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The Current State of Kenya's County Agriculture Sector Steering Committees (CASSCOMs)

Survey Report



County Agriculture Sector Steering Committee (CASSCOM) – Survey Report

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Abbreviations

CASSCOM	County Agriculture Sector Steering Committee
JASSCOM	Joint Agriculture Sector Steering Committee
JASCCM	Joint Agriculture Sector Consultation and Coordination Mechanism
TWG	Technical Working Group
ASCU	Agricultural Sector Coordination Unit
ASDSP	Agriculture Sector Development Support Programme
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
CDA	County Director of Agriculture
UNDP	United Nations Development Programme
FAO	Food and Agriculture Organization
CEC	County Executive Committee
CoG	Council of Governors
CIDP	County Integrated Development Plan

Executive Summary

Effective coordination is crucial for food systems transformation; it enables actors to converge around a shared vision, align priorities, and turn scattered initiatives into a coherent pathway of change. Competing interests are incorporated into actionable goals at the national and county levels, while transparent, accountable processes strengthen trust in public and private decisions. Inclusive engagement brings in those most affected by food system policies, ensuring food-insecure communities are reached. Without coordination, inefficiencies grow, transformation fragments, accountability fades, and inequalities widen.

In Kenya, the devolution of agricultural support functions under the 2010 Constitution created both opportunities and challenges for aligning county-level actions with national objectives. In response, several coordination mechanisms were established to facilitate coordination of agriculture-related initiatives and support functions across national and county governments, including the Joint Agriculture Sector Steering Committee (JASSCOM) and the Joint Agriculture Sector Consultation and Coordination Mechanism (JASCCM). At the county level, County Agriculture Sector Steering Committees (CASSCOMs) were created as multi-stakeholder coordination platforms to strengthen coordination of sub-national agriculture and food systems actors, foster inclusive and participatory governance, and link county initiatives and investments with national agendas.

This report assesses the institutional structures and performance of CASSCOMs across Kenya. The analysis is based on an extensive national survey conducted by TMG Research under the Governance of Food Systems Transformation project implemented in partnership with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH under the Global Programme, Sustainable Agricultural Systems and Policies (AgSys). Given the crucial role of counties in driving the agriculture and food agenda under Kenya's devolved system of government, the survey examined the existence, institutional design, operational status, functions, and perceived impact of CASSCOMs across all 47 counties.

The findings from the survey show that CASSCOMs have been established in 39 out of 47 counties. Eight counties, namely Bomet, Kiambu, Lamu, Mandera, Samburu, Uasin Gishu, Nyamira, and Kirinyaga reported that no CASSCOMs exist. A total of 244 CASSCOM members from the 39 counties were interviewed. The respondents were comprised of county government staff (42 per cent), civil society (13 per cent), development partners (11 per cent), and the private sector (7 per cent), along with representatives of national agencies, producer groups, youth, women, and marginalized communities.

The data were collected using a complex questionnaire capturing diverse aspects of institutional structure, operational elements, capacity, functionality, and impact. Counties were scored on capacity and performance on a scale from 0 (very weak) to 10 (very high), with average scores calculated for each parameter. Open-ended responses on capacity gaps, participation, and convening challenges, as well as interviewee recommendations, were sorted, thematically clustered, and ranked by frequency to facilitate a clear assessment of priority areas. Conflicting information from respondents regarding CASSCOM structures or instruments was referred for clarification to county officials serving as CASSCOM chairs or secretariats.

Overall, the assessment indicates that while CASSCOMs exist in most counties, their functionality and impact are far from being fully realized. Although progress has been made in establishing multi-stakeholder committees and technical working groups, the impact and effectiveness of these mechanisms are still inconsistent and moderate. Persistent challenges such as resource constraints, uneven implementation of action plans, and a lack of robust monitoring and accountability systems hinder the development of institutional maturity. No county achieved high scores across all of the 25 impact and capacity indicators assessed. Most counties fell between the "emerging" category (where foundations exist but contributions to outcomes are limited and uneven) and the "moderate" category (where structures are somewhat functional but significant gaps remain).

Key finding 1. Coordination structures exist, but overall impact is still low: CASSCOMs are active in 39 counties and serve as the primary coordination mechanism in 95 per cent of them, yet their effectiveness and impact remain limited. Across 13 impact indicators, most counties fall within moderate or emerging. None scored highly on policy influence or cross-county collaboration. This underscores a key gap: while coordination structures are in place, they are not yet translating into meaningful influence or transformational outcomes. To shift CASSCOMs from mere routine convenings to instruments of tangible impact prioritizing follow-up, agenda-setting, and results-oriented meetings is critical.

Key finding 2. Legal and institutional anchoring is weak, limiting consistency and authority: Only three counties have formally established CASSCOMs through legislation. Over 90 per cent of them operate without clear legal mandates, defined and enforceable structures, standard operating procedures, or defined reporting lines. This lack of institutional foundation exposes CASSCOMs to political transitions, inconsistent leadership, and shifting departmental priorities. Without legal recognition and integration into County Integrated Development Plans (CIDPs) and county ministry priorities, CASSCOMs remain largely voluntary bodies with limited authority, significantly undercutting their ability to coordinate effectively or sustain long-term engagement.

Key finding 3. Inadequate funding is the most significant barrier: More than 70 per cent of respondents cited insufficient funding as the primary challenge facing CASSCOMs. Only 15 per cent of counties rely primarily on county budget allocations to finance CASSCOM activities. As a result, meetings are irregular and often depend on non-state actors for financing and convening. The basic operational costs of meetings typically involve conference facilities, refreshments for participants, and transport allowances to facilitate members' involvement. In the absence of financing, CASSCOMs cannot convene at all. This reliance on non-state funding undermines county ownership, weakens institutional credibility, and damages the coordination mechanism, creating cycles of stalled momentum.

Key finding 4. Inclusion is improving in representation but weak in real influence: While 95 per cent of counties report the inclusion of women, youth, and persons with disabilities in CASSCOM membership, very few hold decision-making roles. Some counties, such as Siaya and Nakuru, are experimenting with co-chairing arrangements to expand the opportunities for leadership and active involvement. For most, however, inclusion remains largely symbolic. Without mechanisms that empower underrepresented groups to shape agendas and decisions, CASSCOMs risk reinforcing a tokenistic approach to inclusion rather than ensuring transformative participation.

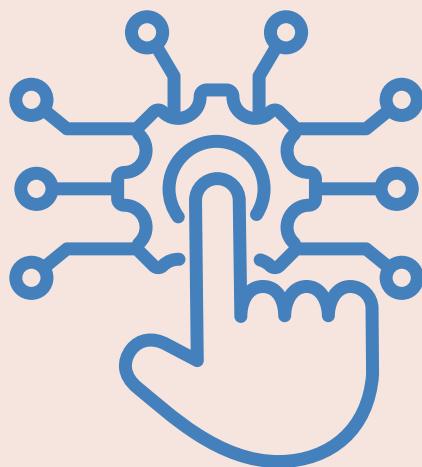
Key finding 5. Insufficient monitoring and reporting undermine accountability and credibility: Although 61 per cent of counties report having some form of accountability mechanism, systematic monitoring of decisions and results is largely absent. Monitoring and Evaluation (M&E) emerged as one of the top three capacity gaps identified in the survey, with respondents citing a lack of indicators, reporting tools, and progress-tracking mechanisms. This weakens the ability of CASSCOMs to demonstrate value to county leadership, the public, and development partners. M&E systems and tools, even simple ones, are essential for assessing progress, enhancing legitimacy, and supporting continuous improvement.

Key finding 6. CASSCOM capacity gaps are predominantly institutional rather than technical: Over 60 per cent of respondents identified capacity needs related to leadership, policy and legal literacy, resource mobilization skills, and M&E systems as central to institutional performance. Although technical knowledge of agriculture and food systems is important, it is not the main constraint. Support for capacity building must therefore prioritize strengthening governance, planning, accountability, and financial management, alongside sectoral skills.

Despite the constraints identified in this survey, CASSCOMs stand out as one of the most promising levers counties have for driving sustainable, inclusive, and accountable food systems transformation. Counties, as well as other food systems stakeholders, already recognize their value in convening key food systems stakeholders and themes (including climate action, health and nutrition, agribusiness, agroecology, trade and markets) in a way no single government department or ministry can. Furthering coordination beyond the county level to contribute to strong national food systems governance is also an important function of CASSCOMs.

The evidence is unambiguous: coordination requires sustained institutional investment. Counties that have anchored their CASSCOMs in law, allocated predictable budgets, empowered CASSCOM Technical Working Groups (TWGs), and strengthened monitoring and accountability systems are already pulling ahead. With targeted and effective support, CASSCOMs can evolve from passive structures into active drivers of coherent, inclusive, and accountable agri-food action.

This report aims to distil the realities on the ground and highlight where counties are progressing and where gaps persist through an evidence-based assessment. The annexes include county rankings and comparative indicators that offer a practical mirror for reflection and improvement. As Kenya deepens its commitment to agricultural transformation, one lesson stands out: investing in governance mechanisms is just as important as investing in seeds, infrastructure, or technology. Beyond hardware alone, the strength of structures and frameworks will determine the extent to which counties unlock the full potential of their food systems.



Trans Nzoia County Agriculture Sector Steering Committee (CASSCOM) meeting in session. Picture Credit: MoALD, 2025

1. Introduction

1.1 The historical context of CASSCOMs and subnational coordination mechanisms in Kenya

In 2010, Kenya's new constitution significantly transformed agricultural governance by devolving substantial responsibilities to its 47 county governments. This transition created an urgent need for coordination structures to replace the previous centralized system to ensure consultation, cooperation, and coherence across the sector under the new devolution framework. A pivotal step in this process was the issuance of Legal Notice No. 2 of 2012 under the Intergovernmental Relations Act, which established joint coordination committees for agriculture.

At the national level, the Joint Agriculture Sector Steering Committee (JASSCOM) was formed to convene national and county stakeholders as part of the Joint Agriculture Sector Consultation and Cooperation Mechanism (JASCCM). This initiative followed the *Deliver as One* resolution from the 2014 Intergovernmental Forum on Agriculture. As the implementation of devolution progressed, JASSCOM recognized the necessity for a separate, formalized coordination mechanism at the county level. Subsequently, the County Agriculture Sector Steering Committees (CASSCOMs) were developed as a platform for county-level coordination of agricultural stakeholders and as an institutional link between counties and JASSCOM. While modeled on JASSCOM's multi-stakeholder approach, these committees were tailored to focus on county-specific planning and implementation. By 2018, with support from development partners, CASSCOMs had been established in all of Kenya's counties.

This was not the first attempt to coordinate Kenya's agricultural stakeholders. As such, it built upon lessons learned from previous structures. Prior to the introduction of devolution in 2010, agricultural coordination was heavily centralized within the Ministry of Agriculture. From the 1980s through the

2000s, initiatives such as the Agricultural Sector Coordination Unit (ASCU) aimed to harmonize efforts under national strategies, including the Strategy for Revitalizing Agriculture (2004–2014) and the Agriculture Sector Development Strategy (2010–2020). These efforts were primarily vertically oriented and directed by the ministry, with provincial and district officers cascading plans downwards. Local committees, such as District Agricultural Committees and District Steering Groups, existed but were chaired by central government representatives (District Commissioners) and operated within a top-down planning model.

In summary, prior to 2010, sub-national actors were primarily treated as implementers of centrally decided programs. Although consultative forums existed, genuine stakeholder ownership and cross-sector integration at the grassroots level were lacking. Devolution changed this dynamic by empowering county governments to define their own agricultural priorities and manage resources. However, it also introduced the risk of fragmentation, as numerous new actors and initiatives emerged at the county level without centralized oversight. Early analysis following devolution consistently identified insufficient consultation and coordination within the agricultural sector at the county level, which increased the likelihood of potential overlaps, misalignments, and inefficiencies.

The formation of CASSCOMs in 2018 was a direct response to these challenges, aiming to institutionalize a participatory, multi-actor coordination mechanism in each county. Each CASSCOM is typically chaired by the County Executive Committee Member (CECM) for Agriculture (representing county government leadership) and brings together members from relevant county departments (including agriculture, livestock, fisheries, environment, cooperatives, etc.), national agencies operating locally, development partners, NGOs, private sector representatives, farmer and producer organizations, and beyond. The intended roles of CASSCOMs are multifaceted:

Policy and strategy coordination	Facilitate the development and alignment of county agricultural policies, strategies, and legislation in line with national frameworks, ensuring consistency and mutual reinforcement.	Programme planning and resource allocation	Serve as a platform for joint planning of programmes and projects, avoiding duplication. Influence resource allocation towards high-impact areas and harmonize partner contributions.
Implementation support and problem-solving	Monitor progress of agricultural initiatives and troubleshoot implementation challenges through a collective forum. Address coordination issues in real time through regular convenings.	Information sharing and learning	Improve knowledge management and break down silos by gathering all stakeholders at one table, enabling information exchange, sharing of data, and learning across departments and organizations.
Inclusivity and stakeholder engagement	Institutionalize the participation of non-state actors, youth, women, and marginalized groups in agricultural decision-making, in line with constitutional values of public participation.	Vertical linkages	Communicate county-level priorities and experiences upward to the national level (through JASSCOM and the Council of Governors' forums) so that realities on the ground inform national policies, while supporting effective implementation of national initiatives.
Public and private linkages	Strengthen collaboration between public and private institutions in the management and delivery of agricultural programmes and services	Advisory functions	Through JASSCOM, provide advisory support to national and county governments on agricultural matters, including management of agricultural land, provision of extension services, management of agricultural statistics, funding towards agriculture, climate and environmental impact on agriculture, and management of animal and crop diseases and pests.

Source: CASSCOM Operational Guidelines (2019)

The Agriculture Sector Development Support Programme (ASDSP, Phase I and II), funded by the Swedish International Development Cooperation Agency (SIDA) and the European Union, played an instrumental role in establishing CASSCOMs by supporting the development of terms of reference, providing training, and funding initial meetings and exchange visits. By late 2018, all 47 counties had at least established their CASSCOM.

This report examines how these structures have fared in practice over the subsequent years, based on a detailed survey and analysis carried out in 2024 and 2025 across 39 counties. Key focus areas include the performance and impact of CASSCOMs on coordination outcomes, the inclusivity and functionality of their processes, key structures (such as TWGs), major challenges, and capacity needs for improvement. The goal is to highlight actionable insights and lessons to strengthen these coordination mechanisms, which are ultimately essential to Kenya's agricultural transformation and food security objectives.

1.2 Survey approach and methodology

This assessment employed a mixed-methods, cross-sectional design to evaluate the status of operationalization, functionality, institutional capacity, and perceived impact of CASSCOMS across Kenya. The questionnaire and methodological approach were pre-validated with selected stakeholders to ensure clarity, relevance, and alignment with county-level realities. The survey approach was also presented to a stakeholder workshop organized by TMG Research in May 2025, which was followed by extensive desk research on county-level coordination landscapes.

The survey specifically targeted CASSCOM members, including government officials, civil society organizations, producer and consumer groups, development partners, private sector actors, and representatives from research and academic institutions. A comprehensive register of CASSCOM members was developed in consultation with CASSCOM secretariats.

Based on this register, phone interviews were conducted with 244 of the identified CASSCOM members across the 39 counties with established and active CASSCOMs, with an average of six CASSCOM members per county. This represents more than half of the membership of most counties. All initially mapped CASSCOM members were contacted by phone, although several were non-responsive. For the remaining eight counties without functional CASSCOMs, the research team officially confirmed their non-operational status from the respective county officials.

Quantitative responses were cleaned, validated, and averaged at the county level. Subsequently, counties were categorized into four performance and capacity tiers (High, Moderate, Emerging, and Nominal) across multiple domains, enabling comparative analysis. Descriptive statistics and county rating tables were generated to highlight patterns and differences. Qualitative responses were analysed thematically, after which common issues were identified and ranked based on frequency. Where conflicting responses emerged, desk research and follow-ups with County Directors of Agriculture (CDAs) were used for verification.

Several measures were applied to enhance data credibility, including stakeholder pre-validation of the questionnaire, triangulation with county documents and official records, direct verification with county officials, and aggregation of multiple capacity and impact ratings per county to reduce individual bias.

The study acknowledges the limitations inherent in self-reported data, variation in respondent familiarity with CASSCOM operations, and limited qualitative depth in counties with fewer respondents. Nonetheless, the findings provide a robust and validated overview of the operational status of CASSCOMs across the country. Participation was voluntary, verbal consent was obtained, no personal identifiers were collected, and all data were reported at the county level to ensure respondent anonymity.

**244 phone interviews
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CASSCOM members across
39 counties**

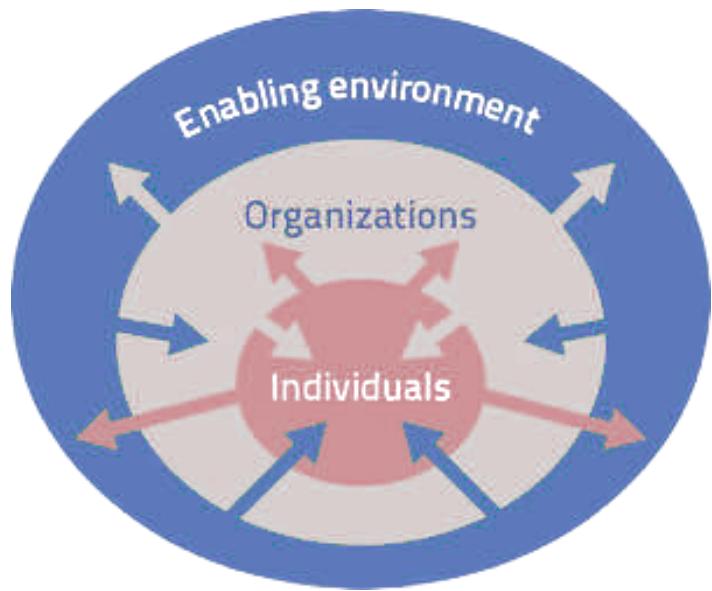
1.3 Analytical framework for capacity and impact assessment

The CASSCOM capacity and impact assessment is grounded in established UNDP and FAO institutional assessment methodologies (FAO; UNDP, 2018). These frameworks evaluate core institutional capacities and functional abilities such as stakeholder engagement, planning and implementation, coordination, accountability mechanisms, and monitoring and evaluation. FAO's institutional capacity assessment approach, including its rapid diagnostic model, places particular emphasis on clear mandates, technical knowledge, coordination mechanisms, and policy alignment in strengthening agricultural governance.

Applying this combined approach to CASSCOMs enables a structured assessment of their internal functionality and their effectiveness within county and national agriculture and food systems governance. It provides a comprehensive basis for

identifying strengths, capacity gaps, and opportunities for strengthening coordination in support of food systems transformation.

The four-tier rating scale (Table 1) employed by the assessment—adapted from FAO and UNDP capacity assessment practices—classifies institutional capacity from very low to high. The terms used for the scale (High, Moderate, Emerging, and Nominal) were selected to provide a clear developmental classification while avoiding punitive labels that may discourage county engagement. This adapted terminology maintains methodological coherence with international frameworks while using language that is context-appropriate, intuitive for county stakeholders, and supportive of a constructive capacity-strengthening agenda. Table 1 below defines each tier and the corresponding score ranges.



Capacity development framework
Source: FAO

Tier	Score range (1-10)	Interpretation
High	8.5 - 10.0	Consistent, measurable outcomes. Strong contribution to coordination and service delivery.
Moderate	6.5 - 8.4	Regular outcomes with some variability. Systems are somewhat functional with some gaps.
Emerging	4.5 - 6.4	Foundations in place. Limited or uneven contribution to outcomes so far.
Nominal	1.0 - 4.4	Minimal outcomes. Structure exists mostly in form rather than effect.

Table 1: CASSCOM institutional capacity, performance, and impact assessment ratings



A farm in Kajiado county, courtesy, 2025

2. Results

2.1 Assessment of CASSCOM performance and impact

To evaluate the effectiveness of CASSCOMs, perceived performance and impact across various outcome domains were assessed. A quantitative rating scale from 1 (very poor) to 10 (excellent), was used in the survey to assess 13 impact areas (see Table 2).

Respondents provided individual ratings evaluating the performance of their CASSCOMs in each of these areas. To generate the overall score, individual responses corresponding to each county were aggregated and averaged. Finally, these averaged scores for each domain were categorized according to the thresholds in Table 1. Table 2 summarizes the distribution of counties across the four tiers for each impact domain:

Several clear patterns emerge from these results. Across all impact domains, high performance is rare. None of the assessed impact areas demonstrates widespread ratings of "High", underscoring that uniform excellence has not yet been reached in any facet of CASSCOM operations. Notably, 92 per cent of the counties surveyed did not record a single "High" rating across the 13 performance and impact indicators. Only three counties' CASSCOMs achieved a High rating regarding actor coordination and fostering collaboration.

Most counties fell within the Moderate or Emerging tiers across the majority of impact domains, suggesting that while CASSCOMs have achieved some success in beginning to fulfil parts of their mandate, their influence is still uneven and partial. Impact areas that require inter-county or external engagement are particularly weak.

Impact domain	High (8.5+)	Moderate (6.5 - 8.4)	Emerging (4.5 - 6.4)	Nominal (1.0 - 4.4)
Impact on policy processes	0	12	23	4
Facilitating vertical linkages (national–county)	0	17	16	6
Enhancing cross-county collaboration	0	0	24	15
Enhancing knowledge and data use for food systems	0	10	24	5
Strengthening mutual accountability	0	8	25	6
Enhancing county-level actor coordination	1	16	18	4
Shaping county-level food systems agendas	0	22	15	2
Linking county to national/global agendas	0	11	21	7
Providing strategic policy direction	0	17	18	4
Ensuring efficient resource use	0	5	23	11
Fostering collaboration among actors	2	17	16	4
Steering holistic agri-food system interventions	0	15	19	5
Enhancing inclusion in food systems transformation	0	17	19	3

Table 2: Distribution of counties across the four tiers by impact domain

Source: CASSCOM survey; scores averaged by county. "High" corresponds to strong positive outcomes/impacts, "Nominal" indicates minimal or no impact.

In the domain of cross-county collaboration, all counties fell in either the Nominal or Emerging tiers, with none achieving a Moderate or High rating. This indicates a general weakness in the coordination of agriculture and food systems beyond county borders.

Domains related to internal county-level coordination, such as actor coordination, agenda setting, and collaboration among actors, showed comparatively greater success. In these areas, a majority of the counties achieved Moderate impact ratings, indicating that CASSCOMs have experienced some success in fostering agriculture and food systems actor coordination within counties.

In the domain of inclusion in food systems transformation, which assesses the extent to which CASSCOMs are promoting inclusive participation and decision-making, performance was relatively stronger than in other areas. Seventeen counties were rated Moderate, 19 Emerging, and three Nominal.

In contrast, domains that require external linkages or more advanced systems for successful outcomes, such as cross-county collaboration, connections to global agendas, resource use efficiency, and monitoring and evaluation/accountability, were predominant in the Emerging or Nominal tiers, suggesting that these functions are the most challenging for CASSCOMs to achieve.

In summary, the findings indicate that while most CASSCOMs are operational and exercise some impact, the scale and depth of that impact remain limited. While few CASSCOMs are completely disengaged, the high prevalence of Emerging ratings suggests that foundational efforts have yet to produce significant results. Counties that exhibit higher impact ratings tend to benefit from several key enabling factors, including regular meetings, clearly defined roles, effective communication of decisions, and consistent follow-through. On the other hand, those scoring lower often struggle with irregular meetings, insufficient support, ambiguous mandates, and poor implementation and monitoring, resulting in only nominal improvements in coordination.

Detailed breakdowns of county scores by tier for each domain, along with lists of which counties fall into each tier, are provided in the Annex for reference.

2.2 CASSCOM institutional capacity assessment

In addition to evaluating outcome performance, the survey also assessed the internal capacity of CASSCOMs across various dimensions, utilizing the same 1–10 self-rating scale. This capacity assessment not only complements the qualitative insights but also quantifies members' perceptions regarding the effectiveness of their coordination mechanisms in critical functional areas. Twelve dimensions of capacity were identified, encompassing elements such as leadership, knowledge management, implementation ability, monitoring and evaluation, and stakeholder engagement, among others. Table 3 outlines the number of counties that fell into each tier for these indicators of internal capacity.

Across all 12 capacity dimensions, most counties fell into the Moderate tier, with a significant number in the Emerging tier and only a few in the High tier. Overall, approximately 60 per cent of counties have an overall institutional capacity rated as Moderate, indicating that some systems or mechanisms are in place but are not yet functional.

There are also areas of relative strength. For instance, leadership capacity stands out, with 7 counties in the High tier and 22 counties in the Moderate tier. None of the counties received a Nominal rating for this capacity indicator, suggesting that there are generally sufficient leadership capacities to drive CASSCOMs towards higher effectiveness and impact.

Stakeholder engagement and membership quality also show relatively high scores, with three counties achieving High ratings and 25 achieving Moderate. Four counties were rated High in membership quality, while 32 counties rated their CASSCOM membership quality as Moderate, indicating that most CASSCOMs believe they have the right competencies and commitment through their membership.

In contrast, several capacity dimensions remain weak. Convening capacity is predominantly rated as Emerging, reflecting the widely noted challenges in convening CASSCOM meetings. Monitoring and Evaluation (M&E) capacity is low, with 24 counties rated Emerging and 6 Nominal. Implementation capacity ratings followed the same trend, highlighting limited ability to translate CASSCOM plans into tangible action in most counties.

In summary, the capacity assessment data reveal a central theme: CASSCOMs have foundational structures and human networks in place, as evidenced by Moderate to High scores in leadership, membership, and engagement. However, they lack the systems, institutional strength, and resources necessary for high effectiveness, which is reflected in low scores in funding-dependent and technical areas. This gap between people and systems suggests that while motivation and effort are present, effectiveness is hindered by weak mandates, limited resources, and insufficient institutional capacity.

Combined, the performance and capacity analyses indicate that a majority of CASSCOMs are in a developmental stage. They are neither failing nor fully effective. While most CASSCOMs have capable individuals and some level of coordination, they have not yet evolved into consistently high-performing governance and coordination platforms. Notably, aspects such as leadership, inclusion, and membership composition are progressing more quickly, driven by committed individuals. In contrast, persistent weakness in areas such as monitoring, implementation, and resource mobilization reflects the absence of robust systems, tools, and supportive environments. This highlights where interventions to strengthen the institutional environment, which in turn supports the performance of CASSCOMs, should be focused.

Refer to Annex tables for the detailed breakdown of each capacity dimension by tier, which can be useful for counties benchmarking themselves against peers.

Capacity dimension	High (8.5+)	Moderate (6.5 - 8.4)	Emerging (4.5 - 6.4)	Nominal (1.0 - 4.4)
Intervention quality	0	12	22	5
Knowledge management & learning	1	18	17	3
Implementation capacity	0	14	19	6
Convening capacity	1	11	23	4
Stakeholder engagement	3	25	9	2
Monitoring & evaluation capacity	0	9	24	6
Securing mandate & trust	1	20	16	2
Leadership	7	22	10	0
Inclusive thematic focus	0	21	14	4
Membership quality	4	32	2	1
Technical capacity on food systems	2	23	12	2
Inclusivity in membership	7	27	3	2

Table 3: County distribution by capacity rating

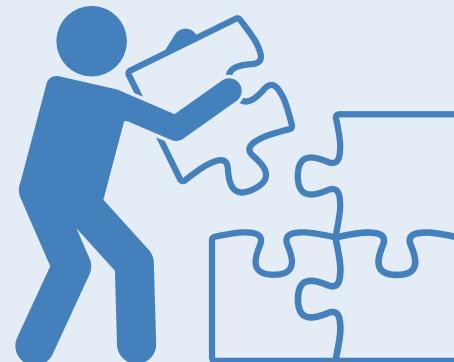
Source: CASSCOM survey; scores averaged by county. "High" corresponds to strong positive outcomes/impacts, "Nominal" indicates minimal or no impact.

2.3 Capacity-building needs identified by CASSCOM members

This section analyses the specific capacity-building needs identified by CASSCOM members through open-ended survey questions. A total of 404 unique responses regarding capacity needs were collected, analysed, and clustered. Table 4 below provides a summary of the top ten most frequently identified capacity needs, ranked by frequency of mentions.

The capacity needs analysis indicates that the primary limitations to the effectiveness of CASSCOMs are institutional and systemic, rather than merely technical. Key institutional functions, resource mobilization and financial management, monitoring and evaluation (M&E), policy anchoring, and leadership account for approximately two-thirds of the identified needs.

This is a crucial insight. Building effective CASSCOMs requires prioritizing institutional strengthening as much as, or even more than, technical training. By addressing these needs, counties can gradually transform CASSCOMs from temporary committees into permanent, well-resourced, and credible coordination platforms. Achieving this vision will enable CASSCOMs to effectively align diverse stakeholders, track progress, and drive food systems transformation from the county level upward, fulfilling their intended purpose.



Capacity need	Number of mentions (n)	Frequency (%)	Illustrative keywords/phrases
Resources (mobilization, financial management, and fundraising)	85	21%	Resource mobilization, proposal writing, budgeting, and financial support
Performance management (monitoring and evaluation, reporting, and learning systems)	58	14%	M&E, reporting, data management, accountability
Institutional frameworks (policy, legal, and strategic framework development)	54	13%	Policy formulation, legal anchorage, strategy development
Governance (leadership and accountability)	50	12%	Leadership, transparency, integrity, and governance
Institutionalization (institutional roles, mandates, and continuity)	42	10%	Understanding roles, induction, institutional memory
Technical capacity (technical and thematic expertise in agriculture & food systems)	36	9%	Food systems, climate change, food safety, agroecology
Coordination (communication & stakeholder engagement)	31	8%	Coordination, negotiation, facilitation, partnerships
Inclusion (gender, youth, and social inclusion)	22	5%	Gender mainstreaming, youth inclusion, marginalized groups
Programme management (planning, project implementation & management)	16	4%	Strategic planning, project prioritization, budgeting
Capacity development (learning, exchange, and advocacy for institutional strengthening)	10	2%	Benchmarking, peer learning, advocacy, political goodwill

Table 4: Frequency of capacity needs reported by CASSCOM members (from 210 responses, 404 mentions)

2.4 Inclusion of youth and women in CASSCOM activities

A central objective of CASSCOMs is to ensure inclusion of historically underrepresented groups, particularly youth and women, in decision-making processes. Given Kenya's youthful population and the vital role of women in food systems, their meaningful participation is essential for both equity and effectiveness.

The survey explored how CASSCOMs are promoting the inclusion of youth and women in the transformation of food systems. The responses highlighted a diverse range of strategies and practices, encompassing both structural measures and programmatic initiatives.

The survey sought insights into distinctive or particularly effective inclusion practices. Several noteworthy examples stood out:

Siaya County's Youth Agribusiness

Strategy: Siaya has been recognized for its innovative and thorough strategy for youth engagement in agribusiness. This initiative links training, financial resources, and mentorship to provide a clear pathway for youth-led agribusiness ventures. It has produced a number of successes and serves as an exemplary framework for replication in other counties.

Youth and women in leadership roles: Some committees or Technical Working Groups have appointed youth and women to serve as co-chairs or in other leadership roles. Although this practice is not yet widespread, it empowers these representatives to meaningfully shape agendas and decisions.

Inclusive oversight mechanisms: A few counties have actively ensured participation of youth and women in monitoring and evaluation processes, including field monitoring report drafting, thereby enhancing their impact beyond mere programme participation.

Targeted women's initiatives in value chains:

In several cases, CASSCOMs have coordinated support services and policy assistance for programmes tailored towards women and youth, such as dairy cooperatives and fisheries projects, integration into the county's overall strategy.

Respondents also candidly identified challenges that persist despite these efforts:

Passive participation: Some youth and women attend meetings but rarely speak or contribute to decision-making, possibly due to cultural norms or a lack of confidence. Without proactive facilitation, their inclusion could remain superficial.

Turnover and continuity:

Youth representatives may age out or relocate, and women leaders may change positions. A lack of structured induction and succession systems could disrupt momentum.

Capacity gaps:

Youth and women often receive fewer capacity-building opportunities (such as training on policy) as other members, limiting their effectiveness. Recognizing this, some counties have begun to provide targeted training for these representatives.

Resource constraints: Inclusion initiatives often lack adequate funding. Even with plans to support women's groups, some counties allocate minimal resources, instead choosing to rely heavily on NGOs, limiting sustainability.

Socio-cultural barriers:

Cultural norms in some areas still restrict women's participation in public forums, and youth may feel obligated to defer to elders. Shifting these dynamics requires long-term engagement and persistent advocacy.

CASSCOMs hold significant potential to advance new opportunities for women and youth beyond what existed in previous systems. Counties are adopting strategies such as quotas, leadership roles, and training programmes, demonstrating recognition that inclusion must be actively pursued, not assumed. The next challenge is to strengthen these initiatives so that youth and women become active contributors, rather than mere beneficiaries or observers, in county-level food systems transformation. While momentum is growing, increased commitment and resources are essential to turn intentions into real impact in this area.

2.5 CASSCOM sub-committees and technical working groups (TWGs)

In addition to the main committee, many CASSCOMs operate through Technical Working Groups (TWGs) or sub-committees focused on specific themes or functions. These structures are essential for in-depth analysis of key technical subjects, as well as the planning and execution of tasks assigned to them by the broader committee. Understanding the typical structure of TWGs and the challenges they encounter provides insight into the operational backbone of CASSCOMs.

Analysis of the survey responses revealed a broadly recurring pattern of TWGs across counties. Despite variations in naming conventions, most counties have established, or aspire to establish, TWGs in the following seven core clusters:

TWG thematic clusters

1. Policy, legislation, and institutional development
2. Research, extension, and innovation (capacity building)
3. Planning, budgeting, and resource mobilization
4. Monitoring, evaluation, communication, and reporting
5. Environment, climate change, and natural resources
6. Value chains, markets, and inputs
7. Inclusion, nutrition, and social protection

In principle, TWGs meet monthly or on an as-needed basis to address technical matters, then report back to the main CASSCOM plenary with recommendations or outputs. For example, the policy and legislation TWG may draft or review a new policy, bill, or regulation for endorsement by the CASSCOM, while the M&E TWG might compile quarterly progress reports. However, in practice, TWG functionality varies widely by county.

Several patterns regarding functionality emerged from the respondents' observations:

Permanent vs. ad hoc TMGs: Some TWGs, such as Policy and M&E, tend to be permanent fixtures and to meet regularly, because their functions in relation to governance and accountability are in high demand. Counties that have formalized TWGs, for example, through terms of reference and scheduled meetings, show clearer accountability and steadier progress in those areas. In contrast, many value-chain specific TWGs are formed on an ad hoc basis as they are mainly project-driven. Similarly, climate or nutrition groups often flare up around specific funded initiatives. Once project funding ends, these groups often become inactive, weakening institutional memory and momentum.

Overlap and coordination challenges: In the absence of clear delineation of roles and mandates, overlaps can exist between TWG activities. For instance, between the Planning/Budgeting and the M&E TWGs, both of which engage in resource tracking and reporting, such overlaps can be particularly common. Conversely, some key functions or roles may be overlooked entirely due to assumptions about other TWGs' responsibilities.

Multi-level structures: A small number of better-resourced counties have extended TWGs to the sub-county level, particularly for value-chain development or climate resilience planning. While this can improve outreach, it is uncommon and often relies on external project support, making consistency difficult.

Composition and participation: Although TWGs are intended to be multi-stakeholder committees, respondents noted that they sometimes end up being dominated by county staff due to inconsistent partner or private sector engagement. In some cases, TWGs were described as “cliques” of departments rather than inclusive coordination spaces.

Reporting and integration: A commonly cited issue was insufficient communication between TWGs and the primary CASSCOM. Even when TWGs convene and generate outputs, their insights and recommendations do not always receive thorough discussion or action from the main committee, often due to inadequate reporting processes or time constraints. This situation can undermine motivation among TWG members.

The survey focused on identifying challenges that impede the functioning of TWGs and committees. The responses are grouped into six primary categories, relevant not only to TWGs but also to CASSCOMs' overall operations, as TWGs are usually the first to experience such issues.

Below are the **key challenges affecting the performance of TWGs** as identified in the survey.

Inadequate and unpredictable funding: This challenge was the most frequently mentioned. Many TWGs lack a dedicated operational budget in the county plan and rely heavily on sporadic partner support. Addressing the lack of funds for basic costs such as transportation, refreshments, and facilitation could strengthen sub-committee effectiveness and overall success.

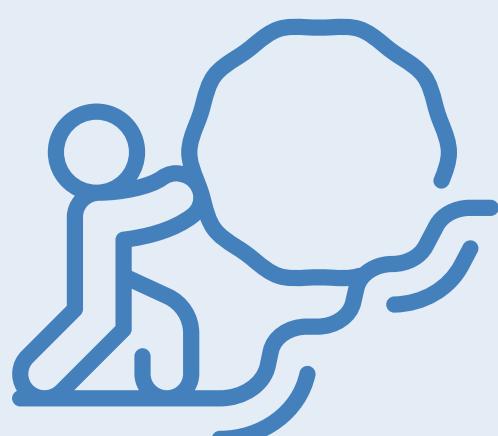
Irregular convening and low attendance: Funding issues, competing commitments, and high staff turnover often lead to irregular meetings, long periods of inactivity, and struggle to achieve quorum. Many TWGs reportedly go six months or longer without meeting, and short-notice meetings tend to have low attendance, eroding continuity and institutional memory.

Weak institutional anchoring and legal backing: Many TWGs operate informally, without official terms of reference or recognition in legal documents, which limits integration of their work in county programmes or budgets. This is a key weakness that complicates the securing of funding. Respondents noted that formalizing CASSCOMs and TWGs through legal frameworks would empower them to seek more resources and attention.

Limited technical capacity and role clarity: Many TWGs lack members with the necessary technical skills for their roles, for example, trained M&E officers or staff experienced in proposal development. Unclear terms of reference (TORs) can exacerbate role confusion, leading to overlaps, gaps in responsibility, and slow progress when new members join without adequate induction.

Coordination and communication gaps: Weak communication between CASSCOM secretariats and TWGs results in last-minute meeting notices, limited cross-TWG information sharing, and ineffective reporting channels. As a result, TWGs often operate in isolation, increasing the risk of duplication.

Low political and administrative support: Limited engagement from senior officials undermines committee effectiveness. When County Executive Committee (CEC) members or chief officers are disengaged or fail to send staff, meetings are deprioritized and staff participation declines. Political transitions following elections frequently stall CASSCOM activities for months, as orientation for new officials can take second place to daily departmental priorities, particularly in the absence of strong institutional champions in leadership.



In summary, many CASSCOMs function less in their intended purpose as strong coordination platforms and more as fragile coalitions that require support. Financial constraints and institutional deficits are foundational barriers. Without addressing these, other improvements are unlikely to be effective. Notably, counties that have allocated even a small recurrent budget for CASSCOM and TWG activities tend to have more consistent meetings and better outcomes. This suggests that relatively modest investments and policy changes, such as official recognition, still have the potential to greatly improve performance.



2.6 Operational challenges in convening and sustaining CASSCOM activities

As outlined above, the effectiveness of CASSCOMs is constrained by a set of persistent operational challenges. Two critical and overlapping issues emerge: first, the ability to convene regular meetings and maintain member participation, and second, the implementation of decisions and follow-through. While these challenges are closely linked to resource and institutional constraints, they warrant explicit attention, as they directly impact the day-to-day functioning of the coordination mechanism.

To better understand these dynamics, the survey asked participants to explain the main obstacles to holding regular CASSCOM meetings. The responses highlighted a set of common barriers across counties. These are summarized in Table 3, which presents the approximate proportion of respondents citing each challenge, alongside an interpretation of what these findings imply for CASSCOM functionality.



Trans Nzoia County Agriculture Sector Steering Committee (CASSCOM) deliberating on the MoU between the County government and the World Vision organization on the implementation of the Kenya Water Towers Ecosystem and Livelihood Restoration.
Picture Credit: MoALD, 2025

Challenge	Representative respondent statements	Approx. share of mentions	Interpretation / insight
Funding and resource constraints	<ul style="list-style-type: none"> “No resources, no meetings.” “CASSCOM has no operational budget.” “Funds depend on partners.” 	68%	Funding is by far the most significant obstacle. Most counties lack a dedicated operational budget for CASSCOMs, meaning meetings occur only when external partners provide support. This reflects weak institutionalization and a disproportionately high reliance on external actors for core CASSCOM operations and function.
Competing priorities and limited institutional commitment	<ul style="list-style-type: none"> “Members are engaged in other activities.” “Conflicting calendars with other county functions.” 	11%	This indicates weak institutional prioritization of CASSCOMs. CASSCOM duties are not sufficiently embedded in officials’ workplans, resulting in attendance being contingent on individual availability rather than a formal, institutional commitment.
Weak institutionalization and legal anchoring	<ul style="list-style-type: none"> “CASSCOM not legally recognized.” “Financial support cannot be actualized without legal recognition.” 	7%	The absence of legal anchoring impedes budget allocation and hinders accountability. Without formal recognition, CASSCOMs struggle to secure consistent resources or enforce member obligations.
Communication and planning gaps	<ul style="list-style-type: none"> “Meetings called on short notice.” “Poor communication to members.” “Lack of agenda.” 	6%	Weak communication undermines attendance and coordination. Insufficient planning (e.g. no annual schedules or clear meeting agendas) suggests under-resourced secretariats or unclear administrative processes.
Leadership and accountability issues	<ul style="list-style-type: none"> “Lack of goodwill from county leadership.” “Members not proactive.” 	5%	CASSCOM performance heavily depends on its leadership. Where top officials are disengaged, committees become dormant or ineffective. Frequent leadership changes following elections and cabinet reshuffles also disrupt continuity.
Coordination and structural inefficiencies	<ul style="list-style-type: none"> “Duplication of efforts.” “Unclear structure on who convenes.” 	3%	Overlaps with other coordination platforms and unclear roles (e.g. between CASSCOM and other sector forums) cause confusion and inefficiencies. This points to governance alignment issues and potential turf conflicts.

Table 5: Common challenges reported in convening CASSCOM meetings (as a percentage of the number of challenges mentioned)

2.7 Results of the correlation analysis on CASSCOM capacities and impact

Based on the computed county scores, a correlation analysis was conducted to assess how different capacity areas relate to the impacts and performance of CASSCOMs. The analysis reveals an overall positive correlation across capacity and impact domains, confirming that the assessed capacities are crucial to optimizing CASSCOM operations. This section provides an overview of the correlations with an r value over 0.6.

2.7.1 Mandate, trust and food systems agenda-setting power

The relationship between securing mandates and trust from stakeholders and CASSCOMs' ability to shape the county food systems agenda shows the strongest correlation value ($r = 0.831$). In essence, this indicates that in counties where CASSCOMs are considered a legitimate, neutral, and effective platform, they are far more able to steer county agriculture and food systems priorities.

This legitimacy translates into broader backing for CASSCOM activities and initiatives, reinforcing the committee's internal standing within county structures through external stakeholder recognition and support.

The ability to secure mandate and trust is also linked with positive outcomes in enhancing inclusion in food systems transformation ($r = 0.766$) and improved actor coordination ($r = 0.743$), suggesting that mandate and trust not only enable CASSCOMs to articulate priorities but also to convene, coordinate, and include diverse stakeholders.

Overall, mandate and trust function as a form of institutional "social capital" that amplifies all other capacities. With an established mandate, facilitation becomes easier, agendas carry greater weight, meeting outcomes become binding, and trade-offs are more negotiable, because participants believe the platform operates fairly.

The consistency of this pattern across multiple outcomes indicates that mandate and trust shape the institutional climate in which CASSCOMs operate. Even when CASSCOMs are equipped with the right templates and action plans, in the absence of stakeholder trust, attaining their intended goals remains a challenge.

2.7.2 Leadership, agenda setting, inclusion and coordination

Leadership capacity shows a very strong correlation with key CASSCOM impact domains, confirming its crucial role in performance. Considerable correlations were observed between leadership and CASSCOM effectiveness in shaping county agri-food agendas ($r = 0.782$), enhancing actor coordination ($r = 0.758$), and advancing inclusion ($r = 0.742$). In practice, CASSCOMs with facilitative chairs, active secretariats, and predictable follow-through on decisions consistently report better coordination outcomes and more coherent agendas.

Leadership capacity is also strongly associated with strategic policy direction ($r = 0.714$) and CASSCOM impact in policy processes ($r = 0.711$). This indicates that leadership extends beyond chairing meetings to providing strategic guidance and mobilizing members' capacities so that decisions translate into impactful and sustained outcomes.

2.7.3 Technical capacity on food systems, coordination, collaboration, and mutual accountability

The technical capacity of CASSCOMs on food systems and agriculture is consistently and strongly associated with improved coordination and other connected outcomes. Enhancing actor coordination shows a high correlation value ($r = 0.795$), as does enhancing collaboration amongst stakeholders ($r = 0.793$) and reinforcing mutual accountability ($r = 0.776$). This suggests that committees with a solid understanding of food systems issues, among which are nutrition, climate resilience, markets and financing, and livelihoods, are better equipped to frame problems accurately, engage relevant actors, and establish expectations anchored in evidence.

Technical capacity is also strongly correlated with agenda shaping ($r = 0.771$) and the facilitation of vertical linkages between the national and county levels ($r = 0.744$). These patterns suggest that technical expertise on relevant agriculture and food systems issues reduces ambiguity in discussions and builds a strong foundation for effective engagements, both within committees and with external stakeholders. When members share a grounded understanding of how food systems function, they converge more quickly on priorities and are better positioned to monitor each other's commitments.

This dynamic can also be seen in the strong correlation between technical capacity on food systems and enhanced inclusion ($r = 0.732$) and strategic policy direction ($r = 0.725$). CASSCOMs with stronger technical grounding in food systems issues are able to translate complexity into actionable and shared logic that strengthens coordination not only in principle but also in practice.

2.74 Intervention quality and participation

Where the quality of interventions is rated higher, committees report stronger inclusion ($r = 0.773$), greater agenda-setting power ($r = 0.763$), and enhanced actor coordination ($r = 0.735$). This suggests that CASSCOMs' ability to design and manage effective interventions directly translates to strong stakeholder interest and continuity of participation. This capacity is also linked closely with improved knowledge access and data sharing ($r = 0.730$), indicating that well-managed activities tend to be more thoroughly documented and shared.

For CASSCOMs, quality functions as a reputational signal. Committees that deliver consistently are more trusted. Their partners engage more reliably, and members are more willing to accept and support their decisions and implementation. The correlations with impact in policy processes ($r = 0.715$) and steering holistic agri-food interventions ($r = 0.690$) reinforce the dynamic: quality begets credibility, and credibility begets influence.

2.75: Inclusivity in themes, coordination, collaboration, and accountability

Inclusivity in thematic focus is strongly related to the operational performance of CASSCOMs, showing high correlation with improved actor coordination ($r = 0.748$), agenda shaping ($r = 0.745$), collaboration ($r = 0.737$), and mutual accountability ($r = 0.728$). These results show that inclusion is not merely normative but also instrumental. Committees that intentionally embrace inclusivity by incorporating a wider range of agriculture and food systems transformation issues, particularly those marginalized in mainstream discourse, engage more effectively with realities on the ground, sharpening priorities and grounding commitments in lived experience.

2.76 Stakeholder engagement and convening: The practice of collective action

Stakeholder engagement shows strong associations with collaboration among actors ($r = 0.758$) and actor coordination ($r = 0.731$), while convening capacity aligns closely with coordination outcomes ($r = 0.716$). The implication is straightforward: committees that map stakeholders deliberately, communicate transparently, and convene predictable, well-facilitated meetings create the conditions necessary for cooperation. Engagement reduces information asymmetry, while effective convening lowers the transaction costs of working together.

From a governance perspective, these capacities represent the day-to-day practices that convert institutional structure into function. Engagement and convening form the "institutional choreography" of multi-actor systems, the ways in which agendas are set, whose voices are heard, how disagreements are managed, and how actions are tracked. The data indicate that when this choreography is disciplined and consistent, coordination outcomes reliably follow.

2.77 Knowledge management, access, and sharing

Knowledge management capacity shows a strong correlation with enhanced access to knowledge and data for food systems transformation ($r = 0.661$). While this correlation value is slightly lower than those discussed above, the insight it offers is significant. More than administrative chores, the documentation of decisions, publication of minutes, tracking of indicators, and consolidation of key food systems knowledge products are central to building institutional memory, reducing duplication, and communicating value to stakeholders.

In practical terms, stronger knowledge systems increase CASSCOMs' visibility both internally across county departments, and externally to development partners and national agencies. This visibility, in turn, attracts collaboration and reinforces CASSCOMs' central role in coordination.

2.78 Securing trust, mandate, technical knowledge, and enhancing vertical linkages

The correlation analysis highlights two capacities as particularly crucial to the formation of vertical linkages between the national and county levels. Technical food systems capacity shows a strong association with facilitating vertical linkages ($r = 0.744$), as does mandate and trust ($r = 0.663$). Together, these relationships suggest that without legitimacy, CASSCOMs struggle to mobilize action, and without the necessary technical knowledge, they struggle to translate national priorities into county-level realities.

Essentially, effective vertical coordination depends on the interaction of both capacities. Committees require the technical knowledge to interpret and adapt national strategies to local conditions, as well as the trust to carry county priorities upward with credibility. When both conditions are present, alignment improves: plans are more coherent, reporting processes are smoother, and external actors respond more predictably.



2.79 What the correlation analysis reveals about the CASSCOM mechanism

Across all domains, a consistent picture emerges. The institutional "software" of coordination, mandate and trust, leadership, technical capability, inclusion, engagement, and knowledge management, is what most reliably predicts CASSCOM impact. High scores in these capacities consistently align with stronger performance across agenda-setting, coordination, collaboration, accountability, and policy traction. Statistically, the frequent clustering of correlations in the $r = 0.70$ – 0.80 range suggests that improvements in these capacities are closely associated with improvements in tandem. While this does not prove causality, it is a strong signal of where capacity investments are most likely to translate into visible results.

These findings also caution against over-reliance on structure alone. Legal anchoring and formal terms of reference are important but do not guarantee results. High performance appears to be driven by institutional habits: regular convening, documentation and systemic reflecting, inclusion of voices that test assumptions, and follow-through on decisions. Where those habits are cultivated, CASSCOMs evolve from nominal structures into genuine and credible governance platforms that serve to align stakeholders and drive county-level agriculture and food systems transformation.

3. Conclusion

Synthesis and way forward

The assessment provides key insights into the state of operationalization of CASSCOMs in Kenya. Across the capacity and impact domains, many counties show notable progress, despite the gaps noted by the report. The significance and value of CASSCOMs remain undisputed. In 37 out of 39 counties assessed, CASSCOMs serve as the principal coordination mechanism for agricultural and food systems actors at the county level. This demonstrates significant confidence in a structured, multi-stakeholder governance and coordination mechanism to enable efficient, inclusive transformation of food and agriculture systems in Kenya. The embrace of CASSCOMs as an approach to coordinating food system actors further confirms the need to strengthen the mechanism further.

However, the assessment indicates that many CASSCOMs are still progressing toward institutional maturity. Capacities and performance differ significantly across domains, and persistent challenges such as unreliable funding, insufficient monitoring frameworks, and irregular meeting schedules impede CASSCOMs' ability to realize their objectives. Although CASSCOMs are established in many counties, they are yet to achieve their full potential. These challenges limit their overall contribution to effective coordination, strengthened accountability, and inclusive governance of agriculture and food systems at the county level.

In the 39 counties where CASSCOMs are present, foundational elements for growth are evident. Leadership and inclusivity are notable strengths, offering a solid basis for future advancement. Many counties benefit from motivated CASSCOM leaders and broadly inclusive membership, both of which are essential for effective operation. The immediate priority should be to reinforce institutional systems that support CASSCOM efforts and initiatives. This includes integrating CASSCOM operations into formal county processes, strengthening member capacities, and establishing mechanisms for empowerment and accountability.

The analysis demonstrates that, with targeted and strategic support, stronger, more effective, and more impactful CASSCOMs are not a pipe dream. Counties that clarify legal mandates, allocate consistent budgets, and institutionalize results-tracking systems are more likely to improve their impact scores from Emerging or Moderate to High. This growth is needed in order to achieve Kenya's broader objectives for transformed, equitable, and sustainable food systems. The risk of ineffective coordination is clear: deepening fragmentation and inefficiencies in the implementation of relevant transformation initiatives.

Overall, it is clear from the survey and validation sessions with counties that CASSCOMs constitute a significant innovation in governance within Kenya's agricultural sector. Although the groundwork established to date is promising, additional efforts are necessary to enhance the functionality and effectiveness of these platforms. The absence of strong, effective governance and coordination mechanisms results in the continued exclusion of critical stakeholders and missed opportunities for stronger alignment and increased efficiency. Strengthening county-level governance is therefore essential to achieving the transformation envisioned in Kenya's agriculture and food systems.

Counties and other relevant stakeholders looking to strengthen their CASSCOMs may find the recommendations in this report useful for informing next steps. A more evolved CASSCOM can help improve planning, dialogue, and the ability to respond to emerging challenges, but progress will likely be incremental and require sustained effort. Ongoing commitment from all stakeholders to realizing a truly cohesive food systems transformation agenda at the county level and attention to persistent obstacles will remain important to avoid setbacks and ensure continued advancement.

Recommendations

Based on the comprehensive findings presented above, this section presents eight key recommendations for strengthening CASSCOM functionality and effectiveness across all counties. Interconnected and mutually supportive, they collectively aim to address the institutional, operational, and capacity-related gaps identified in the assessment. Implementation will require coordinated efforts by stakeholders at various levels, including county governments, the national government and the Council of Governors (CoG), and non-state actors.

1. Formalize, legally anchor, and finance CASSCOMs

CASSCOMs: Counties should formalize and legally anchor CASSCOMs through legislation that clearly defines their mandate, composition, and reporting lines. Integrating CASSCOM functions and activities into County Integrated Development Plans (CIDPs) and national agricultural policies will enhance their legitimacy and ensure continuity, facilitating the necessary budget allocations and robust participation. To support their operations, counties should allocate dedicated budget lines for CASSCOM operations, covering regular meetings and outreach activities. Co-funding arrangements with development partners could supplement county resources. Predictable core funding will reduce reliance on ad hoc donor support, enabling regular convenings and effective follow-through.

2. Review CASSCOM membership and operational guidelines to enhance inclusion and sustainability

The current membership structure, as outlined in the initial CASSCOM guidelines, restricts inclusion, undermines sustainability, and diminishes the committee's capacity to fulfil its mandate. A comprehensive review of the CASSCOM membership structure, informed by recent insights and a clear understanding of the committee's roles and responsibilities, is necessary. Such a review could facilitate broader participation from key stakeholders and priority groups, including producer and consumer organizations, the private sector, research institutions, youth, women, persons with disabilities, and sub-county representatives, where applicable.

3. Institutionalize monitoring, evaluation, and learning

CASSCOMs should adopt simple but systematic evidence-based approaches to track performance. This includes defining outcome indicators related to coordination, such as the number of joint initiatives implemented, completion of action items, and stakeholder satisfaction. Standardized reporting templates and digital tools should be utilized to collect data to produce quarterly or annual progress reports, and these metrics should be integrated into county performance management frameworks. As much as possible, CASSCOM monitoring and evaluation (M&E) frameworks should align with national systems to enable coherent tracking of food systems transformation initiatives. Regular monitoring and evaluation will promote accountability, demonstrate value, and support continuous learning and adaptation of strategies.

4. Strengthen leadership and member capacity

To enhance leadership and build capacity within CASSCOMs, it is essential to invest in coordination capacity through targeted training and mentoring for County Executive Committee (CEC) members, CASSCOM secretaries, and Technical Working Group (TWG) leaders. Establishing peer networks that link experienced CECs and Coordinators with those from emerging or struggling CASSCOMs can promote collaboration and knowledge-sharing. Adequate support staff for the CASSCOM Secretariat is critical for effective management. Standardized induction programmes for new members, alongside workshops on resource mobilization and project management, could further strengthen impact.

Additionally, peer learning should be actively facilitated through exchange visits, mentorship arrangements, and national-level forums for knowledge sharing. Documenting and disseminating successful practices, such as effective youth agribusiness mentorship models or climate-smart agriculture initiatives, can accelerate learning across CASSCOMs. Development partners can support this process by fostering communities of practice among CASSCOM coordinators

to encourage ongoing dialogue, inspire innovation, and promote the uptake of proven solutions.

5. Enhance inclusive participation and empowerment:

To achieve genuine inclusion, CASSCOMs should adopt guidelines that ensure youth and women hold meaningful leadership roles, while ensuring equal opportunity for all members to contribute in meetings. Dedicated resources should be allocated for youth- and women-led proposals, including small grants or technical assistance. Counties may also designate “Inclusion Champions” within CASSCOMs to systematically integrate gender and youth considerations into agendas and decisions. By empowering underrepresented stakeholders in decision-making, CASSCOMs can gain access to diverse perspectives and build broader support for food systems initiatives across stakeholders.

6. Empower and institutionalize TWGs:

TWG should be formally established as a key component of CASSCOMs with clear terms of reference, multi-stakeholder membership, and defined expectations of outputs. TWG activities should be integrated into CASSCOM workplans and county departmental plans to ensure alignment and support for necessary operation. TWGs should be utilized strategically for time-sensitive tasks such as policy development, training design, and sector-specific troubleshooting, with clear timelines and criteria for renewal or dissolution to avoid stagnation.

7. Improve communication and knowledge-sharing tools:

Effective coordination requires strong communication systems. To enhance transparency, trust, and engagement, CASSCOMs should establish formal communication channels, such as regular email updates, to share meeting minutes, decisions, and updates with members and stakeholders. Simple online repositories, such as shared drives or dedicated sections on county websites, should be used to enable wider access to key documents. Local radio, bulletins, and social media can help publicize decisions and achievements, strengthening transparency and accountability.

Organizing an annual “State of Agriculture and Food Systems in the County” forum could further communicate progress to county leadership and citizens.

8. Strengthening effectiveness through execution, accountability, and political support:

CASSCOMs should foster a results-oriented culture focused on execution and institutional oversight. Practical mechanisms such as action matrices could be reviewed at the beginning of each meeting to track decisions, responsible parties, and deadlines, thereby providing a regular assessment of progress. Integration of CASSCOM priorities into departmental performance contracts can formalize accountability. Additionally, high-level political support is essential; county leadership should actively oversee CASSCOM activities and report findings to stakeholders. Regular briefings to county leadership help ensure sustained commitment. By embedding CASSCOMs into governance and publicly sharing key outcomes, counties can shift from dialogue to tangible results, reinforcing member confidence and sustaining momentum.

Together, these recommendations offer actionable guidance for transforming CASSCOMs from promising coordination platforms into effective engines for agricultural development and food systems transformation. Successful implementation of these strategies will require commitment and collaboration: county ownership, supportive national frameworks, and aligned partner engagement. The payoff will be stronger coordination between policy and practice, ultimately giving rise to better services and outcomes for farmers, communities, and all stakeholders in Kenya’s food and agriculture sector.

Annex

County comparative rankings

This annex presents tables and categorical rankings that compare counties across various performance, inclusion, and capacity metrics derived from the survey. These tables provide supplementary detail to support and contextualize the analysis presented in the main report. Each section of the annex corresponds to a specific set of indicators discussed in the report, illustrating how counties are distributed across different tiers or performance categories.

Annex 1: County placement by impact domain

Impact domain	Impact tier	Counties	No. of counties
Impact on policy processes	High	None	0
	Moderate	Marsabit, Kisumu, Makueni, Migori, Kisii, Vihiga, Nandi, West Pokot, Kwale, Laikipia, Nakuru, Tana River	12
	Emerging	Turkana, Kericho, Bungoma, Baringo, Kakamega, Kitui, Narok, Homabay, Nyandarua, Siaya, Busia, Kilifi, Mombasa, Murang'a, Elgeyo Marakwet, Garissa, Kajiado, Meru, Nairobi, Nyeri, Taita Taveta, Tharaka Nithi, Trans Nzoia	23
	Nominal	Mandera, Isiolo, Wajir, Embu	4
Facilitating vertical linkages (nat'l-county)	High	None	0
	Moderate	Narok, Kisumu, Migori, Kilifi, Kisii, Vihiga, Nandi, West Pokot, Mombasa, Elgeyo Marakwet, Garissa, Kwale, Nakuru, Nyeri, Tana River, Tharaka Nithi, Trans Nzoia	17
	Emerging	Marsabit, Kakamega, Kitui, Wajir, Homabay, Nyandarua, Makueni, Siaya, Busia, Embu, Murang'a, Kajiado, Laikipia, Meru, Nairobi, Taita Taveta	16
	Nominal	Turkana, Mandera, Kericho, Bungoma, Baringo, Isiolo	6
Enhancing cross-county collaboration	High	None	0
	Moderate	None	0
	Emerging	Marsabit, Baringo, Kakamega, Kitui, Narok, Kisumu, Migori, Siaya, Embu, Kisii, Vihiga, Nandi, West Pokot, Elgeyo Marakwet, Garissa, Kajiado, Kwale, Laikipia, Nairobi, Nakuru, Nyeri, Taita Taveta, Tharaka Nithi, Trans Nzoia	24
	Nominal	Turkana, Mandera, Kericho, Bungoma, Isiolo, Wajir, Homabay, Nyandarua, Makueni, Busia, Kilifi, Mombasa, Murang'a, Meru, Tana River	15
Enhancing knowledge & data use	High	None	0
	Moderate	Homabay, Kisumu, Migori, Kisii, Vihiga, Garissa, Kwale, Nakuru, Nyeri, Tana River	10
	Emerging	Turkana, Marsabit, Bungoma, Baringo, Kakamega, Wajir, Narok, Nyandarua, Makueni, Siaya, Embu, Kilifi, Nandi, West Pokot, Mombasa, Murang'a, Elgeyo Marakwet, Kajiado, Laikipia, Meru, Nairobi, Taita Taveta, Tharaka Nithi, Trans Nzoia	24
	Nominal	Mandera, Kericho, Isiolo, Kitui, Busia	5

Strengthening mutual accountability	High	None	0
	Moderate	Kisumu, Kilifi, Kisii, Vihiga, Nandi, Garissa, Nakuru, Nyeri	8
	Emerging	Marsabit, Bungoma, Kakamega, Kitui, Wajir, Narok, Homabay, Nyandarua, Makueni, Migori, Siaya, Embu, West Pokot, Mombasa, Murang'a, Elgeyo Marakwet, Kajiado, Kwale, Laikipia, Meru, Nairobi, Taita Taveta, Tana River, Tharaka Nithi, Trans Nzoia	25
	Nominal	Turkana, Mandera, Kericho, Baringo, Isiolo, Busia	6
Enhancing actor coordination (within county)	High	Elgeyo Marakwet	1
	Moderate	Narok, Homabay, Kisumu, Kisii, Vihiga, Nandi, West Pokot, Mombasa, Garissa, Kwale, Laikipia, Meru, Nakuru, Nyeri, Tharaka Nithi, Trans Nzoia	16
	Emerging	Kericho, Marsabit, Bungoma, Baringo, Kakamega, Kitui, Wajir, Nyandarua, Makueni, Migori, Siaya, Embu, Kilifi, Murang'a, Kajiado, Nairobi, Taita Taveta, Tana River	18
	Nominal	Turkana, Mandera, Isiolo, Busia	4
Shaping county food systems agenda	High	None	0
	Moderate	Marsabit, Bungoma, Narok, Homabay, Kisumu, Kilifi, Kisii, Vihiga, Nandi, West Pokot, Mombasa, Elgeyo Marakwet, Garissa, Kajiado, Kwale, Laikipia, Nairobi, Nakuru, Nyeri, Taita Taveta, Tharaka Nithi, Trans Nzoia	22
	Emerging	Turkana, Kericho, Baringo, Kakamega, Kitui, Wajir, Nyandarua, Makueni, Migori, Siaya, Busia, Embu, Murang'a, Meru, Tana River	15
	Nominal	Mandera, Isiolo	2
Linking to national/global agendas	High	None	0
	Moderate	Narok, Homabay, Kisumu, Nandi, West Pokot, Mombasa, Elgeyo Marakwet, Laikipia, Nyeri, Tana River, Trans Nzoia	11
	Emerging	Kericho, Marsabit, Baringo, Kakamega, Wajir, Nyandarua, Makueni, Migori, Siaya, Embu, Kilifi, Kisii, Vihiga, Garissa, Kajiado, Kwale, Meru, Nairobi, Nakuru, Taita Taveta, Tharaka Nithi	21
	Nominal	Turkana, Mandera, Bungoma, Isiolo, Kitui, Busia, Murang'a	7
Providing strategic policy direction	High	None	0
	Moderate	Marsabit, Bungoma, Baringo, Narok, Homabay, Kisumu, Migori, Kilifi, Kisii, Vihiga, Nandi, West Pokot, Kajiado, Kwale, Laikipia, Nakuru, Nyeri	17
	Emerging	Kericho, Kakamega, Kitui, Nyandarua, Makueni, Siaya, Busia, Embu, Mombasa, Murang'a, Elgeyo Marakwet, Garissa, Meru, Nairobi, Taita Taveta, Tana River, Tharaka Nithi, Trans Nzoia	18
	Nominal	Turkana, Mandera, Isiolo, Wajir	4
Ensuring efficient resource use	High	None	0
	Moderate	Kisii, Nandi, Elgeyo Marakwet, Nakuru, Tana River	5
	Emerging	Marsabit, Bungoma, Baringo, Kakamega, Kitui, Homabay, Kisumu, Nyandarua, Migori, Embu, Kilifi, Vihiga, West Pokot, Mombasa, Murang'a, Garissa, Kajiado, Kwale, Laikipia, Nyeri, Taita Taveta, Tharaka Nithi, Trans Nzoia	23
	Nominal	Turkana, Mandera, Kericho, Isiolo, Wajir, Narok, Makueni, Siaya, Busia, Meru, Nairobi	11

Strengthening mutual accountability	High	None	0
	Moderate	Kisumu, Kilifi, Kisii, Vihiga, Nandi, Garissa, Nakuru, Nyeri	8
	Emerging	Marsabit, Bungoma, Kakamega, Kitui, Wajir, Narok, Homabay, Nyandarua, Makueni, Migori, Siaya, Embu, West Pokot, Mombasa, Murang'a, Elgeyo Marakwet, Kajiado, Kwale, Laikipia, Meru, Nairobi, Taita Taveta, Tana River, Tharaka Nithi, Trans Nzoia	25
	Nominal	Turkana, Mandera, Kericho, Baringo, Isiolo, Busia	6
Enhancing actor coordination (within county)	High	Elgeyo Marakwet	1
	Moderate	Narok, Homabay, Kisumu, Kisii, Vihiga, Nandi, West Pokot, Mombasa, Garissa, Kwale, Laikipia, Meru, Nakuru, Nyeri, Tharaka Nithi, Trans Nzoia	16
	Emerging	Kericho, Marsabit, Bungoma, Baringo, Kakamega, Kitui, Wajir, Nyandarua, Makueni, Migori, Siaya, Embu, Kilifi, Murang'a, Kajiado, Nairobi, Taita Taveta, Tana River	18
	Nominal	Turkana, Mandera, Isiolo, Busia	4
Shaping county food systems agenda	High	None	0
	Moderate	Marsabit, Bungoma, Narok, Homabay, Kisumu, Kilifi, Kisii, Vihiga, Nandi, West Pokot, Mombasa, Elgeyo Marakwet, Garissa, Kajiado, Kwale, Laikipia, Nairobi, Nakuru, Nyeri, Taita Taveta, Tharaka Nithi, Trans Nzoia	22
	Emerging	Turkana, Kericho, Baringo, Kakamega, Kitui, Wajir, Nyandarua, Makueni, Migori, Siaya, Busia, Embu, Murang'a, Meru, Tana River	15
	Nominal	Mandera, Isiolo	2
Linking to national/global agendas	High	None	0
	Moderate	Narok, Homabay, Kisumu, Nandi, West Pokot, Mombasa, Elgeyo Marakwet, Laikipia, Nyeri, Tana River, Trans Nzoia	11
	Emerging	Kericho, Marsabit, Baringo, Kakamega, Wajir, Nyandarua, Makueni, Migori, Siaya, Embu, Kilifi, Kisii, Vihiga, Garissa, Kajiado, Kwale, Meru, Nairobi, Nakuru, Taita Taveta, Tharaka Nithi	21
	Nominal	Turkana, Mandera, Bungoma, Isiolo, Kitui, Busia, Murang'a	7
Providing strategic policy direction	High	None	0
	Moderate	Marsabit, Bungoma, Baringo, Narok, Homabay, Kisumu, Migori, Kilifi, Kisii, Vihiga, Nandi, West Pokot, Kajiado, Kwale, Laikipia, Nakuru, Nyeri	17
	Emerging	Kericho, Kakamega, Kitui, Nyandarua, Makueni, Siaya, Busia, Embu, Mombasa, Murang'a, Elgeyo Marakwet, Garissa, Meru, Nairobi, Taita Taveta, Tana River, Tharaka Nithi, Trans Nzoia	18
	Nominal	Turkana, Mandera, Isiolo, Wajir	4
Ensuring efficient resource use	High	None	0
	Moderate	Kisii, Nandi, Elgeyo Marakwet, Nakuru, Tana River	5
	Emerging	Marsabit, Bungoma, Baringo, Kakamega, Kitui, Homabay, Kisumu, Nyandarua, Migori, Embu, Kilifi, Vihiga, West Pokot, Mombasa, Murang'a, Garissa, Kajiado, Kwale, Laikipia, Nyeri, Taita Taveta, Tharaka Nithi, Trans Nzoia	23
	Nominal	Turkana, Mandera, Kericho, Isiolo, Wajir, Narok, Makueni, Siaya, Busia, Meru, Nairobi	11

Fostering collaboration among actors	High	Elgeyo Marakwet, Nakuru	2
	Moderate	Marsabit, Bungoma, Homabay, Kisumu, Siaya, Kilifi, Kisii, Vihiga, Nandi, West Pokot, Mombasa, Garissa, Laikipia, Meru, Nyeri, Tharaka Nithi, Nakuru	17
	Emerging	Kericho, Baringo, Kakamega, Kitui, Wajir, Narok, Nyandarua, Makueni, Migori, Embu, Murang'a, Kajiado, Kwale, Nairobi, Taita Taveta, Tana River	16
	Nominal	Turkana, Mandera, Isiolo, Busia	4
Steering holistic agri-food interventions	High	None	0
	Moderate	Baringo, Homabay, Kisumu, Migori, Siaya, Kisii, Vihiga, Nandi, West Pokot, Elgeyo Marakwet, Garissa, Nakuru, Nyeri, Tharaka Nithi, Trans Nzoia	15
	Emerging	Marsabit, Bungoma, Kakamega, Kitui, Narok, Nyandarua, Makueni, Busia, Embu, Kilifi, Mombasa, Murang'a, Kajiado, Kwale, Laikipia, Meru, Nairobi, Taita Taveta, Tana River	19
	Nominal	Turkana, Mandera, Kericho, Isiolo, Wajir	5
Enhancing inclusion in food systems transformation	High	None	0
	Moderate	Narok, Homabay, Kisumu, Migori, Kilifi, Kisii, Vihiga, Nandi, West Pokot, Mombasa, Elgeyo Marakwet, Garissa, Laikipia, Nakuru, Nyeri, Tharaka Nithi, Trans Nzoia	17
	Emerging	Turkana, Kericho, Marsabit, Bungoma, Baringo, Kakamega, Kitui, Wajir, Nyandarua, Makueni, Siaya, Busia, Embu, Kajiado, Kwale, Meru, Nairobi, Taita Taveta, Tana River	19
	Nominal	Mandera, Isiolo, Murang'a	3

Annex 2: County placement by capacity measure

Indicator	Capacity tier	Counties	No. of counties
Convening capacity	High	Kisii	1
	Moderate	Narok, Homabay, Kisumu, Vihiga, Nandi, Elgeyo Marakwet, Garissa, Meru, Nakuru, Nyeri, Tana River	11
	Emerging	Mandera, Kericho, Marsabit, Bungoma, Baringo, Isiolo, Kakamega, Kitui, Nyandarua, Makueni, Migori, Busia, Embu, Kilifi, West Pokot, Mombasa, Murang'a, Kajiado, Kwale, Laikipia, Taita Taveta, Tharaka nithi, Trans Nzoia	23
	Nominal	Turkana, Wajir, Siaya, Nairobi	4
Implementation capacity	High	None	0
	Moderate	Kericho, Marsabit, Narok, Homabay, Kisumu, Busia, Kisii, Vihiga, Nandi, Mombasa, Elgeyo Marakwet, Garissa, Nakuru, Nyeri	14
	Emerging	Turkana, Bungoma, Baringo, Kakamega, Kitui, Nyandarua, Migori, Siaya, Embu, Kilifi, West Pokot, Murang'a, Kajiado, Kwale, Laikipia, Taita Taveta, Tana River, Tharaka nithi, Trans Nzoia	19
	Nominal	Mandera, Isiolo, Wajir, Makueni, Meru, Nairobi	6
Enhancing cross-county collaboration	High	None	0
	Moderate	None	0
	Emerging	Marsabit, Baringo, Kakamega, Kitui, Narok, Kisumu, Migori, Siaya, Embu, Kisii, Vihiga, Nandi, West Pokot, Elgeyo Marakwet, Garissa, Kajiado, Kwale, Laikipia, Nairobi, Nakuru, Nyeri, Taita Taveta, Tharaka Nithi, Trans Nzoia	24
	Nominal	Turkana, Mandera, Kericho, Bungoma, Isiolo, Wajir, Homabay, Nyandarua, Makueni, Busia, Kilifi, Mombasa, Murang'a, Meru, Tana River	15
Inclusivity in themes	High	None	0
	Moderate	Marsabit, Kakamega, Wajir, Narok, Homabay, Kisumu, Nyandarua, Migori, Kilifi, Kisii, Vihiga, Nandi, West Pokot, Mombasa, Elgeyo Marakwet, Garissa, Kwale, Laikipia, Nakuru, Nyeri, Taita Taveta	21
	Emerging	Kericho, Bungoma, Baringo, Kitui, Siaya, Busia, Embu, Murang'a, Kajiado, Meru, Nairobi, Tana River, Tharaka nithi, Trans Nzoia	14
	Nominal	Turkana, Mandera, Isiolo, Makueni	4
Inclusivity in membership	High	Wajir, Kisumu, Siaya, Kisii, West Pokot, Garissa, Nakuru	7
	Moderate	Kericho, Marsabit, Bungoma, Baringo, Isiolo, Kakamega, Kitui, Narok, Homabay, Nyandarua, Migori, Busia, Embu, Kilifi, Vihiga, Nandi, Mombasa, Murang'a, Elgeyo Marakwet, Kajiado, Kwale, Laikipia, Meru, Nyeri, Taita Taveta, Tharaka nithi, Trans Nzoia	27
	Emerging	Makueni, Nairobi, Tana River	3
	Nominal	Turkana, Mandera	2

Intervention quality	High	None	0
	Moderate	Marsabit, Narok, Homabay, Kisumu, Migori, Kisii, Vihiga, Nandi, Elgeyo Marakwet, Garissa, Nakuru, Nyeri	12
	Emerging	Turkana, Kericho, Bungoma, Baringo, Kakamega, Nyandarua, Makueni, Siaya, Busia, Embu, Kilifi, West Pokot, Mombasa, Murang'a, Kajiado, Kwale, Laikipia, Nairobi, Taita Taveta, Tana River, Tharaka nithi, Trans Nzoia	22
	Nominal	Mandera, Isiolo, Kitui, Wajir, Meru	5
Knowledge management	High	Nakuru	1
	Moderate	Turkana, Baringo, Narok, Homabay, Kisumu, Makueni, Migori, Embu, Kilifi, Kisii, Vihiga, Nandi, Mombasa, Murang'a, Elgeyo Marakwet, Garissa, Kwale, Tharaka nithi	18
	Emerging	Kericho, Marsabit, Bungoma, Kakamega, Kitui, Wajir, Nyandarua, Siaya, West Pokot, Kajiado, Laikipia, Meru, Nairobi, Nyeri, Taita Taveta, Tana River, Trans Nzoia	17
	Nominal	Mandera, Isiolo, Busia	3
Leadership	High	Narok, Homabay, Kisumu, Kisii, Nandi, Elgeyo Marakwet, Nakuru	7
	Moderate	Turkana, Marsabit, Bungoma, Baringo, Kakamega, Kitui, Nyandarua, Makueni, Migori, Siaya, Kilifi, Vihiga, West Pokot, Murang'a, Garissa, Kwale, Laikipia, Meru, Nyeri, Taita Taveta, Tharaka nithi, Trans Nzoia	22
	Emerging	Mandera, Kericho, Isiolo, Wajir, Busia, Embu, Mombasa, Kajiado, Nairobi, Tana River	10
	Nominal	None	0
Membership quality	High	Kisumu, West Pokot, Garissa, Nakuru	4
	Moderate	Turkana, Kericho, Marsabit, Bungoma, Baringo, Kakamega, Kitui, Wajir, Narok, Homabay, Nyandarua, Makueni, Migori, Siaya, Busia, Embu, Kilifi, Kisii, Vihiga, Nandi, Mombasa, Murang'a, Elgeyo Marakwet, Kajiado, Kwale, Laikipia, Meru, Nyeri, Taita Taveta, Tana River, Tharaka nithi, Trans Nzoia	32
	Emerging	Mandera, Nairobi	2
	Nominal	Isiolo	1
Monitoring and evaluation capacity	High	None	0
	Moderate	Kericho, Baringo, Narok, Homabay, Kisumu, Kisii, Nandi, Mombasa, Kwale	9
	Emerging	Turkana, Marsabit, Bungoma, Kakamega, Kitui, Wajir, Nyandarua, Migori, Busia, Embu, Kilifi, Vihiga, West Pokot, Murang'a, Elgeyo Marakwet, Garissa, Kajiado, Laikipia, Meru, Nakuru, Nyeri, Taita Taveta, Tharaka nithi, Trans Nzoia	24
	Nominal	Mandera, Isiolo, Makueni, Siaya, Nairobi, Tana River	6

Securing mandate and trust from stakeholders	High	Nakuru	1
	Moderate	Turkana, Kericho, Marsabit, Baringo, Narok, Homabay, Kisumu, Kilifi, Kisii, Vihiga, Nandi, West Pokot, Mombasa, Elgeyo Marakwet, Garissa, Kwale, Laikipia, Nyeri, Tharaka nithi, Trans Nzoia	20
	Emerging	Bungoma, Kakamega, Kitui, Wajir, Nyandarua, Makueni, Migori, Siaya, Busia, Embu, Murang'a, Kajiado, Meru, Nairobi, Taita Taveta, Tana River	16
	Nominal	Mandera, Isiolo	2
Technical capacity on food system	High	Nandi, Garissa	2
	Moderate	Kericho, Marsabit, Bungoma, Wajir, Narok, Homabay, Kisumu, Nyandarua, Migori, Embu, Kilifi, Kisii, Vihiga, West Pokot, Mombasa, Elgeyo Marakwet, Kajiado, Kwale, Laikipia, Nakuru, Nyeri, Tharaka nithi, Trans Nzoia	23
	Emerging	Baringo, Isiolo, Kakamega, Kitui, Makueni, Siaya, Busia, Murang'a, Meru, Nairobi, Taita Taveta, Tana River	12
	Nominal	Turkana, Mandera	2
Stakeholder engagement	High	Homabay, Kisii, Nakuru	3
	Moderate	Kericho, Marsabit, Bungoma, Wajir, Narok, Kisumu, Nyandarua, Makueni, Migori, Busia, Embu, Vihiga, Nandi, West Pokot, Mombasa, Murang'a, Elgeyo Marakwet, Garissa, Kajiado, Laikipia, Meru, Nyeri, Tana River, Tharaka nithi, Trans Nzoia	25
	Emerging	Baringo, Isiolo, Kakamega, Kitui, Siaya, Kilifi, Kwale, Nairobi, Taita Taveta	9
	Nominal	Turkana, Mandera	2

Annex 3: County capacity and impact rankings based average scores

CASSCOM impact ranking			CASSCOM capacity ranking		
Rank	County	Average Score (%)	Rank	County	Average Score (%)
1	Nakuru	73	1	Nakuru	85.42
2	Kisii	71	2	Kisii	83.33
3	Kisumu	71	3	Kisumu	81.25
4	Nandi	71	4	Garissa	79.17
5	Elgeyo Marakwet	69	5	Homabay	79.17
6	Nyeri	69	6	Nandi	79.17
7	Vihiga	69	7	Narok	77.08
8	West Pokot	67	8	Elgeyo Marakwet	75
9	Garissa	65	9	Vihiga	72.92
10	Homabay	63	10	Nyeri	70.83
11	Laikipia	63	11	Marsabit	68.75
12	Trans Nzoia	63	12	Mombasa	68.75
13	Kwale	62	13	West Pokot	68.75
14	Migori	62	14	Migori	66.67
15	Tharaka Nithi	62	15	Kwale	66.67
16	Kilifi	60	16	Kilifi	64.58
17	Mombasa	60	17	Laikipia	64.58
18	Narok	60	18	Tharaka Nithi	64.58
19	Tana River	58	19	Kericho	64.58
20	Marsabit	58	20	Trans Nzoia	62.5
21	Kajiado	54	21	Nyandarua	62.5
22	Siaya	52	22	Baringo	62.5
23	Taita Taveta	52	23	Murang'a	60.42
24	Bungoma	50	24	Bungoma	60.42
25	Baringo	50	25	Embu	60.42
26	Meru	50	26	Kajiado	58.33
27	Nairobi	50	27	Kakamega	58.33
28	Kakamega	50	28	Taita Taveta	58.33
29	Makueni	48	29	Wajir	56.25
30	Embu	48	30	Busia	56.25
31	Nyandarua	48	31	Meru	56.25
32	Kitui	46	32	Tana River	54.17
33	Murang'a	44	33	Kitui	54.17
34	Wajir	40	34	Siaya	54.17
35	Kericho	38	35	Makueni	52.08
36	Busia	37	36	Turkana	47.92
37	Turkana	33	37	Nairobi	43.75
38	Isiolo	25	38	Isiolo	37.5
39	Mandera	25	39	Mandera	31.25

Correlation table: Impact and capacity scores

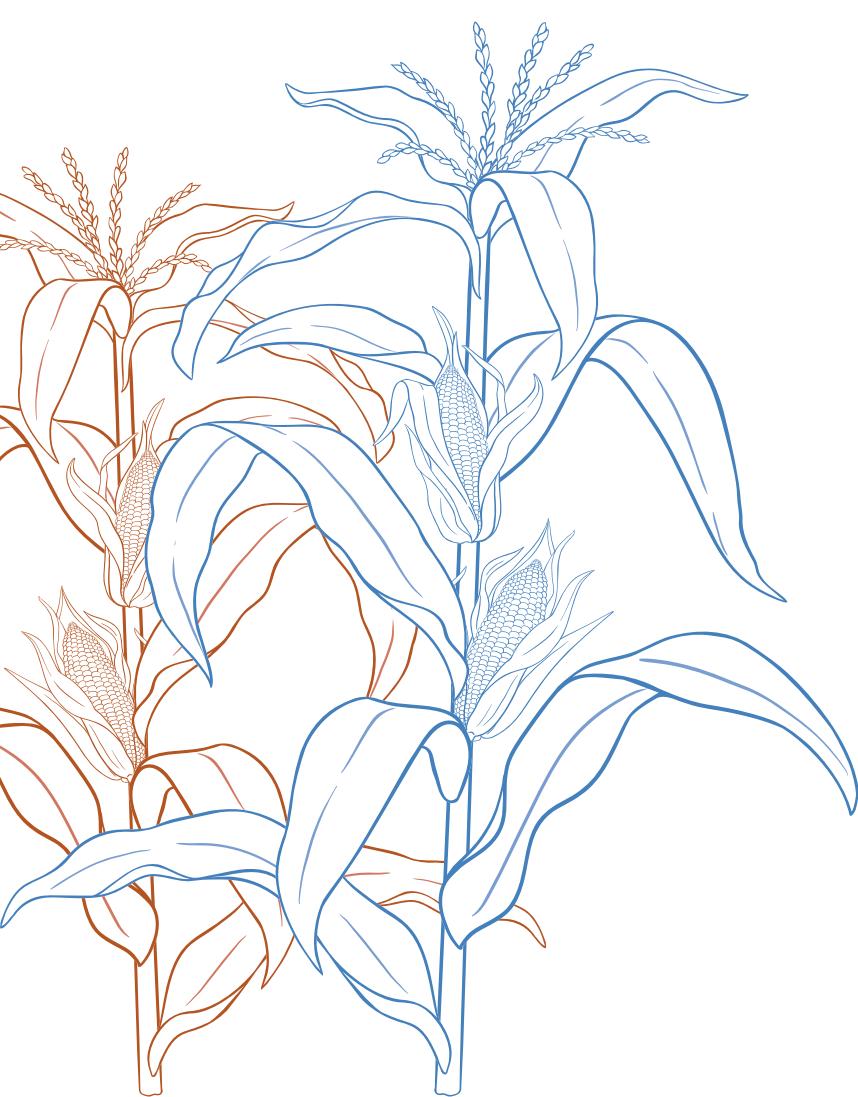
	Impact in policy processes	Facilitating vertical linkages between national and county governments	Enhancing cross-county collaboration	Enhancing knowledge access and data for food systems transformation	Strengthening mutual accountability	Enhancing actor coordination	Shaping county food systems agenda	Linking to national and global agenda	Strategic policy provision	Enhancing efficient resource use	Enhancing collaboration amongst actors	Steering holistic agri-food systems interventions	Enhancing inclusion in food systems transformation
Intervention quality	0.714900643	0.623448619	0.495518	0.730305	0.587149	0.7348	0.762563	0.580897	0.678703	0.463176	0.612522	0.690239	0.772519903
Knowledge management	0.604500285	0.502631285	0.356003	0.660925	0.480706	0.586638	0.638116	0.469026	0.567995	0.323555	0.610434	0.513584	0.640963347
Implementation capacity	0.52271297	0.529155892	0.409081	0.469954	0.543085	0.635089	0.693581	0.540033	0.656771	0.345379	0.602952	0.424315	0.629266706
Convening capacity	0.626911209	0.637412107	0.477195	0.618141	0.630088	0.716226	0.639043	0.572439	0.635634	0.472175	0.646602	0.530052	0.643775788
Stakeholder engagement	0.652993965	0.661126204	0.459806	0.611466	0.643883	0.731239	0.704185	0.618082	0.65474	0.453427	0.758476	0.49247	0.670400698
Monitoring and evaluation capacity	0.556896316	0.482219168	0.426375	0.497004	0.418371	0.578321	0.637122	0.612149	0.584444	0.177025	0.517889	0.233738	0.606335848
Securing mandate and trust from members	0.623966832	0.662883927	0.415691	0.636924	0.553919	0.743199	0.831043	0.635239	0.590225	0.349963	0.650762	0.461637	0.766103586
Leadership	0.710848147	0.605844576	0.484726	0.642668	0.613957	0.758435	0.781551	0.539663	0.713821	0.423902	0.688293	0.700575	0.742272072
Inclusive themes	0.479616557	0.719138096	0.685348	0.635038	0.728116	0.747622	0.745258	0.580296	0.704885	0.438252	0.736599	0.581189	0.726017566
Membership qualities	0.440754538	0.479798198	0.203757	0.463627	0.384558	0.557915	0.56501	0.356964	0.427225	0.280445	0.546469	0.38526	0.608197486
Technical capacity on food system	0.521674645	0.744280035	0.695191	0.558871	0.776259	0.795129	0.770957	0.708844	0.724613	0.45065	0.793285	0.468601	0.731829217
Inclusivity in membership	0.304448927	0.536730349	0.485001	0.457375	0.612777	0.553687	0.535965	0.273086	0.513544	0.316044	0.659404	0.434319	0.546598666

Who we are

TMG Research is dedicated to driving just and sustainable transitions through action research and advocacy. Committed to a rights-based approach, our programmes focus on responsible land governance, food systems transformation in rural and urban settings, and adaptation to climate change.

At TMG, science with society is more than a principle; it's how we work to ensure equitable pathways to sustainable development. We explore how local innovations and global policies intersect to drive systemic change, ensuring that international frameworks are both inspired by and responsive to community-led transformations. Our research projects and advocacy are co-developed with civil society, policymakers, scientists and the private sector to ensure international sustainability efforts are informed by emergent innovations and forge real-world solutions.

TMG is headquartered in Berlin, with a team in Nairobi. Our research focuses primarily on the European Union and Africa, including Benin, Kenya, Madagascar, Malawi and South Africa.





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