

REPUBLIC OF KENYA



**COUNTY GOVERNMENT
OF ISILO**

**COUNTY ANNUAL PROGRESS REPORT
(CAPR) 2017/18**

AUG 2018

VISION

A secure, just, integrated and prosperous county where all enjoy full potential and high quality of life.

MISSION

Facilitation of an inclusive participatory engagement in development; creation of vibrant and welcoming environment that allows optimal utilization of available resources

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ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
APR	Annual Progress Report
APRM	Africa Peer Review Mechanism
CAMERs	County Annual Monitoring and Evaluation Reports
CDP	Capacity Development Programme
CEC	County Executive Member
CIDP	County Integrated Development Plan
CIMES	County Integrated Monitoring and Evaluation System
CO	Chief Officer
COMEC	County Monitoring and Evaluation Committee
CSF	County Stakeholders Forum
CSOs	Civil Society Organisations
ICT	Information and Communication Technology
KNBS	Kenya National Bureau of Statistics
M&E	Monitoring and Evaluation
MED	Monitoring and Evaluation Directorate
MTEF	Medium-Term Expenditure Framework
MTP	Medium Term Plan
NGOs	Non-Government Organizations
NIMES	National Integrated Monitoring and Evaluation System
PER	Public Expenditure Review
PSR&PC	Public Service Reform and Performance Contracting
RBM	Results Based Management
SDR	Service Delivery Assessment report
TAG	Technical Advisory Group
TOC	Technical Oversight Committee

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EXECUTIVE SUMMARY

This Annual Progress Report was prepared by the County Planning Unit in collaboration with other county entities. Its main purpose of the report is to assess the progress made on the implementation of the 2017/18 budget so as to provide a complete picture of the county. The report is also expected in turn to inform and help the county to respond to any perceived challenges in order to accelerate overall development in the county.

The Report will ensure efficiency in utilization of resources for effective realisation of results and hence speedy county development process. It espouses the importance of results-based management, transparency, accountability, and efficiency as fundamental principles for managing all public programmes/projects in the county.

The report covers the achievement made in implementation of 2017/18 budget projects, the challenges encountered during the implementation process. The report is structured into four substantive chapters. Chapter one provides the introduction. Chapter two gives the County performance per sector. While chapter three contains highlights of lessons learnt during the implementation process. It also contains key lessons learnt during the attainment of sector targets.

CHAPTER ONE: INTRODUCTION

This annual progress report is a product of an assessment that takes place during a project that conveys details such as what targets have been accomplished, what resources have been expended, what problems have been encountered, and whether the project or process is expected to be completed on time and within budget. This progress report will be used to determine whether changes are necessary to an ongoing effort in the County Government.

This monitoring and evaluation progress report assesses the annual performance of the implementation of the County Projects for the financial year period 2017/18. The primary objective of progress is to provide regular feedback on such critical issues as implementation results, experiences and challenges to stakeholders, particularly to the Project management teams, project Beneficiaries, the County Government and county development partners as the funding agencies.

This report attempts to indicatively assess likely outputs, and outcomes the Projects has generated, as suggested by responses to open-ended questions administered during the field focused group discussions, anecdotal observations and narrative statements from project beneficiaries such as communities. The report's major focus, nevertheless, is to assess the Projects' performance results at the output level.

This report was prepared with input from all sectors through their focal persons under the guidance of AHADI consultants.

CHAPTER TWO: COUNTY PERFORMANCE

2.1 Agriculture, Livestock, Fisheries and Irrigation

Sector Strategic Priorities

- i. Enhance food and nutrition security;
- ii. Improve market access and linkages; and
- iii. Increase production and productivity of agricultural produce.

Summary of Sector/Sub-sector Programmes (2017/18)

Key Outcomes/outputs	Key performance indicators	Baseline	Planned Targets in ADP	Achieved Targets	Remarks*
Farmers Trained on adoption drought resistance	No of farmers trained	300	500	12,000	Surpassed targets due to donor support.
Training of farmers on land management. Soil testing Purchase of farming /land management tools	No of farmers trained	5	6 MT	0	
Training of farmers on land management. Soil testing	No of farmers trained	600	500	3000	Surpassed targets due to donor support.
Purchase of farming /land management tools	No of tools and implements	8	Assorted tools	0	
Provision of tractor hire services	No of acres under crop production	-	10,000 acres	12,000 acres	use of county tractors
Construction of agro processing plant.	number of agro processing plant in place	0	1	0	
Promotion of Technologies	No of technologies promoted	5	3	15	
Training of farmers on value addition	No of farmers trained	500	500		
Procurement of equipment	No of equipment procured	0	Assorted	4	
Training of farmers on market	No of farmers accessing and utilizing market	1000	500	3000	Surpassed targets due to donor support.
Refurbishment of Isiolo ATC	No of halls/hostels refurbished,	0	1	0	
Rangeland management-	51Ha	100Ha	Nil	51Ha	funds Not

Key Outcomes/outputs	Key performance indicators	Baseline	Planned Targets in ADP	Achieved Targets	Remarks*
Reseeding of bare lands					allocated
Training of livestock producers	No of trained livestock producers	4500	1000	5000	supported by partners
completion of Isiolo abattoir	% completion of Isiolo abattoir infrastructure	90%	100%	98%	on-going requires funds for equipping
Establishment of market yards	No of market yards developed	5	10	9	funds were Not enough
Establishment of Livestock disease free zone (DFZ)	No of DFZ under establishment	1	1	1	Part development of DFZ structures
Massive vaccination of livestock, strategic deforming and treatment	No of livestock vaccinated	300,000	500,000	498286	vaccinations for goats and sheep's
Deworming	No of livestock dewormed	90,000	120,000	82,700	
Branding of livestock	No of branded livestock	25,000	25,000	19000	
purchase of breeding males, and AI services	No of inseminations	0	10	0	Not funded
Establishment of livestock policy, strategic plan	No of livestock productivity	0	1	0	Policy at draft stage
capacity building of honey producers on new production technologies	No of honey production	3000	3000	2000	
Field days and stakeholders forum, training of farmers, Show/Exhibitions	No of Non ruminants enterprises established	0	2	0	
Construction of fish ponds	No of operational Fish Ponds	10	20	0	Change of projects to improvement of Isiolo fish farm
Establishment of fish markets and outlets(fish holding ponds)	No of Fish outlets	2	1	1	In 2017/18 budget
Capacity building of fish vendors , farmers and traders	No Fish Producers and traders trained	160	200	180	On-Going

Table 1: Summary of Sector/Sub-sector performance Programmes (2017/18)

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Challenges in the Implementation of the Sector Programmes

Challenges	Specific Mitigation Measures
Inappropriate legal and regulatory framework.	To develop appropriate regulatory, policy and legal framework
Heavy livestock losses due to diseases and pests.	Improved disease surveillance and control
Low absorption/Uptake of modern technology.	Improve adoption of agricultural technologies among the farmers by triggering demand for the technologies through extension and training
Inadequate budgetary allocation.	Increased investment and budgetary allocation to the sector
Weak Extension services	Strengthen extension services and agricultural institutions;
low agribusiness enterprise	Encourage growth of agribusiness enterprises and private sector investment

Table 2: Challenges in the Implementation of the Sector Programmes

2.2 Water, Environment & Natural Resources

Strategic Priorities

- Improving access, adequate and reliable water supply for household use, livestock and farms;
- Conservation and protection of environment
- Promotion of green energy, and promoting exploitation of natural resources of economic value

Summary of Sector/Sub-sector Programmes performance 2017/18

Key Outcomes/ outputs	Key performance indicators	Baseline	Planned Targets in ADP	Achieved Targets	Remarks*
Increased total number of HH connected to urban water supply	No of HH connected	6314	17,875	7,500	Poor water quality hampering achievement
Increased Proportion of rural population with access to clean and safe water	%age of rural population accessing clean and safe water	3,000	15,000	5,000	
Increased total number of water supply Rehabilitated	No of water supplies rehabilitated		16	11	

Key Outcomes/ outputs	Key performance indicators	Baseline	Planned Targets in ADP	Achieved Targets	Remarks*
Improved time of responses to water need during drought	Number of Water truck in place	1	2	1	purchased by Northern water service board
Increased number of boreholes connected to solar energy	No of boreholes connected to solar energy	5	10	7	
Water Policy Development and Management	No of hectares under irrigation	600Ha	1470Ha	650Ha	
Improved planning system	Sector Plan in place	1	1	1	
Reduced menace of invasive species in urban and in irrigation schemes	No of acres reclaimed	-	0	0	
Protected water catchment areas	No of water catchment areas protected	5	10	1	lack of enough funding
Reduced grabbing of public land	No of Grave yards fenced	-	5	3	lack of enough funding
purchase of waste collection truck	number of waste collection trucks in place	1	2	0	

Table 3: Summary of Sector/Sub-sector Programmes performance 2017/18

The Key Achievements

Under Water Resources Development and Management Programme there were increased supply of water through drilling of more bore holes and laying of pipes to cater for human as well as livestock use. This reduced the drought related disasters in the county.

Challenges in the Implementation of the Sector Programmes

Challenges	Specific Mitigation Measures
Inadequate key staff to manage some of our core sections e.g. water technicians Environmentalists, Surveyors, Draughts men, energy engineers etc.	Employment of these key staff
Inadequate Transport since the department has few operational vehicle	Provide funds for servicing of grounded vehicle/ motor bikes and procure new ones
Erratic weather condition which hampers Implementation of some projects e.g. dams & pans.	Work plan to be prepared in line with the weather patterns in mind such that de silting of dams are done during dry weather periods
Long procurement procedures	Decentralize procurement to the department
Spreading resources for water projects thinly	Engage in flagship projects as well as ward projects

Table 4: Challenges in the Implementation of the Sector Programmes

2.3 Health Services

Strategic Priorities

- Elimination of Communicable diseases
- Provision of Essential Health Care
- Provision of adequate and appropriate health infrastructures

Table 3 Summary of Sector/Sub-sector performance Programmes (2017/18)

Key Outcomes/ outputs	Key performance indicators	Baseline	Planned Targets ADP	Achieved in Targets	Remarks*
Construction of staff houses in 5 rural health facilities	No of staff houses Constructed		5	2	
Purchase of 2 ambulances	No of ambulances bought		2	0	
Purchase of public health equipment	No of public health equipment		Assorted	Assorted	
Construction of 5 new health facilities	No of health facilities constructed		5	5	
Purchase of KEPI fridges	No of fridges		10	10	
Equipping of Isiolo and Garbatulla hospitals with modern facilities	No of equipment purchased		2		
Purchase of dialysis machine	No of operationalised health care facilities		1		
Refurbishment of Isiolo county Hospital	Refurbished of Isiolo hospital		1		
Supply of X-Ray Machine	No of X- ray machines purchased		2		
Construction of Child ward	Infant mortality rate		3		
Construction of maternity ward	Maternal mortality rate		3		

Table 5: Summary of Sector/Sub-sector performance Programmes (2017/18)

Achievements

Purchase of health equipment

Challenges in the Implementation of the Sector Programmes

Challenges	Mitigation measures
Inadequate finances to implement various projects and activities	Provision of adequate funds
Dilapidated Infrastructures	Rehabilitation of dilapidated infrastructures
Ineffective monitoring and evaluation	strengthening of M&E
Delay of completion of projects on time	Adherence to annual work plans

2.4 Lands, Physical Planning, Surveying and Housing, roads and public works

Strategic Priorities

To have well planned and organized spaces with clearly defined land uses and boundaries

To improve accessibility and movement in the county

Summary of Sector/Sub-sector Programmes (2017/18)

Key Outcomes/ outputs	Key performance indicators	Baseline	Planned Targets in ADP	Achieved in Targets	Remarks*
Enhanced land use management	No of Land use plans and resource maps	2	1 (Garbatulla spatial)	1	
Digital Mapping and Planning of Bulla Pesa 2, BulaPesa 3, Burat, & Kinna urban centres	No of land survey mapping boundaries	7	3	0	
Increased number of km of Paved Standards Roads	No of km Paved Standards Roads	2km	0.8km	0	
Increased number of kilometres of urban roads maintained and rehabilitated	No of kilometres of roads maintained & rehabilitated		assorted	assorted	
Increased number of kilometres of rural roads	No of km of all-weather roads	assorted	-	-	

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Key Outcomes/ outputs	Key performance indicators	Baseline	Planned Targets in ADP	Achieved in Targets	Remarks*
maintained and rehabilitated to all-weather roads					
Ngarendare and Garbatulla	No of 3 Bridges constructed	1	2	0	Project Not implemented funds diverted for maintenance of roads

Table 6: Summary of Sector/Sub-sector Programmes (2017/18)

Key Achievements

Opening and grading of county access roads across which led to greater accessibility of the rural areas, Preparation of drawings, bills of quantities and supervision for all projects being undertaken by the County Government.

Challenges in the Implementation of the Sector Programmes

Challenges	Specific Mitigation measures
Inadequate qualified/technical staff in the department	Propose to the Board need for additional qualified personnel
Manual land information system: Use of the manual system has become ineffective especially with the increase in the number of land records	Introduce automated land data management systems
Land disputes due to boundary encroachments and multiple allocations of plots; inconclusive land exchange transactions; unplanned and surveyed land and trading centres	Conflict resolutions on land
Inadequate housing stock, poor housing condition, high cost of construction materials and ineffective legislation	Encourage construction of housing units by the private sector
Inadequate budgetary provision for the proposed projects	Additional funding for projects
Implementation of non-budgeted items	Strict implementation of the budget Items
Lack of capacity of local contractors	Empowerment and training of contractors
Lack of supervisory vehicles	Purchase of supervisory vehicles

Table 7: Challenges in the Implementation of the Sector Programmes

2.5 Tourism and Wildlife Trade, Cooperatives Industry and Enterprise Development

Strategic Priorities

- To increase tourists' arrivals and earnings to the county.
- Trade enhancement
- Enhancement of cooperative development
- Enhancement of fair trade practices
- Industrial development

Summary of Sector/Sub-sector Programmes (2017/18)

Key Outcomes/ outputs	Key performance indicators	Baseline	Planned Targets in ADP	Achieved in Targets	Remarks*
Marketing of county game reserve and game hotels				0	
Promotion local culture as a tourist activity,	No of new tourism activities	0	3	0	on-going
Development of two new conservancies	No of conservancies developed		2	2	on-going
Rehabilitation and maintenance of game reserves roads	No of parks rehabilitated roads	2	2 game reserves	1	on-going
Opening of new roads in	No of new roads opened	2	2 game reserves	1	on-going
Local Markets Development	No of Trade shades Constructed	0	20	0	Budget was reallocated
Well-functioning sanitation and drainage systems	No of washrooms constructed	1	2	0	Budget was reallocated
Trained entrepreneurs	No of youths and women trained	1200	1500	1600	Target achieved
new entry traders trained	No of new entry traders trained	22	32	38	Target achieved
increased cooperative movements	No of new cooperative registered	58	61		ongoing
SME parks developed	No of SME parks developed	0	1	0	Not budgeted for

Table 8: Summary of Sector/Sub-sector Programmes (2017/18)

***Remarks:** The variation of planned VS achieved targets was due to budget constraints due to wage bill dynamics and weak development partner's support.

Achievements

Under Tourism Development and Promotion Programme the key achievement was development of two new conservancies in Oldonyiro and Chari; and Rehabilitation and maintenance of game reserves roads

Under the **Trade and Development Promotion Programme**, the key achievements in the periods under review include: completion of trade office

Under the **Cooperative Development and Management Programme**, the key achievements include: Registration of two new cooperative societies; revival of one dormant society; 32 societies audited.

Challenges in the Implementation of the Sector Programmes

The Department experienced a myriad of challenges in this period which include;

Challenges	Specific Mitigation Measures
Limited human resource capacity	Propose to the board the need for additional staff
Limited financial resource allocation	Increase budgetary allocation
Inadequate/Unreliable transport	Purchase of motor vehicles
Erratic disbursement of funds.	Timely disbursement of funds
Lack of clear policy, legal and institutional framework.	development of of clear policy, legal and institutional framework

Table 9: Challenges in the Implementation of the Sector Programmes

2.6 Education, Youth Affairs, Gender and Social Services

Strategic Priorities

- To increase access to early childhood education
- To empower the Youth, women and people living with disability
- To engage the youth in sports and vocational training
- To cushion vulnerable groups to meet basic human needs

Summary of Sector/Sub-sector Programmes (2017/18)

Key Outcomes/ outputs	Key performance indicators	Baseline	Planned Targets in ADP	Achieved Targets	Remarks*
Increased number of Students enrolled in secondary and tertiary institution	No of students benefited	-	5,000	0	budgeted for 30M
Construction of 30 ECDE Class rooms	No of ECDE centres	-	30	10	on-going
Training of ECDE teachers	No of teachers trained	-	300	0	Not budgeted for
Purchase of modern furniture	No of learning tools and equipment delivered	-	40 ECDE centres		on-going
Purchase of ECDE learning tools and equipment	No of ECDE school-accessing learning tools and equipment	-	1		on-going
Equipping of Merit polytechnic	No Enrolment of Students per Year	0	1	0	Not budgeted for after assembly review
Sponsoring Youths for county, Regional, National and international sports events	No of Youths sponsored	-	40 teams	0	on-going
Equipping sports Stadia	No of equipped sports Stadia	0	1	0	-
Rehabilitation of sports facilities	No of rehabilitated stadiums	0	4	0	
Capital grants to Youth groups	No of youth groups benefiting from grants	-	200	0	Waiting Legislation
Training of youths on entrepreneurship skills	No of youth youths trained	-	200	0	Budgeted but n
Women trainings on empowerment Trainings	No of women group trained	-	100	0	On-Going
Disabled on empowerment	No of disabled-empowered with capital	-	100	0	Budgeted

Key Outcomes/ outputs	Key performance indicators	Baseline	Planned Targets ADP	Achieved in Targets	Remarks*
Trainings	grants				

Table 10: Summary of Sector/Sub-sector Programmes (2017/18)

**Remarks: Not all projects were realised cause of budget constraints due to revenue shortfalls.*

Achievements (CIDP Implementation Milestones)

- i. Under ECDE Programme 10 ECD classrooms were constructed.
- ii. Vocational Education and Training Development Programme the achievement are provision Bursaries worth Kshs 30 million were awarded to secondary school students in various Learning institutions.

Challenges in the Implementation of the Sector Programmes

Challenge	Mitigation Measures
Delayed Project Execution	Adherence to the Procurement Plan for Timely Execution
Limited Office Space and Equipment	Construction of Offices
Shortage of Staff	Hiring of more Staff

Table 11: Challenges in the Implementation of the Sector Programmes

2.7 Finance and Economic Planning

Strategic Priorities

- i. Ensuring of accountability and prudent financial management for county public resources
- ii. Enhancing economic policy management for county development
- iii. Enhancement of own county revenue

Summary of Sector/Sub-sector Programmes (2017/18)

Sub Programme	Key Outcomes/ outputs	Key performance indicators	Baseline	Planned Targets in ADP	Achieved in Targets	Remarks*
Programme P1 : Economic and Financial Policy Management						
Economic Policy and County Development Plans	County Annual Development Plan 2018	2018 CADP	4	1	1	Done
	County Budget Review and Outlook Paper(CBROP)	2017 CBROP	4	1	1	Done
	County Fiscal Strategy Paper (CFSP)	2018 CFSP	4	1	1	done
	Budget estimates for 2018/19	Budget estimates				On-Going
	Preparation Sectoral plan	Sectoral plan	0	1	0	To be done in partnership with USAID
	Capacity building trainings of the public on effective planning	No of trainings	0	6	2	Training of sector working group
County Monitoring and Evaluation system	Develop county integrated monitoring and evaluation system	M& E System	0	1	0	Not Done
	Field visits to project sites/programmes	No of M and E Reports	2	4		on-going
	Rehabilitation of the county planning office	Rehabilitated planning office	0	1	ongoing	on-going
Programme 2: Public Finance Management						
Infrastructure development	Fencing of county treasury	Fence done	0	1	0	On going
Programme 3: Revenue Generation and Enhancement						
Modern Market Complex	Construction of Isiolo modern complex market		0			on-going
Programme 4: General Administration						
	construction of county head quarters					On going

Table 12: Summary of Sector/Sub-sector Programmes (2017/18)

Remarks: Not all projects were realised cause of budget constraints due to revenue shortfalls

Key Achievements

Under the **Economic planning and budget services Programme**, the department achievements during the period include:

- i. Preparation of the county's ADP
- ii. Preparation of the 2016 County Budget Review and Outlook Paper
- iii. Preparation of the 2017 County Fiscal Strategy Paper
- iv. Successful preparation of the Budget for 2017/18 financial year
- v. Preparation of monitoring and evaluation project status report

Challenges in the Implementation of the Sector Programmes

The department faced a number of challenges including

Challenges	Strategies/Mitigation measures
Shortage of technical staff in almost all the sub - sector which negatively affected service delivery	Recruitment of relevant staff and establishing infrastructure associated with their delivery of services; this includes Capacity building for staff and the community they serve.
Limited vehicles for M&E, Lack of legislative framework for revenue collection	Develop revenue collection framework and purchase vehicles for M&E activities.
Low community ownership/ sustainability of most of the county projects	Continuation of embracing community involvement in participatory programme planning, budgeting and implementation monitoring to promote community ownership
Shortfall in revenue collection from local sources hindering full implementation of planned programmes /projects	Efficient and effective way of sealing internal revenue leakages and setting of realistic targets
low external revenue mobilization	Setting up of donor coordination unit
Delayed release of funds from the National Government to leading to delay in project implementation.	Initiate earlier requisitions from national government
Deviation of sectors spending from annual budgets	policy frameworks in place for allocated funds so that their implementation is carried out as planned in the annual budgetary allocations
Non conformity to procurement rules	putting mechanism that ensures procuring processes adhere to the government procurement regulations

Table 13: Challenges in the Implementation of the Sector Programmes

2.8 Office of Governor and Deputy

Strategic Priorities

- Provide overall policy and strategic direction for the socio-economic and political transformation of the county
- Attract, retain and develop competent human resource in the public service for efficient and effective service delivery
- Develop modern County ICT infrastructure for sustainable development;

Summary of Sector/Sub-sector Programmes (2017/18)

Key Outcomes/ outputs	Key performance indicators	Baseline	Planned Targets ADP	Achieved in Targets	Remarks*
One County Disaster Risk Reduction Strategy developed	Strategy paper	0	1	0	
Improved interdepartmental coordination	No of meetings and forums conducted	0	10	0	
Increased number of staff performance appraisals/audits	No of staff with performance contracts	0	1,000	0	To be done in 2018/19
3 ward offices	number of ward offices in place	0	3	3	on –going
Increased HR guidelines and CPSB bills	No of HR policies and CPSB Bills developed	0	1	0	
Staff audit and Capacity Assessment and Rationalization Program	No of staff audit, and capacity assessment &	0	1	1	Requires implementation
Decent office accommodation secured for the board	Office block	0	1	0	
Website and e-Mail Communication	No of website & e-mail communication	0	1	1	Done needs upgrading

Table 14: Summary of Sector/Sub-sector Programmes (2017/18)

Challenges in the Implementation of the Sector Programmes

Challenges	Strategies/Mitigation measures
Inadequate technical expertise	Capacity build the staff through trainings
Inadequate staffing levels	Employ relevant staff to boost the level of staffing
Inadequate physical infrastructure	Establish necessary infrastructure
Inadequate funds and resources	Adequate budgetary allocation to programmes/projects
Non performing staff	County staff should be put under performance appraisals
Lack legislative framework for ICT	Develop bills on ICT

Table 15: Challenges in the Implementation of the Sector Programme

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2.9 Peace, Cohesion And Conflict Resolution

Strategic Priorities

- Develop Isiolo County Action Plan Countering Violent Extremism
- Tap into inter-county peace blocks

Summary of Sector/Sub-sector Programmes (2017/18)

Key Outcomes/ outputs	Key performance indicators	Baseline	Planned Targets	Achieved Targets	Remarks*
Cohesive and just society	No of Peace dividend projects implemented		20		on-going
inter-county exchange programmes	No of exchange programmes		6	2	on-going
Reduced disaster incidences	No of disaster trainings/ meetings held		12		on-going

Table 16: Summary of Sector/Sub-sector Programmes (2017/18)

CHAPTER 3: CHALLENGES, LESSONS LEARNT AND CONCLUSION

A number of challenges were faced during the implementation of projects in financial year 2017/18 ranging from inadequate counterpart budgetary allocation, weak county capacities in implementation, weak procurement process, weak county monitoring and evaluation framework, poor reporting from sectors and delays in recruiting of technical staff. These challenges can be looked at in terms of attitude, policy, institutional and transitional factors. Early planning of project activities, negotiation for more funding from the National Treasury and improved coordination by the Planning will enhance delivery of envisaged results. The table below provides a summary of these challenges and lessons.

Challenge	Lessons Learnt and/or proposed solutions
Inadequate funds which hamper the commencement of planned activities on a timely basis. This is also a threat to sustainability.	Adequate counterpart funds will increase the uptake of implementation. Hence, implementing agencies should: a) Negotiate for more funding from the National Treasury as counterpart funds during the preparation of budgets; b) Seek for more funding from other development partners
Low human capacities of implementing partners leading to poor coordination of Programme activities and slow implementation of planned activities.	Required capacity and skills in project management are important in project implementation. This calls for fast-tracking capacity building components of the Programme with IPs pushing for achieving required staffing levels in terms of numbers and skill mix.
This is coupled with weak capacity of county government officers to develop annual work plans, M&E plans, procurement plans and reports, leading to low absorption of budgeted funds.	b) County governments need to partner with the national government in areas such as performance contracting, M&E and law reforms reporting in order to build county capacities for effective delivery of services.
Inadequacy of clarity on roles and responsibilities around government functions at the county level leading to inadequate coordination among staff involved in execution of the Programme.	Implementing of activities in the annual work plan requires early planning in order to get maximum results. b) There is also need for implementation support to county governments to ensure that the Programme's processes are well understood by the teams.
Delays in the uptake of activities that require data for informed decision making especially during the costing of government functions.	Better coordination to enhance the operationalization of the Intergovernmental Technical Relations Committee and Sector Working Groups to address emerging issues

	between the two levels of government.
Relevant officers are not offered trainings relevant to their technical expertise. In most cases, officers attended training programmes not relevant to their day-to-day activities. This is complicated as officers who are friendly to the system are given first priority.	<p>a) Recruitment of participants to attend training programmes should be done in such a way that they are relevant to their day-to-day activities.</p> <p>b) A follow up is needed to ensure that the participants are actually putting into practice the skills acquired for the benefit of their organisations and government.</p> <p>c) A training impact assessment should be carried out to measure the utility of this program.</p>
Capacity constraint.	There is need to incorporate other partners to compliment the efforts in training to meet the high demand.

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