



**INTERGOVERNMENTAL RELATIONS TECHNICAL COMMITTEE**



**IGRTC**  
INTERGOVERNMENTAL  
RELATIONS TECHNICAL  
COMMITTEE

*Consultation Cooperation & Cordination in Devolution*

**STRATEGIC PLAN**  
**2023 – 2027**



**IGRTC**

INTERGOVERNMENTAL  
RELATIONS TECHNICAL  
COMMITTEE

*Consultation Cooperation & Cordination in Devolution*







## Our Vision

Harmonious intergovernmental relations

## Mission Statement

To facilitate effective intergovernmental relations for consolidating and deepening devolution through consultation, cooperation, and coordination to achieve socio-economic development.

## Core Values

-  Professionalism
-  Accountability
-  Transparency
-  Impartiality
-  Integrity
-  Public participation

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## FOREWORD

I have the privilege, pleasure and pride to present the third Strategic Plan (2023-2027) of the Intergovernmental Relations Technical Committee (IGRTC). This plan seeks to align the mission, strategic goals, and operations of the IGRTC during the plan period with the strategic priorities and policies of the Fifth Administration of the Republic of Kenya, which was inaugurated on 13<sup>th</sup> September 2022, under the leadership of President Dr William Samoei Ruto, PhD, CGH.



Dr Ruto’s administration was elected into office on the back of its commitments to a Bottom-up Economic Transformation Agenda (BETA). Through this agenda, the current administration has launched a new economic model that aims to empower the grassroots and create more opportunities for the majority of Kenyans. The model focuses on enhancing productivity, value addition, entrepreneurship, innovation and inclusivity in priority key sectors, including agriculture, manufacturing, trade, health, urban development and housing. Furthermore, in the BETA Plan, the President has committed to support consolidation and deepening of devolution as “the optimal mechanism for delivering important services and implementing essential projects and programs in line with the Bottom-Up Economic Transformation Agenda (BETA)”. In a nutshell, from the onset of his administration, the President has underscored the nexus of BETA and the implementation of devolution.

The mandate of the IGRTC, as outlined in the Intergovernmental Relations Act (IGRA) of 2012, is, in brief, to support the effective operation of the devolved system of governance as stipulated in the August 2010 Constitution of Kenya. In mid-2023, IGRTC, cognisant of the devolution-BETA Plan nexus, initiated a review of its second Strategic Plan to align with the BETA plan and the “Guidelines for Development of the Fifth Strategic Plans in the Public Service”. In the latter context, it was determined that the strategic planning process should take a zero-base approach,

beginning with a review of what IGRTC, given its mandate, can objectively and effectively perform to support the effective realisation of the BETA Plan target goals. Under this Strategic Plan, IGRTC's mission is to facilitate consolidation and deepening of devolution for improved service delivery, accelerated economic growth and employment creation.

Besides alignment with the national development agenda, the Strategic Plan is aligned to the strategic goals and imperatives postulated in the Kenya Vision 2030 and its Fourth Medium Term Plan, the Sustainable Development Goals, and the African Union Agenda 2063. The Strategic Plan outlines the vision, mission, core values, strategic objectives, key result areas, strategies, activities, indicators, targets and resources of IGRTC.

The timely, effective and smooth implementation of the strategic plan will require the collaboration and cooperation of all stakeholders, including the national government, the county governments, the Parliament, the Judiciary, constitutional commissions and independent offices, development partners, the private sector, the civil society, the media and the public. I invite and appeal to all these stakeholders to proactively cooperate and support the implementation of the plan.

On behalf of all IGRTC stakeholders and on my behalf, I commend the inputs and dedication of the Chief Executive Officer and all IGRTC staff in the preparation of this strategic plan. In the same vein, on behalf of the members and management of the IGRTC, I wish to place on record our appreciation and gratitude to the State Department for Public Service Management (DPSM) in the Ministry of Public Service for its technical support in the development of this strategic Plan.



CPA Kithinji Kiragu, MBS, OGW.  
Chairperson of the IGRTC

## MESSAGE FROM THE SECRETARY/ CHIEF EXECUTIVE OFFICER

The Intergovernmental Relations Technical Committee's Strategic Plan 2023–2027 has been developed to guide the organisation towards a positive institutional trajectory in the discharge of its mandate as a key stakeholder in devolution and intergovernmental relations. The strategic plan has been designed to align the organisation with the government's development agenda and to ensure that the organisation seamlessly discharges its facilitative mandate in service delivery to the public.



The development of the plan was done through a consultative approach where the input of all stakeholders was accorded utmost consideration and incorporated accordingly. Since this is the third-generation plan for IGRTC, strategies have been put in place to ensure a seamless transition of the organisation's activities. The plan has re-designed the organisational structure with a view to enhancing its efficiency and effectiveness in discharging its mandate.

There are six Key Result Areas (KRAs) contained in the plan, with clear objectives and strategies. The first KRA focuses on the Summit and shared national strategic agenda, with objectives to facilitate strategic and efficient administration of the mandate and functions of the Summit; provide intergovernmental Sectoral platforms for consultation, cooperation and coordination between the two levels of government, and carrying out research on devolution and intergovernmental relations to inform Summit decisions. The second KRA is to support coordinated, sustainable socio-economic planning to achieve the objectives and principles of devolution. This will oversee the implementation of the Summit's functions, specifically monitoring and reporting on the implementation of the national and county development plans to the Summit, and evaluating and reporting on the performance of national and county governments to both the Summit and the

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Legislature. The third KRA is on effective performance of functions by the two levels of government with the objective of facilitating the transfer of functions, powers or competencies and accompanying resources. The fourth KRA is on coordinated harmonisation of policies and legislation, with the objective being to facilitate/coordinate harmonisation of policies, legislation, and institutional structures of both national and county governments, so that they may align with the Constitution. The fifth KRA is on intergovernmental dispute prevention and resolution, with the objective being to facilitate the prevention and resolution of intergovernmental disputes. The last KRA is on organisational effectiveness and efficiency, with a view of strengthening the institution's capacity.

Finally, it is my conviction that the implementation of this strategic plan will require utmost commitment, synergy and teamwork within the organisation. As the Technical Committee remains steadfast in providing the policy direction for the organisation, the secretariat is expected to complement those efforts by effectively executing the planned activities to ensure timely achievement of the set goals and objectives. In this regard, therefore, I implore the entire IGRTC family to internalise and implement all activities as guided by the Plan.



Dr Kipkurui S. Chepkwony  
Secretary/Chief Executive Officer

## ACKNOWLEDGEMENT

This Strategy was a collaborative effort between IGRTC committee members, the secretariat, and technical experts from the State Department for Public Service - Planning Division. The support and goodwill from the leadership of IGRTC and, in particular, the Chairman, CPA Kithinji Kiragu, who was personally involved at every stage of the development of the Plan, is highly appreciated. IGRTC also appreciates the members and officers who made technical contributions to this strategy; their commitment to the assignment has generated a document that will guide the activities of the organisation for the next five years.

IGRTC also wishes to thank the management and staff. In this regard, the team is most grateful to the CEO, Dr. Kipkurui S. Chepkwony, and the immediate former Ag. CEO Ms Agnes M. Ndwiga, for providing management support, coordination, guidance and facilitation to ensure that this exercise was a success.

Sincere gratitude goes to CHRP. Monicah Wambua, HSC, Director of Corporate Services, who led the Technical Working Committee together with other directors; Mr Victor Odanga, Director Programs; Ms Sophie Amutavy, Director of Legal Services; Ms Fatuma Amin, Director of Intergovernmental Relations, and the officers who were members of the working committee for their invaluable technical input and commitment in this assignment.

The team appreciates Mr David Kiboi, Director of Planning, and Ms. Elizabeth Wamalwa, Principal Economist, who provided technical support from a planning and economic perspective, which led to a clear understanding of the guidelines issued by the State Department for Economic Planning for the development of the 5<sup>th</sup> Generation Strategic Plans in the Public Service. IGRTC also immeasurably thanks our development partner Act Change Transform (ACT!), who supported this process from its initiation through the technical expertise of Dr. Joseph Kosure.

## EXECUTIVE SUMMARY

The National and County Government Coordinating Summit (Summit) and the Council of County Governors (COG) are the main institutions charged with managing intergovernmental relations in Kenya under the devolved system of governance. This is provided for by the Intergovernmental Relations 2012 (IGRA, 2012) with the Intergovernmental Relations Technical Committee (IGRTC) serving both as the coordinating and facilitating body for the day-to-day activities and as the secretariat charged with implementing the resolutions of the Summit and the COG. It is also responsible for the finalisation of residual functions of the defunct Transition Authority (TA) in accordance with the provisions of Articles 187, 200 (2b) and Schedule 4 of the Constitution of Kenya, 2010 (COK, 2010). This third general strategic plan is meant to provide direction for IGRTC for the 2023-2027 period.

Chapter One of the Plan provides the background, including the organisational history, the context of the plan, and the methodology applied in its development. The strategy is anchored on the aspirations of the Constitution of Kenya, Kenya Vision 2030 and Medium-Term Plan 2023-2027, Bottom-Up Economic Transformation Agenda, Sustainable Development Goals, Africa Union Agenda 2063, and East African Community Agenda 2050.

Chapter Two outlines the Mandate, Vision (*Harmonious intergovernmental relations*) and Mission (*To facilitate effective intergovernmental relations for consolidating and deepening devolution through consultation, cooperation, and coordination to achieve socio-economic development*) statements of IGRTC. It provides the Committee's aspirations over the medium term (2023-2027) in its endeavour to achieve its KRAs and strategic objectives. The chapter details the core values (Professionalism, Accountability, Impartiality, Transparency, Integrity, and Public Participation). It then provides the strategic goals and quality statement, which establishes the framework and context for the Committee in its effort to enhance

intergovernmental relations in Kenya through consultation, cooperation, coordination and partnership.

Situation analysis, covering both the macro and micro-environment, has been undertaken in Chapter Three. It outlines the achievements and challenges. The chapter further enumerates the various achievements and challenges experienced during the implementation of the second Strategic Plan 2021 -2026 and the lessons learned. In addition, it examines the strengths, weaknesses, opportunities and threats (SWOT) and the operating environment, including political, economic, social, technological, ecological and legal (PESTEL) aspects. The chapter further delves into the analysis of IGRTC stakeholders.

The Plan provides strategies in Chapter Four based on institutional goals, objectives and activities developed along the technical sectors of IGRTC. The institutional goals, objectives and activities are the points of reference in the analysis of the deliverables in the Strategic Plan. Strategic issues include the need to: enhance consultation and cooperation between the two levels of government for effective coordination of the Summit, COG, Sector Forums and other intergovernmental institutions or structures; coordinate implementation of national and county development plans for improved service delivery and accountability; seamlessly transfer functions, powers or competencies and attendant resources between the two levels of government; harmonise policies, legislation and institutional structures to align them to the Constitution; utilise ADR to resolve intergovernmental disputes; and strengthen IGRTC for organisational efficiency and effectiveness.

The issues have to be addressed through some six key result areas, namely, the Summit and shared national strategic agenda; support coordinated, sustainable socio-economic planning to achieve objects and principles of devolution; effective performance of functions by the two levels of government; coordinate harmonisation of policies and legislation on devolution matters; intergovernmental dispute

prevention and resolution; and organisational effectiveness and efficiency.

Chapter Five outlines the strategic objectives and strategic choices, which provide the IGRTC aspirations over the medium term (2023-2027). The Plan has eight (8) strategic objectives and 22 strategies. The strategic objectives and strategies align with the IGRTC Vision, Mission and Core Values.

The Strategic Objectives were identified as to: facilitate strategic and efficient administration of the mandate and functions of the Summit; establish and operationalise sectorial working groups or committees on issues of common interest to the national and county governments; coordinate monitoring and reporting of the implementation of the national and county government development plans; coordinate evaluation and reporting of the performance of national and county governments; facilitate the transfer of functions, powers or competencies and accompanying resources; facilitate harmonisation of policies, legislation and institutional structures of both national and county governments to align with the Constitution; facilitate prevention and resolution of intergovernmental disputes; and strengthen IGRTC institutional capacity.

In Chapter Six, the highlights are on how the Strategic Plan will be implemented. This will entail operationalisation of the implementation plan, annual work plans, budgeting and performance contracting. It also proposes the optimal organisation structure and staff establishment. The Chapter further defines levels of institutional risk and their mitigation measures.

Chapter Seven outlines the financial requirements and resource gaps, the resource mobilisation strategies, and resource management mechanisms for the implementation of the Strategic plan. The five-year implementation of the plan is estimated to cost KES. 4577.80 B. Consequently, the chapter offers strategies for mobilising resources as well as resource management measures to ensure prudent

utilisation of available resources. These measures will include the implementation of efficient and effective processes and procedures; adoption of ICT in the various processes; digitisation of IGRTC processes; timely submission of quarterly expenditure budget reports to the National Treasury; outsourcing of non-core activities; stringent financial discipline; and pooling of common user resources.

Finally, Chapter Eight discusses the framework for monitoring, evaluation, reporting and learning of the Strategic Plan. This will involve a systematic and continuous process of collecting and analysing information based on the indicators and targets set during the Plan period. The reports and results of M&E will be used to make corrective actions, improve implementation of activities, and inform future plans of the Technical Committee. All the thematic areas in the Technical Committee will be involved in monitoring and reporting on the progress of achievement of results and strategic objectives based on the key result areas agreed upon in this Strategic Plan. This will be achieved by ensuring the collection and provision of timely and accurate data during the plan period. The thematic areas will be expected to generate reports on quarterly, bi-annual and annual basis. To enhance the implementation of the Strategic Plan and achievement of its objectives, performance contract targets will be drawn from the implementation matrix

## ABBREVIATIONS AND ACRONYMS

ADR	Alternative Dispute Resolution
BETA	Bottom-Up Economic Transformation Agenda
CARPS	Capacity Assessment and Rationalisation in the Public Service
CGA, 2012	County Governments Act, 2012
CIMES	County Integrated Monitoring and Evaluation System
COG	Council of County Governors
COK, 2010.	Constitution of Kenya, 2010
COVID-19	Corona Virus Disease 2019
DLAs	Defunct Local Authorities
eCitizen	Electronic Citizen
IBEC	Intergovernmental Budget and Economic Council
IEC	Information, Education and Communication
IFMIS.	Integrated Finance Management Information System
IGRA, 2012	Intergovernmental Relations Act, 2012
IGRTC	Intergovernmental Relations Technical Committee
GOK	Government of Kenya
KPIs	Key Performance Indicators
KRAs	Key Result Areas
LAN	Local Area Network
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MODA	Ministry of Devolution and ASALs
MOV	Means of Verification
NIMES	National Integrated Monitoring and Evaluation System
PAS	Performance Appraisal System
PESTEL	Political, Economic, Social, Technological, Ecological and Legal
PFMA, 2012	Public Finance Management Act, 2012
PPBME	Participatory Planning, Budgetary, Monitoring and Evaluation
SUMMIT	National and County Government Coordinating Summit
SWOT	Strengths, Weaknesses, Opportunities & Threats
TA	Transition Authority
TDGA, 2012	Transition to Devolved Government Act, 2012
TNA	Training Needs Assessment
UA&CA, 2011	Urban Areas and Cities Act, 2011
WIFI	Wireless Fidelity

## CHAPTER ONE : INTRODUCTION

### 1.1 Background

Devolution is one of the key pillars of the Constitution of Kenya (COK), as it transformed the governance structure of the country by creating a two-tier system of governance. In embracing the devolved system of governance, Kenya essentially moved from a highly centralised system of government where decisions were made at the national level, which were subsequently cascaded downwards for implementation. Devolution, however, provides for the sharing of power, resources and decision-making down to the grassroots level. The implementation of a change of such magnitude cannot be without its challenges, which have often resulted in inter- and intra-governmental disputes.

The COK upholds the principle of intergovernmental relations through consultation, cooperation and coordination between and amongst the levels of government while relating in good faith with respect to each other's mandate (Articles 6(2) and 189). The National and County Government Coordinating Summit (Summit) and the Council of County Governors (COG) are the main institutions considered to be interlocutors in intergovernmental relations in Kenya. The IGRA, 2012, is the legislation enabling the management of intergovernmental relations. One of the intergovernmental relations institutions is the Intergovernmental Relations Technical Committee (IGRTC), which is the Secretariat to the Summit and the COG. As per the Intergovernmental Relations (IGRA, 2012), IGRTC is responsible for the day-to-day administration of Summit and COG activities. It is also responsible for the finalisation of residual functions of the defunct Transition Authority (TA).

The COK provides for a cooperative model of governance, where consultation and coordination are considered core elements for the success of the implementation of devolution. The concept of intergovernmental relations refers to the processes of interactions between and amongst levels of

government in the course of discharging their functions. Intergovernmental relations are founded in Articles 6(2) and 189, while the objects and principles of devolution are provided in Articles 174 and 175 of the COK, respectively.

## 1.2 History of the Organisation

The IGRTC was established under the provisions of Section 11 of IGRA, 2012. The Committee was supposed to have been operationalised immediately after the 2013 elections, at the onset of devolution, but took effect instead in February 2015. With the expiry of the term of the Transition Authority (TA) on April 4, 2016, the Committee took over the residual functions of the TA. The Committee comprises a chairperson and seven members who are competitively recruited, and the Principal Secretary of the State Department is responsible for matters relating to Devolution.

In addition to the IGRA 2012, Parliament enacted six other key laws that provide the architecture and legal framework for devolution and intergovernmental relations in Kenya. The laws include the County Government Act of 2012, the Public Finance Management Act of 2012, the Transition to Devolved Government Act of 2012 (now expired), the Urban Areas and Cities Act of 2011, and the National Government Coordination Act of 2013.

## 1.3 Strategy as an Imperative for Organisational Success

Strategic planning is a significant component of the results-based management framework in an organisation. It ensures that public entities deliberately and effectively define their strategic directions and make informed and appropriate decisions regarding resource allocation to implement priority policies and programmes. Strategic Planning is, therefore, imperative for the success of any organisation. It ensures that the entire results-based management system delivers

the desired outcomes. IGRTC has been developing its strategic plans since its inception in 2015. Its first-generation strategic plan was for the period 2016 to 2020. The second generation was for the period 2021 to 2025. The Committee is reviewing the strategic plan for 2021 to 2025 with the aim of developing a third-generation plan intended to fit in the current developmental objectives of the Bottom-up Economic Transformation Agenda (BETA). The organisation, therefore, aims to develop its third-generation plan, namely Strategic Plan 2023–2027.

The Committee is committed to achieving its corporate objectives as outlined in the strategic plan. The Committee will thus allocate its resources to implementing activities outlined in the Plan for the achievement of its mandate.

## 1.4 The Context of Strategic Planning

This section outlines the context within which the Committee is preparing its strategic plan in line with the COK, the national development priorities, and regional and international frameworks.

### 1.4.1 Constitution of Kenya

The COK, promulgated in 2010, transformed the governance structure of the country by creating a two-tier devolved system of governance designed at national and county levels. The COK provided for a strong Bill of Rights to preserve the dignity of individuals and communities, thus promoting social justice for the realisation of the potential of all citizens.

Article 6 (2) and 189 (1) (a) respectively stipulate that ‘the governments at the national and county levels are distinct and interdependent and shall conduct their mutual relations based on consultation and cooperation’; and either level of government shall ‘perform its functions, and exercise its powers, in a manner that respects the functional and institutional integrity of government at the other level and, respects the constitutional status and institutions of

government at the other level and, in the case of county government, within the county level...'. In this regard, IGRA, 2012 was enacted to give effect to the two articles. Section 11 of the IGRA, 2012 establishes IGRTC to promote harmonious and effective intergovernmental relations.

#### 1.4.2 Kenya Vision 2030 & Medium-Term Plan 2023–2027

The Kenya Vision 2030 is the long-term development blueprint for the country, which aims to transform Kenya into a newly industrialising, middle-income country, providing a high quality of life to all its citizens by the year 2030 in a clean and secure environment. The vision is anchored on three pillars, namely; economic, social and political, and is implemented through five-year successive medium-term plans (MTPs). Currently, the government is implementing the fourth MTP 2023–2027. In undertaking its mandate, IGRTC promotes these pillars by facilitating a cohesive society where the two levels of government are cooperating in service delivery to the people. In addition, the IGRTC assists the two levels of government in working harmoniously to provide services to citizens in a consultative and coordinated manner.

#### 1.4.3 Bottom-Up Economic Transformation Agenda

The Strategic Plan 2023–2027 is aligned to the BETA, which outlines the government's priority areas for development, namely Agricultural Transformation; Micro, Small and Medium Enterprises (MSMEs); Housing and Settlement; Health Care; Digital Superhighway and Creative Industry. The IGRTC supports the proper functioning of the various economic sectors through the establishment of respective intergovernmental sector forums, for example, agriculture, housing, trade, and health sector forums. These sectors contribute to the success of BETA.

#### 1.4.4 Sustainable Development Goals

Sustainable Development Goals (SDGs), also referred to as the 2030 Agenda for Sustainable Development (Agenda 2030), replaced the Millennium Development Goals (MDGs). SDGs aim to create sustainable social and economic

development while taking into account environmental concerns through intervention programs that help to mitigate and adapt to the effects of climate change (Goal 13 Climate Action) as one of the goals. The IGRTC implements COK Article 189 (3) through IGRA, 2012, sections 30–34, which focus on the resolution of intergovernmental disputes. The IGRTC thus promotes peaceful and inclusive societies for sustainable development, as outlined in goal 16 of the SDGs.

#### 1.4.5 Africa Union Agenda 2063

African Union Agenda 2063 is Africa’s blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the strategic framework for the continent that aims to deliver on its goal for inclusive and sustainable development. Furthermore, it is a concrete manifestation of the Pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance. The focus of Agenda 2063 is to prioritise inclusivity in social and economic development, continental and regional integration, democratic governance, and peace and security. The IGRTC contributes to Agenda 2063 by promoting harmonious and effective intergovernmental relations, ensuring inclusivity in service delivery at both levels of government.

#### 1.4.6 East African Community Agenda 2050

The East African Community (EAC) is an inter-governmental organisation mandated by the governments of Burundi, Kenya, Rwanda, Uganda, Tanzania, South Sudan, the Democratic Republic of Congo and the Republic of Somalia to spearhead the East African economic, social and political integration agenda as envisaged in the Treaty for the Establishment of the East African Community that came into force in July 2000. The EAC developed its blueprint Agenda 2050 to provide a catalyst for the region to enhance transformation for growth and development, thus moving the community to a higher income cohort and subsequently achieving an upper middle-income status.

The IGRTC facilitates the establishment and operationalisation of sectoral forums, which are catalysts for economic growth and productivity. Through sector forums and ADR activities, the organisation supports the EAC's overall goal of economic transformation and a harmonious integrated region.

## 1.5 Methodology of Developing the Strategic Plan

Based on the terms of reference drawn, a technical team was established to spearhead the development of the strategic plan. The team is comprised of the committee members and the technical staff, with guidance from the State Department for Public Service and the IGRTC resident consultant.

Members of the technical team undertook a thorough literature review on various sources of information to inform the new strategy. The review included a study of various governmental policy blueprints, such as Kenya Vision 2030, the BETA, EAC Agenda 2050, African Union Agenda 2063, Sustainable Development Goals (SDGs), economic surveys, and legal instruments establishing devolution laws, among others. Members were particularly consulted for their guidance on the institutional statements, strategic issues, key result areas (KRAs), and the strategic objectives and goals that are to be achieved during the plan period.

The plan development team deliberately used this participatory approach in identifying priorities for the organisation by engaging all its internal stakeholders to come up with the expected activities. The draft Plan was subjected to stakeholder validation for relevance, efficacy and ownership. The comments of stakeholders were incorporated into the document before the final draft was published and launched.

## CHAPTER 2: STRATEGIC MODEL

This chapter outlines the mandate, vision and mission statements of IGRTC. It provides the Committee’s aspirations over the medium term (2023–2027) in its endeavour to achieve its KRAs and strategic objectives. The chapter also provides core values, guiding principles, enablers and quality statements, all of which establish the framework and context for the Committee in its effort to enhance intergovernmental relations in Kenya through consultation, cooperation, coordination and partnership.

### 2.1 Mandate

The strategic intent of the existence of IGRTC is to ensure harmonious intergovernmental relations in Kenya in the context of the devolved system of government. The IGRTC is established pursuant to Section 11 of the IGRA, 2012, as an intergovernmental structure whose main objective is to provide a forum for consultation, cooperation and coordination between the national and county governments and amongst county governments. This is in the furtherance of the objects and principles of intergovernmental relations as espoused in the IGRA, 2012.

The functional mandate of IGRTC, as outlined in Section 12 of the IGRA, 2012, is the administration of the Summit and of the Council and, in particular, facilitating the activities of the Summit and of the Council. IGRTC implements the decisions of the Summit and of the Council. It is also mandated to perform the residual functions of the defunct Transition Authority, to convene the meeting of the 47 County Secretaries within thirty days preceding every Summit meeting, and to perform any other function as may be conferred on it by the Summit, the Council, the IGRA, 2012 or any other legislation. Section 13(1) of the IGRA, 2012 further empowers IGRTC to establish sectorial working groups or committees to carry out its functions and mediate on issues of common interest to the national and county governments.

The IGRTC, in being responsible for the day-to-day administration of the Summit, also performs the functions of the Summit in line with IGRA, 2012, Section 8 (functions of the Summit), Section 9 (meetings of the Summit), Section 10 (reports by the Summit), Sections 24–29 (Transfer and delegation of powers, functions and competencies) and Sections 30–34 (dispute resolution).

## 2.2 Vision Statement

“Harmonious intergovernmental relations”

## 2.3 Mission Statement

To facilitate effective intergovernmental relations for consolidating and deepening devolution through consultation, cooperation, and coordination to achieve socio-economic development.

## 2.4 Core Values Start

The Committee pledges to adhere to the following core values in the discharge of its mandate:

- (i) Professionalism: It shall be guided by the Constitution, its enabling legislations, and administrative competence in the delivery of services to the key stakeholders of the institution. The institution will place a premium on delivering outputs that are evidence-based and technically sound.
- (ii) Accountability: It shall be accountable to the Summit and the Council of County Governors. As a public entity, it shall ultimately be accountable to the Kenyan people through the relevant oversight institutions and the appropriate forms of public participation in its programs.
- (iii) Impartiality: The committee shall provide unbiased and objective services, including advice to the Summit

and the Council of County Governors. It shall also ensure impartial service to all other stakeholders who are affected or impacted by its services.

- (iv) Transparency: The committee shall conduct its affairs openly and grant oversight institutions the access to information that they require to hold it to account on behalf of the Kenyan people. It shall uphold the constitutional provision regarding access to information (Art.35, COK).
- (v) Integrity: The committee shall conduct all its affairs above board and will, amongst other things, enforce a policy of zero tolerance to corruption. It shall comply with integrity requirements in public service.
- (vi) Public participation: It will ensure that the relevant stakeholders, either internal or external, are fully engaged in its activities, in so far as such activities are construed to have an impact on them.

## 2.5 Strategic Goals

This section provides the strategic goals adopted for the period. From the situational analysis, IGRTC identified the strategic issues that the institution has to manage to fulfil its mandate and mission. From the strategic issues, the following are the strategic goals that the institution hopes to achieve as foundations of the Strategic Plan;

- (i) Harmonious intergovernmental relations between the two levels of government and amongst county governments;
- (ii) Transfer of functions, powers/competencies and attendant resources in line with the Constitution;
- (iii) Harmonised national and county development plans for sustainable socio-economic development;
- (iv) Policies and legislation aligned to the Constitution; and
- (v) strengthened organisational effectiveness and efficiency.

## 2.6 Quality Policy Statement

The IGRTC is committed to promoting harmonious consultative, cooperative and coordinated intergovernmental relations between the two levels of government and amongst county governments for effective functional performance by the two levels of government in line with the COK and relevant legislation.

The Committee will continuously strive to deliver services to all its stakeholders efficiently, effectively and sustainably. To ensure that the Quality Policy is successfully adhered to, the Committee will carefully identify the needs of its clients for effective interventions to meet their expectations. The adherence to the policy will be monitored to generate any feedback for continuous improvement in service delivery. The Quality Policy principles and objectives shall be communicated and made available to the relevant stakeholders.

## CHAPTER 3: SITUATIONAL AND STAKEHOLDER ANALYSIS

### 3.1 Overview

The Strategic Plan 2023–2027 is informed by the internal and external operating environment, by key achievements from the previous plans, and by challenges encountered and lessons learnt, especially during the implementation of the Strategic Plan 2021–2025. The Committee further assessed its capacity by analysing its strengths, weaknesses, opportunities and threats (SWOT). It also assessed the external environment by carrying out political, economic, social, technological, ecological and legal (PESTEL) analysis, as well as an evaluation of the key stakeholders through stakeholder mapping. The results of these assessments are presented in the following sections.

### 3.2 Situational Analysis

The following is a review of the previous strategic plan period. It examines the SWOT and operating environment, including the PESTEL aspects. The section also includes a review of the implementation of the previous strategic plan, identified gaps, emerging issues, challenges, and lessons learned.

#### 3.2.1 Macro–environment

An external operating environment was assessed by carrying out a PESTEL analysis. The assessment will enable the IGRTC to appreciate the wider external operating environment during the plan period. Table 1 analyses the institutional macro-environment.

Table 1: PESTEL Analysis

Factor	Issue	Strategic Implication
Political	Dynamic political environment	<p>(i) The plan is within one political leadership phase. This will have a stable implication on the strategic plan based on the priorities of the leadership.</p> <p>(ii) Intergovernmental Sectorial Forums provide a platform through which the national and county governments can meet to share information and experiences on devolution matters affecting a specific sector. This opportunity will be harnessed to strengthen matters related to sectorial issues affecting the two levels of government.</p>
	Awareness Creation	There is a high level of awareness of the effects of politicisation of intergovernmental relations issues. Politicisation of these issues may negatively affect devolution, thus weakening service delivery.
Economic	Resource constraints	Scarce resources, coupled with competing priorities and austerity measures, may affect the achievement of the set targets.

	Inflation	<p>The inflation rate has continued to rise, which is likely to affect the tax collection of national and county governments. The weakening of the Kenyan Shilling has serious economic implications for the country.</p>
Social	High poverty levels and inequalities	<p>Poverty and income inequalities contribute to resource and social conflict, which impacts national and county governments negatively. These conflicts negatively affect the relations between the two levels of government.</p>
	Improved levels of civic education	<p>Improved public understanding of intergovernmental relation issues for better engagement of the public in matters of governance.</p>
Technological	Advanced Information and Communication Technology (ICT)	<p>(i) Rapid technological changes; ICT infrastructure. Adoption of technology-based resource management systems such as Integrated Financial Management Information System (IFMIS) and e-Citizen have improved efficiency in service delivery in the public sector for enhanced economic performance.</p> <p>(ii) Increased cost of operations, maintenance and capacity building of staff due to rapid technological changes.</p>

		<p>(iii) Improved network coverage in the country promotes the sharing of information amongst governments and their stakeholders.</p> <p>(iv) Challenges caused by emerging cyber-related crimes.</p>
Ecological	Climate change	Adverse weather conditions lead to resource reallocation due to weather-related emergencies and disasters such as pest invasions.
	E-waste management	Continued use of electronic and electrical equipment leads to an increase in stockpiles of e-waste, causing environmental pollution and resulting in health problems.
	Disaster Risk Management	Disasters and emergencies derail government programs as scarce resources are diverted from programmed activities to address disasters and emergencies.
Legal	Conflicting legal provisions in devolution and intergovernmental relations architecture	<p>Lack of clarity in the assignment of certain functions in the COK, despite the existing legal framework spelling out clearly and comprehensively the relationship between the two levels of government.</p> <p>Low uptake and appreciation of the use of alternative dispute resolution mechanisms as a way of settling intergovernmental disputes.</p>

### 3.2.2 Micro-environment

An internal operating environment was assessed by carrying out a SWOT analysis, as depicted in Table 2.

*Table 2: SWOT Analysis*

Strengths	Weaknesses
<p>(i) Statutory perpetual institution with a legal framework in place to guide the implementation of institutional mandates.</p> <p>(ii) Legal linkage to national leadership through the Summit.</p> <p>(iii) Competent Committee members with a wealth of experience and commitment.</p> <p>(iv) Strong management team committed to achieving set targets.</p>	<p>(i) Inadequate financial resources to undertake programs within the mandate</p> <p>(ii) Inadequate human resource capacity</p> <p>(iii) Inability to attract and retain highly skilled staff due to unattractive employment packages caused by low remuneration scales.</p> <p>(iv) Lack of performance management and appraisal systems.</p> <p>(v) Weak complaints handling</p>

<p>(v) Progressively established plans, policies and systems to ensure a professional approach to the management of the institution.</p> <p>(vi) Enabling work environment for the performance of the mandate of the organisation.</p> <p>(vii) Strong network with national and county government agencies and other stakeholders.</p> <p>(viii) Improved institutional visibility.</p>	<p>mechanism.</p> <p>(vi) Minimal digitisation of management and operational systems.</p> <p>(vii) Weak internal communication mechanism.</p>
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<p>(i) Political goodwill.</p> <p>(ii) Review of IGRA 2012.</p> <p>(iii) Growing interest in development partners willing to collaborate and work with IGRTC.</p> <p>(iv) Improved working relations with the legislature and the executive (both at</p>	<p>(i) Conflicts between the two levels of government.</p> <p>(ii) Weak working relationships between the organs of national and county governments.</p> <p>(iii) Natural calamities/disasters.</p>

<p>national and county levels).</p> <ul style="list-style-type: none"> <li>(v) Forging more effective working relationships with stakeholders.</li> <li>(vi) Advancement in technology</li> <li>(vii) Improved leverage on ICT and communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>(iv) Weak social ethos and values.</li> <li>(v) Competing roles between IGRTC and other intergovernmental structures and players.</li> <li>(vi) Technologically driven crimes (cybercrimes).</li> <li>(vii) Adverse legislative actions that undermine institutional mandates.</li> </ul>

### 3.3 Stakeholder Analysis

Table 3: Stakeholder Analysis

S/No	Stakeholder	Role in relation to IGRTC	Stakeholder Expectation of IGRTC	IGRTC Expectation
	Summit	Provide a forum for coordinating governments' policies, legislation and functions; Consider reports from other intergovernmental forums and other bodies on matters affecting national interest Evaluating the performance of national or county governments and recommending appropriate action Consider issues relating to intergovernmental relations referred to it by a member of the public	Provide secretariat and advisory services and facilitate implementation of its resolutions. Facilitate co-operation and consultation between the national and the county governments and amongst county governments as provided under Articles 6 and 189 of the Constitution. Facilitate the transfer of power, functions and competencies to either level of government. Facilitate resolution of intergovernmental	Provide overall leadership on intergovernmental relations. Provide a forum for sharing, consulting and coordinating intergovernmental programs and related matters. Consider issues relating to intergovernmental relations referred to it. Consider M&E reports on implementation of national and county development plans; and performance and provide

S/No	Stakeholder	Role in relation to IGRTC	Stakeholder Expectation of IGRTC	IGRTC Expectation
		and recommending measures to be undertaken by the respective county government	disputes through ADR mechanisms. Sensitise stakeholders on preventive measures on IGR dispute.	direction on appropriate actions.
	Council of County Governors	Provide a mechanism for consultation amongst county governments, share information on performance of the counties in execution of their functions, and consider reports from other intergovernmental forums on national and county interests amongst other functions.	Strengthen devolution by providing platform for engagements between the county and national governments.	Promote inter-county and intergovernmental relations through effective consultation, cooperation and coordination.
	The Senate	Oversight, legislation and functional support.	Review and prepare advisories on issues relating to policy and legislative gaps in devolution.	Enact legislations that align to the devolved system of governance.

S/No	Stakeholder	Role in relation to IGRTC	Stakeholder Expectation of IGRTC	IGRTC Expectation
	The National Assembly	Oversight, legislation and functional support.	Review and prepare advisories on issues relating to policy and legislative gaps in devolution.	Enact legislations that support devolution and harmonious intergovernmental relations.
	The IBEC	Provide a forum for consultation and cooperation between the national and county governments on fiscal matters.	Provide evidence-based information on intergovernmental relations matters to guide fiscal decisions or recommendations to the Summit.	Consider fiscal and economic reports for Summit considerations and approval.
	Ministries, Departments and Agencies	Performance of respective institutional mandates as assigned by the COK and other governmental directives.	(i) Establish sector forums/ working groups for engagements between the two levels of government.  (ii) Coordinate, with Parliament and relevant MDAs, the	Promote intergovernmental relations.

S/No	Stakeholder	Role in relation to IGRTC	Stakeholder Expectation of IGRTC	IGRTC Expectation
			<p>review of relevant policies, laws and regulations, to ensure conformity with the Constitution.</p> <p>(iii) Prepare advisories and recommendations to the relevant MDAs on issues relating to policy and legislation gaps identified in devolution governance.</p>	
	County governments	Perform the devolved functions and prudently manage resources to ensure service delivery to the public.	Provide platform for intergovernmental and public engagement.	Promote intergovernmental and public relations.

S/No	Stakeholder	Role in relation to IGRTC	Stakeholder Expectation of IGRTC	IGRTC Expectation
	The National Treasury	Allocate resources to facilitate the performance of institutional mandate.	Prudent use of allocated public resources.	Timely release of funds.
	Kenya Law Reform Commission	Review the laws and recommend reforms.	Develop proposals for review of legislation that do not align with the Constitution.	Review laws affecting devolution and intergovernmental relations.
	Commission on Revenue Allocation	Make recommendations concerning the basis for the equitable sharing of revenue raised by the national government: between the national and county governments.	Analyse the functions of both levels of government as per the COK, Fourth Schedule.	Allocate resources equitably.
	The Attorney General	Promote, protect and uphold the rule of law and defend the public interest.	Advise on legislative review affecting devolution.	Approve legislative review proposals aimed at aligning legislation to the Constitution.

S/No	Stakeholder	Role in relation to IGRTC	Stakeholder Expectation of IGRTC	IGRTC Expectation
	The Judiciary	Handle disputes in a just manner, with a view to protecting the rights and liberties of all, thereby facilitating the attainment of the ideal rule of law.	Settle intergovernmental disputes through ADR mechanisms.	Refer intergovernmental disputes for ADR to IGRTC.
	Development Partners	Resource mobilisation, partnership and support.	Implement supported projects and programs.	Support the institution's projects and programmes in devolved governance.
	Media	Facilitate dissemination of information.	(i) Provide information for dissemination (ii) Establish efficient and effective linkages/contacts for sharing of information.	Disseminate information and promote institutional visibility.

S/No	Stakeholder	Role in relation to IGRTC	Stakeholder Expectation of IGRTC	IGRTC Expectation
	General public	Support and provide feedback on service delivery Participate in governance processes.	Facilitate effective service delivery in devolved governance. Provide information on devolved governance. Facilitate public involvement in governance processes.	Participate in processes that influence service delivery. Provide feedback on performance of the institution.

Table 3 provides an analysis of the stakeholders of IGRTC.

### 3.4 Analysis of Past Performance

The following section provides an in-depth analysis of the key achievements of the IGRTC, as well as challenges and lessons learned during the implementation of the Strategic Plan (2021–2025).

#### Key Achievements

##### **a) Administered, facilitated and implemented the various resolutions of the Summit**

IGRTC performed its functions in accordance with the provisions of the law. It administered and facilitated the functions of the Summit as the Secretariat, including following up with the ministries, departments and agencies to ensure Summit resolutions were implemented. IGRTC has so far facilitated nine (9) Summit meetings.

Key Strategic Summit resolutions implemented from the 9<sup>th</sup> Summit include:

- (i) Timely disbursement of share of allocated revenues to the counties.
- (ii) Finalised the identification, analysis and transfer of all pending devolved functions to the county governments.
- (iii) Ongoing restructuring of the National Health Insurance Fund (NHIF) to be a fit-for-purpose insurance scheme.
- (iv) Last-mile fertiliser delivery to farmers in the counties.
- (v) Operationalisation of the national government's program on Aggregation and Industrial Parks in the counties.

**b) Transfer of devolved functions in twelve sectors**

The exercise involved unbundling of these functions and identifying resources that are to follow the functions. The transfer was effected through publication in the Kenya Gazette. IGRTC developed an omnibus bill for legal effect to the transfer.

The following sectors were unbundled/analysed and delineated through a Gazette Notice. No.16170, dated 27<sup>th</sup> November 2023: Agriculture, Health, Control of Air pollution, Cultural Activities, Transport and Public Works, Animal Control and Welfare, Trade, County Planning and Development, Education, Environment and Water, Disaster Management, and Control of Drugs and Pornography. However, the Notice was revoked to allow for further consultations on the delineation of the functions between the national and county governments. The consultations are to be finalised in February 2024.

**c) Transferred Library Function**

IGRTC, in consultation with sector stakeholders, transferred the library function and attendant resources of the library function. The transfer took effect from the 1st of July, 2023, whereupon KES 425 million and 489 officers were transferred to the counties.

**d) Transfer of functions from the Nairobi Metropolitan Services to the County Government of Nairobi**

IGRTC, through the deed of transfer, facilitated the transfer of Health Services, Roads, Transport and Public Works, Utilities and Ancillary, and Planning and Development functions from Nairobi Metropolitan Services (NMS) to Nairobi City County Government on 30th September 2022. This was due to the lapse of the NMS tenure. The facilitation was part of the IGRTC mandate, in line with Article 187 of COK. The transfer involved handing over assets, liabilities and employees to the County Government.

**e) Identified, verified, validated and transferred the assets and liabilities of the Defunct Local Authorities**

Among the residual functions that IGRTC took over from the defunct TA was the finalisation of the identification, verification, validation and transfer of all existing assets and liabilities of government, local authorities and other public entities. The assets and liabilities of all the 175 defunct local authorities (DLAs) were successfully identified, verified, validated and transferred.

**f) Identified, verified, validated and transferred assets and liabilities relating to devolved functions**

IGRTC developed a framework to undertake the audit, verification and validation of assets and liabilities relating to devolved functions. The framework was entrenched in law through Gazette Notice No. 5711 of 21st June 2019, which established the institutional structures for undertaking the exercise. Working with the national government, IGRTC prepared inventories of assets and liabilities which were used to verify and validate the assets and liabilities received by each county.

**g) Established Intergovernmental Sectorial Forums**

Section 13(1) of the IGR Act, 2012 provides that IGRTC may establish sectorial working groups or committees to better carry out its functions. As such, IGRTC achieved the following in the recent past: established the Water Sector Forum; operationalised the Framework for the Inter-governmental Gender Sector Forum; and initiated the establishment of energy, trade, and ICT sector forums.

**h) Facilitation of Resolutions in Intergovernmental Disputes**

The COK Art.189 (3) and (4), and the IGRA, 2012 s.31 provide for dispute resolution through ADR. Pursuant to these provisions, both COG and the IGRTC applied ADR mechanisms to resolve disputes. IGRTC received a total of forty-four (44) disputes for resolution through ADR mechanisms and has so far resolved twenty-two (22) disputes through mediation.

**i) Development of legal instruments, mechanisms and frameworks to facilitate the advisory functions of IGRTC**

IGRTC worked closely with various stakeholders in the drafting of legal instruments such as legal notices, gazette notices and advisories to provide guidance on issues relating to devolution and intergovernmental relations.

**j) Commissioning of studies/research and publication of studies/reports**

IGRTC, with the support of various development partners, commissioned studies to inform the implementation of its mandate under various topical issues. The following studies/reports, among others, have been published:

- (i) A book entitled “Deepening Devolution and Constitutionalism in Kenya: A Policy Dialogue”;
- (ii) A study on “Emerging Issues on Transfer of Functions to National and County Governments”;
- (iii) A study on “Emerging Issues on Devolution and Best Practices in Intergovernmental Relations”;
- (iv) A report on “Status of Sectoral and Intergovernmental Forums in Kenya”;
- (v) Report on “Finalisation of Outstanding Issues in the Transfer of Functions in the Agriculture Sector”
- (vi) A Framework for Monitoring and Evaluation of Performance of National and County Governments and Intergovernmental Relations in Kenya

**k) Organisational Efficiency and Effectiveness**

- (i) Developed and implemented a communication strategy to enhance institutional visibility and promote access to public information**

The overall goal of the Strategy was to improve the corporate communication and image of IGRTC. It provided strategies for creating awareness of the institutional mandate and services, along with approaches for strengthening strategic partnerships. The communication strategy, therefore, recommended the creation of a corporate communication department, which has since been partly implemented. The unit has been established with the following strategic corporate communication functions:

- Public Relations,
- Media Relations and liaison,
- Branding and visibility activities,
- Internal communication and employee engagement, and
- Support to other departments in stakeholder engagement, among others.

**(i) Recruitment of Personnel**

IGRTC, in the recent past, has progressively recruited both senior management and technical staff to improve the human capital expertise to enable the Committee in the execution of its mandate

### 3.5 Challenges

The implementation of the previous Plan was affected by the following challenges:

**(i) Inadequate budgetary provisions**

The downturn in economic performance in the country led to limited resources and frequent

financial austerity measures by the National Treasury. Inevitably, this resulted in budget cuts to state entities, affecting the implementation of key programmes in the Plan.

(ii) **Lack of regulations to operationalise IGRA, 2012, which has adversely affected the mandate of IGRTC**

Regulations for the transfer of functions are yet to be developed to guide the process of transfer of functions, powers and competencies.

(iii) **Irregular Summit meetings**

Section 9 of IGRA, 2012 provides that “*The Summit shall – a) meet at least twice a year; and b) conduct its meetings in the manner provided under the Schedule to this Act.*” The challenge has been the irregularity in holding Summit meetings due to the principals' busy calendars. For instance, a year may lapse before a meeting is held. This has had the consequence of delaying important activities that may require the Summit's direction and decision for implementation.

(iv) **Lack of supporting legal provisions**

The lack of legal support and statutory provisions to govern the sector forums has rendered these forums operationally weak.

(v) **Existing institutional and legal infrastructure that is in violation of the constitutional allocation of functions between the two government levels.**

There are historical challenges in some sectors which should have been resolved five years into the full implementation of devolution. The challenges have especially dogged the agriculture sector, where the national government continues to perform some of the devolved functions in the sector. Multiple state corporations are performing county government

functions due to a failure on their part in aligning the existing legislation to the Constitution as they fulfil their mandates.

**(vi) Inadequate technical capacity in Monitoring and Evaluation**

The Committee has experienced inadequate staffing of the M&E unit, impeding the implementation of all activities envisioned during the period under review.

**(vii) Alternative Dispute Resolution mechanisms**

- a) Kenya has no formal or standard rate of payments related to the cost of ADR mechanisms except for the scales<sup>1</sup> recommended by the Chartered Institute of Arbitrators, Kenya Branch. It is, therefore, challenging to come up with total costs associated with solving inter- and/or intra-governmental disputes.
- b) Inadequacy in the ADR institutional structures and enforcement, including challenges in the administrative capacity, especially in terms of trained professionals to handle disputes. Advocates are generally trained and oriented to consider litigation as a first option and rarely consider ADR as the first option. There are also unclear legal provisions for the remuneration of advocates for ADR work, as well as the lack of a centralised and coordinated appointing authority for arbitrators. Many institutions are involved in the appointment of arbitrators, such as the Law Society of Kenya, the Institute of Engineers of Kenya, and the Architectural Association of Kenya, among others, depending on the contractual provisions. At the intergovernmental level, the structures for dispute resolution

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<sup>1</sup> See Appendix 2

through ADR mechanisms are the Summit, COG, IBEC and IGRTC, all of which still require promotion for acceptance by governmental institutions.

- c) Inadequate public awareness and a weak legislative environment. Members of the bench see arbitrators/mediators as competitors. Most members of the bench initially perceived ADR as a threat to the court system and are still not comfortable with it. On the other hand, lawyers see it as a threat to their incomes.

**(viii) Inadequate Staff and Shortage of Skills**

IGRTC is the secretariat of the Summit and COG and deals with varied issues ranging from the day-to-day activities of the Summit to the transfer of devolved functions. IGRTC is also responsible for intergovernmental dispute resolution on behalf of the Summit. These responsibilities, among others, require the organisation to have well-resourced staff with the requisite skill set to perform the mandate. However, since its inception, the institution has not been able to have a sufficient number of qualified personnel to perform its functions and adequately deliver on its mandate because of budgetary constraints and an unattractive remuneration package. In the foregoing, the current staffing levels of the IGRTC are not optimal to discharge its mandate effectively.

**(ix) High Staff Turnover**

During the current plan period, IGRTC experienced a high staff turnover, especially at the senior management level. This has been occasioned by a lack of competitive remuneration packages to attract and retain highly skilled staff.

### 3.6 Lessons Learnt for Future Performance Improvement

- (i) Need to develop a Human Resource Management and Development Plan.
- (ii) Seek/lobby for improved budgetary allocation for recruitment to improve the human capital at the institution.
- (iii) Need to have an attractive/competitive remuneration package that will attract and retain highly skilled personnel who would aid the organisation in the execution of its mandate.
- (iv) Digitisation of management and operational systems for improved organisation performance.
- (v) Implementation of the institution's communication strategy to improve visibility.
- (vi) Use of Intergovernmental Partnership Agreements for joint utilisation of common assets and joint ventures.

## CHAPTER 4: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

The Plan provides strategies based on institutional goals, objectives and activities developed along the technical sectors of IGRTC, which also informs benchmarks for monitoring and performance measurement. The institutional goals, objectives and activities will, therefore, be the points of reference when analysing the deliverables in this Strategic Plan.

### 4.1 Strategic Issues

This section provides an overview of strategic issues informed by the situational and stakeholder analysis and the implementation of the previous Strategic Plan. The strategic issues outlined below form the basis for the formulation of strategic goals for IGRTC for the period 2023–2027:

- (i) Enhanced consultation and cooperation between the two levels of government for effective coordination of the Summit, COG, Sector Forums and other intergovernmental institutions or structures.
- (ii) Coordinated implementation of national and county development plans for improved service delivery and accountability.
- (iii) Seamless transfer of functions, powers or competencies, and attendant resources between the two levels of government.
- (iv) Harmonisation of policies, legislation and institutional structures to align them to the Constitution.
- (v) Utilisation of ADR to resolve intergovernmental disputes.
- (vi) Strengthening IGRTC for organisational efficiency and effectiveness.

## 4.2 Strategic Goals

The overall strategic goal of the Committee is to promote “*Harmonious intergovernmental relations*”. The strategic goals of the IGRTC for the period will be:

- (i) Harmonious intergovernmental relations between the two levels of government and amongst county governments;
- (ii) Transfer of functions, powers or competencies and accompanying resources in line with the Constitution;
- (iii) Coordinated national and county development plans for service delivery and sustainable socio-economic development;
- (iv) Policies and legislation aligned to the Constitution.
- (v) Strengthened organisational effectiveness and efficiency.

## 4.3 Key Result Areas

The Committee will pursue a transformative agenda intended to improve the implementation of its mandate and realise significant gains in deepening devolution and harmonising intergovernmental relations.

In this plan period, the Technical Committee will adopt the following six Key Result Areas:

- (i) KRA 1: The Summit and shared national strategic agenda
- (ii) KRA 2: Support coordinated sustainable socio-economic planning to achieve objects and principles of devolution
- (iii) KRA 3: Effective performance of functions by the two levels of government
- (iv) KRA 4: Coordinate harmonisation of policies and legislation on devolution matters
- (v) KRA 5: Intergovernmental dispute prevention and resolution
- (vi) KRA 6: Organisational effectiveness and efficiency

*Table 4: Strategic Issues, Goals and Key Result Areas*

No	Strategic Issue	Goal	KRAs
	Promote consultation and cooperation between the two levels of government for effective coordination of the Summit, COG, Sector Forums and other intergovernmental institutions.	Harmonious intergovernmental relations between the two levels of government and amongst county governments.	The Summit and shared national strategic agenda.
	Coordinated development, implementation, review and reporting of national and county development plans for improved service delivery and accountability.	Harmonised national and county development plans for sustainable socio-economic development.	Support coordinated sustainable socio-economic planning to achieve objectives and principles of devolution.
	Coordinated transfer of functions, powers or competencies, and attendant resources between the two levels of government.	Transfer of functions, powers or competencies, and accompanying resources in line with the Constitution.	Effective performance of functions by the two levels of government.
	Harmonisation of policies, legislation and institutional	Policies and legislation aligned to the Constitution.	Coordinate

No	Strategic Issue	Goal	KRAs
	structures to align them to the Constitution.		harmonisation of policies and legislation on devolution matters.
	Utilisation of ADR mechanisms to resolve intergovernmental disputes.	Harmonious intergovernmental relations between the two levels of government and amongst county governments.	Intergovernmental dispute prevention and resolution.
	Strengthening IGRIC for organisational efficiency and effectiveness.	Strengthened organisational effectiveness and efficiency.	Organisational effectiveness and efficiency.

## CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES

This chapter outlines the strategic objectives and strategic choices that will provide the IGRTC aspirations over the medium term (2023–2027). The Plan has eight (8) strategic objectives and thirty-three (33) strategies. The strategic objectives and strategies align with the IGRTC Vision, Mission and Core Values.

### 5.1 Strategic Objectives

The Strategic Objectives serve as a roadmap to achieve the IGRTC mission and vision. The Committee will focus on the following strategic objectives:

- (i) To facilitate strategic and efficient administration of the mandate and functions of the Summit;
- (ii) To establish and operationalise sectorial working groups or committees on issues of common interest to the national and county governments.
- (iii) To coordinate monitoring and reporting of the implementation of the national and county government development plans.
- (iv) To coordinate evaluation and reporting of the performance of national and county governments.
- (v) To facilitate the transfer of functions, powers/competencies and accompanying resources.
- (vi) To facilitate harmonisation of policies, legislation and institutional structures of both national and county governments to align with the Constitution.
- (vii) To facilitate the prevention and resolution of intergovernmental disputes.
- (viii) To strengthen IGRTC institutional capacity.

Table 5: Outcome and Annual Projections

KRA 1: The Summit and shared national strategic agenda							
Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO1: To facilitate strategic and efficient administration of the mandate and functions of the Summit.	Harmonious intergovernmental relations.	Number of Summit meetings.	2	2	2	2	2
	Harmonious intergovernmental relations.	Percentage of resolutions implemented.	90	95	100	100	100
		The number of intergovernmental partnership agreements established.	2	2	3	3	3
SO2: To establish and operationalise sectorial working groups or committees on issues of common interest to the	Harmonious intergovernmental relations.	The number of sectorial working groups or committees established.	6	10	12	14	14
			3	10	12	14	14

national and county governments.	operationalised.	14	14	14	14	14	14	
		The number of intergovernmental sector forums convened.	14	14	14	14	14	14
		Percentage of resolutions implemented.	90	95	95	100	100	100
<b>KRA 2: To support coordinated sustainable socio-economic planning to achieve objects and principles of devolution</b>								
<b>Strategic Objective</b>	<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Projections</b>					
			<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
SO1: To coordinate the development, implementation, review and reporting of the national and county government development plans.	Coordinated reporting mechanisms for both levels of government.	The number of counties submitting annual progress reports on time.	47	47	47	47	47	
		The number of national annual progress reports submitted on time.	1	1	1	1	1	
	Integrated development plans.	Percentage of periodic development plans developed and approved.	90	100	100	100	100	

	Integrated approaches to implementation of projects and plans.	Percentage of coordinated approaches to determining the issues related to implementation of the projects and plans.	100	100	100	100	100	100
SO2: To coordinate evaluation and reporting of the performance of national and county governments.	Improved service delivery.	The number of sectorial reports.	2	2	2	2	2	2
<b>KRA 3: Effective performance of functions by the two levels of government</b>								
			Projections					
<b>Strategic Objective</b>	<b>Outcome</b>	<b>Outcome Indicator</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
SO1: Facilitate the transfer of functions, powers or competencies, and accompanying resources.	Improved service delivery.	Percentage of functions unbundled.	20	40	60	80	100	
		Percentage of concurrent functions unbundled.	20	40	60	80	100	

KRA 4: Coordinate harmonisation of policies and legislation on devolution matters							
Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO1: To facilitate the development and harmonisation of policies, legislation and institutional structures of both national and county governments to align with the Constitution.	Harmonious intergovernmental relations.	The number of policies facilitated for development and harmonisation.	5	5	5	5	5
		The number of legislations facilitated for development and harmonisation.	20	20	20	20	20
		The number of technical advisories issued on devolved functions.	2	2	2	2	2

KRA 5: Intergovernmental dispute prevention and resolution							
Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO1: To facilitate the prevention and resolution of intergovernmental disputes.	Harmonious intergovernmental relations.	Percentage of disputes declared to IGRIC.	100	100	100	100	100
		Percentage of declared disputes resolved within 90 days.	100	100	100	100	100

KRA 6: Organisational effectiveness and efficiency							
Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO1: Strengthen institutional capacity.	Effective and efficient IGRTC.	Percentage of Technical Committee effectiveness.	95	95	95	95	95
		Percentage on financial sustainability.	100	100	100	100	100
		Percentage of employee retention rate.	95	95	95	95	95
		Percentage of digitalisation.	30	40	50	60	70
		Percentage of brand recognition.	40	50	60	70	80
		Percentage of risk management.	100	100	100	100	100
		Percentage on performance Index.	100	100	100	100	100

## 5.2 Strategic Choices

This section presents the strategic choices based on the Key Result Areas (KRAs), Strategic Objectives, and Strategies. The strategic choices are aligned with the vision, mission and values of IGRTC. The Key Result Areas (KRAs), Strategic Objectives and Strategies that will deliver the 2023–2027 Strategic Plan are outlined in Table 5.

*Table 6: Key Result Areas, Strategic Objectives and Strategies*

No.	KRAs	Strategic Objectives	Strategies
	The Summit and shared national strategic agenda.	Objective 1. To facilitate strategic and efficient administration of the mandate and functions of the Summit.	<ul style="list-style-type: none"> <li data-bbox="680 386 753 687">i. Organise Summit meetings.</li> <li data-bbox="774 319 901 687">ii. Coordinate the implementation of the resolutions of the Summit.</li> <li data-bbox="921 262 1022 687">iii. Prepare and submit annual Summit reports to legislative bodies.</li> <li data-bbox="1042 376 1116 687">iv. Establish intergovernmental</li> </ul>

No.	KRAs	Strategic Objectives	Strategies
		<p>Objective 2. To provide intergovernmental sectoral platforms for consultation, cooperation and coordination between the two levels of government.</p>	<p>partnerships.</p> <p>v. Establish and operationalise sectorial working groups or committees on issues of common interest to the national and county governments.</p> <p>vi. Follow up the implementation of the resolution of the sector fora and receive the report of the same.</p> <p>vii. Coordinate the convening of the intergovernmental sector forum meetings</p>
	<p>To support coordinated sustainable socio-economic planning to achieve</p>	<p>Objective 1: To coordinate monitoring and reporting of the implementation of the national and county government development plans.</p>	<p>Review the monitoring and reporting tool for implementation of the national and county government's development plans.</p>

No.	KRAs	Strategic Objectives	Strategies
	<p>objectives and principles of devolution.</p>	<p>Objective 2: To coordinate evaluation and reporting of the performance of national and county governments.</p>	<p>Undertake national and county government sensitisation on the implementation of development plans.                      Facilitate joint implementation of projects and plans between the two levels of government.                      Address emerging issues that arise from the implementation of the development plans.                      Develop and report periodically the status of implementation of the projects and plans.</p> <p>Review a tool for evaluating the performance of national and county governments.                      Undertake baseline surveys to assess the performance of the government.                      Coordinate phased assessment of county and National governments' performance.                      Periodically report to the Summit, Parliament and County Assemblies</p>

No.	KRAs	Strategic Objectives	Strategies
	Effective performance of functions by the two levels of government.	Objective 1. To facilitate the transfer of functions, powers or competencies, and accompanying resources.	the performance of both levels of government.
			(i) Identify and analyse functions, power/competencies, and attendant resources to be transferred in line with the Fourth Schedule, Art 187 and relevant legislation.
			(ii) Develop, publish and gazette legal framework to execute the transfer of the functions.
			(iii) Monitor the status of the implementation and operationalisation of transferred functions.
	Coordinate harmonisation of policies and legislation on	Objective 1. To facilitate harmonisation of policies, legislation and institutional structures of both national	(i) Identify policies, legislation and institutional structures that do not conform to the devolved system of governance.

No.	KRAs	Strategic Objectives	Strategies
	devolution matters.	and county governments to align to the Constitution.	<p>(ii) Facilitate the review of policies, legislation and institutional structures.</p> <p>(iii) Issuing technical advisories on the effective implementation of Article 187 on the performance of functions and powers/competencies.</p>
	Intergovernmental dispute prevention and resolution.	Objective 1. To facilitate the prevention and resolution of intergovernmental disputes.	Facilitate and strengthen the prevention and resolution of intergovernmental disputes through ADR mechanisms.
	Organisational effectiveness and efficiency.	Objective 1. To strengthen IGRTC's institutional capacity.	<p>Governance structure of the Technical Committee.</p> <p>Financial sustainability of IGRTC.</p> <p>Digitisation and automation of services.</p> <p>Employee productivity and efficiency.</p>

No.	KRAs	Strategic Objectives	Strategies
			<p>Research and knowledge management.</p> <p>Promote national values and principles.</p> <p>Corporate communication and branding.</p> <p>Risk management and internal control.</p> <p>Strategic planning and development.</p> <p>Administration.</p>

## CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter highlights how the Strategic Plan will be implemented through the operationalisation of the implementation plan, annual work plans, budgeting and performance contracting. It also proposes the optimal organisational structure and staff establishment. It further provides an analysis of institutional risks and their mitigation measures.

### 6.1 Implementation Plan

The IGRTC will implement the Strategic Plan through the development of an elaborate annual work plan. The work plan gives the strategic objectives of each Key Result Area with well-defined Annual Targets, Annual Budgets and Responsibility for the execution of the activities. The concept of Performance Contracting will also be deployed in the operationalising of the Strategic Plan. The detailed implementation matrix for the Strategic Plan is presented in Annex 1.

#### 6.1.1 Annual Work Plan and Budget

The Committee will develop a cost, activity-based annual work plan as informed by this Strategic Plan. This will be cascaded to directorates, departments, divisions, and field units.

### 6.1.2 Performance Contracting

The Committee will develop a performance contract for each financial year as a basis to ensure efficient and effective service delivery. The performance contract will be cascaded to the Chief Executive Officer, directorates, departments, divisions and units to effectively link individual employee performance with the organisation's mandate.

### 6.1.3 Coordination Framework

A multifaceted approach will be adopted in the implementation of this Strategic Plan, which will include the institutional framework, staffing levels, skills set and competencies, leadership, systems, and procedures that must be harmoniously coordinated to ensure success in achieving the objectives of this Strategic Plan.

## 6.2 Institutional Framework

The implementation of the Strategic Plan will be premised on a robust structure with a clear hierarchy, roles, responsibilities, and reporting relationships. Effective policies, laws, regulations and procedures will be formulated to facilitate the implementation of the identified strategies.

The Management Structure to implement the strategic plan will constitute the IGRTC Secretariat, whose role is to facilitate the operations of the Committee. The IGRTC functions are departmentalised based on the thematic areas.

### 6.2.1 Proposed Organisational Structure and Staffing

Based on the institutional functional analysis, IGRTC is organised as follows:

## a) Office of the Chief Executive Officer

The Secretary/Chief Executive Officer shall be the chief executive and accounting officer of the Secretariat. This officer will be responsible to the Technical Committee for the day-to-day administration of the affairs of the Secretariat and implementation of the decisions arising from the intergovernmental relations structures established under IGR Act. Specifically, the Secretary shall be responsible for:

- (i) The implementation of decisions of the Summit, the Council, and the Technical Committee;
- (ii) The establishment and development of an efficient administration of the Secretariat;
- (iii) The organisation, control and management of the Secretariat's staff;
- (iv) Maintaining accurate records on financial matters and resource use;
- (v) Ensuring the preparation and approval of the budget for the required funding of the operational expenses of the Summit, the Council and the Technical Committee; and
- (vi) Performing any other duties as may be assigned to him by the Summit, the Council and the Technical Committee.

The office will have the following divisions:

### (i) Strategy and Planning Division

The Strategy and Planning Division's role is to coordinate the formulation and review of policies, strategies, guidelines and programs; develop the Strategic Plan and monitor its implementation; monitor and evaluate the implementation of the Strategic Plan;

coordinate the preparation and implementation of performance contracts; coordinate the preparation and implementation of Quality Management System (QMS); and initiate and formulate risk and business continuity management plans.

**(ii) Supply Chain Division;**

The role of the division will coordinate all procurement and management of inventories through: undertaking procurement planning, contract management, asset and inventory management, and disposal of assets for the Committee.

**(iii) Communications Unit**

The unit is responsible for strategic corporate communications, management of public relations, and coordination of customer relationships. It is also responsible for building partnerships and enhancing public awareness through elaborate public relations, communication, and advocacy programmes. Additionally, the division is responsible for corporate branding, image, and profile.

**(iv) Internal Audit Division**

The Internal Audit Division will be responsible for offering independent and objective assurance designed to enhance institutional risk management, controls and governance processes in the Committee. The division will also spearhead good corporate governance practices and enhancement of the internal control systems to promote efficiency and effectiveness in service delivery within IGRTC. The division will report functionally to the Audit Committee and administratively to the CEO.

**a) Summit and Research Directorate**

The Directorate will be responsible for carrying out the mandate of IGRTC as per the provisions of the Intergovernmental Relations Act, 2012, Sections 8 (Functions of the Summit); 12 (Functions of the Technical Committee); 13 (Establishment of Sector Forums); 14

(Reports of the Technical Committee). The Directorate will coordinate the following divisions: Summit and Council of Governors (COG) Affairs; Strategy and Research; and Monitoring and Evaluation. The Directorate will also be responsible for the development, implementation and review of policies, strategies, guidelines and standards to guide the operations and execution of the functions of the Directorate in consultation with other Directorates.

**b) Sectoral Forums and Technical Programmes Directorate**

The Directorate will be responsible for carrying out the mandate of IGRTC as per the provisions of the IGR Act, Sections 8 (Functions of the Summit); 12 (Functions of the Technical Committee); 13 (Establishment of Sector forums); 14 (Reports of the Technical Committee) and 24–29 (Transfer and Delegation of Powers, Functions and Competencies). The Directorate will coordinate the following divisions: Transfer of Functions Division; Transfer of Accompanying Resources Division; and IGR Sector Forums Division. The Directorate will also be responsible for the development, implementation and review of policies, strategies, guidelines and standards to guide the operations and execution of the functions of the Directorate in consultation with other Directorates.

**c) Legal Services and ADR Directorate**

The Directorate will be responsible for performing the mandate of IGRTC as per the provisions of the IGR Act 2012, Sections 8 (Functions of the Summit); 12 (Functions of the Technical Committee); 13 (Establishment of Sector Forums); 14 (Reports of the Technical Committee), 24–29 (Transfer and Delegation of Powers, Functions and Competencies) and 30–34 (Dispute Resolution Mechanisms). The Directorate will coordinate the following divisions: Alternative Dispute Resolutions (ADR) and Policy and Legislation. The Directorate will also be responsible for the development, implementation and review of policies, strategies, guidelines and standards to guide the operations and execution of the functions of the Directorate in consultation with other Directorates.

**d) Human Resource and Administration Directorate**

The Directorate will be responsible for effectively managing the human resources of the Committee through implementing appropriate policy guidelines. It will also be in charge of administration and ICT matters relating to the Committee. It will have the following divisions: Human Resource Mgt. Division; Administration Division; and ICT Division.

**e) Finance & Accounts Directorate**

The department will be responsible for prudent financial management as required under the Public Finance Management Act, 2012, through applying sound principles, systems and techniques in accounting. It will also be in charge of budgetary control as well as the preparation of the Committee's annual financial statements. To fully fund the strategic plan, the Directorate will be responsible for growing the Committee's financial resource base and enhancing efficiency in the mobilisation and utilisation of resources for sustainable intergovernmental relations. The Directorate will consist of the following divisions: Finance Division and Accounts Division.

Staff establishment, skills set and competency development are provided in Table 7 (current status) and Table 8 (Proposed).

Table 7: Current Staff Establishment

Cadre/Designation	IGRTC Grade	Approved Establishment (A)	In-Post
CEO	IGRTC 1	1	1
Director	IGRTC 2	5	5
Deputy Director	IGRTC 3	12	2
Senior Asst. Director	IGRTC 4	4	0
Assistant Director	IGRTC 5	14	3
Principal Officer	IGRTC 6	14	10
Chief Officer	IGRTC 7	21	1
Senior Officer	IGRTC 8	19	0
Officer	IGRTC 9	17	13
Assistant Officers	IGRTC 10	10	13
Senior Office Assistants /Drivers	IGRTC 11	7	7
Office Assistants	IGRTC 12	6	6
<b>TOTAL</b>		<b>118</b>	<b>61</b>

Table 8: Proposed Staff Establishment

Cadre / Designation	IGRTC Grade	Proposed Optimal	In-Post (C)	Variance
Secretary/Chief	IGRTC 1	1	1	0
Director	IGRTC 2	5	5	0
Deputy Director	IGRTC 3	9	2	7
Assistant Director	IGRTC 4	11	3	8
Principal Officer	IGRTC 5	15	10	5
Senior Officer	IGRTC 6	20	1	19
Officer I	IGRTC 7	23	13	10
Officer II	IGRTC 8	15	13	2
Assistant Officer	IGRTC 9	5	0	5
Officer	IGRTC 10	7	7	0
Driver II/Clerical	IGRTC 11	10	6	4
Office Assistant II	IGRTC 12	4	0	4
<b>TOTAL</b>		<b>125</b>	<b>61</b>	<b>64</b>

Table 8 **indicates that for optimal performance of the Committee, there is a need to increase the number of staff from 118 to 125 through re-designation, promotion and reskilling of existing staff in the Committee and external recruitment of additional staff. The proposed organisational structure is depicted in Annex V.**

### 6.3 Business Process Re-Engineering

The Committee will strive to continuously improve its service delivery to its stakeholders in an efficient, effective, sustainable and in line with its mandate. The Committee will thus undertake re-engineering of its processes, including digitisation and automation of the Committee processes using ERP solutions and performance management. It will continuously improve its employee competencies, data management and systems integration. A lot of emphasis will be on the structure and promotion of research and innovations, among other critical performance improvement activities.

### 6.4 Risk Mapping Framework

The implementation of this Strategic Plan is potentially exposed to various risks, among them strategic, operational, financial and technological risks. To ensure effective implementation of the proposed strategies, IGRTC will develop and integrate a robust risk management strategy into the Plan. The strategy shall ensure that risks are identified in a timely manner and mitigation measures are promptly implemented to minimise their negative impact. IGRTC will monitor these risks continuously. It will also put in place interventions to prevent risks or minimise their adverse effects if they happen.

All programs and activities of the Committee will be subjected to risk assessment, and appropriate mitigation measures put in place to ensure that risks are effectively managed as per the organisational risk management framework. The Committee will, therefore, identify uncertainties and analyse and prioritise the risks to effectively mitigate their potential impact. In controlling the risks, the Committee will act to mitigate their effects and implement an emergency plan for those deemed to be significant. Table 9 provides the IGRTC Risk Mapping Framework.

S/No.	Risks	Risk Likelihood (L/M/H)	Severity/ Impact (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1.	Financial risks Inadequate funding.	H	M	H	(i) Develop and implement resource mobilisation strategies. (ii) Engage stakeholders for increased funding. (iii) Seek strategic development partnerships. (iv) Prioritisation of programs.
	Political risks Political influence.	M	H	M	Continuous engagements with the national and county governments for political goodwill.
	Strategic Risks Weak implementation of monitoring and evaluation activities.	M	M	M	(i) Strengthen institutional capacity on M&E. (ii) Undertake participatory M&E processes.
	Operational Risks (i) Inadequate	M	M	M	(i) Review relevant policies and legislation.

	<p>(ii) legislative and regulatory framework.</p> <p>(iii) Inadequate stakeholder engagement.</p> <p>(iv) Inadequate facilitation to undertake institutional mandates.</p>				<p>(ii) Engage legislative institutions like parliament and other stakeholders to ensure policies are reviewed.</p> <p>(iii) Improve strategies for stakeholder engagement.</p> <p>(iv) Implement institutional communication strategy.</p> <p>(v) Strengthen the capacity of IGRTC.</p>
<p>Organisational Risks</p> <p>(i) Weak understanding of the functional mandate of the organisation by stakeholders.</p> <p>(ii) Inadequate organisational capacity.</p>	<p>H</p>	<p>M</p>	<p>M</p>		<p>(i) Engage all stakeholders, partners and the general public to make them understand the critical role played by IGRTC.</p> <p>(ii) Seek more funding to increase the organisational capacity.</p> <p>(iii) Engage both the national and county governments to facilitate proper coordination.</p> <p>(iv) Introduce results-based management and performance evaluation.</p>

	(iii) Weak coordination framework between national and county governments.				(v) Strengthen adherence to the policies and laws.
	Information Management <ul style="list-style-type: none"> <li>• Limited ICT infrastructure.</li> <li>• Lack of a central information repository centre.</li> </ul>	H	H	M	<ul style="list-style-type: none"> <li>(i) Establish a central repository centre.</li> <li>(ii) Increase investment in ICT.</li> <li>(iii) Build capacity for information sharing and management.</li> </ul>

Table 9: Risk Mapping Framework

## CHAPTER 7: RESOURCE REQUIREMENTS AND MOBILISATION STRATEGIES

This chapter outlines the financial requirements and resource gaps, the resource mobilisation strategies, and resource management mechanisms for the implementation of the Strategic plan.

### 7.1 Financial Requirements

The financial requirements for implementing the Strategic Plan are presented in Table 10 and resource gaps in Table 11.

Table 10: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Ksh. Mn)					TOTAL
	Year 1	Year 2	Year 3	Year 4	Year 5	
KRA 1: The Summit and shared national strategic agenda	54.20	81.90	64.60	89.80	79.00	369.5
KRA 2: To support coordinated sustainable socio-economic planning to achieve	8	110	92	124	107.5	441.5
KRA 3: Effective performance of functions by the two levels of government	64.20	68.20	75.40	107.40	99.40	414.6
KRA 4: Coordinate harmonisation of policies and legislation on devolution matters	20.00	23.00	26.45	30.42	34.98	134.85
KRA 5: Intergovernmental dispute prevention and resolution	10.20	24.70	16.20	24.20	16.20	91.5
KRA 6: Organisational effectiveness and efficiency	325.20	544.90	547.50	604.10	734.30	2756
Administrative Cost	100.00	115.00	132.25.00	152.09	174.90	541.99
Total	581.8	967.7	822.15	1132.01	1246.28	4749.94

Table 11: Resource Gaps

Financial Year	Estimated Financial Requirements (Ksh. Mn)	Estimated Allocations (Ksh. Mn)	Variance (Ksh. Mn)
Year 1	581.80	343.53	-238.27
Year 2	967.7	395.06	-572.64
Year 3	822.15	454.32	-367.83
Year 4	1,132.01	522.47	-609.54
Year 5	1,246.28	600.84	-645.44
Total	4,749.94	2,316.22	-2,433.72

## 7.2 Resource Mobilisation Strategies

The funding of this SP 2023–2027 will be drawn from the Government budget allocation and development partner support. The estimated cost of implementing the plan is KES 4,749.94 million for all the key result areas against an approximated allocation of KES 2,316.21 million from the government exchequer. The implementation process will thus require strategies for the mobilisation of more resources.

IGRTC will put in place strategies for adequate financial resources to support its implementation of planned activities. Thus, the Committee will formulate and implement a resource mobilisation strategy. The strategy will document ways of raising funds and technical support by:

- (i) Engaging the National Treasury for increased budget allocation;
- (ii) Engaging relevant parliamentary committees;
- (iii) Forging partnerships and linkages through identification and engagement with potential development partners, international agencies, and domestic Non-Governmental Organisations;
- (iv) Engaging and partnering with county governments; and
- (v) developing proposals for financial support.

### 7.3 Resource Management

The organisation will also put in place measures to ensure prudent utilisation of available resources. These measures will include:

- (i) Implementation of efficient and effective processes and procedures;
- (ii) Adoption of ICT in the various processes;
- (iii) Digitisation of IGRTC processes;
- (iv) Timely submission of quarterly expenditure budget report to the National Treasury;
- (v) Outsourcing of non-core activities;
- (vi) Stringent financial discipline and,
- (vii) Pooling of common user resources.

## CHAPTER 8: MONITORING, EVALUATION, REPORTING AND LEARNING.

This chapter discusses the framework for monitoring, evaluation, reporting and learning of the Strategic Plan. This will involve a systematic and continuous process of collecting and analysing information based on the indicators and targets set during the Plan period. The reports and results of M&E will be used to make corrective actions, improve implementation of activities, and inform future plans of the Technical Committee.

### 8.1 Monitoring Framework

Monitoring will entail tracking the implementation of the policies, programmes and projects continuously to improve management performance, especially the targeted output, outcomes and impact. IGRTC will internalise and implement results-based management in its processes by breaking down the goals and objectives into a framework with clear results at the output, outcome and impact levels. The Plan will thus track the achievement of the Key Results Areas, evaluating the progress in implementation and achievement of results, after which necessary performance adjustments might be made through M&E processes.

Monitoring will act as an early warning system to detect potential bottlenecks and help to adjust where necessary. It will involve collecting and analysing information relating to the various indicators in the implementation matrix of the Strategic Plan. During the plan period, the Technical Committee resources the monitoring function to ensure that accurate and timely information is provided for the purposes of evidence-based decision-making. Table 12 presents the outcome performance matrix.

Table 12: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term Period	End of Plan Period
KRA1	Harmonious intergovernmental relations	Number of Summit meetings	8	2022	5	10
		Percentage of resolutions implemented	85	2022	95	100
		Number of intergovernmental partnership agreements signed	6	2022	4	13
		Number of sectorial working groups or committees established	11	2022	12	14
		Number of sectorial working groups or committees operationalised	7	2022	12	14

## INTERGOVERNMENTAL RELATIONS TECHNICAL COMMITTEE

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term Period	End of Plan Period
KRA2	Improved service delivery	Number of counties submitting annual progress reports on time	47	2022	47	47
			0	2022	2	5
			2	2022	5	10
KRA3	Improved service delivery	Percentage of functions unbundled	20	2022	60	100
		Percentage of concurrent functions unbundled	20	2022	60	100
KRA4		Number of policies facilitated for	5	2022	12	25

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term Period	End of Plan Period
	Harmonious intergovernmental relations	development and harmonisation				
		Number of legislations facilitated for development and harmonisation	20	2022	50	100
		Number of technical advisories issued on devolved functions	2	2022	5	10
KRA 5	Harmonious intergovernmental relations	Percentage of disputes declared to IGRTC	80	2022	100	100
		Percentage of declared disputes resolved within 90 days	80	2022	100	100

## INTERGOVERNMENTAL RELATIONS TECHNICAL COMMITTEE

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term Period	End of Plan Period
KRA 6	Effective and efficient IGRTC	Percentage of Technical Committee Effectiveness	50	2022	95	95
		Percentage of financial sustainability	100	2022	100	100
		Percentage of employee retention rate	85	2022	95	95
		Percentage of digitisation	30	2022	50	70
		Percentage of brand recognition	40	2022	60	80

## 8.2 Evaluation Framework

Evaluation will involve a systematic and objective process of examining the relevance, effectiveness, efficiency and impact (both expected and unexpected) of the strategies. Evaluation will be done through formal surveys and assessments and will look at what will be accomplished against the set targets. Three major evaluation activities will be undertaken. These include mid-term evaluation, end-term evaluation, and ad hoc evaluation (where necessary).

### 8.2.1 Mid-Term Evaluation

The Technical Committee will conduct a mid-term evaluation of this Strategic Plan to examine the progress made towards achieving the set targets. The evaluation will be spearheaded internally by the Monitoring and Evaluation unit. This will be undertaken at the midpoint of the implementation of this Plan in the financial year 2025/26. The recommendations of the mid-term evaluation will help in making improvements to the Strategic Plan implementation process as well as review of the Plan if need be.

### 8.2.2 End-Term Evaluation

An end-term evaluation will be conducted at the end of the Strategic Plan period in FY 2027/2028, and the achievements, challenges, lessons learned, and recommendations will inform the next cycle of the strategic planning process for the Committee.

## 8.3 Reporting Framework

All the technical sectors in the Technical Committee will be involved in monitoring and reporting on the progress of achievement of results and strategic objectives based on the

key indicators agreed upon in this Strategic Plan. This will be achieved by ensuring the collection and provision of timely and accurate data during the Plan period. The technical sectors will be expected to generate reports on a quarterly, bi-annual, and annual basis for presentation to the Committee for further action and guidance. The reporting templates are provided in annexes as follows: Annex II: Quarterly Progress Report, Annex III: Annual Progress Report, and Annex IV: Evaluation Report.

## 8.4 Feedback Mechanism

IGRTC shall ensure that the lessons learnt are captured and fed into a continual adjustment and improvement of the necessary corrective interventions in the strategy.

## 8.5 Implementing Monitoring and Evaluation Processes

In implementing the M&E processes in the organisation, the following will be considered:

- a) Activity plans will be developed on an annual basis using the Strategic Plan as the guiding framework. Based on these, there will be continuous monitoring of progress to make timely decisions in cases of need for adjustments in the planning period.
- b) There will be mid-term and terminal (end of the period) evaluations (both at the overall organisational level, including management and programs). Evaluation will entail measuring actual performance against set targets as in the implementation plan. It will also establish variances, identify any causal factors for the variances, and recommend remedial measures. Some of the

measures may call for a review of the plan objectives and strategies.

- c) Monitoring will be a continuous activity in the organisation championed by the M&E unit. It will be done at the process, output and outcome levels using an agreed logical framework as the guiding tool.
- d) A sufficient number of resources (funds, staff, time, etc.) will be deliberately set aside to facilitate both monitoring and evaluation activities.
- e) The organisation will ensure that the requisite positions in M&E units are filled up. Staff development will take cognisance of the organisation's strategic capacity needs for M&E and hire a full-time M&E specialist.

## 8.6 Measuring the Impact of IGRTC Work

IGRTC will apply a participatory planning, budgeting, monitoring and evaluation (PPBME) approach to achieve the objectives of the Strategic Plan 2021–2025. The approach involves strengthening major stakeholders in the activities of the organisation. Each officer, as a primary stakeholder in IGRTC, will be expected to take the lead in tracking and analysing progress in the implementation of agreed results and deciding on corrective actions. The monitoring, evaluation and reporting position will be used to help streamline documentation of good practices and plan implementation. Project reviews, studies, evaluation, general organisational assessments and research will be intensified for policy development to influence the delivery processes.

All the thematic areas in the Technical Committee will be involved in monitoring and reporting on the progress of achievements and strategic objectives based on the key result areas agreed upon in this Strategic Plan. This will be achieved

by ensuring the collection and provision of timely and accurate data during the plan period. The thematic areas will be expected to generate reports on a quarterly, bi-annual and annual basis.

To enhance the implementation of the Strategic Plan and achievement of its objectives, performance contract targets will be drawn from the implementation matrix. Data will be collected by the various implementation teams and shared within the system for quality control, analysis, and decision-making. Out of this will emerge the goals output, such as the quarterly reports, internal performance management updates, and strategic guidance, useful for realigning efforts towards effective Plan delivery. While the respective departments will lead the implementation and provide data on the results of implementation, the Committee will regularly review implementation reports and provide the strategic guidance necessary to stay on course.

## 8.7 Implementation Matrix of the Strategic Goals

In the appendices, the Strategic Plan shows the implementation matrix of the strategic goals. Each area will be led by a team of dedicated people: directors and other staff of IGRTC. The Chief Executive and the senior staff will be responsible for ensuring that this Strategic Plan is faultlessly implemented as programmed.

## 8.8 Linkage between the Strategic Plan and Performance Contracts

To enhance the implementation of the Strategic Plan and achievement of its objectives, performance contract targets

will be drawn from the implementation matrix. This linkage will also ensure that each staff of the Technical Committee contributes to the Strategic Plan implementation and realisation of the mandate of the Committee.

## 8.9 Key Assumptions

This plan will be implemented subject to the following assumptions:

- 1) IGRTC will be adequately resourced with both human and financial capacities through GOK budgetary allocations.
- 2) There will be a stable operating environment in terms of enabling political stability, economic development, social security, sustained technology uptake, and conducive legal frameworks.
- 3) There will be no negative ecological impact on the country through calamities, migratory pest invasions, disease pandemics or disasters.
- 4) There will be cooperative members with qualified and well-motivated technical and administrative staff recruited.
- 5) IGRTC will have a neutral latitude for the optimal execution of its statutory mandate.
- 6) All stakeholders identified or those implicitly impacted by IGRTC activities will play their role and support in the implementation of this plan.
- 7) Development partners will continue to support the activities of IGRTC to mitigate any Exchequer budgetary shortfalls.

## ANNEXURES

## ANNEX I: IMPLEMENTATION MATRIX

**KRA 1: The Summit and Shared National Strategic Agenda**

<b>Strategic Issue:</b> Enhanced consultation and cooperation between the two levels of government for effective coordination of the Summit, Sector Forums and other intergovernmental institutions.															
<b>Strategic Goal:</b> Harmonious intergovernmental relations between the two levels of government and amongst county governments															
<b>KRA 1:</b> The Summit and shared national strategic agenda															
<b>Outcome:</b> Harmonious intergovernmental relations.															
<b>Strategic Objective 1:</b> To facilitate administration of activities of the Summit															
Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets	Target (Year)					Budget (KES, Mn)		Responsibility			
					1	2	3	4	5	1	2	3	4	5	Lead
Organise Summit meetings.	Review Guidelines for the conduct of Summit meetings	Guidelines reviewed	Guidelines	1	1	1	1	1	1	1	1	2	2	Director, Summit	

Coordinate the implementation of the resolutions of the Summit	Convene meetings of the forty-seven county secretaries and other stakeholders	Meetings of 47 CSs convened	No. of meetings	10	2	2	2	2	2	2	2	2	2	5	5	6	6	Director, Summit
	Develop the agenda of the Summit meeting	Agenda of the Summit developed	No. of Agenda	10	2	2	2	2	2	2	2	2	2	1.2	1.4	1.6	1.8	Director, Summit
	Hold pre-summit and Summit meetings	Summit meetings held	No. of meetings	10	2	2	2	2	2	2	2	2	2	8	9	10	11	Director, Summit
Coordinate the implementation of the resolutions of the Summit	Review M&E framework on implementation of the resolutions of the Summit	M&E Framework reviewed	Framework	1											2.5			
	Monitor the status of the implementation of the resolutions.	Status of the implementation of the resolutions monitored	Percentage of resolutions implemented	100	100	100	100	100	100	100	100	100	100	2	2	2	3	Director, Summit
	Prepare status reports.	Status reports prepared	No. of reports	10	2	2	2	2	2	2	2	2	2	1	2	2	3	4

Prepare and submit annual Summit reports to legislative bodies	Prepare annual reports	Annual report prepared	No. of report	1	1	1	1	1	1	1	2	2	3	3	3	Director, Summit
	Submit annual reports to legislative bodies	Annual report submitted	No. of report	1	1	1	1	1	1	1	1	1	1	1	1	Director, Summit
Establish inter governmental partnerships.	Develop a framework for inter governmental partnerships	Framework developed	Framework	1	1						1					Director, Summit
	Develop Inter governmental Partnership Agreements (IPAs)	IPAs developed	No. of IPAs	14	2	3	3	3	3	3	1	1	2	3	4	Director, Summit
	Facilitate joint investments between the two levels of government and amongst county governments	Joint investments facilitated	No. of joint investments	14	3	3	2	3	3	3	1	1	2	3	4	Director, Summit
	Evaluate the impact of inter governmental partnerships	Impact evaluated	No. of evaluations	5	1	1	1	1	1	1	20	22	24	26	28	Director, Summit

<b>Strategic Issue:</b> Enhanced consultation and cooperation between the two levels of government for effective coordination of the Summit, Sector Forums and other intergovernmental institutions.																	
<b>Strategic Goal:</b> Harmonious intergovernmental relations between the two levels of government and amongst county governments																	
<b>KRA 1:</b> The Summit and shared national strategic agenda																	
<b>Outcome:</b> Harmonious intergovernmental relations.																	
<b>Strategic Objective 2:</b> To provide intergovernmental sectoral platforms for consultation, cooperation and coordination between the two levels of government																	
Strategy	Key Activities	Expected Output	Output Indicators	5-Year Targets	Target (Year)					Budget (KES. Mn)			Responsibility*				
					1	2	3	4	5	1	2	3	4	5	Lead	Support	
Establish and operationalise sectorial working groups or committees on issues of common interest to the national and	Develop a manual for establishment of inter governmental sectoral forums/working groups	Manual developed	Manual	1	1						1					Director, Programs	
	Hold consultative meetings with relevant sector stakeholders	Consultative meetings held	No. of consultative meetings	20	4	4	4	4	4	3	3	3	3	3	3	Director, Programs	



## KRA 2: To Support Coordinated Sustainable Socio-Economic Planning to Achieve Objects and Principles of Devolution

<b>Strategic Issue: Coordinated implementation of national and county development plans for improved service delivery and accountability.</b>																
<b>Strategic Goal: Harmonised national and county development plans for sustainable socio-economic development</b>																
<b>KRA 2: To support coordinated sustainable socio-economic planning to achieve objects and principles of devolution</b>																
<b>Outcome: Improved service delivery</b>																
<b>Strategic Objective 1: To coordinate monitoring and reporting of the implementation of the national and county government development plans.</b>																
Strategy	Key Activities	Expected Output	Output Indicators	5-Year Targets	Target (Year)					Budget (KES. Mn)			Responsibility*			
					1	2	3	4	5	1	2	3	4	5	Lead	Support
Review the monitoring tool for monitor the implementation of the national and county government development plans.	Review a tool for monitoring	Monitoring tool developed	Monitoring tool	1	1					1	-	2	-	2	D.D M&E	
	Undertake sensitisation exercise to all the 47 counties.	Sensitisation exercise undertaken	No. of county governments sensitised	47	30	17					-	15	7.5	-	D.D M&E	
	Consultative meeting with stakeholders	Meetings held	No. of Meetings held	5	1	1	1	1	1	3	3	3	3	3	D.D M&E	
	Train and Capacity build the data	a. Data collectors trained	No. of data collectors and	735	735		735				25	25	25	25	D.D M&E	



Strategic Objective 2: To coordinate evaluation and reporting of the performance of national and county governments.														
Strategy	Key Activities	Expected Output	Output Indicators	5-Year Targets	Target (Year)		Budget (KES. Mn)					Responsibility*		
					1	2	1	2	3	4	5	Lead	Support	
Review a tool for evaluating the performance of national and county governments.	Review the framework for evaluating the performance	Framework developed	Framework	1	1									D.D M&E
	Undertake sensitisation exercise to key stakeholders	Sensitisation exercise undertaken	No. of key stakeholders sensitised	500	-	150	200	150	-	1.5	2	1.5		D.D M&E
Undertake baseline surveys to assess the performance of government.	Carryout Baseline Surveys	Baseline surveys undertaken	No. of surveys undertaken	3	1	1			5			5		D.D M&E
Coordinate phased assessment of county and National governments performance	Assessment of county and National governments performance	National and County governments assessment Reports	No. of National Governments assessment reports	10	2	2	3	3	-	15	25	25		D.D M&E
Periodically report to the Summit, Parliament and County Assemblies the performance of both levels of government.	Prepare and submit evaluation report to the relevant stakeholders.	Evaluation reports to the relevant stakeholders	No. of reports	2	1	1								D.D M&E

### KRA 3: Effective Performance of Functions by the Two Levels of Government

Strategic Issue: Coordinated transfer of functions, powers or competencies and attendant resources between the two levels of government.																
Strategic Goal: Transfer of functions, powers or competencies and attendant resources in line with the Constitution																
KRA 3: Effective performance of functions by the two levels of government																
Outcome: Improved service delivery.																
Strategic Objective 1: To Facilitate the transfer of functions, powers or competencies and attendant resources																
Strategy	Key Activities	Expected Output	Output Indicators	5-Year Targets	Target (Year)					Budget (KES, Mn)			Responsibility*			
					1	2	3	4	5	1	2	3	4	5	Lead	Support
Identify and analyse functions, power or competencies and attendant resources to be transferred in line with Fourth Schedule, Art 187 and relevant Legislation	Develop Regulations on transfer of functions, powers or competencies	Regulations developed.	Number of Regulations	1											Director, Programs	SDD
	Review the Manual on transfer of functions, power or competencies	Manual on transfer of functions reviewed	Number of Manual	1						1					Director, Programs	Directors
	Development of a standardised costing frameworks for the functions to be transferred.	Standardised costing frameworks developed.	No. of Frameworks	15	3	3	3	3	3	21	21	30	30	45	Director, Programs	Directors & External stakeholders

	Undertake baseline assessment on functional analysis	Baseline assessment on functional analysis undertaken	No. of reports	14	2	3	3	3	4	6	6	7.5	7.5	Director, Programs	Directors & External stakeholders
	Develop and publish reports on identification of functions, powers or competencies for transfer.	Consultative meetings held	No. of consultative meetings	10	2	2	2	2	3	3	3	4	4	Director, Programs	Directors & External stakeholders
		Institutional structures established and operationalised	No. of institutional structures	10	2	2	2	2	6	6	6	7	8	Director, Programs	Directors & External stakeholders
		Reports developed and published	No. of reports	10	2	2	2	2	1	1	1	1.5	1.8	Director, Programs	Directors & External stakeholders
Develop, publish and gazette legal framework to effect the transfer of functions, powers or competencies.	Develop the legal framework to effect the transfer of functions, powers or competencies.	Legal framework developed	No. of legal frameworks	10	2	2	2	2	3.5	3.5	3.5	4	4	Director, Programs	Directors & External stakeholders
	Publish and gazette legal framework to effect the transfer of functions, powers or competencies.	Legal framework gazette	No. of notices	10	2	2	2	2	0.2	0.2	0.4	0.4	0.5	Director, Programs	Directors & External stakeholders
	Disseminated the legal framework and sector reports to the Summit, Legislative Bodies and other stakeholders	Legal framework and sector reports disseminated	No. of dissemination forums	10	2	2	2	2	2.5	2.5	2.5	3	3	Director, Programs	Directors & External stakeholders

Monitor the status of the implementation and operationalisation of transferred functions.	Undertake the monitoring on the implementation of the transferred functions or competencies.	Implementation of the transferred functions monitored	No. of functions monitored	70	14	14	14	14	14	14	14	14	18	18	19	20	20	Director, Programs	Directors
	Prepare reports on the status of implementation of the transferred functions	M&E reports prepared and publish	No. of M&E reports published	5	1	1	1	1	1	1	1	1	3	3	3	3.5	3.8	Director, Programs	Directors
	Disseminated the M&E reports to the Summit, Legislative Bodies and other stakeholders	M&E reports disseminated	No. of M&E disseminated	5	1	1	1	1	1	1	1	1	1	1	1	1.5	1.8	Director, Programs	Directors
	Evaluation on the status of transferred functions	Status of transferred functions evaluated	No. of evaluation reports	1					1							25		Director, Programs	Directors & External stakeholders

## KRA 4: Coordinate Harmonization of Policies and Legislation on Devolution Matters

<b>Strategic Issue:</b> Harmonisation of Policies, Legislation and Institutional Structures to align them to the Constitution.																		
<b>Strategic Goal:</b> Policies and legislation aligned to the Constitution																		
<b>KRA 4:</b> Coordinate harmonisation of policies and legislation on devolution matters																		
<b>Outcome:</b> Harmonious intergovernmental relations																		
<b>Strategic Objective:</b> To facilitate harmonisation of policies, legislation and institutional structures of both national and county governments to align to the Constitution																		
Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets	Target (Year)					Budget (KES. Mn)					Responsibility*			
					1	2	3	4	5	1	2	3	4	5	Lead	Support		
Identify policies, legislation and institutional structures that do not conform to the devolved system of governance	Undertake desk studies on the relevant policies, laws and regulations	Relevant policies, laws and legislation studied.	No. of reports	5	1	1	1	1	1	2	2	2	2	2	2	2	2	Director, Legal
	Hold consultative meetings with relevant stakeholders	Consultative meetings held	No. of meetings held	20	4	4	4	4	4	6	6	6	6	6	6	6	6	Director, Legal
	Draft proposed amendments	Proposed amendments drafted	No. of reports on Proposed amendments	20	4	4	4	4	4	2	2	2	2	2	2	2	2	Director, Legal
Facilitate the review of policies, legislation and institutional structures	Organise follow up meetings with key stakeholders on the proposed amendments	Progress reports	No. of progress reports	20	4	4	4	4	4	4	4	4	4	4	4	4	4	Director, Legal
	Prepare regular reports to the Summit on the progress of harmonisation of laws	Reports to the Summit	No. of reports	10	2	2	2	2	2	1	1	1	1	1	1	1	1	Director, Legal

<b>Strategic Issue:</b> Harmonisation of Policies, Legislation and Institutional Structures to align them to the Constitution.																	
<b>Strategic Goal:</b> Policies and legislation aligned to the Constitution																	
<b>KRA 4:</b> Coordinate harmonisation of policies and legislation on devolution matters																	
<b>Outcome:</b> Harmonious intergovernmental relations																	
<b>Strategic Objective:</b> To facilitate harmonisation of policies, legislation and institutional structures of both national and county governments to align to the Constitution																	
Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets	Target (Year)					Budget (KES. Mn)					Responsibility*		
					1	2	3	4	5	1	2	3	4	5	Lead	Support	
Issuing technical advisory on effective implementation of Article 187 on performance of functions, powers or competencies	Identify emerging issue on a functional mandate	Reports on identified emerging issues.	No. of reports on identified issues.	10	2	2	2	2	2	1	1	1	1	1	1	Director, Programs	Director Legal
	Consultative meetings with relevant stakeholders on the functional mandate	Meetings held	No. of meetings held	10	2	2	2	2	2	2	2	2	2	2	2	Director, Programs	Director Legal
	Draft instruments of transfer	Instruments drafted and signed	No. of instruments signed	10	2	2	2	2	2	2	2	2	2	2	2	Director, Programmes	Director Legal

## KRA 5: Intergovernmental Dispute Prevention and Resolution

<b>Strategic Issue:</b> Utilisation of Alternative Dispute Resolution Mechanisms to resolve intergovernmental disputes.																																
<b>Strategic Goal:</b> Harmonious intergovernmental relations between the two levels of government and amongst county governments																																
<b>KRA 5:</b> Intergovernmental dispute prevention and resolution																																
<b>Outcome:</b> Harmonious intergovernmental relations																																
<b>Strategic Objective:</b> To facilitate prevention and resolution of intergovernmental disputes																																
Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets					Target (Year)					Budget (KES. Mn)					Responsibility*													
				1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	Lead	Support												
Facilitate and strengthen the prevention and the resolution of inter governmental disputes through ADR mechanisms.	Review and implement manual for inter governmental alternative dispute resolution mechanisms	Manual reviewed	Reviewed manual	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	Director Legal	Directors		
	Develop the capacity of technical committee members and staff on ADR	Capacity developed	No. of members staff trained	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	6	6	6	6	6	6	6	6	6	6	6	Director Legal	Directors
	Sensitise stakeholders on the intergovernmental ADR mechanisms	County officers sensitised	No of county officers sensitised	141	141	141	141	141	141	141	141	141	141	141	141	141	141	141	141	2	2	2	2	2	2	2	2	2	2	2	2	Director Legal

<b>Strategic Issue:</b> Utilisation of Alternative Dispute Resolution Mechanisms to resolve intergovernmental disputes.																	
<b>Strategic Goal:</b> Harmonious intergovernmental relations between the two levels of government and amongst county governments																	
<b>KRA 5:</b> Intergovernmental dispute prevention and resolution																	
<b>Outcome:</b> Harmonious intergovernmental relations																	
<b>Strategic Objective:</b> To facilitate prevention and resolution of intergovernmental disputes																	
Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets	Target (Year)			Budget (KES, Mn)					Responsibility*				
					1	2	3	4	5	1	2	3	4	5	Lead	Support	
		Judicial officers sensitised	No of judicial officers sensitised	20	20											Director Legal	Directors
		MDAs sensitised	No of officers sensitised	60	60											Director Legal	Directors
	Facilitate training of ADR mechanisms to stakeholders	County Attorney trained	No of County Attorneys trained	47	47						6		6			Director Legal	Directors

<b>Strategic Issue:</b> Utilisation of Alternative Dispute Resolution Mechanisms to resolve intergovernmental disputes.																															
<b>Strategic Goal:</b> Harmonious intergovernmental relations between the two levels of government and amongst county governments																															
<b>KRA 5:</b> Intergovernmental dispute prevention and resolution																															
<b>Outcome:</b> Harmonious intergovernmental relations																															
<b>Strategic Objective:</b> To facilitate prevention and resolution of intergovernmental disputes																															
Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets					Target (Year)					Budget (KES. Mn)					Responsibility*												
				1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	Lead	Support											
		Judicial officers trained	No of judicial officers trained	20	20	20	20	20																			Director Legal	Directors			
		MDAs trained	No of officers trained	60	60	60	60	60																				Director Legal	Directors		
	Facilitate the resolution of inter governmental disputes	Inter governmental disputes resolved	Percentage of disputes resolved	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	Director Legal	Directors

<b>Strategic Issue:</b> Utilisation of Alternative Dispute Resolution Mechanisms to resolve intergovernmental disputes.																	
<b>Strategic Goal:</b> Harmonious intergovernmental relations between the two levels of government and amongst county governments																	
<b>KRA 5:</b> Intergovernmental dispute prevention and resolution																	
<b>Outcome:</b> Harmonious intergovernmental relations																	
<b>Strategic Objective:</b> To facilitate prevention and resolution of intergovernmental disputes																	
Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets	Target (Year)					Budget (KES, Mn)					Responsibility*		
					1	2	3	4	5	1	2	3	4	5	Lead	Support	
	Prepare and submit an ADR report on inter governmental disputes to the Summit.	ADR Report	No. of reports	10	2	2	2	2	2	2	0.2	0.2	0.2	0.2	0.2	Director Legal	Directors
	Digitisation of ADR processes.	ADR Processes digitised	Percentage of processes digitised	100	20	40	50	100	100	100	0.3	0.3	0.3	0.3	0.3	Director Legal	Directors

## KRA 6: Organisational Effectiveness and Efficiency

<b>Strategic Issue:</b> Strengthening IGRTC for organisational efficiency and effectiveness.																				
<b>Strategic Goal:</b> Strengthened organisational effectiveness and efficiency																				
<b>KRA 6:</b> Organisational effectiveness and efficiency																				
<b>Outcome:</b> Effective and efficient IGRTC																				
<b>Strategic Objective 1:</b> To strengthen organisational institutional capacity																				
Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets	Target (Year)					Budget (KES. Mn)					Responsibility*					
					1	2	3	4	5	1	2	3	4	5	Lead	Support				
Governance structure of the Technical Committee	Review the structure of the Technical Committee	Structure of the Technical Committee reviewed	Structure	1	1										8				Chair	CEO
	Build capacity of the Technical Committee	Capacity of the Technical Committee build	No. of trainings	60	12	12	12	12	12	10	10	11	12	13					Chair	CEO
	Undertake governance and compliance audit	Governance and compliance audit undertaken	Governance Audit Report	1	1						10								Chair	CEO
	Undertake Annual Technical Committee Performance Evaluation	Performance evaluation undertaken	Performance evaluation report	5	1	1	1	1	1	1.5	1.6	1.7	1.8	2					Chair	CEO
	Review Technical Committee Charter	Technical Committee Charter reviewed	Charter	1	1						2								Chair	CEO

<b>Strategic Issue:</b> Strengthening IGRTC for organisational efficiency and effectiveness.																						
<b>Strategic Goal:</b> Strengthened organisational effectiveness and efficiency																						
<b>KRA 6:</b> Organisational effectiveness and efficiency																						
<b>Outcome:</b> Effective and efficient IGRTC																						
<b>Strategic Objective 1:</b> To strengthen organisational institutional capacity																						
Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets					Target (Year)					Budget (KES. Mn)					Responsibility*			
				1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	Lead	Support		
Employee productivity and efficiency	Conduct customer satisfaction survey	Customer satisfaction survey conducted	Survey report	2	1	1	1	1	3										Chair	CEO		
	Develop HR instruments	Staff establishment approved	Staff establishment	1	1	1	1	1	7	3									DHR	H/HR		
		Grading structure approved	Grading structure	1	1	1	1	1														
		Salary structure approved	Salary structure	1	1	1	1	1														
		Career progression guidelines approved	Career progression guidelines	1	1	1	1	1														
		Development of induction manual	Induction Manual developed	1	1	1	1	1														
		Induction programme approved	Induction programme	1	1	1	1	1														
		Skills gap analysis conducted	Skills gap analysis report	1	1	1	1	1														
		Optimisation of the staff establishment	Staff establishment optimised	Percentage of staff optimisation	100	60	70	80	90	100	170	221	287	373	486				DHR	DHR	H/HR	H/HR

<b>Strategic Issue:</b> Strengthening IGRTC for organisational efficiency and effectiveness.																	
<b>Strategic Goal:</b> Strengthened organisational effectiveness and efficiency																	
<b>KRA 6:</b> Organisational effectiveness and efficiency																	
<b>Outcome:</b> Effective and efficient IGRTC																	
<b>Strategic Objective 1:</b> To strengthen organisational institutional capacity																	
Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets	Target (Year)					Budget (KES. Mn)					Responsibility*		
					1	2	3	4	5	1	2	3	4	5	Lead	Support	
Conduct Training Needs Assessment Undertake staff capacity building	Training Needs Assessment conducted Staff capacity building	Assessment report No. of group trainings No. of team spirit and cohesion activities	3 25 10	3	1	1	1	1	1	1	1	1	1	1	1	DHR	H/HR
					5	5	5	5	5	10	10	12	14	16	DHR	H/HR	
					2	2	2	2	2	12	13	14	15	15	DHR	H/HR	
Implement staff performance management Conduct employee satisfaction survey	Staff performance management implemented Employee satisfaction survey conducted	Percentage of staff trained Percentage of staff appraised Survey report	100 100 3	100 100 1	100	100	100	100	100	100	6	10	18	20	23	DHR	H/HR
					100	100	100	100	100	1	1	2	2	3	DHR	H/HR	
					1	1	1	1	1	1	1	1	1	1	DHR	H/HR	
Acquire annual medical, GLA, WIBA insurance cover Maintenance of staff pension scheme	Annual medical GLA, WIBA insurance cover Staff pension scheme maintained	Insurance cover Percentage of Pension scheme	5 100	5 100	1	1	1	1	1	1	20	25	27	30	35	DHR	H/HR
					100	100	100	100	100	12	15	16	17	18	DHR	H/HR	

<b>Strategic Issue:</b> Strengthening IGRTC for organisational efficiency and effectiveness.																
<b>Strategic Goal:</b> Strengthened organisational effectiveness and efficiency																
<b>KRA 6:</b> Organisational effectiveness and efficiency																
<b>Outcome:</b> Effective and efficient IGRTC																
<b>Strategic Objective 1:</b> To strengthen organisational institutional capacity																
Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets	Target (Year)					Budget (KES. Mn)					Responsibility*	
					1	2	3	4	5	1	2	3	4	5	Lead	Support
Promote national values and principles	Establish and operationalise mortgage scheme	Mortgage scheme established and operationalised	Mortgage Scheme capital (KES-M)	125	0	45	25	30	25	0	45	25	30	25	DHR	H/HR
	Establish and operationalise car loan scheme	Car loan scheme established and operationalised	Car Loan Scheme capital (KES-M)	60	0	20	15	15	10	0	20	15	15	10	DHR	H/HR
Financial sustainability of IGRTC	Implement national values and principles of Governance	No. of reports on the implementation of values and principles	Reports	5	1	1	1	1	1	1	1	1	1	1	DHR	H/HR
	Develop and implement a resource mobilisation strategy	Resource mobilisation strategy developed and implemented	Mobilisation strategy	1	1	1	1	1	1	1	3	1	1	1	DFA	CFO
	Develop funding proposals	Funding proposal developed	Proposals	7	1	1	1	2	2	0.5	0.5	0.5	1	1	DFA	Directors /CFO
	Develop Committee MTEF budget proposals	MTEF budget proposal developed	MTEF Budget	5	1	1	1	1	1	2	2	3	3	DFA	Directors /CFO	
	Develop annual procurement plan	Annual procurement plan developed	Annual plan	5	1	1	1	1	1	0.1	0.1	0.1	0.1	DFA	AD SCM	

<b>Strategic Issue:</b> Strengthening IGRTC for organisational efficiency and effectiveness.																		
<b>Strategic Goal:</b> Strengthened organisational effectiveness and efficiency																		
<b>KRA 6:</b> Organisational effectiveness and efficiency																		
<b>Outcome:</b> Effective and efficient IGRTC																		
<b>Strategic Objective 1:</b> To strengthen organisational institutional capacity																		
Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets	Target (Year)					Budget (KES. Mn)					Responsibility*			
					1	2	3	4	5	1	2	3	4	5	Lead	Support		
Digitisation and automation of services	Maintain assets register	Assets register maintained	Assets register	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	DFA	AD SCM		
	Tag assets	Assets tagged	Percentage of assets tagged	100	100	100	100	100	100	0.5	0.1	0.1	0.1	0.1	DFA	AD SCM		
	Prepare annual assets disposal plan	Annual assets disposal plan prepared	Annual plan	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	DFA	AD SCM		
	Prepare annual financial statements	Annual financial statements prepared	Financial statements	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	DFA	CFO, HAU		
	Develop ICT strategy	ICT strategy developed	ICT strategy	1	1							3			DHR	HICT		
	Upgrade ICT infrastructure and systems	Hansard systems acquired	Hansard systems	1		1								25	2	2	DHR	HICT
		ICT equipment acquired/upgraded	ICT equipment	100	10	20	25	25	20	2	2	4	5	5	4	4	DHR	HICT
		Licenses and firewalls acquired/renewed	Licenses and firewalls	300	60	60	60	60	60	2	2	2	2	2	2	2	DHR	HICT
		ERP system acquired	ERP system	60	10	30	40	50	60	10	40	20	15	15	15	15	DHR	HICT
		Summit digitised	Summit digitised	100	50	70	100	100	100	17	20	3	3	20	20	20	DHR	HICT



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<b>Outcome:</b> Effective and efficient IGRTC																
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Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets	Target (Year)					Budget (KES. Mn)					Responsibility*	
					1	2	3	4	5	1	2	3	4	5	Lead	Support
Research and knowledge management	Undertake stakeholder engagements	Stakeholder engagements undertaken	Number of stakeholders engagements	20	4	4	4	4	4	2	2	2	2	2	CEO	HCom
	Undertake awareness campaigns	Awareness campaigns undertaken	Media monitoring report	20	4	4	4	4	4	2	2	2	2	2	CEO	HCom
	Procure media communication equipment	Media Communication equipment procured	Percentage of equipment procured	100	100	100	100	100	100	2	3	1	1	1	CEO	HCom
	Develop Committee knowledge management strategy	Knowledge management strategy developed	Strategy	1	1						3				CEO	HCom
	Develop knowledge management system	Knowledge management system developed	System	1		1						1			CEO	HCom
Strategic planning and development.	Establish repository centre	Repository center established	Percentage of operationalising the center	100	10	30	60	80	100	2	2	2	3	3	CEO	HCom
	Develop Committee strategic plan	Strategic plan developed	Strategic plan	1	1					10					DD Strategy & Planning	Directors

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<b>Strategic Objective 1:</b> To strengthen organisational institutional capacity																	
Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets	Target (Year)					Budget (KES. Mn)					Responsibility*		
					1	2	3	4	5	1	2	3	4	5	Lead	Support	
	Undertake Midterm Review of the strategic plan	Midterm Review of the strategic plan undertaken	Midterm Review report	1		1						4				DD Strategy & Planning	Directors
	Review Committee strategic plan	Strategic plan reviewed	Reviewed strategic plan	1		1					2.5				DD Strategy & Planning	Directors	
	Prepare Committee quarterly and annual progress reports	Progress reports prepared	No. of reports	25	5	5	5	5	5	1.5	1.5	2	2	2	DD Strategy & Planning	Directors	
	Prepare Committee annual workplan	Committee annual workplan prepared	Approved workplan	5	1	1	1	1	1	0.4	0.4	0.4	0.4	0.4	DD Strategy & Planning	Directors	
Administration	Develop and implement ISO quality management system	ISO quality management system developed and implemented	Percentage of ISO developed	100	30	60	100	100	100		3	3	1	1	DD Strategy & Planning	Directors	
	Procure workstations	Workstations procured	Percentage of workstations procured	100	50	60	70	100	100						DHR	H/ Admin	

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Strategy	Key Activities	Expected Output	Output Indicators	5 Year Targets	Target (Year)					Budget (KES. Mn)					Responsibility*					
					1	2	3	4	5	1	2	3	4	5	Lead	Support				
	Refurbishment of office and related workspace	Office workspace refurbished	Percentage of office workspace refurbished	100		50	100											DHR	H/ Admin	
	Procurement of motor vehicles	Motor vehicles procured	No. of Motor vehicles	8		2	2	2											DHR	H/ Admin
	Procurement of a motorbike	Motorbike procured	No. of Motorbike	1	1					0.3									DHR	H/ Admin
	Procurement of a fleet management system	Fleet management system procured	System	1		1								1					DHR	H/ Admin
	Maintain OSH	Fumigation services done	No. of fumigation services	20	4	4	4	4	4	2	2	2	2	2	2				DHR	H/ Admin



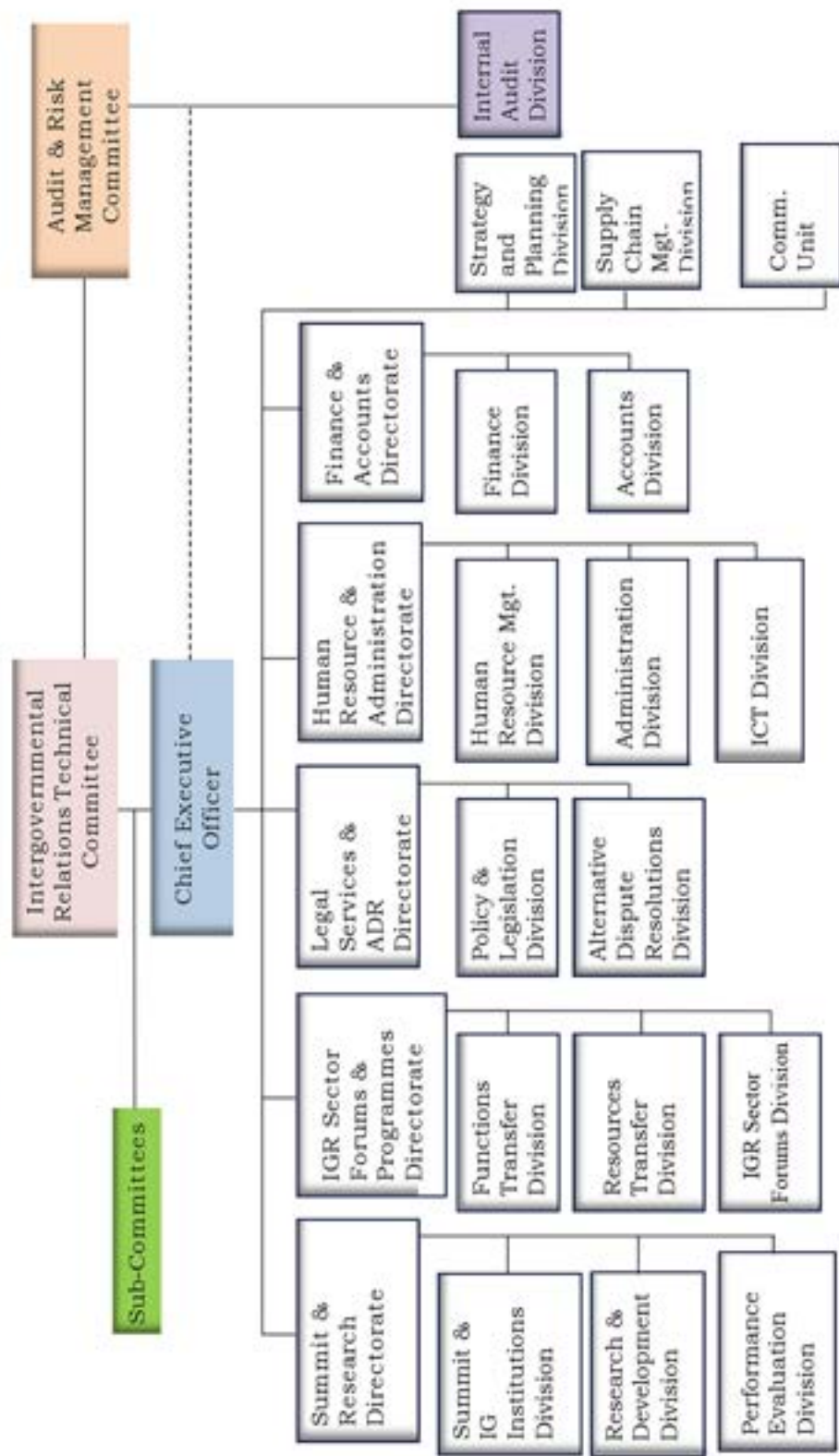
## ANNEX III: Annual Progress Reporting Template

### Intergovernmental Relations Technical Committee (IGRTC) ANNUAL PROGRESS REPORT YEAR ENDING .....

Expected Output Indicator	Achievement for Year.....			Cumulative to Date (Years)			Remarks
	Target (A)	Actual (B)	Variance (B - C)	Target (D)	Actual (E)	Variance (E - D)	



## ANNEX V: Proposed Organisational Structure for IGRTC



## References

- (i) The Intergovernmental Relations Act No. 2 Of 2012
- (ii) Intergovernmental Relations Technical Committee  
Strategic Plan 2020 – 2025
- (iii) The Draft Fourth Medium Term Plan 2023-2027
- (iv) The fifth generation Strategic Plan Guidelines

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