



2024-2028

# Strategic Plan

---



County Governance Watch (CGW) has developed a comprehensive Five-year Strategic Plan for 2024-2028 to guide the organization in fulfilling its mission of empowering citizen engagement for quality service delivery, sustainable development, and peace within Kenya's 47 county governments.

# Table of Contents

Executive Summary .....	4
1.0: Strategic Foundation.....	5
1.1 Vision.....	5
1.2 Mission.....	5
1.3 Core Values- IA-CEE.....	5
2.0 Situational Analysis.....	6
2.1 SWOT Analysis .....	6
2.2 Strategic Recommendations:.....	6
2.2 Stakeholders Analysis .....	7
2.3 PESTLE Analysis.....	8
3.0 Strategy .....	9
3.1: Strategic Pillars .....	9
3.2: Stakeholder Value Proposition .....	9
4.0 Strategic Objectives.....	10
4.1 Strategic Objectives Per Pillar .....	10
4.2 Strategic Objectives per Each BSC Perspective .....	11
5.0 Strategy Map.....	12
6.0 Strategic Key Performance Indicators (KPIs) and Targets.....	13
6.1 Impact and Stakeholder Perspective .....	13
6.2 Financial Sustainability Perspective .....	13
6.3 Process Perspective.....	13
6.4 Organizational Capacity Perspective .....	14
7.0 Strategic Initiatives.....	15
7.1 Impact and Stakeholder Perspective.....	15
7.2 Financial Sustainability Perspective.....	15
7.3 Process Perspective.....	16

7.4 Organizational Capacity Perspective.....	18
8.0 Strategic Expenditure (STRATEX) .....	20
9.0 Strategic Resources Mobilization Framework.....	21
9.1 Objectives:.....	21
9.2 Key Components:.....	21
9.3 Implementation and Monitoring: .....	22
10.0 Strategic Risk Management Framework .....	22
10.1 Objectives of Risk Management.....	22
10.2 Risk Identification .....	23
External Risks .....	23
Internal Risks .....	23
Operational Risks.....	24
10.3 Risk Assessment .....	24
10.4 Risk Mitigation .....	24
Mitigation Strategies.....	24
10.5 Monitoring and Review .....	25
Continuous Monitoring .....	25
Adaptation and Learning .....	25
10.6 Communication and Reporting.....	25
11.0 Monitoring and Evaluation Framework.....	26
11.1 Continuous Monitoring:.....	26
11.2 Adaptation and Learning:.....	26
11.3 Communication and Reporting:.....	26
11.4 Utilization of Findings:.....	26



## Executive Summary

County Governance Watch (CGW) has developed a comprehensive Five-year Strategic Plan for 2024-2028 to guide the organization in fulfilling its mission of empowering citizen engagement for quality service delivery, sustainable development, and peace within Kenya's 47 county governments.

### ***Vision and Mission***

CGW's vision is for empowered citizens enjoying high-quality, efficient and transparent service delivery from county governments. The organization's mission is to empower citizen engagement for quality service delivery, sustainable development, and peace in counties across Kenya.

### ***Values***

CGW's values represented by the acronym IA-CEE reflect its commitment to integrity, accountability, collaboration, excellence, and empowerment. These values shape the organization's culture and guide its engagements.

### ***Situational Analysis***

An in-depth situational analysis informed CGW's strategic plan, including a SWOT analysis, stakeholder analysis, and PESTLE analysis. Key findings highlighted the need for diversified funding, enhanced partnerships, positioning as a thought leader, and addressing internal capacity gaps.

### ***Strategic Pillars***

Four strategic pillars form the cornerstone of CGW's Five-year strategic plan:

1. Empowered and Engaged Citizens
2. Responsible and Responsive Leadership
3. Inclusive and Participatory Governance
4. Organizational Sustainability

Each pillar has specific objectives aimed at increasing citizen participation, enhancing transparency, mainstreaming inclusion, diversifying funding, investing in staff, and strengthening governance.

### ***Strategic Objectives***

The plan outlines 12 strategic objectives across the Four pillars, centered on citizen mobilization, transparency, inclusivity, financial sustainability, staff development, and governance structures. Targeted results include improved service delivery, reduced misuse of funds, and a highly skilled workforce.

### ***Key Initiatives***

Major multi-year initiatives under each objective include civic education campaigns, peace and security interventions, accountability training for officials, inclusivity audits of county planning, new funding partnerships, digitization of engagement processes, communities of practice for knowledge sharing, and governance reviews and audits.

### ***Monitoring and Evaluation***

A robust M&E framework will enable CGW to track progress through key performance indicators, facilitate adaptation, ensure transparent reporting, and promote data-driven decision-making.

### ***Implementation***

An estimated KES 330 million budget is allocated over 5 years to fund the strategic plan's initiatives. The plan provides guidance on resources mobilization, risk management, knowledge management, and strategic expenditures. Guiding frameworks drafted for Resources mobilization and Risk management

Through successful implementation, CGW aims to increase citizen participation, enhance transparency and inclusivity, improve service delivery, and ultimately foster accountable and participatory county governance for sustainable development across Kenya. This plan provides the strategy and frameworks necessary for CGW to fulfill its mission over the next five years.

## 1.0: Strategic Foundation

In laying the cornerstone of the County Governance Watch (CGW) Strategic Plan 2024-2028, we establish a robust foundation guided by a visionary outlook and a commitment to fundamental values. This section delves into our overarching vision, mission, and the core values we hold dear—embodied in the acronym IA-CEE. These elements collectively define our purpose, set the tone for our actions, and shape the ethical framework within which we operate. The strategic foundation outlined here not only articulates our aspirations but also serves as a compass, steering us towards the empowerment of citizens, transparent service delivery, and sustainable development in Kenyan counties.

### 1.1 Vision

Our vision is a beacon illuminating the path ahead: **Empowered citizens enjoying high-quality, efficient and transparent service delivery.** This aspirational statement encapsulates the future we strive to create—a future where citizens are not merely recipients of services; but determining the service, defining its standards and actively shaping the governance landscape. We envision a county environment where empowerment fuels engagement, fostering a seamless, transparent, and efficient delivery of services that meet the diverse needs of our communities. This vision inspires us to channel our efforts towards a Kenyan society where the principles of quality, efficiency, and transparency form the bedrock of public service.

### 1.2 Mission

Our mission at County Governance Watch (CGW) is a steadfast commitment to the heart of our purpose: **Empowering Citizen Engagement for Quality Service Delivery, Sustainable Development, and Peace in Kenyan Counties.** In the pursuit of this mission, we dedicate ourselves to creating a dynamic and inclusive platform. This platform serves as a catalyst, enabling citizens to actively engage with the processes that drive sustainable development and foster a peaceful coexistence within the diverse tapestry of Kenyan counties. We firmly believe that empowering citizens with the tools, knowledge, and opportunities for meaningful engagement not only transforms governance but also lays the foundation for a future where service delivery is synonymous with excellence and progress. Our mission is a call to action, an unwavering commitment to building a better, more inclusive future for all.

### 1.3 Core Values- IA-CEE

At County Governance Watch (CGW), our values are not just words; they are the guiding principles that define our character and drive our actions. We embody a culture represented by the acronym **IA-CEE**, reflecting our unwavering commitment to Integrity, Accountability, Collaboration, Excellence, and Empowerment.

- a) **Integrity (I):** We uphold the highest standards of honesty, ethics, and transparency in every facet of our work. Our decisions are guided by moral courage, fostering trust with our partners and the community.
- b) **Accountability (A):** We take full ownership and responsibility for delivering on our commitments to stakeholders. We believe in being answerable for our actions, ensuring transparency in meeting objectives.
- c) **Collaboration (C):** Working collectively is at the core of our approach. We collaborate across teams, counties, and partners to achieve shared goals. Our foundation is built on open communication, knowledge sharing, and embracing diverse perspectives.
- d) **Excellence (E):** In our relentless pursuit of innovation, efficiency, and the highest quality outcomes, we embody a culture of excellence. It's not just a goal; it's our standard in programs, governance, and service delivery.
- e) **Empowerment (E):** We are dedicated to providing opportunities, platforms, and skills for all groups, particularly the marginalized, to fully participate and exercise leadership. Empowerment is the driving force behind sustainability and self-reliance.

These values, collectively known as IA-CEE, serve as the compass that guides our actions, shapes our organizational culture, and ensures that our mission is carried out with unwavering dedication and ethical fortitude.

## 2.0 Situational Analysis

The Situational Analysis provides an assessment of the internal and external environment conducted for County Governance Watch (CGW) to inform the development of its strategic plan for 2024-2028.

### 2.1 SWOT Analysis

A SWOT analysis was conducted to assess the internal strengths and weaknesses of CGW, as well as external opportunities and threats. This analysis provides insights into the strategic position of the organization based on an examination of its capabilities, resources, and competencies (strengths and weaknesses) and the situational factors in its external environment (opportunities and threats). The SWOT framework helps identify strategic issues warranting action and aids in structuring plans to address them. This section outlines the key findings from the SWOT assessment.

Strengths:	Weaknesses:
<ul style="list-style-type: none"> <li>• Established expertise in county governance and devolution over 10+ years</li> <li>• Extensive partnerships with stakeholders like county officials and CSOs</li> <li>• High community trust and acceptability based on track record</li> <li>• Committed staff with specialized skills</li> <li>• Visionary leadership knowledgeable of county context</li> <li>• Culture of teamwork, collaboration and commitment</li> <li>• Effective organizational policies, procedures and accountability systems</li> <li>• Successful track record in innovative project implementation</li> <li>• Consistent political goodwill and donor support</li> <li>• Access to well-equipped offices across target regions</li> <li>• Strong brand recognition aligned with good governance</li> </ul>	<ul style="list-style-type: none"> <li>• Heavy dependence on unpredictable donor funding</li> <li>• Chronic budget constraints affecting programs</li> <li>• Minimal staff training, growth and succession planning</li> <li>• Communication silos between departments</li> <li>• Misalignment between culture and evolving strategic priorities</li> <li>• Tendency to remain operational versus strategic approach</li> <li>• Limited capacity for sustained community initiatives</li> <li>• Slow adoption of new technologies and digital tools</li> </ul>
Opportunities	Threats:
<ul style="list-style-type: none"> <li>• Leveraging evolution of devolution with increasing county mandates</li> <li>• Expanding into new donor-friendly counties and communities</li> <li>• Strengthening convening role between national and county governments</li> <li>• Tapping into high community acceptance and trust</li> <li>• Growing priority on emerging trends like climate, youth, human rights</li> <li>• Untapped potential in diverse thematic areas</li> <li>• Ready networks of volunteers and interns for engagement</li> <li>• Supportive partnerships with influential allies like County Assemblies</li> </ul>	<ul style="list-style-type: none"> <li>• Unpredictable donor environment and overreliance on limited donors</li> <li>• Shifting political interests and legislation at county level</li> <li>• Insecurity, socio-economic stresses and corruption</li> <li>• Unforeseen global crises disrupting operations and funding</li> <li>• Increased competition with peers for limited donor funding</li> <li>• Evolving donor priorities and restrictive funding models</li> <li>• Reputational risks and negative media portrayals</li> </ul>

## **2.2 Strategic Recommendations:**

Based on the key findings from the SWOT analysis, the following strategic recommendations have been identified to leverage County Governance Watch (CGW) 's strengths, address weaknesses, capitalize on opportunities, and mitigate threats over the next 3-5 years. These recommendations provide strategic direction to strengthen organizational capacity, safeguard sustainability, enhance partnerships and engagement, spearhead innovative solutions, and solidify thought leadership in county governance. Intentional pursuit of these 10 recommendations will enable County Governance Watch (CGW) to fulfill its mission with greater impact and reach.

- a) Diversify revenue streams beyond donors through social enterprises, investments etc.
- b) Strengthen partnerships with counties, private sector and communities to enhance impact.
- c) Position organization as a thought leader in county governance through research, models and capacity building.
- d) Improve internal capacity through staff development, communication, succession planning and culture alignment.
- e) Enhance visibility through professional documentation of success stories and leveraging technology and media.
- f) Adapt to emerging trends in funding priorities to access new opportunities.
- g) Develop innovative county governance models and solutions to pilot and share.
- h) Deepen engagement with partners and members to ensure alignment with goals.
- i) Address resource constraints through prudent financial management and diversified income.
- j) Build organizational resilience to external shocks through contingency planning and diversification.



On November 9 and 10, 2023, County Governance Watch through the Kenya Electoral Conflict Civic/ Voter Education Support (ECCES) program supported by USAID Kenya through Act Change Transform in partnership with the National Steering Committee on Peacebuilding and Conflict Management, held a Workshop on the Annual Report and Localization of the Kenya National Action Plan II on Women, Peace and Security in Kajiado County.

## 2.2 Stakeholders Analysis

In our pursuit of empowering citizen engagement and ensuring quality service delivery, understanding and engaging with our diverse stakeholders are pivotal. Here's an analysis of key stakeholders, their expectations, and our strategic approach:

Stakeholder	What the Stakeholder Wants and Needs from the Organization	Stakeholder Perception of Organizational Performance	What the Organization Wants and Needs from the Stakeholder	Strategic Initiatives for Engaging Stakeholders
National Government/ County Governments	Ideas, research, training, capacity building, Technical assistance, oversight	Resource hub, high expectations, trustworthy, highly skilled, knowledgeable	Recognition, partnerships, policy implementation	MOUs, partnerships, co-funding, communication
Community	Training, information, project support, validation	Highly reputable, problem solver, trusted	Information sharing, compliance, recognition	Networks, partnerships, engagement
County Assemblies	Capacity building, information, research findings	Resource hub, high expectations, trustworthy	Exercise oversight, partnerships	MOUs, partnerships, co-funding
Donors	Project implementation, reporting, innovation	Effective partner, good networks	Funding, partnerships, exposure	Partnerships, branding, recognition
Board	Compliance, program delivery, information sharing	Experienced, committed, competent	Resource mobilization, training	Meetings, performance reviews
Employees	Remuneration, training, equipment	Good employer, resource hub	Commitment, innovation, fundraising	Meetings, appraisals, contracts
Private Sector	Access to networks, partnerships, visibility	Innovative, collaborative, influential	Funding, expertise, resources	Sponsorships, consulting, collaborations
Media	Information, stories, access	Reliable, ethical, professional	Balanced coverage, media partnerships	Press releases, interviews, media engagement
NGOs/CSOs	Collaboration, knowledge sharing, coordination	Reliable partner, expert resource	Complementary capabilities, joint advocacy	Consortia, communities of practice, MOUs

### **2.3 PESTLE Analysis**

This section delves into a comprehensive examination of the external factors influencing County Governance Watch (CGW) 's strategic landscape. The PESTLE analysis explores the Political, Economic, Social, Technological, Legal, and Environmental dimensions, providing valuable insights into the challenges and opportunities that may impact our organization during the strategic period 2024–2028.

#### **Political**

- Devolution process transferring increasing powers and resources to counties
- Power struggles between governors and assemblies disrupting governance
- Shifting political interests and priorities at county and national levels
- Proposed policy and legislative changes affecting counties

#### **Economic**

- Severe budget constraints for county development programs and projects
- Overreliance on limited and unpredictable donor funding
- High poverty, unemployment and inequality limiting county revenues
- Corruption, weak oversight affecting service delivery

#### **Social**

- High community acceptance and trust based on strong track record
- Rapid population growth and urbanization straining county resources
- Insecurity and conflicts disrupting field operations
- Civic fatigue towards governance reforms and accountability

#### **Technological**

- Very limited adoption of technologies for research, monitoring, knowledge sharing
- Lack of digital data collection tools and analytics skills
- Poor ICT infrastructure and internet connectivity hindering outreach
- Minimal use of social media and platforms for public engagement

#### **Legal**

- Complex regulatory compliance for NGO registration, reporting and operations
- Monitoring county adherence to procurement laws and other regulations
- Emerging stringent data privacy and protection laws
- Ambiguities in certain county-level regulations

#### **Environmental**

- Visible climate change impacts on community livelihoods and county economies
- Environmental degradation and resource pressures
- Weak county policies/ frameworks, capacity and will to address sustainability

#### **Strategic Recommendations to PESTLE Analysis**

- Diversify funding sources through social enterprises, investments and fee-based services
- Strengthen partnerships with counties, communities and private sector
- Position as thought leader in county governance through research, models and training
- Address internal capacity gaps in staff skills, succession planning and culture
- Enhance visibility through documenting success stories and leveraging technology
- Integrate/ adapt to emerging climate change frameworks
- Adapt to emerging trends in donor priorities and requirements
- Develop and pilot innovative county governance models and solutions
- Deepen engagement with partners and members to align with goals
- Promote prudent financial management and diversified income streams
- Build resilience through contingency planning and diversification

The focus is on diversifying funding, building partnerships, enhancing thought leadership, adapting to trends, and addressing internal capacity gaps based on the PESTLE analysis. This can help CGW capitalize on opportunities and mitigate risks.

### 3.0 Strategy

In charting our course toward empowering citizen engagement and ensuring quality service delivery, we have developed a comprehensive strategy encompassing key pillars and initiatives. Our strategic approach focuses on the following elements:

#### 3.1: Strategic Pillars

In the forthcoming five years, County Governance Watch (CGW) will steadfastly pursue the following strategic pillars. These pillars, identified as “Pillars of Excellence,” intricately weave the overarching organizational “Vision” into pragmatic, operational terms. They form the cornerstone of CGW’s high-level strategy, extending their influence across both the business and support functions within the organization. Each pillar is distinctly linked to a specific “Strategic Result.”

##### Strategic Pillar 1: Empowered and Engaged Citizens

**Strategic Result:** Citizens are informed, organized and active participants in policymaking, budgeting and governance at the county level. They are equipped with skills and platforms to consistently engage authorities, provide input, and demand quality, equitable services and accountability.

##### Strategic Pillar 2: Responsible and Responsive Leadership

**Strategic Result:** County leaders uphold integrity, accountability and responsiveness to citizen needs in planning, resource allocation and public service delivery. There is transparency in decision-making and fair, equitable distribution of resources across all communities.

##### Strategic Pillar 3: Inclusive and Participatory Governance

**Strategic Result:** Counties institutionalize participatory, human rights-based governance processes that proactively involve women, youth, marginalized groups and stakeholders in policy and budget formulation for sustainable development.

##### Strategic Pillar 4: Organizational Sustainability

**Strategic Result:** CGW has the financial resources, talented workforce, governance structures and operational capacity to responsibly and effectively pursue its mission over the long-term and adapt to a changing external environment.

#### 3.2: Stakeholder Value Proposition

In this section, we articulate the essence of County Governance Watch (CGW) ‘s commitment to its stakeholders. The Stakeholder Value Proposition encapsulates the unique attributes, image, and relationship principles that define our engagement with various partners and communities. As we navigate the strategic landscape outlined in the plan, this proposition serves as a guiding compass, reflecting our dedication to expertise, innovation, networks, and, most importantly, the empowerment and collaboration that underpin our relationships. Explore the intricacies of this section to understand how County Governance Watch (CGW) seeks to create lasting value for all stakeholders throughout the strategic period 2024-2028.

##### Attributes:

- Expertise – Deep knowledge and thought leadership on governance, devolution, development
- Innovation – Pioneering new approaches, models and solutions
- Networks – Access to extensive peer networks and cross-sector partnerships
- Local Experience – Solid understanding of county contexts, priorities and challenges
- Responsiveness – Timely and flexible support aligned with evolving needs
- Convening Power – Ability to bring together diverse groups and facilitate coordination

**Image:**

- Trusted Partner – Valued for co-creation, collaborative mindset and win-win partnerships
- Responsible – Commitment to participation, transparency, accountability and ethics
- Professional – High standards, rigor and excellence in programs and engagements
- Thought Leader – Expertise that strengthens national policy and practice

**Relationship:**

- Empowering – Build capacities for participatory governance and active engagement
- Responsive – Provide timely, tailored support and knowledge sharing
- Collaborative – Facilitate coordination and experience sharing
- Inclusive – Ensure involvement and perspectives of all groups in decision-making
- Sustainable – Support partners through long-term engagements beyond project cycles

## 4.0 Strategic Objectives

This section illuminates the precise strategic objectives that will guide County Governance Watch (CGW) over the next Five years. Aligned with our four strategic pillars—Empowered and Engaged Citizens, Responsible and Responsive Leadership, Inclusive and Participatory Governance, and Organizational Sustainability—these objectives encapsulate our commitment to effecting positive change at the grassroots level.

### 4.1 Strategic Objectives Per Pillar

Within each pillar, specific objectives have been meticulously crafted to drive impactful outcomes. From mobilizing citizens for active participation in governance to promoting transparent and accountable leadership, fostering inclusive governance, and ensuring the sustainability of our organization, these objectives form the cornerstone of our actionable roadmap. Explore the nuanced details of each objective to gain insights into the targeted results we aim to achieve. As we embark on this strategic journey, these objectives serve as the compass guiding us toward a future where governance is participatory, leadership is responsible, inclusivity is paramount, and our organizational footprint is sustainable.

#### Strategic Pillar 1: Empowered and Engaged Citizens

- a) Strategic Objective 1: Mobilize citizens for participation in governance
  - Intended Result: Increased citizen engagement in county processes
- b) Strategic Objective 2: Enhance civic capacities for oversight and accountability
  - Intended Result: Improved citizen demand for quality services
- c) Strategic Objective 3: Expand platforms for citizen-government dialogue
  - Intended Result: Enhanced citizen input in decision-making

#### Strategic Pillar 2: Responsible and Responsive Leadership

- a) Strategic Objective 1: Promote transparency and accountability in counties
  - Intended Result: Reduction in misuse of county resources
- b) Strategic Objective 2: Advocate for improved public service delivery
  - Intended Result: More equitable distribution of services across counties
- c) Strategic Objective 3: Support values-based leadership and integrity
  - Intended Result: More responsible use of power by county officials

#### Strategic Pillar 3: Inclusive and Participatory Governance

- a) Strategic Objective 1: Mainstream inclusive participation in county processes
  - Intended Result: Proactive involvement of women, persons with disabilities, youth and marginalised groups (Article 177, CoK, 2010)
- b) Strategic Objective 2: Promote human rights-based approaches in counties
  - Intended Result: Adequate and sustainable budgetary allocations to economic and social development services by County governments (Article 43, CoK, 2010)
- c) Strategic Objective 3: Foster multi-stakeholder collaboration in governance
  - Intended Result: Holistic and sustainable county policies

#### Strategic Pillar 4: Organizational Sustainability

- a) Strategic Objective 1: Improved innovation in resource mobilization
  - Intended Result: Reduced reliance on restricted donor funding
- b) Strategic Objective 2: Invest in staff development and talent retention
  - Intended Result: Highly skilled and motivated workforce
- c) Strategic Objective 3: Strengthen governance and accountability structures
  - Intended Result: Enhanced oversight, transparency and ethics



Citizens are the backbone of every society, and their welfare should be the top priority of any government. County Governance Watch (CGW) understands the importance of involving the community in assessing the efficiency and effectiveness of service delivery within counties. As such, CGW advocates for the implementation of the County Governance Index (CGI).

#### **4.2 Strategic Objectives per Each BSC Perspective**

In this section, we delineate our strategic objectives through the lens of the Balanced Scorecard (BSC), a comprehensive framework that mirrors the four key perspectives crucial to organizational success. From fostering impactful relationships with stakeholders to ensuring financial sustainability, optimizing internal processes, and fortifying our organizational capacity, these objectives epitomize our commitment to a well-rounded, strategic approach.

##### **Impact and Stakeholder Perspective**

Emphasizing citizen mobilization, transparency, and inclusive participation, we aspire to create a profound impact on governance while fostering meaningful stakeholder relationships.

- a) Mobilize citizens for participation in governance
- b) Promote transparency and accountability in counties
- c) Mainstream inclusive participation in county processes

##### **Financial Sustainability Perspective**

Our objectives here revolve around diversifying income sources, expanding reserves, and nurturing long-term partnerships to ensure the financial robustness needed for sustained impact.

- a) Diversify income sources and expand reserves
- b) Grow and maintain long-term partnerships with institutional donors

##### **Process Perspective**

Streamlining our internal processes, disseminating innovations, and enhancing knowledge sharing within counties form the core of our objectives in this perspective, optimizing our operational efficiency.

- a) Streamline processes
- b) Disseminate innovations
- c) Enhance county knowledge sharing

##### **Organizational Capacity Perspective**

Investing in our most asset—our staff—and fortifying governance and accountability structures, we aim to bolster our organizational capacity for enduring success.

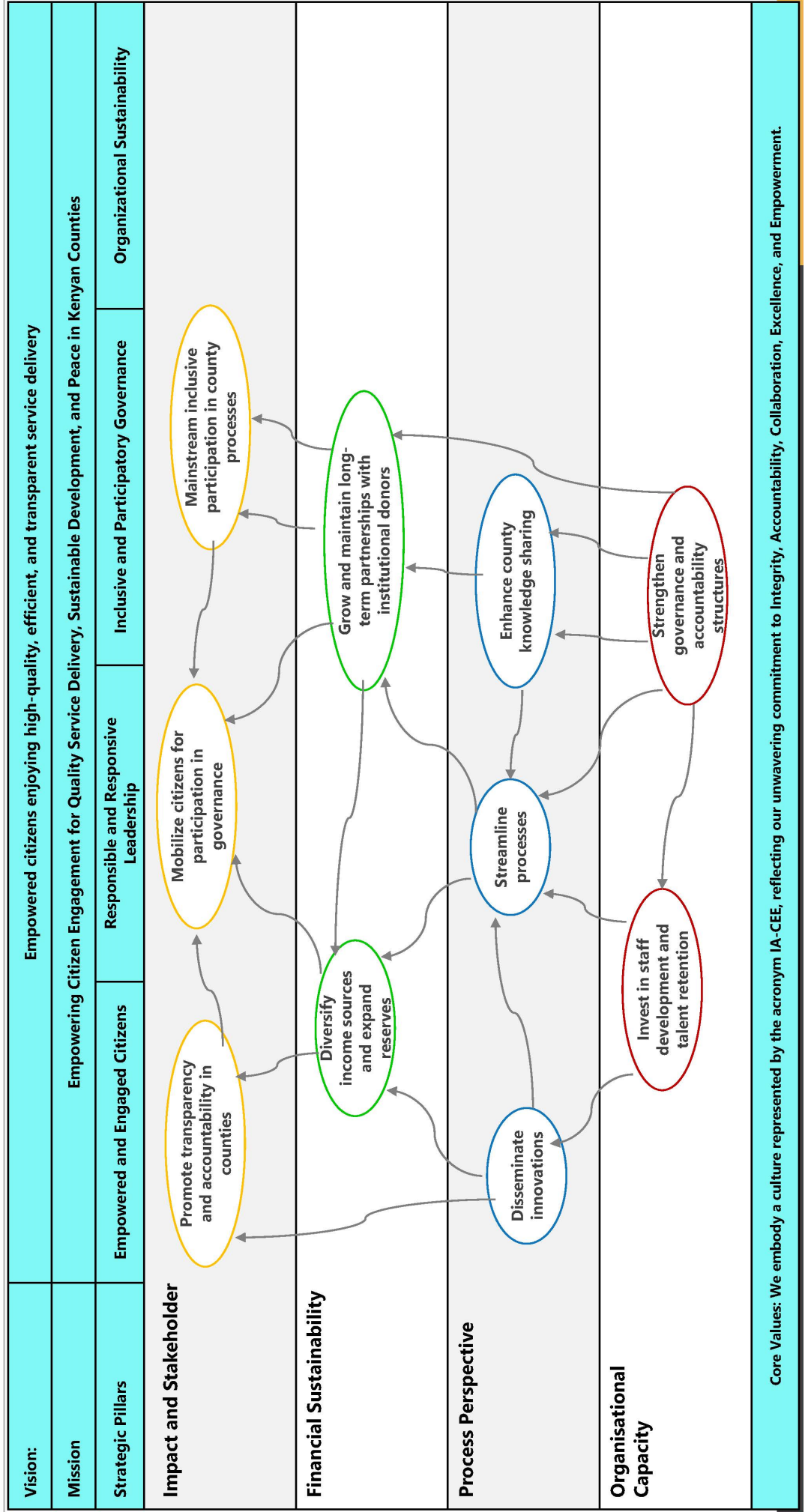
- a) Invest in staff development and talent retention
- b) Strengthen governance and accountability structures

## 5.0 Strategy Map

County Governance Watch (CGW) strategy map serves as a navigational tool, offering a graphical representation of the intricate relationships between our strategic objectives and the four Balanced Scorecard perspectives. As we embark on the implementation of the County Governance Watch (CGW) Strategic Plan 2024-2028, this map provides a holistic view, illustrating how our actions in one area influence and contribute to success in others.



# CGW strategy map



## 6.0 Strategic Key Performance Indicators (KPIs) and Targets

In this section, we meticulously outline the Key Performance Indicators (KPIs) and associated targets for our strategic objectives, systematically organized under the Balanced Scorecard perspectives. These KPIs serve as crucial benchmarks, quantifying our progress and ensuring a comprehensive evaluation of our performance.

### 6.1 Impact and Stakeholder Perspective

Strategic Objectives	Key Performance Indicators
Mobilize citizens for participation in governance	% increase in citizen submissions to county planning processes (Target: 25% increase)
	% of population registering as active citizens (Target: 60% registration)
	of citizen mobilization forums conducted annually (Target: 1 per sub-county)
	% of budget allocated to civic education campaigns (Target: 10% of program budget)
Promote transparency and accountability in counties	% reduction in misuse of public resources (Target: 50% reduction)
	Kenya corruption index score improvement (Target: 10% higher score)
	% of procurement contracts with transparency clauses (Target: 100%)
	of completed audits published annually (Target: 1 per department)
Mainstream inclusive participation in county processes	% of women and youth in county committees (Target: 50% representation)
	% of public input incorporated into budget (Target: 75% incorporation)
	of inclusivity trainings for county officials annually (Target: 2 trainings)
	% of program budget for inclusion initiatives (Target: 20% allocation)



## 6.2 Financial Sustainability Perspective

Strategic Objectives	Key Performance Indicators
Improved innovation in resource mobilization	% revenue from non-donor sources (Target: 30% non-donor revenue)
	Sufficiency ratio of reserves (Target: 0.5 ratio)
	% growth in reserves year-on-year (Target: 20% reserves growth)
	of funding proposals submitted annually (Target: 20 proposals)
	of partnerships/agreements with social enterprises (Target: 3 partnerships)
Grow and maintain long-term partnerships with institutional donors	% of funding from multi-year institutional donor partners (Target: 50% of funding)
	Institutional donor retention rate year-on-year (Target: 90% retention)
	Average length of relationship with institutional donors (Target: 5+ years)
	of meetings held annually with institutional donors (Target: 2 meetings per donor)
	Completion rate of donor engagement plans (Target: 100%)
	Donor satisfaction score (Target: 4 out of 5)

## 6.3 Process Perspective

Strategic Objectives	Key Performance Indicators
Streamline engagement processes	% improvement in efficiency of key processes (Target: 25% improvement)
	Partner satisfaction score for processes (Target: 4 out of 5)
	Average cycle time of core processes (Target: 30% reduction)
	% of processes documented through standard operating procedures (Target: 100%)
	% of processes redesigned/optimized in the past year (Target: 50%)
	Completion rate of process reviews and audits (Target: 100%)
Disseminate innovations	% of program beneficiaries reached with innovations (Target: 80% outreach)
	Adoption rate of innovations by stakeholders (Target: 60% adoption)
	Sustained usage rate after 1 year of implementation (Target: 75% sustained usage)
	of communication channels used to disseminate innovations (Target: 5 channels)
	of forums/events held annually to share innovations (Target: 3 forums)
	of documented case studies on innovations (Target: 5 annually)

Enhance county knowledge sharing	% of documented best practices replicated across counties (Target: 60% replication rate)
	County official satisfaction score on knowledge sharing initiatives (Target: 4 out of 5)
	% of innovations sustained for 3+ years through knowledge sharing (Target: 50% sustainability)
	of communities of practice established around key focus areas (Target: 1 per department)
	of peer learning events and exchanges held annually (Target: 2 per county)
	% of staff time allocated to knowledge management and sharing (Target: 10% time allocation)
	% of documented best practices replicated across counties (Target: 60% replication rate)

#### 6.4 Organizational Capacity Perspective

Strategic Objectives	Key Performance Indicators
Invest in staff development and talent retention	Voluntary turnover rate (Target: <10%)
	Internal fill rate for job openings (Target: 75%+)
	Staff satisfaction score (Target: 4 out of 5)
	Completion rate of individual development plans (Target: 100%)
	Training hours per employee annually (Target: 40+ hours)
	% of high potential employees retained after being identified (Target: 90% retained)
Strengthen governance and accountability structures	Improvement in organizational governance scorecard rating (Target: 10% increase)
	External governance audit rating (Target: Above average)
	Stakeholder satisfaction score on engagement (Target: 4 out of 5)
	Completion rate of scheduled board meetings and activities (Target: 100%)
	Completion rate of internal audits and risk assessments (Target: 100%)
	% of policies and procedures reviewed and updated (Target: All 100%)

## 7.0 Strategic Initiatives

In this section, we articulate the core Strategic Initiatives that will drive the implementation of the County Governance Watch (CGW) Strategic Plan 2024-2028. These initiatives are carefully crafted to align with our strategic objectives across the Impact and Stakeholder Perspective, Financial Sustainability Perspective, Process Perspective, and Organizational Capacity Perspective. Each initiative is tailored to address specific challenges, capitalize on opportunities, and contribute to our overarching vision of fostering accountable, inclusive, and responsive county governance.

### 7.1 Impact and Stakeholder Perspective

Strategic Objectives	Strategic Initiatives
Mobilize citizens for participation in governance	<ul style="list-style-type: none"> <li>• Civic education campaigns for citizen engagement.</li> <li>• Establish citizen action committees for local involvement.</li> <li>• Support paralegal training for empowered citizenry.</li> <li>• Toolkits for monitoring county projects and ensuring accountability.</li> <li>• Town hall forums for citizen interaction with county officials.</li> <li>• Advocate for citizen inclusion in key county forums.</li> <li>• Partnerships with media and CSOs for amplified civic education.</li> <li>• Fellowships and internships for youth as governance champions.</li> <li>• Document and publish citizen success stories.</li> <li>• Support citizen journalism and media platforms.</li> <li>• Curriculum-based governance modules for schools.</li> <li>• Mini-grants and training for community groups.</li> <li>• Encourage knowledge sharing among citizen groups.</li> <li>• Research on barriers to citizen participation.</li> </ul>
Promote transparency and accountability in counties	<ul style="list-style-type: none"> <li>• Implement County Governance Index for performance assessment.</li> <li>• Advocate for access to information laws.</li> <li>• Develop accountability tools like expenditure trackers.</li> <li>• Train county officials on financial management and ethics.</li> <li>• Support civic watchdog groups in social audits.</li> <li>• Platforms for public reporting of grievances.</li> <li>• Publish citizen budgets and simplified reports.</li> <li>• Implement anonymous whistleblowing mechanisms.</li> <li>• Advocate for participatory budgeting processes.</li> <li>• Encourage transparency clauses in county contracts.</li> <li>• Partner with oversight bodies for strengthened accountability.</li> <li>• Develop memorandums of understanding for external audits.</li> <li>• Document and publish examples of transparent counties.</li> <li>• Conduct research on factors affecting transparency.</li> </ul>
Mainstream inclusive participation in county processes	<ul style="list-style-type: none"> <li>• Conduct inclusivity audits of county planning.</li> <li>• Develop guidelines for inclusive community consultation.</li> <li>• Provide training on diversity and inclusion.</li> <li>• Establish a mechanism for marginalized groups' inputs.</li> <li>• Advocate for increased representation in county committees.</li> <li>• Partner with networks to amplify marginalized voices.</li> <li>• Document and share inclusive county case studies.</li> <li>• Expand outreach to underrepresented groups.</li> <li>• Encourage inclusion in core county processes.</li> <li>• Promote public messaging on the benefits of inclusivity.</li> <li>• Develop fellowships and mentorship programs for marginalized youth.</li> <li>• Support civic education on human rights and equality.</li> </ul>

## 7.2 Financial Sustainability Perspective

Strategic Objectives	Strategic Initiatives
Improved innovation in resource mobilization	<ul style="list-style-type: none"> <li>• Develop Resources Mobilization Framework.</li> <li>• Explore and establish social enterprise subsidiaries for revenue generation.</li> <li>• Develop fee-based training, research, and consultancy services.</li> <li>• Pursue program partnerships with the private sector through CSR and shared value opportunities.</li> <li>• Submit funding proposals to new donors aligned with organizational priorities.</li> <li>• Organize recurring fundraising events and campaigns targeting individual donors.</li> <li>• Seek in-kind support and pro-bono expertise from corporations to reduce costs.</li> <li>• Renegotiate overhead and indirect cost rates in donor contracts to full rates.</li> <li>• Implement robust financial monitoring, controls, and cost optimization measures.</li> <li>• Invest surplus reserves in fixed deposits and other low-risk financial instruments.</li> <li>• Establish an endowment fund and solicit contributions from high-net-worth individuals.</li> <li>• Develop donation collection boxes and crowd-funding campaigns using online platforms.</li> <li>• Explore leasing out excess space or assets to generate rental income.</li> <li>• Obtain social impact certification to access social investment capital and donors.</li> <li>• Provide paid technical advisory services to county governments and other partners.</li> </ul>
Grow and maintain long-term partnerships with institutional donors	<ul style="list-style-type: none"> <li>• Conduct regular check-in meetings and site visits with institutional donor partners.</li> <li>• Develop long-term (3-5 years) funding proposals with clear monitoring frameworks.</li> <li>• Implement reporting systems for donor funds linked to performance indicators.</li> <li>• Send quarterly updates showcasing impact and appreciation for support.</li> <li>• Facilitate exchange visits for donors to interact with communities and see impact.</li> <li>• Obtain testimonials and site visit feedback from donors to improve partnerships.</li> <li>• Solicit donor input on organizational strategy to strengthen alignment.</li> <li>• Build personal relationships between leadership and donor representatives.</li> <li>• Host annual partner review and planning meetings to deepen collaboration.</li> <li>• Ensure prompt acknowledgment and recognition of donor contributions.</li> </ul>

### 7.3 Process Perspective

Strategic Objectives	Strategic Initiatives
Streamline processes	<ul style="list-style-type: none"> <li>• Map out all key processes and identify pain points causing inefficiencies.</li> <li>• Conduct process improvement workshops and solicit staff input.</li> <li>• Standardize procedures through detailed documentation and SOPs.</li> <li>• Automate manual processes by adopting suitable digital tools and software.</li> <li>• Implement workflows and approvals through seamless digitized systems.</li> <li>• Analyze process data to identify bottlenecks causing delays.</li> <li>• Clarify roles and responsibilities for each process step.</li> <li>• Remove redundant steps that do not add value.</li> <li>• Shorten approval layers to speed up decision-making.</li> <li>• Track cycle times and establish process efficiency KPIs.</li> <li>• Provide staff training on optimized processes and systems.</li> <li>• Develop how-to guides and videos for reference.</li> <li>• Conduct periodic process reviews to identify further efficiencies.</li> <li>• Obtain user feedback through surveys to improve process experiences.</li> <li>• Design the customer experience backward and simplify touchpoints.</li> </ul>
Disseminate innovations	<ul style="list-style-type: none"> <li>• Develop an Innovation Framework.</li> <li>• Document innovative governance models through detailed case studies.</li> <li>• Develop briefs, reports, and primers summarizing innovations for decision-makers.</li> <li>• Organize forums, workshops, and events for cross-county knowledge sharing.</li> <li>• Present innovations at conferences and events to reach wider governance networks.</li> <li>• Leverage social media campaigns and platforms to showcase successful innovations.</li> <li>• Produce videos, podcasts, and media content highlighting impact stories.</li> <li>• Obtain media coverage and partnerships to amplify the reach of important innovations.</li> <li>• Develop targeted communication packs for disseminating innovations to key stakeholders.</li> <li>• Create innovation portals with databases of governance approaches searchable by issue.</li> <li>• Establish innovation challenge awards and events to recognize successful initiatives.</li> <li>• Facilitate peer learning exchanges for counties to experience innovations firsthand.</li> <li>• Develop toolkits, guides, and templates to assist the replication of innovations.</li> <li>• Provide advisory services to counties to support context-specific adaptation.</li> <li>• Cultivate champions within counties to amplify innovations from within.</li> <li>• Conduct research on adoption barriers and enablers to guide dissemination strategies.</li> </ul>

<p>Enhance county knowledge sharing</p>	<ul style="list-style-type: none"> <li>• Develop County Knowledge Improvement Framework.</li> <li>• Facilitate peer learning events like conferences, workshops, and exchange visits for counties.</li> <li>• Document county initiatives and models as case studies and reports for sharing.</li> <li>• Create online portals and platforms for easy access to documented county practices.</li> <li>• Develop communities of practice and working groups for officials across counties.</li> <li>• Provide training for county staff on knowledge management approaches and tools.</li> <li>• Create staff knowledge sharing targets and incentives in county partnership agreements.</li> <li>• Conduct exit interviews to learn from staff transitioning between counties.</li> <li>• Provide small grants for cross-county joint pilot projects to promote exchanges.</li> <li>• Develop cross-county mentorship and coaching programs in priority areas.</li> <li>• Rotate high-potential staff through assignments in multiple counties.</li> <li>• Promote secondments and staff exchanges between counties for cross-learning.</li> <li>• Obtain twinning agreements between peer counties for structured exchanges.</li> <li>• Leverage existing county official forums/networks to share key learnings.</li> <li>• Encourage informal knowledge sharing through site visits, calls, and social interactions.</li> <li>• Provide tools and support for identifying governance gaps to guide learning priorities.</li> </ul>
---	---



## 7.4 Organizational Capacity Perspective

Strategic Objectives	Strategic Initiatives
Invest in staff development and talent retention	<ul style="list-style-type: none"> <li>• Conduct training needs assessments and skills gap analysis for staff.</li> <li>• Create individualized professional development plans for each employee.</li> <li>• Provide internal and external coaching/mentorship opportunities.</li> <li>• Offer management/leadership training for high-potential employees.</li> <li>• Implement job rotation and shadowing programs to build cross-training.</li> <li>• Support participation in external workshops, conferences, and certifications.</li> <li>• Develop knowledge-sharing programs for internal skill-building.</li> <li>• Conduct regular performance reviews with a growth and development focus.</li> <li>• Create clear promotion pathways and succession plans.</li> <li>• Benchmark and enhance compensation and benefits competitively.</li> <li>• Improve workplace culture through team-building activities and recognition.</li> <li>• Obtain regular feedback on employee satisfaction to improve retention.</li> </ul>
Strengthen governance and accountability structures	<ul style="list-style-type: none"> <li>• Review and update key governance policies and procedures annually.</li> <li>• Provide regular governance training for board members.</li> <li>• Develop a board member onboarding program covering roles and responsibilities.</li> <li>• Conduct annual board self-assessments to identify areas for improvement.</li> <li>• Establish board subcommittees to provide oversight on audit, risk, nominations, etc.</li> <li>• Implement an anonymous whistleblowing mechanism for ethical concerns.</li> <li>• Obtain external governance quality certification to validate best practices.</li> <li>• Increase transparency through public disclosure of governance documentation.</li> <li>• Automate compliance tracking for legal, regulatory, and reporting requirements.</li> <li>• Undertake regular independent financial audits and ethics reviews.</li> <li>• Develop risk management frameworks identifying key organizational risks.</li> </ul>

## 8.0 Strategic Expenditure (STRATEX)

In alignment with CGW strategic objectives, the Strategic Expenditure (STRATEX) plan outlines the estimated budget for the proposed strategic initiatives over the next five years. This financial allocation is structured to support the implementation of key programs aimed at achieving our overarching goals of enhancing citizen engagement, promoting transparency, ensuring inclusive governance, and building organizational capacity.

The overall total budget for the County Governance Watch (CGW) Strategic Plan 2024-2028 is currently estimated at about KES 330 Million (say Kenya Shillings Three Hundred and Thirty Million). It's important to note that these figures are provisional and serve as a strategic allocation guide. The actual figures will be determined and adjusted during the annual budgeting exercise.

Strategic Objectives	Proposed Summarise Strategic Initiatives	Estimated 5-year budget (Kes)
Mobilize citizens for participation in governance	<ul style="list-style-type: none"> <li>• Civic education campaigns</li> <li>• Citizen committees and platforms</li> <li>• Partnerships with CSOs</li> <li>• Curriculum-based programs</li> </ul>	60 million
Promote transparency and accountability in counties	<ul style="list-style-type: none"> <li>• Advocacy for transparency clauses</li> <li>• Accountability training</li> <li>• Oversight partnerships</li> <li>• Expenditure reviews</li> </ul>	80 million
Mainstream inclusive participation in county processes	<ul style="list-style-type: none"> <li>• Inclusivity training</li> <li>• Forums for marginalized groups</li> <li>• Anti-discrimination campaigns</li> <li>• Communication strategy</li> </ul>	60 million
Diversify income sources and expand reserves	<ul style="list-style-type: none"> <li>• Social enterprise partnerships</li> <li>• New funding proposals</li> <li>• Financial instruments investment</li> <li>• Cost optimization</li> </ul>	20 million
Grow and maintain long-term partnerships with institutional donors	<ul style="list-style-type: none"> <li>• Regular check-in meetings and site visits</li> <li>• Long-term proposal development</li> <li>• Reporting systems and monitoring</li> <li>• Impact updates and testimonials</li> <li>• Donor input solicitation</li> <li>• Donor relationship management system</li> </ul>	15 million
Streamline processes	<ul style="list-style-type: none"> <li>• Process review workshops</li> <li>• Automation and digitization</li> <li>• Customer relationship management systems</li> <li>• Process documentation</li> </ul>	30 million
Disseminate innovations	<ul style="list-style-type: none"> <li>• Cross-county forums and events</li> <li>• Documentation of innovations</li> <li>• Communication packs and dissemination</li> </ul>	30 million
Enhance county knowledge sharing	<ul style="list-style-type: none"> <li>• Communities of practice</li> <li>• Peer learning exchanges</li> <li>• Online knowledge portal</li> </ul>	15 million
Invest in staff development and talent retention	<ul style="list-style-type: none"> <li>• Skills assessment and training</li> <li>• Coaching and mentoring programs</li> <li>• Career development plans</li> </ul>	10 million
Strengthen governance and accountability structures	<ul style="list-style-type: none"> <li>• Governance audits and reviews</li> <li>• Board training</li> <li>• Policy and procedure updates</li> </ul>	10 million
<b>Total Strategic Expenditure</b>		<b>330 Million</b>

The figures presented in the Strategic Expenditure (STRATEX) plan provide estimated budgets for each strategic objective and its associated initiatives over the next five years. However, it's essential to note that these are preliminary estimations, and the actual figures will be determined through the rigorous annual budgeting exercise.

## 9.0 Strategic Resources Mobilization Framework

The Strategic Resources Mobilization Framework for County Governance Watch (CGW) aims to guide the organization in effectively and sustainably mobilizing resources to support its mission and strategic objectives outlined in the 2024-2028 Strategic Plan. This framework emphasizes diversification, innovation, and partnerships to ensure financial sustainability and operational excellence.

### 9.1 Objectives:

- **Diversification:** Expand revenue sources beyond traditional funding streams.
- **Innovation:** Explore creative avenues for fundraising and resource generation.
- **Partnerships:** Cultivate and strengthen collaborations with diverse stakeholders.

### 9.2 Key Components:

#### a) Income Streams:

- **Donor Funding:** Continue engagement with institutional donors, seeking multi-year partnerships.
- **Individual Donors:** Develop and implement targeted fundraising campaigns to attract individual donors.
- **Corporate Partnerships:** Establish strategic partnerships with the private sector through CSR and shared value initiatives.
- **Social Enterprises:** Explore opportunities to establish social enterprise subsidiaries for sustainable revenue generation.
- **Fee-Based Services:** Develop and offer fee-based training, research, and consultancy services to counties and organizations.

#### b) Funding Proposals:

- **Proposal Development:** Regularly submit compelling funding proposals aligned with organizational priorities.
- **Innovative Projects:** Highlight innovative projects and approaches to attract donor interest and support.
- **Impact Measurement:** Develop robust monitoring and evaluation frameworks to showcase the impact of funded projects.

#### c) Financial Instruments:

- **Investment:** Invest surplus reserves in low-risk financial instruments to generate additional income.
- **Endowment Fund:** Establish an endowment fund to secure long-term financial sustainability.
- **Social Impact Certification:** Pursue social impact certification to access social investment capital and socially conscious donors.

#### d) Cost Optimization:

- **Overhead Negotiation:** Renegotiate overhead and indirect cost rates in donor contracts.
- **Operational Efficiency:** Implement measures to monitor, control, and optimize financial resources.
- **In-Kind Support:** Seek in-kind support and pro-bono expertise from corporations to reduce costs.
- **Space Utilization:** Explore leasing out excess space or assets to generate rental income.

#### e) Fundraising Events:

- **Recurring Events:** Organize recurring fundraising events and campaigns targeting individual donors.
- **Online Platforms:** Utilize online platforms for crowd-funding campaigns and donation collection boxes.
- **Partnership Events:** Collaborate with partners to co-host fundraising events for increased impact.

**f) Institutional Donor Relations:**

- **Regular Check-Ins:** Conduct regular check-in meetings and site visits with institutional donor partners.
- **Long-Term Proposals:** Develop and submit long-term (3-5 years) funding proposals with clear monitoring frameworks.
- **Donor Engagement Plans:** Ensure completion of donor engagement plans, focusing on mutually beneficial activities.

**g) Visibility and Recognition:**

- **Branding:** Enhance organizational branding to increase visibility and attract donors.
- **Testimonials:** Obtain testimonials and feedback from beneficiaries and donors to showcase impact.
- **Recognition Events:** Host annual partner review and planning meetings to recognize and strengthen donor relationships.

**9.3 Implementation and Monitoring:**

- Develop an annual Resources Mobilization Plan aligned with the strategic plan.
- Establish a dedicated Resources Mobilization Unit to oversee fundraising activities.
- Regularly review and update the framework based on changing organizational needs and external factors.
- Implement a comprehensive monitoring and evaluation system to track the effectiveness of resource mobilization strategies.

## 10.0 Strategic Risk Management Framework

Risk management is an integral component of County Governance Watch (CGW)'s strategic planning process. This framework aims to identify, assess, mitigate, and monitor potential risks that could impact the achievement of organizational objectives during the Strategic Plan 2024-2028. By systematically addressing risks, the organization enhances its ability to navigate uncertainties and maintain strategic momentum.

### 10.1 Objectives of Risk Management

- Identification:** Recognize and understand potential risks that may affect the organization's strategic objectives.
- Assessment:** Evaluate the likelihood and impact of identified risks on the achievement of strategic goals.
- Mitigation:** Develop strategies and actions to minimize the impact of risks and capitalize on opportunities.
- Monitoring:** Continuously monitor the risk landscape to adapt strategies in response to changing conditions.

### 10.2 Risk Identification

#### External Risks

External risks are factors outside the direct control of County Governance Watch (CGW) that could significantly impact the achievement of strategic objectives. Identifying and understanding these risks is essential for effective risk management and strategic planning.

Here are some external risks that the organization will consider:

**a) Economic Factors:**

- **Risk:** Fluctuations in the national or global economy impacting donor funding and financial sustainability.
- **Mitigation Strategies:**
  - Diversify funding sources to reduce reliance on a particular economic sector.
  - Establish financial reserves to buffer against economic downturns.
  - Monitor economic indicators and adjust fundraising strategies accordingly.

**b) Political Changes:**

- **Risk:** Shifts in political landscapes at the national or county level affecting policy support, partnerships, and program continuity.
- **Mitigation Strategies:**
  - Establish strong relationships with policymakers and government officials.
  - Advocate for bipartisan support for the organization's initiatives.
  - Diversify partnerships across political spectrums to ensure stability.

- c) **Technological Shifts:**
  - **Risk:** Rapid changes in technology affecting the relevance and effectiveness of County Governance Watch (CGW) 's programs.
  - **Mitigation Strategies:**
    - Invest in technology infrastructure to adapt to changing needs.
    - Continuously assess and update digital platforms for information dissemination.
    - Foster a culture of technological innovation and adaptability among staff.
- d) **Legal and Regulatory Changes:**
  - **Risk:** Changes in laws and regulations impacting the organization's operations and program implementation.
  - **Mitigation Strategies:**
    - Regularly monitor legal and regulatory environments for potential changes.
    - Engage legal counsel to provide insights and guidance on compliance.
    - Advocate for policies that align with the organization's mission and goals.
- e) **Social and Cultural Dynamics:**
  - **Risk:** Shifting social norms and cultural dynamics influencing community engagement and acceptance of programs.
  - **Mitigation Strategies:**
    - Conduct regular community assessments to understand evolving dynamics.
    - Develop programs that respect and incorporate diverse cultural perspectives.
    - Foster open dialogues and partnerships with community leaders and influencers.
- f) **Global Events:**
  - **Risk:** Unforeseen global events, such as pandemics, natural disasters, or geopolitical tensions affecting operations.
  - **Mitigation Strategies:**
    - Develop robust contingency plans for emergency response and business continuity.
    - Diversify partnerships and supply chains to minimize global event impact.
    - Stay informed about global trends and potential risks through reliable sources.

### **Internal Risks**

Internal risks are factors within the control or influence of County Governance Watch (CGW) that could pose challenges to the achievement of strategic objectives. Identifying and addressing these risks is crucial for maintaining internal stability and effectiveness.

Here are some internal risks that the organization should consider:

- a) **Financial Sustainability:**
  - **Risk:** Dependency on a limited set of funding sources.
  - **Mitigation Strategies:**
    - Develop and implement a diversified fundraising strategy.
    - Explore innovative revenue streams, such as social enterprises or fee-based services.
    - Continuously assess and adjust financial strategies based on changing circumstances.
- b) **Staffing Challenges:**
  - **Risk:** Talent retention and skill gaps affecting organizational capacity.
  - **Mitigation Strategies:**
    - Implement competitive compensation and benefits to retain key talent.
    - Conduct regular skills assessments and invest in staff training and development.
    - Foster a positive organizational culture that promotes employee satisfaction and well-being.
- c) **Programmatic Risks:**
  - **Risk:** Failure to adapt to changing governance landscapes and community needs.
  - **Mitigation Strategies:**
    - Establish a continuous monitoring and evaluation system to assess program effectiveness.
    - Stay informed about evolving governance trends and community dynamics.
    - Foster a culture of innovation and flexibility to adapt programs to emerging needs.

- Conduct regular stakeholder consultations to ensure programs remain relevant.

### **Operational Risks**

Operational risks are associated with the day-to-day activities and processes of County Governance Watch (CGW). Identifying and managing these risks is essential for maintaining the efficiency and effectiveness of operations. Here are some operational risks that CGW will consider:

#### **Data Security:**

- **Risk:** Breaches or loss of sensitive information.
- **Mitigation Strategies:**
  - Implement robust data security measures, including encryption and access controls.
  - Conduct regular security audits and vulnerability assessments.
  - Provide staff training on data security best practices.
  - Establish incident response plans to address data breaches promptly.

#### **1. Process Inefficiencies:**

- **Risk:** Inadequate processes affecting program delivery and efficiency.
- **Mitigation Strategies:**
  - Conduct regular process reviews to identify and address inefficiencies.
  - Implement Standardized Operating Procedures (SOPs) for key processes.
  - Invest in technology and automation to streamline operations.
  - Foster a culture of continuous improvement and innovation.

#### **2. Partnership Risks:**

- **Risk:** Strain or dissolution of key partnerships impacting collaborative initiatives.
- **Mitigation Strategies:**
  - Develop clear Memoranda of Understanding (MOUs) with partners outlining expectations.
  - Foster open communication and address partnership concerns proactively.
  - Diversify partnerships to reduce dependence on a small number of collaborators.
  - Regularly assess the health of partnerships and address issues promptly.

### **10.3 Risk Assessment**

To effectively manage risks, County Governance Watch (CGW) conducts a thorough assessment of the likelihood and impact associated with each identified risk. This assessment aids in prioritizing risks for mitigation strategies. The likelihood and impact are categorized as follows:

#### **Likelihood and Impact Assessment**

- **High:** Risks that are highly probable and could have a severe impact.
- **Medium:** Risks with moderate probability and impact.
- **Low:** Risks with low probability and impact.

### **10.4 Risk Mitigation**

#### **Mitigation Strategies**

County Governance Watch (CGW) employs a comprehensive set of mitigation strategies to address identified risks and ensure the organization's resilience. The strategies are tailored to each risk category:

#### **a) Diversification:**

- **Objective:** Reduce financial dependency on a limited set of funding sources.
- **Strategies:**
  - Actively seek and cultivate relationships with new donors and funding partners.
  - Explore diverse funding models, such as public-private partnerships and social enterprises.
  - Establish revenue-generating initiatives that align with the organization's mission and values.

## **b) Capacity Building:**

- **Objective:** Enhance staff training to improve skills and adaptability.
- **Strategies:**
  - Implement ongoing training programs focusing on relevant skills and knowledge.
  - Facilitate professional development opportunities, including workshops and conferences.
  - Foster a culture of continuous learning and innovation within the organization.

## **c) Scenario Planning:**

- **Objective:** Anticipate potential changes in the external environment and develop response strategies.
- **Strategies:**
  - Regularly conduct environmental scans to identify emerging trends and challenges.
  - Establish scenario planning sessions to evaluate different possible futures.
  - Develop contingency plans and response strategies for potential disruptions.

## **10.5 Monitoring and Review**

### **Continuous Monitoring**

To ensure the effectiveness of the risk management framework, County Governance Watch (CGW) has established robust continuous monitoring mechanisms. This includes:

#### **a) Regular Reviews:**

- Conduct periodic reviews of risk registers to assess the current risk landscape.
- Evaluate the status of ongoing mitigation strategies and their impact on risk reduction.
- Update risk registers to reflect changes in the organization's internal and external environments.

#### **b) Key Performance Indicators (KPIs):**

- Develop and monitor Key Performance Indicators (KPIs) specifically focused on risk management.
- Establish measurable indicators to gauge the success of risk mitigation efforts.
- Utilize performance data to make informed decisions and adjustments to risk strategies.

### **Adaptation and Learning**

Recognizing the dynamic nature of risks and organizational contexts, County Governance Watch (CGW) emphasizes continuous adaptation and learning in its risk management approach. This involves:

#### **a) Adaptive Strategies:**

- Regularly assess the effectiveness of existing risk management strategies.
- Adapt and update strategies based on lessons learned from risk incidents and emerging trends.
- Implement feedback loops to incorporate insights from stakeholders in the risk management process.

#### **b) Training and Awareness:**

- Conduct regular training programs to enhance risk awareness among staff and stakeholders.
- Promote a culture of active risk identification and reporting at all organizational levels.
- Disseminate lessons learned from past risk incidents to foster a collective learning environment.

## **10.6 Communication and Reporting**

Transparent communication and reporting are paramount in County Governance Watch (CGW)'s risk management framework. These elements ensure that stakeholders are informed about the organization's risk landscape and the strategies in place to address potential challenges.

#### **a) Transparent Communication:**

- Communicate risk management strategies openly and transparently to all stakeholders.
- Foster a culture of open communication within the organization to encourage the reporting of potential risks.

- Ensure that communication channels are accessible and provide clear information about identified risks and mitigation plans.
- b) **Reporting Mechanism:**
- Establish a robust reporting structure that enables timely updates on the status of identified risks.
  - Develop standardized reporting formats that highlight key risk indicators and mitigation progress.
  - Define the frequency and recipients of risk reports, tailoring communication to the needs of different stakeholders.

This Risk Management Framework is a dynamic tool that aligns with County Governance Watch (CGW) 's commitment to adaptive and resilient strategic planning. Regular reviews and adaptations will ensure that the organization is well-prepared to navigate uncertainties and seize opportunities.

## 11.0 Monitoring and Evaluation Framework

County Governance Watch (CGW) embraces effective Monitoring, Evaluation, Adaptation and Report Learning (MEARL) as integral to the success of CGW's Strategic Plan 2024-2028. This MEARL framework is designed to systematically track progress, assess the impact and adaptability of initiatives, ensure reporting and learning and facilitate data-driven decision-making.

### 11.1 Continuous Monitoring:

- a) **Regular Reviews:**
- Conduct periodic reviews of key performance indicators (KPIs) aligned with strategic objectives.
  - Evaluate the effectiveness of implemented initiatives against predetermined benchmarks.
  - Assess the consistency of activities with the overall strategic goals.
- b) **Key Performance Indicators (KPIs):**
- Develop a comprehensive set of KPIs for each strategic objective and associated initiatives.
  - Regularly collect and analyze data to measure progress against established KPIs.
  - Utilize KPIs to identify areas of success and areas requiring adjustment or improvement.

### 11.2 Adaptation and Learning:

- a) **Adaptive Strategies:**
- Establish mechanisms for adaptive management, allowing for the adjustment of strategies based on evaluation findings.
  - Encourage a culture of continuous improvement by learning from both successes and challenges.
- b) **Training and Awareness:**
- Conduct regular training sessions to enhance the M&E skills of staff involved in data collection and analysis.
  - Raise awareness about the importance of M&E across all levels of the organization.

### 11.3 Communication and Reporting:

- a) **Transparent Communication:**
- Share M&E findings transparently with internal and external stakeholders.
  - Utilize accessible communication channels to disseminate information about progress, challenges, and lessons learned.
- b) **Reporting Mechanism:**
- Establish a structured reporting system outlining the frequency and format of M&E reports.
  - Clearly define roles and responsibilities for generating, reviewing, and acting on M&E reports.

#### **11.4 Utilization of Findings:**

a) **Decision-Making:**

- Integrate M&E findings into strategic decision-making processes.
- Ensure that insights from monitoring and evaluation activities inform future planning.

b) **Continuous Improvement:**

- Use M&E results to identify areas for improvement and innovation.
- Facilitate a feedback loop where M&E findings contribute to ongoing strategic refinement.

By implementing this comprehensive MEARL framework, County Governance Watch (CGW) aims to enhance accountability, measure the effectiveness of its initiatives, and ensure that the strategic objectives are met efficiently and with a positive impact on its stakeholders and the communities it serves.





County Governance Watch

# Our Vision

CGW's vision is for empowered citizens enjoying high-quality, efficient and transparent service delivery from county governments. The organization's mission is to empower citizen engagement for quality service delivery, sustainable development, and peace in counties across Kenya.

## STRATEGIC PLAN

CGW's values represented by the acronym I A-CEE reflect its commitment to integrity, accountability, collaboration, excellence, and empowerment. These values shape the organization's culture and guide its engagements.



### Contact Us

County Governance Watch - Kenya  
Governance Suites, Jabavu Lane - Lenana Road, Hurlingham  
P.O. Box 104578 - 00101 Nairobi, Kenya  
Phone: 020 440 4140



### Web

e-mail: [info@cgwkenya.org](mailto:info@cgwkenya.org)  
website: [www.cgwkenya.org](http://www.cgwkenya.org)