

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF WAJIR
DEPARTMENT OF FINANCE & ECONOMIC PLANNING

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Ref No: WJR/F&EP/BDGT/3/2016 **Date: 19Th August 2016**

TREASURY CIRCULAR NO 2/ 2016
TO:

The County Secretary,
County Government of Wajir

All County Executive Committee Members,
County Government of Wajir

All Chief Officers,
County Government of Wajir

The Clerk,
County Assembly of Wajir

The Chief Executive Officer,
Wajir Water & Sewerage Company,

The Chairman -County Public Service Board,
Wajir County

GUIDELINES FOR PREPARATION OF THE MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF) BUDGET FOR THE PERIOD 2017/18 – 2019/2020

1. INTRODUCTION

1. This circular is issued pursuant to section 128(2) of the Public Finance Management (PFM) Act, 2012 which states that” **The County Executive Committee Member for Finance shall issue a circular setting out guidelines to be followed by all of the County Governments entities in the budget process**”.

2. This Circular therefore provides guidance to departments and other county entities for their 2017/18 -2019/20 MTEF Budget Estimates, the key dates by which process has to be completed and guidelines for the review of the 2015/16 programmes performances.

The Circular is therefore intended to;

- To outline the policy framework that will guide FY 2017/18 budget;
- Guide departments and other agencies on the format of the budget;
- Communicate the need to review programme(s) performance in the last financial year and update the departmental programmes and sub-programmes as per the review findings.
- The key dates for the finalization of various budget processes.
- Provide format for the review of programme performance.
- Provide procedure to be followed in public participation

2. PURPOSE AND BACKGROUND

3. The purpose of this Budget Circular is to provide an overview of the 2017/2018 Budget process, including timelines for different activities and decision making points, leading to the approval of budget allocations and tabling of the Budget to the county assembly.

4. The County government has finalized the implementation of the FY 2015/16 budget and starting to implement the 2016/17 budget while evaluating the performance of the previous years. It is worth noting that this year budgeting process will be done under a revised calendar due to the general elections in August 2017. All departments, Agencies and county entities are advised to thoroughly go through the adjusted calendar and ensure compliance with the set deadlines.

5. The priorities to be undertaken in the 2017/18 budget and the medium term will focus on the on the 5 thematic areas contained in the county budget statement 2016 presented to the County

Assembly. All projects and programmes outlined in Wajir County Integrated Development Plan (2013-2017) will continue to guide the development of sector priorities, policies, plans and monitoring and evaluation processes for FY 2017/18-2019/20 MTEF budget, with a view of achieving economic growth and development. The CIDP will also continue to provide the framework for updating the County Fiscal strategy paper and prioritization of the county policy objectives. Therefore, when preparing the sector budget proposals, Sector Working Groups are therefore expected to focus on the county priorities contained in CIDP and the 5 thematic areas which are;

- Improving business environment, Fiscal reforms and efficient budget implementation.
- Modernising the key productive sectors of livestock and agriculture to improve food security
- Investing in efficient transport, water and energy infrastructure
- Investing in efficient social service delivery
- Climate Change Strategy and Disaster Management

Annex III and IV indicates the SWG composition and the reporting format

3. BUDGET PREPARATION PROCESS FOR FY 2017/18

3.1 Budget Preparation Schedule

6. the Constitution and the PFM Act 2012 provide the specific timelines for the budget making process which should be respected. The 2017/18 Budget process will run from 19th August 2016 until the approval of the Finance bill by the County Assembly. All accounting officers are advised to strictly adhere to the deadlines set out in the budget calendar.

The budget calendar is indicated in Annex I.

3.2. Methodology for review and projection of revenues and expenditure.

3.2.1 Public Expenditure Review.

7. All departments, Agencies and County entities are required to undertake review of the implementation of the 2015/16 budget. The review should provide an in-depth analysis of the budget performance of FY 2015/16. In particular, the departments, Agencies and Entities should analyze the achieved targets of the performance indicators of the various programmes against their target and explain any significant variance. These indicators may be financial or non-financial. The analysis should compare the initial budget, adjustments as a result of supplementary and actual expenditure. Department and agencies should point out programmes with low absorption

rate and recommend possible remedies. All accounting officers are required to submit the review in the format attached herein in Annex ii.

3.2.2 Revenue Projections

8. The revenue projections will be done after thorough evaluation of local revenue collection during FY2015/16 to highlight the potentials, challenges and gaps that exist in order to come up with strategies for optimization of revenue collection. Strategies will include; Revenue Automation, opening up of more revenue collection points, capacity building of personnel, rotation of revenue collectors among others.

3.3 Policy Priorities for 2017/18MTEF Budget

9. in preparing the 2017/18 MTEF budget, the departments and agencies are advise to pursue the policy of curtailing unproductive expenditure and redirecting resultant savings to development expenditure. The County treasury will scrutinize all allocation to ensure efficient allocation to top priority areas.

10. As we embark on the preparation of FY 2017/18 budget all programmes must contribute to poverty reduction, job creation and overall county economic growth and development. The main focus for the FY2017/18will particularly be programmes and projects with the highest impact to the community. These include:

- Improving access and quality of Health Care and Sanitation;
- infrastructure investments such as roads, energy and ICT;
- Improving access to Early Childhood Education;
- Increasing food production and Food Security;
- Providing key public utilities such as Electricity and Water ;
- Empowering youth, women and vulnerable groups in the society;
- Climate change mitigation and adaptation

11. Since the county has limited resources, the departments and agencies are encouraged to prepare and submit proposals to various development partners to secure funding for development purpose and hence increased service delivery.

4. SPECIFIC GUIDELINES

4.1 Programme Based Budgeting (PBB).

12. in accordance with the Public Finance Management Act 2012, the 2017/18- 2019/20 MTEF budget should be on Programme based budgeting. Programme based budgeting will improve the linkage between planning and implementation and enhance transparency and accountability.

13. The Programmes that will be captured in MTEF budget will mainly remain those in the 2016/17 budget. Any additions should be communicated and approved by the county treasury before 30th August 2016. New programmes will only be allowed if it will improve service delivery to the citizenry and forms part of the mandate of the department or the agency proposing. Departments and agencies should clearly define programme's specific outputs, outcomes and key performance indicators which can be assessed and measured.

14. All accounting Officers are required to ensure that written supporting justification is provided under each programme which clearly explains the performance of each programme. This should include major achievements, the constraints/challenges faced during budget implementation and how these will be addressed during the FY 2017/18 in the planned priority programmes.

The Programme Based Budgets format and agreed departmental programmes and sub-programmes are indicated in Annex V and VI respectively.

4.2 MTEF Estimates

15. The County Government of Wajir shall adopt the format and structure developed by the National Treasury in the preparation of 2017/18 budget. The County Executive member for Finance is required to submit estimates to the County Assembly for approval by 30th April each year but due to the General elections and dissolution of the county Assembly, this year budget will be submitted by 1st March 2017. This is to allow enough time for discussions and approval by the county assembly .

16. The county budget roadmap in any year works to a medium term expenditure framework. The Departments should therefore pay attention to the outer years of the MTEF budget as the ceilings for the period have been provided in the 2016 C_FSP in order not to undermine the objective of medium term planning and financial programming. Accounting officers are urged to ensure that budget estimates reflect the requirement for the outer years and are within the ceilings provided.

4.3 Source of Funds

17. All the Revenue officers and Accounting officers should ensure that all A-I-A revenues due are collected and remitted to treasury. Each sector is expected to remain within the set target for the FY 2017/18.

18. In order to fill resources gap in the county, the county departments are encouraged to look for alternative sources of funds especially from donors, development partners and explore potentials for Public Private Partnership. The Funds will be invested in capital development and capacity building to improve services and service delivery.

4.4 Compensation to Employees

19. expenditure on employees are vital but they should not inhibit the government's ability to invest in development projects and vital service delivery and for this reason all departments and agencies should ensure that expenditure on employees are sustainable in the medium term. All departments and agencies should only budget for employees already in the payroll. Projections will only be allowed in critical sectors like health. Such projections require approval from the county treasury and public service before incorporating in to the estimate. The total compensation to employees should not exceed 35% of the total budget..

4.5 Use of Goods and Services

20. As indicated in the policy priority section, all accounting officers should shift expenditure towards productive expenditure that will improve service delivery. Operations and maintenance should be budgeted at the minimum and savings directed to development projects. All departments and agencies should ensure enough provision is made for logistics and Transport to ensure services are provided to the citizenry as needed. The County Treasury will critically review the budget proposals and where necessary rationalize the provisions under less productive expenditures in order to create savings to be directed towards capital investment and other priority areas within or across departments..

21. In the past years the departments have employed sufficient staff to carry out various tasks and therefore any consultancies, contracted professional services, contracted technical services and feasibility studies must be fully justified by giving reasons why the sector staff cannot undertake the task and steps taken to address the skill gap.

4.6 Capital expenditures

22. The County Government is focused on development expenditures that foster economic growth and improve living standard the county citizenry. . The departments should adopt similar stance when preparing FY 2017/18 budgets. Completion of the on-going projects and programmes should be accorded priority in the budget though the departments should provide adequate information to support the existence of ongoing projects.

23. All the Accounting Officers should ensure that the funding for capital projects is based on realistic costing. Proposed capital projects should be evaluated in the context of the following:

- Priority should be given to completion of on-going projects;
- Preference for financing should be given to those projects that are in full compliance with Government priorities;
- Departments should indicate how the proposed projects will contribute to economic growth, job creation and increased citizen's welfare; and
- Resources to projects should be strictly apportioned in accordance to the actual financial requirement over the medium term.
- All proposed projects should be picked from the County Integrated Development plan (CIDP 2013-17).

4.7 Prioritization of Programmes

24. All Accounting Officers are required to prioritize on-going and proposed programmes within the 2017/18 MTEF Budget ceilings. In preparation of FY2017/18 MTEF Budget, Departments should be guided by the following principles in prioritizing budgetary allocations:

- Fiscal sustainability
- Spending should be aimed at those programmes which the private sector cannot be reasonably expected to carry out and that such spending must be seen to contribute to poverty reduction;
- Public spending should target flagship/strategic interventions and programmes/activities that have been identified and recognized as important and critical;
- (iii) Expenditures should be directed to programmes for which realistic costing has been done and where there is well-developed expenditure proposals; and
- Provision for mandatory expenditures such as salaries, rent and utilities.

5. PUBLIC PARTICIPATION

25. Involvement of the stakeholders and the public in the budget process is both essential and a constitutional requirement. The public and other stakeholders should be actively involved in all stages of the MTEF budget process. Sector working groups should identify stakeholders in their sector and engage them in programmes review and prioritizations of projects and programmes. Proposals and memorandum from the public should be considered in the budgeting process and relevant documents saved for future references. Public participations fora deliberations should also be incorporated in to each process.

26. Reviewed and consolidated Draft Estimates shall be posted to the County website and submitted to the members of the public through Sub County Administrators for scrutiny before public hearings and meetings. The Public shall also be notified through newspapers, local radio and posters on time and respective venues of the meetings. The materials from the forums like Minutes, written proposals, recordings and photos of shall be conveyed to departments for consideration.

6. SUBMISSION AND REVIEW OF BUDGET PROPOSALS

27. All Accounting Officers should ensure that the budget is officially submitted to the County Treasury by 1st February, 2017 duly signed by the Accounting Officer and approved by the respective County Executive Committee Member.

8. CONCLUSION

28. All Accounting officers are expected to adhere to the guidelines in this circular in the process of preparing the MTEF budget. All CECs, Chief Officers, Clerk of county assembly are required to cascade the contents of this circular to all officers working under them. . The county treasury shall provide any other additional information in due course as the need arises.

Hon. Salah Abdi

County Executive Committee Member

Finance & Economic Planning Department

Cc.

- **The Governor**
- **The Speaker – Wajir County Assembly**

ANNEX I: MTEF BUDGET CALENDER FOR FY 2017/18.

NO	ACTIVITY	RESPONSIBILITY	TIMEFRAME/ DEADLINE FY 2017/18
1.	Develop and issue circular on Budget preparation and MTEF guidelines.	C.E.C Finance & Planning	19 th August, 2016
2.	Launch of Sector Working Groups	All departments coordinated by County Treasury	22 th August, 2016
3.	Submission of the County Annual Development Plan to the County Assembly	C.E.C Finance & Planning	1 st September, 2016
4.	Undertake Departments Public Expenditure Reviews	All departments - Co-ordinated by Chief Officer Finance & Economic Planning	5 th September, 2016
5.	Preparation of Draft County Budget Review and Outlook Paper (CBROP)	Macro Working Group	15 th September, 2016
6.	Presentation of County Budget Review and outlook Paper (CBROP) to County Executive Committee for approval	Macro Working Group	20 th September, 2016
7.	Capacity building for MTEF and programme based budget (PBB)	County Treasury collaboration with National treasury	21 st September – 3 rd October 2016
8.	Submission of County Budget Review and Outlook Paper (CBROP) to the County Assembly	Macro Working Group	4 th October, 2016
9.	Circulation of approved BROP to County Executive and Accounting Officers	County Treasury.	25 th October, 2016
10.	Draft Sector reports by SWG's	All departments – County Treasury to co-ordinate	8 th November, 2016
11.	Submission of final Sector Working Groups reports	Sector Working Groups/ County Treasury	15 th November, 2016
12.	Development of County Fiscal Strategy Paper (CFSP)	County Treasury.	21 st December, 2016
13.	Submission of County Fiscal Strategy Paper (CFSP) to C.E.C for approval.	County Treasury.	22 nd December, 2016
14.	Submission of County Fiscal Strategy Paper (CFSP) to County Assembly	County Treasury.	11 th January, 2017
15.	Develop and issue final guidelines on preparation of 2017/18 MTEF Budget	County Treasury.	13 th January, 2017
16.	Submission of departmental budget proposals to county treasury	All Departments	1 st February, 2017

17.	Consolidation of final draft budgets	County Treasury.	15 th February, 2017
18.	Submission of Draft Budget Estimates to County Executive Committee for approval	County Treasury.	17 th February, 2017
19.	Submission of Draft Budget Estimates to County Assembly	County Treasury.	24 th February, 2017
20.	Review of Draft Budget Estimates by County Assembly	County Assembly	27 th March, 2017
21.	Report on Draft Budget Estimates from County Assembly	County Assembly	3 rd April, 2017
22.	Consolidation of final budget estimates	County Treasury	13 th April, 2017
23.	Submission of Appropriation Bill to the County Assembly		13 th April, 2017
24.	Submission of vote on account to County Assembly	County Treasury	13 th April, 2017
25.	Preparation and submission of budget statement to the County Assembly	County Treasury	20 th April, 2017
26.	Appropriation Bill Passed	County Assembly	27 th April, 2017

ANNEX II: REPORT FORMAT FOR DEPARTMENT’S PUBLIC EXPENDITURE REVIEW

Executive Summary

Under this section departments are required to provide a brief summary of the key issues in the report. It should highlight the major issues discussed in each section of the report.

1. Introduction

This section should discuss the overall objective of undertaking expenditure review; show the link between the expenditure review and the theme of the review; state any challenges which may hinder effectiveness of expenditure reviews; show the link between the expenditure review and achievement of the County’s objectives through the budget; provide a brief explanation of the methodology used to undertake the review; and provide an overview of the various sections of the report and their relevance.

2. The Department Programmes

In this section the department should state its’ Vision, Mission and mandate; review the programmes in relation to its mandate and the Vision as stated above; review the expenditures of the department in relation to the programmes and the mandate of the department; review the performance of the programmes of the department in relation to the CIDP & the Vision 2030 MTP.

2.1 : projects and Programmes implemented

In this section the department should capture all the projects and programmes names, the locations, target output, achieved output, cost, completions dates and other details as provided in the below table.

Project /Programme Name	Description	Sub-county	Ward	Location	Budgeted cost	Actual cost	Completion Status

2.2 Expenditure Performance

The departments should indicate broad outputs in relation to the intended output in the previous financial years. The review should be summarized as provided in the format below:

Programme/Sub Programme	Intended Output	Output Achieved	Remarks
Programme Name:			
Programme Outcome:.....			
Sub-Programme 1:			
Sub-Programme 2: e.t.c.			

In addition, a discussion on the implementation of the capital projects should be done. The review should focus on the set targets as spelt out in the department’s work plan. The table below may be used to summarize the information.

Project	Original	Expected	Original	Expected	2015/16	2015/16achievement	Remarks
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	contract sum to completion	sum to completion	date of completion	date of completion	target		
....

Finally State any challenges experienced in implementation of the budget during the year under review

2.2 Expenditure Analysis for the FY 2014/15

In this section, discuss the trends in allocation of total expenditure over the period stated above. Summarize these allocations as provided in Table 2.1 below. Discuss the absorption of the expenditure allocations by comparing the budgeted expenditures (approved estimates) with the actual expenditures. Analyze expenditures as indicated in tables 2.1 – 2.7 and clearly explain the observed trends.

Table 2.1: Analysis of Department's Total Expenditure, FY 2013/14

	Printed Estimates 2015/16	Revised Estimates 2015/16	Actual Expenditure 2015/16
Recurrent			
Development			
Total			
Rec. as % of Total			
Dev. as % of Total			

Table 2.2: Analysis of Expenditures by Economic Classification

	Approved Estimates 2015/16	Actual Expenditure 2015/16
1. Recurrent Budget		
Compensation to Employees		
Use of Goods and Services		
Acquisition of Non Financial Assets		
Total Recurrent Budget		
2. Development Budget		
Compensation to Employees		
Use of Goods and Services		
Acquisition of Non Financial Assets		
Total Development Budget		
Total Expenditures		

Table 2.3 Analysis of Expenditures by Programmes and Sub Programmes

	Approved Estimates 2015/16	Actual Expenditure 2015/16
Programme Name		
Sub Programme 1		
1. Recurrent Budget		
Compensation to Employees		

Use of Goods and Services		
Acquisition of Non Financial Assets		
Total Recurrent Budget		
2. Development Budget		
Compensation to Employees		
Use of Goods and Services		
Acquisition of Non Financial Assets		
Total Development Budget		
Total Expenditures		

NB/ Repeat the above for all sub programmes of each programme

Table 2.4: Sources of Finances (KShs. Million)

	Approved 2015/16	Estimates	Actual Receipts 2015/16
Transfers from National GOK			
Donor			
Revenue			
Others- Specify			
Total			

Clearly state the reasons for divergences between budget and the actual receipts

2.3 Analysis of Pending Bills

- Analyze the trends in stock of pending bills according to type (recurrent and development)
- Provide the nature of pending bills e.g. utility, personal claim etc
- Analyze the stock in pending bills as a proportion of total department's expenditure over the period of review.
- Discuss any measures undertaken or proposed to settle these pending bills.

Table 2.5: Summary of Pending Bills by nature and Type

	Approved 2015/16	Estimates	Actual Receipts 2015/16
1. Recurrent			
Utility			
Telephone			
Personal Claims			
Others-Specify			
2. Development			
Utility			
Telephone			
Personal Claims			
Others-Specify			
Total Pending Bills			

Pending bills summary by projects

Project Name	Location	Contract Amount	Paid Amount	Outstanding Amount	Reason for pending

3. Sectoral Performance and achievements

Indicate & discuss the department’s performance and achievements in the year under review.

4. Challenges

In this section discuss any challenges experienced in reviewing the expenditures and the budget process in general

5. Conclusions

This section should provide conclusions drawn from the review

6. Key Recommendations

This section should provide recommendations to improve implementation of the budget in terms of efficiency, effectiveness, timeliness and target for better service delivery.

ANNEX III: COMPOSITION AND TERMS OF REFERENCE FOR THE SECTOR WORKING GROUPS (SWGS)

Composition of Sector Working Groups

No	Name Of Sector Working Group	Section
1	Agriculture, Livestock and Livestock Development	Agriculture, livestock production, veterinary and fisheries
2	Finance and Economic Planning	Accounting, Revenue Collection section, Internal Audit, Supplies Management And Economic Planning
3	Public Health, Medical Services and Sanitation	Public Health, Medical Services
4	Roads and Transport services	Roads and Transport Section
5	Water Department	Water Services and WAJWASCO
6	Energy, Environment and Natural Resources	Energy and Environment Sections
7	Public Service, Special Programs and Decentralized Unit & Town Administration	HR Management Decentralised Units, Town Administration Services, Public Participation Section Disaster Management, Efficiency Monitoring Unit, Peace and Conflict Resolution, Executive and CPSB.
8	Education, Youth, Gender and Social Services	ECDE, Sports, Youth, Culture, Gender & Social Services
9	ICT, Trade, Industrialization, Co-operative Development	ICT Services, Trade Services, Cooperative Development, Wildlife Management and Tourism
10	Public Works, Lands, Housing and Physical Planning	Public Works, Lands and Housing

The Sector Working Group's are composed of the following:

- i). Chairperson – One Chief Officer chosen by consensus by other Chief Officer's within the Sector
- ii). Sector Convener appointed by the ECM Finance and Planning
- iii). Sector Co-Convener appointed by the ECM Finance and Planning
- iv). Secretariat comprising of Technical Officers from the Treasury, Directors and Technical staff from the relevant Department's making up a sector
- v). Other Stakeholders - Development Partners, Representatives of Civil Society Organizations and the Private Sector

The Terms of Reference for Sector Working Groups will be the following:

- i. Coordinate the departmental reviews in accordance with the guidelines;
- ii. Identify and prioritize the programmes to be funded;
- iii. Identify projects to be funded under Public Private Partnerships (PPP);
- iv. Coordinate activities leading to the development of sector reports; Programme Based Budgets; and itemized budgets

- v. Analyse cost implications of the proposed programmes, projects and policies
- vi. Allocate resources to sections and agencies within the department in accordance with the agreed criteria.

Roles and Responsibilities of Sector Conveners and Co-conveners

The Sector Conveners and Co-conveners are responsible to the Chief Officer Finance & Planning and the Sector Chairpersons for overall guidance and oversight of the sector working group consultations for sound formulation of sector policies and budget priorities. Specifically, the Conveners and Co-conveners are expected to perform the following tasks:

- ✓ Brief the Sector Chair Persons on the County SWG implementation plan;
- ✓ Ensure that SWGs map out their key stakeholders and invite them to the sector consultative meetings;
- ✓ Assist SWGs understand and adhere to the MTEF Budget preparation guidelines;
- ✓ Ensure that SWGs develop an action plan consistent with timelines set in the budget calendar and the SWG implementation Action Plan;
- ✓ Ensure that planned SWGs programmes are anchored on the CIDP, Kenya Vision 2030 and its Medium Term Plan 2013 -2017;
- ✓ Ensure that SWGs develop and document a prioritization and resource allocation criteria which is consistent with the overall guidelines provided by County Treasury;
- ✓ Ensure that programmes are well costed, and have measurable performance indicators;
- ✓ Ensure ensuing MTEF policy priorities and budget are well informed by the previous performance of the sector/ ministries through such instruments as Annual Progress Reports, Ministerial Public Expenditure Review;
- ✓ Track the implementation of the SWG planned activities and bring to the attention of the Chairperson/Treasury the challenges facing the exercise and recommended way forward;
- ✓ Prepare and submit to CEC-Finance a bi-weekly status report on the preparation of the 2016/17 MTEF Budget;
- ✓ Coordinate the preparation of final Sector Presentation for Public Sector Hearings;
- ✓ Fully participate in the Estimate Working Group meetings with a view of ensuring that policy priorities as agreed in the SWGs are funded within the available resource envelope;

ANNEX IV: SECTOR WORKING GROUP REPORT FORMAT

TABLE OF CONTENTS

(Please ensure that Headings and Subheadings are identical to those in the report)

Chapters 1 – 5 should form the main body of the report and should be divided into logical sections and subsections, using appropriate headings and numbering. Its purpose is to explain the conclusions and to justify the recommendations

EXECUTIVE SUMMARY

(Restate conclusions for each section and summarize findings and recommendations under this section)

CHAPTER ONE: INTRODUCTION

- 1.1. Background
- 1.2. Department Vision and Mission
- 1.3. Strategic goals/Objectives of the Sector
- 1.4. Sections and their Mandates
- 1.5. Autonomous and Semi Autonomous Government Agencies
- 1.6. Role of Sector Stakeholders

(The introduction should briefly describe context; identify general subject; describe the problem or issue to be reported on; define the specific objective for the report; outline the scope of the report; and comment on any limitations of the report)

CHAPTER TWO; PERFORMANCE AND ACHIEVEMENTS OF THE SECTOR DURING THE PERIOD 2015/16

- 2.1. Performance of Departments Programmes- delivery of outputs
- 2.2. Review of Key indicators of Department and Sections Performance
- 2.3. Expenditure Analysis
 - 2.3.1. Analysis of recurrent expenditure
 - 2.3.2. Analysis of Development Expenditure
 - 2.3.3. Analysis of Externally Funded Programmes
- 2.4. Review of Pending Bills
 - 2.4.1. Recurrent Pending Bills
 - 2.4.2. Development Pending Bills

CHAPTER THREE; MEDIUM TERM PRIORITIES AND FINANCIAL PLAN FOR THE MTEF PERIOD 2017/18– 2019/20

3.1. Prioritization of Programmes and Sub-Programmes

3.1.1. Programmes and their Objectives

3.1.2. Programmes, Sub-Programmes, Expected Outcomes, Outputs, and Key Performance Indicators for the Sector

3.1.3. Programmes by Order of Ranking

3.2. Analysis of Resource Requirement by:

3.2.1. Department

3.2.2. Sections

3.2.3. Programmes and Sub-programmes

3.2.4. Economic classification

3.2.5 Resource Allocation Criteria

3.3. Analysis of Resource Requirement versus allocation by:

3.3.1. Recurrent

3.3.2. Development

3.3.3. Semi Autonomous Government Agencies

3.3.4. Programmes and sub-programmes, and

3.3.5. Economic classification

CHAPTER FOUR: CROSS-SECTOR LINKAGES

CHAPTER FIVE: EMERGING ISSUES AND CHALLENGES

CHAPTER SIX: CONCLUSION

This section should summarize the key findings of the report, as outlined in the discussion under the chapters 1-5 of the report. The Conclusions should relate specifically to the report's objectives (as set out in the introduction); identify the major issues; be arranged in order of importance; be specific, and to the point; and be a list of numbered points

CHAPTER SEVEN: RECOMMENDATIONS

(This section should outline future actions. The Recommendations should be action orientated, and feasible; Relate logically to the Conclusions; be arranged in order of importance; and be to the point)

REFERENCES

(This section should list the sources referred to in the report)

APPENDICES

Appendices should contain information that is too complex to include in the report. You need to direct readers to this information, as in “Appendix A provides an overview of the Budget of department X”.

ANNEX V. STANDARD FORMAT FOR PRESENTATION OF PROGRAMME BASED BUDGETS (PBB)

VOTE:

A. Vision

B. Mission

C. Strategic Objectives

D. Context and Strategy for Budget Intervention;

This section is supposed to be a review of MTEF period 2013/14 – 2015/16 and should briefly discuss the following

- Expenditure trends;
- Major achievements for the period;
- Constraints and challenges in budget implementation and how they are being addressed; and
- Major services/outputs to be provided in MTEF period 2017/18 – 2019/20 (the context within which the budget is required)

E. Programmes and their Objectives (*List all the programmes and their objectives*).

Please note that each programme must have only one objective

F. Summary of Expenditure by Programmes, 2017/18

Sub Programme (SP)	Approved Estimates 2016/17	Estimates 2017/18	Projected Estimates	
			2018/19	2019/20
Programme 1: (State the name of the programme here)				
SP 1. 1				
SP 1. 2				
... N				
Total Expenditure				
Programme 2: (State the name of the programme here)				
SP 1. 1				
SP 1. 2				
... N				
Total Expenditure				
Total Expenditure of Vote -----				

NB. Repeat as shown in the Table under section "C" above for all Programmes. Provide total expenditure for each programme and their summation must equal the total expenditure of the vote.

G. Summary of Expenditure by Vote and Economic Classification

Expenditure Classification	Approved Estimates 2016/17	Estimates 2017/18	Projected Estimates	
			2018/19	2019/20
Recurrent Expenditure				
Compensation to Employees				
Use of goods and services				
Other Recurrent				
Capital Expenditure				
Acquisition of Non-Financial Assets				
Other Development				
Total Expenditure				

H. Summary of Expenditure by Programme, Sub Programme and Economic Classification

Expenditure Classification	Baseline Estimates 2016/17	Estimates 2017/18	Projected Estimates	
			2018/19	2019/20
Programme 1: (State the name of the programme here)				
Current Expenditure				
Compensation to Employees				
Use of goods and services				
Current Transfers Govt. Agencies				
Other Recurrent				
Capital Expenditure				
Acquisition of Non-Financial Assets				
Capital Transfers to Govt. Agencies				
Other Development				
Total Expenditure				
Sub-Programme 1: (State the name of the Sub-Programme here)				
Current Expenditure				
Compensation to Employees				
Use of goods and services				
Current Transfers Govt. Agencies				
Other Recurrent				
Capital Expenditure				
Acquisition of Non-Financial Assets				
Capital Transfers to Govt. Agencies				
Other Development				

Total Expenditure				
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Repeat as above in cases where a Ministry/Department has more than one programme and/or sub-programmes

I. Summary of the Programme Key Outputs and Performance Indicators

Programme	Delivery Unit	Key Outputs	Key Performance Indicators	Target (Baseline) 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Name of Programme Outcome:							
SP1.1							
SP 1.2							
... e.t.c							

ANNEX VI: COUNTY DEPARTMENTAL PROGRAMMES AND SUB-PROGRAMMES

County Executive	PROGRAMS	SUB-PROGRAMMES
County Executive	County Executive Affairs	CSP1.1: Coordination and Supervisory Services
County Assembly	County Legislative Services	CSP1.1: Legislative and oversight Services
Finance and Economic Planning	CP1: Public Finance Management	CSP1.1: County Accounting Services
		CSP1.2: Revenue Collection Services
		CSP1.3: County Budget Management Services
		CSP1.4: Internal Audit Services
		CSP1.5: Supply Chain Management Services
	CP2: Economic Planning Services	CSP2.1 : Integrated Development Planning
		CSP2.2: Monitoring & Evaluation Services
		CSP2.3: County Statistical Information Services
	CP3: General Administrative and Support Services	CSP3.1: General administration and Support Services
Agriculture, Livestock and Livestock Development	CP1: Crop Development & Management	CSP2.1: Land and Crop Productivity Services
		CSP2.2: Irrigation Development & Management
	CP2: General Administration, Planning and Support Services	CSP5.1: General administration and Support Services
	CP3: Livestock Resources Management and Development	CSP1.1: Livestock Production & Management
		CSP1.2: Livestock Products Value Addition and Marketing
		Animal Health & Disease Management and Control
	CP4: Fisheries Development & Management	CSP3.1: Fisheries Management and Development

	CP5: Alternative Livelihoods Promotion and Development	CSP4.1: Alternative Livelihood Promotion and Development Services
Public Health, Medical Services and Sanitation	CP1: Curative, Rehabilitative and Referral Services	CSP1.1: Health Infrastructure Development
		CSP1.2: Curative & Rehabilitative Services
	CP2: Preventive and Promotive Services	CSP2.1: Sanitation Services
		CSP2.2: Health Outreach and Promotion Services
		CSP2.3:
		CSP2.4: Child Health and Immunization services
	CP3: Kenya Medical Training College (KMTC)	CSP3.1: Kenya Medical Training College (KMTC)
	CP4: General Administration, Planning and Support Services	CSP4.1: General administration and Support Services
Roads & Transport department	CP1: Road Transport Services	CSP1.1: Maintenance & Rehabilitation of County Roads and Bridges
		CSP1.2: Construction of County Roads and Bridges
	CP2: Transport Services	CSP2.2: County Transport Services
	CP3: General Administration and Support Services	CSP3.1: General administration and support services
Water Department	CP1: Water Services	CSP1.1: Water Supplies Overhaul and Maintenance Services
		CSP1.2: New Infrastructure Development Services
		CSP1.3: General administration and Support Services
Energy, Environment and Natural Resources	CP1: Energy Services	CSP1.1: Infrastructure Improvement Services
		CSP1.2: Development of Alternative Sources of Energy
	CP2: Environment & Natural Resource Services	CSP2.1: Environment Conservation Services
		CSP2.2: Natural Resource Management Services
	CP3: General Administration and Support Services	CSP3.1: General administration and support services
Public Service, Special Programs and Decentralized Unit & Town Administration	CP1: Human Resources Management and	CSP1.1: Human Resources Management and Capacity Building
	CP2: Decentralised services	CSP2.1: Decentralised Units Services
	CP3: General Administration and Support Services	CSP3.1: General administration and support services
	CP4: Environment, Beautification and Sanitation services	CSP4.1: Town Improvement services
		CSP4.2: Town Sanitation Services

	CP5: Engineering, Maintenance and Physical Infrastructure Services	CSP5.1: Town Infrastructure improvement
	CP6: Special Programs	CSP4.1: Conflict Resolution And Security
		CSP4.2: Inter-governmental relations
		CSP4.3: Disaster Management and Coordination of Humanitarian Services
		CSP4.4 : Efficiency Monitoring Unit (EMU)
	CP7: Public Participation Services	CSP7.1: Capacity Building Services
		CSP7.2: Civic Education Services
Education, Youth, Gender and Social Services	CP1: Early Childhood Education Development Services	CSP1.1: ECD Infrastructure Improvement
		CSP1.2: ECD Support Services
	CP2: General Administrative and support services	CSP2.1: Human Resources Management
		CSP2.2: Planning and Support Services
	CP3: School Support and Development Services	CSP3.1: Scholarships and Bursaries
		CSP6.2: Schools development Support Services
	CP4: Sports Promotion and Development	CSP4.1: Sports Infrastructure Improvement
		CSP4.2: Sports Promotion and Development
	CP5: Gender, Culture and Social Services	CSP5.1: Gender Promotion Services
		CSP5.2: Promotion of Culture and Social Services
	CP4: Vocational Training Services	CSP4.1: Youth Polytechnic Infrastructure Improvement
		CSP4.2: Youth Polytechnic Support Services
ICT,Trade, Industrialization, Co-operative Development	CP1: Trade Services	CSP1.1: Infrastructure Improvement
		CSP1.2: Business Support & Investment Services
	CP3: Industrialization Services	CSP3.1: Infrastructure Improvement
		CSP3.2: Capacity Building Services
	CP4: Tourism & Wildlife Services	CSP4.1: Tourism Services
		CSP4.2: Wildlife Conservation
	CP5: General administration, Planning and Support Services	CSP5.1: General administration and support services
	CP2: Co-operatives Services	CSP2.1: Cooperative Promotion & Development
		CSP2.2: Capacity Building Services
	CP6: ICT Infrastructure Services	CSP6.1: ICT Infrastructure Improvement &

		Enhancement Services
Public Works, Lands, Housing and Physical Planning		
	CP1: Land Policy and Physical Planning	CSP1.1: Urban Physical Planning Services CSP1.2: County Survey and Policy Services
	CP5: Public Works	CSP2.1: Public Works Infrastructure Services
	CP2: Government Buildings services	CSP2.1: Infrastructure Improvement Services
	CP3: Housing Development and Human Settlement	CSP3.1: ABT Services CSP3.2: Housing Development Capacity building
	CP4: General Administration and Support Services	CSP4.1: General administration and support services
WAJWASCO	Water company services	Water company services
CPSB	Public Service board services	Public Service board services