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# COUNTY ASSEMBLIES FORUM STRATEGIC PLAN

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1ST JANUARY 2020 – 31ST DECEMBER 2024

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## LIST OF ABBREVIATIONS

<b>ADR</b>	Alternative Dispute Resolution
<b>AHADI</b>	Agile Harmonized Assistance for Devolved Institutions
<b>AMREF</b>	African Medical and Research Foundation
<b>AU</b>	African Union
<b>BBI</b>	Building Bridges Initiative
<b>CA</b>	County Assembly
<b>CAF</b>	County Assemblies Forum
<b>CASA</b>	County Assemblies Sports Association
<b>CASF</b>	County Assemblies Speakers Forum
<b>CBO</b>	Community-Based Organization
<b>CCC</b>	Communication, Coordination, Cooperation
<b>CEO</b>	Chief Executive Officer
<b>CLSP</b>	County Legislative Support Program
<b>COG</b>	Council of Governors
<b>COK</b>	Constitution of Kenya
<b>CPST</b>	Centre for Parliamentary Studies
<b>DFID</b>	Department for International Development
<b>EAC</b>	East African Community
<b>EACC</b>	Ethics and Anti-Corruption Commission
<b>EC</b>	Executive Committee
<b>GC</b>	Governing Council
<b>GIZ</b>	German Agency for International Cooperation
<b>HR</b>	Human Resource
<b>ICT</b>	Information Communication Technology
<b>IEBC</b>	Independent Electoral and Boundaries Commission
<b>IEC</b>	Information, Education and Communication
<b>IT</b>	Information Technology
<b>KLRC</b>	Kenya Law Reform Commission
<b>MCA</b>	Member of County Assembly
<b>MODA</b>	Ministry of Devolution
<b>MOU</b>	Memorandum of Understanding
<b>NGO</b>	Non-Governmental Organization
<b>PWD</b>	Persons with disabilities
<b>SDG</b>	Sustainable Development Goal
<b>SMS</b>	Short Message Service
<b>SP</b>	Strategic Plan
<b>SRC</b>	Salaries Remuneration Commission
<b>STEEPLE</b>	Social, Technological, Economical, Environmental, Political, Legal, Ethical
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, Threats
<b>TSC</b>	Teachers Service Commission
<b>UKAID</b>	Department for International Development
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNICEF</b>	United Nations Children's Fund
<b>UNITAR</b>	United Nations Institute for Training and Research
<b>USAID</b>	United States Agency for International Development

## ACKNOWLEDGEMENTS

On behalf of the County Assemblies Forum (CAF), I would like to convey profound gratitude to all who participated in the development of the CAF Strategic Plan 2020-2024. It is a five-year blueprint whose objective is supporting CAF towards the realization of its vision of “Strengthened devolution through legislation, oversight and representation”. The plan will rally CAF members and stakeholders to common actions and provide anchorage for coordination of roles amongst the various players in deepening devolution. The plan will further inform actions for deepening devolution through the 47 County Assemblies.

The Strategic Plan was developed through a highly participatory and inclusive process that promoted the understanding and involvement of as many relevant stakeholders within the devolution chain. Important input was gathered through numerous interviews, workshops and meetings with CAF leadership, staff, and Members, in addition to stakeholders, development partners, representatives and key respondents from identified institutions at local, county and national and international levels. Priority was placed in engaging the public, at different stages throughout the process. Every institution and individual whose perspectives, expertise and time went into informing the priorities of CAF as outlined in this plan deserves recognition.

A special mention goes to **Hon. Ndegwa Wahome, MBS**, Speaker of Nyandarua County Assembly and the Chairperson CAF and the CAF Executive Committee for the insightful leadership in the development of the Plan. I would also like to thank our stakeholders and partners, Ministry of Devolution and the Asals, the Senate, Centre for Parliamentary Studies and Training, Council of Governors, Inter-governmental Relations Technical Committee, Controller of Budget, Salaries and Remuneration Commission, Commission on Revenue Allocation, Office of the Auditor-General, Kenya Law Reform Commission, USAID, UKAID, UNDP, UN Women, The Institute for Social Accountability, National Democratic Institute and International Republican Institute for their insights during the process of developing the plan. Your reviews and recommendations were very significant in determining the priorities of this plan.

We are greatly indebted to USAID & UKAID through Deepening Democracy Programme and AHADI programmes for their technical and financial support in developing this plan. Finally, I wish to recognize the efforts of individuals who worked tirelessly to ensure the completion of this plan within the set timelines, with special mentions of Ms Helena Kithinji, the consultant, Ms Lonah Losem, Ms Sharon Makena and the entire CAF secretariat team.

With great privilege, I give assurance of CAF’s commitment to ensuring the plan is implemented to the letter.

**JUDY ODUMA WANGALWA**  
**CHIEF EXECUTIVE OFFICER**

### BACKGROUND

The Constitution was adopted by Kenyans at the referendum held on the 4<sup>th</sup> of August 2010 and promulgated on 27<sup>th</sup> of August 2010. The Constitution 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 a County Assembly, the Legislature, and a County Executive, the Executive Arm.

The County Assemblies Forum (CAF) was formed in 2013, as an expansion of its predecessor, the County Assemblies Speakers' Forum (CASF). CAF is a coordinating body of the forty-seven (47) County Assemblies established by the Constitution of Kenya, 2010 under Article 176. CAF is registered as a Society under the Societies Act, Laws of Kenya. The mandate of CAF is to support the County Assemblies to perform their three core functions: lawmaking, oversight and representation. CAF has its head office in Nairobi, where its Secretariat is based.

This Strategic Plan covers a five-year period (2020-2024). The development process was highly inclusive, involving several critical internal and external stakeholders. An important component of the process was analysing the internal and external environment and various social, political, economic, and technological factors that influence the organization from the outside. Respondents included County and County Assembly Forum leadership, staff and members, public and private institutions at community, county, and national levels and many other key respondents. The process also involved the review of legislative and institutional material such as the Constitution of Kenya, County and National Legislation, the County Assemblies Forum Constitution, the County Assemblies Forum Strategic Plan (2015-2019), County Assemblies Forum Executive Committee Report among others.

The Forum recognizes the Strategic Plan is being implemented and guided with the following vision:

- ***Strengthened devolution through legislation, oversight and representation.***

In order to progress towards this vision leadership and staff will be assisted through the realization of its mission:

- ***Professionally managed, sustainable organization that facilitates legislation, oversight and representation through capacity development, resource mobilization, knowledge management, advocacy while fostering intergovernmental relations, building strategic partnerships and promoting stakeholder engagement.***

The recognition of the success, potential and importance of the new system of governance and understanding of the progress that still needs to be made is enshrined in the Forum's motto '**Deepening Devolution**'. The vision, mission and motto of the institution will be founded on the values of:

1. **Integrity:** We are open, honest, fair, and accountable in all our undertakings.
2. **Responsiveness:** We are proactive, swift and effective in serving the needs of our members.
3. **Inclusivity:** We provide services and create opportunities for all people equitably without any form of discrimination.
4. **Empowerment:** We believe in strengthening the capacities of people to identify and create solutions for the problems they face.
5. **Excellence:** We strive to attain and maintain the highest quality standards in our operations and services.

6. **Teamwork:** We believe we will achieve more by harnessing our collective strength internally and developing mutually beneficial partnerships with other stakeholders.

## EXPECTED RESULTS

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The Forum understands that the final beneficiaries of the implementation of this Strategic Plan are Kenyans. It is the institution's goal to facilitate, develop, support and improve the operation of the County Assemblies so Kenyan's receive the optimal benefits of devolution. Within the next implementation period 2020 -2024, CAF will move towards achieving the following results:

### *Outcome 1: Facilitation in legislation, oversight and representation for deepened devolution*

By developing, researching, disseminating and lobbying for the adoption of best practices in the realm of legislation, research, policy analysis, oversight and representation, the County Assemblies Forum will be working to improve the quality, relevance and sustainability of legislation and oversight by the County Assemblies.

### *Outcome 2: Capacity Development of County Assemblies for Improved Service Delivery*

The Forum will continually seek to assess capacity and performance gaps, establish partnerships, mobilize resources, undertake development initiatives in order to ensure that County Assemblies and Members are adequately trained for improved service delivery.

### *Outcome 3: Improved Members' and Staff Services*

The Forum will continually seek to assess, promote and lobby for improved benefits and opportunities for its Members.

### *Outcome 4: County Assemblies Forum Institutional Strengthening*

County Assemblies Forum will aim to become a professionally managed, financially stable and independent Secretariat.

## IMPLEMENTATION STRATEGIES

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**Organization Development Strategy** – The Forum will strive to recruit and retain highly qualified and motivated staff and will develop/ review the organizational structure, systems, policies, procedures and culture to carry out its mandate in a professional manner.

**Performance Management Strategy** – CAF wants to ensure high performance and optimal utilization of resources to achieve the stated results (outcomes and outputs) in terms of quantity and quality through the development of a results-based performance management system during the first Operational Planning Period (2020 – 2021)

**Resource Mobilization and Utilization** – The CAF will develop and implement a strategy for mobilizing additional resources for financing the strategic and operational plans from a variety of sources such as development partners, private sector companies and members.

**Stakeholder & Public Engagement Strategy** – The interest and expectations in devolution and the implementation of the Constitution has been very high ushering in overwhelming support from Kenyans. 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.

**Communication and Knowledge Management Strategy** - A communication and knowledge management strategy will be reviewed, simplified and based on action research CAF will conduct an audit of current internal and external communication procedures, practices and gaps.

**Mainstreaming of Cross-Cutting Issues** - Cross-cutting issues will be ingrained in all aspects of organizational planning and operations. CAF will facilitate the development of policies and practices that provide a conducive environment for representation, equity and equality for all gender, youth, people with disabilities, older people, minorities and marginalized communities. CAF will also aim to mitigate and plan for the effects of climate change and issues of pollution on the welfare of communities.

## CRITICAL SUCCESS FACTORS

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

- **Adequate capacity at the Secretariat.** CAF will review its organizational structure during year 1 of the plan and develop/ review job descriptions, employee specifications and standards of performance for each position. It will then review its current capacity, identify gaps and develop and implement strategies such as recruitment, coaching, mentoring, training to fill those gaps.
- **Strengthening the Office of the CEO.** With immediate effect, CAF will strengthen the Office of the CEO by establishing a high-level position of a Strategy and Performance Officer/ Advisor that will assist the CEO in resource mobilization and fundraising and coordinate the performance management system.
- **Strategic Leadership.** Leadership strengthening will be conducted at all levels. CAF's Executive Committee will empower its members so they can fully appreciate their role at the policy level and strategic oversight and support the CEO and her team in the implementation of the SP.
- **Strategic Partnerships.** CAF will focus its efforts on strengthening strategic partnerships within and between levels of government and from private, religious and NGO sectors and development and technical assistance agencies.
- **Performance Management:** CAF will introduce a results-based performance management system that combines monitoring the progress of the plan and appraisal of individual performance. The Forum will introduce with immediate effect performance contracting.

## CHAPTER 1: INTRODUCTION

### BACKGROUND TO DEVOLUTION

The promulgation of the Constitution of Kenya on the 27<sup>th</sup> of August 2010 established a decentralized system of government with the primary objective of devolving power, resources, and representation to the local level. The constitution created the County and National Governments held on a distinct but equivalent base. This change made nationwide matters, including policy and non-severable functions such as defense and security the responsibility of the National Government while local needs such as the delivery of various services were made the responsibility of the 47 County Governments. 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 government 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 decentralisation of State organs, their functions and services, from the capital of Kenya; and
- to enhance checks and balances and the separation of powers.

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### 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 policy
2. County Executive, responsible for implementing developed laws and policies, in conjunction with government administrative duties.

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### 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.

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## PROPOSED 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 this 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
- 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' cluster, 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 advise 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:** Mandrila, Wajir, Garissa, Nairobi.
- 8). Coast:** Mombasa, Kilifi, Kwale, Lamu, Tana River, Taita Taveta.

### PLANNING PROCESS

The Strategic Plan was developed through a highly participatory and inclusive process in order 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 identified institutions at local, county and national and international levels. Priority was placed in engaging the public, at different stages throughout the process.

The Strategic Plan for County Assemblies Forum covers a five-year period 2020 – 2024 and draws from the challenges, lesson and successes of the previous implementation period.

Development phases of the County Assemblies Forum Strategic Plan 2020 – 2024:

1. Mobilization and Inception Report – Initial discussions were held with the Strategic Planning Committee, CAF leadership and 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 Plan 2015-2019, 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 analysed and used as input towards the next phases.
4. Vision, Strategy, Implementation, and Results – This phase involved crafting and identifying the Assembly's vision, mission, values, results, indicators of success and risks and mitigation strategies.
5. Draft Strategic Plan – A five-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.

### STRUCTURE OF THE PLAN

This Strategic Plan consists of five chapters and two appendices. These are:

1. Chapter 1: Introduction
2. Chapter 2: Situation Analysis
3. Chapter 3: Strategic Direction
4. Chapter 4: Implementation Challenges
5. Chapter 5: Managing Performance and Tracking Progress
6. Appendix A: Results Framework
7. Appendix B: Organizational Structure

## CHAPTER 2: SITUATIONAL ANALYSIS

### 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.

Category	Issues	Strategic Implications for the County Assemblies Forum
<p>Social and cultural factors: Social, Ethnic and cultural diversity, education and literacy levels, poverty and income distribution, corruption, population profile</p>	<ul style="list-style-type: none"> <li>• Increased demand for institutional accountability</li> <li>• Higher literacy rates among the population and increased access to information</li> <li>• Need for the participation of users in the decision-making process</li> <li>• Need to promote legislation that is pro-poor, progressive and aligned with values of Kenyans and the Constitution</li> <li>• Need to develop and broadcast a positive institutional image</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and manage feedback mechanisms and open communication with public, partners, stakeholders and donors.</li> <li>• Encourage, promote and develop partnerships, public participation and stakeholder engagement through forums, workshops, events, etc.</li> <li>• Institutionalize forums deepening the philosophy and policies of devolution within the Assembly.</li> <li>• Develop, disseminate and internalize a message that is pro-poor, progressive and aligned to the values of Kenyans and the Constitution.</li> </ul>
<p>Technological factors: New inventions and developments, changes in IT, changes in mobile technology</p>	<ul style="list-style-type: none"> <li>• Need to research and build capacity in relevant technological innovations to improve service delivery.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement ICT policy and strategy.</li> <li>• Implement the knowledge management strategy.</li> <li>• Lobby for resources to support the implementation of existing strategies, improve on technologies and keep up to date on relevant innovations.</li> <li>• Increase the capacity of CAF staff in ICT.</li> <li>• Recruit and/or outsource the ICT function.</li> </ul>
<p>Economic factors: Growth rate, inequalities, poverty, inflation rates, taxation rates, interest rates, international</p>	<ul style="list-style-type: none"> <li>• Need to advocate for the public to raise awareness on the challenges faced by Kenyans from poverty and income inequality</li> <li>• Need to advocate for the development and collaboration on projects</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity development in financial management and monitoring.</li> <li>• Implement financial management systems and procedures in place that are both transparent and in line with public and government concerns and priorities.</li> <li>• Implement the resource mobilization strategy.</li> </ul>

<p>exchange rates; government spending, consumer confidence</p>	<ul style="list-style-type: none"> <li>• Need for strong systems for financial accountability</li> <li>• Need to promote sustainability and value for money.</li> <li>• The pressure to reduce government spending may have an impact on funding opportunities budgetary allocation</li> <li>• Inadequate appreciate of the importance of a well-funded and independent system CAF.</li> </ul>	<ul style="list-style-type: none"> <li>• Broadcast the importance of CAF through various mediums and important audiences on the importance of an adequately supported Assembly.</li> <li>• Capacity development in fundraising.</li> <li>• Implement performance management strategy, systems and procedures.</li> <li>• Enhance and institutionalize the subscription remittance from County Assemblies.</li> </ul>
<p>Environmental factors: Noise, water and air pollution, renewable energy</p>	<ul style="list-style-type: none"> <li>• Need to understand, promote and implement environmentally friendly and sustainable work practices.</li> <li>• Opportunity to improve image and marketability.</li> <li>• Opportunity to promote the efficient use of natural resources and energy.</li> </ul>	<ul style="list-style-type: none"> <li>• Deepen the capacity of members and staff on the current environmental challenges and policies as they affect Kenya and the world.</li> <li>• Create and implement a plan for sustainable and environmentally friendly CAF facilities and practices.</li> </ul>
<p>Political factors: Devolution, elections, change of government, opposition politics</p>	<ul style="list-style-type: none"> <li>• Need for cooperation and collaboration between and among various institutions at all levels of government.</li> <li>• Need for unity and collaboration among CAF and members.</li> <li>• Need for mechanisms in place to make certain that service delivery is not affected by elections and political trends, political influence and political interference.</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby to legally institutionalize and protect the CAF.</li> <li>• Implement a comprehensive engagement and relationship management strategy.</li> <li>• Implement alternative conflict resolution systems and procedures.</li> <li>• Promote the involvement of the public, media and stakeholders in the programming and design of CAF projects.</li> <li>• Seek opportunities for collaboration with the public, stakeholders and other institutions.</li> <li>• Maintain close ties with institutions across all levels.</li> </ul>
<p>Legal factors: CoK 2010, subsequent legislation</p>	<ul style="list-style-type: none"> <li>• Need for legal and regulatory framework at the national and county levels to support and protect CAF.</li> <li>• Need for public, stakeholder, partner and member support and confidence in CAF.</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby the senate and other relevant institutions towards the implementation of a legal and regulatory framework and laws to anchor CAF.</li> <li>• Ensure adherence to legal requirements.</li> <li>• Prioritize, promote and broadcast activities that could be used to set trends for governance and devolution.</li> </ul>

<p>Ethical factors: Corruption, credibility and reputation, professionalism and confidentiality, ethics</p>	<ul style="list-style-type: none"> <li>• Need to improve reputation and credibility.</li> <li>• Need to implement accountability mechanisms.</li> <li>• Need to promote a culture of personal development and professionalism.</li> <li>• Need to implement and adhere to the Code of Ethics.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote and demand a corruption-free environment.</li> <li>• Map corruption and develop and implement mitigation strategies.</li> <li>• Review and disseminate the anti-corruption policy.</li> <li>• Develop and implement internal corruption controls.</li> <li>• Staff corruption awareness and training.</li> <li>• Implement and enforce a Code of Ethics that adheres to established regulatory guidelines.</li> <li>• Establish and promote a culture of openness, transparency.</li> <li>• Develop and implement confidential systems for reporting.</li> <li>• Utilize print, broadcast and social media to disseminate accomplishments and progress in the area.</li> <li>• Contribute to Conflict of Interest Bill</li> <li>• Strengthen partnerships with MDAs on issues of ethics</li> </ul>
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DRAFT

## OVERVIEW OF THE IMPLEMENTATION OF THE STRATEGIC PLAN (2015-2019)

The development of this Strategic Plan builds on the achievements, challenges and lessons learned from the implementation of the previous Strategic Plan.

### ACHIEVEMENTS

#### LEGISLATION AND OVERSIGHT

- Lobbying and Advocacy: Impeachment Procedure Bill (2018), The County Ward Equalization Bill (2018), County Law Compliance and Enforcement Bill (2018), County Government Retirement Scheme Act 2018.
- Litigation on issues of interest to the County Assemblies: Constitutional Petition No. 5 2018 challenging the gazetteer notice on remuneration and benefits of state officers serving in county governments; Appeal on Meru High Court Judgment on the Office of Deputy Speakers; The advisory opinion of procedure for the impeachment of CA Speakers; Petition on the financial autonomy of County Assemblies, automation of budgetary requisition procedures and CA speaker impeachment process.
- Registration of CAF under the Societies Act, as an operational secretariat;
- Lobbying and advocacy on passage of various Bills affecting the powers, functions and welfare of County Governments and their employees
- Review and adoption of the CAF constitution to address emerging issues; inclusivity, better coordination and representation
- To enable tracking of the law-making constitutional mandate in the 47 Assemblies, CAF has developed a bills tracker that is currently in use.
- Elevated the position of County Assemblies in national policy formulation on devolved functions through participation in working groups that were developing the policies.
- Litigation on issues of interest to County Assemblies including their welfare & Division of Revenue
- Involvement in the development of the County Legislative Support Program (CLSP) which shall provide sustainable support to County Assemblies and Executives.
- Development of Model Laws in Collaboration with KLRC and CoG
- Capacity Building & Training of Legal Counsels and Drafters on Legislative Drafting in collaboration with CoG and KLRC.
- Development of an Elections Protocol (Rules & Regulations) to guide the elections of CAF officials and Executive Committee and Conducting successful elections (Transparent, free and fair) to ensure a smooth transition from the old to the New EC

#### STRENGTHENING SYSTEMS AND CAPACITIES OF COUNTY ASSEMBLIES

- Inducted all Members after the General Elections of 2017 with partnerships with United States Agency for International Development-Agile Harmonized Assistance for Devolved Institutions (USAID-AHADI) and Centre for Parliamentary Studies (CPST)
- Trained over 457 (62%) of the total number of elected women MCAs in a program developed and implemented with UN-Women and Kenya School of Government.
- CAF conducted a gender audit in 12 County Assemblies revealing and publishing key gender gaps that were addressed by Counties.
- Development of curriculum and roll-out of a leadership training programme for Female MCAs
- Training of County Assembly Speakers on M&E and SDGs through UNITAR and on performance management and localization of SDGs by Centre for Regional and International Development
- Training of Deputy Speakers on leadership and management
- Quarterly capacity development workshop for legislators representing women and PWDs
- Partnered with CPST to develop Induction program for all MCAs
- Partnered with the Deepening Democracy Program to develop a comprehensive training program for all MCAs
- Capacity Building of CAF Secretariat Staff on Work Planning, Results-Based Management and Performance Management

- The successful hosting of Pre-conferences for Youth, Women and Persons with Disabilities (PWDs) since 2016.
- Developed a gender policy for CAF
- Quarterly meetings for Special Interest Groups and CAF Sub-committees
- Development and review of CAF Strategic plan 2015-2019 and 2020-2024 to provide strategic direction
- Establishment of CAF Legislative Study Groups in clusters
- Capacity Development and training of the EC on Leadership and Management

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#### IMPROVING THE WELFARE AND WORK ENVIRONMENT OF CAF MEMBERS

- CAF conducted a gender audit in 12 County Assemblies and report published.
- The successful hosting of the Inaugural CASA games.
- Successfully lobbied the revision of terms of engagement for MCAs with Salaries and Remuneration Commission (SRC)
- Induction of Speakers, Deputy Speakers and Executive Committee
- Hosting of CASA games in 2018 and 2019
- Capacity Assessment of 8 County Assemblies and training on oversight for Eight (8) County Assemblies (Kajiado, Nyeri, Taita Taveta, Busia, Homabay, West Pokot, Samburu and Makueni) through Deepening Democracy Programme
- Successful planning, implementation and execution of Annual Legislative summits from 2014 to date.
- Member database developed.
- SMS platform to facilitate information dissemination and feedback in place.

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#### INSTITUTIONAL DEVELOPMENT AND STRENGTHENING OF CAF

- Adoption of the CAF constitution.
- Updating the CAF Bills Tracker
- Member database developed and regularly updated
- Website revamped
- CAF acquired bigger office space now at Flamingo Towers that comfortably accommodates a maximum of 12 members of staff, two officials (the Chairman and Secretary-General) a meeting room, records office and a Boardroom.
- The Finance and Administration Sub-committee raised more than 45 million KES during the 4<sup>th</sup> Annual Summit as compared to 8.6 million during the 3<sup>rd</sup> Annual Legislative Summit
- Establishment of programs department to coordinate programmatic activities that cut across sectors. The department has facilitated effective execution of programmatic activities such as member training, strategic planning and more.
- Partnerships through MOUs:
  - Kenya Institute of Public Policy and Analysis on capacity building, research and knowledge management.
  - African European Parliamentary Initiative on peer learning and knowledge sharing.
  - Galilee Institute of Management Israel on capacity building forms Members and staff of CAs.
  - Kenya Human Rights Commission to enhance inclusivity in counties through legislation and oversight.
- Introduced the publication of monthly newsletters for visibility and communicating progress.
- Developed and rolled out a flagship SMS platform to facilitate information dissemination and feedback
- CAF has development and operationalized a website for information dissemination & knowledge management
- Documented CAF activities through videos and photography for purposes of reporting and knowledge management. These have been extensively shared on CAF social media platforms
- Promoted visibility of CAF through the establishment of social media platforms for CAF, (Facebook and Twitter)
- Established finance, administration and human resource systems

- Recruited staff in core departments in the Secretariat. This has promoted better support to the Executive Committee (EC) and the Governing Council (GC) through well-coordinated meetings.
- Ensuring regular meetings of the Executive Committee and the Governing Council according to schedule.
- Development of HR policy, Communication and Knowledge management policy and Finance and Administration policies for CAF
- Conducted a financial audit as part of strengthening accountability
- Enhanced the capacity of the CAF secretariat through technical assistance from development partners for embedded staff to the programmes department; Unfortunately, their contracts expired
- Programme implementation supported through technical assistance and support from established partnerships with organizations such as UN-Women, USAID-AHADI, DDI and more.
- Established the programmes department within CAF to coordinate programmatic activities that cut across the sub-committees and different sectors in County Assemblies

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## CHALLENGES

- CAF is not anchored in law.
- Limited resources.
  - Overdependence on subscriptions and development partners.
- Inadequate governance and management systems and policies.
  - No governance manual to elaborate roles, responsibilities, limits, reporting and authority lines.
- CEO's office is understaffed.
  - The office is responsible for resource mobilization, proposal development, fundraising efforts, implementing performance management, monitoring and reporting, communication, coordination and cooperation and more.
- Inadequate technical and functional capacity.
- Negative image and lack of understanding and appreciation of CAF and MCAs.

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## LESSONS LEARNED

- The role, importance and appreciation of CAF has overtime developed among many government agencies (local, county, national and international) and development and private sector partners.
- Anchoring CAF in law will bolster its role and mandate in representing and articulating the needs of members.
- Each County Assembly has its own unique capacity challenges that require a high level of resources, expertise and coordination effort.
- Member subscriptions help but are not enough to meet the needs and expectations of members.

## 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: Stakeholders Analysis

	Low Interest/Support	High Interest/Support
<b>High Influence</b>	<p>Suggested strategy: Keep them satisfied</p> <p><b>Public Sector</b></p> <ul style="list-style-type: none"> <li>• Presidency</li> <li>• National Assembly</li> <li>• COG</li> <li>• Ministry of Public Service, Youth and Gender</li> <li>• Ministry of ICT</li> <li>• Communication Authority of Kenya</li> <li>• Sector Ministries: Water, Sanitation &amp; Irrigation, Health, Agriculture, Livestock, Fisheries &amp; Cooperatives, Mining</li> <li>• Ministry of Interior and Coordination of National Government</li> <li>• EACC</li> <li>• Kenya Revenue Authority</li> <li>• Judiciary</li> <li>• Attorney General</li> </ul> <p><b>Private Sector, Development Partners &amp; Non-State Actors</b></p> <ul style="list-style-type: none"> <li>• World Bank</li> <li>• National Democratic Institute</li> <li>• Commission on Status Women</li> <li>• Kenya Private Sector Alliance</li> <li>• Kenya National Chamber of Commerce and Industry</li> <li>• Kenya Association of Manufactures</li> </ul>	<p>Suggested strategy: Manage closely</p> <p><b>Public Sector</b></p> <ul style="list-style-type: none"> <li>• Senate</li> <li>• Commission of Revenue Allocation</li> <li>• Controller of Budget,</li> <li>• Auditor General</li> <li>• MODA</li> <li>• Treasury</li> <li>• Inter-Governmental Relations Technical Committee.</li> <li>• Kenya Law Reforms Commission</li> </ul> <p><b>Private Sector, Development Partners &amp; Non-State Actors</b></p> <ul style="list-style-type: none"> <li>• UKAID</li> <li>• USAID</li> <li>• UNDP</li> <li>• UN Women</li> <li>• UNICEF</li> <li>• International Development Law Organization</li> </ul>

	<ul style="list-style-type: none"> <li>• United Cities Local Government Forum</li> <li>• East Africa Local Government Association</li> <li>• Commonwealth Local Government Association</li> <li>• Media</li> <li>• Embassies and High Commissions</li> <li>• Telecommunications bodies</li> </ul>	
<p><b>Low Influence</b></p>	<p>Suggested strategy: Monitor (minimum effort)</p> <p><b>Public Sector</b></p> <ul style="list-style-type: none"> <li>• IEBC</li> <li>• National Land Commission;</li> <li>• TSC:</li> <li>• Ministry of East African Community and Regional Integration.</li> <li>• Registrar of Political Parties</li> </ul> <p><b>Private Sector, Development Partners &amp; Non-State Actors</b></p> <ul style="list-style-type: none"> <li>• United Nations General Assembly</li> <li>• Academia</li> <li>• Professional Bodies</li> <li>• Financial Institutions</li> <li>• Hospitality Institutions</li> </ul>	<p>Suggested strategy: Keep them informed</p> <p><b>Public Sector</b></p> <ul style="list-style-type: none"> <li>• National Cohesion and Integration Commission;</li> <li>• Ministry of Foreign Affairs.</li> <li>• Ministry of Sports, Culture &amp; Heritage;</li> <li>• Kenya National Bureau of Statistics</li> </ul> <p><b>Private Sector, Development Partners &amp; Non-State Actors</b></p> <ul style="list-style-type: none"> <li>• International Republican Institute</li> <li>• African Medical and Research Foundation (AMREF)</li> <li>• World Vision</li> <li>• The Institute for Social Accountability</li> <li>• National Taxpayers Association</li> <li>• Brooke East Africa</li> </ul>

## CHAPTER 3: STRATEGIC DIRECTION

### ASPIRATIONS AND RESULTS

#### MANDATE

The County Assemblies Forum (CAF) is the coordinating body of the 47 County Assemblies in Kenya. The primary mandate of CAF is to promote networking and synergy among the 47 County Assemblies, coordinate intergovernmental relations and enhance good practice in legislative development.

#### VISION

Strengthened devolution through legislation, oversight and representation

#### MISSION

Professionally managed, sustainable organization that facilitates legislation, oversight and representation through capacity development, resource mobilization, knowledge management, advocacy while fostering intergovernmental relations, building strategic partnerships and promoting stakeholder engagement.

#### MOTTO

Deepening Devolution

#### VALUES

1. **Integrity:** We are open, honest, fair, and accountable in all our undertakings.
2. **Responsiveness:** We are proactive, swift and effective in serving the needs of our members.
3. **Inclusivity:** We provide services and create opportunities for all people equitably without any form of discrimination.
4. **Empowerment:** We believe in strengthening the capacities of people to identify and create solutions for the problems they face.
5. **Excellence:** We strive to attain and maintain the highest quality standards in our operations and services.
6. **Teamwork:** We believe we will achieve more by harnessing our collective strength internally and developing mutually beneficial partnerships with other stakeholders.

#### OUTCOMES

- Outcome 1: Facilitation in legislation, oversight and representation for deepened devolution
- Outcome 2: Capacity Development of County Assemblies for improved service delivery
- Outcome 3: Improved Members' and Staff Service
- Outcome 4: County Assemblies Forum Institutional Strengthening

The table below summarizes expected results, outcomes, outputs and strategies/ activities. A detailed result framework, which includes outcomes, outputs, indicators, and broad strategies, means of verification and risks and assumptions are included in appendix A.

**Table: Outcomes, Outputs, Strategies**

<b>Outcome 1: Facilitation in legislation, oversight and representation for deepened devolution</b>	
<b>Outcome Indicators: Increased quality of legislation and oversight, Improved public confidence</b>	
<b>Outputs</b>	<b>Strategic Interventions</b>
<ul style="list-style-type: none"> <li>• Model legislation developed, disseminated and lobbied for adoption.</li> <li>• Oversight tools developed, disseminated and lobbied for adoption.</li> <li>• Good practices in oversight identified, documented and disseminated.</li> <li>• Good practices in legislation development identified, documented and disseminated.</li> <li>• Good practices in research, data and knowledge generation and sharing developed and disseminated.</li> <li>• Alternative dispute resolution mechanism supported and promoted.</li> <li>• Resource centre established, functional and in use.</li> <li>• Research and policy analysis conducted and disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a digital platform for knowledge sharing.</li> <li>• Develop/review and test oversight tools.</li> <li>• Develop and Implement the knowledge management strategy</li> <li>• Conduct research and policy development, monitoring and harmonization.</li> <li>• Conduct comparative studies and share best practices for benchmarking amongst CAs.</li> <li>• Mobilise resources for a resource centre and establish one</li> <li>• Identify and participate in learning exchange forums locally, regionally, nationally and internationally.</li> <li>• Develop and implement a lobbying and advocacy strategy.</li> </ul>
<b>Outcome 2: Capacity Development of County Assemblies for improved service delivery</b>	
<b>Outcome Indicators:/Improved performance of County Assemblies</b>	
<b>Outputs</b>	<b>Strategic Interventions</b>

<ul style="list-style-type: none"> <li>• Capacity development framework developed, implemented and monitored.</li> <li>• Adequate resources for capacity building secured.</li> <li>• Performance management systems and practices shared and advocated for.</li> <li>• Good practices in awareness and engagement developed and promoted.</li> <li>• Good practices and mechanisms for public and stakeholder participation developed, disseminated and lobbied for.</li> <li>• Sustainable relationships identified, established, promoted, monitored and evaluated.</li> <li>• Improved Communication, Coordination and Cooperation between and within levels of governments.</li> <li>• Clear channels of communication with inter-governmental bodies established and promoted.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct a function and capacity needs assessment in all County Assemblies.</li> <li>• Design and implement a capacity development program and training on functions of representation, legislation and oversight.</li> <li>• Develop/ review and implement an induction program for new members.</li> <li>• Identify, utilize and engage development programs and institutions such as Centre for Parliamentary Studies (CPST), Society of Clerks at the Table in Kenyan Legislatures and others.</li> <li>• Develop, disseminate and lobby for adoption of a public, community and stakeholder engagement strategy in County Assemblies</li> <li>• Review, disseminate and lobby for adoption of a communication and knowledge management policy for County Assemblies that will include intergovernmental relationships</li> <li>• Develop and lobby for adoption of a performance management system by county assemblies</li> </ul>
<p><b>Outcome 3: Improved Members’ and Staff Service</b></p>	
<p><b>Outcome indicators: Improved working environment of members; the improved public image of CAF and CAs; improved remittances of the membership subscription fee</b></p>	
<p><b>Outputs</b></p>	<p><b>Strategic Interventions</b></p>
<ul style="list-style-type: none"> <li>• Deepened understanding of governance challenges</li> <li>• Improved welfare of members</li> <li>• Increased capacity in transformational leadership among members</li> <li>• Members concerns prioritised, lobbying interventions planned and implemented</li> <li>• Member challenges monitored, recommendations and findings documented, disseminated and lobbied for.</li> <li>• County Assemblies’ needs assessment evaluated, recommendations and findings documented, disseminated and lobbied for.</li> <li>• Member and assembly feedback mechanism developed, implemented and in use.</li> <li>• Improved image of MCAs</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement governance manual</li> <li>• Design, based on needs analysis, capacity development interventions in transformational leadership, mobilise resources and implement</li> <li>• Institutionalise forums for members to share information and good practices including benchmarking</li> <li>• Monitor, document and disseminate on member welfare and concerns and implemented initiatives.</li> <li>• Assess current and determine desired perception and image of MCAs and CAF among the public, communities and stakeholders</li> <li>• Plan and implement interventions to improve the profile and public image of CAs, MCAs, and CAF</li> <li>• Develop position papers on members concerns and lobby for the implementation</li> </ul>

**Outcome 4: County Assemblies Forum Institutional Strengthening**

**Outcome indicators: Independent CAF, increased level of resources, improved partnerships, increased staff performance, improved service delivery, Improved public image of CAF, improved staff performance, increased partnerships,**

Outputs	Strategic Interventions
<ul style="list-style-type: none"> <li>• <b>Organizational structure reviewed and operationalized.</b></li> <li>• <b>Adequate financial resources secured and properly managed.</b></li> <li>• <b>Adequate human resources and their capacities developed.</b></li> <li>• <b>Capacity development interventions based on needs conducted</b></li> <li>• <b>The work environment at CAF improved</b></li> <li>• <b>Integrated performance management framework operationalized and monitored.</b></li> <li>• <b>Policies and procedures for a conducive work environment developed and operationalized.</b></li> <li>• <b>Legal requirements complied with.</b></li> <li>• <b>Communication, ICT and knowledge management strategy reviewed and operationalised</b></li> <li>• <b>Partnership framework with accountability institutions developed and implemented.</b></li> <li>• <b>Responsive IT infrastructure established.</b></li> <li>• <b>Stakeholder feedback mechanism developed and implemented.</b></li> <li>• <b>The improved public image of CAF</b></li> <li>• <b>Resource Mobilization strategy developed and implemented</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lobby the senate and other relevant institutions to anchor CAF in law.</b></li> <li>• <b>Implement the proposed organisational structure and review job descriptions</b></li> <li>• <b>Develop and implement the resource mobilization and fundraising strategy.</b></li> <li>• <b>Enhance and institutionalize the subscription remittance from County Assemblies.</b></li> <li>• <b>Develop and implement a staff capacity development programme</b></li> <li>• <b>Review and implement the financial and procurement management systems</b></li> <li>• <b>Lobby for resources to develop, modernize, improve infrastructure and equipment.</b></li> <li>• <b>Review and implement proper communication and authority channels</b></li> <li>• <b>Develop and implement a stakeholder engagement strategy for CAF</b></li> <li>• <b>Implement the communication, ICT and knowledge management strategy</b></li> <li>• <b>Review and implement Operational Manual and Human Resource Management</b></li> </ul>

## IMPLEMENTATION STRATEGIES

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### ORGANIZATION DEVELOPMENT STRATEGY

The Forum will strive to have a highly qualified and motivated staff, who will ensure that CAF is able to carry out its mandate in a professional manner. In order to maintain a highly motivated Staff the following activities will take place:

- Review and implement human resource management manual that contains policy and procedures, career management system, personnel administration, remuneration and reward policy, performance appraisal, diversity inclusion, non-discrimination policy, sexual harassment policy, conflict of interest, among others that will attract and retain qualified and experienced staff.
- Review the organizational structure.
- Review job descriptions and job titles
- Conduct an audit of capacities at the Secretariat and identify capacity gaps
- Develop a human resource plan to fill the gaps (recruit, redeploy, train, coach, mentor)
- Conduct Annual retreats to assess and evaluate the performance and develop the next operational plan
- Train staff in functional skills (to include stakeholders' engagement, planning, leadership and management, budgeting, monitoring, evaluation and reporting)
- Institutionalize learning forums for the exchange of success stories and lessons learned in the devolved government process

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### PERFORMANCE MANAGEMENT STRATEGY

CAF's performance management system is not just about annual reviews, it is essential to implementing CAF's strategic plan. In these days of diminishing resources and heightened awareness on the need for Kenyans to get value for money, CAF wants to ensure high performance and optimal utilization of resources to achieve stated results (outcomes and outputs) in terms of quantity and quality. CAF will develop and implement a result-based performance management system during the first Operational Plan 2020 - 2024.

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### RESOURCE MOBILIZATION AND UTILISATION STRATEGY

The CAF will develop and implement a strategy for mobilizing additional resources for financing the strategic and operational plans from a variety of sources such as development partners, private sector companies and members. Among the development partners, the CAF will strengthen relationships and negotiate for resources with United Nations Development Programme, UN Women, multi-lateral and bilateral funding and technical assistance agencies such as USAID, DFID, GIZ, Finish and Swedish governments, and others. The CAF will also mobilise funding for specific activities and events from the private sector companies and foundations such as Chandaria, Ford and others. During this planning period CAF will:

- Develop a persuasive business case for fundraising
- Develop an ethical fundraising policy and priorities for funding
- Conduct an analysis of internal fundraising capacity and develop a plan for capacity development
- Assess external fundraising opportunities
- Develop and maintain a database of potential development partners, from bilateral, multilateral, foundations, trusts, private sector organisations, and individuals
- Hold discussions with potential funding and technical assistance collaborators; using existing relationships with UNDP, approach fundraising partners to explore the possibility of acquiring additional funding
- Develop and submit proposals and follow up

- Document success stories – people-based case studies while talking to potential partners.
- Explore the possibility of partnering with other similar organisations to access funding.

While mobilizing resources and fundraising CAF will be aware of costs associated with fundraising and ensure that it gets value for money. The focus will be on strengthening already existing networks, building internal capacities and long-term relationships and trust.

The Executive Committee and the CEO, particularly, shall ensure that the resources of the CAF are utilized in an effective and efficient way not only increases development partners and public trust but ensures that all funds are used towards objectives stated results. Activities to ensure these are:

- a. Review and implementing the financial manual
- b. Conduct regular audits to ensure compliance with regulations
- c. Monitor departmental budgets and adjusting plans accordingly

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## STAKEHOLDER ENGAGEMENT STRATEGY

Kenyan's interest in devolution and the implementation of the Constitution has been very high and so were their expectations resulting in overwhelming support. It is, however, challenging to ensure that this interest continues with all important stakeholders. This requires CAF to undertake the following:

- a. Develop and implement communication strategy so that information provided to, and received from, all important stakeholders is comprehensive, relevant, accurate, appropriate and timely
- b. Develop and manage database for partners and potential partners at the county and national/ regional/ international levels
- c. Develop the capacity of CAF to engage with stakeholders
- d. Encourage and facilitate quiet diplomacy and meetings on important issues
- e. Develop and implement a media strategy as part of reaching out to members of the public and partners
- f. Create a mechanism for ensuring a smooth flow of information coming from stakeholders.

Further to the above, CAF will also map the stakeholders, do a *SWOT* analysis of the same, clearly assess the roles and responsibilities and finally, sign various Memoranda of Understanding (MOU) or cooperation agreements with these with stakeholders.

After stakeholders have been identified, assessed and ranked there will need to initiate and establish strategic alliances with agencies that will assist the CAF in accomplishing its mandate. This will be accomplished through stakeholder meetings; joint policy development; peer review programs; county outreach programs; and, invitations to CAF events.

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## COMMUNICATION AND KNOWLEDGE MANAGEMENT STRATEGY

CAF has developed its Communication and Knowledge Management Strategy that is currently in a draft form. It should be simplified and based on action research and an audit of current external and internal communication procedures, practices and gaps. For start, CAF should develop and document communication protocols and procedures (who communicates with whom, how, when, spokespersons, procedures for media briefings, press releases), communication standards (letterhead, logo, templates for written communication, efficiency standards), a form of feedback, develop and promote CAF's brand. CAF should strengthen media relations, develop in a most cost-effective way IEC materials, disseminate them and monitor their effectiveness and use social media in an optimal way, including the website.

As part of the knowledge management strategy, the CAF will mobilise resources for establishing and managing resource centres in every county; document good practices and lessons learned and

disseminate the same in identified forums; conduct consultative workshops with important stakeholders including media, encourage exchange of learning among counties and establish relationships with academic and research institutions. The CAF will also incorporate eLearning during this planning period.

The implementation of the Knowledge Management system will also incorporate a comprehensive information management system and up to date website.

## MAINSTREAMING CROSS-CUTTING ISSUES

### GENDER

Gender equity and equality are ingrained in Vision 2030, Sustainable Development Goals and other policy documents. While 2/3 gender rule has been achieved in the CA, mainly due to the process of nomination, CAF will facilitate the development of policies and practices that do not discriminate against women in all aspects of operations. This Strategic Plan applies equally to men and women, but CAF will be particularly sensitive to the needs and aspirations of women (both internally and externally) in achieving strategic objectives and outcomes. Specific strategic initiatives will include:

- Strengthen the capacity of MCAs to carry out their roles of oversight, legislation and representation with a gender perspective.
- Develop checklists and templates for gender analysis and gender mainstreaming for MCAs
- Work closely with other organization in the field of gender to ensure optimal utilisation of resources and attaining the desired impact.
- Collect and keep gender-disaggregated statistics for planning, monitoring and evaluation purposes, and work closely with the strategic partners to ensure that the needs of both women and men are addressed.

In striving to become a model membership organisation, CAF will create a robust internal system of gender mainstreaming that is monitored and regularly evaluated across all organisational units so that gender mainstreaming is done throughout all CAF activities from planning and budgeting to recruitment, capacity development and promotions. CA will also ensure internal gender equality areas in user of gender-sensitive language job advertising, recruitment, training, professional development and succession planning, job performance, promotion, physical facilities, gender-based violence, discrimination and sexual harassment and procurement. All data and information will be segregated by gender.

### YOUTH

CAF will assist youth MCAs to develop comprehensive and county-specific youth legislation and policy. The policy will cover aspects such as non-formal learning through initiatives

initiatives, youth clubs and community-based youth organisations, which will actively involve young people at all levels. MCAs will ensure that CAs develop appropriate youth legislation, that acknowledges the involvement of young people and youth CBOs in policy decision-making and make the legislative framework for an efficient government administration to work with youth issues.

MCAs should monitor that budget are available for youth activities and that resources utilised benefit youth. They should ensure that specific steps are taken at the community level so that youth receive necessary information. Any policy developed should be based on action research about young people and not on assumptions and speculations.

A dynamic and comprehensive youth policy needs to address the diverse needs of young people in all sectors of society. Priorities of young people should be mainstreamed in all county plans and budgets and progress in implementation monitored and reported. All data should be segregated according to age. Youth policy should promote innovation, by thinking creatively how to solve challenges and to stimulate young people to be creative and innovative.

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## PERSONS WITH DISABILITY (PWD)

CAF and its members have already developed policy, strategy and facilitating legislative framework for PWDs. The strategic plan has mainstreamed needs and concerns of this special interest group and will monitor, document and report on successes and challenges experienced in the implementation. It will strive to develop and implement an integrated system that supports service provision to PWD in partnership with other public and private sector organizations. It will pay special attention to children with disabilities and their families.

CAF will monitor, document and report on success and good practices and share the information widely. All CAF's reports will have a section on the progress in the implementation of the strategic plan in relation to PWD.

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## OLDER PEOPLE, MINORITY, MARGINALISED

CAF will strengthen the capacity of MCA to review/develop legislation and provide strategic oversight in its implementation to the often-forgotten groups such as elderly, minorities and marginalised. CAF will establish a relationship with the public sector, religious and community-based organisations that deal with specific issues affecting these groups. An example would

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## ENVIRONMENT AND CLIMATE CHANGE

CAF is conscious of the effects of climate change and issues such as pollution on the welfare of communities. In the current strategic plan, the CAF will focus on the following strategic initiatives

- Build capacity of MCAs in environmental and climate change issues
- Highlight and promote specific initiatives in environmental management
- Form partnerships with public and private sector organisation in the sector. Develop-effective framework for promoting environmental and climate change issues with partners.

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## LOBBYING AND ADVOCACY STRATEGY

Lobbying and advocacy are critical for CAF's survival and growth. It is not only essential for the implementation of CAF's mandate as defined in its Constitution but also for attracting additional resources and political goodwill. CAF needs to brand and, market itself as a professional, relevant and effective organization that champions devolution and community participation in decision making. The SP has defined CAF's identity, but the implementation requires that the organization approaches lobbying and advocacy systematically and comprehensively. During this planning period, CAF will develop the advocacy strategy based on the outcomes in the SP. The following eight steps will be followed in the development of the strategy:

1. Select priority issues for advocacy based on the SP (to allow some flexibility for unexpected)
2. Identify the target audience(s) for each issue (who are our coalitions, who has the influence; what is in for them, where is the resistance, etc.)
3. Develop message(s)
4. Choose messenger(s)
5. Identify opportunities to deliver these messages
6. Take stock and identify gaps
7. Identify and manage lobbying and advocacy activities
8. Monitor and document progress; take corrective action; extract lessons learned

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## ICT STRATEGY

CAF will develop, disseminate and implement ICT strategy that will determine strategic priorities and ICT needs of the organization and its members. The strategy will go through the following steps:

1. Carry out an assessment for e-readiness using an appropriate tool. This assessment will be done for CAF and CAs as requested.
2. Consult widely with staff, partners and beneficiaries.
3. Develop long term (5 years) plan for strategy implementation
4. Develop a comprehensive M&E framework with qualitative and quantitative indicators.
5. Develop an action plan for the year
6. Develop a budget and secure adequate resource
7. Implement, monitor, document and report.

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## PUBLIC IMAGE

CAF will continuously assess and aim to improve its public image with important audiences. Against a backdrop of general distrust in government and associated institutions, not only does CAF need to do more with less, but they must highlight visible ways to develop a positive public image. Below are some examples of desired perceptions:

- To Members - be seen as a professional institution sensitive to members needs, proactive in protection and promotion of devolution
- To Kenyans – be seen as a strong, visible player in devolution
- To other Partners - be seen as an important collaborator
- To Media – be seen as a source and authority on devolution

#### ASSUMPTIONS

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

1. The County Assemblies Forum's mandate and functions will remain basically the same.
2. The County Assemblies Forum has adequate funding to conduct its operations.
3. There will be strengthened goodwill and cooperation from development partners, civil society, private sector and national government for the devolution.
4. Kenyans will continue to embrace devolution.
5. The implementation of the devolution will continue as per law.

## RISK ANALYSIS

The table below identifies potential risks, their likelihood and how the County Assemblies Forum will manage them.

**Table: Risks and risk mitigation measures**

Description of risk	Rating of risk	Mitigation measures
<b>County and Sectoral</b>		
A legislative and regulatory framework that does not meet standards of relevancy, quality and effectiveness at national and county levels	Medium	<ul style="list-style-type: none"> <li>Continuously monitor and strengthen the capacity of MCAs in their legislative role</li> <li>Consensus on legislative issues.</li> <li>Jointly with the Council of Governors advocate with the Senate and National Assembly for legislation to be passed.</li> </ul>
Inability to recognize and address strategic issues in individual counties in a strategic manner and develop consensus in response	Medium	<ul style="list-style-type: none"> <li>Identify the positions and consensus needed for the CAF.</li> <li>Develop, reflect and build on a consensus through workshops, meetings, and reviews.</li> <li>Develop and improve on communication mechanisms to broadcast the common position</li> </ul>
Divisive politics and vested interests among Members of the County Assemblies (MCAs)	High	<ul style="list-style-type: none"> <li>Develop a common vision, position and message.</li> <li>Implement systems and procedures to promote collaborative operation and governance.</li> <li>Identify gaps and hindrances to collaboration and strategies to address the same.</li> </ul>
Performance of counties being adversely affected by the performance of the national government and other public institutions	High	<ul style="list-style-type: none"> <li>Continually monitor, identify and report on performance liabilities.</li> <li>Create, promote and broadcast recommendations and suggestions that may help address the issue.</li> <li>Ensure that inadequate performance is exposed and addressed immediately</li> </ul>
The corruption or perceived corruption	Medium	<ul style="list-style-type: none"> <li>Adopt and champion the implementation of the Anti-Corruption Strategy.</li> <li>Map corruption and its sources</li> <li>Implement internal corruption controls to mitigate corruption</li> <li>Follow through with disciplinary and corrective actions</li> <li>Establish a culture of openness and honesty</li> <li>Implement confidential systems for reporting</li> <li>Create and promote the internalization of a common position towards corruption that is aligned to national and county values</li> </ul>

Political interference. The current drive to change the Constitution and how it will affect devolution.	Medium	<ul style="list-style-type: none"> <li>Establish and broadcast the role of the organization and its members and their independence from other influences.</li> </ul>
Negative public perception/inadequate public confidence	High	<ul style="list-style-type: none"> <li>Develop and implement a public communication and engagement strategy.</li> <li>Utilize print, broadcast and social media to share positive stories, case studies, achievements and progress of CAF and its members.</li> <li>Engage the public in the development and implementation of County Projects</li> <li>Develop, maintain and provide a unified message and vision.</li> <li>Establish and broadcast the role of the organization and its members and their independence from other influences.</li> </ul>
<b>Operational</b>		
Inadequate investment in continual capacity development	High	<ul style="list-style-type: none"> <li>Enshrine continual capacity development as a critical success factor.</li> <li>Create and implement a capacity development strategy.</li> <li>Mobilize and allocate funding in the area.</li> </ul>
Substandard human resource systems and practices	High	<ul style="list-style-type: none"> <li>Monitor and strengthen capacity.</li> <li>Identify and improve systems and practices.</li> </ul>
Substandard implementation capacity.	High	<ul style="list-style-type: none"> <li>Continuously monitor and strengthen the capacity of MCAs in their legislative role</li> <li>Develop a consensus on legislative issues.</li> </ul>
Substandard accountability culture.	High	<ul style="list-style-type: none"> <li>Implement results-based management and results-based management performance evaluation system at both institutional and individual levels.</li> </ul>
Subpar engagement with stakeholders (local, county, national, regional, international, etc.)	High	<ul style="list-style-type: none"> <li>Develop and implement a stakeholders' engagement strategy.</li> <li>Develop and implement a communication and outreach strategy.</li> </ul>
An organizational culture that is not conducive to effective communication, motivation, teamwork.	High	<ul style="list-style-type: none"> <li>Continually assess and identify both positive and negative aspects of the organizational culture and implement appropriate interventions.</li> </ul>
<b>Financial Management Risks</b>		
Inadequate resources	High	<ul style="list-style-type: none"> <li>Develop, review and implement a quality resource mobilization strategy</li> <li>Conduct a potential donor assessment and create a donor database</li> <li>Design engagement strategies tailored to specific donors</li> </ul>
<b>Overall Risk:</b>	<b>Medium</b>	

## PROPOSED ORGANIZATIONAL STRUCTURE

### PRINCIPLES AND GOOD PRACTICE

The proposed organisational design should be based on good practices and recommended principles.

1. Based on the Constitution of Kenya 2010. The organisational design should promote values and principles set out in the Constitution such as devolution, efficient and effective use of resources; transparency; and accountability and devolving authority and accountability to the lowest level possible.
2. CAF consists of members, governance structure including the Executive Committee and the Secretariat headed by the CEO. The Secretariat implements policy and decisions of the Executive Committee.
3. Focus on strategic priorities of County Assemblies and the Forum.
4. People first. The organisational design should also take into consideration the different types of users of the organisation and how to meet their different requirements. Those users include members, internal users (employees), two levels of government and other strategic partners.
5. Intergovernmental relations and cooperative governance. The organisational design should aim to break down “silos” or “stovepipes” in government rather than reinforce them. This means that organisational design needs to be done within the ambit and spirit of the Inter-Governmental Relations Framework Act and the Constitution. It also means designing for integrated service delivery across the three spheres of government and amongst devolution sector organisations within the respective spheres of government.
6. Global perspective. This means designing organisations is to respond to the East Africa Community (EAC), African Union (AU) agendas; the UN obligations; and obligations/ good practices in other multilateral institutions,
7. Foster professionalism and innovation. This means that organisational structures should enhance internal and external communication, and encourage information sharing and knowledge management.

Based on the stated outcomes, principles and brief workload analysis, CAF’s organisational design for the Secretariat would consist of three (3) directorates and the Office of the CEO. This design will ensure that:

- There is clarity in decision making and accountability and organisational heads are accountable for results.
- There is an easy flow of information because the final accountability for communication is in the Office of the CEO.
- It is client-focused as there is a unit for membership services.
- There is an emphasis on intergovernmental relationship and partnership as this responsibility is in the Office of the CEO and in each directorate.
- There is a manageable span of control.
- There is a clear delegation of authority and accountability at all levels.
- The structure meets legal and regulatory requirements and expectations of political leadership.

### PROPOSED LEVELS

The most important consideration in designing the structure is and remains high performance and achievement of results. CAF’s Secretariat’s organisational structure attempts to follow those principles of good practice. The final accountability for achieving the stated outcomes lies with the Chief Executive and her/ his office. The Office of the CEO, therefore, should be strengthened. Each Director is responsible for the achievement of an outcome and outputs which he/ she cascades to lower levels. CAF’ Secretariat will have the following levels:

1. CEO
2. Director, Senior Advisor
3. Principle Officer

4. Officer
5. Assistant Officer

Each level will have clear authority levels and accountability for the result(s)/ sub-result. Those will be well defined in job descriptions. CAF will develop job descriptions and performance standards for each position.

## CRITICAL SUCCESS FACTORS

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

1. **Adequate capacity at the Secretariat.** CAF will review its organizational structure during year 1 of the plan and develop/ review job descriptions, employee specifications and standards of performance for each position. It will then review its current capacity, identify gaps and develop and implement strategies such as recruitment, coaching, mentoring, training to fill gaps.
2. **Performance Management:** CAF will introduce results-based performance management system that combines monitoring the progress of the plan and appraisal of the individual performance. The Forum will introduce with immediate effect performance contracting, starting with the CEO. The CEO will cascade outcomes and outputs to the next level of departmental heads and employees in her office. Departmental heads will cascade results to the level of officers and assistant officers reporting to them. Implementation of the strategic plan requires the optimal performance of everybody at CAF and non-performance is not acceptable. Indicators of performance will, therefore, be both quantitative and qualitative, assess the results and the process and look at the four perspective of performance evaluation: internal effectiveness and efficiency, value for money, people and customer orientation.
3. **Strategic Leadership.** CAF's Executive Committee and management will continuously scan the external environment and develop and implement strategic interventions that can make a difference in achieving stated results. CAF's leadership will continue to be based on consensus and shared decision making. CAF will fully embrace ethical governance with high levels of professionalism, the practice of stewardship and upholding CAF's core value. Leadership strengthening will be conducted at all levels. CAF's Executive Committee will empower its members so they can fully appreciate their role at the policy level and strategic oversight and demonstrate visible support to the CEO in the implementation of the SP.
4. **Strategic Partnerships.** CAF will focus its efforts on strengthening strategic partnerships within and between levels of government. Intergovernmental relationship will be a priority. CAF will also identify other strategic partners from private, religious and NGO sectors and development and technical assistance agencies.
5. **Strengthening the Office of the CEO.** With immediate effect CAF will strengthen the Office of the CEO by establishing a high-level position of a Technical Advisor that will assist the CEO in resource mobilisation and fundraising, monitoring performance and implementation of communication and knowledge management strategy. CAF should make a business case for such a position and get funding for it from a friendly funding agency.
6. **Member Support.** CAF will support the welfare of its members through lobbying, advocacy, and capacity development.

## ALIGNMENT OF THE STRATEGIC PLAN

The table below summarizes how the strategic plan is aligned to the legal and regulatory framework, CAF's values, strategies, performance management, policies, systems and practices, management and leadership styles, people and CAF's culture.

**Table: Plan Alignment**

Element	Strategic Opportunity
The legal and regulatory environment in place including the COK 2010 and other laws on devolution; not quite sure yet about strategic implications of BBI	Closely monitor BBI and give CAF's input. If a referendum is to take place lobby for additional legislation that will strengthen devolution and empower communities in sub-ward levels.
CAF's core values, strategic direction	These values need to be instilled in employees and members
Performance management	CAF does not currently have in place the performance management system. The organization will, however, introduce performance contracts within 2020 – 2021 financial year for the CEO, directors, unit heads and officers. In the 2021 -2022 financial year performance contracts will be cascaded to all positions.
Policies, Systems and Practices	Policies and systems are right now being developed or reviewed. Once completed and approved by the Executive Committee they will professionalize operations of the Secretariat and its governance structures. Policies, strategies and manuals that will be completed during 2020 – 2021 financial year will include: (i) Human Resource Manual, (ii) Communication and Knowledge Management Strategy, (iii) Resource Mobilisation Strategy, (iv) Performance Management Manual
Management and Leadership Styles	Within the Secretariat, the CEO believes in mentoring and coaching of employees but feels often overwhelmed. Once her office is strengthened, she will be able to focus more on strategic issues such as fostering servant leadership among the Executive Committee members and her management team. Consisting of Directors and Advisor – Strategy and Performance.
People	CAF is currently reviewing skill set it requires for the implementation of the strategic plan. Those skills will include in in-depth understanding and application of legislative challenges in the devolution process so that they can provide proactive advice to county assemblies, and advanced financial and capacity development capacities.
Organizational culture	Organisational culture is currently evolving. The Executive Committee and the CEO are putting in place structures and systems for the accountable, result-focused working environment, with open communication and emphasis on continuous improvement.

### MONITORING AND EVALUATION

The Monitoring and Evaluation system that CAF will adopt will be a part of overall Performance Management. The emphasis will be on results and not activities. It will emphasize on what has been achieved over what was done.

The system will make a distinction between three sets of operating concepts: the distinction between monitoring and evaluation; the difference between monitoring change from monitoring process; and finally, monitoring programmes of CAF away from monitoring the Forum as an institution.

Monitoring is an ongoing process and will be based on the following thinking: CAF and partners will develop clear agreements and mechanisms on how monitoring will be done. Monitoring of the CAF's work and programmes based on qualitative and quantitative agreed on indicators will be done by a variety of means that include:

- a. Management and coordination meetings
- b. Progress reports
- c. Performance review workshops and peer reviews
- d. The CAF officers through the agreed-upon monitoring system
- e. Office of the CEO through Strategy and Performance Advisor.

Monitoring reports will be provided to show the results that have or have not been achieved and will be done monthly and quarterly.

Evaluation is different from monitoring. The evaluation has two distinctive questions: did we do things right or did we do the right things. The first question involves an assessment of performance: given what was set out to be done and how well it was done. The second question is broader: given what is now known, how might the programme have been done differently by CAF.

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### PROCESS AND CHANGE MONITORING

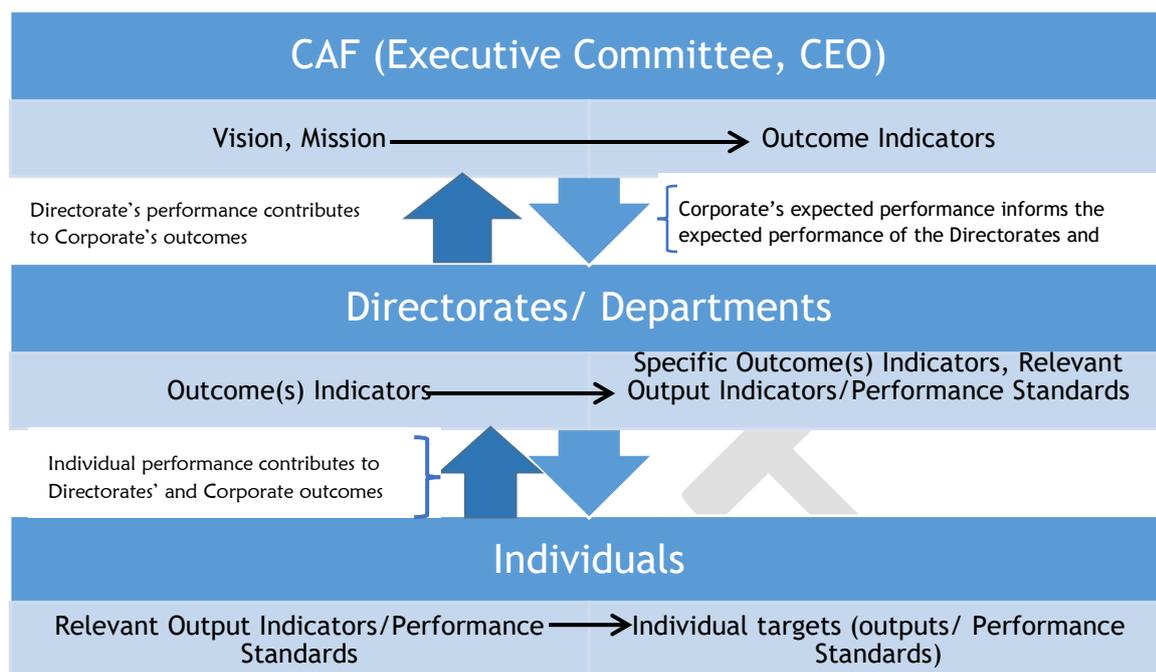
The M&E system at CAF will distinguish between monitoring and reporting on process versus results (outcome). More specifically, it will distinguish between process and change indicators. Process indicators will describe the important processes that contribute to the result or outcome. They can be used diagnostically to explore the reasons for success or failure and deriving recommendations for improvement of performance.

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

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

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

**Figure: Relationship between the two components**



#### MONITORING OF PROGRAMMES OF CAF

CAF will closely monitor the achievement of its outcomes of Legislation, Oversight and Representation; Capacity Development for CAF's members; Members' Services, and Institutional strengthening. CAF will 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 imperative to know how the CAF structures are responding to programme challenges and core functions as defined in the Constitution. CAF will also monitor and report on the extent and effectiveness of mainstreaming concerns and special needs of women, youth, PWDs 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 members.

#### CASCADING TO DIRECTORATES AND DEPARTMENTS

The Executive Committee and the CEO are accountable for the achievement of CAF's vision, mission and outcomes. The CEO cascades these outcomes and outputs to directorates and units/ individuals she/ he directly supervises. Each organisational unit has the responsibility for a part, one or more outcome(s). At the organisational units' level, these outcomes are translated into specific sub-outcomes and outputs. The CEO, Directors, Heads of Units and Advisor – Strategy Performance in the Office of the CEO will coordinate the process and ensure its quality and integrity.

In case a Directorate consists of units then each unit head must cascade relevant directorate's outputs to unit ones. Outputs and indicators of a unit should be perfectly aligned to those of the directorate. The sum of all units will give results for the Directorate.

With the results indicators developed within CAF's organisational units, the CEO, Directors and Heads of Units will cascade the expected results to individual jobholders. They will communicate CAF's outcomes and outputs to all employees in their unit when they are setting their individual performance objectives, so they can align them with result areas of their organisational unit. CAF performance appraisal form will, therefore, provide space where a supervisor and the employee will put down relevant objectives and outputs and space where both employee and elaborate on the job holder's contribution to a specific outcome and output(s).

## Objectives of M&E

- i. **Demonstrate transparency and accountability:** Based on the evidence, to what extent has CAF delivered on its expected service to members; stakeholders and Kenyan people; for example, the extent to which CAF has contributed to the devolution and better service delivery.
- ii. **Sharing and Learning:** Reporting findings will help organizational continuous learning. An analysis of what works, what does not and why facilitate the generation of successes, good practices and lessons learnt that builds on further performance improvements.
- iii. **Decision making:** Evidence-based performance reports will facilitate decision making at the Directorate, Management and Executive Committee level towards performance improvement.
- iv. **Documentation**—The system will facilitate the recording of information and create institutional memory. This documentation is not only very critical for CAF as an institution but also for external audiences such as County Assemblies, national government, other constitutional commissions, academic, research and development agencies and the interested public.
- v. **Participation of partners in M&E.** CAF will invite feedback from important partners and stakeholders and share with them evaluation reports.

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## THE PROCESS

Performance M&E process will start at the planning stage (strategic plan, result framework, annual operational plans, individual work plans) that 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, formats for Quarter progress reports, Semi-annual, annual Performance reports, Individual appraisal reports and a range of methods to disseminate information including media briefing, press conferences, workshops, Newsletters and Documentaries, among others.

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## PRIMARY AND SECONDARY DATA

CAF will use 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 another agency, counties, national government and media.

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## METHODOLOGIES

The Forum will rely on the following methodologies, used for M&E, to measure success of this Strategic Plan, including the mandate of CAF. These are:

- a. Develop, disseminate and implement standardized templates for all CAF's results and functions;
- b. Monthly directorate reviews of progress achieved, and lessons learnt;
- c. Quarterly directorate progress reports with analysis of trends;
- d. Biannual directorates' meetings to check the progress under the leadership of the Office of the CEO that ensures Performance Reports are compiled and disseminated to the Executive Committee;
- e. Regular or periodic monitoring and analysing relevant external sources of data such as media reports, reports from national, regional and international organizations dealing with devolution, reports from the government;
- f. Annual review with an external facilitator to analyse the past performance of CAF for re-strategizing and operational planning for the subsequent Financial Year.

## APPENDIX A: RESULT FRAMEWORK

### Outcome 1: Facilitation in Legislation, Oversight and Representation for Deepened Devolution

#### Indicators of Outcome:

- Number of legislations developed
- Number of legislations lobbied for and passed
- Amount of research conducted, documented and shared
- Amount of quality resources available in the resource centre
- Level of public confidence and awareness
- Number of alternative dispute resolutions

Outputs	Strategic Interventions	Indicators	Sources of data and means of verification	Risks and assumptions
<ul style="list-style-type: none"> <li>• <b>Model legislation developed, disseminated and lobbied for adoption.</b></li> <li>• <b>Good practices in legislation development identified, documented and disseminated.</b></li> <li>• <b>Good practices in oversight identified, documented and disseminated.</b></li> <li>• <b>Oversight tools developed, disseminated and lobbied for adoption.</b></li> <li>• <b>Good practices in research, data and knowledge generation and sharing developed and disseminated.</b></li> <li>• <b>Research and policy analysis conducted and disseminated.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Establish a digital platform for knowledge sharing.</li> <li>• Develop/review and test oversight tools.</li> <li>• Develop and Implement the knowledge management strategy</li> <li>• Conduct research and policy development, monitoring and harmonization.</li> <li>• Conduct comparative studies and share best practices for benchmarking amongst CAs.</li> <li>• Mobilise resources for a resource centre and establish one</li> </ul>	<ul style="list-style-type: none"> <li>• No of documents developed and disseminated meeting CAF's standards</li> <li>• No of position papers meeting CAF's standards developed and disseminated to relevant institutions</li> <li>• No of mechanisms developed and disseminated</li> <li>• No of good practices documented and disseminated</li> <li>• No of partners sharing information</li> <li>• The database developed and managed</li> <li>• Number of studies conducted, published and shared.</li> <li>• No of strategies and policies developed and disseminated</li> <li>• Number of learning exchange forums participated in</li> </ul>	<ul style="list-style-type: none"> <li>• CAF's internal reports</li> <li>• Minutes of meetings</li> <li>• Documents produced</li> <li>• Feedback from partners</li> <li>• Media reports</li> <li>• Performance reports</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate and timely release of funds</li> <li>• Partners will collaborate</li> </ul>

<ul style="list-style-type: none"> <li>• Resource centre established, functional and in use.</li> <li>• Alternative dispute resolution mechanism supported and promoted.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and participate in learning exchange forums locally, regionally, nationally and internationally.</li> <li>• Develop and implement a lobbying and advocacy strategy.</li> <li>• Develop position papers on members concerns and lobby for the implementation</li> </ul>			
<b>Outcome 2: Capacity Development of County Assemblies for Improved Service Delivery</b>				
<b>Indicators of Outcome:</b> <ul style="list-style-type: none"> <li>• Level of public, stakeholder, partner and donor confidence</li> <li>• Number of County Assembly member's trained</li> <li>• Number of training initiatives held</li> <li>• Number of capacity assessments conducted</li> <li>• Amount of resources available for capacity building</li> </ul>				
Outputs	Strategic Initiatives	Indicators	Sources of data and means of verification	Risks and assumptions
<ul style="list-style-type: none"> <li>• Capacity development framework developed, implemented and monitored.</li> <li>• Adequate resources for capacity building secured.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct a function and capacity needs assessment in all county Assemblies.</li> <li>• Design and implement a capacity development</li> </ul>	<ul style="list-style-type: none"> <li>• Number of reports published, disseminated and used to guide training.</li> <li>• Number of Counties assessed</li> </ul>	<ul style="list-style-type: none"> <li>• CAF's internal reports</li> <li>• Minutes of meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate and timely release of funds</li> <li>• Partners will collaborate</li> </ul>

<ul style="list-style-type: none"> <li>• <b>Good practices in awareness and engagement developed and promoted.</b></li> <li>• <b>Performance management systems and practices shared and advocated for.</b></li> <li>• <b>Good practices and mechanisms for public and stakeholder participation developed, disseminated and lobbied for.</b></li> <li>• <b>Sustainable relationships identified, established, promoted, monitored and evaluated.</b></li> <li>• <b>Improved Communication, Coordination and Cooperation (CCC) between and within levels of governments.</b></li> <li>• <b>Clear channels of communication with inter-governmental bodies established and promoted.</b></li> </ul>	<p>program and training on functions of representation, legislation and oversight.</p> <ul style="list-style-type: none"> <li>• Develop/ review and implement an induction program for new members.</li> <li>• Identify, utilize and engage development programs and institutions such as Centre for Parliamentary Studies (CPST), Society of Clerks at the Table in Kenyan Legislatures and others.</li> <li>• Develop, disseminate and lobby for adoption of a public, community and stakeholder engagement strategy in County Assemblies</li> <li>• Review, disseminate and lobby for adoption of a communication and knowledge management policy for County assemblies that will include intergovernmental relationships</li> <li>• Develop and lobby for adoption of a performance management system by county assemblies</li> </ul>	<ul style="list-style-type: none"> <li>• Number of County Assemblies and members trained</li> <li>• Number of follow up monitoring reports published</li> <li>• No of good practices documented and disseminated</li> <li>• Number of partners identified and engaged</li> <li>• Level of partner satisfaction</li> <li>• No of partners sharing information</li> <li>• No of strategies and policies developed and disseminated</li> <li>• Level of public and stakeholder satisfaction.</li> <li>• Number of reports referencing CAF publications.</li> </ul>	<ul style="list-style-type: none"> <li>• Documents produced</li> <li>• Feedback from partners</li> <li>• Media reports</li> <li>• Performance reports</li> </ul>	
<b>Outcome 3: Improved Members' and Staff Service</b>				
<b>Indicators of Outcome</b> <ul style="list-style-type: none"> <li>• Level of member satisfaction and confidence</li> <li>• Number of Member challenges and issues documented</li> <li>• Number of Member challenges and issues disseminated, lobbied for and implemented</li> <li>• Number of welfare initiatives developed and implemented</li> </ul>				

<ul style="list-style-type: none"> <li>• Level of confidence and image</li> <li>• % of the increase in remittances</li> </ul>				
Outputs	Strategic Initiatives	Indicators	Sources of data and means of verification	Risks and assumptions
<ul style="list-style-type: none"> <li>• Deepened understanding of governance challenges</li> <li>• Improved welfare of members</li> <li>• Increased capacity in transformational leadership among members</li> <li>• Members concerns prioritised, lobbying interventions planned and implemented</li> <li>• Member challenges monitored, recommendations and findings documented, disseminated and lobbied for.</li> <li>• County Assemblies' needs assessment evaluated, recommendations and findings documented, disseminated and lobbied for.</li> <li>• Member and assembly feedback mechanism developed, implemented and in use.</li> <li>• Improved image of MCAs</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement governance manual</li> <li>• Design, based on needs analysis, capacity development interventions in transformational leadership, mobilise resources and implement</li> <li>• Institutionalise forums for members to share information and good practices including benchmarking</li> <li>• Monitor, document and report on member welfare and concerns and implement initiatives.</li> <li>• Assess current and determine desired perception and image of MCAs and CAF among the public, communities and stakeholders</li> <li>• Plan and implement interventions to improve the profile and public image of CAs, MCAs, and CAF</li> </ul>	<ul style="list-style-type: none"> <li>• No of documents developed and disseminated meeting CAF's standards</li> <li>• No of papers and reports on members welfare meeting CAF's standards developed and disseminated to relevant institutions</li> <li>• No of mechanisms developed and disseminated</li> <li>• Number of members sharing information</li> <li>• Member database managed</li> <li>• Level of member satisfaction</li> <li>• Number of suggestions and feedback reports developed and acted upon</li> <li>• Number of successful lobbying initiatives</li> <li>• No of good practices documented and disseminated</li> <li>• No of strategies and policies developed and disseminated</li> <li>• Number of collaborative initiatives.</li> <li>• Level of partnership satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• CAF's internal reports</li> <li>• Minutes of meetings</li> <li>• Documents produced</li> <li>• Feedback from partners</li> <li>• Media reports</li> <li>• Performance reports</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate and timely release of funds</li> <li>• Partners will collaborate</li> </ul>

#### Outcome 4: County Assemblies Forum Institutional Strengthening

##### Indicators for Outcome:

- Number of lobbying initiatives conducted
- Amount of financial resources secured
- Number of staff trained
- Number of follow-ups on training
- Number of performance and capacity gaps identified, documented and followed up on
- Number of policies and procedures developed and operationalized
- Degree of legal compliance
- Level of staff satisfaction
- Level of awareness and confidence in CAF
- Number of partners, stakeholders and donors identified and engaged.
- Number of collaborative initiatives

Outputs	Strategic Initiatives	Indicators	Sources of data and means of verification	Risks and assumptions
<ul style="list-style-type: none"> <li>• <b>Organizational structure reviewed and operationalized.</b></li> <li>• <b>Adequate financial resources secured and properly managed.</b></li> <li>• <b>Adequate human resources recruited, and their capacities developed.</b></li> <li>• <b>Capacity development interventions based on needs conducted</b></li> <li>• <b>The work environment at CAF improved</b></li> <li>• <b>Integrated performance management framework operationalized and monitored.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Lobby the senate and other relevant institutions to anchor CAF in law.</li> <li>• Implement the proposed organisational structure and review job descriptions</li> <li>• Develop and implement the resource mobilization and fundraising strategy.</li> <li>• Enhance and institutionalize the subscription remittance from County Assemblies.</li> <li>• Develop and implement a staff capacity development programme</li> <li>• Review and implement the financial and procurement management systems</li> </ul>	<ul style="list-style-type: none"> <li>• Number of studies conducted, published, shared and implemented</li> <li>• No of position papers meeting CAF's standards developed and disseminated to relevant institutions</li> <li>• Number of staff trained.</li> <li>• % Increase in resources available</li> <li>• No of mechanisms developed and disseminated</li> <li>• No of good practices documented and disseminated and implemented</li> <li>• No of partnerships established</li> <li>• Level of Member staff satisfaction</li> <li>• Level of stakeholder and partner satisfaction</li> <li>• No of strategies and policies developed and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>• CAF's internal reports</li> <li>• Minutes of meetings</li> <li>• Documents produced</li> <li>• Feedback from partners</li> <li>• Media reports</li> <li>• Performance reports</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate and timely release of funds</li> <li>• Partners will collaborate</li> </ul>

<ul style="list-style-type: none"> <li>• Policies and procedures for a conducive work environment developed and operationalized.</li> <li>• Legal requirements complied with.</li> <li>• Communication, ICT and knowledge management strategy reviewed and operationalised</li> <li>• Partnership framework with accountability institutions developed and implemented.</li> <li>• Responsive IT infrastructure established.</li> <li>• Stakeholder feedback mechanism developed and implemented.</li> <li>• Improved public image of CAF</li> <li>• Resource Mobilization strategy developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby for resources to develop, modernize, improve infrastructure and equipment.</li> <li>• Review and implement proper communication and authority channels</li> <li>• Develop and implement a stakeholder engagement strategy for CAF</li> <li>• Implement the communication, ICT and knowledge management strategy</li> <li>• Review and implement Operational Manual and Human Resource Management</li> </ul>	<ul style="list-style-type: none"> <li>• No of positive media reports</li> </ul>		
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### DIRECTORATE: LEGISLATION, OVERSIGHT AND REPRESENTATION

The Directorate will be responsible for the achievement of the following outputs:

- Model legislation developed, disseminated and lobbied for adoption.
- Oversight tools developed, disseminated and lobbied for adoption.
- Good practices in oversight identified, documented and disseminated.
- Good practices in legislation development identified, documented and disseminated.
- Good practices in research, data and knowledge generation and sharing developed and disseminated.
- Alternative dispute resolution mechanism supported and promoted.
- Resource centre established, functional and in use.
- Research and policy analysis conducted and disseminated.

Review of the outputs and workload analysis suggest the following structure for the Directorate:

- Principle Officer – Legislation (including model legislation developed, disseminated and lobbied for good practised developed and disseminated, Alternative Dispute Resolution (ADR) lobbied for, policy analysis conducted)
- Principle Officer – Oversight and Representation (oversight tools reviewed/ developed, disseminated, use monitored; capacity needs assessment in oversight and representation conducted in conjunction with the Directorate of Programmes; Good practices in oversight and representation identified, documented and disseminated).

### DIRECTORATE PROGRAMMES, CAPACITY DEVELOPMENT AND MEMBERS' SERVICES

The Directorate is responsible for the achievement of the following outputs:

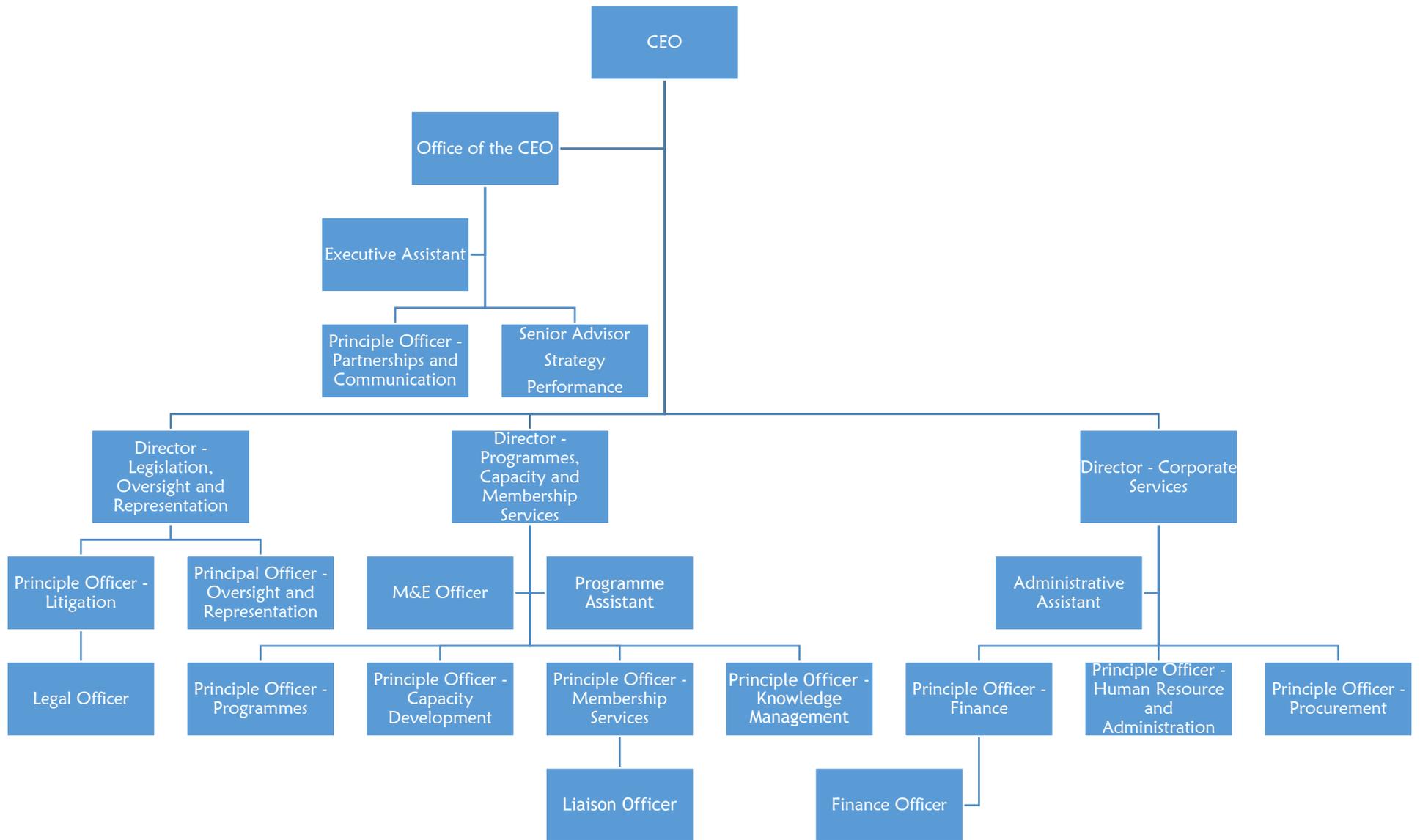
- Capacity building framework developed, implemented and monitored.
- Adequate resources for capacity building secured.
- Performance management systems and practices shared and advocated for.
- Good practices in awareness and engagement developed and promoted.
- Good practices and mechanisms for public and stakeholder participation developed, disseminated and lobbied for.
- Sustainable relationships identified, established, promoted, monitored and evaluated.
- Improved Consultation, Cooperation and Coordination between and within levels of governments.
- Clear channels of communication with inter-governmental bodies establish

The Directorate will consist of the following positions:

- Principle Officer – Programmes
- Principle Officer – Capacity Development
- Principle Officer – Knowledge Management
- Principle Officer – Members' Services
- M&E Officer
- Programme Assistant

### DIRECTORATE CORPORATE SERVICES

Directorate Corporate Services provides important support functions so that the Secretariat can carry out its core activities and achieve stated outcomes and outputs. The three organizational units will be Finance, Procurement and Administration and Human Resources.



## COUNTY ASSEMBLIES FORUM IMPLEMENTATION MATRIX 2020-2024



### Outcome 1: Facilitation in Legislation, Oversight and Representation for Deepened Devolution

Outputs	Time Frame					Budget	Sources/Mean of Verification	Responsible
	2020	2021	2022	2023	2024			
Model legislation developed, disseminated and lobbied for adoption.								
Oversight tools developed, disseminated and lobbied for adoption.								
Good practices in oversight identified, documented and disseminated.								
Good practices in legislation development identified, documented and disseminated.								
Good practices in research, data and knowledge generation and sharing developed and disseminated.								

Alternative dispute resolution mechanism supported and promoted.								
Resource centre established, functional and in use.								
Research and policy analysis conducted and disseminated.								
<b>Outcome 2: Capacity Development of County Assemblies for Improved Service Delivery</b>								
Outputs	2020	2021	2022	2023	2024	Budget	Sources/Mean of Verification	Responsible
Capacity development framework developed, implemented and monitored.								
Adequate resources for capacity building secured.								
Performance management systems and practices shared and advocated for.								
Good practices in awareness and engagement developed and promoted.								
Good practices and mechanisms for public and stakeholder participation developed, disseminated and lobbied for.								
Sustainable relationships identified, established, promoted, monitored and evaluated.								

Improved Communication, Coordination and Cooperation between and within levels of governments.								
Clear channels of communication with inter-governmental bodies established and promoted.								
<b>Outcome 3: Improved Members' and Staff Services</b>								
Outputs	2020	2021	2022	2023	2024	Budget	Sources/Mean of Verification	Responsible
Deepened understanding of governance challenges								
Improved welfare of members								
Increased capacity in transformational leadership among members								
Members concerns prioritised, lobbying interventions planned and implemented								
Member challenges monitored, recommendations and findings documented, disseminated and lobbied for.								
County Assemblies' needs assessment evaluated, recommendations and findings documented, disseminated and lobbied for.								

Member and assembly feedback mechanism developed, implemented and in use.								
Improved image of MCAs								
<b>Outcome 4: County Assemblies Forum Institutional Strengthening</b>								
Outputs	2020	2021	2022	2023	2024	Budget	Sources/Mean of Verification	Responsible
Organizational structure reviewed and operationalized.								
Adequate financial resources secured and properly managed.								
Adequate human resources recruited and their capacities developed.								
Capacity development interventions based on needs conducted								
Work environment at CAF improved								
Integrated performance management framework operationalized and monitored.								
Policies and procedures for a conducive work environment developed and operationalized.								

Legal requirements complied with.								
Communication, ICT and knowledge management strategy reviewed and operationalised								
Partnership framework with accountability institutions developed and implemented.								
Responsive IT infrastructure established.								
Stakeholder feedback mechanism developed and implemented.								
Improved public image of CAF								
Resource Mobilization strategy developed and implemented								