The Council of Governors

Strategic Plan 2017–2022

THE COUNCIL OF GOVERNORS

Strategic Plan 2017–2022

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List of Abbreviations

CEC	County Executive Committee
COG	Council of Governors
KFA	Key Focus Area
KPA	Key Performance Area
LATF	Local Authority Transfer Fund Act defined the
LASDAP	Local Authority Strategy Development and Action Plan
ASAL	Arid and Semi-Arid Lands
ICT	Information Communication Technology
IGRA	Intergovernmental Relations Act
DANIDA	Commission Revenue Allocation
CRA	Commission on Revenue allocation
UN	United Nations
MODP	Ministry of Devolution and Planning
USAID	United States Agency for International Development
UNDP	United Nations Development Programme
PMF	Performance Management Framework
IGRTC	Intergovernmental Relations Technical Committee

Executive Summary

Kenya's Constitution has often been described as ambitious, largely because it introduced a drastic departure from the previous norm, which was characterized by a centralized system of governance. The centralized system was challenged by its consistent inability to ensure equitable allocation of resources and development. The antidote came when the promulgation of the Constitution of Kenya 2010 introduced a devolved governance structure by establishing a two-tier system of government comprising of National Government and 47 County Governments working collaboratively to improve access to public resources and services to the ordinary citizens. By challenging history and fundamentally altering the form of government, Kenyans and the global community continue to monitor and appraise the extent to which devolution is translating to improved welfare of citizens and equitable development. This means that Kenyans are also closely monitoring the relevance of institutions and stakeholders with a mandate to make devolution work.

The devolved governance structures were established in 2013 just after the general elections of 2012. Institutions that were established to facilitate transition and implementation of the new constitutional order have for the past four years gained a lot of experience in managing change within a devolved system of governance.

The Council of County Governors (COG) is a non-partisan organisation established under Section 19 of the Intergovernmental Relations Act (IGRA 2012) with a mandate to provide a mechanism for consultation amongst County Governments, share information on performance of the counties in execution of their functions, facilitate capacity building for Governors, and consider reports from other intergovernmental forums on national and county interests amongst other functions (Section 20).

In executing its mandate, the Council kicked off the devolution journey by implementing the first strategic plan 2014-2017. Overall, the first strategic plan guided the Council in supporting establishment of County governments and subsequently, supporting them to become fully functional. It also revealed that devolution works, going by the record of improved development across all counties, in engagement of the public and intergovernmental relations.

This is the second strategic plan for the Council of County Governors. The strategic plan seeks to renew the Council's vision and to rededicate the organisation's commitment to its core mandate. The strategic plan (2017 – 2022) of the Council of County Governors builds upon the experience gained and lessons learnt from the implementation of the 2014-2017 plan. It coincides with a critical time when the country is completing the first five years of devolution under the new Constitution, which corresponds to the end of the term for Pioneer Excellency Governors as well as the transition after the 2017 general elections in Kenya.

The strategic plan identifies five (5) Kenya Performance Areas (KPAs) that will enable the Council to strengthen its mechanisms for contributing towards improving the enabling environment for counties to implement the devolved functions and enhance the delivery of services to citizens.

The plan will also enable the Council to effectively manage the anticipated challenges associated with transition from the pioneer county governments to the second generation of county governments within a dynamic political environment, while at the same time safeguarding the gains accrued in the first five years of devolution.

The five (5) Kenya Performance Areas (KPAs), consistent with the vision and mandate of the Council of Governors are:

KPA 1:	Good governance
KPA 2:	Adequate resourcing for devolved functions
KPA 3:	Building a strong Council of Governors
KPA 4:	Knowledge driven performance and
KPA 5:	Sustainable intergovernmental relations

This strategic plan will support the Council to refine its model of facilitating devolution to serve as an example to other countries. Similarly the plan will provide adequate guidance to the second generation of Excellency Governors after the general elections of 2017, in furthering the mandate of the Council, securing the gains of devolution and in rewriting the story of devolution.

H. E. PETER G. MUNYA
CHAIRMAN, COUNCIL OF GOVERNORS

Acknowledgement

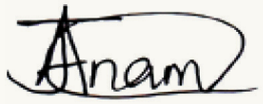
This second strategic plan 2017-2022 is the result of a participatory process that involved all the Technical Committees and stakeholders of the Council of County Governors. The plan is motivated by the desire to intensify the drive to achieve the vision and mission of the Council of County Governors. We look back with pride at the fruits of devolution that have emerged from the policy influencing efforts within the intergovernmental space as well as the initiatives that have supported counties to improve delivery of devolved services to citizens. Having started from scratch in 2013, we are humbled that the first strategic plan which defines our humble beginnings took us this far, to a point where each county has an inspiring story to tell about how devolution is working for them.

Riding on this inspiration, we believe that this second strategic plan provides an even bigger opportunity to achieve more results. To this end, we wish to acknowledge the support of individuals and organizations who have contributed to development and publishing of this five-pillar strategic plan.

We would like to thank H.E Hon. Uhuru Kenyatta, the President of the Republic of Kenya for presiding over the Official launch of the Strategic Plan at the Fourth Annual Devolution Conference 2017.

In the spirit of intergovernmental collaboration, we are sincerely grateful for the input of the National Government, and in particular Ministry of Devolution and Planning as well as the Senate. We also acknowledge the technical input of representatives of Independent Constitutional Institutions, namely Commission of Revenue Authority and the Intergovernmental Relations Technical Committee (IGRTC). Further the Council would like to recognize the contribution of Members of County Executive Committees (CECs) for their very informative input from the demand perspective.

We are greatly indebted to our development partners for their support in developing this strategic plan. In this regard, we sincerely acknowledge the support of USAID-AHADI, World Bank, UNDP, Pricewaterhouse Coopers (PwC) for providing technical support, and UN-Women for their support in publishing and. Finally, I wish to thank the Strategic Plan Steering Committee Comprised of Sharon Makena, Nicodemus Mbwika, Victor Odanga, Samuel Mutisya, Masiga Asuza and Eva Sawe and all staff of the Council of County Governors Secretariat for working hard leading to the delivery of the strategic plan. Lastly, the Council remains committed to ensure full implementation of this strategic plan for the good of the Kenyan people.



JACQUELINE MOGENI
CHIEF EXECUTIVE OFFICER
COUNCIL OF GOVERNORS

1. Context of the strategic plan

1.1 Background of Devolution

Shortly after independence in 1963, Kenya adopted a centralized form of government which replaced the Majimbo system of government and prevailed for 47 years. The amendment of Act No. 16 of 1968 abolished the Provincial Councils, repealed all past laws of the regional assemblies and deleted from the Constitution all references to provincial and district boundaries. Throughout the succeeding years, this centralized system led to segregation, alienation and unequal distribution of power with respect to allocation of resources, access to basic services and representation. The country witnessed the marginalization of certain communities, poor public service delivery as well as limited public participation in decision making.

In 2010, the people of Kenya sought to alter this form of government by voting for a new Constitution that fundamentally changed the system of governance by introducing forty-seven (47) devolved governments. The country ushered a new dispensation where power, responsibilities and financial resources would be devolved. The Constitution of Kenya 2010 therefore established a two-tier system of government comprising of National Government and County Governments working collaboratively to improve access to public resources and services to the ordinary citizens.

Article 174 of the Constitution outlines the key objects of devolution as follows:

- To promote democratic and accountable exercise of power;
- To foster national unity by recognizing diversity;
- To give powers of self-governance to the people and enhance the participation of the people in the exercise of the powers of the State and in making decisions affecting them;
- To recognize the right of communities to manage their own affairs and to further their development;
- To protect and promote the interests and rights of minorities and marginalized communities;
- To promote social and economic development and the provision of proximate, easily accessible services throughout Kenya;
- To ensure equitable sharing of national and local resources throughout Kenya;
- To facilitate the decentralization of State organs, their functions and services, from the capital of Kenya; and
- To enhance checks and balances and the separation of powers.

1.2 National Development Agenda

According to the 'Kenya Vision 2030', the long term development strategy of Kenya, the country aims at becoming a middle income country by 2030. The Council of Governors is set to play a defining role in the implementation of these three national pillars in line with its mandate and the objects of the Constitution:

1. The Economic Pillar

The economic pillar seeks to realize a sustained average economic growth rate of 10% per annum.

2. The Social Pillar

The social pillar seeks to realize just, cohesive and equitable social development in a clean and secure environment.

3. The Political Pillar

This political pillar seeks to achieve an issue-based, people-centred, results-oriented and accountable democracy.

1.3 Establishment of the Council of County Governors (CoG)

The Constitution of Kenya 2010 stipulates that sovereign power of the people is exercised at the National and County Levels. The Constitution further contemplates that governments at these two levels would conduct their mutual relations on the basis of consultation and cooperation. The National Government and the County Governments are expected to assist, support and liaise with each other in the performance of their functions; exercise of their powers; and in implementation of policies and legislation.

In this regard, the Intergovernmental Relations Act, 2012, (IGRA), created two critical bodies that would facilitate intergovernmental relations as between the National Government and County Governments and amongst County Governments themselves. The bodies are the National and County Government Coordinating Summit and the Council of County Governors, CoG respectively.

The Council of County Governments, CoG is established under Section 19 of the IGRA and consists of the Governors of the forty-seven (47) County Governments. It was formally constituted in March 2013, after the elections that brought into office the County Governments. In August 2013 sectoral committees that would guide the operations of the CoG were formed during the first meeting.

Mandate of Council of Governors (CoG)

The Council provides a forum for-

a) Consultation amongst County Governments;
b) Sharing of information on the performance of the counties in the execution of their functions with the objective of learning and promotion of best practices and where necessary, initiating preventive or corrective action;
c) Considering matters of common interest to County Governments;
d) Dispute resolution between counties within the framework provided under this Act
e) Facilitating capacity building for governors;
f) Receiving reports and monitoring the implementation of inter-county agreements on inter-county projects;

g) Consideration of matters referred to the Council by members of the public;
h) Consideration of reports from other intergovernmental forums on matters affecting National and County interests or relating to the performance of counties; and
i) Performing any other function as may be conferred on it by this Act or any other Legislation or that it may consider necessary or appropriate.

Organization of the Council of Governors

CoG is governed by an executive team comprising of the Chairperson, Vice-chairperson and whip.

The Council works through sectoral committees in order to fulfil its mandate. Each committee has a terms of reference, which is aligned to the overall statutory mandate of CoG. The Committees are modelled on the Committee system of the Senate and National Assembly. Administratively, the resolutions and decisions of the Council are implemented on a daily basis by a Secretariat that is headed by a Chief Executive Officer (CEO), and is accountable to the Council.

1.4 Process of Developing the Strategic Plan 2017 – 2022 for the Council of Governors

The Strategic Plan was developed between November 2016 and February 2017 in a four-stage consultative process that entailed: 1) project mobilization; 2) situation analysis; 3) stakeholder engagement; and 4) development of a draft strategic plan, validation by stakeholders and development of the final document. The stages are further elaborated in the annex.

1.5 Strategic Framework

The consultative process resulted in a strategic framework consisting of five Key Performance Areas (KPAs) that form the pillars of COG Strategic Plan 2017-2022. The five Key performance Areas are (1) Good Governance; (2) Adequate Resourcing for devolved functions; (3) A Strong Council of County Governors; (4) Knowledge-driven Performance and; (5) Sustainable Intergovernmental Relations. The Key performance Areas and their corresponding Key Focus Areas (KFAs) are represented in table 1.

[1] Documents that were reviewed included the Constitution and devolution laws, Sessional paper on devolved governance, Kenya Vision 2030', second Medium Term Plan (MTP II), Strategic Plan for the COG 2014 – 2017, Statutory Annual Reports 2013 – 2014 and 2014 – 2015, Reports on various Review Meetings, Annual Work Plan Implementation Matrix 2014 – 2015, Reports by Development Partners, COG Organizational Structure, Annual Review and Team Building Retreat Report 2015, and Devolution at a Glance.

Table 1. Strategic Framework for the Council of Governors

No	Key Performance Areas	Key Focus Area
1	**Good governance**	• Performance management • Capacity building for Governors • Accountability mechanisms • Risk management
2	**Adequate Resourcing for devolved functions**	• Expenditure management • Resource Mobilization • Debt Management
3	**A strong Council of Governors**	• Organizational Structure and Identity • Resource Mobilization • Systems, Processes and Technology
4	**Knowledge-driven Performance**	• Knowledge Sharing and Learning Platform • Communication • Sharing Best Practice • Training and Capacity Building
5	**Sustainable Intergovernmental Relations**	• National- County and Inter-county relations • Establishment and implementation of Inter-County agreements • Mutual Accountability Framework • Assessment of needs and strategic profiling

1.6 Structure of the Strategic Plan

This Strategic Plan 2017-2022 is structured into 5 chapters, including this Chapter and the forewords of the Chairman and the Chief Executive Officer of the Council of Governors.

Chapter 1: Context of the Strategic Plan 2017-2022

The chapter outlines the context of the strategic plan as being premised on the history of devolution, the objects of devolution as the Constitution of Kenya 2010, the mandate of the Council of Governors as per the Intergovernmental Relations Act (IGRA Section 20), the structure of the Council of Governors as defined by the Committee System and the projected contribution of COG Strategic Plan 2017-2022 towards realization of the three pillars of vision 2030. It also elaborates on the approach used and introduces a cross-cutting thematic approach in the form of the five Key Performance Areas (KPAs) presented in the Strategic Framework (table 1).

Chapter 2: Vision, Mission and Values

The chapter presents the vision, mission and values of the Council of Governors.

Chapter 3: Situational Analysis

This chapter deals with the situational analysis. It touches upon the main findings during the situational analysis in terms of the key successes and experiences over the last five years and the key improvements for the next five years.

Chapter 4: Gap Analysis and Programme of Action

Based on the strategic framework, the chapter explores the current situation and identifies the desired future state. The gap between the current situation and the future state is addressed in the programme of action in the form of strategies.

Chapter 5: Implementation Framework

Chapter five takes the strategy into the implementation mode. The programme of action is linked to timeframes, budget and accountabilities to ensure successful implementation. The programme of action is spread over the five year period and the realization thereof will be tracked and monitored. The detailed implementation framework is contained in the appendix.

Chapter 6: Monitoring and Evaluation Framework

Chapter 6 outlines the framework for monitoring and evaluating the programme of action over the five years. Strategy level indicators are defined in the strategic plan, while more detailed indicators will be elaborated in the annual work plans that will be developed from the strategic plan.

2. Vision, Mission and Values

2.1 Vision

Prosperous and democratic Counties delivering services to every Kenyan.

2.2 Mission

To be a global benchmark of excellence in devolution that is non-partisan; providing a supporting pillar for County Governments as a platform for consultation, information sharing, capacity building, performance management and dispute resolution.

2.3 Values

COG subscribes to five values, namely professionalism, independence, equality and equity, cooperation and being visionary. This Strategic Plan serves to rededicate the organization's commitment to these values.

- **Professionalism**

  The CoG values the need to deliver value for money in order to optimize scarce resources for the benefit of the people of Kenya. The Council is committed to professionalism in all its endeavors and demands performance. It will leverage on the experience and lessons of the past five years to develop and implement a Code of Ethics and to live by it.

  The CoG will become a result oriented organization within this strategic plan. It is accountable for results at all levels. Each person will be introduced to challenging performance standards which will form the basis of performance evaluations to be conducted annually. There will be annual reviews attended by the members, staff and partners to assess achievements and lessons learnt.

- **Independence**

  The success of devolution requires an impartial and independent CoG that is strategic in protecting devolution as envisaged in the Constitution. The Council should as much as possible remain independent of narrow political interests and establish common positions on all matters related to devolution.

- **Equality and equity**

  The Council of Governors will integrate equity, diversity and inclusion in all aspects of its operations. The organization believes that every county, particularly those that were historically disadvantaged, will have equal opportunities in the devolved government process. It wants to ascertain that the Constitution of Kenya 2010 is implemented to the letter and spirit in relation to the rights of all people in every county. Within each county the CoG will ensure inclusion of interests of minorities, women, people with disabilities and other special interest groups.

- **Cooperation**

  Effective and efficient delivery of services at devolved level can only be achieved if stakeholders work closely together in the spirit of cooperation and not of competition.

- **Visionary**

  CoG is fully committed to the vision of a devolved Kenya that is economically prosperous; not just for a chosen few but for everybody. The Council will strongly market devolution so that devolution becomes a way of life for everyone.

3. Situational Analysis

The situational analysis is based on the document review, interviews and SWOT (Strength, Weakness, Opportunities and Threats) analysis. The key finding presented below cover the main successes of the past five years and the areas of the improvement for the next five years.

3.1 Successes of the past five years

Based on the interviews and the situational analysis, the main successes of the past years are:

- **Transition to a fully devolved system**

  The Council of Governors has contributed significantly to the process of the transition to a fully devolved system. The Council has played a pivotal role in promoting intergovernmental relations by establishing beneficial and strategic linkages between County Governments and the National Government, Ministries, Parliament, the private sector and civil society. This approach has provided a platform for policy and legislative collaboration, but also enabled the CoG to confidently assert itself as a leader and custodian of devolution.

- **One voice**

  The Council of Governors has managed to regularly bring together the Governors to discuss issues of mutual interest and find consensus. The Council of Governors enabled Governors to participate in meetings with clarity and articulate on issues affecting the 47 County Governments as one voice. Through the Council of Governors, Governors have spoken in one voice on critical matters such as human resource, disbursement of funds, legislation and transfer of functions.

- **Knowledge learning and sharing platform**

  Through the establishment of the Committees, best practices have been shared, cohesiveness amongst Counties has been promoted and key service delivery concerns have been addressed. The Council of Governors Secretariat brought together County Executive Committee Members in charge of all the sectors to compare experiences and explore new ideas.

- **Partnerships**

  The Council of Governors has successfully established valuable partnerships with development and strategic partners on behalf of County Governments. The Council has functioned as the main gateway and access point to the County Governments. Therefore partners and stakeholders utilize and build a relationship with the Council of Governors to achieve their objectives in the County Governments.

3.2 Improvements for the next five years

Looking forward, the Council of Governors has many aspects that will bring value to the County Governments. To further improve its organization and strategic position, the Council of Governors will focus on the following areas:

- **Human resources**

  From the situational analysis it became evident that there is a lack of adequate and sufficient human resources in the Secretariat of the Council of Governors. Over the past years the effectiveness and efficiency of the Council of Governors suffered due to the fact that technical staff members have been assigned too many tasks. The outcome of the understaffing within Secretariat has led to crucial tasks not being fulfilled or staff overworked.

  It is imperative that in the next five years the workforce of the Secretariat expands and is adequately capacitated to pick up the workload and crucial tasks.

- **Organization structure**

  The Council of Governors has operated without a clear organization structure. The organization structure which has been produced and documented does not include all current functions and does not reflect the reality on the ground leading to unclear reporting lines, responsibility and accountability. On top of that, the organizational structure has never been fully implemented.

  The Council of Governors will have to consider all the lessons learnt from the previous five years to develop a new organizational structure.

- **Financial sustainability**

  Over the past five years the Council of Governors has become very dependent on donor funding which poses a risk in terms of the financial sustainability.

  It is important to create a financial plan based on this strategy. The financial plan should also include a clear salary policy.

- **Legislation**

  At the moment the Secretariat of Council of Governors is not properly legislated. This has led to confusion in terms of the funding by the National Government. It is therefore important to ensure the CoG Secretariat is fully legislated . The Governors will have to lobby Parliament to pass the Intergovernmental Relations Amendment Bill in order to have a CoG Secretariat that is anchored in Law.

- **Sharing knowledge**

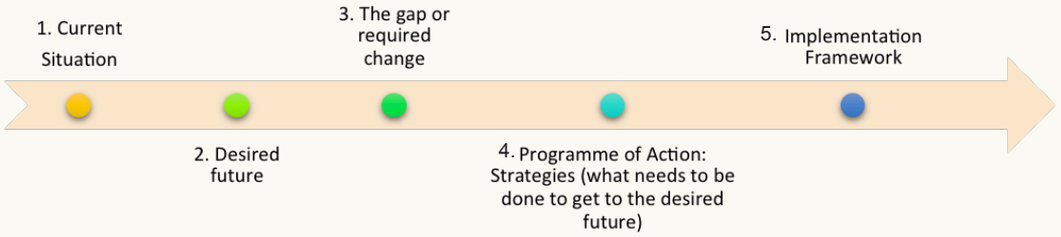
  The CoG has successfully established intergovernmental relations and provided opportunities for Counties to share knowledge, information and best practices. However, the data collected by Council of Governors with regards to the National Indicators are not validated. The data can therefore not be used and indicators cannot be measured effectively. This function has to improve in the next five years.

  The CoG has to set up a formal platform where data is collected and validated. This information should be analyzed and communicated on a national level. In additional the platform should facilitate knowledge and best practice sharing between County Governments.

[2] By amending the Intergovernmental Relations Act.

4. Gap Analysis and Programme of Action

The gap analysis was performed to determine the gaps between the current situation and the desired future state within each KPA and KFA. The current situation reflects both strengths and weaknesses. The strategies identified to achieve the desired future were used to develop the programme of action. These strategies also reflect what should be done to exploit existing opportunities. The logic used for each KFA in the gap analysis is presented below:



4.1 KPA 1: Good Governance

Introduction

Article 10 of the Constitution of Kenya 2010 elaborates good governance, integrity, transparency and accountability as some of the national values and principles. The Council will intensify its commitment to promoting good governance as a matter of obligation and in response to a number of challenges.

While the Council has established functional Technical Committees that influence policy and legislation in the different sectors, there is need to improve responsiveness to county issues and ensure accountability for resources and results that relate to the devolved functions.

The Council's desire for the next five years is that policy and legislation is aligned to the Constitution; to ensure that policy and legislation is responsive to the needs of all the 47 county governments; and to see improved accountability of county governments to citizens and improve public service delivery.

Against this background, the Council will promote good governance through realization of the following Key Focus Areas: 1) Performance Management, 2) Capacity building for Governors, 3) Accountability Mechanisms and 4) Risk Management.

Consequently, the strategies for each KFA are presented in table below.

Table 2. Framework for KPA 1: Good

Key Focus Area	Strategies-Key Strategic Issues
Performance management	1. Support counties to implement Performance management framework 2. Support counties to adopt and domesticate national indicators related to devolved functions 3. Support the implementation of stakeholder Participation mechanisms
Capacity building for Governors	1. Facilitate continuous analysis and review of existing county policies, Acts and regulations in line with emerging issues. 2. Support initiatives that facilitate political transitions 3. Support capacity building of county governments to communicate results
Accountability mechanisms	1. Support counties to establish and strengthen county oversight units
Risk management	1. Support counties to establish frameworks to address emergencies. 2. Develop mechanisms for addressing matters referred to the Council by members of the public

4.2 KPA 2: Adequate financing for Devolved Functions

Article 202 states that revenue raised nationally shall be shared equitably among the national and county governments while Article 203 (2) emphasizes that equitable share of revenue raised nationally that is allocated to County Governments shall not be less than 15 per cent.

While the Council has enhanced advocacy and lobbying to enhance resourcing of devolved functions through various initiatives, there is need to improve responsiveness to county issues and ensure accountability for resources and results that relate to the devolved functions.

The Council will intensify its commitment to promoting adequate financing for devolved functions as a matter of common interest for consideration by the County Governments and also ensure transparency and accountability of the same. The focus will be on Expenditure management, resource mobilization and debt management.

Table 3. Framework for KPA 2: Adequate financing for devolved functions

Key Focus Area	Strategies
• Expenditure management o Budgeting o Prudent financial management o Audit management	Support the development of a circular on development and recurrent expenditure items
	Support the development of a budget implementation framework(develop key cross cutting indicators across the sectors)
	Operationalization of public participation guidelines by County Governments.
	Support establishment and operationalization of the County Budget and Economic Forums. (Promote Public participation in budgeting and planning)
	Facilitate the development of Cross- county project implementation strategy
	Support operationalization of IFMIS in the lower units of decentralization
	Continuous Advocacy for technical support to Counties in the Budgeting process.
• Resource Mobilization o Revenue sharing (horizontal and vertical) o Revenue Management o External Resource Mobilization o Internal Resource Mobilization	Support operationalization of private public partnership framework at the county
	Development of a donor engagement strategy
	Support development and implementation of a harmonized revenue collection framework(s) for County Governments.
	Support the development and implementation of common standards and specifications for revenue automation.
	Support the development and implementation of model laws on revenue collection
	Support operationalization of the External resource policy at the County level.
	Support the operationalization of the Intergovernmental Conditional grants guidelines by County Governments
• Debt Management o Asset and Liabilities	Support operationalization of an asset and Liabilities inventory at the County level.
	Advocacy for the establishment of the County Asset and Liability Committees.
	Facilitate the development and implementation of sustainable debt management strategies by County Governments.
	Facilitate the process of transfer of all assets for the devolved functions to County Governments
	Advocacy for the development of a legislative framework to phase out liabilities accrued by the defunct Local Authorities.
	Support development of a framework for clearing Counties pending Bills.

4.3 KPA 3: Building a strong Council of Governors

Section 19 of the Intergovernmental Relations Act, 2012 with a role of strengthening the intergovernmental relations between the two levels of Government. The Council is required to submit an annual report to the Summit and the Parliament, the report should also be send to the 47 County Assemblies within three months after the end of this financial year.

Whereas Section 37 provides that the operational expenses for the Council being one of the institutions shall be provided for in the annual estimates of the revenue and expenditure by the national government, this has not been fully actualized.

The Council will focus on ensuring both operational expenses are provided for as well as robust resource mobilization to ensure strengthened capacity over the next five years. The focus will be on: organizational structure and identity, resource mobilization, and systems processes and technology.

Table 4. Framework for KPA 3: Building a Strong Council of Governors

Key Focus Area	Strategies
• Organizational Structure and Identity	Lobby for clear definition of COG identity.
	Operationalization of an organizational structure based on identity.
	Capacity building for Strengthened committee system structure.
	Human Resource Development.
• Resource Mobilization	Develop a resource mobilization strategy for support of the secretariat.
	Lobby for counties to pass into local assemblies laws to support county subscription.
	Packaging of COG products to enable counties see value for money.
	Strengthened proposal writing for development partners to support more devolution programmes.

Table 4. Framework for KPA 3: Building a Strong Council of Governors

Key Focus Area	Strategies
• Systems, Processes and Technology	a. Undertake periodic proactive situational analysis
	b. Staff capacity development • Team building • Government to government exchange programme • Peer to peer learning programmes • Mentorship • learning and practice and growth • Appraisal and evaluation
	c. operationalize a periodic reporting and feedback system
	d. Operationalize a communication strategy
	e. Automate and integrate administrative processes and procedures
	f. Develop responsive dynamic IT infrastructure
	g. Operationalize the integrated performance management framework within the secretariat
	h. Design and adopt rapid response mechanism
	i. Develop Partnership framework with accountability institutions
	j. Develop and enforce Policies and procedures for conducive work environment
	k. Procure efficient equipment for conducive working environment

4.4 KPA 4: Knowledge driven development

Section 20 outlines “sharing of information on the performance of the counties in the execution of their functions with the objective of learning and promotion of best practice and where necessary, initiating preventive or corrective action”.

The Council has played a critical role through providing this platform by sharing information through Statutory Annual reports, State of Devolution address and forums such as the Annual Devolution Conferences. There is lack of a structured mechanism for continuous sharing of knowledge on devolution.

The Council envisions having a systematic mechanism for collating, documenting and sharing experiences, lessons and innovations from Counties and other countries with a similar jurisprudence for purpose of promoting learning and application of knowledge based solutions that contribute to enhancing service delivery. In this regard the Council will adopt Knowledge Sharing and Learning Platform which integrates GIS ; enhance communication as well as training and capacity building to achieve this.

Table 5. Framework for KPA 4: Knowledge driven development

Key Focus Area	Strategies
• Knowledge Sharing and Learning Platform	• Research, data & knowledge generation and packaging • Establish a digital platform for knowledge sharing • Sensitize Counties and other stakeholders on the need for collecting and sharing data on devolution • Develop and implement a strategy for knowledge sharing • Establish Communities of practice that is sector based on devolution
	• Develop and implement a communication strategy • Develop a marketing strategy for Maarifa Centre • Develop knowledge assets to capture tacit knowledge • Develop a peer to peer learning framework for the Counties
• Communication	• Develop and implement a communication strategy
• Training and Capacity Building	• Building technical capacity for Knowledge Management Officers at the Counties • Carry out regular impact assessment on service delivery • Strengthen public participation at the Counties • Develop a data bank of policies from Counties

4.5 KPA 5: Sustainable Intergovernmental relations

The intergovernmental relations act provides a framework for consultation and cooperation between the National and County Governments. The Council has fully embraced its mandate and also institutionalized its working mechanism through establishment of intergovernmental forums through regional blocs and also sectorial working groups.

The implementation of the resolutions at the Council and Summit level has been a challenge. The application of Alternative Dispute Resolution mechanisms for both intergovernmental and inter county disputes has also not been fully embraced.

The Council for this strategic period will consider strengthening relations between the two levels of Governments as well as enhancing inter county collaborations.

Table 6. Framework for KPA 5: Sustainable Intergovernmental Relations

Key Focus Area	Strategies
• National-County and Inter-county relations	Enforce the implementation of summit decisions and make them public.
	Support the Implementation of the dispute resolution mechanism .
	Support the enactment of laws on devolved functions.
	Review existing legislation and policies on Inter-Governmental Relations.
	Champion motions for development of regulations to give effect to the IGR Act.
	Strengthen of sectoral working forums.
	Strengthen collaboration between COG and with County Assembly.
• Establishment and implementation of Inter-County agreements	Support the development of joint resource mobilization strategies.
	Support the implementation of recommendations of Sectoral inter county reviews and national and governments.
	Consider and share reports from other intergovernmental forums on matters affecting devolved functions.
	Support joint committees and authorities for monitoring and evaluation.
• Mutual Accountability Framework	Support the development a model law on regional blocs.
	Support the implementation Article 189 of the Constitution.
	Support the development and implement a stakeholder engagement policy for county and national.
	Have a harmonized approach to national and county policies.
	Facilitate seamless transfer of pending devolved functions.
• Assessment of needs and strategic profiling	Foster cooperation between the National and county governments on matters relating to budgeting, the economic and financial management of both levels of government.
	Establish & promote clear channels of communication with inter-governmental bodies.

5. Implementation Framework

This chapter brings the strategy, which has been translated into a program of action in Chapter 4, into implementation realm. To realize the program of action, the strategies have been designated to the relevant sectors. Subsequently, they have been linked to the five year timeframe and the sources of funding have been identified. The implementation framework will be translated into annual implementation plans (annual work plans). Each department and committee should subsequently derive their plan from the implementation framework.

A summary Implementation framework with indicative priorities per year is presented in table below, while the detailed implementation frameworks are presented in the Appendix. The detailed implementation framework reflects the program of action (strategies per KFA), timeframe, investment required and responsibility.

Table 7. Priority mapping: Summary of Implementation Framework

Priority	Year 1	Year 2	Year 3	Year 4	Year 5
KPA 1: Good Governance					
Transition and risk management support.					
Capacity building for Governors, including supporting accountability mechanisms.					
Establishing and implementing systems, frameworks, mechanisms.					
KPA 2: Adequate resourcing for devolved functions					
Advocating for adequate budget allocation for devolved functions;					
Resource mobilization					
KPA 3: Building a strong Council of Governors					
Legal identity of Council of Governors					
Capacity building of COG Secretariat.					
Develop annual plans for the Strategic Plan					
Budget projection for Strategic Plan					

Table 7. Priority mapping: Summary of Implementation Framework

KPA 4: Knowledge driven performance					
Establishing facts and baseline for assessing impact of devolution after 5 years-based on national indicators;					
Sharing knowledge, communicating information and results of devolution.					
Assessment of Performance and Impact					
Developing indicators and targets for all KFAS					
IT platform that integrates GIS					
KPA 5: Sustainable intergovernmental relations					
Strengthening intergovernmental relations and establishing sustainable partnerships.					

6. Monitoring and Evaluation Framework

6.1 Introduction

To operationalize this Strategic Plan the Council of Governors will:

- Develop indicators and targets based on this Strategic Plan for all the Key Focus Areas.
- Develop Annual Work Plans.
- Develop budget projections for implementation.

Monitoring, evaluation and reporting of this Strategic Plan will involve a systematic and continuous process of collecting and analysing information based on the indicators, targets and provision of stakeholder feedback.

The results of monitoring and evaluation will be used to improve ongoing interventions and also inform future plans of the institution.

6.2 Monitoring the Implementation of Strategic Plan

The Committees will act as implementation units, guided by focal persons at managerial and departmental level. They will monitor the implementation of the Strategic Plan through regular meetings and reports. Activities that will require re-scheduling or revision of targets will be adjusted through a re-negotiated process with the top management.

The department/unit responsible for Performance Management, Monitoring and Evaluation will coordinate the monitoring, evaluation and reporting of this Strategic Plan while working in close collaboration with the committees and also relevant external stakeholders as outlined below:

Table 8. Sample monitoring framework

KFA	Issue/gap	Strategies	Objectives	Output	Target	Action	Verifiable Indicators	MOV/Evidence

6.3 Evaluation of the Strategic Plan

Evaluation will involve a systematic and objective process of examining the relevance, effectiveness, efficiency, impact and sustainability of the strategies.

There will be **semi-annual and annual reviews** based on the respective work plans developed by responsible committees/departments in implementation of the Strategic Plan. These will be coordinated by the Performance Management, Monitoring and Evaluation and the Senior Management at the Council of Governors.

Three major evaluation activities will be undertaken. These include mid-term evaluation; end-term evaluation and ad hoc evaluation.

Mid-term Evaluation will examine the progress towards achieving the set targets. The evaluation will be spearheaded internally by a technical committee that will be appointed by the Chief Executive Officer and assisted by an external team of consultant(s). This will be undertaken two and half years into the implementation of the Strategic Plan. The recommendations of mid-term evaluation will help in making improvements to the Strategic Plan implementation process.

The End-term evaluation will be conducted at the end of the Strategic Plan period and will be Spearheaded by an independent expert with the guidance of the management of the Council of Governors. The achievements, challenges, lessons learnt and recommendation will inform the next cycle of the strategic planning.

Ad hoc evaluation will be conducted in case of significant and unexplained variance between the planned and achieved performance targets. Such variances will be identified through the regular quarterly and the Statutory Annual Report.

Table 9. Summary of monitoring and evaluation components

	Monitoring	Evaluation
What	Inputs/Output Targets Inputs/Output Indicators	Outcome/Impact Targets Outcome/Impact Indicators
Why		
Frequency	Quarterly	Semi annual Annual Mid term End term Ad hoc
When	September 30 December 31 March 31 June 30	December June
Who	Committees Project Teams Departments	Committees Project Teams Departments
To whom	Management/Committee Chairs COG/Funding Partners	Management COG

6.4 Reporting

All committees, units, directorates and departments will be involved in monitoring and reporting on the progress of achievement of results and objectives based on the key indicators agreed upon and aligned to the overall indicators identified in this Strategic Plan. This will be achieved by ensuring collection and provision of timely and accurate data during the plan period. The implementing units will be expected to generate reports on weekly, monthly, quarterly, bi-annual and annual basis.

The publication of sectoral devolution statistics will also be a major stride towards demonstrating the impact of the Council on devolution and support to the 47 County Governments. The data will be useful for informing decision making, lobbying and advocacy.

The following table summarizes the various reports that will be prepared to monitor the

Implementation of the Strategic Plan:

Table 10. Reporting Structure

Type of Report	Frequency	Unit/Department	Responsible Consumers
Statutory Report	Annually	Legal Programmes	Summit, Senate, National Assembly, County Assemblies, SOCAT, Development Partners
State of Devolution	Annually	Legal Programmes	Council of Governors, County Governments, Parliament, Public, Development Partners, Internal and External
Progress Reports	Quarterly Monthly Weekly	Committees	Management

Monitoring and evaluation activities will be financed through budget lines in the overall Council of Governors Budget. The Council will ensure that there is adequate allocation of funds towards M&E every financial year.

Appendix 1 : Process of Developing the Strategic Plan

Stage 1: Project Mobilization

This stage focused on identifying the objectives of the project, the proposed approach and methodologies, structure of the team, the roles and responsibilities, key stakeholders, timeframes for project milestones, project risks and risk mitigation plans. Key mobilization activities included a kick off meeting with the Technical Steering Committee to discuss roles and responsibilities, objectives, deliverables and project governance. This committee comprised of Jacqueline Mogeni, Chief Executive Officer; Sharon Makena, Director of Programs; Nicodemus Mbwika, Project Manager; Samuel Mutisya, Monitoring and Evaluation Officer; Masiga Asunza, Gender Advisor; Victor Odanga, Programme Officer, Finance and Economic Affairs; and Eva Sawe, Legal Officer.

Stage 2: Situational Analysis

The purpose of the Situational Analysis was to analyze the current situation and to identify the successes and challenges which the Council of Governors faced over the previous 4 years of existence. The purpose of the document and literature review was to consolidate key themes across the various plans. This strategic plan intends to harmonize and offer leadership for the implementation of the various existing plans and initiatives.

The strategy development process placed specific emphasis on the ownership of the project and process by the leadership and management of the Council of Governors, effective stakeholder engagement and continuous consultation throughout the formulation processes. Analyzing the internal and external operating environment and determining the current situation of the Council of Governors was done by conducting a SWOT (Strength, Weakness, Opportunities and Threats) analysis through interviews with the Secretariat staff, stakeholders, County Executive Committee (CEC) Members and Governors.

Stage 3: Stakeholder Engagement

Stakeholder engagement through interviews revealed their perspectives regarding the future direction of Council of Governors. The external stakeholders interviewed were DANIDA, Ministry of Devolution and Planning (MODP), Commission Revenue Allocation (CRA), UN WOMEN, USAID, World Bank and UNDP.

Stage 4: Development of the Strategic Plan: Strategy Workshop, Drafting, validation and refinement

The Council of Governors participated in a Strategy Workshop purposely to define the desired future state. Participants were the County Executive Officers, Directors and Technical staff. Governors and the County Executive Committee (CEC) Members gave their perspectives through face-to-face interviews prior to the workshop.

The workshop also defined the Key Performance Areas (KPAs), Key Focus Areas (KFAs) and proposed activities for bridging the gap between the current situation and the desired future state. The draft strategic plan was later validated by stakeholders in a Validation Workshop, during which the KPAs and KFAs were reviewed, and strategies defined. The changes and recommendations were then integrated in the final strategic plan.

Appendix 2: Implementation Framework

6.5 KPA 1: Good Governance

No	Strategy	Year of Implementation					Budget required					External finance		Committee Responsibility
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Y/N	Source	
	***KFA:* Performance management**													
1	Support counties to implement Performance management framework.													
2	Support counties to adopt and domesticate national indicators related to devolved functions.													
3	Support the implementation of stakeholder Participation mechanisms.													
	KFA: Capacity building for Governors													
4	Facilitate continuous analysis and review of existing county policies, Acts and regulations in line with emerging issues.													
5	Support initiatives that facilitate political transitions/change processes.													
6	Support capacity building of county governments to communicate results.													
	KFA: Stakeholder participation													
7	Support the implementation of Public Participation Guidelines.													
	KFA: Accountability mechanisms													

No	Strategy	Year of Implementation					Budget required					External finance		Committee Responsibility
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Y/N	Source	
8	Support counties to establish and strengthen county oversight units.													
	KFA: Risk management													
9	Support counties to establish frameworks to address emergencies.													
10	Develop and enhance mechanisms for addressing matters referred to the Council by members of the public.													

6.6 KPA 2: Adequate Resourcing for Devolved Functions

No	Strategy	Year of Implementation					Budget required					External finance		Responsible Agencies
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Y/N	Source	
	***KFA:* Expenditure management** 1) Budgeting 2) Prudent financial management ; audit management													
11	Support the development of a circular on development and recurrent expenditure items.	1	1	0	0	0						N		CoG, NT
12	Support the development of a budget implementation framework(develop key cross cutting indicators across the sectors).	1	1	1	1	1						BOTH		CoG, NT
13	Operationalization of public participation guidelines by County Governments.	1	1	1	1	1						N		CoG, NT

No	Strategy	Year of Implementation					Budget required					External finance		Responsible Agencies
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Y/N	Source	
14	Support establishment and operationalization of the County Budget and Economic Forums. (Promote Public participation in budgeting and planning).	1	1	1	1	1						N		CoG
15	Facilitate the development of Cross- county project implementation strategy.	1	1	1	1	1						BOTH		CoG
16	Support operationalization of IFMIS in the lower units of decentralization.	1	1	1	1	1						N		CoG, NT
17	Continuous Advocacy for technical support to Counties in the Budgeting process.	1	1	1	1	1						BOTH		CoG
18	***KFA:* Resource Mobilization** 1) Revenue sharing (horizontal and vertical) 2) Revenue Management 3) External Resource Mobilization 4) Internal Resource Mobilization													
19	Support operationalization of private public partnership framework at the county.	1	1	1	1	1	1	1	1	1	1	BOTH		CoG, NT
20	Development of a donor engagement strategy.	1	0	0	0	0	1	0	0	0	0	N		CoG, NT
21	Support development and implementation of a harmonized revenue collection framework(s) for County Governments.	1	1	0	0	0	1	1	0	0	0	N		CoG, NT
22	Support the development and implementation of common standards and specifications for revenue automation.	1	1	1	0	0	1	1	1	0	0	N		CoG, NT
23	Support the development and implementation of model laws on revenue collection.	1	1	1	0	0	1	1	1	0	0	BOTH		CoG, KLRC, CRA
24	Support operationalization of the External resource policy at the County level.	1	1	1	1	1	1	1	1	1	1	N		CoG, NT

No	Strategy	Year of Implementation					Budget required					External finance		Responsible Agencies
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Y/N	Source	
25	Support the operationalization of the Intergovernmental Conditional grants guidelines by County Governments.	1	1	1	1	1	1	1	1	1	1	N		CoG, NT
	***KFA:* Debt Management** **1)** Asset and Liabilities													
26	Support operationalization of an asset and Liabilities inventory at the County level.	1	1	1	1	1	1	1	1	1	1	N		CoG
27	Advocacy for the establishment of the County Asset and Liability Committees.	1	1	1	1	1	1	1	1	1	1	N		CoG
28	Facilitate the development and implementation of sustainable debt management strategies by County Governments.	1	1	1	1	1	1	1	1	1	1	BOTH		CoG, NT
29	Facilitate the process of transfer of all assets for the devolved functions to County Governments.	1	1	1	1	1	1	1	1	1	1	N		CoG, IGRTC
30	Advocacy for the development of a legislative framework to phase out liabilities accrued by the defunct Local Authorities.	1	1	0	0	0	1	1	0	0	0	N		CoG, Senate
31	Support development of a framework for clearing Counties pending Bills.	1	1	1	0	0	1	1	1	0	0	N		CoG, Senate
	KFA:													

6.7 KPA 3: Build a Strong COG

No	Strategy	Year of Implementation					Budget required					External finance		Committee Responsibility
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Y/N	Source	
	KFA 1: Organizational Structure and Identity													
32	Lobby for clear definition of COG identity.	x					x	x						Legal
33	Operationalization of an organizational structure based on identity.	x	x				x	x						Human Resource
34	Capacity building for Strengthened committee system structure.	x	x	x	x	x	x	x	x	x	x			Technical
	Human Resource Development.	x	x	x	x	x	x	x	x	x	x			Human Resource
	KFA 2: Resource Mobilization													
35	Develop a resource mobilization strategy for support of the secretariat.													
36	Lobby for counties to pass into local assemblies laws to support county subscription.	x	x				x	x						Legal, Inter-governmental
37	Packaging of COG products to enable counties see value for money.													
38	Strengthened proposal writing for development partners to support more devolution programmes.	x	x	x	x	x	x	x	x	x	x			Finance and Resource Mobilization Committee
	KFA 3 : Systems, Processes and Technology													
39	3. a. Undertake periodic proactive situational analysis.	x	x	x	x	x	x	x	x		x			Technical, Human resource

No	Strategy	Year of Implementation					Budget required					External finance		Committee Responsibility
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Y/N	Source	
40	b. Staff capacity development • Team building • Government to government exchange programme • Peer to peer learning programmes • Mentorship • learning and practice and growth • Appraisal and evaluation	x	x	x	x	x	x	x	x	x	x			Human resource committee
41	c. Operationalize a periodic reporting and feedback system.	x					x							M&E
42	d. Operationalize a communication strategy.	x	x				x	x						Legal, Communications
43	e. Automate and integrate administrative processes and procedures.	x					x							Finance, procurement and ICT
44	f. Develop responsive dynamic IT infrastructure.	x		x			x		x					ICT and procurement
45	g. Operationalize the integrated performance management framework within the secretariat.	x					x							M&E
46	h. Design and adopt rapid response mechanism.	x	x				x	x						Office of the CEO, Technical
47	i. Develop Partnership framework with accountability institutions.	x	x	x	x	x	x	x	x	x	x			Technical
48	j. Develop and enforce Policies and procedures for conducive work environment.	x	x	x	x	x	x	x	x	x	x			Administration, human Resource and Finance
49	k. Procure efficient equipment for conducive working environment.	x	x	x	x	x	x	x	x	x	x			Procurement and administration

6.8 KPA 4: Knowledge driven performance

No	Strategy	Year of Implementation					Budget required					External finance		Committee Responsibility
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Y/N	Source	
	KFA: Knowledge Sharing and Learning Platform													
50	Research, data & knowledge generation and packaging.	X	X	X	X	X								CoG, Counties, Partners
51	Establish a digital platform for knowledge sharing.	X	X	X	X	X								CoG, Partners
52	Sensitize Counties and other stakeholders on the need for collecting and sharing data on devolution.	X	X	X	X	X								CoG, Counties, NG, Dev. Partners
53	Develop and implement a strategy for knowledge sharing.	X	X	X	X	X								CoG- Maarifa Centre
54	Establish Communities of practice that is sector based on devolution.	X	X	X										CoG, Partners
	KFA: Communication													
55	Develop and implement a communication strategy.	X	X	X										CoG
	KFA: Sharing Best Practice													
56	Develop a marketing strategy for Maarifa Centre.	X	X	X										CoG
57	Develop knowledge assets to capture tacit knowledge.	X	X	X	X	X								CoG, Counties
58	Develop a peer to peer learning framework for the counties.	X	X	X	X	X								CoG, Counties

No	Strategy	Year of Implementation					Budget required					External finance		Committee Responsibility
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Y/N	Source	
	KFA: Training and Capacity Building													
59	Building technical capacity for Knowledge Management Officers at the Counties.	X	X	X	X	X								CoG, Donor, Counties
60	Carry out regular impact assessment on service delivery.	X	X											CoG
61	Strengthen public participation at the Counties.	X	X	X	X	X								CoG, Counties, Donor
62	Develop a data bank of policies from Counties	X	X											CoG, Counties

6.9 KPA 5: Sustainable Intergovernmental Relations

No	Strategy	Year of Implementation					Budget required					External finance		Committee Responsibility
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Y/N	Source	
	KFA: National- County and Intercounty relations													
63	Enforce the implementation of summit decisions and make them public.	X	X	X	X	X								National Govt, CoG, IGRTC
64	Support the Implementation of the dispute resolution mechanism.	X	X	X	X	X								IGRTC, CoG, NG
65	Support the enactment of laws on devolved functions.	X	X	X	X	X								Legal
66	Review existing legislation and policies on Inter-Governmental Relations.	X	X	X	X	X								Legal

No	Strategy	Year of Implementation					Budget required					External finance		Committee Responsibility
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Y/N	Source	
67	Champion motions for development of regulations to give effect to the IGR Act.	X	X											Legal
68	Strengthen of sectoral working forums.	X	X	X	X	X								CoG Committees
69	Strengthen collaboration between COG and with County Assembly.	X	X	X	X	X								CoG and CAF
	KFA: Establishment and implementation of Inter-County agreements													
70	Support the development of joint resource mobilization strategies.	X	X											CoG, Development Patners, NG
71	Support the implementation of recommendations of Sectoral inter county reviews and national and governments.	X	X	X	X	X								CoG & NG
72	Consider and share reports from other intergovernmental forums on matters affecting devolved functions.	X	X	X	X	X								CoG
73	Support joint committees and authorities for monitoring and evaluation.	X	X	X	X	X								CoG, IGRTC, NG
	KFA: Mutual Accountability Framework													
74	Support the development a model law on regional blocs.	X	X											Legal
75	Support the implementation Section 189 of the Constitution.	X	X	X	X	X								Summit, IGRTC, CoG
76	Support the development and implement a stakeholder engagement policy for county and national.	X	X	X	X	X								CoG, NG
77	Have a harmonized approach to national and county policies.	X	X	X	X	X								CoG, NG

No	Strategy	Year of Implementation					Budget required					External finance		Committee Responsibility
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Y/N	Source	
78	Facilitate seamless transfer of pending devolved functions.	X	X											IGTRC, CoG, NG
	KFA: Assessment of needs and strategic profiling													
79	Foster cooperation between the National and county governments on matters relating to budgeting, the economic and financial management of both levels of government.	X	X	X	X	X								CoG, ODP, CAF, National Treasury
80	Establish & promote clear channels of communication with inter-governmental bodies.	X	X	X	X	X								CoG, IGTRC, NG

Notes

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