



**MINISTRY OF AGRICULTURE, LIVESTOCK,
FISHERIES AND COOPERATIVES
AND
COUNTY GOVERNMENTS**



**AGRICULTURAL SECTOR DEVELOPMENT SUPPORT PROGRAMME II
(ASDSP II)**

COUNTY AGRICULTURAL SECTOR STEERING COMMITTEE (CASSCOM)

CAPACITY NEEDS ASSESSMENT REPORT

SEPTEMBER 2021



"Transforming Kenya Agriculture Sector"

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Agricultural Sector Development Support Programme II (ASDSP II)

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ASDSP II	Agricultural sector Development Support Programme phase two
ASTGS	Agricultural Sector Transformation and Growth Strategy
CASSCOM	County Agricultural Sector Steering Committee
CCBP	County Capacity Building Plan
CECM	County Executive Committee Member
CIDPs	County Integrated Development Plans
CNA	Capacity Needs Assessment
CoG	Council of Governors
CSOs	Civil Society Organizations
JASCCM	Joint Agricultural Sector Consultation and Cooperation Mechanism
JAS-IGS	Joint Agricultural Sector Intergovernmental Secretariat
JASSCOM	Joint Agricultural Sector Steering Committee
IGF-A	Inter-Governmental Forum on Agriculture
IRA	Intergovernmental Relations Act
KALRO	Kenya Agricultural Livestock and Research Organization
KCSAP	Kenya Climate Smart Agriculture Project
M&E	Monitoring & Evaluation
MTP III	Medium Term Plan Three for Vision 2030
NARIGP	National Agriculture Rural Inclusive Growth Project
NGOs	Non-Governmental Organizations
SDGs	Sustainable Development Goals
ToT	Training of Trainers

DEFINITION OF TERMS AND CONCEPTS

The following are the meanings of the common terms as used in this document:

Capacity: is the actual or potential ability to perform. It is often used to mean the overall ability of an organization or system to create value for others.

Capacity Needs Assessment: This is not only about recognizing gaps, but also about identifying existing capacity and latent capacity – current capacity that is neither used nor recognized – and ensuring that both are enhanced and clearly linked with outcomes to achieve a desired result.

Capacity Building: The process of improving the abilities of individuals and organizations to marshal and use their resources to develop and sustain their effectiveness.

Agriculture sector: refers to the key departments in a county responsible for agriculture development.

CASSCOM Secretariat: Refers to the respective CASSCOM members or membership in a county and not necessarily the official secretariat with an established office and staffing.

Contribution of the Agricultural Sector to Kenya's economic and social development is outlined in Vision 2030 and planned for implementation through key frameworks and strategies such as the third Medium Term Plan (MTP III) and the Agricultural Sector Transformation and Growth Strategy (ASTGS 2019-2029). However, the institutional setting in the agricultural sector in Kenya changed significantly following the adoption of the Constitution of Kenya (2010) through devolvement of some functions for implementation by the Counties. To create harmony and facilitate coordination of service delivery by key Government sectors, the Inter-Governmental Relations Act (IRA) of 2012 provided for establishment of coordination mechanisms and structures.

To enable the agricultural sector to deliver to its objectives, the Counties and the Ministry of Agriculture, Livestock, Fisheries and Cooperatives resolved to "Deliver as One" during the Inter-Governmental Forum on Agriculture (IGF-A) held in June 2014. To address the gaps in coordination, the Forum proposed the establishment of a sector consultation and cooperation mechanism, the Joint Agricultural Sector Consultation and Cooperation Mechanism (JASCCM) with a steering committee, the Joint Agricultural Sector Steering Committee (JASSCOM) at the National level with membership drawn from both the National government and the County governments. For effective coordination of the sector at the Counties, the Council of Governors (CoG) proposed the formation of County Agricultural Sector Steering Committees (CASSCOMs).

The CASSCOM Operation Guidelines of 2020 outline the mandate, operations including membership and terms of reference for CASSCOM members. All the 47 Counties have established their CASSCOMs and are at varying levels of operations. A few of the CASSCOMs are in full operation with voted provisions by their respective County Assemblies while majority are still challenged. In this context, a Capacity Needs Assessment (CNA) was deemed necessary to identify capacity needs gaps and provide a clear road map on ways of filling the identified gaps through a comprehensive training plan in order to enable these strategic county committees to deliver on their mandates.

We encourage all our stakeholders and partners to read and utilize this report as a benchmark to supporting and facilitating these strategic initiatives on sector coordination with the aim of realizing the sector mandate on food and nutrition security.



Richard Ndegwa

NATIONAL PROGRAMME COORDINATOR – ASDSP II

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The process of developing the data collection tools, data collection, analysis and report writing was highly consultative. I wish to acknowledge the invaluable support and feedback received from various stakeholders including all CASSCOM chairs, the County Executives Committee Members in charge of the Agricultural sector, Development Partners at the Counties, Civil Society Organizations (CSOs), Private Sector / Non-Governmental Organizations (NGOs), County Projects Coordinators, National Agriculture Rural Inclusive Growth Project (NARIGP) and Kenya Climate Smart Agriculture Project (KCSAP). Special thanks to all who participated in the development of the CNA tool and its pre-testing as well as the ASDSP II County programme coordinators with guidance from their respective County Executive Committee Members (CECMs) for facilitating data collection.

Much appreciation to officers from the Kenya Agricultural Livestock and Research Organization (KALRO) for their immense support that ensured data was collected and uploaded digitally using the Kobo collect applications and management of the central server. Thanks to the Joint Agricultural Sector Intergovernmental Secretariat (JAS-IGS) team, NIRAS Technical Advisors for their time, advice, and support in developing the concept for CNA.

Much gratitude to our respondents for their invaluable time and acceptance to participate in the exercise for without them the assessment would not have been actualized.

Finally, thanks to the National Programme Secretariat ASDSP II team who devoted their time and efforts to ensure the successful completion of the entire exercise, including development of this report.



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Agriculture is multi-sectorial and complex and for it to attain the envisaged growth, it needs collaborative efforts and coherent actions among all relevant sector actors. The promulgation of the Constitution in 2010 created two levels of government, the national and county governments. This brought about changes in the institutional arrangements that call for effective consultation and cooperation between the two levels of government. In this context, the Sector established the Joint Agricultural Sector Consultation and Coordination Mechanism (JASCCM) as a framework for consultation and cooperation in line with the Inter-Governmental Relations Act 2012.

The overall objective of establishing CASSCOMs is to improve efficiency, effectiveness and accountability in the sector service delivery and harmonize reporting in the counties and provide link to National Government. The link is provided through the Joint Agricultural Sector Steering Committee (JASSCOM) at the National level.

The specific functions of the CASSCOM include:- Strengthening collaborations and linkages with public and private institutions, developing and approving instruments for operation and accountability, facilitating development, implementation, monitoring of policies, strategies and legislations, and information management in agriculture programmes and projects at the county level.

ASDSP II programme endeavors to support the coordination structures and strengthen their capacities as a key mandate of the National Government and in line with the Constitution of Kenya. It was in this respect that the programme facilitated an online Capacity Needs Assessment (CNA).

This report is arranged in four chapters. Chapter one deals with the background information in terms of the role of agriculture as envisaged in the Kenya vision 2030 and the constitution of Kenya 2010. It also captures in detail the Agricultural sector coordination at both National and county level before detailing capacity needs assessment methods and Capacity Needs Assessment objectives.

Chapter two describes the methodology that was used in undertaking the CASSCOMs' capacity needs assessment. This includes the target population, sample size, data collection and data analysis methods. Chapter three on the other hand presents the findings presented at three tiers: -the enabling environment, individual and organizational capacities of CASSCOMs. A summary of the findings on CASSCOM' capacity building gaps is also captured in this chapter.

The last chapter captures the conclusion and recommendations which include developing a County Capacity Building Plan entailing capacity building of CASSCOMs on resource mobilization and communication structures, project planning & management, and development of CASSCOM strategic plan; Capacity building of CASSCOMs on policy development and legislation processes and finally institutionalization of CASSCOMs in the County Agricultural sector structures.

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1.1 BACKGROUND

Agriculture is multi-sectorial and complex and for it to attain the envisaged growth of 10% p.a. (Kenya Vision 2030), it needs collaborative efforts and coherent actions among all relevant sector actors. Strong, inclusive, and integrated partnerships at all levels are necessary.

The promulgation of the Constitution of Kenya in 2010 created two levels of government: the national and county governments. This brought about changes in the institutional arrangements that call for effective consultation and cooperation between the two levels of government, as well as between the consolidated national ministries and with the private sector and civil society organizations. Institutionalized national and county coordinating structures and mechanisms are therefore important for the realization of the Sector goals.

In this context, the Sector established the Joint Agricultural Sector Consultation and Coordination Mechanism (JASCCM) as a framework for consultation and cooperation in line with the Inter-Governmental Relations Act 2012. JASCCM framework also supports coordination at national and county levels.

The two levels of Government through JASSCOM noted that the structures established under JASCCM do not adequately address consultation, coordination, and cooperation of various actors in agricultural sector at the County level and therefore proposed the formation of a County Agricultural sector Steering Committee (CASSCOM) for this purpose and create an effective link to the Joint Agricultural sector Steering Committee (JASSCOM) at the National level.

As a County Coordination structure, CASSCOMs have been established in all counties. Several counties have reported challenges in their operations. The ASDSP II MTR recommended development of policy guidelines and legal framework to integrate JASSCOM and CASSCOM as the primary coordination and oversight mechanisms for all programmes in the sector. It was deemed necessary to conduct a Capacity Needs Assessment (CNA) with the aim of determining the gaps. ASDSP II endeavors to work towards supporting the consultation, cooperation and coordination structures and strengthen their capacities so that they play their role and implement their mandate effectively. In this regard, ASDSP II facilitated a CNA exercise in consultation and cooperation with the counties. The findings from the assessment form the basis for developing a CASSCOM Capacity Building Plan (CCBP).

1.2 SITUATIONAL ANALYSIS

1.2.1 Agricultural sector coordination at National level

The Joint Agriculture Consultation and Cooperation Mechanism (JASCCM) was founded on the intergovernmental relations Act, No. 2 of 2012 which provides for a framework for consultation and co-operation between the national and county Governments, and amongst County Governments. The mechanism provides for sector coordination in National level its key organ Joint Agricultural Sector Steering Committee (JASSCOM). JASSCOM provides regular policy and strategic direction for the sector and has various interrelated coordination structures which include Intergovernmental Forum on Agriculture (IGF-A), Joint Agricultural sector Working (Agriculture) Groups (SWAGs) and intergovernmental Secretariat.

The IGF-A is at a governance level which offers a platform for high-level consultations between the national and county governments and other key sector stakeholders. The Sector Working Groups (SWAGs) are at the technical arm of JASSCOM which facilitate coordination, harmonization & liaison between national and county governments, monitoring, and evaluation of the implementation of sector plans and capacity building of national & county bodies.

JASSCOM Secretariat has technical officers drawn from both levels of government. The secretariat plans and convenes IGFA, JASSCOM and the SWAGs and follows up implementation of their decisions.

1.2.2 Agricultural sector coordination at county level

For the sector coordination at county level, JASSCOM approved establishment of CASSCOM structure. The overall objective being to improve efficiency, effectiveness and accountability in the sector service delivery and harmonize reporting in the counties and provide link to National Government. The specific functions of the CASSCOMs include; - Strengthening collaborations and linkages with public and private institutions, developing and approving instruments for operation and accountability, facilitating development, implementation, monitoring of policies, strategies and legislations, and information management in agriculture programmes and projects

1.2.3 Capacity needs assessment methods

The Ministry of Agriculture developed Guidelines and standards for agricultural Extension and advisory services. The guidelines in line with FAO capacity building guidelines 2015. The documents explore the methods and guidelines for use in determining capacity development needs which are done at three levels namely; Capacity at enabling environment level, Capacity at Organizational level, and capacity at individual level. This process has been applied during this capacity needs analysis.

1.3 CAPACITY NEEDS ASSESSMENT OBJECTIVES

Overall objective

The overall objective of the CNA was to identify skills, knowledge, and technical competency gaps among CASSCOM members with the aim of developing a County Capacity Building Plan.

The specific objectives were to:

- i Assess CASSCOMs' performance and alignment and linkages to key sector objectives
- ii Determine existing capacities and identify capacity gaps of CASSCOM members
- iii Make recommendations for CASSCOM improvement facilitate their sustainability

This chapter describes the methodology that was used in data collection and analysis.

2.0 METHODOLOGY

2.1 POPULATION AND SAMPLE SIZE

The target population was 752 CASSCOMs members drawn from all the 47 counties. The population per county was then stratified into 6 strata namely: Development partners, CSO, CASSCOM secretariat, CECMs, programme coordinator and private sector. One representative from each stratum per county was randomly selected making a sample size of 282 respondents.

2.2 DATA COLLECTION

Two sets of questionnaires were developed for use in data collection. One close ended which was administered by the CPCs to CASSOM secretariat, Development partners, CSO, programme coordinators and private sector representative and the other open-ended questionnaire which was self-administered by CECMs (KII) for triangulation. A Likert scale was used to measure each respondent's agreement with various questions. The Likert scale ratings were: Very High, High, Moderate, Low and Very low. The data collection tools were coded then uploaded into the Kobo collect application. The tool was pre-tested in 12 Counties and improvements done accordingly. A central server was configured to receive real time data uploads. Data links for each County were created to enable data submission.

2.3 DATA ANALYSIS METHOD

Data analysis was done both quantitatively and qualitatively. The quantitative analysis was through use of excel sheet and summarized in form of bar charts, pie charts and frequency tables. While qualitative data was analyzed using content analysis method where evaluation of patterns on the responses by KII was done according to thematic areas. The patterns in the response were summarized in form of frequency tables.

This chapter starts with the description of the respondents before presenting the findings of the study on the enabling environment, individual and organizational capacities of CASSCOMs.

3.1 DESCRIPTION OF RESPONDENTS

The survey was done during July/August 2021. Out of the 282 who were sampled from different categories, 272 responded as summarized in table 1 below. From the table, it can be deduced that a large proportion of CASSCOM are male, 71%, while only 8% are youth.

Table 1: Description of respondents

Respondents	Planned Sample Size	Actual Sample Size			
		Total	Male	Female	Youth
Development partner	47	47	37	7	3
CSO representative	47	43	31	7	5
Private sector/NGO representative	47	46	26	14	6
CASSCOM secretariat	47	46	35	7	4
One programme coordinator	47	43	30	10	3
CECMs	47	47	34	13	0
TOTAL	282	272	193	58	21

3.2 ANALYSIS AT ENABLING ENVIRONMENT LEVEL

3.2.1 Level of support to CASSCOMs through robust policy frameworks

The findings showed that responses on level of support by policy frameworks varied from low/very low (15%), moderate (45%) to high & very high (30%) as presented in Table 2. This implies that the level of support was mainly low to moderate.

Table 2: Level of support to CASSCOMs through robust agricultural policy frameworks

Level of Compliance	Percentage
Low	12.45
Very low	2.49
Moderate	45.23
High	28.63
Very high	2.07
No response/not aware	9.13
Total	100

3.2.2 Alignment of CASSCOMs to the sector short-, medium- and long-term objectives

The data indicated levels of alignment to development objectives as low (14%), moderate (39%) and high & very high (38%) as in Table 3. This implies that the alignment is low to moderate at 53%. Therefore, actions need to be designed to align the sector to objectives.

Table 3: Alignment of CASSCOMs to sector objectives

Rating	Percentage
Low	13.69
Moderate	39
High	34.85
Very high	3.32
No response/ Not aware	9.14
Total	100

3.2.3 Sector financial resource allocation and management

The findings indicate that funding levels ranged from low to moderate; 41.5% were in concurrence that funding was low & very low while 44% was moderate as in Table 4. This demonstrates inadequate funding to the sector.

Table 4: Sector finance allocation

Rating	Percentage (%)
Low	35.27
Very low	6.22
Moderate	43.99
High	13.28
very high	1.24
Total	100

3.2.4 Extent of policy frameworks in strengthening CASSCOM role

The findings on the extent of policy frameworks in strengthening CASSCOMs' role was mainly low to moderate. In particular, 39%, 32%, and 28% of the respondent rated as moderate, low/very low, and high/very high respectively (Figure 1). This demonstrates that the existing frameworks are inadequate.

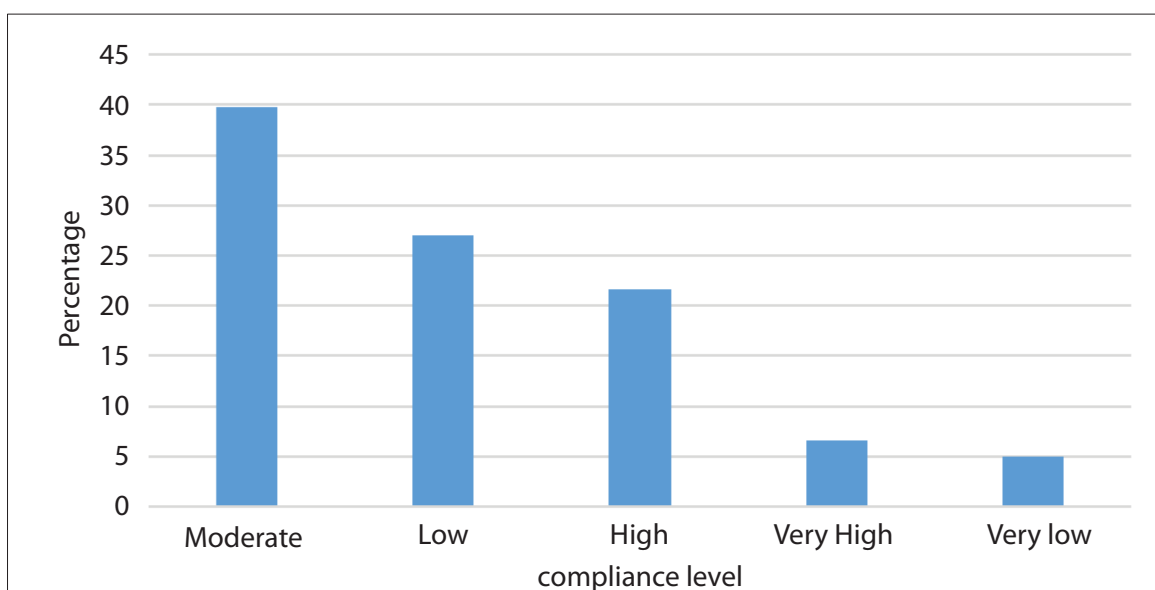


Figure 1: Policy frameworks and CASSCOM

3.2.5 Political commitment towards supporting stakeholder's access to the Department/Unit's information and knowledge for implementing County priorities

The findings in Figure 2 show political commitment to supporting stakeholders' access to departmental information and knowledge was rated as moderate (34.4%) low/very low (32%), and high/very high (23%) implying inadequate political commitment. This is in concurrence with the 10 % rating on political goodwill by the KII respondents.

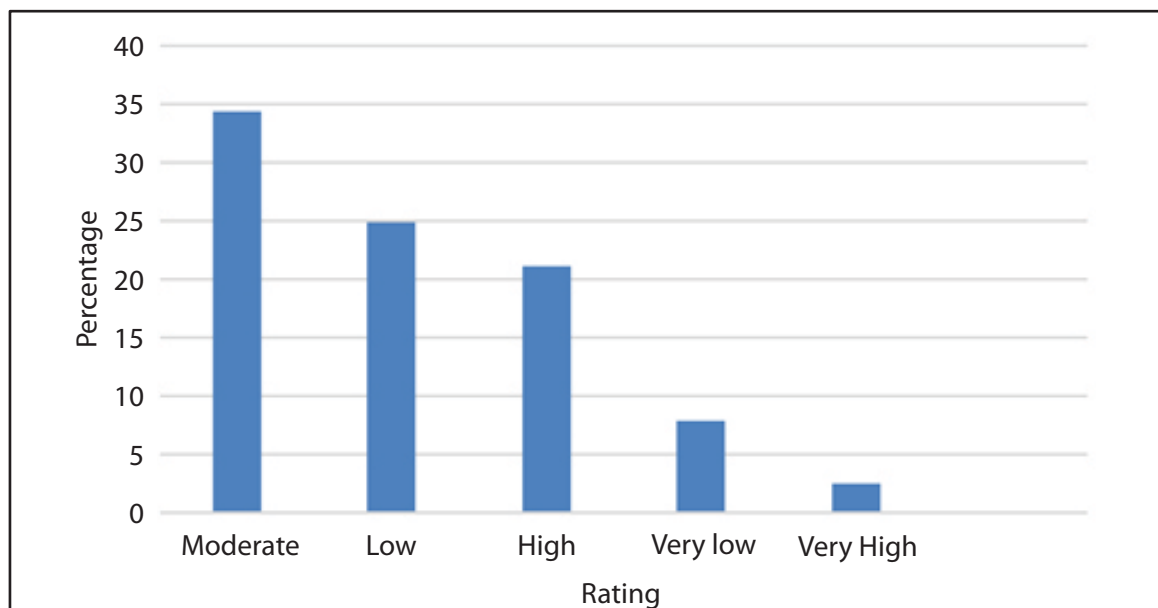


Figure 2: Political commitment and goodwill

3.2.6 CASSCOMs' performance on coordination

On performance of its role, CASSCOMs were evaluated by the respondents as; high/very high (37%) moderate (32%), and low/very low (22%) as indicated in Figure 3. This implies that CASSCOMs' performance though indicating high but still low at 37% and needs strengthening.

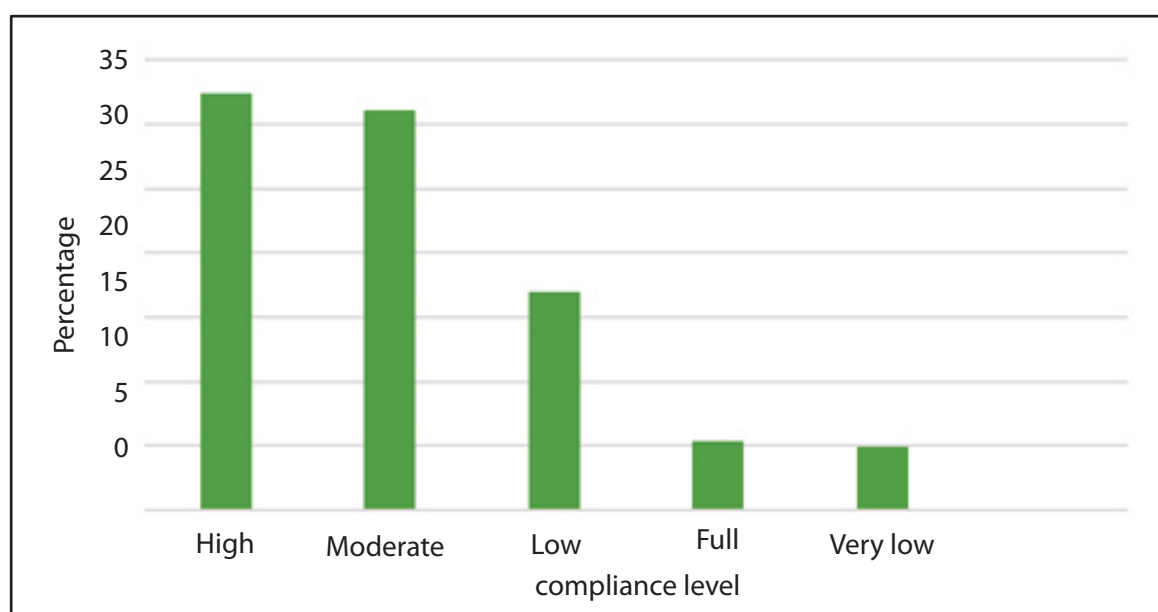


Figure 3: CASSCOM performance on coordination

3.3 ANALYSIS AT ORGANIZATION/INSTITUTION LEVEL

This assessment sought to establish the level of CASSCOM organizational capacity to achieve its mandate. The following key capacity areas were assessed:

3.3.1 Clarity of CASSCOM vision, and mandate, with regard to coordination of the sector

Analysis of data on the clarity on CASSCOMs' vision and mandate range from high/very high (39%), to moderate (31%) and low& very low (21%). This implies varying understanding of CASSCOM's vision among members as depicted in table 5. There is need of harmonizing the understanding levels for efficient delivery of mandate.

Table 5: Level of CASSCOM's clarity on vision and mandate

Level of compliance	Percentage
Moderate	31.12
High	30.71
Very high	8.3
Low	17.84
Very low or none	2.9
No response/Not aware	9.13
Total	100

3.3.2 CASSCOMs' capacity to access, manage and provide information

The results show that the capacity to access, manage and provide information was mainly from low/very low 27% to moderate at 35% as shown in Figure 4. This implies the need to strengthen CASSCOMs' capacity on knowledge management and sharing.

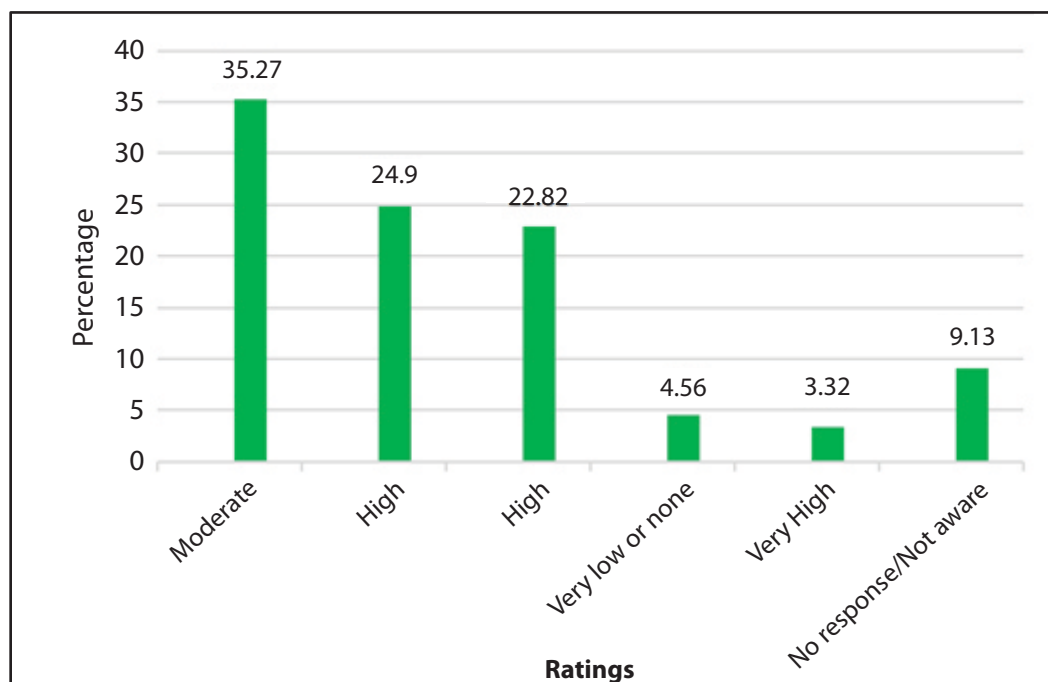


Figure 4: CASSCOMs' capacity to access, manage and provide information

3.3.3 CASSCOMs' organizational capacity to generate operational procedures and tools to provide information on policies

CASSCOMs' organizational capacity to generate procedures and tools was found to be moderate at 36%, high/very high at 28%, and low/very low at 27% and as in Table 6. This shows the need for capacity enhancement of CASSCOMs on the same.

Table 6: CASSCOMs capacity to develop operational instruments

Level of compliance	Percentage
Moderate	36.1
High	24.9
Very high	3.32
Low	24.9
Very low	1.66
No response/Not aware	9.12
Total	100

3.3.4 Thematic specialization of CASSCOMs to support implementation of policy frameworks

CASSCOMs' thematic specialization to support implementation of policy frameworks is mainly moderate or high/very high, both around 34% (Figure 5). CASSCOMs need to realign their membership to recurring thematic areas and or, to co-opt additional members based on emerging themes.

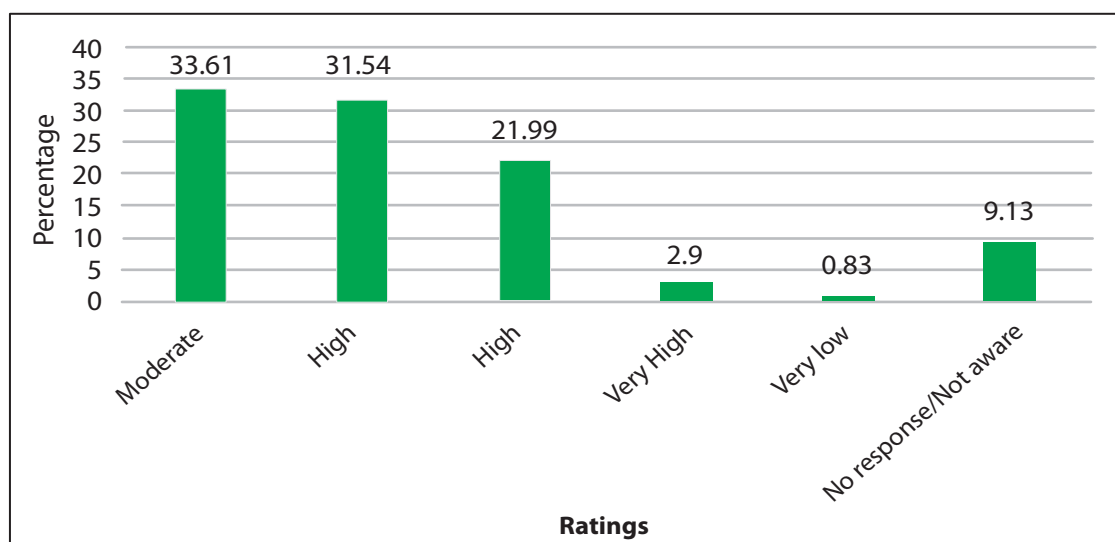


Figure 5: CASSCOMs Members specialization to support implementation of policy frameworks

3.3.5 CASSCOMs' capacity to support county planning & implementation in response to the challenges faced by the counties

The findings depicted moderate support at 38%, high/very high at 32% and low/very low at 21% as in Table 7. This shows CASSCOMs capacity to support counties on planning and implementation is inadequate.

Table 7: CASSCOMS Capacity to support county planning and implementation

Level of compliance	Percentage
Moderate	37.76
High	27.8
Very high	4.15
Low	18.67
Very low	2.49
No response/Not aware	9.13
Total	100

3.3.6 CASSCOMS' capacity to coordinate stakeholder collaboration in projects at county level for agricultural sector planning and implementation

CASSCOMs' coordination and collaboration capacity were high/very high at 41%, moderate (28.22%), while very low (4.15%), and low (17.43%) as outlined in Table 8. This depicts high capacity for coordination though

still below 50%. Collaboration with stakeholders, projects and various actors in the counties is key and creates synergies thereby avoiding duplication and efficient use of available resources hence more sensitization needed on this area.

Table 8: Capacity to coordinate and collaboration with stakeholders

Value	Percentage
High	32.78
Very high	8.3
Moderate	28.22
Low	17.43
Very low	4.15
No response/Not aware	9.12
Total	100

3.3.7 CASSCOM's capacity in fostering stakeholder engagement & partnership building

The findings in table 10 shows mixed reactions with those in agreement that capacity was high & very high (46%), to moderate (29%) while those responding that capacity is low/very low (15%) table 9. This implies that the CASSCOMs' are at various levels on capacity in fostering stakeholder engagement and partnership building and they should be encouraged to form more partnerships and leverage on each other's capacities for synergies.

Table 9: Capacity to foster stakeholder engagement and partnership

Level of compliance	Percentage
High	40.25
Very high	6.22
Moderate	29.05
Low	14.11
Very low	1.24
No response/Not aware	9.13
Total	100

3.3.8 CASSCOM's capacity to perform agricultural sector M&E

The findings indicate that 35% moderate to 25% low/very low respondents were of the view that the capacity is inadequate to conduct M&E. table 10. This implies there is inadequate capacity in the Monitoring & Evaluation of sector projects.

Table 10: CASSCOMs Capacity to conduct M&E

Level of Compliance	Percentage
Moderate	34.85
High	26.97
Very high	3.32
Low	23.24
Very low	2.49
No response/Not aware	9.13
Total	100

3.3.9 Capacity to utilize M&E systems

The results showed that about 80% (very low, low and moderate) of the respondents do not adequately utilize M&E systems to assess performance as indicated in Table 11. This shows minimal utilization of M&E systems by the CASSCOMs.

Table 11: Capacity to utilize M&E systems to assess performance

Level of compliance	Percentage
Low	38.17
Very low	9.96
Moderate	32.78
High	7.88
Very high	2.07
No response/Not aware	9.14
Total	100

3.3.10 Institutional arrangements for CASSCOMs & reporting Agricultural Sector performance

The results on Institutional arrangement for CASSCOMs to report on Agricultural sector performance is inadequate as depicted by 63% (moderate 36% and low/very low (27%) of the respondents as shown in Table 12.

Table 12: Institutional arrangements to report performance

Level of compliance	Percentage
Moderate	36.1
High	25.31
Low	24.07
Very high	2.9
Very low or none	2.49
No response/Not aware	9.13
Total	100

3.4 ANALYSIS AT INDIVIDUAL LEVEL

This assessment sought to establish the level of competencies of CASSCOM members as presented herein.

3.4.1 Level of competence on policy analysis guiding the sector

As depicted in Figure 6, the majority of the respondents (44.4%) possesses moderate knowledge, qualification and competence in analysis of policies that are guiding the sector. A proportion of the respondents (29.3%) have high competence, 8.3% have very high competence and another 8.3% have low competence and capacities in analysis of policies. This is in line the KII responses, which indicated that there's need for training of CASSCOM members on sector policies because of inadequate policy development skills and lack of policy analysts/fiscal planners to guide in the development of sector policies and plans.

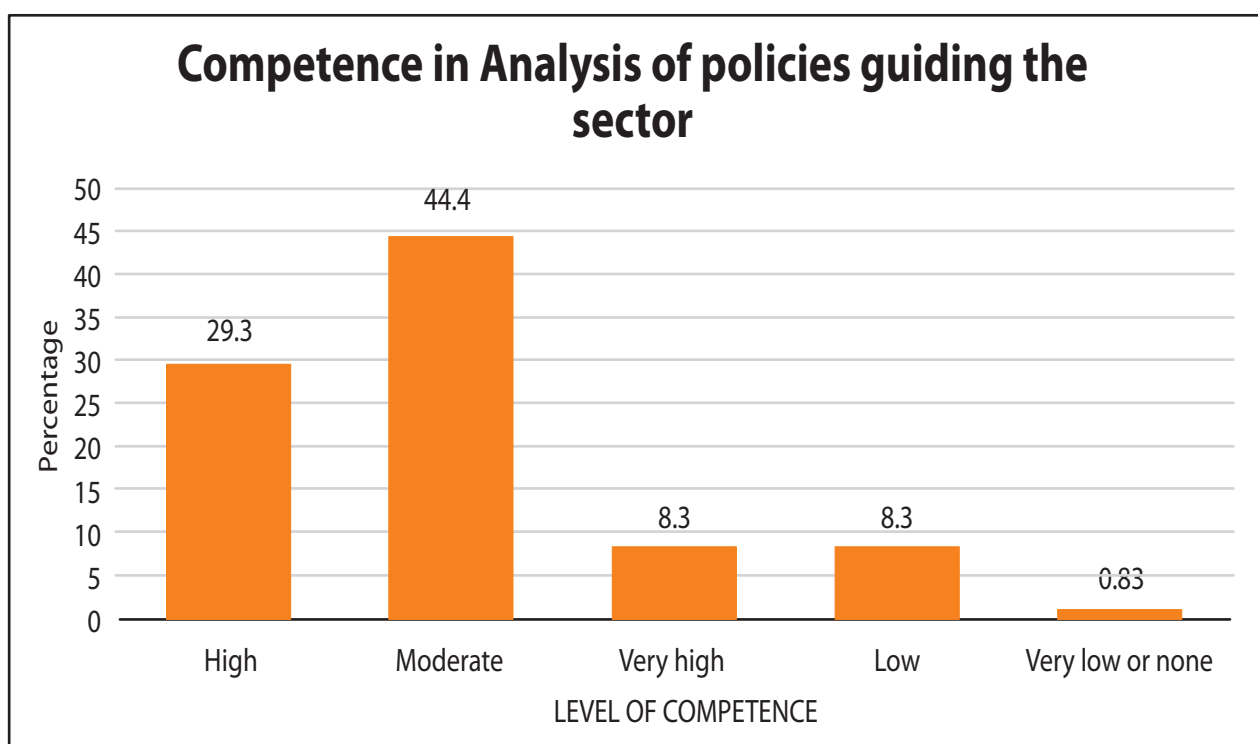


Figure 6: Level of Competence in analysis of policies guiding the sector

3.4.2 Competence in planning, implementing & coordinating Agricultural projects

From the findings, majority (49.4%) of the respondents indicated moderate competence in planning and implementing agricultural projects. A proportion of the respondents (37.9%) indicated high competence (19.5%) and very high competence (18.26%). Few respondents indicated low to very low competence in planning and implementing agricultural projects as indicated by 3.32% and 0.41% respectively (Figure 7). This concurs with KII responses. From the findings, it can be construed that there is a considerable capacity gap existing among CASSCOM members on the competence in planning and implementing agricultural projects.

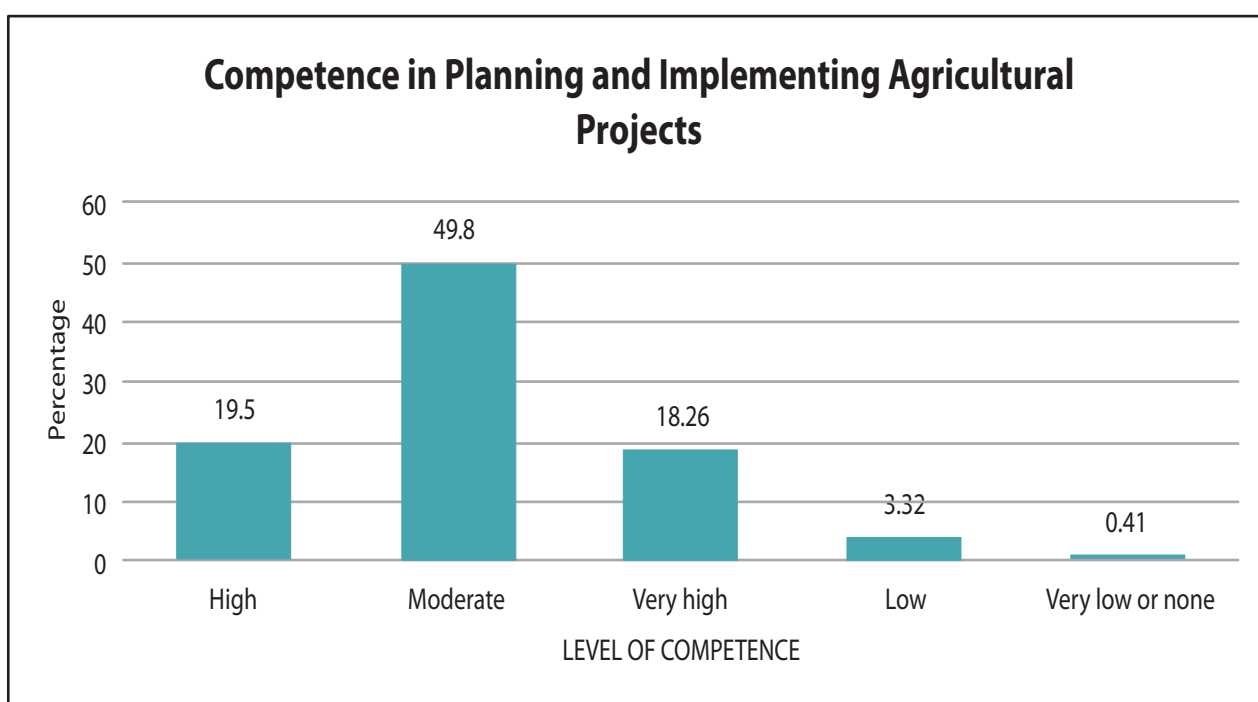


Figure 7: Level of competence in planning, implementation & coordination of Agricultural projects

3.4.3 Knowledge and level of competence in co-ordination & partnering with stakeholders

The finding shows that, 47.72% of the respondents indicated a high competence in co-ordination and partnering with stakeholders at county level. Another proportion of the respondents (20.33%) indicated a high competence while 18.67 % have moderate competence and knowledge on co-ordination and partnering with stakeholders. Few respondents have low and very low competence on co-ordination and partnering at 3.73% and 0.41% respectively as shown in Figure

However, according to KII response, there is weak collaborations mechanism with other programme and partners in the counties. Need to work as a team on matters collaboration with stakeholders.

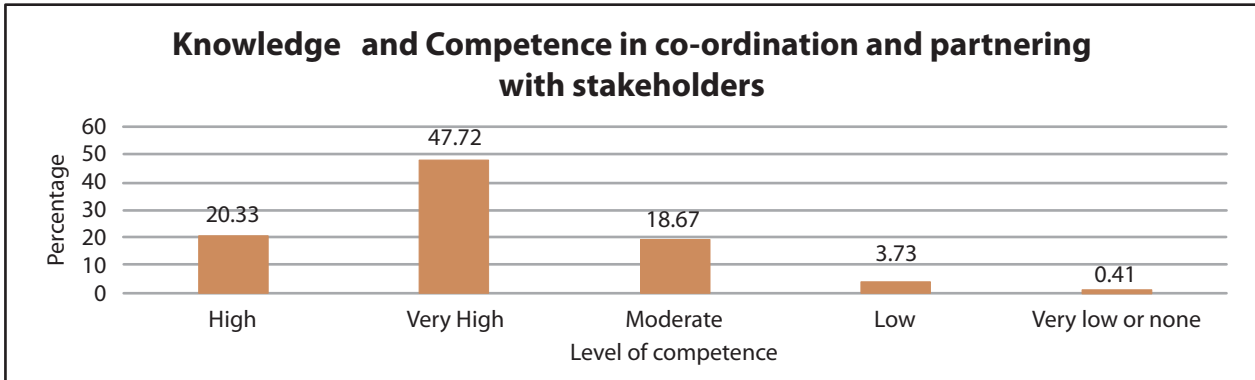


Figure 8: Knowledge and level of competence in co-ordination and partnering with stakeholders

3.5 RESPONSES ON RECOMMENDATIONS ON CASSCOM IMPROVEMENT

From the respondents' responses provided on overall summary of recommendations capacity building was at 46%, need to improve CASSCOM coordination (26%), allocation of itemized budgets to CASSCOMs at 23%, continuous sensitization for political goodwill (3%) and enacting of legislations at 2%, Figure 9.

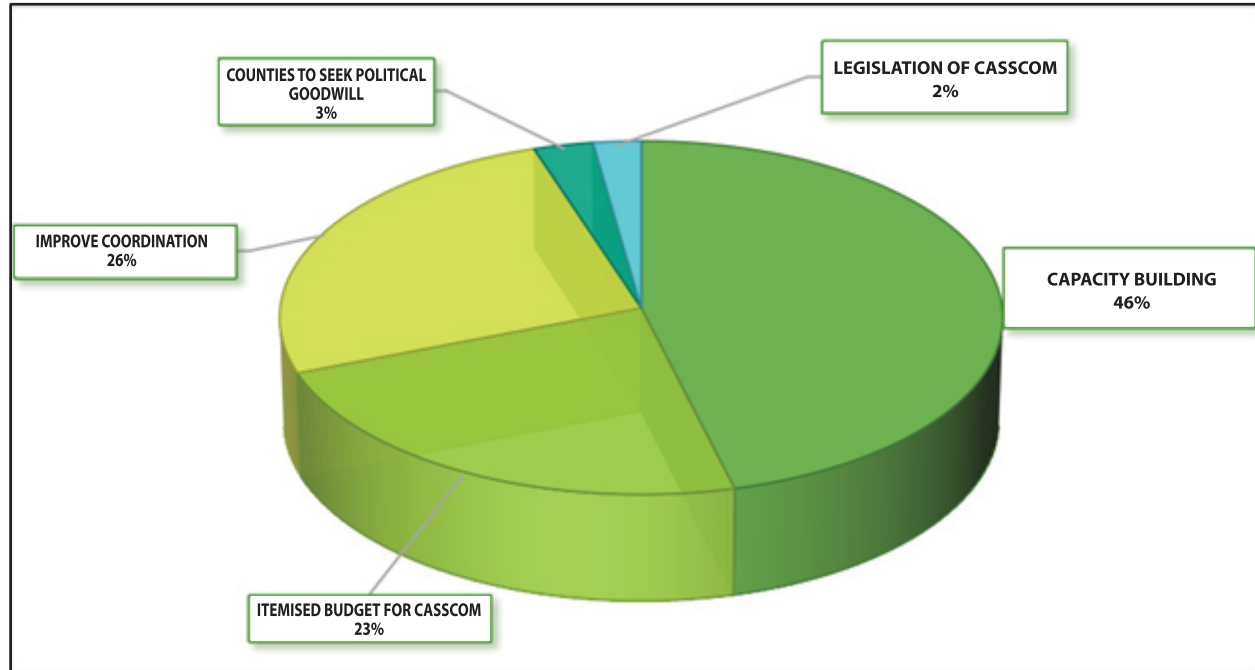


Figure 9: Recommendations for improvement of CASSCOMs performance and sustainability

Capacity building which takes the largest percentage of the recommendations is further summarized as in Table 13

Table 13 – Summary of Capacity building gaps

		Ratio of capacity building	percentage
CASSCOM awareness & Legislation processes	22	5	11
Technical skills resource Mobilization and communication structures for CASSCOM, Project planning & mgt), development of CASSCOM strategic plan	119	24	52
CASSCOM Policy framework regarding the sector.	84	17	37
Total	225	46	100

CHAPTER 4: CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the conclusions and recommendations emanating from the CNA findings.

4.1 CONCLUSIONS

1. Majority of CASSCOM members possess inadequate capacity in policy analysis and project management
2. Majority of CASSCOM members have inadequate skills on CASSCOMs mandate, Information Management, collaboration and networking, and monitoring, evaluation and reporting
3. There are inadequate resources to support CASSCOM activities
4. Institutionalization/legislation of CASSCOMs is key for smooth running
5. There is inadequate political support to CASSCOM operations by the counties

4.2 RECOMMENDATIONS

1. Capacity building on resource Mobilization and communication structures for CASSCOM,
2. Project planning & management, development of CASSCOM strategic plan
3. Capacity building of CASSCOM on policy development and legislation process.
4. CASSCOM should be institutionalized in counties and have a budget line
5. Awareness creation and promotion of the benefits of JASSCOM/CASSCOM structures to key policy makers

ANNEX 1: QUESTIONNAIRE FOR INDIVIDUAL INTERVIEWS

Scoring system to assess the CASSCOM institutional capacity (scale of 1-5)					
1-Very low /none 2-Low 3-Moderate with less than 50% compliance 4-High -75% compliance 5-Full - 100%compliance					
Dimension 1: Enabling Environment	1	2	3	4	5
1.1. To what level is the Agricultural sector supported by robust policy framework ^S -strategies and policies?					
1.2. To what level has the Agricultural sector been aligned among the short-, medium- and long-term objectives and actions of the existing policy framework ^S (strategies, policies, county Development Plan)?					
1.3. To what level has the current financial resource allocation and management aidedthe sector to meet its planned objectives?					
1.4. To what extent has CASSCOM's role in engagement with stakeholders on coordination been strengthened by policy frameworks (strategies, policies, andexisting institutional arrangements					
1.5. What is the level of political commitment towards supporting stakeholders having adequate access to the Department/Unit's information and knowledge necessary for implementing County priorities?					
1.6. What is your rating on how CASSCOM plays its part as a county coordination body, network or partnership to support Agricultural sector development?					
Scoring system to assess the CASSCOM institutional capacity (scale of 1-5)					
1-Very low /none, 2-Low, 3-Moderate with less than 50% compliance, 4-High-75% compliance 5-Full-100% compliance					
Dimension 2: Organizational / Institutional	1	2	3	4	5
2.1 What is the current CASSCOM's capacity to access, manage and provide information on the sector?					
2.2 What is the CASSCOM's organizational capacity to generate operational procedures and tools to provide information on policies?					
2.3 To what extent has the CASSCOM's mandate, vision and mission been clear with regard to coordination of the sector?					
2.4 What is the current capacity for CASSCOM to generate operational procedures?					
2.5 What is the rating on thematic specialization in CASSCOM to supportimplementation of policy frameworks?					
2.6 Give the scale to which CASSCOM can be rated as having the capacity and operational procedures to support county planning and implementation to respond tothe challenges faced by the counties?					

projects and actors at county level for Agricultural sector planning and implementation?					
2.7 (b) Rate capacity that CASSCOM has in fostering stakeholder engagement and partnership building?					
2.8 What level of Capacity does CASSCOM have to mobilize and engage stakeholders and partners?					
2.9 (a) What is the extent of thematic specialization in CASSCOM to perform Agricultural sector M&E?					
2.9 (b) To what extent does CASSCOM use its M&E system/framework/procedures to assess performance in the Agricultural sector?					
2.9 (c) What rating can you give for institutional arrangements for CASSCOM to report on Agricultural sector performance?					
Scoring system to assess the CASSCOM institutional capacity (scale of 1-5) Very low /none, 2-Low, 3-Moderate with less than 50% compliance, 4-High 75% compliance, 5-Full 100% compliance					
Dimension 3: Individual	1	2	3	4	5
3.1 To what extent are you knowledgeable, adequately qualified and competent:					
(a) In analysis of the policies guiding the sector					
(b) In planning and implementing Agricultural projects					
(c) In coordination and partnering with stakeholders at county level for Agricultural sector development?					

(Questions for CASSCOM Chairs-CECMs only)

1. What do you think are the key capacity gaps for CASSCOM membership that are hindering it to discharge its mandate?
 - a)
 - b)
 - c).....
2. What are the capacity strengths available in the county to manage CASSCOM?
 - a)
 - b)
 - c).....
3. What are the capacity weaknesses in the county that affect effective running of the CASSCOM?
 - a)
 - b)
4. What additional skills will be needed for CASSCOM members to perform effectively?
 - a).....
 - b)
 - c).....
5. What strategies do you have in place to institutionalize CASSCOM in this county for future sustainability?
 - a).....
 - b)
 - c).....
6. What are the three main threats to sustainability of CASSCOMs?
 - a).....
 - b)
 - c).....
7. What are the three main mitigation measures for each of the threats mentioned in question 6 above
 - a).....
 - b)
 - c).....

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COUNTY GOVERNMENTS