48 Governments 1 Nation



ANNUAL STATUTORY REPORT

2025 - 2026

ANNUAL STATUTORY REPORT

2025 - 2026

ISBN 978-9914-9001-0-1

TABLE OF CONTENTS

LIST OF ABBREVIATIONS AND ACRONYMS viii

FOREWORD FROM THE CHAIRPERSON x

NOTE FROM THE CHIEF EXECUTIVE OFFICER xi

ACKNOWLEDGEMENT xii

CHAPTER ONE: INTRODUCTION 1

1.1 Background 2

1.2 Objective of the Report 2

1.3 Mandate of the Council of Governors 2

1.4 Governance and Institutional Structure of the Council of Governors 3

1.4.1 CoG Executive Leadership 3

1.4.2 CoG Committees 3

Table 1: CoG Committees and their Chairpersons 4

CHAPTER TWO: CoG ACHIEVEMENTS FOR FINANCIAL YEAR 2025/2026 6

2.1 Introduction 7

2.2 CoG Strategic Framework 2022–2027 7

2.3 Pillar One: Good Governance and Institutional Capacity for Sustainable Service Delivery in the Counties 9

2.3.1 Objective 1.1: Promote Good Governance at the County Level 9

2.3.2 Objective 1.2: Strengthen the Institutional Capacity of County Governments 11

2.3.3 Objective 1.3: Promote Knowledge Management, Learning, Innovation and Research in Counties 13

2.4 Pillar Two: Intergovernmental Relations and Devolution 15

2.4.1 Objective 2.1: Strengthen Cooperative Government and Intergovernmental Relations 15

2.4.2 Objective 2.2: Strengthen Policy and Legislation for Devolution 18

2.4.3 Objective 2.3: Strengthen the Role of County Governments in the Global Agenda 20

2.5 Pillar Three: CoG Institutional Development 22

2.5.1 Objective 3.1: Strengthen CoG's Administrative Functions and Identity 22

2.5.2 Objective 3.2: Enhance CoG's Resource Base 22

CHAPTER THREE: OVERVIEW OF KEY PROGRAMMES AND PARTNERSHIPS AT THE CoG.... 27

3.1 Introduction 28
3.2 Health Directorate Programmes and Partnerships....28
3.2.1 Gates Foundation Grant....28
Strengthening County Capacity for PHC Implementation....29
Promotion of Knowledge Sharing and Innovation 29
Policy and Financing Reforms 30
Enhanced Collaboration and Multisectoral Partnerships 30
3.2.2 DANIDA Primary Healthcare Support Programme.... 30
3.2.3 OPEN PHENCES Programme 31
3.2.4 Medtronic LABS Partnership 31
3.2.5 Jacaranda Health Project....33
3.2.6 Health Investments and Policy Project 33
3.2.7 Proximie Partnership 34
3.2.8 Presbyopia Project 36
3.2.9 Lwala Community Alliance Partnership 37
Turning Policy into Practice....37
Capacity Building of Community Health Promoters as Advocates 37
Maternal, Neonatal and Child Health....37
County Budget Advocacy 37
Facility Improvement Financing Operationalization 38
Financial-Management Training and Mentorship 38
3.3 Lands, Housing and Urban Development Committee Programmes.... 38
3.3.1 Second Kenya Urban Support Programme (KUSP II) 39
3.3.2 Second Kenya Devolution Support Programme 39
3.3.3 Digital Land Governance Programme.... 40
County Land Information Management Systems 41
County Spatial Planning....41
Review of Urban Charters 41
Capacity Development in Digital Land Governance....42
Municipal Boundaries and Urban Status 42

Community Land Registration, Recognition and Protection....42
Community lands registered....42
Community lands recognized....43
Community lands protected....43
Land-Sector Coordination....43
GIS-Enabled County Open Data Portal....44
3.4 Financing Locally-Led Climate Action Programme....44
3.4.1 Climate-Smart Investment and Public-Private Partnerships....45
3.4.2 Environmental Governance and Carbon-Market Frameworks....45
3.4.3 Intergovernmental Coordination and Programme Governance....45
3.4.4 Climate-Responsive Ecosystem Management....46
3.4.5 Capacity Development for County Institutions....46
3.4.6 Policy and Institutional Instruments Developed....46
3.5 National Agricultural Value Chain Development Project....47
3.5.1 Key Programme Activities....47
3.5.2 Financial Performance....48
3.5.3 Project Development Objective Performance....48
3.5.4 Farmer Capacity Building and E-Voucher Support....48
3.5.5 Farmer Producer Organizations and Climate-Smart Value Chain Investments....49
3.5.6 Strengthening Access to Agricultural Finance....49
3.5.7 Farmer-Led Irrigation Development and Market Infrastructure....50
3.5.8 Data and Digital Agricultural Investments....50
3.5.9 Climate-Smart Agricultural Technologies, Innovations and Management Practices....51
3.5.10 Project Coordination, Monitoring and Environmental and Social Safeguards....51
3.5.11 Key Implementation Challenges and Mitigation Measures....51
3.6 County Aggregation and Industrial Parks Programme....52
3.6.1 Implementation Status....52
3.6.2 Programme Financing....53
3.6.3 Capacity Development....53
3.6.4 Development of Operationalization Guidelines....53

3.7 Collaboration with Development Partners....53
3.7.1 Collaboration with GIZ under the Good Governance Programme....53
3.7.2 Collaboration with UNICEF under the Country Programme Document 2022–2026....54
3.7.3 Partnership with the Conrad N. Hilton Foundation on Early Childhood Development....55
CHAPTER FOUR: DIRECTORATES, DEPARTMENTS AND UNITS OF CoG....57
4.1 Introduction....58
4.2 Legal Directorate....58
4.2.1 Introduction....58
4.2.2 Strengthening Intergovernmental Cooperation and Collective County Action....58
4.2.2.1 Council Leadership and Strategic Direction....58
4.2.2.2 Advancing Intergovernmental Relations and Cooperative Governance....60
4.2.3 Protecting and Advancing Devolution....61
4.2.3.1 Policy and Legislative Review....61
4.2.3.2 Strategic Litigation....61
Issue before the Court....62
Council's position....62
Court findings and orders....62
4.2.4 Strengthening Governance, Accountability and Citizen Participation....62
4.2.4.1 Governance Garage 101....63
4.2.4.2 Legal and Compliance Audit....63
4.2.4.3 Strengthening Public Participation Frameworks....63
4.2.5 Building Institutional Legal Capacity for Devolution....63
4.2.5.1 Staff Training on Legislative Issues....63
4.2.5.2 Biannual Forums for County Attorneys and County Solicitors....64
4.2.6 Policy Thought Leadership and Legal Advisory Support....65
4.2.6.1 Policy Thought Leadership Through Opinion Pieces....65
4.2.6.2 Legal Advisory Support....65
4.2.7 Leveraging Strategic Partnerships and Resource Mobilization....65

4.2.7.1 Partnership Frameworks Developed 66
4.2.7.2 Legal Aid and County Legal-Officer Engagements 66
4.2.8 Challenges 66
4.2.9 Priorities Identified by the Directorate for FY 2026/2027 67
4.3 Internal Audit Department 67
4.3.1 Introduction 67
4.3.2 Risk-Based Assurance and Internal Audit Services 67
4.3.3 Strengthening the Council's Governance Framework 68
4.3.4 Governance, Risk Management and Internal Control Advisories 68
4.3.5 Technical Support and Professional Engagement with County Governments 68
4.3.6 Financial-Management Training for County Internal Auditors and Audit Committee Members 69
4.3.7 Strengthening City and Municipal Internal Audit Capacity 69
4.3.8 Strategic Contribution 70
4.4 Public Communications Department 70
4.4.1 Social Media and Digital Communication 70
4.4.2 Media Engagement 71
4.5 Planning, Monitoring and Knowledge Management Department 72
4.5.1 Planning, Strategy, Monitoring and Evaluation Unit 72
Strengthening Monitoring and Evaluation Capacity 73
4.5.2 Digital Monitoring, Data and Reporting Systems 73
4.5.3 Knowledge Management Unit 73
4.5.4 Documentation and Knowledge Products 74
4.6 Human Resource Unit 75
4.6.1 Talent Acquisition and Workforce Deployment 75
4.6.2 Implementation of the Approved Staff Establishment 75
4.6.3 National Representation 75
4.6.4 Gender Parity 76
4.6.5 Workforce Stability 76
4.6.6 Staff Welfare and Wellness 76
4.6.7 SACCO Membership and Financial Inclusion 76

4.6.8 Capacity Building and Talent Development 76
4.6.9 Digitization of Human Resource Operations 77
4.6.10 Performance Management and Productivity 77
4.7 Finance Unit 77
CHAPTER FIVE: CHALLENGES AND RECOMMENDATIONS 78
5.1 Introduction 79
5.2 Key Challenges 79
5.2.1 Financial Constraints 79
5.2.2 Intergovernmental Coordination and Alignment 79
5.2.3 Sector Development and Protection of Devolved Functions 79
5.2.4 Policy and Legal Environment 80
5.3 Recommendations 80
5.4 Conclusion 82
ANNEX 1: BILLS, POLICIES, REGULATIONS AND OTHER LEGISLATIVE INSTRUMENTS REVIEWED DURING FY 2025/2026 84
ANNEX 2: SUMMARY OF DOCUMENTED AND SHARED STORIES ON THE MAARIFA WEBSITE 88
ANNEX 3: MAJOR REPORTS/PUBLICATIONS DURING FY 2025/2026 93

List of Abbreviations and Acronyms

Abbreviation	Full Form
AGRA	Alliance for a Green Revolution in Africa
AI	Artificial Intelligence
BMZ	German Federal Ministry for Economic Cooperation and Development
CAIPs	County Aggregation and Industrial Parks
CIF	County Investment Framework
CoG	Council of Governors
CPD	Country Programme Document
DANIDA	Danish International Development Agency
DLGP	Digital Land Governance Programme
EBS	Elder of the Order of the Burning Spear
ECD	Early Childhood Development
ECDE	Early Childhood Development and Education
EGH	Elder of the Order of the Golden Heart
EU	European Union
EUR	Euro
FCPA	Fellow Certified Public Accountant
FLLoCA	Financing Locally-Led Climate Action
FY	Financial Year
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)
GoGo	Strengthening Good Governance in Kenya Programme
H.E.	His/Her Excellency
HRMIS	Human Resource Management Information System
ICT	Information and Communication Technology

Abbreviation	Full Form
ISBN	International Standard Book Number
ITB	Internationale Tourismus-Börse (ITB Berlin)
KALRO	Kenya Agricultural and Livestock Research Organization
KDSP	Kenya Devolution Support Programme
KEMRI	Kenya Medical Research Institute
KSh	Kenya Shilling
KUSP	Kenya Urban Support Programme
MPDSR	Maternal and Perinatal Death Surveillance and Response
NAVCDP	National Agricultural Value Chain Development Project
OGW	Order of the Grand Warrior
OPEN PHENCES	Public-Private Healthcare Engagements Enhanced Through Stronger System
PCN/PCNs	Primary Care Network/Primary Care Networks
PHC	Primary Health Care
PMTS	Project Management & Tracking System
PROMPTS	Promoting Mothers in Pregnancy and Postpartum Through SMS
RMNCAH	Reproductive, Maternal, Newborn, Child and Adolescent Health
SACCO/ SACCOs	Savings and Credit Cooperative Organization/Savings and Credit Cooperative Organizations
SPARs	Staff Performance Appraisal Reports
STEP	Systematic Tracking of Exchanges in Procurement
TB	Tuberculosis
UHC	Universal Health Coverage
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
USD	United States Dollar
WASH	Water, Sanitation and Hygiene

FOREWORD FROM THE CHAIRPERSON



It is my privilege to present the Annual Statutory Report of the Council of Governors for the Financial Year 2025/2026. The year under review marked the fourth year of implementation of the Council of Governors Strategic Plan 2022–2027 and provided another opportunity to assess the progress made in strengthening devolution and improving service delivery across the Counties.

During the year, County Governments continued to demonstrate resilience, innovation and commitment to delivering essential services despite persistent financial and institutional challenges. Across the devolved sectors, Counties advanced initiatives in healthcare, agriculture, climate action, urban development, trade, infrastructure, social protection and local economic development. These efforts reaffirm the importance of devolution as a framework for bringing government closer to the people and responding to the diverse needs of communities.

The Council remained steadfast in providing collective leadership and defending the interests of County Governments. Through consultations among Governors and engagements with the National Government, Parliament and other intergovernmental institutions, the Council continued to advocate for adequate and predictable financing, respect for the constitutional division of functions and meaningful consultation on policies and legislation affecting Counties.

The year was also marked by continued intergovernmental challenges, particularly delays in the disbursement of County equitable share, overlaps in the performance of devolved functions and the need to conclude outstanding matters relating to the transfer and financing of functions. Addressing these issues requires sustained dialogue, fidelity to the Constitution and a shared commitment by both levels of government to uphold the principles of cooperation, consultation and mutual respect.

I commend all forty-seven County Governments for their dedication to service delivery and for the progress reflected in this report. I also extend my appreciation to our development partners, civil society, the private sector, academia and other stakeholders whose collaboration and support have strengthened the implementation of devolution.

On behalf of the Council of Governors, I reaffirm our commitment to safeguarding the gains of devolution and ensuring that County Governments are adequately empowered and resourced to serve the people of Kenya. We remain determined to deepen devolution, strengthen accountability and promote equitable development in every County.

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

NOTE FROM THE CHIEF EXECUTIVE OFFICER



The Annual Statutory Report for the Financial Year 2025/2026 presents a consolidated account of the Council of Governors' performance in advancing its statutory mandate and supporting the effective implementation of devolution. The year under review marked the fourth year of implementation of the Council of Governors Strategic Plan 2022–2027 and provided an important opportunity to assess institutional progress across its three strategic pillars.

During the year, the Secretariat continued to coordinate the work of the Council, its Committees, Directorates, Departments and Units. Through technical, policy, legal and administrative support, the Secretariat facilitated consultation among County Governments, strengthened the articulation of common County positions and supported Counties to address emerging governance and service-delivery priorities.

Implementation of the Strategic Plan remained central to the Secretariat's work. Progress was recorded in strengthening County institutional capacity, supporting policy and legislative development, promoting intergovernmental relations, advancing knowledge management and learning, and enhancing the Council's internal systems. The Secretariat also continued to strengthen performance monitoring and reporting to improve accountability and provide a clearer basis for assessing annual results.

Institutionally, the Council advanced measures aimed at improving internal governance, staff performance, communication, digital systems, financial accountability and operational efficiency. These efforts strengthened the Secretariat's ability to respond to the needs of the Council and provide coordinated support to County Governments. Partnerships and resource mobilization continued to play an important role in the delivery of the Council's mandate. Collaboration with the National Government, development partners, civil society, academia, professional bodies and the private sector supported the implementation of programmes in key devolved sectors and expanded opportunities for technical assistance, institutional strengthening and peer learning.

I wish to acknowledge the Council's leadership and Excellency Governors for their continued guidance and commitment to safeguarding devolution. I also extend my appreciation to the Secretariat staff, whose professionalism and dedication made the achievements documented in this report possible. Our gratitude also goes to County Government officers and all partners and stakeholders who worked with the Council throughout the financial year.

This report reflects our continued commitment to accountability, institutional learning and results-oriented implementation. The Secretariat remains dedicated to strengthening the Council's capacity to serve County Governments and to ensuring that the benefits of devolution continue to reach citizens across all forty-seven Counties.

CHRP. Mary Mwiti, EBS
Chief Executive Officer – Council of Governors

ACKNOWLEDGEMENT

The Council of Governors extends its sincere appreciation to all institutions and individuals whose contributions supported the implementation of its mandate and the preparation of the Annual Statutory Report for the Financial Year 2025/2026.

We acknowledge the forty-seven County Governments for their continued commitment to advancing devolution and improving service delivery. The information, experiences and achievements shared by County Governments provided an important foundation for documenting progress across the devolved sectors.

We also appreciate the National Government ministries, departments, agencies and intergovernmental institutions that worked with the Council during the year. Their engagement contributed to continued dialogue, coordination and the advancement of matters of common interest to both levels of government.

The Council is grateful to its development partners, civil society organizations, professional bodies, academia, the private sector and other stakeholders for their financial, technical and institutional support. These partnerships strengthened the implementation of programmes, enhanced County capacity and promoted learning, innovation and sustainable development.

Special appreciation goes to the CoG leadership for providing strategic direction and oversight throughout the reporting period. We further recognize the contributions of the Council's Committees, Directorates, Departments and Units, whose reports, records and technical inputs informed the preparation of this publication.

The preparation of this Annual Statutory Report was guided by Ms. Rosemary Njaramba, Head of the Planning, Monitoring and Knowledge Management Department, with the support of Ms. Juliet Owino, Senior Monitoring and Evaluation Officer; Mr. Brian Akatsa, Monitoring and Evaluation Assistant; and Knowledge Management Officers Ms. Mercy Gatabi and Ms. Grace Kimani. Their contribution in coordinating submissions, consolidating information, analysing performance and documenting achievements was instrumental in bringing the report to completion.

The Council appreciates the collective effort of all staff and stakeholders who contributed to this report and to the continued strengthening of devolution in Kenya.

CHAPTER: ONE

INTRODUCTION

CHAPTER ONE: INTRODUCTION

1.1 Background

This Annual Statutory Report presents the performance of the Council of Governors for the Financial Year 2025/2026, covering the period from **1 July 2025 to 30 June 2026.** It provides an account of the progress made during the year in the implementation of the Council's mandate and strategic objectives.

During the year, the Council continued to coordinate County Governments' engagement on matters of common interest, strengthen intergovernmental relations and support the effective delivery of devolved functions.

The report highlights the principal achievements recorded during the financial year, the major programmes and partnerships implemented, the institutional performance of the Council and the challenges that affected the advancement of devolution.

1.2 Objective of the Report

The objective of this Annual Statutory Report is to present a consolidated account of the Council of Governors' performance during the Financial Year 2025/2026.

Specifically, the report outlines the strategic achievements recorded in the implementation of the Council's Strategic Plan 2022–2027, assesses institutional performance, highlights the major programmes and partnerships implemented during the year, and documents the key challenges encountered together with the corresponding recommendations.

1.3 Mandate of the Council of Governors

The Council of Governors is established under Section 19 of the Intergovernmental Relations Act as the Council of County Governors, comprising the Governors of the forty-seven Counties. The Council elects a Chairperson and Vice-Chairperson from among its members to provide leadership in the execution of its mandate.

Under Section 20 of the Act, the Council provides a forum for:

a) consultation among County Governments;

b) sharing information on County performance to promote learning, best practice and, where necessary, preventive or corrective action;

c) considering matters of common interest to County Governments;

d) resolving disputes between Counties within the framework provided by the Act;

e) facilitating capacity building for Governors;

f) receiving reports and monitoring the implementation of inter-County agreements and projects;

g) considering matters referred to the Council by members of the public;

h) considering reports from other intergovernmental forums on matters affecting national and County interests or the performance of Counties; and

i) performing any other function conferred upon it by the Act, any other legislation, or considered necessary for the effective discharge of its mandate.

The Council is also empowered to establish intergovernmental forums, including inter-city and municipality forums, as well as sectoral working groups or committees to support the effective performance of its functions.

1.4 Governance and Institutional Structure of the Council of Governors

The Council of Governors operates through a governance structure that provides strategic leadership, facilitates collective decision-making and coordinates the execution of the Council's mandate. The structure comprises the executive leadership, Council Committees and the Secretariat, with each component performing complementary roles in advancing the interests of County Governments.

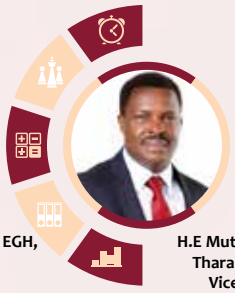
1.4.1 CoG Executive Leadership

The executive leadership of the Council comprises the Chairperson, Vice-Chairperson and Whip. The Chairperson provides overall political and strategic leadership to the Council, while the Vice-Chairperson supports the Chairperson in coordinating the affairs of the Council. The Whip promotes cohesion among members and supports the coordination of Council business.

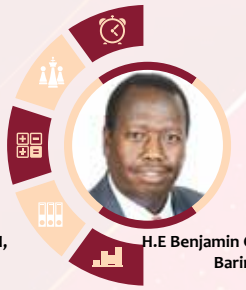
Executive Leadership



H.E FCPA Ahmed Abdullahi, EGH,
Wajir County
Chairperson



H.E Muthomi Njuki, EGH,
Tharaka Nithi County
Vice-chairperson



H.E Benjamin Chesire Cheboi, EGH,
Baringo County
Whip

1.4.2 CoG Committees

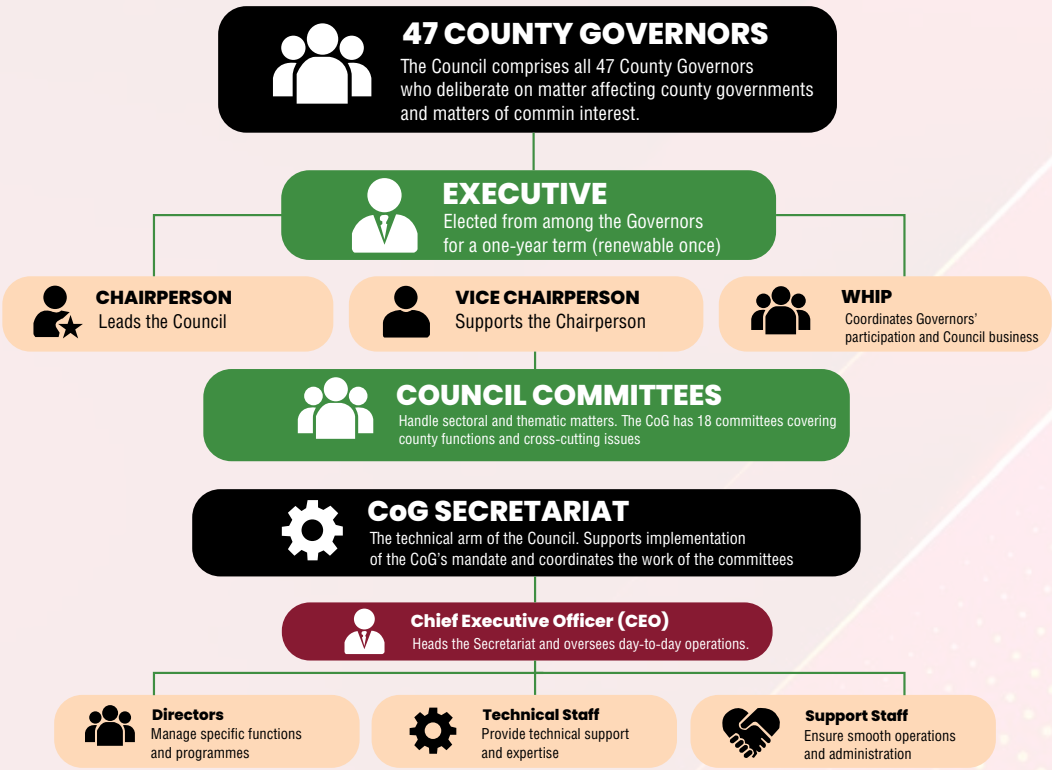
The Council of Governors undertakes its mandate through sectoral and thematic Committees established to provide leadership, coordinate consultations among County Governments and develop common positions on matters affecting devolved functions. The Committees also facilitate engagement with the National Government, Parliament, development partners and other stakeholders within their respective sectors.

Each Committee is chaired by a Governor who provides strategic direction and represents the collective interests of County Governments in relevant intergovernmental and policy processes. During the Financial Year 2025/2026, the Council operated through the following Committees:

Table 1: CoG Committees and their Chairpersons

No.	Committee	Chairperson
1	Finance, Planning and Economic Affairs Committee	H.E. FCPA Fernandes Barasa, OGW, Governor, Kakamega County
2	Health Committee	H.E. Abdulswamad Sheriff Nassir, Governor, Mombasa County
3	Agriculture, Livestock and Cooperatives Committee	H.E. Kenneth Lusaka, EGH, Governor, Bungoma County
4	Water and Natural Resources Management Committee	H.E. Joshua Irungu, EGH, Governor, Laikipia County
5	Lands, Housing and Urban Development Committee	H.E. Prof. Anyang' Nyong'o, EGH, Governor, Kisumu County
6	Legal, Constitutional Affairs and Intergovernmental Relations Committee	H.E. Dr. Ochilo Ayacko, EGH, Governor, Migori County
7	Education Committee	H.E. Dr. Erick Mutai, EGH, Governor, Kericho County
8	Gender, Youth, Sports, Culture and Social Services Committee	H.E. Simon Kachapin, EGH, Governor, West Pokot County
9	Trade, Industry, Manufacturing and Enterprise Development Committee	H.E. Dr. Moses Kiarie Badilisha, Governor, Nyandarua County
10	Environment and Climate Change Committee	H.E. Wilber Ottichilo, EGH, Governor, Vihiga County
11	Human Resources, Labour and Social Welfare Committee	H.E. Gladys Wanga, Governor, Homa Bay County
12	Blue Economy Committee	H.E. Dr. Paul Otuoma, EGH, Governor, Busia County
13	Transport, Infrastructure and Energy Committee	H.E. Dr. Kimani Wamatangi, Governor, Kiambu County
14	Arid and Semi-Arid Lands and Disaster Risk Management Committee	H.E. Nathif J. Adam, EGH, Governor, Garissa County
15	Resource Mobilization and Partnerships Committee	H.E. Stephen Kipyego Sang, EGH, Governor, Nandi County
16	Information, Communication Technology and Knowledge Management Committee	H.E. Wisley Rotich, Governor, Elgeyo Marakwet County
17	Security and Foreign Affairs Committee	H.E. Simba Arati, Governor, Kisii County
18	Tourism and Wildlife Committee	H.E. Patrick ole Ntutu, EGH, Governor, Narok County

COUNCIL OF GOVERNORS STRUCTURE



CHAPTER: TWO

CoG ACHIEVEMENTS FOR FINANCIAL YEAR 2025/2026

CHAPTER TWO:
CoG ACHIEVEMENTS FOR FINANCIAL YEAR 2025/2026

2.1 Introduction

This chapter presents the key achievements recorded by the Council of Governors during the Financial Year 2025/2026 in the implementation of the Council of Governors Strategic Plan 2022–2027.

The achievements are organized according to the Strategic Plan's three pillars and their respective strategic objectives. This structure provides a clear account of the Council's contribution to strengthening County governance and institutional capacity, advancing intergovernmental relations and devolution, and enhancing the institutional development of the Council.

2.2 CoG Strategic Framework 2022–2027

Pillar	Strategic objective	Strategy
Pillar One: 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, including risk management, public participation, access to information, civic education and public communication.
		1.1.2: Promote mainstreaming of gender and social inclusion, Sustainable Development Goals 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 in the Counties.
		1.2.2: Facilitate capacity building of County Governments in key priority areas.
		1.2.3: Strengthen the 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.

Pillar	Strategic objective	Strategy
	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 the County level.
Pillar Two: 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 the 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 the role of County Governments in the global agenda	**2.3.1:** Facilitate County Governments' engagement in international and regional intergovernmental bodies.
		2.3.2: Promote the localization of global commitments.
Pillar Three: 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 in law.
		3.1.3: Acquire, develop and maintain optimal staffing levels.
		3.1.4: Strengthen internal systems, processes and the application of technologies.
		3.1.5: Strengthen mechanisms for the 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 stakeholder engagement and partnerships.

2.3 Pillar One: Good Governance and Institutional Capacity for Sustainable Service Delivery in the Counties

Pillar One focuses on strengthening accountable and inclusive governance, improving the institutional capacity of County Governments and promoting evidence-based learning and decision-making. During FY 2025/2026, the Council supported County Governments through governance instruments, technical assistance, capacity-building interventions, model policies and laws, data systems and structured knowledge-sharing platforms.

2.3.1 Objective 1.1: Promote Good Governance at the County Level

This objective seeks to strengthen accountability, transparency, public participation, inclusion and the mainstreaming of cross-cutting development priorities in County governance. Key achievements included:

- Finance, Planning and Economic Affairs Committee completed an assessment of the establishment and operationalization of County audit committees and internal audit units, achieving the planned output. The findings identified challenges relating to reporting lines and institutional independence and informed the Committee's participation in a multi-agency taskforce addressing the gaps.
- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee developed a Model Public Participation and Civic Education Organizational Structure and presented it to County Directors responsible for public participation, providing Counties with a common institutional reference for organizing the two functions.
- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee supported Homa Bay, Bungoma, Kisumu and Kiambu Counties to develop or domesticate Access to Information legislation. By the end of the reporting period, the Kisumu and Kiambu instruments had progressed to their respective County Assemblies.
- Communication Department sensitized County Chief Officers and Directors of Communication on Access to Information and data protection in the context of artificial intelligence and other emerging technologies.
- Finance, Planning and Economic Affairs Committee in collaboration with the Gender, Youth, Culture, Sports and Social Services Committee validated and disseminated gender data sheets to Directors responsible for planning and budgeting in all 47 County Governments, achieving 100 per cent County coverage and providing a standardized evidence base for gender-responsive planning and budgeting.



Figure 1: Launch and dissemination of the 47 County Gender Data Sheets during the official launch of the "Making Every Woman and Girl Count: Women Count Phase III" programme at Mövenpick Hotel in March 2026.

- Finance, Planning and Economic Affairs Committee convened Chief Officers responsible for Finance from all 47 Counties on the mainstreaming of climate action in County planning and budgeting, achieving the annual County-coverage target.
- Environment and Climate Change Committee provided technical assistance to all 47 County Governments on the institutionalization of climate action, including climate monitoring and reporting frameworks, County climate investments and implementation arrangements under the Financing Locally Led Climate Action Programme.
- Lands, Housing and Urban Development Committee assessed 28 municipalities under the Second Kenya Urban Support Programme (KUSP II), of which 27 municipalities, equivalent to approximately 96 per cent, demonstrated that at least 30 per cent of relevant funds had been used for eligible climate-related interventions.
- Arid and Semi-Arid Lands and Disaster Risk Management Committee supported the development of localized disaster-resilience scorecards for Dadaab Municipality and for County officials from Kwale and Kilifi, strengthening risk-informed planning in three jurisdictions.

Collectively, these interventions provided County Governments with governance tools, institutional structures and technical capacity to improve accountability, inclusion, public participation and climate- and risk-informed planning.

2.3.2 Objective 1.2: Strengthen the Institutional Capacity of County Governments

This objective focuses on strengthening County systems, technical capabilities, policy and legislative frameworks, performance management, resource mobilization and sector service-delivery capacity. Key achievements included:

- Human Resource, Labour and Social Welfare Committee disseminated the Integrated Performance Management Guidelines through four clusters covering officers from 45 Counties, strengthening County capacity in performance contracting and staff performance appraisal.
- Internal Audit Unit, in collaboration with the State Department for Devolution, the World Bank and the Lands, Housing and Urban Development Committee, supported financial-management training for County Internal Auditors and County Audit Committee Members from all 47 County Governments, strengthening competencies in internal auditing, governance, risk management, internal controls and financial oversight.
- Planning, Monitoring and Knowledge Management Department trained officers from eight Counties in impact evaluation. The five-day intervention resulted in the preparation of County-specific impact-evaluation plans and established a pool of trained officers to support evidence-based planning and budgeting.
- Planning, Monitoring and Knowledge Management Department supported County Directors and Heads of Monitoring and Evaluation to operationalize the Urban Service Delivery Monitoring and Evaluation Reference Guide for cities and municipalities.
- Finance, Planning and Economic Affairs Committee sensitized Chief Officers and Directors responsible for revenue and budgeting from all 47 County Governments on the County Revenue Forecasting Tools, achieving 100 per cent of the targeted County coverage.
- Agriculture, Livestock and Cooperatives Committee assessed agriculture-sector policy and legislative gaps in 13 Counties: Siaya, Elgeyo Marakwet, Bomet, Busia, Migori, Kisii, Kisumu, Nyamira, Trans Nzoia, Kericho, Vihiga, Uasin Gishu and West Pokot.
- Agriculture, Livestock and Cooperatives Committee disseminated model laws and policies on crops, livestock and cooperatives to all 47 Counties and provided targeted support to 13 Counties to commence their domestication.
- Education Committee coordinated the development of the Model School Meals Policy for County Governments. The policy and supporting instruments were presented for approval and launched during the Devolution Conference, with technical and financial support valued at KSh9 million.



Figure 2: Figure 2: Deputy President H.E. Prof. Kithure Kindiki (centre right) and CoG Chair H.E. FCPA Ahmed Abdullahi during the launch of the Model Pre-Primary School Feeding Policy for County Governments at the 2025 Devolution Conference in Homa Bay County.

- Tourism Committee developed and disseminated the Model Tourism Bill to guide the harmonization of County tourism legislation.
- Trade, Industry, Manufacturing, Cooperatives and Enterprise Development Committee finalized and disseminated the Cooperatives Model Bill to support County domestication and harmonization of cooperative-sector legislation.
- Lands, Housing and Urban Development Committee engaged 30 cities and municipalities during the development of a model organizational structure and subsequently disseminated the completed structure for adoption.
- Lands, Housing and Urban Development Committee supported further decentralization in 45 County Governments, which had delegated service-delivery functions across 79 municipalities.
- Lands, Housing and Urban Development Committee developed a Geo-enabled Monitoring and Supervision system to support reporting on investments implemented across 79 cities and municipalities under the Second Kenya Urban Support Programme II.
- Trade, Industry, Manufacturing, Cooperatives and Enterprise Development Committee developed and published the Guidelines for Hosting Investment Conferences and the Kenya County Investment Conference Guide, providing Counties with standardized tools for investment planning, investor engagement and post-conference follow-up.

- Trade, Industry, Manufacturing, Cooperatives and Enterprise Development Committee developed a harmonized Unified Business Permit application template and a draft business-licensing coding system to support standardized County licensing processes.
- Tourism Committee expanded the national mapping of County tourism products and experiences from 24 Counties in the first phase to all 47 Counties by the end of the second phase, producing a comprehensive dataset for integration into a Geographic Information System-enabled platform.
- Health Directorate supported all 47 Counties to receive the FY 2024/2025 DANIDA Primary Health Care funds. By the end of the third quarter, all Counties had transferred the funds to health facilities and commenced implementation of the community-level component.
- Health Directorate provided targeted assistance to Counties on Facility Improvement Financing legislation and implementation, including support to Baringo, Laikipia, Kisumu, Migori and Homa Bay Counties.
- Resource Mobilization and Partnerships Committee facilitated the validation of four County resource-mobilization instruments: a model policy, Standard Operating Procedures for Partnership and Donor Coordination, Standard Operating Procedures for Resource Mobilization and Management, and a County Partner Mapping Template.

These interventions strengthened County performance systems, technical capacity, institutional structures, policy frameworks, planning tools and investment readiness. Completed instruments were distinguished from draft products that remained under validation at the end of the financial year.

2.3.3 Objective 1.3: Promote Knowledge Management, Learning, Innovation and Research in Counties

This objective promotes the institutionalization of data and knowledge management, documentation of County innovations and structured learning among County Governments. Key achievements included:

- Planning, Monitoring and Knowledge Management Department sensitized Knowledge Management Champions from all 47 Counties on documentation standards, credibility of County success stories, peer learning, misinformation and the responsible use of artificial intelligence in knowledge management.
- Planning, Monitoring and Knowledge Management Department sensitized County Secretaries on the Maarifa Centre and the Open County Portal, strengthening executive-level awareness of the value of institutional knowledge and County data systems.
- Finance, Planning and Economic Affairs Committee supported Garissa, Kisumu, Lamu, Kajiado and Makueni Counties to develop County Statistical Abstracts. Garissa, Kisumu and Makueni finalized, launched and published their abstracts during the reporting period.

- Planning, Monitoring and Knowledge Management Department facilitated 10 Counties to share experiences and good practices in the development and use of County Statistical Abstracts during the National Statistics Conference.
- Trade, Industry, Manufacturing, Cooperatives and Enterprise Development Committee developed County Aggregation and Industrial Park statistics covering construction progress, enabling infrastructure, industries, manufacturing plants and factories.
- Planning, Monitoring and Knowledge Management Department completed and published the tenth edition of the Compendium of County Innovations and Best Practices and made it available through the Maarifa Centre.
- Planning, Monitoring and Knowledge Management Department documented and published 13 County success stories through the Maarifa Centre during the reporting period.
- Health Directorate documented up to 21 County health learning products and practices against an annual target of eight, exceeding the planned output while strengthening health-sector learning.
- Gender, Youth, Culture, Sports and Social Services Committee developed knowledge products on youth participation and inclusion in County agrifood systems.
- Arid and Semi-Arid Lands and Disaster Risk Management Committee documented and disseminated Lamu County's Kiunga Solar Desalination and Peace Initiative, which serves approximately 3,500 people and subsequently received international recognition.
- Health Directorate convened inter-County learning engagements on Maternal and Perinatal Death Surveillance and Response, eye care and other emerging health priorities.
- Blue Economy Committee convened four peer-learning engagements on fisheries and aquaculture, achieving the annual target.
- Tourism Committee convened two peer-learning forums on the management of national reserves and the development of local tourism products.



Figure 3: CoG Tourism and Wildlife CECM Caucus Chairperson Mohamed Osman Ali speaking during a peer-to-peer engagement with County Executive Committee Members responsible for Tourism and Wildlife in Naivasha in October 2025.

- Education Committee convened a foundational-learning forum for County education officials, providing a platform for sharing approaches to numeracy and early learning.

The interventions strengthened County data networks, increased the availability of County statistical and knowledge products and created platforms through which Counties could share, adapt and replicate proven practices.

2.4 Pillar Two: Intergovernmental Relations and Devolution

Pillar Two focuses on strengthening consultation and cooperation between the two levels of government, coordinating common County positions, influencing policies and legislation and promoting County participation in regional and international processes.

2.4.1 Objective 2.1: Strengthen Cooperative Government and Intergovernmental Relations

This objective seeks to strengthen structured consultation, implementation of intergovernmental resolutions, inter-County cooperation and dispute resolution. Key achievements included:

- Trade, Industry, Manufacturing, Cooperatives and Enterprise Development Committee finalized the Trade and Cooperatives Sector Intergovernmental Coordination Framework, which was formally signed on 28 May 2026 and established a structured mechanism for National–County consultation, joint planning and coordinated implementation.
- Environment and Climate Change Committee finalized and validated the Environment Intergovernmental and Partners Coordination Framework through the caucus of County Executive Committee Members responsible for environment.
- Tourism Committee reached concurrence with the Ministry of Tourism and Wildlife on the finalization of the sector intergovernmental coordination framework during a high-level meeting held on 25 February 2026.
- Blue Economy Committee convened the inaugural Blue Economy Sector Forum and advanced the draft Blue Economy Intergovernmental Framework. The forum generated resolutions on the unbundling and costing of fisheries functions, structured consultation and development of the National Fisheries and Aquaculture Development Project.
- Water and Natural Resources Management Committee convened Governors from the 19 Counties participating in the Kenya Water, Sanitation and Hygiene Programme, helping to resolve implementation challenges and strengthen programme coordination.



Figure 4: Chairperson of the CoG Water and Natural Resource Management Committee, H.E. Joshua Irungu, speaking during a coordination meeting for counties under the KWASH programme at Enashipai Resort & Spa, Naivasha, Nakuru County, in May 2026.

- Water and Natural Resources Management Committee supported the establishment of a water-sector steering arrangement bringing together the Ministry, water agencies, Governors and County Executive Committee Members responsible for water.
- Health Directorate tracked five health-sector resolutions arising from the Summit and supported their follow-up through County and intergovernmental health engagements.
- Agriculture, Livestock and Cooperatives Committee convened two consultative meetings on the National Agricultural Value Chain Development Project and Food Systems Resilience Project and reported progress in implementing three resolutions arising from National–County consultations.
- Finance, Planning and Economic Affairs Committee convened County finance leadership and the National Treasury on fiscal decentralization and the implementation of Intergovernmental Budget and Economic Council resolutions.
- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee convened County Attorneys in Kisumu to develop common positions on legal advisory coordination, model laws, legal-aid support, County legislation and transfer-of-functions regulations.
- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee advanced the Inter-County Dispute Resolution Guidelines to approval by the Committee, subject to amendments, with execution and gazettement remaining outstanding at the end of the year.
- Human Resource, Labour and Social Welfare Committee facilitated a return-to-work formula between the County Government of Kiambu and the Kenya Medical Practitioners, Pharmacists and Dentists Union, contributing to the suspension of industrial action and restoration of health services.
- Arid and Semi-Arid Lands and Disaster Risk Management Committee co-convened a high-level intergovernmental consultation on drought response and resilience, consolidating County priorities on water, livestock, relief support, early warning and financing.



Figure 5: CoG Chair H.E. FCPA Ahmed Abdullahi speaking during the 14th Development Partners Forum on drought response at the Official Residence of the Deputy President in Karen, Nairobi, in January 2026.

- Education Committee convened County education leadership and sector partners on the Numeracy for Life initiative, resulting in the selection of 15 Counties for the first implementation phase.
- Human Resource, Labour and Social Welfare Committee convened two meetings with County Public Service Boards and developed resolutions and action plans on governance, ethics, performance management and human-resource reforms.

These engagements strengthened formal sector-coordination mechanisms, created common County positions and improved the use of consultation and alternative dispute-resolution approaches in addressing intergovernmental matters.

2.4.2 Objective 2.2: Strengthen Policy and Legislation for Devolution

This objective focuses on influencing policy and legislative reforms, protecting devolved functions and providing legal and technical guidance to County Governments. Key achievements included:

- Finance, Planning and Economic Affairs Committee reviewed and submitted memoranda on four major fiscal instruments, including the County Allocation of Revenue Bill, the County Governments Additional Allocations Bill and the Equalisation Fund Appropriation Bill.
- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee reviewed and developed memoranda on policies, laws and frameworks affecting devolution, including roads, honours, heroes, concurrent functions and County Government administration.
- Gender, Youth, Culture, Sports and Social Services Committee reviewed and submitted four memoranda covering the Draft Sports Policy, Sports Bill, Draft Disability Mainstreaming Policy and Draft Disability Mainstreaming Implementation Guidelines.
- Agriculture, Livestock and Cooperatives Committee reviewed and submitted memoranda on the Coffee Act, 2026 and the Agriculture Minimum Guarantee Bill, 2026.
- Education Committee submitted a memorandum to the Senate Committee on Education on the Early Childhood Education (Amendment) Bill, 2023.
- Trade, Industry, Manufacturing, Cooperatives and Enterprise Development Committee submitted a legislative memorandum on the Trade Development Bill, 2025 and reviewed the Draft Chamber Policy, 2025.
- Transport, Infrastructure and Energy Committee submitted a memorandum on the National Energy Policy to the National Assembly.
- Environment and Climate Change Committee developed a memorandum on the Water Resources and Water Services Regulations, 2025 to promote alignment with the Constitution and County mandates.
- Water and Natural Resources Management Committee developed advisories for Garissa and Turkana Counties on the delivery of water and sanitation services in refugee camps and host communities.
- Arid and Semi-Arid Lands and Disaster Risk Management Committee developed and disseminated an advisory to County Governments following enactment of the National Disaster Risk Management Act, 2026.
- Blue Economy Committee developed and published a policy brief on the National Blue Economy Strategy, emphasizing the roles of County Governments in fisheries, aquaculture and coastal and inland-water development.
- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee participated in the identification of resources attached to functions earmarked for transfer. Resources amounting to approximately KSh65.97 billion were incorporated into the Council's position on the Division of Revenue.

- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee challenged the assignment of the County function of coffee-miller licensing to a national institution and pursued corrective action to protect the constitutional assignment of the function.
- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee handled court matters concerning health-sector labour relations, County land, environmental management and other devolved functions.
- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee prepared and disseminated at least two legal advisories following judgments affecting County Governments, providing guidance on compliance and further action.

The interventions strengthened County participation in national policy and legislative processes and provided a coordinated legal response to measures that risked undermining devolved functions.

2.4.3 Objective 2.3: Strengthen the Role of County Governments in the Global Agenda

This objective seeks to strengthen County representation in regional and international forums and support the localization of global commitments. Key achievements included:

- Environment and Climate Change Committee consolidated inputs from all 47 County Executive Committee Members responsible for climate change into Kenya's position for the Thirtieth Conference of the Parties to the United Nations Framework Convention on Climate Change.
- Environment and Climate Change Committee coordinated the participation of Governors in the climate conference and related subnational-government engagements in Belém, Brazil.
- Health Directorate represented County Governments at the 2025 International Federation of Gynecology and Obstetrics World Congress, which convened more than 8,000 delegates, and supported County participation in global health engagements, including the World Health Assembly.
- Agriculture, Livestock and Cooperatives Committee represented County interests at the United Nations Food Systems Summit and the Africa Food Systems Forum and participated in an international learning mission on agricultural cooperatives, credit systems and climate resilience.
- Blue Economy Committee coordinated County participation and positions for the Our Ocean Conference and supported the representation of subnational interests in the African Union's Blue Economy Private Sector Engagement Mechanism.



Figure 6: H.E. President William Ruto CGH (centre), Excellency Governors and development partners during the 11th Ocean Conference (OOC11) at PrideInn Flamingo Beach Resort, Mombasa, in June 2026.

- Trade, Industry, Manufacturing, Cooperatives and Enterprise Development Committee represented County interests in regional discussions on non-tariff barriers, electronic commerce, cross-border digital trade and implementation of the East African Community e-Commerce Strategy.
- Tourism Committee facilitated Samburu, Kwale, Narok, Siaya and Kericho Counties to participate in the World Travel Market in London and supported Kwale, Samburu and Narok Counties to participate in ITB Berlin.
- Transport, Infrastructure and Energy Committee facilitated eight County Governments to participate in an international peer-learning engagement in India on cooling technologies.
- Arid and Semi-Arid Lands and Disaster Risk Management Committee represented County perspectives at the Global Land Forum on resilient rangelands and pastoralism.
- Gender, Youth, Culture, Sports and Social Services Committee participated in the 70th session of the Commission on the Status of Women and convened a side event on accountable local systems and maternal-health justice.
- Security and Foreign Affairs Committee facilitated County participation in eight regional and international engagements, including South–South learning and Commission on the Status of Women processes.
- Resource Mobilization and Partnerships Committee engaged Directors responsible for Economic Planning and Monitoring and Evaluation from all 47 Counties on the localization and tracking of Sustainable Development Goals and other international commitments.

- Lands, Housing and Urban Development Committee developed and disseminated municipal solid-waste management guidance to support Counties and municipalities in localizing Sustainable Development Goal 11 and the New Urban Agenda.

These engagements increased the visibility of County priorities in international policy processes and strengthened the translation of global commitments into County planning, investment and service-delivery frameworks.

2.5 Pillar Three: CoG Institutional Development

Pillar Three focuses on strengthening the Council's internal governance, systems, staff capacity, institutional identity, knowledge management and resource base.

2.5.1 Objective 3.1: Strengthen CoG's Administrative Functions and Identity

This objective seeks to improve the Council's internal systems, operational efficiency, institutional visibility and capacity to coordinate the implementation of its mandate. Key achievements included:

- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee secured Full Council approval for the establishment of the Devolution Training Institute and supported its official launch during the Devolution Conference.



Figure 7: H.E. President William Ruto, CGH, receiving the Devolution Training Institute Induction Manual from CoG Vice Chair H.E. Dr. Mutahi Kahiga during the 2025 Devolution Conference in Homa Bay County.

- Planning, Monitoring and Knowledge Management Department sensitized 83 staff members on the internal Monitoring and Evaluation dashboard and the CoG Geo-enabled Data Portal, exceeding the annual target of 80 staff.
- Planning, Monitoring and Knowledge Management Department coordinated the FY 2025/2026 Annual Review, providing an institutional platform for assessing Strategic Plan implementation and agreeing on follow-up actions.
- Planning, Monitoring and Knowledge Management Department completed the FY 2024/2025 Annual Statutory Report and coordinated preparation of the State of Devolution Address 2026.
- Planning, Monitoring and Knowledge Management Department completed and published the tenth edition of the Compendium of County Innovations and Best Practices, procured 100 printed copies and published the electronic version through the Maarifa Centre.
- Planning, Monitoring and Knowledge Management Department facilitated the allocation of four International Standard Book Numbers to major institutional publications during the year.
- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee completed an internal legal-compliance review covering finance, human resources, procurement, information and communication technology, records, planning and knowledge management.
- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee developed an Intellectual Property Policy and advanced a mechanism for structured consideration of matters referred to the Council by members of the public.
- Communication Department issued 15 press statements on matters affecting devolution and County Governments and published 12 opinion pieces across national media.
- Communication Department produced and disseminated 12 monthly electronic newsletters, maintaining regular communication with stakeholders throughout the financial year.
- Communication Department produced four flagship documentaries on the Devolution Conference, the Model Pre-primary School Feeding Policy, the Devolution Training Institute and the Maarifa Centre, alongside additional health-sector audiovisual products.
- Communication Department expanded the Council's digital presence from six to seven social media platforms. Facebook followers increased from 71,000 to 87,000, while Instagram followers increased from 18,500 to 23,600.
- Communication Department maintained daily media-monitoring reports and developed a tool to track institutional responses to issues identified through media monitoring.

- Planning, Monitoring and Knowledge Management Department continued upgrading the Maarifa Centre and strengthening the integration of County Geographic Information System laboratories, sector indicators and the County data portal.

These outputs strengthened institutional planning, digital reporting, compliance, knowledge preservation, public communication and the visibility of the Council's work.

2.5.2 Objective 3.2: Enhance CoG's Resource Base



Figure 8: CoG Chair H.E. FCPA Ahmed Abdullahi, Deputy President H.E. Prof. Kithure Kindiki (centre) and UN Resident Coordinator Dr. Garry Conille during the 15th Development Partnership Forum (DPF) at the Official Residence of the Deputy President in Karen

This objective focuses on securing financial, technical and in-kind resources and strengthening partnerships that support the Council's mandate. Key achievements included:

- Environment and Climate Change Committee received KSh35 million under the Financing Locally Led Climate Action Programme through an Authority to Incur Expenditure arrangement to support County capacity building, guideline development and peer learning.
- Water and Natural Resources Management Committee supported the mobilization of KSh4.61 billion in additional allocations for the 19 Counties participating in the Kenya Water, Sanitation and Hygiene Programme.
- Water and Natural Resources Management Committee jointly delivered the 2024 Annual Water Sector Report, unlocking USD 500,000 under the Kenya Water, Sanitation and Hygiene Programme and securing the allocation of a project vehicle to the Council.
- Agriculture, Livestock and Cooperatives Committee secured a KSh30 million grant to be implemented over three years to support agriculture-sector policy and legislative interventions.

- Agriculture, Livestock and Cooperatives Committee developed three additional proposals seeking technical and financial support from AGRA and the Food and Agriculture Organization.
- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee mobilized KSh5 million from the Food and Agriculture Organization to support Devolution Sensitization Week and legal-aid activities.
- Legal, Constitutional Affairs, Human Rights and Intergovernmental Relations Committee mobilized KSh2 million for the County Attorneys' engagement and a further KSh3 million to support a meeting of County Solicitors.
- Resource Mobilization and Partnerships Committee secured a KSh15 million sponsorship from the Kenya Commercial Bank for the Devolution Conference.

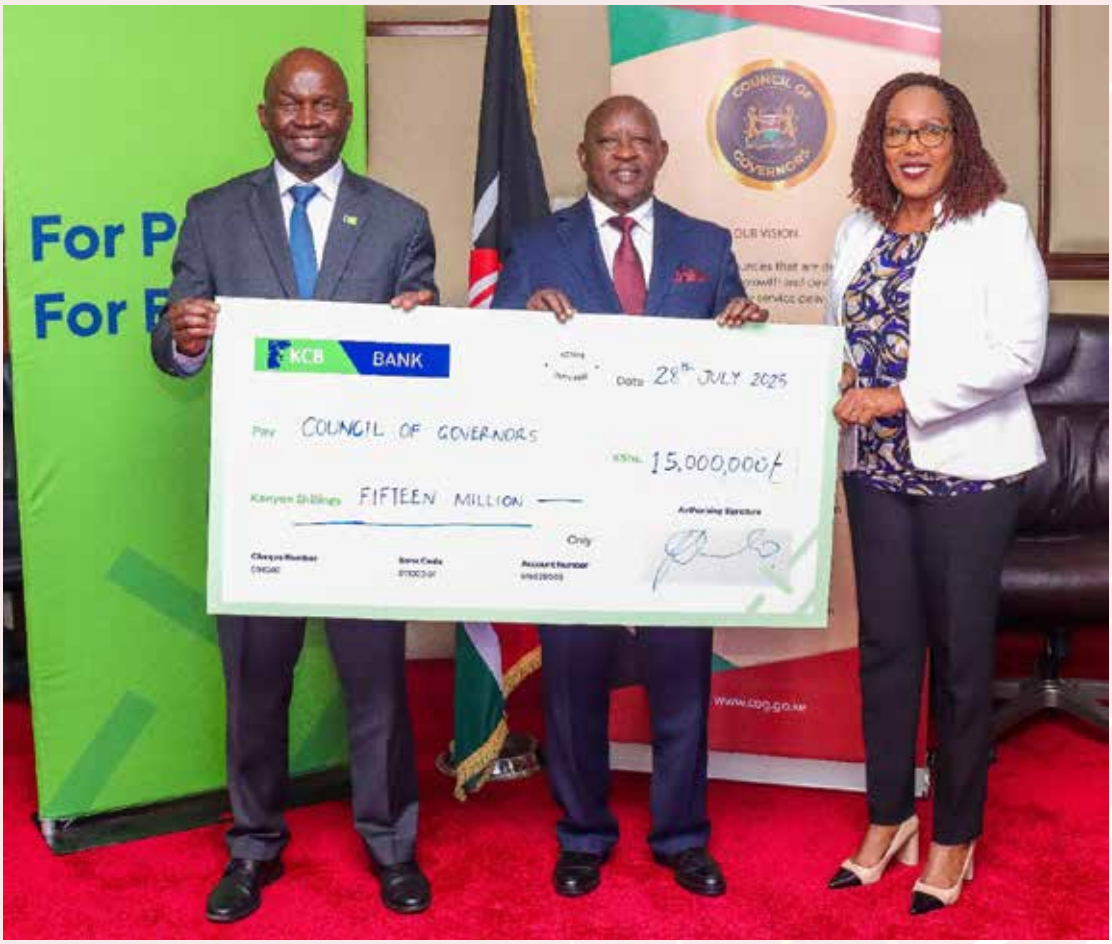


Figure 9: John Okulo, then Director of Corporate Banking at KCB Bank Kenya, handing over a sponsorship cheque for the 2025 Devolution Conference to H.E. Mwalimu Mutahi Kahiga, Governor of Nyeri County and Chair of the Devolution Conference Steering Committee and CoG CEO Ms. Mary Mwiti, EBS at the CoG offices in July 2025

- Resource Mobilization and Partnerships Committee secured technical and financial commitments from GIZ, UNICEF and other partners for governance, performance management, institutional strengthening and sector programmes.
- Resource Mobilization and Partnerships Committee concluded a Memorandum of Understanding with Bajeti Hub covering public finance, budget transparency, citizen engagement, policy advocacy and County capacity building.
- Health Directorate concluded partnership arrangements including the Presbyopia Memorandum of Understanding and advanced further agreements with health-sector institutions.
- Arid and Semi-Arid Lands and Disaster Risk Management Committee secured approval for the donation of a Toyota Fortuner through the USAID Nawiri Programme to support programme implementation.
- Environment and Climate Change Committee mobilized approximately 200,000 tree seedlings for Devolution Conference tree-growing activities and KSh1.5 million through environment- and climate-related conference side events.
- Tourism Committee strengthened partnerships with the United Nations Development Programme, European Union, World Bank, Kenya Wildlife Service and other institutions through the Wildlife Sector Partnership and Coordination Framework.

CHAPTER: THREE

OVERVIEW OF KEY PROGRAMMES AND PARTNERSHIPS AT THE CoG

CHAPTER THREE: OVERVIEW OF KEY PROGRAMMES AND PARTNERSHIPS AT THE CoG

3.1 Introduction

The Council of Governors implements key programmes and partnerships that complement its core mandate by mobilizing financial, technical and institutional support for County Governments. Through collaboration with County Governments, the National Government and development partners, the Council facilitates coordination, policy engagement, technical assistance, capacity development, knowledge exchange and resource mobilization in priority areas of devolved service delivery. These interventions support implementation of the CoG Strategic Plan by strengthening County institutions, improving intergovernmental coordination and advancing sustainable and effective service delivery.

3.2 Health Directorate Programmes and Partnerships

During FY 2025/2026, the Health Directorate coordinated a range of programmes and partnerships aimed at strengthening Primary Health Care, maternal and newborn health, health financing, community health systems, digital health, surgical services, eye care and public-private collaboration across County Governments. The interventions were implemented in collaboration with County Governments, the National Government, development partners and other health-sector institutions.

3.2.1 Gates Foundation Grant

During **FY 2025/2026**, the Council of Governors Health Directorate, with support from the Gates Foundation, advanced its commitment to strengthening **Primary Health Care (PHC)** implementation across Counties as a cornerstone for achieving **Universal Health Coverage (UHC)**. Building on earlier investments in the establishment of **Primary Care Networks (PCNs)** and community health systems, the Council facilitated regional peer learning, collaboration and policy dialogue to accelerate PHC operationalization and sustainability.

A key highlight was the establishment of the **Intergovernmental Health Innovations Scale-Up Committee** and the use of the **Maarifa platform** to facilitate peer-to-peer learning and sharing of best practices across Counties. The programme also supported the **Coastal and Lower Eastern Region Peer-to-Peer PHC Learning Forum**, held in May 2025 in Kilifi County. The forum brought together 10 Counties: Kilifi, Kwale, Mombasa, Tana River, Lamu, Garissa, Makueni, Kitui, Machakos and Taita Taveta alongside the Ministry of Health, Kenya Red Cross Society, Action Against Hunger and Catholic Medical Mission Board.

The forum provided an interactive platform for Counties to share best practices, innovations and solutions to common implementation challenges. It strengthened cross-County collaboration, deepened understanding of the **Primary Health Care Act, 2023**, and facilitated practical discussions on PHC financing, digitization and service delivery. Reported outcomes included the development of County-specific PHC roadmaps, commitments to

institutionalize regular peer-learning forums and strengthened alignment of County PHC priorities with the Social Health Authority and Facility Improvement Financing frameworks.

Strengthening County Capacity for PHC Implementation

During the reporting period, the programme supported County-level PHC operationalization through technical assistance, policy dialogue and structured peer learning. Counties reported progress in the establishment and functionality of Primary Care Networks, engagement of Community Health Promoters and rollout of community-based service-delivery mechanisms.

The Coast and Lower Eastern Regional PHC Peer Learning Forum enabled the participating Counties to exchange practical lessons, assess progress and develop responses to implementation challenges. Key areas discussed included PHC financing, implementation of the PHC Act, digitization and integration of community health systems.

Promotion of Knowledge Sharing and Innovation

Through collaboration with the Maarifa Centre, Counties were encouraged to document and disseminate successful PHC models and innovations. Practices shared included:

- **Kilifi County's "Reaching the Last Ones First" approach**, aimed at improving equity in PHC access;
- **Kitui County's Community Health Promoter sustainability model**, linking income-generating activities to community health delivery;
- **Bomani Dispensary's Health Information Point model**, enhancing digital access to care; and
- mobile PHC outreach models targeting marginalized communities.



Figure 10: Community members and beneficiaries of the "Reaching the Last Ones First" approach during a field visit in Kilifi County in January 2026.

Community members and beneficiaries of Kilifi County's "Reaching the Last Ones First" approach during a field visit in Kilifi County in January 2026

The sessions underscored the importance of knowledge management and strengthened the Council's role as a convener of inter-County learning and innovation.

Policy and Financing Reforms

Counties made progress in aligning PHC service delivery with the **Primary Health Care Act, 2023**, with emphasis on governance, coordination and sustainable financing. Through guidance from the Council and partners, Counties initiated steps towards operationalizing Facility Improvement Financing legislation, leveraging Social Health Authority reimbursements for PHC and integrating PHC into County annual plans and budgets.

The forum also provided clarification on the new Social Health Authority capitation model to support planning for improved resource flows to primary-level facilities. The Council continued to advocate for harmonized PHC monitoring tools, performance tracking and digitized health systems to enhance accountability and efficiency.

Enhanced Collaboration and Multisectoral Partnerships

The programme strengthened partnerships between County Governments, the National Government and development partners. Organizations including the **Kenya Red Cross Society, Action Against Hunger, Catholic Medical Mission Board and KEMRI-Wellcome Trust** contributed technical and operational expertise towards strengthening PHC service delivery. The collaborations supported a coordinated approach to addressing gaps in human resources, service integration and infrastructure.

3.2.2 DANIDA Primary Healthcare Support Programme

The **DANIDA Primary Healthcare Support Programme** is funded by the Government of Denmark through the Royal Danish Embassy in Kenya. The programme seeks to improve Primary Health Care, with a particular focus on **reproductive, maternal, newborn, child and adolescent health services**.

The programme has been implemented in **all 47 Counties**, with cumulative disbursements of KSh3.14 billion to the devolved units since its inception in January 2021. FY 2025/2026 was the final year of disbursement under the grant, with the programme scheduled to phase out in **June 2027**. The final year of disbursement highlighted the need for Counties to establish reliable sustainability measures to ensure that gains made during implementation are maintained.

The programme reported the following achievements:

1. improvements in reported quality of care at health-facility level, strengthened community-facility linkages and improvements in community health indicators;
2. improved staff motivation and patient satisfaction in services provided at County Level 2 and Level 3 health facilities;
3. strengthened accountability and improved community involvement through **Health Facility Management Committees**;

4. use of a funds-flow model that facilitated disbursement of resources to Primary Health Care facilities and promoted ring-fencing of resources at facility level; and
5. promotion of sustained financing of Primary Health Care facilities through the County counterpart-funding modality.

3.2.3 OPEN PHENCES Programme

OPEN PHENCES (Public-Private Healthcare Engagements Enhanced Through Stronger System) is supported by the Health Task Force at the Dutch Embassy and partners with the Council of Governors to strengthen public-private collaboration across Counties, beginning with Counties within the **Lake Region Economic Bloc**.

The programme forms part of a strategy to position and open the health economy for trade between local and international partners in the context of declining donor financing. Its core mandate is to create cohesive ecosystems through which public- and private-sector actors can develop fit-for-purpose health solutions.

A key achievement reported under the programme was the **prioritization of healthcare investments with public, private and faith-based hospitals in Kisumu and Homa Bay Counties**.

3.2.4 Medtronic LABS Partnership

The Council of Governors, in partnership with **Medtronic LABS**, strengthened implementation of **Inter-County Maternal and Perinatal Death Surveillance and Response (MPDSR)** through digital innovation, data-quality improvement, timely reporting and strengthened County-level use of evidence for action.

A key achievement was the development of the **CoG MPDSR Dashboard**, providing near real-time visibility of maternal and perinatal deaths, trends, reporting performance and key indicators across **all 47 Counties**. The partnership also supported Counties through Health Records and Information Officers and County Reproductive Health Coordinators to strengthen data quality, completeness and timely reporting, enabling more responsive surveillance and follow-up.

The partnership further supported development of an **MPDSR Alert System** to flag critical trends, reporting gaps and issues requiring timely attention, while providing technical and implementation support to strengthen County capacity to institutionalize MPDSR, use data for decision-making and facilitate targeted interventions.

The key contributions reported were:

- **CoG MPDSR Dashboard:** development of a digital dashboard providing visibility of MPDSR trends, indicators and County reporting performance;
- **Data quality and timely reporting:** technical support to Counties through Health Records and Information Officers to improve completeness, accuracy and timeliness of MPDSR reporting;

- **MPDSR Alert System:** development of an alert mechanism to flag critical trends, reporting gaps and issues requiring timely follow-up and response;
- **County capacity strengthening:** support to strengthen routine MPDSR processes and improve the use of data for decision-making;
- **Inter-County MPDSR:** technical and implementation support to the CoG-led initiative, including strengthening peer learning, accountability and evidence-informed response; and
- **Data-to-action:** strengthening the link between MPDSR data, identification of system gaps, targeted interventions and follow-up at County level.



Figure 11: CoG Vice Chair H.E. Muthomi Njuki speaking at the launch of the Inter-County Maternal and Perinatal Death Surveillance and Response (MPDSR) initiative at Serena Hotel, Nairobi, in November 2025.

Overall, the CoG-Medtronic LABS collaboration supported a shift in MPDSR from a reporting-focused process to a more data-driven, action-oriented and accountable system, strengthening the link between surveillance, learning, response and prevention. The partnership also contributes to the broader **Every Woman, Every Newborn, Everywhere agenda** and the shared commitment to reducing preventable maternal and perinatal deaths across Kenya.

3.2.5 Jacaranda Health Project

The **Jacaranda Health Project** is a Gates Foundation-funded initiative dedicated to improving maternal and newborn health outcomes in Kenya, implemented with the endorsement of the Ministry of Health and the Council of Governors.

The project works closely with **24 County Governments** to address two key delays: delay in seeking care by women due to inadequate information on the importance of seeking medical attention during pregnancy, and delay in receiving care at health facilities due to gaps in skills required to manage life-threatening complications. The project reported that these challenges contributed to **55 per cent of maternal deaths**.

The project utilizes two principal interventions:

1. **Promoting Mothers in Pregnancy and Postpartum Through SMS (PROMPTS):** a low-cost digital intervention that empowers mothers to seek care at the appropriate time and place during pregnancy, intrapartum and postnatal periods; and
2. **Emergency Obstetric and Newborn Care Mentorship:** an intervention addressing gaps in the quality of maternal care by building the capacity of frontline health workers to provide timely emergency care.

The project reported the following achievements:

- **1.3 million mothers** reached through PROMPTS;
- expansion of the project to **24 County Governments** and more than **1,000 partner public health facilities;**
- more than **6,500 health providers** trained through Emergency Obstetric and Newborn Care mentorship; and
- successful hosting of a **Devolution Conference side event on health and technology**.

3.2.6 Health Investments and Policy Project

The **Health Investments and Policy Project** is a co-created initiative between the Council of Governors and **Amref Health Africa**, funded by philanthropist **MacKenzie Scott**. The project was implemented across **all 47 Counties** over a four-year period from **February 2022 to February 2026**.

The project focused on:

- strengthening health-facility autonomy through enactment of **Facility Improvement Financing legislation** that provides operational and financial authority to health-spending units;
- strengthening Primary Health Care services through engagements aimed at recognizing, incentivizing and supervising the provision of community health services; and
- strengthening the institutions and capacity of health-spending units by enhancing their internal systems, governance and organizational culture to support sustainable health-service delivery.

The following achievements were reported:

1. implementation of Facility Improvement Financing legislation expanded across **all 47 Counties**, compared with **seven Counties in 2022**;
2. in collaboration with other partners, health-facility in-charges, accountants and administrators were trained in **34 Counties**, reaching more than **3,800 healthcare workers** directly;
3. County health-facility own-source revenue increased from **KSh7.1 billion in FY 2021/2022 to KSh19.4 billion in FY 2024/2025**;
4. Hospital Boards in **three Counties** were inducted and trained on their oversight role. The intervention was associated with unqualified audit reports in FY 2024/2025 and improved accountability, budgeting, auditing and ethical resource tracking; and
5. improvements were reported in maternal and child health, including increased numbers of mothers delivering in health facilities and reduced perinatal mortality in **Kajiado, Makueni and Lamu Counties**, alongside greater financial decision space for health facilities.

3.2.7 Proximie Partnership

Proximie is a digital health organization that digitizes operating theatres by connecting surgical teams, medical devices and clinical data through a secure cloud-based telepresence platform. The platform provides surgeons with remote access to expertise, allowing them to observe live procedures, receive real-time guidance, provide second opinions and participate in surgical training and mentorship without being physically present in the operating theatre.



Figure 12: CoG CEO Ms. Mary Mwiti (left) shaking hands with Dr. Shannon Shibata-Germanos, Head of Global Health at Proximie, at the CoG offices in August 2025.

Working with the Council of Governors and County Governments, Proximie scaled tele-surgery across County referral hospitals, with **Makueni County**, reported as the first in Africa to integrate the technology into its health system, serving as the flagship learning hub.

Key achievements included:

- establishment of Proximie at **Kilifi, Coast General, Kiambu and Murang'a County referral hospitals**, expanding the network of tele-surgery-enabled County facilities, with **Wajir County scheduled to go live in August**;
- improved theatre connectivity at Kilifi and Makueni through a partnership with **Mawingu**, which installed Starlink connectivity to provide reliable high-bandwidth links for live surgical sessions;

- facilitation of cross-County surgical collaboration, including consultants connecting to each other's cases between Kilifi and Murang'a and consultants at Kenyatta National Hospital connecting with peers at Coast General Teaching and Referral Hospital;
- strengthened supervision and training by enabling consultants to remotely participate in Medical Officers' cases, providing real-time teaching and mentorship; and
- establishment of surgical **Communities of Practice** covering general and laparoscopic surgery, endoscopy, obstetrics and gynaecology, cardiothoracic surgery and neurosurgery to support structured peer learning across participating sites.

3.2.8 Presbyopia Project

The **Presbyopia Project** is a co-created initiative between the Council of Governors, the **Livelihood Impact Fund, Vital Strategies and the Coalition for Clear Vision** aimed at improving health outcomes and livelihoods through enhanced vision-care services across Kenya.

The project supports both County and National Governments in establishing a sustainable, County-managed presbyopia and near-vision care programme, including its integration into the Primary Health Care system. The initiative seeks to reduce the burden of uncorrected presbyopia, or age-related near-vision impairment, among adults by strengthening screening services and improving access to near-vision glasses at both community and primary-healthcare levels.

The following achievements were reported:

1. development of the project implementation plan;
2. introductory and sensitization meetings with the pilot Counties of **Homa Bay and Meru** to align on project objectives and expectations and identify priority areas for improving eye-care services;
3. participation in the **80th World Health Assembly side event on The Value of Vision**, focusing on integrating eye health into primary care and improving multisectoral coordination to address avoidable sight loss;
4. development of training materials for **County Health Management Teams, frontline health workers and Community Health Promoters**, in readiness for the rollout of training in the pilot Counties;
5. development of the project implementation protocol;
6. participation in the **International Agency for the Prevention of Blindness Conference 2030 IN SIGHT LIVE**, held from **4–6 June 2026** at the Radisson Blu Hotel, Upper Hill, Nairobi; and
7. development of marketing materials for the pilot Counties.

3.2.9 Lwala Community Alliance Partnership

The partnership with **Lwala Community Alliance** focused on strengthening community health policy, Community Health Promoter advocacy, maternal and newborn health, County health financing, Facility Improvement Financing and financial-management capacity.

Turning Policy into Practice

Lwala worked with government to establish a **national Community Health Worker registry** that tracks gender and supports timely payment. Lwala further reported that, as a result of its advocacy, **Migori, Homa Bay and Baringo Counties** included sufficient allocations for Community Health Worker stipends in their annual budgets.

Capacity Building of Community Health Promoters as Advocates

In 2025, Lwala trained more than **2,800 Community Health Workers** as advocates to represent the needs of frontline workers and participate in the wider movement for professionalization of Community Health Workers.

Lwala supported a Community Health Promoter Advocate Lead from **Migori County** to serve on the **Community Health Impact Coalition Advisory Board**, where the representative contributes to the Coalition's global strategy on research, policy change and professionalization.

In **Baringo County**, a Community Health Promoter advocate mobilized peers through the County advocates' forum to participate in the County budgeting process and advocate for timely payment of Community Health Workers.

Maternal, Neonatal and Child Health

Lwala collaborated with focus Counties to advance discussions on maternal death reviews. Lwala reported that 11 of the 17 Lwala-supported Counties were conducting weekly **Maternal and Perinatal Death Surveillance and Response review meetings** to strengthen action aimed at preventing maternal deaths.

County Budget Advocacy

Lwala partnered with the Council of Governors to lead health-budget advocacy engagements in five Counties: Nyamira, Migori, Baringo, Siaya and Homa Bay.

The engagements brought together health and budgeting policymakers, Treasury officials and health-budget and finance committees to prioritize health financing. Budget-advocacy briefs developed through these engagements were adopted as reference documents in County planning. Lwala further reported that the engagements strengthened County-level commitment to sustainable financing for frontline health services following the engagements.

Facility Improvement Financing Operationalization

Lwala supported Facility Improvement Financing operationalization in **Baringo and Homa Bay Counties**, focusing on the development, finalization and validation of Facility Improvement Financing regulations.

In **Baringo County**, the Facility Improvement Financing regulations were developed, finalized and validated and were reported as ready for presentation to the County Assembly for approval.

In **Homa Bay County**, the regulations were reviewed, aligned and validated. The regulatory frameworks are expected to enhance the efficiency of Facility Improvement Financing implementation at health-facility level and support improved health-service delivery.

Financial-Management Training and Mentorship

Lwala collaborated with the Council of Governors to conduct targeted financial-management training and mentorship on **Facility Improvement Financing and Social Health Authority operationalization** for facility in-charges in Migori and Homa Bay Counties, as well as training of trainers for Health Facility Management Committees in Baringo County.

The programme reached **more than 200 facility in-charges** through workshops and coaching. Lwala reported that the financial-management and compliance capacity of health-facility in-charges improved **from 65 per cent to 85 per cent**.

Lwala, in partnership with the Council, also supported the finalization of health-facility training manuals aimed at improving governance and management of health services across Counties. These comprised:

- the **Health Facility/Hospital Board Manual**;
- the **Human Resources Training Manual**; and
- **Model ICT Guidelines for Health Facilities**.

3.3 Lands, Housing and Urban Development Committee Programmes

During FY 2025/2026, the Lands, Housing and Urban Development Committee coordinated programmes aimed at strengthening urban governance, municipal performance, land administration, spatial planning, community land governance and institutional capacity across County Governments. The key programmes implemented during the reporting period were the **Second Kenya Urban Support Programme, the Second Kenya Devolution Support Programme and the Digital Land Governance Programme**.

3.3.1 Second Kenya Urban Support Programme (KUSP II)

The **Second Kenya Urban Support Programme (KUSP II)** is a five-year World Bank-funded programme focused on strengthening institutional capacities and improving the resilience of cities and municipalities as engines of economic growth. The programme is implemented in **45 Counties**, excluding Nairobi City and Mombasa Counties, and covers **79 urban areas**, including two refugee-hosting municipalities in Turkana and Garissa Counties.

During the reporting period, the programme reported the following achievements:

1. **Community land registration:** The programme supported the registration of **15 community land parcels in Kakuma, Turkana County**, and **one community land parcel in Dadaab Municipality, Garissa County**.
2. **Municipal private-sector engagement:** Private-sector participation was strengthened, with **27 of the 28 assessed municipalities** preparing and approving **Private Sector Engagement Frameworks** in the prescribed format.
3. **County-level private-sector participation:** At County level, **17 of the 18 assessed Counties** developed Private Sector Engagement Frameworks in the prescribed format.
4. **Access to performance-based financing:** Of the **79 cities and municipalities** participating in the programme, **62 met the minimum conditions and performance standards required for Annual Performance Assessment 1 funding**, resulting in the disbursement of programme funds.
5. **Investment planning and implementation:** Cities and municipalities that qualified under Annual Performance Assessment 1 were supported to screen proposed investment projects and secure approval for the investments from their respective County Assemblies.
6. **Institutional capacity development:** Targeted capacity-building was undertaken for **Municipal Accountants, Environment Officers and Internal Auditors**, strengthening their capacity to support effective implementation of the programme.

3.3.2 Second Kenya Devolution Support Programme

The **Second Kenya Devolution Support Programme (KDSP II)** is a four-year Government of Kenya programme supported by the World Bank and implemented from **2024 to 2027**. It is designed to strengthen the capacity and performance of **all 47 County Governments** in the effective delivery of devolved functions and services.



Figure 13: Kilifi County Project Implementation Unit (CPIU) members and technical stakeholders during a Second Kenya Devolution Support Programme engagement at Mnarani Club and Spa, Kilifi County, in August 2025.

Building on lessons and achievements from the first Kenya Devolution Support Programme, KDSP II focuses on:

- sustainable financing and expenditure management;
- institutional performance and human-resource management;
- intergovernmental coordination;
- oversight;
- citizen participation; and
- accountability.

The programme seeks to strengthen County systems, improve resource management, enhance accountability and promote efficient, effective and sustainable service delivery to citizens.

During the reporting period, the programme supported:

1. **development of the Council of Governors Framework for the Establishment of Inter-City and Inter-Municipality Forums**; and
2. **development and validation of the Governors' and Sector Induction Manuals** in preparation for the **2027 transition**.

3.3.3 Digital Land Governance Programme

The **Digital Land Governance Programme (DLGP)** is a five-year programme funded by the **European Union and the Food and Agriculture Organization of the United Nations.**

The programme seeks to improve food and nutrition security, livelihoods and sustainable development in Kenya through equitable and secure access to and management of land, in line with **Kenya Vision 2030**.

During the reporting period, the programme progressed with interventions aimed at transforming land governance through digitization of land processes, resolution of disputes and conflicts over land and natural resources, strengthening of policy frameworks and enhanced community engagement at both National and County levels.

County Land Information Management Systems

The programme supported the development and operationalization of **19 County Land Information Management Systems** in:

- Vihiga;
- Mombasa;
- Murang'a;
- Isiolo;
- Tharaka Nithi;
- Embu;
- Kajiado;
- Kitui;
- Busia;
- Homa Bay;
- Migori;
- Kisumu;
- Siaya;
- Nandi;
- Makueni;
- Nyeri;
- Trans Nzoia;
- Wajir; and
- Mandera Counties.

County Spatial Planning

The programme supported the **finalization and approval of three County Spatial Plans** for:

- Nandi County;
- West Pokot County; and
- Laikipia County.

It further supported preparation of **62 Local Physical and Land Use Development Plans for urban areas**, strengthening frameworks for orderly urban growth and investment.

Review of Urban Charters

The programme supported review of charters for urban areas in **Kisumu and Homa Bay Counties**.

In Kisumu County, the areas covered were:

- Ahero/Awasi;
- Katito/Pap Onditi;
- Muhoroni/Chemelil;

- Maseno/Holo; and
- Kombewa/Bodi.

In Homa Bay County, the areas covered were:

- Oyugis;
- Ndhiwa;
- Kendu Bay; and
- Mbita.

Capacity Development in Digital Land Governance

Capacity-building sessions on Digital Land Governance were conducted for:

- the **County Executive Committee Members Caucus responsible for Lands, Housing and Urban Development**;
- the **Chief Officers Caucus for Lands, Housing and Urban Development**;
- **City and Municipal Chairpersons and Managers Caucuses**; and
- **County Directors of Physical Planning**.

The sessions focused on strengthening the knowledge and skills of the respective County and urban institutions in Digital Land Governance.

Municipal Boundaries and Urban Status

The programme supported the **demarcation and delineation of municipal boundaries in Marigat, Mogotio and Eldama Ravine**, which were subsequently officially chartered by the Baringo County Government.

Progress also continued towards the **conferment of city status on Thika Municipality**.

Community Land Registration, Recognition and Protection

The programme supported different stages of community land registration, recognition and protection across several Counties.

Community lands registered

The following community lands were registered:

- **3** in West Pokot;
- **1** in Tana River;
- **2** in Kajiado;
- **1** in Laikipia; and
- **8** in Turkana.

Community lands recognized

The following community lands were recognized:

- **6** in Turkana;
- **4** in Baringo;
- **6** in Garissa;
- **1** in Kilifi;
- **2** in Kwale;
- **3** in Laikipia;
- **6** in Mandera;
- **14** in Marsabit;
- **1** in Narok;
- **1** in Samburu;
- **5** in Taita Taveta;
- **4** in Tana River;
- an additional **6** in Turkana;
- **5** in Wajir; and
- **2** in West Pokot.

Community lands protected

The programme reported protection of:

- **10** community lands in Elgeyo Marakwet;
- **2** in Turkana;
- **2** in Isiolo;
- **1** in Kilifi;
- **1** in Laikipia;
- **3** in Marsabit;
- **5** in Samburu;
- **1** in Taita Taveta;
- **4** in Wajir; and
- **2** in West Pokot.

In **Lamu County**, public land was converted into **five community lands**.

Land-Sector Coordination

The programme strengthened institutional coordination structures in the land sector by convening forums bringing together land-sector actors, relevant government officials and other stakeholders to review key implementation bottlenecks and strengthen coordination.

The coordination structures included:

- the **Programme Advisory Committee;**
- the **Programme Coordination Unit;**
- **County Focal Points;** and
- the **County Lands Technical Committees.**

These platforms facilitated discussions on programme implementation and emerging challenges within the land sector.

GIS-Enabled County Open Data Portal

The programme supported development of a **Geographic Information System-based County Open Data Portal at the Council of Governors** and preparation of a **software specification document for the CoG Maarifa Centre Open Data Portal.**



Figure 14: Sensitisation of top leadership and graduation of 235 county officials trained in GIS concepts at Safari Park Hotel in October 2025.

3.4 Financing Locally-Led Climate Action Programme

The **Financing Locally-Led Climate Action (FLLoCA) Programme** continued to strengthen County climate governance and locally led climate action across **all 47 Counties.** As Kenya's first national mechanism for decentralizing climate finance and decision-making, the programme mobilized approximately **USD 295 million** over its implementation period from **2022 to 2026,** supporting climate-resilience investments in water, agriculture, environment and other priority sectors.

During the reporting period, the Council of Governors implemented strategic capacity-building and policy-support interventions aimed at strengthening County institutional capacity, climate-smart investment, environmental governance and intergovernmental coordination. The interventions also generated policy outputs intended to support the sustainability of County climate governance beyond the programme's completion in **December 2026** and inform the design of **FLLoCA Phase II**.

3.4.1 Climate-Smart Investment and Public-Private Partnerships

The programme sensitized County Governments on **climate-smart business opportunities and Public-Private Partnerships**. The intervention resulted in:

- validation of the **County Guidebook on Investing in Counties through Public-Private Partnerships**;
- identification of policy and institutional gaps affecting climate-smart investment; and
- development of recommendations aimed at accelerating climate-smart investments in Counties.

3.4.2 Environmental Governance and Carbon-Market Frameworks

The programme facilitated a **Technical Working Group** to review and validate the **Draft Model County Environment Bill** and the **Guidelines for County Letters of Support in Carbon Projects**.

The instruments are intended to provide County Governments with harmonized legal and regulatory frameworks for environmental governance and participation in carbon markets.

3.4.3 Intergovernmental Coordination and Programme Governance

The programme convened the **Quarterly Consultative Meeting for County Executive Committee Members responsible for Environment, Climate Change, Water and Natural Resources Management**.

The meeting generated resolutions relating to:

- programme coordination;
- documentation of County best practices; and
- priorities for **FLLoCA Phase II**.

The programme also convened a consultative engagement involving **County Chief Officers responsible for Finance** and representatives from key National Government and oversight institutions, including:

- the National Treasury;
- the Office of the Controller of Budget;
- the Office of the Auditor-General;

- the Public Sector Accounting Standards Board; and
- the Kenya Revenue Authority.

The forum provided a platform for deliberation on emerging fiscal, legal and governance issues affecting County Governments in the implementation of development-partner programmes, including FLLoCA, and enabled participating institutions to share practical implementation guidance.

The engagement strengthened capacity in **public financial management**, with particular emphasis on the effective management of **Additional Allocations**. It also highlighted the need for improved planning, implementation, reporting and oversight to enhance absorption of conditional grants and promote value for money.

3.4.4 Climate-Responsive Ecosystem Management

The programme strengthened County capacity in the development and application of **Climate Responsive Ecosystem Management Plans** for priority conservation areas.

The intervention supported the integration of climate-change considerations into ecosystem planning and management.

3.4.5 Capacity Development for County Institutions

Targeted capacity-building interventions were delivered to a broad range of County political, executive and technical leadership, including:

- Governors;
- County Executive Committee Members;
- Chief Officers;
- Directors;
- Members of County Assemblies; and
- technical officers.

The interventions covered officers working across the **environment, climate change, water, natural resources, finance, trade and tourism sectors**, thereby supporting a multisectoral approach to climate governance and locally led climate action.

3.4.6 Policy and Institutional Instruments Developed

During the reporting period, the programme developed and reviewed key County policy and institutional instruments aimed at supporting sustainable climate governance and green economic development. These included:

1. the **Model County Environment Bill**;
2. the **Guidelines for County Letters of Support in Carbon Projects**;

3. the **County Public-Private Partnership Guidebook**; and
4. the **Green Skilling Guidebook**

3.5 National Agricultural Value Chain Development Project

The **National Agricultural Value Chain Development Project (NAVCDP)** is a Government of Kenya project supported by the World Bank and implemented through National and County Government structures to strengthen agricultural value chains, increase commercialization, improve market access, expand access to agricultural services and finance, and promote climate-smart agricultural technologies and investments. The project was approved by the World Bank in **March 2022**, became effective in **September 2022**, commenced actual implementation in **March 2023** and is scheduled to close in **December 2027**.

During FY 2025/2026, key implementation milestones included the Project Mid-Term Review in **October 2025**, fourth and fifth County disbursements in **December 2025 and January 2026**, respectively, and the sixth County disbursement in **May 2026**.



Figure 15: National and county stakeholders during a NAVCDP meeting at Sarova Whitesands, Mombasa County, in August 2026.

3.5.1 Key Programme Activities

The project reported progress across a number of implementation areas during the period. Agripreneur incubation was ongoing and formally launched in **May 2026**. Four proposals on implementation of Quality-Based Milk Pricing had been developed, of which two had been approved. The semi-annual meeting of County Executive Committee Members was held in **January 2026**, while the National Project Steering Committee met in **December 2025**.

A Business Accelerator for Savings and Credit Cooperative Organizations was engaged in May 2026, grading of the residual **178 Farmer Producer Organizations** was finalized in January 2026, and a pre-study for the Project Performance Audit was undertaken in **Narok and Nandi Counties.** Capacity building for SACCO leadership was also completed, reaching **1,544 leaders and 264 bookkeepers.**

The project further fast-tracked implementation of the Warehouse Receipt System through sensitization of rice-sector actors in **Kisumu, Siaya and Busia Counties.** Of the reported infrastructural investments, **five were under implementation, four had been advertised and 26 had been uploaded onto STEP**.

3.5.2 Financial Performance

As at **31 March 2026**, the project had a total reported project cost of **KSh31.31 billion.** Cumulative disbursements amounted to **KSh20.65 billion**, equivalent to **66 per cent** of the project cost, while cumulative expenditure stood at **KSh16.88 billion**, equivalent to **54 per cent** of the project cost. Absorption of disbursed funds stood at **82 per cent.**

The project further reported cumulative disbursement of **KSh1.20 billion to KALRO** and **KSh60 million to the Council of Governors.**

At County level, cumulative absorption varied considerably. Reported absorption rates ranged from **54 per cent in Kirinyaga County** to **100 per cent in Tana River County**. Other high-performing Counties included **Nyamira at 98 per cent, Kisii at 94 per cent, Kajiado at 92 per cent, Machakos at 91 per cent and Narok at 89 per cent.**

3.5.3 Project Development Objective Performance

The project reported progress against its three Project Development Objective indicators as follows:

Project Development Objective indicator	Project target	Cumulative achievement	Achievement
Farmers reached with agricultural assets or services	1,500,000	1,720,645	114.7%
Farmers selling more than 50% of their produce in the market	100%	70.5%	70.5%
Farmers selling produce in value-added form	30%	23.8%	79.3% of target

3.5.4 Farmer Capacity Building and E-Voucher Support

Under farmer capacity building and e-voucher support, **6.19 million farmers** had been profiled and digitized against a project target of 5.6 million, exceeding the target at **110 per cent.**

The project had formed **126,422 Common Interest Groups and Vulnerable and Marginalized Groups**, representing 90 per cent of the project target, while **2.97 million members** had been mobilized. A total of **1.17 million farmers** had accessed and redeemed e-voucher support against a target of one million.

Livestock vaccination through the e-voucher mechanism remained comparatively lower, with **192,198 farmers** facilitated and **1.36 million livestock** vaccinated against respective project targets of two million farmers and seven million livestock.

3.5.5 Farmer Producer Organizations and Climate-Smart Value Chain Investments

The project reported support to **878 Farmer Producer Organizations**, exceeding the project target of 800. Membership of supported Farmer Producer Organizations stood at **1.14 million farmers**, while **36,088 Common Interest Groups and Vulnerable and Marginalized Groups** had been federated into Farmer Producer Organizations.

Grant financing reported under this intervention included:

- **KSh168.97 million** in Inclusion Grants;
- **KSh817.18 million** in Enterprise Development Plan Grants;
- **KSh694.70 million** in Value Chain Upgrading Matching Grants approved; and
- **KSh173.70 million** in Value Chain Upgrading Matching Grants disbursed.

The project also reported establishment of **218 Public-Private Partnerships by Farmer Producer Organizations**, while **961,631 farmers** were marketing collectively through supported organizations and **1.01 million farmers** were receiving bundled services.

Supported Farmer Producer Organizations had accessed **KSh616.54 million** in cumulative credit from financial institutions. The average annual sales turnover of targeted Farmer Producer Organizations had increased by **20.9 per cent**, while **495 Farmer Producer Organizations** had formal contracts with off-takers in structured markets.

3.5.6 Strengthening Access to Agricultural Finance

Under interventions aimed at improving the creditworthiness of Common Interest Groups and Farmer Producer Organizations, **1,041 SACCOs** had been registered against a target of 1,069.

The project reported that:

- **126,412 members** had been federated into SACCOs;
- **479,652 farmers** were accessing financial services;
- **404,290 farmers** were undertaking regular savings;
- **187,312 farmers** were accessing credit;
- cumulative farmer savings amounted to **KSh2.91 billion**;

- cumulative credit and loans accessed from SACCOs amounted to **KSh3.54 billion**;
- **KSh701.72 million** in SACCO Inclusion Grants had been disbursed;
- **KSh254.54 million** in Matching Grants had been disbursed; and
- members had repaid **KSh4.95 billion** in loans.

3.5.7 Farmer-Led Irrigation Development and Market Infrastructure

Under Farmer-Led Irrigation Development and market-access investments, **34 of the targeted 99 irrigation proposals** had been approved by the National Technical Advisory Committee, of which **20** had been approved on STEP and **six investments** were under implementation.

The project reported:

- **6,032 hectares** with new or improved irrigation or drainage services;
- **54,869 farmers** accessing irrigation;
- **12,939 hectares** brought under Sustainable Land Management;
- **10 Market, Aggregation and Infrastructural Development proposals** approved by the National Technical Advisory Committee;
- **three proposals** approved on STEP; and
- **three Market, Aggregation and Infrastructural Development investments** under implementation.

Implementation examples included the **Rupingazi Weru Irrigation Scheme in Embu County**, **Kamuthiga Water Project in Tharaka Nithi County** and **Kabkara Irrigation Scheme in Bungoma County**.

3.5.8 Data and Digital Agricultural Investments

The project continued to expand digital agricultural-service delivery. All **7,525 targeted agripreneurs** had been recruited, achieving 100 per cent of the project target, while **4,450 agripreneurs** had been selected and paired to support County teams during the incubation phase.

Through the **Know Your Farmer initiative**, **2.65 million farmer records** had been updated in the Kenya Integrated Agricultural Management Information System against a target of 5.6 million.

The project further reported partnerships with **20 Agri-Tech agencies**, while **816,059 farmers** had accessed productivity services, market linkages or credit through partnered Agri-Tech agencies, exceeding the project target of 750,000.

3.5.9 Climate-Smart Agricultural Technologies, Innovations and Management Practices

The project continued to support dissemination and adoption of **Climate-Smart Agriculture Technologies, Innovations and Management Practices**.

Reported cumulative achievements included:

- **548 Tier I Trainers of Trainers** trained;
- **90,235 Tier II and III Trainers of Trainers** trained;
- **1.25 million farmers** trained;
- **666 technologies, innovations and management practices** disseminated by KALRO, exceeding the project target of 500;
- **846,146 farmers** adopting improved agricultural technologies;
- **505,941 farmers** adopting nutrition-sensitive technologies, exceeding the project target of 450,000;
- **53,123 soil samples collected**;
- **16,880 soil samples analysed or tested**; and
- **5.76 million farmers** reached with agro-weather advisories, exceeding the target of 5.6 million.

The project further reported that **59 per cent of farmers** expressed satisfaction with the training received on climate-smart technologies, innovations and management practices.

3.5.10 Project Coordination, Monitoring and Environmental and Social Safeguards

The project reported **100 per cent timely submission of satisfactory quarterly financial and monitoring reports**.

A total of **504 grievances** related to delivery of project benefits had been registered, of which **482**, equivalent to **96 per cent**, had been addressed or resolved. The project further reported **48 incidents or accidents**, all of which were handled.

Governance and implementation oversight during the period included the **National Project Steering Committee semi-annual meeting**, a joint review meeting of County Executive Committee Members and World Bank mission visits to participating Counties.

3.5.11 Key Implementation Challenges and Mitigation Measures

The project identified a number of implementation challenges and associated mitigation measures:

Challenge	Proposed mitigation
Budget cuts and delayed disbursement of County-allocated project funds	Involve the project during budget rationalization and fast-track passage of the financial framework by Parliament
Requests by technical departments, including Livestock and Cooperatives, to become implementing agencies	Maintain the multisectoral architecture of the project and strengthen coordination structures
Delayed transfer of funds from County Revenue Funds and County counterpart arrears	Hold follow-up meetings with non-compliant Counties and consider sanctions or penalties
Low budget utilization and absorption in some Counties	Link further disbursements and transfers to Statements of Expenditure
Insufficient funding arising from ward saturation, universalization and additional value chains	Mobilize additional financing from development partners and the Government of Kenya
Political interference as the election period approaches	Adopt strategies to minimize potential disruption to implementation

Overall, NAVCDP reported substantial cumulative progress in farmer outreach, farmer digitization, e-voucher support, Farmer Producer Organization development, access to agricultural finance, digital agriculture and dissemination of climate-smart technologies. At the same time, the implementation status indicates areas requiring accelerated attention, particularly infrastructure investments, livestock vaccination, matching-grant disbursement, irrigation development, SACCO federation and County-level absorption of project resources.

3.6 County Aggregation and Industrial Parks Programme

The County Aggregation and Industrial Parks (CAIPs) Programme is a flagship intergovernmental initiative jointly implemented by the National Government and County Governments to promote agro-industrialization, value addition, job creation and market access. Under the programme, both levels of government committed KSh250 million each per participating County towards the construction of industrial parks. As at 30 June 2026, 34 Counties were implementing the programme at varying levels of completion.

3.6.1 Implementation Status

Significant progress was reported in the construction of County Aggregation and Industrial Parks across participating Counties. Meru and Wajir Counties had achieved 100 per cent completion, while Kisii, Embu, Garissa, Kirinyaga, Migori, Busia, Kiambu and Wajir Counties had attained more than 80 per cent completion.

A further 14 Counties had reached between 40 per cent and 76 per cent completion, demonstrating continued progress towards the establishment of operational County Aggregation and Industrial Parks.

The programme also highlighted the aggregation and value-addition warehouses at the Meru County CAIP as one of the physical investments implemented under the programme.

3.6.2 Programme Financing

The financing model for the CAIPs Programme requires both the National Government and participating County Governments to contribute KSh250 million each per County towards construction of the industrial parks.

During the reporting period, the National Government fully honoured its financial commitment by disbursing KSh250 million to each of the 34 participating Counties.

3.6.3 Capacity Development

The programme strengthened the capacity of County Governments to plan, implement and manage investments under CAIPs. More than 500 County officials were trained in:

- project design;
- investment planning;
- financial management; and
- Monitoring and Evaluation.

A standardized County Investment Framework (CIF) was also rolled out to guide project appraisal across participating Counties.

3.6.4 Development of Operationalization Guidelines

The programme developed Guidelines for the Operationalization of County Aggregation and Industrial Parks to guide the effective management and operation of the parks upon completion.

The Guidelines provide a framework for transitioning the facilities from construction to operational industrial parks supporting aggregation, value addition, industrial development and market access at the County level.

3.7 Collaboration with Development Partners

3.7.1 Collaboration with GIZ under the Good Governance Programme

During FY 2025/2026 (July 2025 to June 2026), the Council of Governors continued to collaborate with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) through the Strengthening Good Governance in Kenya (GoGo) Programme. Funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and co-financed by the European Union (EU), the Programme seeks to improve governance, accountability, transparency, public-sector performance and service delivery at the national and County levels.

The collaboration focused on strengthening devolved governance systems and enhancing the capacity of County Governments to deliver services effectively. Key areas of collaboration included:

- support for the development and institutionalization of performance-management systems in County Governments, together with the promotion of results-based management, transparency and accountability to strengthen public trust in devolved governance structures;
- provision of technical assistance and capacity-building support to County Executives and County Assemblies, facilitation of knowledge-sharing platforms and strengthening of institutional capacity for the effective implementation of devolved functions;
- support for civic education, citizen-feedback mechanisms and public participation, and promotion of inclusive governance practices that strengthen responsiveness and accountability to citizens;
- advancement of governance reforms aimed at improving transparency, integrity and ethical conduct in County administration, including systems that foster accountability and reduce opportunities for corruption in devolved institutions; and
- collaboration with the State Department for Devolution and other stakeholders to strengthen coordination and implementation of devolution policies and provide platforms for dialogue and experience-sharing among County Governments.

3.7.2 Collaboration with UNICEF under the Country Programme Document 2022–2026

During FY 2025/2026 (July 2025 to June 2026), the Council of Governors maintained a strategic partnership with UNICEF Kenya in implementing interventions under the UNICEF Country Programme Document (CPD) 2022–2026. The CPD supports the Government of Kenya in protecting and promoting the rights and well-being of children, adolescents and vulnerable populations through strengthened national and County systems. It places particular emphasis on leveraging devolution to improve service delivery, reduce disparities and enhance equitable access to essential services across Counties.

The collaboration focused on strengthening County capacities and enhancing the delivery of devolved functions in the following areas:

- health, nutrition and Early Childhood Development, through support to County Governments in strengthening maternal, newborn, child and adolescent health services, nutrition interventions, immunization programmes and community health systems. The engagements promoted integrated approaches to improve the survival, growth and development outcomes of children and mothers, particularly in vulnerable and marginalized communities;
- Water, Sanitation and Hygiene (WASH), through collaboration with Counties to expand access to safe water, sanitation and hygiene services in health facilities, schools and communities, and support for County-level planning and implementation of WASH interventions to improve public-health outcomes and resilience to climate-related shocks;

- education and skills development, through joint support by UNICEF and CoG to strengthen Early Childhood Development and Education and promote equitable access to quality learning opportunities. The collaboration enhanced County capacities to improve foundational learning and skills development for children and adolescents;
- child protection and social welfare, through support to Counties to strengthen child-protection systems and address violence, abuse, neglect, exploitation and harmful practices affecting children. The collaboration further supported child-sensitive social services and safeguarding of vulnerable children and adolescents;
- social policy, planning and budgeting, through technical assistance to County Governments to integrate child-focused planning, budgeting and monitoring frameworks into County development processes, and promotion of evidence-based policymaking and use of data to improve resource allocation and service delivery for children and vulnerable households;
- public participation and community engagement, through support for citizen engagement, community participation and accountability mechanisms in the planning and implementation of devolved services, and promotion of the inclusion of children, adolescents, youth and communities in governance and development processes; and
- climate resilience and emergency preparedness, through support to a select number of Counties to strengthen preparedness and response mechanisms for droughts, floods and other emergencies affecting children and communities, thereby enhancing the resilience of County systems to humanitarian and climate-related challenges.

3.7.3 Partnership with the Conrad N. Hilton Foundation on Early Childhood Development

During the reporting period, the Council of Governors strengthened its partnership with the Conrad N. Hilton Foundation to advance the Early Childhood Development (ECD) agenda and catalyse increased investment in the well-being and development of young children across Kenya's Counties. The Foundation has been a key development partner in supporting integrated ECD systems, promoting nurturing care, strengthening County capacities and enhancing coordination between the National and County Governments to enable children to attain their full developmental potential.

The collaboration focused on the following areas:

- catalysing County investments in ECD by strengthening County Government commitment to financing ECD programmes through improved planning, budgeting and resource allocation. The partnership also supported advocacy for increased investment in early learning, child health, nutrition, caregiving and child protection within County development frameworks;
- strengthening integrated ECD service delivery through a multisectoral approach that integrates health, nutrition, early learning, water and sanitation, child protection and social services. Efforts focused on coordinated and responsive County services for children during the critical early years of development;

- building County capacity and governance systems through technical support for ECD policy implementation, coordination, monitoring and accountability. This enhanced the ability of Counties to mainstream ECD priorities within County planning and governance structures, thereby improving sustainability and institutional ownership; and
- knowledge sharing, learning and evidence-based advocacy through support for the generation and dissemination of evidence on effective ECD interventions and investments. CoG facilitated inter-County learning and sharing of best practices to promote adoption of successful ECD models and strengthen policy advocacy at the County and national levels.

CHAPTER: FOUR

DIRECTORATES, DEPARTMENTS AND UNITS OF CoG

CHAPTER FOUR: DIRECTORATES, DEPARTMENTS AND UNITS OF CoG

4.1 Introduction

This Chapter presents the work undertaken by the Council of Governors' Directorates, Departments and Units during FY 2025/2026. It highlights their respective mandates, key interventions, institutional support functions and reported results in strengthening the Council's operations and supporting delivery of its mandate.

4.2 Legal Directorate

4.2.1 Introduction

During the Financial Year 2025/2026, the Legal Directorate continued to support the Council in executing its mandate under Section 20 of the Intergovernmental Relations Act, Cap. 265F. The Directorate's interventions were geared towards strengthening cooperative governance, protecting County interests, promoting accountability and enhancing the effectiveness of County Governments in discharging their constitutional and statutory mandates.

The Directorate's work during the year was organized around six strategic outcome areas:

1. Strengthening intergovernmental cooperation and collective County action;
2. Protecting and advancing devolution;
3. Strengthening governance, accountability and citizen participation;
4. Building legal and institutional capacity for Counties;
5. Providing policy leadership and legal advisory services; and
6. Leveraging strategic partnerships and resource mobilization.

4.2.2 Strengthening Intergovernmental Cooperation and Collective County Action

This outcome area was anchored under Sections 20(1)(a), (b), (c) and (h) of the Intergovernmental Relations Act. The Directorate supported the Council in developing a united voice for all County Governments and articulating common County positions during intergovernmental engagements with the National Government.

4.2.2.1 Council Leadership and Strategic Direction

During the year under review, the Directorate supported the convening of **five Council meetings** to provide strategic leadership on matters affecting County Governments. Deliberations focused on the fiscal sustainability of Counties, implementation of the Social Health Insurance Scheme, protection of County mandates and strengthening accountability frameworks within the devolved system.

The meetings enabled the Council to formulate common County positions on the Division of Revenue for FY 2026/2027, engagement with Senate oversight committees and emerging policy reforms affecting County Governments.

Table: Key Council Decisions During the Year Under Review

No.	Key Council decision
1	Approved the Council of Governors FY 2025/2026 Budget and financing framework to support the execution of its mandate.
2	Adopted a common position on the transition and funding of Universal Health Coverage staff.
3	Secured commitments to expedite Social Health Authority claim payments and strengthen the financing of County health facilities.
4	Resolved to protect County interests in health-sector human-resource reforms, including career guidelines and remuneration.
5	Adopted a common County position on Senate oversight engagements to safeguard accountability while addressing concerns regarding oversight processes.
6	Approved legal action challenging the national e-Government Procurement directive to safeguard devolved functions.



Figure 17: Excellency Governors during the Ordinary Full Council Meeting and high-level symposium on Affordable Housing and Social Health Insurance reforms at Enashipai Resort & Spa, Naivasha, Nakuru County, in November 2025.

4.2.2.2 Advancing Intergovernmental Relations and Cooperative Governance

The National and County Governments Coordinating Summit, established as the apex intergovernmental relations body under Section 7 of the Intergovernmental Relations Act, convened on **12 December 2025** to deliberate on key matters affecting both levels of government. The meeting provided an opportunity to take stock of collective achievements and challenges affecting the National and County Governments.

Table: Key Summit Resolutions

Strategic issue	Key resolution
Transfer of functions and resources	The Intergovernmental Relations Technical Committee was required to accelerate the finalization of the transfer of functions together with the associated resources to County Governments.
Strengthening intergovernmental relations	The Intergovernmental Relations (Sector Forums) Regulations, 2025 were to be finalized to strengthen the framework for cooperative governance between the two levels of government.
Protection of fiscal devolution	The proposed amendments to Sections 42 and 191A–E of the Public Finance Management Act were withdrawn pending further consultations.
Accountability and devolution performance	The Intergovernmental Relations Technical Committee, in consultation with other stakeholders, was required to develop frameworks for Summit reporting.
Implementation of the Social Health Insurance Scheme	The Summit resolved to strengthen County healthcare by funding maternity services, supporting Community Health Promoters and Universal Health Coverage workers, improving health-financing and claims systems, harmonizing health laws and enhancing access to affordable primary healthcare services across all Counties.

The Directorate also supported Intergovernmental Budget and Economic Council meetings held on **29 September 2025** and **13 February 2026**. The meetings deliberated on budgeting, the economy and financial management at both levels of government. The following resolutions and implementation updates were reported:

1. The National Treasury was to engage the relevant agencies to develop an alternative funds-flow framework and explore submitting the County Governments Additional Allocations Bill as a schedule to the County Allocation of Revenue Act. This remained pending at the end of the reporting period.

2. The Intergovernmental Relations Technical Committee, in consultation with relevant stakeholders, was to expedite the finalization of sector-specific reports detailing resources identified for transfer to County Governments. This remained pending, and the identified resources had not been incorporated into the FY 2026/2027 budget.

3. County Governments were required to prioritize and fast-track the payment of all eligible pending bills in accordance with the Pending Bills Action Plan and existing legal and fiscal frameworks.

The Summit and Intergovernmental Budget and Economic Council engagements demonstrated the continued importance of intergovernmental structures in resolving fiscal, policy and institutional challenges affecting devolution. Several matters remained under implementation and continued to form part of the Council's advocacy agenda.

4.2.3 Protecting and Advancing Devolution

This outcome area was anchored under Section 20(1)(c) of the Intergovernmental Relations Act. The Directorate utilized policy and legislative review, together with strategic litigation, to protect the constitutional principles of devolution, public participation and cooperative governance.

4.2.3.1 Policy and Legislative Review

During the year under review, the Directorate safeguarded and advanced devolution through the review and analysis of legislative and policy proposals originating from Parliament and various Ministries, Departments and Agencies.

The Directorate:

- assessed the implications of proposed laws, regulations and policy frameworks on County Governments;
- developed institutional positions;
- prepared memoranda; and
- participated in parliamentary processes through oral and written submissions.

These interventions advocated for the protection of devolved functions, fiscal decentralization and adherence to the constitutional principles of cooperative governance.

A total of **18 policy and legislative frameworks** were reviewed during the reporting period. This enabled the Council to proactively influence legislative processes and ensure that County Government interests were represented in national policymaking.

The complete list of the frameworks reviewed, together with the positions and recommendations submitted by the Council, is provided in **Annex 1: Bills, Policies, Regulations and Other Legislative Instruments Reviewed During FY 2025/2026**.

4.2.3.2 Strategic Litigation

During the reporting period, court decisions reinforced the requirement for meaningful consultation with County Governments where policies and administrative measures have implications for devolved functions.

A significant judgment affecting devolution was delivered in **Environmental Petition E026 of 2024, consolidated with Environmental Petition E022 of 2024, David Kihiu and Others v. National Environment Management Authority and Five Others**, on **12 February 2026** by the Environment and Land Court.

Issue before the Court

The matter concerned the constitutionality of the National Environment Management Authority's directive requiring the use of **100 per cent biodegradable garbage bags**.

Council's position

The Council maintained that the directive was impractical because of:

- inadequate consultation with County Governments;
- lack of supporting policy and institutional frameworks; and
- absence of the necessary County waste-management infrastructure.

Court findings and orders

The Court:

1. declared the directive unconstitutional and void for violating the principles of public participation and fair administrative action under Articles 10 and 47 of the Constitution;
2. directed the Cabinet Secretary for Environment, Climate Change and Forestry to establish the Waste Management Council under Section 6(1) of the Sustainable Waste Management Act within six months; and
3. directed the Council of Governors to support County Governments in establishing Material Recovery Facilities and related infrastructure under Section 14(1) of the Act within the same period.

The judgment reinforced the requirements for intergovernmental consultation, County participation in policy implementation and adequate institutional preparedness in the execution of devolved functions.

The Directorate did not separately report the number of applications, pleadings or other court documents filed during the year. The Directorate also did not report a separate inter-County dispute as having been heard or determined.

4.2.4 Strengthening Governance, Accountability and Citizen Participation

This outcome area was anchored under Section 20(1)(c) of the Intergovernmental Relations Act. It focused on strengthening the Council's internal capacity for good governance while supporting County Governments to improve accountability and citizen participation.

4.2.4.1 Governance Garage 101

The Directorate initiated **Governance Garage 101** as an internal staff-learning platform on the Directorate's work in enhancing accountability.

Topics addressed through the sessions included:

- an overview of the external audit process and the support required;
- types of audits and audit opinions;
- enablers for improving audit opinions in County Governments; and
- salient features of the Revised County Public Participation Guidelines, 2025.

4.2.4.2 Legal and Compliance Audit

The Directorate conducted a legal and compliance audit of the Council. The exercise systematically assessed the institution's adherence to applicable laws, regulations and internal policies to identify and mitigate legal risks and ensure operational compliance.

The audit culminated in an advisory to Senior Management identifying priority compliance matters to be addressed by the respective departments within stipulated timelines.

4.2.4.3 Strengthening Public Participation Frameworks

The Directorate collaborated with the State Department for Devolution in launching and disseminating the **Revised County Public Participation Guidelines, 2025** to all **47 County Governments**.

The Guidelines provide a harmonized framework to:

- support meaningful citizen engagement;
- enhance transparency; and
- strengthen accountability in County decision-making processes.

4.2.5 Building Institutional Legal Capacity for Devolution

This outcome area was anchored under Section 20(1)(e) of the Intergovernmental Relations Act. Its scope extended beyond Governors to include other officials within County Executives.

4.2.5.1 Staff Training on Legislative Issues

With the support of a consultant, the Directorate organized a sensitization session for Secretariat staff on the legislative process and legislative considerations in defending devolution.

The training focused on:

- understanding the legislative cycle;
- policy and statutory issues affecting devolution; and
- the Council's role in reviewing and influencing legislation.

The intervention strengthened the capacity of technical staff to conduct legal and policy reviews, support evidence-based advocacy and effectively safeguard County interests within the evolving legislative and governance environment.

4.2.5.2 Biannual Forums for County Attorneys and County Solicitors



Figure 18: A high-level consultative meeting bringing together the Legal and Resource Mobilization (RM) Committees, County Attorneys, the RM Caucus, and key national government institutions was held on December 2025 at the Grand Royal Swiss Hotel in Kisumu

The Directorate convened the following two forums:

- **County Attorneys' Meeting – December 2025**; and
- **County Solicitors' Meeting – May 2026**.

The forums focused on:

- enhancing the effectiveness of the Office of the County Attorney;
- strengthening governance, planning and public-administration systems;
- developing policy, legislative, audit and transition-management tools;

- managing the transition after the 2027 General Election;
- strengthening collaboration with the National Government;
- sharing best practices;
- addressing professional concerns;
- strengthening coordination through the County Attorneys' and Solicitors' Caucus; and
- promoting collaboration between National and County legal institutions in support of the effective implementation of devolution.

4.2.6 Policy Thought Leadership and Legal Advisory Support

During the reporting period, the Directorate prepared opinion pieces and legal advisories on matters of common interest to County Governments. The interventions covered court rulings and judgments, policy issues, human rights and County service delivery.

4.2.6.1 Policy Thought Leadership Through Opinion Pieces

The Directorate used opinion articles as a strategic platform for influencing public policy debate and promoting informed dialogue on matters of national and sectoral importance.

The opinion pieces addressed:

1. **Citizen Scorecards and Accountability;**
2. **Pro-poor Financing Towards Inclusivity;** and
3. **Social Justice and Inclusion Through a Devolution Lens.**

4.2.6.2 Legal Advisory Support

The Directorate strengthened legal and policy governance by providing expert advisories on court judgments and policy developments, enabling informed and legally sound decision-making.

Advisories were prepared on:

1. **Implications of Assented Laws on County Governments;**
2. **Implications of the Judgment on Sustainable Waste Management to Counties;** and
3. **Career Guidelines for Health Personnel.**

Through the advisories and position papers, the Council supported evidence-based decision-making and promoted legal certainty in the exercise of devolved functions.

4.2.7 Leveraging Strategic Partnerships and Resource Mobilization

During the year, the Directorate mobilized resources and formed partnerships with stakeholders in the devolution sector. The partnerships supported programmatic interventions undertaken through the Legal Committee and other sectoral Committees.

4.2.7.1 Partnership Frameworks Developed

The Directorate developed or supported the following three partnership frameworks:

1. **Memorandum of Understanding between the Council of Governors and Africa Urban Lab:** Through the Health Committee, the parties collaborated in the promotion and launch of a programme to introduce Urban Expansion and Periphery Planning in Kenya.
2. **Tripartite Memorandum of Understanding with Ndege Group/Africa's Sovereign Development Trust and Steplabs:** Through the Health Committee, the agreement supports implementation of Project Kinga Kansa, whose estimated value is **EUR 900 million**. The programme encompasses equipment procurement, installation infrastructure, training programmes, maintenance protocols and five-year operational support.
3. **Memorandum of Understanding with the Institute of Certified Secretaries:** Spearheaded by the Legal Committee, the agreement governs collaboration on governance matters.

4.2.7.2 Legal Aid and County Legal-Officer Engagements

The Council collaborated with the **Food and Agriculture Organization, Uraia Trust, Shining Hope for Communities and the Judiciary** in supporting legal-aid interventions.

The Directorate mobilized **KSh5 million from the Food and Agriculture Organization** to support legal aid during the Devolution Sensitization Week held from **1 to 3 July 2025 in Homa Bay County**.

The Directorate also partnered with **GIZ** and mobilized **KSh2 million** to support the County Attorneys' meeting held in Kisumu from **1 to 6 December 2025**.

The Directorate therefore reported KSh7 million in directly mobilized financial support, in addition to the technical and institutional support provided through the reported partnerships.

4.2.8 Challenges

The Directorate reported the following challenges in discharging its mandate and supporting County Governments in policymaking and service delivery:

1. delayed transfer of functions and attendant resources to County Governments;
2. continued non-implementation of Summit and Intergovernmental Budget and Economic Council resolutions;
3. existence and continued enactment of policies and laws that claw back on devolution;
4. limited capacity at the County level to support quality policy and legislative development;

5. non-involvement of Counties in the negotiation and conceptualization of programmes at the National Government level; and
6. limited resources to support the delivery of the Council's mandate.

4.2.9 Priorities Identified by the Directorate for FY 2026/2027

The Directorate identified the following priorities:

1. supporting the transition after the 2027 General Election and the induction of new County officials;
2. expediting the anchoring of the Council Secretariat in the Intergovernmental Relations Act;
3. developing and strengthening the intra-County dispute-resolution framework, a framework for monitoring the implementation of inter-County agreements on inter-County projects, and a framework for establishing inter-city and inter-municipality forums;
4. enhancing strategic litigation to champion devolution;
5. following up on the transfer of functions and attendant resources; and deepening intergovernmental cooperation.

4.3 Internal Audit Department

4.3.1 Introduction

The Financial Year 2025/2026 marked a year of strengthening the Internal Audit Function as a strategic assurance partner within the Council of Governors. Guided by a risk-based audit plan, the Unit provided independent assurance and advisory services that enhanced governance, strengthened internal controls, promoted accountability and supported the prudent stewardship of public resources.

4.3.2 Risk-Based Assurance and Internal Audit Services

During the year under review, the Internal Audit Unit implemented risk-based audits across key operational and support functions of the Council. The audits assessed:

- the adequacy and effectiveness of governance arrangements;
- the adequacy and effectiveness of internal controls;
- compliance with applicable laws, policies and regulations; and
- the efficiency of organizational processes.

The resulting audit recommendations supported Management in strengthening controls, mitigating risks and improving operational performance.

The Unit also undertook follow-up reviews to monitor the implementation of agreed audit recommendations and promote continuous improvement across the organization.

4.3.3 Strengthening the Council's Governance Framework

The Internal Audit Unit reviewed and updated key governance instruments to align them with the **Global Internal Audit Standards** and emerging good practices. The instruments reviewed and updated were:

1. the Internal Audit Charter; and
2. the Audit Committee Charter.

The review strengthened the institutional framework governing the independence, authority, responsibilities and oversight of the Internal Audit Function and the Audit Committee.

4.3.4 Governance, Risk Management and Internal Control Advisories

Beyond its assurance activities, the Unit strengthened its advisory role by issuing strategic advisories on governance, risk management and internal control matters within the Council.

The Unit also adopted an outward-looking approach by analysing:

- audit findings;
- oversight reports; and
- emerging trends affecting County Governments.

The analysis drew on insights from the Office of the Auditor-General, the Office of the Controller of Budget and other key stakeholders.

The resulting advisories highlighted systemic fiscal and governance risks affecting County Governments. They provided the Council and its Committees with evidence-based information to support:

- policy engagement;
- informed decision-making; and
- targeted interventions aimed at strengthening public financial management across the devolved system.

4.3.5 Technical Support and Professional Engagement with County Governments

In support of the Council's mandate to strengthen devolution, the Internal Audit Unit enhanced collaboration with County Governments through technical support, professional engagement and knowledge-sharing initiatives.

During the reporting period, the Unit issued technical advisories to guide improvements in internal audit practices across Counties. It also coordinated capacity-building programmes on emerging audit and public financial-management issues.

The Unit further facilitated the following professional platforms:

1. the Heads of Internal Audit Caucus; and
2. the Audit Committee Chairs platform.

The platforms provided opportunities for:

- peer learning;
- experience sharing;
- discussion of emerging governance and oversight matters;
- strengthened professional collaboration;
- institutional capacity development; and
- promotion of good internal audit practices across County Governments.

Through these interventions, the Unit strengthened professional collaboration, enhanced institutional capacity and promoted the adoption of good internal audit practices across County Governments.

4.3.6 Financial-Management Training for County Internal Auditors and Audit Committee Members

In collaboration with the **State Department for Devolution**, the **World Bank** and the Council's **Lands, Housing and Urban Development Committee**, the Internal Audit Unit supported a financial-management training programme for County Internal Auditors and County Audit Committee Members from all **47 County Governments**.

The programme strengthened participants' competencies in:

- internal auditing;
- governance;
- risk management;
- internal controls;
- financial oversight; and
- effective public financial management.

The intervention achieved nationwide County coverage and strengthened the institutional capacity of County internal audit functions and audit committees.

4.3.7 Strengthening City and Municipal Internal Audit Capacity

In collaboration with the Council's **Lands, Housing and Urban Development Committee**, the Internal Audit Unit coordinated a workshop on **Enhancing City and Municipal Internal Audit Capacity, Compliance and Oversight for Effective Kenya Urban Support Programme II Implementation**.

The programme covered **60 Internal Auditors representing 79 municipalities**.

It enhanced participants' capacity in:

- risk-based auditing;
- governance;
- compliance;
- oversight of Kenya Urban Support Programme II-funded interventions; and
- municipal governance.

The programme also promoted peer learning and the sharing of good practices among municipal internal auditors.

4.3.8 Strategic Contribution

Through its assurance, advisory, governance strengthening, technical support and capacity development interventions, the Internal Audit Unit reinforced its role as a trusted assurance partner within the Council.

The Unit fostered a culture of accountability, integrity and continuous improvement and contributed to the achievement of the Council's strategic objectives.

4.4 Public Communications Department

The Public Communications Department supports the Council of Governors in advancing its mandate of strengthening devolution and promoting effective County governance through strategic communication and stakeholder engagement. During FY 2025/2026, the Department enhanced the visibility of the Council's work through engagement with citizens, government institutions, development partners, the media and other stakeholders. Through integrated communication initiatives, the Department amplified County Government achievements, promoted public understanding of devolution, strengthened the Council's institutional brand and supported informed public discourse on intergovernmental relations. The Department utilized both traditional and digital communication platforms to facilitate timely and accurate dissemination of information and reinforce the Council's position as an authoritative voice on devolution and County governance.

4.4.1 Social Media and Digital Communication

Social media remained an important platform for enhancing public awareness, promoting citizen engagement and strengthening the visibility of devolution. The Department utilized its digital platforms to provide timely updates on Council programmes, facilitate real-time engagement with stakeholders and amplify the achievements and impact of County Governments.

During the reporting period, the Council recorded continued growth and maintained a substantial audience across its principal social media platforms. The Council's **X account grew to 387,787 followers**, the **Facebook page recorded 88,233 followers**, while the **Instagram account reached 23,100 followers**.

The Council also expanded its social media presence to **TikTok, LinkedIn and a WhatsApp Channel** as part of the Department's efforts to broaden the Council's reach and engage more diverse audiences through additional digital platforms.

4.4.2 Media Engagement

During the reporting period, the Department undertook media advocacy and proactive narrative-shaping initiatives aimed at increasing positive and objective coverage of **devolution, County success stories, best practices and innovations**, while enhancing the visibility of the Council of Governors.

The Department facilitated sector-specific media engagements covering areas including **Finance, Tourism, Natural Resources Management, Energy, Health and the Maarifa Centre**, among others. The Department further identified continuous capacity development of the media, particularly on devolved functions and sector-specific issues, as necessary for sustaining and improving the quality of media coverage on devolution.

Key media engagement forums undertaken during the reporting period included:

1. **Devolution Conference 2025;**
2. **State of Devolution Address 2025;**
3. **Governors' Retreat 2026;**
4. **Kenya Obstetrical and Gynaecological Society 50th Scientific Congress 2026;**
5. **Our Ocean Conference**; and
6. **Devolution Sensitization Week 2026.**



Figure 16: H.E. President Dr. William Samoei Ruto and Governors during the official opening of the 2025 Devolution Conference at Homa Bay High School, Homa Bay County, in August 2025.

4.5 Planning, Monitoring and Knowledge Management Department

The Council of Governors is mandated under Section 20(b) of the Intergovernmental Relations Act to share information on the performance of County Governments in the execution of their functions for purposes of learning, promotion of best practices and, where necessary, initiation of preventive or corrective action. The Planning, Monitoring and Knowledge Management Department supports the implementation of this mandate through institutional planning, Monitoring and Evaluation, performance reporting, County technical assistance, knowledge management, documentation, peer learning and the development of digital platforms for evidence-based decision-making.

4.5.1 Planning, Strategy, Monitoring and Evaluation Unit

During FY 2025/2026, the Planning, Strategy, Monitoring and Evaluation Unit continued to coordinate implementation and monitoring of the **CoG Strategic Plan 2022–2027** through institutional workplans, performance reviews and statutory reporting. The Unit coordinated the development of the **FY 2024/2025 Annual Statutory Report** and the **State of Devolution Address 2026**, especially in County-level data collection, validation, cleaning and analysis. The Unit also coordinated **23 CoG Committees, Departments and Units** in preparing their respective FY 2026/2027 workplans and budgets.

As part of institutional performance monitoring, the Department successfully planned and coordinated the **FY 2025/2026 Annual Review Retreat**, held in Diani, Kwale County from **22–26 June 2026**, with substantive review sessions conducted from 23–25 June. The retreat brought together **eight Governors**, Secretariat staff and interns to assess implementation of the Strategic Plan, review institutional achievements and implementation challenges and agree on institutional resolutions and follow-up actions.



Figure 19: The Council of Governors Liaison Committee and CoG Secretariat Annual Review Retreat held in June 2026 at Diani Reef Beach Resort & Spa in Diani, Kwale County.

Strengthening Monitoring and Evaluation Capacity

The Department continued providing technical support to County Governments to strengthen Monitoring and Evaluation systems and evidence-based planning. In partnership with the State Department for Economic Planning and the United Nations Population Fund, the Unit supported a **five-day impact evaluation capacity-building programme for officers from eight Counties**. The training covered impact-evaluation standards, data analysis and evidence-based decision-making and resulted in the development of County-specific impact-evaluation plans.

The Unit further participated in a Training of Trainers programme for County Directors and Heads of Monitoring and Evaluation on the **Urban Service Delivery Monitoring and Evaluation Reference Guide for cities and municipalities**. The intervention focused on harmonizing Monitoring and Evaluation approaches, operationalizing standardized tools and strengthening accountability and performance reporting within urban areas.

Support for the domestication of the Model County Monitoring and Evaluation Policy also continued, including technical assistance to Nairobi City County to align its draft policy with the Model Policy. However, no additional County Monitoring and Evaluation Policy was finalized through this intervention by the end of the reporting period.

4.5.2 Digital Monitoring, Data and Reporting Systems

The Department advanced the Council's transition towards more integrated and data-driven institutional monitoring. During the year, an **internal Monitoring and Evaluation dashboard** was developed to support digital activity tracking, performance analysis and visualization of institutional results.

During the Annual Review, **83 CoG staff** were sensitized on the internal Monitoring and Evaluation dashboard and the **CoG Geo-enabled Data Portal**, strengthening their understanding of digital activity tracking, results reporting, County service-delivery indicators, data visualization and the use of institutional data in management decision-making.

The Department also supported development of a system for integrating **County Geographic Information System laboratories with the Council's GIS function**. The resulting County portal formed part of the wider development of the Geo-enabled Data Portal to strengthen access to County-level data and spatial information. County Secretaries were also sensitized on the Open County Portal and its role in supporting data access, transparency and evidence-based decision-making. The Department further made progress in revamping the Maarifa Centre website as part of efforts to strengthen the Council's digital knowledge-management and learning infrastructure.

4.5.3 Knowledge Management Unit

The Knowledge Management Unit continued to strengthen the Council's role as a knowledge hub for devolution by supporting County knowledge-management structures,

documenting innovations and best practices, facilitating peer learning and expanding access to institutional knowledge products.

During the reporting period, technical assistance was provided to County Chief Officers responsible for devolution and County Knowledge Management Champions through engagements held in **Machakos and Nakuru clusters**. The engagements introduced participants to the National Knowledge Management Strategy, the **Handbook for County Governments on Knowledge Capturing and Sharing**, the Maarifa Centre and the **County Knowledge Management Model Office** as instruments for institutionalizing knowledge management within County Governments.

On **29 April 2026**, the Unit convened a virtual engagement involving Knowledge Management Champions from **all 47 Counties**, focusing on documentation standards, credibility and uptake of County success stories, replication and peer learning, misinformation risks and the responsible application of Artificial Intelligence in knowledge management.

The Department also sensitized County Secretaries on the **Maarifa Centre and Open County Portal**, showcasing the County Knowledge Management Model Office, Model County Monitoring and Evaluation Policy, Compendiums and other Maarifa Centre resources.

4.5.4 Documentation and Knowledge Products

The Department continued documenting, packaging and disseminating County innovations and best practices through the Maarifa Centre. During the reporting period, a wide range of County success stories were documented and shared through the platform, covering health, agriculture, climate action, blue economy, education, urban development, digital transformation, water and energy, tourism and governance. Examples included community scorecards for health-service delivery in Kisumu, Makueni County's Project Management and Tracking System, climate-smart aquaculture innovations, digital service-delivery initiatives and maternal and newborn health practices across several Counties. A major milestone was the completion of the **Tenth Edition of the Compendium of County Innovations and Best Practices**, titled *Investing in Patient-Centered Services: A Compendium of County Innovations and Best Practices on Primary Health Care Networks (PCNs)*. The publication was finalized, designed and printed, with **100 copies** delivered to the Council, while the electronic version was published through the Maarifa Centre and disseminated to Counties and Secretariat staff.

The Maarifa Centre also provided a repository for key institutional publications produced during the year, including the **Communique for the Nineth Devolution Conference, Devolution Conference Report 2025, Revised CoG Strategic Plan 2022–2027, Annual Statutory Report 2024–2025, State of Devolution Address 2026: Sector Highlights, and the State of Devolution Address 2026**.

The Department also supported management and allocation of **International Standard Book Numbers (ISBNs)** for institutional publications, including the CoG Communication Strategy 2025–2028, Annual Statutory Report, Devolution Conference Report, updated Strategic Plan 2022–2027 and the Compendium of County Innovations and Best Practices.

The Unit strengthened its documentation infrastructure through the procurement and installation of shelving for the institutional resource library and the acquisition of a camera and camcorder to enhance the quality of documentation and storytelling of County initiatives.

4.6 Human Resource Unit

During FY 2025/2026, the Human Resource Department continued to strengthen the Council's institutional capacity through deliberate talent acquisition, structured implementation of the approved staff establishment and sustained investment in staff welfare and development. The Department's interventions covered workforce recruitment and deployment, establishment implementation, national and gender representation, staff retention, welfare, financial inclusion, capacity development, digitization of human-resource operations and performance management.

4.6.1 Talent Acquisition and Workforce Deployment

During the reporting period, the Department facilitated the recruitment and onboarding of **10 personnel** to support the operational requirements of the Secretariat. These comprised:

- **3 substantive employees;**
- **4 interns;**
- **2 consultants;** and
- **1 deployed officer**.

The combination of contracted staff, interns and expert capacity was intended to balance the retention of long-term institutional knowledge with access to flexible and skills-specific support.

4.6.2 Implementation of the Approved Staff Establishment

Implementation of the Council-approved organizational establishment progressed during the year, with the Secretariat attaining a **62 per cent staffing level** against the approved structure.

Recruitment against the establishment remained a phased and continuing process, with staffing growth sequenced according to available budgetary provisions and evolving departmental priorities. The Department also reported increased technical assistance from various partners during the period under review.

4.6.3 National Representation

The Secretariat's workforce comprised staff drawn from **38 Counties**, reflecting broad geographical representation within the institution and the devolved character of the Council of Governors.

4.6.4 Gender Parity

During the reporting period, workforce composition was reported at **47 per cent men and 46 per cent women**, sustaining near gender parity within the Secretariat.

The Department reported that the workforce composition remained within the constitutional threshold under **Article 27(8) of the Constitution of Kenya**, which requires that no more than two-thirds of members of elective or appointive bodies shall be of the same gender. The Department further noted that the Secretariat's gender balance compared favourably with reported compliance levels across many public institutions.

4.6.5 Workforce Stability

The Department maintained an **attrition rate of 4.4 per cent** during the reporting period. The Department compared this with typical public- and private-sector turnover ranges of **8–15 per cent** and identified the result as a strong staff-retention outcome.

The Department attributed the low attrition rate to the Secretariat's employee-engagement, welfare and reward strategies, which supported institutional continuity and retention of organizational knowledge.

4.6.6 Staff Welfare and Wellness

Access to staff welfare services was expanded during the reporting period. A total of **29 officers** benefited from **mortgage and car loan facilities** facilitated by the Department.

Beyond financial support, the Department provided targeted medical and general support to staff during periods of illness and life celebrations. The **Benevolent Fund** also continued to provide uninterrupted bereavement support to employees and their families, reinforcing the Secretariat's employee-centred approach to staff welfare.

4.6.7 SACCO Membership and Financial Inclusion

Staff participation in cooperative savings increased during the year, with 130 members enrolled in the SACCO and actively contributing to and accessing the range of benefits available to members.

The initiative supported staff financial resilience and promoted a culture of long-term savings among Secretariat personnel.

4.6.8 Capacity Building and Talent Development

During the reporting period, **10 staff members successfully completed relevant competency-aligned training programmes**.

The training interventions supported improved alignment between staff competencies and their respective roles, acquisition of additional skills and strengthening of the Secretariat's overall organizational capability.

4.6.9 Digitization of Human Resource Operations

Implementation of the **Human Resource Management Information System (HRMIS)** advanced to **94 per cent** during FY 2025/2026.

The progressive rollout positioned the Secretariat towards completing its transition to a fully digitized and data-driven Human Resource function, with the system intended to enhance accuracy, operational efficiency and real-time decision-making in workforce management.

4.6.10 Performance Management and Productivity

The Department developed the **Performance Contract for the Chief Executive Officer** and continued implementation of **Staff Performance Appraisal Reports (SPARs)** for all other staff cadres.

During the year under review, **90 per cent of staff were successfully appraised,** strengthening the application of performance-management mechanisms across the Secretariat.

4.7 Finance Unit

The Finance Unit, within the corporate services Directorate, ensured prudent management of financial resources during FY 2025/2026, upholding transparency, accountability and compliance with established policies. The section that follows presents the Statement of Financial Performance for the year ended 30th June 2026.

	2025-2026
Revenue from non-exchange transactions	
Transfer from other Government Entities	123,000,000.00
Transfers from Ministries, Departments and Agencies (MDAs)	325,479,714.00
Public Contributions and Donations	130,271,041.00
Other income	154,739,327.50
Total revenue	**733,490,082.50**
Expenses	
Use of goods and services	564,355,621.93
Employee costs	173,757,419.44
Depreciation expense	17,043,968.20
Repairs and maintenance	24,423,926.30
Total expenses	779,580,935.87
Net Surplus for the year	**(46,090,853.37)**

CHAPTER: FIVE

CHALLENGES AND RECOMMENDATIONS

CHAPTER FIVE:
CHALLENGES AND RECOMMENDATIONS

5.1 Introduction

During the Financial Year 2025/2026, the Council of Governors continued to implement its mandate within a complex financial, institutional, intergovernmental, policy and legal environment. The Annual Review identified systemic challenges that affected the Council's institutional performance and the ability of County Governments to implement devolved functions effectively.

The challenges were cross-cutting and mutually reinforcing. Financial constraints affected programme implementation and institutional sustainability, while weaknesses in intergovernmental coordination contributed to overlapping mandates, delayed decisions and limited implementation of agreed resolutions. Policy and legal gaps further exposed devolved functions to encroachment and constrained the institutional authority of the Council's Secretariat. This chapter presents the principal challenges identified during the year and the strategic actions required to address them.

5.2 Key Challenges

5.2.1 Financial Constraints

The Council continued to experience financial constraints arising from low County and intergovernmental contributions, inadequate Exchequer funding, changes in development-partner policies and continued dependence on external funding. These constraints affected the predictability and sustainability of resources available for implementing the Council's mandate.

5.2.2 Intergovernmental Coordination and Alignment

Coordination across institutions remained complex, with inadequate consultation between relevant institutions, overlapping mandates and unclear institutional roles. The slow uptake of resolutions arising from Intergovernmental Sector Forums also limited the translation of agreed decisions into concrete action.

5.2.3 Sector Development and Protection of Devolved Functions

The implementation of devolution continued to be affected by the clawback of devolved functions, limited involvement of County Governments in the design and implementation of national programmes, and the misalignment of some national development priorities with County needs. These challenges reduced County ownership and weakened the effectiveness of interventions implemented within devolved sectors.

5.2.4 Policy and Legal Environment

Some laws and administrative actions continued to encroach on devolved functions, while delays in harmonizing legislation with the Constitution affected the clarity and effective implementation of County mandates. In addition, the CoG Secretariat is not explicitly anchored in law, limiting its legal standing, institutional authority and long-term sustainability in supporting the Council to execute its mandate.

5.3 Recommendations

The following recommendations respond directly to the challenges identified during the reporting period:

Challenge	Recommended action	Responsible institution(s)	Expected result
Low and unpredictable County contributions	Strengthen engagement with County Governments to increase and ensure timely remittance of approved contributions to the Council.	Council of Governors leadership and the 47 County Governments	Improved predictability of institutional funding and timely implementation of approved activities.
Inadequate Exchequer funding	Sustain advocacy for enhanced and predictable Exchequer funding for the Council.	Council of Governors, National Treasury and Parliament	Adequate public financing for the execution of the Council's statutory mandate.
Dependence on external funding and changes in development-partner policies	Increase County contributions and Exchequer funding to reduce excessive dependence on external programme financing.	Council of Governors, County Governments, National Treasury and Parliament	Improved institutional sustainability and reduced exposure to changes in partner funding priorities.
Complex intergovernmental coordination and inadequate consultation	Institutionalize early engagement and deeper consultation between the two levels of government and relevant institutions.	Council of Governors, Intergovernmental Relations Technical Committee, National Government institutions and County Governments	Improved coordination, timely decision-making and stronger ownership of intergovernmental decisions.
Overlapping mandates and unclear institutional roles	Clarify the responsibilities of institutions involved in the implementation of devolved and concurrent functions.	National Government, County Governments, Council of Governors and Intergovernmental Relations Technical Committee	Reduced duplication, clearer accountability and more effective implementation of functions.

Challenge	Recommended action	Responsible institution(s)	Expected result
Slow implementation of Intergovernmental Sector Forum resolutions	Expedite the gazettement of the Intergovernmental Sector Forum regulations and strengthen mechanisms for tracking the implementation of resolutions.	National Government, Intergovernmental Relations Technical Committee and Council of Governors	Functional sector forums and improved implementation of intergovernmental decisions.
Intergovernmental disputes arising from functional and institutional overlaps	Promote the use of alternative dispute-resolution mechanisms before resorting to litigation.	Council of Governors, Intergovernmental Relations Technical Committee, National Government and County Governments	Faster and less adversarial resolution of intergovernmental disputes.
Clawback of devolved functions	Strengthen devolution advocacy and undertake regular engagement with Parliament and relevant National Government institutions.	Council of Governors, Parliament and relevant ministries, departments and agencies	Greater protection of devolved functions and improved adherence to the constitutional division of functions.
Limited County involvement in national programmes	Promote the co-design of programmes affecting devolved functions, with County Governments involved from conceptualization to implementation and monitoring.	National Government institutions, County Governments and Council of Governors	Improved County ownership, alignment and sustainability of national programmes implemented at the County level.
Misalignment between national programmes and County development priorities	Strengthen early consultation and align programme design with County plans, priorities and service-delivery needs.	National Government institutions, Council of Governors and County Governments	Better alignment of public investments with locally identified priorities.
Laws and policies encroaching on devolution	Strengthen legal advisory systems, regularly engage Parliament and accelerate the harmonization of laws and policies with the devolved system of government.	Council of Governors, Parliament, Office of the Attorney-General and relevant government institutions	A more coherent legal and policy framework that protects and facilitates the implementation of devolved functions.
CoG Secretariat not explicitly anchored in law	Advocate for the formal legal anchoring of the CoG Secretariat, including clarification of its mandate, institutional authority and financing arrangements.	Council of Governors, Parliament and the National Executive	Strengthened legal standing, institutional sustainability and authority of the Secretariat in supporting the Council's mandate.

5.4 Conclusion

The Financial Year 2025/2026 demonstrated the Council of Governors' continued role in coordinating County interests, supporting institutional capacity and advancing cooperative governance. However, the sustainability of these gains will depend on addressing persistent constraints in financing, intergovernmental coordination, protection of devolved functions and the legal anchoring of the CoG Secretariat.

Strengthened collaboration among the Council, County Governments, the National Government, Parliament and other intergovernmental institutions will remain essential to resolving these challenges and deepening the implementation of devolution.

ANNEXES

ANNEX 1:
BILLS, POLICIES, REGULATIONS AND OTHER LEGISLATIVE INSTRUMENTS REVIEWED DURING FY 2025/2026

During the reporting period, the Council of Governors reviewed various Bills, policies, regulations and other legislative instruments affecting County Governments and developed memoranda, comments, advisories and institutional positions on them.

Bill, policy, regulation or legislative instrument	Status and Council of Governors' position
1. Memorandum to the Committee on Implementation of the Ten-Point Agenda and the National Dialogue Committee Report	The Council engaged the Committee on **23 January 2026** and presented its views on the Ten-Point Agenda. The Council also submitted responses to questions intended to inform the Committee's report.
2. Kenya Roads (Amendment) Bill	The Bill was reviewed and a memorandum developed on **12 August 2025**. The Council's position was that several provisions created ambiguity regarding the autonomy of County Governments over County roads, centralized decision-making within the National Government and failed to uphold the spirit of devolution under Articles 6(2), 174, 175 and 187 of the Constitution. The Council further observed that the Bill granted the Cabinet Secretary powers to classify and reclassify all roads, including County roads, contrary to Article 186 and the Fourth Schedule to the Constitution.
3. Constitution of Kenya (Amendment) Bill, Senate Bill No. 13 of 2025	The Bill was reviewed and a memorandum submitted. The Council called for the expedited enactment of the County Governments (State Officers' Removal from Office) Procedure Bill, Senate Bill No. 34 of 2024, to codify the procedure for removing Governors, County Executive Committee Members and other State officers at the County level. The Council further maintained that the submission of budget estimates to the legislature is the preserve of the Executive at both the National and County levels of government.
4. National Honours Act, 2013 and Kenya Heroes Act, 2014	The Council participated in the review of the two Acts and found that the coexistence of parallel recognition systems had created confusion, duplication and overlaps. The Council recommended harmonization of the two frameworks to streamline the identification and recognition processes, clarify revocation and appeal mechanisms and strengthen the participation of County Governments.

Bill, policy, regulation or legislative instrument	Status and Council of Governors' position
5. National Honours Bill, 2025	The Bill was reviewed and comments submitted to the Office of the Deputy President. The Council recommended a clear distinction between honorees and heroes, inclusion of revocation and appeal mechanisms and enhanced participation of County Governments in the identification and recognition process.
6. Autism Management Bill	The Bill was reviewed and a memorandum submitted. The Council observed that several clauses required alignment with the Constitution, the Intergovernmental Relations Act and the Public Finance Management Act to ensure that the proposed law could be implemented effectively within the devolved health system.
7. Computer Misuse and Cybercrimes (Amendment) Act, 2025	The Act was reviewed, with particular attention given to the expanded scope of cyber harassment and the mandate of the National Computer and Cybercrimes Coordination Committee.
8. Advisory on Laws Assented to on 15 October 2025	The Directorate reviewed and analysed the implications of six laws assented to by the President on **15 October 2025** and shared the advisory with County Governments. The laws were the Virtual Asset Service Providers Act, 2025; Wildlife Conservation and Management (Amendment) Act, 2025; National Police Service Commission (Amendment) Act, 2025; Land (Amendment) Act, 2025; Computer Misuse and Cybercrimes (Amendment) Act, 2025; and Privatization Act, 2025.
9. Draft Intergovernmental Relations (Sector Forums) Regulations, 2026	The Directorate reviewed the draft Regulations and proposed amendments to align them with the Summit resolution that sector forums should be co-chaired by the relevant Cabinet Secretary and the Chairperson of the corresponding Council of Governors sector Committee.
10. Draft Concurrent Functions Bill, 2025	The Council reviewed the draft Bill submitted by the State Department for Devolution and called for its withdrawal. The Council observed that the Bill disregarded the consultation and cooperation requirements under the Intergovernmental Relations Act, attempted to establish oversight mechanisms beyond those contemplated by the Constitution, and proposed the allocation of resources outside the applicable constitutional framework. The Council further objected to provisions granting the Cabinet Secretary powers to delineate and amend concurrent functions.
11. Public Participation Bill, National Assembly Bill No. 44 of 2025	The Council proposed amendments requiring civic education to be recognized as an integral component of public participation. It also recommended that the public be provided with at least **21 days' notice** before public participation exercises are undertaken.

Bill, policy, regulation or legislative instrument	Status and Council of Governors' position
12. Guidelines for County Government Engagement with Foreign Entities	The Council contributed to the development of the Guidelines following an engagement between Wajir County Government and a foreign entity in Morocco. The Guidelines had not been finalized by the end of the reporting period.
13. Mining (Amendment) Bill, Senate Bill No. 22 of 2025	The Council supported the Bill, particularly its provisions seeking to entrench public participation in the distribution of benefits derived from mineral resources to local communities and to ensure the timely transfer of mineral royalties to County Revenue Funds.
14. Draft Sustainable Waste Management (Electrical and Electronic Waste Management) Regulations, 2025 and Draft Environmental Management (Strategic and Integrated Environmental Impact Assessments and Environmental Audits) Regulations, 2025	The Council reviewed the two sets of draft Regulations submitted by the National Environment Management Authority and provided comments on their implications for County Governments and devolved environmental-management functions.
15. Power of Mercy Bill, National Assembly Bill No. 56 of 2025	The Council observed that, although County Governments do not participate directly in Presidential decision-making on the exercise of the Power of Mercy, Counties perform complementary roles in community-based rehabilitation, reintegration of pardoned persons and victim support. The Council maintained that Counties are well placed to undertake public education and awareness on the nature and implications of the Power of Mercy, support community acceptance of pardoned persons and collaborate with national correctional services and probation officers to gather information or intelligence that may inform decisions on petitions for mercy.
16. Constitution of Kenya (Amendment) Bill, Senate Bill No. 7 of 2026	The Council opposed the Bill, which sought to bar former Governors from contesting for election as Senators or Members of County Assembly for five years immediately after leaving office to allow the completion of accountability processes before the Senate and County Assemblies. The Council cited the constitutional timelines governing the consideration of audit reports and the requirement for Committee members to recuse themselves where a conflict of interest arises.
17. County Governments (Amendment) Bill, Senate Bill No. 5 of 2026	The Council reviewed the Bill and did not oppose its enactment.

Bill, policy, regulation or legislative instrument	Status and Council of Governors' position
18. Referendum Bill, Senate Bill No. 3 of 2026	The Council submitted comments on the Bill, which sought to consolidate the law relating to the conduct of referenda. The Council recommended that the Bill be aligned with the Constitution regarding referendum processes initiated through Parliament. It further proposed that failure by a County Assembly or Parliament to pass a referendum Bill within the prescribed period should be deemed approval rather than rejection and that reasonable timelines should be provided for determining referendum petitions.

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

TITLE	COUNTY	LINK ON MAARIFA WEBSITE
Community Scorecards Transform Health Service Delivery in Kisumu County	Kisumu	https://maarifa.cog.go.ke/county-initiatives/community-scorecards-transform-health-service-delivery-kisumu-county
Strengthening Routine Immunization in Ilula Central- A Community-Driven Approach in Uasin Gishu County	Uasin-Gishu	https://maarifa.cog.go.ke/county-initiatives/strengthening-routine-immunization-ilula-central-community-driven-approach-uasin
How a Community in Nakuru County is Boosting Nutrition through Kitchen Gardens	Nakuru	https://maarifa.cog.go.ke/county-initiatives/how-community-nakuru-county-boosting-nutrition-through-kitchen-gardens
Busia County's Transformation of Maternal Health through Zero Home Deliveries	Busia	https://maarifa.cog.go.ke/county-initiatives/busia-countys-transformation-maternal-health-through-zero-home-deliveries
Stitching Success: How Wezesha Mama Kaitheri Apparel Centre Transformed Women's Lives in Kirinyaga County	Kirinyaga	https://maarifa.cog.go.ke/county-initiatives/stitching-success-how-wezesha-mama-kaitheri-apparel-centre-transformed-womens
Kirinyaga County Pioneers AI Powered Digital X-Ray to Boost TB Diagnosis	Kirinyaga	https://maarifa.cog.go.ke/county-initiatives/kirinyaga-county-pioneers-ai-powered-digital-x-ray-boost-tb-diagnosis
Taking Kidney Care to the People: How Murang'a County's Mobile Dialysis Truck is tackling a Silent Epidemic	Murang'a	https://maarifa.cog.go.ke/county-initiatives/taking-kidney-care-people-how-muranga-countys-mobile-dialysis-truck-tackling
Kiambu County's Bold Transformation of Early Childhood Education	Kiambu	https://maarifa.cog.go.ke/county-initiatives/kiambu-countys-bold-transformation-early-childhood-education
Transforming project management through the Project Management & Tracking System (PMTS) in Makueni County	Makueni	https://maarifa.cog.go.ke/county-initiatives/transforming-project-management-through-project-management-tracking-system-pmts
Urban Dignity Delivered: Nairobi City County's Vision Comes Alive in Nairobi's Informal Settlements	Nairobi	https://maarifa.cog.go.ke/county-initiatives/urban-dignity-delivered-nairobi-city-countys-vision-comes-alive-nairobis

TITLE	COUNTY	LINK ON MAARIFA WEBSITE
Nairobi Serves 50 millionth Meal: "Dishi na County' Transforms School Attendance and Nutrition	Nairobi	https://maarifa.cog.go.ke/county-initiatives/nairobi-serves-50-millionth-meal-dishi-na-county-transforms-school-attendance
Camels Take Center Stage in Samburu's Climate Adaptation Drive	Samburu	https://maarifa.cog.go.ke/county-initiatives/camels-take-center-stage-samburus-climate-adaptation-drive
Transforming Aquaculture through Black Soldier Fly Innovation: A Youth Success Story from Machakos County	Machakos	https://maarifa.cog.go.ke/county-initiatives/transforming-aquaculture-through-black-soldier-fly-innovation-youth-success
Revolutionary Collaborations in Fish Farming: The Case of Nyeri County	Nyeri	https://maarifa.cog.go.ke/county-initiatives/revolutionary-collaborations-fish-farming-case-nyeri-county
Strengthening Fish Marketing Through a Thriving Fish Eatery in Tharaka Nithi County	Tharaka-Nithi	https://maarifa.cog.go.ke/county-initiatives/strengthening-fish-marketing-through-thriving-fish-eatery-tharaka-nithi-county
Nairobi County's Transformation: Progress Across Key Sectors	Nairobi	https://maarifa.cog.go.ke/county-initiatives/nairobi-countys-transformation-progress-across-key-sectors
Propelling Climate-Smart Aquaculture in Homa Bay County through Innovative Fish Farming	Homa Bay	https://maarifa.cog.go.ke/county-initiatives/propelling-climate-smart-aquaculture-homa-bay-county-through-innovative-fish
From Matoke to Fishponds: Kisii County's Path to Sustainable Aquaculture	Kisii	https://maarifa.cog.go.ke/county-initiatives/matoke-fishponds-kisii-countys-path-sustainable-aquaculture
Enhancing Climate Resilience through Integrated Aquaculture Innovations in Vihiga County	Vihiga	https://maarifa.cog.go.ke/county-initiatives/enhancing-climate-resilience-through-integrated-aquaculture-innovations-vihiga
Driving Sustainable Fish Farming in Uasin Gishu County: A Model for Resilient Blue Economy	Uasin-Gishu	https://maarifa.cog.go.ke/county-initiatives/driving-sustainable-fish-farming-uasin-gishu-county-model-resilient-blue-economy
Bridging the Digital Divide: Empowering Youth and Marginalized Communities in Lamu County	Lamu	https://maarifa.cog.go.ke/county-initiatives/bridging-digital-divide-empowering-youth-and-marginalized-communities-lamu
Lamu County Boosts Farmer Incomes with Edible Oil Breakthrough	Lamu	https://maarifa.cog.go.ke/county-initiatives/lamu-county-boosts-farmer-incomes-edible-oil-breakthrough
Lamu County Transforms Healthcare	Lamu	https://maarifa.cog.go.ke/county-initiatives/lamu-county-transforms-healthcare

TITLE	COUNTY	LINK ON MAARIFA WEBSITE
Kilifi County Nourishes Dreams with 'Muswa' Porridge	Kilifi	https://maarifa.cog.go.ke/county-initiatives/kilifi-county-nourishes-dreams-muswa-porridge
Greening the Cold Chain: Solar and Ice Technologies Boost Fish Trade in Nakuru County	Nakuru	https://maarifa.cog.go.ke/county-initiatives/greening-cold-chain-solar-and-ice-technologies-boost-fish-trade-nakuru-county
Unlocking the Tourism Potential of Makueni County through Strategic Branding and Marketing	Makueni	https://maarifa.cog.go.ke/county-initiatives/unlocking-tourism-potential-makueni-county-through-strategic-branding-and
Restoration of Makueni's Degraded Forests and Landscapes for a Healthy Ecosystem and Enhanced Community Well-being	Makueni	https://maarifa.cog.go.ke/county-initiatives/restoration-makuenis-degraded-forests-and-landscapes-healthy-ecosystem-and
Bringing Healthcare Closer: Murang'a County Telemedicine Programme	Murang'a	https://maarifa.cog.go.ke/county-initiatives/bringing-healthcare-closer-muranga-county-telemedicine-programme
Nairobi County Launches Jericho Incubation Hub to Empower Youth and Drive Digital Inclusion	Nairobi	https://maarifa.cog.go.ke/county-initiatives/nairobi-county-launches-jericho-incubation-hub-empower-youth-and-drive-digital
How Kirinyaga County is Building Climate Resilience through Locally-Led Climate Action	Kirinyaga	https://maarifa.cog.go.ke/county-initiatives/how-kirinyaga-county-building-climate-resilience-through-locally-led-climate
How Nairobi's Dishi na County Became a Global Model for Child Nutrition	Nairobi	https://maarifa.cog.go.ke/county-initiatives/how-nairobis-dishi-na-county-became-global-model-child-nutrition
Nightfall Emergency: How Homa Bay County's MPDSR System Saved Ms. Aisha's Life	Homa Bay	https://maarifa.cog.go.ke/county-initiatives/nightfall-emergency-how-homa-bay-countys-mpdsr-system-saved-ms-aishas-life
Elgeyo Marakwet County Government Opens Up to Global Scrutiny to Promote Transparent, Participatory, Inclusive, and Accountable Governance	Elgeyo Marakwet	https://maarifa.cog.go.ke/county-initiatives/elgeyo-marakwet-county-government-opens-global-scrutiny-promote-transparent
A Mother's Triumph: How Bungoma County's MPDSR System Saved Monica and Her Baby	Bungoma	https://maarifa.cog.go.ke/county-initiatives/mothers-triumph-how-bungoma-countys-mpdsr-system-saved-monica-and-her-baby

TITLE	COUNTY	LINK ON MAARIFA WEBSITE
The Battle Against the Leading Killer of Mothers: Kiambu Level 5 Hospital's Life-Saving Journey	Kiambu	https://maarifa.cog.go.ke/county-initiatives/battle-against-leading-killer-mothers-kiambu-level-5-hospitals-life-saving
Community-Led Refugee–Host Integration and Peacebuilding in Kiunga – Lamu County: From Local Practice to Global Recognition	Lamu	https://maarifa.cog.go.ke/county-initiatives/community-led-refugee-host-integration-and-peacebuilding-kiunga-lamu-county
Lamu County Department of Water and Energy Harnesses Solar Power to Beat Persistent Blackouts	Lamu	https://maarifa.cog.go.ke/county-initiatives/lamu-county-department-water-and-energy-harnesses-solar-power-beat-persistent
Life-Saving Drug Brings Hope to Delivery Rooms in Makueni County: The Story of Faith Mumbe	Makueni	https://maarifa.cog.go.ke/county-initiatives/life-saving-drug-brings-hope-delivery-rooms-makueni-county-story-faith-mumbe
Kirinyaga Saves Millions: Kerugoya County Referral Hospital Oxygen Plant Guarantees Lifesaving Care	Kirinyaga	https://maarifa.cog.go.ke/county-initiatives/kirinyaga-saves-millions-kerugoya-county-referral-hospital-oxygen-plant
Strengthening Public ECDE in Kirinyaga County Through Integrated Service Delivery	Kirinyaga	https://maarifa.cog.go.ke/county-initiatives/strengthening-public-ecde-kirinyaga-county-through-integrated-service-delivery
Nairobi's Urban Transformation Through Beautification and Tourism Development	Nairobi	https://maarifa.cog.go.ke/county-initiatives/nairobis-urban-transformation-through-beautification-and-tourism-development
Kilifi County Strengthens Maternal and Referral Care with Modern Maternity Wing at Malindi Sub-County Hospital	Kilifi	https://maarifa.cog.go.ke/county-initiatives/kilifi-county-strengthens-maternal-and-referral-care-modern-maternity-wing
Improving Maternal and Newborn Outcomes through Real-Time WhatsApp Monitoring in Nyeri County	Nyeri	https://maarifa.cog.go.ke/county-initiatives/improving-maternal-and-newborn-outcomes-through-real-time-whatsapp-monitoring
Integrated Community Outreach Model Boosts Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCAH) at Tsangatsini Dispensary, Kilifi County	Kilifi	https://maarifa.cog.go.ke/county-initiatives/integrated-community-outreach-model-boosts-reproductive-maternal-newborn-child
Empowering Women, Engaging Men: Advancing Maternal and Child Health in Ndura Location, Tana River County	Tana River	https://maarifa.cog.go.ke/county-initiatives/empowering-women-engaging-men-advancing-maternal-and-child-health-ndura-location

TITLE	COUNTY	LINK ON MAARIFA WEBSITE
Integrated Health Financing for Enhanced Service Delivery: Lessons from Kiwandani Dispensary, Kilifi County	Kilifi	https://maarifa.cog.go.ke/county-initiatives/integrated-health-financing-enhanced-service-delivery-lessons-kiwandani
How Kiambu County Is Harnessing Solar Energy to Reduce Expenses for Water Utilities	Kiambu	https://maarifa.cog.go.ke/county-initiatives/how-kiambu-county-harnessing-solar-energy-reduce-expenses-water-utilities
Kilifi County Government Leads the Way with Kenya's First County Clean Cooking Policy	Kilifi	https://maarifa.cog.go.ke/county-initiatives/kilifi-county-government-leads-way-kenyas-first-county-clean-cooking-policy
Keeping Girls in School: Kirinyaga County's Sanitary Pads Drive	Kirinyaga	https://maarifa.cog.go.ke/county-initiatives/keeping-girls-school-kirinyaga-countys-sanitary-pads-drive
Strengthening Value Chains: Kirinyaga County's Approach to Smallholder Agricultural Transformation	Kirinyaga	https://maarifa.cog.go.ke/county-initiatives/strengthening-value-chains-kirinyaga-countys-approach-smallholder-agricultural
Turning Saline Groundwater into Safe Drinking Water: Lamu County's Solar Desalination Solution	Lamu	https://maarifa.cog.go.ke/county-initiatives/turning-saline-groundwater-safe-drinking-water-lamu-countys-solar-desalination
From Chemical Dependence to Smart Pest Control: Transforming Tomato Farming in Kirinyaga County	Kirinyaga	https://maarifa.cog.go.ke/county-initiatives/chemical-dependence-smart-pest-control-transforming-tomato-farming-kirinyaga
Empowering 10,000 Riders through System Reform in Embu County	Embu	https://maarifa.cog.go.ke/county-initiatives/empowering-10000-riders-through-system-reform-embu-county
Empowering Farmers Through Sorghum Farming in Murang'a County	Murang'a	https://maarifa.cog.go.ke/county-initiatives/empowering-farmers-through-sorghum-farming-muranga-county
Transforming Maize Production in Murang'a County Through Digitized Inputs and Stronger Market Linkages	Murang'a	https://maarifa.cog.go.ke/county-initiatives/transforming-maize-production-muranga-county-through-digitized-inputs-and
Transforming Public Service Delivery in Murang'a County Through the My Murang'a App	Murang'a	https://maarifa.cog.go.ke/county-initiatives/transforming-public-service-delivery-muranga-county-through-my-muranga-app

ANNEX 3: MAJOR REPORTS/PUBLICATIONS DURING FY 2025/2026

TITLE	LINK
10th Edition of the Compendium - Investing in Patient-Centered Services: A Compendium of County Innovations and Best Practices on Primary Health Care Networks (PCNs)	https://maarifa.cog.go.ke/publications/10th-edition-investing-patient-centered-services-compendium-county-innovations-and
Communique for the Ninth Devolution Conference	https://maarifa.cog.go.ke/communiques/communique-ninth-devolution-conference
Devolution Conference Report 2025	https://maarifa.cog.go.ke/general-reports/devolution-conference-report-2025
CoG Strategic Plan 2022-2027 - Revised	https://maarifa.cog.go.ke/general-reports/cog-strategic-plan-2022-2027-revised
Annual Statutory Report 2024-2025	https://maarifa.cog.go.ke/annual-statutory-report/annual-statutory-report-2024-2025
State of Devolution Address 2026: Sector Highlights	https://maarifa.cog.go.ke/state-devolution-address/state-devolution-address-2026-sector-highlights
State of Devolution Address 2026	https://maarifa.cog.go.ke/state-devolution-address/state-devolution-address-2026

Notes

Notes

Notes

48 Governments 1 Nation

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

ISBN 978-9914-9001-0-1