



# TRANSITION AUTHORITY

# SPECIAL REPORT TO THE SENATE

#### ON THE STATUS OF IMPLEMENTATION OF

# TRANSITION AUTHORITY'S MANDATE

#### OCTOBER 2015

# **TABLE OF CONTENTS**

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TABLE OF CONTENTS
CHAPTER ONE: INTRODUCTION AND BACKGROUND
1.1 Introduction3
1.2 Background
1.3 Mandate4
1.4 Rationale7
1.5 Comparative studies on the implementation of the devolved system of governance
1.5.1 Case study of Indonesia
1.5.2 Case study of South Africa
1.5.3 Case study of Bolivia
1.5.4 Case study of Philippines10
CHAPTER TWO: STATUS OF IMPLEMENTATION OF TA'S MANDATE12
2.1 Achievements
2.2 Pending Activities
CHAPTER THREE: CHALLENGES17
3.1 Challenges to TA as an Institution17
3.2 Challenges to Devolution
CHAPTER FOUR: CONCLUSION19
ANNEXES

#### CHAPTER ONE: INTRODUCTION AND BACKGROUND

## 1.1 Introduction

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This Special Report is written in fulfilment of resolutions arrived at in a meeting held between the Transition Authority (TA) and the Senate on the implementation of TA's mandate and other emerging issues related to devolution in Kenya.

This report gives the highlights of the achievements, challenges and emerging issues faced by the Authority, while undertaking its responsibility as envisaged by the Act. It has also brought to the fore some of the challenges facing devolution and proposed areas where the Senate can intervene given its role as per Article 96(1) of the Constitution. This is to ensure the gains made are jealously safeguarded, protected and defended to ensure sustainability of the devolved units.

### 1.2 Background

The Transition Authority (TA) is established under section 4 of the Transition to Devolved Government Act (TDGA), 2012 to facilitate and coordinate the transition to a devolved system of government pursuant to the Section 15 of the Sixth Schedule to the Constitution of Kenya (CoK) 2010. Drawing from this mandate, the TA is required to oversee the implementation of devolution over a period of three years from the date of the first General Election under the Constitution. In so doing, the TA is obligated to uphold fidelity to the Constitution while exercising its functions and powers as provided for under the TDGA, 2012.

The country adopted the *Big Bang* approach to devolution (such that by 4<sup>th</sup> of March, 2013 Kenya was highly centralised but by 5<sup>th</sup> of March, 2013 the country was highly devolved and the local government system became defunct) over the recommended gradual and incremental approach. Kenya's transition process is earmarked to be covered in two phases over a period stretching between June 2012 and March 2016. Phase 1, which commenced in March 2012, ended with the March 4, 2013 General Elections; while Phase 2, which began on March 5, 2013, is currently ongoing and is expected to end no later than March 2016.

#### 1.3 Mandate

According to section 7(2) of the TDG Act 2012 the specific functions that TA was mandated to undertake include:

- a) Facilitate the analysis and the phased transfer of the functions provided under the Fourth Schedule to the CoK 2010 to the National and County Governments;
- b) Determine the resource requirements of each of the functions;
- c) Develop a framework for the comprehensive and effective transfer of functions as provided under Section 15 of the Sixth Schedule to the CoK 2010;
- d) Co-ordinate with the relevant state organ or public entity in order to:
  - Facilitate the development of the budget for County Governments during phase of the transition period;
  - ii) Establish the status of the ongoing reform processes, development programs and projects and make recommendations on the coordinated management, reallocation or transfer to either level of government during the transition period;
- e) Prepare and validate an inventory of all the existing assets and liabilities of government , other public entities and local authorities;
- f) Make recommendations for the effective management of assets of the national and county governments;
- g) Provide mechanisms for the transfer of assets which may include vetting the transfer of assets during the transition period;
- h) Pursuant to section 15 (2)(b)of the Sixth Schedule to the Constitution, develop the criteria as may be necessary to determine the transfer of functions from National to County governments, including; such criteria as may be necessary to guide the phased or asymmetric transfer of functions to county governments and the criteria to determine the transfer of previously shared assets, liabilities and staff of the government and the local authorities;
- i) Carry out an audit of the existing human resource of the government and local authorities;
- j) Assess the capacity needs of the national and county governments;

- k) Recommend the necessary measures required to ensure that the national and county governments have adequate capacity during the transition period to enable them undertake their assigned functions;
- Co-ordinate and facilitate the provision of support and assistance to national and county governments in building their capacity to govern and provide services effectively;
- m) Advice on the effective and efficient rationalization and deployment of the human resources to either level of government;
- n) Submit monthly reports to the Commission for the Implementation of the Constitution and the Commission on Revenue allocation on the progress in the implementation of the devolved system of Government.
- o) Perform any other function as may be assigned by national legislation.

In furtherance to subsection 7(2)(o), other functions of Transition Authority as provided in other laws include;

- Section 134 (2) of County Government Act 2012 provides that after the repeal of CAP 265, all issues that may arise as a consequence of the repeal shall be dealt with and discharged by the body responsible for matters relating to transition.
- ii) County Government Act 2012, section 138 (3) provides that TA in consultation with Public service Commission and relevant Ministries facilitate deployment, transfers and secondment of staff to the national and county governments.
- iii) Urban Areas and Cities Act section 54 (1) provides that Urban areas and cities to be assessed and classified during the Transition period.
- iv) Public Finance Management (PFM) Act 2012, Second Schedule section 13 provides that all issues that may arise on the repeal of CAP 265 that are related to PFM Act shall be dealt with and discharged by the body responsible for matters relating to Transition.

Further to the above, the Objective and Purpose of the Act under Section 3 mandates the Authority to provide for policy and operational mechanisms during the transition period to audit, verify and transfer to national and county governments of;

- (i) Assets and Liabilities
- (ii) Human Resources
- (iii) Pensions and other staff benefits of employees of the government and local authorities; and
- (iv)Any other connected matters.

In addition, Section 3(e) of the Act requires the Authority to provide for closure and transfer of public records.

The Fourth Schedule to the TDGA, 2012 further requires the Authority to do the following;

- (i) Audit local authority infrastructure in the counties, to establish the number and functionality of plant and equipment in Local Authorities;
- (ii) Audit the government infrastructure in the counties, to establish the number and functionality of plant and equipment for the purpose of vesting them to either level of government;
- (iii) Facilitate civic education, to ensure civic education on devolution is commenced and coordinated;
- (iv) Facilitate the preparation of county profiles, to ensure that the profiles of counties are produced published and publicized;
- (v) Provide for mechanism that will secure assets and liabilities held by the Local Authorities.

Section 16(1) of the TDGA, provides that TA shall issue guidelines to State implementation plans.

#### 1.4 Rationale

The Transition Authority (TA) is required to implement the Transition to a devolved system of government in Two Phases. During Phase One, TA spent substantial time to set up the administrative structures and operationalising its secretariat, therefore began implementing its activities late.

Drawing also from the electioneering period in 2012 and the misunderstanding of devolution by stakeholders, TA took a long time to access requisite data and information from the Ministries, Departments and Agencies of the then Central Government to support analysis, costing and transfer of functions, audit of assets and liabilities of government and local authorities, manage the transfer of human resources to either level of government and prepare the county development profiles amongst others. This, therefore, saw almost the entire Phase One activities offloaded to Phase Two of the transition period. However, Phase Two was no better.

During Phase Two of the transition period, TA spent almost the entire 2013 inaugurating and operationalising the County Governments amidst calls for its disbandment owing to misunderstandings of the operationalisation of a system of devolved government by different stakeholders in Kenya. This was coupled with inadequate budget to undertake a comprehensive audit of assets and liabilities and preparation of an inventory of these assets and liabilities for both the National and County Governments; analyse and transfer all functions; cost all functions to determine the adequate resources required to perform the functions; comprehensively coordinate civic education at both levels of government; resolve emerging issues emanating from the transfer of functions to the County Governments; co-ordinate and sustain capacity building for the County Governments, amongst others.

Apart from just the inadequate budget, there have been continuous delays in the release of funds after the withdrawal of the vote. This has affected the smooth flow of funds, thus made implementation of planned activities delayed for months. The cumulative effect has been the delayed delivery of TA's mandate as required by the timelines set by the institution and legislations as activities are continuously rolled over.

To this end, the following activities are still pending due to the above mentioned challenges:

- a) The auditing of public assets and liabilities for the defunct Local Authorities, for the Devolved Functions, for National Government and for State Corporations and Parastatals.
- b) Validation of the inventory of the public assets and liabilities for the defunct Local Authorities, for the Devolved Functions, for National Government and for State Corporations and Parastatals.
- c) Transfer of the assets and liabilities to the relevant level of government.
- d) The analysis and transfer of pending functions as per the Fourth Schedule to the Constitution and those performed by government parastatals and corporations.
- e) Determination of the resource requirements for functions for the 13 remaining sectors under phase two
- f) Resolution of emerging issues from transfer and implementation of concurrent functions.
- g) Setting up of the County Pension Scheme to safeguard benefits of the county staff and facilitate declaration of County Public Service.
- h) Classification of Urban Areas and Cities
- i) Resolution of emerging human resource management issues during the transition period;
- j) Establish the status of ongoing reform processes, projects and programs and recommend transfer and management to either levels of government.
- k) To implement the civic education curriculum on devolution
- Facilitate closure and transfer of public records and information to either level of Government.
- m) To ensure that the National and county governments have adequate capacity to govern and undertake their functions effectively.

Against this background, the pending work to be done by TA is still core and transitional in nature. TA, therefore, requests Parliament to consider extending the transition period by at least 3 years to ensure the completion of these activities so critical to the nation in terms of facilitating the devolved system of government.

Drawing from the three- year experience in facilitating and coordinating the transition process, adequate time is required to complete the pending work and handle the emerging issues in transiting to a devolved system of government. The TA has already amassed a wealth of experience and competencies over time and this will take any successor institution a long time to build and interruptions of the transition process will be imminent. The trust and rapport that TA has built with the two levels of government will also be lost in the management of the core transitional activities that are still pending, if the transition period is not extended.

Extension of the Transition period will guarantee the sustenance of the devolution momentum. There is also need to manage the transition from the current county administration to the next after the 2017 General Elections. The TA successfully inaugurated the 47 county governments after the March 4<sup>th</sup> 2013 General Elections and ensured limited interruption of service delivery. It is prudent that the same transition mechanism be present to oversee handing over process and induction of the new county administration in 2017.

## 1.5 Comparative studies on the implementation of the devolved system of governance

There are some vital lessons that Kenya can learn from other countries that have implemented devolution due to their historical experiences, adopted the big bang approach to decentralization and devolution and the timelines for the implementation.

## 1.5.1 Case study of Indonesia

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One crucial lesson learnt is that for successful implementation of transition from a highly centralised government to devolved governments, adequate time is of essence. Indonesia had attempted to decentralize for the first time during colonial times of early 1920s. The other attempts were in 1950 and 1957 which all failed due to short transitional timelines. The successful attempt was in 2001 which adopted the Big Bang approach. Previous decentralization attempts were thwarted by limited transition period, regional political unrest, and rivalry of constituting agencies while key ministries were outright obstructionists as they felt they had everything to lose from decentralization and from the deconcentrated authority.

### 1.5.2 Case study of South Africa

The devolution in South Africa started with 1994 revolution kept the provincial form of government for the sub-national entity, but sub-divided the existing provinces as well as absorbed the former homelands. The transition process in South Africa had taken a considerable period of time.

### 1.5.3 Case study of Bolivia

The decentralization process in Bolivia perhaps offers Kenya the best lesson as it was implemented in a period of relative peace. It started in 1982 when civil societies groups began mobilizing support of political decentralization citing state of disequilibrium between rural and urban areas in terms of development. The main objective was to give indigenous citizens access to local power and resources closer to the people, a mirror situation of Kenya.

The decentralization reform process in Bolivia took a new turn with the adoption in 1994 of the Law of Popular Participation (LPP), a piece of legislation that encompasses a comprehensive set of territorial, political, administrative and fiscal aspects. This law brought two significant changes: Transfer of functions and resources to the regions; and power and authority to established devolved units. This transition process continued until the general elections of 2005 which brought power to the people after a period of 11 years.

## 1.5.4 Case study of Philippines

The transition period envisaged in Philippines was two decades after which a survey conducted indicated greater improvement in areas of governance (legislation, transparency and citizen participation); administration (development planning, revenue generation, resource allocation and utilization, financial accountability); social services (health/nutrition, education, housing/basic utilities. Peace/security and disaster preparedness; Economic development (agriculture/fisheries, entrepreneurship, business and industry promotions; Environmental development (natural resources management, waste management and pollution control). Other key areas showed great improvement.

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From the above case studies, it is evident that for devolution to work and to be implemented seamlessly, various factors must be taken into account. One of the critical requirements is ensuring systems and structures put in place are functioning. Second is to ensure that the body mandated to oversee devolution is given adequate resources and a considerable period of time to ensure full transition. Finally, co-operation and consultation between the various levels of government that is based on mutual trust, respect and interdependency is paramount.

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#### CHAPTER TWO: STATUS OF IMPLEMENTATION OF TA'S MANDATE

One of the main tenets and indicators of implementation of devolution and in particular transition is the effective analysis and transfer of devolved functions to the County Governments. Towards this end, TA developed a functional analysis framework to guide the analysis and unbundling process and transferred a number of functions. The Authority has successfully carried out three phases of transfer of functions to County Governments viz: Legal Notice No. 16 of 1st February, 2013, Kenya Gazette Supplement No. 116 (Legal Notices No. 137 – 183) of 9th August 2013 and Legal Notice No. 33 of 17th March, 2014.

TA has continuously facilitated key strategic interventions variously involving sector stakeholders to obviate emerging transition challenges related to functional definitions, and implementation for example betting, casinos and other forms of gambling and pre-primary education among other functional areas. Consequently, TA has commenced engagements with the Regional Development Authorities to clearly unbundle their functions and the budgetary resources attached to them.

The Authority inducted the Interim County Treasury teams on the constitutional and legal framework of public financial management, planning, budgeting, budget execution, accounting and reporting and issued several guidelines. TA in collaboration with the former Ministry of Finance prepared the 2012/2013 (March - June 2013) budget for the county governments. Also TA also facilitated the preparation of county profiles and ensured they are validated, published and publicized in all the counties. Also in consultation with the former Ministry of Planning National Development and Vision 2030, TA prepared and issued guidelines on preparation of the County Integrated Development Plans (CIDPs) in May 2013. The guidelines assisted counties in their preparation of annual development plans, sectoral plans, and the CIDPs.

In addition, in collaboration with the Physical Planning Directorate of the Ministry of Lands, Housing and Urban Development, TA prepared guidelines for preparation of county spatial plans. Further, the Authority undertook the initial assessment of urban areas and cities. The transfer of political and administrative power should be accompanied by sufficient financial powers to Sub-National Governments with a view to improving access, efficiency and responsiveness of service delivery, promote participation and empower citizens to demand accountability and performance. To this end, as a transitional measure although the resources were assigned based on the institutional arrangements prior to devolution, TA has commenced the process of getting the realistic costs of service delivery. The process is currently going on in five sectors.

Concerning audit of assets and liabilities, a moratorium on Transfer of Assets was publicized in a bid to secure public assets during the transition period and a mechanism and criteria for transfer of assets and liabilities between the two levels governments was developed. An inventory of assets and liabilities of defunct local authorities have been compiled with assets worth Ksh. 140 Billion identified. The public participation and validation exercise is underway in all the Counties.

To operationalize the county governments and ensure a seamless delivery of services during the transition period, TA conducted a quick readiness assessment to establish county capacity needs and their preparedness for functions uptake .It also developed a national capacity building framework and released guidelines and advisories required to operationalize the County Assemblies. TA also audited the staff for the defunct local authorities and the devolved functions and is currently involved in Capacity Assessment and Rationalization of the Public Service (CARPS) which aims at providing a well-organized structure at both levels of government based on mandates and functions. On establishment of county pension scheme, the Authority prepared and presented the report to stakeholders recommending establishment of an Umbrella Scheme through an Act of Parliament.

To strengthen the capacity of the interim County treasuries, TA inducted the Interim County Treasury teams on the constitutional and legal framework of public financial management, planning, budgeting, budget execution, accounting and reporting and issued several guidelines during the transition period. Further, the Authority undertook the initial assessment of urban areas and cities. TA has spearheaded civic education on devolution activities which plays a key role in enlightening the general populace. In addition, TA has developed and piloted a curriculum on civic education on devolution and public participation, produced civic education/IEC materials on devolution, sensitized the public and a reference database for Government and Non- State Actors who wish to engage in civic education. The main challenge has been insufficient budgetary allocation, uncoordinated and incongruent initiatives by various Stakeholders.

#### 2.1 Achievements

The following are the specific achievements of the Authority:

- a) All functions previously performed by defunct local authorities and most of the devolved functions as per the Fourth Schedule to the Constitution have been unbundled, analyzed and transferred.
- b) Sensitized public officers to ensure that provision of services is not interrupted.
- c) Successfully prepared for and inaugurated county governments.
- d) Developed a mechanism for coordination of the transition process including the recruitment and deployment of Interim County Transition Teams to assist county governments in establishing prerequisite capacity, as well as identification of offices.
- e) Prepared a mechanism for effective transfer of assets between the two levels of government.
- f) A moratorium on transfer of public assets issued and implemented to safeguard assets and liabilities during the transition period.
- g) An interim unaudited inventory of assets and liabilities in place and shared with the county governments.
- h) Asset Management Information System (AMIS) procured and data on Assets, Liabilities and staff information uploaded.
- i) An inventory of all human resource for both the defunct local authorities and government staff at the county level prepared and shared with the county governments.
- j) Draft advisory on rationalization and staff deployment prepared and shared with the Counties.
- k) Quick Readiness Assessment to determine the readiness of the counties to take up the devolved functions was undertaken.

- All Governors, Deputy Governors, Speakers, County Assembly Members and County Public Service Boards have been inducted.
- m) National Capacity Building Framework developed.
- n) Guidelines on County Integrated Development Plans, spatial and sector plan developed in consultation with relevant ministries and disseminated.
- o) County profiles developed, launched and disseminated.
- p) Classification of urban areas and cities on-going.
- q) Mechanism for coordination of civic education activities developed in consultation with relevant stakeholders.
- r) Advisories, guidelines, publications, regulations and standing orders developed and disseminated.

## 2.2 Pending Activities

Despite the success in executing its mandate, TA has encountered a number of challenges and bottlenecks that include inadequate funding, slow review/realignment of laws touching on devolved functions, slow response on request for data on various functions, disagreement and delayed consensus building on pertinent issues like county pension scheme and court cases concerning functional definitions and assignment of concurrent functions like Roads, betting. These challenges have led to TA to have pending works in relation to the tight transition timelines.

These include the following:

- i. The auditing of public assets and liabilities for the defunct Local Authorities, for the Devolved Functions, for National Government and for State Corporations and Parastatals.
- Validation of the inventory of the public assets and liabilities for the defunct Local Authorities, for the Devolved Functions, for National Government and for State Corporations and Parastatals.
- iii. Transfer of the assets and liabilities to the relevant level of government.
- iv. The analysis and transfer of pending functions as per the Fourth Schedule to the Constitution and those performed by government parastatals and corporations.
- v. Determination of the resource requirements for functions for the 13 remaining sectors under phase two

vi. Resolution of emerging issues from transfer and implementation of concurrent functions.

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- vii. Setting up of the County Pension Scheme to safeguard benefits of the county staff and facilitate declaration of County Public Service.
- viii. Classification of Urban Areas and Cities
- ix. Resolution of emerging human resource management issues during the transition period;
- x. Establish the status of ongoing reform processes, projects and programs and recommend transfer and management to either levels of government.
- xi. To implement the civic education curriculum on devolution
- xii. Facilitate closure and transfer of public records and information to either level of Government.
- xiii. To ensure that National and county governments have adequate capacity govern and undertake their functions effectively

### **CHAPTER THREE: CHALLENGES**

In the discharge of its mandate, TA has encountered several challenges which are both internal and external.

### 3.1 Challenges to TA as an Institution

- i) Inadequate funding to achieve the TA mandate. This financial year (2013/2014), TA was allocated a paltry 5% of what was requested. This is hardly enough to cover recurrent cost given that TA pays top-up allowances for Interim County Staff of currently about 500 persons.
- ii) Unavailability and/or slow response from Ministries to provide requisite data for TA to undertake its functions especially information on assets, liabilities and devolved functions.
- iii) Duplicating and overlapping mandates on capacity building between TA and Ministry of Devolution and Planning,
- iv) Threats to the independence of the Authority given that the TA budget vote was put under the Ministry of Devolution and Planning.
- v) Political interference especially during the clamour for transfer of functions.
- vi) Inadequate capacity: Due to limited resources, TA was only able to bring on board technical officers in June 2013, almost a year after the Authority was established.
- vii)Challenge of managing high and unrealistic expectations of the perceived benefits of the devolved governments by stakeholders, especially the Counties.
- viii) Time Constraint: The 'Big Bang approach to devolution' and the time allocated for transiting power, function and resources remain a big challenge to the Authority.
- ix) Structural challenges: The Authority comprise of 17 Members, nine of which were competitively recruited, vetted by parliament and appointed by the president, Six permanent secretaries including the Head of Public Service, The PS Treasury and the Attorney General as an ex-official and a Secretary competitively recruited by the Board. The heavy representation of the national government made it very difficult for the board to make impartial decisions

### 3.2 Challenges to Devolution

- a) The "big bang approach towards devolution" keeping in mind the complexities of devolution.
- b) Lack of national policies, norms and standards to guide the counties in implementing the devolved functions. The Ministries have been slow in developing them and where drafts exist, there is an attempt to claw back county functions.
- c) Lack of proper records in relation to government assets to facilitate the audit of the assets by TA.
- d) Inadequate up-to date HR and other public records.
- e) Inadequate capacity in central support services (HR, Finance, and Administration etc).
- f) Overlapping and duplicating county and national structures
- g) Lack of appreciation and in some cases rejection of defunct local authority staff and those performing devolved functions by County governments
- h) Moulding the old structures into new structures
- i) Resistance to change by public officers.

#### **CHAPTER FOUR: CONCLUSION**

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The Transition Authority has covered a lot of ground despite the challenges highlighted above. However, there is still outstanding work to be done for the Authority to fully achieve its assigned mandate according to the Transition to Devolved Government Act, 2012.

The Authority was set up in July 2012 and County Governments were inaugurated in March 2013 hardly a year into TA's existence. The legal, political and economic challenges were glaring and impeded TA's operations. Therefore, the exit of TA when too much work is pending will not be prudent and cost effective to the country. The County Governments are still young and are in the process of establishing the requisite structures and systems; and still need support and guidance to be fully operational.

It is also important to note that the issue of Transfer of Assets and Liabilities, which is a key component of devolution, is still outstanding. The two levels of government need an impartial umpire to midwife this process and TA is that umpire. The role of an independent arbiter during the transition to the devolved system of government cannot be over-emphasized and cannot be substituted by another body which does not have the institutional memory, technical knowhow, experience.

More specifically, TA requests the Senate to consider extending the transition period by at least 3 years to ensure the completion of core pending transitional activities. Extension of the Transition period will guarantee the sustenance of the devolution momentum. There is also need to manage the transition from the current county administration to the next after the 2017 General Elections.

In addition, the Authority requests the Senate to facilitate allocation of adequate resources, in order to fulfil its mandate. It is evident from other jurisdictions (case studies quoted) that the body mandated to oversee devolution should be given adequate resources and a considerable period of time to ensure full transition.

## ANNEXES

1. Annex 1:Status of implementation of TA mandate

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- 2. Annex 2: Pending activities
- 3. Annex 3:Detailed Work plan for pending activities

Mandate as per TDGA Act and other legislations(Focus on section 7 (2)	Achievements	Pending Activities	Challenges/Emerging issues
1. Section 7(2)	Functional Analysis (Unbundling)	Unbundling the functions of two hundred	Inadequate information and slow
(a):-		and five (205) state	response by the MDAs
Facilitate the analysis	The Transition Authority unbundled the functions of both levels of government	corporations/Parastatals/Agencies	Lack of service Norms and standards
and the phased transfer	specifically functions being performed by the		
of the functions	line Ministries and prepared a comprehensive	Sports, Culture and Arts;	Outdated legal and regulatory
provided under the	report on the same.	1	framework and Policy not aligned to
Fourth Schedule to the		Energy;	devolved system of government
Constitution to the	TA also unbundled functions domiciled in	Aericulture:	Political pressure to transfer all
national and county.	agencies in the Millistry of water (water Service Boards (WSRs): WASREB WRMA		functions at once
governments	WTF, NWCPC, and WAB), Environment and	Mining;	
	Natural Resources and Regional Development	Education;	
	Authorities	×	Conflict of functions outlined in the
	The report is a working document and TA	Health;	Executive order No. 2 vis a vis the
	updates it from time to time. This is in view of	Lands;	Forth Schedule
	the fact that functional analysis is not a one off		
	activity but rather a continuous policy dialogue	Devolution and Planning;	
	process that leads to the following key outcomes	Transport and Infrastructure;	
	Achievement of clarity in the functional and	Interior and National Coordination;	
	competency assignment between the national and county governments;	Industrialization;	
	Determination of the service level gaps in	Labour, Social Security and Services;	
	respect of each competency;	East Africa, Commerce and Tourism;	
	Determination of the expected performance		

Annex 1: Status of Implementation of TA Mandate

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level;         Allocation of funds to levels of government according to their service delivery mandates;         Identification of capacity and capability constraints;         Development of a short, medium to long term capacity building programme; and.         Review the organization of national government to reflect the assignment of functions under the CoK 2010.         Phase Transfer of Functions:- TA has carried out three phases of transfer of functions.         Phase I:- Legal Gazette Notice No. 16 of 1 <sup>st</sup> February, 2013 (functions initially performed by the defunct Local Authorities)         Phase II:- Kenya Gazette Supplement No. 116 (Legal Notices No. 137-183) of 9 <sup>th</sup> August, 2013         Phase III:- Legal Notice No. 33 of 17 <sup>th</sup> March, 2014         Phase III:- Legal Notice No. 33 of 17 <sup>th</sup> March         Pinctions under State Corporations in the	Mandate as per TDGA Act and other legislations(Focus on section 7 (2)	Achievements	Pending Activities	Challenges/Emerging issues
aation of funds to levels of government         ding to their service delivery mandates;         fifcation of capacity and capability         raints;         lopment of a short, medium to long term         sity building programme; and,         ww the organization of national         mment to reflect the assignment of         ions under the CoK 2010.         ad Transfer of Functions:-         as carried out three phases of transfer of         ions.         el- Legal Gazette Notice No.16 of 1 <sup>st</sup> ary, 2013 (functions initially performed         e defunct Local Authorities)         ell:- Kenya Gazette Supplement No. 116         llNotices No. 137-183) of 9 <sup>th</sup> August,         III- Legal Notice No. 33 of 17 <sup>th</sup> March,         ferred Functions to County    Functions under State Corporations		level;		
ification of capacity and capability raints; lopment of a short, medium to long term ity building programme; and, we the organization of national mment to reflect the assignment of ions under the CoK 2010. ed Transfer of Functions:- as carried out three phases of transfer of ions. ed Transfer of Functions initially performed e defunct Local Authorities) II:- Kenya Gazette Supplement No. 116 h Notices No. 137-183) of 9 <sup>th</sup> August, III:- Legal Notice No. 33 of 17 <sup>th</sup> March, Functions under State Corporations		Allocation of funds to levels of government according to their service delivery mandates;		
lopment of a short, medium to long term         sity building programme; and,         ew the organization of national         mment to reflect the assignment of         ions under the CoK 2010.         ad Transfer of Functions:-         as carried out three phases of transfer of         ions.         el:- Legal Gazette Notice No.16 of 1 <sup>st</sup> ary, 2013 (functions initially performed         e defunct Local Authorities)         II:- Kenya Gazette Supplement No. 116         II:- Kenya Gazette No. 33 of 17 <sup>th</sup> March,         III:- Legal Notice No. 33 of 17 <sup>th</sup> March,         ferred Functions to County		Identification of capacity and capability constraints;		
ew the organization of national mment to reflect the assignment of ions under the CoK 2010. ad Transfer of Functions:- as carried out three phases of transfer of ions. b1:- Legal Gazette Notice No. 16 of 1 <sup>st</sup> ary, 2013 (functions initially performed e defunct Local Authorities) b11:- Kenya Gazette Supplement No. 116 al Notices No. 137-183) of 9 <sup>th</sup> August, b11:- Legal Notice No. 33 of 17 <sup>th</sup> March, b11:- Legal Notice No. 35 of 17 <sup>th</sup> March, b11:- Legal Notice No. 35 of 17 <sup>th</sup> March, b11:- Legal Notice No. 36 f 17 <sup>th</sup> March, b11:- Legal Notice No. 37 of 17 <sup>th</sup> March, b11:- Legal Notice No. 37 of 17 <sup>th</sup> March, b11:- Legal Notice No. 37 of 17 <sup>th</sup> March, b11:- Legal Notice No. 38 of 17 <sup>th</sup> March, b1:- Legal Notice No. 39 of 17 <sup>th</sup> March, b1:- Legal Notice No. 30 <sup>th</sup> August, b1:- Legal Notice No. 30 <sup>th</sup> A		Development of a short, medium to long term capacity building programme; and,		
ed Transfer of Functions:- as carried out three phases of transfer of ions. b1:- Legal Gazette Notice No. 16 of 1 <sup>st</sup> ary, 2013 (functions initially performed e defunct Local Authorities) b11:- Kenya Gazette Supplement No. 116 al Notices No. 137-183) of 9 <sup>th</sup> August, al Notices No. 137-183) of 9 <sup>th</sup> August, b111:- Legal Notice No. 33 of 17 <sup>th</sup> March, b111:- Legal Notice No. 33 of 17 <sup>th</sup> March, ferred Functions to County ferred Functions to County		Review the organization of national government to reflect the assignment of functions under the CoK 2010.		
as carried out three phases of transfer of ions. 5 I:- Legal Gazette Notice No. 16 of 1 <sup>st</sup> ary, 2013 (functions initially performed e defunct Local Authorities) 6 II:- Kenya Gazette Supplement No. 116 al Notices No. 137-183) of 9 <sup>th</sup> August, al Notices No. 137-183) of 9 <sup>th</sup> August, ferred Functions to County ferred Functions to County		Phased Transfer of Functions:-		
<ul> <li>E:- Legal Gazette Notice No.16 of 1<sup>st</sup> hary, 2013 (functions initially performed e defunct Local Authorities)</li> <li>II:- Kenya Gazette Supplement No. 116 al Notices No. 137-183) of 9<sup>th</sup> August,</li> <li>III:- Legal Notice No. 33 of 17<sup>th</sup> March,</li> <li>III:- Legal Notice No. 33 of 17<sup>th</sup> March,</li> <li>Functions under State Corporations</li> </ul>		TA has carried out three phases of transfer of functions.		
<ul> <li>II:- Kenya Gazette Supplement No. 116</li> <li>II Notices No. 137-183) of 9<sup>th</sup> August,</li> <li>III:- Legal Notice No. 33 of 17<sup>th</sup> March,</li> <li>III:- Legal Notice No. 33 of 17<sup>th</sup> March,</li> <li>III:- Legal Notice No. 33 of 17<sup>th</sup> March,</li> </ul>		Phase I:- Legal Gazette Notice No.16 of 1 <sup>st</sup> February, 2013 (functions initially performed by the defunct Local Authorities)		
s III:- Legal Notice No. 33 of 17 <sup>th</sup> March, sferred Functions to County Functions under State Corporations		Phase II:- Kenya Gazette Supplement No. 116 (Legal Notices No. 137-183) of 9 <sup>th</sup> August, 2013		
Functions under State Corporations		Phase III:- Legal Notice No. 33 of 17 <sup>th</sup> March, 2014		
		Transferred Functions to County		

Mandate as per TDGA Act and other legislations(Focus on section 7 (2)	Achievements	Pending Activities	Challenges/Emerging issues
	Governments:-	Agriculture Sector.	Certification Function is contested by the National Government
	Agriculture, including:-		Interim licensing regime under AFFA is a major challenge in
	crop and animal husbandry;		implementation of devolved functions
	livestock sale yards		Some counties have signed illegal agreements to convert ATCs and
	county abattoirs		AMSs for other purposes e.g HomaBav has converted the ATC
	plant and animal disease control; and		into a University.
	Fisheries.		
	County health services including in particular	Functions funded under global funds such as malaria, TB, HIV/AIDS, immunization,	financing of level 5
	county health facilities and pharmacies;	vaccines, and other specialized commodities including family planning.	ruk (payroii despite 1 As advisory to delay transfer of payroll); training, promotions
	ambulance services;		Facility Improvement Fund (FIF)
	promotion of primary healthcare;		usage
	licensing and control of undertaking that sell food to the public;		Delayed maternity fund reimbursement
	veterinary services (excluding regulation of the		Procure of commodities
	profession);		Delay in policy and laws

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Mandate as per TDGA Act and other legislations(Focus on section 7 (2)	Achievements	Pending Activities	Challenges/Emerging issues
	cemeteries, funeral parlors and crematoria; and		Role of KEMSA in the devolved
	refuse removal, refuse dumps; and solid waste		system need to be defined
	disposal		
			TA has undertaken an assessment of
			delivery of health functions by counties and made clear
			recommendations on how to improve service delivery.
			The assessment report is enclosed (Annex 1)
	Control of air pollution, noise pollution, other public nuisances and outdoor advertising	N/A	Delay in operationalization of the function at the county level
			Limited capacity( Finance, structure, equipment, HR)
			Role of NEMA in the devolved system is not clear
	Cultural activities, public entertainment and public amenities including-	Libraries managed by Kenya National Library Services	The licensing of casinos (Public Gaming License) emerged as a
	Betting, casinos and other forms of gambling Racing		contentious issue between the National Government and the County Governments
			The Nairobi City County Government

Mandate as per	Achievements	Pending Activities	Challenges/Emerging issues
1DGA Act and other legislations(Focus on section 7 (2)			
	Liquor licensing		enacted an Act and asked the industry
	cinemas		players to get license from the county
	video shows and hiring		Association of Gaming Operators of Kenya (AGOK) contested the matter
	libraries managed by the local authorities		and filed a case in court and the matter is still pending in court.
	museums		TA sent a draft legal notice to the AG
	sports and cultural activities and facilities and		to libraries among other functions annealed and annroved by senate
	county parks, beaches and recreation facilities		This has been contested and it's in
	County transport including-	Roads managed by KURA and KeRRA	Delays in the enactment Laws to
	County roads		tacilitate classification of roads and other related matters (KURA,
	Street lighting		KeRRA)
	Traffic and parking		Pending court case on roads function.
	Public road transport and		Disputes in ferries and harbors
	Ferries and harbours, excluding the regulation of international and national shipping and matter related thereto.		

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housing and	boundaries and fencing	land survey and mapping	statistics	County Planning and Development including:-	Cooperative societies;	Local tourism;	Fair trade practices;	Trade licenses (excluding regulation of professions);	Markets;	Trade development and regulation, including:-	Facilities for the accommodation, care and burial of animals	Licensing of dogs: and	Animal control and welfare including:-	Achievements
			regulation	electricity and gas reticulation and energy						N/A			N/A	Fending Activities
Delayed enactment of laws in the	various institutions e.g Ministry and NLC; CGs and NG; NLC and CGs	Overlap of functions between the	not been arrived at. This is due to:	Consensus on which institution				structures) challenges	measures function due to capacity(human, infrastructure and	Operationalization of the weights and			N/A	Challenges, Emerging issues

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Mandate as per	Achievements	Pending Activities	Challenges/Emerging issues
TDGA Act and other legislations(Focus on section 7 (2)			
			sector
			Inadequate clarity in the structural arrangements in delivery of functions
			Housing-Management of pool housing function is unclear
			Delayed alignment of laws to the CoK, 2010
			The counties face challenges in delivering the survey, mapping, housing functions
			Counties have an agreement schedule with REA on implementation of rural electrification projects during the transition period.
	Pre-primary education, village polytechnics, home craft centres and child care facilities		Transfer Capitation cost for trainees not done by NG
			Inadequate funding of these functions at both levels of government
			Delayed absorption and salaries of polytechnic staff (ESP instructors) by the CG
			Some county governments are

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Mandate as per	Achievements	Pending Activities	Challenges/Emerging issues
TDGA Act and other legislations(Focus on section 7 (2)			
			undertaking NG functions of education like setting up training colleges, infrastructure for schools.
			Lack of policies, norms and standards to regulate these functions
	Implementation of specific national government policies on natural resources and environmental	Further Unbundling of the functions of State Corporations in the forestry sector	Delays in review of laws and policies on natural resources and
	conservation, including	including KFS. RDAs, and water and	environmental conservation
	soil and water conservation: and		Integration of the National and
	forestry.		
·			Operationalization of the Intergovernmental sectoral forums
			and county consultation forums
	County Public Works and Services, including:-	Transfer of functions performed by water sector institutions	There are overlaps in delivery of these functions by many institutions
	Storm water management systems in built-up		in the water and regional
			Gevelopment sector. Specifically, Functions of Regional Development
	water and sanitation services	Further engagement with the water sector institutions	Authorities (RDAs), Water Service
			Conservation and Pipeline
			Corporation (NWCPC) and the
			county governments overlap.
	Fire Fighting Services and Disaster Management		Lack of policy and legislative frame work to operationalize the function.

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Mandate as per TDGA Act and other legislations(Focus on section 7 (2)	Achievements	Pending Activities	Challenges/Emerging issues
	Control of Drugs and Pornography	Further unbundling of the functions	Duplication in implementation between NACADA and the CGs
			Lack of policies and legislative to effectively operationalize the function
	Ensuring and coordinating the participation of communities and locations in governance at the	Further unbundling of the transfer of certain components of the function	Ambiguity in definition given its cross cutting nature.
	local level and assisting communities and locations to develon the administrative canacity	including community development and social development	Operationalization and financing of
	for the effective exercise of the functions and		the function
	powers and participation in governance at the local level.		The function not yet costed.
	Strategic Interventions on emerging challenges Following the transfer of functions	More issues emerging from the devolved functions (Deployed of devolved sports	Alignment of the relevant laws to the CoK, 2010
	TA has continued to provide strategic guidance on key emerging challenges following transfer	Act, 2013; the i.e in Sports)	
	of functions. For instance:-Education sector(Secondment of ECDO Officers to the		
	Counties; Implementation of Fish health		
	certification function, Implementation of AFFA Regulations under the Crops Act;		
	Agriculture)		
2. Section $7(2)$	Budgeting for functions based on historical	Costing of functions of the remaining 13	Inadequate resources to undertake
Determine the	COSILLER	sectors	uns iunciion.

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<ol> <li>Section 7(2) A comprehensive</li> <li>(c):- Develop guide the Ministria</li> <li>a framework undertake function</li> </ol>	The draft final report is in place	Foreign Affairs an	Roads and infrastructure	Agriculture, livestock and fisheries	water and Irrigation	Environment and natural resources	Health	This being a comp it will be the first undertaken in Ken resource sharing a phases. The first p functions in the fo	performance of the functions assign National and County Governments	functions. determine the real funds and other re	ē	requirements the Commission of	section 7 (2)	legislations(Focus on section 7 (2)	legislations(Focus on section 7 (2)	TDGA Act and other legislations(Focus on section 7 (2)
A comprehensive framework was developed to D guide the Ministries, Department, and Agencies ar undertake functional analysis and competencies		Foreign Affairs and International trade	tructure	stock and fisheries	ion	I natural resources		This being a complex exercise and the fact that it will be the first time realistic costing is being undertaken in Kenya in order to inform resource sharing and it will be conducted in phases. The first phase comprises the costing of functions in the following sectors:-	performance of the functions assigned to the National and County Governments.	determine the realistic quantum or proportion of funds and other resources necessary for the	undertaking the costing of functions to	The Transition Authority in collaboration with the Commission on Revenue Allocation is				
Development of a framework for analysis and competency assignment of concurrent																
MDAs have not been adhering to guidelines to collect and collate the information requested by the TA to											Complexity of the process					

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Mandate as per TDGA Act and other legislations(Focus on section 7 (2)	Achievements	Pending Activities	Challenges/Emerging issues
for the comprehensiv e analysis and effective transfer of functions.	assignment. This framework draws from international experience and includes a criteria for functional analysis and competency assignment, the process of undertaking the tasks including the structures for gathering information and decision making, costing of functions, development of sectoral policies, development of norms and standards for each sectors, guidelines for development of transition implementation plans and guidelines for delivery of functions and performance management framework.	functions	inform proper analysis and transfer of functions
4. Section 16(1) The Transition Authority shall issue guidelines to State implementation plans	Developed and issued Transition Implementation Plans (TIPs) guidelines to the MDAs and County Governments to prepare their Transition Implementation Plans	Submission of TIPs by state Corporations/Parastatals/Agencies	Slow response in Submission of Transition Implementation Plans (TIPs)
<ol> <li>Section 7 (2) (e) of the TDGA: Prepare and validate an inventory of all the existing assets and liabilities of Government, other public entities and defunct local</li> </ol>	Prepared unaudited inventory of assets and liabilities of all the 175 defunct local authorities	Audit of assets and liabilities of all the 175 defunct local authorities	Inadequate budgetary allocations to undertake audit of assets and liabilities of all the 175 defunct local authorities

Mandate as per	Achievements	Pending Activities	Challenges/Emerging issues
TDGA Act and other legislations(Focus on section 7 (2)		Q	a
authorities			
	Collected data on assets of the office of the president and deputy president	The collected data is to be physically verified and audited to prepare a validated inventory of assets of the office of the president and deputy president	Inadequate budgetary allocations to undertake physical verification and audit of assets and liabilities of the office of the president and deputy president
	Collected data from 25 out of 41 National Government Departments	To collect the remaining data from 16 department of national government, physically verify and audit all the data on assets from the 41 departments	Slow response by the departments to submit the data on assets and liabilities to TA
	Collected data on assets and liabilities of 138 out of 297 National Government state corporations/Agencies	To collect the remaining data from 159 state corporations/agencies of national government, physically verify and audit all the data on assets from the 41 departments	Slow response by the state corporations/agencies to submit the data on assets and liabilities to TA
	Installed an Assets Management Information System (AMIS) where data on all public assets and liabilities is being uploaded to offer security of the data and also make it readily accessible on user rights basis to either level of government	To link it with the current government information system and all the outstanding data before being uploaded should be audited so that there are secured in AMIS	The need for adequate collaboration between the relevant government departments and agencies to finalize the linking of AMIS to the existing government information systems
6. Section 7 (2)(f) of the TDGA: Provide mechanism for the transfer of assets which may include vetting the transfer of assets during	Developed the mechanism for transfer of assets and liabilities between the two levels of government	Validation of the developed mechanism through stakeholders engagement and development of regulations to operationalize it	

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the transitional period         Thick 7 (2) (1) Audit         Audit of human resources of defunct Local         Rationalization and deployment of staff         Continued recruitment by both levels           7.17DGA 7 (2) (1) Audit         Audit of human resources of defunct Local         Rationalization and deployment of staff         Continued recruitment by both levels           of expension         deployment of staff         Continued recruitment by both levels         Continued recruitment by both levels           3.7(m) Advise on the deployment of staff         Authorities, and deployment of staff         Recruitment dop yoth seconded saff         Continued recruitment by both levels           8.7(m) Advise on the effective and fractions         Betablishment of county public Services         Low moraleronization stready deployment of staff         Low moraleronization stready tilled by the seconded saff           8.7(m) Advise on the effective and the norand and county governments         Deployment of seconded saff         Low moraleronization stready tilled by the seconded saff           9.7(m) Advise on the effective and fractional and deployment of trainal         Confirmation and description of seconded         Disparities in staffs for officers           10.8         Contrive biometric registration for all deployment of trainal         Low moraleronization of the public service         Low moraleronization of the public service           11.0         Comprehensive biometric registration for all deploymetrene         Comprehensive biometric registratio	Mandate as per TDGA Act and other legislations(Focus on section 7 (2)	Achievements	Pending Activities	Challenges/Emerging issues
It       Audit of human resources of defunct Local       Rationalization and deployment of staff         Authorities Staff and those performing       devolved functions was done in 2013 and       Rationalization and implementation of         devolved functions was done in 2013 and       Erinalization and implementation of       Finalization and implementation of         government to facilitate planning and       Establishment of county public Services       Authorities Staff         Comprehensive biometric registration for all       Donfirmation and absorption of seconded       Services         Comprehensive biometric registration for all       public officers in the national and county       Services         governments undertaken in 2014 to facilitate       staff       Confirmation and absorption of seconded         secondment of national and       secondent and       staff         County government employees.       County government and       staff         County government employees.       County government and       staff         Mich includes institutional and organizational review; functional a	the transitional period			
Authorities Staff and those performing devolved functions was done in 2013 and information shared with the respective county government to facilitate planning and deployment of staffFinalization and implementation of CARPS reportReployment of staffEstablishment of county prublic Services and declaration of County Public ServicesComprehensive biometric registration for all public officers in the national and county governments undertaken in 2014 to facilitate rationalization, deployment and secondment of national and county government employees.Establishment of county prublic Services and declaration of County Public Services and declaration of County public Services traffComprehensive biometric registration for all public officers in the national and county government and secondment of national and county government employees.Establishment of county prublic Services and declaration of Seconded staffCarried out joint Capacity Assessment and identified gaps, surplus, overlaps and duplicationsCarried out joint Capacity Assessment and organizational review, functional and organizational review, functional and organizational review function	7.TDGA 7 (2) (i) Audit	Audit of human resources of defunct Local	Rationalization and deployment of staff	Continued recruitment by both levels
Information shared with the respective county information shared with the respective county government to facilitate planning and deployment of staff       CARPS report         government to facilitate planning and deployment of staff       Establishment of county Public Services         deployment of staff       Establishment of county public Services         Comprehensive biometric registration for all public officers in the national and county governments undertaken in 2014 to facilitate rationalization, deployment and secondment of national and county government employees.       Confirmation and absorption of seconded tate rationalization, deployment and secondment of national and county government employees.         f       County government employees.         f       County government employees.         f       County government and itational and organizational rationalization of the public service (CARPS) which includes institutional and organizational review; functional and years suplus, overlaps and duplications	of existing human	Authorities Staff and those performing	Finalization and implementation of	of government before rationalization
government to facilitate planning and deployment of staff       Establishment of county pension scheme and declaration of County Public Services         Comprehensive biometric registration for all public officers in the national and county governments undertaken in 2014 to facilitate rationalization, deployment and secondment of national and county government employees.       Establishment of county pension scheme and declaration of Seconded staff         F       Comprehensive biometric registration for all public officers in the national and county governments undertaken in 2014 to facilitate rationalization, deployment and secondment of national and county government employees.       Establishment of county pension scheme and declaration of seconded staff         F       Confirmation and oganizational rationalization of the public service (CARPS) which includes institutional and organizational review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	Government and Local	information shared with the respective county	CARPS report	and redeptoyment of existing start.
modelaration of County Public Services         Comprehensive biometric registration for all public officers in the national and county governments undertaken in 2014 to facilitate rationalization, deployment and secondment of national and county government employees.       Confirmation and absorption of seconded staff         Comprehensive biometric registration for all governments undertaken in 2014 to facilitate rationalization, deployment and secondment of national and County government employees.       Confirmation and absorption of seconded staff         Control       Confirmation and absorption of seconded attionalization deployment and rationalization of the public service (CARPS) which includes institutional and organizational review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	Authorities ; and	government to facilitate planning and	Establishment of county pension scheme	Recruitment for positions already filled by the seconded staff
Comprehensive biometric registration for all public officers in the national and county governments undertaken in 2014 to facilitate rationalization, deployment and secondment of national and County government employees. f Carried out joint Capacity Assessment and rationalization of the public service (CARPS) which includes institutional and organizational review, functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	8. 7(m) Advise on the		and declaration of County Public Services	
Comprehensive biometric registration for all public officers in the national and county governments undertaken in 2014 to facilitate rationalization, deployment and secondment of national and County government employees. f County government employees. Carried out joint Capacity Assessment and rationalization of the public service (CARPS) which includes institutional and organizational review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	effective and efficient		Confirmation and absorption of seconded	Low morale/motivation by staff
public officers in the national and county governments undertaken in 2014 to facilitate rationalization, deployment and secondment of national and County government employees. T Carried out joint Capacity Assessment and rationalization of the public service (CARPS) which includes institutional and organizational review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	rationalization and denlowment of hitman	Comprehensive biometric registration for all	staff	owing to joo meecuary
governments undertaken in 2014 to facilitate rationalization, deployment and secondment of national and County government employees. ff Carried out joint Capacity Assessment and rationalization of the public service (CARPS) which includes institutional and organizational review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	resource to either level	public officers in the national and county		Disparities in salaries for officers
rationalization, deployment and secondment of national and County government employees. Carried out joint Capacity Assessment and rationalization of the public service (CARPS) which includes institutional and organizational review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	of government	governments undertaken in 2014 to facilitate		performing same function
secondment of national and County government employees. Carried out joint Capacity Assessment and rationalization of the public service (CARPS) which includes institutional and organizational review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications		rationalization, deployment and		Establishment of 47 public services
County government employees. Carried out joint Capacity Assessment and rationalization of the public service (CARPS) which includes institutional and organizational review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	9. CUAL38 (3) mandates the TA in	secondment of national and		poses a big challenge in the human
County government employees. Carried out joint Capacity Assessment and rationalization of the public service (CARPS) which includes institutional and organizational review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	consultation with PSC			resource Management including inter-
ff Carried out joint Capacity Assessment and rationalization of the public service (CARPS) which includes institutional and organizational review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	and relevant ministries	County government employees.		county portability, transfers, training
ff carried out joint Capacity Assessment and frationalization of the public service (CARPS) which includes institutional and organizational review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	to facilitate and			and promotions.
If rationalization of the public service (CARPS) which includes institutional and organizational review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	coordinate the			Delays in enacting a legislation to
which includes institutional and organizational review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	and secondment of staff	rationalization of the public service (CARPS)		operationalize Article 235 and 236.
review; functional analysis; skills assessment and identified gaps, surplus, overlaps and duplications	to national and county	which includes institutional and organizational	_	of CGA Section 138
	government.	review; functional analysis; skills assessment		
		and identified gaps, surplus, overlaps and		Premature transfer of the payroll in
Disruption of service delive through industrial action du		duplications		2013 Delays in release of exchequer
through industrial action du				Disruption of service delivery
				through industrial action due to:

TDGA Act and other legislations(Focus on section 7 (2)	Асшетення		Chanciges, puter ging issues
			Delays in payment of salaries, promotion, training
			Non remittance of statutory deduction Job insecurity by seconded staff
			Lack of a uniform scheme of service
			Misunderstanding between counties and Unions
10 Section 2(AV iv)	Easilitated Javalanment of A County	Engagement of Law statesholders by Canata	Managing compating interacts and as
Provide for policy and	Governments Retirement Scheme Bill, 2015	on the proposed Bill	a result 5 Bills were developed.
during the transition for			
the transfer of human resources, pensions and	Five bills developed by various stakeholders	Enactment of the County	Delay in enacting the County
other staff benefits	and Senate have been harmonized into one	Governments Retirement	Covernments Ketirement Scheme Bill has impacted on deployment, transfer
	County Government's Retirement Bill, 2015	Scheme Bill, 2015 to facilitate	of staff and declaration of counties as Public Services
		transfer of service and	
		Protection of pension benefits.	
11. TDGA 7 2 (j) ,(k) Assess the capacity	Conducted County readiness assessment which resulted in identification of capacity gaps and	Strengthening the capacity of the County Government structures.	
needs of national and county governments	development of intervention plans		

Mandate as per TDGA Act and other legislations(Focus on section 7 (2)	Achievements	Pending Activities	Challenges/Emerging issues
and recommend measures required to ensure that national and county governments have adequate capacity during the transition period to enable them undertake their assigned functions	Coordinated and facilitated the development of National Capacity Building Framework (NCBF) to provide a mechanism for coordination and facilitation of capacity building and technical support to either level of government		
	Facilitated establishment of administrative structures including administration, Finance, Accounts, Human resource, Supply chain and audit units and equip them with staff.		
			The CPSB/CASB lack the required operational autonomy and financial resources
			Most boards are yet to build the required capacity to effectively deliver their function independently
			Some CASB are not properly constituted and are operating without the independent member

TDGA Act and other legislations(Focus on section 7 (2)	АСШСКСШСИЛ	генинд Аснуше	Chanenges/Entrerging issues
	Facilitated capacity enhancement of county	Facilitate	
	MCAs.	operationalization of	
	Facilitated preparation of necessary working	further decentralized	
	tools and documents for county assemblies including maces, interim standing orders and speakers' rules.	units	
	Developed and issued advisories and administrative guidelines on management of public records, human resource management, and employment of ward staff.		
		Strongthoning the constitute of the County	
		Strengtmening the capacity of the County Governments on policy making and legislation	
		Facilitate	
		establishment of the	
		Office of County	
		Attorney Bill	

Mandate as per TDGA Act and other legislations(Focus on section 7 (2)	Achievements	Pending Activities	Challenges/Emerging issues
12. Fourth schedule of	Survey of records in all the forty seven	Dissemination of survey report	Damping of local authorities records
the TDGA 2012 1(k) Provide for channe and	counties conducted to establish the status of records, vital records, the capacity of counties	Survey of national government records	Misplacement of vital records
transfer of public records and	to manage records(human resource, infrastructure, systems)	-	Lack of adequate capacity in the counties to manage records(human
information		Guidelines on closure and transfer of records developed	resource, infrastructure, systems)
	Facilitated transfer of Human resource records from national government to the counties		
		Sensitization of Counties on records	
		management	
		Appraisal of records	
		Closure and transfer of public records	
13.TDGA 7(2)(d)(i) facilitate the	Facilitated and prepared the 2012/2013 (March - June 2013) Budget for the county	Evaluation of the spending of Ksh. 3.2 billion sent to the counties for office	Some counties are yet to fully account for the money
initial county		financial year.	
and ensure that such budgets are agreed upon	Facilitated the preparation of the County Transition Appropriation Act, 2013 Act.		

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lower administrative level.		Prenared and issued quidelines on-	
Financial systems not cascaded to		budget execution, accounting and reporting.	
management systems (LAIFOMS and other systems)		Inducted the Interim County Treasury teams on the constitutional and legal framework of public financial management. planning, budgeting.	
Implementation of multiple revenue	period.	county governments	management system
office space and ICT equipment.	implementation during the transition	Facilitated rollout of IFMIS and GPAY to the	public finance
of reports from IFMIS and inadequate	A comprehensive assessment of PFM	Transition Act, 2013	(1)Facilitate the
terms of human resource capacity,	raising legislations by counties.	Governments Public Finance Management	Schedule Phase One 1
IFMIS adoption by the counties in	Facilitate enactment of core revenue	Facilitated the enactment of the County	15.TDGA Fourth
There are many stalled projects	Assessment of the extent to which the County governments have taken over and completed the projects. Consolidation of the inventory of other ongoing projects programmes and reform process and transfer to either level of government.	Disbursed 3.2 Billion for infrastructural development Compiled data on ongoing projects and programmes in the County Development Profiles. Profiles.	14. TDGA 7(2) (d)(ii) Establish the status of ongoing reform processes, development projects and make recommendations on the management, reallocation or transfer to either level of government during the transition period.
			TDGA Act and other legislations(Focus on section 7 (2)
Challenges/Emerging issues	Pending Activities	Achievements	Mandate as per

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Mandate as per TDGA Act and other	Achievements	Pending Activities	Challenges/Emerging issues
legislations(Focus on section 7 (2)			
	Budget preparation and execution to the Country Treasuries.		
	operationalisation of county financial management systems.		
	Opening and management of county bank accounts.		
	Designation of receiver and collector of revenue and guidelines on designation of accounting officers.		
	Conducted a Fiduciary Mock Audit conducted in a sample of ten (10) counties to help in the preparation of the <i>County Budget Operational</i> <i>Manual and Internal Audit manual</i> by the National Treasury.		
	Conducted fact finding missions on public financial management challenges in six (6) counties to identify capacity gaps to inform capacity building interventions by the National		
16.Section 54, of the UACA , 2011	Assessed the 135 urban areas and cities as per the UACA, 2011.	Classification of the Urban Areas and Cities upon enactment of the law.	Delayed classification has been a challenge in the management of urban areas and cities.
			Delayed appointment of City

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Mandate as per	Achievements	Pending Activities	Challenges/Emerging issues
legislations(Focus on section 7 (2)			
	Prepared draft amendments to the UACA, 2011.	Setting up of management and administrative structures for the Urban Areas and Cities.	management Board for Kisumu has affected effective management of the city.
	Prepared Draft Regulations to the (UACA) 2011.	Planning and Financing framework of the Urban Areas and Cities.	Most urban areas have appointed the administrators although there are conflicts and overlaps with the Sub County and ward administrators and sectors and departments within the counties.
17.TDGA 2012, Fourth Schedule 1(g): facilitate civic	Set up an inter-agency Committee for civic education comprising of Ministry of Devolution and Planning, Commission for the	Development of a national civic education framework	Lack of cooperation from Organizations responsible for implementing civic education
eaucation, to ensure civic education on devolution is commenced and	Implementation of the Constitution, Office of the Attorney General and Department of Justice, Council of Governors and Non State Actor( Uraia Trust and Amkeni Wakenya)	Baseline survey on devolution and implementation of civic education	Limited funding from both the national and county governments for civic education
coordinated; CGA 2012 sections 98-		Development of roll out program for civic education	
101 ;137:		Support Counties in implementation of civic education function	
		Collaborate with Senate to conduct civic education throughout the country on transition and devolution	
		Support Counties in implementation of civic education function through capacity building and establishment of civic	

Mandate as per TDGA Act and other legislations(Focus on section 7 (2)	Achievements	Pending Activities	Challenges/Emerging issues
		education units	
	<ol> <li>Developed Civic Education Curriculum on Devolution, Public Participation and training manuals. (13 weeks programme targeting the general publi6 weeks programme targeting people in Institutions of learning</li> <li>Executive programme targeting public officers, opinion leaders and administrators )</li> </ol>	Printing, launch and dissemination of curricula and training manuals. Capacity building/sensitising County Officers and the public on devolution and public participation	Changing Legislation affecting contents of the curriculum
	Facilitated the development of Public Participation Guidelines.	Facilitate development of a National Public Participation Policy. Sensitize Counties on the Public Participation guidelines	Counties lack standardized format of developing legislation on Public Participation
	Developed Information, Education and Communication (IEC) booklet.	Printing, launch and dissemination of IEC booklet	Limited financing to develop the IEC materials Changing content from new Legislations

Mandate as per	Achievements	Pending Activities	Challenges/Emerging issues
TDGA Act and other legislations(Focus on section 7 (2)			
		Tailoring and printing of IEC materials for different target groups.	
	Developed the civic education provider's profile database and disseminated.	Updating the data base	-Some Organisations lack capacity to conduct civic education
			-Some organizations have been de – registered or no longer exist
	Conducted public awareness campaigns on devolution and transitional issues	Continuous sensitization of the general nublic on transition issues	limited resources to sustain civic education
	devolution and transitional issues.	public on transition issues	education
	Published: A booklet on Frequently Asked Questions on Transition to Devolved System of Government in Kenya "A guide to the Mandates and Procedures of County Governments in Kenya" Guidebook for Governors	Review and update of TA publications on Civic Education as per context	Changing content as new Legislations are enacted
	Establishment of County Attorney offices in some counties	Strengthening the capacity of the County Governments on policy making and legislation	Limited capacity in the counties especially in enactment of laws and other technical areas (human resource).

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Mandate as per TDGA Act and other legislations(Focus on section 7 (2)	Achievements	Pending Activities	Challenges/Emerging issues
	Facilitated capacity building in legislative drafting by county governments through training of County Attorneys and developed legislation development guidelines	Enactment of the Office of County Attorney Bill((Senate)	Training of County Attorneys on legislative drafting from the Assembly side. The Authority has successfully trained county attorneys from the executive on legislative drafting which has enabled them draft county bills and offer legislative support
	Facilitated capacity enhancement of county assembly through training of speakers and MCAs.		Capacity building of County Assemblies on how to conduct house business, the process is ongoing and a few counties are yet to be capacity build.
	Facilitated preparation of necessary working tools and documents for county assemblies including maces, interim standing orders and speakers' rules		Gazettement of Regulations of Closure of public records and sharing of Assets and liabilities among counties and between the National and the County government
	Facilitated development of administrative guidelines on operationalizing the Transition to Devolved Government Act 2012. This included assets regulations, guidelines and advisories on assets and liabilities, management of public records, human resource management and		Review of devolution laws at both levels Audit of county laws Representation of TA in litigation matters

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Mandate as per TDGA Act and other legislations(Focus on section 7 (2)	Achievements	Pending Activities	Challenges/Emerging issues
Ť	functional analysis		

## Annex 2: Pending Activities

Pending Work as per the act/	Key Outputs	Timeline(Mar ch 2016- March 2019	Resources (Ksh)Million s
1.Unbundling the functions of two hundred and five (205) state corporations/Parastatals/Ag encies	Functional analysis reports of the two hundred and five (205) state corporations/Parastatals/Ag encies	September 2018	40
2. Submission of Transition Implementation Plans (TIPs) by State Corporations/Parastatal/Age ncies	Transition Implementation Plans (TIPs) reports	September 2016	20
3.Costing of functions of the remaining 13 sectors	costing of functions reports	September 2018	124.5
4.Development of a framework for analysis and competency assignment of concurrent functions	Framework for analysis and competency assignment of concurrent functions	June 2017	40
5.Strategic Interventions on emerging challenges Following the transfer of functions	Inter- agency reports to guide the implementation of the devolved functions	Continuous	45
	Advisory on the implementation of the devolved functions		
6.Facilitate the transfer of secondary functions to County Governments	Gazzette notices	Continuous	8
Sub Total		<u> </u>	257.5
7. Section 7 (2) (e) of the TDGA: Prepare and validate an inventory of all the existing assets and	Validated (verified & audited) inventory of assets and liabilities of all the 175 defunct local authorities	By February 2017	600 Million

Pending Work as per the act/	Key Outputs	Timeline(Mar ch 2016- March 2019	Resources (Ksh)Million s
8.Liabilities of Government, other public entities and defunct local authorities			
	Validated (verified & audited) inventory of assets and liabilities attached to other devolved functions	By September 2017	600 Million
	Validated (verified & audited) inventory of assets and liabilities of all State corporations/ Agencies	By January 2018	200 Million
	Validated (verified & audited) inventory of assets and liabilities of Ministries of National Government	By January 2018	400 Million
	Assets Management Information System & populated with the validated inventory of all public assets and liabilities	By February, 2018	20 Million
	Publishing of the validated inventory (register) of all public assets and liabilities in the Kenya Gazette	By February, 2018	50 Million
9.Section 7 (2)(f) of the TDGA: Provide mechanism for the transfer of assets which may include vetting the transfer of assets during the transitional period	Validated mechanism for transfer of assets and liabilities between the two levels of government	By April 2016	50 Million
	Transfer of validated assets and liabilities of all the 175 defunct local authorities to either level of government	By April 2017	10 Million
10.Section 7 (2) (g) of the TDGA: Make recommendations for the effective management of assets of the National and County Governments	Develop recommendations for effective management of assets of the national and county governments	By February 2018	7 Million
11.Section 7 (2)(h) (ii) of the TDGA: Develop the criteria to determine the	Validated mechanism for sharing of assets and liabilities between the two	By April 2016	50 Million

Pending Work as per the act/	Key Outputs	Timeline(Mar ch 2016- March 2019	Resources (Ksh)Million s
transfer of previously shared assets and liabilities of the Government and defunct local authorities	levels of government		
	Share of the validated assets and liabilities of all attached to other devolved functions between the two levels of government	By December 2017	10 Million
Sub Total	1. <u>0</u> , <u>.</u>	1	1,999
12.Section 7 (2)(m) Advising on effective and efficient rationalization and deployment of human resources to national and county governments through finalization and implementation of CARPS report	CARPS report adopted by summit Public input incorporated in CARPS report Inter-county and Inter- governmental transfers effected Incentives for rationalization effected	March 2016	30M
	Staff deployed and redeployed Functions rationalized	January, 2017	90 M
	Seconded staff confirmed in the county public service	December ,2016	120M
13.Section 3(d)iv Ensuring smooth transfer of staff to counties through establishment of the County Pension Scheme and declaration of County Public Services	Recommendations of the Technical Committee for County Pension Scheme implemented The County Governments Retirement Scheme Bill, 2015 enacted	December, 2016	150M
14. Section 7(2)(i) Coordinating and facilitating the provision of support and assistance to national and county governments in building	The capacity of county structures to perform their functions enhanced Assessing the capacity needs of national and county governments	December, 2018	240M

Pending Work as per the act/	Key Outputs	Timeline(Mar ch 2016- March 2019	Resources (Ksh)Million s
their capacity to govern and provide services effectively.			
	Gaps and capacity needs at both levels of government identified	December, 2018	180M
	Enhanced capacity to govern in the new dispensation	Continuous until March 2019	240M
15 Fourth Schodule 1(1)	Induction of new elected and nominated leaders capacity built	December, 2018	90M
15. Fourth Schedule 1(k) Provision of a mechanism for closure and transfer of public records and information;	Guidelines and regulations for closure and transfer of public records finalized and security and protection of records guaranteed	February, 2016	20M
	Records survey reports disseminated and recommendations in survey reports implemented.	June, 2016	15M
	National government records report on status of national government records prepared and the recommendations implemented	June, 2017	30M
	Counties sensitized on records management and Capacity of records management officers built and enhanced	December, 2017	60M
	Appraisal of records and identification of records for disposal, closure and transfer identified	Continuous until March 2019	60M
	Records closed ,transferred and disposed	June, 2018	60M

Pending Work as per the act/	Key Outputs	Timeline(Mar ch 2016- March 2019	Resources (Ksh)Million s
16.Strengthening the legislative capacity of County Governments and enhancing policy making	County governments able to formulate policy and legislate	March, 2017	60 M
	The Bill to establish the Office of County Attorney County Attorney enacted	June, 2017	30 M
17.Facilitating establishment of village administrative units	Village Administrative unit operational	June, 2017	30M
18.Strengthening of Financial and Information management systems at different county administrative levels	Different administrative levels maintain prudent financial management	June. 2017	30M
Sub Total			1,535
19.TDGA 7(2)(d)(i) facilitate the development of the initial county governments budgets and ensure that such budgets are agreed upon	Evaluation and audit of all the 47 counties on the spending of Ksh. 3.2 billion sent to the counties for office development during the 2012/2013 financial year.	June 2017	15 million
20.4th Schedule 1(i) of the TDGA -facilitate the preparation of county profiles, to ensure that the profiles of the counties are produced, published and publicised;	Assessment of all the 47 counties on the implementation of the County Integrated Development Plans during the transition period. Integration of National and County planning framework as per the County Governments Act, 2012.	Continuous	110 million
21.Establish the status of on-going reform processes, development programmes and projects and make recommendations on the management, reallocation	Establishment of the status of on-going reform processes, development programmes and projects; Management, reallocation,	June, 2017	50 million

Pending Work as per the act/	Key Outputs	Timeline(Mar ch 2016- March 2019	Resources (Ksh)Million s
or transfer to either level of government during the transition period;	transfer to either level of government recommended		
	Development programmes and projects reallocated and transferred		
22. TDGA Fourth Schedule Phase One 1 (1)Facilitate	Core revenue raising legislations enacted.	Oct, 2016	25 million
the development of county public finance management system	Procurement and asset management modules in IFMIS operationalized		
	PFM implementation assessed.		
23.Section 54, of the UACA, 2011	Classification of the Urban Areas and Cities upon enactment of the law.	Dec, 2016(Depends on the passage of the	110 million
	Set up of management and administrative structures for the Urban Areas and Cities.	amendments into law)	
		June 2017	
	Regulations to the Urban Areas and Cities Act, finalised and operationalized	June. 2017	30 million
	Establish the Planning and Financing framework of the Urban Areas and Cities.	Jan 2019	50 million
Sub Total	u	L	390 Million
24.TDGA 2012, Fourth Schee devolution is commenced and	dule 1(g): facilitate civic educa l coordinated;	ation, to ensure civ	vic education on
	Program for roll out of civic	December, 2015	3 Million
26.Printing and launch of Civic Education Curricula, Training Manual and I.E.C.	Civic Education Curricula and Manuals published	December, 2015	40 Million

Pending Work as per the act/	Key Outputs	Timeline(Mar ch 2016- March 2019	Resources (Ksh)Million s
materials			
27.Dissemination of the civic education curriculum, training manuals and IEC materials	Civic Education Curriculum and Manuals disseminated	Continuous	47 Million
28.Support Counties in implementation of civic education function through capacity building and establishment of civic education units	Civic Education function implemented by Counties	Continuous	50 Million
29.Collaborate with Senate to conduct civic education throughout the country on transition and devolution	Citizens sensitized on devolution	Continuous	94 Million
30.Facilitate baseline survey on devolution and implementation of civic education in Kenya	Report on Status of implementation of civic education	June, 2016	5 Million
31.Facilitate development of National Framework for Civic Education	National Civic Education Framework developed	December, 2016	10 Million
32. Facilitate development of a National Public Participation Policy.	NationalPublicParticipationPolicydeveloped	June, 2017	10 Million
33. Tailoring and printing of Information, Education and Communication (IEC) materials for different target groups.	IEC materials published	June, 2017	20 Million
34. SensitizeCounties onPublicParticipationguidelines	County Government Officers sensitized on public participation	Continuous	40 Million
35. Updating the civic education providers profile database	Updated civic education providers profile database	March, 2019	1.5 Million
36. Dissemination of civic education providers profile database to county Government and other stakeholders	Database disseminated	Continuous	1 Million
37.Review and update TA publications on Civic	TA Civic Education publications reviewed and	December, 2018	40 Million

Pending Work as per the	Key Outputs	Timeline(Mar	Resources
act/		ch 2016- March 2019	(Ksh)Million s
Education as per context	printed	March 2019	
Sub Total		361	1.5
38. Section 7 (2) (k) of the TDGA: Recommend the necessary measures required to ensure that the national and county governments have adequate capacity during the transition period to enable them undertake their assigned functions;	Training of County Attorneys on legislative drafting from the Assembly side.	By February 2017	100 Million
	Capacity building of County Assemblies on how to conduct house business,	By September 2017	100 Million
	Gazettement of Regulations of Closure of public records and sharing of Assets and liabilities among counties and between the National and the County government.	By January 2016	50 Million
	Review of devolution laws at both levels of government	By March, 2018	50 Millio n
39. Section 7 (2)(i) of the TDGA: Coordinate and facilitate the provision of support and assistance to national and county governments in building their capacity to govern and provide services effectively;	Audit of county laws	By April 2018	50 million
	Representation of TA in litigation matters	By April 2017	50 Million
	Audit of county laws		50 Million

Pending Work as per the act/	Key Outputs	Timeline(Mar ch 2016- March 2019	Resources (Ksh)Million s 450
Grand Total		4,993	

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Unbundlin g the functions of two hundred and five (205) state corporatio ns/Parastat als/Agenci es						
Facilitate achievement of clarity in the assignment of functions						
weith deadlines on submission of Functional assignment reports and TIPs accompanied with Guidelines	Disseminatio n of the report by printing, distribution and online medium , regional , regional meditings etc Bisuing of Issuing of	Launch of the final report	Share validated parliamentar y departmenta l committees	Hold a stakeholder validation workshop	< e · · ·	Hold a Stakeholder review conference
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Provide support to the MDAs through Holding technical working retreats	Hold stakeholder validation workshops for the various sectors	Carry out consultative forums, meetings on the sectors concerned	Conduct quarterly field visits on the sampled counties and national institutions	to appreciate the emerging issues	Develop and issue advisores, advisores, circulars and directions on the various emerging issues to all stakeholders issues to all in the transition process
	<u> </u>	To offer a conducive environment and obviate related to transition	<u>, , , , , , , , , , , , , , , , , , , </u>	er ef 2	<u> </u>
		a fi se			
		Strategic Interventi ons on emerging challenge Following the transfer o functions			

		Developm ent of a framewor k for analysis and competenc y sangemen t of t of	
		Ensure smooth performance of Concurrent functions	
Carry out an unbundling/ analysis of concurrent functions	Procure expert to develop framework to guide analysis and assignment of concurrent functions		CTIPs and compile reports on recommenda tions for efficient implementat ion of the same. Carry out regular regular regular regular regular capacity building workshops of County technical staff
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reports	Consultant	Framewor k for analysis competenc y sasignmen t of t of functions	reviewed TIPs workshop
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Carry out a field study/visit on the challenges experienced at the County level sampled Counties	Carry out a study /benchmarki ng tours in Countries jurisdictions on the performance of concurrent functions	Compile a report on assignment and implementat ion of concurrent functions	Hold consultativ e validation workshops with:	i.Senate ii.National assembly	iii.ministries iv.County Governmen ts	Diseminatio n and publishing of the report
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authorities entities and other public entities	Prepare and validate an inventory of all exusting assets and liabilities of governme nt, defunct	Y	Transfer of Functions subsequent smooth remaining transfer nhases
s entities	+		f Facilitate transfer of functions
liabilities of all the defunct local authorities		Prepare justification the ports on the ports on the various proposals for transfer Develop Drafi instructions for the legal team on gazzette notices Gazzzettem No of ent of gazzetton functions for the legal team on gazzette notices Gazzette functions for the legal for	Carry out consultation with the various sectors with functions to be transferred in the remain phases
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	To install an assets managem t informatic system (AMIS)	
Publish the validated inventory of all existing assets and liabilities of county and national government s in the Kenya Gazette	To install Upload all an assets validated managemen data on t assets and information liabilities system onto AMIS (AMIS) and make it readily accessible on user rights baists on an platform	verify & A report audit assets validated and (verified liabilities of audited) all national inventory government assets and prepare a all nation report on government the all nation validated assets and liabilities of all national government ministries
A legal Notice	Uploaoded Secure templates on AMIS AMIS where data is stored access on use rights basis	A report on validated (venfied & inventory of inational labilities of all national government ministries.
Gazetted validated inventory of all existing assets and habilities of both county and national governme nts	AMIS where all walidated data is stored and accessed on user rights basis	A validated (verified & audited) invetory of allassets and liabilities of all national governme nt munistries.
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Araport on       Dafk         mechanism       mark         and critera       statiana         for stating of       statiana         and critera       statiana         statiana       statiana         and critera       statiana         statiana       statiana		To develop & Publish the (framework ) mechanism and criteria for sharing of public assets & liabilities between the two levels of
Araport on       Dafk         mechanism       mark         and critera       statiana         for stating of       statiana         and critera       statiana         statiana       statiana         and critera       statiana         statiana       statiana	validate the mechanism and criteria for transfer of public assets and liabilities between the two levels of government	nectanism and criterian for transfer of public assets and liabilities between the two levels of government
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Analysis To enhance Review of county linkage of County budgets to planning to 2015/16 ensure budgeting Annual alignment at the to CIDPs county	To ensure Esta sustainabilit the y of urban Plai areas Fina fran of t Urb Are		To enhance service delivery at lower levels of decentraliza tion		
Review of County 2015/16 Annual Budgets	Establish the Planning and Financing framework of the Urban Areas and Cities.	Classificati No of Uri on of Areas and Urban areas Cities and cities in classified Kenya	Assessment of Urban areas and cities in Kenya	Finalization Proposed of amendme regulations to the Urban Areas and Cities Act,2011	Finalise the Final amendment to UACA, Urban 2011 Areas and Cities Act,2011
Budget Review reports	No of Urban Report, Areas Bill of t financed establis fund fund	Classificati No of Urban Classificat on of Areas and ion Urban areas Cities Reports and cities in classified Kenya	No of Urban Assessme Arcas and ant Report Cities published Assessed, and publicised	Proposed amendment	Final amendment to UACA, 2011
Review Report publicised and disseminat ed	Report, Bill of the establishm ent of the fund	Classificat ion Reports	Assessme nt Report published and publicised	Finalized Regulatio ns	An amendme nt Bıll Submitted to the CS, LH&UD
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ports	Establish Prepare an Procure Signed the status Inventory of consultancy Contract, of ongoing ongoing services Inception reform processes, programs developm and reforms developm and reforms and make transition cs and make frecommen dations on the manageme manageme frecommen the manageme frecommen the manageme frecommen and make frecommen the manageme frecommen and make frecommen the manageme frecommen frecommen the manageme frecommen frecommen the manageme frecommen frecommen frecommen frecommen the manageme frecommen	Venfication Report on and the consolidatio Inventory n of ongoing	
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Monutor th operationa zation of planning units and County Budget ank Economic Forums	Procure consulta services	Venficati and consolida n of ongoing	programs and reform initiatives
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Transfer of the projects programs and reform process to either level of governiment	Hold stakeholder validation forum on the mechanism	Prepare a Rep mechanism the for tand t and reallocation of the programme s and projects to either level of government mechanism	Hold stakeholde of the inventory
Report. Legal Notice on the transfer projects, programs and reform process to either level of government	Validated r mechanism	the state of the s	Inventory r validated
Legal Notice on the transfer projects, programs and reform process to either level of governme nt	Mechanıs m validated, publicised and disseminat ed	Draft Mcchanis m /guidelıne s developed	Final Inventory on projects, programs and reform initiatives prepared and disseminat
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Framework	<u></u>		Civic Education roll out program	Civic Educatio n Curricula ,Manuals and I.E.C booklet published	Curricula , training manuals and I.E.C. materials dissemin ated
of srts, lelines			Stakeholder Vorkshops reports	No of curricula, trauning manuals printed and LEC	Curr , trai , trai and Forums, No. 1.E.C of documents disse disseminated ated
cenue ons	Procurement and asset management modules in IFMIS operationalis ed in the PFM		]`	Printing and launch of Civic Education Curricula, t Manual r and LE.C. p materials	
g	nen		Ensuring Kenyans To enhance embrace civic devolution education/ awareness on transition and devolution		
1 DGA Fourth Schedule Phase One 1	(1)Facilitat finacial e the tin managen developm t in the ent of counties public finance		Ensuring Kenyans embrace devolution		

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Facilitate baseline survey on and implement ation of civic education in Kenya	Collaborat e with Senate to conduct civic education throughout the country on transition transition devolution	Support Counties in implement ation of civic education	Support Counties in implement ation of crvic education function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function function fu
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National Civic Educatio n Framewo rk develope	National Public Participat ion Policy develope d	IEC materials for different target groups published	County Governm ent Officers sensitized on public participat ion	Updated and dissemin ated civic education providers providers database
Validation workshops, National Framework for Civic Education	Validation workshop, A policy on Public Particiaption	No. of IEC materials produced	ops,	vil Vo.
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Facilitate developme nt of National Framewor k for Civic Education	Facilitate developme nt of a National Public Participati on Policy.	Tailoring and printing of Informatio n, Education and Communic ation (IEC) materials for different target groups.	Sensitize Counties on the Public Participati on guidelines	Updating and disseminat ing the civic education providers profile database

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No of Members of the County Assemblies Trained No of Reports On Sultaive consultaive	report, Legal Notice on the regulations of closure of public records, Lega I notice on the regulations for sharing for sharing for sharing between the two levels of government.	copies of laws reviewed and amended,No of meetings held.
No of Member the Court Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Assembla Asse Assembla Asse Assembla Assembla Assembla Assembla Assembla Assemb	report,Legal report,Legal Notice on the regulations of closure of public records,Lega lotice on the regulations for sharing for sharing of Assets of Assets of Assets and hold hold liabilities stakeholder between the and engagemen two levels of guid- engagemen two levels of guid- stavenment. issue	Procure copie consultancy laws services reviev ,hold and stakeholder amen engagemen of me ts. held.
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