

THE COUNTY GOVERNMENT OF TAITA TAVETA



MEDIUM TERM

DRAFT 2019 COUNTY FISCAL STRATEGY PAPER

“Accelerated socio-economic Transformation for all DATUZENS and residents
of Taita Taveta County”

FEBRUARY 2019

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FOREWORD

The Taita Taveta County 2019 Fiscal Strategy Paper sets out the framework for the preparation of the 2019/20 budget in accordance Section 117 of the Public Finance Management Act, 2012. It articulates key economic policies and fiscal strategies as well as sector-based expenditure programs that the County intends to implement for the realization of the County Integrated Development Plan(CIDP) 2018-2022.

The Medium-Term Expenditure Framework aims at ensuring efficiency and effectiveness in the implementation of the development activities outlined in the 2019/2020 County Annual Development Plan(CADP). This is aimed at creating a conducive fiscal environment, adequate for financing of priority programmes and projects by the departments in the County.

The County Government is dedicated towards prudently utilizing the available resources and enhancing fiscal discipline so as to improve the living standards of all Datuzens. The County Government will continue to implement policies aimed at ensuring food and nutrition security, promotion of value addition, investment on infrastructure and support especially the small and medium enterprises so as to expand employment opportunities.

The County government will in the meantime continue to pursue strategic measures aimed at tackling numerous structural, fiscal and human resources related challenges. These challenges include:

- a. Low Own Source Revenue(OSR) generation which in turn hinder development expenditure
- b. Huge amounts of pending bills on projects, stalled and abandoned projects as a result of poor budgeting and expenditure management as well as disregard to the provisions of the PFM Act,2012
- c. Corruption and pilferage of public funds
- d. Low absorption capacity by departments on development vote
- e. Low human resource productivity due to lack of motivation and unconducive work environment

The County government will continue to engage with the National Government and various Donor agencies to bridge the financial gap especially in critical areas of water, health and infrastructure.

This strategic paper is divided into 4 chapters:

Chapter 1 gives the general overview and rationale for preparation of this document. It also highlights the major achievements made and challenges faced by the county government during its first year in office(2017/2018). The chapter outlines the fiscal performance of the county interms of revenue generation and expenditure analysis.

Chapter 2 outlines the economic context in which the 2019/2020MTEF budget will be prepared. It provides an overview of the recent economic development and macro-economic outlook covering the national and county scene. It further provides a basis for the projections of revenue and expenditure for FY 2019/2020 and the medium term.

Chapter 3 outlines the fiscal framework underwhich the 2019/2020 budget will be

based. It briefly highlights the county's resource envelop for 2019/2020 and further presents the spending priorities for the next budget.

Chapter 4 finally presents the sectors and departmental spending ceilings for 2019/2020 budget and the medium term.

Hon Dr Vincent Masawi

COUNTY EXECUTIVE COMMITTEE MEMBER-FINANCE AND PLANNING.

ACKNOWLEDGEMENTS

The 2019 Taita Taveta County Fiscal Strategy Paper is informed by the Public Finance Management Act, 2012 Section 117 (1) which stipulates that the County Treasury should each year prepare a Fiscal Strategy Paper for the County. It sets out broad strategic priorities and policy goals that will guide the County Government in preparing its budget over the medium term and for the Financial Year 2019/2020.

We are particularly grateful to His Excellency the Governor for his lead role, direction and guidance in developing this document; Her Excellency the Deputy Governor, County Executive Committee Members and Chief Officers are highly appreciated for their input in providing the much-needed information. The role played by the County Budget and Economic Forum (CBEF) is also equally appreciated.

Special gratitude is extended to members of the technical secretariat whose contribution in this paper is immense. These include; Benjamin Odago-Planning and Budgeting, Laban Kinyai- Budget Officer and Phillip Kidelo- Budget Officer.

We remain grateful to all Sub-county and Ward Administrators for coordinating and moderating the public consultative forums at ward levels.

Lastly is to express appreciation to Civil Society organizations, Local leaders, the general public and all other stakeholders who took their time to participate in providing vital information in the various meetings.

Finally, it is our sincere hope that this Fiscal Strategy Paper would serve to guide the budget making process for the 2019/2020 financial year.

CPA Leonard Langat
County Chief Officer, Finance and Planning

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LIST OF ACRONYMS AND ABBREVIATIONS

AiA	Appropriation in Aid
BPS	Budget Policy Statement
CA	County Assembly
CADP	County Annual Development Plan
CBROP	County Budget Review and Outlook Paper
CFSP	County Fiscal Strategy Paper
CPI	Consumer Price Index
CPSB	County Public Service Board
EU	European Union
FNS	Food and Nutrition Security
FY	Financial Year
GDP	Gross Domestic Product
KNBS	Kenya National Bureau of Statistics
KPA	Kenya Ports Authority
KRA	Kenya Revenue Authority
Kshs	Kenya Shillings
MTEF	Medium Term Expenditure Framework
MTP	Medium-Term Plan
OSR	Own-Source Revenue
PFMA	Public Financial Management Act
PPP	Public Private Partnership
SBP	Single Business Permit
SGR	Standard Gauge Railway
SWG	Sector Working Groups

LEGAL BASIS FOR THE PUBLICATION OF THE COUNTY FISCAL STRATEGY PAPER

The County Fiscal Strategy Paper is prepared in accordance with section 117 of The Public Finance Management Act, 2012 which stipulates that:

1. The County Treasury shall prepare and submit to the County Executive Committee the County Fiscal Strategy Paper for approval.
 2. The County Treasury shall submit the approved County Fiscal Strategy Paper to the county Assembly by the 28th February in each year.
 3. The County Treasury shall align its County Fiscal Strategy Paper with the national objectives in the Budget Policy Statement.
 4. In preparing the County Fiscal Paper, the County Treasury shall specify the broad strategic priorities and policy goals that will guide the county government in preparing its budget for the coming financial year and over the medium term.
 5. The County Treasury shall include in its County Fiscal Strategy Paper the financial outlook with respect to county government revenues, expenditures and borrowing for the coming financial year and over the medium term.
 6. In preparing the County Fiscal Strategy Paper, the County Treasury shall seek and take into account the views of:-
 - i. The Commission on Revenue Allocation
 - ii. The public
 - iii. Any interested persons or groups; and
 - iv. Any other forum that is established by legislation
7. Not later than fourteen days after submitting the County Fiscal Strategy Paper to the County Assembly, the County Assembly shall consider and may adopt it with or without amendments.
8. The County Treasury shall publish and publicize the County Fiscal Strategy Paper within seven days after it has been adopted by the county assembly.

FISCAL RESPONSIBILITY PRINCIPLES IN THE PUBLIC FINANCE MANAGEMENT LAW

The public finance management (PFM) Act, 2012 sets out the following fiscal responsibility principles to ensure prudence and transparency in the management of public resources;

1. The county governments' recurrent expenditures shall not exceed 70% of the total revenue.
2. Over the medium term, a minimum of thirty percent of the county government budget shall be allocated to development expenditures.
3. The county governments' expenditures on wages and benefits for its public officers shall not exceed a percentage of the county governments' total revenue as prescribed by the executive member for finance in regulations and approved by county assembly.
4. Over the medium-term the government borrowing shall be used only for the purpose of financing development expenditures and not recurrent expenditure
5. The county debt shall be maintained at sustainable levels as approved by county assembly
6. The fiscal risks shall be maintained prudently; and
7. A reasonable degree of predictability with respect to the level of tax rates and tax bases shall be maintained taking into account any reforms that may be made in the future.

CHAPTER ONE: ACCELERATED SOCIO -ECONOMIC DEVELOPMENT FOR THE COUNTY'S PROSPERITY

Overview

1. This 2019 County Fiscal Strategy Paper (CFSP) is prepared in accordance with the provisions of the Public Financial Management Act, 2012 cap 117 which requires the county treasury to prepare this paper for each financial year.
2. In line with the provisions of the law, the 2019 CFSP presents the fiscal objectives for the FY 2019/2020 and medium term. It further highlights the broad strategic priorities and policy goals that will guide the County government in preparing its budget for FY 2019/2020 and the medium term.
3. The paper discusses the fiscal performance of the first half(July-December) of FY 2018/2019 budget, which forms the basis for projecting the financial outlook with respect to the County Government's revenues and expenditures for FY 2019/2020 and the Medium Term.
4. The County priorities outlined in this paper shall form the basis for formulation of FY 2019/2020 budget and the Medium Term. The framework ensures adherence to principles of public finance and fiscal responsibility principles as set out in the Constitution and the Public Finance Management Act, 2012. Specifically, the paper will ensure that the recurrent to development expenditure ratio is been maintained at 70:30 with a bias towards development. It also details how the expenditures will be funded fully from the allocations from the equitable share, Own Source Revenue and Grants from the development partners.
5. The paper covers the following broad areas: review of the fiscal performance of first half of the FY 2018/2019; highlights of the recent economic developments and economic outlook; broad strategic priorities and policies for FY 2019/2020 as indicated in the 2019/2020 County Annual Development Plan(CADP) and the Medium Term Fiscal Framework as outlined in the County Integrated Development Plan (CIDP) 2018-2022.
6. During the medium term, the County Government shall be continue giving priority to programmes/projects articulated in the 2018-2022 CIDP and Governor's manifesto.

7. This fiscal strategy paper articulates economic policies and fiscal reforms as well as sector-based expenditure programmes that the county intends to implement in order to achieve its broad development agenda. The proposed fiscal framework ensures continued fiscal discipline and provides support for sustained growth, broad based development and employment growth that benefits all Datuzens.
8. The County Government will build on the comparative advantage in resource availability and enhance fiscal discipline to navigate through the challenges posed by the global and domestic development in order to sustain and improve the resilience of the county economy.
9. With limited resources, the County government will embrace efficiency in resource utilization to make meaningful gains in poverty reduction. The fiscal framework outlined in this Fiscal Strategy Paper (FSP) requires greater fiscal discipline and alignment of resources to priorities. In particular, better control of expenditure and a clear focus on core mandates by county departments will be required. Thus, in preparing the 2019/2020 budget, departments will be expected to identify savings that will contribute to financing the county government's targeted outcomes in line with the CIDP 2018-2022.

Objectives of the 2019 County Fiscal Strategy Paper

10. The objective of the 2019 County Fiscal Strategy Paper is to set the framework for the preparation of the FY 2019/2020 County budget. It is a requirement under section 117 of the Public Finance Management Act, 2012 that each County Treasury shall prepare and submit to the County Executive Committee the Fiscal Strategy Paper for approval, and the County Treasury shall submit the approved Fiscal Strategy Paper to the County Assembly by the 28th February, 2019. This Fiscal Strategy Paper contains the following:
 - a. The principles that will guide the FY 2019/2020 budgetary process;
 - b. The broad fiscal parameters for the 2019/2020 budget and the key strategies and policies for management of revenues and expenditures;
 - c. The broad strategic priorities and policy goals that will guide the preparation of the budget over the medium term;
 - d. A discussion of risks to the budget parameters;
 - e. The medium-term outlook for county government's revenues and expenditures;
 - f. A discussion of how the Budget Strategies relates to the County priorities as outlined in the County Integrated Development Plan (CIDP) 2018-2022

County's Fiscal Performance for 2015/16 -2018/19

Revenue Analysis

11. The County Government has two major sources of county revenue to fund its operations; equitable share from National government and local revenue. Over the years the equitable share from the national government has accounted for over 85 percent of the County's resource envelope.

12. The actual total Own Source Revenue(OSR) for the first half of FY 2018/19 was Kshs 124 Million comprising of 46.5 million and 77.7 million for first and second quarters respectively. This implies an excess of Kshs 19 Million above the target of Kshs 105 Million.

Table 1 : Flow of revenue from the exchequer per Month

MONTH	2015/16	2016/17	2017/18	2018/19
JULY	264,765,455	285,685,304	272,706,000.	311,664,000.00
AUGUST	297,861,138	321,395,967	272,706,000	202,530,000.00
SEPTEMBER	264,765,455	285,685,304	350,622,000	283,542,000.00
OCTOBER	281,313,296	303,540,636	370,101,000	364,554,000.00
NOVEMBER	297,861,137	321,395,967	389,580,000	405,060,000.00
DECEMBER	264,765,455	285,685,304	311,664,000	
TOTAL	1,671,331,936	1,810,793,482	1,967,379,000	1,567,350,000.00

Local Revenue Analysis

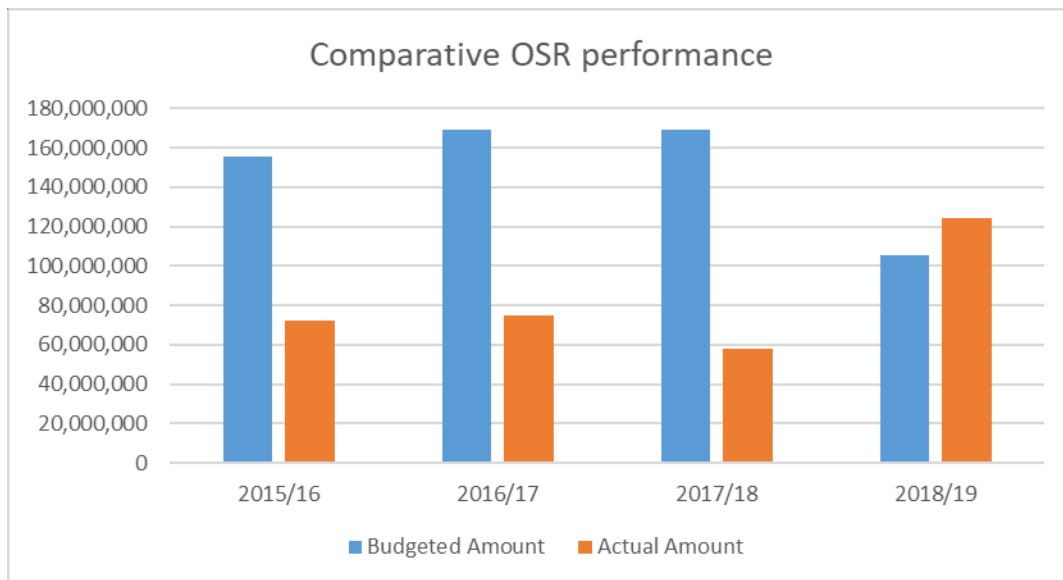
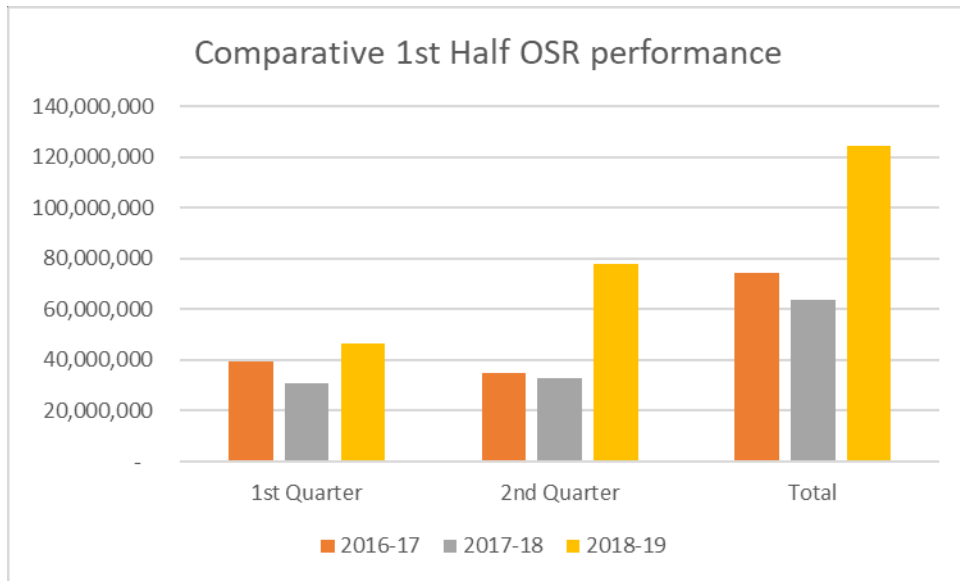
13. The total local revenue collected during the 1st half of FY 2018/19 was Kshs 124 Million marking a significant improvement from Kshs 57.8 Million in FY 2017/18, Kshs 74.4 Million in FY 2016/17 and Kshs 71.9 Million in FY 2015/16.

Table 2 : Comparative first half Own Source Revenue Performance

	2015/16	2016/17	2017/18	2018/19
Budgeted Amount	155,202,663	169,000,000	169,232,755	105,100,766
Actual Amount	71,930,954	74,485,557	57,847,885	124,248,096
Variance	(83,271,709)	(94,514,443)	(111,384,870)	19,147,330

14. In terms of quarterly OSR performance, the second quarter recorded the highest amount in FY 2018/19 slightly below Kshs 80 Million and comparatively above the previous two financial years.

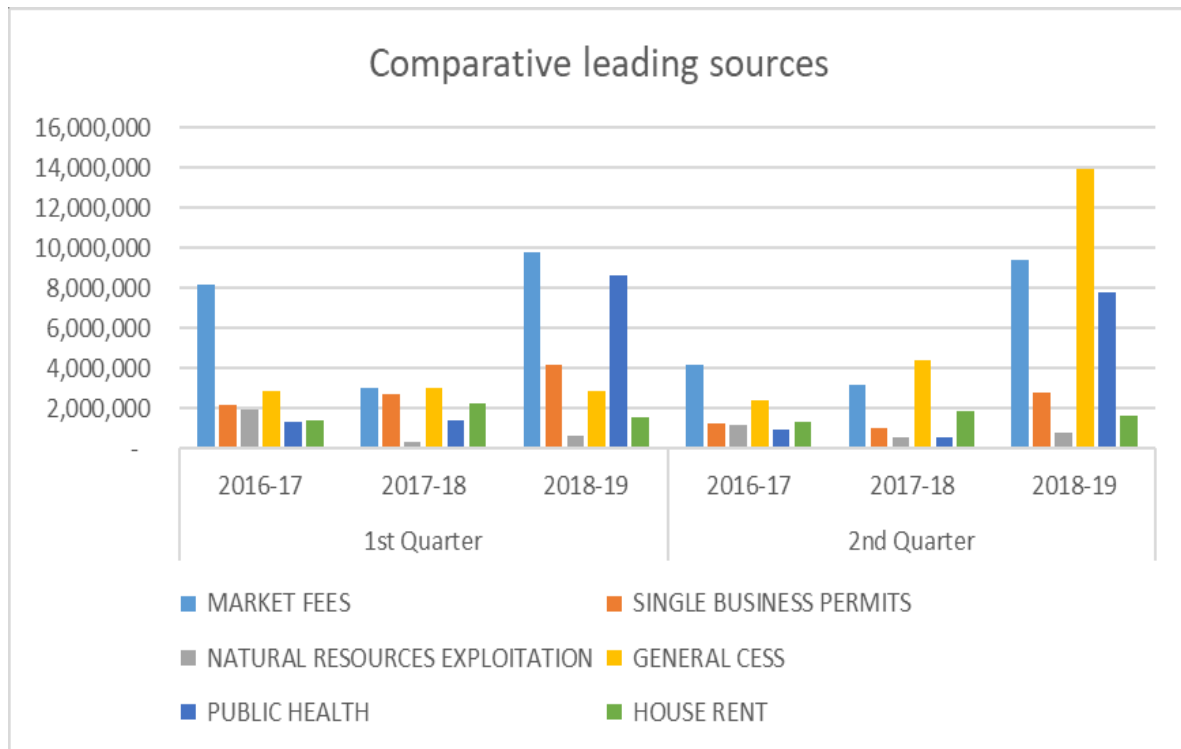
Figure 1: Comparative 1st Half performance



Leading Sources of Revenue

15. The traditional leading sources of OSR continued to perform comparatively in a similar way over the years. General cess was leading at Kshs 13 Million followed by market fees and Public health at Kshs 9.4Million and Kshs 7.7 Million respectively. PSV parking for the 1st half of FY 2018/19 generated Kshs 4.2 Million.

Figure 3: Leading Sources of Revenue



Expenditure

Table 3: Expenditure for the 1st Half per Department

ABSORPTION PER DEPARTMENT FOR FIRST HALF OF FY 2018/19										
		RECURRENT			DEVELOPMENT			TOTAL		
		2018-19 Budget	Actual Expenditure	A. Rate	2018-19 Budget	Actual expenditure	A. rate	Total Budget	1st Half Expenditure	A.Rate
1	County Assembly	590,000,000	283,041,807	48.0%	105,000,000	30,309,437	28.9%	695,000,000	313,351,244	45.1%
2	Public Service and Administration	2,268,831,069	1,014,579,737	44.7%	6,000,000		0.0%	2,274,831,069	1,014,579,737	44.6%
3	Office of the Governor	111,991,000	85,908,144	76.7%	32,700,000	1,564,300	4.8%	144,691,000	87,472,444	60.5%
4	Finance and Economic Planning	231,946,233	197,488,260	85.1%	5,000,000		0.0%	236,946,233	197,488,260	83.3%
5	Agriculture, Livestock and Fisheries	45,665,452	11,546,207	25.3%	285,736,506	11,283,422	3.9%	331,401,958	22,829,629	6.9%
6	Water and Sanitation	19,915,000	6,525,725	32.8%	558,494,798	27,400,863	4.9%	578,409,798	33,926,588	5.9%
7	Education and Libraries	204,153,000	53,580,950	26.2%	227,919,875	76,100,013	33.4%	432,072,875	129,680,963	30.0%
8	Health Services	222,755,307	119,650,407	53.7%	169,988,038	35,714,198	21.0%	392,743,345	155,364,605	39.6%
9	Trade, Tourism and Coop	26,323,000	10,093,119	38.3%	47,400,000	24,849,783	52.4%	73,723,000	34,942,902	47.4%
10	County Public Service Board	17,302,552	9,010,350	52.1%	-	-	-	17,302,552	9,010,350	52.1%
11	Public Works, Housing and Infrastructure	72,474,882	5,507,920	7.6%	280,755,957	64,302,366	22.9%	353,230,839	69,810,286	19.8%
12	Lands, Environment and Natural Resources	18,668,100	13,921,396	74.6%	89,000,000	745,450	0.8%	107,668,100	14,666,846	13.6%
13	Mining	9,112,000	1,207,789	13.3%	6,700,000		0.0%	15,812,000	1,207,789	7.6%
14	Youth, Gender, Sports, Culture and Social	31,192,675	12,633,622	40.5%	160,600,000	41,771,542	26.0%	191,792,675	54,405,164	28.4%
	TOTAL	3,870,330,270	1,824,695,433	47.1%	1,975,295,174	314,041,374	15.9%	5,845,625,444	2,138,736,807	36.6%

Analysis of Recurrent Expenditure

16. This section provides an analysis of operations and maintenance along with personnel emoluments expenditure for the first half year of FY 2018/2019. The first half had an absorption rate of 47% of the total recurrent budget.

Table 4: Recurrent Expenditure by department and item

	Arm/Department	Personnel emoluments	Utilities	Operations and Maintenance	Total	A/R
1	County Assembly	89,935,596	2,117,979	190,988,232	283,041,807	15.51
2	Public Service and Administration	995,750,156	196,352	18,633,229	1,014,579,737	55.60
3	Office of the Governor	750,000	426,299	84,731,845	85,908,144	4.71
4	Finance and Economic Planning	1,150,000	998,099	195,340,161	197,488,260	10.82
5	Agriculture, Livestock and Fisheries	-	325,638	11,220,569	11,546,207	0.63
6	Water and Sanitation	-	300,000	6,225,725	6,525,725	0.36
7	Education and Libraries	-	-	53,580,950	53,580,950	2.94
8	Health Services	98,000	5,585,854	113,966,553	119,650,407	6.56
9	Trade, Tourism and Coop	-	1,589,312	8,503,807	10,093,119	0.55
10	County Public Service Board	-	180,000	8,830,350	9,010,350	0.49
11	Public Works, Housing and Infrastructure	-	215,600	5,292,320	5,507,920	0.30
12	Lands, Environment and Natural Resources	-	249,479	13,671,917	13,921,396	0.76
13	Mining	-	-	1,207,789	1,207,789	0.07
14	Youth, Gender, Sports, Culture and Social	-	892,272	11,741,350	12,633,622	0.69
	Total	1,087,683,752	13,076,884	723,934,797	1,824,695,433	100.00
		59.6	0.7	39.7	100.0	

17. During the period under review, Personnel emoluments represented close to 60% of the county government's total recurrent expenditure. The County Assembly spent Kshs 90 Million on salaries and wages while the County Executive spent Kshs 997 Million. The County government should consider putting in place strategic measures to deal with the ever expanding wage bill at the expense of development.

18. The County Government spent Kshs 723 Million (39%) of the total recurrent expenditure on operations and maintenance. The County Assembly spent Kshs 190 Million while the County Executive spent Kshs 532 Million. The County Assembly, Finance and Planning and health services had the highest expenditures (above Kshs100Million). The least spenders during the period under review were water and sanitation, Public works, mining and trade at below Kshs 10 Million

19. Out of the total recurrent expenditure of Ksh1.8Billion, utilities consumed only 0.7%(Kshs13 Million). The highest spenders at above Kshs 1 Million were the County Assembly, health services and trade.

ANALYSIS DEVELOPMENT EXPENDITURE

20. The total development expenditure of Kshs. 314,041,374 represented 15.9 per cent of the annual development budget of Kshs. 1.97 billion.

Table 5: Development Expenditure for the 1st Half per Department

Department	Development Budget	Development Expenditure	Absorption rate (%)
County Assembly	105,000,000	30,309,437	9.65
Public Service and Administration	6,000,000		0.00
Office of the Governor & Deputy Governor	32,700,000	1,564,300	0.50
Finance and Planning	5,000,000		0.00
Agriculture Livestock and Fisheries	285,736,506	11,283,422	3.59
Water and Sanitation	558,494,798	27,400,863	8.73
Education and Libraries	227,919,874	76,100,013	24.23
Health Services	169,988,038	35,714,198	11.37
Trade and Cooperative Development	53,800,000	24,849,783	7.91
County Public Service Board		-	0.00
Infrastructure and Public Works	279,755,957	64,302,366	20.48
Mining			0.00
Youth, Tourism and Social Development	155,200,000	41,771,542	13.30
Lands Environment and Natural Resources	95,700,000	745,450	0.24
TOTAL	1,975,295,174	314,041,374	100.00

21. Analysis of performance by department shows that, the department of Education and Libraries spent the highest on development with 24.23 percent of the total development

expenditure. Infrastructure and Public Works was second with 20.48 per cent. Public Service and Administration and the department of Finance and Economic Planning did not incur any development expenditure.

CHAPTER TWO: RECENT NATIONAL ECONOMIC DEVELOPMENT AND POLICY OUTLOOK

Global and Regional Economic Developments

22. According to the draft National Budget Policy Statement Global growth is projected to remain steady and grow by 3.7 percent in 2018 and 2019. The leveling-off is driven by the recently announced trade measures, including the tariffs imposed on \$200 billion of US imports from China, closure of output gaps in advanced economies, moderation in trade and investment, and a gradual tightening of financing conditions due to ongoing withdrawal of accommodative monetary policy in advanced economies. Global growth optimism is constrained by rising trade tensions likely to have a negative impact on confidence, asset prices, global trade and investments.

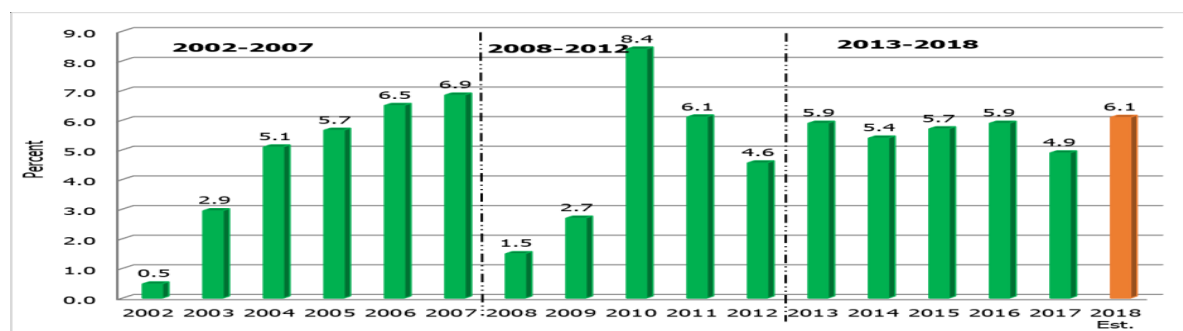
23. Growth prospects for sub-Saharan Africa continue to strengthen. Growth is expected to improve from 2.7 percent in 2017 to 3.1 percent in 2018 and further to 3.8 percent in 2019, supported by a stronger global growth, higher commodity prices, improved capital market access and contained fiscal imbalances in many countries. However, downside risks may arise from uncertainties in the run up to the 2019 general elections in South Africa

24. Growth in the East African Community (EAC) region is estimated to rise to 5.9 percent in 2018 from 5.3 percent in 2017. This growth is driven by a rebound in agricultural activity on the backdrop of favorable weather conditions and a pickup in private sector credit growth. In 2019, economic growth is projected to increase to 6.3 percent supported by a stable macroeconomic environment, ongoing infrastructure investments, and strong private consumption

National Economic Developments and Outlook

25. According to the draft 2019 National Budget Policy Statement, Kenya's economic growth has remained strong and resilient even under emerging global challenges, supported by strong public and private sector investment and appropriate economic and financial policies. The broad-based economic growth has averaged 5.6 percent for the last five years outperforming the average growth rate of 4.7 percent in the period 2008 to 2012 and 4.6 percent in the period 2002 to 2007. The economy grew by 5.8 percent, 6.2 percent and 6.0 percent in the first, second and third quarters of 2018 respectively, up from 4.7 percent in similar quarters in 2017. This growth is supported by a strong rebound in agricultural output, steadily recovering industrial activity, and robust performance in the services sector.

Chart 1: Trends in Kenya’s Economic Growth Rates, Percent



Source: Kenya National Bureau of Statistics

26. The economy continues to register macroeconomic stability with low and stable interest rates and a competitive exchange rate to support exports. Month-on-month overall inflation remained stable and within target at 5.7 percent in December 2018 from 5.6 percent in November 2018, largely on account of low food prices following favourable weather conditions and a decline in energy prices due to lower prices of electricity and diesel. However, overall inflation increased from 4.5 percent in December 2017 to 5.7 percent in December 2018 on account of an increase in international oil prices.

27. The foreign exchange market remains stable supported by a continued narrowing in the current account deficit. The current account deficit is expected to narrow to 5.2 percent of GDP in 2018 from 6.3 percent in 2017, with strong performance of agricultural exports particularly tea and horticulture, increased diaspora remittances, strong receipts from tourism, and lower imports of food and Standard Gauge Railway (SGR) related equipment relative to 2017.

28. Over the medium term, economic growth is expected to rise gradually to 7.0 percent per annum due to investments in strategic areas under the “Big Four” Plan that aim to increase job creation through the manufacturing sector, ensure food security and improved nutrition, achieve universal health coverage and provide affordable houses to Kenyans. These efforts will support the business environment, create jobs and ultimately promote broad based inclusive growth.

29. Kenya continues to be ranked favorably in the ease of doing business and as a top investment destination. In the 2019 World Bank’s Doing Business Report, Kenya was ranked position 61 in 2018 moving 19 places from position 80 in 2017

National economic development pillars in the Medium Term Plan III

30. The National Treasury’s 2019 Budget Policy Statement (BPS) and the Medium term Plan III-2018-2022 outlines the broad policy direction for the National Government. It is indicated that the National Government will continue to prioritize the implementation of the “Big Four” economic Strategy. This strategy aims at: -

- a. Increasing the manufacturing share of GDP from 9.2% to 15 % and agro-processing to at least 50 % of total agricultural output;
- b. Providing affordable housing by building 500,000 affordable houses in five years across the country;

- c. Enhancing Food and Nutrition Security (FNS) through construction of large-scale multi-purpose and smaller dams for irrigation projects, construction of food storage facilities and implementation of high impact nutritional interventions and other FNS initiatives; and
- d. Achieve 100% universal health coverage.

Further the National Government will continue to consolidate the gains made in devolution in order to provide better service delivery and enhanced economic development.

CHAPTER THREE: FISCAL FRAMEWORK AND COUNTY STRATEGIC PRIORITIES FOR 2018/19 AND THE MEDIUM TERM

2019/2020 FISCAL FRAMEWORK AND POLICY

Fiscal Policy

31. The major policy thrust of the FY 2019/2020 and the medium term for this second County Government is accelerated socio-economic transformation with special emphasis to food security and wealth creation. This agenda is aimed at;

- a) Improvement of access to clean and potable water for both urban and rural areas
- b) Increasing agricultural and livestock production for food security and wealth creation;
- c) Improving access to quality and affordable social services-including quality Health care and education
- d) Socio-economic empowerment of the youth, Women and PWDs through employment creation and ease of access to credit
- e) Reduction in the cost of doing business and attracting investments through development of key infrastructure including roads network and energy.

32. Over the medium term, the Government will pursue Fiscal and management policies aimed at streamlining recurrent expenditure while at the same emphasizing on capital investment. Some of the policies and strategies to be adopted include:

1. Feasibility studies and other related initial studies before commencing a project should be made mandatory for all proposed projects. Technical reports should be given to form the basis of project conceptualization and implementation.
2. Planning, approval and implementation of projects should be based on viability and sustainability of the same
3. For huge capital projects the planning and implementation should be in phases to ensure efficiency considering the limited resource basket per disbursement.
4. The county should enhance its Own Source revenue collection to supplement the funds received from the Exchequer.

Revenue side

1. Improved collection and efficiency in Own Source Revenue including full automation and restructuring of systems. The County should avoid over relying on the equitable share for development expenditure.
2. The County Government should consider pursuing Asset based financing as a way of boosting its development agenda given the pressures exerted by the Wage bill and recurrent expenditures. This should only be directed towards acquisition of capital equipment/plants meant for development
3. Promotion of Private-Public Partnerships (PPPs) and reaching out to donors to enhance resource mobilization

4. Sensitization of the public on the need to pay through cashless platforms (ie)MPESA PAY BILL and KCB ACCOUNT.
5. There is need to undertake a baseline survey county wide. This will help in validating the data being held by Revenue directorate
6. There is need to have a new and up dated valuation roll with a view of enhancing revenue collection.
7. The County should endeavour to urgently collect all outstanding lands rates and rents to boost Own Source revenue
8. Enhance internet connectivity in all our four sub Counties Main Revenue office.
9. The revenue directorate/Enforcement should be allocated enough budgetary provision to enable mobilization of county own revenue source.
10. Other County departments should strive to provide services as required ie. provision of cleaning services, maintenance of markets, Bus parks and payment of utilities in our facilities in time, and rehabilitation of roads among other service delivery projects to encourage tax payer self-compliance.

Expenditure side

1. The completion of all critical and viable ongoing programmes and projects should be given the first priority in funds allocation.
2. The County government should develop a policy on Projects management that will ensure prioritization of high impact quick win projects. This policy will discourage the thin spreading of resources with little or no corresponding benefit.
3. On the issue of huge pending bills, the County will implement the recommendations of the pending bills and Task Force committees. There should also be proper documentation of pending bills and assets as well as closer monitoring of the same
4. Spending should be directed towards the most critical needs of the County. Non-priority expenditures should be avoided while funding to areas with high impact intensified.
5. To address the high wage bill, the county will implement the recommendations of the Job Evaluation report by State Department of Public Service(DPM) to ensure optimal level of staff and at the same time increasing efficiency.
6. Further to streamline expenditure, there is need to strengthen monitoring, evaluation and reporting at the project/programme, department and county levels.
7. To link planning and budget formulation it is imperative that the Sector working Groups (SWGs) be revamped. The SWGs should be empowered to spearhead sectors' public hearings and reporting on sectors' priorities and budget proposals.

2019/2020 Revenue Projections

33. The Total resource envelope projected for the FY 2019/2020 budget is 5.38 Billion. A total of Kshs 4.15 Billion is expected from the National government as equitable share. The projected Own Source Revenue stands at Kshs 320 Million. Further, the County expects an estimated Kshs 734 Million as conditional grants from the National Government and development partners.

Table 6 : Comparative Fiscal Framework for FY 2014/15-2020/21

SOURCE	ACTUAL	ACTUAL	BUDGETED	BUDGETED	BUDGETED	PROJECTED	
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Equitable share	2,887,455,925	3,309,568,191	3,571,066,305	3,888,770,080	3,934,009,800	4,154,000,000	4,220,220,340
Local Revenue	216,680,956	172,765,505	355,587,656	398,465,449	300,000,000	320,000,000	340,000,000
Conditional Grants	50,376,504	222,995,845	238,344,028	290,499,973	290,500,000	181,260,314	200,000,000
(Loans & Grants)		12,400,000	245,901,101		359,389,189	734,315,201	800,000,000
Balance B/F	508,409,335	42,958,485	241,413,021		356,000,000		
	3,662,922,720	3,760,688,026	4,652,312,111	4,517,735,502	5,239,898,989	5,389,575,515	5,560,220,340

34. The county expects to receive Kshs 5.2 Million as compensation for user fee forgone, Kshs 55.6 Million for VTCs and Kshs 120 Million will be used under the Roads Maintenance and Fuel Levy Fund. Further, Kshs 734 Million is expected as loans and grants from development partners. This include; Kenya Urban Support Programme(KUSP), Kenya Devolution Support Programme(KDSP), Kenya Smart Climate Agriculture Programme(KSCAP) and Water and Sanitation Development(WSP).

Table 7 : 2019/2020 Sources of Revenue by Type

SOURCE OF REVENUE	AMOUNT (Kshs.)
Equitable share	4,154,000,000
Own-Source Revenue	320,000,000
	4,319,000,000
<u>Conditional Grants</u>	
Compensation for user fee forgone	5,235,578
Rehabilitation of Youth Polytechnics	55,638,298
Road Maintenance & Fuel Levy Fund	120,386,438
Loans and Grants	734,315,201
Total	915,575,515
Total Resource Envelop	<u>5,389,575,515</u>

2019/2020 Expenditure Projections

35. Based on the county's fiscal policy and in compliance with the fiscal responsibility principles outlined above in the PFM Act 2012, the county's expenditure for the budget period in 2019/2020 is projected as follows:

Recurrent Expenditure

36. Recurrent expenditure is projected at 65% of total expenditure. This will however be spent to support capital expenditure in line with the programme based budgeting framework. This will go a long way in supporting robust economic growth in the County while ensuring prudence and caution in the application of resources.

37. The County's wage bill continues to exert undue pressure on the recurrent vote and this could undermine development if not mitigated. Restraining the growth of the county's wage

bill is a priority in the medium term in order to sustain growth. This will be achieved through the following measures:

1. Containing wages and salaries of public entities by limiting the size of the public service.
2. Implementing the recommendations of the job evaluation exercise conducted for the County Government by the State Department of Public Service(DPM).
3. Realigning the existing staff with the functions of the county government as entrenched in the constitution to avoid duplication of roles in the departments.

Development Expenditure

38. Development expenditure in 2019/2020 and the medium term is projected at 35% of total expenditure. This is consistent with the objective of progressively allocating more resources for critical capital projects.

39. The projection is based on the assumption that there will be high absorption capacities for the spending agencies for development funds and that there will be continued implementation of the county government's development agenda by investment in high impact initiatives and other projects as outlined in the CIDP.

County's Strategic Priorities for 2019/2020 and the medium term

40. The County Government will implement its accelerated transformative agenda. Priority will be given towards projects with high impact for socio –economic development. The priority areas that will continue to be pursued in 2019/2020 and the medium term include:

The 7 Broad County priorities

1. Increasing access to clean, quality, affordable and potable water for all households, schools and health facilities. (WATER)
2. Improved Food and Nutrition Security and community resilience through provision of adequate water for irrigation, livestock and wildlife throughout the County. (FOOD SECURITY)
3. Improved household income and livelihood through value addition, marketing and establishment of fruits, tomatoes, beef and dairy processing plants. (INCOME)
4. Investing sufficiently in quality, accessible and affordable health care services including provision of prerequisite equipment, drugs and health personnel. (HEALTH)
5. Ensuring quality education through development of ECDE and Library services, equipping of schools and enhanced bursaries allocation (EDUCATION)
6. Provision of quality infrastructure including improved roads network, ICT, quality housing, Land management and adoption of alternative sources of energy. (INFRASTRUCTURE)
7. Empowerment of Youth, women, and vulnerable members of the community through establishment of small scale cooperatives, talents identification and nurturing and improved access to cheap and affordable credit. (COMMUNITY EMPOWERMENT)

CHAPTER FOUR: MEDIUM TERM EXPENDITURE ESTIMATES AND DEPARTMENTAL CEILINGS

41. The sectoral allocation for the FY 2019/2020 and the medium term are influenced by the necessity to finance projects that directly support economic growth and reduce poverty. Attention will be given to projects that improve the quality of life of the residents in the county. The allocations are informed by the county goals and peoples aspirations as captured in the draft County Integrated Development Plan (CIDP) 2018-2022.

42. Given that the sectoral demands for funds are very high while the available resources are limited it was important to come up with a fair way of distributing allocations. The following criterion has been used in the proposed 2019/2020 departmental allocations.

1. In the recurrent expenditure category non-discretionary expenditures/Statutory obligations such as salaries take first priority.
2. Citizens prioritization during the CIDP 2018-2022 public participation forums.
3. Projects and programme with moderate costs implications but with high impact on transforming lives and employment creation
4. On-going and Critical infrastructure improvement projects
5. The baseline estimates also reflects the current departmental spending levels-Current absorption rates

Details of Sectoral and Departmental Priorities and Baseline Ceilings

43. Based on the resource envelop projected above and the broad county priorities, County departments have been allocated funds as discussed below and detailed in Annex 1.

Water and Sanitation sub-sector

44. During the FY 2019/20 and the medium term, the Strategic Priorities to be implemented by the department of Water and Sanitation include:

1. Increasing access to portable and affordable water in rural areas and urban centers
2. Provision of water for livestock
3. Promotion of water harvesting
4. Securing and conserving the critical water catchment areas
5. Management of storm water and convert it to useful water.

In order to implement its prioritised programmes the department has been allocated a total of Kshs 95 Million accounting for 2.1 % of the total County budget. This amount excludes Kshs 400 Million conditional funds from the World Bank

Lands, Environment, Natural Resources, Transport and housing sub-sector

45. The department's mission is to provide an enabling Environment for the sustainable land, Environment and Natural Resource utilization through appropriate policy environment, effective support service, appropriate innovation, linkages and sustainable natural resources management for increased productivity social economic development and industrialization.

The subsector has been allocated a total of Kshs 86 Million accounting for 1.9% of the total county budget.

Agriculture, Livestock and Irrigation Development Sector

a. Agriculture sub-sector

46. During the FY 2019/20 and the medium term, the department has lined up priority projects and programmes which include: Crops development, pests and diseases control, Promotion of Drought tolerant crops, revitalization of Horticultural Production Centres (HPC), Promotion of macadamia and avocado, sorghum and cotton development, Rice Production, milling and value addition, Strengthening extension services, Enhancing accessibility to affordable inputs and credit, promotion of banana value chain, Promotion of sustainable land use practises - Soil and water management, Soil fertility management, rehabilitation of gullies and protection of water catchment and wetlands, Rehabilitation of seed farms, Revitalization of agriculture mechanization services, Promotion of Agro – forestry, and Provision of Agriculture Development fund

b. Livestock, Veterinary and Fisheries sub-sectors

47. The department has lined up the following priorities and programmes for FY2019/20 and the medium term:

1. Promotions of livestock value addition ventures such as milk and leather processing.
2. Promotion of sustainable utilization of inland capture fisheries through: strengthening the BMUs; Control of fishing effort and strengthening of enforcement of fisheries legislations;
3. Range rehabilitation and water improvement for livestock in the ranches;
4. Maintenance of facilities at livestock multiplication centres in Bachuma and Mwatate
5. Maintenance and Improvement of facilities for livestock Holding Grounds;
6. Purchase of livestock feed milling equipment, Auction Rings and sale yards
7. Enhancing fish safety, quality assurance, value addition and marketing;
8. Promotion of appropriate fish handling and preservation technologies and Promotion of value addition and marketing of fish and fishery products.

To implement these prioritised programmes, the department has been allocated a total of Kshs 74 Million accounting for 1.6 % of the total county budget. The county further proposes an allocation of Kshs 50 Million towards creation of an Agribusiness development Fund

Health Services Sector

48. Establishment of critical care Services at Moi County Referral Hospital, equipping of all new health facilities and refurbishment of existing health centres are some of the priority programmes earmarked for FY 2019/20.

To implement these priority projects, the department has been allocated a total of Kshs 220 million accounting for 4.8% of the county budget. This amount excludes conditional grants from the National Government comprising of: compensation for user fees forgone; free maternal health care and leasing of medical equipment

Trade, Youth and Sports Development

49. The department will continue to implement its core mandate by pursuing the following Strategic Priorities for 2019/20. These include: Trade and Markets Development; Sports development and youth empowerment.

To implement these priority programmes, the department has been allocated a total of Kshs 63 Million accounting for 1.4% of the county budget.

Education and Library Services Sector

50. The key priorities for FY 2019/20 and the medium-term will include:

1. Promotion of access, retention and completion rates for secondary and tertiary institutions through enhancement of education fund to adequately address the demand for scholarships, loans and bursaries, mentorship and career guidance and Scholarship for specialised courses.
2. Strengthen early childhood education through Infrastructure improvement, staffing, grants, community sensitization, feeding program, growth monitoring, teaching/learning materials and graduation.
3. Increase enrolment in VTC through Rebranding, capitation grants, bursaries, infrastructure improvement, and employment of instructors, expansion on courses, increase of examination centres and community sensitization on vocational skills
4. Enhancing good performance in National examinations through provision meals and sanitary during examination period
5. Promote reading culture and access to reading materials through library infrastructure improvement, Mobile library services and community sensitization
6. Promote total child development through improved Childcare facilities

To implement these prioritised programmes and projects the department has been allocated a total of Kshs 96 Million accounting for 2.1 % of the county budget. This amount excludes Kshs 55 Million conditional funds from the National Government towards development of Vocational Training Centres(VTCs)

Public Works and infrastructure

51. The department will implement the following priorities:

1. Improvement of existing roads network
2. New road formation
3. Improvement of housing
4. Provision of technical infrastructure

These priorities will be implemented with a total allocation of Kshs 107 Million accounting for 2.4% of the county budget. This amount excludes Kshs 120 Million conditional grants expected from the Roads Maintenance and Fuel Levy Fund(RMFLF)

Public Service and Administration

52. The department is planning to implement the following strategic priorities:-

1. Promote Public Participation in Decision-Making and Development Process
2. Promote Effective Service Delivery through well Coordination of service provision
3. The Promote peace, security and more resilient communities to disaster in the county
4. Human Resource management and Performance management system

Finance and Economic Planning

53. The department's Strategic Priorities for 2019/20 and the medium term include:

1. Prudent financial management: through strengthening of controls; development of sound policies and laws; Automation of accounting and procurement processes,
2. Economic development Planning: through coordination of the preparation of County Intergrated Development Plan, County annual Development Plans and other planning and budgeting documents,
3. Resource Mobilization: Through automation of revenue management, Statistics and documentation: through strengthening of data collection and analysis; establishment of a statistics framework for the county
4. Monitoring and evaluation: Strengthen the continuous tracking of progress in the implementation of programmes

To implement its mandate, the department has been allocated a total of Kshs 166 Million representing 3.7% of the county budget. The amount is inclusive of statutory obligations such as County staff mortgage, building insurance and county staff gratuity and County Emergency fund.

Gover nor and Deputy Gover nor's
Of fice

54. In the FY 2019/20 the major priority to be pursued will be provision of leadership and coordination of county government business. The office will also coordinate special programmes, service delivery and promote activities of County Budget and Economic Forum.

To implement its priorities, the Gubernatorial has been allocated a total of Kshs 160 Million accounting for 3.6 % of the county budget.

County Public Service Board (CPSB)

55. In the FY 2019/20 the CPSB's key priorities will be:

1. Promotion of Ethics and Discipline in the County Public service and the general;
2. Provision of human Resource Capacity to the County government and Provision of adequate administration services to the Board and its stakeholders.

To implement its priorities, the Board has been allocated a total of Kshs 19.5 Million accounting for 0.4% of the county budget.

Gender, Culture and Social services

57. To execute its mandate, which include: promotion of positive culture; ensuring gender equality and social development, the sector has been allocated Ksh. 24 Million accounting for 0.5% of the total county budget.

County Assembly

56. To implement its mandate effectively, the County assembly has been allocated a total of Kshs 550 Million accounting for 12.3% of the county budget.

58. Risks to implementation of 2019/20 priorities

1. The county has been facing Low local revenue collection which might persist in the medium term. This will however be mitigated through diverged strategies to increase revenue which include: exploiting new revenue streams, revamping revenue collection systems and civic education on the importance of paying rents and rates.
2. Irregular disbursement of funds from the National exchequer also poses a risk to the implementation of these priorities. This might also create other problems such as accruing pending bills. This will be mitigated by ensuring that departments come up with proper cash flow projections

Annex 1: Proposed 2019/2020 departmental baseline Ceilings

PROPOSED CFSP DEPARTMENTAL CEILINGS-2019/120						
DEPARTMENT	WAGE BILL	RECURRENT	DEVELOPMENT	TOTAL	2019-2020	
1	COUNTY ASSEMBLY	330,000,000	210,000,000	15,000,000	555,000,000	12.3%
2	GUBERNATORIAL	-	150,000,000	10,000,000	160,000,000	3.5%
3	PUBLIC SERVICE AND ADMINISTRATION	2,140,000,000	47,000,000	-	2,187,000,000	48.4%
4	FINANCE AND ECONOMIC PLANNING		166,863,453	-	166,863,453	3.7%
5	AGRICULTURE, LIVESTOCK, FISHERIES & IRRIGATION		51,000,000	23,000,000	74,000,000	1.6%
6	WATER AND SANITATION		25,500,000	70,000,000	95,500,000	2.1%
7	EDUCATION AND LIBRARIES		46,000,000	50,000,000	96,000,000	2.1%
8	HEALTH SERVICES		180,000,000	40,000,000	220,000,000	4.9%
9	TOURISM, SERVICE DELIVERY, INDUSTRIALIZATION & ENERGY		12,000,000	8,000,000	20,000,000	0.4%
10	PUBLIC WORKS AND INFRASTRUCTURE		27,355,000	80,000,000	107,355,000	2.4%
11	COUNTY PUBLIC SERVICE BOARD		19,500,000	-	19,500,000	0.4%
12	LANDS, MINING, TRANSPORT, HOUSING, ENVIRONMENT AND NATURAL RESOURCES		40,112,000	46,000,000	86,112,000	1.9%
13	GENDER, CULTURE, AND SOCIAL SERVICES		18,000,000	6,000,000	24,000,000	0.5%
14	TRADE, YOUTH AND SPORTS		23,451,995	40,000,000	63,451,995	1.4%
	<i>OTHER PROVISIONS</i>					
1	PENDING BILLS PROVISION		-	100,000,000	100,000,000	2.2%
2	DATU SAWAZISHA FUND			70,000,000	70,000,000	1.6%
3	EDUCATION FUND (BURSARY AND SCHOLARSHIPS)			120,000,000	120,000,000	2.7%
4	AGRIBUSINESS DEVELOPMENT FUND			50,000,000	50,000,000	1.1%
5	WARD DEVELOPMENT PROJECTS			300,000,000	300,000,000	6.6%
	TOTAL	2,470,000,000	1,016,782,448	1,028,000,000	4,514,782,448	100%
		55%	23%	23%	100%	

Annex 2: Own Source Revenue Performance per quarter

COMPARATIVE 1ST & 2ND QUARTELY REVENUE PERFORMANCE-2016/17-2018/19												
REVENUE TYPE	ACTUAL 1ST QUARTER			ACTUAL 2ND QUARTER			% proportion to Total Local Revenue					
	2016/17	2017/2018	2018/2019	2016/17	2017/2018	2018/2019	2016/2017	2017/2018	2018/2019	2016/2017	2017/2018	2018/2019
IMPOUNDING CHARGES	41,300	8,920		37,000	11,800		0.10	0.03		0.11	0.04	
LIQUOR LICENCES	-	1,758,000		3,161,000	314,000			5.72		9.08	0.95	
ADMINISTRATIVE SERVICE FEES	-	35,150	721,035	177,500	188,300	344,775		0.11	1.55	0.51	0.57	0.44
CLAMPING & DECLAMPING FEES	93,400	3,650		5,000	1,500		0.24	0.01		0.01	0.00	
SISAL CESS	583,500	838,025		7,500	664,000		1.47	2.73		0.02	2.02	
SLAUGHTER HOUSES ADMINISTRATION	286,290	339,980	755,660	473,090	536,950	1,061,390	0.72	1.11	1.62	1.36	1.63	1.37
LIVESTOCK AND VETERINARY	123,800	381,700		230,250	197,550		0.31	1.24		0.66	0.60	
FISHERIES	-	8,400		-	1,050			0.03			0.00	
SAND CESS	454,710	950,380		404,350	121,440		1.15	3.09		1.16	0.37	
ENVIRONMENT & REFUSE COLLECTION	306,300	266,200	798,345	163,600	105,755	528,800	0.77	0.87	1.72	0.47	0.32	0.68
PUBLIC TOILET FEES	483,430	275,810		542,395	471,790		1.22	0.90		1.56	1.43	
NATURAL RESOURCES EXPLOITATION	1,959,272	333,440	602,990	1,161,630	553,550	759,749	4.94	1.08	1.30	3.34	1.68	0.98
EXHAUSTER SERVICES	40,000	-		-	-		0.10					
MILEAGE-EXHAUSTER	-	-		-	-							
VARIOUS FEE			6,503,557			1,997,870			13.97			2.57
APPLICATION FOR EXHAUSTER												

	-	-		-	-							
SALE OF TENDER DOCUMENTS	-	1,000		-	-			0.00				
GENERAL CESS	2,827,174	3,000,850	2,860,833	2,434,834	4,416,855	13,947,953	7.13	9.76	6.15	6.99	13.41	17.95
INTEREST & REVENUES FROM FINANCIAL INVESTMENTS	-	39,058		406,947	-			0.13		1.17		
DAILY PARKING FEE												
PUBLIC TOILET FEE												
PSV PARKING FEE			4,100,431			4,223,344			8.81			5.44
FINES AND PENALTIES			192,250			611,633			0.41			0.79
OTHER LOCAL LEVIES	741,155	3,441,068	41,090	52,260	-		1.87	11.19	0.09	0.15		
HEALTH-HOSPITALS	8,552,751	2,434,987		5,272,967	4,547,103		21.57	7.92		15.14	13.81	
OTHER HEALTH AND SANITATION REVENUES						27,817,853	0.00					35.80
PUBLIC HEALTH	1,338,660	1,404,200	8,630,027	962,000	563,050	7,773,745	3.38	4.57	18.54	2.76	1.71	10.00
LAND RATES	1,325,539	820,416		1,066,871	3,060,867		3.34	2.67		3.06	9.29	
GROUND RENT	831,235	519,770		2,103,058	3,040,378		2.10	1.69		6.04	9.23	
RATES CLEARANCE CERTIFICATE	25,500	5,000		107,613	-		0.06	0.02		0.31		
PLOT TRANSFER FEES	51,000	35,000		44,000	35,000		0.13	0.11		0.13	0.11	
OPENING OF FILES	-	2,000		55,000	-			0.01		0.16		
SURVEY AND MAPPING	7,600	-		300	-		0.02			0.00		
PHYSICAL PLANNING	-	-		-	97,280						0.30	
MINING CESS	-	954,679		200,451	1,245,020			3.10		0.58	3.78	
ANNUAL LEASE FEES	-	-		-	-							
NATURAL RESOURCES EXPLOITATION												

PLOT RENTS	329,830	-	3,498,372	83,100	-	3,225,704	0.83		7.52	0.24		4.15
BUS PARK FEES	3,066,180	1,143,000		850,490	2,343,210		7.73	3.72		2.44	7.11	
TAXI,LIGHT TRANSPORT&TUKTUK CABS	-	-		-	-							
MOTORCYCLE CURB	-	-		914,530	108,190					2.63	0.33	
DAILY PARKING FEES(PARKING SLOTS)	895,500	1,271,840		-	1,059,090		2.26	4.14			3.22	
RESERVED PARKING FEES	-	661,830		2,882,540	-			2.15		8.28		
HOUSE RENT	1,387,650	2,228,410	1,524,299	1,328,236	1,885,474	1,651,841	3.50	7.25	3.28	3.81	5.72	2.13
HIRE OF COUNCIL'S EQUIPMENT	-	5,000		36,000	-			0.02		0.10		
ADVERTISEMENT/PROMOTION	-	148,000		1,662,921	-			0.48		4.78		
APPROVAL OF BUILDING PLANS	937,635	538,737		463,338	509,221		2.37	1.75		1.33	1.55	
RENOVATION FEES	-	29,400		1,500	-			0.10		0.00		
RENEWAL OF BUILDING PLANS	-	-		18,400	93,800					0.05	0.28	
DRAWING PLANS FEES	272,600	-		2,500	15,200		0.69			0.01	0.05	
PLOT FENCING FEES	-	-		-	50,000						0.15	
BURIAL SITE FEES	-	13,200		1,700	13,400			0.04		0.00	0.04	
TECHNICAL SERVICES FEES	-	112,750	1,860,240	384,280	46,000	836,397		0.37	4.00	1.10	0.14	1.08
SIGNBOARDS	698,850	221,000		161,380	375,500		1.76	0.72		0.46	1.14	
WEIGHT & MEASURES	-	-		-	-							
APPLICATION FOR SBP/RENEWAL	1,178,600	383,100		498,800	1,549,500		2.97	1.25		1.43	4.70	
HIRE OF TOWN HALL CHAMBERS	50,000	25,000		17,600	1,000		0.13	0.08		0.05	0.00	

MARKET STALLS/SLABS	-	106,600		263,920	208,200			0.35		0.76	0.63	
SOCIAL SERVICES	-	36,769		3,500	36,300			0.12		0.01	0.11	
SOCIAL PREMISES USE CHARGES	346,900	215,700	458,810	719,400	257,700	738,300	0.88	0.70	0.99	2.07	0.78	0.95
SINGLE BUSINESS PERMITS	2,159,830	2,733,449	4,190,833	1,225,520	998,145	2,770,422	5.45	8.89	9.00	3.52	3.03	3.57
HIRE OF STADIUM	47,500	13,500		35,000	17,500		0.12	0.04		0.10	0.05	
COOPERATIVES												
MARKET FEES	8,199,547	3,007,495	9,803,791	4,200,937	3,195,655	9,415,757	20.68	9.78	21.06	12.06	9.70	12.12
WATER SUPPLY ADMINISTRATION	-	-		-	-							
GRAND TOTAL	39,643,238	30,752,463	46,542,563	34,825,208	32,936,323	77,705,533	100	100	100	100	100	100