

**COUNTY GOVERNMENT OF NAKURU**  
**MINISTRY OF FINANCE AND ECONOMIC PLANNING**

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Ministry of Finance and Economic Planning  
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P.O Box 2870 - 20100

**Ref.No. NKRC/CEC.F/BUDGET/Vol.I/1.2021**

**Date: 19/08/2021**

**COUNTY TREASURY CIRCULAR NO. 1/2021**

TO: ALL ACCOUNTING OFFICERS  
MUNICIPAL MANAGERS  
SECRETARY CPSB  
**NAKURU COUNTY**

RE: **GUIDELINES FOR PREPARATION OF MEDIUM-TERM BUDGET FOR PERIOD 2022/23-2024/25**

**A) PURPOSE**

1) The Circular is issued in accordance to Section 128 of the Public Financial Management Act, 2012 to provide guidelines and procedures for budget preparation in 2022/23-2024/25 Medium Term Expenditure Framework (MTEF) period. The guidelines apply to all the County Government Departments, Entities, Municipal Boards and the County Assembly.

2) The Guidelines provide information on the following: -

- i) Background to the Medium-Term Budget 2022/23-2024/25
- ii) Key policy issues to guide the proposal of Medium-Term Budget 2022/2023-2024/2025.
- iii) Key timelines and requirements for key activities for budget preparation process.
- iv) Form and content of budget and costing of the programme and projects.
- v) The framework and procedure for the public participation in the budget process.

vi) Annual programme performance reviews.

## **B) BACKGROUND**

3) The global COVID 19 pandemic is still ravaging economies across the globe therefore the global economy will still be experiencing an exceptionally strong but uneven recovery.

4) Medium-Term Budget framework 2022/2023-2024/2025 is being prepared against the background of a strong but uneven economic recovery that might be occasioned by possible emergence of other COVID 19 variants/waves that could lead to further containment measures, delays in vaccination programmes, rising inflations and increasing debt levels. Further, 2022 being an electioneering year there will be heightened political activities that might erode investors' confidence.

5) Global growth is projected to grow by 6.0 percent in 2021 from a contracted 3.3 percent in 2020. The economic growth in Sub-saharan Africa is projected to expand by 3.4 percent in 2021 from a contraction of 1.9 percent in 2020. Kenya's economic growth is expected to rebound to 6.6 percent from 0.6 percent in 2020. The National Government has put in place "Post COVID-19 Recovery Strategy" measures which is expected to stimulate the national economy thereby culminating to a projected growth of 6.6 percent in 2021.

6) Key policy issues to guide the proposal of Medium-Term Budget 2022/2023-2024/2025.

The long-term development plan that is "Kenya Vision 2030" is implemented through the five (5) year Medium Term Plans. National priority of "THE BIG FOUR AGENDA" in the MTP III 2018-2022 alongside the County Integrated Development Plan (CIDP 2018-2022) are the key reference development policy documents in current medium-term period 2018-2022. During 2022/23-2024/25 MTEF period the preliminary steps towards preparation of the 3<sup>rd</sup> CIDP shall start with an End Term Review (ETR) for the CIDP 2018-2022. The outcome of the review process shall document important lessons learnt

and recommendations necessary in guiding preparation of the 3<sup>rd</sup> CIDP 2023-2027. Therefore, preparation and finalisation of the MTEF budget 2022/23-2024/25 shall reflect on the objectives and aspirations of both National and the County Government.

## **7) COVID 19 PANDEMIC**

The COVID 19 pandemic continuous to cause significant disruptions to the global economy with serious social economic effects. The Country is still enforcing containment measures to reduce the impacts of the spread of the virus. These include; curfews, reduced public gatherings and political rallies, maintained physical distance. The County will continue to support all necessary measures to reduce the spread of COVID 19 virus including upscaling of vaccination programme in collaboration with the Ministry of Health.

8) The Economic and Financial Policies to be undertaken by the County Government in the MTEF period 2022/23-2024/25 and beyond will continue to focus on the implementation of the Programmes in the current CIDP 2018-2022, the End Term Review Report of the CIDP, the ten pillars in the Governor's Manifesto and reviving the sectors greatly affected by the effects of COVID-19. The policies aim at consolidating the progress made in the priority areas within the existing fiscal framework. Priority will be given to programmes aimed at providing an enabling environment to the private sector, scaling up level of investment in Health Care, Road Infrastructure, water provision and reticulation, Early Childhood and Vocational Training, promotion of value addition, revival of key Agricultural Sectors and sustainable environmental use. Priority attention will continue to be given to on-going policy initiatives and other strategic programmes in the allocation of resources.

## **C) SPECIFIC GUIDELINES**

9) The following broad areas will guide the preparation of Medium-Term proposals.

## Summary of Key timelines

- County Budget Review and Outlook Paper (CBROP)
- Departmental Sector Working Groups
- Public participation of the County Fiscal Strategy paper
- Submission of Draft Departmental Budget estimates
- Submission of County Fiscal Strategy Paper
- Debt Management Strategy Paper
- Programme Based Budgets and supporting details
- Finance Bill

10) To facilitate finalization and approval of the above Key Policy Documents and Bills within the stipulated timelines, Accounting Officers will be required to strictly adhere to the revised County Budget Calendar. The timeframes for delivery of the policy documents, reports and relevant Bills and the Budget Calendar for the FY 2022/23 is provided in **ANNEX 11** of this circular

## **Broad Framework for 2022/23-2024/25 Budget**

11) The overall strategic priorities for County development, as contained in the CIDP 2018-2022, is to create a growth trajectory aimed at transforming the livelihoods of the people of Nakuru through increased productivity and value addition in Agriculture, promotion and provision of universal health care, improved infrastructure and improved access to Early Childhood Education and Vocational Training.

12) In addition, the goal over the medium-term is to achieve economic prosperity for all by placing the County on the path of strong and resilient growth, initiating post COVID recovery strategies. Similarly, the social development policy goal is to achieve a fair and inclusive society, where all County residents enjoy equal social economic and political rights. Relating to environment, infrastructure and human settlements development, the goal of the policy is to safeguard the natural environment and ensure a resilient built environment.

13) Over the medium term, County Government's primary goal is to transform the economy that has been ravaged by the effects of the COVID 19 pandemic. This will be done through providing a conducive business environment, investing greatly in Universal Health care, development of strategic infrastructure, investment in Agriculture, investment in human capital and a deliberate push towards industrialization through creation of special economic zones and active private sector involvement to create jobs and wealth and improve incomes, embrace the use of technology, thereby improving the standard of living of County residents.

14) County Departments and Entities are required to align their respective medium-term Development plans, with the priorities of Government as reflected in 3<sup>rd</sup> MTP 2018-2022, the CIDP 2018-2022 and informed by the outcome CIDP Mid Term Review 2020. The respective Departmental Sector and Annual Development Plan (ADP 2022-2023) will serve as the basis for the preparation of the Annual Budget estimates.

#### **Focus of the 2022/23-2024/25 MTEF Budget**

15) In FY 2022/23, the County Government will continue to pursue investment in Agriculture for value addition and food security, promote accessible and affordable healthcare, improve County physical and social infrastructure, increased reticulation and access to clean water. Further the County Government will continue to direct resources to the development of social and economic infrastructure at Sub-County and Ward level through its priority programmes. Additionally, there will be scaling up of infrastructure projects in the areas of roads, drainage, public amenities and incorporating climate change issues in development. Further the County will improve Housing through Public Private Partnerships

16) Accounting Officers and Convenors of Sector Working Groups (SWG) are urged to take leadership role in the entire budget preparation process. This is to ensure that all County Government priority programmes are fully reflected within the expenditure ceilings provided for each Department and Entity.

## **Legal and Regulatory Provisions**

17) The approval of the County Attorney Act 2020 and The Nakuru Revenue Authority Act 2021 that establishes the County Attorney's Office and County Revenue Authority respectively. As a result The County Treasury has initiated action for the allocation of resources to the Office of the County Attorney and operationalization of the Nakuru County Revenue Authority in line with the legal provisions.

18) Preliminary budget ceilings will be based on the County Budget Review and Outlook Paper (CBROP 2021) and shall be firmed up by County Fiscal Strategy Paper (CFSP 2022). The National division of revenue vide County Allocation of Revenue Act (CARA 2018) and Division of Revenue Act (DORA) shall be key determinant of the final County Equitable share of revenue.

19) The County will continue to adhere to fiscal responsibility principles set out in the PFM Act 2012 and the enabling PFM (County Government) Regulations 2015. To this end allocation to development expenditure will be pegged to a minimum of 30% of the total budget while striving to maintain the wages and pending bills at sustainable levels.

## **Medium-Term Development Policies**

20) The medium-term macroeconomic framework is informed by the following:

- ✓ The Kenya Vision 2030
- ✓ Medium Term Plan III (MTP 2018-2022) and The "Big Four" Agenda
- ✓ County Integrated Development Plan (CIDP 2018-2022) and Governor's Manifesto (2018-2022)
- ✓ PFM Act, 2012 and PFM (County Government) Regulations 2015
- ✓ Nakuru County Revenue Allocation Act 2018.
- ✓ The outcome of the CIDP Mid-Term Review 2020.

21) The broad strategic objectives that are being pursued to support the achievement of the development programme. Specifically, the Medium-Term Budget will focus on the following fiscal strategy initiatives: -

- ✓ Promotion of accessible and affordable healthcare for all County residents towards the realization of UHC.
- ✓ Promotion of agribusiness and achieving food security and environmental conservation.
- ✓ Promotion of equitable social economic development for County stability.
- ✓ Creating and enabling conducive business environment for growth and private sector participation
- ✓ Enhancing governance, transparency, accountability and human resource productivity in the delivery of public good and service
- ✓ Post COVID 19 recovery strategies

### **Budget Execution and Budget Credibility**

22) Initial reports on County Budget implementation for FY 2020/2021 have demonstrated weak performance in the execution of development budget although there have been improvements. Low budget execution and rolling of projects to subsequent financial year reveals weakness in fiscal capacity and puts doubt in the set budget targets and credibility of the overall budget forecast. It should be noted that prudent financial management principles requires that decision on budget allocation be based on previous budget performance and fiscal capacity of user entities.

### **Key Dates and Timelines in the Budget Preparation Process**

23) The specific timelines for MTEF budget period 2022/2023 -2024/25 shall be adjusted to accommodate the 2022 general election cycle and political transition. To finalize the key budget documents and submit it for approval by County Executive and County Assembly, All County Departments will be required to execute key budget activities as provided in the revised Budget Calendar for FY 2022/23 as

summarised in **Annex 11**. Accounting Officers are required to note the revised timelines and initiate action as required to ensure that key budget documents are prepared and submitted within the specified timelines.

### **Sectors and Working Groups**

24) Departments are organized into Sectors based on the Classification of Functions of Government (COFOG) that allows Sector wide approach to planning and budgeting. The 8 sectors include the following;

- i) Agriculture, Rural and Urban Development (ARUD);
- ii) Energy, Infrastructure and ICT;
- iii) General Economic and Commercial Affairs;
- iv) Health;
- v) Education;
- vi) Social Protection, Culture and Recreation;
- vii) Environmental Protection, Water and Natural Resources;
- viii) Public Administration, National/International Relations.

The mapping of Departments/Entities into Sectors is provided under **Annex 1** of this Circular. Respective Sector Working Groups (SWGs) will be responsible for formulation and prioritization of Sector budget proposals. The structure, composition, terms and reference of Sector Working Groups is provided in **Annex 2** of this Circular.

### **Programme Performance Reviews (PPRs)**

25) Programme Performance Reviews (PPRs) are essential to effective programme-performance budgeting. Accounting Officers are required to initiate action for their Departments to undertake PPRs in line with the guidelines. In undertaking PPRs, Departments are expected to do a detailed assessment of the progress achieved towards realization of the targeted outputs/outcomes after the implementation of the Medium-Term budgets 2018/19 – 2020/21. The Assessment should entail analysing the



previous budgetary allocations, actual expenditure and achieved outputs/outcomes.

The PPRs reports should provide both financial and non-financial indicators of performance for each programme. The report should provide progress of projects within a programme financed by local sources of revenue, conditional grants or external partners. In addition, the review should focus on efficiency and effectiveness towards the achievement of programme outcomes. Experiences and lessons learnt should form the basis for guiding expenditure allocations in the Medium-Term Budget. Accounting Officers should note that their respective Departments will only be allowed to bid for resources in their respective Sectors after the finalization of the PPRs. Departments will be required to present PPR reports prior to discussing the funding requirements with the Resource Allocation Panel. The guidelines and formats for undertaking Programme Performance Reviews are provided under **Annex 4** of this Circular.

### **Budget Classification, Chart of Accounts**

26) Departments/Entities are to take note of the changes made by the National Government in the chart of accounts as advised by the County Treasury and budget using the chart of accounts rendered for the purpose which is accessible on IFMIS platform under the Hyperion budgeting module.

### **Programme Based Budgeting (PBB)**

27) The Budget will continue to be presented by vote and programme in accordance with Section 12 of the Second Schedule of the PFM Act, 2012. Therefore, SWGs members will be required to review their programmes and align them to the department's mandate. Departments/Entities who wish to revise their programmes should apply to the Department of Finance and Economic planning for consideration. Departments/Entities should provide an update on key achievements and major deliverables, relating to the implementation of the projects/programmes of the 2018/19-2020/2021 budgets.

Measurement of the Budget Programmes and sub-programmes should be tabulated, with indicators and targets that directly measure the delivery of the stated outputs, based on the implementation of the appropriate standardized operations. Actuals for past years 2018/19 – 2020/21 should be provided as well as projections for 2022/23 – 2024/2025.

### **Preparation of 2022/23-2024/25 Budget Estimates**

28) Departments/Entities SWGs will continue to be responsible for the preparation and submission of Departments/Entities budget estimates to the County Treasury. Accounting Officers should ensure that all functions or activities undertaken by Departments are included and relevant programme in particular area should be taken to ensure that: -

- a) A narration of budget programmes and sub-programmes delivered by Departments/Entities is provided. The budget programmes and sub programmes are expected to deliver the related policy outcomes to achieve the needed impact as well as improve service delivery of the Departments/Entities within the context of their distinct mandate.
- b) For the outcomes, Departments/Entities are expected to include international obligations adopted by the County. This include; indicators on Sustainable Development Goals (SDGs), Blue economy, which fall within their mandate.
- c) There are no cross-cutting activities or functions that are not assigned to respective programme.
- d) Each programme has a unique name that, reflect an overall objective.
- e) There is no duplication of programme name among Departments.

### **CBROP and Indicative Budget Ceilings**

29) The County Treasury will prepare the County Budget Review and Outlook Paper (CBROP) by mid-September 2021 under the revised budget calendar. The CBROP will provide baseline budget ceilings and should be used by Department/Entities in estimating their draft budgets. The final budget ceilings will be firmed in the CFSP 2022

for purposes of finalizing the final draft MTEF budget estimates 2022/23 – 2024/2025 to be submitted to the County Assembly by 31<sup>st</sup> January, 2022.

### **Revenue Management**

30) The focus of the County Government in the formulation of tax policy for the medium term will be to strike the right balance between local revenue mobilization for development and designing an attractive tax regime that promotes local and foreign investment in an economy that is still recovering from the effects of the COVID 19 pandemic. The County will continue to embrace technology in revenue management to reduce revenue leakages.

### **Revenue Targets**

31) Departments /Entities are required to prepare, and submit their medium-term estimates of own source revenue including Facility Improvement Fund (FIF) to the Revenue Mobilization unit of the County and to the Department of Finance and Economic Planning. Departments/Entities shall make use of actual historical revenue data past performance to establish the Estimates for 2022/2023. The Medium-term revenue estimates (2022/23-2024/25) shall be projected with the use of 2020/2021 as the base year in forecast revenue stream.

### **Recurrent Budget Estimates**

#### **Personnel Emolument**

32) Departments/Entities are to realistically budget for Compensation of Employees. Departments/Entities are required to strictly adhere to the policy directive that staff strength should be kept at recommended levels as per the Staff Audit Report of 2018 with net increase not exceeding the agreed ceiling. Departments/Entities are to note that only personnel emoluments related to allowances should be budgeted for under Compensation of Employees. All service delivery allowances such as the following must be budgeted for under Operations and Maintenance:

- ✓ Committee allowances including for Audit Committee, CBEF etc

- ✓ Training Allowances (allowances paid to staff on courses);
- ✓ Procurement and Evaluation/Entity Tender Committee allowances.

33) Departments/Entities are still required to adhere to the requirement of obtaining financial clearance before recruitment/replacement into the County Public Service. Departments/Entities must budget appropriately for recruitment, re-engagement and contract appointment. This must be subject to the number of retirees and staff who have exited in the current year.

34) As part of the process of obtaining financial clearance and to ensure the speedy consideration of request for replacement of staff in critical and under staffed areas, all Departments/Entities are required to submit a list of staff who will retire in 2022/23 using the template attached as in **Annex 10**. Replacement can only be made in the year an employee exits the payroll. Under no circumstance will the County approve financial clearance if budgetary provisions are not made.

### **Operations & Maintenance**

35) Departments/Entities are to budget using the Charts of Accounts and within the tentative ceilings to be provided in the CBROP. In budgeting for Operations and Maintenance, Department/entities should give top priority to their critical requirements and take note of the following:

- ✓ All Departments/Entities are required to budget appropriately for the non-discretionary expenditures and payment of utilities especially in the case of electricity, water and telephone as well as Internet charges as no budgetary allocation will be made for centralized payment.
- ✓ All requirements for operations and maintenance should be accurately costed taking into consideration the past trends in expenditure.

## **Budgeting for Capital Expenditure**

36) Departments/Entities are expected to give priority to on-going and multiyear ongoing capital projects as a first charge on their capital budget in compliance to Section 55 of PFM (County Government) Regulations 2015, and indicate the proposed funding sources for all projects. In budgeting for capital expenditure, consideration should be given to completion of ongoing projects and operationalization of complete projects, upgrading and maintenance of physical infrastructure such as property, existing buildings and equipment. New capital projects of Departments/Entities should be informed by the ADP 2022-2023, CIDP 2018-2022 and the projects that support the National "Big Four Agenda" in line with the provisions in Section 125(1)(a) of the Public Financial Management Act, 2012.

## **Capital Project Selection and Budgeting**

37) In furtherance of Regulation 55 of the PFM (County Government) Regulations 2015, the following instructions are hereby issued.

- ✓ Capital expenditure budgeting for projects in the medium term 2022/23-2024/25 shall cover the prioritised list of completed and on-going projects as of end June, 2022. This is to ensure that the County does not incur more pending bills.
- ✓ Departments/Entities requesting for project funding should ensure that the projects have been prioritized in the Annual Development Plan (ADP 2022/23) taking into consideration the following criteria:
  - a) Projects are aligned to the County and Sector development plans;
  - b) Project that are 100 percent complete but have outstanding balances to be paid should be the first charge on the Departments/Entities budget.
  - c) Projects financed through conditional grants but require counterpart funding;
  - d) Projects that require complementary works, equipment supply and some expansion works are prioritised and budgeted for.

- ✓ Departments/Entities requesting for project funding shall indicate if the project has received the necessary regulatory approvals and ensure that detailed resource requirements including funding sources and personnel to operationalize the project are planned e.g. specialized plant operator for road machinery.
- ✓ Departments/Entities are to prioritise all multiyear and completed projects for which full payment have not been made. Where there are additional resources to take on new projects, Departments /Entities are also entreated to invest in income generating projects to expand their internally generated revenue base.
- ✓ New projects can only be considered where there is sufficient fiscal space after allocations for the implementation of ongoing projects have been made within the capital budget ceilings of the Departments/Entities. Departments/Entities are to note that the prioritised projects within the MTEF shall be the basis for the capital expenditure discussions at the 2022/23 Budget Hearings.
- ✓ Departments/Entities must ensure that new projects presented for funding have a concept note and/or a pre-feasibility study report, Departments/Entities must therefore plan the cost of developing a project including prefeasibility study and full feasibility study as part of the project investment cost, and budget appropriately for the pre-investment studies as part of the annual budget as well as budget for forward recurrent expenditure estimates for the said projects.

38) Before a new project is included in the budget, Departments/Entities must ensure that:

- ✓ All precedent conditions are fulfilled, including land acquisition.
- ✓ Detailed designs are completed and relevant approvals obtained where applicable;
- ✓ Ensure that detailed resource requirements including funding sources and Personnel to operationalize the project are planned for;
- ✓ The project's operation items and cost is identified and budgeted

### **Multi-Year Expenditure Commitments**

39) Departments/Entities are advised not to make multi-year commitments without the Complying with provisions of Regulations 55(1) of PFMA of 2012 and making such disclosures to the County Treasury. Departments/Entities should ensure that ongoing multi-year projects are allocated adequate funds in accordance with the signed contract/project terms within the resource envelope of the Medium-Term Expenditure Framework (MTEF) before new projects are allocated budgetary resources.

### **Budgeting for Municipalities**

40) The Municipal Managers will undertake the preparation of their annual budget proposals in compliance with Section 175 of the PFM Act 2012 and as guided by the contents of this Circular and will on the basis of the attached prescribed format in the appendices. The Municipal Manager will ensure that the budget has been approved by the Municipal Boards before their submission to the County Treasury within the stipulated time frames.

41) The Municipal budgets shall be in form of programme and sub programme approved by the County Treasury and shall include the current services budget representing the cost of maintaining the urban area at current levels as guided functions devolved from time to time as outlined in the Municipal Charter. The Municipal Manager shall carry out public participation during the preparation of the budget as outlined in the Second Schedule of the Urban and Cities Act.

### **Sector Hearings**

42) Sector hearings will be conducted for all Sector Working Groups in the month of October, 2021 as indicated in **Annex 6**. The Sector hearings provide the opportunity to ensure quality and also verify that programmes and projects outlined in the budget are in line with the CIDP 2018-2022, ADP 2022/23 and the sector proposals. All Departments are required to participate.

## **Budget Hearings**

43) Budget hearings will be organized for Departments/Entities as indicated in **Annex 7**. Departments/Entities must adhere to the timelines communicated as per the attached timetable. Departments/Entities are required to submit the following inputs which will form the basis of the discussions:

### **a) Compensation to employees:**

- ✓ Payroll information
- ✓ Justification for compensation related allowances;
- ✓ Plans for promotion and implications on the budget;
- ✓ Succession management plans and financial implications; and
- ✓ New recruitments and implications on the budget/evidence of financial clearance.

### **b) Operations and Maintenance Expenditure**

- ✓ Details on key programmes and the cost implications

### **c) Capital Expenditure**

- ✓ Details of all outstanding commitments as per **Annex 9**.
- ✓ List of multiyear projects, (disaggregated by funding source) contract sum, variations, status of implementation, payment to date and proposed allocation for 2022/2023 and the medium term;
- ✓ New projects (cost of project and proposed allocation for the medium term);

Departments /entities should submit hard copies of their inputs as stated above with reference to Sector reports budget estimates generated from the Hyperion and power-point presentations to the Budget office (County Treasury), five working days before their scheduled hearings in hard and Soft copies.

## **Departments/Entities Training on MTEF PBB and Budget Guidelines**

44) A training, as per **Annex 5** will be held for Departments/Entities to update officers on the constraints and additional information included in the Guidelines as



well as emerging issues on compensation to employees. The training will also highlight the linkage between budget and CIDP as well as the alignment annual development plan Indicators.

### **Budget Submission/Approval**

45) Section 30(1)(a) of the PFM Regulations 2015 stipulates the time frame for submission of the initial estimate to the County Treasury in the month of January. The information submitted therefore should be accurate and reliable. In this respect and pursuant to Section 33(1) each Accounting Officer should cause their proposed budget estimates to be examined and reported on by the Internal Audit of the County Government before they are submitted to the County Treasury. The County Government Department shall re-adjust the submitted estimates after the approval of the County Fiscal Strategy Paper and submitted their estimates for financial year (N + 1) (N + 2) (N + 3) on or before 14<sup>th</sup> January, 2022. The sector Chairpersons are required to ensure that all activities of the SWG including Sector report draft budget proposals are completed and submitted by 15<sup>th</sup> November, 2021 as provided in Section 30(1)(a) of the PFM Regulations 2015. The Sector report submitted to the County Treasury should include printed estimates for the current year, year (N) and two years (N + 2) (N + 3).

46) Budgets should be approved by CECs and Accounting Officers with respect to Departments and Municipal Boards and Municipal Managers in the case of Municipalities and subsequently submitted to County Treasury by 14<sup>th</sup> January, 2022. This is a requirement and mandatory in compliance with Section 30(6) that requires submission to the CEC Members of budget estimates.

### **Public Participation and Stakeholder Involvement**

47) Public participation and involvement of other stakeholders in the Medium-Term Budget process is essential and is a Constitutional requirement. The SWGs should identify their critical stakeholders including the Development Partners and engage

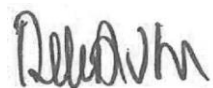
them in programme prioritization. The participation/consultation processes should be documented for reference purposes. In the light of COVID-19 Government Health protocols SWGs should adopt ingenious strategies for fulfilling public participation requirements including holding of virtual meeting in engagement of stakeholders.

## **CONCLUSION**

Accounting Officers, Municipal Managers should adopt cost effective measures in preparing the 2022/23-2024/25 budget to enable Government derive maximum results from the interventions currently being implemented in their respective Departments and Municipalities. In connection with the above, Departments and Municipalities should allocate adequate resources to key priority programmes and initiatives and avoid spreading resources thinly across programmes.

Heads of Departments and County Entities are urged to take ownership and lead the entire budget preparation process in order to ensure that all Government priority programmes are fully reflected within the expenditure ceilings provided for each covered Department/Entity.

Finally, Accounting officers are required to ensure strict adherence to the 2022/23 – 2024/25 MTEF Budget Guidelines and bring the contents of this Circular to the attention of all Officers working under them.



**DR. PETER KETYENYA**

**CEC – FINANCE AND ECONOMIC PLANNING**

**C.C. H.E The Governor**

**County Secretary & Head of Public Service**

**All County Executive Committee Members**

**The Clerk to the County Assembly**

**ANNEX I**  
**SECTOR COMPOSITION AND WORKING GROUPS FOR THE 2022/23 – 2024/25 MEDIUM TERM**

NAME OF SECTOR	SECTOR COMPOSITION
Agriculture, Rural and Urban Development (ARUD)	Agriculture, Livestock and Fisheries
	Land, Physical Planning and Housing
Energy, Infrastructure and ICT	Roads, Public Works and Transport
	Department of ICT & E – Government
General Economic and Commercial Affairs	Trade, Industry, Marketing and Tourism
Health	Health Services
Education	Department of Early Childhood Education
	Department of Vocational Training
Social Protection, Culture and Recreation	Department of Youth and Sports
	Department of Culture, Gender and Social Services
Environmental Protection, Water and Natural Resources	Water, Environment, Energy and Natural Resources
Public Administration, National/International Relations	Office of the Governor and Deputy Governor
	Finance and Economic Planning
	Public Service, Training & Devolution
	County Public Service Board
	Nakuru Municipality
	Naivasha Municipality
	Office of the County Attorney
	Nakuru County Revenue Authority
	County Assembly

## **ANNEX 2**

### **STRUCTURE, COMPOSITION, TERMS AND REFERENCES OF SECTOR WORKING GROUPS**

#### **1. The SWGs shall comprise the following:**

- 1.1 Chairperson – One Accounting Officer chosen by consensus by other Accounting Officers within the Sector.
- 1.2 Sector Convener – Planning/Budget Officer seconded from County Treasury to the line Department.
- 1.3 Sector Co-Convener – Appointed by the Accounting Officer line Department.
- 1.4 Technical Working Group – Appointed by the Sector Working Group.
- 1.5 A SWG Secretariat – Secretariat comprising of Technical Officers from the Treasury and the relevant Department making up a sector
- 1.6 Representative from the Private Sector.

#### **2. Terms of Reference for Sector Working Groups**

SWGs are expected to ensure that proposed programmes and projects are in line with the priorities of the Vision 2030, Medium Term Plan III, “Big Four” Agenda, CIDP 2018-2022, Governor's Manifesto/4 Key Agenda and the revised Mid term review report. Specifically, the terms of reference for SWGs will be to:

- 2.1 Review Sector objectives and strategies in line with the overall goals outlined in the Vision 2030, MTP III, “Big Four” Agenda, CIDP, Governor's Manifesto/4 Key Agenda.
- 2.2 Identify the programmes and the necessary policy, legal and institutional reforms required.
- 2.3 Approve list of projects to be included and funded.
- 2.4 Analyse cost implications of the proposed programmes, projects and policies for the MTEF period.
- 2.5 Prioritize Sector Programmes and allocate resources appropriately in accordance with an agreed criteria and prioritization.

- 2.6 Thoroughly analyse the baseline expenditure and remove all one-off expenditure for the previous years.
- 2.7 Identify programmes/projects that are of low priority in order to realize savings which should be directed to the "Big Four" Plan, Governor's 4 Key Agenda.
- 2.8 Allocate resources only to projects that have been fully processed (i.e. feasibility study done, with detailed designs, necessary approvals and land secured). The SWGs should also pay attention to the estimated equipment for each of the stages of project cycle.
- 2.9 Introduce mechanisms of efficiency savings in their budgets through reducing operating costs and non-service delivery activities.
- 2.10 Identify programmes and projects that may be funded under Public Private Partnership (PPP) arrangement.
- 2.11 The SWGs are expected to provide a detailed explanation for the rescheduling of projects which should include savings and financial implications of rescheduling projects and activities.
- 2.12 Coordinate activities leading to the development of sector reports and indicative Sector budget proposals.

## **ANNEX 3**

### **SECTOR REPORT FORMAT**

#### **COVER PAGE**

*(Indicate Sector Title, Sub Sector Title and the Focus Period)*

#### **TABLE OF CONTENTS**

*(Please ensure that Headings and Subheadings are identical to those in the report and should show each Chapter (1 to 7) showing logical sections and subsections using appropriate heading and numbering.)*

#### **ABBREVIATIONS**

*(List all abbreviations used in the Report)*

#### **EXECUTIVE SUMMARY**

*(Summarize Key findings and recommendations under this section)*

#### **CHAPTER ONE:**

##### **1.0 INTRODUCTION**

- 1.1 Background
- 1.2 Sector Vision and Mission
- 1.3 Strategic Goals/Objectives of the Sector
- 1.4 Sub Sector and their Mandates
- 1.5 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**

##### **2.0 PROGRAMME PERFORMANCE REVIEW FOR THE MTEF PERIOD 2018/19-2020/21**

- 2.1 Review of Sector Programmes/Sub-Programmes/projects-Delivery of Outputs/ KPI/ targets (see **Table 1** on presentation of the information)
- 2.2 Expenditure Analysis
  - 2.2.1. Analysis of Programme expenditures (see **Table 2** on presentation of the information)
  - 2.2.2 Analysis of Programme expenditures by economic classification see **Table 3** on presentation of the information

2.2.3 Analysis of Capital Projects (see **Appendix 1** and **Appendix 2** on presentation of the information)

2.3 Review of Pending Bills

2.3.1 Recurrent Pending Bills

2.3.2 Development Pending Bills

## **CHAPTER THREE**

### **3.0 MEDIUM TERM PRIORITIES AND FINANCIAL PLAN FOR THE MTEF PERIOD 2022/23 – 2024/25**

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 (see **Table 4** on presentation of the information)

3.1.3 Programmes by Order of Ranking

3.2 Analysis of Resource Requirement versus allocation by Sector/Sub Sector:

3.2.1 Sector/Sub Sector Recurrent (see **Table 5a** on presentation of the information)

3.2.2 Sector/Sub Sector Development (see **Table 5b** on presentation of the information)

3.2.3 Programmes and sub-programmes Resource Requirement (2022/23 – 2024/25) (see **Table 6a** on presentation of the information)

3.2.4 Programmes and sub-programmes Resource Allocation (2022/23 – 2024/25) (see **Table 6b** on presentation of the information)

3.2.5 Programmes and sub-programmes Economic classification. (See **Table 7** on presentation of the information)

3.3 Resource Allocation Criteria.

## **CHAPTER FOUR**

### **4.0 CROSS-SECTOR LINKAGES**

## **CHAPTER FIVE**

### **5.0 EMERGING ISSUES AND CHALLENGES**

## **CHAPTER SIX**

### **6.0 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**

### **7.0 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, i.e. "Appendix A provides an overview of the Budget of Department X".*



**ANNEX 4**  
**PROGRAMME PERFORMANCE REVIEW**  
**(LIST OF TABLES)**

**Table 1: Sector Programme Performance Reviews**

Programme	Key Output	Key Performance Indicators	Planned Target			Achieved Targets			Remarks
			2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	
Programme									
Sub Programme									
XX 1									
XX 2									

**Table 2: Programme/Sub-Programme Expenditure Analysis**

ANALYSIS OF PROGRAMME EXPENDITURE BY PROGRAMME AND SUB PROGRAMME						
	APPROVED BUDGET			ACTUAL EXPENDITURE		
Economic Classification	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21
PROGRAMME 1:						
Sub-Programme 1:						
Sub-Programme 2:						
TOTAL PROGRAMME 1						
Repeat as above for Programme 2, 3 etc.						
TOTAL PROGRAMME.....						
TOTAL VOTE.....						

**Table 3: Programme Expenditure Analysis by Economic Classification**

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
	APPROVED BUDGET			ACTUAL EXPENDITURE		
Economic Classification	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21
PROGRAMME 1:						
Current Expenditure:						
Compensation Of Employees						
Use Of Goods And Services						
Grants And Other Transfers						
Other Recurrent						
Capital Expenditure						
Acquisition Of Non-Financial Assets						
Capital Grants To Governmental Agencies						
Other Development						
TOTAL PROGRAMME 1						
SUB PROGRAMME 1.1:						
Current Expenditure:						

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
	APPROVED BUDGET			ACTUAL EXPENDITURE		
Economic Classification	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21
Compensation Of Employees						
Use Of Goods And Services						
Grants And Other Transfers						
Other Recurrent						
<b>Capital Expenditure</b>						
Acquisition Of Non-Financial Assets						
Capital Grants To Governmental Agencies						
Other Development						
<b>TOTAL SP 1.1</b>						
Repeat as above for Programme 2, 3 etc.:						
<b>TOTAL PROGRAMME</b>						
<b>TOTAL VOTE.....</b>						

**Table 4: Programmes, Sub-Programmes, Expected Outcomes, Outputs and Key Performance Indicators for the Sector.**

Programme	Delivery Unit	Key Outputs	Key Performance Indicators	Target 2020/21	Actual Achievement 2020/21	Baseline 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
Name of Programme Outcome									
SP 1.1									
SP 2									
...etc.									

**Table 5a: Analysis of Resource Requirement versus Allocation – Recurrent**

ANALYSIS OF RECURRENT RESOURCE REQUIREMENT VS ALLOCATION								
		Approved	REQUIREMENT				ALLOCATION	
Sector Name		2021/22	2022/23	2023/24	2024/25	2022/23	2023/24	2024/25
<b>Vote and Vote Details</b>	<b>Economic Classification</b>							
<b>xxx1</b>	<b>Current Expenditure</b>							
	2100000 Compensation to Employees							
	2200000 Use of Goods and Services							
	2400000 Interest Payments							

ANALYSIS OF RECURRENT RESOURCE REQUIREMENT VS ALLOCATION								
		Approved	REQUIREMENT			ALLOCATION		
Sector Name		2021/22	2022/23	2023/24	2024/25	2022/23	2023/24	2024/25
	2600000 Current Grants and Other Transfers							
	2700000 Social Benefits							
	2900000 Other Expenses							
	3100000 Acquisition of Non-Financial Assets							
	4100000 Acquisition of Financial Assets							
	4500000 Disposal of Financial Assets							
<b>TOTAL</b>								

**Table 5b: Analysis of Resource Requirement versus Allocation – Development**

ANALYSIS OF DEVELOPMENT RESOURCE REQUIREMENT VS ALLOCATION								
		Approved	REQUIREMENT			ALLOCATION		
Sector Name		2021/22	2022/23	2023/24	2024/25	2022/23	2023/24	2024/25
<b>Vote and Vote Details</b>	<b>Description</b>							
xxx1	Non-Financial Assets							
	Capital Transfers Govt. Agencies							
	Other development							
<b>TOTAL</b>								

**Table 6a: Analysis of Resource Requirement by Programmes and Sub-Programmes**

ANALYSIS OF PROGRAMME EXPENDITURE RESOURCE REQUIREMENT (AMOUNT KSH MILLIONS)									
	2022/23			2023/24			2024/25		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
<b>Programme 1:</b>									
Sub-Programme 1:									
Sub-Programme 2:									
<b>TOTAL PROGRAMME 1</b>									
<b>Repeat as above for Programme 2, 3 etc.:</b>									
<b>TOTAL PROGRAMME</b>									
<b>TOTAL VOTE</b>									

**Table 6b: Analysis of Resource Allocation by Programmes and Sub-Programmes**

ANALYSIS OF PROGRAMME EXPENDITURE RESOURCE ALLOCATION (AMOUNT KSH MILLIONS)									
	2022/23			2023/24			2024/25		
	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
<b>Programme 1:</b>									
Sub-Programme 1:									
Sub-Programme 2:									
<b>TOTAL PROGRAMME 1</b>									
<b>Repeat as above for Programme 2, 3 etc.:</b>									
<b>TOTAL PROGRAMME.....</b>									
<b>TOTAL VOTE.....</b>									

**Table 7: Programme and Sub-Programmes Allocation by Economic Classification**

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
	REQUIREMENT			ALLOCATION		
Economic Classification	2022/23	2023/24	2024/25	2022/23	2023/24	2024/25
<b>PROGRAMME 1:</b>						
<b>Current Expenditure:</b>						
2100000 Compensation to Employees						
2200000 Use of Goods and Services						
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits						
2900000 Other Expenses						
3100000 Acquisition of Non-Financial Assets						
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
<b>Capital Expenditure</b>						
Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
<b>TOTAL PROGRAMME 1</b>						
<b>SUB PROGRAMME 1:</b>						
<b>Current Expenditure:</b>						
2100000 Compensation to Employees						
2200000 Use of Goods and Services						
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits						
2900000 Other Expenses						

ANALYSIS OF PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION						
	REQUIREMENT			ALLOCATION		
Economic Classification	2022/23	2023/24	2024/25	2022/23	2023/24	2024/25
3100000 Acquisition of Non-Financial Assets						
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
<b>Capital Expenditure</b>						
Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
<b>SUB TOTAL SP 1</b>						
<b>Repeat as above for all programmes and Sub programmes.....</b>						
<b>TOTAL PROGRAMME.....</b>						
<b>TOTAL VOTE.....</b>						

### ANALYSIS OF PERFORMANCE OF CAPITAL PROJECTS (2020/2021)

PROJECT DESCRIPTION	LOCATION	CONTRACT DATE	COMPLETION DATE	ESTIMATED COST TO COMPLETION	CUMULATIVE BUDGET ALLOCATION	COMPLETION STAGE (%)	SPECIFIC NEEDS TO BE ADDRESSED BY THE PROJECT
<b>Programme:</b>							
<b>TOTAL</b>							

**Note:** All HQ and Ward projects contained in the FY2020/2021 capital budget. Please sort them per Financial Year.

### ANALYSIS OF PERFORMANCE OF CAPITAL PROJECTS (FY2013/14 – 2020/2021) CURRENTLY IN THE FY2021/22 BUDGET

PROJECT DESCRIPTION	LOCATION	CONTRACT DATE	ESTIMATED COST TO COMPLETION	CUMULATIVE BUDGET ALLOCATION	ACTUAL PAYMENT TO DATE	COMPLETION STAGE (%)	SPECIFIC NEEDS TO BE ADDRESSED BY THE PROJECT	PROJECT STATUS (ONGOING/ ABANDONED)
<b>Programme:</b>								
<b>TOTAL</b>								

**Note:** All HQ and Ward Projects from FY2013/2014 – 2020/2021 that are in the Approved Budget 2021/2022. Please sort them per financial year.

**ANNEX 5**  
**CAPACITY BUILDING ON MTEF PROGRAMME BASED BUDGET AND SECTOR REPORTS**  
**(September - October 2021)**

DATE	SECTOR	SUB SECTOR
MONDAY	Energy, Infrastructure and ICT	Roads, Public Works and Transport
	Energy, Infrastructure and ICT	ICT and E-Government
	Education	Early Childhood Education and Vocational Training
TUESDAY	Environment Protection, Water and Natural Resources	Water, Environment, Energy and Natural resources
	General Economics and Commercial Affairs	Trade, Tourism, Industry and Cooperatives
	Social Protection, Culture and Recreation	Social Services, Culture, Youth and Sports
	Health	Health Services
WEDNESDAY	Agriculture, Rural and Urban Development	Agriculture, Livestock and Fisheries
	Agriculture, Rural and Urban Development	Lands, Housing and Physical Planning
	Public Administration and International/National Relations	Public Service, Training and Devolution
	Public Administration and International/National Relations	County Public Service Board
THURSDAY	Public Administration and International/National Relations	Nakuru Municipality
	Public Administration and International/National Relations	Naivasha Municipality
	Public Administration and International/National Relations	Office of the County Attorney
	Public Administration and International/National Relations	Nakuru County Revenue Authority
FRIDAY	Public Administration and International/National Relations	Office of the Governor & Deputy Governor
	Public Administration and International/National Relations	Finance and Economic Planning
	Public Administration and International/National Relations	County Assembly

**ANNEX 6**  
**REVIEW OF DRAFT SECTOR REPORT PROPOSALS**  
**(October 2021)**

DATE	SECTOR	SUB SECTOR
MONDAY	Environment Protection, Water and Natural Resources	Water, Environment, Energy and Natural resources
	General Economics and Commercial Affairs	Trade, Tourism, Industry and Cooperatives
	Social Protection, Culture and Recreation	Social Services, Culture, Youth and Sports
TUESDAY	Agriculture, Rural and Urban Development	Agriculture, Livestock and Fisheries
	Agriculture, Rural and Urban Development	Lands, Housing and Physical Planning
	Health	Health Services
	Energy, Infrastructure and ICT	Roads, Public Works and Transport
WEDNESDAY	Energy, Infrastructure and ICT	ICT and E-Government
	Education	Early Childhood Education and Vocational Training
	Public Administration and International/National Relations	Nakuru Municipality
	Public Administration and International/National Relations	Naivasha Municipality
THURSDAY	Public Administration and International/National Relations	Public Service, Training and Devolution
	Public Administration and International/National Relations	County Public Service Board
	Public Administration and International/National Relations	Nakuru County Revenue Authority
	Public Administration and International/National Relations	Office of the County Attorney
FRIDAY	Public Administration and International/National Relations	Office of the Governor & Deputy Governor
	Public Administration and International/National Relations	County Assembly
	Public Administration and International/National Relations	Finance and Economic Planning
	Plenary / Way Forward	



**ANNEX 7**  
**BUDGET HEARINGS ON MTEF PROGRAMME BASED BUDGET**  
**(November 2021)**

DATE	DEPARTMENT
MONDAY	Roads, Public Works and Transport
	Education, Vocational Training, ICT and E-Government
	Water, Environment, Energy and Natural resources
TUESDAY	Trade, Tourism, Industry and Cooperatives
	Youth, Culture, Gender, Sports and Social Services
	Health Services
WEDNESDAY	Agriculture, Livestock and Fisheries
	Lands, Housing and Physical Planning
	Public Service, Training and Devolution
	Naivasha Municipal Board
THURSDAY	Nakuru Municipal Board
	County Public Service Board
	Office of The County Attorney
	Nakuru County Revenue Authority
FRIDAY	Office of the Governor & Deputy Governor
	Finance and Economic Planning

**ANNEX 8**  
**FORMAT FOR PRESENTATION OF PROGRAMME-PERFORMANCE BASED BUDGETS (PBB)**

**VOTE NO:**

**VOTE TITLE:**

Total expenditure summary 2022/23 and projected estimates for 2023/24 and 2024/25.

The estimates of the amount required in the year ending 30<sup>th</sup> June 2022 for salaries and expenses and Capital expenses of the ..... including .....

**Part A. Vision**

**Part B. Mission**

**Part C. Strategic Objective**

*List all the programmes and their strategic objectives. Please note that each programme must have only one objective which must be linked to the Department strategic plans and the CIDP (2018-2022).*

**Part D. Performance Overview and Background for Programmes**

*(The Performance Overview and Background for selected programmes including; a brief description of Mandate; expenditure trends; major achievements based on planned outputs for the previous funding period; constraints and challenges in implementing the budget: Major services/Outputs expected to be achieved in the MTEF Period 2021/2022-2023/2024).*

**Part E. Summary of the Programme Key Outputs and Performance Indicators for FY 2022/2023-2024/2025**

Programme	Delivery Unit	Key Outputs	Key Performance Indicators	Target 2022/2023	Target 2023/2024	Target 2024/2025
<b>PROGRAMME 1: (Name of Programme)</b>						
<b>Outcome: (Each programme should have one outcome)</b>						
SP1.1						
SP1.2						
Etc...						
<b>PROGRAMME 2: (Name of Programme)</b>						
<b>Outcome: (Each programme should have one outcome)</b>						
SP2.1						
SP2.2						
Etc.....						
<i>Repeat for all programmes</i>						

**Part F. Summary of Expenditure by Programmes and Sub Programmes 2022/2023-2024/2025 (Ksh. Millions)**

Sub Programme (SP)	Approved Estimates 2020/2021	Actual Expenditure 2020/2021	Baseline Estimates 2021/2022	Target 2022/2023	Target	
					2023/2024	2024/2025
Programme 1: (State the name of the programme here)						
SP 1.1						
SP 1.2						
Etc...						
Total Expenditure Prog 1						
Programme 2: (State the name of the programme here)						
SP 2.1						
SP 2.2						
Etc...						
Total Expenditure Prog 2						
Total Expenditure of Vote						

**Part G. Summary of Expenditure by Vote and Economic Classification (Kshs. Million)**

Expenditure Classification	Approved Estimates 2020/2021	Actual Expend. 2020/2021	Baseline Estimates 2021/22	Estimates 2022/23	Projected Estimates	
					2023/2024	2024/2025
<b>Current Expenditure</b>						
2100000 Compensation to Employees						
2200000 Use of Goods and Services						
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits						
2900000 Other Expenses						
3100000 Acquisition of Non-Financial Assets						
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
<b>Capital Expenditure</b>						
Non-Financial Assets						
Capital Transfers Govt. Agencies						
Other development						
<b>Total Expenditure of Vote</b>						

**Part H. Summary of Expenditure by Programme, Sub Programme and Economic Classification (Ksh. Million)**

	Approved Estimates 2020/2021	Actual Expenditure 2020/2021	Baseline Estimates 2021/22	Estimates 2022/23	Projected Estimates	
					2023/24	2024/25
Programme 1:						
Sub Programme 1.1:						
Current Expenditure						
2100000 Compensation to Employees						
2200000 Use of Goods and Services						
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits						
2900000 Other Expenses						
3100000 Acquisition of Non-Financial Assets						
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
Capital Expenditure						
Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
Total Expenditure (SP 1.1)						
Sub Programme 1.2:						
Current Expenditure						
2100000 Compensation to Employees						
2200000 Use of Goods and Services						
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits						
2900000 Other Expenses						
3100000 Acquisition of Non-Financial Assets						
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
Capital Expenditure						

	Approved Estimates 2020/2021	Actual Expenditure 2020/2021	Baseline Estimates 2021/22	Estimates 2022/23	Projected Estimates	
					2023/24	2024/25
Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
<b>Total Expenditure (SP 1.2)</b>						
<b>Programme 2:</b>						
<b>Sub Programme 2.1:</b>						
<b>Current Expenditure</b>						
2100000 Compensation to Employees						
2200000 Use of Goods and Services						
2400000 Interest Payments						
2600000 Current Grants and Other Transfers						
2700000 Social Benefits						
2900000 Other Expenses						
3100000 Acquisition of Non-Financial Assets						
4100000 Acquisition of Financial Assets						
4500000 Disposal of Financial Assets						
<b>Capital Expenditure</b>						
Non-Financial Assets						
Capital Transfers to Govt. Agencies						
Other Development						
<b>Total Expenditure (SP 2.1)</b>						
<b>Etc .....</b>						
<b>Total Budget</b>						

## ANNEX 9

### PROJECT DETAILS FORM FOR FY2022/23

Project Code (IFMIS)	Project Description	Sub County	Ward	Est cost of Project or Contract Value (a)	Timeline		Actual Cumulative Expense up to 30th June 2022 (b)	Outstanding Project Cost as at 30th June 2022 (a)-(b)	Allocation for 2022/23 Budget	
					Start Date	Expected Completion Date			Equitable	Conditional Grant
	Programme: .....									
	Sub Programme: .....									
	SUB TOTAL									
	Programme: .....									
	Sub Programme: .....									
	SUB TOTAL									
	TOTAL									



**ANNEX 10**  
**RETIREEES FOR FY2022/23**

SNO	PAYROLLNUM	IDNUM	SURNAME	FIRSTNAME	OTHERNAMES	PAYGROUP	JOB GROUP	SCALEPOINT	INCRMONTH	BIRTHDATE	TOTAL EARNINGS	SAVINGS
	TOTAL											

## ANNEX 11

### **BUDGET CALENDAR FOR FINALIZATION OF FY 2022/23 MTEF BUDGET PROCESS**

	ACTIVITY	RESPONSIBILITY	DEADLINE
1	<b>Performance Review and Strategic Planning</b>	<b>County Treasury</b>	July-Aug 2021
	1.1 Develop strategic plans	<b>Departments</b>	"
	1.2 Prepare Annual Development Plans	"	"
	1.3 Expenditure review	"	"
	1.4 Preparation of Annual Work plans	"	"
2	<b>Develop and Issue County Budget Guidelines</b>	<b>County Treasury</b>	30 <sup>th</sup> Aug 2021
3	<b>Annual Development Plan submitted to County Assembly</b>	<b>County Treasury</b>	1 <sup>st</sup> Sept. 2021
4	<b>Launch of Sector Working Groups</b>	<b>County Treasury</b>	2 <sup>nd</sup> Sept. 2021
5	<b>Determination of Fiscal Framework</b>	<b>Macro Working Group</b>	3 <sup>rd</sup> Sept. 2021
	5.1 Estimation of Resource Envelop	<b>County Treasury</b>	"
	5.2 Determination of policy priorities	"	"
	5.3 Preliminary Resource allocation to Sectors, Assembly & Sub Counties	"	"
	5.4 Draft County Budget Review and Outlook Paper (CBROP)	"	10 <sup>th</sup> Sept. 2021
	5.5 Submission and approval by County Executive Committee	"	15 <sup>th</sup> Sept. 2021
	5.6 Tabling of CBROP to County Assembly	"	22 <sup>nd</sup> Sept. 2021
	5.7 Capacity building on MTEF Programme Based Budget and Sector Reports	"	27 <sup>th</sup> Sept-1 <sup>st</sup> Oct 2021
6	<b>Preparation of County Budget Proposals</b>	<b>Line Ministries</b>	
	6.1 Submission of Draft Sector Report to County Treasury	Sector Working Group	8 <sup>th</sup> Oct. 2021
	6.2 Review of draft Sector Report Proposals	Macro Working Group	18 <sup>th</sup> -22 <sup>nd</sup> Oct. 2021
7	<b>Stakeholders/Public Participation</b>	<b>Treasury/Departments</b>	November 2021
8	<b>The 2021/2022 Supplementary Budget</b>		
	8.1 Develop and issue guidelines on the 2021/22 Supplementary Budget	County Treasury	November 2021
9	<b>Draft Budget Estimates/ County Fiscal Strategy Paper (CFSP)</b>	<b>Macro Working Group / Departments</b>	
	9.1 Preparation and consolidation of County Personnel Budget	PSTD/County Treasury	1 <sup>st</sup> -5 <sup>th</sup> Nov 2021
	9.2 Sector Public Hearing and Public Participation on finalisation of CFSP 2022	Macro Working Group	8 <sup>th</sup> -12 <sup>th</sup> Nov.2021
	9.3 Submission of Draft Budget Estimates and Final Sector Reports	Departments	15 <sup>th</sup> Nov. 2021
	9.4 Submission of Draft CFSP & Debt Paper to County Executive Committee for approval	County Treasury	26 <sup>th</sup> Nov.2021

	ACTIVITY	RESPONSIBILITY	DEADLINE
	9.5 Submission of CFSP 2022 to County Assembly for approval	County Treasury	3 <sup>rd</sup> Dec. 2021
	9.6 Submission of Debt Management Strategy Paper to County Assembly for approval	County Treasury	3 <sup>rd</sup> Dec. 2021
	Consideration and approval of the CFSP 2022 by the County Assembly within 14 days after submission	County Assembly	17 <sup>th</sup> December 2021
<b>10</b>	<b>Preparation and approval of Final Departments' Programme Budgets</b>		
	10.1 Issue final guidelines on preparation of 2022/23 County Budget	County Treasury	29 <sup>th</sup> Dec. 2021
	10.2 Public Participation on the MTEF Budget proposal and identification of Ward based projects	County Treasury	10 <sup>th</sup> – 14 <sup>th</sup> . Jan 2022
	10.3 Submission of Departmental Budget proposals to County Treasury	Line Departments	14 <sup>th</sup> Jan, 2022
	10.4 Consolidation of the Departmental Budget Estimates and uploading to IFMIS Hyperion System	County Treasury	17 <sup>th</sup> – 25 <sup>th</sup> Jan, 2022
	10.5 Submission of Original Budget Estimates for County Government to County Executive	County Treasury	26 <sup>th</sup> Jan, 2022
	10.6 Submission of Original Budget Estimates for County Government to County Assembly	County Treasury	31 <sup>st</sup> Jan, 2022
	10.7 Review of Original Budget Estimates by Departmental Committees	County Assembly	Feb, 2022
	10.8 Report on Original Budget by Budget and Appropriations Committee (County Assembly)	County Assembly	24 <sup>th</sup> Feb, 2022
<b>11</b>	11.1 Preparation of Annual Cashflow	County Treasury	1 <sup>st</sup> – 4 <sup>th</sup> March, 2022
	11.2 Submission of Annual Cashflow to Controller of Budget	County Treasury	8 <sup>th</sup> March, 2022
	11.3 Submission of Appropriation Bill to County Assembly	County Treasury	16 <sup>th</sup> March, 2022
	11.4 Resolution of County Assembly on Estimates and Approval	County Treasury	24 <sup>th</sup> March, 2022
	11.5 Budget Statement	County Treasury	10 <sup>th</sup> March, 2022
	11.6 Appropriation Bill Passed	County Assembly	31 <sup>st</sup> March, 2022