

COUNTY ASSEMBLIES FORUM (CAF)
P. O. Box 73552 - 00200,
NAIROBI, KENYA

REPUBLIC OF KENYA



COUNTY ASSEMBLIES FORUM
(CAF)

STRATEGIC PLAN 2025 - 2028

EFFECTIVE COUNTY ASSEMBLIES
THAT PROMOTE GOOD GOVERNANCE AND
EQUITABLE DEVELOPMENT



Deepening Devolution in Kenya



REPUBLIC OF KENYA



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(CAF)**

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LIST OF ABBREVIATIONS

ACT!	Act Transform Change
ADR	Alternative Dispute Resolution
AMREF	African Medical and Research Foundation
CAK	Communication Authority of Kenya
CASA	County Assemblies Sports Association
CASB	County Assembly Service Board
COG	Council of Governors
CPF	County Pension Fund
CPST	Centre for Parliamentary Studies
CRA	Commission of Revenue Allocation
EACC	Ethics and Anti-Corruption Commission
EALGA	East Africa Local Government Association
EU	European Union
GIZ	German Agency for International Cooperation
IBEC	Intergovernmental Budget Economic Council
IDLO	International Development Law Organization
IEA	Institute of Economic Affairs
IEBC	Independent Electoral and Boundaries Commission
KAS	Konrad Adenauer Stiftung
KICTANet	Kenya ICT Action Network
KIPPRA	Kenya Institute for Public Policy Research Analysis
KLRC	Kenya Law Reform Commission
KNBS	Kenya National Bureau of Statistics
KNCHR	Kenya National Commission on Human Rights
KRF	Christian Democratic Party
KSG	Kenya School of Government
LAPFUND	Local Authority Provident Fund
NCI-Kenya	National Cancer Institute Kenya
NCIC	National Cohesion and Integration Commission
NCLR	National Council for Law Reporting
NDI	National Democratic Institute
OAG	Office of the Attorney General
OCOB	Office of the Controller of Budget
ODPC	Office of the Data Protection Commissioner
PWD	Persons with disabilities
SDD	State Department for Devolution
SOCATT	Societies of Clerks at The Table
SRC	Salaries Remuneration Commission
TI	Transparency International
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WFD	Ward Development Fund

FOREWORD



I am pleased to present our 3rd. Strategic Plan that will run for four years from 2025 to 2028. The plan builds on our previous achievements, reaffirms our commitment to deepen devolution in Kenya, and charts a clear path forward for advancing the legislative, oversight, and representative roles of County Assemblies.

Notably, the previous Strategic Plans achieved several invaluable milestones that included institutional development and strengthening, strengthened systems and capacities of County Assemblies, and improved welfare and work environment of members, among others. Therefore, it's in line with this background that the development of this Plan was guided by the successes, experiences, and lessons learnt from the first two Strategic Plans.

This Strategic Plan is anchored on four (4) key result areas namely Capacity Enhancement, Improved Intergovernmental Relations, Improved member and staff service, and Institutional strengthening and knowledge management for CAF secretariat.

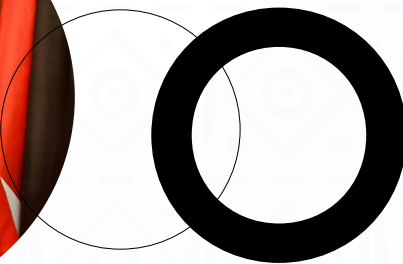
Through the successful implementation of this plan, CAF aims to cement its position as the flagship institution to champion the principles of devolution enshrined in the 2010 Constitution, driving sustainable development and empowering communities across Kenya. I therefore invite all stakeholders, partners and citizens to join us on this transformative journey for the next four years.

Hon. Philemon Sabulei

CHAIRPERSON

COUNTY ASSEMBLIES FORUM (CAF)

ACKNOWLEDGEMENTS



In behalf of the County Assemblies Forum (CAF), I wish to extend my heartfelt gratitude to everyone who contributed to the development of this CAF Strategic Plan 2025-2028. This four-year blueprint advances CAF's mission of "*Strengthening devolution through legislation, oversight, and representation.*" It aims to foster unity among CAF members and build synergy with our stakeholders in a coordinated effort, providing a solid foundation for role alignment across various actors to accelerate the goals of devolution. Additionally, this plan will guide actions that reinforce devolution across the 47 County Assemblies.

The Strategic Plan was developed through an inclusive, participatory approach, drawing on the evaluation report of the previous plan (2020-2024) that involved both the CAF Secretariat and Executive Committee members.

A special recognition goes to our Chairperson, Hon. Philemon Sabulei, and the CAF Executive Committee for their exemplary leadership in spearheading the implementation of the previous plan and the development of this plan. Their guidance and support were instrumental in shaping the plan's outcomes and key results areas for the next four years. We also extend our gratitude to consultants Sharon Makena and Ken Oyugi for their invaluable expertise. Their dedication and insights played a crucial role in the plan's success.

We are particularly grateful to all our stakeholders and partners, with special appreciation to Konrad Adenauer Stiftung (KAS) for their technical and financial support in developing this plan.

Lastly, I acknowledge the tireless efforts of all CAF Secretariat staff who ensured the plan's timely completion.

With great privilege, I am confident in CAF's unwavering commitment to fully implementing this plan.

Ms. Lonah Logem

**CHIEF EXECUTIVE OFFICER
COUNTY ASSEMBLIES FORUM (CAF)**

*The strategic direction
of CAF for 2025-2028
is guided by the vision:
“Effective County
Assemblies that promote
good governance and
equitable development.*





EXECUTIVE SUMMARY

COUNTY ASSEMBLIES FORUM (CAF)
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The County Assemblies Forum (CAF) Strategic Plan for 2025–2028 provides a comprehensive roadmap for enhancing the role of County Assemblies in Kenya’s devolution process, which was initiated by the 2010 Constitution. This process decentralized power, resources, and representation to the 47 County Governments, with County Assemblies responsible for law-making and policy development, while County Executives handle implementation. Established in 2013, CAF serves as the coordinating body for all 47 County Assemblies, promoting networking, intergovernmental relations, and legislative best practices. Its governance structure includes the General Assembly, Governing Council, Executive Committee, and Sub-committees, with County Assemblies organized into administrative clusters and chapters to facilitate better interaction and collaboration.

CAF’s Strategic Plan was developed through a consultative process that involved key stakeholders, ensuring that it reflects the diverse needs and challenges facing County Assemblies. A STEEPLE analysis conducted during the review process identified critical factors affecting CAF’s operations, including social, technological, economic, environmental, political, legal, and ethical considerations. Based on these insights, the plan outlines recommendations to strengthen institutional accountability, promote sustainable practices, and ensure adherence to legal standards. It also highlights the need for improved stakeholder engagement, advocacy for adequate resources, and a focus on fostering unity, professionalism, and personal development. Additionally, the plan emphasizes the importance of enforcing a Code of Ethics aligned with regulatory standards.

The strategic direction of CAF for 2025–2028 is guided by the vision: **“Effective County Assemblies that promote good governance and equitable development.”**

To realize this vision, the leadership and staff of CAF will work towards fulfilling the organization’s mission: **“To facilitate County Assemblies to promote good governance and equitable development through coordination, capacity enhancement, performance management, and knowledge sharing, while fostering intergovernmental relations and building strategic partnerships.”**

CAF’s approach will involve advocating for policy reforms, promoting collaboration between different levels of government, establishing meaningful partnerships, and ensuring effective stakeholder engagement. The vision and mission are supported by the organization’s core values, which include:



Integrity:

We are open, honest, fair, and accountable in all our undertakings.



Responsiveness:

We are proactive, swift, and effective in serving the needs of our members.



Inclusivity:

We commit to foster an environment where individuals of all backgrounds are valued and have equitable access.



Collaboration:

We endeavor to collectively engage and partner with stakeholders to achieve the shared goal of deepening devolution.



Professionalism:

We commit to uphold high standards of conduct, integrity, accountability, and excellence in all our interactions and duties.

KEY RESULTS AREAS (KRAS)

The plan focuses on four key results areas (KRAs) to enhance the overall effectiveness of County Assemblies:



KRA 1: CAPACITY BUILDING aims to improve the skills and performance of County Assembly members through training, mentorship, performance management, and the establishment of accountability forums that foster transparency and improved service delivery.



KRA 2: STRENGTHENED INTERGOVERNMENTAL RELATIONS seeks to build stronger partnerships with national, regional, and international organizations, enhance collaboration with national government agencies, and implement strategies for policy reforms, stakeholder engagement, and conflict resolution.



KRA 3: IMPROVED MEMBERS AND STAFF SERVICE focuses on prioritizing member concerns, enhancing transformational leadership, and improving service delivery through feedback mechanisms and lobbying interventions.



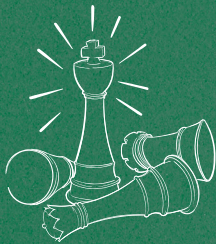
KRA 4: INSTITUTIONAL STRENGTHENING & KNOWLEDGE MANAGEMENT aims to enhance CAF's internal capacity through performance management systems, resource mobilization, policy development, and knowledge management to support organizational growth and effectiveness.

For each KRA, CAF has identified strategic objectives and outputs that are designed to drive progress toward its mission. These outputs include tangible results such as enhanced training programs, effective advocacy strategies, improved legal frameworks, strengthened stakeholder engagement, and reinforced internal organizational capacity.

In conclusion, CAF's strategic direction outlined in this plan is designed to empower County Assemblies to fulfill their mandates effectively and efficiently, promoting greater governance, transparency, and accountability at the local level. By focusing on capacity building, improving intergovernmental relations, enhancing member services, and strengthening its own institutional framework, CAF aims to contribute meaningfully to the strengthening of devolution in Kenya and the broader goal of national development.

*CAF's strategic direction outlined in this plan is designed to empower County Assemblies to fulfill their mandates effectively and efficiently, promoting **good governance, transparency, and accountability** at the local level.*

The Constitution of Kenya 2010 established a decentralized system of government with the primary objective of devolving power, resources, and representation to the lowest level.



1.0 CHAPTER 1: INTRODUCTION

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1.1. BACKGROUND TO DEVOLUTION

The Constitution of Kenya 2010 established a decentralized system of government with the primary objective of devolving power, resources, and representation to the lowest level. The constitution created the National and County Governments and held on a distinct but equivalent base. Both the National and County Governments were allowed autonomy of planning, budgeting, and financial management within a national planning and public finance framework.

The main objective of this change was to bring the resources and power closer to citizens, increase civic engagement, improve service delivery, as well as achieve equity across the nation in resource sharing. Despite each level of government having unique mandates, the Constitution demands significant cooperation and coordination between the two. Both levels of government are meant to perform their respective functions within the framework of intergovernmental relations while also respecting the functional distinctness between them, as provided for under the Fourth Schedule to the Constitution.

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

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

The main objective of this change was to bring the resources and power closer to citizens, increase civic engagement, improve service delivery, as well as achieve equity across the nation in resource sharing.

1.2. THE COUNTY GOVERNMENTS

The Constitution of Kenya fundamentally changed the system of government by devolving power responsibilities and financial resources to the (47) Counties of Kenya, which were conceived as units of devolved government. Article 179(1) of the Constitution of Kenya provides that there shall be a government for each county consisting of:

1. County Assembly, responsible for developing law and policies.
2. County Executive, responsible for implementing developed laws and policies, in conjunction with government administrative duties.

1.3. ESTABLISHMENT OF THE COUNTY ASSEMBLIES' FORUM

The County Assemblies Forum (CAF) was formed in 2013, as an expansion of its predecessor, the County Assemblies Speakers' Forum (CASF). Registered under the Societies Act, CAF is the coordinating body of the 47 County Assemblies in Kenya. The core mandate of CAF is to promote networking and synergy amongst the County Assemblies, coordinate intergovernmental relations and enhance good practice in legislative development. It also seeks to institutionalize law-making and oversight capacity of the county assemblies and to form linkages with other arms of government.

1.4. GOVERNANCE AND MANAGEMENT STRUCTURE OF CAF

There are four main levels in the structure of CAF:

The General Assembly: The supreme organ of CAF and comprises of the 2,249 Members of the 47 County Assemblies of Kenya, the Governing Council and the Executive Committee. It undertakes all initiatives and decisions in the best interest of CAF membership.

The Governing Council will be responsible for considering and making recommendations on CAF policies and proper execution of programs. It shall consist of:

- a) Three members from every County Assembly, being the Speaker and two other members elected by the County Assembly, ensuring that of the three members, one is from the opposite gender.
- b) One representative of each of the CAF Chapters recognized under Article 10 of CAF's Constitution. The mandate of the Council is to consider and make recommendations on the implementation of CAF policies and proper execution of its programs.

The Executive Committee shall consist of:

- a) Seven (7) officials of the Forum as per Article 5 of CAF Constitution
- b) Sixteen (16) other members elected by the Governing Council from the clusters of the Forum in Schedule 2, with each cluster represented by two members each (one being a speaker and the other an MCA)
- c) One (1) representative of the Clerks' chapter, as an ex-officio member.

The Executive Committee shall have the following sub-committees for the effective and efficient discharge of their mandate under clause (2) above.

- a. **Finance subcommittee** which shall develop the annual budget of the Forum and undertake financial oversight of expenditure by the secretariat.
- b. **Members' Services** subcommittee which shall coordinate welfare-related issues of the members.
- c. **Inter-governmental Relations subcommittee** which shall spearhead engagements with the national government, Constitutional Commissions and Independent offices.
- d. **Legal Affairs subcommittee** which shall consider and advice on legal matters affecting the Forum and its members.

In addition, for ease of interaction and to enable regular meetings among its members, CAF divided the 47 County Assemblies of the Republic of Kenya into eight administrative clusters:

1. **North Rift:** Uasin Gishu, Nandi, Elgeyo Marakwet, Turkana, West Pokot, Baringo,
2. **South Rift:** Nakuru, Kericho, Bomet, Laikipia, Narok, Kajiado, Samburu.
3. **Central:** Kiambu, Murang'a, Nyeri, Nyandarua, Kirinyaga.
4. **Eastern:** Meru, Kitui, Makueni, Isiolo, Machakos, Tharaka Nithi, Embu, Marsabit.
5. **Nyanza:** Kisumu, Migori, Siaya, Homa Bay, Kisii, Nyamira.
6. **Western:** Vihiga, Kakamega, Bungoma, Busia, Transzoia
7. **North Eastern:** Mandera Wajir, Garissa, and Nairobi.
8. **Coast:** Mombasa, Kilifi, Kwale, Lamu, Tana River, and Taita Taveta.

1.5. CHAPTERS OF THE FORUM

The platform to discuss matters of mutual concern will continue to be provided to different interest groups through the Chapters of the Forum. The Chapters facilitate to process of peer-to-peer learning and sharing amongst County Assemblies. They include:

- a. A chapter for all County Assembly Speakers
- b. A chapter for all County Assembly Deputy Speakers
- c. A chapter for all leaders of Majority Parties in the County Assemblies
- d. A chapter for all leaders of Minority Parties in the County Assemblies
- e. A chapter for all Majority Whips in the County Assemblies
- f. A chapter for all Minority Whips in the County Assemblies
- g. A chapter for all Women Members of the County Assemblies
- h. A chapter for all Youth Members of the County Assemblies
- i. A chapter for all Members with Disability in the County Assemblies
- j. A chapter for all Clerks of the County Assemblies
- k. A chapter for Sports and Cultural activities which shall coordinate the participation of County Assemblies in sports activities

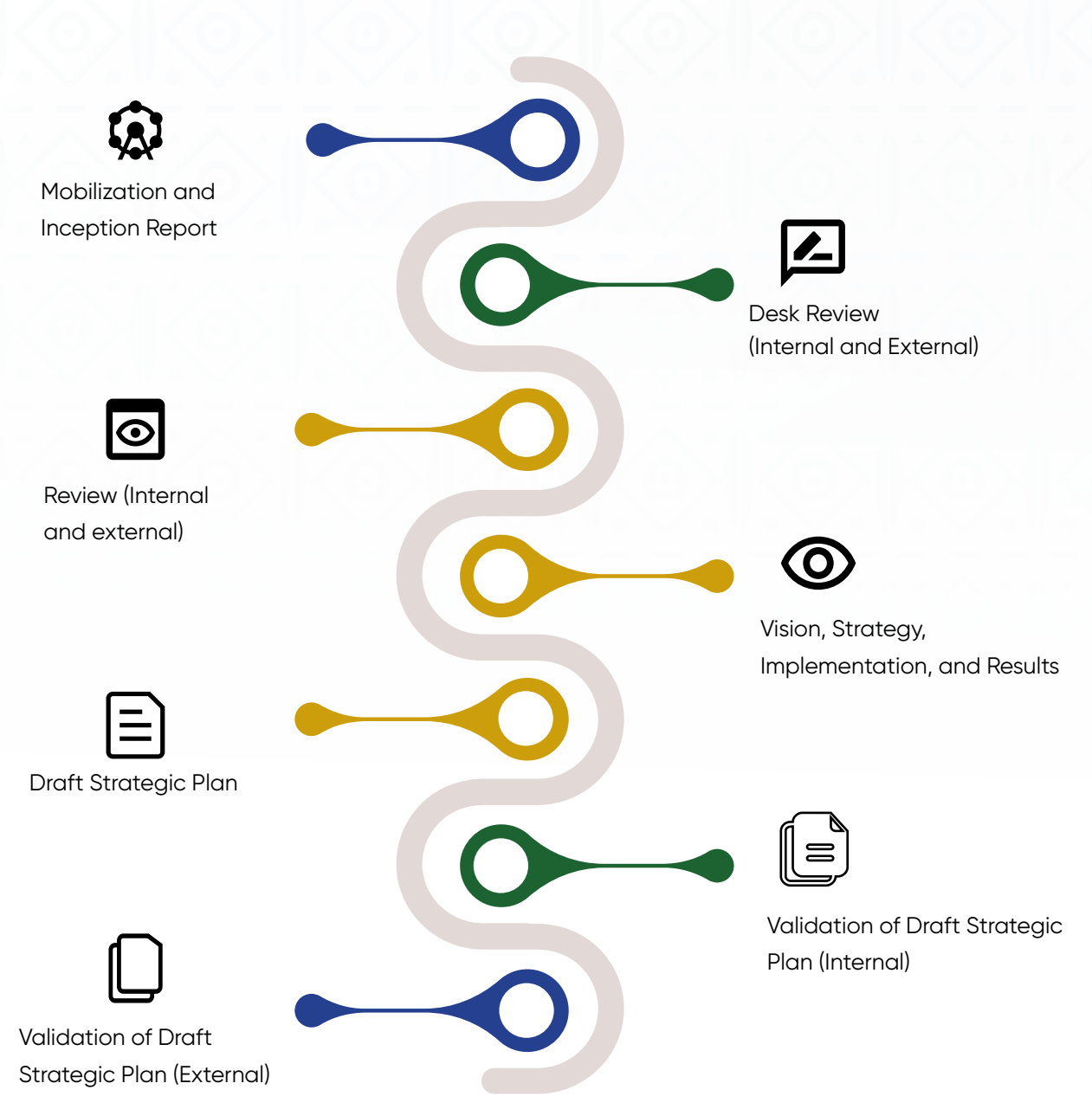
1.6. STRATEGIC PLANNING PROCESS

1.6.1. Planning Process

The Strategic Plan was developed through a highly participatory and inclusive process to promote the understanding and involvement of as many relevant stakeholders within the devolution chain. The process included the use of interviews, workshops, meetings with CAF leadership, staff and members, in addition to stakeholders, development partners, representatives and key respondents from County Governments, National Government and International Partners.

The Strategic Plan for County Assemblies Forum covers a four-year period from 2025 to 2028 and draws from the challenges, lesson and successes of the previous implementation period.

1.6.2. Development Stages



1. Mobilization and Inception Report

Initial discussions were held with the Strategic Planning Committee, CAF leadership, staff, and members.

2. Desk Review (Internal and External)

The desk review collected, organized and synthesized available information to provide an understanding of the planning context, plan priorities and to identify gaps to address. Documents included the CAF Strategic Plans (2015–2019) and (2020–2024), CAF Constitution and other identified literature and secondary data sources.

3. Review (Internal and external)

Consultations were held with identified internal and external stakeholders to assess the role CAF should play in the devolution space and priorities for the next phase. Collected data was analyzed and used as input towards the next phases.

4. Vision, Strategy, Implementation, and Results

This phase involved crafting and identifying the Forum's 'vision, mission, values and results, indicators of success and risks and mitigation strategies.

5. Draft Strategic Plan

A four-day Strategic Planning retreat was held with staff members of the County Assemblies Forum. The outputs of the Strategic Planning workshop were used to create a draft of the Strategic Plan.

6. Validation of Draft Strategic Plan (Internal)

The draft Strategic Plan was presented and shared with CAF leadership and staff for feedback and validation.

7. Validation of Draft Strategic Plan (External)

A popular version of the Draft Strategic Plan was presented to a representative sample of respondents from the data collection phase. The outputs of the workshop were used to finalize the Strategic Plan.



1.0 CHAPTER 2:

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1.1. STEEPLE ANALYSIS

This STEEPLE provides an overview of external macro-environmental factors, which are important for planning the Assemblies’ strategic positioning. The analysis provides valuable insight into the social, technological, economic, environmental, political, legal and ethical factors that are currently or could potentially impact CAF’s operations.

TABLE 1: CHAPTER 2 STEEPLE ANALYSIS

Category	Issues	Strategic Implications for CAF
Social and Cultural Factors	<ul style="list-style-type: none"> Ethnic and cultural diversity, education and literacy levels, poverty and income distribution, Younger members elected 	<ul style="list-style-type: none"> Increased demand for institutional accountability. Higher literacy rates among the population Increased demand for information. Need for the participation of users in the decision-making process. Need to promote legislation that is pro-poor, progressive and aligned with values of Kenyans and the Constitution of Kenya, 2010. Need to develop and broadcast a positive institutional image. Increased rates of mental health issues
Technological Factors	<ul style="list-style-type: none"> New inventions and developments, changes and emerging technologies changes in mobile technology 	<ul style="list-style-type: none"> Need to research and build capacity in relevant technological innovations to improve service delivery. Need to maintain a social presence on digital platforms that are easily accessible to the public and other stakeholders to share the institutional vision, achievements, plans and more. Enhance Data management and security
Economic Factors	<ul style="list-style-type: none"> Inequalities, High Inflation rates, High taxation rates, interest rates and international exchange rates. government spending, high pending bill 	<ul style="list-style-type: none"> Need to recognize that high cost of living has adversely affected CAF and its members; thereby need to intensify mobilization of resources from external actors Need for strong systems for financial accountability The pressure to reduce government spending may have an impact on funding opportunities and budgetary allocation. Inadequate appreciation of the importance of a well-funded and independent CAF as an organization. Shift in development partner priorities.

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Category	Issues	Strategic Implications for CAF
Environmental factors:	<ul style="list-style-type: none"> Natural Disasters, Pollution, Renewable energy, Climate change. 	<ul style="list-style-type: none"> Need to understand, promote and implement environmentally friendly and sustainable work practices. Opportunity to promote the efficient use of natural resources and energy. Leverage on the climate change financing Develop/Review/ implement regulatory frameworks.
Political factors:	<ul style="list-style-type: none"> dynamic political environment, Intergovernmental Relations General election 	<ul style="list-style-type: none"> Need for cooperation and collaboration between and among various institutions at all levels of government. Need for unity and collaboration among CAF and members. Need for mechanisms in place to make certain that service delivery is not affected by elections and political trends, political influence and political interference. Creation of intergovernmental forums
Legal factors:	CoK 2010, subsequent legislation	<ul style="list-style-type: none"> Need for legal and regulatory framework at the national and county levels to support and protect County Assemblies Need for public, stakeholder and member support in protecting the Constitutional mandate of County Assemblies.
Ethical factors:	<ul style="list-style-type: none"> Corruption, Accountability, Professionalism Confidentiality, 	<ul style="list-style-type: none"> Need to implement accountability mechanisms. Need to promote a culture of personal development and professionalism. Need to implement and adhere to the Code of Ethics.

1.2. SWOT ANALYSIS

This analysis provides a comprehensive overview of the factors that could influence the success of the CAF Strategic Plan 2025–2028. This section assesses the internal and external environments affecting the organization and provides insights that inform the strategic direction and priorities.

TABLE 2: SWOT ANALYSIS



- CAF has a clear established mandate and functions ensuring a strong legal foundation for its operations.
- The plan emphasizes collaboration with development partners, civil society, and the private sector, fostering a supportive environment for devolution.
- The proposed organizational structure promotes professionalism and innovation, enhancing operational efficiency and responsiveness to changes in the external environment.



- Reliance on funding from external sources may pose risks to program execution and sustainability if financial support diminishes.
- Insufficient financial and human resources could hinder the implementation of strategic initiatives and reduce organizational effectiveness.
- Gaps in skills and expertise among staff could impair the effectiveness of strategic plan execution, necessitating investment in training and development.



- Continued public support for devolution creates opportunities for CAF to expand its influence and enhance citizen engagement in governance.
- Investment in modern technology can improve operational efficiency, data management, and program delivery, enhancing CAF's effectiveness.
- Collaborations with various stakeholders, including NGOs, government agencies, and international organizations, can provide additional resources and expertise.



- Political unrest and insecurity may create challenges for collaboration and hinder progress on strategic objectives.
- Reduced public interest or engagement in devolution processes could lead to misalignment between CAF's objectives members and community needs.
- Risks associated with non-compliance to legal frameworks supporting devolution may undermine implementation efforts.

1.3. OVERVIEW OF ACHIEVEMENTS

The County Assemblies Forum (CAF), under its 2020–2024 Strategic Plan, has continued to play a critical role in strengthening devolution, policy formulation, capacity building, service delivery, and institutional strengthening. CAF has made several achievements in line with its strategic objectives. The details of these accomplishments are outlined below:

1.3.1. OUTCOME 1: Facilitation in Legislation, Oversight and Representation for Deepened Devolution

CAF has significantly advanced legislative initiatives aligned with its goals. Key accomplishments include:

- a) **Legislation Passed:** CAF facilitated the adoption of the County Emergency Response Fund Bill and the Climate Change Bill across all counties, reflecting a strong legislative impact on critical areas like emergency response and environmental sustainability.
- b) **Promoted Legislative Unity:** CAF successfully advocated for the County Ward Equalization Bill, passed in seven counties, and the County Assembly Gender Policy, adopted in nine counties, promoting equity and gender inclusion.
- c) **Enhanced Oversight Mechanisms:** CAF improved transparency by implementing bill trackers, statement trackers, motion trackers, and petition trackers across counties.
- d) **Conflict Resolution:** CAF supported conflict resolution efforts, including resolving internal issues in Kisii County Assembly, demonstrating a commitment to peace and stability within County Assemblies.
- e) **Litigation and Legal Support:** CAF engaged in critical legal actions affecting county governance, from challenging aspects of the Elections Act to addressing taxation issues on motor vehicle reimbursements.

1.3.2. OUTCOME 2: Capacity Development of County Assemblies for Improved Service Delivery

CAF's initiatives have elevated the operational capacity of County Assemblies:

- a) **Training Programs:** CAF implemented programs on leadership, gender mainstreaming, and M&E for County Assemblies, including comprehensive induction programs, benefiting over 1,000 members.
- b) **Legislative and Civic Education:** The *Public Participation and Civic Education Model Bill* was adopted in four counties, promoting civic involvement and public governance education.
- c) **Collaborations with Partners:** CAF expanded its partnerships from five to ten organizations, enhancing resource mobilization and training opportunities for County Assemblies.

1.3.3. OUTCOME 3: Improved Members' and Staff Services

- a) CAF has made considerable strides in promoting and lobbying for improved benefits and opportunities for its members; **Welfare and Remuneration:** CAF secured better remuneration, pensions, and benefits for members, alongside advocating for gender representation and the election of 115 women MCAs.
- b) **Career Progression:** A marked increase in MCAs advancing to higher roles was observed, with many transitioning to positions such as governors and members of parliament.
- c) **Operational Support and Career Progression:** CAF operationalized structures such as the Deputy Speaker's office and supported initiatives for MCAs' career advancement, including lobbying for revisions to the Elections Act.

1.3.4. OUTCOME 4: County Assemblies' Forum Institutional Strengthening

- a) CAF has made remarkable stride in professionalizing and stabilizing its Secretariat; **Organizational Resilience:** CAF adapted to COVID-19 by using virtual platforms, which ensured uninterrupted service delivery.
- b) **Improved Financial Management:** Policies on financial and procurement processes were developed, promoting resource optimization.
- c) **Enhanced Public Image and Knowledge Accessibility:** With a strengthened online presence, including social media and a functional website, CAF improved public engagement and transparency.
- d) **Sustainable Partnerships and Resource Mobilization:** CAF expanded its resource base and secured support from organizations such as AMREF, UNDP, and Article 19, enhancing the sustainability of its initiatives.

1.4. CHALLENGES AND LESSONS LEARNED

TABLE 3: CHALLENGES AND LESSONS LEARNED

Challenge Area	Description	Recommendations
Policy Adoption	Implementing and enforcing policies uniformly across all counties is challenging due to local context differences, resource availability, and political dynamics. This inconsistency affects policies like the county emergency response fund bill and climate change bill.	Develop stronger advocacy strategies, including tailored engagement with each county assembly to address specific concerns. Ensure a thorough understanding and buy-in at the local level to promote consistent adoption.
Resource Mobilization	Insufficient funding for capacity development persists despite increased partnerships. The current partnerships do not meet the extensive needs of county assemblies.	Explore additional funding streams, such as private sector partnerships, international donor funding, and local revenue generation strategies. Tailor capacity-building initiatives to be cost-effective and ensure high value for resources invested.
Representation	Despite increases, women and persons with disabilities (PWDS) remain underrepresented in county assemblies, limiting diversity and potentially overlooking the needs of these groups in policy decisions.	Advocate for more inclusive electoral processes, launch advocacy campaigns, support legislation that promotes diverse representation, and provide capacity-building for women and PWDS interested in office.
Disaster Preparedness	The covid-19 pandemic emphasized the need for robust disaster preparedness plans, including continuity of operations and digital readiness, to ensure uninterrupted service delivery during crises.	Develop comprehensive disaster preparedness plans, including scenarios for various potential disasters, with a focus on digital readiness to support virtual operations when necessary.
Public Participation	There is a need for enhanced citizen engagement in county governance. Current public engagement efforts require further improvement to facilitate meaningful involvement in governance.	Implement strategies to encourage citizen participation, such as civic education initiatives, more accessible public meetings, and feedback mechanisms that allow citizens to contribute to policy decisions.
Operational Efficiency	Operational challenges related to fund disbursement and approval have hampered CAFS smooth functioning.	Strengthen financial planning and collaborate closely with relevant authorities to improve fund disbursement processes. Consider establishing a contingency fund for unforeseen expenditures to ensure continuity of operations.

1.5. CONCLUSION

The County Assemblies Forum (CAF) has made considerable progress since its inception. It has played a pivotal role in enhancing devolution and promoting good governance at the county level. However, challenges remain, providing lessons that can guide future actions. These insights can help inform the final years of the Strategic Plan 2020–2024, ensuring that CAF continues to evolve, learn, and improve its service delivery to the people of Kenya.



1.6. STAKEHOLDERS ANALYSIS

The County Assemblies Forum recognizes that there are many stakeholders within the public and private sector that need to be considered, whose interests may be affected, and whose participation and support are critical to success. The table below identifies some of these stakeholders.

TABLE 4: CAF STAKEHOLDER ANALYSIS

CAF STAKEHOLDER ANALYSIS			
Stakeholder	Role/Responsibility	Interests/Expectations	Engagement Strategy
County Assemblies	Lawmaking, oversight, and representation at the county level.	Capacity-building support, streamlined coordination, and adequate resources.	Provide technical support, capacity building, and regular consultative forums.
Intergovernmental Relations Institutions	Facilitates consultation, cooperation, and coordination among different levels of government.	Alignment of county legislative priorities with devolution goals.	Develop joint programs and policies to support devolution priorities.
Parliament: Senate and National Assembly	Enacts legislation impacting counties and approves fiscal allocations.	Strengthening county legislative and fiscal frameworks.	Regular consultations and collaboration on legislative priorities and fiscal alignment.
Ministries, Departments and Agencies (MDAs)	Provide policy guidance and implement national government projects at county levels.	Coordination in policy implementation and resource mobilization.	Establish structured engagement platforms and forums and harmonization frameworks.
Non-State Actors – NGOs, CBOs	Advocate for accountability, inclusivity, and capacity building in governance.	Enhanced collaboration and involvement in legislative processes.	Partner on capacity-building initiatives and advocacy programs.
Public	Participate in governance and hold leaders accountable.	Improved service delivery and inclusion in decision-making.	Town halls, public participation forums, and regular feedback channels.
Media	Disseminates information on governance and legislative actions.	Access to accurate and timely updates on legislative developments.	Conduct press briefings, issue publications, and provide updates on key programs.

CAF STAKEHOLDER ANALYSIS

Stakeholder	Role/Responsibility	Interests/Expectations	Engagement Strategy
Private Sector	Partners in public-private partnerships (PPPs) and promotes local economic development.	Business-friendly policies and collaboration opportunities.	Develop frameworks for PPPs and encourage investment in local economic initiatives
Research and academic institutions	Conduct research to support evidence-based policy-making.	Collaboration on impactful studies and capacity-building initiatives.	Joint research initiatives and data-sharing agreements.
Professional bodies – Lawyers, Accountants, Architects, Economists, Surveyors, Planners, Doctors etc.	Offer sector-specific expertise for informed legislative actions.	Inclusion in policymaking and legislative consultations.	Formalized engagement through advisory boards and consultation forums.
Constitutional Commissions and Independent Offices	Fiscal oversight, resource allocation, and governance advisory roles.	Harmonized approaches to devolution priorities and funding allocations.	Collaborate on financial reviews, legislative reforms, and policy advocacy.
Judiciary	Resolves disputes and upholds the rule of law in governance processes.	Effective and timely dispute resolution mechanisms.	Establish dedicated dispute resolution frameworks for intergovernmental conflicts.
Staff	Implement the strategic plan and operations within CAF	Professional development, supportive work environment, and adequate resources.	Provide continuous training, clear communication, and recognition of contributions.

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2.0 CHAPTER 3: STRATEGIC DIRECTION

2.1. ASPIRATIONS AND RESULTS

2.1.1. Mandate

The County Assemblies Forum (CAF) is the coordinating body of the forty-seven (47) County Assemblies established by the Constitution of Kenya, 2010 under Article 176. The core mandate of the CAF is to promote networking and synergy amongst the County Assemblies, coordinate intergovernmental relations and enhance good practice in legislative development. It also seeks to institutionalize lawmaking and oversight capacity of the County Assemblies and to form linkages with other arms of the government. The mandate of CAF is to support the County Assemblies to perform their three core functions: lawmaking, oversight and representation.

2.1.2. Vision



Effective County Assemblies that promote good governance and equitable development.

2.1.3. Mission



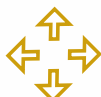
To facilitate County Assemblies to promote good governance and equitable development through coordination, capacity enhancement, performance management and knowledge sharing while fostering intergovernmental relations and building strategic partnerships.

2.1.4. Values



Integrity:

We are open, honest, fair, and accountable in all our undertakings.



Responsiveness:

We are proactive, swift, and effective in serving the needs of our members.



Inclusivity:

We commit to foster an environment where individuals of all backgrounds are valued and have equitable access.



Collaboration:

We endeavor to collectively engage and partner with stakeholders to achieve the shared goal of deepening devolution.



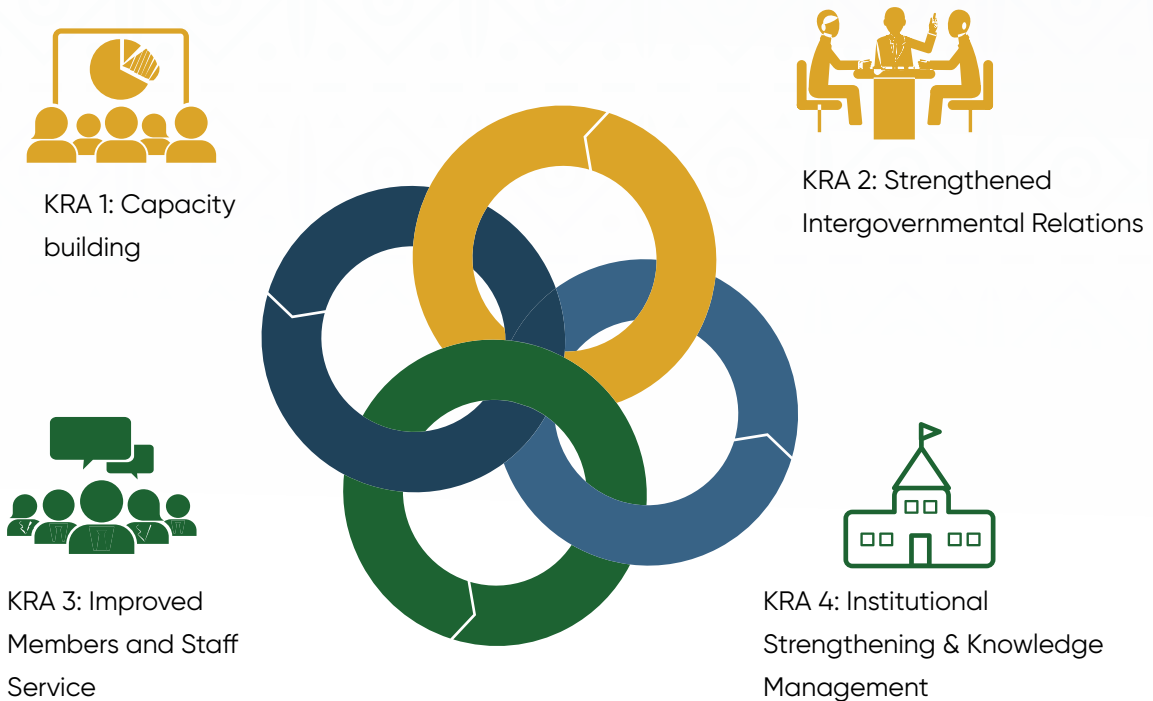
Professionalism:

We commit to uphold high standards of conduct, integrity, accountability, and excellence in all our interactions and duties.



FIGURE 4: CORE VALUES

2.2. KEY RESULTS AREAS



The following table summarizes Expected Key Results Areas, Strategic Objectives, Outputs, and Interventions. A detailed result framework, which includes Key Results Areas, outputs, indicators, broad strategies, means of verification, and risks and assumptions are included in Appendix A.

2.2.1. KRA 1: CAPACITY BUILDING

This results area aims to improve the skills and performance of County Assembly members through training, mentorship, performance management, and the establishment of accountability forums that foster transparency and improved service delivery.

TABLE 5: KRA 1 - CAPACITY BUILDING

Key Results Areas	Strategic Objective(s)	Outputs	Strategic Interventions
KRA 1: Capacity Building	To enhance the capacity of County Assemblies members and staff for improved service delivery.	Training needs assessment report	Conduct a Training Needs Assessment for County Assemblies.
		Training programs	Design And implement training programs for County Assemblies.
		Member's handbooks	Develop member's handbooks: committee systems and operations, house procedure and rules.
		Mentorship programs	Create mentorship programs linking experienced leaders with new members.
	To promote Transparency and accountability	Induction program	Create a structured peer-to-peer learning platform for County Assemblies.
			Review and implement an induction program for new members.
		Accountability Forum	Establish and operationalize accountability forums
		Baseline Studies	Conduct Baseline study on Public Participation and Citizen Engagement
		Public participation legal frameworks	Support County Assemblies in the development and implementation of legal frameworks for public participation and citizen engagement
		County Assemblies Internal Audit	Strengthening the capacities of the internal audit committees and units of County Assemblies
	To enhance Performance management	Oversight tools	Develop oversight tools i.e., tracking tools; implementation of OAG and CoB reports.
		Handbooks and Guidelines	Develop handbooks /guidelines for County Assemblies watchdog Committees.
Training programs		Design and implement a training program on the oversight role of County assemblies	
		Develop/review performance management guidelines for County Assemblies	
		Operationalize performance management systems	
		Monitor the progress in the implementation of performance management systems.	
	Governance Manual	Develop and implement a governance manual.	
	Number of Forums	Institutionalize	
	Engagement frameworks, circulars, and reports	Develop position papers on members' concerns and lobby for the implementation.	
		Monitor, document, and disseminate reports on the members' welfare.	

2.2.2. KRA 2: STRENGTHENED INTERGOVERNMENTAL RELATIONS

This results area seeks to build stronger partnerships with national, regional, and international organizations, enhance collaboration with national government agencies, and implement strategies for policy reforms, stakeholder engagement, and conflict resolution.

TABLE 6: KRA 2: STRENGTHENED INTERGOVERNMENTAL RELATIONS

Key Results Areas	Strategic Objectives	Outputs	Interventions
KRA 2: Strengthened Inter-Governmental Relations KRA	To Promote consultation and cooperation with national government, constitutional commissions, independent offices, and other agencies at the national levels.	Lobbying and Advocacy strategy	Develop and implement a lobbying and advocacy strategy.
		Research papers, Position Papers, Legal Advisories, legislative Assessments, Memoranda, and legal briefs	Research national and county legislations, and policies and develop advisories and memoranda.
			Develop Research papers and policy briefs on various issues affecting County Assemblies.
			Document and disseminate research papers and legislative assessments from comprehensive parliamentary monitoring and evaluation.
			Produce sector-specific research papers and legal advisories through enhanced evidence-based research.
			Compile and document policy and legislative dialogue reports into comprehensive research papers and legal briefs.
			Document pre and post-legislative impact assessment findings into detailed legal advisories and legislative assessments.
			Generate research papers and policy briefs from periodic evaluations on emerging issues.
			Oversight tools
		Sustained relations identified, established, promoted monitored, and evaluated.	Publish and present the Annual Analysis of County Legislation Report to key stakeholders, including county executives and civil society organizations, to encourage the utilization of its insights for legislative improvements.
Map the IGR stakeholders.			
Develop and implement an IGR engagement framework, and stakeholder engagement strategy.			
Lobby for inclusion into the National and County Governments coordination summit, IBEC			
	Support implementation of resolutions made in the Legislative Summit, IBEC, and other Intergovernmental sector forums		

Key Results Areas	Strategic Objectives	Outputs	Interventions
KRA 2: Strengthened Inter- Governmental Relations KRA	To Promote consultation and cooperation with national government, constitutional commissions, independent offices, and other agencies at the national levels.	Alternative Dispute Resolution Mechanism developed and implemented	Develop and implement an Inter-governmental and intra-governmental ADR framework for County Assemblies
			Document cross-cutting issues affecting County Assemblies.
			Establishment and operationalization of Committee on Alternative Dispute Resolution
			Support the Dissemination and sensitization of Intergovernmental (Alternative Dispute Resolution) Regulations.
			Establish collaboration with Alternative Dispute Resolution specialized institutions to enhance the capacity of the Alternative Dispute Resolution committee.
			Develop a tracking mechanism for disputes resolved by the Committee.
		Legal requirements lobbied for and complied with	Lobby parliament and other relevant stakeholders to anchor CAF into law.
			Lobby parliament and other relevant stakeholders to provide financial autonomy to County Assemblies.
			Lobby parliament and other relevant stakeholders to protect and respect the Oversight role of County Assemblies.
			Develop and track compliance with laws and international instruments of interest to County Assemblies.
			Initiate and defend legal proceedings on matters that hinder or undermine the constitutional mandate of County Assemblies and Devolution in general.
			Develop and disseminate model policies and legislations to County Assemblies
Model legislation developed, disseminated, and lobbied for adoption	Perform a comprehensive needs assessment with County Assemblies to identify priority areas for model legislation development.		
	Establish a monitoring and evaluation framework to track the adoption and impact of the model legislation across counties, providing feedback for continuous improvement.		

Key Results Areas	Strategic Objectives	Outputs	Interventions
	Model legislation developed, disseminated, and lobbied for adoption	Comprehensive emergency response guidelines, communication protocols, and business continuity guidelines developed/ reviewed, disseminated, and implemented	Develop and share model CA emergency response plans/Guidelines with County Assemblies.
			Develop and share the model CA Communication Protocol with County Assemblies.
	To Strengthen partnerships with regional and international organizations	Strengthened partnerships with regional and international organizations	Develop/review and share model CA Business Continuity Guidelines with County Assemblies.
			Identify and participate in learning exchange forums locally, nationally, regionally, and internationally.
			Subscribe membership into international intergovernmental bodies.
			Participate in local, national, regional, and international forums.
			Localize regional and international commitments in County legislation at County Assemblies.
			Integrate best practices adopted at regional and international levels in County Assemblies.

2.2.3. KRA 3: IMPROVED MEMBER AND STAFF SERVICE

This results area focuses on prioritizing member concerns, enhancing transformational leadership, and improving service delivery through feedback mechanisms and lobbying interventions.

TABLE 7: KRA 3: IMPROVED MEMBER AND STAFF SERVICE

Key Results Areas	Strategic Objectives	Outputs	Interventions
KRA 3: Improved Member and Staff Service	To Improve member and staff service	Leadership programs	<ul style="list-style-type: none"> Design and conduct a needs analysis to tailor capacity development in transformational leadership. Mobilize resources and execute tailored programs.
		Position papers	<ul style="list-style-type: none"> Develop position papers addressing members' concerns. Establish a lobbying and advocacy mechanism to ensure implementation.
		Monitoring Systems and Reports	<ul style="list-style-type: none"> Establish and maintain a structured monitoring system to track challenges. Document findings and share them with key stakeholders. Facilitate periodic reviews for ongoing improvement.
		Feedback mechanisms	<ul style="list-style-type: none"> Institutionalize feedback forums to encourage dialogue and best practices. Integrate benchmarking visits and knowledge-sharing sessions.
		Improved public image of MCAs	<ul style="list-style-type: none"> Assess and determine desired public perception for MCAs and CAFs. Develop targeted public relations campaigns and outreach programs to build a positive image.

2.2.4. KRA 4: INSTITUTIONAL STRENGTHENING AND KNOWLEDGE MANAGEMENT

This results area aims to enhance CAF's internal capacity through performance management systems, resource mobilization, policy development, and knowledge management to support organizational growth and effectiveness.

TABLE 8: KRA 4: INSTITUTIONAL STRENGTHENING AND KNOWLEDGE MANAGEMENT

Key Results Areas	Strategic Objectives	Outputs	Interventions
KRA 4: Institutional Strengthening and Knowledge Management	Strengthen the capacity of the Secretariat	Training Needs Assessment	Conduct a comprehensive Training Needs Assessment. Implement structured training and development programs addressing identified gaps.
		Performance management frameworks	<ul style="list-style-type: none"> Implement and monitor a performance management framework. Regularly review a rewards and sanctions policy aligned with goals.
		Revised organizational structure	<ul style="list-style-type: none"> Fully implement the revised organizational structure. Regular reviews to ensure it meets emerging operational needs.
		Internal policies	<ul style="list-style-type: none"> Develop and review key internal policies, e.g., Finance, Procurement, HR, Information Security, and Records Management policies. Annual reviews to ensure policy relevance and effectiveness.
		Engagement framework for staff and service providers	<ul style="list-style-type: none"> Establish clear guidelines and conduct background checks before engagements. Integrate periodic audits of due diligence processes to identify areas for improvement.
	Resource mobilization strategy		Institutionalize subscription remittance from County Assemblies.
			Implement a comprehensive resource mobilization strategy targeting stakeholders and partners.
			Establish monitoring systems.
	CAF Towers and secure office space		Allocate resources for constructing or acquiring CAF Towers. Identify and secure adequate office space to meet current and future needs.
	Enhanced brand visibility for improved imaging	Branding Manual and revised communication strategy	<ul style="list-style-type: none"> Design, produce, and disseminate IEC materials that reflect CAF's objectives and values. Regularly update materials to reflect current priorities Develop and implement branding, communication, social media, and media engagement strategies. Regular evaluation of strategy impact and adjustment as needed.

Key Results Areas	Strategic Objectives	Outputs	Interventions
KRA 4: In-stitutional Strengthening and Knowledge Management	This results area aims to enhance CAF's internal capacity through performance	Event reports	<ul style="list-style-type: none"> Identify and actively participate in public forums, exhibitions, and events. Implement feedback mechanisms to evaluate engagement effectiveness and identify areas for improvement.
		Training programs	<ul style="list-style-type: none"> Develop and implement comprehensive staff training programs on brand positioning and communication strategies. Regularly assess training outcomes to ensure alignment with CAF's communication goals.
		Adoption of emerging technologies	<ul style="list-style-type: none"> Explore and implement emerging technologies like AI and blockchain to optimize operations. Evaluate the effectiveness of new technologies and adapt accordingly.

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3.0 CHAPTER 4: RISKS, ASSUMPTIONS AND IMPLEMENTATION

3.1. ASSUMPTIONS AND RISKS

3.1.1. Assumptions

The plan implementation is based on several assumptions that must be closely monitored. The most important assumptions include:

1. The County Assemblies Forum's mandate and functions will remain basically the same: This assumption means that CAF's roles and responsibilities will not undergo significant changes, allowing the organization to continue focusing on its current strategic objectives.
2. The County Assemblies Forum has adequate funding to conduct its operations: This assumption is critical for the successful implementation of the strategic plan, as it ensures that CAF has the necessary financial resources to execute its programs and initiatives.
3. There will be strengthened goodwill and cooperation from development partners, civil society, the private sector, and the national government for devolution: This assumption highlights the importance of collaboration and support from various stakeholders in the successful implementation of devolution.
4. Kenyans will continue to embrace devolution: This assumption underscores the belief that the Kenyan population will maintain its support for devolution and actively participate in the process, ensuring that the goals of the strategic plan align with the needs and aspirations of the citizens.
5. The implementation of devolution will continue as per law: This assumption is based on the expectation that the legal and regulatory frameworks supporting devolution will remain in place and will be adhered to by all relevant parties.

There will be strengthened goodwill and cooperation from development partners, civil society, the private sector, and the national government for devolution

3.1.2. Risks

Possible risks include:



Inadequate Technical capacity in monitoring and evaluation may lead to inability to measure impact in identifying problems early.

3.2. PRINCIPLES AND GOOD PRACTICE

The proposed organizational design for the County Assemblies Forum (CAF) should be based on best practices and recommended principles to promote efficiency, effectiveness, and professionalism. The design should incorporate the following guiding principles and good practices:

1. **Alignment with the Constitution of Kenya 2010:** The design should uphold values and principles set out in the Constitution, such as devolution, efficient and effective use of resources, transparency, and accountability, as well as devolving authority and accountability to the lowest level possible.
2. **Clear organizational structure:** CAF comprises of members, a governance structure including the Executive Committee, and the Secretariat led by the CEO. The Secretariat is responsible for implementing policies and decisions made by the Executive Committee.
3. **Focus on strategic priorities:** The organizational design should prioritize the strategic needs of County Assemblies and the Forum.
4. **People-centric approach:** The design should take into consideration the diverse requirements of different users, including members, internal users (employees), two levels of government, and other strategic partners.
5. **Intergovernmental relations and cooperative governance:** The design should aim to break down “silos” or “stovepipes” in government and promote integrated service delivery across government spheres and devolution sector organizations within respective spheres of government.
6. **Global perspective:** The design should enable the organization to respond to the East Africa Community (EAC), African Union (AU) agendas, UN obligations, and good practices in other multilateral institutions.
7. **Foster professionalism and innovation:** The design should enhance internal and external communication and encourage information sharing and knowledge management.

Based on these principles, the CAF Secretariat’s organizational design would consist of three (3) directorates and the Office of the CEO. This structure will ensure clarity in decision-making and accountability, easy flow of information, client focus, emphasis on intergovernmental relationships and partnerships, manageable span of control, clear delegation of authority and accountability at all levels, and compliance with legal and regulatory requirements.

3.3. CRITICAL SUCCESS FACTORS

For successful implementation of the Plan, CAF should ensure that the following aspects are present:

3.3.1. Communication and transparency:

- Establish a communication strategy that keeps members and stakeholders informed about CAF's activities and progress.
- Develop a campaign to raise the profile of CAF, its members, and MCAs, using social media, traditional media, and the CAF website as platforms for visibility.
- Foster close contact with MCAs, especially the leadership board, ensuring that everyone feels supported and that their concerns are addressed.

3.3.2. Governance and management systems:

- Develop a governance manual outlining roles, responsibilities, limits, reporting, and authority lines to ensure smooth functioning.
- Ensure that recruitments, shortlisting, and other processes are transparent and involve relevant stakeholders.

3.3.3. Secretariat capacity:

- Review organizational structure, develop/review job descriptions, employee specifications, and performance standards.
- Identify capacity gaps and implement strategies such as recruitment, coaching, mentoring, and training to fill gaps.
- Consider hiring experienced staff or providing additional training for interns to ensure they possess the necessary skills.

3.3.4. performance management:

- Introduce a results-based performance management system that combines monitoring progress and individual appraisal.
- Implement performance contracting at all levels, starting with the CEO.
- Establish quantitative and qualitative performance indicators, focusing on internal effectiveness and efficiency, value for money, people, and customer orientation.

3.3.5. strategic leadership:

- Continuously scan the external environment and develop strategic interventions.
- Embrace ethical governance, professionalism, stewardship, and uphold CAF's core values.
- Strengthen leadership at all levels, empower Executive Committee members, and provide visible support to the CEO in implementing the strategic plan.

3.3.6. Strengthen strategic partnerships:

- Focus on intergovernmental relationships and partnerships with private, religious, PBOs /NGOs sectors, and development and technical assistance agencies.

3.3.7. Strengthen the Office of the CEO:

- Establish a high-level Technical Advisor position to assist the CEO in resource mobilization, fundraising, performance monitoring, and implementing communication and knowledge management strategies.
- Create a business case for the position and secure funding from a friendly funding agency.

3.3.8. Support CAF members:

- Advocate for member welfare through lobbying, advocacy, and capacity development.
- Design programs targeting various sectors like health, budget, and agriculture committees for counties.
- Deepen the understanding of devolution and promote gender-responsive policies, plans, budgets and legislation.
- Support special interest groups, including women, persons with disabilities, and youth.
- Build networks of development partners and facilitate members' access to available resources.

3.3.9. Clear Vision and Strategic Objectives:

- Clearly defined vision and strategic objectives that align with the mission and goals of CAF.
- Regular communication and reinforcement of this vision and objectives to all stakeholders.

3.3.10. Adequate Financial Resources:

- Secure sufficient funding and financial management to support the execution of programs and initiatives.
- Diversify funding sources to reduce dependency on a subscription and identified partners.

3.3.11. Robust Legal and Regulatory Framework:

- Adherence to and enforcement of the legal and regulatory frameworks supporting devolution.
- Regular review and updates to ensure relevance and effectiveness.

3.3.12. Technological Advancements and Innovations:

- Utilize modern technologies and innovations to improve operations and program delivery.
- Invest in ICT infrastructure and tools to support data management, communication, and service delivery.

By addressing these key areas in the strategic plan review, CAF aims to make a significant impact on the County Assemblies and to cooperate with stakeholders with a comprehensive and proactive approach. The emphasis on communication, transparency, capacity building, performance management, strategic leadership, partnerships, and member support will help CAF overcome its current challenges and achieve its mission effectively.

3.4. ALIGNMENT OF THE STRATEGIC PLAN

The strategic plan for the County Assemblies Forum (CAF) is aligned with the legal and regulatory framework, CAF’s values, strategies, performance management, policies, systems and practices, management and leadership styles, people, and organizational culture.

TABLE 9: ALIGNMENT OF THE STRATEGIC PLAN

Element	Strategic Opportunity
Legal and Regulatory Environment:	The strategic plan considers the Constitution of Kenya 2010 and other laws on devolution. CAF has closely monitored past initiatives, such as the Building Bridges Initiative (BBI), and will continue to provide input on any future initiatives as necessary.
CAF’s Core Values and Strategic Direction:	These values need to be instilled in employees and members, shaping the organization’s culture and operations.
Performance Management:	CAF introduced performance Indicator Matrix (PIM)for the Secretariat in2023.
Policies, Systems, and Practices:	Policies and systems are currently being developed or reviewed. Once completed and approved by the Executive Committee, they will professionalize the Secretariat’s operations and governance structures. Policies, strategies, and manuals to be completed include the Human Resource Manual, Communication and Knowledge Management Strategy, Resource Mobilization Strategy, and Performance Management Manual.
Management and Leadership Styles:	The Executive committee and the Secretariat articulate and define the mission and vision of Forum. This ensures that everyone understands the broader goals the strategic plan is, meant to support.
Skills for Implementing the Strategic Plan	CAF is reviewing the skill sets required for implementing the strategic plan. These skills include an in-depth understanding and application of legislative challenges in the devolution process to provide proactive advice to county assemblies, as well as advanced financial and capacity development capacities.
Organizational Culture:	The organizational culture is currently evolving. The Executive Committee and the Secretariat are putting in place structures and systems for an accountable, result-focused working environment with open communication and an emphasis on continuous improvement.

The strategic plan for the County Assemblies Forum (CAF) is aligned with the legal and regulatory framework, CAF's values, strategies, performance management, policies, systems and practices, management and leadership styles, people, and organizational culture.



4.0 CHAPTER 5: MONITORING AND EVALUATION

4.1. APPROACH

Monitoring and Evaluation (M&E) system will be an integral part in the Implementation of this Plan. The focus will be on results and achievements rather than activities. The M&E system will differentiate between three sets of operating concepts: monitoring versus evaluation, monitoring change versus monitoring process, and monitoring CAF's programs versus monitoring the Forum as an institution.

Monitoring, as an ongoing process, will involve the following approaches:

1. Developing clear agreements and mechanisms for monitoring with CAF's partners.
2. Monitoring CAF's work and programs using qualitative and quantitative indicators through:
 - a) Management and coordination meetings
 - b) Progress reports
 - c) Performance review workshops and peer reviews
 - d) Monitoring by CAF officers using an agreed-upon system
 - e) Monitoring by the Office of the CEO through the Strategy and Performance Advisory

Quarterly and Annual monitoring reports will showcase the results achieved or not achieved.

Evaluation, distinct from monitoring, will address two key questions: "Did we do things right?" and "Did we do the right things?" The former assesses performance, while the latter questions if the program could have been executed differently by CAF.

4.2. PROCESS AND CHANGE MONITORING

The M&E system will distinguish between monitoring and reporting on process versus results (outcomes). More specifically, it will differentiate between process and change indicators. Process indicators describe the essential processes contributing to a result or outcome and can be used diagnostically to understand the reasons for success or failure and provide recommendations for performance improvement.

The focus will be on results and achievements rather than activities.

TABLE 10: OVERALL RISK

Overall Risk	Risk Level	Mitigation
Inefficient financial management: Poor financial management practices can lead to budget overruns, misallocation of funds, and reduced overall effectiveness of the organization.	Medium	<ul style="list-style-type: none"> • Implement robust financial management systems and practices. • Conduct regular financial audits and reviews to ensure compliance with financial management standards.
Environmental and climate change risks: The impact of climate change and environmental issues on county development may create unforeseen challenges and require adaptive strategies from the County Assemblies Forum.	Medium	<ul style="list-style-type: none"> • Develop and implement a comprehensive environmental and climate change policy that addresses potential impacts on county development. • Build capacity of MCAs in environmental and climate change issues and promote specific initiatives in environmental management. • Form partnerships with public and private sector organizations in the sector to access technical expertise and support. • Encourage the integration of environmental and climate change considerations into county planning and budgeting processes. • Establish mechanisms to monitor and adapt to climate change impacts on an ongoing basis.
Technological risks: The rapid pace of technological advancements and potential cyber threats may pose risks to the organization's operations, data security, and ability to keep up with emerging technologies.	High	<ul style="list-style-type: none"> • Develop and implement a robust ICT strategy that covers emerging technologies, data security, and cybersecurity measures. • Provide regular training and capacity building for staff and MCAs to ensure they stay up to date with the latest technological advancements and best practices. • Implement strong data security protocols, including regular data backups, encryption, and secure storage solutions. • Conduct periodic risk assessments and vulnerability testing to identify and address potential cyber threats. • Develop a comprehensive incident response plan to handle potential cyber incidents and minimize their impact on the organization's operations.

Overall Risk	Risk Level	Mitigation
Pandemic Risks: The occurrence of pandemics, like COVID-19, poses significant health, economic, and operational challenges to the County Assemblies Forum (CAF) and county assemblies. Such health crises can disrupt county operations, affect the health and availability of staff and Members of County Assembly (MCAs), and limit public engagement in assembly functions.	Medium	<ul style="list-style-type: none"> Outline clear protocols to ensure continuity of operations, including remote work capabilities, alternative meeting procedures, and health guidelines for in-person gatherings. Coordinate with health agencies to create comprehensive health protocols for County Assemblies, including measures for sanitation, social distancing, vaccination encouragement, and personal protective equipment. Strengthen ICT systems to support remote work, virtual sessions, and online engagement with the public, ensuring legislative functions can continue with minimal interruption. Conduct trainings on digital tools, remote meeting platforms, and best practices for maintaining effective legislative and administrative operations during a pandemic.
		<ul style="list-style-type: none"> Work closely with national and local health bodies for access to timely information, health resources, and coordinated response efforts. Allocate funds to address unforeseen costs associated with health crises, such as medical support, remote work resources, and additional ICT investments.

CAF's Performance Management System will effectively link its strategy and outcomes to Directorates, units, and individual objectives and performance expectations. The system will consist of two components:

1. M&E of CAF's performance (outcomes, outputs, activities, strategies) as defined in the Strategic Plan
2. Performance appraisal of individual performance as defined in the Performance contract.

4.3. MONITORING CAF'S PROGRAMS

CAF will closely monitor the achievements of its key result areas in Legislation, Oversight and Representation; Capacity building, strengthened Intergovernmental Relations, Improved members and staff service and Institutional Strengthening and Knowledge management. CAF will also monitor the effectiveness and efficiency of support functions such as ICT, communication, risk and audit, finance, administration, procurement, security, and human resource management. It is crucial to understand how CAF's structures are responding to program challenges and core functions as defined in the Constitution.

Furthermore, CAF will monitor and report on the extent and effectiveness of mainstreaming concerns and special needs of women, youth, persons with disabilities, and minorities. Other aspects of M&E will include the effectiveness and efficiency of mainstreaming environmental concerns, anti-corruption interventions, and other emerging issues relevant to CAF and its members.

4.4. CASCADING TO DIRECTORATES AND DEPARTMENTS

The Executive Committee and the CEO are accountable for achieving CAF's vision, mission, and KRAs. The CEO cascades these KRAs and outputs to directorates and units/individuals she/he directly supervises. Each organizational unit is responsible for one or more KRA. At the organizational units' level, these KRAs are translated into specific strategic objectives and outputs. The CEO and the Programs Department will coordinate the process and ensure its quality and integrity.

With results indicators developed within CAF's organizational units, the CEO and the Programs Department, will communicate expected results to all employees in their unit when setting individual performance objectives, ensuring alignment with their organizational unit's result areas. The CAF performance appraisal form will provide space for the supervisor and employee to note relevant objectives and outputs and describe the job holder's contribution to specific KRA and output(s).

4.5. OBJECTIVES OF M&E:

1. **Demonstrate transparency and accountability:** Based on evidence, assess the extent to which CAF has delivered on its expected service to members, stakeholders, and the Kenyan people (e.g., CAF's contribution to devolution and improved service delivery).
2. **Sharing and Learning:** Reporting findings will promote organizational continuous learning. Analyzing what works, what doesn't, and why will facilitate the generation of successes, good practices, and lessons learned that build on further performance improvements.
3. **Decision making:** Evidence-based performance reports will inform decision-making at the Management, and Executive Committee levels, driving performance improvement.
4. **Documentation:** The system will facilitate recording information and creating institutional memory. This documentation is crucial not only for CAF as an institution but also for external audiences such as County Assemblies, the national government, other constitutional commissions, academic, research and development agencies, and the interested public.
5. **Participation of partners in M&E:** CAF will seek feedback from important partners and stakeholders and share evaluation reports with them.

4.6. THE PROCESS

The M&E process will start at the planning stage (strategic plan, results framework, annual operational plans, individual work plans) and will be reviewed quarterly and annually during performance meetings and workshops. CAF will develop and use monitoring forms for monitoring and recording data from the results framework. Baseline data will be collected and validated for reliability.

CAF will develop and use standard reporting guidelines and formats for quarterly progress reports, semi-annual, and annual performance reports, individual appraisal reports, and various methods to disseminate information, including media briefings, press conferences, workshops, newsletters, and documentaries, among others.

4.7. METHODOLOGIES

CAF will utilize both primary and secondary sources of data. Primary data will be collected directly using internal monitoring forms through surveys and direct observation. CAF will also make use of secondary data collected by other organizations. Examples of secondary data include survey data collected by other agencies, counties, national governments, and media.

The Forum will rely on the following methodologies for M&E to measure the success of its Strategic Plan and CAF's mandate:

- Develop, disseminate, and implement standardized templates for all CAF's results and functions
- Monthly reviews of progress achieved, and lessons learned
- Quarterly progress reports with analysis of trends
- Biannual meetings to check progress under the leadership of the Office of the CEO, ensuring Performance Reports are compiled and disseminated to the Executive Committee
- Regular or periodic monitoring and analysis of relevant external sources of data, such as media reports, reports from national, regional, and international organizations dealing with devolution, and reports from the government.
- Annual review to analyze CAF's past performance for re-strategizing and developing Annual work plans for the subsequent financial year.
- Mid-term Review with an external facilitator and the Executive Committee to analyze past performance, review key results areas for the next performance period

A linkage between the two components is illustrated in the figure below.

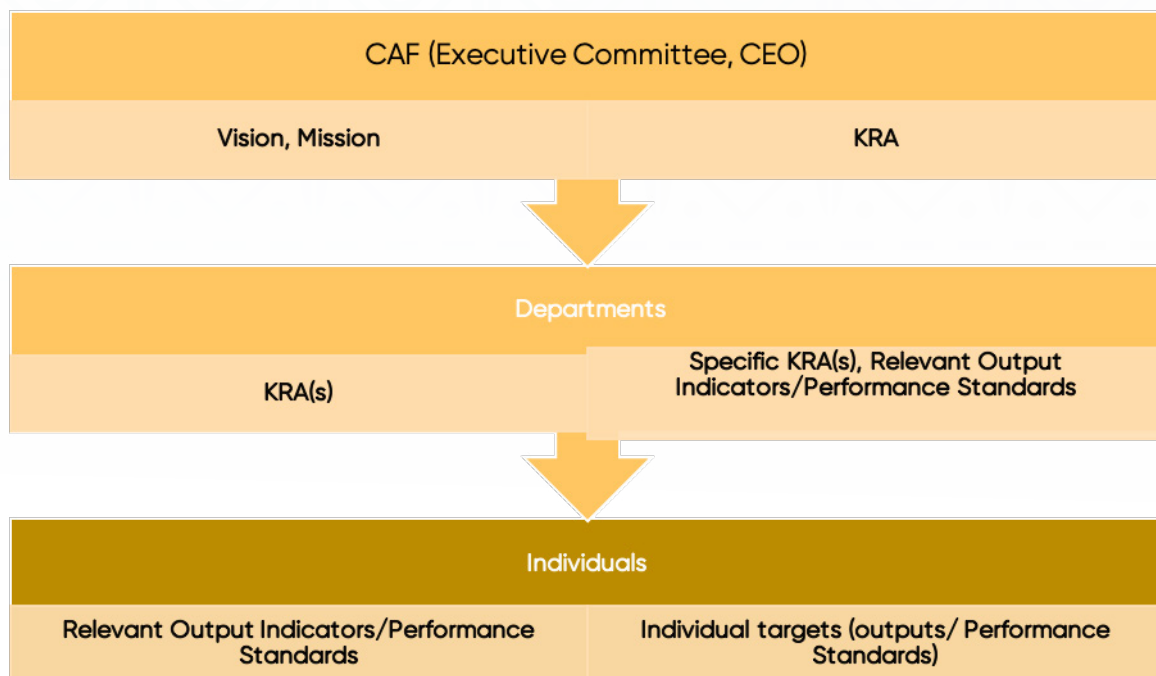


FIGURE 11: CASCADING

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ANNEX: IMPLEMENTATION MATRIX

TABLE 11: ANNEX 1: IMPLEMENTATION MATRIX

Interventions	Output	Indicator	KRA 1: CAPACITY BUILDING					Budget
			2025	2026	2027	2028		
Conduct a Training Needs Assessment for County Assemblies.	Training needs assessment report	Number of training needs assessments conducted.						
Design And implement training programs for County Assemblies	Training programs	Number of county assembly members trained						
Develop member handbooks: committee systems and operations, house procedure, and rules.	Member's handbooks	Number of members' handbooks developed and disseminated						
Create mentorship programs linking experienced leaders with new members.	Mentorship programs designed and implemented	The number of PAC and BAC training held.						
Create a structured peer-to-peer learning platform for County Assemblies.	Induction program	Number of active peer-to-peer learning platforms established						
Establish and operationalize accountability forums	Accountability Forum	The number of accountability forums established.						
Conduct Baseline study on Public Participation and Citizen Engagement	Baseline studies	Number of baseline studies conducted.						
Support County Assemblies in the development and implementation of legal frameworks for public participation and citizen engagement	Public participation legal frameworks	Number of County Assemblies that have adopted participatory budgeting processes.						
Strengthening the capacities of the internal audit committees and units of County Assemblies	County Assemblies Internal Audit	Number of County Assemblies with strengthened internal audit functions						
Develop oversight tools i.e., tracking tools; implementation of OAG and CoB reports.	Oversight tools	Number of oversight tools developed and implemented.						

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Interventions		Output	Indicator	2025	2026	2027	2028	Budget
Develop handbooks / guidelines for County Assemblies watchdog Committees.	Handbooks and Guidelines	Number of members' handbooks developed and disseminated						
Design and implement a training program on the oversight role of County assemblies	Training programs	Number of County Assembly committees trained						
Develop /review performance management guidelines for County Assemblies	Performance management guidelines	Number of County Assemblies implementing performance management systems.						
Develop and implement a governance manual.	Governance Manual	Number of governance manuals developed and implemented.						
Monitor, document, and disseminate reports on the members' welfare	Engagement frameworks, circulars, and reports	Number of reports and circulars issued						

Interventions		Output	Indicator	2025	2026	2027	2028	Budget
KRA 2: STRENGTHENED INTERGOVERNMENTAL RELATIONS								
Develop and implement a lobbying and advocacy strategy.	Develop and disseminate research papers and legislative assessments from comprehensive parliamentary monitoring and evaluation.	Research papers, Position Papers, Legal Advisories, legislative Assessments, Memoranda, and legal briefs	Implementation rate of lobbying and advocacy strategies across county assemblies.					
Publish and present the Annual Analysis of County Legislation Report to key stakeholders, including county executives and civil society organizations, to encourage the utilization of its insights for legislative improvements.	Oversight tools	Number of oversight tools developed, disseminated, and lobbied for adoption.						
Develop and implement an IGR engagement framework, and stakeholder engagement strategy.	Intergovernmental Engagements	Number of (IGR) stakeholders mapped and engaged.						
Support the Dissemination and sensitization of Intergovernmental (Alternative Dispute Resolution) Regulations.	Dispute Resolution Regulations	Number of disputes resolved through ADR framework and committee.						
Lobby parliament and other relevant stakeholders to provide financial autonomy to County Assemblies.	Bills	Number of legislative changes and financial autonomy lobbied.						

Interventions	Output	Indicator	2025	2026	2027	2028	Budget
			KRA 3: IMPROVED MEMBER AND STAFF SERVICE				
Design and conduct a needs analysis to tailor capacity development in transformational leadership.	Leadership programs	Number of members participated in leadership development programs.					
Develop position papers addressing members' concerns.	Position papers	Number of member concerns addressed by the creation and use of position papers.					
Establish and maintain a structured monitoring system to track challenges.	Monitoring Systems and Reports	Number of monitoring systems established					
Institutionalize feedback forums to encourage dialogue and best practices.	Feedback mechanisms	Number of engagement forums created					
Develop targeted public relations campaigns and outreach programs to build a positive image.	Improved public image of MCAs	Number of targeted interventions implemented to enhance the public profile and perception of members.					

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		KRA 4: INSTITUTIONAL STRENGTHENING AND KNOWLEDGE MANAGEMENT					
Interventions	Output	Indicator	2025	2026	2027	2028	Budget
Implement structured training and development programs addressing identified gaps.	Training Needs Assessment	Number of staff training program developed.					
Implement and monitor a performance management framework.	Performance management frameworks	Number of performance management frameworks					
Fully implement the revised organizational structure.	Revised organizational structure	Degree to which the new organizational structure is been operationalized.					
Develop and review key internal policies, e.g., Finance, Procurement, HR, Information Security, and Records Management policies.	Internal policies	Number of internal policies developed, reviewed, and implemented.					
Establish clear guidelines and conduct background checks before engagements.	Engagement framework for staff and service providers	Number of success stories and best practices documented, published, and shared.					
Implement a comprehensive resource mobilization strategy targeting stakeholders and partners.	Resource mobilization strategy	Percentage increase in resources mobilized.					
Identify and secure adequate office space to meet current and future needs.	CAF Towers and secure office space	Adequate resources secured					
Design, produce, and disseminate IEC materials that reflect CAF's objectives and values.	Branding Manual and revised communication strategy	Number of IEC Materials Produced.					

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Interventions	Output	Indicator	2025	2026	2027	2028	Budget
Identify and actively participate in public forums, exhibitions, and events.	Event reports	Number of public events, forums, and exhibitions organized or participated in.					
Develop and implement comprehensive staff training programs on brand positioning and communication strategies.	Training programs	Number of staff trained.					
Explore and implement emerging technologies like AI and blockchain to optimize operations.	Adoption of emerging technologies	Number of emerging technologies adopted.					

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