



# COUNTY GOVERNMENT OF KAJIADO

## KAJIADO COUNTY TREASURY

MEDIUM TERM

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# 2020 COUNTY FISCAL STRATEGY PAPER

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*“Fostering Socio-economic and political development for sustainable growth”*

February 2020

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## **FORWARD**

The 2020 Kajiado County Fiscal Strategy Paper (CFSP) provides a basis for the preparation of the Medium Term Expenditure Framework 2020/21-2022/23 Financial Years (FY) budget. This is targeted to contribute to the achievement of the Medium Term theme '*Fostering Social Economic and Political Development for Sustainable Growth*'. In a bid to achieve this, the county will focus to invest in the identified medium term strategic priorities: Food Security, Improved Nutrition and Value addition; Reliable and Equitable access to safe and affordable water, adequate sanitation, clean and safe environment; Enhanced access to affordable and quality healthcare and Infrastructural development to support economic growth.

The 2018-2022 County Integrated Development Plan (CIDP) and the 2020/21FY guided in the identification of the programmes/projects to be executed in 2020/21FY and over the Medium Term. In addition, these programmes/projects are aligned to the recommendations of the 2019 Kajiado County Mid Term Review (MTR) report. The government will prioritize allocation of resources to complete implementation of programmes and projects with the aim of operationalizing them for the community to enjoy the benefits of these projects.

The 2020/21 financial year budget targets a total resource envelope of Kshs.8.9 billion. These comprise of equitable share of Kshs.6.4 billion, Own Source Revenue of Kshs.1.54 billion, conditional grants amounting to Kshs.962 million.

Further, the County Treasury will endeavor to promote adherence to the fiscal responsibility principles spelt out in the Public Finance Management Act, 2012 section 107. Prudence allocation and utilization of public resources will be promoted with a view to ensuring affordability and sustainable projects and programmes.

**ALAI KISOTA**

**CECM – FINANCE, ECONOMIC PLANNING AND ICT**

## **ACKNOWLEDGEMENT**

This 2020 CFSP has been prepared in accordance with the provisions of the PFM Act, 2012. It presents the county's broad strategic priorities as well as medium term fiscal framework. Further, it forms the basis for the formulation of the 2020/21-2022/23 Medium Term Expenditure Framework.

The preparation of this 2020 CFSP involved a comprehensive consultative and participatory process bringing together government agencies both from the county and national governments and non-state actors. The county sectors played a key role in providing sectoral reports which greatly informed the preparation of this CFSP.

I am grateful to the Governor of Kajiado County, H.E Joseph Ole Lenku and his deputy H.E Martin Moshisho for their leadership during the preparation of this Paper. I also wish to acknowledge the County Executive Committee Members (CECM) and their Chief Officers for supporting this process. Special thanks go to the CECM in charge of Finance, Economic Planning and ICT, Mr. Alais Kisota for his guidance and for spearheading the process of preparing this 2020 CFSP. My sincere gratitude to Kajiado County Assembly under the leadership of Hon. Speaker Mr. Johnson Osoi for their continued advice not forgetting the House Committee in charge of Budget Appropriation led by Mr. Henry Kimiti.

I also recognize the County Treasury officers particularly under the Budget and Economic Planning section who spent substantial amount of time to compile this CFSP. Further, I thank the Sector Working Group, the Macro Working Group for their cooperation, continued support and timely provision of information while preparing this document. I am grateful for the comments obtained from the public participation meeting held in February 2020 which provided inputs to the 2020 CFSP.

**SANKAIRE TIMA**  
**CHIEF OFFICER – FINANCE AND ECONOMIC PLANNING**

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## ABBREVIATIONS

ADP	Annual Development Plan
ASDSP	Agriculture Sector Development Support Programme
BPS	Budget Policy Statement
CA	County Assembly
CECM	County Executive Committee Member
CFSP	County Fiscal Strategy Paper
CGK	County Government of Kajiado
CIDP	County Integrated Development Plan
CPSB	County Public Service Board
ECDE	Early Childhood Development Education
FY	Financial Year
GDP	Gross Domestic Product
ICT	Information Communication Technology
KCSAP	Kenya Climate Smart Agriculture
KDSP	Kenya Devolution Support Programme
KUSP	Kenya Urban Support Programme
M&E	Monitoring and Evaluation
MTEF	Medium Term Expenditure Framework
MTR	Mid-Term Review
NT	National Treasury
OM	Operations and Maintenance
PDP	Physical Development Plan
PE	Personnel Emoluments
PFM	Public Finance Management
PPPs	Private Public Partnerships
PWD	Persons Living with Disability
RMLF	Roads Maintenance Levy Fund

## LEGAL BASIS FOR THE PREPARATION OF COUNTY FISCAL STRATEGY PAPER

Under **Section 107 of the PFM Act 2012** and **Regulations 26, 27 and 28 of the PFM Regulations 2014**, the County Treasury is required to prepare the County Fiscal Strategy Paper. They also set out the content requirements for the CFSP, which must:

- I. **Align itself with the national objectives** contained in the Budget Policy Statement;
- II. Apply **fiscal responsibility principles** under Section 107 in the management of public finances. Namely:
- III. **Balanced Budgets are mandatory:** The County Government's expenditure shall not exceed its total revenue;
- IV. **Thirty percent of all expenditure is dedicated to development expenditure:** Over the medium term a minimum of thirty percent of the County Government's budget shall be allocated to the development expenditure;
- V. **Limit county wage bill to thirty-five per cent** of the County Government's total revenue:

The County Executive Member for Finance can set the percentage of the County Government's expenditure on wages and benefits for its public officers provided it does not exceed thirty-five per cent of the County Government's total revenue, excluding revenues from extractive natural resources such as coal, oil etc. as prescribed in the Regulations and approved by the County Assembly;

- I. **County debt financing only used for development:** Over the medium term, the County Government's borrowings shall be used only for the purpose of financing development expenditure and not for recurrent expenditure;
- II. **Sustainable debt:** The county's debt shall be maintained at a sustainable level not exceeding fifteen percent of the County Government's total revenue as approved by the County Assembly; short term borrowing shall be restricted to management of cash flows and shall not exceed five percent of the most recent audited County Government revenue;
- II. **Prudent risk management:** Fiscal risks shall be managed prudently. That is the CEC Member for Finance should outline key areas of uncertainty that may have a material effect on the fiscal outlook and the potential policy decisions they may portend.
- ✓ **Predictable taxes:** A reasonable degree of predictability to the level of tax rates and tax bases shall be maintained, taking into account any tax reforms that may be made in the future.
- ✓ **Include a statement of fiscal risks in line with prudent management of risks.** This must outline potential policy decisions and key areas of uncertainty that may have a material effect on the county's fiscal outlook.



## THE 2020 COUNTY FISCAL STRATEGY PAPER OUTLINE

**Section I:** This section presents recent economic developments and policy outlook detailing overview of the macroeconomic variables and economic trends at the Global, Regional, National and County scenes. Additionally, it points out the half-year fiscal performance from July-Dec 2019 and highlights the risks to the outlook.

**Section II:** The section is key as it elaborates the county's broad strategic priorities, which are aligned to the 2018-2022 County Integrated Development Plan (CIDP), and the 2020/21FY Annual Development Plan (ADP). These are also aligned to national development agenda and the international aspirations for instance the Sustainable Development Goals (SDGs).

**Section III:** It outlines the strategies/key actions the County Government of Kajiado will undertake regarding budget allocation over the medium term. It provides proposed budgetary framework for 2020/21FY and the medium term, the fiscal reforms and the policies to be implemented. It also highlights the projections for county revenue, recurrent expenditure and development expenditure.

**Section IV:** This section provides the resource envelope available for allocation among the county spending units. It further gives the medium term expenditure estimates detailing projected baseline ceilings for 2020/21FY classified by county sectors and subsectors. Additionally, it gives a narrative description of the county government's priorities per sector.

# I. RECENT ECONOMIC DEVELOPMENTS AND POLICY OUTLOOK

## 1.1 Overview

1. This section provides a summary of the economic developments at the global; regional; national scenes. It further outlines the county mid-term economic development with a focus on the mid-term thematic areas. Economic growth projections indicate a general growth attributed to various factors that are enabling economic development. The Kenyan economic growth is expected to grow to 6.1 percent in 2020 from an estimate of 5.6 percent in 2019. This growth is projected on the condition of strategic investment of the *Big Four Agenda*, increased output in agricultural activities, a strong service industry and a recovery in the industrial sector.
2. In the first three quarters of 2019, the economy grew by an average of 5.5 percent mainly because of the growth of the service sub-sectors namely: accommodation and restaurant, information and communication and transport and storage. On the other hand, the agriculture sector recorded a decrease growth of 3.2 percent over the same period; this is mainly due to delayed long rains.

## 1.2 Recent Economic Developments and Outlook

### 1.2.1 Global and Regional Economic Overview

3. According to global projections, the support from macroeconomic policy in major economies and recovering economies of emerging markets will cause an increase from 3.0 percent estimate in 2019 to 3.4 growth in 2020. However, the growth for advanced economies is expected to decrease to 1.7 percent in 2020 from 2.8 percent in 2018. This is mainly due to the trade tensions between the United States of America (USA) and china, increase in global oil prices, and the Brexit outcome.
4. The growth projection of the emerging markets and developing economies shows an estimated increase of 4.6 percent in 2020 from an expected 3.9 percent in 2019. It is expected that stressed economies such as Turkey, Argentina, and Iran will recover.

Other economies such as Mexico, Brazil, India, Russia and Saudi Arabia are also expected to have an increase in growth.

5. At the regional level, the Sub-Saharan Africa growth is projected to increase to 3.6 percent in 2020 from 3.2 percent in 2018 and 2019. This growth will be supported by improved access to capital markets, higher commodity prices and controlled fiscal imbalances in several countries.
6. The East African Community (EAC) region has a 6.0 percent growth estimate in 2020, an increase from 5.6 percent in 2019. The estimate is attributed to the strong macroeconomic environment, ongoing infrastructural development, increased private consumption of goods and services and a recovery of agricultural activities.

### **1.2.2 Kenya's Economic Development Overview**

7. Kenya's growth is estimated to increase to 6.1 percent in 2020 from a projection of 5.6 percent in 2019. Despite global challenges that affect the economy, Kenyan economy growth remained robust due to conducive economic and financial policies and investments from the public and private sectors.
8. With an increase in growth, the per capita income is also increased from Ksh.113, 539 in 2013 to an estimated Ksh.202, 859 in 2019 (79 percent increase). This facilitated the generation of around 831,000 new jobs annually from 2013 to 2018 and 656,500 jobs annually from 2008 to 2012.
9. Inflation rate remained stable, within the Government target range of 5+/-2.5 percent in December 2019 at 5.8 percent up from 5.7 percent in December 2018 reflecting higher food prices.
10. The agricultural sector recorded a slowed growth rate for the third quarter of 2019 compared to a similar period in 2018. The sector recorded a 3.2 percent of growth

compared to 6.9 percent recorded for the same quarter in 2018. This is mainly attributed to a notable drop in the production of key food and cash crops resulting from the delayed rainfall within the year.

11. Growth in the manufacturing sector slowed to 3.1 percent in the third quarter of 2019 compared to 4.6 percent in the similar quarter of 2018. Its contribution to economic growth in the third quarter of 2019 is 0.3 percent, a drop from 0.5 percent in a similar quarter of 2018.
12. The growth in the Electricity and Water supply sector dropped to 4.9 percent in the third quarter of 2019 compared to 7.8% in the same quarter of 2018. The insufficient rains received in the second quarter of 2018 created water shortage for electricity generation resulting to a shift to thermal energy sources. The use of more expensive thermal sources constricted the growth of value added for electricity. The sectors contribution to GDP growth reduced to 0.1 percent for the third quarter of 2019 from the 0.2 percent of 2018.
13. A slowed economic growth was recorded in the Transportation and Storage sector. The sector's economic growth dropped to 7.1 percent in 2019 from the 9 percent growth reported for the same quarter in 2018. The economic activities in the sector were characterized by a relatively high rate of growth in the air transport subsector and lower rate of growth in road freight transportation subsector.
14. The accommodation and food services sector reported a decelerated growth of 9 percent for the third quarter of 2019 compared to 15.7 percent growth in the same quarter of 2018. The reduction in economic activities for the sector was reported in spite of the reported increase in the number of visitors for the same quarter.
15. The economic growth of the Information and Communication sector slowed to 8.4 percent in the third quarter of 2019 from the 9.8 percent reported for the same quarter

in 2018. The growth in the sector, albeit slower, was supported by a growth in mobile communication activities and increased mobile money subscriptions.

16. The construction sector recorded a slightly depressed economic growth of 6.6 percent for the third quarter of 2019 compared to 7 percent in the same quarter of 2018. The reduced economic growth was characterized by a reduction in cement consumption, decreased uptake of credit from the sector and increased import of construction related materials. The sector's contribution to GDP growth increased from 0.3 percent in third quarter of 2018 to 0.4 percent in the same quarter of 2019.

### **1.3 The County Mid-Term Developments**

#### **1.3.1 Food Security, Improved Nutrition and Value Addition**

17. Under this priority area, the county made notable achievements: reseeded about 700Ha of land countywide, supplied 3,400Kgs of assorted varieties of pasture seeds, constructed a pit silage silo at Kajiado demonstration farm to enhance feed quality and reduce spoilage, vaccinated approximately 5 (five) million livestock against livestock diseases, constructed 19 and repaired 2 (two) vaccination crushes. Also, the county strengthens extension services whereby 7 (seven) Pastoral Field Schools were established, visited about 23,420 farms and licensed 68 certified Artificial Insemination (AI) service providers.
18. To support value addition, completion of Namelok tomato processing plant in Kimana and Isinya tannery are under way to add value to tomatoes and hides & skins respectively. Completion of maize grain drier in Rombo is ongoing and Masimba milk coolant was constructed and equipped to help preserve milk thus reducing losses.
19. To promote irrigation agriculture, the county constructed a water pan and laid pipeline at Mosiro irrigation scheme. Further, irrigation canals were rehabilitated: Isinet-Kalesirua 9km; Enkaji Naibor furrow extension of 3km canal; and Kisilet furrow canal

lining (0.8km). The county also supplied farmers with 1,035 bales of assorted drought tolerant crop seeds for bulking and extension services were carried out through trainings.

### **1.3.2 Enhance Access to Safe and Affordable Water, Adequate Sanitation, Clean and Safe Environment**

20. To improve water infrastructure, the county installed 17km pipeline, constructed storage tanks and water kioks at Kimuka water project; rehabilitated Nolturesh pipeline and constructed watering facilities; installed pipeline, constructed watering facilities and storage tanks at Isinet water project; installed pipeline, constructed watering facilities and equipped borehole at Uswa Emurkea pipeline.

21. A number of boreholes are being constructed/equipped/rehabilitated including Singiraine, Lebitira, Olmoti, Sompot, Elerai Kimana, Nkama primary b/h, Olkatetamai, Oltinga, Oloikara, Nangingoi, Ildrekes, Enkirigiri, Olasiti, Orgos, and Impiro.

22. Further, the county carried out feasibility studies for a mega dam to be constructed in Kitengela, which is implemented through partnerships, and for Kitengela sewerage system. Water reticulation for Kitengela and Kajiado towns is ongoing.

### **1.3.3 Enhanced Access to Affordable and Quality Healthcare**

23. Towards improving access to healthcare services under community healthcare, 859 community outreach services were conducted; 43 community units established and operationalized; constructed, rehabilitated, upgraded and equipped a number of public healthcare facilities across the county. On primary care, the county constructed MCH block at Loitokitok Sub-County Hospital; staff house and landscaping at Rongai Hospital; and hospital store, incinerator, walkways at Ngong Sub-County Hospital.

24. Further, Kajiado Referral Hospital (KRH) is being upgraded to a fully-fledged level 5 hospital where MRI/CT scan has been installed awaiting electrical works, 400KVA back-

up generator for the scan procured, and finishing works are ongoing at the modern maternity wing.

25. In regards to emergency and referral services, the county acquired four standard Advanced Cardiac Life Support (ACLS) functional ambulances. Universal Health Coverage (UHC) is a health-financing tool; the county was able to enroll 3,550 Households (HHs) against a target of 5,000 HHs under the County *Mbuzi Moja Afya Bora* Initiative. The proportion of people in Kajiado accessing health care using social insurance (NHIF) stands at percent.
26. On enhancing the quality of healthcare services supported by proper planning, the county through the health sector was able to formulate two plans: "*Mbuzi Moja Afya Bora*" policy and the Kajiado County Health Policy. The sector also, provided leadership and governance through Health Management Teams (HMTs), by conducting support supervisions both at county and sub-county levels. Capacity building of health human resource is a continuous process to help improve their efficiency.
27. Under reducing the disease burden, the following notable achievements were realized: HIV/AIDS prevalence reduced to 3.9 in 2019 from 4.4 in 2017; immunized 87 percent of fully eligible children; and increased the number of deliveries conducted by skilled attendant from 49 percent to 68 percent. To promote reproductive health, the number of eligible population accessing family health services rose from 39 percent in 2017 to 49 percent in 2019. In addition, 490 community awareness forums on NCDs, CDs and NTDs conducted.
28. In reference to environmental health, the number of rural households with improved sanitation rose from 26 ODF declared villages in 2017 to 31 ODF villages in 2019. In addition, urban & peri-urban households registered an increase of 4.8 percent between 2017 and 2019.

### **1.3.4 Infrastructural Development to Support Economic Growth**

29. During the medium term, the county was able to gravel 210km of roads countywide; constructed 10km of drainages, 3km tarmack in Kitengela and 8 (eight) bridges/foot bridges. On energy, the county installed 40 streetlights and 5 (five) high masts while on housing, the county renovated/rehabilitated 5 (five) government houses.

### **1.4 County Fiscal Performance**

30. The total 2019/20 FY budget is Kshs.10.286 billion. This is financed by Kshs.6.298 billion<sup>1</sup> (61%) from equitable share; Kshs.1.794 billion (17%) from Own Source Revenue (OSR); Kshs.995 million (10%) from conditional grants and Kshs.1.2 billion (12%) from balance brought forward.

31. The expenditure budget consists of Kshs.6.325 billion of recurrent expenditure and 3.962 billion of development expenditure. The proportional allocations for the budget expenditure are 61 percent of recurrent expenditure and 39 percent of development expenditure. The expenditure allocations comply with the requirements of Section 107 of the PFM Act, 2012 on the principles of fiscal responsibility.

32. During the first half of 2019/20 FY, OSR performance dropped compared to the first half of 2018/19 FY. The total OSR collected between July and December 2019 is Kshs.263 (representing 29 percent) million against a target of Kshs.897 million compared to the Kshs.364 million collected in the same period in 2018.

33. The total expenditure for the first half of 2019/20 FY is Kshs.2.93 billion against an approved budget of Kshs.5.143 billion. The total budget absorption for the first half is 57%, consisting of Kshs.2.352 billion of recurrent expenditure and Kshs.584 million of development expenditure. The low budget absorption for the development

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<sup>1</sup> Figure is based on the 2019/20 Kajiado County Approved Budget.



expenditure is attributed to delays in disbursements of equitable share, which in effect delays the procurement process.

## 1.5 Budget Out-turn

34. The revenue received in the first half of 2019/20 FY is Kshs2.93 billion against the target revenue of Kshs.5.143 billion. This indicates a revenue underperformance of Kshs.2.21 billion. The revenue underperformance is attributed to delayed disbursements of equitable share and underperformance of the Own Source Revenue.

35. A negative growth in total revenue received was reported for the first half of 2019/20 FY compared to a similar period of the previous financial year. In 2018/19 FY, Kshs.3.308 billion was received compared to Kshs.2.93 received in the current financial year, representing an 11 percent drop in revenue received.

**Table 1: Budget Outturn, July 2019 – December 2019**

	Target	Actual Performance	% Performance	Deviation	2019/20 Approved budget
<b>Revenue Summary</b>					
Equitable Share	3,748,901,551	2,569,433,466	69%	1,179,468,085	7,497,803,101.00
Local Revenue	896,928,503	263,042,065	29%	633,886,438	1,793,857,006.00
Conditional Grants	497,390,468	104,544,006	21%	392,846,462	994,780,936.00
<b>Total</b>	<b>5,143,220,522</b>	<b>2,937,019,537</b>	<b>57%</b>	<b>2,206,200,985</b>	<b>10,286,441,043.00</b>
<b>Expenditure Summary</b>					
Recurrent	3,162,322,912	2,352,365,512	74%	809,957,400	6,324,645,823.00
Development	1,980,897,610	584,654,025	30%	1,396,243,585	3,961,795,220.00
<b>Total</b>	<b>5,143,220,522</b>	<b>2,937,019,537</b>	<b>57%</b>	<b>2,206,200,984.50</b>	<b>10,286,441,043.00</b>

*Source: Kajiado County Treasury*

## 1.6 Fiscal Policy

### 1.6.1 Economic Policy Outlook

36. The Kenyan economy has reported positive real economic growth of 6.3 percent in 2018, projected economic growth of 5.6 percent in 2019 and 6.1 percent in 2020. The economy has maintained growth despite the global challenges, due to strong public and private sector investments and sound economic and financial policies. The

country's resilient non-agricultural sector has enabled it to maintain relatively steady growth prospects in periods of unreliable rainfall and agricultural production.

37. Kajiado County will work towards achieving four key thematic areas in order to boost economic growth and development. These key thematic areas are Food Security, irrigation, hay production and value addition; Improved health care access and quality; Enhanced water access and waste management; and Roads construction and improvement, energy management.
38. The county government of Kajiado will continue to implement the projects and programmes outlined in the 2018-2023 CIDP through Annual Development Plans (ADPs) in order to achieve the medium term priorities and goals.

#### **1.6.2 Risks to the Economic Outlook**

39. There are external threats to the economic outlook, which emanate from the regional and global macroeconomic environment and events that affect the country's economy. The prominent threats to the economy are trade tensions between leading economies, war and civil tensions and the corona virus in china.
40. The trade tensions between the leading economies especially China and the US are likely to affect trading activities between the two countries, which in turn trickle down to regional economies and domestic economy.
41. The war tensions between Iran and the US would have an effect on the global supply chain of fossil fuels from the Middle East to the rest of the World. This would consequently influence the price of fuels for energy and the cost of production.
42. The drop in OSR collections for the first half year indicates a likely drop in the total revenue collected which would affect project implementation for the fiscal year. In

addition, delayed disbursements of equitable share may delay project implementation in the county resulting in low budget absorption.

43. The county faces a fiscal threat in the management of pending bills. These directly affects the domestic markets as it slows economic growth as a result of restrained capital circulation.

44. Although adequate rainfall was received within the first half of the fiscal year, the effects of climate change pose a risk to the agricultural sector. The current locust invasion in the country may erode the gains made from the rainfall.

45. The county will actively monitor these threats and risks and implement appropriate mitigation measures to maintain a stable economic growth.

## II. FOSTERING SOCIO-ECONOMIC DEVELOPMENT FOR SUSTAINABLE GROWTH

### 2.0 Overview

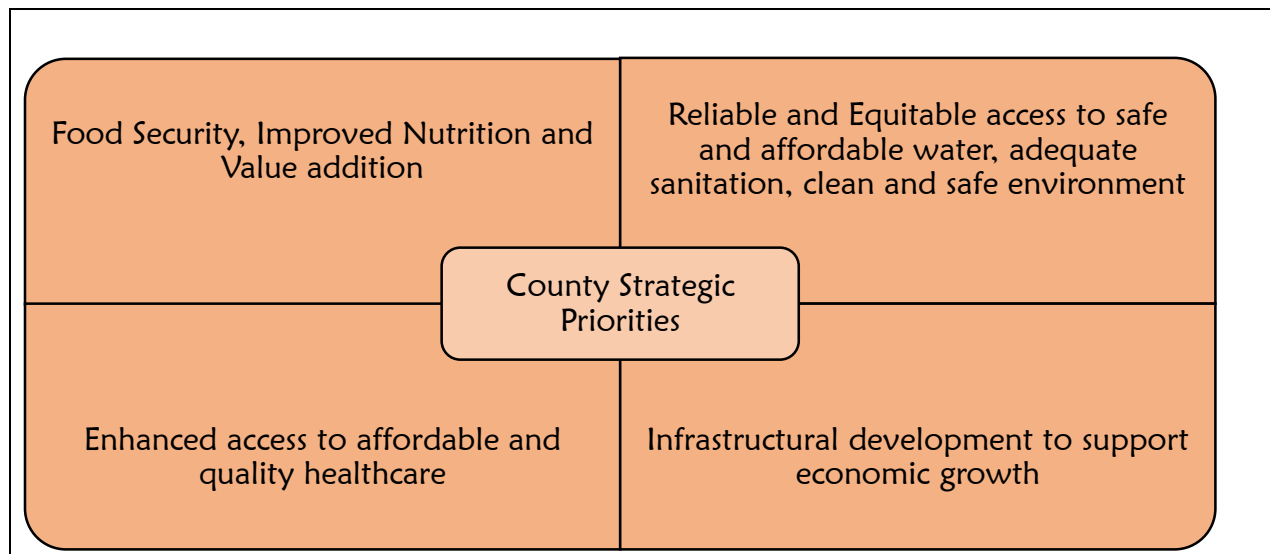
46. The 2020 Kajiado County Fiscal Strategy Paper (CFSP) specifies the Government's broad strategic priorities and policy goals to guide the preparation of the 2020/21 financial year (FY) budget and the medium term. The strategic priorities are linked to the national development agenda to support the achievement of the "Big Four" plan: Affordable housing; Universal healthcare; Manufacturing and Food security. The efforts in the plan are envisaged to create jobs, provide conducive business environment and eventually support inclusive and sustainable growth.

47. The priorities in this 2020 CFSP have been reviewed critically to match the aspirations of the county. Additionally, they have been informed by the experiences, challenges and recommendations from the implementation of previous county budgets as outlined in the 2019 Kajiado County Mid-Term Review (MTR).

### 2.1. County Strategic Priorities

48. The CFSP also seek out to accelerate the execution of the county's strategic priorities. These priorities presented in *Matrix 2.1* are geared towards achieving the county's objectives anchored on the foundations/enablers for county transformation, the economic and social pillars in the 2018-2022 County Integrated Development Plan (CIDP). Hence, the realization of policies as well as programmes/projects in the 2018-2022 CIDP is expected to spur socio-economic growth of the county.

**Figure 1: County Strategic Priorities**



### **2.1.1 Food Security, Improved Nutrition and Value Addition**

49. Agriculture is a critical sector as it is the backbone of our country's economy. It contributes about 60 percent to the country's economy and employs approximately 70 percent of the rural populace. Goal two (2) of the Sustainable Development Goals (SDGs) is dedicated to tackle food insecurity and malnutrition through transforming food systems and agriculture whereby counties are expected to support. This will ultimately promote sustainable agriculture, which is an important step to achieving zero hunger and fostering sustainable development.

50. In 2020/21FY, the government will support pastoralism since it is a major source of livelihood mainly in the rural areas. The county is therefore implementing hay production project, which is one of the county's flagship projects. To ensure this is actualized, the county through the department of agriculture will construct strategic hay barns; procure hay-harvesting equipment including tractor, baler, rake, mower and trailer. It will also fence farms identified for hay production (e.g. Olooseos county farm), procure range pasture seeds, train farmers and strengthen extension services. Moreover, the county will enhance engagement of private ranchers in hay production and completion of projects within the Kajiado demonstration farm (hay barn).

51. The county is also keen to strengthen food security initiatives to meet food needs across the county. Actionable strategies put forth for execution involves expansion and rehabilitation of irrigation schemes, excavation of water pans for irrigation and construction of food storage and post-harvest handling facilities to reduce post-harvest losses.

52. In addition, the government will increase access to agricultural input and promote use of appropriate farming technologies. Crop pest and disease control services and animal disease control and management will also be strengthened to support food security.

53. Increasing the value added in agriculture will make locally produced livestock and farm produce such as milk, tomatoes, meat, hides and skins competitive in various markets. To support this, the government is committed to complete Isinya tannery and Namelok tomato processing plant in Kajiado South sub-county.

#### **2.1.2 Reliable and Equitable Access to Safe and Affordable Water, Adequate Sanitation, Clean and Safe Environment**

54. Most parts of the county experience acute water shortage since the county is classified as arid and semi-arid area. This phenomenon contributes to poor sanitation, which is mostly associated with lack of reliable water supply and inadequate sewerage infrastructure particularly in urban parts of the county. The county has implemented a number of measures to mitigate this and is committed to further invest in various programmes/projects.

55. Moving forward, the county focusses to increase water accessibility in the county by enhancing water supply and development of water services infrastructure. Thus, it will invest in pipeline extension; drilling, equipping and rehabilitation of boreholes; and construction/rehabilitation of sand dams and water pans. Moreover, during the medium term, the county will continue to enhance the capacity of Community Water Management Committees to ensure sustainable water resource management.

56. To enhance water access, the county will work on water reticulation projects in Kajiado, Isinya and Kitengela towns, chiefly by rehabilitating existing infrastructure and extending pipelines. Learning institutions and health facilities will also be connected to safe and clean water. The county will invest in water harvesting and storage facilities.
57. Sanitation aspect, which generally refers to public health conditions linked to clean and safe drinking water, adequate treatment, disposal of human excreta and sewage, has been a matter of concern particularly in urban areas of the county. To tackle this, the government will work in collaboration with all stakeholders.
58. In partnership with development partners, the government is implementing Ngong Integrated Waste Recycling Plant aimed at improving sanitation in Ngong town.

### **2.1.3 Enhanced Access to Affordable and Quality Healthcare**

59. The county has made great strides under this priority area by improving access to healthcare services; enhancing the quality of healthcare services; and reducing disease burden.
60. In 2020/21FY and the medium term, the government is committed to enhancing access to effective, affordable and quality healthcare as it recognizes that a healthy population is an invaluable asset to the county. In this regard, the county will continue to implement *Mbuzi Moja Afya Bora* initiative with an objective of expanding the population under the National Health Insurance Fund (NHIF) to allow them access health services without suffering financial hardship. This initiative supports the Universal Health Coverage (UHC) program under the “Big Four” Agenda.
61. The county will also put emphasis on primary healthcare; quality assurance including human resource capacity development, provision of basic equipment in primary healthcare facilities and ensure adequacy of both pharmaceutical and non-

pharmaceutical commodities in all county health facilities. Further, the focus will be more on preventive and promotive services rather than curative measures.

62. Further, the county will continue to upgrade by expanding and equipping the Kajiado Referral Hospital to a level 5 status in order to enhance health service delivery and as well reduce referrals outside the county. The sub-county hospitals will also be upgraded: Rongai, Kitengela and Ngong and completion of stalled projects will be done at Loitokitok sub-county hospital.

63. The department will focus to operationalize the incomplete projects to enhance health service delivery.

#### **2.1.4 Infrastructural Development to Support Economic Growth**

64. Infrastructural development supports county's economic growth as it immensely enhances interconnectivity and promotes competitiveness as well as contributing to the achievement of the set targets in the county's development blue print, the 2018-2022 CIDP. The county has actualized various projects under this priority area, will continue to invest in provision of affordable physical infrastructure across the county.

65. One of the focus areas on this strategic priority over the 2020/21-2022/23 MTEF will principally be construction of roads, rehabilitation/renovation, maintenance and completion of ongoing roads projects with an intention of improving road network. The county will prudently utilize the Roads Maintenance Levy Fund (RMLF) in maintaining county governments' roads. The county will also strengthen supervision component to ensure that, structures like buildings are done according to required standards.

66. The county is focused to develop urban roads with the aim of decongesting the county's major towns. Hence, the government will continue to implement *Unganisha* urban road network project as one of the flagship projects in the county.



67. The government recognizes affordable energy as key in promoting socio-economic development. To this end, the government will encourage and pursue partnership with potential investors to venture into renewable sources of energy like wind, solar and biogas.

68. In order to support implementation of sectoral objectives, the county will also focus on various programmes and projects as outlined in chapter 4.

### **III. FISCAL POLICY AND BUDGET FRAMEWORK FOR FY 2020/21**

#### **3.1. Overview**

69. This section outlines the budgetary framework for FY 2020/21 and the Medium Term, the fiscal reforms and the policies to be implemented.

70. The county fiscal policy over the medium term aims at efficiency in resource allocation and observing the concept of value for money with a view to promoting sustainability and affordability. This will imply consolidating the gains made in resource mobilization especially in local revenue with a view to ensure efficiency in resource utilization.

#### **3.2. The 2020/21 FY Budget Framework and the Medium Term**

71. The priorities outlined in the Second County Integrated Development Plan (CIDP) and 2020 Annual Development Plan (ADP) will guide the development of sector priorities, policies, plans and monitoring and evaluation processes for FY 2020/21 - 2021/22 county MTEF budget. Further, the recommendations of the 2019 Mid-Term Review report have been considered to inform resource allocation moving forward. In addition, the county CFSP's strategic priorities, policy goals and projections has been aligned to the national 2020 Budget Policy Statement (BPS).

72. The framework will also adhere to the fiscal responsibility principles outlined under section 107 of the Public Finance Management Act, 2012.

##### **3.2.1. Revenue Projections for FY 2020/21**

73. The total estimated resource envelope for the County Government will amount to Kshs.8.91 billion. This comprises of: The National Government equitable share of Kshs.6.41 billion; the County Own Source Revenue estimated at Kshs.1.54 billion and conditional grants from both the Government of Kenya and Development Partners amounting to Kshs.962 million.

74. Projections of Own Source Revenue are based on revenue prospects from major revenue streams like land rates, building plan fees and natural resources rates. The County Government will implement strategies set out in Chapter III to enhance local revenue collection and address the revenue shortfalls that results to budgetary deficits resulting to pending bills.

**Table 2: Kajiado County FY 2020/21 and the Medium Term Budget Framework**

	Approved Estimates	Budget Estimates	Projections	
	2019/20	2020/21	2021/22	2022/23
<b>Revenue Summary</b>				
Equitable share	6,297,803,101	6,407,000,000.00	6,663,280,000.00	6,929,811,200.00
Local Revenue	1,793,857,006	1,543,904,420.40	1,559,343,464.60	1,574,936,899.25
Conditional Grants	1,035,980,936.00	961,814,081.00	961,814,082.00	961,814,083.00
DANIDA	24,844,848.00	24,844,848.00	24,844,848.00	24,844,848.00
THS	135,621,176.00	135,621,176.00	135,621,176.00	135,621,176.00
Compensation of user fee	16,955,365.00	16,955,365.00	16,955,365.00	16,955,365.00
KSCAP	143,531,050.00	143,531,050.00	143,531,050.00	143,531,050.00
ASDSP	17,285,908.00	17,285,908.00	17,285,908.00	17,285,908.00
KUSP UIG	50,000,000.00	8,800,000.00	8,800,001.00	8,800,002.00
KUSP UDG	265,950,300.00	265,950,300.00	265,950,300.00	265,950,300.00
KDSP –Level I	79,227,030.00	30,000,000.00	30,000,000.00	30,000,000.00
KDSP – Level II	84,695,492.00	99,347,298.00	99,347,298.00	99,347,298.00
Grants for dev. of Youth Polytechnics	35,493,298.00	28,926,170.00	28,926,170.00	28,926,170.00
RMLF	182,376,469.00	190,551,966.00	190,551,966.00	190,551,966.00
Balance B/F	1,158,800,000.00	0.00	0.00	0.00
<b>Total</b>	<b>10,286,441,043.00</b>	<b>8,912,718,501.40</b>	<b>9,184,437,546.60</b>	<b>9,466,562,182.25</b>
<b>Expenditure Summary</b>				
Personnel Emoluments	3,430,989,522.00	3,671,158,789.00	3,928,139,904.23	4,203,109,697.53
Operations and maintenance	2,893,656,301.00	2,567,744,162.0	2,317,277,627.46	2,234,152,586.40
Development	3,961,795,220.00	2,673,815,550.42	2,939,020,014.91	3,029,299,898.32
<b>Total</b>	<b>10,286,441,043.00</b>	<b>8,912,718,501.40</b>	<b>9,184,437,546.60</b>	<b>9,466,562,182.25</b>

*Source: Kajiado County Treasury*

### 3.2.2. Expenditure Projections for FY 2020/21

75. The total expenditure projections for FY 2020/21 is Kshs.8.91 billion implying a balanced budget. This comprises of Kshs.6.24 billion recurrent expenditure,

representing 70 percent of the total estimated budget and development expenditure Kshs.2.67 billion, 30 percent of estimated budget.

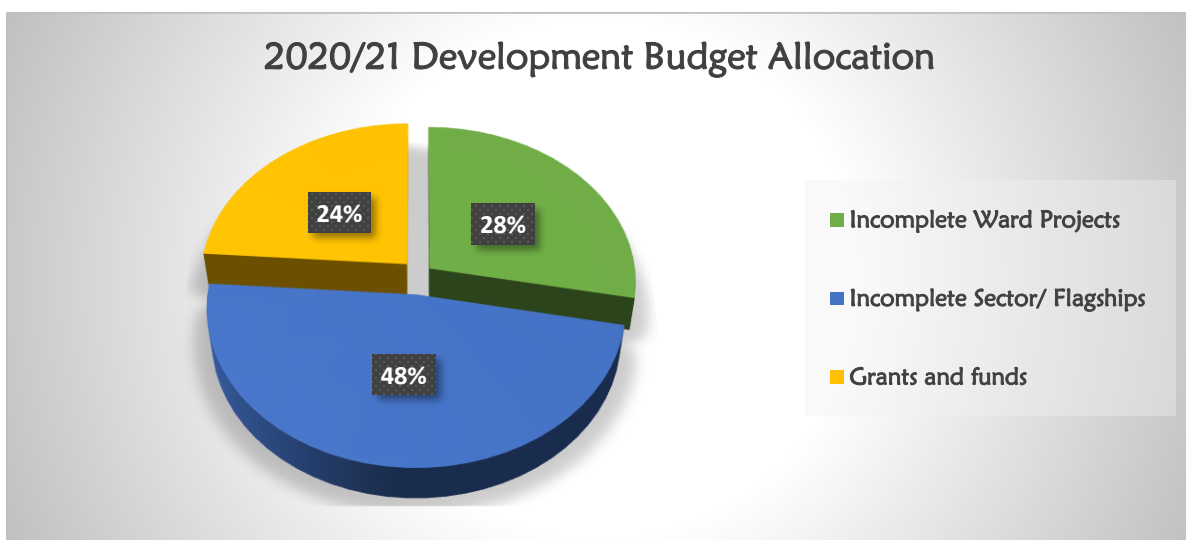
76.The Kshs.6.24 billion recurrent expenditure includes Personnel Emolument budget of Kshs.3.67 billion (41 percent) and Operations and Maintenance budget of Kshs2.57 billion (29 percent).

77.The County Government will endeavor to allocate adequate resources towards development expenditure with a key focus on the completion of ongoing and stalled projects. Total development expenditure in FY 2020/21 is estimated to be Kshs.2.67 billion.

78.Development expenditure resources will be allocated entirely to finance incomplete and ongoing projects. This is informed by the need to prioritize projects that are affected by the recurrent shortfalls in revenue over the years. Figure 2 illustrates how funds will be allocated:

- i. Kshs.750 million (28 percent) to finance incomplete ward projects;
- ii. Kshs.1.28 billion (48 percent) to finance incomplete sectoral/flagship projects; and
- iii. Kshs.638.9 million (24 percent) grants and funds.

**Figure 2: Financing of Development Priorities in the 2020/21 Budget**



*Source: Kajiado County Treasury*

### **3.3. The 2019/20 Revised Estimates**

79. The 2019/20 fiscal framework will be reviewed to align to the resource allocations outlined in the County Allocation of Revenue Act, 2019. This will include an increase of the equitable share by Kshs.127.1 million; a reduction of funds allocated under the Kenya Devolution Programme (KDSP) amounting to Kshs.45.8 million. The County intends also to revise downwards the estimated own source revenue as a result of the low performance.

80. Analysis of the 2019/20 fiscal year Own Source Revenue Performance reveals that the projected revenue may not be achieved as a result of the shortfalls registered in the first half of the financial year. The projected OSR of Kshs.1.79 billion will therefore be reviewed downwards by 15 percent to minimize on any fiscal deficits in the implementation of the budget.

### **3.4. Fiscal Structural Reforms**

81. In order to achieve the strategic objectives outlined in the four thematic areas, the government will implement a number of fiscal structural reforms. The government will execute austerity measures that will cut on wasteful expenditure and promote prudent management of public finances.

82. In order to realize and tap into the county OSR potential, the county will continue implement administrative and legal reforms. These include, enforcement of revenue laws; full automation of revenue streams; formulation of legislations that support revenue collection and expansion of OSR generation mechanisms.

83. The county will strive to ensure that there is efficient and effective execution of the budget. This will be made possible through expenditure tracking and taking corrective measures on any deviations and instilling strong internal controls on expenditure.

84. The county government departments will be required to prioritize their programmes/projects within the available resources to ensure that utilization of public funds are in line with the county government priorities.
85. The county government will continually seek Public Private Partnerships (PPPs) with the private sector to finance investments; capacity building especially with the national government and development partners; and technology transfer.
86. In addition, the county government will take a deliberate move that ensures that all incomplete, stalled and ongoing projects are financed to completion with the aim of ensuring value for money by delivering of programme and project objectives.
87. The National Treasury has created the Public Investment Management (PIM) Unit to assist in the selection, budgeting and management of projects. The unit will develop a framework for accounting units in the National and County Governments to adhere to; this will ensure projects prioritization, timely implementation; budget rationalization; and improved standards of projects. The process will run through an automated system called the Public Investment Management Information System (PIMIS), in order to ensure effectiveness.
88. The national policy further states that from FY 2020/21, the use of PIMIS will be mandatory in the preparation of budgets, implementation, monitoring and reporting of public investment projects. This will encourage the quality assurance process and appraisal of all public projects for efficiency.
89. The National Treasury will also develop a manual on Economic Project Appraisal and Management to guide Ministries, Departments, Agencies (MDAs) and Counties on the preparation, appraisal and management of public investments.

## **IV. MEDIUM TERM EXPENDITURE FRAMEWORK**

### **4.0 Overview**

85. The 2020/21 budget framework is anchored on priorities outlined on the 2018-2022 County Integrated Development Plan and further informed by the 2019 Mid-Term Review. County departments will be expected to ensure efficiency in programme resource allocation and utilization, avoid unnecessary wastage to deliver the expected outputs. Chapter II of this Fiscal Strategy Paper outlines the priority areas to be financed in the 2020/21 budget and the medium term. The priorities are also aligned with the national objectives set in the 2020 Budget Policy Statement (BPS).

86. This 2020 CFSP emphasizes on Sectoral Planning and resource allocation to achieve synergy and effectiveness in delivery of results. Strategic areas of focus have been identified to ensure to facilitate economic growth and transformation as outlined in chapter II. The strategic areas of focus are to be delivered through sectoral collaboration where subsectors/ departments and sections have critical roles to play in contributing to delivery of expected outputs.

87. The 2020/21 budget framework is guided by the fiscal policies set out in Chapter III and priorities outlined in Chapter II.

### **4.1 Budgetary Allocations for the FY 2020/21 and the Medium Term**

88. The 2020/21 budgetary allocation is guided by the main priority areas which fall in different county sectors. The allocation also factors the two municipalities that are currently operational (Kajiado and Ngong municipalities).

89. Budget estimates are based on the 2019/20 -21/22 medium term ceilings and are adjusted to the projected resource estimates for the current medium term. Priority is

given to the non-discretionary expenditure like personnel emoluments and other statutory deductions.

90. Allocation of development expenditure is informed the strategic priorities set out in Chapter 3 of this document. Further, development expenditure allocation is apportioned using the following criteria:

- i. Ongoing projects: the county government will aim at allocating funds to complete capital projects to ensure delivery of the targeted outputs and realize the project objectives.
- ii. Strategic priority interventions: through the 2019 Mid-Term Review process, strategic interventions were identified to ensure that the government agenda is achieved.

95. Specifically, resource allocation will be determined by:

- i. Linkage of a programme to the CIDP II;
- ii. The programme is addressing the core mandate of the county department;
- iii. Cost effectiveness and sustainability of the programme;
- iv. That the programme is promoting job creation and addresses poverty reduction.

### **4.3 Medium Term Expenditure Estimates**

96. The County Departments and entities ceilings have been allocated in accordance to the strategic focus areas for the Medium Term. The Commission on Revenue Allocation (CRA) provides expenditure ceilings for both the County Executive and County Assembly.

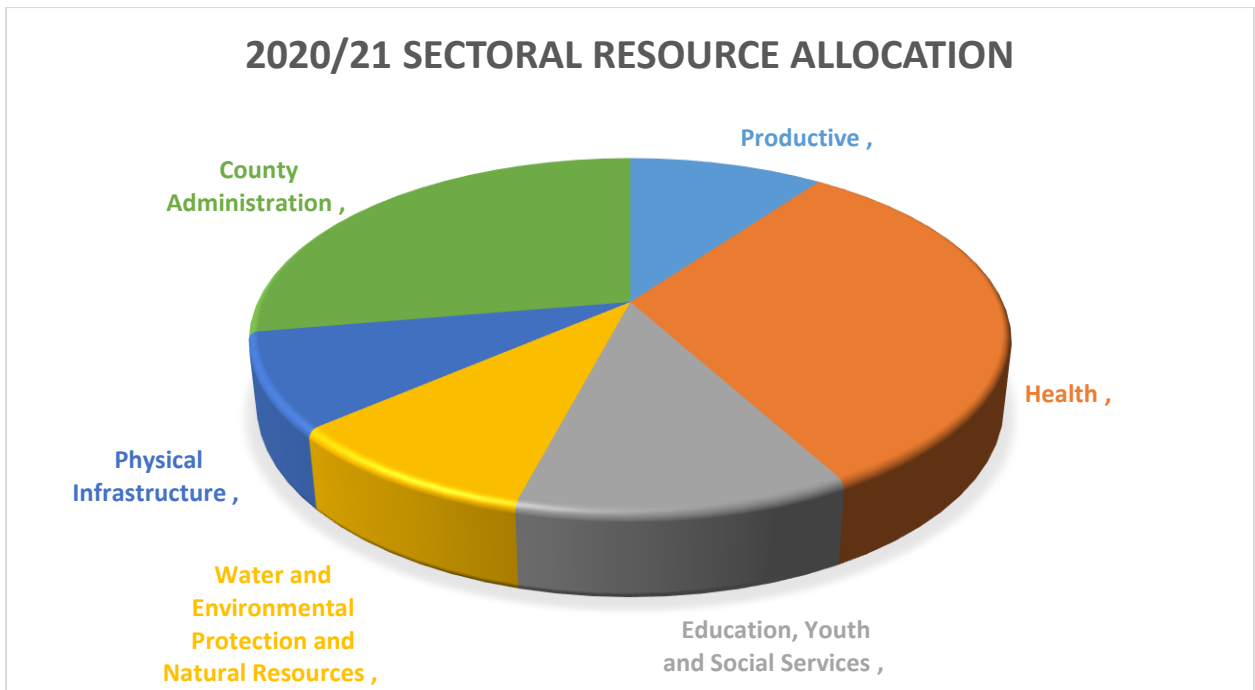
97. The 2020/21 budget framework indicates that the Health Sector has the highest resource allocation amounting to Kshs.2.3 billion, which is 32 percent of the total expenditure for the year. County Administration sector is second in terms of total allocation with a total of 1.98 billion (28 percent) of the county government resources.



Education, Youth, Sports and Social Services is allocated Kshs. 862.4 million; Productive Sector, Kshs. 711.8 million representing 10 percent; Water, Environment and Natural Resources, Kshs.684 million representing 10 percent; and the Physical infrastructure sector with Kshs.622.2 million representing 9 percent of the county government estimated resources.

98. Figure 4 illustrates the percentage resource allocation and the sector ceilings for the 2020/21 budget.

**Figure 3: 2020/21 Sectoral Allocation and Ceilings**



99. Table 3 outlines the 2020/21 budget ceilings and the medium term for county government departments/ entities. Conditional grants have been excluded from the respective departmental ceilings for clarity in budgeting.

**Table 3: Sector Medium Term Expenditure Framework- 2020/21 to 2022/23**

SECTOR	Sub-Sector	Final Approved Estimates	O/M Ceilings	Development Ceilings	P/E Ceilings	TOTAL CEILING	Projections		Appr. Estim. in %	Ceilings in %	Projections in %	
		2019/20	2020/21				2021/22	2022/23	2019/20	2021/22	2021/22	2022/23
<b>Productive Sector</b>	Agriculture, Livestock and Fisheries	352,838,919.00	130,289,011	70,000,000	198,690,714	398,979,725	438,877,698	482,765,467	4.60	5.57	5.57	5.57
	Cooperative Development	17,161,592.00	10,532,841	-		10,532,841	11,586,125	12,744,737	0.22	0.15	0.15	0.15
	Trade, Investment and Industry	220,204,545.00	30,239,457	110,000,000	50,610,824	190,850,281	209,935,309	230,928,840	2.87	2.66	2.67	2.67
	Tourism and Wildlife	8,366,156.00	4,067,712	-	-	4,067,712	4,474,483	4,921,931	0.11	0.06	0.06	0.06
	Lands and Physical Planning	151,789,604.00	47,999,948	30,000,000	29,329,060	107,329,008	118,061,908	129,868,099	1.98	1.50	1.50	1.50
	<b>Sector Total</b>	<b>750,360,816.00</b>	<b>223,128,968</b>	<b>210,000,000</b>	<b>278,630,598</b>	<b>711,759,566</b>	<b>782,935,523</b>	<b>861,229,075</b>	<b>9.77</b>	<b>9.93</b>	<b>9.94</b>	<b>9.94</b>
<b>Health Sector</b>	Medical Services	2,125,487,440.00	388,682,880	100,000,000	1,620,136,972	2,108,819,852	2,319,701,837	2,551,672,021	27.69	29.41	29.47	29.47
	Public Health and Sanitation	221,537,306.00	45,427,699	148,089,480	-	193,517,179	212,868,897	234,155,787	2.89	2.70	2.70	2.70
	<b>Sector Total</b>	<b>2,347,024,746.00</b>	<b>434,110,579</b>	<b>248,089,480</b>	<b>1,620,136,972</b>	<b>2,302,337,031</b>	<b>2,532,570,734</b>	<b>2,785,827,808</b>	<b>30.57</b>	<b>32.11</b>	<b>32.17</b>	<b>32.17</b>

SECTOR	Sub-Sector	Final Approved Estimates	O/M Ceilings	Development Ceilings	P/E Ceilings	TOTAL CEILING	Projections		Appr. Estim. in %	Ceilings in %	Projections in %	
		2019/20	2020/21				2021/22	2022/23	2019/20	2021/22	2021/22	2022/23
Education, Youth and Social Services Sector	Education & Vocational Training	737,088,433.00	80,943,398	184,200,000	367,457,983	632,601,381	695,861,519	765,447,671	9.60	8.82	8.84	8.84
	Youth, Gender & Social Protection	72,658,191.00	24,596,908	20,000,000	43,242,356	87,839,264	96,623,191	106,285,510	0.95	1.23	1.23	1.23
	Arts & Culture	64,508,128.00	12,565,262	20,000,000	-	32,565,262	35,821,788	39,403,967	0.84	0.45	0.46	0.46
	Sports Development	37,000,080.00	15,380,174	94,000,000	-	109,380,174	120,318,192	132,350,011	0.48	1.53	1.53	1.53
	<b>Sector Total</b>	<b>911,254,832.00</b>	<b>133,485,743</b>	<b>318,200,000</b>	<b>410,700,339</b>	<b>862,386,082</b>	<b>948,624,690</b>	<b>1,043,487,159</b>	<b>11.87</b>	<b>12.03</b>	<b>12.05</b>	<b>12.05</b>
Water and Environmental Protection and Natural Resources Sector	Irrigation	12,366,067.00	10,042,402	49,760,000	-	59,802,402	65,782,643	72,360,907	0.16	0.83	0.84	0.84
	Water Infrastructure	462,074,405.00	65,522,231	282,000,000	89,457,683	436,979,914	480,677,905	528,745,696	6.02	6.10	6.11	6.11
	Environment and Natural Resources	130,632,189.00	74,422,913	112,800,000	-	187,222,913	205,945,204	226,539,725	1.70	2.61	2.62	2.62
	<b>Sector Total</b>	<b>605,072,661.00</b>	<b>149,987,546</b>	<b>444,560,000</b>	<b>89,457,683</b>	<b>684,005,229</b>	<b>752,405,752</b>	<b>827,646,327</b>	<b>7.88</b>	<b>9.54</b>	<b>9.56</b>	<b>9.56</b>
Physical Infrastructure Sector	Roads, Transport, Energy, Public Works	723,205,269.00	90,544,415	422,399,348	82,063,253	595,007,016	654,507,718	719,958,490	9.42	8.30	8.31	9.15

SECTOR	Sub-Sector	Final Approved Estimates	O/M Ceilings	Development Ceilings	P/E Ceilings	TOTAL CEILING	Projections		Appr. Estim. in %	Ceilings in %	Projections in %	
		2019/20	2020/21				2021/22	2022/23	2019/20	2021/22	2021/22	2022/23
	and, Housing											
	Kajiado Municipality	12,492,777.00	7,363,208	-	5,008,777	12,371,985	13,609,183	14,970,102	0.16	0.17	0.17	0.19
	Ngong Municipality	15,008,777.00	9,838,600	-	5,008,777	14,847,377	16,332,114	17,965,326	0.20	0.21	0.21	0.23
	<b>Sector Total</b>	<b>750,706,823.00</b>	<b>107,746,222</b>	<b>422,399,348</b>	<b>92,080,807</b>	<b>622,226,378</b>	<b>670,839,832</b>	<b>737,923,815</b>	<b>9.62</b>	<b>8.51</b>	<b>8.52</b>	<b>9.37</b>
<b>County Administration Sector</b>	Office of The Governor and Deputy Governor	267,859,648.00	138,385,676	-	73,331,870	211,717,546	232,889,300	256,178,231	3.49	2.95	2.96	2.96
	County Assembly	820,759,406.00	390,294,306	100,000,000	275,465,100	765,759,406	842,335,347	926,568,881	10.69	10.68	10.70	10.70
	County Treasury	626,188,716.00	155,839,140	36,308,792	233,965,607	426,113,539	468,724,893	515,597,382	8.16	5.94	5.95	5.95
	Public Service & Citizen Participation	446,299,152.00	120,244,686	-	305,915,025	426,159,711	468,775,682	515,653,251	5.81	5.94	5.95	5.95
	County Public Service Board	102,757,156.00	47,203,251	-	51,305,521	98,508,772	108,359,649	119,195,614	1.34	1.37	1.38	1.38
	ICT	48,376,151.00	28,383,718	30,000,000	-	58,383,718	64,222,089	70,644,298	0.63	0.81	0.82	0.82

SECTOR	Sub-Sector	Final Approved Estimates	O/M Ceilings	Development Ceilings	P/E Ceilings	TOTAL CEILING	Projections		Appr. Estim. in %	Ceilings in %	Projections in %	
		2019/20	2020/21				2021/22	2022/23	2019/20	2021/22	2021/22	2022/23
	Sector Total	2,312,240,229.00	880,350,776	166,308,792	939,983,123	1,986,642,691	2,185,306,961	2,403,837,657	30.12	27.71	27.76	27.76
Funds and Grant	SUB-TOTAL	1,450,980,936.00	638,934,327	864,257,930	240,169,267	1,743,361,523	1,201,064,271	1,321,170,698	0.14	19.56	13.24	13.24
GRAND TOTAL		10,286,441,043.00	2,567,744,162	2,673,815,550	3,671,158,789	8,912,718,501	9,073,747,762	9,981,122,539				

Source: Kajiado County Treasury

### 4.3 Key sector Medium Term Plans

97. The table below illustrates sectoral priority areas for the FY 2020/21.

<b>Productive Sector</b>	
Sub-Sectors	Agriculture, Livestock and Fisheries; Cooperative Development; Trade, Investment and Industry; Tourism; and Lands and Physical Planning
Sector Role	Plays a key role in accelerating economic growth through enhancing food security; mobilization of savings, income generation; employment and wealth creation
Key sector Medium Term Plans	Enhance food security through the implementation of hay production, conservation, supply of subsidized seeds and mechanization;
	Enhance value addition to increase income by developing various value chains like tomato, milk and meat.
	Promote irrigation through water harvesting and construction of irrigation infrastructure to enhance crop production.
	Supporting the cooperative movement through trainings and capacity building;
	Completion of market construction across the county, promotion of fair trade and investment; Creating conducive business environment.
	Promotion and development of local tourism;
	Physical planning for proper utilization of land through strategies such as land banking and Spatial planning; Preparation of Local Physical Development plans and Local Physical Development Plans; Digitization of land records; Development of the County valuation roll.
	Roll out of municipality services in Ngong, Kajiado and Establishment of Kitengela municipalities.
<b>Health Sector</b>	
Sub-Sectors	Medical Services; Public Health and Sanitation.
Sector Role	To promote the provision of sustainable, accessible, quality and equitable healthcare that is evidence based, technology driven and client centered

Key sector Medium Term Plans	Eliminate communicable conditions –TB, HIV/Aids
	Halt, and reverse the rising burden of non-communicable conditions
	Reduce the burden of violence and injuries.
	Provide essential health care and to minimize exposure to health risk factors
	Strengthen community health services;
	Universal Healthcare Coverage through the Mbuzi moja afya bora initiative
	Upgrading of Kajiado Hospital to level 5 status; Upgrading of sub county hospitals
	Completion of stalled and other incomplete projects;
	Promoting a sustainable environment by maintaining public health and sanitation.
<b>Water, and Environmental Protection and Natural Resources Sector</b>	
Sub-Sectors	Water Infrastructure; Irrigation; and Environment and Natural Resources
Sector Role	Ensure accessibility to clean water, enhance sustainable management of the environment and natural resources, increase utilization of land through irrigation and provide water for infrastructure.
Key sector Medium Term Plans	Investing in water and sanitation infrastructure;
	Construction of dams and pans;
	Drilling and equipping of boreholes to supply water to institutions and the community, and Irrigation infrastructure;
	Rehabilitation of water infrastructure (boreholes, pans, dams and pipelines)
	Water supply to major urban areas
	Water reticulation and pipeline extension;
	Training of water management committees;
	Water services management;
	Waste and refuse management; ' <i>taka ni mali project</i> '

	Ngong dumpsite site rehabilitation and relocation
	Tree planning and beautification of towns.
<b>Education, Youth and Social Services Sector</b>	
Sub-Sectors	Education & Vocational Training; Youth, Gender & Social Protection; Arts & Culture; and Sports Development
Sector Role	To provide quality and accessible early childhood development education and vocational training; Coordinate youth development, sports, gender and disability mainstreaming and other social services.
Key sector Medium Term Plans	Enhancing enrolment, retention and transition of learners through implementation of <i>School Feeding; Disbursement of school bursaries and scholarships</i>
	Provision of learning/teaching materials to Pre-primary schools;
	Rehabilitation and equipping of Vocational Training Centres
	Teacher training and capacity development –Vocational Training Centres and the ECDE;
	Construction and rehabilitation of sports infrastructure –Ngong, Kajiado, Nakeel and Kitengela stadiums;
	Sporting activities and competitions; <i>Michezo mashinani</i>
	Disability mainstreaming
	Youth development and empowerment; Kajiado County Youth and Women Enterprise Development Fund
	Promote culture through projects such as the <i>Ushanga Initiative</i> with the aim of enhancing women empowerment.
<b>Physical Infrastructure Sector</b>	
Sub-Sectors	Roads, Transport, Energy, Public Works and, Housing; and the Municipalities (Ngong and Kajiado)
Sector Role	To provide cost-effective public utility infrastructure facilities and services in the areas of energy, roads, transport, housing, water infrastructure and urban development
	Street lighting in major urban areas;



Key sector Medium Term Plans	Construction of road network in urban areas ( <i>Unganisha Urban Roads network</i> );
	Rehabilitation and maintenance of road infrastructure;
	County fleet management; maintenance, overhaul and rehabilitation of heavy plant and machineries.
	Fire emergency response; establishment of fire stations, acquisition of new fire engines.
	County project management, construction of offices
	Construction, management and maintenance of government houses and offices;
	Service delivery and infrastructure development within municipalities; -roads, water, lighting drainages and parkings;
	Development of affordable low cost housing in rural areas
<b>County Administration Sector</b>	
Sub-Sectors	Office of The Governor and Deputy Governor; County Treasury; County Assembly Public Service & Citizen Participation; County Public Service Board; and Information and Communication Technology
Sector Role	Plays a key role in county leadership; administration; human resource management; public financial management; and representation, oversight and legislation for effective service delivery
Key sector Medium Term Plans	Implementation of County Government legislations
	Implementation of performance management system;
	Implementation of human resource management strategies;
	Intergovernmental relations; regional integration;
	Citizen engagement through various forums for inclusive development;
	Develop an effective project implementation framework with key deliverables such as Monitoring and Evaluation;
	Public finance management – Efficient revenue mobilization and accounting, financial reporting, supply chain management, ensuring value for money in project and programme implementation

	Representation; Legislation and Oversight; Completion of the County Assembly chambers
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**4.3 Challenges experienced during Implementation of the MTEF**

98. The following are some of the challenges experienced during the MTEF implementation:

- Weak monitoring and evaluation system that links into resource allocation and decision making;
- Weak project implementation framework;
- Sustainability of community development projects;
- Lengthy procurement processes;
- Delays in disbursement of funds to the county, resulting to low budget absorption.

**CONCLUSION**

99. In summary, the County Government will work to consolidate the medium term outputs and outcomes with an aim of completing all the ongoing programmes and projects. This will majorly involve an evaluation of all sector programmes and projects to establish the status and to inform resource allocation. The 2019 Mid-Term Review report will be a point of reference to establish the status in delivery of planned outputs and outcomes,

100. The County Government will also cut on wasteful spending and channel funds to the main priority areas with the aim of consolidation of outputs and outcomes to attain the development objectives. Measures will be put in place to ensure that Own Source Revenue targets are met.