

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

COUNTY ASSEMBLIES FORUM (CAF)

STRATEGIC PLAN

2015 - 2019

REVISED SEPTEMBER 2018





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NAIROBI, KENYA

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Foreword

The CAF 2015-2019 Strategic Plan summarizes our priorities and sets out a series of initiatives that we believe will strengthen the coordination of intergovernmental relations and build the capacities of the 47 assemblies to deliver their legislative and oversight mandates.

As we enter the second and final phase of implementing the Strategic Plan, we take cognizance of the fact that CAF is not established in any of the devolution-related legislation. There is, however, a proposal in the Intergovernmental Relations Amendment Bill, 2018, for the anchoring CAF in law. It is my sincere hope that our efforts to lobby the Senate to fast-track passage of the Bill will be realized soon.



At the heart of our mission is the provision of effective leadership and coordination of the 47 County Assemblies of the Republic of Kenya. We will do this through policy and legislative action, and promote a conducive working environment for all our members. In delivering this Strategic Plan we will not be working alone. We will harness partnerships with the National Government and the executive arms of the County Governments, as well as build networks with partners in civil society, religious institutions and international development corporations.

In the remaining one-and-a-half years of this Strategic Plan, we intend to capitalize on the relationships we have built with various stakeholders to focus on four objectives namely, support development of legislation and policy that will enhance the efficiency and effectiveness of County Assemblies; strengthen the systems and capacities of County Assemblies; improve the welfare and work environment of CAF members (the CA Speakers and MCAs); and strengthen the institutional capacity of CAF.

It is my hope and belief that our joint efforts will match our intentions.

Hon. Johnson Osoi
Chairperson & Kajiado County Assembly Speaker

Acknowledgement

I wish to thank all the people that took part in the consultations and offered insights, experiences and ideas that informed the development and mid-term review of this Strategic Plan. Our special thanks go to the leadership and membership of the 47 County Assemblies, without whom CAF wouldn't be in existence.

I would like to appreciate the Executive Committee and its Member Services Sub-committee and the Secretariat, for their contribution, time and dedication to the strategic planning process. I believe that the next planning process will be even more in-depth and will encompass in puts from greater consultations with all stakeholders.

Special thanks go to the technical and financial support we have received from the United States Agency for International Development (USAID) through the Agile and Harmonized Assistance for Devolved Institutions (AHADI) Program. We specifically thank Ms. Waceke Wachira, the Chief of Party, Ms. Roselyn Mungai, the Deputy Chief of Party, and Ms. Maureen Korir, the activity manager, for their continuous support.

We also appreciate the role played by Mr. Daniel Irungu and Ms. Caroline Lintari in facilitating the development of the Strategic Plan, and Mr. Jasper Morara for facilitating the mid-term review of the plan.

Judy Oduma
Chief Executive Officer

Abbreviations

ADR	Alternative Dispute Resolution
AHADI	Agile and Harmonized Assistance for Devolved Institutions
AK	Accountability Kenya
BAC	Budget and Appropriations Committee
CA	County Assembly
CAF	County Assemblies Forum
CAS	County Assembly Service
CASB	County Assembly Service Board
CASF	County Assemblies Speakers' Forum
CBK	Central Bank of Kenya
CEC	County Executive Committee
CEO	Chief Executive Officer
CFSP	County Fiscal Strategy Paper
CIC	Commission for the Implementation of the Constitution
CIDP	County Integrated Development Plan
CKRC	Constitution of Kenya Review Commission
CoB	Controller of Budget
CoG	Council of Governors
CoK	Constitution of Kenya
CPST	Centre for Parliamentary Studies and Training
CRA	Commission on Revenue Allocation
CSO	Civil Society Organization
DFID	Department for International Development
EACC	Ethics and Anti-Corruption Commission
EC	Executive Committee
GC	Governing Council
GA	General Assembly
IBEC	Intergovernmental Budget and Economic Council
ICPAK	Institute of Certified Public Accountants of Kenya
ICT	Information and Communication Technology
IEBC	Independent Electoral and Boundaries Commission
IFMIS	Integrated Financial Management Information System
IGR	Intergovernmental Relations

IGRTC	Intergovernmental Relations Technical Committee
IPPD	Integrated Payroll and Personnel Database
KEWOPA	Kenya Women Parliamentary Association
KEDIPA	Kenya Disability Parliamentary Association
KEWOSA	Kenya Women Senators Association
KLRC	Kenya Law Reform Commission
KRA	Key Result Area
KSG	Kenya School of Government
KYPA	Kenya Young Parliamentarians Association
MCA	Member of County Assembly
MoDP	Ministry of Devolution and Planning
MTP	Medium Term Plan
NCBF	National Capacity Building Framework
NGEC	National Gender and Equality Commission
PAC	Public Accounts Committee
PFM	Public Finance Management
PFMA	Public Finance Management Act
PWDs	Persons with Disabilities
SDG	Sustainable Development Goals
SID	Society for International Development
SIG	Special Interest Group
SOCATT	Society of Clerks at the Table in Kenyan County Legislatures
SRC	Salaries and Remuneration Commission
SUNY	The State University of New York
TA	Transition Authority
TISA	The Institute for Social Accountability
USAID	United States Agency for International Development
WEF	Women Enterprise Fund
YEDF	Youth Enterprise Development Fund

1. Executive Summary

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.

1.1 Vision, Mission, Core Values

Vision

County Assemblies that are responsive to public participation and support effective service delivery by County Governments.

Mission

To provide effective leadership and coordination of the 47 County Assemblies and through policy and legislative action, promote a conducive working environment for all its members, and in that way deliver quality services to the people.

Core Values

The core values of CAF are

- Integrity.
- Responsiveness.
- Inclusivity.
- Empowerment.
- Excellence.
- Teamwork.

1.2 Target Beneficiaries

- County Assemblies: Members of County Assemblies, County Assembly Speakers.
- County Assembly Service: County Assemblies Service Boards, County Staff.
- The General Public

1.3 Strategic Areas

The revised 2015-2019 Strategic Plan focuses on four areas:

- Legislation and oversight,
- Systems and capacities of County Assemblies,
- The welfare and work environment of CAF members, and
- Institutional strengthening of CAF.

1.4 Strategic Objectives and Performance Indicators

Programs and Services

Strategic Area	Strategic Objectives	Performance Indicators
County legislation	Support development of legislation and policy that will enhance the efficiency and effectiveness of County Assemblies.	•The number of Senate Bills and laws whose development and review CAF influences. •The number of County laws developed or revised based on recommendations by CAF. •The number of County Assemblies supported by CAF to domesticate the public participation policy. •The number of popular versions of Bills that CAF produces to enhance public participation. •The number of MCAs trained on oversight.
Systems and capacities of County Assemblies	Strengthen the systems and capacities of County Assemblies.	•The number of tools that CAF develops for use in the capacity development of County Assemblies and County Assemblies services. •Number of MCAs trained on the performance of their constitutional roles (legislation, oversight, and representation). •Number of (County Assembly CA) oversight committees trained on the performance of their functions. •The number of County Assemblies Services that CAF supports to strengthen management systems. •The number of CA caucuses that CAF supports in capacity development. •The number of chapters that CAF supports in capacity development.
The welfare and work environment of CAF members.	Improve the welfare and work environment of CAF Members (the CA Speakers and MCAs).	•The level of budget allocation to the County Assemblies to support the needs of MCAs and County Assemblies Speakers. •The level of satisfaction of MCAs and CA Speakers with the work environment and scheme of service •The number of relevant committees, processes and forums in which CAF is effectively represented.

Institutional Development of CAF

Capacity Area	Institutional Development Objective	Performance Indicators
Financial resources.	Increase and diversify income and funding.	Amount of income per source. The ratio of direct income (unrestricted) to income from grants (restricted). The annual operating budget of CAF.
Staff development.	Strengthen the technical capacity of CAF staff.	The percentage of staff with the technical skills required for respective jobs. The performance of individual staff members through annual performance appraisal.
Programs and services.	Develop and implement high quality and responsive programs and services.	The level of satisfaction of members and targeted beneficiaries on the quality of services by the CAF Secretariat. The number of donor-funded projects that CAF implements. The size and duration of donor-funded projects that CAF implements.
Monitoring and Evaluation.	Develop an effective monitoring and evaluation system.	The proportion of key performance indicators of this Strategic Plan that CAF effects, tracks and reports on.
Networking and partnerships.	Strengthen networking and partnerships.	The number of strategic partnerships that CAF has at any given time.
The governance function.	Strengthen CAF's governance structures and systems.	The performance of CAF's committees (the steering committee, Executive committee and standing committees) in their respective duties.
Internal and external communication.	Enhance the public image and profile of CAF.	The level of awareness of counties about the work of CAF. The proportion of communication strategies and actions that CAF effectively implements.

2. Overview of CAF

2.1 The History

The County Assemblies Forum (CAF) was formed in 2013, expanding the membership of its predecessor, the County Assemblies Speakers' Forum (CASF), to include members of County Assemblies. 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 perform their three core functions: law making, oversight and representation. CAF has its head office in Nairobi, where its Secretariat is based.

2.2 The Governance Structure of CAF

The governance structure of CAF is made up the General Assembly (GA) of 2,248 members, the Governing Council (GC) of 141 members, the Executive Committee (EC) of 21 officials, and five sub-committees, namely intergovernmental relations, communications, member services, legal and research, and finance and administration.

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:

- North Rift: Uasin Gishu, Nandi, Elgeyo Marakwet, Turkana, West Pokot, Baringo, Trans Nzoia.
- South Rift: Nakuru, Kericho, Bomet, Laikipia, Narok, Kajiado, Samburu.
- Central: Kiambu, Murang'a, Nyeri, Nyandarua, Kirinyaga.
- Eastern: Meru, Kitui, Makeni, Isiolo, Machakos, Tharaka Nithi, Embu, Marsabit.
- Nyanza: Kisumu, Migori, Siaya, Homa Bay, Kisii, Nyamira.
- Western: Vihiga, Kakamega, Bungoma, Busia.
- North Eastern: Mandela, Wajir, Garissa, Nairobi.
- Coast: Mombasa, Kilifi, Kwale, Lamu, Tana River, Taita Taveta.

2.3 Key Achievements

CAF has made several achievements and milestones since its establishment in 2013, as outlined in the following sub-sections:

Intergovernmental Relations

- Successful lobbying of the Salaries and Remuneration Commission (SRC) on revision of terms of engagement for MCAs.
- Negotiation with Senate, Controller of Budget (CoB), Commission on Revenue Allocation (CRA), National Treasury and Central Bank of Kenya (CBK) on the financial autonomy of County Assemblies. This resulted in the opening and operationalization of development accounts for County Assemblies at the CBK.
- Successful lobbying of the Senate to pass several Bills and amend existing legislations crucial to the operations of County Assemblies and County Governments.
- Successful negotiation with the Intergovernmental Budget and Economic Council (IBEC) to have Regulation 25 (1) (f) of the Public Finance Management Act (PFMA), 2012, annulled as it was ultra vires to Section 107 (2A) of the PFMA in the sense that it intended to impose new ceilings on County Assemblies when the correct procedure had already been included in the parent Act.

- Successful negotiation with the judicial system regarding matters that posed challenges to the functioning of the County Assemblies (five cases were lodged in the courts, four of which have been concluded).
- Liaising with the Kenya Law Reform Commission (KLRC) in developing a publication on the legislative process (A Guide to the Legislative Process in Kenya) and county model laws to strengthen the legislative role of County Assemblies.
- Partnering with the Transition Authority (TA) to develop a framework for transfer and/or sharing of public assets and liabilities between the national and County Governments and to constitute an inter-agency technical committee that developed a uniform scheme of service for all County Assemblies.
- Successful negotiation with the Salaries and Remuneration Commission (SRC) to conduct a job evaluation of MCAs and County Assemblies staff.
- Successful lobbying of the Senate to have the following legislations passed:
 - The County Assemblies Powers and Privileges Act, 2014. The Act provides for the powers, privileges and immunities of County Assemblies, their committees and members, and makes provisions for regulating admittance to and conduct within the precincts of County Assemblies.
 - The Public Appointments (County Assemblies Approval) Act, 2014. The Act provides the procedure for the approval of public appointments by County Assemblies.
 - The County Government (Amendment) (No. 2) Act, 2016, which provides for the procedure to be followed in the event of suspension of a County Government. It provides for the procedure for the disposal of a report of a commission of inquiry under Article 192(2) and provides for the termination or suspension of a County Government by the Senate.

Membership Capacity Development

CAF made several achievements on the capacity development of members:

- Inducted MCAs and County Assembly staff on their functions. This included training members of County Assemblies' budget and appropriations committees in partnership with the Society for International Development (SID).
- Trained County Assemblies' fiscal analysts and clerks to budget and appropriations committees on the budget-making process.
- Trained human resource officers of all the 47 counties on the Integrated Payroll and Personnel Database (IPPD) system in partnership with the Ministry of Devolution and Planning.
- Trained all County Assemblies staff on the use of the Integrated Financial Management Information System (IFMIS) system, which was installed along with an e-banking system to ensure financial autonomy in County Assemblies.
- Facilitated consultative meetings and capacity building of assembly public accounts committee members through Accountability Kenya (a body that brings together the public accounts committees of the Senate, the National Assembly and the County Assemblies).
- Developed a Bills tracker to follow the law-making constitutional mandate of all the 47 County Assemblies.
- Contributed to the development of a public participation framework through a process led by civil society organizations such as The Institute for Social Accountability (TISA).

Networking Among Members

CAF facilitated peer learning and networking for members through several activities:

- Convened two General Assembly summits in 2014.
- Convened four women legislators' conferences — in 2014, 2016, 2017 and 2018.
- Convened three pre-conference events for all the specially-abled legislators.

- Convened three annual legislative summits — in 2016, 2017 and 2018 — in partnership with the Senate.
- Organized the 47 County Assemblies into eight administrative clusters for ease of member interaction. This has enabled members to hold regular meetings.
- Established six chapters to objectively and speedily address issues raised by members.
- Developed a database to enhance communication among members and various structures of governance.
- Initiated and operationalized a flagship short message service (SMS) platform to facilitate information dissemination and feedback among members.
- Operational website.

Institutional Capacity Development

CAF made several achievements in its institutional capacity development:

- registered CAF under the Societies Act;
- recruited core staff and established a functional Secretariat;
- developed and operationalized finance, administration and human resource systems;
- developed policies and procedure manuals to guide the human resource, financial, and procurement management functions;
- developed a member subscription system for the sustainability of CAF with annual contributions from members;
- developed election protocols for the governance structures of CAF;
- established an elaborate governance structure, which includes the Governing Council of 141 members from the 47 County Assemblies and the 21-member Executive Committee; and
- developed and operationalized a five-year strategic plan.

2.4 Key Challenges

CAF has faced several challenges, key among them

- Financial constraints resulting from depending on subscriptions and development partners.
- Understaffing of the Secretariat. For a long time, CAF did not have a CEO and staff in key departments such as finance, human resource and ICT.
- High and unmet expectations of the members of CAF.
- Inadequate collaboration and coordination with key stakeholders to address issues affecting CAF.
- Challenges related to inadequate understanding and appreciation of the role of CAF by people in key institutions both at the County and National Governments.

2.5 Lessons Learned

- Many government agencies, both at the national and county levels, have over time developed a better understanding and appreciation of the role of CAF.
- Anchoring CAF in law will bolster its role and mandate in representing and articulating the needs of members.
- County Assemblies have numerous unique capacity needs that require more resources and expertise than currently available both within CAF and in the County Governments.
- The resources that CAF has, mainly through member subscriptions, are not enough to address all the needs and expectations of members.

3. The Context

3.1 The Constitution and the Law on Devolution

Devolution remains the biggest gain from the Constitution that was promulgated in August 2010, ushering in a new political and economic governance system. The Constitution created two levels of government – at the national and county level. 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 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 objectives of this change were 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 179 (1) of the Constitution of Kenya provides that there shall be a government for each county consisting of a County Assembly and a County Executive.

The County Assembly (CA) is made up of elected and nominated members (MCAs) and a Speaker elected from among persons who are not MCAs. Administrative support is provided by a Clerk and assisting staff. The CA is modeled along the lines of the National Assembly. The functions of the CA are representation of citizens, law-making and oversight. Article 185 vests the legislative authority of a county in the County Assembly, giving it powers to make any laws that are necessary for, or incidental to, the effective performance of the functions and exercise of the powers of the County Governments under the Fourth Schedule. The Constitution also gives the County Assembly power to exercise oversight over the executive arm of the County Governments.

Section 12 of the County Governments Act, 2012, provides for the establishment of a County Assembly Service Board (CASB) in each of the 47 counties. The CASB is composed of the Speaker, the Deputy

Capacity building for Wajir County (Assembly and the Executive)
 held on August 30th, 2018 at Safari Park Hotel, Nairobi.



Speaker, the majority leader, the minority leader and the County Assembly clerk, who serves as the board's secretary. The role of CASB is to ensure that the County Assembly is well resourced and that the welfare and capacity building needs of the assembly's staff are taken care of.

Section 8 of the County Governments Act, 2012, stipulates that the County Assembly shall

- vet and approve nominees for appointment to county public offices as may be provided for in this Act or any other law;
- perform the roles set out under Article 185 of the Constitution; and
- approve the budget and expenditure of the County Governments in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220(2) of the Constitution, guided by articles 201 and 203 of the Constitution.

The MCA plays a critical representation role. The role of the MCA is stipulated in Section 9 (1) of the County Governments Act:

- maintain close contact with the electorate and consult it on issues before or under discussion in the County Assembly;
- present views, opinions and proposals of the electorate to the County Assembly;
- attend sessions of the County Assembly and its committees;
- provide a link between the County Assembly and the electorate on public service delivery; and
- extend experience and professional or specialized knowledge to any issue for discussion in the County Assembly.

3.2 Progress and Achievements of Devolution

During these past five years, several milestones have been achieved in the establishment and operationalization of the new system of government:

- Establishment and full operationalization of all 47 County Governments.
- Enactment of several laws to implement devolution, as stipulated in the Fifth Schedule of the Constitution. The key laws enacted to operationalize devolution include the County Governments Act, 2012; the Intergovernmental Relations Act No. 2 of 2012; the Transition to Devolved Government Act, No. 1 of 2012; the Public Finance Management Act, 2012 and its regulations; the Leadership and Integrity Act No. 19 of 2012; The Transition County Appropriation Act, No. 7 of 2013; the Constituencies Development Fund Act, No. 30 of 2013; the National Government Coordination Act, No. 1 of 2013; the Urban Areas and Cities Act, No. 13 of 2011; the Public Procurement and Disposal Act, 2015; the County Assembly Services Act, No. 24 of 2017; and the County Assemblies Powers and Privileges Act, 2017.
- Transfer of most of the devolved functions from the National to County Government, resulting in improved access to public services by citizens, especially in health and water.
- Establishment and operationalization of several devolution institutions including the Intergovernmental Relations Technical Committee (IGRTC), the Intergovernmental Budget and Economic Council (IBEC), the Council of Governors (CoG), and the County Assemblies Forum (CAF). These institutions have served as platforms for consultation and coordination between the National and County Governments.
- Establishment of a national framework to provide capacity building and technical assistance to County Governments.
- Development of legislative processes and model laws to guide relevant offices at the county level in the law-making process.



From left: Hon. Jimmy Kahindi - Speaker of the County Assembly of Kilifi, Hon. Joshua Kiptoo - Speaker of the County Assembly of Nandi, Hon. Joseph Kaberia - Speaker of the County Assembly of Meru and Hon. Bernard Wamalwa, Speaker of the County Assembly of Busia.

- Development of guidelines for the County Integrated Development Plan (CIDP), the Annual Development Plan (ADP), the County Fiscal Strategy Paper (CFSP) and annual estimates to guide the counties in budget planning and execution.
- Successful development and implementation of the first generation CIPD (2013-2017) and commencement of the development of the second generation CIPD (2018-2022).

3.3 Key Challenges Facing Devolution

Despite the progress in devolution, there are several challenges that still bedevil the implementation of the new system of government:

- Diverse interpretations of the roles and functions between the National and County Government, as outlined in the Fourth Schedule of the Constitution.
- Incomplete unbundling and transfer of some key devolved functions.
- Low revenue collection by County Governments.
- Delayed disbursement of funds by the National Treasury to the counties.
- Inadequate capacity of various institutions at the county level.
- There is inadequate funding to assemblies to conduct proper oversight.
- High levels of corruption both at the national and county level. The Ethics and Anti-Corruption Commission (EACC) ranks some of the counties high on the corruption index.
- Divisive politics and vested interests among MCAs frustrate proper oversight of the executive.
- MCAs have low capacity to generate motions and Bills, and to understand their roles fully. Bills are passed with minimal public engagement.



- Ignorance of the public on its role in participation in governance and the general structure of devolution.
- County Assemblies use ineffective or inaccessible modes of communication to inform the public.
- Failure of County Assemblies to meet the constitutional threshold of representation of marginalized groups such as women, youth and people with disabilities through the electoral processes.
- Frustration of devolution by some government officials who hold the view that the system will not work.
- Sabotage of County Assemblies by the County Executives' withholding of budgetary allocations and failing to assign an independent vote.
- Ineffective civil society participation in serving as a public watchdog and holding the County Government to account.



Honorable Members of the County Assemblies having a chat during the Third Annual Legislative Summit, 2018 held on 20th-25th May, 2018 in Mombasa County.

4. Strengths, Weakness, Opportunities and Threats

Strengths

Strengths	How to Enhance and Protect the Strengths
A functional Secretariat.	• Maintenance and continuous improvement of the functions and systems of the Secretariat. • Development of mechanism to attract and retain high quality staff.
An established and functional governance structure (the General Assembly, Governing Council, the Executive Committee, the five sub committees, which are all functional).	• Develop and maintain a calendar of meetings and activities of the governance structures. • Develop and implement a program for the induction and training of new members.
High commitment of County Assemblies in paying their dues and satisfying other membership obligations.	• Continue providing high quality services to members so they can derive value from their payments and continue to exercise commitment.
Steady income through membership subscriptions.	• Ensure efficient and effective utilization of collections in providing quality services to members.

Weakness

Weakness	How to Overcome the Weakness
CAF does not effectively implement the external communication function.	• Develop an external communication strategy.
CAF does not have a framework to guide its engagement with devolution stakeholders.	• Develop guidelines for strengthening collaboration and partnerships with various devolution stakeholders.
CAF does not have a knowledge management plan.	• Develop a knowledge management plan.
CAF does not have a staff capacity development plan.	• Mobilize resources to specifically support staff capacity development.
CAF relies on membership subscriptions as its main source of income. It also does not have mechanisms to enforce remittance; this is solely on the goodwill of the CA.	• Develop and implement a comprehensive resource mobilization strategy for CAF.
Most CAF staff do not have skills and experience in fundraising through application for grants.	• Develop the capacity of staff in fundraising through grants.
Staff serving the various sub-committees do not have complete set of skills to effectively serve.	• Equip staff with appropriate technical skills to serve the various subcommittees of CAF.

Weakness

Weakness	How to Overcome the Weakness
The proposed organizational structure of CAF is not yet fully implemented. • Weak monitoring and evaluation (M&E) practice in CAF. CAF does not have staff responsible for M&E.	• Complete recruitment to fill the vacant positions in the CAF structure, e.g. M&E officer. • Develop a monitoring and evaluation plan • Recruit staff for the M&E function.
• The CAF constitution is not comprehensive enough to guide all its governance structures and functions.	• Amend the constitution to address the structure and functions of the caucuses and the chapters. • Amend the CAF election protocol to include a framework for the election of the caucus and chapter leadership. • Develop clear terms of reference for the EC and the sub-committees. • Induct sub-committees on respective roles and responsibilities. • Facilitate the development and implementation of annual work plans for all the sub-committees. • Develop clear terms of reference for the caucuses and chapters.

Opportunities

Opportunities	How to Take Advantage of the Opportunities
Effective collaboration with other arms of government, both at the national and county level.	• Put more effort in the utilization of the established intergovernmental relations mechanisms and structures.
Good working relationship with the Senate.	• Continue to build and sustain a good working relationship with the Senate.
Growth in ICT sector.	• More utilization of ICT tools and systems to improve the efficiency and effectiveness of CAF in service delivery.
Shift of focus to the counties by various development partners.	• Hold roundtable meetings and forums with development partners to sensitize them on the partnership opportunities available at the County Assemblies.

Opportunities	How to Take Advantage of the Opportunities
Good progress in implementing devolution.	• Strengthen networking and collaboration among various County Assemblies and with the national Parliament to protect and sustain the gains made. • Identify and replicate successes in all the 47 counties.
Good working relationship with several development partners and programs.	• Be more proactive in cultivating good relations with development partners and programs. • Strengthen efforts to develop more fundraising proposals and appeals. • Ensure efficiency and effectiveness in the utilization of funds from donors.

Constraints

Threats	How to Minimize the Threats
Competition for resources, power and influence between the national and County Governments and among various institutions at the county and national levels.	• Engagement to strengthen relations between the County and National Governments through intergovernmental relation forums and mechanisms.
County Assemblies do not adequately utilize the County Legislative Attachment Program (CLAP).	• CAF to facilitate County Assemblies to fully utilize the CLAP.
General low level of capacity of the County Assemblies in discharging their duties.	• Develop and implement an extensive and continuous capacity building program for County Assemblies
General political polarization in the County Assemblies.	• Sensitize MCAs on the need to maintain political neutrality and put public interest first on matters of oversight and legislation development.
Inadequate collaboration with CAF despite having a common goal of strengthening County Assemblies.	• Continue to nurture a mutual working relationship with CAF.
Inadequate financial allocation and delayed disbursement of funds to counties.	• Lobby the national Parliament to increase the county budgetary allocations.
Inadequate public participation in legislation, planning and budgeting	• Support the County Assemblies to develop effective public participation initiatives.

Constraints

Threats	How to Minimize the Threats
Limited knowledge about devolution by the public and their expected role during public participation	• Support County Assemblies to develop and implement programs on public participation that target the citizens.
Limited synchronization of the capacity building efforts of various actors	• CAF to position and market itself as a coordination hub for all the capacity building efforts that target County Assemblies.
Weak management systems at the County Assemblies.	• Support County Assembly Service Boards and Clerks to develop effective management systems, mainly in finance, procurement and human resource.



The Opening Ceremony of the County Assemblies Sports held on August 28th, 2018 at Moi International Sports Centre, Kasarani.

5. Stakeholder Analysis

This section identifies the role of key stakeholders and how CAF plans to engage with them.

Stakeholder	Role/Interest	How CAF will Engage
The public	• Access to quality services by the National and County Governments. • Access to information about government policies, decisions, and operations.	• Public education and awareness raising on how the devolved government works. • Facilitation of public participation in County Assembly processes.
The Council of Governors (CoG)	• This is the body that coordinates the 47 governors who lead the executive arm of the County Governments	• Through structured engagement particularly via the executive committee and sub-committees.
The County Assembly Clerk and staff	• Technical capacity to enable them to discharge their duties. • Access to financial resources and other forms of support the CASB needs to operate.	• Coordinate with the Society of Clerks at the Table in Kenyan Legislatures (SOCATT) for capacity building of the County Assembly Clerks and staff. • Collaboration with SOCATT to lobby the national and County Governments to allocate enough funds and other resources to support the operations of CASBs.
Parliament (the Senate and the National Assembly)	Legislation, representation, and oversight at the national level. Interested in seeing that County Governments operate effectively and efficiently in providing services to the public.	• Collaboration in capacity development of the County Assemblies (MCAs, Speakers, Clerks and staff). • Review and input to Senate Bills that are relevant to the counties.
Intergovernmental Relations Technical Committee (IGRTC)	Facilitating consultation and cooperation between the National and County Governments. Taking over the role of the defunct Transition Authority.	• Engagement on the development of laws and policies that facilitate effective cooperation and coordination between the National and County Governments the National. • Lobbying to ensure completion of the unbundling process to make the County Governments and other structures more effective and efficient.
Kenya Law Reform Commission (KLRC)	Ensure all laws that are developed meet the required standards and are in line with the Constitution.	• Collaboration in capacity building of the County Assemblies and their staff.

Stakeholder	Role/Interest	How CAF will Engage
Salaries and Remuneration Commission (SRC)	Ensure fair, equitable and sustainable remuneration of all state and public servants.	• Negotiations (on behalf of members) in the development of equitable remuneration and scheme of service for County Assembly staff.
Commission on Revenue Allocation (CRA)	Ensure equitable sharing of nationally generated revenue between the National and County Governments and among County Governments.	• Negotiations (on behalf of members) in the development of equitable revenue allocation to County Governments, and County Assemblies in particular.
The Controller of Budget	Plays an oversight role in the implementation of the budgets assigned to County Governments in accordance with the law.	• Structured engagements with the executive committee and sub-committees.
The Auditor General	Performs audits and reports on the accounts of all public entities, courts and commissions whose funding is from public sources.	• Structured communication through the executive committee.
The National Gender and Equality Commission	Promotes and protects the rights of women, people with disabilities (PWDs) and other marginalized groups.	• Collaboration and advisory on awareness creation on gender and minority groups • Capacity building of County Assemblies and beneficiaries on the rights of gender and minority groups.
National Cohesion and Integration Commission	To ensure nationhood, national cohesion and integration.	• Structured engagement with the executive committee.
The Centre for Parliamentary Studies and Training (CPST)	Capacity building and training of Parliament and County Assembly staff.	• Collaboration to develop and implement training curricula for various County Assemblies structures.
Parliamentary Caucuses: KEWOPA, KEWOSA, KEDIPA, KYPA	Influencing laws, policies and decisions on issues that affect women.	• Collaboration in advocacy, lobbying and representation to address issues that affect women, youth and PWDs at the county and national levels.
Ministry of Devolution and ASALS (MoDA)	Provides effective leadership and coordination on devolution, planning and policy formulation.	• Engagement in the development of policies and programs on devolution.

Stakeholder	Role/Interest	How CAF will Engage
Office of the Deputy President	Supports the work of the presidency as being the principal assistant on strategic policy direction, coordination, monitoring, and oversight. Further, it focuses on intergovernmental relations in terms of budget and economic matters.	Engagement to strengthen intergovernmental relations.
The National Treasury	Mandated to formulate financial and economic policies, manage revenues, expenditures and borrowing by the National Government, preparation of the annual national budget.	Engagement in fiscal policies, planning, and budgeting of County Governments.
The Judiciary	Ensure delivery of justice by observing the rule of law	Structured engagement through CAF's legal department.
Civil society organizations	Serve as a public watchdog to ensure the government is effective and efficient in delivering services.	Collaboration and technical support in capacity building and awareness creation programs for County Assembly staff.
Development partners/development programs	Funding and technical support to supplement the government's efforts in national development.	Opportunities for funding and technical support in effective implementation of devolution.
The private sector	Interested in opportunities to develop business, make profit and increase shareholder value.	Collaboration to develop laws and policies to make counties attractive to private sector investments.
The media	Information sharing, public education and awareness creation.	Collaboration in creating public awareness about the role of County Assemblies.
Research institutions	Conducting research and discourses on devolution.	Collaboration in conducting research about issues that affect devolution and disseminating the findings.

6. Strategic Framework

6.1 Vision

County Assemblies that are responsive to public participation and support effective service delivery by County Governments.

6.2 Mission

To provide effective leadership and coordination of the 47 County Assemblies of the Republic of Kenya through policy and legislative action, and promote a conducive working environment for all its members.

6.3 Core Values

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

Members of the County Assemblies during the Legislative Summit, 2018 in Mombasa County.



7. The 2018-2020 Strategic Focus

7.1 The Target Beneficiaries

The primary beneficiaries of CAF are the County Assemblies (the Speakers and MCAs), the County Assembly Service (the County Assembly Service Boards, the CA Clerks and staff) and the public.

The table below outlines the needs and expectations of the primary beneficiaries.

Beneficiary	Needs and Expectations
The County Assemblies	The County Assembly (the CA Speaker and MCAs) expects support from CAF in technical capacity development and lobbying in the development of laws, policies and programs to enhance effective delivery of its constitutional mandate of representation, legislation, and oversight County. Assemblies also have special interest groups (women, youth and persons with disabilities) who have unique needs that must be addressed.
County Assembly Service Boards (CASBs)	The CASBs expect County Assemblies to have effective management systems and its staff to have adequate technical capacity to effectively perform their duties.
The public	Participation in the development of laws, policies and programs that address the needs of citizens.

7.2 Strategic Approaches

We will create value for our members and other beneficiaries by using a combination of complementary approaches to implement this strategy:

- **Capacity Development:** The primary responsibility of CAF is to strengthen the capacities of the Speakers and members of County Assemblies so that they can perform their duties effectively. CAF will achieve this by developing and implementing a comprehensive capacity development strategy that will utilize a variety of approaches including but not limited to professional trainings, on-the-job training, peer learning, coaching, mentoring and advisory. CAF will also develop a knowledge management system to enhance its capacity development efforts.
- **Networking and Partnership Development:** CAF is keen to develop strategic partnerships with multiple stakeholders at the county and national level and internationally in order to make devolution effective. The Strategic Plan creates opportunities for the forum to develop strategic partnerships with various external stakeholders including other government institutions at the county and national levels, civil society and peer organizations, the private sector and international development partners.
- **Lobbying and Representation:** Other arms of government such as the Senate and the National Assembly are responsible for making decisions that affect the functions of the County Assemblies. CAF will identify issues that require advocacy and lobbying and develop strategies to address them.
- **Research:** Devolution is a new system of governance in Kenya. Consequently, there are numerous gaps in knowledge and information. CAF will respond to this challenge by developing partnerships

with universities and research organizations for the purpose of conducting studies and disseminating knowledge that will inform various functions of County Assemblies including but not limited to legislation, oversight, representation and public participation.

- **Public Education:** Being a new system of government in Kenya, many Kenyans, both inside and outside government, have yet to fully understand and appreciate devolution. Currently, there is a focus by the government and other actors to create public awareness about devolution. CAF will contribute to these efforts through public participation on matters that affect the effectiveness of County Assemblies.

7.3 Strategic Areas and Objectives

Strategic Area	Strategic Objectives
Legislation and oversight.	Support development of legislation and policy that will enhance the efficiency and effectiveness of County Assemblies.
Systems and capacities of County Assemblies.	Strengthen the systems and capacities of County Assemblies.
The welfare and work environment of CAF members.	Improve the welfare and work environment of CAF members (MCAs and CA Speaker).
Institutional capacity development of CAF.	Increase and diversify income and funding. Strengthen the technical capacity of CAF. Develop and implement high quality and responsive programs and services. Develop an effective monitoring and evaluation system. Strengthen networking and partnerships. Strengthen CAF's governance structures and systems. Enhance the public image and profile of CAF.

7.4 Strategic Area 1: Legislation and Oversight

Strategic Objective 1

Support development of legislation and policy that will enhance the efficiency and effectiveness of County Assemblies.

Overview

The implementation of the devolved governance system in Kenya formally commenced with the March 2013 general elections. After the elections, the pioneer County Assemblies were established in all the counties. With limited precedence on such a new and unique system, the County Governments and assemblies have encountered several challenges that must be surmounted to make devolution work. The establishment of CAF in 2014 was timely and strategic as a vehicle through which the County Assemblies could navigate this terrain of uncertainty.

Since its establishment, CAF has managed to engage with various intergovernmental relations structures such as the TA, SRC, CRA, IGRTC, CoG, IBEC, the National Assembly, the Senate and other actors to develop legislation and policies for the establishment and operationalization of various administrative and governance structures. Through these efforts, CAF has accomplished a lot, as outlined under the achievements section of this Strategic Plan. However, the establishment and operationalization of the County Assemblies and Governments has yet to be finalized. CAF will put in more effort to ensure all the loopholes and bottlenecks are addressed within the first two years of the second County Assemblies.

CAF has, through various consultations and analyses, identified key issues that will need to be addressed through legislation and policy in order to make the County Governments and Assemblies more effective. Efforts to address these issues are underway through various Bills and policy proposals. The table below summarizes the status of the various Bills and policies as at the time of revising the CAF Strategic Plan.

7.4 Strategic Area 1: Legislation and Oversight

Bill/Policy	Current Status
Intergovernmental Relations (Amendment) Bill, 2018, to entrench the County Assemblies Forum (CAF) in law.	At the National Assembly for consideration.
The Public Participation Bill, 2018, to provide guidelines for effective public participation.	Awaiting adoption of the National Public Participation Policy by the MoDA.
The Office of the County Printer Bill, 2018, to devolve the publication of county Bills.	The Bill has passed through the second reading and is due for consideration by the whole House.
Harmonize laws and policies relating to devolved functions to conclude the outstanding unbundling, costing and functional assignment of devolved functions to ensure adequate resourcing of counties.	Yet to be considered.
The Impeachment Procedure Bill, 2018, to establish and clarify the procedure for impeachment of state officers.	The Bill has passed through the second reading and is due for consideration by the whole House.
The Office of the County Attorney Bill, 2018, to establish the office of the county attorney and the county solicitor.	The Bill has passed through the second reading and is due for consideration by the whole House.
Provide a mechanism for alternative dispute resolution (ADR) for purposes of resolving inter and intra-governmental disputes to avoid exorbitant litigation costs.	To be confirmed.
The Intergovernmental Relations Regulations, 2018.	The regulations are at the office of the Cabinet secretary of the Devolution ministry for consideration before they are submitted to the Senate.
A review of Regulation 37 (1) of the Public Finance Management (County Governments) Regulations, 2015 to allow County Assemblies to have more control over county budgets.	Not yet drafted.

7.4 Strategic Area 1: Legislation and Oversight

Bill/Policy	Current Status
The Constitution of Kenya (Amendment) Bill (National Assembly Bill No.4 of 2018) to ensure implementation of the two-thirds gender principle.	• Yet to be considered. CAF, in consultation • with KLRC, is preparing a County Assemblies capacity building program that will address this issue.
Provide a uniform framework to guide own revenue collection for County Governments in line with Article 209 of the Constitution and the Public Finance Management Act, 2012.	• CAF, in consultation with KLRC, to develop a model law on revenue collection that can be customized to meet the unique needs of each County Assembly.
Develop a legal framework to anchor regional blocs, especially on cross-cutting issues in counties on access to local and international markets and investments.	• CAF, in consultation with KLRC, to develop a model law on regional blocs, which can be customized based on the unique needs of the cooperating counties.
Review the Public Finance Management Act, 2012 and its regulations, particularly on requisition of funds and the expenditure of County Assemblies to grant greater financial autonomy to County Assemblies.	• The regulations have yet to be gazetted. CAF to follow up with the Senate to compel the Cabinet secretary, Finance, to gazette the regulations.

Strategic Issues

- There are several gaps in laws and policies that hinder the effectiveness of County Assemblies. The issues identified by CAF at the point of revising this Strategic Plan include
 - The fact that CAF is not anchored in law has implications on its effectiveness in discharging its mandate.
 - County Assemblies do not have clear guidelines on public participation.
 - The CA and some county officials do not have security of tenure.
 - Lack of clear guidelines for the impeachment of County Speakers and Deputy County Speakers affect oversight.
 - The offices of the county attorney and county solicitor not established in law.
 - The two-thirds gender rule has not been effectively implemented in all governmental institutions.
 - There has been conflict between the national and County Governments on the implementation of devolved functions.
 - Excessive litigation at exorbitant costs.
 - Lack of a mechanism for alternative dispute resolution (ADR).
- Counties do not have complete financial autonomy
 - CAs do not have control over county budgets.
 - Inadequate framework for own revenue collection.
 - The legal framework to anchor regional economic blocks has yet to be finalized.
 - County Assemblies do not have complete financial autonomy: Whereas the County Assemblies have their own accounts at the CBK, they can only get access to them through the County Executives.

- o Some counties do not have a county budget office. Those that have lack adequate capacity to operate effectively.
- Ineffective response of MCAs to the needs of the electorate as a result of
 - o Lack of funds to develop wards.
 - o There are no mechanisms and structures by which County Governments can implement public participation.
 - o Inadequate capacity of County Assembly staff to effectively facilitate public participation.
 - o Many counties have not developed laws and frameworks to give effect to public access to information.

Strategic Interventions

- Lobby the Senate and other relevant institutions for passage of several Bills:
 - o Intergovernmental Relations (Amendment) Bill, 2018, to entrench the CAF in law.
 - o Incorporation of CAF under the regulations of the IGR Act by the CS (short term).
 - o The Public Participation Bill, 2018, to provide guidelines for effective public participation.
 - o The Office of the County Printer Bill, 2018, to devolve the publication of county Bills.
 - o The Impeachment Procedure Bill, 2018, to establish and clarify the procedure for impeaching state officers.
 - o The Office of the County Attorney Bill, 2018, to establish the office of the county attorney and the county solicitor.
 - o The Constitution of Kenya (Amendment) Bill (National Assembly Bill No.4 of 2018) to ensure implementation of the two-thirds gender principle.
 - o Harmonize laws and policies relating to devolved functions to conclude the outstanding unbundling, costing and assignment of devolved functions.
 - o Review the Intergovernmental Relations Act, 2012, to provide an ADR mechanism for resolving inter and intra-governmental disputes to avoid exorbitant litigation costs.
- Lobby the Senate to enhance the financial autonomy of County Assemblies through
 - o A review of Regulation 37 (1) of the Public Finance Management (County Governments) Regulations, 2015, to allow County Assemblies to have more control over county budgets.
 - o Review the Public Finance Management Act, 2012, and its Regulations, particularly on requisition of funds and the expenditure of County Assemblies, to grant greater financial autonomy to County Assemblies.
 - o Establish/strengthen the county budget office to mirror the Parliamentary Budget Office (PBO), as provided for under Section 9 of the Public Finance Management Act.
- Lobby the Senate to fast-track the passage of the County Wards Development Equalization Fund Bill, 2018.
- Facilitate the development of county-level guidelines on public participation.
- Strengthen county ward offices to facilitate public participation
- Facilitate inter-county exchanges and learning.
- Develop an excellence award scheme for County Assemblies in various aspects e.g. Bills, budget utilization, revenue collection and sports.

7.5 Strategic Area 2: The Systems and Capacities of County Assemblies

Strategic Objective 2

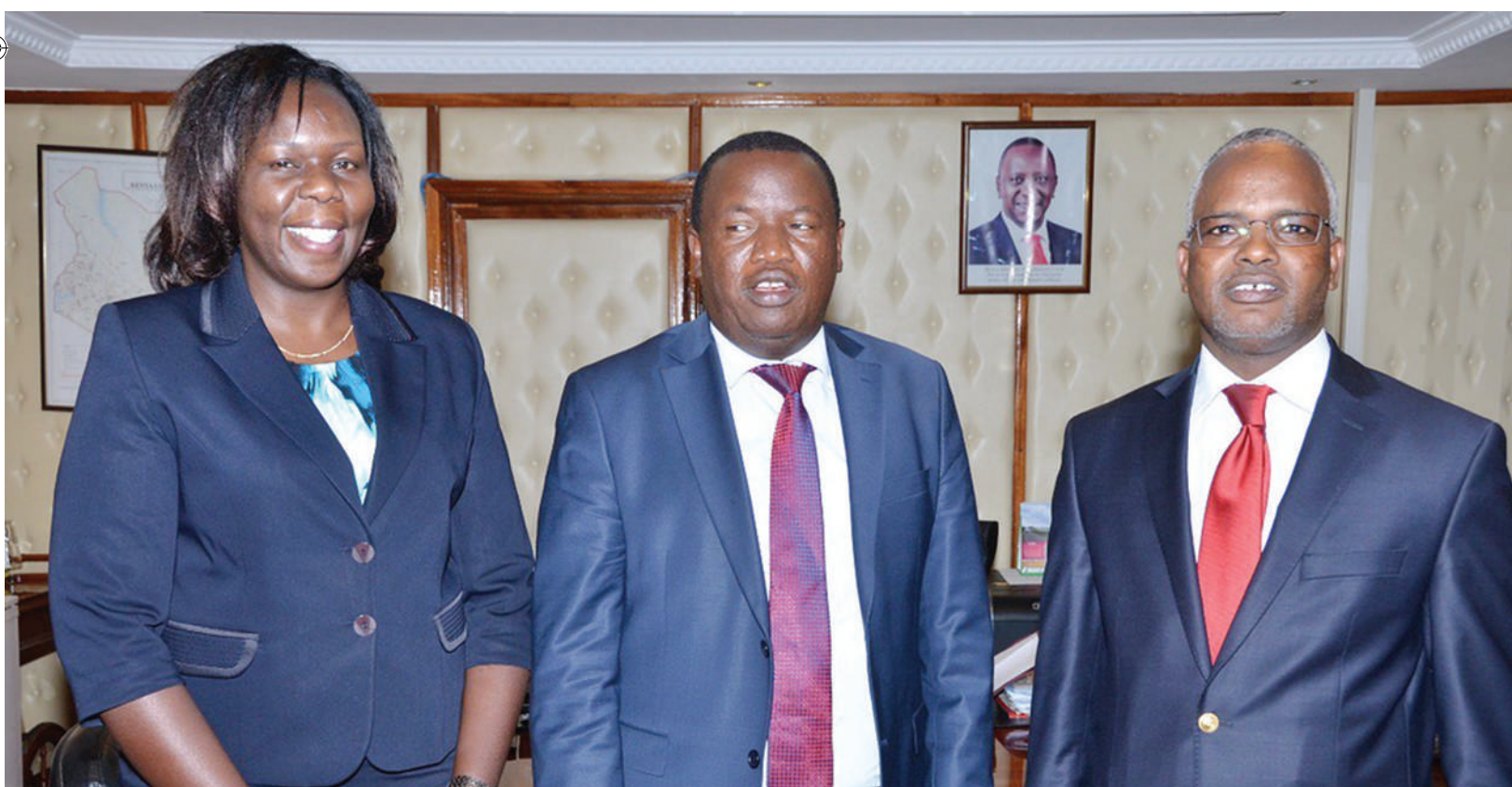
Strengthen the systems and capacities of County Assemblies.

Overview

Capacity development is one of the key services that CAF is obligated to provide to its members. In 2013, the Ministry of Devolution and Planning developed the National Capacity Building Framework (NCBF) to guide the establishment of the necessary capacities for the devolved governments. The resources and programs available in government are, however, not enough to address all the devolution challenges. The County Assembly boards, staff, Clerks, Speakers and MCAs have unique capacity needs that required a lot of resources and efforts to address.

Planning, financial, procurement and human resource management remain the greatest challenges that County Assemblies face. Most County Assemblies lack systems for effective management of core administrative functions such as human resource, finance, procurement and ICT. In addition, it is feared that corruption is developing even deeper roots at the county level due to weaknesses in systems. CAF has commenced a process of developing model policies that the affected counties can adapt to strengthen their management systems.

In addition to strengthening systems, the various cadres of staff and officers of County Assemblies require unique professional competencies to enable them to discharge their duties effectively. CAF



From Left: Ms. Judy Oduma - CEO, County Assemblies Forum, Hon. Charles Sunkuli - PS Devolution and Hon. Johnson Osoi- Chairperson County Assemblies Forum and Speaker of the County Assembly of Kajiado during a courtesy call meeting at the Ministry of Devolution and ASAL.

has over the years put a lot of resources and efforts in the capacity development of its members and the County Assembly staff. Some of the capacity development initiatives that CAF has managed to implement include workshop-based trainings, peer exchange and learning, mentoring, and holding networking conferences and caucuses. CAF has not been able to meet most of the training needs and expectations due to funding limitations.

The various County Assemblies are made up of both new and old MCAs, with different levels of understanding and competencies in performing their respective duties. CAF will continue to implement an elaborate capacity development program to ensure MCAs are effective in discharging their constitutional duties of legislation, oversight and representation.

Youth, women and persons with disabilities form a significant number of members in all the County Assemblies. In order to address the unique needs of these special interest groups, CAF has facilitated the formation of the County Assemblies Disability Caucus and the County Assemblies Women Caucus. The youth caucus has yet to be formed and two others are at the formative stage. CAF will focus on strengthening these caucuses to ensure they are fully functional within the term of this Strategic Plan.

Strategic Issues

County Assembly systems

- Weak or inadequate internal controls in the County Assembly management systems.
- Many staff are drawn from the private sector and civil society and generally do not have adequate knowledge and experience on how the County Assemblies work.
- Inadequate mechanisms to address corruption and wastage of resources in County Assemblies.

General capacity development needs of CAF members

- Inadequate capacity of County Assemblies, especially the newly elected MCAs, on legislative processes, oversight and representation.
- There is no training curriculum/program custom-made for MCAs.
- There is no structured way of engagement between CAF and partners interested in supporting capacity building of County Assemblies.
- Inadequate resources (funds and expertise) for capacity building of CAF members.
- Currently CAF does not have platforms/avenues for engagement between Parliament and County Assemblies.
- Inadequate coordination among capacity development programs that target counties.
- There is no common capacity development resource center accessible by all the County Assemblies.
- CAF does not have an information management system customized to meet the needs of members.
- CAF and County Assemblies do not have a framework for inter-county engagement.
- CAF does not have adequate information on County Assemblies to guide the inter-county engagement.

The capacity of chapters and caucuses

- CAF does not have comprehensive guidelines on the establishment and operationalization of the chapters and caucuses.
- Most of the chapter leadership is made up of first-time members who have limited knowledge on the structure, systems and operations of CAF.
- Inadequate awareness among citizens and County Assemblies on the rights and needs of special interest groups.
- Inadequate allocation of financial resources to support the activities of the caucuses.

- The nominated MCAs representing special interest groups (PWDs, youth and women) do have the support and opportunities they require to effectively stand in for their constituents.
- Poor participation of special interest groups in County Assembly business.
- The fiscal analysts in County Assemblies do not have adequate capacity to examine county budgets.
- Lack of expertise among County Assembly staff on the gender analysis of budgets.

Strategic Interventions

Strengthening of County Assembly systems

- Develop model policies and procedures on common management functions (finance, procurement and human resources) and support County Assembly services' efforts to customize them.
- Work with SOCATT to develop and implement a capacity building program that targets the various cadres of County Assembly staff.
- Collaborate with EACC to develop mechanisms that enhance integrity and good governance at the County Assemblies.
- Develop and implement an award scheme for County Assembly services to enhance and encourage peer learning among staff.

General capacity development of CAF members

- Conduct a capacity building needs analysis of all CAF members.
- Partner with the Senate, development partners and programs to develop and implement a comprehensive training program to address the capacity needs of CAF members.
- Develop structured mode of engagement with development partners.
- Develop training institutions equivalent to CPST to address the unique capacity building needs of County Assemblies.
- Develop a database of devolution experts and make this available for the utilization of County Assemblies.
- Develop a knowledge sharing and capacity building database and facilitate access by CAF members to utilize the resources in the database.
- Develop a centralized online depository of all Bills, Acts and Motions passed by the County Assemblies pursuant to the requirements of Article 35 of the Constitution on access to information.
- Effectively plan and implement the annual legislative summit.
- Identify and establish linkages with international organizations of a similar nature for experience sharing and learning.

Capacity development of caucuses

- Organizational and institutional capacity strengthening of the caucuses (the County Assemblies Disability Caucus, the County Assemblies Women Caucus) in strategic planning, governance structures, management and administration systems.
- Facilitate development and implementation of schedule of meetings and activities/events of the caucuses.
- Lobby the Senate and County Governments to create budget lines to support the activities of the caucuses.
- Create avenues for networking and agenda-setting between county and national-level special interest groups, e.g. with Kenya Youth Parliamentarians Association, Kenya Women Parliamentarians Association, Kenya Women Senators Association.
- Conduct an analysis of barriers to the effective participation of special interest groups (women, youth, PWDs) in County Assemblies and support the counties to develop mechanisms to address all the barriers identified.

- Support County Assemblies to conduct analyses of budgets to ensure they are gender-responsive.
- Develop an awareness creation program about the rights and needs of special interest groups.

Capacity development of chapters

- Organizational and institutional capacity strengthening of the chapters.
- Facilitating networking of the chapters with similar organizations at the national and international level.
- Facilitate development and implementation of a schedule of meetings, trainings and other events of the chapters at the cluster level.

7.6 Strategic Area 3: The Welfare and Work Environment of Speakers and MCAs

Strategic Objective 3

Improve the welfare and work environment of CAF members (MCAs and Speakers).

Overview

Many County Assemblies do not have the facilities and infrastructure they require to operate effectively and efficiently. Additionally, the County Assemblies' Speakers and MCAs are not sufficiently facilitated to discharge their duties. CAF has achieved a lot for its members, especially in lobbying for the rationalization of salaries and benefits of MCAs, allocation of space for Speakers' chambers and offices for MCAs. More efforts are required to ensure that County Assembly Speakers and MCAs work in a dignified and supportive environment.

Strategic Issues

- Inadequate space for County Assemblies' chambers and lack of modern equipment (Hansard equipment) to facilitate deliberations.
- Inadequate office space for staff and MCAs in most counties. The offices that were inherited from the defunct municipal councils are not adequate and appropriate for the positions brought about by devolution.
- High cost of renting a residence for County Assembly Speakers.
- There is no legal framework to address the retirement arrangements of County Assembly staff and members.
- Some of the laws and frameworks are not explicit as to what amounts to effective public participation.
- Specially elected members do not have offices from where they can meet their constituents and transact other business.

Strategic Interventions

- Allocate resources for the development and modernization of County Assembly infrastructure (chambers, administration block, Speaker's office and residence).
- Lobby Senate to fast-track the passage of the County Governments Retirement Scheme Bill, 2018.
- Follow up on engagement with CRA on development of a policy on conditional grants for construction of County Assembly infrastructure and Speakers' residences.
- Engage with SRC to move the timeline of construction of Speakers' residences by 2019
- CAF to consider analyzing retirement benefits and gratuity and advise members accordingly on which of the two is beneficial.

- Facilitate inter-county exchanges and learning.
- Lobby County Assemblies to address the infrastructural, logistical and financial management concerns of members of County Assemblies.

7.7 Strategic Area 4: The Institutional Development of CAF

Overview

Over the past four years, CAF has made tremendous progress in strengthening its institutional capacity, as outlined in section 2.3 above. In the spirit of continuous learning and improvement, CAF has identified several institutional development issues to focus on during the remaining one-and-a-half years of implementing this Strategic Plan:

- financial resources,
- staff capacity,
- programs and services,
- monitoring and evaluation,
- networking and partnerships;
- governance systems, and
- external communication.

The next sub-section describes the key issues and what we want to achieve in each of the priority capacity areas.

1) Financial Resources

Strategic Objective 4.1

To increase and diversify income and funding.

Strategic Issues and Opportunities

CAF currently relies on membership fees and subscriptions as its primary source of income. Most of the income that the society raises from membership is only enough to support the administration functions of the Secretariat, the key committees and a few trainings. In order to develop a stable and sustainable financial base, the society needs to diversify its sources of income and funds.

Strategic Interventions

- Develop and implement a comprehensive resource mobilization strategy.
- Develop staff capacity in fundraising through grants (responding to calls for proposals and developing unsolicited proposals).
- Enhance the collection of fees from members.

2) The Technical Capacity of Staff

Strategic Objective 4.2

To strengthen the technical capacity of staff.

Strategic Issues and Opportunities

CAF has recently improved the staffing of various functions and units. The recommended organizational structure of CAF is, however, not yet fully implemented. Furthermore, the needs of County Assemblies require the CAF Secretariat to develop a unique skills set in order to effectively address them. CAF's plan is to ensure that it completes its staffing needs before the end of this strategic planning period in December 2019.

The table below summarizes the current staffing profile of CAF.

Department / Unit / Position	Planned Staffing	Current Staffing
Chief executive officer	1	1
<i>Finance and Administration</i>		
Finance officer	1	1
HR officer	1	0
Procurement officer	1	0
Receptionist	1	1
Driver	1	1
Finance intern	1	1
Records management intern	1	0
<i>Programs Department</i>		
Program manager	1	0
Program officer	1	0
M&E officer	1	0
Program assistant	1	1
Program intern	1	0
<i>Legislative Department</i>		
Legislative officer	1	2
Legislative assistant	1	1
Legislative intern	1	0
<i>Communications Department</i>		
ICT officer	1	1
Public relations officer	1	1
Communication assistant	1	0
Communication intern	1	0

Strategic Interventions

- Complete recruitment to fill the vacant positions in the CAF structure.
- Equip staff with appropriate technical skills to serve the various sub-committees of CAF.
- Develop a program for continuous capacity building of staff.
- Develop a database of local and international consultants that CAF can call upon from time to time.

3) Programs and Services

Strategic Objective 4.3

To develop and implement high-quality and responsive programs and services.

Strategic Issues and Opportunities

CAF has implemented several trainings and events for its members and target beneficiaries. In addition, CAF has received support from various donors and development programs to implement trainings for members. The training and capacity building efforts that CAF implements are, however, not enough due to funding limitations. CAF needs to carry out a capacity needs analysis and develop a comprehensive development program to address the identified needs. CAF has opportunities to approach various development partners and programs to support this training plan.

Strategic Interventions

- Develop the capacity of the Secretariat to design and implement projects and programs.
- Identify opportunities for funding of CAF's projects and develop proposals targeting the identified opportunities.
- Identify and develop partnerships for joint development and implementation of programs that address the needs of County Assemblies.

4) Monitoring and Evaluation

Strategic Objective 4.4

To develop an effective monitoring and evaluation (M&E) system.

Strategic Issues and Opportunities

CAF does not currently have an M&E system and no staff has been assigned the M&E function. Staff only implements basic M&E activities associated with specific project activities, mainly due to the requirements of donors. This Strategic Plan has identified specific indicators that can form the basis of developing a comprehensive M&E plan for CAF.

Strategic Interventions

- Recruit qualified staff to be in charge of the M&E function.
- Explore secondment of staff from development partners (as a short-term measure).
- Seek technical and financial support to design a monitoring and evaluation plan based on the indicators identified in this Strategic Plan.
- Train all CAF staff on basic M&E procedures and the expected respective roles.

5) Networking and Partnerships

Strategic Objective 4.5

To strengthen networking and partnerships.

Strategic Issues and Opportunities

CAF recognizes the important of developing strategic partnerships as one of the approaches of implementing this Strategic Plan. The position of CAF as an association of County Assemblies presents it with opportunities to develop strategic partnerships with key stakeholders interested in supporting devolution. In recent years, there has been increased recognition of CAF as a key player in devolution. CAF needs to put more effort in the development of partnerships in order to sustain the gains so far made.

Strategic Interventions

- Conduct a comprehensive analysis to identify potential partnerships of CAF.
- Implement strategies to develop and sustain strategic partnerships.

6) The Governance Systems and Structures

Strategic Objective 4.6

To strengthen CAF's governance structures and systems.

Strategic Issues and Opportunities

CAF has developed an extensive committee structure to complement the capacity of the Secretariat in performing various functions. Further, CAF has facilitated the formation of various caucuses, chapters and clusters. The leadership and technical capacities of these committees need to be strengthened further so that they are more effective in discharging their duties. The constitution of CAF and the associated schedules are not comprehensive enough to guide all the governance structures and functions.

Strategic Interventions

- Amend the constitution to address the structure and functions of the caucuses and chapters.
- Amend the CAF election protocol to include framework for election of caucus and chapter leadership.
- Develop clear terms of reference for the EC and the sub-committees.
- Induct sub-committees on respective roles and responsibilities.
- Facilitate development and implementation of annual work plans for all the sub-committees.
- Develop clear terms of reference for caucuses and chapters.
- Develop and implement a schedule of meetings for all the governance structures (general assembly, governing council, executive committee, clusters, chapters, caucuses).

7) Public Relations and External Communication

Strategic Objective 4.7

To enhance the public image and profile of CAF.

Strategic Issues and Opportunities

Currently, the external community function of CAF is not systematically and effectively implemented. Given the role CAF plays in devolution, an effective external communication strategy is necessary. CAF has, in this regard, developed an external communication strategy and recruited staff with the required expertise. Currently, CAF's external communication activities are minimal due to financial limitations.

Strategic Interventions

- Seek financial and technical support for full and effective implementation of the external communication strategy.
- From time to time, identify and work with strategic communication consultants to address any emerging issues that may require such expertise.

8. Monitoring and Evaluation

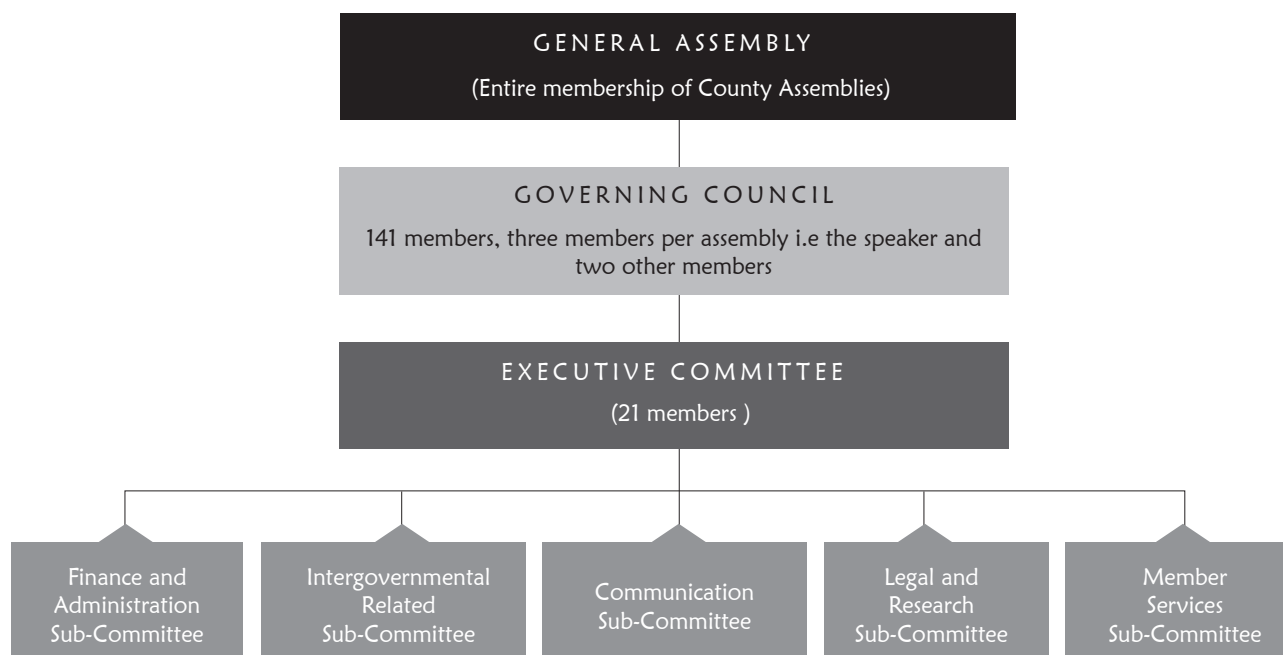
CAF has identified several indicators that it will utilize in measuring the progress and results of this Strategic Plan. A monitoring and evaluation plan will be developed based on these indicators. The table below summarizes the key indicators.

Strategic Area	Strategic Objectives	• Performance Indicators
Legislation and oversight	Support development of legislation and policy to enhance the efficiency and effectiveness of County Assemblies.	• The number of Senate Bills and laws whose development and review CAF influences. • The number of county laws developed or revised based on recommendations by CAF. • The number of County Assemblies supported by CAF to domesticate the public participation policy. • The number of popular versions of Bills that CAF produces to enhance public participation. • The number of MCAs trained on oversight.
Systems and capacities of County Assemblies	Strengthen the systems and capacities of County Assemblies.	• The number of tools that CAF develops for use in the capacity development of County Assemblies and County Assembly services. • Number of MCAs trained on the performance of their constitutional roles (legislation, oversight, and representation). • Number of CA oversight committees trained on the performance of their functions. • The number of County Assembly services that CAF supports to strengthen management systems. • The number caucuses that CAF supports in capacity development. • The number of chapters that CAF supports in capacity development.
The welfare and work environment of CAF members	Improve the welfare and work environment of CAF members (MCAs and Speakers).	• The number of policy and legislation proposals by CAF that are taken into consideration by the Senate to improve the welfare of MCAs and County Assembly Speakers. • The level of budget allocation to County Assemblies to support the needs of MCAs and Speakers. • The level of satisfaction of MCAs and CA Speakers with the work, environment and scheme of service. • The number of relevant committees, processes and forums in which CAF is effectively represented.

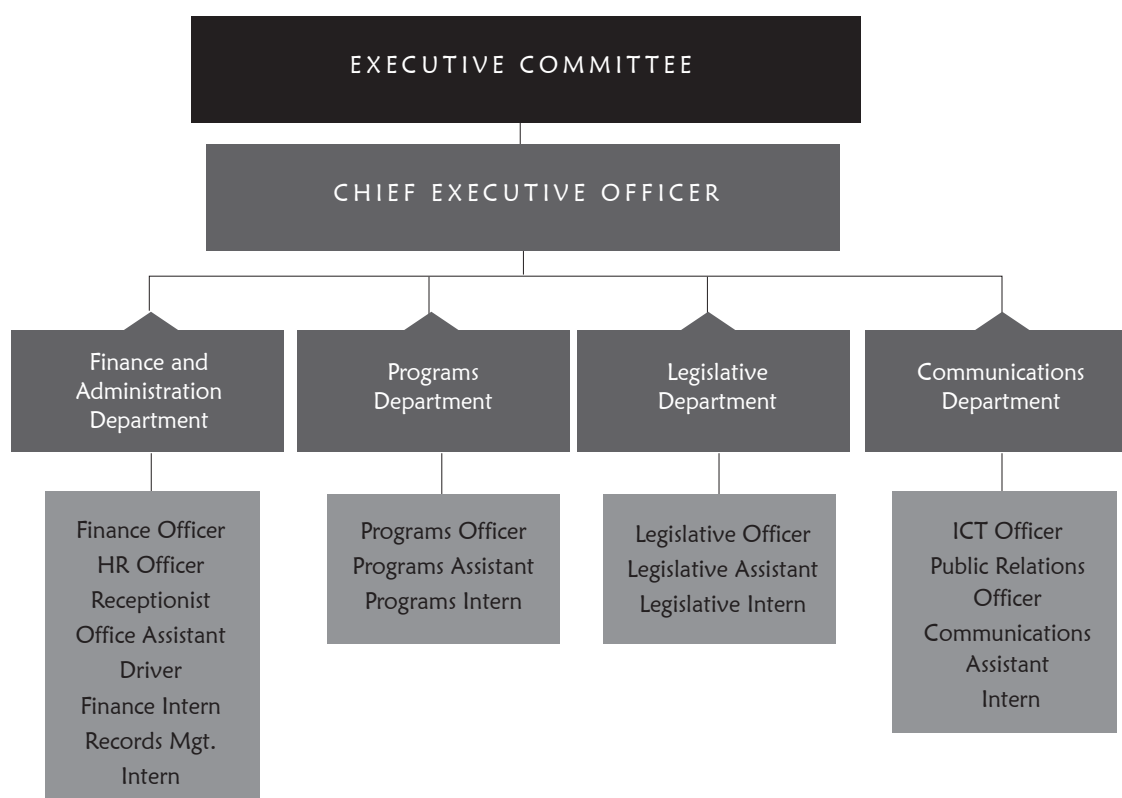
Capacity Area	Institutional Development Objective	• Performance Indicators
Financial resources	Increase and diversify income and funding.	• Amount of income per source. • The ratio of direct income (unrestricted) to income from grants (restricted). • The annual operating budget of CAF.
Staff development	Strengthen the technical capacity of CAF staff.	• The percentage of staff with the technical skills required for respective jobs. • The performance of individual staff members through annual performance appraisal.
Programs and services	Develop and implement high-quality and responsive programs and services.	• The level of satisfaction of members and targeted beneficiaries on the quality of services by CAF Secretariat. • The number of donor-funded projects that CAF implements. • The size and duration of donor-funded projects that CAF implements.
Monitoring and evaluation	Develop an effective monitoring and evaluation system.	• The proportion of key performance indicators of this Strategic Plan that CAF effects tracks and reports on.
Networking and partnerships	Strengthen networking and partnerships.	• The number of strategic partnerships that CAF has at any given time.
The governance function	Strengthen CAF's governance structures and systems.	• The performance of CAF's committees (the steering committee, the executive committee and standing committees) in their respective duties.
Public relations and external communication	Enhance the public image and profile of CAF	• The level of awareness of counties about the work of CAF. • The proportion of communication strategies and actions that CAF effectively implements.

9. Organizational Structure

9.1 The Governance Structure



9.2 Secretariat



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