

BARINGO COUNTY GOVERNMENT



FINANCE AND ECONOMIC PLANNING DEPARTMENT

County Annual Progress Report 2017-2018

August, 2018

Foreword

The County Annual Progress Report for 2017/18 financial year is a monitoring and evaluation tool prepared in accordance with section 104 of the Public Finance Management Act, 2012. It reviews the performance of the financial year 2017/18 by making comparisons to the Annual Development Plan (ADP) and budget allocations for the period under the review. In so doing the CAPR analyzes the performance of targets set in the ADP against achievement, the challenges, lessons learnt and best practices during the implementation. The CPR also analyses both revenue and expenditure in the budget for 2017/18 Financial year. It has included the total revenue collected and made comparison over projected revenue for the same year. Furthermore, the document analyses revenue streams and underpins some possible causes of underperformance /over performance as well as analysis of performance of departmental expenditures for the period under review. It is also expected that CAPR will help in improving the link between policy, planning and budgeting, transparency and accountability in the use of public resources. This is vital in the preparation of the ADP annual budgets, management of public resources, and prioritization of resources to key sectors in 2019/2020 financial year. Thus this will help in addressing weaknesses in implementation of spending priorities consistent with government policies of achieving high and sustained economic growth and poverty reduction.

This CAPR will also provide an overview of how the actual performance of the FY 2017/18 affected the financial objectives as detailed in the County Fiscal and Strategy Paper (CFSP) and will form a basis for projecting the 2019/20 budget based on the recent economic development. The CAPR 2017/18 will also be instrumental in providing a guide in implementation of the 2018/19 ADP and Annual Budget. This will be achieved through fiscal discipline in ensuring proper management of public resources and opening up of new as well as maintaining of existing sources of revenue. The CAPR will be made available to the public including members of County Assembly to facilitate understanding of the development and fiscal environment and proposed county government strategies in line with the objective of improving public transparency and accountability.

Hon. Dr. David Sergon
County Executive Committee Member
Finance and Economic Planning

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Ms. Jane Barus
Chief Officer-Finance and Economic Planning

Acronyms and Abbreviations

ADP	Annual Development Plan
CAPR	County Annual Progress Report
CBROP	County Budget and Review Outlook Paper
CIDP	County Integrated Development Plan
CFSP	County Fiscal Strategy Paper
CIMES	County Integrated Monitoring and Evaluation System
CG	County Government
FY	Financial Year
KSH	Kenya Shilling
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
PBB	Programme Based Budget
PFM	Public Finance Management
SDGs	Sustainable Development Goals

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Executive Summary

The County Annual Progress Report for 2017/18 financial year is a monitoring and evaluation tool prepared in accordance with section 104 of the Public Finance Management Act, 2012. It reviews the performance of the financial year 2017/18 by making comparisons to the Annual Development Plan (ADP) and budget allocations for the period under the review. In so doing the CAPR analyzes the performance of targets set in the ADP against achievement, the challenges, lessons learnt and best practices during the implementation. The CPR also analyses both revenue and expenditure in the budget for 2017/18 Financial year. It has included the total revenue collected and made comparison over projected revenue for the same year. Furthermore, the document analyses revenue streams and underpins some possible causes of underperformance/over performance as well as analysis of performance of departmental expenditures for the period under review. It is also expected that CAPR will help in improving the link between policy, planning and budgeting, transparency and accountability in the use of public resources. This is vital in the preparation of the ADP annual budgets, management of public resources, and prioritization of resources to key sectors in 2019/2020 financial year. Thus this will help in addressing weaknesses in implementation of spending priorities consistent with government policies of achieving high and sustained economic growth and poverty reduction.

1.0 Chapter One

Introduction

The County Annual Progress Report 2017/18 is the fifth and the last review for the 1st generation CIDP 2013-2017. It therefore provides a synopsis of achievements with regard to the CIDP indicator handbook, 2015.

Specifically, this CAPR will also provide an overview of how the actual performance of the FY 2017/18 affected the financial objectives as detailed in the County Fiscal and Strategy Paper (CFSP) and will form a basis for projecting the 2019/20 budget based on the recent economic development. The CAPR 2017/18 will also be instrumental in providing a guide in implementation of the 2018/19 ADP and Annual Budget. This will be achieved through fiscal discipline in ensuring proper management of public resources and opening up of new as well as maintaining of existing sources of revenue.

The preparation of this document was a participatory process that brought together various stakeholders who were directly or indirectly involved in the implementation of the 2017/18 Annual Development Plan. The inputs to this document heavily relied on information provided by the departments and sectors including non-state actors among others. The CAPR will be made available to the public including members of County Assembly to facilitate understanding of the development and fiscal environment and proposed county government strategies in line with the objective of improving public transparency and accountability.

The CAPR is organized into three chapters. Chapter one is an introduction and provides the purpose and objectives of the report, the methodology and the key stakeholders involved. Chapter two is on sector performance for the year under review. It gives in summary the key achievements, challenges and recommendations. Chapter three concludes by highlighting challenges identified during the review of the ADP for 2017/18 alongside the CIDP (2013-2017

2.0 Chapter Two

County Performance

This section presents a systematic account of how the sectors in the CIDP performed. It presents the achievements based on the outcome/output indicators and targets listed in the county indicator handbook for implementation of the CIDP 2013-2017. The analysis is sector wise.

2.1 Agriculture, Rural and Urban Development Sector

The Agricultural Rural and Urban Development Sector comprises of the following five sub-Sectors: Agriculture; Livestock Development; Fisheries Development; Irrigation; Lands, Housing and Urban development National Land Commission (NLC) and Irrigation.

The sector also has; one (1) Agriculture Machinery Services (AMS) and one (1) Agriculture Farmers training institution.

Vision

To be a food secure and wealthy County anchored in vibrant, innovative and competitive agricultural sector.

Mission

To promote sustainable and competitive agricultural sector through creation of an enabling environment and provision of effective support services, sustainable natural resources management for enhanced food security, incomes and employment.

Mandate

To promote, regulate and facilitate food production, livestock improvement, disease control and agriculture

Strategic Objectives

The strategic objectives of the Sector are:

- i. To Increase crop, livestock, fish production and productivity through appropriate technology for food security
- ii. To Increase market access through promotion of value addition and development of standards along the value chains;
- iii. To prevent and control crop, livestock, fish pests and diseases
- iv. To Improve urban planning, housing and sanitation
- v. To promote administration and sustainable management of land.
- vi. To Enhance community participation in drought resilience and climate change adaptation
- vii. To develop institutional and legal framework and increase participation of stakeholders in the sector.

Sector Performance on CIDP Indicators

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
Crop production and productivity improved	No. of farmers supported with inputs		30,000	6,000	1,000	5,000 farmers supported by Resilience project, 1000 farmers by NAAIAP
	No. of coffee seedlings		25,000	5,000	500	
Fisheries production and productivity improved	No. of ponds restocked		300	60,000	28,000	
	No. of fingerlings		300,000	60	28	
Fisheries production and productivity improved	No. of ponds constructed/ rehabilitated		300	60	8	Achievement was below target because of inadequate funds
	No. of ponds lined		300	60	4	
Increase in livestock nutrition, productivity and production.	No. of hay stores constructed				1	
	Quantity (Kg) of pasture seeds procure				7200	
Livestock production and productivity improved / Increased quality of livestock and	No. of goats procured				40	
	No. of dorper sheep procured				37	
	No. of bulls procured				4	20 bulls are in the process of being procured
	No. of day old chicks distributed				4500	
	No. of AI centers established		90	18	5	35,598 cows inseminated(33, 645 calves born alive) 133,465L of milk generated (7120 farmers benefited)
Increase in quantity and quality of hive products (honey & wax)	No. of bee hives procured and delivered		30,000	6,000	2927	Supported by national government
Livestock health improved/ livestock mortality reduced throughout the season	No. of cattle dips constructed/ renovated		90	18	36	105 new and 76 renovated
	Quantity of acaricides procured				1412	
	No. of committee members trained		2,592	518	430	
	No. of movement permits issued				6,600	

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
Improved land use planning in urban areas & enhanced development control	No. of trading center plans prepared		22		4	8 are ready for approval
Access to geospatial data improved	No. of RTKS procured and in use				2	2 Total stations were also procured
Improved revenue collection	No. of cadastral survey of centers				7	
Land tenure security increased	No. of title deeds produced and issued				400	
Improved access and social economic growth	No. of KM street lighting				1	
Improved storm water drainage	No. of KM drainage system improved		3		0.06	
Improved access and social economic growth	SQ. M of area under cabro works				420	

Source: Agriculture, Livestock and Fisheries department, 2018

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

Programme Name: Crop Production and Management					
Objective: Agribusiness Infrastructure development					
Outcome: Increased Productivity per acre					
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Planned Targets	Achieved Targets	Remarks*
1) Crop Production and Management	Support newly established irrigation schemes –purchase of seed, chemical and fertilizers Project cost KS.800,000	2 irrigation schemes supported	2 irrigation schemes supported	Inputs supplied (NPK 23:23:0-20 bags, CAN 20 bags, cowpeas - 200Kgs, green grams – 200Kgs Onions-8Kgs Beans-500Kgs Chemicals Ridomil-5Kgs Milthane-5Kgs Dudutrhrin-5 litres Marshal -5 litres	
2) Crop Production and Management	On farm irrigation systems- Cheraik and Mukuyuni Irrigation schemes Project Cost KS.3,000,000	irrigation schemes supported by provision of seeds, chemicals and fertilizers	irrigation schemes supported by provision of seeds, chemicals and fertilizers	Site handed over to contractor on 25 th June,2018-laying of lateral pipe work on going	
3) Crop Production and Management	Acquisition of Coffee seedlings Project cost KS.4,450,000	89,000 Coffee seedlings delivered	89,000 Coffee seedlings delivered	89,000 coffee seedlings delivered and distributed to farmers	
4) Crop Production and Management	Purchase of ground nuts seeds sheller, peanut maker Project Cost KS.500,000	2 fabricated machines purchased (Sheller & peanut maker)	2 fabricated machines purchased (Sheller & peanut maker)	The project to be retendered-none of the bidders met the requirements	

5) Crop Production and Management	Purchase of hermetic bags including farmer trainings Project cost K.S.1,300,000	1 grain drier purchased	1 grain drier purchased	12 metallic silos, 1000 hermetic bags supplied	
6) Crop Production and Management	Purchase of extension training materials Project Cost 769,283	3 laptops, 5 levelling boards, 1 LCD and projector, 1 desktop, 1 motorbike, 1 e-extension laptops purchased	3 laptops, 5 levelling boards, 1 LCD and projector, 1 desktop, 1 motorbike, 1 e-extension laptops purchased	1 laptop, 1 printer and GIS equipment purchased and delivered,	
7) Crop Production and Management	Ground nuts promotion Project cost K.S. 750,753	240Kg seeds purchased	240Kg seeds purchased	250 Kgs delivered to Cheplambus Co-operative society	
8) Crop Production and Management	Cotton promotion Project cost K.S. 200,000	50Kg of hybrid seeds purchased	50Kg of hybrid seeds purchased	50Kg of hybrid seeds supplied.	
9) Crop Production and Management	Pyrethrum development Project cost K.S. 300,000	100Kg of seeds purchased	100Kg of seeds purchased	5 tons delivered out of 30 tons	
10) Crop Production and Management	Soil samples obtained, results obtained Project cost Ks.500,000	400 soil samples taken to NARL Nairobi	400 soil samples taken to NARL Nairobi	Soil analysis report being finalized by KALRO soil survey office before release to CDA office	
11) Crop Production and Management	Creation of productive assets by House-Holds Project cost 2,300,000	10 farm ponds developed	10 farm ponds developed	Farm ponds excavated Works ongoing 90% complete	
12) Crop Production and Management	Coffee improvement scheme (Coffee Factory) Project cost 2,400,000	1 coffee factories rehabilitated	1 coffee factories rehabilitated	Rehabilitation works of Moinget coffee factory 100% complete	
13) Crop Production and Management	Purchase of farm inputs Project cost 3,000,000	Purchase of farm inputs	Purchase of farm inputs	1500 bags of NPK 17:17:17 fertilizers procured and distributed to coffee farmers	
14)Crop Production and Management (supply of energy saving devices)	Purchase of (energy savers)- Jiko liners, food warmers, fireless cookers and solar driers Project cost-KS. 300,000	Assorted items of energy savers purchased	Assorted items of energy savers purchased	36 pieces of solar devices supplied, distribution done.	
15) Farmers Training College	Completion of 13 self-contained rooms Project cost-1,000,000	self- contained rooms completed	13 self- contained rooms completed	-works ongoing, hacking and walling	
16)Farmers Training College	Zero grazing unit constructed Project cost-1,500,000	Zero grazing unit completed	1 zero grazing unit completed	Construction completed-100%	
17) Farmers Training College	hay Raker purchased Project cost K.S. 540,000	Hay rakes purchased	Two hay rakes purchased	Awarded already	
18) Farmers Training College	Purchase of one mower Project cost K.S. 750,000	Mower purchased	One mower purchased	Awarded already	
19) Farmers Training College	Construction of six door toilet Project cost-1,000,000	Construction of six door toilet completed	Construction of six door toilet	-works ongoing, hacking and walling	Budget inadequate hence need to allocate Kshs.300,000 more

Program name. Fisheries Development

Objective. To promote sustainable fisheries production and productivity

Outcomes; Increased fish production, better fish habitats and improved value addition of fisheries products					
Sub program	Key outputs	Key performance indicators(output)	Planned targets (2017/2018)	Achieved targets	Remarks
Restocking L. Baringo and 30 community dams with quality tilapia fingerlings	100,000 tilapia fingerlings stocked	Number of fingerlings stocked	100,000	100,000	Target achieved
Purchase of fully mounted seine nets	6 fully mounted nets purchased and distributed	Number of seine nets bought and distributed	6	6	Target achieved
Completion of fish feed pelletizing plant at Emining	1 fish feed pelletizing plant constructed	Number of pelletizing plants	1	1	Phased project Needs further funding
Purchase of Yamaha motor cycle	To improve extension services	Number of motorcycles procured	1	0	Motorbike yet to be delivered
Objective. To increase livestock production and productivity					
Outcomes; Increased value-added livestock and livestock products.					
Sub program	Key outputs	Key performance indicators(output)	Planned targets (2017/2018)	Achieved targets	Remarks
Pasture and fodder development	2,347 kgs of pasture seeds purchased and distributed to farmers	Number of Kilograms distributed.	2,347	2,347	County govt provided the funds supported by development partners Completion status at 70%
	Purchase of 1 tractor and hay harvesting accessories	Number of tractors and hat accessories required.	1 tractor and accessories	1 tractor and accessories	Funds from the Barwessa ward fund- Completion at 60 %
Livestock upgrading	40,000 day old chicks distributed to farmers	Number of day-old chicks distributed.	40,000	40,000	County govt provided the funds (department and ward fund). Completion Status at 60 %
	Purchase of 16 in calf heifers	Number of in calf heifers purchased and distributed to farmers	16	16	Funds from the ward development fund. Completion status at 60 %
Livestock products value addition	Construction of a milk processing plant	Milk processing plant constructed	1	1	Funded through public private partnership at 65% completion of main building.
Livestock products value addition-E U Ideas	Construction of MAOI slaughter house	Maoui slaughter house constructed	1	1	Supported by European union with co funding from county govt. Grant of 85 appropriated in CARA. Completion at 50%
Apiculture development	250 beehives and accessories purchased and distributed to farmers	Number of beehives and accessories purchased and distributed to farmers	250 and accessories	250 and accessories	County govt provided the funds. Completion status at 60%.
Livestock Extension support-purchase of equipment.	Purchase of 2 laptops.	2 laptops purchased.	2	2	County govt provided the funds. Project status- Complete.
Market development	Rehabilitation of 2 sale yards (Emining and Marigat.)	Sale yard constructed.	1	1	County govt provided the funds Completion status at 60 %
	Completion of MAOI slaughter house and	MAOI slaughter house and Mogotio Tannery	1	1	County govt provided counter funding.

	Mogotio Tannery	completed.			EU -IDEAS to support with grant of KES 110M in phases. Project at 50% completion.
	Implementation of ASDSP project phase 2.to develop honey, dairy and goat meat value chains.	ASDSP project phase 2. implemented.	1	1	County govt provided counter funding. Project at 50% completion.
Programme – Eldama Ravine Urban development Services					
Objective – Improvement of Urban Infrastructure & Services					
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Planned Targets	Achieved Targets	Remarks*
Cabro works & drainage system	Improved parking spaces	No of M ²	2500M ²	2500M ²	Target Achieved
Maintenance of building	Improved Buildings	No of M ²	200M ²	-	On-going
Purchase of garbage compactor	Improved Waste Disposal	No of Compactors	1 Compactor	Nil	Affected by supplementary but now budgeted in 2018/19
Street lighting	Improved Safety	No of Poles	30poles	30 Poles	Funds mobbed up to finance KPLC project where 30 poles were achieved
Programme – Kabarnet Urban development Services					
Objective – Improvement of Urban Infrastructure & Services					
Cabro works & drainage system	Improved safety and beautification	No of M ²	4500M ²	4500M ²	Target Achieved
Maintenance of building/renovation			-	Nil	-
Purchase of garbage compactor	Improved Waste Disposal	No of Compactors	1	1	Compactor bought and functional
Improvement of drainage system	Improved storm water management	No of Km	1KM	1KM	Target Achieved
5km Pedestrian work ways	Improved Safety and beauty	No of Km	5KM	1KM	Less budgetary allocation. The project will be enhanced through Kenya Urban Support Program
Development of Botanical Garden (Kapropita)	Improved beautification	No of Gardens	1	1	Target Achieved. Kapropita garden
Opening of New roads	Improved Access	No of Km	2Km	2KM	Target Achieved
Improvement of Kabarnet facilities septic Tanks	Improved Sanitation	No of Septic Tanks	1	1	Target Achieved
Tree planting	Improved ornamental tree cover	No of trees	1400 tress	Nil	Affected by Supplementary
Programme – Lands – Land Use Planning					
Objective – Improved Land Tenure					
Developing Spatial infrastructure framework	Improved planning	No of Plans	1	On-Going	Project at Completion Stage

GIS Lab established and Land information management system established	Improved safety and custody of GIS information	No of Labs	75%	Nil	Affected by Supplementary
Revision of development plans	Improved land use	No of Plans	5	5	Target Achieved
Planning of new trading centres	Improved land use	No of Plans	15	13	Progress to County Assembly
Survey of Towns/Trading centres	Improved land use	No of Plans	3	3	Target Achieved
Purchase of survey and Adjudication equipment	Improved land use	No of Plans	1	Nil	Affected by supplementary budget
Secure land bank	Improved Safety	No of Acres	6 acres	Nil	Affected by supplementary budget
Slum upgrading			-		
Establishment of a land bank for public utilities			-		
Formulation of land use policies and urban areas management policies	Improved management	No of Policies	2		
Support in Adjudication of community land			2		

Challenges experienced by the Sector

Pooled resources (allocations per department pose challenges in activity implementation)

Phased projects that delay project complementation hence delay clients deriving maximum utility from the project on time

Some contractors not having adequate to undertake high magnitude projects resulting in project delay and huge roll over projects.

Lessons learnt and recommendations

- ✓ Need to segregate allocations per department (pooled resource allocation affects activity implementation)
- ✓ Phased projects posing challenges in activity implementation
- ✓ Procurement department to vet suppliers on their ability to supply

2.2 Energy, Infrastructure and ICT Sector

Strategic Priorities

The programmes and objectives of the department fall under the following county strategic properties:

Strategic priority 2: Development of functional infrastructure facilities to support socio economic development;

Strategic priority 8: Enhancing governance, transparency and accountability in the delivery of public goods and service;

Performance on CIDP Indicators

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
Road accessibility improved/enhanced transport	No. of Kilometres of Roads constructed		50	10	2	Equitable funding needed towards this even with prioritization of opening in rural areas
Road accessibility improved/enhanced transport	No. of Kilometres of Roads maintained		50	10	8	Equitable funding needed towards this even with prioritization of rehabilitation in rural areas
Road accessibility improved/enhanced transport	No. Kilometres of gravel roads constructed		600	120	40	Requires substantial and regular funding to effectively provide all weather roads
Road accessibility improved/enhanced transport	No. kilometres of earth roads constructed		1,200	240	297	Adequate budget allocation is key to facilitate opening of roads especially in rocky terrain in certain wards.
Road accessibility improved/enhanced transport	No. of kilometres of earth roads maintained		-	240	260	This needs to be an ongoing programme to avoid deterioration of roads after construction.
Accelerated economic growth/ Reduced incidences of accidents such as drowning	No. of structures constructed		600	120	87	Proper resource allocation is needed.
Growth in Tech-preneurship & enhanced access to ICT	No of ICT centres established		-	2	-	Existing ICT centres established through PPP and partners (Mwachon Innovation center, Elias ICT Center).
Enhanced access to real time geospatial information	No of GIS established		-	1	1	Need for staff training Budget allocation for subscriptions and Establishment of GIS lab 1 System with 5 User License installed

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
Improved efficiency in revenue collection / Reduced transaction cost	No. of Service delivery systems installed		-	2		Revenue System & Health Management system installed

Source: Energy, Infrastructure and ICT, 2018

2.3 Environment, Water and Natural Resources Sector

The Sector is a key contributor of economic growth of the county as reflected by economic growth rate of the county. The Sector plays a key role in accelerating economic growth, employment creation, poverty reduction, industrial development and achieving equitable distribution of resources as well as attainment of Sustainable Development Goals (MGDs) and CIDP through tourism, and wildlife management.

Performance on CIDP Indicators

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
Access to clean and safe water improved	No of water schemes		315	63	63	Target exceeded due support from NG and partners
Improved to access water for livestock and irrigation	No of water structures constructed		10	2	-	Under funded
Improved access to clean and safe water	No. of pan/dams constructed		71	14	30	The target was exceeded due to support by partners who were able to construct 80 pans
Access to clean and safe water improved	No. of Rain water Harvesting structures supplied to institutions		125	25	40	National government supported this sub programme by providing 160 facilities
Access to clean and safe water improved	No. of bore holes drilled and equipped		39	7	28	The target was exceeded because the department was supported by partners who managed to drill and/ or equip 105 borehole
Agricultural production and productivity enhanced	No. of irrigation schemes developed		19	2	3	Small scale irrigation schemes supported by the county, most of them are phased
Improved public health conditions	Acreage of land acquired for dumpsites and No. litter bins developed		6	1	1	Some resistance from the surrounding communities.
Improved catchment	Length of river bank protected No. of springs protected		28	5	8	Commercialization of tree harvesting posing a threat
Soil resources conserved	Length of gullies repaired (KM)		80% of destructed land	6 structures		

Source: Environment, Water and Natural Resources departments, 2018

Summary of Achievement/Projects for 2017/18

Program name: Environmental Conservation & Management						
Objective. To ensure a clean, healthy and protected environment for sustainable future of the people of Baringo County						
Outcomes: Improved livelihoods aimed at achieving vision 2030						
Sub program	Key outputs	Key performance indicators(output)	Key outcome	Planned targets	Achieved targets	Remarks

				(2017/2018)		
Solid waste management	Development & upgrading of dumpsites	No. of dumpsites developed	Clean and healthy environment	1	0	Funds Removed in supplementary
	Provision of litter bins/Transfer stations	No. of litter bins/transfer stations installed	Clean and healthy environment	105 litter bins	105 litter bins	Achieved
	Development of Eco – toilet/Public toilets	No. of Eco toilets constructed.	Improved sanitation and Increased revenue	2	1	One is ongoing
Environmental education	River bank protection and Clean ups	No. of awareness meetings and cleanup demonstrations held	Access to clean water	15 km	15 Km	Achieved
	Conduct Community environmental awareness campaigns	No. of awareness meetings held	A clean and conserved environment	65	91	Well achieved
Control of Hazards/disasters	construction of flood control structures	No of gabions constructed	Improved management of hazards/disasters	225	225	Achieved
	Control and management of the spread of invasive species	No. of lakes reclaimed	Improved fishing activities	1	1	Removal of water hyacinth at Lake Kamnarok
Name of Programme: Natural resource conservation and management						
Objective: Conserve and manage the existing ecosystem functions while providing benefits to the society.						
Outcome: Sustainable development						
County forest conservation and management	Construction of Model tree nurseries	No of model tree nurseries established	Increased forest cover, Increased revenue	6	0	Funds reduced during supplementary
	Supply of Assorted Tree Seedlings	No. of tree seedlings planted	Increased forest cover	62,000	115,000	Inadequate funding
	Conservation and protection of community forests	No of community forests conserved and protected	Increased forest cover	4	1	Funds reduced during supplementary
soil and water conservation	Construction of soil erosion control structures	Kilometers of eroded areas healed/reclaimed	Gully healed and Soil erosion controlled for improved soil fertility	15km	17km	Achieved
	protection and conservation of Springs	No of springs protected and conserved	Access to clean water	6	4	Funds reduced during supplementary
Wildlife conservation and management	Training on wildlife conservation	No of trainings conducted on wildlife conservation	Wild life conservation for improved revenue through tourism	5	0	Inadequate funding
promotion of renewable energy sources	Establishment of energy resource centres	No. of resource centres established	Improved knowledge development	1	0	Inadequate funding

			on conservation of renewable resources			
	Procurement and distribution of energy efficient devices	No of energy efficient devices distributed	Conservation of renewable energy resources	1,500	1,050	Inadequate funding
Promotion & utilization of mineral resources	Consent to request for exploration received	No of consents written	Proper utilization of mineral resources	3	1	Low investor proposals
Programme Name To develop and exploit tourism potential in the County						
Objective: Tourism product diversification and facilities development						
Outcome: Increase No. of Tourist visit and increased revenue						
Equipping of lake bogoria education centre	Increased revenue, Tourist satisfaction and Tourist retention	No. of seats and Tables in place, No of LED projector and screen in procured and installed.		100 seats 1 projector 1 screen	0%	On requisition stage
Dozing of road in the reserve	Ease Accessibility, Tourist Satisfaction	No. of kilometres		16 KM	100%	In use
Establishment of camping and picnic sites	Tourist satisfaction, Increased Revenue and more accommodation facilities	No of KM of nature trail, No of Toilet and Availability of a Campsite		1	0%	Fund diverted to branding of gate
Construction of Lake baringo Reptile park	increasrd revenue, Quality service, improved state of reptiles.	No of cages, No of water tanks,		1	100%	In use
Branding of Lake baringo gate	Increased revenue, Tourist satisfaction and Tourist retention (Quality services provided)	No. Administration Blocks, No of toilets and No of water tanks, No. Of education centres		1 adminstratio n block 1. toilet 1 education centre 1 kitchen	100%	In use
Support to community Conservancies	enhanced wildlife conservation and protection	No of Beneficiaries, No. of Conservancies		7	0%	On requisition stage
Lake Bogoria Community Grants	Community appreciate tourism activities and conservation	No of Beneficiaries		1	0%	On requisition stage

Challenges Experience by the Sector

Inadequate Legal and policy framework

- ✓ Currently, there are numerous pieces of legislation in the sector, which have not been reviewed and updated to be in line with the new Constitution. This review has been partly constrained by lack of human capacity as well as the lengthy consultation process. The Baringo County Government is fast-tracking the process. High Poverty Level
- ✓ High poverty level in the sector is a challenge to adoption of appropriate technology, investment and sustainable production.

Population pressure leading to ecosystem encroachment

- ✓ Over dependence by rural populations on land resources for alternative livelihoods has led to increased demand for fuel wood, pressure to convert forest land to other uses, wildlife poaching, charcoal burning, forest/wild fires, and livestock incursion into forests. The county Government is addressing these issues in most of the programme in the strategic plan.

Limited Value addition and product diversification

- ✓ Most traded products, mainly timber and non-timber forest products produced by communities and other players in the county lack value addition hence fetch low prices. The challenge is how to diversify and enhance value addition before marketing.

Inadequate funding to the sector

- ✓ The current level of funding from various sources to the sector is inadequate and this hampers the sector's performance. The county Government is seeking partnership with development partners, private sector and communities to collaborate and share the costs of various programme.

Low Youth participation

- ✓ There is low youth participation in the sector, leaving the elderly population to be the predominant participants thus affecting overall productivity.

- ✓ **Inadequate monitoring and evaluation**

- ✓ The monitoring and evaluation functions are not well linked to the budgetary process. Currently, the production of the annual and medium-term progress reports is not clearly synchronized to the budget cycle. This makes it difficult to track implementation, programme status, outcomes and impacts.

Challenges of Constitutional implementation

- ✓ Inadequate capacity to manage the devolved structures, infrastructure needs for all levels, financial resource requirement and lack of clear guidelines on roles has posed a challenge in implementation of the Constitution. Further, setting up and rationalizing the necessary structures are also a major challenge. In addition, the pace of undertaking reforms in the legal, policy and regulatory frameworks across the Sector is slow.

Inadequate staff

- ✓ There is inadequate staff in the various units of the department, leading to inadequate and ineffective implementation of some projects

Low public knowledge on Environment protection

- ✓ During public participation forums, it has become clear that the public have very low knowledge on environmental matters, there is very low regard by the public budgeting for projects within their communities affecting them environmentally, and therefore, there is need for more fund allocation to increase community sensitization forums on environmental conservation and protection.

Legal

- ✓ Disputes on some project's sites leading to delayed timelines for project completion e.g Cheploch Gorge, Lake baringo Beach and Lake Kamnarok National Reserve

2.4 General Economics and Commercial Affairs Sector

The General Economic and Commercial Affairs Sector is the commercial wing of the County Government. The sector comprises three Sub-sectors namely; Industrialization, Trade & Enterprise Development & Co-operative Development. The focus of the sector is to alleviate poverty by positively transforming the socio-economic status of the people of Baringo through employment and wealth creation.

The Sector is a key contributor to the economic growth of the county. It plays a key role in accelerating economic growth, employment creation, poverty reduction, industrial development and achieving equitable distribution of resources as well as attainment of Sustainable Development Goals (s).

Performance on CIDP Indicators

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
Access to agricultural produce increased/ increased incomes	No. of markets constructed & operationalized		15	3	2	Target not achieved due to Limited funding
Access to financial services improved	No. of MSMEs obtaining business loans		400	80	70	Target not achieved due to Limited funding
Increased incomes	No. of traders with savings		500	100	160	Target exceeded
Improved livelihoods/ Employment creation,	No. of exhibitions held		13	2	2	Target not Achieved
A better bargaining power for products	No. of PBGs created and facilitated		40	8	5	Target not achieved
Improved livelihood, Employment creation/ Affordable finance for cooperative societies	Cooperative development fund established and operationalized		1			Target Achieved
Investment growth enhanced	No. of investment conference held		1			Target Achieved

Source: General Economics and Commercial Affairs, 2018

Summary of Sector/ Sub-sector Programmes contributed to the presented results.

Programme Name Promotion of Enterprise development					
Objective: To reduce poverty and improve the living standards of the people of Baringo through promotion of investment					
Outcome: Wealth & Employment creation					
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Planned Targets 2017/18	Achieved Targets	Remarks*
Construction of Market Sheds	Conducive business environment, Wealth & Employment creation	Number of markets constructed	3	0	Dispute of site for one awarded contract at Barwessa and No budgets provided for the other two.
Boda Boda sheds per sub county	Conducive business environment, Wealth & Employment creation	No. of Boda Boda shades	3	2	Two Boda Boda Sheds at Barwessa market

Construction of Market Stalls	Conducive business environment, Wealth & Employment creation	No. of Stalls	16	16	Targets achieved at Churo and Chemolingot markets(8 Stalls each)
Enterprise Fish Stalls	Conducive business environment, Wealth & Employment creation	No. of Stalls	1	1	6 stalls completed at one site (Kambi Samaki)
Programme Name Business and Trade Development					
Objective: To reduce poverty and improve the living standards of the people of Baringo through promotion of investment					
Outcome: Wealth & Employment creation					
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Planned Targets	Achieved Targets	Remarks*
Training of Business Community	Skills improvement, Wealth & Employment creation	No. Trained	200	0	Lack of Funds
Advancing MSME & JLB Loans to Traders	Wealth & Employment creation	No. of beneficiaries	160	0	Issues with guiding regulations delayed process
Link traders to MFIS & Banks	Wealth & Employment creation	No. of traders	32	32	Target achieved
Establishment of business Information Centre's	Business connections, Wealth & Employment creation	Centre established	1	0	No funds availed
Development of county Trade Policy	Clear direction in trade matters	Policy developed	1	0	On course
Construction of County legal metrology lab and Calibration centre	No. of equipment installed for calibration processes	Ability to check the conformities of all measures including bulk capacity and mass measures	1	Nil	No money assigned
Setting up of livestock weighers	No. of weighers installed	Retailing market of livestock being done on life weight	10	Nil	No money assigned
Capacity building on legal metrology rights and consumer Rights	No. of training conferences to be held	Positive responses in compliances of legal metrology laws	24	Nil	Lack of funds
Assizing and stamping of Weighing Equipment	No. of weighing and measuring equipment verified and stamped	Traders and consumers getting quality for the investment and money paid respectively	1200 scales 4800 Weights Ksh.432,000 (Revenue)	600 Scales 2000 Weights Ksh.300,000 (Revenue)	69% Of target achieved More could be achieved with proper facilitation
Calibration Maintenance of Petrol Dispensing Pumps	No. of dispensing nozzles calibrated and sealed.	Standardization of Measuring equipment in trade and trade	105 Nozzles Ksh. 168,000 (Revenue)	60 Nozzles Ksh.96,000 (Revenue)	57% of target achieved, more could be achieved with proper facilitation
Follow up on Implementations and compliance	No. of inspection visits made to trading centers	100% check up of weighing and measuring instruments, prepackage control in	165	No Inspection was	Lack of funds

		ware house and distribution chain, labeling and distribution of goods and services		carried out	
Programme Name; Trade & Industrial Development					
Objective: To enhance business growth through promotion of innovation value addition, market linkage and access to microfinance services for socio-economic empowerment					
Outcome: Wealth & Employment creation					
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Planned Targets	Achieved Targets	Remarks*
Develop Jua Kali Sheds	Wealth & Employment creation	No. of sheds Constructed	1	0	No budget allocated
Revival of Stalled Factories	Wealth & Employment creation	No. of factories revived	1	0	No budget allocated
Programme Name; Cooperative Societies Development					
Objective: To promote good governance and effective management of Cooperative Societies					
Outcome: Wealth & Employment creation					
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Planned Targets	Achieved Targets	Remarks*
Co-operative Development fund	Empowerment of Societies	No. beneficiaries loaned	10	0	Lack of adequate funds
Link societies to KCB Foundation loans.	Wealth & Employment creation	No. linked and trained	15	2	
Promote Establishment of dairy processing plant by Co-operative Societies	Wealth & Employment creation		1	0	Lack of adequate funds
Promote Establishment of honey refinery by Co-operative Societies	Wealth & Employment creation	Honey refinery established	1	0	Lack of adequate funds
Promote establishment of meat processing plant by Co-operative Societies	Wealth & Employment creation	Meat processing plant established	0	0	In progress
Promote Establishment of coffee mill by Co-operative Societies	Wealth & Employment creation	Coffee mill established	1	0	In progress
Enhancement of Corporate Governance And Improve Leadership And Management Within The Co-Operative Movements	Wealth & Employment creation	No. of societies sensitized	50	30	Lack of adequate funds
Training of members, leaders and Staff of Co-operative Societies	Skills empowerment	No. trained	60	80	In partnership with KCB Foundation and ASDSP

Development of county cooperative policy(Cooperative legislating framework)	Clear direction in Cooperative matters	Policy developed	0	0	Already developed awaiting public participation
Renovation and electrification of Coffee factories	Wealth & Employment creation	No. renovated	1	1	In use(Katimok Coffee factory)
Programme Name; Promotion of Investment growth in the County					
Objective: To reduce poverty and improve the living standards of the people of Baringo through promotion of investment					
Outcome: Wealth & Employment creation					
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Planned Targets	Achieved Targets	Remarks*
Organize Investment conference	Investment growth	No. of conferences	1	0	Lack of adequate funds
Mapping of County Investment Resources	Investment growth	Report on Resource map	0	0	Done in 2015/16 FY
Profiling of Investment incentives	Investment growth	Report published	0	0	Lack of adequate funds
Profiling of investors per sector	Investment growth	No. of investors	0	20	On course
Development of an Investment policy	Enhanced competitiveness in investment	Policy in place	0	0	On course
Participation in regional and international trade fairs, exhibition etc	New business knowledge and skills acquired	No. of trade fairs attended	2	2	On Target
Signing of MOU's with strategic partners on PPP arrangements	Improved partnership in development	No. of MOUs	1	1	On target

Challenges specific to the sector

This section provides detailed information on the challenges experienced by the County during the implementation of the previous plan. This may include: Capacity, funding, legal, policy, risk preparedness etc.

- Capacity: -inadequate staff and lack of supervisory vehicles
- Funding; low operational funding and inadequate funding for projects leading to delayed completion.
- Legal: Disputes on some project's sites leading to delayed timelines for project completion
- Policy: Incomplete policy formulation due to lack of capacity. Inconsistence of Regulations with Public Finance Management Act, 2012 delayed disbursement of Funds to traders
- Some Incompetent contractors led to delayed completion of projects e.g. Barbarchun and Kipsaraman market sheds.
- Insecurity in some parts of Tiaty and Baringo South which affected project timelines
- Low trade loan recoveries on SMEs and Cooperative development Fund

Lessons learnt and recommendations

- Enhancement of Cooperative marketing unit within the department
- Development of Policy documents in all sections of department required e.g. Cooperative, trade, Investment,
- Trade Licensing Act to be implemented by the department of trade and not Treasury as constitutionally required. Treasury to concentrate on revenue matters only.
- Recruitment of new staff required to replace the retired officers
- The National Government and Baringo County Government leadership to focus on measures to restore security in parts of the county for better business environment
- Enhanced capacity building to strengthen corporate Governance in co-operative societies
- Strengthen Co-operative development Fund and Small and medium enterprises Fund through improved funding to allow more societies and traders access cheap credit
- Ensure land ownership is County Government before embarking on projects
- Write project proposals for donor Funding

2.5 Health Sector

Overview of the sector including its mandate and its CIDP overall goal

The Health sector in the County is mandated with provision of the highest quality of health care to the citizens. This includes service deliver at the community level (Tier 1), primary health facilities (Tier 2) and the specialized services at the hospitals (Tier 3). The overall goal of health care provision and promotion of health is to improve the health status of the people so that they are able to empower themselves economically, creating wealth rather than seeking health care services. The previous Annual development plan mainly illustrated strategies in infrastructural development; as opposed to the current one which puts its weight behind systems strengthening and service delivery.

Sector Strategic priorities

- I. Strengthening preventive health and health promotion more as opposed to curative health.
- II. Use roll-over development finances to complete existing capital projects during 2018/19.
- III. Use of development finances to strengthen health programs and less of infrastructure from 2019/20.
- IV. Investment in Theatre, X-ray, Mortuary services and equipment at Sub-County hospitals to make them function as level 4.
- V. Improvement of critical care services at the major hospitals in order to minimize referrals.
- VI. Resource mobilization strengthening; including revenue collection

Performance on CIDP Indicators

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
Access to quality health care improved	Number of PHC facilities constructed and equipped		-	49		Some are yet to be equipped
Access to quality health care improved	Number of dispensaries upgraded		-	12		ongoing
Access to quality health care improved	Number of health facilities renovated		-	55		ongoing
Improved access to quality maternal health care	Specialized maternity facility		1	1		ongoing
Improved access to quality maternal health care	Number of maternities constructed		-	18		ongoing
Prevention of diseases in the community	Number of community units established		24	12		ongoing
Improved waste disposal	Number of incinerators and waste combustion chambers constructed		10	2 incinerators and 19 waste combustion chambers		complete
Improved solid waste disposal	Rehabilitated sewerage and lagoon at BCRH		1	-		ongoing
Improved quality of life of PLHIVs and reduction in new infections	Reduction in Prevalence rate		2%	1.6%		
Improved quality of life	Reduction in number of TB cases		90%	86%		
Reduced morbidity and mortality due to malaria	Reduction in malaria cases		40%	42%		
Enhance child survival	% of fully immunized children		70%	52%		Coverage affected by health workers' strike
Reduced risk of spread of VPD	Number of IDSR reports submitted and shared		60	60		
Prevalence and malnutrition reduced	%of underweight, wasting and stunting		20%, 6.9%, 30%	10%, 5%, 20%		
Underweight %						
Wasting %						
Stunting %						
Improved referral and linkage	No. of ambulances acquired		7	15		WHO donated 8
Increased availability of health worker	No. of staff houses constructed		-	32		ongoing
Improved health services	No. of staff issued with appointment letters		-	326		
Improved health outcomes	Number of staff trained		-	Trainings on LAC, EMOC, ART, TB, IMAM, commodity management		
Improved documentation & reporting & improved revenue collection in hospitals	No. of facilities automated		-	2 hospitals and 18 PHC facilities		ongoing
Better strategy	Number of policies developed		-	Alcoholic drinks &		Training policy. Referral policy

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
implementation				substance control Act, 2014.		
Improved learning environment	Upgraded Medical Training Center at Baringo County Referral		3	3		Complete and handed over
Access to quality health care improved	Upgrading 3 sub county hospitals to level 4		7	3		ongoing
Reduced referral and improved health outcomes	Number of theatres constructed		3	3		
Improved preservation of bodies	Number of mortuaries constructed		2	2		
Improved diagnosis and reduced referral	Number of laboratories constructed and equipped		-	4		
Improved response to emergencies	Number of casualty units constructed		2	1		ongoing
Reduced referral	Quantity of equipment procured		-	CT scan, dialysis machine		MES scheme in collabo. with NG
Improved health outcomes	Number of facilities supplied with drugs		204	204		

Source: Department of health, 2018

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

Sector Challenges

- Low budgetary allocation to many of the programs
- Tiaty sub county is severely understaffed due to outward transfers without any replacement, non-replacement of the individuals who decline to report to Tiaty or those lost to natural attrition, re-posting of redundant offers from other sub-Counties to Tiaty hence contributing to inefficiencies in health service delivery
- Overdependence on implementing partners for various programs like the HIV program
- Poor health seeking behavior and low demand for HIV testing services by members of the public
- Some development partners have withheld support for Tiaty due to gazettelement as disturbed and dangerous
- Lack of Reagents for testing of cholera cases for purposes of confirmation
- Inadequate funds for active case search for cases targeted for eradication, elimination and control
- Lack of an emergency kitty at the department for emergence response
- Inadequate transport facilities for targeted support supervision on Vaccine preventable diseases

- Inadequate documentation for routine nets by facilities in Tiaty (Nginyang health centre, Chemolingot hospital among others in the same sub county)
- Irregular review meetings to discuss performance
- Shortage of staff
- Poor data utilization for decision makers
- Inadequate M&E Tools
- Poor maintenance of equipment
- Inefficient re-imburement from NHIF thus Marigat hospital unable to meet its financial obligations
- Lack of specialized personnel (radiographers, physiotherapists, orthopedic technicians etc) in hospitals
- Lack of essential equipment especially in the laboratory. This include hematology analyzer, chemistry analyzer
- Absence of a theatres increases cost and reduces income for hospitals through referrals.
- Delay in procurement of development projects occasioned by changing priorities at community level leading to additional measurements or change of measurements.
- Delay among some contractors in picking up and starting the construction work.

2.6 Education Sector

The development priority in this sector is keen towards the realization of the Kenya vision 2030 objectives on education. These objectives include high standards of trained and skilled labour, Promotion of Gender parity in school enrollment, attainment of global standard on teacher pupil ratio, improving infrastructure for learning and increased access to basic education and transition to pastoral and vulnerable communities. The priorities and measures put in place are also in line with the governor's manifesto of ensuring that children and youth get access to quality, relevant and affordable education that would make them competitive players in the county, national and global economy. It also gives impetus to the EDE common programme framework in contributing to the achievement of the BIGFOUR agenda.

Sector Composition and Mandate

This sector is composed of three sections: Early Childhood Development Education (ECDE), Vocational Training and Special Programmes. The ECDE sub-sector implements the following functions: infrastructure development, curriculum support and equipment, strengthening staff establishment and capacity development, and quality assurance. Vocational training sub sector on the other hand implement infrastructure development and training on skills development while Special programmes sub sector is tasked with school meals programme, education bursary and scholarships administration and management.

Vision

A globally competitive education training, research and innovation for sustainable development

Mission

To provide, promote and coordinate quality education and training, integration of science, technology and innovation in sustainable socio-economic development process.

Mandate

To provide funds required for the development of the necessary infrastructure for the institutions of basic education and training used for conducting preliminary education, child care facilities home craft centers and vocational Training Centers, Bursary disbursement.

Strategic Objectives

- i. To increase the number of classrooms and improve infrastructural facilities to create conducive environment for learners.
 - ii. To improve performance through e-learning.
 - iii. To enhance access to ECD education to all children in Baringo county.
 - iv. To enhance enrolment and retention of learners through continuous support of needy and vulnerable persons and groups.
 - v. To implement relevant curricular in basic education and vocational training.
- Expenditure analysis

Performance on CIDP Indicators

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
Learning performance improved	No of new VTCs equipped		6	1	2	Achieved more than the set target
Learning performance improved	VTC equipped with tools, instructional materials and equipment		6	1	2	Equipped more VTCs
Improved Net enrolment	No. of sensitizations, marketing and branding of VTCs carried out		17	3	2	Remaining YPs are awaiting branding.
Learning performance improved	No of new ECDE classrooms		600	120	60	324 are complete 146 centers are on-going ,113 are on award stage
Hygiene and sanitation improved	Number of toilets constructed in schools				60	26 completed and in use and 58 are on contract awarding stage
Improved quality teaching.	No employed ECDE teachers		2000	1772	-	Teachers are on contract and renewed for 1772 teachers for one year.
Improve enrollment	Number of students enrolled		1	1		With enrolment of 100 students
To improve learning.	Number of chairs and tables in centers					

Source: Department of Education, 2018

Summary of Sub sector Targets and Achievements 2017-2018

Program name: ECDE						
Objective. To initiate, sensitize and implement policies on ECDE						
Outcomes; Increased enrolment in ECDE centres						
Sub program	Key outputs	Key performance indicators(output)	Key outcome	Planned targets (2017/2018)	Achieved targets	Remarks
Classroom construction.	103 ECDE classroom	Number of classrooms constructed.	Increased enrolment.	103 classrooms.	14	The target is yet to be achieved.
Purchase of land for ECDE construction	6 plots for 6 ECDE centres	Number of land purchased	Availability of land for construction of Classrooms	6 plots	0	Requisition stage
Equipping of ECDE classrooms.	120 ECDE classrooms have been equipped.	Availability and utilization of equipment	Conducive learning environment.	120 classrooms	120	The target has been achieved.
Construction of toilets.	58 toilet construction.	Availability of toilets for use.	Improved sanitation.	Classrooms		The target has been achieved.

Procuring of teaching and learning resource.	16,000 teaching materials have been procured to date	Availability of course books, charts and supplementary books.	Improved learning	16,000 teaching materials.	16,000	The target has been achieved.
Sub-Program name: Baringo County College.						
Objective. To promote access, equity, quality and relevant trainings in our institution						
Outcomes; quality education for the ECDE teachers						
Sub program	Key outputs	Key performance indicators(output)	Key outcome	Planned targets (2017/2018)	Achieved targets	Remarks
Classroom construction.	2 classroom constructed..	Availability of classrooms constructed.	Increased enrolment.	2 classrooms.	2	Target yet to be achieved
Construction of female hostel.	2 hostels constructed.	Availability and utilization of the hostels.	Improved accommodation	2 hostels.	2	The target has been achieved.
Program name. Special Program.						
Objective. To increase enrollment, retention and improved transition and health of children.						
Outcomes; Increased enrolment, retention and improved health of the children.						
Sub – programme: ECDE MNP (Meals and Nutrition Programme)						
Sub program	Key outputs	Key performance indicators(output)	Key outcome	Planned targets (2017/2018)	Achieved targets	Remarks
Procurement of food for all the ECDE centres.	Increased enrolment and better nutrition	Food utilization records and increased enrolment records.	Increased enrolment and better nutrition	49,977	-	Policy draft in progress Not funded
Procuring of kitchen equipments.	102 kitchen equipment.	Availability of the kitchen equipments.	Available food for the students.	102 kitchen equipments	0	Not funded
Sub-Program name; - Bursary						
Objective. To help the needy, orphans and vulnerable students in Baringo county.						
Outcomes; Increased enrolment and retention of students.						
Sub program	Key outputs	Key performance indicators(output)	Key outcome	Planned targets (2017/2018)	Achieved targets	Remarks
Disbursement to high school.	2,700 students have received bursary.	List of the beneficiaries.	Increased enrolment and performance of students.	2,700 students	3,600 students	Target achieved
VTCs Scholarships.	300 students have received scholarships.	List of beneficiaries.	Increased enrolment and performance of students.	300 students (ongoing students)	0	Not funded
Program name. Vocational Training Program.						
Objective. To improve skills and creativity of the youth.						
Outcomes; improved and identification of new talents.						
Sub program	Key outputs	Key performance indicators(output)	Key outcome	Planned targets (2017/2018)	Achieved targets	Remarks

Construction of classrooms.	1 classroom have been constructed.	Availability of the classrooms.	Conducive learning environment.	1	1 classroom.	Target achieved.
Construction of workshops.	39 workshops have been constructed.	Availability of workshops.	Utilization of the workshop.	44	0	Ongoing
Equipping the VTC centres	7 VTC centers have been equipped.	Availability of the VTC centres	Utilization of the equipments.	7 VTCs centers	0	Procurement stage

Challenges specific to the sector

County diversity – Minority groups and regional balance

The county is predominantly occupied by the Tugen while Pokot occupies a larger part of Baringo . There are, however, minorities like the Ilchamus living around Lake Baringo, Turkana, Nubians ,Kikuyu and kipsigis in Eldama Ravine sub-county. This poses a danger of excluding the minorities in decision making in the county as the majority are likely to always have their say. Incidences of clashes over pasture, water and cultural practices that do not promote county cohesion are frequent.

Persons with Disabilities (PWDs)

The constitution gives the PWDs an opportunity to fully participate in development hence an opportunity to articulate their issues. The national government has also formulated disability policies and strategies. Therefore, the county will ensure there is compliance with the national policy. The community needs to also be sensitized to eliminate stigmatization and to support the group. The county should consider assessment and correct placement of the ECDE children with special needs and employment ECDE teachers who are special needs compliant. The department considers PWDs in bursary disbursement.

Lack of capacity building

Lack of proper training on how to prepare ADP and minimal time allocated.

Wide spread of department projects

The projects are thinly spread all over the county with low budget allocation making it hard for supervision.

Lessons learnt and recommendations

Materials needed should be well prepared earlier to avoid confusion.

- ❖ Construction of 44 vocational classrooms

2.7 Social Protection, Culture and Recreation Sector

The Social Protection, Culture and Recreation Sector comprises of six Sub-Sectors namely; the Sports Development, Arts and Culture, Labour, Social Protection, Special Programmes and Gender Affairs. The role of the sector in the country's transformation and economic development is diverse. Firstly, the sector plays this role by promotion and exploitation of Kenya's diverse culture and arts; enhancing Kenya's reading culture; regulation, development and promotion of sports, film industry and music; and preservation of Kenya's heritage.

Secondly, the sector promotes harmonious industrial relations, safety and health at workplaces, employment promotion, industrial training, and regulation of trade unions, productivity improvement, manpower planning and development, social security, social assistance, children care and protection and vocational training for PWDs and development of community group. Finally, the sector promotes a gender equal society by ensuring gender equity in power and resource distribution.

The sector continues to emphasize on sustainable programs for Gender, Youth and Vulnerable groups through the Affirmative Action Funds such as National and County Government Affirmative Action Funds (NCGAAF), Women Enterprise Fund (WEF), and UWEZO Fund.

Vision

To be the leading county in creating an economically empowered, gender responsive and socially protected community.

Mission

To reduce dependency through socio-economic empowerment of youth, women and vulnerable groups, enhance harmonious industrial relations while promoting sports and culture as recreational and economic activities.

Strategic Goal

Empower Baringo people by reducing dependency through nurturing and promoting talents while mainstreaming gender.

Strategic Objectives

- a) To reduce level of dependency through socio-economic empowerment and social safety nets for women, youth and vulnerable and minority groups
- b) To promote gender mainstreaming, protection and response against gender-based violence and involvement in all sectors
- c) To nurture and promote sports and preserve positive cultural practices as means to recreation and socio-economic development
- d) To protect the rights of children, vulnerable and minority groups
- e) To undertake policy, legal and institutional reforms to facilitate implementation of the sector mandate and functions.
- f) To promote sporting and recreation activities for National identity, pride, integration and cohesion.

- g) To build resilience and promote affirmative action for addressing challenges facing vulnerable groups through implementation of special programs.
- h) To harness, develop, preserve and promote Kenya's heritage, reading culture and the arts.
- i) To provide care, support and build capacities of individuals, vulnerable groups and communities for equity and self-reliance.
- j) To promote gender equality and empowerment of women and girls and enhance inclusion and participation of youths and Persons with Disabilities in socio-economic development.
- k) To promote decent work, National skills development and sustainable employment.
- l) To promote productivity improvement and enhance the county's competitiveness.
- m) To promote harmonious labour relations, social dialogue and fair labour practices
- n) To coordinate social protection programmes and strengthen linkages across various social

Performance on CIDP Indicators

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
Preservation of cultural heritage for posterity and future generation	No of amphitheatres and cottages constructed		1	1		Allocation of funds to complete remaining works
Promote upcoming talent and source of revenue	Completed theatre		1	0		Allocate more funds
Documented ICH	No of ICH material documented		0	0		Allocate more funds
Vibrant performing groups/visual and performing artist	232 artist 50 performing groups Not registered visual artist		232	232		Allocate more funds to capacity build more artists
Appreciated local language Language literature and oral traditions	-Language training programmes -Language workshop Language classes		2	10		Allocate resources to establish data base of indigenous language
Healthy and food secure residence	No of household consuming indigenous food		1000	1000		Allocate more resources
Promoted and appreciated community cultural events at the county.	No. of cultural events promoted		90	90		Allocate more resources
Vibrant alternative health practitioners County herbalist	No. of registered and identified traditional medical practioners		200	100		Allocate more resources

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
registration						
Revenue generation, creation of employment, skill development	No. of completed state of the Art stadia's		2	0		More resources required for completion
Curb encroachment of county sports facilities	No. of documents for sports facilities		7	3		Allocate more resources
Talent identification and development, Creation of employment, Revenue generation,	Purchased land, Title deed, completed and operational county sports academy		1	0		Allocate more resources
Trained and exposed sports personnel,	No. of Certificates issued No. events organized		200	200		Allocate more resources
Empowerment centers established Valuable information on the job market Career guidelines procedures established	No. of empowerment centres constructed and equipped		6	0		Re-evaluate the contract of the YECs
Youth empowered and equipped to take up self-employment Youth acquire relevant work experience to be absorbed into the job market	Improved living standards of the youth		600	600		Allocate more resources
Empowered youth and increase business amongst youth	No of opened business by youth, positive change of livelihood amongst youth		300	Need to allocate more resources		Increase allocation to facilitate LPO financing and individual borrowing
Improved living standards of the Elderly and	No.of grant and NHIF beneficiaries		600	230		Increase allocation of funds to accommodate OVCs,widows and

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
PWDs						widowers
Increased enrolment of children with special needs	No. of children enrolled in school		1	1		Allocation of resources to equip the dining hall with furniture
Increased enrolment of children with special needs	No. of children enrolled in school		1	1		Allocation of resources to equip the dormitory with beds
Child abuse cases reduced	No. of children rescued and rehabilitated		1	1		Need to equip the centre with modern play equipment

Source: Social Protection, Culture and Recreation Sector, 2018

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

Programme Name: Cultural Development and arts					
Objective: Overseeing, Coordination and Implementation of all Cultural activities					
Outcome: Transformed and Vibrant Cultural Sector					
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Planned Targets	Achieved Targets	Remarks*
Fencing Kimalel Cultural Centre	Reduced conflicts between the cultural centre and the community	Complete fence with a gate	1	1	The fence is complete and the centre protected.
Purchase of tents and chairs to Koroto Cultural Centre	Cultural group empowered with tools of trade	Tents and chairs supplied	200 chairs 2 tents	200 chairs 2 tents	Chairs and tents delivered to the cultural group
Construction of Kabarnet Social Hall	Enhance youth talent development	Complete and equipped players theater and social hall	1	Ongoing	Implementation status is now at 40%.
Construction of Septic, water tank stand, purchase of 10,000 litres and construction of 3 door pit latrine	Enhanced sanitation in the cultural centre	Complete septic, installed water tank and complete 3 door latrine	1	1	The facility is complete and yet to be handed over to the client.
Programme Name: Sports Development					
Objective: Promote and Develop sports to National and International level					
Outcome: Tapped sports talents and professionalization of sports					
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Planned Targets	Achieved Targets	Remarks*
Construction of Kabarnet Sanitation block and changing room	Improved sanitations and changing	Constructed sanitation block and changing	1	1	The sanitation and changing rooms complete.

	rooms	rooms			
Rehabilitation of sports playground (Kabartonjo, Marigat, Visa Oshwal, Emsos, Talai)	Increased sports talent	Usable sports play grounds	5	4	The Playgrounds are complete and usable
Construction of Eldama Ravine Eco-toilet and changing rooms	Improved sanitation in the stadium	Complete toilet and changing rooms	1	1	The facility has been handed over to the client
Construction of Hostels at Ossen Athletics training camp	Improved facilities for sports women and men	Complete hostels	1	1	Awaiting handing over to the client
Construction Sirwa Training Athletic camp cottages	Improved facilities for sports women and men	Incomplete cottages	1	0	The contract has been terminated awaiting re-tendering
Programme Name: County Social Safety Net					
Objective: Reducing poverty and vulnerability					
Outcome: Improved livelihood of the vulnerable persons (Youth, Women, Children and PWDs)					
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Planned Targets	Achieved Targets	Remarks*
Construction Youth Empowerment centers	Provide safe spaces through youth centres	Complete and equipped youth empowerment centres	5	0	Kabarnet Youth centre is complete but not yet equipped. Others are ongoing
Construction of Kabarnet Polkadot Library	Inculcate reading culture to children.	Complete and usable children library	1	1	The pending works need to be completed; Wall capping, Fencing and septic tank construction
Disbursement of Youth and Women Fund	Improved financial capacity for youth and women	Number of youths, women and PWDs groups issued with loans	90	90	The fund is revolving and there is need to allocate more resources to reach out to more groups.

Challenges experienced by the Sector

- Delayed development of Bill of Quantities which slowed implementation of projects.
- Low capacity of contractors to implement projects resulting in low absorption rate
- Low staffing levels in the department especially at the sub-county
- Low funding on flagship projects and programs which address the needs of youth, women, Plwds, sports and culture
- Inadequate office space for staff
- Contractors awarded many project resulting in delayed completion.

Lessons learnt and recommendations

- Need to carry out due diligence on contractors before awarding contracts to ensure delivery of quality work within the stipulated timelines
- The department should champion supervision, monitoring and evaluation of projects in liaison with public works
- There is need to allocate more resources to programs and reduce the amount allocated to projects.
- The department should consider flagship projects that will create socio-economic impact to the community
- inadequate synergy in the delivery of community development programmes.

2.8 Public Administration, Governance and Intergovernmental Relations

Sector

The sector includes the Department of devolution, public service and administration, ICT and E-Government office of the Governor, General Administration, office of the Deputy Governor, county secretary, Civic Education, communication and Disaster risk management, ICT.

The overall mandate of the department is to provide leadership in the county's governance, ICT and development.

Vision

To be the most attractive, competitive and resilient county that affords the highest standard of living and security for all its residents.

Mission

To transform the livelihoods of Baringo residents by creating a conducive framework that offers quality services to all citizens in a fair, equitable and transparent manner by embracing technologies, innovation and entrepreneurship in all spheres of life.

Strategic Objectives

The Department has the following mandate:

1. To ensure effective coordination and management of the County Development Agenda
2. To provide leadership in the county's governance and development
3. To promote public policy formulation and implementation
4. To mitigate and ensure preparedness against disasters in the county
5. Ensure provision of adequate and reliable information systems in the County Government
6. Mainstreaming of ICT in the County

Performance on CIDP Indicators

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
Efficient and effective service delivery	Satisfaction index		70%	30%		Inadequate resources
Increased office space	Number of offices constructed		96	48		Inadequate resources and low capacity of contractor
Improved representation oversight and legislation	Number of Laws, Regulations, Policies passed		70	24		Inadequate resources, low capacity of staff and members of county assembly
Efficient and effective service delivery	Improved Satisfaction index		70%	30%		Inadequate resources
Increased office space, improves service delivery	Number of offices constructed		Over 120	29		Inadequate resources
Efficient and effective service delivery	Completed governor and deputy governor residence		2	0		Inadequate resources
Improved service delivery and efficiency	Number of staff recruited		Need based	2043		Inadequate resources and SRC regulations
Increased office space, improves service delivery	Number of offices constructed		0	6		Inadequate resources
Increased office space, improves service delivery	Number of offices constructed		30	12		Inadequate resources and contractors capacity
Early and timely Response to Protect lives, livelihoods property	Bulletin Analyses, Forecast Analyses Assessment Report EW disseminated		100%	20%		Inadequate resources, personnel, vastness
Early and Timely action	Response lead time		100%	20%		Inadequate resources, personnel,

Output/outcome	Indicator	Baseline	Target at end of the CIDP period- (2013-2017)	Target in 2017/18	Achievement	Remark
	Coping Capacity Resources Plans					vastness
Protect lives, livelihoods and property	No. of Beneficiaries No. Wards Cost Benefit Analysis		100% of the vulnerable (as per poverty index)	20%		Inadequate resources, personnel and nature of hazards
Support effective DRM	Policies and plans HR establishment Organogram Resources MoUs/Treaties Review of Sector plans/budgets		100%			

Source: Public Administration, Governance and Intergovernmental Relations Sector, 2018

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

Program name. Administration						
Objective. Increase efficiency and effectiveness of County Government						
Outcome: Improved efficiency and effectiveness of service delivery						
Sub program	Key outputs	Key performance indicators (output)	Key outcome	Planned targets (2017/2018)	Achieved targets	Remarks
Construction of buildings (Extension of County Government Offices Office Complex)	1 county office block constructed	number of office block constructed number of county department housed	improved service delivery	1	0	insufficient funds
purchase of land for deputy governor's residence	land acquired	5 acres of land acquired	improved service delivery	1	0	insufficient funds
Completion of the constructed	30 ward offices	number of ward	improved coordination of	12	10	10 ward offices at

and equipping of the 12 ward Offices		offices constructed	county programmes			various stages of completion.
programme Name; communication and media services						
objective to strengthen communication linkages between county government and its stakeholders for dissemination of information						
outcome: informed citizenry						
Communication and media services	Communication strategy and policy	number of policy and strategy developed	Improved internal and external communications	1	1 (strategy and policy development on going	awaiting validation workshop with the executive((same))
	Publishing, producing and distribution of county newspaper (Baringo Today)	number of copies produced	Increased awareness and reporting of the development projects and programmes by the citizens and county employees	100,000 in 5 years	60,000 Published	on course
	Newspaper supplements and documentaries	number of newspaper supplements number of T.V documentaries	Enhanced awareness and presence in the county, national and international arena and to report on the gains of devolution to the citizens.	8	2 Newspaper supplements and pull-outs in national print media and 3 TV documentaries during devolution anniversaries, special launching /commissioning of projects	Two supplements done
	Printing of Brochures	number of brochures produced yearly.	Continuous reminder and updating of the county development agenda to the citizens	once a year	Published and distributed 2 departmental and sub – county based brochures	Not done
	Media coverage and monitoring		Increased awareness and continuous education of the county functions to the citizens and stakeholders	at least one story each week in each platform	daily Coverage and reporting of county functions and tracking reporting of the same in the national print, electronic and social media platforms	done
	Facilitate the team with modern equipment	number of modern equipment acquired	Increased efficiency by the staff and improved quality of pictorials, edited stories and cutaways for sharing with the mainstream media	10 still camera, 1IMAC design desk top computers. 1.Beacon(model) 8000 PA	1 still camera, 0 desk top computers. 1.Beacon(model) 8000 PA executive system 1. Mixer 2. 300 W Box	phased project (1 Beacon PA System purchased, 1 digital camera and assesories)

			and for YouTube uploads	executive system 1. Mixer 2. 300 W Box speakers	speakers	
Public Service Development & Management						
objective: to strengthen service delivery						
outcome: improved and efficient service delivery						
Public Service development and management	Implementing performance contracts to guide on performance management	number of performance contracts	improved service delivery	11	0	each department is required to sign performance contracts. There is need also to cascade to lower level staffs
	Implementing performance Appraisal Systems to guide on performance management	number of staff signing performance appraisal	improved service delivery	2300	1500	Ongoing
	Review service charters	number of service charters developed	improved service delivery.	11	0	all county departments have their service charters developed though not reviewed
	Enhance the County Enforcement Command Unit	number enforcement officers employed	improved enforcement of county regulations	60	37	insufficient funds to employ more
	Staffing Plans	number of plans	improved staffing capacity	13	13	Continuous Review of Plans which are already in place
	Job Descriptions	number of job descriptions developed	improved service delivery and efficiency	400	400	Need for staff training
Programme: ICT Infrastructure Development						
Objective: To increase in the uptake of internet based and other ICT related services, enable social and economic growth and also promote infrastructure sharing.						
Outcome: Enhanced access to shared data, public information and Services						
Sub program	Key outcomes/ outputs	Key performance indicators (output)	Planned targets (2017/2018)	Achieved targets	Remarks	
Establishment of Local Area Networks	Enhanced access to shared data, public information and	No of departments with LAN	5	2	Target no met due to insufficient	

(LAN).	Services				funds
Establishment of Metropolitan Area Network	Enhanced access to shared data, public information and Services	No of departments with MAN	1	1	Done but affected by Disaster
Establishment of Wide Area Network (WAN)	Enhanced access to shared data, public information and Services	No of departments with WAN	1	0	No funds
Network & information Security enforcements	Enhanced information security	No of firewalls, access control mechanisms installed	0	0	No budgeted funds
Installation of CCTV Infrastructure, IP Based Intercom	Surveillance and security enforcement	No of offices installed with CCTVs	2	1	Target no met due to insufficient funds
Installation of Internet and WiFi Services	Enhanced connectivity and communication	No of offices installed with Wifi and internet	8	1	Target no met due to insufficient funds
Establishment of County Data Centre	Establishment of County Data Centre To develop an information processing Centre and Create a repository of county information	No of stored and referred documents (organized by departments)	1	0	No funds
Establishment of data Recovery site (BCP)	Disaster Recovery site	No of DR sites	0	0	
Programme: Software Development, Licensing and support					
Objective: : To increase in the uptake of internet based and other ICT related services, enable social and economic growth and also promote infrastructure sharing					
Outcome: Enhanced access to shared data, public information and Services					
Sub program	Key outcomes/ outputs	Key performance indicators (output)	Planned targets (2017/2018)	Achieved targets	Remarks
Purchase and Installation of Software Licences	Increased security of data	No of licences installed	10	1	Target no met due to insufficient funds
e-government systems IFMIS, GHRIS, DHIS, IPPD	Project interfaces county and National government Increased efficiency in service delivery	No of government systems installed	10	3	Target no met due to insufficient funds
Development and Implementation of Management information System (Sectoral)	An integrated system (ERP) for management of all county processes for effective and efficient service delivery	No of systems installed / Enabled in the case of a county ERP System - Improved revenue collection - Cut operational costs by having systems that can easily track operations - offer services nearer to the public and other stakeholders	1	0	No funds
Development of	Implementation of an access-controlled GIS	Enable planning of Projects, centres and towns	All County offices	2	Insufficient funding

Geographical Information System[GIS]	that puts together All projects in accordance with the requirements of section 107 of the County Governments Act 2012.	- Enhance customer satisfaction levels by 50%			
Automation of County Government processes and services	<ul style="list-style-type: none"> • Efficiency in service delivery • Increased transparency and accountability • To boost County revenue 60% • Increased productivity 	No of County processes Automated	All County Services	1	Target achieved

Challenges specific to the sector

- Insecurity
- Lack of enough staff.
- Low budgetary allocations.
- Inadequate funding to support programme implementations
- Insecurity in the county affected project implementation
- Understaffing in some key county departments
- Disaster emergencies especially cattle rustling, floods and droughts with county having little resources to respond to while largely depending
- Inadequate Fire engine for timely response

Recommendations

- Piecemeal allocations of funds for mega capital projects e.g county office block has made it difficult to actualize the implementations.
- Lack for budgetary allocation specifically for Disaster preparedness and response proved a challenge in responding effectively to disasters
- Create peace caravans within the county.
- Strength and motivate the available staff.

3.0 Chapter Three

Challenges and Recommendations

3.1 Sectors Challenges, Lessons Learnt and Recommendations

This chapter concludes by highlighting challenges identified during the review of the ADP for 2017/18 alongside the CIDP (2013-2017). These challenges, to a large extent, hampered the implementation of the prioritized programmes and resulted to low performance, with some of the sectors failing to achieve its targets. Internal challenges common to all the eight (8) sectors included: Low staffing levels, limited technical capacity, budgetary constraints, mobility challenges, limited internet connectivity and inadequate & expensive office space while external challenges included adverse weather conditions and insecurity, mainly, in areas prone to cattle rustling.

Lessons learnt from the review and recommendations have also been discussed in this chapter with a view to avoid similar challenges in the implementation of the second generation CIDP 2018-2022.

Summary of the Sector Challenges, Lessons Learnt, & Recommendations

Sector	challenges	Lessons learnt	Recommendations
Energy, Infrastructure & ICT sector	Low staffing level	Human capital is essential	Recruit & build capacity for technical staff
	Inadequate office space	Conducive working environment is necessary	Construct County office block
	Budgetary constraints	Budgetary constraints require prioritization	Go for fewer high impact projects & Phase projects
	Limited internet connectivity,	Underdeveloped ICT platform is essential	Invest in ICT development
	Mobility challenges	Effective M&E require mobility	Acquire/ allocate vehicles for M&E
	Adverse weather conditions	Adverse weather conditions affect projects implementation and at times causes delay	Consider weather patterns while planning project cycle
	Insecurity	Community involvement is necessary	Invest in community strategy and initiate peace talks
	Lack of contractors technical capacity	Incompetent contractors compromise quality of work	Procure services of competent contractors with capacity
	Under estimation of project costing and duration at budgeting	Underestimation of costs compromise project quality or completion	Ensure proper costing of projects are done during budgeting
Political interference	Political involment compromise	Political leaders provide advisory role and	

Sector	challenges	Lessons learnt	Recommendations
		project implementation	oversight
	Subcontracting without due process by contractors	Tender be awarded to contractors with capacity	Ensure Proper Pre-qualification of contractors
	Scope of contract alteration by beneficiaries.	Public participation is essential	Involve all stakeholders, including communities in public participation
Environment protection, Water & Natural Resources	Over ambitious previous CIDP with too many projects	preparations of BOQs must precede funding for logical completion and/ or phasing of projects	Encourage resource mobilization
	Introduction of Ward fund interfered with prioritized projects	Public participation in projects must be informed by the technical department	Involve all stakeholders in public participation
Agriculture , Urban & Rural Development	Low staffing level & lack of a succession plan	Adequate staffing & Succession plan is essential	Recruit additional staff and develop a succession plan
	Mobility Challenges	Mobility is critical for effective extension services & M& E	Acquire additional vehicles & motor bikes
	E-procurement challenges	Start E- procurement processes early to avoid delays	Train & capacity build staff on E-procurement
	Delayed payments for input suppliers	Unhappy suppliers affect project implementation	Ensure Timely payments for suppliers
	Budgetary Constraints	Inadequate funding compromise quality and timeframe for project completion	Phase projects & Resource mobilize to fund deficit Prioritized projects and implement them fully
	Lack of land for specific projects	Land tenure system is critical in project	Purchase of Land banks
	Weak M & E system	Lack of M&E affects quality and timeframe of projects	Develop an effective M & E system
	Underdeveloped urban development related policies	Lack of supportive policies affect urban development	Develop supportive policies
	Land disputes	land disputes delay or cancellation of project	Issue Title deeds to minimize land disputes
	Lack of urban management boards	That there is need for urban management board	Constitute an urban management board
	Underdeveloped enforcement mechanism	Lack of enforcement affect project implementation	Develop an effective enforcement committee

Sector	challenges	Lessons learnt	Recommendations
	Lack of County physical liaison committee	That there is need for physical liaison committee	Constitute physical liaison committee
General Economics & Commercial Affairs	Low staffing levels	Need for additional staff	Recruit and capacity build new technical staff
	Mobility challenges	There is need for vehicles & motor bikes to enhance extension services and M& E	Acquire motor vehicles & motor bikes
	Budgetary constraints	Greater impact in Trade & Co-operative development require adequate funding SME Loans & Co-op. dev. fund	-Phase projects - Resource mobilize
	Litigations cases	Land ownership for project sites to be confirmed prior to implementation	Involve local leaders & community in project site identification
	Weak M& E systems	Weak M&E systems affect loan repayment , quality of projects & time frames	Develop an effective & efficient M & E system
	Delayed payments	Prompt payments hasten completion of projects and its quality	Plan project cycle well. Ensure efficiency of systems
	Insecurity	Project implementation is delayed in insecurity prone areas	Invest in community strategy and initiate peace talks
	Limitation in Business models especially under the PPP arrangements	Supportive business models are essential in implementing flagship projects	Establish an independent entity (County Corporation) to serve as a special purpose vehicle for County PPP projects
	Lack of incentives for investment promotion	Wooing of investors require attractive investment incentives	Develop an investment strategy with clear incentives
Education	Delay in implementation of projects by contractors awarded tender	Contractors competence & capacity should be considered in awarding of tenders	Ensure prequalification of contractors is properly done
	Monitoring and evaluation inefficiency	Weak M&E systems affect quality of projects and timely completion	Develop an effective & efficient M& E system
	Lower project sum allocation leading to low workmanship, delays and losses to contractors	Under costing projects compromise the quality of projects or completion	Project values should be tailor made according to their locations.
	Delay in release of funds by the national government	Preparation of projects cycle plans should consider delays in release of funds	There is need to seek more partners so as to support the programmes
Health	Underfunded projects	Underfunding affect completion of projects	-Allocate sufficient funds for projects -Prioritize fewer projects with greater impact

Sector	challenges	Lessons learnt	Recommendations
	Low staffing levels & lack of succession plan	Adequate staffing & Succession plan is essential	Recruit additional staff and develop a succession plan
	Understaffed public works department	Delays of drawings & BQ's development delays project implementation	Recruit additional technical staff at the public works department
	Over reliance on donor funds & support	Donor funding are project specific and does not cover all health components	create a county joint resource mobilization committee to avoid duplication and donor fatigue; strengthen PPP in the sector
	Inadequate storage facilities for supplies	Limited storage may lead to losses in supplies	Invest in storage facility
	Delayed disbursement of funds from National Government	Preparation of projects cycle plans should consider delays in release of funds	There is need to seek more partners so as to support the programmes
	Low NHIF uptake	Medical expenses becomes costly to those not using NHIF further impoverishing them	Carry out sustained sensitization to increase uptake of NHIF products
	Lack of basic social amenities in rural areas affect the performance of staff in rural facilities	Employees comfort is important service delivery	Create synergies with other departments to ensure that the development of social amenities such as schools, water, health centres are located close together
	Lack of electricity connectivity in some rural health centres	Delivery of service is compromised for lack of electricity in some of the rural health centres	Invest in electricity connectivity for rural health centres
	Lack of Leadership & Managerial skills	Effective leadership & managerial skills promote team spirit	Support employee/ managers personal development through trainings
	Lack of program based Budgeting	Program based budgeting enhance project implementation.	Adopt program based budgeting
	Weak M& E systems	Weak M& E results in loss of revenue	Automate health services
Social Protection, Culture and Recreation	Low staffing level	Adequate staffing is essential in project implementation	Recruit additional technical staff
	Delayed disbursement from National Government	Preparation of projects cycle plans should consider delays in release of funds	Encourage resource mobilization
	Slow implementation of projects by contractors	Poor selection of contractors affect project implementation	Award contracts of high magnitude projects to contractors with adequate capacity
	Project land ownership challenges	Land disputes results in cancellation of projects or delays in implementation	Involve local leaders and community in identifying project land
Public Administration &	Inadequate policies to guide operations	Weak policies affect service delivery	Develop relevant policies and legal framework

Sector	challenges	Lessons learnt	Recommendations
Governance	Insufficient vertical & horizontal co-ordination across departments	Lack of co-ordination results in duplication, omission & commissions that adversely affect service deliver	Streamline departments co-ordination unit
	Cumbersome & bureaucratic procurement procedures	Prolonged procurement processes causes delays in service delivery	Train & capacity build staff on procurement procedures to hasten the process
	Inadequate skilled staff in technical areas	Low staffing of technical staff affect smooth implementation of projects	Recruit additional technical staff
	Insecurity & cattle rustling	Areas prone to insecurity and cattle rustling lag behind in project implementation	Invest in community strategy and peace building in insecure areas
	Rapid institutional reforms to support devolved structures	Institutionalization of reforms is essential in supporting devolved structures	Establish a task force to institutionalize reforms in devolved structures
	Drought & food insecurity	Drought & food insecurity affect project implementation and increases poverty	Develop and implement programmes that can mitigate against drought & food insecurity
	Low funding and delayed disbursement of funds from the national treasury	Preparation of projects cycle plans should consider delays in release of funds	Encourage resource mobilization
	Poor infrastructural network	Low internet connectivity affects service delivery	Invest in infrastructure network
	Retrogressive Cultural practices	Buy-in of projects is affected by retrogressive cultural practices	Invest in community strategy and sensitization to fight retrogressive cultural practices
Political interference	Political interference affects objectivity in project periodization and implementation	Political arm to provide oversight role while technocrats be left to implement projects	