



**STATE DEPARTMENT FOR
DEVOLUTION**

STRATEGIC PLAN 2023 – 2027



VISION STATEMENT

“Accountable Devolution; Accountable Service Delivery”

MISSION STATEMENT

“Enhance service delivery to citizens through effective management of devolution, coordination of intergovernmental relations, capacity building and technical support to county governments”

CORE VALUES

Good governance

Teamwork

Time Management

The rule of law

Competence and professionalism

FOREWORD

The strategic plan provides the State Department for Devolution with necessary framework for executing its core mandate. It is designed to deliberately and effectively define our strategic directions and make informed and appropriate decisions regarding effective utilization of public resources which leads to improved service delivery towards advancement of nation's development goals. It seeks to contribute to the realization of the Government and international development Agenda including; the Kenya Constitution 2010, African Unions' agenda 2063, United Nations Sustainable Development Goals (SDG's), the Government's Bottom-UP Economic Transformation Agenda (BETA), Kenya Vision 2030 and the thoughts of our different stakeholders.

This strategic plan details the bold promise that the SDD is making to deepen devolution in Kenya. Based on the mandate, the Strategic Plan 2023-27 sets out to build on the achievements of the previous 2018-2022 strategic Plan's achievements. Some of the major challenges encountered in the previous plan include: effects of COVID-19 pandemic, insufficient budgetary allocation and budget cuts, inadequate staffing levels in the technical departments and uncoordinated legislative agenda on Devolution.

In recognition of the challenges and the need to address the issues identified through the situation analysis, the SDD has identified seven (7) key result areas which align with its strategic goals and priority programmes for the period 2023-2027. The key result areas include; Policies and laws on devolved system of government, Partnerships and collaborations, Intergovernmental relations, Capacity and Technical Support to Counties, Civic Education and Public Participation, Human resource Management and Development and Institutional capacity.

In responding to this, the State Department evaluated its strengths and weaknesses and weighed them against the available opportunities and threats to identify a clear path of delivery of the key services in the medium term. In addition, the SDD reviewed its vision, mission, objectives, strategies, and expected performance benchmarks as key requirements for an exemplary performance.

In support of the successful implementation of the Plan, the State Department will provide policy direction and ensure availability and adequacy of resources. In particular, the SDD will facilitate implementation of the resource mobilization plans aimed at enhancing the department's financial base. In addition, the State Department has incorporated Human Resource Management and Development and Institutional Capacity as one of its key result areas in the Plan. This demonstrates the department's commitment to entrenching principles and values of public service and best practices in corporate governance in implementation of the SDD mandate.

As a strategic and pragmatic move, the strategic plan anticipates cooperation and partnership with both state and non-state actors in delivering services at all levels of government. I am personally committed to the full implementation of this Strategic Plan. I welcome all stakeholders to support and participate fully in the implementation of this Strategic plan.

PREFACE AND ACKNOWLEDGEMENT

The State Department for Devolution has developed this Strategic Plan 2023-202 which details the approach taken for implementing activities, projects and programmes in the achievement of the government's transformative Bottom-Up Economic Transformation Agenda (BETA).

This Plan benefited immensely from the in-depth past performance, situational and stakeholders' analyses that led to the focused strategic choices that SDD will be executing for the five years' period. The strategic choices have been aligned to the national developmental goals. The strategic direction for the SDD constitutes the vision, the mission, the goals, the core values, and the quality policy statement.

This Plan has been developed through a participatory process involving various key stakeholders in devolution. This participatory approach enriched the programmes, projects and other initiatives proposed in the Plan and ensured ownership of the plan. The plan captures the aspirations of all stakeholders and is aligned to the national development goals as outlined in the government's transformative Bottom-Up Economic Transformation Agenda (BETA).

On behalf of State Department for Devolution I would wish to express our deep gratitude to the Strategic Plan Development Steering and Technical Teams under the leadership of Director, Planning and Ag. Devolution Secretary for the policy guidance provided throughout the strategic planning process. I take this opportunity to thank all those who participated in the development of this strategic plan for your valuable inputs.

Ms. Teresia Mbaika

Principal Secretary, State Department for Devolution.

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DEFINITIONS OF KEY CONCEPTS AND TERMINOLOGIES

Devolution: It's a form of decentralization where power, decision making, resources and responsibilities are transferred from a central authority to a lower level.

Macro Environment: The major uncontrollable, external forces (economic, demographic, technological, natural, social and cultural, legal and political) which influence an organization's decision making and have an impact upon its performance

Micro Environment: Factors or elements in an organization's immediate environment which affects its performance and decision making.

Globalization: A term used to describe how trade and technology have made the world into a more connected and interdependent place.

Civic Education: The provision of information and learning experiences to equip and empower citizens to participate in democratic processes.

Public Participation: A process where individuals, governmental and non- governmental groups influence decision making in policy, legislation, service delivery, oversight and development matters.

Litigious Society: Too ready to take disagreements to a court of law so that a legal decision can be made about them.

Capacity building: The process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world.

Human Capital Productivity: A measure of how much output a worker generates in a given period of time.

Intergovernmental Relations: The relationships between two levels of governments.

Institution Capacity: The ability of an institution to achieve its stated goals.

Resource Mobilization: All activities involved in securing new and additional resources for your organization.

Organizational culture: It's the institution's beliefs, values and attitudes and how they influence the behavior of its employees.

Key Result Area: A broad area in which you are expected to deliver results.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention's output(s) such as changed practices as a result of a programme or project.

Output: Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

Strategic Goal: General qualitative statements on what an organization is hoping to achieve in the long term.

Strategic Issue: These are problems or opportunities emanating from situational analysis that an organization has to manage in order to be able to fulfil its mandate and mission.

Strategic Objectives: These are what the organization commits itself to accomplish in order to achieve strategic goals. They establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.

Strategies: Broad abstractions which are descriptive of the means for achieving the strategic objectives.

Target: A result to be achieved within a given time frame.

ACRONYMS AND ABBREVIATIONS

ADR	Alternative Dispute Resolution
AI	Artificial Intelligence
AU	African Union
AWP	Annual Work Plan
BETA	Bottom-Up Economic Transformation Agenda
CAIPs	County Aggregation Industrial Parks
CAPSB	County Assembly Public Service Board
CARA	County Allocation Revenue Act
CASA	County Assemblies Act
CCB & TA	County Capacity Building and Technical Assistance
CGA	County Governments Act
CGs	County Governments
CIDP	County Integrated Development Plan
CoB	Controller of Budget
CoG	Council of County Governors
CoK	Constitution of Kenya
CPPMD	Central Planning and Project Monitoring Department
CRA	Commission on Revenue Allocation
EAC	East African Community
EOP	Executive Office of the President
GHRIS	Government Human Resource Information System
GoK	Government of Kenya
GRM	Grievance Redress Mechanism
HoDs	Heads of Departments
HRM &D	Human Resource Management and Development
IBEC	Intergovernmental Budget and Economic Council
ICT	Information Communication Technology

IFMIS	Integrated Financial Management Information System
IGR	Intergovernmental Relations
IGRA	Intergovernmental Relations Act
IGRTC	Intergovernmental Relations Technical Committee
IKMS	Information Knowledge Management System
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KRA	Key Results Area
LED	Local Economic Development
M&E	Monitoring and Evaluation
MCDA s	Ministries, Counties, Departments and Agencies and
MDA s	Ministries, Departments and Agencies
MTP IV	Fourth Medium Term Plan
NCBF	National Capacity Building Framework
NCEF	National Civic Education Framework
PESTEL	Political, Economic, Socio-cultural, Technological, Ecological and Legal
PFM	Public Finance Management
PFMA	Public Finance Management Act
PS	Principal Secretary
PSC	Public Service Commission
SCM	Supply Chain Management
SDD	State Department for Devolution
SDG	Sustainable Development Goals
SDPF	State Department for Performance Management
SDPS	State Department for Public Service
SDPS	State Department for Public Service
SP	Strategic Plan
UACA	Urban Areas and Cities Act

EXECUTIVE SUMMARY

Strategic planning is critical for organizational success setting the direction that the organization should take in the plan implementation period. This strategic plan lays out this direction geared towards the achievement of common State Department for Devolution vision of “Accountable Devolution, Accountable Service Delivery”.

The State Department is established under Executive Order No. 2 of 2023 with the key responsibility of coordinating intergovernmental relations. The mandate is further derived from the Constitution, the County Government Act, 2012 and the Intergovernmental Relations Act, 2012 among other legislations.

This plan is guided by policy, legal and regulatory framework as stipulated in the international, regional and national development agenda. The Sustainable Development Goals, the African Union Agenda 2063 and the East Africa Community Vision 2050 are the international development instruments that are being implemented within the devolution space specifically by the counties while the Kenya Vision 2030, Fourth Medium Term Plan (MTP IV) and the Bottom –UP Economic Transformation Agenda (BETA) outline the national development agenda.

Constitution of Kenya being the supreme law gives the preeminence of the devolved system of government. The plan prioritizes implementation of activities that support the achievement of the objects of devolution. Implementation of planned activities will be geared towards the achievement of targeted goals aimed at strengthening devolved system of government institutions, strengthening intergovernmental relations and improving service delivery at the county level.

An analysis of both the external and internal environments coupled with the need to optimally deliver the mandate of the State Department led to the identification of four (4) strategic issues that will be given priority of implementation in the plan period. These issues include; Management of Devolved system of Government; Management of Intergovernmental Relations; Performance of Devolved Functions and Human Capital productivity. Implementation of these issues is expected to enhance the implementation of devolution.

The plan identifies 7 Key Result Areas with well thought out strategic objectives, strategies and key activities which are expected to realize the targeted outcomes. The Strategic Plan outlines the implementation plan detailing the outputs expected to be achieved per activity implemented. The plan will be tracked by use of indicators with targeted annual outputs which will form the basis of annual departmental work plans and annual performance contracts.

Five (5) strategic theme teams will guide the implementation of the plan with each team overseeing relevant strategic areas. A lot of dedication is required to ensure the successful implementation of the plan.

The plan requires a total of **Kshs. 12,291.8 million** to be fully implemented. Funding of the planned activities will be majorly from the exchequer. The SDD will explore other resource mobilization strategies in order to fill the funding gaps.

To achieve the expected results, there will be continuous tracking of implementation of the plan. Monitoring of implementation of the annual work plans will be undertaken quarterly and annually

and progress reports prepared. The top leadership will review the reports and take necessary measures to improve subsequent development and implementation of work plans.

DRAFT

CHAPTER ONE: INTRODUCTION

A strategic plan is like a compass for an organization, mapping out its goals and the actions needed to reach them. It is a roadmap guiding decisions and resource use over a planned period of years. It's a crucial tool in ensuring everyone is on board and moving toward the organization's vision. This chapter, explores the importance of strategic planning, the context and the approach taken in developing the State Department for Devolution Strategic Plan 2023-2027.

1.1 Strategy as an imperative for Organizational Success

A solid strategy acts as a roadmap that directs resources and efforts toward goals. Having a strategy is essential because it helps optimize resources, makes an organization more adaptable, gives a competitive edge, lowers risks, aligns everyone, measures performance, and boosts stakeholders' confidence. In today's ever-changing world, organizations that focus on strategic thinking stand a better chance to handle challenges and succeed in the long term.

The State Department for Devolution plays a pivotal role in the successful implementation of Kenya's devolved system of government, striving to achieve sustainable development and efficient service delivery for all citizens. Despite experiencing both successes and challenges with past strategic plans, the State Department acknowledges the ongoing necessity for meticulous planning and a smart strategy to improve the execution of its mandate.

The strategic planning process becomes paramount as it allows the State Department to holistically address its agenda, establishing targets that align with its objectives. This approach empowers the State Department to:

- (i) Assess the evolving contextual environment in which it operates;
- (ii) Explore the various factors and trends influencing the implementation of its core functions;
- (iii) Fulfill its mandate and uphold its vision and mission;
- (iv) Identify critical strategic issues that demand attention; and
- (v) Formulate and implement strategies tailored to address emerging challenges.

1.2 The Context of Strategic Planning

The State Department operates within international, regional and national policies, legal and regulatory frameworks, in an environment of a devolved system of Government. These frameworks to which the strategic plan has to address itself include the United Nations 2030 Agenda for Sustainable Development; the African Union Agenda 2063; the East Africa Community Vision 2050; the Constitution of Kenya 2010; the Kenya Vision 2030; the Fourth Medium Term Plan 2023-2027; the Bottom-Up Economic Transformation Agenda 2022-2027; and the various key policy and legal documents.

1.2.1 United Nations 2030 Agenda for Sustainable Development

Kenya's Devolution plays a pivotal role in advancing sustainable and inclusive development at the grassroots level, closely aligning with the UN's global agenda for achieving the Sustainable Development Goals by 2030.

Devolution enhances service delivery at the grassroots level in vital sectors such as agriculture, healthcare, education, environment and sanitation. This localized approach contributes to their respective related SDGs, with the aim to improve essential services for all citizens across various counties. Economically, Devolution stimulates local growth and innovation by allowing tailored economic planning and investment strategies. This corresponds with SDG objectives focused on decent work, economic growth, and improved infrastructure, fostering economic activities within different counties.

Devolution also aids in addressing environmental concerns specific to various counties to implement county-specific policies, supports sustainable environmental practices thus aligning with SDGs related to climate action and biodiversity conservation. Furthermore, the Devolution system in Kenya incorporates county-level planning and reporting mechanisms, facilitating progress tracking towards the SDGs at local levels. This ensures effective monitoring and contributes to national and global efforts in achieving the SDGs.

A key facet of Kenya's Devolution is its promotion of citizen participation in governance, aligning with the SDGs' principle of inclusivity and leaving no one behind. By amplifying community voices, it ensures that marginalized groups have a say in decision-making processes, fostering equitable development.

This strategic plan is geared towards the realization of various SDGs to bolster economic development through enhanced service delivery at the county level.

1.2.2 African Union Agenda 2063

African Union Agenda 2063 is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the Pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance. Kenya's Devolution prioritizes inclusive development as per Agenda 2063 and is in tandem with African Union Charter on the values and principles of decentralization, local governance and local development.

The State Department's strategy will contribute to the achievement of aspirations of the African Union's Agenda 2063 of enhancing inclusive growth, stimulating economic progress, advancing infrastructure and implementing continental development objectives at a local level. This will be achieved through promotion of Local Economic Development initiatives, Capacity Building of the institutions and Climate change action at the county level.

In addition, the State Department will facilitate harmonious relationships between the two levels of government, enhance capabilities, and offer technical support to county governments. This support aims to ensure effective delivery of services, ultimately striving towards elevating living standards, improving quality of life, and enhancing the welfare of all citizens.

1.2.3 East Africa Community Vision 2050

The East Africa Community's (EAC) Vision 2050 is a strategic framework aimed at guiding the collective development of the East African region into an upper – middle income region within a secure and politically united East Africa based on the principles of inclusiveness and accountability.

Devolution in Kenya contributes to the achievement of the broader economic aspirations of the East African Community by supporting local economic activities at the county level. This decentralized approach ensures that the broader aspirations of the East African Community are integrated into local development strategies, contributing to the achievement of the regional vision.

This Strategic plan outlines initiatives that will support County Governments in contribution to the realization of the East Africa Community Vision 2050.

1.2.4 Constitution of Kenya

The Constitution of Kenya (2010) established two levels of Government consisting of the National Government and the County Governments, which are distinct and interdependent. The respective functions of the two levels of government are provided for in the Fourth Schedule of the Constitution. Chapter 11 of the Constitution provides for the devolved system of government, objects and principles, composition, functions and powers of county governments, and the relationship of two levels of Governments.

The mandate of the State Department is pivotal in ensuring the effective implementation of the devolved system of government as provided for in the Constitution. This strategic plan provides objectives and strategies for guiding the State Department in fulfilling its mandate.

1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

The Kenya Vision 2030 is Kenya's long-term development blueprint, aspiring to elevate Kenya into a newly industrialized and globally competitive middle-income nation, with a high quality of life for all citizens by the year 2030. The vision has been implemented through a series of 5-year Medium-Term Plans (MTPs), with the current phase, MTP IV, spanning the period 2023-2027 which is firmly rooted in the Bottom-up Economic Transformation Agenda (BETA) 2022-2027. MTP IV places emphasis on five sectors: Infrastructure, Social Sector, Environment and Natural Resources, Finance and Production, and Governance and Public Administration. Notably, the State Department stands as a pivotal component within the Governance and Public Administration sector, playing a crucial role in the realization of Kenya's developmental objectives.

The Strategic Plan of the State Department strategically integrates the Bottom-Up Economic Transformation Agenda as an enabler for a people-centric socio-economic empowerment. The central focus revolves around supporting and enabling the county governments in the realization of the 5 BETA pillars; Agricultural Transformation; Micro, Small and Medium Enterprises (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Industry using the value chain execution framework. The implementation of this strategic plan will contribute to the realization of the national development goals.

1.2.6 Sector Policies and Laws

This plan is anchored on policy and legislative framework that support the implementation of devolution in Kenya. These policy and legal frameworks include:

1. **The Constitution of Kenya (2010):** Articles 174 to 192 outline the principles, structures, and functions of devolution. It provides the legal foundation for the establishment of county governments, their powers, responsibilities, and relationships with the national government.
2. **Policy on devolved system of Government (2016):** This is the overarching guide on the implementation of devolved system of government.
3. **The Intergovernmental Relations Act (2012):** This Act provides a framework for relations between the national and county governments. It outlines mechanisms for consultation, cooperation, and coordination between the two levels of government to ensure effective service delivery and address intergovernmental conflicts.
4. **The County Governments Act (2012):** This legislation sets out the operational framework for county governments. It delineates the structures, functions, powers, and responsibilities of county governments.
5. **The Public Finance Management Act (2012):** This Act governs financial management and public finance at both levels of government. It provides guidelines for budgeting, financial reporting, procurement, and fiscal responsibility to ensure transparency and accountability in the use of public funds.
6. **The Urban Areas and Cities Act (2011):** This law provides a legal framework for the governance and management of urban areas and cities within the counties. It outlines the powers and responsibilities of urban authorities in areas such as urban planning, infrastructure development, and service provision.

1.3 History of the State Department for Devolution

The State Department for Devolution was established in 2013, within the Ministry of Devolution and Planning through the Executive Order No.2 of May 2013. It was later reorganized as a State Department in the Ministry of Devolution and Arid and Semi-Arid Lands through the Executive Order No.1 of 2018 and Executive Order No.1 of 2020.

Its fundamental role was to oversee the implementation of devolution policies, coordinate intergovernmental relations, and provide technical support to county governments. The State Department played a crucial role in facilitating the transition towards devolved governance, supporting county governments in understanding their roles, responsibilities, and functions within the broader devolution framework. It ensured compliance with devolution laws, fostered cooperation between the national and county governments, and worked towards enhancing the capacity of counties for effective governance.

The State Department for Devolution was reorganized into an independent Ministry of Devolution in 2021. The State Department was placed under the Executive Office of the Deputy President through Executive Order No.1 of 2023 and consequently through the Executive Order No.2 of 2023 to coordinate Intergovernmental relations. The State Department draws its mandates from;

the Constitution (2010), Policy on Devolved system of Government (2016), CGA (2012), IGRA (2012), PFMA (2012), and Executive Order No.2 of 2023

1.4 Methodology of Developing the Strategic Plan

The development of the Strategic Plan was initiated by the Principal Secretary following the issuance of the 5th generation Strategic Plan Guidelines by the State Department for Economic Planning in June, 2023. The Principal Secretary Devolution appointed the Steering and Technical committees to undertake the Strategic Plan development.

The Steering Committee comprised of all Heads of Departments and Divisions while the Technical Committee comprised of members drawn from the each of the technical departments and the Administration and Support Services Department. The Secretariat to the two committees, composing of all the economists in CPPMD, was to ensure that the Strategic Plan was developed in compliance with the Guidelines.

The process commenced by the Steering Committee setting the strategic direction that the State Department is expected to take in the plan period. The Technical Committee embarked on the plan development process which involved brainstorming sessions, discussions, consultative workshops and consultation with other key stakeholders. A review of the previous Strategic Plan 2018-2022, stakeholder analysis, internal and external analyses, identification of strategic issues, formulation of strategic goals and objectives and risk management analysis were undertaken. The Technical Committee developed a draft Strategic Plan which underwent validation process by relevant Departments and stakeholders. The input obtained from the validation process enriched the draft Strategic Plan. The document was submitted to the State Department for Economic Planning for review and feedback which informed the finalization of the document.

CHAPTER TWO: STRATEGIC DIRECTION

An organization's success depends on the strategic direction set at the beginning of every plan period. This chapter gives the strategic direction that the State Department will take in the plan period in its course of service delivery. This entails, Mandate, Vision Statement, Mission Statement, Strategic Goals, Core Values and Quality Policy Statement.

2.1 Mandate

The mandate of State Department is to provide policy direction for the devolved system of Government, promote harmonious intergovernmental relations, build capacity and provide technical assistance to county governments for effective service delivery in a devolved system of government.

Specifically, the functions of the State Department as provided for in the Constitution, various laws and Executive Orders are as follows:

- i. Management of devolution affairs and policy on devolved system of government
- ii. Coordination of Inter-governmental relations
- iii. Provision of support to County Governments to perform their functions
- iv. Assess the performance of County Governments for continuous improvement of service delivery
- v. Provision of capacity building and technical assistance to County Governments in all devolved functions
- vi. National civic education and public participation policy
- vii. Monitoring, evaluation and reporting on devolution

2.2 Vision Statement

“Accountable Devolution; Accountable Service Delivery”

2.3 Mission Statement

“Enhance service delivery to citizens through effective management of devolution, coordination of intergovernmental relations, capacity building and technical support to county governments”

2.4 Strategic Goals

- i. Fully functional devolved system of government
- ii. Strong Cordial Intergovernmental Relations
- iii. Improved service delivery at the county level
- iv. Enhanced productivity and service delivery in SDD

2.5 Core values

- i. **Good governance** –uphold integrity, accountability and transparency in service delivery
- ii. **Teamwork** – collaborative employees’ involvement toward the achievement of the vision of the State Department
- iii. **Time Management** –Timely coordination of planned tasks and activities
- iv. **The rule of law** –observance of the rule of law will be the basis of astute leadership and service delivery
- v. **Competence and professionalism**-provision of quality services that meet professional standards

2.6 Quality Policy Statement

The State Department for Devolution shall endeavor to meet the needs and expectations of our customers through consistent delivery of quality and timely services.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

This chapter analyses the State Department's environment; both external and internal. It reviews the past performance and key achievements during 2018-2022 Strategic Plan. It provides insight on the challenges while implementing the strategic plan and the lessons learnt.

3.1 Situational Analysis

This analysis involves a detailed assessment of the State Department's external and internal environment using various approaches and frameworks in order to identify developments and trends which have a strategic implication on its operations.

3.1.1 External Environment

The external environment analysis enables us to identify the existing opportunities and threats that may inform future strategic actions. This analysis focuses on SDD's macro- and micro-environments at regional and national level.

3.1.1.1 Macro-environment

This analysis gives the developments in the major external factors which may have both direct and indirect impact on the operations of the State Department. These external forces include Political, Economic, Social-Cultural, Technological, Environmental, and Legal trends and events that are likely to impact the State Department's operations and hence its effectiveness.

PESTEL Analysis

Political Factors

- The Government delivers its manifesto through reorganization of government via Executive Orders. The current Executive Order No. 2 of 2023, does not explicitly spell out the mandate of the SDD.
- The composition of the county assemblies has affected the performance of their roles due to party allegiance especially if the governor comes from minority party or is elected on an independent ticket.
- The political stability and cordial intergovernmental relations are expected to continue during the plan period.

Economic Factors

- The repayment of the public debts with the weakening of local currency may affect disbursement of equitable share to county governments by the National Government.
- The national and county governments are investing in local manufacturing through the County Aggregation Industrial Parks.
- The high fuel prices affect the local manufacturing and value addition of agricultural products leading to low production and income.

- Non-prioritization of implementation of county development initiatives that spur economic growth.

Social- Cultural Factors

- Emergence of new urban centers in the counties will require proper planning and provision of social amenities.
- There is high population in urban areas as a result of rural-urban migration constraining the existing infrastructure and increasing pollution and crime.
- Inadequacy in the land use policy to control land use.
- Globalization has led to the emergence of alcohol, drugs and substance abuse as well as radicalization of youths.
- Brain drain may lead to massive loss of professionals affecting service delivery in the counties.
- There is emergence of cultural tourism and commercialization of cultural values and symbols at the county level.
- Governance in both national and county governments has been affected by ethnicity, tribalism and nepotism.

Technological Factors

- The world is going digital and there is need to use artificial intelligence for efficient service delivery.
- The Government has embarked on an ambitious plan to digitalize and automate its services to enhance service delivery.
- Advancement in technology may lead to vices such as hacking and cybercrimes which may compromise data security and service delivery.

Environmental Factors

- Climate change shocks and impacts are expected to intensify in the plan period.
- There is heightened county and national climate action agenda.
- Increased effects of pollution affecting public health and the environment leading to increased mitigation costs by both levels of government.

Legal and Ethical Factors

- Devolved system of government has not been fully implemented as per the Fourth Schedule Constitution, 2010, some functions are yet to be fully transferred.
- There exists enabling legislations to continue supporting devolution, such as IGRA, CGA, Policy on Devolved system of Government, PFMA, UACA, among others.
- Existence of intergovernmental structures which support implementation of devolution.
- Emergence of highly litigious society.

- Weak oversight of public funds and lack of accountability.
- Non-compliance with the 70-30 rule in appointments at the county level.
- There are multiple players championing the legislative agenda on Devolution thus uncoordinated processes.
- There is duplication of roles and double budgeting in performance of concurrent functions.

3.1.1.2 Micro-environment

This is an analysis of how the State Department's immediate operating environment affects its access to the necessary resources for the achievement of its mandates and functions. The major players considered in this analysis include customers and suppliers.

Customer Profiles

The State Department's major customers are the county governments, the MDAs and the citizens. Three categories of customer profiles were considered in this analysis.

i. Geographics

There are two levels of government; the national government and 47 County Governments which are spread across the country. The national government is composed of different Ministries, Departments and Agencies (MDAs) and Independent Offices & Commissions. The national government relates with the County governments in matters of devolution as they implement their respective mandates. The State Department requires MDAs support in the execution of its mandate. Some MDAs and Independent Offices & Commissions have offices at the County level while most of them are centrally located.

The County Governments enjoy different resource endowments and different levels of socio and economic development as a result of their geographical placement, hence have unique needs and require different support from the national government.

ii. Demographics

According to the 2019 population census, Kenya has a population of approximately 47.5 million people spread across the 47 counties. Some counties are more densely populated than others. The counties in the northern, coastal and eastern areas are sparsely populated while counties in the central and western areas of the country are densely populated. There is higher settlement in urban areas than in the rural areas due to increased rural urban migration. The country is also experiencing a rapid growth of new and unplanned urban areas since the inception of devolution.

iii. Psychographics

With heightened capacity building by the government and civic education to the citizens by both government and non-state actors, Kenyans have become more aware of their guaranteed constitutional rights and freedoms. The demand for transparency and accountability in governance

has increased. The increased demand is also compounded by the different beliefs, values, perceptions, attitude, lifestyles, interests and preferences prevalent in Kenyans of different walks of life. This dictates the capacity, technical assistance and civic education needs by the counties and citizens.

Suppliers

- The State Department for Devolution is a consumer of various and assorted goods and services that are necessary in the execution of its mandate. Suppliers play a significant role in providing essential resources to SDD. These goods and services include, office supplies, technology, equipment, and services required for efficient functioning.
- SDD maintains a good working relation with its suppliers and this is expected to prevail in the plan period. However, this relationship continues to be constrained due to pending bills owed to the suppliers.
- SDD-supplier relations are managed and maintained within the provisions of the applicable policies, laws and regulations.

3.1.2. Summary of Opportunities and Threats

Based on the external environment analysis, a summary of the emergent opportunities and threats has been provided in Table 3.1.

Table 3. 1:Summary of Opportunities and Threats

Factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> • Preeminence of devolved system of government • Political stability • Cordial intergovernmental relations 	<ul style="list-style-type: none"> • Mandate of the SDD is not clearly defined in the Executive Order no. 2 of 2023 • Political interference causing poor service delivery
Economic	<ul style="list-style-type: none"> • Goodwill from development partners to support devolution • Increased investments in local manufacturing through CAIPs and other interventions 	<ul style="list-style-type: none"> • Delayed disbursement to county governments and exchequer release to the SDD • High cost of production due to high fuel prices • Investment in projects that have low returns

Factor	Opportunities	Threats
Social-Cultural Factors	<ul style="list-style-type: none"> • Cultural tourism and commercialization of cultural values and symbols at the county level • Skilled labor force to support devolution 	<ul style="list-style-type: none"> • Proliferation of unplanned new urban centers • Encroachment on agricultural land due to inadequate application of the land use policy • Constraint on existing infrastructure • Increased pollution • Increased crime due to high rural-urban migration • High incidences of crime, alcohol, drugs and substance abuse • Radicalization of youths due to the negative effects of globalization • Massive loss of key professionals due to brain drain • Negative ethnicity, tribalism and nepotism
Technological	<ul style="list-style-type: none"> • Adoption of new technological inventions in service delivery • Digitalization and automation of Government services 	<ul style="list-style-type: none"> • Cyber-insecurities
Ecological	<ul style="list-style-type: none"> • Heightened county and National Climate Action Agenda 	<ul style="list-style-type: none"> • Climate change shocks and impacts • Increased pollution affecting public health
Legal	<ul style="list-style-type: none"> • Enabling legal frameworks to support Devolution • Collaboration and synergy with intergovernmental structures 	<ul style="list-style-type: none"> • Existence of pre- devolution laws affecting implementation of devolution • Litigious society • Noncompliance with the 70-30 rule in appointments • Uncoordinated legislative agenda on Devolution

3.1.3 Internal Environment

This is an analysis of the State Department's resources and capabilities which identifies strengths and weakness. The variables analyzed include governance and administrative structures, internal business processes, resources and capabilities.

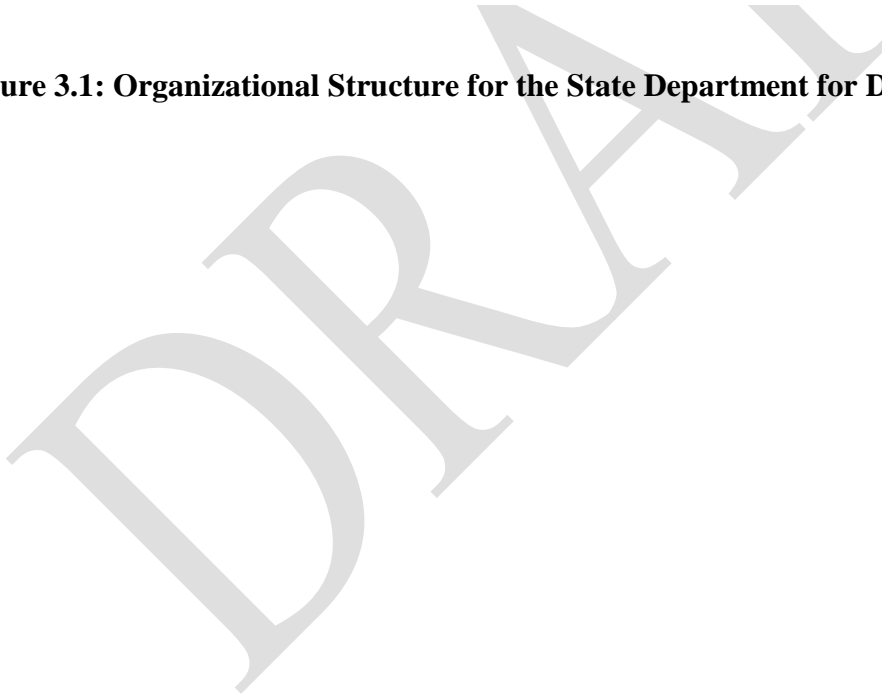
3.1.3.1 Governance and Administrative Structures

- The Executive Order No. 2 of 2023 establishes the State Department for Devolution, under the Office of Deputy President to coordinate Intergovernmental Relations between National and County Governments. However, the Executive Order does not give clarity on the mandate of SDD.
- The State Department for Devolution draws its mandate from the Constitution of Kenya 2010, the County Governments Act, 2012, the Intergovernmental Relations Act, 2012,

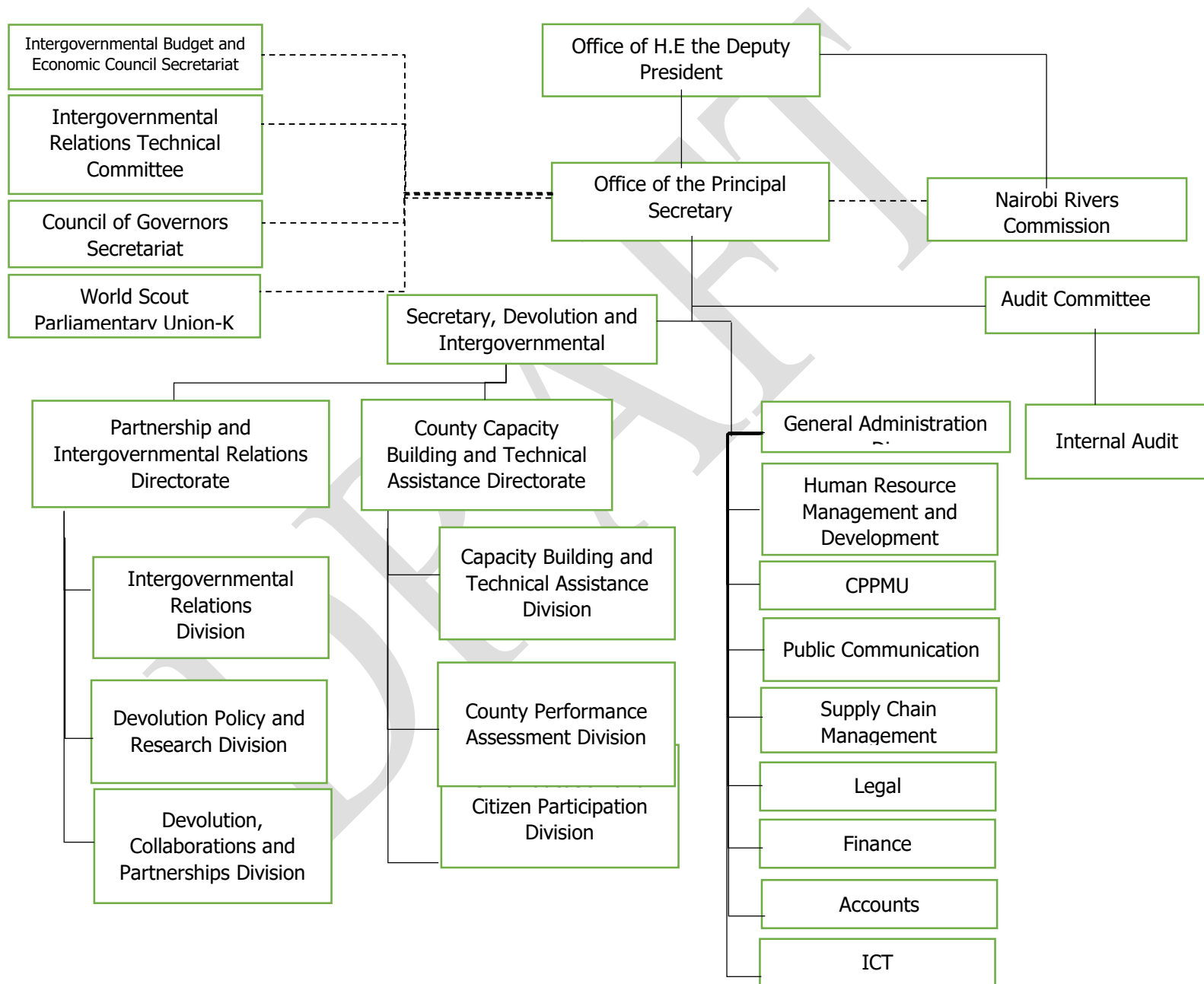
Urban Areas and Cities Act, 2011, the Public Finance Management Act 2012 and Assumption of Office of Governor Act, 2019.

- The State Department is structured into two technical directorates, namely: Partnership and Intergovernmental Relations and County Capacity Building and Technical Assistance in addition to Administration and support services.
- The following are the institutions under the State Department:
 - Intergovernmental Relations Technical Committee (IGRTC)
 - Council of County Governors (CoG)
 - Nairobi Rivers Commission
 - World Scouts Parliamentary Union (Kenya Chapter)
- The administrative structure of SDD is organized as follows; Headed by the PS who reports to the Chief of Staff. The PS is assisted by Secretary Devolution and Directors who head different Directorates and Divisions.
- SDD is operating under an approved organizational Structure (August, 2023) that establishes different functional Offices. The structure is inappropriate for effective service delivery and may hinder career growth for devolution officers.
- The reporting structure is illustrated in the figure below.

Figure 3.1: Organizational Structure for the State Department for Devolution



ORGANIZATIONAL STRUCTURE FOR THE STATE DEPARTMENT FOR DEVOLUTION



3.1.3.2 Internal Business Processes

- There are no clearly documented internal processes and standard operating procedures to guide carrying out of various core mandates of the State Department.
- There are strong Partnerships with development partners to support SDD and county activities/initiatives.
- SDD has adopted a number of systems developed by the government e.g. IFMIS and GHRIS.
- There is poor communication in sharing information within the State Department.
- There is weak records management systems within SDD.
- There is inadequate synergy within and between departments.
- SDD lacks an institutional knowledge management system. Staff have been exiting without harvesting the knowledge and skills that they possess. This trend may continue if necessary measures to tap/harvest this knowledge are not put in place.
- SDD has not developed an M&E framework for the performance of devolved functions.
- SDD is in the process of automating and digitalizing its services.

3.1.3.3 Resources and Capabilities

- There are diverse skills and core competencies within SDD in areas of Devolution, Human Resource Management, ICT, Accounts, Finance, Administration, Planning and Projects Monitoring among others.
- SDD lacks career progression guidelines for devolution officers leading to stagnation and low staff morale.
- Inadequate budgetary allocation from the exchequer which has necessitated mobilization of resources from donors and partners to enable the State Department deliver on its mandate.
- SDD officers have inadequate working tools such as computers and printers to deliver on the different roles and responsibilities. The SDD offices are spread across different floors of the same building. In addition, officers are inadequately facilitated with communication hardware and software.
- Inadequate and old fleet of motor vehicles which require replacement due to frequent breakdowns. There is inadequate budget allocation for provision of fuel and maintenance.

3.1.4 Summary of Strengths and Weaknesses

Table 3. 2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> • Existence of enabling policies, legislation, regulations and guidelines • Legal frameworks that establish the SDD • Political goodwill of the Presidency 	<ul style="list-style-type: none"> • Mandate not clearly spelt out under the Executive Order No. 2 of 2023 • Inappropriate approved organizational structure and staff establishment
Internal Business Processes	<ul style="list-style-type: none"> • Established partnerships and collaborations • Implementation of different systems of Government 	<ul style="list-style-type: none"> • There are no clearly documented internal processes • Inadequate synergy within and between departments • Poor communication in sharing information within the State Department • Lack of institutional knowledge management system • Lack of an M&E framework for the performance of devolved functions.
<ul style="list-style-type: none"> • Resources and Capabilities 	<ul style="list-style-type: none"> • Diverse skills and core competencies 	<ul style="list-style-type: none"> • Lack of career progression guidelines for devolution officers • Inadequate budgetary allocation from the exchequer • Inadequate working tools

3.1.5 Analysis of Past Performance

An in-depth analysis of the implementation of strategic plan 2018-2022 was undertaken to inform the development of this strategic plan. The analysis indicated that some of the planned activities were not achieved as expected due to various challenges faced during the period. The unachieved activities have been considered for implementation in this strategic plan.

This section highlights the major achievements, challenges and lessons learnt during the strategic plan 2018-2022.

3.1.5.1 Key Achievements

- i. Reviewed National Capacity Building Framework (NCBF I) and developed a National Capacity Building Framework II (NCBF II).
- ii. Mobilized resources to a tune of Kshs. 31B from development partners for capacity building and technical assistance in the counties.
- iii. Implemented 15 Local Economic Development (LED) initiatives in 15 pilot counties.
- iv. Developed the National Civic Education framework to guide civic education.
- v. Developed a Knowledge Management Strategy.

- vi. Draft County Governments (General), Regulations, 2023 and the Intergovernmental Relations (General) Regulations, 2023 was submitted to Cabinet.
- vii. Developed Alternative Disputes Resolutions (ADR) regulations
- viii. Developed and implemented the staff welfare scheme
- ix. Implemented the succession management through promotions and recruitment of Devolution Officers.

3.1.5.2 Challenges

- i. Implementation of development partners’ programs was affected as some beneficiary Counties were unable to meet the grant conditions.
- ii. Effects of COVID-19 pandemic and its containment measures.
- iii. Insufficient budgetary allocation and budget cuts.
- iv. Unwillingness of service providers to provide services due to increased pending bills.
- v. Inadequate staffing levels in the Technical Departments.
- vi. Uncoordinated legislative agenda on Devolution.

3.1.5.3 Lessons learnt

- i. Buy-in from the leadership and top management is essential in the implementation of the strategic plan.
- ii. Have a robust M& E framework for the implementation of devolved system of government.
- iii. Annual work plans should be aligned to available resources and strategic objectives.
- iv. Risks should be managed during the plan implementation period.
- v. Adoption of technology in delivery of services.

3.2 Stakeholder Analysis

Stakeholders are any individuals, groups or institutions that have an interest in or are impacted on by SDD activities. An understanding of who the stakeholders are and what relationships exist between them and the SDD as well as their expectations is important in order to understand the functional relationship with each stakeholder. The analysis of the SDD’s key stakeholders is presented in Table 3.3

Table 3. 3: Stakeholder Analysis

	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the SDD
1.	National Treasury	<ul style="list-style-type: none"> • Budgetary Allocation to SDD 	<ul style="list-style-type: none"> • Efficient and effective use of allocated resources 	<ul style="list-style-type: none"> • Timely disbursement of funds as per the approved budget
2.	Government Ministries, Departments and	<ul style="list-style-type: none"> • Support implementation of Devolution 	<ul style="list-style-type: none"> • Guidance on management of Intergovernmental matters 	<ul style="list-style-type: none"> • Coordination and cooperation between the two levels of Government

	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the SDD
	Agencies (MDAs)			<ul style="list-style-type: none"> Representation and participation in consultative meetings or functions
3.	County Governments	<ul style="list-style-type: none"> Implementation of Devolution Facilitate cordial Intergovernmental relations 	<ul style="list-style-type: none"> Provision of policy and legal frameworks on Devolution Support implementation of devolution through coordination of national /devolved activities at county level Capacity building of County staff and technical support 	<ul style="list-style-type: none"> Effective implementation of devolved functions at the county level Transparency and accountability of program resources Enhanced service delivery to citizens
4.	IGRTC	<ul style="list-style-type: none"> Strengthen Intergovernmental Relations 	<ul style="list-style-type: none"> Facilitate with resources Provision of leadership and policy direction 	<ul style="list-style-type: none"> Effective and coordinated approach in management of Intergovernmental Relations
5.	Council of County Governors (CoG)	<ul style="list-style-type: none"> Strengthen Intergovernmental Relations 	<ul style="list-style-type: none"> Facilitate with resources Cooperation between the two institutions 	<ul style="list-style-type: none"> Effective and coordinated approach in management of Intergovernmental Relations
6.	Citizens	<ul style="list-style-type: none"> Consumers of Services Good Governance Equitable Resource Allocation Access to Information Public Participation Public Directions Civic Education 	<ul style="list-style-type: none"> Timely Information Provision of Services Accountability Equitable Social Economic growth and Development Government programs at County Levels Feedback 	<ul style="list-style-type: none"> Active participation in governance and oversight on government projects
7.	Suppliers and Service Providers	<ul style="list-style-type: none"> Provide goods and services to Government 	<ul style="list-style-type: none"> Timely Payments of goods and services supplied Compliance with the Procurement Laws and Regulations Timely Provision of Information Dispute Resolutions 	<ul style="list-style-type: none"> Supply of quality goods and services Timely delivery of goods and services Compliance with the Procurement Laws and Regulations

	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the SDD
8.	Office of Attorney General and Department of Justice and Kenya Law Reform Commission	<ul style="list-style-type: none"> Legislative Drafting Forwarding of the Bills, policies and regulations to Parliament Give legal advice to the Government 	<ul style="list-style-type: none"> Present SDD's concerns on devolution laws 	<ul style="list-style-type: none"> Identification of areas that require legislation Technical support on drafting legislations
9.	The Parliament	<ul style="list-style-type: none"> Approval of policy and legal frameworks 	<ul style="list-style-type: none"> Timely submission of Bills for legislative agenda Sensitization on Bills and Legal Frameworks prior to tabling of the Bills in parliament Response to parliamentary questions Prudent utilization of resources allocated Timely defending of the budget 	<ul style="list-style-type: none"> Approval of presented Bills in parliament Approval of the budget
10.	Judiciary	<ul style="list-style-type: none"> Resolution of cases Interpretation of laws 	<ul style="list-style-type: none"> Abide by law Seek legal advice on Devolution 	<ul style="list-style-type: none"> Timely determination of intergovernmental cases and adoption of ADR mechanisms
11.	Development partners (UN, EU, World Bank, USAID AHADI)	<ul style="list-style-type: none"> Resource mobilization for devolution initiatives and technical support Support Government Agenda 	<ul style="list-style-type: none"> Prudent use of resources Implementation of donor funded projects as per the signed agreement Provision of relevant information on proposed areas of support 	<ul style="list-style-type: none"> Resource and technical support in implementation of devolution programmes
12.	Civil Society (NGOs, CBOs, FBOs)	<ul style="list-style-type: none"> Civic Education to the citizens Complement government development agenda Advocacy Social Audit 	<ul style="list-style-type: none"> Timely provision of relevant information Structured way of engagement Provide a conducive environment for collaboration and partnership Effective and Efficient delivery of Programs 	<ul style="list-style-type: none"> Effective and Efficient delivery of Civic Education to the citizens Prudent utilization of resources Effective and coordinated approach in the conducting Civic Education
13.	Private Sector	<ul style="list-style-type: none"> Collaboration in Public 	<ul style="list-style-type: none"> Partnerships and Collaboration 	<ul style="list-style-type: none"> Increased investments

	Stakeholder	Role	Expectations of the Stakeholder	Expectations of the SDD
		Private Partnership <ul style="list-style-type: none"> • Increased Investments 	<ul style="list-style-type: none"> • Enabling Policies Frameworks • Enabling Environment for Investment • Fair Trade practices 	<ul style="list-style-type: none"> • Support of the National development Agenda • Resource mobilization in areas of trade and industry • Collaboration in Public Private Partnerships
14.	Media	<ul style="list-style-type: none"> • Information on Government Programs • Publicity on Government Activities/Devolution Matters 	<ul style="list-style-type: none"> • Accurate and Timely Information • Partnerships and Networking • Respect for Press and Media Freedoms 	<ul style="list-style-type: none"> • Relaying of accurate and confirmed information • Civic education of citizens on matters of national development
15.	Professional bodies	<ul style="list-style-type: none"> • Enforce professionalism in Service Delivery 	<ul style="list-style-type: none"> • Offer quality services • Engaging of Qualified Professionals • Support 	<ul style="list-style-type: none"> • Provision of qualified professionals
16.	Trade Unions and SACCOs	<ul style="list-style-type: none"> • Savings • Investments • Employees' Satisfaction 	<ul style="list-style-type: none"> • Information • Remittances 	<ul style="list-style-type: none"> • Efficient representation of employees' interests and grievances • Effective investments of employees' contributions

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter presents the strategic issues, goals and key result areas that will be considered for implementation for SDD to achieve its desired vision.

4.1 Strategic Issues

Four Strategic Issues were identified namely;

- i. Management of Devolved system of Government
- ii. Management of Intergovernmental Relations
- iii. Performance of devolved functions
- iv. Human Capital productivity

4.1.1 Management of Devolved system of Government

The Constitution of Kenya 2010 introduced far reaching changes in the governance system in Kenya that established two levels of government which are distinct and interdependent but required to cooperate and consult in delivering their mandates. These changes necessitated development of policies and enactment of legislations as well as structures to operationalize the constitutional requirements of the devolved system of government whose successful implementation is dependent upon a strong, stable and predictable legal and policy framework as well as structured and coordinated collaboration and partnership of both state and non-state actors. The implementation of the devolved system of government has registered considerable success since its inception. The transition to the devolved system was largely successful as the legislations required were enacted and functions transferred to the County Governments as per the Constitution. Collaborations and partnerships with various actors have also been established since the implementation of devolved system of government in a multi-stakeholder endeavor.

Several challenges however continue to dampen the Constitutional spirit of the devolved system of government. These include: uncoordinated implementation of existing laws on devolution; inconsistencies and conflicts in laws and policies at various levels of government; frequent changes in laws and policies related to devolution that is not evidence based; incomplete transfer of functions to the county governments together with their attendant resources; insufficient information to inform on the progressive realization of the constitutional objects and principles of devolution; non-completion of valuation and transfer of assets between the two levels of governments as well as weak frameworks for collaborations and partnerships.

To fully achieve the objects of devolution, there is need to address the identified challenges to ensure that the devolved system is implemented as anticipated by the Constitution, review existing policies and laws/legislations to align them with the Constitution; Continuously undertake targeted operational research for evidence based decision; monitoring and evaluation to establish existing gaps and emerging issues towards attainment of the objects of devolution and devolution laws and establish structured and coordinated partnerships, linkages and collaborations with development partners and non-state actors. The State Department for Devolution is the principal agency in

charge of policy direction and forging partnerships and collaborations in the implementation of devolved system of government.

4.1.2 Management of Intergovernmental Relations

Articles 6 and 189 of the Constitution of Kenya 2010, requires the two levels of government to execute their functions on the basis of consultation, coordination and cooperation for the effective implementation of the devolved system of government. To facilitate cooperation, coordination and consultation between the National and the County Governments, the Intergovernmental Relations Act, 2012, provided for establishment and operationalization of intergovernmental structures. Some of intergovernmental structures have been operationalized while others are yet. The operationalized structures include: The Summit, Intergovernmental Relations Technical Committee, Intergovernmental Budget and Economic Council (IBEC), Intergovernmental Sector Forums and the Council of County Governors.

These structures have been facing challenges in execution of their mandates such as lack of; guidelines for submission of the Annual Summit Reports to the parliament, legal framework for management of intergovernmental sector forums, legal framework for transfer of functions to either level of Government and framework for management of concurrent functions.

Further intergovernmental relations has been affected by; incomplete transfer of functions, transfer of functions without attendant resources to County Governments, non-mainstreaming of Alternative Dispute Resolution Regulations (2021), lack of electronic real time online tracking system for intergovernmental disputes to enhance efficiency in dispute resolution and non-establishment and operationalization of other intergovernmental structures such as Joint authorities and joint committees.

4.1.3 Performance of devolved functions

The Fourth Schedule of the Constitution assigns functions between the National and County Governments. Section 121 of the CGA, 2012, mandates the Ministry or government department responsible for intergovernmental relations to provide support to county governments to perform their function and assess the performance of county governments for continuous improvement of service delivery.

Since the implementation of devolved system of government, there has been no objective mechanism to assess the performance of devolved functions and service delivery. Some county governments have not been able to effectively discharge the devolved functions due to capacity challenges. Thus, there is need to develop a performance framework to assess performance of devolved functions and identify the performance gaps; prepare status of devolution reports, assist in formulating capacity building interventions and sharing of best practices in service delivery.

Further, the assessment of performance of devolved functions will involve participation of well-informed citizenry. This calls for continuous civic education and public participation programs to inform and empower the public on engaging with the county governments and how the county governments respond effectively to their concerns.

4.1.4 Human Capital productivity

Human capital productivity refers to the efficiency and effectiveness with which human resources contribute to the overall output, growth and success of an organization. Human capital productivity can be increased by investing in employee development, providing a conducive work environment, having well-defined career progression guidelines, inculcating values and principles and entrenching a positive organizational culture among staff.

SDD staff productivity has been negatively affected by a number of issues including but not limited to negative organization culture, constricted staff establishment for technical officers, inadequate implementation of staff training due to insufficient funds, poor collaborations and team work, insufficient working tools and equipment and non-comprehensive staff wellness initiatives which should promote physical and mental wellbeing.

The State Department will endeavor to mitigate the aforementioned issues which will ultimately boost the staff morale leading to enhanced service delivery.

4.2 Strategic Goals

The following goals depict the desired outcome in addressing each strategic issue.

- i. Fully functional devolved system of government
- ii. Strong cordial Intergovernmental Relations
- iii. Improved service delivery at the county level
- iv. Enhanced productivity and service delivery in SDD

4.3 Key Result Areas

In order to achieve the desired goals above SDD has identified key result areas that will guide its operations during the plan period as outlined in Table 4.1

Table 4. 1: Strategic Issues, Goals and KRAs

	Strategic Issue	Goal	KRAs
i.	Management of Devolved system of Government	Fully functional devolved system of government	Policies and laws on devolved system of government Partnerships and collaborations
ii.	Management of Intergovernmental Relations	Strong Cordial Intergovernmental Relations	Intergovernmental relations
iii.	Performance of devolved functions		Capacity and Technical Support to counties

	Strategic Issue	Goal	KRAs
		Improved service delivery at the county level	Civic Education and Public Participation
iv.	Human Capital Productivity	Enhanced productivity and Service Delivery in SDD	Human Resource Management and Development Institutional capacity

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CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

This chapter outlines the strategic objectives that will guide SDD operations towards the achievement of its vision. Further, the chapter expounds on the specific strategies that will be put in place to achieve these objectives.

5.1 Strategic Objectives

- i. To harmonize the existing Policies and Laws with the devolved system of government
- ii. To enhance partnerships, collaborations and linkages on Devolution
- iii. To strengthen Intergovernmental relations
- iv. To enhance Capacity of counties to deliver quality services
- v. To enhance public participation on decision making and accountability
- vi. To improve human productivity
- vii. To strengthen the institutional capacity

Table 5. 1: Outcomes Annual Projection

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 1: Policies and laws on devolved system of government							
To Harmonize the Existing Policies and Laws with the devolved system of government as per the Constitution	Enabling policies and legal frameworks on devolved system of government	Percentage of policies harmonized	-	5%	35%	30%	30%
		Percentage of laws developed/reviewed	-	-	5%	30%	50%
		Percentage of regulations developed	-	-	5%	45%	50%
KRA 2: Partnerships and collaborations on devolution							
To enhance partnerships, collaborations and linkages on Devolution	Increased support from development partners	No. of devolution support programs	1	-	1	-	1
KRA 3: Intergovernmental Relations							
To strengthen Intergovernmental Relations	Improved Intergovernmental Relations	Percentage reduction in Intergovernmental disputes	-	10%	20%	20%	20%
		Percentage of intergovernmental structure resolutions monitored	-	100%	100%	100%	100%
KRA 4: Capacity and Technical Support to Counties							
To enhance Capacity of counties to deliver quality services	Improved County performance in service delivery	Percentage increase in performance index	-	-	Establish the baseline perfo	-	+20%

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
					Performance index		
		Percentage of Knowledge Management Devolution Hub operationalized	-	50%	50%	-	-
		No. of value chains supported	-	2	2	2	3
KRA 5: Civic Education and Public Participation							
To enhance public participation on decision making and accountability	Increased citizen engagement and awareness on devolution in Counties	Percentage increase in public participation	-	-	Establish the baseline on public participation	-	+20%
	Increased awareness on devolution opportunities and other emerging issues	Percentage increase on awareness	-	-	80%	-	95%
KRA 6: Human resource management and development							
To improve human productivity	Improved human productivity	Percentage increase in staff performance	92.3%	93%	95%	96%	98%
KRA 7: Institutional capacity							
To strengthen the institutional capacity	Responsive institution	Percentage increase in customer satisfaction	-	60%	70%	80%	90%
		Percentage increase in employee satisfaction	-	60%	70%	80%	90%

5.2 Strategic Choices

Table 5. 2: Strategic Objectives and Strategies

KRA	Strategic Objective	Strategies
Policies and laws on devolved system of government	To harmonize the existing Policies and Laws with the devolved system of government	Align existing policies, laws and regulations to the devolved system of government
		Monitor, evaluate and report on the status of implementation of devolution.
Partnerships and collaborations	To enhance partnerships, collaborations and linkages on Devolution	Coordinate development partners support to Devolution
		Promote local/regional and international collaborations
		Mainstream partnership with non-state actors on devolution matters
Intergovernmental Relations	To strengthen Intergovernmental Relations	Improve the performance of intergovernmental structures
		Complete transfer of devolved functions
		Coordinate further decentralization of services of County governments
		Mainstream resolution of inter-governmental disputes using ADR Mechanisms
Capacity and Technical Support to counties	To enhance capacity of counties to deliver quality services	Implement the National Capacity Building Framework II (NCBFII)
		Promote uniform public service norms and standards for all cadres of staff across the counties
		Improve the performance of county governments in the delivery of devolved functions
		Promote Local Economic Development (LED) in counties
		Strengthen the oversight role of County Assemblies
		Promote Knowledge Management on Devolution
Civic Education and Public Participation	To enhance public participation on decision making and accountability	Implement the National Civic Education Framework (NCEF)
		Improve participation of non-state actors on civic education matters
		Improve public participation in County decision making process
Human Resource Management and Development	To improve Human productivity	Strengthen Human Resource Management and Development
		Promote staff welfare and overall wellness
		Promote Organizational culture and attitudinal change
Institutional capacity	To strengthen the institutional capacity	Enhance visibility of SDD
		Enhance compliance with PFM
		Improve work environment
		Digitalize and automate SDD services

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

The effective achievement of planned activities depends on the implementation plan developed. This chapter outlines the plan of action in the implementation of targeted activities and the coordination framework that will guide the intended plan of action. It further highlights the risks that may hinder the realization of the strategic plan.

6.1 Implementation plan

This section describes how the action planning, work planning and performance contracting will be undertaken within the plan period. The strategic plan will be operationalized through an action plan which provides details of the planned outputs and activities, their budgeted resources and the time frame for accomplishing each.

6.1.1 Action plan

An action plan indicating what will be done, by whom, when and with what expected resources and results has been developed. This action plan links strategy formulation and the action. This information is presented as an implementation matrix in Annex 1. The matrix is a logical framework linking strategic issues, strategic objectives, KRAs, outcomes and strategies.

Table 6. 1: Implementation Matrix (Annex 1)

6.1.2 Annual Work plan and Budget

The strategic plan will be operationalized through the annual work plans which provide the details of what will be done and the results to be achieved for each year. The annual work plans will form the basis for resources required in preparing the annual budgets.

6.1.3 Performance Contracting

Performance contract targets will be drawn from the annual work plans as per the performance contracting guidelines.

6.2 Coordination framework

The realization and full achievement of the planned activities will require a well-coordinated implementation framework involving development and reviewing of necessary policies, structures and organizational culture.

6.2.1 Institutional Framework

The State Department will put in place the necessary structures for the implementation of the plan as per the approved organizational structure will be implemented. The organizational structure will also be reviewed to include critical issues that were not catered for.

6.2.2 Staff Establishment, Skill Set and Competence Development

The staff establishment, skills set and competence are described in the Annexures

Table 6. 2: Staff Establishment (Annex 2)

Table 6. 3: Skills Set and Competence Development (Annex 3)

6.2.3 Leadership

The Principal Secretary (PS) will offer overall leadership in the implementation of planned activities. The Plan will be executed through three (3) different Strategic Theme Teams for ease of coordination and implementation. The Theme Teams will be appointed by the PS as follows;

- i. County Capacity Building and Technical Assistance
- ii. Partnerships and Intergovernmental Relations
- iii. Human and Institutional Capacity development

The Director of Planning will lead in implementation, tracking and preparation of reports thereof.

6.2.4 Systems and procedures

- A majority of the processes and their accompanying Standard Operating Procedures are not adequately defined.
- Priority will be given to the development of Standard Operating Procedures for every Directorate and Division in the Plan period
- A quality management system will be put in place.
- The State Department will adopt and implement relevant systems in service delivery

6.3 Risk Management Framework

The table below identifies the anticipated risks and describes the respective mitigation measures.

Table 6. 4: Risk Management Framework

S/No	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1.	Budget cuts leading to increased pending bills	H	M	M	Rationalization of the work plan
2.	Inadequate budgetary allocation	H	H	H	Explore other resource mobilization strategies
3.	Employee turnover due to stagnation	H	H	H	Motivation of staff Develop and implement career progression guidelines
4.	Lack of clarity of SDD mandate in Executive Orders	H	H	H	The Executive Order to spell out the mandate of SDD explicitly
5.	Advancements in technology leading to increases in vices such as data insecurity and cyber crimes	M	M	M	Adoption of ICT security measures Installation of data backup systems

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter presents the financial requirements for the full implementation of the planned activities as well as how these resources will be mobilized.

7.1 Financial requirements

The implementation of the Strategic Plan over the plan period will require a total of **Kshs. 12,291.8** Table 7.1 indicates the projected resource requirements for each Key Result Area per financial year.

Table 7. 1: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements Kshs. Mn					
	Year 1	Year 2	Year3	Year4	Year 5	Total
KRA 1: Policies and laws on devolved system of government	73.60	422.5	264.0	275.5	324	1,303.0
KRA 2: Partnerships and collaborations on devolution	30.00	325.0	579.0	605.0	760.5	2,299.5
KRA 3: Intergovernmental Relations	207.50	521.0	465.0	351.0	582.0	2,126.5
KRA 4: Capacity and Technical Support to Counties	94.00	751.1	872.4	802.2	1206.1	3,725.8
KRA 5: Civic Education and Public Participation	30.00	60	217	173	156	636.0
KRA 6: Human resource management and development	19.50	89.2	67.3	60.4	63.5	299.9
KRA 7: Institutional capacity	233.80	356.3	382.9	412.5	434.6	1,901.1
Total	688.40	2,525.1	2,847.6	2,679.6	3,526.7	12,291.8

Table 7. 2: Resource Gaps

Financial Year	Estimated Financial Requirements (Kshs Mn)	Proposed MTEF Allocations (Kshs. Mn)	Variance (Kshs Mn)
Year 1	5,691.7	688.4	5,003.3
Year 2	2,525.1	797.6	1,727.5
Year 3	2,847.6	756.4	2,091.2
Year 4	2,679.6	831.4	1,848.2
Year 5	3,526.7	856.3	2,670.4
Total	17,270.7	3,930.1	13,340.6

7.2 Resource Mobilization Strategies

In order to facilitate the implementation of this Strategic Plan the SDD shall undertake the following;

- i. Seek additional funding through the Medium-Term Expenditure Framework sector working group and parliamentary committees.
- ii. Engage development partners through collaborations, partnerships, and linkages for external resource mobilization.
- iii. Enhance linkages with other Ministries Department and Agencies by leveraging on the already established structures where applicable in order to minimize costs of operation and reach a wider scope.

7.3 Resource Management

To ensure effective and efficient use of allocated resources the SDD will;

- i. Strictly adhere to the Public Finance Management Act (2012), Public Audit Act 2015, Public Procurement and Asset Disposal Act (2015) and its attendant Regulations (2020), and other financial instructions issued through Treasury Circulars and Guidelines from time to time;
- ii. Periodically undertake monitoring, evaluation and performance reporting on financials and non-financials of all programs and projects being implemented.
- iii. Constitute Budget Implementation Committee whose key responsibility will be to oversee budget implementation and regularly advising the Accounting Officer on budget performance.
- iv. Restricting contracted services to only activities where the internal capacity is inadequate.
- v. Preparation of annual work plans, procurement plans and cash flow plans in line with the allocated funds to guide in implementation of planned activities and realization of desired outputs and outcomes.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

This chapter entails the monitoring framework that indicates the methodology on systematic collection of data on specified indicators, performance standards, evaluation framework, reporting framework and feedback mechanism.

8.1 Monitoring Framework

Tracking of performance of the plan will be continuous and based on monitorable Key Performance Indicators for the outputs as indicated in the Implementation Matrix. The annual output targets will be achieved through the State Department's annual work plans which will be further cascaded to the directorates, divisions and individual officers. The directorate work plans will be more detailed as to have both process and output indicators for ease of tracking of implementation and reporting.

Data collection will be undertaken from the implementing directorates and divisions on a quarterly basis which will be compiled into quarterly and annual reports geared towards informing decision making. Data collection methods will be informed by the type of information required and may include desktop reviews, surveys and other feedback mechanisms where possible. It may also involve field exercises where data provided on projects and/or programs implemented need further verification.

8.2 Performance Standards

Monitoring and Evaluation of the Strategic Plan will be based on the internationally accepted M&E norms and standards. The standards will ensure that implementation of planned activities in the five-year period is relevant, efficient, effective, successful and sustainable. Based on the documented national Monitoring and Evaluation norms and standards, the plan adheres as shown below.

Monitoring and Evaluation Standards for this Strategic Plan

Standard	Evidence
Policy and Programme Design Standards	
Measurable Results	The strategic plan has an implementation matrix as well as a Monitoring and Evaluation framework
Monitoring plan	The plan will be monitored quarterly and annually through annual work plans
Budget for M&E	Annual M&E budgets will be included in the annual work plans
Monitoring Standards	
Clear data collection Methods and tools	Different indicators will require different data collection methods and tools
Monitoring annual work plans	This will be undertaken quarterly and results discussed in HoDs meetings
Reporting on results	M & E reports will be prepared quarterly and annually.
Evaluation Standards	

Standard	Evidence
Planning the evaluation	Mid-term and end-term evaluations of the plan will be undertaken
Conducting the Evaluation	Reports will be produced for every evaluation undertaken
Dissemination, communication and use of evaluation findings	Evaluation reports will be shared and in case of a mid-term evaluation, necessary adjustments to the plan will be made
Learning and Adaptation of Standards	
Documentation of lessons learnt	To be undertaken through various reports
Effective of communication results information	This will be done as per the State Departments Communication Strategy
Utilization of results	Lessons learnt will be incorporated in subsequent planning

8.3 Evaluation Framework

Mid-Term and End-Term evaluations will be undertaken to assess the extent to which the objectives and goals of the strategic plan have been achieved. To accomplish this effectively, expected outcomes for the five-year implementation period have been developed with their respective outcome indicators as indicated in Table 8.1 below. These outcomes will be achieved through the various outputs identified in the implementation matrix.

Table 8. 1: Outcome Performance Matrix

Key result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term period	End-Term period
Policies and laws on devolved system of government	Enabling policies and legal frameworks on devolved system of government	Percentage of policies, laws and regulations harmonized	To be determined after a legal audit	22/23	40%	100%
		Percentage of laws developed/reviewed	-	22/23	5%	85%
		Percentage of regulations developed	-	22/23	5%	100%
Partnerships and collaborations	Increased support from development partners	No. of devolution support programs	1	22/23	2	3
Intergovernmental relations	Improved Intergovernmental Relations	Percentage reduction in Intergovernmental disputes	-	22/23	30%	70%
		Percentage of intergovernmental structure resolutions monitored	-	22/23	100%	100%

Key result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term period	End-Term period
Capacity and Technical Support to Counties	Improved County performance in service delivery	Percentage increase in performance index	-	22/23	Establish the baseline performance index	+20%
		Percentage of Knowledge Management Devolution Hub operationalized	-	22/23	100%	-
		No. of value chains supported	-	22/23	4	9
Civic Education and Public Participation	Increased citizen engagement in Counties	Percentage increase in public participation	-	22/23	Establish the baseline on public participation	+20%
	Increased awareness on devolution opportunities and other emerging issues	Percentage increase on awareness	60%	16/17	80%	95%
Human resource management and development	Improved human productivity	Percentage increase in staff performance	92.26%	22/23	95%	98%
Institutional capacity	Responsive institution	Percentage increase in customer satisfaction	-	22/23	70%	90%
		Percentage increase in employee satisfaction	-	22/23	70%	90%

8.3.1 Mid-Term Evaluation

An intermediate evaluation of implementation of interventions in the plan will be undertaken to assess the extent to which they have been achieved. This will be aimed at identifying the effectiveness and efficiency of the planned activities towards the achievement of the envisaged outcomes. Any potential problems identified will be dealt with at this stage and a review of the outputs and activities will be undertaken to ensure that the remaining period of implementation achieves intended outcomes.

8.3.2 End-Term Evaluation

This evaluation will be undertaken at the end of the five-year period to assess the extent to which interventions in the strategic plan will have achieved the intended goals and outcomes. Focus will be on the effectiveness and efficiency of the interventions undertaken within the plan period. It will identify unintended outcomes both positive and negative. Information generated from this assessment will inform subsequent planning and will form a basis for the next medium-term plan.

8.4 Reporting Framework and Feedback Mechanism

Directorates and divisions will be expected to prepare quarterly and annual implementation reports which will be compiled into one State Department's report. Annual reporting will be undertaken for indicators that cannot be reported on quarterly basis. The progress reports will be tabled for discussion in HoDs' meetings where remedial measures are expected to be discussed, adopted and put in place for activities that may be lagging behind. Individual work Plan reporting will be undertaken through the Performance Appraisal System.

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ANNEX 1: IMPLEMENTATION MATRIX

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Management of Devolved system of government																
Strategic Goal: Fully functional devolved system of government																
KRA 1: Policies and laws on devolved system of government																
Outcome: Enabling policies and legal frameworks on devolved system of government																
Strategic Objective: To harmonize the existing Policies and Laws with the devolved system of government as per the Constitution																
Align existing policies, laws and regulations to the devolved system of government	Conduct legal audit to identify gaps	Legal audit to identify gaps undertaken	No of legal audit reports	2	-	1	-	-	1	-	50	-	-	50	Policy & Research division	AG, KLRC, IGRTC, COG, CGs, Development Partners
	Review and implement the devolution policy	Policy on devolved system of government reviewed	No of policies reviewed	1	1	-	-	-	-	40	-	-	-	-	Policy and Research	AG, KLRC, IGRTC, COG, CGs, Development Partners
		Counties sensitized on the policy on devolved system of government	No of counties sensitized	47	-	10	17	20	-	-	5	6	17	-	Policy and Research	AG, KLRC, IGRTC, COG, CGs, Development Partners
	Amend legislations relating to Devolution (CGA, IGRA, PFMA, UACA, CASA, Assumption of Office of Governor Act)	Laws and Regulations amended	No of laws and regulations amended	8	2	-	3	-	3	15	-	9	--	9	Policy and Research	AG, KLRC, IGRTC, COG, CGs, Development Partners
	Generate Bills necessary to implement the devolved system of government	Bills generated	No of Bills drafted	4	-	1	1	1	1	-	50	50	50	50	Policy and Research	AG, KLRC, IGRTC, COG, CGs, Development Partners
	Develop and implement a framework on performance of concurrent functions	Framework on performance of concurrent functions developed	No. of frameworks developed	1	-	1	-	-	-	18	30	-	-	-	IGR Policy and Research Division	AG, KLRC, IGRTC, COG MDAs, Development Partners

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		MCDAs sensitized on the Framework on concurrent of functions	No of counties and MDAs sensitized	47 Counties 22 Ministries	-	-	20	27	-	-	-	20	25	-	IGR Policy and Research Division	AG, KLRC, IGRTC, COG, MDAs, Development Partners
	Develop and implement stand-alone law on County Public Service Management	Law on County Public Service Management developed and counties sensitized	No. of laws on County Public Service Management developed	1	-	1	-	-	-	-	50	10	20	30	Policy and Research Division	AG KLRC IGRTC COG CGs Development Partners
	Develop and implement framework on operationalization of Section 23 of IGR Act, 2012	Framework on operationalization of Section 23 of IGR Act developed and counties sensitized	No. of frameworks developed	1	-	1	-	-	-	-	50	10	20	30	Policy and Research Division	AG, KLRC, IGRTC, COG, Development Partners
	Develop and gazette regulations on all laws relating to the devolved system of government	Regulations for laws relating to devolved system of government developed	No. of regulations developed	5	-	2	1	1	1	-	50	50	50	50	Policy and Research Division	AG, KLRC, IGRTC, COG, Development Partners MDAs
		Gazettement of the developed regulations	No. of gazette notices issued	5	-	2	1	1	1	-	0.5	0.5	0.5	0.5	Policy and Research Division	AG KLRC
	Establish a joint committee of partners and key stakeholders on the legislative agenda on Devolution	Joint committee established	No. of joint committee meetings held	16	-	4	4	4	4	-	2	2.5	3	3.5	Policy and Research Division	IGRTC COG Development Partners MDAs

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop coordination framework for legislative processes on devolution	Coordination framework developed and MDAs sensitized	No. of coordination frameworks developed	1	-	1	-	-	-	-	30	10	12	15	Policy and Research Division	AG, KLRC, IGRTC, COG, Development Partners MDAs
Monitor, evaluate and report on the status of implementation of devolution.	Develop guidelines for M&E and reporting to parliament and the citizens	Guidelines developed	No. of guidelines developed	1	-	1	-	-	-	-	45	30	-	-	Policy and Research Division	MDAs
	Undertake periodic M & E on progressive realization of objects and principles of devolution	M&E undertaken	No. of M&E Reports	6	-	1	2	1	2	-	30	59	39	75	Policy and Research Division	AG, KLRC, IGRTC, COG, Development Partners, MDAs
	Prepare and publish an annual report on status of implementation of devolution	Annual report on status of implementation of devolution prepared and published	No. of reports published	4	-	1	1	1	1	-	5	7	9	11	Policy and Research Division	IGRTC COG Development Partners MDAs
	Undertake research to promote evidence-based decision making on devolution matters	Research to promote evidence-based decision making undertaken	No. of researches undertaken	2	-	1	-	1	-	-	25	-	30	-	Policy and Research Division	MDAs, Development partners, CoG, IGRTC
KRA 2: Partnerships and collaborations																
Outcome: Increased support from development partners																
Strategic Objective: To enhance partnerships, collaborations and linkages on Devolution																
Coordinate development partners support to Devolution	Develop, review and implement development partners' coordination framework in the devolution space	Development Partners Coordination framework developed	No. of Coordination frameworks	1	-	1	-	-	-	-	30	-	-	-	Devolution, collaborations & Partnerships	Development partners, CoG, IGRTC, MDAs
		Development Partners Coordination framework implemented	% of implementation	100	-	-	100	100	100	-	-	10	10	10	Devolution, collaborations & Partnerships	Development partners, CoG, IGRTC, MDAs

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop and implement new programs and reach out to development partners for funding in line with the BETA	Devolution support program developed	No. of Approved Devolution Support programs	3	1	-	1	-	1	30	30	41	41	50	Devolution, collaborations & Partnerships	Development partners, CoG, IGRTC, MDAs
	Develop and maintain a database of global partners dealing with devolution	Database for global partners developed	No. of Databases for global partners	1	-	1	-	-	-	-	5	3	3	2	Devolution, collaborations & Partnerships	Development partners, CoG, IGRTC, MDAs
	Develop and operationalize resource mobilization strategy for devolution	Strategy on resource mobilization developed	No. of strategies developed	1	-	1	-	-	-	-	22	-	-	-	Devolution, collaborations & Partnerships	Development partners, CoG, IGRTC, MDAs
		Resources for County LED projects mobilized	No. of LED Projects	10	-	-	3	3	4	-	-	330	330	440	Devolution, collaborations & Partnerships	SDD, KSG, CGs
Promote local/regional and international collaborations	Formulate and implement agreements on matter of common interest between global decentralization partners	Agreements formulated and implemented	No. of Agreements formulated and implemented	4	-	1	1	1	1	-	20	24	28	30	Devolution, collaborations & Partnerships	Development partners, CoG, IGRTC, MDAs AG
	Develop and operationalize coordination framework for devolution sector working group	Coordination framework developed and operationalized	No. of DSWG coordination frameworks developed	1	-	1	-	-	-	-	10	12	15	20	Devolution, collaborations & Partnerships	Development partners, CoG, IGRTC, MCDAs
	Host and participate in regional and international forums on local governments/decentralization	Regional and international forums Hosted	No. of forums hosted	4	-	1	1	1	1	-	80	90	100	120	Devolution, collaborations & Partnerships	Development partners, CoG, IGRTC, MDAs
	Monitor implementation of resolutions on devolution/local governance/decentralization	Implementation of resolutions monitored	Percentage of resolutions monitored	100%	-	100%	100%	100%	100%	-	10	10	10	10	Devolution, collaborations & Partnerships	Development partners, CoG, IGRTC, MDAs

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	in from regional and international forums															
	Establish and maintain local and international linkages and partnerships to support county climate change adaptations and resilience	Local and international linkages and partnerships established	No. of linkages and partnerships	4	-	1	1	1	1	-	18	19	20	22	Devolution, collaborations & Partnerships	Development partners, CoG, IGRTC, MDAs
	Develop intervention strategies to tap on climate change financing at the county level	Strategies to tap on intervention of climate change financing developed and implemented	No. of strategies developed and implemented	1	-	1	-	-	-	-	50	10	12	15	Devolution, collaborations & Partnerships	AG, KLRC IGRTC, COG Development Partners MDAs
	Benchmark and implement international best practices on devolution	A study report on international best practices on devolution conducted	No. of study reports	4	-	1	1	1	1	-	10	10	10	10	Devolution, collaborations & Partnerships	Development partners, CoG, IGRTC, MDAs
Mainstream partnership with non-state actors on devolution matters	Organize and coordinate forums with non-state actors in devolution	Forums with non-state actors organized	No. of forums	4	-	1	1	1	1	-	40	20	26	31.5	Devolution, Collaborations & Partnerships	Development partners, CoG, IGRTC, MDAs
	Mapping of Non state actors	Non state actors mapped	No. of non-state actors mapped	1	-	1	-	-	-	-	0.5	-	-	-	Devolution, Collaborations & Partnerships	Development partners, CoG, IGRTC, MDAs
Strategic Issue: Management of intergovernmental relations																
Strategic Goal: Strong cordial Intergovernmental Relations																
KRA 1: Intergovernmental Relations																
Outcome: Improved Intergovernmental Relations																
Strategic Objective: To strengthen Intergovernmental Relations																
Improve the performance of intergovernmental structures	Facilitate intergovernmental forums for the 18 established sectors	Sector forums held and intergovernmental	No. of Sector forums held	148	4	36	36	36	36	4	180	180	180	180	IGR	CoG IGRTC Counties MDAs

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		resolutions drawn														
	Disseminate the guidelines on the establishment of Intergovernmental units in counties and MDAs	Sensitization of MCDAs on the guidelines undertaken	No. of MCDAs sensitized	69	-	30	39	-	-	-	10	10	-	-	IGR	CoG IGRTC Counties
	Coordinate the establishment of Intergovernmental Relations Units in the MCDAs	Intergovernmental Units in MCDAs established	No. of Intergovernmental Units established	69	-	20	20	29	-	-	8	8	10	-	IGR	Counties CoG MDAs
	Monitor implementation of National and County Coordination Summit resolutions	Summit Resolutions implementation monitored	No. of Status Report	4	-	1	1	1	1	-	4	3	3	2	IGR	IGRTC CoG
	Coordinate intergovernmental conferences such as Devolution Conference and Legislative Summit	Intergovernmental conferences held	No. of intergovernmental Conferences	7	1	1	2	1	2	25	30	45	40	60	IGR	CoG IGRTC
	Monitor implementation of resolutions on devolution from local intergovernmental conferences	Implementation of conferences resolutions monitored	Percentage of resolutions monitored	100%	-	100%	100%	100%	100%	-	5	5	5	5	IGR	IGRTC CoG
	Coordinate the Assumption of office for Governors	Assumption of office of Governors	No. of assumption reports	47	-	-	-	-	47	-	-	-	-	200	IGR	Counties
	Develop regulations on procedures for submission of Summit Annual Report to Parliament	Regulations on the procedures developed	No. of regulations	1	-	1	-	-	-	1	10	-	-	-	IGR	IGRTC CoG AGs Office KLRC
	Strengthen intergovernmental Relations through sports	KICOSCA and EALASCA games held	No. of sports events	15	3	3	3	3	3	10	45	55	60	75	IGR	Counties CoG
Complete transfer of	Develop and operationalize regulations for transfer of	Regulations for transfer of functions	No. of regulations	1	1	-	-	-	-	4	20	-	-	-	IGR	Policy Legal IGRTC

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
devolved functions	functions between the two levels of government	developed and operationalized	No. of MCDAs sensitized	69	-	-	29	20	20	-	-	15	15	12	IGR	Counties Policy Legal IGRTC Counties
					100%	60%	80%	100%	-	-	150	120	100	-	-	IGR
Coordinate further decentralization of services of County governments	Develop the decentralization framework for County Governments	Decentralization framework developed	No. of decentralization frameworks	1	-	1	-	-	-	-	20	-	-	-	IGR	Legal Policy IGRTC CoG
	Operationalize the decentralization framework	Decentralization framework operationalized	No. of reports on roll out of the framework	4	-	1	2	1	1	-	15	12	10	7	IGR	IGRTC CoG Counties
	Monitor the implementation of decentralization framework	Decentralization of the framework monitored	No. of M&E reports	4	-	1	1	1	1	-	6	8	10	6	IGR	Counties
Mainstream resolution of inter-governmental disputes using ADR Mechanisms	Disseminate the ADR Regulations to MDACs	ADR regulations disseminated to MDACs	No. of MDACs sensitized	69	47	22	-	-	-	10	10	-	-	-	IGR	CoG IGRTC Counties MDAs
	Develop an online platform of inventory of IGR disputes	Online platform of inventory of IGR disputes developed	No. of online platforms of IGR disputes inventory	1	1	-	-	-	-	3.5	18	-	-	-	IGR	IGRTC CoG Judiciary ICT
	Operationalize the System	System operationalized	Running System	100%	-	100%	100%	100%	100%	-	5	14	10	9	IGR ICT	IGRTC, CoG, Counties, MDAs

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Mainstream Alternative Dispute Resolution mechanism in inter-governmental disputes	ADR mechanisms mainstreamed	Percentage of disputes resolved using ADR Mechanisms	100	-	100	100	100	100	-	15	10	8	6	IGR	IGRTC CoG Counties MDAs
	Review of ADR Regulations	ADR regulations reviewed	No. of ADR regulations reviewed	1	-	-	-	-	1	-	-	-	-	20	IGR	Policy Legal AG's office KLRC
Strategic Issue: Performance of devolved functions																
Strategic Goal: Improved service delivery at the county level																
KRA1: Capacity and Technical Support to Counties																
Outcome: Improved County performance in service delivery																
Strategic Objective To enhance Capacity of counties to deliver quality Services																
Improve the performance of county governments in the delivery of devolved functions	Develop a devolution result framework	Devolution results framework developed	No. of frameworks	1	1	-	-	-	-	30	-	-	-	-	CCB & TA	IGRTC, CoG, Counties, MDAs
	Develop devolution performance assessment criteria	Devolution performance assessment criteria developed	No. of performance assessment criteria	1	-	1	-	-	-	-	20	-	-	-	CCB & TA	IGRTC, CoG, Counties, MDAs
	Conduct assessment of county performance of devolved functions	Assessment of county performance undertaken	No. of Assessments undertaken	4	-	1	1	1	1	-	40	40	40	40	CCB & TA	IGRTC, CoG, Counties, MDAs
	Document and share best practices on county performance	Best practices on county performance documented	No. of best practices reports	47	-	-	-	-	47	-	-	-	-	50	CCB & TA	IGRTC, CoG, Counties, MDAs
	Automate County performance assessment	County performance assessment automated	% of system developed	100	-	20	20	60	-	-	10	20	30	-	CCB & TA	IGRTC, CoG, Counties, MDAs
	Conduct research and enquiries to determine extent of capacity support	Research on county capacity	No. of Research and	2	-	-	1	-	1	-	-	20	-	20	CCB & TA Policy & Research	IGRTC, CoG, Counties, MDAs

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	requirements by counties to perform their functions	requirement conducted	enquiries conducted														
Implement the National Capacity Building Framework II (NCBFII)	Capacity building on Public Finance Management, Public procurement laws, audit and County Planning, Project cycle management	County officers trained on PFM, Procurement laws, audit and county planning	No. of county officers trained	3525	-	70 5	70 5	70 5	141 0	-	32 4. 3	324 .3	32 4. 3	32 4. 3	CCB & TA	National Treasury, AG, SD Economic Planning	
	Capacity building on governance and accountability	County Government officers trained on Governance and accountability	No. of county officers trained	376	-	94	94	94	94	-	28 .2	28. 2	28 .2	28 .2	CCB & TA	MDAs KSG	
	Harmonization of norms and standards in service delivery e.g. HR matters	Norms and standards in service delivery harmonized	No. of Norms and standards	8	-	2	2	2	2	-	10	12	15	15	CCB & TA	PSC SD for PS MDAs	
	Formulate and implement capacity building plan to enhance management of urban area and cities	Capacity building plan for urban areas formulated	No. of CB Plans	4	-	1	1	1	1	-	5	5	5	5	CCB & TA	SDD, County Governments SD for UDD	
			No. of officers in urban areas trained	450		90	90	90	180	-	45	45	45	45	CCB & TA	SD for UDD, County governments	
Promote uniform public service norms and standards for all cadres of staff across the counties	Develop and implement the County Public Service Management Framework	County Public Service Management Framework developed	No. of Frameworks developed	1	-	-	1	-	-	-	15	15	-	-	CCB & TA	SDD, PSC, County Governments, SDPS, SDPF	
			No. of counties sensitized	47	-	-	-	47	-	-	-	-	-	25	-	CCB & TA	SDD, PSC, County Governments, SDPS, SDPF
			No. of counties	47	-	-	-	-	47	-	-	-	-	-	50	CCB & TA	SDD, PSC, County

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			monitored on compliance													Governments, SDPS, SDPF
Promote Local Economic Development (LED) in counties	Sensitize counties on Local Economic Development (LED) Framework	County Sensitized on Local Economic Development	No. of officers Trained	705	-	14 1	14 1	14 1	141	64	80 .5	81. 5	70 .5	70 .5	CCB & TA	CGs KSG
	Coordinate the BETA value chain implementers to capacity build the county governments	BETA value chain implementers in counties coordinated	No. of counties trained	47	-	-	10	15	22	-	-	30	45	66	CCB & TA	MDAs, CG
Strengthen the oversight role of the county assemblies	Assess the capacity needs of County Assemblies	Assessment of County assemblies' capacity undertaken	No. of County Assemblies assessed	47		47	-	-	-	-					CCB & TA	CGs
	Develop and implement capacity building plans for County Assemblies	Capacity building plan implemented	No. of county officials trained	2808	-	94	21 50	32 9	235	-	8. 46	96. 75	29 .6 1	35 2. 5	CCB & TA	CAPSB, PSC, KSG, CGs
Promote knowledge management on devolution	Undertake a baseline survey on devolution knowledge	Devolution Knowledge survey undertaken	No. of surveys	1	-	1	-	-	-	-	30	-	-	-	CCB & TA	MDA CG
	Implement knowledge management strategy	Knowledge management strategy implemented	% of implementation KM strategy	100%	-	10 0 %	10 0 %	10 0 %	100 %	-	14 .1	14. 1	14 .1	14 .1	CCB & TA	CG
	Roll out Integrated Knowledge Management System (IKMS) for devolved units	IKMS for devolved units rolled out	No. of counties implementing IKMS	47	-	10	14	12	11	-	50	70	60	55	CCB & TA	CG, MDAs
	Train county officers on knowledge management in the devolved systems	County Officers trained on	No. of County officers trained	705	-	14 1	14 1	14 1	141	-	70 .5	70. 5	70 .5	70 .5	CCB & TA	SDD, KSG, CGs

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		knowledge management														
KRA 2: Civic Education and Public Participation																
Outcome: Increased citizen engagement and awareness on devolution in Counties																
Strategic Objective: To enhance public participation on decision making and accountability																
Implement the National Civic Education Framework (NCEF)	Rollout the National Civic Education Framework (NCEF) in counties	NCEF rolled out	No. of counties reached	47	10	10	27	-	-	30	30	51	-	-	CCB & TA	CGs
	Conduct civic education programs on devolution	Civic education programs on devolution conducted	No. of Counties reached	47	-	-	22	20	5	-	-	66	60	15	CCB & TA	CG
	Provide Technical assistance to county Civic Education Units	TA to county Civic Education Units provided	No. of Civic education units supported	47	-	-	10	15	22	-	-	20	30	66	CCB & TA	CGs
	Review civic education curriculum	Civic education curriculum reviewed	No. of Curriculums	3	-	-	3	-	-	-	-	30	-	-	CCB & TA	SDD, Non-state Actors, KICD
Improve participation of non-state actors on civic education matters	Map the non-state actors providing civic education in Counties	Mapping of Non state actors providing civic education undertaken	Mapping Report	1	-	1	-	-	-	-	5	-	-	-	CCB & TA	CGs, Non-State Actors
	Undertake Joint activities on civic education matters	Joint activities on education matters with non-state actors undertaken	No. of joint activities undertaken	2	-	-	-	1	1	-	-	-	33	75	CCB & TA	CGs, Non-State Actors
Improve Public participation in County decision making process	Monitor implementation of public participation policy	Public participation policy implementation monitored	Status report	1	-	-	-	1	-	-	-	-	50	-	CCB & TA	CGs

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Review and implement public participation guidelines, 2016	Public participation guidelines reviewed	No. of guidelines reviewed	1	-	1	-	-	-	-	25	-	-	-	CCB & TA	MDAs
	Carry out a survey on the status of public participation in County Governments	Survey on the status of public participation in county governments undertaken	No. of surveys undertaken	1	-	-	1	-	-	-	-	50	-	-	CCB & TA	CG,
Strategic Issue: Human Capital productivity																
Strategic Goal: Enhanced productivity and service delivery in SDD																
KRA 1: Human Resource Management and Development																
Outcome: Improved human productivity																
Strategic Objective: To improve human productivity																
Strengthen human resource management and development	Develop and implement career progression guidelines	Career progression guidelines developed and implemented	No. of guidelines developed and implemented	2	-	2	-	-	-	-	10	-	-	-	HRM&D	PSC, State Department for Public Service
	Operationalize the approved organizational structure and Staff Establishment	Approved organizational structure and staff establishment operationalized	Percentage of operationalization of the organizational structure and staff establishment operationalized	100%	20%	80%	-	-	-	-	-	-	-	-	HRM&D	Technical Directorates and Support Divisions
	Review the approved organizational structure and staff establishment	Organizational structure and staff establishment reviewed	No. of reviewed organizational structure and staff	1	-	-	1	-	-	-	-	10	-	-	HRM&D	Technical Directorates and Support Divisions

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			establishment													
	Implement public service succession management strategy	Public service succession management strategy implemented	Percentage of Implementation of succession management strategy	100%	-	10%	20%	30%	40%	-	5	6	7	8	HRM&D	PSC, State Department for Public Service
	Undertake job evaluation and update skills inventory of staff	Job evaluation undertaken and skills inventory updated	Job evaluation and skills inventory report	2	-	2	-	-	-	-	10	-	-	-	HRM&D	PSC, SDPS, Technical Directorates and Support Divisions
	Implement targeted training programs to address identified skill gaps	Targeted training programs undertaken	No. of staff trained	200	200	200	200	200	200	19.5	21	23	25	27	HRM&D	Technical Directorates and Support Divisions
Promote staff welfare and overall wellness	Strengthen strategy on management of mental health issues	Staff sensitized on mental health issues	No. of officers sensitized	200	-	200	200	200	200	-	0.2	0.3	0.4	0.5	HRM&D	Technical Directorates and Support Divisions
	Develop and implement staff welfare guidelines	Staff welfare guidelines developed and implemented	No. of guidelines	1	-	1	-	-	-	-	10	-	-	-	HRM&D	Technical Directorates and Support Divisions
	Support staff welfare and overall wellness programs	Staff welfare and overall wellness programs implemented	No. of programs implemented	8	-	2	2	2	2	-	13	8	8	8	HRM&D	Technical Directorates and Support Divisions
Promote Organizational culture and attitudinal change	Sensitization of staff on national values and principles and Public Service values and ethics	Staff sensitized	No. of Officers sensitized	200	-	50	50	50	50	-	5	5	5	5	Admin	Technical Directorates and Support Divisions
	Undertake staff team building	Staff team building undertaken	No. of staff participating	200	-	200	200	200	200	-	15	15	15	15	HRM&D	Technical Directorates

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			in team building													and Support Divisions
KRA 2: Institutional capacity																
Outcome: Responsive institution																
Strategic Objective: To strengthen the institutional capacity																
Enhance visibility of SDD	Develop and implement a communication strategy	Communication strategy developed	No. of communication strategies	1	-	1	-	-	-	-	6	-	-	-	Public Communication	Admin & HRM&D
		Communication strategy Implemented	Percentage of implementation of the strategy	100%	-	10%	15%	35%	40%	-	5	5	5	5	Public Communication	Admin & HRM&D
Enhance compliance with PFM Act	Ensure compliance with financial regulations	Financial regulations complied to	Percentage of compliance	100%	100%	100%	100%	100%	100%	-	-	-	-	Finance	Technical Departments, Accounts, HRM&D, Admin and SCM	
	Periodic financial performance	Periodic financial performance conducted	No. of financial reports	20	4	4	4	4	4	0.2	0.3	0.4	0.5	0.6	Finance	Technical Departments, Accounts, HRM&D, Admin and SCM
Improve work environment	Procurement of tools and equipment	Necessary tools and equipment procured	Annual procurement plans	5	1	1	1	1	1	207	300	320	350	380	SCM	Technical Directorates and Support Services Divisions
	Provide and maintain adequate transport services	Vehicles in good working condition	No. of vehicles in good working condition	36	20	36	36	36	36	20	25	30	35	45	Admin	Finance, Accounts, SCM

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget Kshs. Mn					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Provide reliable communication infrastructure and services	Reliable Communication infrastructure and services provided	Percentage of communication infrastructure and services	100%	100%	100%	100%	100%	100%	-	3	2	2	2	Public Communications	ICT, SCM
	Develop and implement a backup and data security strategy	Backup and data security strategy developed and implemented	Percentage of the strategy implemented	100%	10%	40%	50%	-	-	1	5	7	-	-	ICT	State Department for ICT
	Install real-time vehicle tracking systems	Real time vehicle tracking system installed	No. of vehicles installed with real-time tracking system	36	-	-	36	-	-	-	-	1.5	-	-	Admin	Finance, Accounts, SCM, State Department for Public Works
Digitalize and automate SDD services	Automate records management	SDD records management automated	Percentage of automation of SDD records management	100%		20%	70%	100%	-	-	10	15	18	-	Records	ICT & HRM&D
	Implement e-stores and assets management	E-stores and assets management implemented	Percentage of E-stores management implemented	100%	10%	10%	10%	10%	-	1.6	1	1	1	1	SCM	ICT, Technical Directorates and Support Divisions
			Percentage of updated Assets Registers in IFMIS System	100%	10%	10%	10%	10%	-	4	1	1	1	1	Admin	SCM and ICT

ANNEX 2: TABLE 6.2: STAFF ESTABLISHMENT

OFFICE OF THE DEPUTY PRESIDENT				
STATE DEPARTMENT FOR DEVOLUTION				
Cadre	A/E (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D=(B-C)
Office of the Principal Secretary				
Principal Secretary	1	1	1	0
Assistant Director, Office Administrative Services	1	1	0	-1
Principal Office Administrator	1	1	1	0
Principal Driver I	1	1	0	-1
Chief Driver	1	1	2	1
Cleaning Supervisor I	1	1	1	0
Cleaning Supervisor IIB/IIA	1	1	1	0
Sub-Total	7	7	6	-1
TECHNICAL SERVICES				
Office of the Secretary, Devolution				
Secretary, Devolution	1	1	0	-1
Principal Office Administrator	1	1	0	-1
Senior Driver	1	1	0	-1
Support Staff/Snr	1	1	0	-1
Sub-Total	4	4	0	-4
Directorate of County Capacity Development & Technical Support				
Director, County Capacity Building and Technical Assistance	1	3	2	1
Deputy Director, County Capacity Building and Technical Assistance	3	6	6	3
Assistant Director, County Capacity Building and Technical Assistance	6	10	1	-5
Principal County Capacity Building and Technical Assistance Officer	12	12	2	-10
Senior County Capacity Building and Technical Assistance Officer	12	15	0	-12
County Capacity Building and Technical Assistance Officer II/I	6	22	7	1
Sub-Total	40	68	18	-22
Directorate of Partnership & Intergovernmental Relations				
Director, Partnerships and Intergovernmental Relations	1	3	1	0
Deputy Director, Devolution	3	8	2	4
Assistant Director, Devolution	9	21	5	-4
Principal Devolution Officer	12	21	9	-4
Senior Devolution Officer	12	16	1	-12
Devolution officers I/II	12	16	8	-4
Sub-Total	49	85	26	-20
SUB TOTAL- TECHNICAL SERVICES	90	154	44	-43
SUPPORT SERVICES				
Human Resource Management and Development				
Director, HRM&D	1	1	1	0
Deputy, HRM&D	0	1	1	0
Assistant Director, HRM&D	1	1	0	0
Principal HRM&D Officer	1	1	1	-1

Senior HRM&D Officer	0	1	0	1
HRM&D Officer II/I	1	2	2	2
Senior/ Principal HRM&D Asst.	1	1	1	0
HRM&D Assistant III/II/I	1	1	1	1
Sub-Total	6	9	7	3
Administration				
Secretary Administration	0	1	0	0
Director Administration	1	0	1	0
Senior Assistant Secretary	1	1	0	-1
Assistant Secretary (2)	0	1	2	2
Assistant Secretary (3)	1	1	1	0
Sub-Total	3	4	4	1
Finance Division				
Senior Chief Finance Officer	1	1	0	0
Chief Finance Officer	0	0	0	0
Senior Principal Finance Officer	0	0	1	1
Principal Finance Officer	0	1	1	1
Senior Finance Officer	1	1	0	-1
Finance Officer II/I	1	1	2	1
Sub-Total	3	4	4	2
Accounts				
Senior Deputy Accountant General	1	1	0	-1
Deputy Accountant General	0	0	1	1
Assistant Accountant General	1	2	2	1
Principal Accountant	0	0	2	2
Senior Accountant	3	4	3	0
Accountant II/I	0	0	5	5
Sub-Total	5	7	13	8
Central Planning & Project Mgt.				
Director of Planning	1	1	1	0
Principal Economist	0	0	1	1
Senior Economist	1	1	0	-1
Economist II/I	1	1	2	1
Sub-Total	3	3	4	1
Supply Chain Management Division				
Deputy Director Supply Chain Management	1	1	0	-1
Assistant Director Supply Chain Management	0	1	1	1
Principal Supply Management Officer	1	1	1	0
Senior Supply Management Officer/Assistant	0	0	0	0
Supply Chain Management Officer II/I	1	1	2	1
Supply Chain Management Assistant III/II/I	1	2	1	0
Sub- Total	4	6	5	1
Public Communications Division				
Director, Public Communication	0	1	0	0
Deputy Director, Public Communication	1	0	0	-1
Assistant Director Public Communication	0	1	0	0
Principal Public communication Officer	1	0	0	-1
Public communication Officer II/I/Senior	0	0	1	1

Public Communication Asst. III/II/I /Senior Public Communication	1	1	1	0
Sub-Total	3	3	2	-1
Legal Services Division				
Chief State Counsel	0	1	1	-1
Deputy State Counsel	1	1	1	0
Senior State Counsel	1	1	0	1
Sub-Total	2	3	2	0
ICT Unit				
Director, ICT	1	1	0	-1
Deputy Director, ICT	0	0	0	0
Assistant Director, ICT	1	0	0	-1
PICTO	0	1	2	2
SICTO	2	1	2	0
ICT Officer I/II	0	1	1	1
Sub-Total	4	4	5	1
Records Management Unit				
Assistant Director of Records Management	0	1	1	1
Principal Records Management Officer	1	1	0	-1
Senior Records Management Officer	0	1	0	0
Records Management Officer III/II/I	1	2	2	1
Sub-Total	2	4	3	1
Office Administrative Services				
Assistant Director Office Administration	0	1	1	1
Principal Office Administrator	1	2	6	5
Senior Office Administrator	2	2	5	3
Senior Assistant Office Administrator	0	0	4	4
Office Administrator I	2	2	10	8
Assistant Office Administrator I	0	5	2	2
Office Administrative Assistant I	0	0	3	3
Assistant Office Administrator III/II Administrator	0	2	1	1
Office Administrative Assistants III/II	1	0	0	-1
Sub-Total	6	14	32	26
Clerical Cadre				
Principal Clerical Officer	1	5	0	-1
Chief Clerical Officer	1	2	2	1
Senior Clerical Officer	2	3	4	2
Clerical Officer II/I	2	2	14	12
Sub-Total	6	12	20	14
Drivers				
Chief Driver/Principal Driver/Senior Driver	7	4	4	-3
Driver I /II	4	2	2	-2
Driver III	1	5	11	10
Sub-Total	12	11	17	5
Support Staff Cadre				
Support Staff III/II/I/Senior/ Cleaning Supervisor (2a)	9	16	17	8
Sub - Total	9	16	17	8
TOTAL	77	109	140	-49
GRAND TOTAL	167	264	184	-92

ANNEX 3: TABLE 6.3: SKILLS SETS AND COMPETENCES DATA

S.No	Designation	Skills Set	Skill Gap	Competence Development
Devolution Officers				
1.	Director, Devolution Affairs	Governance, Leadership, Management, Computer, Auditing, Social Risk Management	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills
2.	Deputy Director, Devolution Affairs	Finance management, Peace and Conflict management, Leadership, Analytic, Computer, Management skills, Quality Management, Human Resources Management &Development, Finance Management, Conflict Resolution, Negotiation Skills	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills
3.	Assistant Director, Devolution Affairs	Accounting, Analytic, Computer, Management, Report Writing Financial Management	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills
4.	Principal Devolution Officer	Project Planning and Management, Governance, Accounting, Management, Conflict Resolution, Negotiation, Financial management, Leadership, Computer, Dispute Resolution skills	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills
5.	Senior Devolution Officer	Project Planning and Management, Negotiation, Financial management, Management skills	The officer possesses the skills required as per the cadre/job.	Competence based training in relevant skills
6.	Devolution Officer I	Supervisory, Computer, Leadership, Written communication, Basic problem-solving, Accounting skills	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills
SUPPORT SERVICES				
Finance Division				
1.	Senior Principal Finance Officer	Accounting, auditing, financial Management skills	Policy implementation, Strategy implementation skills, Strategic Leadership skills	Competence based training in relevant skills
2.	Principal Finance Officer	Project management, Computer, Financial Management skills	Supervisory, Policy implementation, Management skills	Competence based training in relevant skills
3.	Finance Officer I	Financial Management, computer skills	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills
Accountants				
1.	Assistant Accountant General	Finance, Leadership, Management, Computer, Accounting skills	Creativity and innovativeness, technical problem solving, Policy implementation, Strategy implementation, administrative,	Competence based training in relevant skills

			organization and resource management skills	
2.	Accountant II	Accounting and computer skills	Communication, organizational and supervisory, team playing, analytical and records Management skills	Competence based training in relevant skills
ICT Officers				
1	Principal Information Communication Technology Officer	Information Technology, Ethical Hacking, Management skills	The officer possesses the skills required as per the cadre/job.	Competence based training in relevant skills
2	Senior Information Communication Technology Officer	Network Operations , Website Design and Development, Information Technology and Leadership skills	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills
3	Information Communication Technology Officer I	Information Technology, cybersecurity, hardware maintenance and networking skills	The officer possesses the skills required as per the cadre/job.	Competence based training in relevant skills
HRM&D Officers				
1	Director, HRM&D	Guidance and Counselling and Human Resource Management skills	The officer possesses the skills required as per the cadre/job.	Competence based training in relevant skills
2	Assistant Director, HRM&D	Human Resource Management, Cooperate Management skills	Strategic leadership skills	Competence based training in relevant skills
3	Principal HRM&D Officer/PHRMA	Higher Diploma in HRM	Management skills	Competence based training in relevant skills
4	Senior HRM&D Officer/Assistant	Human Resource Management skills	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills
5	HRM&DOI/HRM&DA I	Analytic, Human Resource Management, Private Security Regulation skills	Human Resource Management and Development skills	Competence based training in relevant skills
6	HRM&DOII/Assistant II/III	Human Resource Management, Accounting and Supervisory skills	The officers possess the skills required as per the cadre/job.	Recognized Qualification in HRM&D
Public Communication Officers				
1	Assistant Director, Information	Literature, computer application and mass communication skills	The officer possesses the skills required as per the cadre/job.	Competence based training in relevant skills
2	Information Officer II	Accounting, computer applications and public communication skills	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills
Economists				
1.	Director, Planning	Master's Degree in Arts/Science/Philosophy; Economics, Statistics, Demography, Computer Science, Mathematics, SLDP	Nil	Competence based training in relevant skills

2.	Principal Economist	Project Planning Management and Senior Management	Relevant softwares, policy analysis and research and strategic management skills	Competence based training in relevant skills
3.	Economist I	International Project Management and statistical skills	The officers possess the required skills as per the cadre/job	Competence based training in relevant skills
Supply Chain Management Officers				
1	Assistant Director Supply Chain Management Services	Procurement and Logistics, marketing, management	Organizational, analytical, managerial and decision making, Resource management, financial management, policy implementation, planning, coordinating, Strategy implementation	Competence based training in relevant skills
2	Principal Supply Chain Management Officer/Assistant	Purchasing and supplies management and Management skills	Communication, organizational and supervisory, administration, team playing, analytical and policy implementation skills	Competence based training in relevant skills
3	Senior Supply Chain Management Officer/Assistant	Purchasing and Supplies skills	Communication, organizational and supervisory, team playing, analytical and records Management skills	Competence based training in relevant skills
4	Supply Chain Management Officer I/Assistant I	Supply Chain Management skills	Communication, organizational and supervisory, team playing, analytical and records Management skills	Competence based training in relevant skills
5	Supply Chain Management Officer/Assistant II/III	Supplies and logistics management skills	Communication, organizational and supervisory, team playing, analytical and records Management skills	Competence based training in relevant skills
Legal Officers				
1.	Chief State Counsel	Legal, strategic leadership, management, computer skills	The officer possesses the skills required as per the cadre/job.	Competence based training in relevant skills
2	Deputy Chief State Counsel	Legal, strategic leadership, management, computer skills	The officer possesses the skills required as per the cadre/job.	Competence based training in relevant skills
Records Management Officers				

1.	Assistant Director, Records Management	Information science, Records and Archives management, psychology counselling	The officer possesses the skills required as per the cadre/job.	Competence based training in relevant skills
2	Records Management Officer/Assistant I	Records management And Supervisory Skills	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills
Administration Officers				
1.	Director of Administration	Master's Degree or Post Graduate Diploma in any Social Science Bachelor's Degree or Post Graduate Diploma in any Social Science, SLDP	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills
2	Assistant Secretary II	Human Resource Management and paramilitary skills	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills
3	Assistant Secretary III	Administrative and paramilitary skills	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills
Office Administrators				
1	Assistant Director, Office Administrative Services	Secretarial Management, Management, Computer applications skills	Strategic leadership, public relations and customer care skills	Competence based training in relevant skills
2	Principal Office Administrator/ Principal Assistant Office Administrator	Secretarial, Computer Applications, Strategic Management, HRM skills	Management, public relations and customer care skills	Competence based training in relevant skills
3	Senior Office Administrator/ Senior Assistant Office Administrator	Public Relations, Customer care, Computer skills	The officers possess the skills required as per the cadre/job	Competence based training in relevant skills
4	Office Administrator I/ Assistant Office Administrator I	Supervisory Skills, Office Management, Customer Care, Secretarial Management, Computer applications	The officers possess the skills required as per the cadre/job	Competence based training in relevant skills
5	Office Administrator II/ Assistant Office Administrator II	Public Relations and customer care and Computer Skills	The officers possess the skills required as per the cadre/job	Competence based training in relevant skills
Clerical Officers				
1	Chief Clerical Officer	Records Management, Accounting and Counselling skills	Human Resource Management, Procurement	Recognized competences in different fields
2	Senior Clerical Officer	Computer, Human Resource Management and Accounting skills	Records Management skills	Recognized competences in different fields
3	Clerical Officer I	Computer skills	The officers possess the skills required as per the cadre/job	Recognized competences in different fields
4	Clerical Officer II	Computer skills	The officers possess the skills required as per the cadre/job	Recognized competences in different fields
Drivers				
1.	Chief Driver	Occupational Trade Test, Defensive Driving, First Aid skills	Refresher Course	Competence based training in relevant skills

2.	Senior Driver	First Aid, driving and mechanical	Defensive Driving Certificate	Competence based training in relevant skills
3.	Driver I	First Aid, driving and mechanical	Occupational Trade Test Defensive Driving	Competence based training in relevant skills
4	Driver II	First Aid and driving skills	Occupational Trade Test I Defensive Driving Certificate	Competence based training in relevant skills
Support Staff				
1.	Support staff	Support staff skills.	The officers possess the skills required as per the cadre/job.	Competence based training in relevant skills

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Annex 4: PESTEL Analysis

Issue	Current Situation/ Impact	Proposed Strategic Actions
POLITICAL ENVIRONMENT		
Reorganization of governmental through the executive orders	<ul style="list-style-type: none"> • Affects day to day operations • SDD mandate not clearly defined • Conflicts due to competition arising from other institutions in the devolution space 	<ul style="list-style-type: none"> • Enhanced advocacy/ lobby of the political players to enhance the understanding of SDD role and mandate
Multi-party composition of County governments	<ul style="list-style-type: none"> • ODM-16; UDA-20; ANC-1; DAP-K-1; UDM-1; UPA -1; WIPER-3; Ford-K-1; Jubilee-1; Independent-2. • Potential conflicts emerge due to multiparty composition • Weak oversight by county assemblies due to party allegiance • Stronger cooperation between the two levels of government with the presidency seen to provide leadership on continuous bases 	<ul style="list-style-type: none"> • Strengthen intergovernmental structure through policy and legislative reviews • Capacity building for county assemblies • Civic education for citizens •
Inadequate understanding of (Role of SDD) devolution by stakeholders	<ul style="list-style-type: none"> • Dilution of SDD mandates to manage devolution affairs eg have been severally accused of undermining devolution whenever the PS issues policy directives to county governments 	<ul style="list-style-type: none"> • Civic education and public awareness on SDD mandates • Review laws to clarify mandates •
Lack of involvement by MDAs and other stakeholders on policies affecting devolution	<ul style="list-style-type: none"> • MDAs and other stake holders engage directly with County Governments on matters of intergovernmental relations without involving SDD 	<ul style="list-style-type: none"> • Lobby for a review of the Circular directing MDAS and Other Stakeholders to engage County Governments through SDD
ECONOMIC		
High interest rates and weakening of local currency	<ul style="list-style-type: none"> • Interest rate at 12.5 in 2023 up from 8.5 in 2018 • • Negatively affects businesses • Reduces revenue collections arising affects service delivery negatively on both levels • Reduction of Budget Allocation for essential services eg policy development reviews • High public expectation on government services • 	<ul style="list-style-type: none"> • Increase public awareness/Civic education on public expectation on government services and investments • Capacity building on alternative ways on growing the economy • Improvement of governance and accountability • Leverage on technology in process of procurement and payment processes • Ease cost of doing business • Business process re-engineering • Increase own source revenue
Public debt	<ul style="list-style-type: none"> • Negative effects on MSMEs • Constraining Recurrent and development activities • Declining goodwill from suppliers of goods and services to government 	<ul style="list-style-type: none"> • Fast track resolution on pending bills within the two levels of government

Issue	Current Situation/ Impact	Proposed Strategic Actions
	<ul style="list-style-type: none"> • Default on pensions and remittances by both levels of government • Service delivery is negatively affected • Public debt 2018-Ksh 5T • 2023-Ksh 10.2T increase by 104% • (Studies have found that public debt hurts economic growth in the short-run. However, it stimulates economic growth in the long-run) 	<ul style="list-style-type: none"> • Resolve the contribution in lieu of rates pending claims by county governments • Review pension policies to enhance employer accountability • Enhance Local Economic Development • Incentivize private sector investments at county level • Strengthen compliance with public finance and procurement laws
Promotion of local manufacturing	<ul style="list-style-type: none"> • Buy Kenya build Kenya promotion • Promotion of manufacturing through County Aggregation Industrial Parks (CAIPs) 	<ul style="list-style-type: none"> • Value addition • Capacity building and general education • Policy support in strengthening Intergovernmental and private sector cooperation • Creating sustainable market linkages • Institutional support for management of the value chain
High fuel prices	<ul style="list-style-type: none"> • Slowed manufacturing sector • Rising cost of living • Wars affecting fuel supply chain • Inflationary pressure • Low consumption leading to low local revenues • Slowed employment • Increased cost of doing business • Reduced Agricultural production eg in irrigation areas • Price of fuel in 2018-Ksh 107.46 • 2023- Ksh 218 increase by 103% 	<ul style="list-style-type: none"> • Promotion of green energy • Promote innovation in agriculture practices including agro processing initiatives • Promotion of Juakali and cottage industries
County Planning and Development	<ul style="list-style-type: none"> • County Integrated Development Plan (CIDP) are developed as a formality/compliance • Inadequate provision of development funds due to ever increasing wage bill and high recurrent expenses – In 2022/23 FY expenditure by counties was; Recurrent Kshs.336.12 B (78.1%) • Development Kshs. 94.36B (21.9%) • Stalled projects • Pending bills as at FY22/23 Ksh164B • Low absorption of development funds • Misappropriation of funds 	<ul style="list-style-type: none"> • Review policy and legal framework to strengthen county planning, budgeting, implementation and accountability • Conditionality on completion of previous projects to access national /development partners support (cannot start a new project before completion of ongoing projects.) • Strengthening intergovernmental coordination and partnerships in planning

Issue	Current Situation/ Impact	Proposed Strategic Actions
	<ul style="list-style-type: none"> • Weak alignment to national development plans • Mismatch between the CIDP, budget and the expenditure • Inadequate public participation structures and systems • Poor planning of buildings • Haphazard and illegal approvals for buildings • Lacks of spatial planning and land use master plans affecting provision for infrastructure development, for example, it becomes expensive to compensate 	<ul style="list-style-type: none"> • Implement public participation policy and law • Capacity building and technical support on county planning • Policy review on fiscal discipline/Governance
TECHNOLOGY		
Artificial Intelligence	<ul style="list-style-type: none"> • Effective and efficient service delivery • Reputation, cyber-crimes, failure to comply with data Act • Threat to formal employment 	<ul style="list-style-type: none"> • Review our technology status • Establish devolution knowledge status. • Leverage A.I to manage Devolution • Strengthen partnerships in utilization of AI
Digitalization and automation of services	<ul style="list-style-type: none"> • Enhance service delivery, cost reduction, better profile, better information sharing • Hacking, cost of installation and maintenance • Full E-government service delivery • Low network connectivity • High cost of internet services and accessories 	<ul style="list-style-type: none"> • Partnership with ICT and other stakeholders • Fast track E-service delivery compliance • Promote mobile e- booths /centers in all counties especially marginalized remote locations in counties
SOCIAL- CULTURAL		
Urbanization;	<p>a) Rural - urban migration</p> <ul style="list-style-type: none"> • Leads to high population in urban areas; constraints on infrastructure; Urban poverty and Crime; diminishing support to rural areas specifically affecting the elderly. • Decrease in productive youth population in rural areas; • High potential for own-source revenue growth; • encroachment of agricultural land • more people moving to urban areas • Pollution of the environment and attendants effect on the health of the nation 	<ul style="list-style-type: none"> • Policy and legislative reviews; • Capacity Building on Governance and accountability; • Review the financing mechanisms of Urban areas and cities; • Promote value addition to local resources; • Promote Local economic development and ease of doing business in rural areas.
	<p>b) Urban -rural migration</p> <ul style="list-style-type: none"> • Emergence of rural urban centers • Development of business ventures creating employment in rural areas 	<ul style="list-style-type: none"> • Enhance support for Local economic development • Promote the development of county business friendly policies

Issue	Current Situation/ Impact	Proposed Strategic Actions
	<ul style="list-style-type: none"> • Enhanced economic development in counties • Emergency of crime • Erosion of culture • Constraint on essential services • Reduction of Agricultural land and productivity in rural areas 	<ul style="list-style-type: none"> • Promotion of cultural events /activities to protect valuable cultures • Promote Land use control policy • Civic education on transformation of economic activities of citizens
Globalization	<ul style="list-style-type: none"> • Single headed families • Emergence of hybrid cultures • Erosion of positive family values • Increased cases of mental health issues • Urban homelessness of migrants • Emergence of cross border communicable diseases • Skewed empowerment of the different gender and different ethnic communities • Alcohol, Drugs and substance abuse • Radicalization of youths • Corruption 	<ul style="list-style-type: none"> • Enhance promotion of positive socio-cultural values • Strengthen strategy on management of mental health issues • Mainstream management of migrant population in urban areas • Review empowerment policies • Enhance employment creation initiatives
Harnessing cultural diversities	<ul style="list-style-type: none"> • Emergence of cultural tourism • Commercialization of cultural values and symbols 	<ul style="list-style-type: none"> • Policy support and marketing
Ethnicity; Tribalism and Nepotism in Governance	<ul style="list-style-type: none"> • Weakening of meritocracy in leadership • Discrimination in employment and other economic activities • Emergence of discontentment among some groups of people and agitation for separation from others 	<ul style="list-style-type: none"> • Strengthen compliance of national values and principles of good governance • Partner with PSC and other agencies on compliance • Review CGA to comply on 70/30 rule • Civic education on national values and principles of leadership
ENVIRONMENT		
Climate Change	<ul style="list-style-type: none"> • Negative effects on livelihoods, Weak systems for disaster management, • Inadequate capacity to mitigate and adapt to climate change • Emerging of Green cities • Global drive on climate change funding • Negative effect on health of population • Extreme weather conditions affecting food security 	<ul style="list-style-type: none"> • Policy Intervention • Strategies to tap on climate change financing • Capacity building on climate change adaptation
Pollution	<ul style="list-style-type: none"> • High in Urban areas • Agricultural and industrial activities in upstream counties are polluting water sources in downstream counties • Increased water borne and air borne diseases 	<ul style="list-style-type: none"> • Strengthen Intergovernmental partnerships in mitigating pollution • Civic education and citizen engagement • Resource mobilization

Issue	Current Situation/ Impact	Proposed Strategic Actions
	<ul style="list-style-type: none"> Inadequate infrastructure system to deal with pollution especially in urban areas 	<ul style="list-style-type: none"> Coordinate legislative and policy reforms
LEGAL AND ETHICAL		
Constitution 2010	<ul style="list-style-type: none"> The preeminence of devolved system of governance Intergovernmental structures and systems have been established and functional Devolution of functions has not been completed as expected, for example functions in road sector have not been devolved Many laws have not been reviewed/ aligned them to the new constitution hence affecting the implementation of devolved system of government Some National government agencies continue to cling to pre 2010 governance practices No framework for performance of concurrent functions 	<ul style="list-style-type: none"> Harmonize laws to align them to devolved system of governance Develop programs/ interventions to support the complete implementation of devolved system of governance Accelerate the devolved service delivery by both levels of governments to the citizens Fast track the unbundling and complete transfer of devolved functions and attendant resources Civic education/ public awareness campaign to government officials (both levels) and citizens Develop and implement communication strategy for devolution Develop frameworks to support performance of devolved functions
Governance and Accountability	<ul style="list-style-type: none"> Misapplication and misappropriation of resources Weak oversight by county assemblies and the public at large Appointments and uncontrolled increase of wage bill Multiple systems of revenue and expenditure management Deterioration of social and ethical values in the society Weak Human Resource management systems and practices at county level 	<ul style="list-style-type: none"> Promotion of upholding of national values and principles of governance Strengthen accountability policies and systems Leverage on ICT to develop integrated systems for revenue and expenditure management Strengthen county assemblies oversight function Citizen Civic education on their role in governance and accountability Strengthen partnership with non-state actors; Community Based Organizations, Civil Society Organizations and Faith Based Organizations Strengthen human resource management institutions and systems

Issue	Current Situation/ Impact	Proposed Strategic Actions
Legislative agenda on Devolution	<ul style="list-style-type: none"> • Disjointed/ uncoordinated legislative processes on devolution • Principal Acts on devolution have been in operation for 11 years and are due for review to account for lessons learnt and emerging issues • Delays in Cabinet and Parliamentary processes affecting the enactment of policies and proposed legislation 	<ul style="list-style-type: none"> • Strengthen liaison with State Department for Parliamentary Affairs <ul style="list-style-type: none"> • Enhance the coordination of legislative processes on devolution • Develop coordination framework for legislative processes on devolution
INFRASTRUCTURE		
Concurrent functions	<ul style="list-style-type: none"> • The two levels of government have unresolved issues on ownership and management of service infrastructure across sectors (e.g roads, electricity, communication, water& sanitation, education and health) • Inadequate enabling infrastructure to spur economic development • No uniform standards in development of roads and other forms of infrastructure • County fees and charges on wayleaves affecting cost of development of infrastructure • Unequal development of essential infrastructure • Discriminative private sector investment in infrastructure 	<ul style="list-style-type: none"> • Develop framework on performance of concurrent functions • Fast track harmonization on norms and standards • Lobby to be represented in agencies dealing with concurrent functions including Communications Authority (CA) • Develop guideline on uniform fees and charges by county governments • Coordinate affirmative action programs to support vulnerable counties