

# COUNTY GOVERNMENT OF THARAKA NITHI



DEPARTMENT OF FINANCE AND ECONOMIC PLANNING

## COUNTY ANNUAL PROGRESS REPORT

2020/2021 FINANCIAL YEAR

August 2021





## Our Vision

A Prosperous, Industrialized and Cohesive County



## Our Mission

Enhance sustainable socio-economic growth and optimal utilization of resources



## County Values

These are the DNA of the County that everything we do comes from deeply-held commitments and shared understanding of our values, what we stand for, how we treat each other and those we serve; that inform every policy and programme and steer every action summarized as

**(ICT)<sup>2</sup>**

**Integrity:** Straightforwardness, ingenuousness, honesty and sincerity are an integral part of our undertakings which we shall firmly adhere to in every duty to our society

**Inclusivity:** We believe in equity and equality. As a County we do not regard status or personal preferences but approach our work as guided by principles of fairness and non-bias. People from diverse backgrounds or communities are involved in the County development and we incorporate the needs, assets, and perspectives of communities into the design and implementation of county programs

**Citizen-focused:** We consistently endeavor to create enduring relationships with our citizens; in so doing our approach goes beyond standard citizen participation principles and makes their input an integrated, formalized part of setting county projects/program goals, performance measures, and standards

**Creativity & Innovativeness:** We thrive on creativity and ingenuity. We seek the innovations and ideas that can bring a positive change to the County. We value creativity that is focused, data-driven, and continuously-improving based on results

**Transparency and Accountability:** We will remain accountable to our stakeholders and will acknowledge responsibility for our actions and decisions. Thus we shall always endeavour to be transparent, answerable and liable at all times

**Teamwork:** Every person is important and has a part in county development. We endeavor to build a workplace environment that cultivates person's uniqueness, encourages staff participation, collaboration and integration of diverse skills and capabilities.

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## ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
ANC	Ante-Natal Clinic
APR	Annual Progress Report
ATC	Agricultural Training Centre
C&P	County and Partners
CAMER	County Annual Monitoring and Evaluation Report
C-APR	County Annual Progress Report
CBROP	County Budget Review and Outlook Paper
CCOs	County Chief Officers
CECMs	County Executive Committee Members
CFSP	County Fiscal Strategy Paper
CHMTs	County Health Management Teams
CIDP	County Integrated Development Plan
CIMES	County Integrated Monitoring and Evaluation Systems
ECDE	Early Childhood Development Education
EMMS	Essential Medicines and Medical Supplies
FP	Family Planning
FY	Financial Year
GECA	General Economics and Commercial Affairs
Ha	Hectare
HIV	Human Immunodeficiency Virus
HQs	Headquarters
HRMS	Human Resource Management System
ICT	Information Communication Technology
IHMS	Integrated Health Management System
KeNHA	Kenya National Highway Authority
KeRRA	Kenya Rural Roads Authority
KGs	Kilograms
KM	Kilometers
KMTC	Kenya Medical Training College
KRB	Kenya Roads Board
Ksh	Kenya Shillings
KURA	Kenya Urban Roads Authority
KYISA	Kenya Youth Inter-county Sports Association
Lts	Litres
M&E	Monitoring and Evaluation
MIS	Management Information System
NER	Net Enrolment Rate
No.	Number
OPD	Out Patient Department
PABX	Private Automated Branch Exchange
PFM	Public Finance Management
PPDA	Public Procurement and Disposal Act
PPIs	Programmes Projects Initiatives
PPP	Public Private Partnerships

PWDs	Persons With Disabilities
SCHMTs	Sub-County Health Management Teams
SCM	Supply Chain Management
SMS	Short Message Service
TB	Tuberculosis
THVC	Traditional High Value Crops
UPVC	UnPlasticized Polyvinyl Chloride
USSD	Unstructured Supplementary Service Data
WRA	Women of Reproductive Age
YPS	Youth Polytechnics

# FOREWORD

The County Government Act, 2012 section 30 stipulates that a county government shall submit to the county assembly an annual report on the implementation status of the county policies and plans. Precisely, the governor shall deliver annual state of the county address containing such matters as may be specified in county legislation. More so, section 47 of the Act, the county executive committee shall design a performance management plan to evaluate performance of the county public service and the implementation of county policies. Such a plan shall provide for among others annual performance reports. The County Annual Progress Report, C-APR focuses on efficiency and effectiveness of programme expenditure as guided by spending directed to highest priorities, experiences and lessons learnt to inform future public expenditure decisions covering both financial and non-financial performance against targets as informed by set county sector indicators.

This is the County Annual Progress Report is an M&E report besides the midterm and end term review reports. This is a status report that is used to communicate the position of programmes, projects and initiatives as envisaged in the CIDP 2018-2022 for the period of the Annual Development Plan 2020/21. The report shows progress towards achieving county development priorities supported in the CIDP. This is prepared and shared on an annual basis to inform the stakeholders whether the CIDP is on track. Specifically, the report informs whether the CIDP is ahead of schedule, under budgeted, and/ or is adequately resourced.

A number of consultations with the directorates across the eight sectors were done where they submitted their county performance programme for the 2020/21 FY.



**Ms. DOROTHY I. KINYUA NAIVASHA**  
**COUNTY EXECUTIVE COMMITTEE MEMBER,**  
**FINANCE AND ECONOMIC PLANNING**

## **ACKNOWLEDGEMENTS**

To prepare the County Annual Progress Report for the FY 2020/21, it has taken the contributions of various stakeholders. I would like to recognize the people of Tharaka Nithi County who participated in providing inputs during stakeholders' forums in the 15 wards. Special recognition goes to the County Executive Committee Members and the Members of County Assembly for providing the leadership environment in which the economic and developmental aspirations of the County continue to thrive.

Secondly, I thank all Tharaka Nithi county public officers both from the Executive and Assembly who participated in the preparation of the report by making departmental information available. Specifically, I would like to thank the Heads of Departments for steering the process to its successful completion. In addition, I acknowledge the immense contribution from the Tharaka Nithi Sector Working Groups that tirelessly consolidated the inputs on achievements, challenges and lessons learnt for the period under review which this report heavily borrows from.

Finally, the Department of Finance and Economic Planning takes this opportunity to congratulate and acknowledge the tireless efforts exhibited by all the departmental directorates in working towards completion of this report as it coordinated and managed the overall preparation of the report.

**Mr. Zephaniah Rwanda Mbaka,**  
**Chief Officer,**  
**Finance and Economic Planning,**  
Tharaka Nithi County



## EXECUTIVE SUMMARY

The objective of the County Annual Progress Report(C-APR) is to provide the overall status of the implementation of the County Integrated Development Plan (CIDP) on an annual basis. It highlights the performance of the sectors'/departments' programmes and projects as prioritized in the CIDP including information on the projects that have been funded from the C&P Grants and others. The report also shows the progress towards achieving the county development priorities supported in the CIDP 2018-2022.

During the period under review, 2020/21 FY, the county procured 30Tons of Maize,30 tons of green grams and 20 tons of field beans and distributed to over 60,000 farmers.

During the 2019-20 financial year, Construction of chicken brooding centre at Kangutu

The county Vaccinated 2,943 Dogs, 223 cats, 87donkeys, 1250 pigs, 31295 cattle 4468 goats and 470 sheep and did 234 Surveillances for disease control. 5 markets were constructed and Cabro paving done- 8.7 kilometres square paved.

Some of the implementation challenges encountered during the implementation of PPIs are: non-holistic approach adopted by sectors in implementing the sector programmes and projects [inadequate involvement of state and non-stake actors]. More so, there were instances of overlapping responsibilities and multiplicity of efforts among the sectors have frequently been experienced leading to some key projects being challenges in terms of territorialism, silo management and lack of alignment programme goals.

This report recommends that departmental directorates and other county entities be equipped on monitoring of PPIs. This entails on-going regular collection of data and information during the implementation of PPIs. The monitoring report will improve the accuracy of analysis of completion level and cost analysis. It is conclusive that the reporting of performance and progress need to be harnessed by preparing the CIDP Indicators handbook that clearly stipulates the measures of progress. These measures include the targets and performance indicators for both output and outcomes that depict results.

## **CHAPTER ONE: OVERVIEW OF THE COUNTY ANNUAL PROGRESS REVIEW**

### **INTRODUCTION**

The County Government Act section 47 requires the County governments to prepare the performance management plan that inter alia contains the Annual Performance Report. The APR is then forwarded to the County Assembly for consideration. The APR therefore provides the public with an ideal opportunity to be informed on the various projects undertaken by the County Government within that year.

This chapter describes the County Annual Progress, C-APR, its purpose and its development process. It also gives the outline of the C-APR content, the various actors involved in the preparation of the review for the 2020/21 Financial Year and how the report is organized. The objective of the C-APR is to provide the overall status of the implementation of the CIDP on an annual basis. It highlights performance of the sectors'/departments' programmes and projects as prioritized in the Annual Development Plans (ADPs) including information on strategies that contributed to the presented results. It shows progress towards achieving county development priorities.

The C-APR has been prepared within the framework of the Guidelines for the development of County Integrated Monitoring & Evaluation System (CIMES, October 2018). The Monitoring & Evaluation (M&E) system is based on both a central and departmental reporting system. A key output of the departmental reporting system entails the provision of annual submissions by the departments on progress made against CIDP/ADPs objectives and the achievements of the stipulated targets. Specifically, a system of direct monitoring has been set up with County Annual Monitoring and Evaluation Reports (CAMER) being processed for the period 2020-2021. The preliminary findings from the direct monitoring were derived and consequently formed the basis of this report.

The preparation of this report involved the different agencies of the county government in giving an objective analysis and review of the status of the implementation of CIDP 2018-2022 in achieving the aspirations of the people of Tharaka Nithi. Specifically, the various county departments and directorates undertook the analysis of county performance that presented a systematic account of how the sectors in the CIDP performed.

The report is organised into four chapters. Chapter one gives an overview of the review whereas chapter two entails a review of the county performance that presents the achievements based on the

outcome/output indicator and targets as indicated in the CIDP. Chapter three outlines the challenges and gives recommendations whereas chapter four explains on lessons learnt and draws on the conclusion.

## CHAPTER 2: COUNTY PERFORMANCE FOR 2020/21 FY

### FISCAL PERFORMANCE IN 2020/21

The fiscal performance in FY 2020/21 was very impressive with a remarkable increase in the total revenues from KES 4,479.9 million to KES 5,554.4 million realized in the previous FY 2019/20. Development expenditure was about KES 1,346.4 million out of the total development allocation of KES 1,935.3 representing a 70 percent performance. The development resources were utilized in financing key projects and programs like construction of roads, promotion of agriculture, domestic and irrigation water supply and development of markets as well as operationalization of health facilities.

Table 1: Revenue performance by source

Particulars	2019/20 FY Actual	2020/21 FY Approved	2020/21 FY Actual	% performance	% Deviation	Growth %
<b>TOTAL REVENUES</b>	<b>4,479,904,413</b>	<b>5,857,834,974</b>	<b>5,554,449,574</b>	<b>95%</b>	<b>-5.18%</b>	<b>23.99%</b>
Unspent Bal from Previous FY	91,651,102	252,554,178	252,554,178	100%	0.00%	175.56%
<b>Revenue (Total)</b>	<b>4,388,253,311</b>	<b>5,605,280,796</b>	<b>5,301,895,396</b>	<b>95%</b>	<b>-5.41%</b>	<b>20.82%</b>
Equitable Share Allocation	3,587,084,400	4,262,115,600	4,262,115,600	100%	0.00%	18.82%
Local Revenue	271,605,362	350,000,000	254,745,602	79%	-20.96%	189.03%
Grants (Total)	529,563,549	993,165,196	785,034,194	73%	-27.22%	-51.90%
<b>Total Expenditure</b>	<b>4,479,915,937</b>	<b>5,857,834,974</b>	<b>5,554,449,574</b>	<b>95%</b>	<b>-5.18%</b>	<b>23.99%</b>
Recurrent	2,732,093,020	3,459,573,007	3,264,152,002	94%	-5.65%	19.47%
Development	1,155,991,582	1,935,261,967	1,346,399,471	70%	-30.43%	16.47%
County Assembly	357,770,700	463,000,000	429,024,953	93%	-7.34%	19.92%
<b>Unspent Bal Current FY</b>	<b>234,060,635</b>	<b>-</b>	<b>514,873,148</b>			<b>0.00%</b>

Revenues received from National Government (equitable share) increased by 18.8 per cent while conditional grants and loans reduced by 51.9 per cent as the own source revenues also reduced by 20.9% as compared to the year 2019/20.

## 2.1 Agriculture Sector Performance for 2020/21

### 2.1.1 Agriculture Overall Goals

- To increase crop production and productivity by providing high quality, innovative and competitive crop and crops related services for food and nutrition security and increase in household incomes.
- To support transformation of livestock production from subsistence into commercially oriented enterprises for sustainable food and nutrition security in the county.
- To safeguard animal health and welfare, increase animal production and productivity and promote trade in animals and animal products for sustainable food security, food safety and economic prosperity.
- Increased and sustainable fish production for subsistence and commercial utilization.

### 2.1.2 Performance on CIDP Indicators: Agriculture Sector

<b>Programme 1: Crop Production</b>						
<b>Objective (s): Increase productivity</b>						
<b>Outcome (s) Increased family income</b>						
<b>Programme</b>	<b>Key Outcomes/ Outputs</b>	<b>Key performance indicators</b>	<b>Baseline</b>	<b>Planned Targets</b>	<b>Achieved Targets</b>	<b>Remarks *</b>
Cereals & pulses production and promotion-Subsidized fertilizer / planting seeds & seedlings Operationalization of cereals stores	Improved crop production	percentage of farmers accessing Subsidized fertilizers / planting seeds & seedlings	20%	30%	60%	20 tons of Green Grams and 20 tons of Beans procured and distributed to farmers for the OND 2020 season. 30Tons of Maize,30 tons of green grams and 20 tons of field beans procured and distributed in the month of march 20201 for the MAM 2021 rains crops season. over 60,000farnes benefitted
	Improved storage of cereals/ Reduced post-harvest losses	Number of grain stores operationalized	0	3	1	Mukothima Phase II works. The proposed tractor purchase was not considered during Supp II
Cash crop production and promotion -Improvement of tea buying centres	Improved quality of tea leaf	Number of tea buying centres supported	11	7	0	Not funded

Resilience and risk management - Investments funded	Improved climate change resilience	Number of investments funded	0	60	178	24,100 and 54 groups funded in Q1,Q2 and Q3 respectively in FY 2020/2021.None funded in Q4
Climate Smart technologies	at community level	No of climate smart technologies implemented	4	4	6	Continuous implementation of 1. Water harvesting for banana production, 2. Varietal choice in green-grams 3. strengthening community banana seed systems, 4. pasture and fodder production in dairy 5. indigenous chicken housing and feeding 6. Sensor and biochar technologies amongst the Technology and Innovation Management Practices
5Technology and innovation - Operationalization of ATI	Improved knowledge on crop production	Number of facilities operationalized	0	1	1	-Construction of Itugururu Primary School complete and ready for use -multi-purpose hall complete and in use -Two (2) county staff trainings funded by SIVAP carried out. -Teachers training on remote learning done - Established demonstrations on maize, cow peas and finger millet varieties already established
-Promotion of conservation agriculture	Up scaled conservation agriculture	No of farmers with CA tools/implements	4	10	70	Mobilized under KCEP programme during the OND 2020 season with tools for ripping and planting

General administration & sector development Promotion of banana, cow milk and indigenous chicken value chains in the county	Improved value chain operations for selected enterprises	Number of trainings held	5	6	10	Technical Trainings of frontline service providers who in turn carried trainings to the respective value chain actors. There was also a participatory scenario planning/sensitization for farmers on the MAM 2021 weather forecast.
		Number of value chain enterprises supported	0	3	3	Various activities for the three value chains continued to be supported especially on trainings, holding platform meetings and thematic working groups during the reporting period and
Provision of extension services	Staff facilitation, compensation and capacity building	Farmers reached with extension messages	20,000	20 000	82000	Farmers reached during seeds (beans, maize and green grams) distribution During mobilization for crop insurance, during projects (KCEP, KCSAP, ASDSP) trainings and individual/ group farm visits
		No of officers supported for degree and professional courses	24	10	3	Two officers pursuing PHD courses and One pursuing MSC under KCSAP scholarship
		Vehicles /motor cycles maintained		24	11	8 KCEP motorcycles and 2vehicles (for KCEP and SIVAP) maintained by the respective projects. GK A 700C under rehabilitation by the transport department
<b>Programme Name :Fisheries Development</b>						
<b>Objective: increase surface area on fish farming</b>						
<b>Outcome: Increased Income and wealth</b>						
<b>Sub Programme</b>	<b>Key outcome/outputs</b>	<b>Key performance indicators</b>	<b>Baseline</b>	<b>Planned Targets</b>	<b>Achieved Targets</b>	<b>Remarks*</b>

Fish farming production and productivity	increased production from fish farming	% increase in production from fish farming	144 tons	50%	4252Kg	PP engagement
	Increased no of fish ponds	% Increase in no of fish ponds	1600	10%	61	
	Increase of fish farmers	% Increase of fish farmers	1200farmers	10%	886	PP engagement
	No. of fish farmers benefiting	No. of fish farmers benefiting	1,020	1,500	886	
Fisheries Resources Conservation And Utilization	Increased Aquaculture Resources Mapped	% Increase Of Aquaculture Resources Mapped	0	100%	0	Lack of funding
	Fisheries Baseline Data Updated	Baseline Report	1	100%	0	Lack of funding
Fish Quality Assurance And Bio-Safety Management	Reduction In The Post Harvesting Loss	% Reduction In The Post Harvesting Loss	25	30%	25	Increasing awareness
	Increased Amount Certified Fish Feeds	% Increase In Amount Certified Fish Feeds	10.7T	100%	0	Lack of funding
	Increased Number Of Fingerlings	% Increase In Number Of Fingerlings	86,600	90%	41,510	PP Engagement
	Increased Number Of Fishing Gear	% Increase In Number Of Fishing Gear	45	100%	0	Lack of funding
	Increased No Of Permits Issued	% Increase In No Of Permits Issued	0	100%	0	Lack of funding
	Increased In No Of Fish Handlers Complying	% Increase In No Of Fish Handlers Complying	0	100%	10	Increasing awareness
Extension services	Increase In No Of Farmers Reached	% Increase Of Farmers Reached	1200	100%	886	
	Increase In Transport Facilities	% Increase In Transport Facilities	3	100%	0	Lack of funding
	Increase In No Of Farmers Trained	% Increase In No Of Farmers Trained	1200	1,500	0	Lack of funding
Development of county trout farm	Increase In Capacity Of The Farm	% Increase In Capacity Of The Farm	12	100%	0	Lack of funding
	Increase In Number Of Trout Fingerlings Produced	% Increase In Number Of Trout Fingerlings Produced	10,000	100%	0	Lack of funding



<b>Programme Name : Veterinary Services</b>						
<b>Objective:</b> Increase livestock productivity and outputs; Improve market access and trade; and ensure national food security						
<b>Outcome:</b> Reduction and eradication of livestock diseases						
<b>Sub Programme</b>	<b>Key Outcomes/ outputs</b>	<b>Key performance indicators</b>	<b>Baseline</b>	<b>Planned Targets</b>	<b>Achieved Targets</b>	<b>Remarks (Variation)</b>
Diseases and Pest Control and Surveillance	% disease incidences	1%	4.5%	4.0%	4.5%	1.5%
	% tick-borne disease incidences	0.1%	3.6%	0.32%	0.36%	0.8%
	% Vector-borne disease incidences	0.01%	0.09%	0.07%	0.1%	0.05%
	% transboundary disease incidences	0.01%	0.19%	0.12%	0.20%	0.05%
Veterinary Public Health	% Reduction in zoonotic diseases incidences	0.01%	0.42%	0.38%	0.43%	0.18%
Livestock upgrading/ Breeding	% Increase in productivity	-16 liters/day/cow -160 KGs carcass weights	6%	12%	40%	-5%
Leather Development	% reduction of hides and skins rejects	4%	14%	12%	14%	7%
Veterinary Extension services	% reduction in economic production losses due to diseases	Ksh 10million	12%	14%	12%	4%
Clinical services	% reduction in livestock deaths	2103 disease cases	6.0%	2.5%	6.0%	4%
Financial services and investment	% increase in annual Revenue collection	Annual collection of Ksh. 4.732m	284%	8%	Ksh.8,190,820	-3,458,820
<b>Programme 2: Livestock Development</b>						
<b>Objective (s): Increase productivity</b>						
<b>Outcome (s): Increased family income</b>						
<b>Sub-programme</b>	<b>Key outcomes/ output</b>	<b>Key Performance Indicators</b>	<b>Baseline 2019/20</b>	<b>Planned Targets 2020/21</b>	<b>Achieved Targets 2020/21</b>	<b>Remarks</b>
2.1 Livestock output and productivity	Increased output and productivity	No of litres/ doe/day in milk production	2.0	2.5	2.5	
		Meat goat carcass weight (kg)	10	11	12	
		No of eggs/ bird/ year	80	100	90	
		Carcass weight kg/ bird	1.5	2.0	2.2	
		Kgs of honey/ hive/ quarterly	8	10	12	

		Kgs of goat milk/year	180,000	200,000	210,000	
		No rabbits produced	33,500	35,000	37,500	
2.2 Animal feed and nutrition	Improved productivity	Area under fodder	2000 acres	2500	3000 acres	Concerted effort to increase area under fodder
		Quantity of fodder conserved	80 tons	100tons	110 tons	Above normal rainfall received
		% increase in employment in livestock development	8	10	12	Increase in milk marketing centres
2.3 Market development	Increased income	Volume of marketed milk	100,000 litres daily	120,000	110,000 litres daily	
		Milk prices due to product diversification	185M	200M	220M	Milk prices offered by processors decreased
		Kg of honey processed/year	220,000kg/yr	230,000kg/yr	240,000kg/yr	Due to abundant rainfall
2.4 Extension services	Improved capacity for farmers	Number of livestock farmers	56,000	60,000	70,000	Reduced staff numbers
		No of staff housed in the office	34	32	30	Staff loss retirement
		Time taken to respond to farmers' requests	1-5 days	1-5 days	1-5 days	
2.5 Financial services and investments	Reduced risk	-% increase in number of insured enterprises	0.13%	1.5%	0.11%	Outbreak of COVID 19 affected 2 <sup>nd</sup> half activities
		% increase in enterprise financing capacity/ yr	1.2%	1.5%	1.7%	Affected by COVID 19

### 2.1.3 Key Achievements 2020/21- Agriculture Sector

#### a) Crop Production

- 30Tons of Maize,30 tons of green grams and 20 tons of field beans procured and distributed to over 60,000farmes.
- Construction of Itugururu Primary School complete and ready for use

#### b) Livestock Development

- Construction of chicken brooding centre at Kangutu
- Offices construction at Magumoni dairy

#### c) Veterinary Services

- A.I. materials and Equipment procured

- Vaccinated 2,943 Dogs, 223 cats, 87 donkeys, 1250 pigs, 31295 cattle 4468 goats and 470 sheep
- 234 Surveillances done

**d) Fisheries Development**

- 4252 kgs of fish were produced
- 61 fish ponds were constructed
- 41,510 fingerings were procured and distributed to farmers

**2.1.4 Challenges in Agriculture Sector**

- a) High dependency on rain-fed agriculture
- b) Outbreak of COVID 19 affecting implementation of 2<sup>nd</sup> half activities
- c) Poor development of irrigated agriculture
- d) Low adoption of new technical information (commercialization uptake low)
- e) Expensive supplement feeds
- f) Seasonality of pasture availability (open grazing areas)
- g) Inadequate extension services
- h) Poor markets for products (surplus time)
- i) Lack of laboratory in the county
- j) Lack of hides and skins value addition especially tannery
- k) Buffer zone of diseases (Kitui and Isiolo)
- l) Degradation of land due to overgrazing
- m) Lack of reliable and updated data on livestock population and structures
- n) Poor quality fingerings
- o) High cost of pond liners
- p) Low adaption of value addition**

## **2.2 Lands, Physical Planning and Urban Development performance for 2020/21 FY**

### **2.2.1 Overall Goals**

To attain efficient, equitable and sustainable use of land resource, spatial planning and development of urban areas.

### **2.2.2 Performance on CIDP Indicators**

<b>Programme 1: Physical planning</b>						
<b>Objective:</b> To have an elaborate county spatial framework						
<b>Outcome :</b> Orderly developments and increased investment						
<b>Programme</b>	<b>Key Outcomes/ outputs</b>	<b>Key performance indicators</b>	<b>Baseline</b>	<b>Planned Targets</b>	<b>Achieved Targets</b>	<b>Remarks *</b>
Completion of county spatial plan	A framework for coordinating county development programs and strategies	- Inception report - Visioning reports - Stakeholders report - Situational analysis report - Notice of completion Approved county Spatial Plan	80%	100%	90%	Its almost complete
Market/town Planning and Survey	Established developmental guidelines	- Local physical and land use development plans for markets - Survey plans - Leases issued - Improved land tenure	38%	64%	50%	It's a continuous process
<b>Programme 2:Lands</b>						
<b>Objective (s): Ensure security of tenure</b>						
<b>Outcome (s): Increased investment in the county</b>						
Completion of ongoing Adjudication Sections	Number of title deed issued	- Title deed issued	-	3,000	-	Ongoing
<b>Programme 3: Urban Infrastructure Development</b>						
<b>Objective (s): To have secure, accessible and conducive environment for doing business</b>						
<b>Outcome: increased investment and accessibility to urban centres</b>						
Construction of markets infrastructure	Increased convenience of doing business	No. of markets developed	4	5	5	Improvement and maintenance of market infrastructure
		No. of street light installed	15	30	45	

		Increased area per square meter paved	3,000	10,000	7,000	is a continuous process
		No. of roads under murrum	5KM	20Km	18Km	
<b>Programme 4: Solid Waste Management</b>						
<b>Objective (s): To have secure, accessible and conducive environment for doing business</b>						
<b>Outcome/ Key Result Area (s): Reduced per capita environmental impact and air quality in urban areas</b>						
Development of solid waste management	Clean environment	No. of waste management centres developed	30	70	50	ongoing

### 2.2.3 Key Achievements

- 5 markets were constructed
- 18 kilometers of roads murrummed
- Development of county spatial plan at 90%
- Cabro paving done- 8.7 kilometers square pave

### 2.2.4 Challenges of the Sector

- a) Lack of adequate resources to carry out capital intensive projects
- b) Delayed release of funds
- c) Lack of adequate technical officers
- d) Low public awareness of the role of the department in relation to other government agencies.

## 2.3 Finance and Economic Planning Sub-Sector Performance for 2020/2021

### 2.3.1 Finance and Economic Planning Overall Goals

Ensure provision of efficient and effective public service delivery for enhanced governance and accountability

### 2.3.2 Performance on CIDP Indicators

<b>Programme Name: Finance and Economic planning</b>						
<b>Objective: efficient and effective management of county funds</b>						
<b>Outcome: improved service delivery</b>						
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Baseline	Planned Targets	Achieved Targets	Remarks *
Economic planning an policy formulation	Budget formulation and implementation	% of budget times lines met	90%	100%	100%	
Financial management services	IFMIS and e-procurement strengthened	No. of additional IFMIS modules activated;	2	3	2	
Kenya devolution support programme	Support five key result areas	Number of KRAs areas implemented	5	5	5	
General administration and support services	Improved coordination	% budget absorption	75%	85%		

### 2.3.3 Challenges of the Sector

The department gets its major funding for its activities from the Government. The department therefore recommends increased funding from the government to improve service delivery.

## 2.4 General Economics and Commercial Affairs Sector Performance for 2020/2021

### 2.4.1 GECA Overall Goals

Ensure provision of efficient and effective public service delivery for enhanced governance and accountability

### 2.4.2 Performance on CIDP Indicators

<b>Programme Name:</b> Trade And Revenue Administration						
<b>Objective:</b> Proper revenue management						
<b>Outcome :</b> Promote consumer protection and fair-trade practices						
<b>Programme</b>	<b>Key Outcomes/ Outputs</b>	<b>Key performance indicators</b>	<b>Baseline</b>	<b>Planned Targets</b>	<b>Achieved Targets</b>	<b>Remarks *</b>
Revenue Administration and management	Revenue collection	Amount of revenue collected in Kenya shillings	272 M	300M	240M	.Challenge in reinforcement due to COVID-19 health regulations.
Revenue Administration and management	General administration services		50	91M	903,840	
Revenue Administration and management	Strengthen enforcement and compliance	Reduction in defaults/debts	40M	52 M	9 M	Finance act will be enforceable in the year 2021 for defaulters
Revenue Administration and management	Licensing Single business permit	Number of single business licenses issued	6,000	12,000	9,600	Challenge in reinforcement due to COVID-19 health regulations.
Revenue Administration and management	Licensing liquor licensing	Number of liquor permits issued	209	908	405	Court cases and COVID-19 challenge.
Revenue Administration and management	Strengthening the legal frameworks	Number of laws/regulations passed/amended	2	5	3	The process is ongoing for the remaining bills
Revenue Administration and management	Revenue automation	Amount of revenue collected through automated systems	272M	300M	240M	Challenge in reinforcement due to COVID-19 health regulations.
Trade development	SME development	Number of SMEs supported	17	46	10	Lower achieved



Trade	Exhibitions and trade shows	Number of exhibitions held	1	2	0	Due to COVID-19 guidelines
Trade development	Management of all markets	Number of operational market committees	0	27	26	Excellent
Trade development	Operationalization of the Tharaka Nithi Investment Development Corporation	Number of operationalized structures	0	4	1	Legislation in the process
Trade development	Standardization of measurements	No. of measures standardized	0	1500	500	Average
Trade development	Calibration of measuring equipment's	Number of markets inspected	0	150	136	Above Average

### 2.4.3 Challenges of the Sector

The subsector faced a myriad of challenges in its mandate execution. Such challenges include:

- i. Market strikes- traders fail to pay taxes
- ii. Cess evasion at some cess points by using other unknown routes by drivers

## 2.5 Water, Environment and Natural Resources Sector performance for 2020/2021

### 2.5.1 Overall Goal

Develop and mainstream policies and activities that enhance Mitigation and adaptation to climate change and sustainable use of natural resources

The sector's goal under water & irrigation is to increase access to clean and adequate water for sustainable development

### 2.5.2 Performance on CIDP Indicators

Programme Name: Water and Irrigation services						
Objective: To enhance sustainable management of water and irrigation resources						
Outcome						
Sub Programme	Key Outcomes/ outputs	Key performance indicators	Baseline	Planned Targets	Achieved Targets	Remarks *
Ground water harvesting	Increased exploitation on ground water sources	Number of boreholes drilled and equipped	30	10	4	
Domestic water supply	Increased access to water for domestic use	Number of households supplied with piped water	1,000	2,000	1,500	New connections only
Domestic water supply	Increased access to water for domestic use	Number of water projects implemented	10	5		
Irrigation and drainage services	Increased access to water for irrigation purposes	Number of households supplied with irrigation water	9001	1200	700	

Irrigation and drainage services	Increased access to water for irrigation purposes	Number of irrigation projects implemented	3	4	2	
Conservation and Management of Water sources (Springs)	Increased water conservation through spring protection	Number of springs protected	6	6	5	
<b>Programme Name: Environmental conservation and management</b>						
<b>Objective: To enhance sustainable management of environment and natural resources</b>						
<b>Outcome</b>						
<b>Sub Programme</b>	<b>Key Outcomes/ outputs</b>	<b>Key performance indicators</b>	<b>Baseline</b>	<b>Planned Targets</b>	<b>Achieved Targets</b>	<b>Remarks *</b>
Environmental conservation and protection	Mapping and documentation of forest and other natural resources	Number of forests mapped Number of minerals mapped	33	7	0	
Environmental conservation and protection	Mapping and documentation of forest and other natural resources	Number of minerals mapped	0	2	0	
Environmental conservation and protection	Development of county forest management plans	Number of plans developed	4	2	1	
Tree planting (Reforestation)	Increased tree cover	Number of tree seedlings planted	500,000	1,000,000	800,000	
Pollution control (Air and Noise)	Access to a clean and conducive environment	Number of policies formulated	0	1	0	
Environmental planning and management	Improved sector coordination	Number of environmental committee meetings and forums held	4	7	3	
Climate change mitigation and adaptation	Allocation and establishment of climate change fund	Amount allocated	0	40M	20M	
Promotion of nature based /Agri business enterprises	Promotion of environmental entrepreneurship	No. of nature based enterprises formed	1	2	1	

## 2.6 Roads, Transport and Infrastructure Sector Performance for 2020/21

### 2.6.1 Overall Goals

To realize a sustainable and commonly agreed-upon sectoral strategy, with all relevant stakeholders in the development of the responsibilities and mandate of the department of roads and infrastructure.

### 2.6.2 Performance on CIDP Indicators

Programme Name: Roads and Transport						
Objective: Boost trade and connectivity						
Outcome :Enhanced connectivity, communication and general access						
Sub-programme	Key Output (KO)	Key Performance Indicators (KPIs)	Baseline	Targets 2020/2021	Actual 2020/2021	Remarks
Expansion, maintenance and improvement of all county roads.	Feeder roads opened	Number of KM of opened and maintained feeder roads	950	600	500	
Expansion, maintenance and improvement of all county roads.	maintained and passable roads	Km of roads opened up, graded, graveled and maintained.	1050	450	450	
Purchase and maintenance of machines and heavy earth moving equipment	machines	Number of Purchased and maintained heavy duty equipment	9 machines	Maintain all machines	All machines maintained	Pending bill for purchased machines paid
Construction of new tarmac roads	Tarmacking of County roads	Upgrading of earth and gravel roads to bitumen standards	18.3	10	7	
Bridges and footbridges	Bridge	Number of bridges constructed in inaccessible areas.	19	10	3	
	footbridges	Number of footbridges constructed in inaccessible areas.	22	6	4	
Civil works	Drainage management and other civil works	Number of culverts built/metres of culverts built and other civil works done	700m	600m	750 metres	

<b>Programme Name: Public works and housing</b>						
<b>Objective: To offer technical services on building and construction field to all sub sectors</b>						
<b>Outcome :Effective and efficient information management and service delivery</b>						
Public Works, housing services, development and human settlement	Expanded executive block	% of works done	80%	100%	0%	
Public Works, housing services, development and human settlement	project management and supervision	number of BQs prepared and supervised	100% from previous Projects	100%	100%	
<b>Programme Name: Integrated ICT infrastructure and Equipment</b>						
<b>Objective: To enhance connectivity in the county; enable fast information access, resource sharing and fast service delivery</b>						
<b>Outcome :Enhanced county connectivity, fast information access, service delivery and effective resource sharing</b>						
Modern ICT Equipment(Phase II )	Computers Servers Firewalls Routers Switches Printers UPS	Number of modern ICT equipment in place	100 Computers 15 routers 10 switches 20 printers	70 Computers 2 Servers 1 Firewalls 4 Routers 15 Switches 5 Printers 2 UPS	40 computers 0 server, 15 switches 5 printers 4 routers	Computers bought to Cos and CECs and some other staff in other departments during the year 2018/2019
ICT Network and Internet Infrastructure(PHASE II)	Improved communication and information management	Number / % of County offices, facilities and sub-Counties offices provided Data cabling LAN and WAN setup,	70% of offices	Connect and upgrade 40% of offices without LAN and WAN /upgraded	routers	80% existing offices connected to LAN/WAN
County communication services	Telephone PABX (County call center) and IP phones	Number of calls centres in place and number of PABX in place	1 call centre	1 call centre 10 IP phones	1 call centre 8 IP phones	County call centre established and functional
County communication services	Video conferencing	No. of offices /conference rooms/facilities using the video conferencing methods	1, GVN Complex	2	0	only 1 conferencing room

County communication services	Website hosting, upgrade, maintenance and intranet	Amount of data hosted by the website and the speed of the site to end re-directing and increase speed	100% upgraded	upgrade and maintain County website	County website upgraded and maintained	County website always updated and upgraded. Needs constant updating
Revenue automation and Provision of CCTV surveillance services	CCTV camera installed in all revenue collection points and hospitals	Number of check points installed with CCTV Camera	Main check points installed	3 Cess-points	0 cess-points	5 checkpoints installed with CCTV camera to monitor revenue collection to increase revenue collection
	Bus park automation complete	Number of bus parks automated	Chuka and Chogoria bus parks automated	0	0	Chuka town(Kimwa stage) and Chogoria complete
Integrated Health Management System(IHMS-PHASE II-Completion)	Integrated Health Management system	No of health facilities using IHMS and no. of services integrated.	3, 3 hospitals had the project ongoing	0	0	3Queing system installed in 3 hospitals

## 2.7 Education, Youth, Culture, Sports & Social Services Sector performance for 2020/2021 FY

### 2.7.1 Education, Youth, Culture, Sports & Social Services Sector Overall goals

- To enhance access, equity, quality and retention of Early Childhood Development and Education
- Improving quality of education and training in Youth polytechnics
- Development of sports at all levels in Tharaka Nithi County
- Promote, conserve, and develop culture and arts.

## 2.7.2 Performance on CIDP Indicators

<b>Objective : Improve quality of basic Education and technical training</b>						
<b>Outcome : Increase basic Education and technical training access, retention, completion and transition rate</b>						
<b>Sub Programme</b>	<b>Key Outcomes/ outputs</b>	<b>Key performance indicators</b>	<b>Baseline</b>	<b>Planned Targets</b>	<b>Achieved Targets</b>	<b>Remarks *</b>
1.1 Youth Training and Capacity Building	Improved access to vocational education	% Increase in enrolment in YPS	1200	1500	2000	An increase in enrolment
		Increase no. trainees graduating from YPS	600	1000	1500	An increase in number of trainees graduating
1.2 Promotion of Basic Education (ECDE)	Improved Access to Basic Education	Teacher: pupil ratio	1:48	1:45	1:43	A reduction in teacher to pupil ratio
		Class: pupil ratio	1:48	1:45	1:43	Improvement in pupil to classroom ratio
		1:10	-	1:1	1:10	Needs improvement
		NER	60%	70%	75%	An overall increase in net enrolment
		Transition rate	75%	80%	85%	Increase in transition rate
<b>Programme : Sports promotion and development</b>						
<b>Objective: Promoting sport talents</b>						
<b>Outcome: Enhancing sport talents</b>						
<b>Sub Programme</b>	<b>Key Outcomes/outputs</b>	<b>Key performance indicators</b>	<b>Baseline</b>	<b>Planned Targets</b>	<b>Achieved targets</b>	<b>Remarks *</b>
Leagues, competitions and club development	County leagues competition.	No of leagues/clubs per discipline.	0	2	1	Covid-19 has greatly affected sporting activities
Talent search and development	Kenya youth inter counties sports association games	No of participant taking part	46	100	0	Covid-19 has greatly affected sporting activities
Sports development and promotion	Rehabilitation of at least one stadium per constituency.	No. of stadiums rehabilitated	3	3	3	Rehabilitation is a continuous activity

Athletics, Championship and other games	County Marathon	Promote and market county profile through athletics	0	1	0	No marathon was held due covid-19 pandemic
Youth empowerment	Youth training on entrepreneurship and nurturing	No of Youth groups empowered	0	0	0	
<b>Objective: Promoting Cultural Heritage</b>						
<b>Outcome: Harnessing and enhancing full potential of the people's cultural heritage of Tharaka Nithi county</b>						
Sub Programme	Key outcomes/outputs	Key performance indicators	Baseline	Planned Targets	Achieved Targets	Remarks
Promotion of Culture, arts and social protection	Number of centres	%Increase in number of cultural centres in the county	1	4	1	below target
Promotion of Culture, arts and social protection	Promotion of cultural activities	%Increase in number of people accessing cultural funds for community cultural festivals from the county	200	3000	-	Covid-19 challenges
Promotion of Culture, arts and social protection	Social protection and improved welfare of vulnerable groups	% Increase in number of rescue centres for children accessing care and protection services	2	1	NIL	The 2 existing rescue centres are privately owned, the County endeavours to have a County owned facility.
Jiinue programme	Improved welfare of PLWDs	No of assistive devices for PLWDs	100	700	200	average
Jiinue programme	Increased school attendance among girls	No of girls benefiting from sanitary towels	3000	2000	-	to be done in the next FY
<b>Programme: Tourism development, diversification and Promotion</b>						
<b>Objective: Increase number of tourist arrivals</b>						



<b>Outcome: Increased County Revenue</b>						
<b>Sub Programme</b>	<b>Key Outcomes/ outputs</b>	<b>Key performance indicators</b>	<b>Baseline</b>	<b>Planned Targets</b>	<b>Achieved Targets</b>	<b>Remarks</b>
Tourism development and diversification	Increase in number of tourists arrivals	Number of arrivals	1000	5000	2500	Need more marketing of tourist sites
Tourism promotion and marketing	Increase in number of tourists arrivals	Number of arrivals	1000	5000	2500	Need more marketing of tourist sites

### **2.7.3 Key Achievements**

- Disbursement of bursary work Ksh 30 million to needy students
- Construction of ECDE classes
- Rehabilitation of 21 Vocation training centers
- Construction of 3 new polytechnics
- Rehabilitation of 3 stadia.
- Held one county league

### **2.7.4 Challenges of the sector**

- Irregular release of funds by the County Treasury to fund the department activities as envisaged in the planning. The county treasury to ensure funds are released in time for the planned activities.
- Lack of adequate departmental staff for quality service delivery. Despite the freezing of recruitment, a deliberate effort by the county public service board be put in place to ensure more departmental staff are recruited for quality service delivery.
- There is lack of enough departmental staff to implement the projects and programmes. The department will liaise with the appropriate department to employ more staff for the department.
- The vocational training centres have few instructors leading to less manpower for quality service delivery.

## 2.8 Health Sector Performance for 2020/21 FY

### 2.8.1 Health Sector Overall Goal

Attaining the Highest Possible Standard of Health in a Responsive Manner.

### 2.8.2 Performance on CIDP Indicators

<b>Programme Name:</b> Preventive and Promotive Services						
<b>Objective:</b> To improve access to quality and affordable Health care						
<b>Outcome:</b> Reduced morbidity and mortality from preventable and manageable diseases						
Sub Programme	Key Outcomes/outputs	Key performance indicators	Baseline	Planned Targets	Achieved	Remarks*
Curative and rehabilitative services	Health Access	Population living within 5km radius of a standard health facility	No Available Data Estimate	Est.75%	72.40%	Ongoing
Child Health	Reduced Child mortality	Child Health Proportion of <1yr child vaccinated against Measles and Rubella	62.40%	85%	88.40%	Improved performance
		Proportion of children under one year who are fully immunized	57.9	75%	84.30%	Improved performance
Maternal Health	Reduced maternal mortality	Proportion of pregnant women attending 4 ANC visits	43.1	45%	61.00%	Ongoing
Family Planning	Improved reproductive health services	WRA receiving FP commodities Coverage	36.60%	75%	75.10%	Improved performance

	Improved reproductive health services	Total fertility rate	3.4	3.4		Ongoing
Nutrition Status	Reduced incidences of stunted growth	Prevalence of stunting	32%	18%	22%	Ongoing
		Vitamin A Coverage for Children 6 - 59 Months			93.80%	Ongoing
		Vitamin A coverage children 12-59 months	71%		43.90%	Ongoing
		Vitamin A: 6-11 months once	72.20%	75%	75%	Ongoing
		Proportion of children aged 12-59 months dewormed	46.90%		78.20%	Ongoing
HIV and AIDS	Prevent new infections	Prevalence HIV and AIDS	3.9	3.2		Ongoing

#### 2.8.4 Challenges of the Health Sector

- Shortage of specialized health personnel
- Inadequate emergency kits to detect disease outbreak in the county
- Weak linkage between the communities and health facilities
- Inadequate data collection and reporting tools
- Inadequate therapeutic foods
- Inadequate utility vehicles
- Inadequate health department offices

## CHAPTER THREE: CHALLENGES AND RECOMMENDATIONS

The major implementation challenges that cut across the sectors during the implementation of planned programmes, projects and initiatives for the financial year 2020/21 and the recommendations on how to address them are summarized below:

### 3.1 Challenges in Implementation of PPIs for period 2020/21 FY

- a) Lack of ownership of CIDP programmes and projects among the implementers
- b) Non-holistic approach adopted by sectors in implementing the sector programmes and projects [inadequate involvement of state and non-stake actors]
- c) Instances of overlapping responsibilities and multiplicity of efforts among the sectors have frequently been experienced leading to some key projects being challenges in terms of territorialism, silo management and lack of alignment programme goals
- d) Some of the programmes and projects in the CIDP/ADP are to be anchored on a legislative framework, however implementation of programmes and projects are negatively impacted on by lack of legislation.
- e) Slow procurement process has had an impact on implementation on the flagship projects
- f) Low implementation capacity, development partner bureaucracies and overly optimistic projections have also led to low absorption of development budget and hence affecting implementation of programmes & projects
- g) Delayed release of funds by the national government
- h) Incompleteness of data for evaluation from the departments
- i) Inadequate resource mobilization framework especially external sourcing to boost development
- j) Inadequate continuous monitoring and evaluation of CIDP PPIs

### 3.2 Recommendations

Achievement of the goals outlined in the CIDP 2018-2022, ADP 2020/21 and other county policies, programmes and projects are hinged on effective implementation of capital/non-capital projects and other interventions in all the thematic areas. The implication is that measures have to be put in place to redress the implementation challenges that have been identified. It is essential that the county's PPIs should be clearly stipulated in the CIDP as aligned to County Sectoral Plans, County Spatial Plan; and City and Urban Areas Plan (City or Municipal Plans). These county plans (section 107 (2)) "shall be the

basis for all the budgeting and planning in a county”. There remains a challenge of lack of these requisite plans. This calls for prioritization in preparation of these long term plan to inform the implementation plans, that’s CIDP and ADPs.

More so, to build consensus on the implementation, monitoring and evaluation of the development plans; it is recommended that the departmental directorates and other county entities be equipped on monitoring of PPIs. This entails on-going regular collection of data and information during the implementation of PPIs. The monitoring report will improve the accuracy of analysis of completion level and cost analysis. This report urges the county to mobilize funds besides National Government allocation to be able to improve on the projects’ completion level.

For the next planning period, there is need for internal strengthening of management of resources and M&E systems. Monitoring and evaluation of service delivery should be given keen attention in the county to be able to capture the progress as program activities are being carried out. This can be achieved by simplifying and streamlining program/project reporting requirements in the county; streamline and automate M&E processes. The county should increase its support economic planning directorate in order to streamline and consolidate the multiple data streams and move toward an overall County M&E Framework. In addition, the County should develop CIMES by merging its various M&E guiding documents into one M&E Framework for easy standardization and use.

Furthermore, in project initiation and implementation process, there should be a feasibility study to create baseline data and depict the viability of the projects. To develop data driven management in the county, capacity building should be carried out: the county should train and mentor county officers on data entry to strengthen data analysis and use capacity at ward, sub-county and county level facilities. County’s internal project databases should be strengthened and automated to produce management and technical reports for data driven decision-making.

The county should build technical and management capacity on the areas of governance, planning, public finance management, human resources and technical abilities especially on service quality. This initiative should be coordinated with CPSB’s technical and management capacity development approaches to ensure harmony.

The departments should reassess and adjust the projects/ output targets for indicators to be challenging yet achievable. This and further analysis would enable the county to better balance its resources to achieve service delivery, capacity development, public participation, integration, and other project objectives. Special attention should be paid to the projects proposed by citizens during public forums. The County should develop a structured approach and coordinate timelines for all the departments and county entities for planning, budgeting, data and performance management. By integrating and

harmonizing various development plans, the county would be able to implement planned projects within the overall CIDP, make adjustment annually and scale-up more effectively.

The county should continue paying attention to public involvement and meaningful citizen participation in planning, budgeting, implementation, monitoring, reporting and evaluation of the development projects and programs. More so, the county should strengthen mechanisms to develop peer exchanges of information and lessons learned across the PPIs execution.

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

This section present the lessons learnt and conclusion in regard to implementation of the CIDP particularly the first year of execution.

### **4.1 Lessons Learnt**

In cognizance of the challenges and the recommendations, various lessons can be deduced as detailed below:

- a) Involvement of partners and stakeholders across the sectors that entails both state and non-state actors in the county development is key in achieving the aspirations of the people of Tharaka Nithi county
- b) The county to keep track of partners and stakeholders within the sector by conducting county sectors stakeholders' mapping that constitutes the SWGs
- c) Capital projects should capture all the implementation components such as location, timeframe, budget and implementing agencies
- d) Procurement plans should be done in stipulated timeline to avoid delay in implementation of projects
- e) MCAs not involved during the preparation of county policies and plans to harness ownership and approval of PPIs
- f) Starting of new projects before previous ones are finished increased chances of stalled projects, therefore, priority is for the existing PPIs.

### **4.2 Conclusion**

In view of the recommendations and lessons learnt in analysing performance for the 2020/21 FY, it is conclusive that the reporting of performance and progress need to be harnessed by preparing the CIDP Indicators handbook that clearly stipulates the measures of progress. These measures include the targets and performance indicators for both output and outcomes that depict results. The sector performance is better reported by SWGs that are now properly constituted per sector. Finally, the county ought to give priority to on-going projects to be given first priority before new ones are started.