



**COUNTY GOVERNMENT OF ELGEYO MARAKWET**

**COUNTY TREASURY**

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**COUNTY  
ANNUAL PERFORMANCE REPORT  
(C-APR)**

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**2019/2020  
FINANCIAL YEAR**

## **ACRONYMS AND ABBREVIATIONS**

ADP	Annual Development Plan
AIDS	Acquired Immune Deficiency Syndrome
ANC	Antinatal Care
ASDSP	Agriculture Sector Development Support Programme
ATC	Agricultural Training Centre
BQs	Bill of Quantities
CAPR	County Annual Performance Report
CIDP	County Intergrated Development Plan
CRA	Commission on Revenue Allocation
ECD	Early Childhood Education
EDA	Equitable Development Act
EMC	Elgeyo Marakwet County
FCS	Farmers Cooperative Society
GER	Gross Enrollment Rate
H/C	Health Centre
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
IGAs	Income Generating Activities
KeNHA	Kenya National Highways Authority
KeRRA	Kenya Rural Roads Authority
KKV	Kazi Kwa Vijana
KRB	Kenya Roads Board
LAN	Local Area Network
LTD	Limited
M&E	Monitoring and Evaluation
MNC	Maternal Child Health
MTF	Medium Term Framework

MTP	Medium Term Plan
NER	Net Enrollment Rate
NHIF	National Hospital Insurance Fund
NLC	National Land Commission
OPD	Outpatient Department
PPP	Public Private Partnership
PLWD	People living with Disability
SHG	Self Help Group
TVET	Technical and Vocational Education Training
VTC	Vocational Training College
WG	Working Group
YG	Youth Group

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# **CHAPTER 1: INTRODUCTION**

## **1.1 Overview of the CAPR**

County annual progress reports are mainly aimed at monitoring the implementation of the annual development plans thus realization of the county integrated development plan (CIDP) goals. It provides information on the progress in implementation of the key CIDP targets and 2019/2020 Annual Development Plan (ADP) projects and programmes, challenges encountered per sector, and recommendations for future implementations. Review of the performance is based on the targets spelt out in the CIDP.

Preparation of the CAPR is coordinated by economic planning and budgeting directorate in the department of finance and economic planning. The directorate collaborates with the other departments championed by M&E focal point persons and ward administrators. The reporting and development of the CAPR is undertaken within the framework of CIMES and also in pursuant to section 37 of the county Government Act,2012.

## **1.2 Organization of the CAPR**

This report has been organized in to two main parts. The first part givest the sector details, challenges beng experienced in every sector and Sector recomendatons. It begins by providing the sector overview and key performance indicators in the respective sectors. It expounds the CIDP target indicators, the baseline and achievements so far. It also provides a brief description of results and outlines the challenges faced in every sector.

The second part of this report is dedicated to status of implementation of the 2019/20 ADP and milestones realized. It expounds on the projects and programmes that were prioritized in 2019/20 financial year, the targets and statuses of implementation.

## CHAPTER 2: COUNTY PERFORMANCE

### 2.1 Health, Water and Sanitation

The sector is composed of; Health and Sanitation sub sector and Water, Lands, Environment and Climate Change Management sub sector.

The sector deals with health services, sanitation, water supplies, solid and liquid waste management, physical planning, environment and climate change. The county government, in partnership with development partners, will continue to emphasize on primary healthcare, access to clean water, safe disposal of waste, protection of the environment and better management of communicable diseases.

Water, Lands, Environment and Climate Change Management sub sector is mandated to administer, manage and maintain county residential houses, collect, process, disseminate and archive accurate geospatial data for sustainable utilization of resources, facilitate land registration and provide security of land tenure to the landless, ensure efficient administration and management of land. It also ensures sustainable protection, conservation and management of environment, increase access to clean and portable water in the county; ensure attainment of an orderly, progressive and sustainable urban and rural development.

The Health and Sanitation sub sector is committed to refocusing priorities to interventions aimed at making positive progress towards implementing the strategies of the Kenya Health Policy 2012/30 and achieving National Health Sector targets and Sustainable Development Goals. The Sub sector also recognizes the contribution of Development Partners, Civil Society, the Private Sector and the community. The Department’s performance cannot be improved and sustained without the dedicated efforts of all categories of health workers, working under sometimes challenging conditions, especially in the rural and hard-to-reach parts of the county

### Performance on CIDP Indicators

#### Water, Lands, Environment and Climate Change Management sub sector

Programme	Sub Programme	Delivery Unit	Key Output	Key Performance Indicator	TARGETS			Remarks
					Target(s)	Actual	Variance	
<b>Programme: P.1 General Administration and Support Services</b>								
<b>Outcome: Improved Efficiency in Service Delivery</b>								
General Administration and Support Services	General Administration and Support Services	Administration	Service delivery enhanced	No. of Service charters	0	0	0	
				No. of Performance Appraisal Systems (PAS)	21	0	21	
				No. of Customer satisfaction surveys	0	0	0	
				No. of staff trained	3	0	3	
<b>Programme: P2. Water and Sanitation Management</b>								

Programme	Sub Programme	Delivery Unit	Key Output	Key Performance Indicator	TARGETS			Remarks	
					Target(s)	Actual	Variance		
<b>Outcome: Increased access to water and sanitation services</b>									
Water and Sanitation Management	Sub Programme: SP 2.1 Water Supply services	Water Services	Intake structures constructed	No. of intake structures constructed	3	0	-3		
			Pipeline constructed	Length of pipeline laid (Km).	97.75	0	-98		
			Boreholes constructed	No. of boreholes constructed	5	0	-5		
			Masonry Water tanks constructed	No. of Masonry water tanks constructed	6	0	-6		
<b>Programme: P3. Environmental Management and Protection</b>									
<b>Outcome: Conserved wetlands and water catchment areas.</b>									
Environmental Management and Protection	Sub Programme: SP 3.1 Environmental conservation	Environment and Climate change management	Wetlands protected	Hectares of wetlands protected.	16.25	0	-16		
			Water catchment areas protected	Hectares of water catchment areas protected.	112.5	0	-113		
			Farm forests established	Hectares of farm forests established	191.25	0	-191		
			Tree nurseries established	No. of tree nurseries established by youth, women, marginalized communities and PWDs	1	0	-1		
			Regulated air and noise pollution	Air and noise pollution policy document	0	0	0		
	Sub Programme: SP 3.2 Climate change mainstreaming and compliance			Climate change policy developed	Climate change policy document	0	0	0	
				Compliance with statutory obligations	Number of EIA/EA licenses issued	11	0	-11	
<b>Programme: P4. Solid Waste Management</b>									
<b>Outcome: Clean environment</b>									
Solid Waste Management	Sub Programme: SP 4.1 Solid waste management	Environment and Climate change management	Appropriate waste collection facilities provided	No. of functional garbage trucks	0	0	0		
				No. of functional waste disposal skips	0	0	0		
			Environmental clean-ups conducted	No. of environmental clean-ups	0	0	0		
			Disposal sites provided	No. of disposal sites acquired/protected	1	0	-1		
			Incinerators constructed	No. of incinerators constructed	0	0	0		

Programme	Sub Programme	Delivery Unit	Key Output	Key Performance Indicator	TARGETS			Remarks
					Target(s)	Actual	Variance	
			Transfer stations built and operational	No. of transfer stations built and operation	0	0	0	
			Maintained dump sites, plant and equipment	% functional dump sites, plant and equipment	25	0	-25	
<b>Programme: P5. Lands, Physical Planning and Urban Development</b>								
<b>Outcome: Well-coordinated land use</b>								
Lands, Physical Planning and Urban Development	Sub Programme: SP 5.1 Lands, Physical planning and Urban Development	Lands, Physical planning and Urban Development	County spatial plan developed	County Spatial plan	0	0	0	
			Urban spatial plans developed	No. of urban centres with spatial plans	1	0	-1	
			Development control policy and surveillance	No. of development control policy in place	0	0	0	
				Proportion of buildings with approved building plans	3.75	0	-4	
			Urban centres beautified	No. of ornamental trees planted	675	0	-675	
			Fast tracking adjudication process	Percentage of land adjudicated	20	0	-20	
			Land acquired for public utility use	Ha. of land acquired	2.5	0	-2.5	

## Health and Sanitation sub sector

<b>Programme: P.1 General Administration, Planning, Management Support and Coordination</b>							
<b>Outcome: Strengthened health system</b>							
Delivery unit	Key output	Performance indicators	Targets	Actual	Variance	Remarks	
<b>Sub Programme: SP 1.1 Human Resource for Health</b>							
Human Resources for Health	Health sector staff available at all levels in line with the revised standards	Number of HWs recruited per year	300	290	10	UHC and Interns	
	Health personnel trained	Number of HWs recruited by Partners	50	10	40	AMPATH	
		# of health personnel trained on government approved trainings	5	6	1	KSG	
		# of health personnel trained in technical/professional trainings	80	40	40	MTC and University	
<b>Sub Programme: SP 1.2 Health care financing</b>							

Finance & Accounts	AIEs issued	% of spending units receiving AIEs within one month of budget disbursement to health department	30%	100%	70%	DANIDA and User fee
	Expenditure Review meetings held	No. of expenditure review meetings	4	4	0	
<b>Sub Programme: SP 1.3 Quality Improvement</b>						
Quality Assurance	Facilities meeting required standards	% of health facilities meeting minimum standards of quality of care	50	50	0	
	Facilities with functional QITs	# of health facilities with Functional QITs/WITs	7	7	0	
	Average waiting time improved	Average waiting time for outpatient consultation	7M	7M	0M	
	Service charter present	% of facilities with standardized service charters	80	70	10	
	Client satisfaction improved	Client satisfaction index	72	72	0	
	Facilities audited for quality service delivery	# of Health Facilities audited/Assessed for quality service delivery	129	89	40	
	Facilities supervised	# of Health Facilities Supervised annually	129	89	40	
	Facilities inspected for safety standards	Number of facilities inspected for safety standards	127	89	38	
<b>Sub Programme: SP 1.4 Health Informatics</b>						
Health Records and Information Management	Reporting rates improved	Health facility reporting rate	92%	94%	94%	
	Health facilities reporting	% of health facilities reporting to national reporting systems: HMIS & LMIS	85%	90%	90%	
	Public facilities with EMR installed	# of public facilities with integrated established Electronic Medical records	7	7	7	
	Tools printed and distributed	# of copies of data collection and reporting tools printed and distributed	0	5,000	5,000	
	Quality data generated	% of health facilities that passed data validation	40%	50%	50%	
<b>Sub Programme: SP 1.5 Monitoring, Evaluation and Research</b>						
Monitoring and Evaluation	Periodic and annual health plans and budget developed and implemented	# of health facilities having annual facility work plans for the current fiscal year	129	115	14	
	Health stakeholder forums formed	# of sub counties with functional Health Stakeholders Form	4	4	0	
	Research conducted	# of (operational) research conducted	2	0	2	
	Policies developed	# of policies developed	2	0	2	
	Ethical research committees established	# of ethical review committees established	1	0	1	
	Quarterly performance reviews held	# of quarterly performance review meetings held	4	3	1	

Programme: P.2 Preventive and Promotive Services						
Outcome: Improved healthy lifestyles and environment						
Delivery unit	Key output	Performance indicators	Targets	Actual	Variance	
<b>Sub Programme: SP 2.1 Community and Environmental Health</b>						
Community and Environmental Health	Functional community units established	# of functional community health units	42	40	2	
	Performance-based incentives received	# of CHVs receiving performance-based incentives	475	415	60	
	Referrals from community units strengthened	# of Persons referred to facility, from Community Units	500	300	200	
	Healthy behaviors and practices promoted	% of Households with functional latrines	77	85	-8	
	Hand hygiene promoted	% of Households with hand washing facilities	25	65	-40	
	Households sprayed	No. of households sprayed	850	220	630	
<b>Sub Programme: SP 2.2 Community Nutrition</b>						
Nutrition & Dietetics	Children under-5 years who are underweight	% of children under-5 years who are underweight	10	9	1	
	Children under-5 years who are stunted	% of children under-5 years who are stunted	28	26	2	
	Vitamin A supplemented	% of children 6-59 months supplemented with doses Vitamin A	25	30	-5	
	Households supplemented with Micro-Nutrient Powders (MNPs)	# of households supplemented with Micro-Nutrient Powders (MNPs)	6,000	3,000	3,000	
	Exclusive breastfeeding of children	% of children < 6 Months exclusively breastfed	34	36	-2	
	Iron Folic Acid (IFA) supplemented	% of pregnant women attending antenatal clinics supplemented with Iron Folic Acid (IFA)	35	40	-5	
<b>Sub Programme: SP 2.3 Communicable &amp; Non-Communicable Disease Prevention &amp; Control</b>						
Disease surveillance and response	Diarrheal disease reduced	Incidence of diarrheal diseases among children under five years (%)	7	5	-2	
	Population screened for non-communicable diseases	% of population screened for non-communicable diseases	10	5	5	
<b>Sub Programme: SP 2.4 Tuberculosis (TB) control and HIV &amp; AIDs prevention Control</b>						
TB & HIV Control	Incidence of TB is reduced	TB incidence per 100,000 persons	7	6.5	1.5	
	TB burden reduced	TB cure rate	10	15	-5	
	Treatment success rate improves	TB Treatment success rate	97	97	0	
	HIV prevalence reduced	HIV prevalence	1.8	1.8	0	
	HIV exposed infant (HEI) positivity rate reduced	HIV exposed infant (HEI) positivity rate	5	5	0	
<b>Programme: P.3 Curative and Rehabilitative Services</b>						

Outcome: Improved equitable coverage and utilization of health services						
Delivery unit	Key output	Performance indicators	Targets	Actual	Variance	
<b>Sub Programme: SP 3.1 Commodity management</b>						
Pharmaceutical services	Commodity management improved	# of health facilities receiving tracer commodities within less than two weeks of placing the order	129	129	0	
	Expired trace drugs absent	# of health facilities with expired tracer medicines	0	0	0	
	Episodes of stock outs reported	Episodes with over 7 days stock-outs for any of the 15 tracer medicines	0	0	0	
<b>Sub Programme: SP 3.2 County Hospitals</b>						
Medical services	Health facilities are built or upgraded following standard guidelines	# of hospitals having infrastructure master plans	2	2	0	
	Fire hydrants equipped	# of hospitals equipped with fire hydrants	7	0	0	
	Climate change mainstreamed	# of trees planted	7000	0	7000	
	Hospitals upgraded	No. of hospitals upgraded	4	0	4	
	Wards constructed	No. of wards constructed	1	0	1	
<b>Sub Programme: SP 3.3 Primary Care Units</b>						
Nursing and Clinical services	KEPH services offered	Number of health facilities providing minimum set of services (KEPH package)	83	83	0	
	Utilization of outpatient healthcare services improved	OPD utilization rate	1.4	1.4	0	
	Skilled deliveries	% average of facility skilled delivery	60	59	1	
	Children fully immunized	% of fully immunized child coverage	72	69	3	
	Contraceptive prevalence improved	Contraceptive prevalence rate (modern Family Planning)	57	55	2	
	Facilities with functional incinerators	% of facilities with functional incinerators for waste management	10	10	0	
	Antenatal care (ANC) visits improved	% of ANC clients attending at least 4 ANC visits	32	22	10	
Medical engineering	Facilities equipped	No. of facilities equipped	36	26	10	
Projects Coordination	Land purchased	Parcels of land purchased	1	0	1	
	Incinerators constructed	No. of incinerators constructed	0	0	0	
	Health centers upgraded	No. of Health centers upgraded	4	1	3	
	Dispensaries upgraded	No. of dispensaries upgraded	3	1	2	
	EDR constructed	No. of EDR constructed	5	2	3	
	Facilities maintained	No. of facilities maintained	4	4	0	
	Staff houses completed	No. of staff houses completed	16	0	16	
	Dispensaries completed	No. of dispensaries completed	1	0	1	
	Dispensaries constructed	No. of dispensaries constructed	1	0	1	
	Facilities fenced	No. of facilities fenced	2	0	2	

	Facilities connected to electricity	No. facilities connected to electricity	2	0	2	
	Facilities connected to piped water	No. of facilities connected to piped water	2	0	2	
	Facilities completed	No. of facilities completed	5	0	5	
	Tanks purchased	No. of tanks purchased	2	0	2	
	Septic tanks constructed	No. of Septic Tanks Constructed	9	0	9	
	Placenta pits constructed	No. of Placenta Pits Constructed	1	0	1	
	Laboratories constructed	No. of Laboratories Constructed	6	0	6	
<b>Sub Programme: SP 3.4 Emergency Medical Services</b>						
Emergency medical services	Ambulances purchased	No. of ambulances purchased	4	3	1	
	Referrals from primary care units strengthened	# of Persons referred to hospitals, from primary care units	750	650	100	

### Description of results

In the water services, water coverage has improved in rural areas from 32% to 40% through community-based projects and 47% to 55% in urban areas through water service providers. 355.785 km of pipeline was extended increasing the number of households with access to piped water by 9,119 households. Management of domestic waste is an important aspect in keeping a clean environment. The county collects 1.5% of the solid generated from households. Other Methods of waste disposal which account for 98.5% include use of compost pits and open burning.

### Challenges specific to the sector

- Prolonged rains made most places inaccessible and thus made it difficult to transport the materials to several sites; construction of intakes was not also possible in turbulent rivers and streams.
- Inadequate technical staffs in the department who can do the designs for projects and thus generation of BQs take time.
- Projects allocated money and are located within gazette forest land required that approvals are sought from the relevant authorities.
- Conflict in the communities because of the water sources and land; delayed implementation of projects thus not achieving the targets e.g. Mwangaza water project and Sambirir treatment plant
- Delay by Contractors who have not been able to deliver as per the contract therefore leading to awarding of projects more than once.

- Insufficient funds for projects thus taking more time in phases implementation.

## 2.2 Productive and Economic

This sector comprises of: Agriculture and irrigation; livestock production, fisheries and cooperative development; tourism and culture, wildlife, trade and industry development sub-sectors.

It has been identified as the cornerstone for driving socio-economic empowerment of the county and its residents. It aims at increased productivity and household earnings for prioritized crop value chains, as well as reduced household vulnerability to food insecurity through agricultural development and farmers' capacity building.

### Sector Goal

The overall sector goal is to contribute to poverty reduction in Elgeyo Marakwet County by enhancing enterprise productivity, income generation and diversification of livelihoods.

Programme : P.1 General Administration and Support Services								
Outcome: Enhanced Effective and Efficient Service Delivery								
Programme	Sub-Programme	Delivery Unit	Key Output	Key Performance Indicator	Targets	Actual	Variance	Remarks
Programme: P.1 General Administration and Support Services	1) SP1.1 Administration and Support Services	Agriculture and Irrigation	Service delivery	No. of Customer satisfaction survey conducted	2	0	-2	
			Performance contracting	No. of performance contracts signed and implemented	1	0	-1	Contract ready but not yet signed
			Performance Appraisal System (PAS) in place	No. of staff appraised	80	73	-7	
			Wealth declaration	No. of wealth declaration filed	80	5	-75	Terminal declaration for 3 staff that retired in the period
			Coordination of departmental services delivery	No. of departmental planning and review meetings	20	3	-17	1 meeting held in 1st quarter target review and development of reporting framework. Another meeting held in second quarter to review projects progress. A third meeting

								held to review implementation of ASDSP & KCSAP.
				No. of sector stakeholder coordination meetings	2	4	2	Held 2 CASSCOM and 2 CPSC meetings for ASDSP and KCSAP respectively
<b>Programme : P.2 Crop Development</b>								
<b>Outcome: 1. Increased productivity for prioritized crop value chains</b>								
<b>2. Increased household earnings from prioritized crop value chains</b>								
<b>3. Reduced household vulnerability to food insecurity</b>								
Programme	Sub-Programme	Delivery Unit	Key Output	Key Performance Indicator	Target(s)	Actual	Variance	Remarks
<b>Programme: P.2 Crop Development</b>	1) SP2.1 Cash Crop Development	Agriculture and Irrigation	Farmers management capacity enhanced	No. of Farmer Organizations (FOs) formed and/or strengthened	27	232	205	During the period, ASDSP II and KCSAP facilitated strengthening of 150 Value Chain Organizations 82 Common Interest Groups respectively
			Farmers skills capacity is enhanced	No. gender sensitive and climate change responsive Technologies, Innovations and Management Practices (TIMPs) promoted.	74	39	-35	This was done through KCSAP (28) and ASDSP (11) interventions
				No. of farmers (segregated by sex) exposed to TIMPs through trainings, demonstrations, field days and educational tours	26,405	9,026	-17,379	Done through KCSAP (M=3,515, W=4,538) and ASDSP (M=390, W=378, Y=205) interventions
			Farmers access to planting materials, farm tools and value addition facilities enhanced	Kilograms of subsidized planting materials supplied	96,800	59,020	-37,780	ADP funds used to purchase 24,600kg supplied in first quarter and KCSAP purchased 34,420kg

				Kilograms of certified seeds produced	6,000	11,100	5,100	This was done through KCSAP interventions
				No. of subsidized planting seedlings supplied	233,767	30,286	-203,481	Tomato seedlings supplied through KCSAP interventions
				No. of assorted value addition facilities provided	6	0	-6	
2) SP 2.3 Agricultural Extension and Training Services	Agriculture and Irrigation	Skills capacity of farmers enhanced through trainings, demonstrations, field days and educational tours	No. gender sensitive and climate change responsive Technologies, Innovations and Management Practices (TIMPs) promoted.	74	39	-35	This was done through KCSAP (28) and ASDSP (11) interventions	
			No. of agro-based business plans developed.	200	224	24	This was done through KCSAP interventions	
			No. of marketing instruments developed.	3	0	-3		
		No. of service providers engaged (KCSAP & ASDSP)	7	7	0	These were engaged by KCSAP (4) and ASDSP II (3)		
		Extension messages effectively disseminated to farmers, including advisory messages on climate change, gender, disaster and HIV/AIDS	Number of farmers (segregated by gender) reached with extension and advisory messages	26,405	9,026	-17,379	Done through KCSAP (M=3,515, W=4,538) and ASDSP (M=390, W=378, Y=205) interventions	
		Enhanced sector coordination / operation	No. of sector coordination structures initiated and operationalized	4	3	-1	ASDSP II and KCSAP held 1 CASSCOM meeting and 2 CPSC meeting respectively	
			No. of sector policies/ strategies/ plans/ regulations reviewed, adopted and operationalized	3	0	-3		

				No. of Micro-projects/ Sub-projects funded	80	75	-5	KCSAP funded 6 micro-projects and 2 sub-projects
			Capital support to value chain actors	No. of innovation grants funded	3	3	0	ASDSP funded 3 capacity building proposals for Irish Potato, Cow Milk and Indigenous Chicken value chains
			Technical backstopping and field follow ups conducted	Number of technical follow ups done	4	8	4	KCSAP facilitated 5 follow-ups while ASDSP facilitated 3

**Programme : P.3 Soil Conservation**

**Outcome: Reduced vulnerability of agricultural farms to climate change risks and disasters**

Programme	Sub-Programme	Delivery Unit	Key Output	Key Performance Indicator	Target(s)	Actual	Variance	Remarks
<b>Programme P.3 Soil Conservation</b>	1) SP. 3.1 Soil Conservation	Agriculture and Irrigation	Skills capacity of farmers enhanced through trainings, demonstrations, field days and educational tours	No. gender sensitive and climate change responsive Technologies, Innovations and Management Practices (TIMPs) promoted.	74	3	-71	Done through ASDSP (11) interventions

**Programme : P.4 Irrigation Development**

**Outcome: Increased area under irrigation**

Programme	Sub-Programme	Delivery Unit	Key Output	Key Performance Indicator	Target(s)	Actual	Variance	Remarks
<b>Programme P.4 Irrigation Development</b>	1) SP. 4.1 Irrigation and Development	Agriculture and Irrigation	Community mobilized on irrigation at identified irrigation potential areas	Number of public awareness meetings held	20	20	0	Achievements made under KCSAP, KDSP and ADP projects
			Irrigation infrastructure constructed and rehabilitated	Number of new irrigation projects constructed	2	1	-1	Chepuser-Kapkbil irrigation projects under KDSP
				Number of existing irrigation projects rehabilitated	15	9	-6	Chugor irrigation project under KCSAP
			irrigation equipment	Number of irrigation groups	2	25	23	This was done through KCSAP

			provided to irrigation groups (portable pump sets)	supported/ trained				interventions by Sunculture
				Number of irrigation equipment supplied	2	25	23	This was done through KCSAP interventions by Sunculture
			Model food security farms established	Number of farms fenced and developed	12	9	-3	Sindar, Chepuser/Kapkobil & Kipchukukuu farms not yet completed

**Programme : P.6 Livestock Development**

**Outcome: Increased livestock productivity**

	SUB-PROGRAM ME	Delivery Unit	Key Output	Key Performance Indicator	TARGETS			Remarks
					Target(s)	Actual	Variance	
<b>Programme : P.6 Livestock Development</b>	1) SP 6.1 Livestock Production	Livestock Production , Fisheries and Cooperative Development	Dairy commercialization enhanced	No. of socially inclusive Dairy Farmer groups formed.	20	7	-13	ongoing
				No. of farmers trained on climate smart dairy farming techniques	8360	1000	-7,360	ongoing
				No. of field days	4	4	0	ongoing
				No. of Operationalized and installed milk cooling equipment	6	0	-6	ongoing
				Purchase of Pasture seeds (Kg)	1432	0	-1,432	some delivered and some awaiting delivery
				No. of farmers supplied with pasture seeds	2200	0	-2,200	trainings ongoing.
			Returns from livestock investments through improved livestock breeds increased	No. of rams Purchased	50	50	0	Delivered and paid.
				No. of farmers trained	50	0	-50	trainings ongoing.
				No. of breeding stock purchased (dairy cows) distributed with social inclusivity	687	600	-87	Procurement Process ongoing
				No of goats purchased (gala bucks)	50	50	0	Procurement Process ongoing
				Farmers trained	50	50	0	trainings ongoing.
				No. of Poultry purchased	10,766	10766	0	some delivered and

								some awaiting delivery
			No of poultry groups formed	16	0	-16		trainings ongoing.
			No of farmers trained	320	0	-320		trainings ongoing.
			No of trainings held	16	0	-16		trainings ongoing.
			No. of demonstrations established	16	0	-16		trainings ongoing.
			Purchase of Sahiwal bulls & Ayrshire bulls	10	10	0		Delivered and paid.
			Income from livestock sales improved.	No. of stock sale yards constructed	2	1	-1	Construction done and paid.
				No. of wool cleaning machine operationalized.	1	0	-1	Procurement Process ongoing
			Fish production commercialized	Protection of fish farms – fish ponds constructed and stocked	3	3	0	complete
			Community awareness barazas held at ward level & target groups	Number of public awareness meetings held	20	13	-7	ongoing
			Skills capacity of farmers enhanced through trainings, demonstrations, field days and educational tours	No. of Technologies, Innovations and Management Practices (TIMPs) promoted for adoption, which are gender sensitive and promote resilience to climate change effects	3	2	-1	ongoing
			Extension messages effectively disseminated to farmers, including advisory messages on climate change, gender, disaster and HIV/AIDS	Number of farmers (segregated by gender) reached with extension and advisory messages	500	340	-160	ongoing
			Regular technical backstopping and field follow ups conducted	Number of technical follow ups done	50	46	-4	ongoing
<b>Programme : P.8 Veterinary Services &amp; Disease Surveillance and Control</b>								
<b>Outcome: Reduced livestock disease prevalence</b>								
			<b>Key Output</b>		<b>TARGETS</b>			<b>Remarks</b>

	SUB-PROGRAM ME	Delivery Unit		Key Performance Indicator	Target(s)	Actual	Variance	
<b>Programme 8. Veterinary Services and Disease Surveillance and Control</b>	1) SP. 8.1 Disease Surveillance and Control	Livestock Production , Fisheries and Cooperative Development	Surveillance and animals vaccinated	No. of animals vaccinated against various notifiable diseases	303,430	303,450	20	Ongoing
				No. of vaccination programmes carried out annually	5	4	-1	Ongoing
				No. of cold chain support acquired	2	2	0	Delivered and paid.
				No. of vaccination equipment acquired	10	6	-4	Delivered and paid.
				No. of surveillance carried out	50	40	-10	Ongoing
				stock routes inspected	25	20	-5	Ongoing
				No. of dips Repaired/Constructed	7	5	-2	Some complete and others ongoing.
				Litres of acaricide purchased	1,213	1,200	-13	Delivered and paid.
				No. of trainings undertaken	20	15	-5	ongoing
				Land purchased for dip construction	3	2	-1	Bureaucracy as the program was shifted to Lands
	No. of sale yards inspected	10	8	-2	ongoing			
	2) SP. 8.2 AI Services		Improved breeds	No. of Motorbikes Purchased for AI services	2	0	-2	Procurement Process ongoing
				No. of Inseminators trained/Recruited	17	15	-2	AI staff who were on contract confirmed.
				No of semen straws purchased	17250	15,000	-2,250	Delivered and paid.
No. of farmer groups trained				20	15	-5	ongoing	

**Programme : P.7 Cooperatives Development**

**Outcome:Enhanced Growth and Development of Co-operatives for income generation**

Programme 7: Cooperativ	SUB-PROGRAM ME	Delivery Unit	Key Output	Key Performance Indicator	TARGETS			Remarks
					Target(s)	Actual	Variance	

es Developme nt	1) SP. 7.1 Cooperativ es Developme nt	Livestock Production , Fisheries and Cooperativ e Developm ent	Cooperative societies Audited	No. of Cooperative societies audited	59	40	-19	ongoing
			Co-operatives members trained	No. of co-operatives members trained	600	400	-200	ongoing
			Market linkages created	No of societies linked to reliable markets for produce	3	2	-1	ongoing
			Cooperative leadership trained	No. of trainings held	4	9	5	Target surpassed.
			improved financial services and computerization of societies	No. of SACCOs offering financial services fully automated	4	9	5	Target surpassed.
			Motor bikes, women groups and youth groups/cooperatives formed	No. of Boda Boda SACCOs registered and empowered	4	4	0	Target surpassed.
			Cooperatives empowered	Number of societies embracing value addition and product diversification	3	7	4	Target surpassed.

## Description of results

This is a discussion on the performance presented in the table above and includes:

- A summary of the implemented strategies/projects that contributed to the presented results.

The above outcomes were achieved through implementation of the following strategies

- Supply of certified seeds and seedlings to farmers
- Training farmers and farmer groups on good agronomic practices
- Exposing farmers to new technologies through farm demonstrations, field days, exhibitions and exchange tours
- Creating networking linkages with other value chain actors
- Promoting small irrigation systems by providing irrigation pipes, tanks and pumps
- Rehabilitating of irrigation furrows
- Fencing of food security farms
- Challenges in the sector
  - Lack of operational budgets to facilitate implementation of development projects
  - Differences between prioritized projects in ADP and public demands during implementation
  - Insufficient funding of prioritized projects leading to low completion rate
  - Funding of many small projects leading thin spreading of development funds with little impact

## Challenges and Recommendations

- Lack of budget to facilitate M&E activities. All development projects should have adequate M&E budgets which will be consolidated and managed independently by M&E Unit
- Poor coordination between user departments and other support departments (finance, procurement, public works)

### 2.3 Public Administration And Governance Sector

The sector provides overall policy and leadership direction as well as coordinating county government functions. It also plays a big role in promoting integrity, peacebuilding and conflict resolution

The sector comprises of the following sub-sectors; Office of the Governor and Executive Administration, Public Service Management and County Administration, The County Public Service Board, Finance and Economic Planning and The County Assembly.

#### Sector goals

- Promote good governance and leadership for prudent utilization of public resources in a cohesive and informed citizenry to safeguard public interests.
- Coordination and management of government policies for Effective and efficient service delivery
- Align human resource, support systems and functions to achieve efficiency and effectiveness in service delivery.
- Strengthened planning and budgeting processes and enhanced policy formulation for effective monitoring and implementation of public resources.

### Performance on CIDP Indicators

Programme:General Administration and Support Services								
Outcome: Improved Service Delivery								
Programme	Sub Programme	Delivery Unit	Key Output	Key Performance Indicator	TARGETS			Remarks
					Target(s)	Actual	Variance	
General Administration and Support Services	Human Resource Management	PSM	Human Resource Information Management Systems (HRIMS) automated	No. of HRIMS installed	1	0	1	
	Human Resource Management	PSM	Rapid results initiatives (RRIs) conducted	No. of Rapid results initiatives (RRIs) conducted	4	0	4	
			Project status meetings held	No. of project status meetings held	52	0	52	

	Alcoholic Drinks Control	PSM	Annual inspections of alcoholic drinks outlets for licensing done.	No. of Annual inspections done	1	1	0	
	Alcoholic Drinks Control	PSM	Baseline survey conducted on alcohol prevalence	No. of Baseline survey conducted	1	0	1	
	AIDS Control Unit (ACUs)	PSM	HIV/AIDS Control units established and operationalized	No. of Departments with ACUs established and operationalized	9	0	9	
	Citizen participation and Civic Education	PSM	Accountability Mechanisms established	No. of accountability forums held	20	8	12	
	Citizen participation and Civic Education	PSM	Complaints and Compliments Mechanism Established	No. of departments with a functional complaints and compliments mechanism handling systems	7	5	2	
<b>Programme:Public Sevice Manangement</b>								
<b>Outcome: Improved Service Delivery</b>								
Public Service Management	Coordination of Government functions	PSM	Supervision Reports generated	No. of supervision reports generated	76	57	19	
		PSM	Ward Offices Constructed/equipped/completed	No. of offices Constructed/equipped/completed	10	5	5	Ongoing
		PSM	Sub County Offices Constructed/completed	No. of Sub County Offices Constructed/completed	2	2	0	Ongoing

## Description of results

The county aspired to enhance citizens' access to government information and involvement in decision making. The county has been able to hold an average of 160 public participation and citizen engagement fora at the ward levels. Over 36,000 county bulletins were published and distributed in all wards in the period under review.

Although employee and customer satisfaction surveys were not done, improved quality service delivery: was partially attained through the following measures put in place: establishment of complaints and compliments committee, complaints and compliments register, a dedicated helpline number (0704220220) and social media platforms to improve information sharing with the members of the public and receive complaints and compliments. Furthermore, Service charters were drafted by all departments to outline their mandates to the public. The County also trained one hundred and forty-three (143) Integrity Assurance Officers to enhance accountability in service delivery.

**Note:** the index was measure in scale of 1 to 10 whereby 1 shows the lowest satisfaction and 10 the highest satisfaction.

During the period under review, Automation of revenue collection system was measured at 60% despite a target of having it fully operational. This was occasioned by delays in the procurement process. However, the department was able to purchase and pilot six ERP gadgets on the system.

### **Challenges specific to the public administration and governance sector**

- Inadequate resources for the provision of technical equipment, capacity building of staff and program implementation and supervision has adversely affected the implementation rate of projects and programs.
- Incomplete automation of county services roll-out intended to enhance efficiency and effectiveness of services delivery.
- Lack of a Monitoring and Evaluation policy and/or legal framework and thus inadequate and lack of vibrant project management practices including reporting and impact assessment.
- Insecurity in the Kerio Valley parts has hampered development implementation, and revenue management interventions.
- Lack of a data management framework which is necessary for a good data/indicator baseline appropriate projects targeting, reporting and decision making.
- Poor transition from local authorities which has led to unclear assets and liabilities documentation.
- There is a lot of political influence which affect implementation of projects.

### **2.4 Social & Empowerment**

The sector is comprised of Education and Technical Training and Sports, Youth affairs, ICT and Social services sub-sectors

This sector aims to enhance social inclusion and equal opportunity for all, enabling active participation for all members of the society in all aspect of life hence providing tremendous drive in achieving gains in health, education, employment, and improved livelihoods. In the education sub-sector, a significant number of school-going children are not enrolled in learning institutions and lack nutritional support, the youth who are the majority of the labour force are either not employed or lack relevant skill sets, the women lack sufficient empowerment support in accessing credit and other means of production.

#### **Sector Goals**

- i. To ensure the full realization of social and civil rights, as well as improved livelihoods of citizens with a particular focus on vulnerable, marginalized and special interest groups for sustainable development.

- ii. To achieve this goal, the sector sets out a number of programs which include pre-primary education, technical and vocational education and training, sports development, social empowerment, Social protection and ICT

### Performance on CIDP Indicators

Outcome: Intermediate and highly skilled VTC graduands for employment and self-sustainability through access to quality and relevant competency-based TVET.								
	Sub-Programme	Delivery Unit	Key Output	Key Performance Indicator	TARGETS			Remarks
					Target(s)	Actual	Variance	
<b>Programme: Technical and Vocational Education and Training (TVET)</b>	1) Technical Vocational Education & Training	Department of Education	VTC Trainees provided with capitation grants	No. of trainees enrolled	3,000	3,000	0	Complete
		Department of Education	Workshops constructed	No. of VTC workshops constructed	2	1	1	Ongoing
		Department of Education	VTCs equipped	No of VTCs equipped	14	10	4	Ongoing
		Department of Education	VTCs assessed for Quality Assurance & Standards	No. VTCs assessed for QAS	14	14	0	Complete
<b>Programme: Pre-Primary Education</b>								
Outcome: Improved transition rate from pre-primary education to primary grade 1.								
	Sub-Programme	Delivery Unit	Key Output	Key Performance Indicator	Targets			Remarks
					Target(s)	Actual	Variance	
<b>Programme: Pre-Primary Education</b>	1) Pre-Primary Education	Department of Education	ECD classrooms constructed and equipped	No. twin classrooms constructed	98	47	51	Ongoing
		Department of Education	ECD centers assessed for Quality Assurance & Standard	No. of ECDs assessed for QAS	485	312	173	Ongoing
		Department of Education	ECD teachers capacity built on CBC	No. of ECD teachers trained on CBC	779	-	779	Awaiting procurement
		Department of Education	ECD feeding program established	No. of ECD centres with feeding program	20	-	20	Awaiting procurement

Programme: Support for Post Primary Education								
Outcome: Improved literacy rates and access to higher levels of education								
Programme: Support for Post Primary Education	Sub-Programme	Delivery Unit	Key Output	Key Performanc e Indicator	Targets			Remarks
					Target(s)	Actual	Variance	
	1) Support for Post Primary Education	Dept. of Educ	Students supported through bursary	No. of students provided with bursary	4,000	3268	732	Inadequate funds
Programme: General Administration & Support Services								
Outcome: Improved Efficiency in Service Delivery								
Programme: General Administration & Support Services	Sub-Programme	Delivery Unit	Key Output	Key Performanc e Indicator	Targets			Remarks
					Target(s)	Actual	Variance	
	1) General Administration & Support Services	Dept. of Educ	Improved service delivery	Performanc e Appraisals	4	0	-4	Program to be initiated
		Dept. of Educ	Compliance to set standards & norms.	No of institutions assessed for quality assurance and standards	80	45	35	Inadequate funds
Sports, Youth, ICT and Social Services Sub Sector								
Outcome: Enhanced talent development								
Sports Development	Sub- Programme	Delivery Unit	Key Output	Key Performance Indicator	TARGETS			Remarks
					Target(s )	Actual	Variance	
	Sports Infrastructure Development	Directorate of Sports and Youth Development	Ward Fields Upgraded/ leveled	No. of Field Upgraded	6	-	6	ongoing
	Sports Talent Development		Talent Scouting/ promotion events held	No. of Talent Scouting and Promotion Events	45	-	45	procurement process ongoing
			Holiday Training camp established and operationalized	No. of holiday camps	1	-	1	procurement process ongoing
			Talent Development centres Operationalized	No. of talent centres	1	-	1	procurement process ongoing
			Sports development policy	No. of policies formulated	1	-	1	procurement process ongoing
			Athletes Development Forums held on Social issues and Climate resilient practices	No. of Forums	1	-	1	procurement process ongoing

Outcome: Increased Youth, Women and PWDS Involvement in productive Socio-economic Ventures								
	Sub-Programme	Delivery Unit	Key Output	Key Performance Indicator	TARGETS			Remarks
					Target(s)	Actual	Variance	
Social Empowerment	IGA Support for Youth, Women & PWDS initiated	Directorate of Gender and Social Services	No. of Youth groups benefiting from IGAs Grants	No. of Youth groups benefiting from IGAs Grants	40	-	40	Ongoing
			No. of women/women groups facilitated with IGAs	No. of women/women groups facilitated with IGAs	71	-	71	Ongoing
			No. of PWDS/PWD groups facilitated with IGAs Grants	No. of PWDS/PWD groups facilitated with IGAs Grants	10	-	10	Ongoing
	Youth Technical Skills Development	Directorate of Sports and Youth Development	No. of youths trained on Technical Skills	No. of youths trained on Technical Skills	155	-	155	Ongoing
Outcome: Improved wellbeing of the elderly, Vulnerable and children								
	Sub-Programme	Delivery Unit	Key Output	Key Performance Indicator	TARGETS			Remarks
					Target(s)	Actual	Variance	
Social Protection	Children Assembly operationalized	Directorate of Gender and Social Services	Children Assembly established	No. of Children Assembly	1	1	1	procurement process ongoing
	Social Protection medical cover Established		Medical cover for the Elderly and Vulnerable	No. of Beneficiaries (Covered)	2153	0	2,153	Ongoing
	Medical cover fund policy Formulated		Cobbler shed Constructed	No of policies	1	0	1	procurement process ongoing
Outcome: Enhanced efficiency and effectiveness of county services								
	Sub-Programme	Delivery Unit	Key Output	Key Performance Indicator	TARGETS			Remarks
					Target(s)	Actual	Variance	
ICT Services	ICT Centres Constructed, Integrated and Operationalized	ICT Directorate	ICT Centres Constructed	No. of Centres	2	0	2	procurement process ongoing
	ICT Centres Operationalize		ICT Centre Equipped	No. of Centres	3	0	3	Ongoing

## Description of Results

## **Gross Enrolment Rate (GER)**

The increase in pre-primary education GER by 0.5% can be attributed to construction 178 ECD classrooms, recruitment of teachers (778) and equipping of classrooms. The 0.2% increase in NER indicates improved retention capacity in pre-primary education which is also attributed to the above intervention by the county government.

The GER in TVET increased marginally from 9.2% in 2013 to 11.67% in 2017. This increase can be attributed to construction workshops, classrooms and dormitories. The introduction of fees subsidy or capitation program also resulted in increased enrolment in VTCs. Though the CIDP target and the MTP II of 20% GER in TVET is yet to be realized.

## **Challenges in the implementation**

- Lack of a data management framework which is necessary for a good data/indicator baseline appropriate projects targeting, reporting and decision making.
- Low county revenue base. Equitable share allocation by Commission on Revenue Allocation (CRA) sharing formula is not reflective of the county resource needs. In addition, the county does not benefit from CRA Equalization Fund.
- Notwithstanding the great impact of the enacted county Equitable Development Act (EDA) 2015 in terms of equitable allocation of resources and citizens identification and prioritization of projects to the tune of 70% of the total development budget, other development priorities which require substantial allocations became difficult to fund.
- Inadequate resources for the provision of technical equipment, capacity building of staff and program implementation and supervision has adversely affected the implementation rate of projects and programs. Lack of adequate public land has also impacted negatively on development.
- Insecurity in the Kerio Valley parts has hampered development implementation, market access by farmers and revenue management interventions.
- Lack of adequate public land caused the land tenure system in place within the county. This limited project implementation in areas where there are conflicts. Most of the projects such as water supplies, water pans and dams among other project are located on private lands or lands not adjudicated. Further most health facilities have not acquired land titles with most situated in community land. Thus, complicating implementation of projects within such areas where public land is not available.
- Stringent government guidelines on Public Private Partnership (PPP) arrangement.

- Inadequate innovation and creativity on potential Income Generating Activities (IGAs) proposals by potential beneficiary groups including youth, women and PLWDs groups.
- Lack of a Monitoring and Evaluation policy and/or legal framework and thus inadequate and lack of vibrant project management practices including reporting and impact assessment.

## 2.5 Infrastructure Sector

The infrastructure sector is mandated with the responsibility of developing infrastructure including road works, bridges, footbridges, public works and street lighting. It comprises of the following three sub sectors; Roads and Transport, Public Works and Energy.

### Sector Goals

- Improved access leading to the mobility of traffic.
- Reliable appropriate infrastructure development.
- Attain prompt response to fire emergencies.
- Increased access to energy source/electricity.

### Performance on CIDP Indicator

Programme: General Administration and Support Services								
Outcome: Effective & Efficient Service Delivery								
	Sub-Programme	Delivery Unit	Key Output	Key Performance Indicator	Annual			Remarks
					Target(s)	Actual	Variance	
General Administration and Support Services	General Administration and Support Services	Roads	Performance Appraisal System done	No. of performance appraisals conducted	1	1	0	
			Data collected	No of wards who have done Annual Roads Indicator Condition Survey	20	20	0	
			Field visits	No of visits done	40	38	2	
Programme: Roads Improvement								
Outcome: Improved Accessibility								
	Sub-Programme	Delivery Unit	Key Output	Key Performance Indicator	Annual			Remarks
					Target(s)	Actual	Variance	
Roads Improvement	Rural Roads Improvement	Roads & Energy	Rural Gravel Roads Maintenance annually	KM of graveled roads	489	386	103.0	
			Culverts installed	length of culverts installed	700	511	189.0	
			Newly surveyed and opened roads annually	KM of newly opened roads	35.4	30	5.4	

			Bridges constructed	No of bridges	1	0	1	
<b>Programme: Public Works</b>								
<b>Outcome: Improved Accessibility</b>								
	Sub-Programme	Delivery Unit	Key Output	Key Performance Indicator	Annual			Remarks
					Target(s)	Actual	Variance	
Public Works	Public Works	Public Works	Climate proof building designs	% of public buildings designed	100	100	0	
			Projects managed	% of projects managed	70	65	5	
			Footbridges Designed & constructed	No. of footbridges designed and constructed	6	6	0	
<b>Programme: Energy</b>								
<b>Outcome: Improved Accessibility</b>								
	Sub-Programme	Delivery Unit	Key Output	Key Performance Indicator	Annual			Remarks
					Target(s)	Actual	Variance	
Public Works	Energy	Roads and Energy	Towns with functional street lights	Number of towns with KPLC street lights	17	16	1	
			Towns installed with street lights	No of new installations done	3	3	0	
			Solar street lights in good working condition	% of street lights in good working condition	85	70	15	

## Description of results

The county total road network has increased from 1,579.4 km to 2,060.64 Km in 2019/20 of which 196.84 Km (9.5 %) is Bitumen, 178 Km (8.6 %) is under upgrading to bitumen standards, 1,121. Km is gravel surface (54.4 %), and 564.4 Km is earth surface (27.4 %). This was achieved by carrying out the following activities: Construction of 1 bridge, 4 footbridges, establishment of 4 reports for designs and survey reports for opening new roads, opening of 75.6 km of Roads, maintenance by grading and gravelling 531 km was also achieved. Additionally, 50 percent of public buildings have climate proof designs and also about 50 percent of buildings have PLWD access facilities.

The number of households with electricity coverage in the county increased from about 10% in 2013 up to 25,419 households representing 30.38 % and distributed as follows; 51.94% access in Keiyo North, 37.79% in Keiyo South, 26.85% in Marakwet West and 4.8% access rate in Marakwet East.

## Challenges

- Lack of baseline data.

- Inadequate project funding yet the sector requires heavy capital investment for the development of effective transportation systems
- Difficult terrain connecting the three-topographical zones, leading to costly project implementation.
- Frequent landslides during the rainy season that render most roads impassable.
- Limited funding from CRA, leading to limited project funding in EDA.
- Limited development partnership.
- Targets in the CIDP were not clear/ specific.

## **CHAPTER 3: CHALLENGES AND RECOMMENDATIONS**

- Inadequate resources for the provision of technical equipment, capacity building of staff and program implementation and supervision has adversely affected the implementation rate of projects and programs.
- Natural calamities such as prolonged rains which cause regular land slides made most places inaccessible and thus made it difficult to transport the materials to several project sites. There is also difficult terrain connecting the three-topographical zones, leading to costly project implementation.
- Insecurity in the Kerio Valley parts has hampered development implementation, and revenue management interventions. Other conflict among communities is as a result of competing for scarce water sources and land thus delayed implementation of projects
- Inadequate skilled technical staffs, continuous changes in market prices of items and inadequate baseline data for well informed prioritization of plans have led to difficulties in generation of BQs hence sometimes insufficient funds being allocated to projects thus taking more time since implementation will be done in phases.
- Delay by Contractors who have not been able to deliver as per the contract therefore leading to awarding of projects more than once.
- Poor coordination between user departments and other support departments (finance, procurement, public works)
- Incomplete automation of county services roll-out intended to enhance efficiency and effectiveness of services delivery.
- There is a lot of political influence which affect implementation of projects.
- Limited development partnership.

## **CHAPTER 4: LESSONS LEARNT AND CONCLUSION**

- There is need to establish a development forum at the county level for all stakeholders for appropriate coordination and synergy.
- There is need to guide citizens to appreciate the linkage between physical infrastructure and the 'software' requirements in forms of technical and capacities considerations.
- There is need to classify projects into three categories; Ward level. County level and Flagship/transformational for ease of attaching funding responsibilities and resource mobilization strategies.
- There is need to reform county public participation approaches to make them more representative in terms of regions and demography. These reforms may be in form of delegates who add up to the citizens who attend public participation forums on their own volition.
- There is need to increase partnership and collaborations with donors and other development partners so as to secure more funding for major projects.
- There is need to mainstream cross-cutting issues such as environment, youth, women, PLWDs, HIV/AIDS
- There is need to fully operationalize automated systems in service delivery.