



# TRANSITION TO DEVOLVED GOVERNMENT

*Keeping the Transition Honest*

THE OPEN SOCIETY INITIATIVE  
FOR EASTERN AFRICA 





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# **TRANSITION TO DEVOLVED GOVERNMENT**

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## **Preface: Keeping the Transition Honest**

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evolved government is the most transformative aspect of Kenya's governance in the Constitution of Kenya. The effective management of the transition is critical to the realisation of devolved governance as enshrined in the constitution and anticipated by the people of Kenya.

In authoring this booklet it is my hope that this publication will be used by civil society actors to keep the transition bodies honest during the transition to devolved government process. If well managed the devolution process will serve to unlock our country's great potential and fulfil the aspirations of millions of Kenyans who voted for devolved government convinced that it is the means to just, equitable and prosperous governance in Kenya.

In developing this booklet I have drawn content from the devolution laws, TISA's internal working papers and the unpublished CIC monitoring report.

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**Wanjiru Gikonyo**

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# CONTENTS

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Preface: Keeping the Transition Honest	5
Acronyms	8
<b>1. Introduction</b>	<b>10</b>
<b>2. Functions of the Devolved Government</b>	<b>11</b>
<b>3. Transition to Devolved Government</b>	<b>12</b>
<b>4. Preparation for County Governments</b>	<b>14</b>
<b>5. Transition to Devolved Government: A Citizen Score Card</b>	<b>18</b>
<b>6. Social Accountability in the Transition Implementation Process</b>	<b>29</b>
References	30

## Acronyms

APSEA	Association of Professional Societies of East Africa
CDF	Constituency Development Fund
CE	Civic Education
CIC	Constitution Implementation Commission
CRA	Commission on Revenue Allocation
CRECO	Constitution & Reform Education Consortium
CSOs	Civil Society Organisations
EACC	Ethics and Anti-corruption Commission
ESP	Economic Stimulus Program
GoK	Government of Kenya
IBP	International Budget Partnership
ICT	Information and Communication Technology
IEA	Institute of Economic Affairs
ISK	Institute of Surveyors of Kenya
KLA	Kenya Land Alliance
K-NICE	Kenya National Integrated Civic Education
LATF	Local Authorities Transfer Fund
LDGI	Land Development Governance Institute
MTEF	Medium Term Expenditure Framework
MoF	Ministry of Finance
MoJCA	Ministry of Justice and Constitutional Affairs
NSA	Non- State Actors



NTA	National Taxpayers Association
PFM	Public Financial Management
PIN	Parliamentary Initiative Network
RMLF	Roads Maintenance Levy Fund
SID	Social Initiative for Development
TA	Transition Authority
TDGA	Transition to Devolved Government Act
TISA	The Institute for Social Accountability

# 1. Introduction

Decentralisation denotes the horizontal and vertical dispersion of power by the central government. There are three dimensions to decentralization namely: administrative, fiscal and political as shown in Table 1. The degree of dispersion of power may be understood as ranging from de-concentration, to delegation, to devolution.

**Table 1: Types and Dimensions of Decentralization**

Dimension	De-concentration	Delegation	Devolution
Administrative			
Fiscal			
Political			

*Source: Ministry of Northern Kenya and Arid Lands Development (2010)*

Article 1 of the Constitution provides that the people of Kenya are sovereign and 1(2) may exercise their sovereign power either directly or through their democratically elected representatives. The Constitution of Kenya also establishes the government at two levels namely; the National and County Government. Therefore, Kenya is transiting from centralised government to devolved government. Article 6(2) states that governments at both levels are distinct and interdependent and shall conduct their mutual relations on the basis of consultation and cooperation.

The Constitution of Kenya establishes a devolved governance system in accordance with the principles and values of devolution articulated by Articles 174 and 175 of the constitution. The Fourth Schedule of the Constitution sets out the functions and powers of the National and County governments.

Devolution is articulated through the Constitution of Kenya and the devolution laws namely:

- ▣ The Urban Areas and Cities Act, 2011 (UACA 2011);
- ▣ The Intergovernmental Relations Act, 2012 (IGRA 2012);

- ▧ The Transition to Devolved Government Act, 2012 (TDGA 2012);
- ▧ The County Government Act, 2012 (CGA 2012);
- ▧ The Public Finance Management Act, 2012 (PFM 2012);
- ▧ Other laws that give effect to devolved government include The Elections Act, 2011.

## 2. Functions of the Devolved Government

The Fourth Schedule of the Constitution sets out the functions and powers of the National and County governments. These functions are further clarified through the Urban Areas and Cities Act, 2011 in accordance with Article 184.

Article 186 of the Constitution classifies functions as: exclusive, concurrent and residual:

- ▧ Exclusive functions are assigned to one level of government to the exclusion of the other level of government;
- ▧ Concurrent functions are conferred on more than one level of government;
- ▧ A power not assigned by the Constitution or national legislation is a residual function and is assigned by the national government.

Article 187 of the constitution allows for the transfer of functions and powers from one level of government to another. It also requires that the receiving level of government is adequately and financially supported. Responsibility for a transferred function remains with the level of government initially responsible for performance of the function under the Constitution.

Article 189 of the Constitution provides for the cooperation between National and County governments. It provides for the functional and institutional integrity, adequate support, methods of cooperation and dispute resolution mechanisms for each level of government.

Article 189(1) further states that the government at either level shall perform its functions and exercise its powers in a manner that respects its functional and institutional integrity at the other level. There will therefore be created institutions for intergovernmental relations to manage the relationship between National and County governments. These are the summit and the Council.

### 3. Transition to Devolved Government

The Sixth Schedule of the Constitution Part 4 Article 15 provides for the phased transfer of functions to County governments, three years from the date of the first election of the County Assemblies. Transition to Devolved Government Act 2012 identifies two phases in the transition process;

- a. The first phase shall involve the preparation of county governments' functional roles in line with their assessed capacity. This phase shall coincide with the pre-election period and will entail the unbundling, costing and assigning of functions, determination of capacities and capacity building interventions.
- b. The second phase shall involve completion of activities commenced during the first phase. This phase will entail the overseeing of the transfer of functions from the national government to the county government, and to facilitate the county governments in the performance of their functions.

The Act provides for the method of transfer of functions<sup>1</sup>, at least 30 days prior to elections. The Authority is required to publish a gazette notice to identify functions which may be transferred to the County governments immediately after the first general elections under the Constitution of Kenya. After that time,

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Section 23, The Transition to Devolved Government Act, 2012, RoK.

every County government shall make a request to the Authority for transfer of other functions.

Criteria provided for the eligibility to transfer functions include among others:

- The existence of relevant legislation and capacity, service delivery framework and administrative units for the function have been put into place;
- The existence of the required infrastructure and systems; whether the necessary financial management systems and approved plan are in place;
- Whether the county government has an approved plan in relation to the function.

Disputes arising under the Transition to Devolved Government Act, 2012 shall be resolved using the procedure set out in the Intergovernmental Relations Act 2012.

### **3.1 Role of Summit and Council in Transition Process**

The Intergovernmental Act 2012 establishes the National and County Government Coordinating Summit and the Council of County Governors. These are intergovernmental relations forums established to enhance consultation, coordination, and promotion of national cohesion as well as other objectives.

The Summit comprises of the President and the 47 Governors for purposes of intergovernmental relations whereas the Council comprises the 47 Governors for purposes of intra-County relations.

After the first general elections, all state organs, public entities, and county governments are required to transmit copies of their transition plans and progress reports to the Summit and Council. Upon dissolution of the Authority all its assets and liabilities, shall become assets and liabilities of the Summit.

## 4. Preparation for County Governments

Kenya will be transitioning from centralised government to devolved government and this will entail the abolition of existing structures and creation of new ones. To be effective the transition process should avoid the disruption of service delivery, confusion that can instigate discontent, the regrouping of corruption cartels in the counties and the transfer of inefficiencies that presently mar sections of public service delivery in Kenya.

The Sixth Schedule of the Constitution Part 4 - Article 15, provides for the phased transfer of functions to county governments three (3) years from the date of the first election of County Assemblies. The Transition to Devolved Government Act, 2012 establishes an independent Transition Authority to oversee crucial aspects of the transition and establishes a framework for the transition to devolved government in accordance with the Constitution of Kenya.

### 4.1 Composition of the Authority

The Transition Authority has been established as provided under section 5 of The Transition to Devolved Government Act, 2012. Its members were selected competitively, and appointed by the President in consultation with the Prime Minister. They were approved by Parliament on 13<sup>th</sup> June 2012 as shown in Table 2 and will serve on a full time basis until three years after the elections.

Table 2: Members of the Transition Authority

Kinuthia Wamwangi	Chairperson
Hongo Angeline	Member
Sofia Abdi	Member
Mary Ndeto	Member
Jacquiline Mogeni	Member
Erastus Rweria	Member
Simeon Pkiyach	Member
Bakari Omari Garise	Member
Dr. Dabar Maalim	Member

The following are the official representatives of the Transition Authority. The official members 1-7 may designate an officer from their state departments to represent them:

- a. The Principal Secretary, Office of the President and Secretary to Cabinet;
- b. The Principal Secretary in the State department responsible for matters relating to devolution;
- c. The Principal Secretary in the State department responsible for the public service; PS Ministry of Public Service;
- d. The Principal Secretary in the State department responsible for finance; PS Ministry of Finance;
- e. The Principal Secretary in the State department responsible for planning; PS Ministry of State for Planning, National Development and Vision 2030;
- f. The Principal Secretary in the State department responsible for justice; PS of the Ministry of Justice, National Cohesion and Constitutional Affairs ;
- g. The Attorney-General who shall be an ex-officio member with no right to vote;
- h. The secretary competitively recruited and appointed by the Authority with no right to vote responsible for administration, organization and implementation of decisions of the Transition Authority.

## 4.2 Functions of the Transition Authority

The Transition Authority will undertake the following functions<sup>2</sup>:

- a. Facilitate the analysis and the phased transfer of the functions provided for in the Fourth Schedule for the Constitution to both the National and County governments;
- b. Determine the resource requirements for each of the functions;

- c. Develop a framework for the comprehensive and effective transfer of functions as provided for in section 15 of the Sixth Schedule;
- d. Coordinate with relevant state organs and other public bodies to facilitate development of Phase 1's transitional period budget for County governments, make recommendations on status of on-going reforms to achieve coordinated reallocation or transfer of programmes or projects to either level of government as well as, ensuring the successful transition to devolved system of government;
- e. Prepare and validate an inventory of all the existing assets and liabilities of government, public entities and local authorities;
- f. Make recommendations for effective management of assets of the National and County governments;
- g. Provide mechanisms for effective transfer and vetting of the transfer of assets during the transition period;
- h. Provide for criteria for phased or asymmetrical transfer of functions to County governments including transfer of previously shared assets, liabilities and staff of the government and local authorities;
- i. Undertake an audit of the existing human resource of the government and local authorities;
- j. Assess the capacity needs of both the National and County governments;
- k. Make recommendations to ensure National and County governments have adequate capacity during the transition period to undertake their respective functions;
- l. Coordinate and facilitate the provision of support and assistance to county governments in building their capacity to effectively provide services;
- m. Advise on the effective and efficient rationalisation and deployment of human resource to both levels of government;



- n. Provide monthly reports to Commission for Implementation of the Constitution (CIC) and the Commission on Revenue Allocation (CRA) on the progress in the implementation of the transition to the devolved system of government;
- o. Perform any other statutory function as may be assigned.

The Authority<sup>3</sup> is empowered to perform all its functions. All public officers and institutions are required by the Act to comply with the Authority. Failure to comply with the Authority by obstructing its work, withholding information, submitting false information, misrepresentation to the Authority, is an offense liable to a fine of not less than Ksh 500,000 or not less than 2 years imprisonment or both.

The Authority is empowered to regulate its own procedure through the passage of appropriate regulations.

### **4.3 Accountability and Reporting of the Authority**

In the performance of its functions, the Authority shall be guided by the following principles:

- a. It will adhere to the Constitution;
- b. It will be accountable to the people of Kenya and ensure their participation in the transition process;
- c. It will facilitate the transition to the devolved system of government in a transparent, objective and fair manner;
- d. It will demonstrate fairness and competence in its procedures and operations;
- e. It will be non-partisan and non-political in its operations;
- f. It will apply and promote national values and principles provided under the Constitution.

The Authority shall be monitored by the Commission for the Implementation of the Constitution (CIC), which is empowered under the Sixth Schedule of the Constitution, to monitor and oversee the transition to devolved government process.

The Authority shall:

- ▧ Provide monthly reports to CIC and the Commission on Revenue Allocation (CRA) on the progress in the implementation of the transition to the devolved system of government.
- ▧ Submit an annual report to the President, CIC, CRA and Parliament, which shall include: the financial statements; a description of the activities; details of the work plan; details of applications for transfer of functions submitted to it and the outcome; such other statistical information relating to the functions as the Authority may consider appropriate; and any other information relating to the functions that the Authority considers necessary.

After the elections the reports shall also be submitted to the County Assemblies and Council of Governors and shall be made public.

## 5. Transition to Devolved Government: A Citizen Score Card

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### 5.1 Significance of Functional Assignment under Devolved Government

The assignment of responsibilities for the performance of public functions is tantamount to the distribution of political power in the state and is consequently a matter of fundamental importance in every devolved system (Robson, 2006:1). According to Robson, the assignment of responsibility to national and sub-national governments set in place the structure for representative government. It presents

the locus of accountability as it allows for the assignment of responsibility and enforcement. Proper assignment of responsibility directly impacts efficiency.

The Taskforce on devolved Government (TFDG) report aptly states that the absence of clarity in the assignation of responsibility for service delivery greatly compromised service delivery under the previous constitutional dispensation. It is imperative that the process of functional assignment be undertaken transparently, consultatively and effectively.

Functional assignment allows an almost scientific manner in which to unbundle and assign service delivery responsibilities to the multiple levels of government. A sound functional assignment process should develop a sectoral policy, with attendant costs and performance and monitoring framework. It will enable government identify the most cost effective level and means to deliver both shared and national functions.

Failure to undertake a thorough functional assignment process will leave such decisions to political expediency and will force blind financing decisions which in turn makes accountability and performance measurement difficult or impossible. The responsibility for functional assignment falls upon the Transitional Authority.

The final report of Taskforce on Devolved Government<sup>4</sup> proposes that sector functional assignment reports inform the critical aspects highlighted in [Table 3](#).

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4 The Final Report of Taskforce on Devolved Government: A Report on the Implementation of Devolved Government in Kenya, Office of the Deputy Prime Minister and Ministry of Local Government, RoK

Table 3: Functional Analysis Outputs

Unbundling of functions;
Analyse unbundled functions by staffing/assets/cost;
Costing of assigned functions and competencies;
Determine capacity needs per sector by staff/assets/cost;
Provide a human resource transition plan;
Provide an inventory of assets and liabilities and reassignment plan;
Make recommendations on transfer of assets and liabilities;
Re-clarification of national government roles;
Provide budget estimates to inform the budget for transition and commencing 2013 (under MTEF prepare 3 year budget estimates)
Provide transition human resource plan for the period until counties commence operations;
Propose service delivery frameworks;
Provide service norms and standards and attendant monitoring framework;
Develop financing rules to guide resource mobilisation and service tariffs;
Assign monitoring responsibilities;
Design a performance management system;
Identify capacity building needs and prepare a capacity building plan;
Transition implementation plan on per county basis;
List all relevant legislation and policy and make recommendations for review

Source: TFGD Report 2011

### 5.1.1 Functional Assignment Indicators

- ▣ Comprehensive guidelines for functional analysis published
- ▣ Functional analysis reports prepared for validation
- ▣ Comprehensive guidelines for Transition Implementation Plans (TIP's) published
- ▣ The framework for transfer of functions developed
- ▣ Transition Implementation Plans developed
- ▣ TIP's validated by stakeholders

- TIP's gazetted 30 days prior to elections
- Requests for transfer of functions by counties after elections duly processed.

## 5.2 Significance of Financing of County Governments

The ability of Counties to deliver services will depend on the effectiveness of the transition. A critical aspect of this is the financing of county governments and the extent to which finances are well targeted at service delivery needs. Whereas the Public Finance Management Act, 2012 (PFM) provides a sound framework for the management of county resources, the transition process needs to operationalise county finance systems, identify available resources, ensure these resources are adequate, identify resource gaps and provide means to bridging the gaps. Critical institutions in this regard are the Commission on Revenue Allocation (CRA) and the Transition Authority (TA).

The Transition Authority is mandated to address critical aspects of county financing, namely;

- costing of functions
- profiling of counties (to determine service delivery needs)
- preparation of county budgets and county public finance management system.

### 5.2.1 Financing of County Governments Indicators

- County budget estimates for transition period March-June 2013 developed.
- County budget estimates for July 2013-June 2014 developed.
- Counties appropriation bill for March-June 2013 passed.
- Counties appropriation and finance bills for 2013-14 passed by September 2013.

- ▧ County revenue generation strategy developed.
- ▧ Natural Resource Management (NRM) policy and legislation developed, validated and enacted.
- ▧ Financial management standards and operations guidelines developed and enacted.
- ▧ Strategy on national government fund transfers (conditional and unconditional grants) developed.
- ▧ County borrowing guidelines developed and adopted by Senate and County governments.
- ▧ Framework for the audit and resolution of the liabilities of local authorities and other government bodies developed and executed.
- ▧ Counties 2014-15 budget process commenced.
- ▧ County Governments legal reporting requirements (PFM Act, 2010) complied with.

### **5.3 Significance of Capacity Building County Governments (TDGA, 2012 7(2)i,m)**

Upon announcement of the final elections results in March 2013 or as provided under a runoff, the County Governments will commence operations. Key determinants of effective county governments include adequate, skilled human resource capacity, adequate infrastructure, implementation of effective guidelines or standards for county systems and procedures and the enactment of needed legislation and policy.

#### **5.3.1 Human Resource Capacity Building Indicators**

- ▧ Framework for human resource realignment established.
- ▧ Human resource realignment plan developed.

- ▧ Plan for training of devolved government officers prepared (county and national).
- ▧ Provision for layoffs and retrenchments made.
- ▧ Public service and state officer salaries reviewed and harmonised.
- ▧ Transition Authority coordinates establishment of county systems and procedures; e.g. Standing orders for County Assemblies, guidelines for public finance management developed, financial management systems identified.

### 5.3.2 Significance of the Audit and Transfer of Assets and Liabilities (TDGA, 2012 7(2) e,f,g)

The identification and protection of assets is critical as it will determine the County governments' ability to deliver services. Examples of asset stripping include the Telkom privatization where the inventory list provided to Telkom France indicated assets that no longer existed (stripped), resulting to failure by Telkom France to deliver on its contractual obligations and continual pumping in of funds by the government of Kenya. Asset stripping is rumored to be ongoing by way of illegal land transfers despite there being a moratorium on council land sales.

### 5.3.3 Audit and Transfer of Assets and Liabilities Indicators

- ▧ Moratorium on land transfers effected
- ▧ Guidelines for audit and inventorisatation of assets developed and published
- ▧ Asset reports are prepared and validated
- ▧ Framework for transfer of assets established
- ▧ Framework for the protection of assets developed (TDGA, 2012 7(2) f)
- ▧ County government office facilities are identified.

## 5.4 County Service Delivery

Article 174(f) provides one of the objects of devolved government is 'to promote social and economic development and the provision of proximate, easily accessible services throughout Kenya. The transition implementation plans are expected to inform the optimal service frameworks for the county governments.

### 5.4.1 Indicators for Comprehensive Transition Implementation Plans (TIP's)

County Profiles: The County profiles should inform county socio-economic statistics, county infrastructure, county resources, county resource mapping, county land use maps and other relevant information that will inform planning and development priorities of the county governments

Provide a human resource transition plan for the county on a per sector basis; Identify capacity gaps, capacity building needs

Provide an inventory of assets for the county

Provide an asset reassignment plan to each county

Provide County budget estimates for the transition period, and first and second years of county operations

Propose service delivery frameworks for the county on a per sector basis

List all relevant sector legislation and policy and make recommendations for review

Re-clarification of national government institutions and roles in the sector

### 5.4.2 Other Indicators for Effective County Service Delivery

- a. Citizen service centres established in line with County Government Act(s119) and the use of appropriate ICT to inform citizens.
- b. County governments adopt and implement pricing policy for the provision of services.
- c. County governments laws and regulations to give effect to tariff policies made.
- d. Audit and review of local authority contracts, obligations and bylaws undertaken and recommendations made.



- e. Regulations on the reporting formats of county corporations published.
- f. County governments integrated planning undertake and statutory plans developed.
- g. County Public Service policy established.
- h. Counties regular reporting to the County Assembly on the performance of service delivery in the county undertaken.
- i. County contracts with service providers as required under the Public Finance Management Act, 2012 complied with.

## 5.5 Public Participation under Devolved Government

Articles 1,10, 174, 201, 232 of the constitution of Kenya provide extensive provisions for accountability by public institutions to citizens. Citizens are to be involved in governance affairs and have been accorded powers of self governance and the right to manage their own affairs. The constitution calls for the transformation of the mindset and engagement styles of public institutions to open and participatory governance. The devolution laws provide extensive opportunities for citizen engagement. County governments will operationalise public participation through various means including legislation, regulations, guidelines, etc.

To be effective, public participation should meet several preconditions:

- The frameworks for public engagement should be well understood by citizens through sensitization programs by the county government;
- The points for citizen interaction should be easily understood, accessible and transparent;
- Citizens should be sensitized on the mandates, roles and responsibilities of respective county institutions;
- Public institutions should employ open governance especially proactive disclosure of information;

- ▧ The design of the citizen engagement frameworks should maximize the ability of citizens to influence outcomes, and utilize citizen input optimally at those points where their input is most needed;
- ▧ The citizen engagement framework should be sufficiently resourced by governments;
- ▧ The public institutions should be responsive to public needs and accountable through timely feedback and reporting.

### 5.5.2 Indicators for Public Participation under Devolved Government

- ▧ A citizen engagement framework developed and published by the Transition Authority;
- ▧ An effective communication strategy executed by the Transition Authority;
- ▧ Proactive access to information guidelines published by the Transition Authority;
- ▧ National policy providing minimum guidelines on public engagement developed (CGA 115(1);
- ▧ Laws to effect public participation passed by County governments;
- ▧ Laws to effect access to information passed by County governments;
- ▧ Annual report on the status of public participation in the county presented by the Governor;
- ▧ County institutional framework for civic education developed;
- ▧ Guidelines for public engagement in national development projects at county level gazetted by the Intergovernmental Relations Secretary;
- ▧ County legislation on public participation in planning and budgeting adopted;
- ▧ Framework for public participation in the transfer or delegation of functions adopted.

## 5.6. Intergovernmental Relations

In order to manage the cooperation between the levels of government the Intergovernmental Relations Act 2012 provides for institutions for intergovernmental relations, the Summit and Council. The National and County Government Co-coordinating Summit is the apex body for intergovernmental relations and will comprise the President and the Governors of the 47 Counties. The Council of County Governors shall consist of the Governors of the 47 Counties.

There are established other intergovernmental bodies such as the Intergovernmental Budget and Economic Council<sup>5</sup> under the Public Finance Management Act, 2012. These will be required to become operational upon the commencement of county government.

### 5.6.1 Indicators for the Preparedness of Intergovernmental Relations

- a. An assessment of needs to operationalise intergovernmental relations institutions undertaken;
- b. Recommendations of the report effected in preparation for the elections;
- c. Intergovernmental relations institutions capacitated;
- d. Operations of Intergovernmental relations institutions commenced;
- e. Arising disputes, conflicts addressed in timely and effective manner;
- f. National shared service platform policy developed;
- g. Shared service platform established by County governments;
- h. Intergovernmental bodies statutory reporting undertake;
- i. Agreements on the transfer or delegation of functions duly prepared.

## 5.7. Urban Areas

Article 184 of the constitution provides for the establishment of urban areas to allow improved management, growth and employment creation in these areas. Section 54(1) Urban Areas and Cities Act (UACA), 2011 provides that during the transition period, an assessment shall be undertaken of existing urban areas and cities for classification purposes. Section 136 of the County Governments Act, 2011 and Part VIII of the UACA 2011 provide that all local authorities shall cease to exist after the first elections under the Constitution of Kenya.

### 5.7.1 Urban Areas Indicators

- ▧ Urban Area Classification report prepared and gazetted;
- ▧ Local Authority winding up or transition plans prepared and gazette;
- ▧ The accounting officers for urban areas designated;
- ▧ Urban area boards appointed in accordance with UACA section 13;
- ▧ Urban areas integrated development plan developed;
- ▧ budget estimates three months before commencement of each financial year prepared by Urban boards;
- ▧ Annual performance reports prepared by urban area accounting officers;
- ▧ Urban area accounts and audit reports submitted to the County Executive Committee (CEC) for transmission to the Auditor General;
- ▧ Measures taken to ensure public participation in operations of urban areas in line with UACA 22 and Schedule 2.

## 6. Social Accountability in the Transition Implementation Process

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The process for the preparation and subsequent implementation of transition implementation plans needs to be transparent, and accountable. The Transition Authority should develop a framework to realise effective public engagement, reporting and transparency to ensure:

- ▧ Clear timelines are provided for key activities;
- ▧ The process provides adequate time at each stage for stakeholders' input;
- ▧ An effective communication strategy is executed to ensure stakeholders are informed of the process;
- ▧ Effective stakeholders engagement in the transition implementation process is ensured including Non State Actors;
- ▧ Effective public engagement;
- ▧ Timely reporting through publishing of comprehensive and informative reports;
- ▧ Adherence to statutory reporting requirements;
- ▧ Validation of guidelines and key reports;
- ▧ Gazettement date for transition implementation plans at least 30 days before the next elections.

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