicator 2.3: County Governments' interests and voices visible in global discourses											
Baseline: 0											
Target: 47											
Means of verification: Reports, Membership into international intergovernmental bodies											
Strategy 2.3.1: Facilitate County Governments' involvement in international and regional engagements											

Activity	Expected Output	Output Indicator	Reporting Schedule (Frequency)	The target for five years	Target						Budget (Millions)	Resp.
2.3.1a: Coordinate and consolidate county government positions for inclusion in regional and international commitments	County Governments' positions and interests consolidated and advocated for in regional and international forums	No. of county positions and interests included in the regional and international forums	Annually 10.4 10.3	10 10.1	2	2	2	2	2	2	25.83	Director Committees
					10.03	10.0						
2.3.1b: Advocate for the revision of the Kenya Foreign Policy to recognize the role of County Governments in global agendas like SDGs, Paris Agreement, etc	The Kenya Foreign Policy revised	Evidence of the revised Kenya Foreign Policy	Annually 3.0	1	1					3.0	Director Committees	
2.3.1b: Influence the participation of county governments in regional and international forums	County governments participate in regional and international forums	Number of regional and international forums attended by County Government representatives.	Annually 5.2 5.1	TBD 5.1	TBD	TBD	15	25	35	25.6	Director Committees	
					5.1	5.1						
Strategy 2.3.2: Promote localization of regional and global commitments												
2.3.2a: Provide technical support to County Governments to understand and localise regional and international commitments	Regional and International commitments localised in County level policy and legislation	Evidence of County level policy and legislation complying with regional and international commitments	Annually 3.5 5.5	47 6.5	6	10	15	10	6	24.5	Director Committees	
					5.5	3.5						
2.3.2b: Develop and implement a framework for tracking the localization of regional and global commitments	CoG and County Governments have a framework for tracking the localization of regional and global commitments	Evidence of a functional tracking framework	Annually 3.5 5.5	47 6.5	6	10	15	10	6	24.5	Director Committees	
					5.5	3.5						

PILLAR 3: COG'S INSTITUTIONAL DEVELOPMENT

Activity	Expected Output	Output Indicator	Re- porting Schedule (Frequency)	The target for five years	Target (upper figure)/Budget (lower figure)				Bud- get (Mil- lions)	Resp.
				2022/2023	2023/2024	2024/2025	2025/2026	2026/2027		
Strategic Objective 3.1: Strengthen CoG's administrative functions and identity										
Performance indicator 3.1a: Existence of operational and adequate internal structures, systems, tools, procedures, and methods										
Baseline: Some internal structures, systems, tools, procedures, and methods are available. Target: Requisite internal structures, systems, tools, procedures, and methods in place. Means of verification: Annual Statutory reports, Service Charters, Audit reports, Standard Operating Procedures, Memorandum of Understanding										
Performance indicator 3.1b: Availability of required technical staff on all key functions within the CoG										
Baseline: 68 current staffing level Target: 113 staff required Means of verification: Annual HR reports, Annual Statutory Reports										
Performance indicator 3.1c: Adequacy of CoG's brand identity										
Baseline: Current status based on Communication strategy Target: Attain optimal brand recognition and identity Means of verification: Satisfaction survey reports										
Strategy 3.1.1: Strengthen the Committees and Departments of the Council										
3.1.1a: Orient CoG and Committee chairs and members on their roles and rules of business.	New CoG Leadership, (Committee chairs and members) know about their roles and rules of business	Number of CoG leadership members who know about their roles and rules of business	Annually	LOE	1	1			0	Chief Executive Officer
3.1.1b: Establish sector panels of experts at the CoG to support County Governments in policy and legislative development, review, and implementation.	CoG has a panel of experts to provide technical assistance to county governments.	Number of Committees with a panel of experts to provide technical assistance to county governments	Quarterly	5	13	7	6		25	Director Committees
						5	5	5		

Activity	Expected Output	Output Indicator	Re- porting Schedule (Frequency)	The target for five years	Target (upper figure)/Budget (lower figure)								Bud- get (Mil- lions)	Resp.
3.1.1c: Develop capacity of Departments, Technical Committees, and Programmes	Technical Committees strengthened	No of Committee and program reports	Annually 3	17 3	17	17	17	17	17	17	15	Director Committees		
					3	3	3	3	3					
3.1.1d: Equip the committees and departments with the necessary resources and skills.	Committees and departments have the necessary resources and skills they require to do their work.	Number of Committees and departments provided with the necessary resources and skills they require to do their work	Annually 3	21 3	21	21	21	21	21	21	15	Director, Corporate Services, Director Committees		
					3	3	3	3						
Strategy 3.1.2: Anchor the technical arm of CoG into law														
3.1.2a: Engage Parliament (Senate and National Assembly) standing committee on the devolved government to sensitize and fast-track bill amendments.	COG Secretariat anchored in law	No of engagement forum with the Senate and National Assembly on the Intergovernmental Relations Act Amendments	Annually 3	1	1						3	Director Legal		
3.1.2b: Engage the Summit on anchorage of COG Secretariat into Law.	COG Secretariat anchored in law.	Presence of Summit resolution on the anchorage of COG Secretariat in law.	Annually LOE	1	1						LOE	Director Legal		
Strategy 3.1.3: Acquire, develop, and maintain optimal staffing levels														
3.1.3a: Implement the approved CoG organizational structure	Organization structure guiding staffing program	Number of established positions filled	Annually 135	115 150	70	80	90	100	115		900	Head of Human Resource		
					175	200	240	240						

Activity	Expected Output	Output Indicator	Re- porting Schedule (Frequen- cy)		The target for five years	Target (upper figure)/Budget (lower figure)							Bud- get (Mil- lions)	Resp.
3.1.3b: Under- take structured training and development of staff (includ- ing induction of new staff)	CoG staff have enhanced capacity to perform their functions	Number of COG Staff with improved capacity to perform their func- tions	Annually 4		115 4	70	80	90	100	115	26	Head of Human Resource		
						5	6	7						
3.1.3c: Develop and implement reward and motivation system	CoG has a Reward and moti- vation system.	Presence of the reward and motivation scheme	Annually 1.5		1 1.5	0	0	0	1	0	10	Head of Human Resource		
						2	2.5	2.5						
3.1.3d: Imple- ment a sus- tainable talent management programme	Talent Management pro- gram in place	Evidence of Talent Man- agement program	Annually 1		1 1.5	0	0	0	0	1	8	Head of Human Resource		
						1.5	2	2						
3.1.3e: Develop and implement a succession management programme	Succession Management program in place and being implemented	Evidence of implemen- tation of Succession Manage- ment Program	Annually 0.3		1 0.3	0	0	0	0	1	2.8	Head of Human Resource		
						0.5	0.7	1						
Strategy 3.1.4: Strengthen internal systems, processes, and application of technologies														
3.1.4a: Review CoG's mecha- nisms for un- dertaking due diligence prior to engage- ment of staff, partners, and contractors.	Due diligence mechanisms for engagement of staff, partners and contractors reviewed	Number of due diligence mech- anisms review report.	Annually 0.5		5 0.5	1	1	1	1	1	2.5	Director Coop- erate Services/ Director Legal		
						0.5	0.5	0.5						
3.1.4b: Monitor compliance of institutional statutory re- quirements.	Compliance of institutional Statutory requirements achieved	Level of compliance of insti- tutional statutory require- ments	Annually 1.28		20 1.28	20	20	20	20	20	6.4	Director Coop- erate Services/ Director Legal		
						1.28	1.28	1.28						

Activity	Expected Output	Output Indicator	Re- porting Schedule (Frequen- cy)	The target for five years	Target (upper figure)/Budget (lower figure)								Bud- get (Mil- lions)	Resp.
3.1.4c: Develop/ review and approve CoG Governance instruments (Policies, Charter, Guidelines, SOPs, and Manuals).	CoG governance instru- ments developed/ reviewed	Number of instru- ments developed and ap- proved for implemen- tation.	Annually	5.2	10							26	Director Legal/All Directorates	
					5.2	5.2	5	5	5					
3.1.4d: Develop and imple- ment Human Resource Man- agement prac- tices, including inclusivity and diversity	HR strategic management practices enhanced	Number of HR strate- gic man- agement reports in- corporating inclusivity, diversity, and talent manage- ment com- ponents.	Annually	5 5	5	5	5	5	5	5	25	Head of Human Resource		
					5	5	5	5	5					
3.1.4e: Roll out the Performance Management Framework at CoG	Performance management entrenched.	Presence of a per- formance manage- ment evaluation reports	Annually	1 0.2	1	1	1	1	1	1	1	Head of Human Resource		
					0.2	0.2	0.2	0.2	0.2					
3.1.4f: Develop and imple- ment a robust monitoring and evaluation system for the CoG	CoG has a robust M&E system	Existence of a robust M&E system at CoG	Annually	1 3.5	1	1	1	1	1	1	17.5	Head of Planning, Monitoring and KM		
					3.5	3.5	3.5	3.5	3.5					
3.1.4g: Auto- mate CoG's internal pro- cesses.	New technological solutions adopted.	Presence of new tech- nological solutions to address ICT needs in CoG	Annually	5 25	1	1	1	1	1	1	80	Head of Informa- tion and Technol- ogy		
					10	10	20	20	20					
3.1.4h: Prioritize acquisition of adequate office space	G48 towers/ Devolution Tower	Presence of the G48 towers	Annually	1 12	1	1	1	1	1	1	60	Executive Office of the Chairman of COG		
					12	12	12	12	12					
Strategy 3.1.5: Strengthen mechanisms for consideration of matters referred to the Council by the public														

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

Activity	Expected Output	Output Indicator	Re- porting Schedule (Frequency)	The target for five years	Target (upper figure)/Budget (lower figure)						Bud- get (Mil- lions)	Resp.
3.1.6d: Revamp and promote Maarifa usage by the County Governments and devolution stakeholders County Governments and devolution stakeholders regularly use the Maarifa Platform.	Maarifa center revamped	Existence Revamped Maarifa center website and physical platform	Annually	1 2 3	1	1					5	Head of Planning, Monitoring and KM
3.1.6e: Document and share sectoral knowledge products	Number of stakeholders utilizing the Maarifa Platform	Annually	50, 000 users per quarter LoE	200,000 LoE	200,000	200,000	200,000	200,000			1	Head of Plan- ning, Moni- toring and KM
					LoE	LoE	LoE	LoE				
3.1.6f: Operationalize the Open County Data portal	CoG has an operational Open County Data Portal	Number of knowledge products documented and shared	Annually	50 knowledge products documented and shared 0.5 0.7	10	12	13	15	4		3.2	Head of Planning, Monitoring and KM/ Director Com- mittees/ Head of Communication
					0.8	1	0.2					
3.1.6g: Develop and implement a scheme to recognize and award innovative, outstanding approaches for devolution.	CoG has an operational Open County Data Portal	Evidence of an Operational Open County Data Portal	Annually	1 15 15	1	1	1	1	1		75	Head of Planning, Monitoring and KM
					15	15	15					
3.1.6g: Develop and implement a scheme to recognize and award innovative, outstanding approaches for devolution.	A scheme for recognizing and awarding innovative, outstanding approaches for devolution.	Existence of a scheme for recognizing and awarding innovative, outstanding approaches for devolution.	Annually	1 2 10	1	1	1	1	1		42	Head of Planning, Monitoring, and KM/Director Com- mittees
					10	10	10					
Strategy 3.1.7: Enhance CoG's brand												

Activity	Expected Output	Output Indicator	Re- porting Schedule (Frequency)		The target for five years	Target (upper figure)/Budget (lower figure)						Bud- get (Mil- lions)	Resp.
3-1.7a: Develop and imple- ment CoG's Communication Strategy	CoG has a Communication Strategy.	Evidence of a Func- tional Com- munication Strategy	Annual	6,7	1 7	1	1	1	1	1	34.7	Head of Com- munication & All Directors	
						7	7	7					
3-1.7b: Set up a devolution correspondent 'desk'	CoG has a devolution correspondent desk for improved media reporting on devolved functions	Number of news articles, new pieces, opinion pieces and editorials in print and electronic media	Quarterly	1	20 1	4	4	4	4	4	5	Head of Com- munication & All Directors	
						1	1	1					
3-1.7c: Under- take periodic sensitization and capacity building of the media fraternity on devolved sectors	Media houses have im- proved capacity to report devolved functions	Number of media houses with improved capacity to report on devolved functions.	Quarterly	1	20 1	4	4	4	4	4	5	Head of Com- munication & All Directors	
						1	1	1					
3-1.7d: Under- take Annual Devolution sensitization week	The public knows about the progress of the implementa- tion of devolution	Evidence of public awareness survey reports	Annual	1.5	5 1.5	1	1	1	1	1	7.5	Head of Com- munication & All Directors	
						1.5	1.5	1.5					
3-1.7e: Under- take strategic community partnership ini- tiatives (CSR)	CoG has improved its image through community engagement	Number of CSR Activities undertaken	Annual	1	5 1	1	1	1	1	1	5	Head of Commu- nication and Head of HR	
						1	1	1					
Strategic Objective 3.2: Enhance CoG's resource base													
Performance indicator 3.2a: Existence of adequate resources to support CoG's activities													
Baseline: Current resources inadequate to support CoG's activities													
Target: Attain an optimal level of resources to support CoG's activities													
Means of verification: MoUs, Letters of Agreements													
Strategy 3.2.1: Secure adequate resources for COG													
3-2.1a: Mobilise county govern- ments support to the Council agenda	Council receives support from County Governments	Number of County Govern- ments sup- porting the Council's agenda	Annually	141	47 141	47	47	47	47	47	705	All Directors and HODs	
						141	141	141					

Activity	Expected Output	Output Indicator	Re- porting Schedule (Frequency)	The target for five years	Target (upper figure)/Budget (lower figure)						Bud- get (Mil- lions)	Resp.
3.2.1b: Advocate for ex-chequer allocations to the Council	Council has adequate resources to support its activities	Existence of adequate resources to support the Council's activity	Annually	210M	1	300M	300M	300M	300M	400M	630M	All Directors and HoDs
3.2.1c: Develop and implement CoG's resource mobilization strategy	CoG has a resource mobilization strategy	Existence of a resource mobilization strategy	Annually	3-5	1	500M	200M	200M	500M	200M	2.1B	All Directors and HoDs
Strategy 3.2.2: Strengthen stakeholders' engagements and partnerships												
3.2.2a: Develop and implement a stakeholder engagement strategy for CoG	CoG has a stakeholder engagement strategy	Presence of a stakeholder engagement strategy	Annually	3-5	1	1					3.5	Director Legal
3.2.2b: Take up in strategic leadership role in the regional and international governmental bodies	CoG has leadership positions in the regional and international governmental bodies	Number of leadership positions occupied by CoG in the regional and international governmental bodies.	Annually	9.0	5	9.0	9.0	9.0	1	1	45	Office of the CEO
3.2.2c: Establish formal partnerships with strategic institutions locally, regionally, and globally	CoG has partnerships with strategic institutions	Number of Partnerships with strategic institutions established	Annually	3-5	25	5	5	5	5	5	17.5	Director Legal

Council of Governors
Strategic Plan 2022 – 2027

APPENDIX 2: TECHNICAL COMMITTEE FOR THE DEVELOPMENT OF THE STRATEGIC PLAN 2022-2027



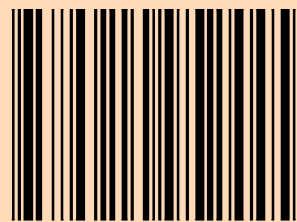
Name	Designation	Role
Kizito Wangalwa	Director Committees	Chairperson
Rosemary Njaramba	Head of Planning, Monitoring, and Knowledge Management Department	Deputy Chairperson
Walter Atito	Program Officer: Monitoring and Evaluation	Secretary
Irene Ogamba	Director – Legal Services	Member
Khatra Ali Abdi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



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ISBN 978-9914-9524-4-5



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