

**REPUBLIC OF KENYA**



**COUNTY GOVERNMENT OF TANA RIVER**

**COUNTY FISCAL STRATEGY PAPER**

**FY 2025/2026**

**FEBRUARY 2025**

*Consolidating Devolution Gains for Continued Socio-Economic  
Development*

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To obtain copies of the document, please contact:

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**HOLA, KENYA**

The document is also available on the County website: [www.tanariver.go.ke](http://www.tanariver.go.ke)

## FOREWORD

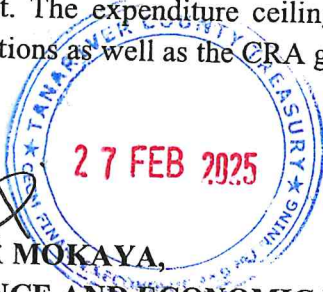
The 2025 CFSP is the thirteenth to be prepared by the County Government of Tana River. This document provides direct linkages between policies, plans and budgets. Additionally, it provides the resource envelope and presents the fiscal framework for the FY 2025/2026 budget estimates and over the MTEF period.

This FY 2025/26 Tana River County Fiscal Strategy Paper (CFSP) is prepared in accordance with the provisions of Section 117 of the Public Finance Management Act (PFMA), 2012 requiring the County Treasury to submit the County Fiscal Strategy Paper by 28<sup>th</sup> February. The strategy paper specifies the Tana River County broad strategic priorities and policy goals which will inform the FY 2025/2026 budget over the medium term. It further gives the forecast on revenues and expenditures and the sector spending limits as a basis for the FY 2024/2025 and the medium term. During the preparation of FY 2025/2026 CFSP document, the technical team took into account views of the public, the Commission on Revenue Allocation (CRA), The National Treasury, the Civil Society Organizations (CSOs) and other stakeholders and groups.

The Policy objectives in this CFSP will focus on continued consolidation of gains made in previous Financial Years for accelerated socio-economic development. The strategic priorities will aim to be all inclusive and strive to ensure that programs and projects actively involve all demographics including the youth, women, and persons with disabilities.

The proposed envelope for the FY 2025/2026 is estimated at **Kshs. 8,953,341,261** with proposed recurrent expenditure of **Kshs. 5,330,558,857** and a development expenditure of **Kshs. 3,622,782,404**. However, these are provisional figures based on the 2025 Budget Policy Statement (BPS) and will be firmed up in the FY 2025/26 Budget Estimates with reference to the 2025 County Allocation of Revenue Act (CARA) and the 2025 County Governments Additional Allocations Act. The expenditure ceilings observe all the provisions in the PFMA 2012, the requisite regulations as well as the CRA guidelines.

  
CPA BRENDA MOKAYA,  
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## ACKNOWLEDGEMENT

The 2025 CFSP provides a framework for the FY 2025/2026 budgeting aimed at achieving the medium-term theme “*Consolidating Devolution Gains for Continued Socio-Economic Development*” which will be realized through the implementation of policies, and completion of ongoing projects and programs aligned to the Third-Generation County Integrated Development Plan.

This CFSP is divided into four sections; Section I; provides the recent economic developments and the policy outlook providing an overview of the recent economic developments and fiscal outlook at the global, regional, national and county level, information on macro-economic variables, update of fiscal performance and emerging challenges and risks to the outlook; Section II gives the County’s strategic blueprint which sets the pace and direction of the document Section III explains the fiscal policy and budget framework; Section IV covers the medium term expenditure framework.

I wish to acknowledge the Governor of Tana River County, H.E. Dr. Major (Rtd.) Dhadho Gaddae Godhana for his support and leadership throughout the preparation of this paper. Special gratitude goes to the County Executive Committee members in charge of various County Government Departments and Agencies for their input in this process. I also appreciate the CECM for Finance and Economic Planning, CPA Brenda Mokaya for her guidance in the development of the paper.

A core team in the County Treasury spent a significant amount of time putting together this paper. We are particularly grateful to the Directorate of Economic Planning and Budgeting and the Financial Reporting Unit for their input. I take this opportunity to thank the entire staff of the County Government of Tana River for their dedication, sacrifice and commitment to public service.

Finally, we appreciate the input and advice of the Commission on Revenue Allocation and the wider public in the preparation of this document.



**MARIAM A. BUNU**  
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## **Legal Basis for the Publication of the County Fiscal Strategy Paper**

Section 117 of the Public Finance Management Act, 2012 states;

1. “The County Treasury shall prepare and submit to the County Executive Committee the County Fiscal Strategy Paper for approval and the County Treasury shall submit the approved Fiscal Strategy Paper to the County Assembly by the 28<sup>th</sup> February of each year.”
2. The County Treasury shall align its County Fiscal Strategy Paper with the national objectives in the Budget Policy Statement.
3. In preparing the County Fiscal Strategy 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.
4. 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.
5. In preparing the County Fiscal Strategy Paper, the County Treasury shall seek and take into account, the views of:
  - a. The Commission on Revenue Allocation
  - b. The public
  - c. Any interested persons or groups
  - d. Any other forum that is established by the PFM Act 2012.
6. 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.
7. The County Treasury shall consider any recommendations made by the County Assembly when finalizing the budget proposal for the financial year concerned.
8. The County Treasury shall publish and publicize the County Fiscal Strategy Paper within seven days after it has been submitted to the County Assembly.

## **Fiscal Responsibility Principles for the County Governments**

Section 107 of the Public Finance Management Act, 2012 sets the principles of fiscal responsibility. Subsection (2) states that: “In managing the county government's public finances, the County Treasury shall enforce the following fiscal responsibility principles:

- a. The county government's recurrent expenditure shall not exceed the county government's total revenue
- b. Over the medium term a minimum of thirty percent of the county government's budget shall be allocated to the development expenditure.
- c. The county government's expenditure on wages and benefits for its public officers shall not exceed a percentage of the county government's total revenues as prescribed by the County Executive member for finance in regulations and approved by the County Assembly.
- d. Over the medium term, the county government's borrowing shall be used only for the purpose of financing development expenditure and not for recurrent expenditure.
- e. The County debt shall be maintained at a suitable level as approved by County Assembly
- f. The financial risks shall be managed prudently,
- g. a reasonable degree of predictability with respect to the level of tax bases shall be maintained, taking into account any tax reforms that may be made in the future
- h. Short-term borrowing as mentioned in (d) above shall be restricted to management of cash flows and shall not exceed five percent of the most recent audited county government revenue.

## Acronyms and Abbreviations

<b>ACRONYM</b>	<b>FULL MEANING</b>
<b>BETA</b>	Bottom-Up Economic Transformation Agenda
<b>BPS</b>	Budget Policy Statement
<b>CAIP</b>	County Aggregation and Industrial Programme/Park
<b>CARA</b>	County Allocation of Revenue Act
<b>CBEF</b>	County Budget and Economic Forum
<b>CBK</b>	Central Bank of Kenya
<b>CBR</b>	Central Bank Rate
<b>CBROP</b>	County Budget Review and Outlook Paper
<b>CFSP</b>	County Fiscal Strategy Paper
<b>CIDP</b>	County Integrated Development Plan
<b>CGAAA</b>	County Governments Additional Allocations Act
<b>DANIDA</b>	Danish International Development Agency
<b>ECDE</b>	Early Childhood Development Education
<b>EDE</b>	Ending Drought Emergencies
<b>FLLoCA</b>	Financing Locally-Led Climate Action
<b>FSRP</b>	Food Systems Resilience Project
<b>FY</b>	Financial Year
<b>IFMIS</b>	Integrated Financial Management Information System
<b>KDSP</b>	Kenya Devolution Support Project
<b>KEMFSED</b>	Kenya Marine Fisheries Socio-Economic Development
<b>KISIP</b>	Kenya Informal Settlements Improvement Project
<b>KUSP</b>	Kenya Urban Support Project
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>OAG</b>	Office of the Auditor General
<b>OSR</b>	County's Own Source Revenue
<b>PFMA</b>	Public Finance Management Act, 2012
<b>VTCs</b>	Vocational Training Centers

## **Outline of County Fiscal Strategy Paper**

This fiscal strategy paper is presented in four sections:

The introduction presented in Section I, presents an overview of the recent economic development and fiscal outlook at the Global, National and County Levels. It also reviews the latest information on the macroeconomic variables, gives update on Fiscal Performance and Emerging Challenges, offers Revised Estimates, Economic Policy and Outlook as well as Risks to the Outlook.

Section II outlines the Programmes for achieving the Tana River County Strategic Blueprint's Objective.

In Section III, the paper describes the fiscal policy and budget framework. The section further highlights the fiscal policy status, Fiscal Strategy Paper's obligation to observe Fiscal Responsibility Principles as set out in the PFMA 2012, Fiscal Structural Reforms, Budget Framework for proposed budget year 2025/26 (Revenue projections, recurrent expenditure forecast, development expenditure projections, and fiscal balance). The section generally outlines the county fiscal strategic objectives that the County is implementing to achieve her fiscal responsibility principles.

Section IV covers the medium-term expenditure framework. It highlights the total resource envelope, Spending Priorities, Medium Term Expenditure Estimates, Baseline ceilings, Finalization of spending plans, Details of Sector Priorities.

# SECTION I: RECENT ECONOMIC DEVELOPMENTS AND POLICY OUTLOOK

## Overview

1. Despite the challenging domestic and external environment, significant success has been registered following the various interventions rolled out by the Government during the past two years. The focused interventions and structural reforms of the Government under BETA have stabilized the economy and supported economic recovery to 5.6 percent in 2023 from 4.9 percent in 2022 following a strong rebound in agriculture after two years of severe drought. Growth is estimated to have slowed down to 4.6 percent in 2024 from a growth of 5.6 percent in 2023 reflecting deceleration of economic activities in the first three quarters of 2024 and the slowdown in private sector credit growth to key sectors of the economy. Growth is expected to pick up to 5.3 percent in 2025 and retain the same momentum over the medium term largely driven by: enhanced agricultural productivity; resilient services sector, and ongoing implementation of priorities under BETA.
2. Inflation has significantly declined from a peak 9.6 percent in October 2022 to 3.0 percent in December 2024 reflecting the effectiveness of the Government's tight monetary policy and pass-through effects of the strengthening exchange rate that have eased food and energy prices.
3. The Kenya Shilling has stabilized significantly appreciating from an average of Ksh 159.7 to the US dollar in January 2024 to Ksh 129.4 in December 2024, an appreciation of 19 percent. The recovery has restored confidence in financial markets and significantly reduced the cost of servicing external debt, creating vital fiscal space for development imperatives. The Kenyan Shilling was supported by increased remittances, adequate foreign exchange reserves and strong exports receipts.
4. Monetary policy stance remains tight to anchor inflation expectations due to the sustained inflationary pressures, the elevated global risks and their potential impact on the domestic economy. The Government has taken measures to stabilize the foreign exchange market which include the Government-to-Government petroleum supply arrangement. This arrangement is mainly intended to address the US Dollar (USD) liquidity challenges and exchange rate

volatility caused by the global dollar shortage and sport market reactions that was driving volatility and a false depreciation that was a scarcity value as well as market distortion.

### Update on Fiscal performance and Emerging Challenges

5. The FY 2024/25 approved budget is **Kshs. 9,309,506,045** which comprises of **Kshs. 7,040,540,708** equitable share of the revenue raised nationally, **Kshs. 1,079,137,206** worth of conditional grants, **Kshs. 96,630,600** of Own Source Revenue (OSR), and **Kshs. 1,093,197,531** as balance brought forward from the FY 2024/25. The Recurrent expenditure is **Kshs. 5,669,164,101** which is 69% of the Total Expenditure, while the development budget is **Kshs. 3,640,341,944** which accounts for 31% of the total budget.
  
6. Absorption of both the recurrent and development allocations for the County in the first half of FY 2024/25 was below the projection. As at 31<sup>st</sup> December 2024, **Kshs. 1,669,795,016** had been absorbed from the recurrent budget while **Kshs. 360,801,101** had been absorbed out of the development budget. This was occasioned by delays in disbursement of equitable share from the National Treasury owing to the delays in approval of the 2024 Finance Bill, 2024 County Allocation of Revenue Bill and delays in the operationalization of the FY 2025/26 budget.

**Table 1: County Government of Tana River - Executive Expenditure Report for FY 2023/24**

Department		Final Approved Estimates	Actual Expenditure 2023/2024	Variance	Absorption rate
		(a)	(b)	(a-b)	(b/a)
County Assembly	<i>Sub-Total</i>	1,043,437,754	893,381,874	-	86
	Rec	677,653,974	623,381,874	-	98
	Dev	365,783,780	623381874	-	88
Office of the Governor and the Deputy governor	<i>Sub-Total</i>	436,641,663	427973615	105,382,337.85	98
	Rec	436,641,663	427973615	105,382,337.85	46
	Dev	-	-	-	31
Finance and Economic Planning	<i>Sub-Total</i>	1,292,782,485	1,139,227,966	313,866,928.95	65
	Rec	545,795,772	539,785,639	59,430,147	67
	Dev	746,986,713	599,442,327	254,436,781.95	85
	<i>Sub-Total</i>	67,981,255	66,401,256	4,522,680	96

Department		Final Approved Estimates	Actual Expenditure 2023/2024	Variance	Absorption rate
		(a)	(b)	(a-b)	(b/a)
County Public Service Board	Rec	67,981,255	66,401,256	4,522,680	57
	Dev	-	-	-	58
Trade, Tourism, Wildlife and Cooperative Development	<i>Sub-Total</i>	338,599,698	155,403,470.0	76,152,108.60	95
	Rec	85,599,698	32,408,470.0	53,191,228.00	37.9
	Dev	253,000,000	122,995,000.0	130,005,000.00	48.6
Agriculture, Livestock, Fisheries, Veterinary	<i>Sub-Total</i>	970,277,611	304,117,448.1	666,160,162.90	31.3
	Rec	196,725,154	125,166,127.1	71,559,026.90	63.6
	Dev	773,552,457	178,951,321.0	594,601,136.00	23.1
Youth, Sports, Gender, Culture and Social Services	<i>Sub-Total</i>	94,683,447	61,111,422.4	33,572,024.60	64.5
	Rec	54,683,447	43,935,777.0	10,747,670.00	80.3
	Dev	40,000,000	17,175,645.4	22,824,354.60	42.9
Education and Vocational Training	<i>Sub-Total</i>	415,802,116	277,208,545.8	138,593,570.20	66.7
	Rec	260,266,669	186,149,427.0	74,117,242.00	71.5
	Dev	155,535,447	91,059,118.8	64,476,328.20	58.5
Medical Services, Public Health and Sanitation	<i>Sub-Total</i>	1,516,764,963	1,296,282,072.9	220,482,890.10	85.5
	Rec	1,315,064,963	1,198,618,342.1	116,446,620.90	91.1
	Dev	201,700,000	97,663,730.8	104,036,269.20	48.4
Special Programs	<i>Sub-Total</i>	178,234,635	171,335,323.0	6,899,312.00	96.1
	Rec	178,234,635	171,335,323.0	6,899,312.00	96.1
	Dev	-	-	0.00	
Roads, Transport, Public Works, Housing and Urban Development	<i>Sub-Total</i>	646,521,095	367,231,385.8	279,289,709.20	56.8
	Rec	78,238,739	53,756,324.6	24,482,414.40	68.7
	Dev	568,282,356	313,475,061.3	254,807,294.70	55.2
Water, Irrigation Environment and Natural Resources	<i>Sub-Total</i>	415,747,278	241,684,212.9	174,063,065.10	58.1
	Rec	122,647,278	78,002,764.0	44,644,514.00	63.6
	Dev	293,100,000	163,681,448.9	129,418,551.10	55.8
Public Service, Administration and Citizen Participation	<i>Sub-Total</i>	1,257,355,017	1,189,806,007.2	67,549,009.80	94.6
	Rec	1,214,355,017	1,182,817,007.2	31,538,009.80	97.4
	Dev	43,000,000	6,989,000.0	36,011,000.00	16.3
Lands and Physical Planning	<i>Sub-Total</i>	111,093,750	83,297,124.0	27,796,626.00	75.0
	Rec	67,000,000	43,511,136.0	23,488,864.00	64.9
	Dev	44,093,750	39,785,988.0	4,307,762.00	90.2

<b>Department</b>		<b>Final Approved Estimates</b>	<b>Actual Expenditure 2023/2024</b>	<b>Variance</b>	<b>Absorption rate</b>
		(a)	(b)	(a-b)	(b/a)
Hola Municipality	<i>Sub-Total</i>	83,575,100	76,315,755.3	7,259,344.70	91.3
	Rec	33,575,100	26,523,250.3	7,051,849.70	79.0
	Dev	50,000,000	49,792,505.0	207,495.00	99.6
Total Recurrent Expenditure		<b>5,311,557,114 5</b>	<b>4,853,551,525.5</b>	<b>458,005,589.</b>	<b>91%</b>
Total Development Expenditure		<b>3,557,940,753</b>	<b>1,897,225,952.6</b>	<b>1,660,714,800</b>	<b>53%</b>
<b>GRAND TOTAL EXPENDITURE</b>		<b>8,869,497,867</b>	<b>6,750,777,478.0</b>	<b>2,118,720,389</b>	<b>76%</b>

*Source: Tana River County Treasury*

**COUNTY GOVERNMENT OF TANA RIVER - EXECUTIVE EXPENDITURE REPORT FY 2024/25 AS AT 31<sup>ST</sup> DECEMBER 2024**

**Table 2: County Government of Tana River Expenditure Report for First Half FY 2024/25**

	RECURRENT			DEVELOPMENT			TOTAL		
	Budget Estimates	Actual Expenditure	Variance	Budget Estimates	Actual Expenditure	Variance	Budget Estimates	Actual Expenditure	Variance
<b>County Assembly</b>	733,643,957	185,172,661	548,471,296	273,754,712		273,754,712	1,007,398,669	185,172,661	822,226,008
<b>Office of The Governor and Deputy Governor</b>	558,967,389	229,619,933	329,347,456	-		-	558,967,389	229,619,933	329,347,456
<b>Finance and Planning</b>	445,911,230	229,619,933	216,291,297	673,476,870	272,655,500	400,821,370	1,119,388,100	502,275,433	617,112,667
<b>County Public Service Board</b>	77,301,400	18,260,261	59,041,139	-		-	77,301,400	18,260,261	59,041,139
<b>Trade, Tourism, Wildlife and Cooperative Development</b>	50,599,698	14,756,283	35,843,415	130,000,000		130,000,000	180,599,698	14,756,283	165,843,415
<b>Agriculture, Livestock, Fisheries and Veterinary</b>	166,697,784	88,410,043	78,287,741	381,910,984		381,910,984	548,608,768	88,410,043	460,198,725
<b>Culture, gender, Youth, Sports and Social Services</b>	107,015,430	7,676,100	99,339,330	3,500,000		3,500,000	110,515,430	7,676,100	102,839,330
<b>Education and Vocational Training</b>	57,266,669	25,770,557	31,496,112	267,800,000		267,800,000	325,066,669	25,770,557	299,296,112
<b>Medical Services, public Health and sanitation</b>	1,535,999,836	510,171,256	1,025,828,580	196,700,000		196,700,000	1,732,699,836	510,171,256	1,222,528,580
<b>Special program</b>	154,395,243	73,712,873	80,682,370	14,257,827		14,257,827	168,653,070	73,712,873	94,940,197
<b>Roads, Transport, Public works, Housing and Urbanisation</b>	70,147,977	9,136,185	61,011,792	885,108,627		885,108,627	955,256,605	9,136,185	946,120,419
<b>Water, Energy, Mining, Forestry and Natural Resources</b>	44,493,611	8,097,360	36,396,251	353,009,158		353,009,158	397,502,769	8,097,360	389,405,409
<b>Public Service, Administration and Citizen participation</b>	1,482,330,311	432,968,270	1,049,362,041	20,000,000		20,000,000	1,502,330,311	432,968,270	1,069,362,041
<b>Lands and Physical Planning</b>	39,593,750	11,191,590	28,402,160	100,000,000		100,000,000	139,593,750	11,191,590	128,402,160

<b>Hola Municipality</b>	79,854,266	10,834,302	69,019,964	-		-	79,854,266	10,834,302	69,019,964
<b>Environment and Climate Change</b>	64,945,550	6,345,167	58,600,383	340,823,766		340,823,766	405,769,316	6,345,167	399,424,149
<b>TOTAL</b>	<b>5,669,164,101</b>	<b>1,861,742,774</b>	<b>3,807,421,327</b>	<b>3,640,341,944</b>	<b>272,655,500</b>	<b>3,367,686,445</b>	<b>9,309,506,045</b>	<b>2,134,398,273</b>	<b>7,175,107,772</b>

*Source: Tana River County Treasury*

7. The County Government departments reported some challenges during the previous MTEF period: Delays in operationalization of FY 2024/25 Budget Estimates (occasioned by the rejection of the 2024 Finance Bill and subsequent delays in ascension of the County Allocation of Revenue Act) delays in operationalization of the Budgets and delays in procurements for goods and services. There were also delays in the exchequer disbursement of funds resulted to delayed procurement processes and subsequently causing delays in the implementation of projects.

### **Revised Estimates**

8. The Budget Estimates for the FY 2024/25 have been revised (the Estimates that were approved by the County Executive Committee were forwarded to the County Assembly in February, 2025). This is to adjust revenue following the revision of the Division of Revenue Act, 2024 and the County Allocation of Revenue Act, 2024 and to provide for unforeseen needs. Revenues shrunk from **Kshs. 9,309,506,045** to **Kshs. 9,177,723,692**. The Recurrent expenditure was revised to **Kshs. 5,412,830,179** which is 59% of the Total Expenditure, while the development budget was revised to **Kshs 3,764,777,514** which accounts for 41% of the total budget.

### **Economic Policy Outlook**

9. The County Government of Tana River will continue to pursue prudent fiscal policy to ensure stability while cultivating an environment for sustainable management of public finances. The County Government is also committed to clear pending bills as prescribed by law and various advisories from the National Treasury and the Controller of Budget.
10. The County had a stock of **Kshs. 4,081,776,047.65** (that includes Kshs. 1.6 billion of ineligible pending bills for the FYs 2018/19 and 2019/20) worth of pending bills as the beginning of the FY 2024/25. The allocation towards the settlement of pending bills in the original Budget Estimates for the FY 2024/25 is **Kshs. 790,701,588**. The Tana River Ineligible Pending Bills Resolution Committee is in place to resolve ineligible pending bills for the FYs 2018/19 and 2019/20. This huge stock of pending bills continues to exert pressure on the fiscal space, hinders the completion of projects and erodes the confidence of suppliers and contractors to

trade with the County government. The County shall continue to prioritize the allocation of resources towards the settlement of pending bills.

11. Fiscal policy will continue to support County development economic activities within a context of sustainable public financing. This process will be strengthened in the FY 2025/26 by formulating policies to support private sector involvement in the county economy and investing in physical infrastructure that supports the movement of people, goods and services.
12. The County Government will continue with rationalization of expenditure to improve efficiency and reduce wastage in the wake of austerity measures required in the current liquidity crunch. Expenditure management will be strengthened with continued implementation of the Integrated Financial Management Information System (IFMIS) across all the departments, including full operationalization of e-procurement and requisite capacity building for its use in budget implementation.
13. The county will continue redirecting expenditure towards priority Programmes including those identified in public consultative forums. The critical Programmes to be implemented are expected to accelerate economic activities and socio-economic welfare.
14. The outlook points to a continued macroeconomic stability, which will support robust growth, lower fiscal deficits and contain inflation. The County continues to align its strategic priorities with the National agenda (BETA), so as to reduce the cost of living and improve livelihoods. BETA targets five core priority areas namely: i) Agricultural Transformation and Inclusive Growth; ii) MSME Economy; iii) Housing and Settlement; iv) Health Care; and v) Digital Superhighway and Creative Industry. Initiatives at county level include the County Aggregated Industrial Park Program (CAIP); Universal Healthcare programs; Food security and nutrition programs; and affordable housing through the eco-villages cluster programme. These initiatives are expected to enhance growth, create jobs and promote inclusive growth.

### **Risks to the Outlook**

15. The County experienced a significant increase in the County Own Source Revenue Collection. However, without comprehensive revenue mapping and enforcement there may be leakages

which could threaten the realization of the set target and hence a budget deficit which will affect the adequate financing of the outlined projects and programs in the medium term.

16. The County Government shall put in measures to mitigate against the adverse effects of the outlined risks, such as automation and conducting a revenue mapping exercise across the County.

**Table 3: Risks and Mitigation Measures**

<b>S/No</b>	<b>Risk</b>	<b>Mitigation Measure</b>
<b>1.</b>	<p><b>Emergencies and disasters</b></p> <p>More frequent and more severe natural disasters: drought, floods, locust invasion, and human and livestock disease outbreaks.</p>	<p>Strengthening the capacity of the Department of Cohesion and Special Programmes to coordinate emergency response, relief and recovery initiatives. This includes implementation of the Disaster Risk Management Act and operationalization of the Disaster Risk Management Fund. The Emergency Fund and the Climate Change Fund will complement the DRM Fund.</p> <p>The County continues to invest in adaptation measures against drought. These include establishment of fodder production and preservation, establishment of water harvesting structures in the hinterland to promote water security for pastoralists</p> <p>In recognition of the impact of climate change on the emergencies/disaster landscape, the County will implement climate change mitigation and adaptation projects including the FSRP and FLLoCA.</p>
<b>2.</b>	<p><b>Pending bills</b></p> <p>Pending bills expose the County to litigation, erodes the confidence of contractors and suppliers to the County Government, and constrains resources</p>	<p>Efforts have been put in place to reduce over-commitment in the implementation of projects and Programmes in development and recurrent expenditure exercising controls.</p> <p>The county is keen to clear pending bills to reduce the risk of litigation, boost the confidence of contractors and suppliers in the County Government and spur the County economy.</p>

	<p>available for new Programmes and projects.</p>	<p>The County will prioritize settlement of ineligible pending bills approved for payment by the ineligible pending bills resolution committee (those for the FY 2017/18 and before, and for the FYs 2018/19 and 2019/20). Alongside these, the County shall settle pending bills for the FYs 2020/21, 2021/22, 2022/23 and 2023/24 that are necessary to secure continuity in government operations.</p> <p>The County will strengthen the regular reporting of pending bills in the financial statements as well as preparation of monthly payment plans for pending bills.</p>
<p><b>3.</b></p>	<p><b>Over-reliance on transfers from National Government.</b></p> <p>Equitable share of revenue raised nationally constitute a significant proportion of the county's revenue sources. The marginal growth of these transfers and the delays in disbursements affects the implementation of Programmes and projects.</p>	<p>The County will endeavor to reduce the over-reliance on transfers from National Government by stepping up efforts to unlock revenue streams and improve revenue administration.</p> <p>Further, the County will strengthen efforts to attract and retain partnerships with Development Partners.</p>
<p><b>4.</b></p>	<p><b>Weak financial reporting</b></p>	<p>The County Treasury shall conduct skills training for accountants and other technical staff responsible for both financial and non-financial reporting. Interviews have also been conducted in the ongoing recruitment strategy for the department to address skill gaps in reporting.</p>

		Moreover, the County Treasury shall continually sensitize County Departments and Agencies on their responsibility to report and consider sanctions where such deadlines are not met.
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## **SECTION II: CONSOLIDATING DEVOLUTION GAINS FOR CONTINUED SOCIO-ECONOMIC DEVELOPMENT**

### **Overview**

17. The 2025 CFSP is the thirteenth to be prepared in Tana River County. Its purpose is to build direct linkages between policies, plans and budgets. It provides the resource envelope and presents the fiscal framework for the FY 2025/2026 budget estimates and over the medium term.
18. According to the 2025 Budget Policy Statement, the Kenyan economy remained strong and resilient in the first three quarters of 2024 despite its growth being relatively slower than the corresponding period in 2023. In the first three quarters of 2024, the economic growth averaged 4.5 percent (5.0 percent Q1, 4.6 percent Q2 and 4.0 percent in Q3) compared to an average growth of 5.6 percent (5.5 percent Q1, 5.6 percent Q2 and 6.0 percent in Q3) in 2023. The growth in the first three quarters of 2024 was primarily underpinned by strong performance in the agriculture sector, a slight recovery of the manufacturing sector, and the resilience of services sector.
19. Taking into account the performance of the economy in the first three quarters of 2024 and the slowdown in private sector credit growth to key sectors of the economy growth is estimated to expand overall by 4.6 percent in 2024 and 5.3 percent in 2025. These projections are mainly supported by: a robust services sector and recovery of manufacturing sector; robust agricultural productivity and improvement in exports.
20. The outlook will be reinforced by implementation of policies and reforms under the priority sectors of the Bottom-Up Economic Transformation Agenda (BETA) and improvement in aggregate demand. Additionally, implementation of prudent fiscal and monetary policies will continue to support economic activity
21. The county economy is vulnerable to both exogenous and endogenous shocks that threaten macro-economic stability. Inadequate implementation of fiscal policies has resulted in accumulation of pending bills over previous FYs, which has in turn affected businesses, especially Small and Medium Enterprises (SMEs).

## County Strategic Objectives

22. The County Government will over the medium-term focus on the decisive investment in the social sectors to reduce the cost of living at household level, decisive investment in sectors that will unlock economic and financial opportunities such as trade and agriculture, completion of ongoing projects as well as Monitoring and Evaluation of projects and Programmes to track progress and achievement of their prescribed outcomes, goals and impacts.
23. In FY 2025/26, the County Government will continue to focus on the following areas: Urban Planning and Climate Proof Infrastructure Development; Investing in Modern and Commercially-oriented Agriculture and Livestock; Investing in Quality and Affordable healthcare; Investing in Quality and Accessible Education; Investing in Environment, Water and Sanitation; Investing in Youth, Sports and Culture Promotion; and creating an enabling environment for socio-economic development through good governance and intergovernmental relations.
24. This CFSP therefore outlines key strategic objectives that forms the 2025/2026 priority interventions that the county government intends to achieve. It reaffirms policies and strategies indicated in the implementation matrix of the Third-Generation County Integrated Development Plan (CIDP III) as well as the corresponding ADP derived from it. The strategic interventions include:
- a. **Investing in Urban Planning and Climate-Proof Infrastructure Development:** The County will focus on infrastructural development such as rehabilitation of County roads; Establish housing units in areas where county government institutions are domiciled (Ngao hospital, Garsen, Bura, Madogo, Waldena and Hola); continued physical planning and climate proof development of the ecovillage cluster program areas and the completion of the County Headquarters.
- The following will be pursued under the Hola Municipality: installation of street lights in Hola; Fencing of dumping sites; and construction of sewerage treatment plant.

To enable efficient service delivery through ICT services, the County intends to construct an ICT resource center in Tana North and operationalize the ICT resource center at Minjilla.

The County will also invest in land use management through continued investment in the completion of the County Spatial Plan and the Hola Municipality Spatial Plan, surveying and titling of urban centres, preparation of local physical development plans for urban areas, community land registration and formalization of existing settlements.

Capital investment to fund these interventions will be expected to originate mainly from the existing conditional grants such as the Kenya Informal Settlements Improvement Project (KISIP), Kenya Urban Support Program (KUSP), and the Supplement for Construction of County Headquarters.

b. **Investing in accessible and quality education:** Through this outcome, the county intends to enhance enrolment, retention and transition of learners across all education levels but especially in Early Childhood Education and in Vocational Training. Priority programs under Vocational Training include completion of ongoing construction projects, and purchase of training tools and equipment. Priority Programmes under Early Years Education include recruitment and capacity building of ECDE caretakers, purchase of ECDE furniture, supply of ECDE learning and play materials, provision of food rations for EYE learners and refurbishment and improvement of ECDE centres. In pursuing this objective, the County will partner with institutions such as TVETA and Ministry of Education and increase collaboration across County departments such that of Trade, Tourism and Industry that is responsible for the development of the *Jua Kali* industry for the absorption of VTC graduates. The county also prospects to benefit from the equipping of the Youth Empowerment and Innovation Center. Further, the county will continue to support needy students through the Ward Bursary Fund.

c. **Investing in quality and accessible healthcare:**

Key interventions to enhance access to health care include improvement of health infrastructure, automation of health record keeping, universal health coverage for the vulnerable (especially elderly), leadership, governance and management, improvement of

Human Resources for Health, and promotion of Health technologies and products (HPTs). The Health sector will also focus on preventive and promotive health interventions including recruitment and construction of mini-maternity rooms for 10 dispensaries.

- d. **Investing in modern and commercially-oriented agriculture:** This strategic outcome will focus on improvement of crop yield and agricultural productivity hence improving food security and the household incomes among the county residents. In Agriculture, the county government also intends to invest in: improvement of agricultural mechanization services, construction of offices for the Department, value addition, productivity improvement and trainings, and development of smallholder irrigation infrastructure. To provide and facilitate efficient veterinary services, the County shall strengthen the management and control of endemic and sporadic diseases in livestock and zoonotic diseases in livestock and humans, provision of high quality clinical and diagnostic services, meat hygiene services, provision of extension services to livestock keepers, facilitation of access to markets for hides and skin value chain, and facilitation of access to markets for private veterinary pharmaceutical value chain actors. For the fisheries sub-sector, the County shall strengthen extension services, restock ox-bow lakes with fingerlings, construct a fishing kiln and purchase fishing gears. Under livestock production, the County will prioritize developing livestock markets, establishment of Beekeeping Apiary, improvement of livestock breeds, and promotion of livestock sales.

25. Moreover, the FY 2025/2026 CFSP will also prioritize settlement of ineligible pending bills approved for payment by the ineligible pending bills resolution committee (those for the FY 2017/18 and before, and for the FYs 2018/19 and 2019/20). Alongside these, the County shall settle pending bills for the FYs 2020/21, 2021/22, 2022/23 and 2023/24 that are necessary to secure continuity in government operations.

### **Programmes for Achieving the County Strategic Blueprint's Objective**

26. This County Fiscal Strategy Paper (2025 CFSP) articulates priority economic policies and structural reforms as well as sector-specific expenditure programs to be implemented under the Medium-Term Expenditure Framework for 2025/26, 2026/27 and 2027/28 in order to achieve the County Government's development goal of '*Consolidating Devolution Gains for*

*Continued Socio-Economic Development'*. The county government will pursue to achieve the outlined strategic outcomes within the identified 8 sectors:

**a. Agriculture and Rural Development Sector**

27. This sector comprises the County Department of Agriculture, Veterinary Services, Livestock and Fisheries and is charged with the mandate of attainment of food security, promotion of market accessibility, empowerment of farmers through capacity building on modern and commercially oriented agriculture and livestock keeping as well as alternative agricultural practices such as fish farming and bee keeping.
28. In the FY 2025/26, the sector will focus on the following priorities: improvement of agricultural mechanization services, value addition, productivity improvement and extension services, development of smallholder irrigation infrastructure, promotion of livestock sales, Beekeeping apiary establishment, improvement of livestock breeds, and poultry improvement.

**b. Education Sector**

29. The Educational sector comprises of the department of Early Years Education and Vocational Training. The Department will focus on ensuring increased transition from primary to secondary and from secondary to tertiary levels of education by providing scholarship through the Ward Bursary Fund and subsidized tuition for VTC learners.
30. In the FY 2025/26, the Department will ensure that the learning continues in the EYE centres, provide meals and learning materials for learners and capacity building of ECDE caretaker. On vocational training, the Department will employ more instructors and enhance the supply of learning materials and subsidize tuition for VTC learners, as well as renovation of the dilapidated VTCs and construction of new VTCs.
31. The County will continue supporting access, retention and transition in education by continuing with the Ward Bursary Fund.

### **c. Culture, Recreation and Social Protection**

32. County departments in the sector is the Department of Gender, Culture, Youth, Sports and Social Services. The main goals of this sector are: To provide social welfare services, spearhead youth development, and provide gender and community services. This sector also seeks to promote, develop and preserve culture; provide library and information services, and rescue and rehabilitate Orphans and Vulnerable Children (OVCs). Additionally, it endeavors to enhance sustainable social development through the identification, nurturing, developing and managing sports, arts and talents.

33. In the FY 2025/26, the Sector will focus on construction of a resource center and playgrounds, construction of a basketball court, registration of vulnerable population in need of social protection (OVCs, elderly persons, PWDs), construction of a rescue centre, a child protection unit and a rehabilitation centre, and procurement and distribution of sports kits to sports teams.

### **d. Health Sector**

34. The Health sector comprises the Department of Medical Services, Public Health and Sanitation. The main goal of the sector is to provide essential health services that are accessible, responsive and affordable to the county population.

35. In the FY 2025/26, the Sector will focus on the following priorities: improvement of health infrastructure, strengthening of referral system, universal health coverage, adoption of ICT in Health, management of Human Resources for Health, leadership, governance and management, and promotion of Health technologies and products (HPTs).

### **e. The General Economic and Commercial Affairs Sector**

36. The General Economic and Commercial Affairs sector is composed of the Department of Trade and Enterprise Development, Cooperative Development and Tourism. it also has the following units; Weights and Measures; Industrialization.

37. In the FY 2025/26, the sector will prioritize the following Programmes: strengthening consumer protection and fair trade practices, improvement of market infrastructure, tourism

product diversification and competitiveness, improving tourism infrastructure, branding and visibility, improving cooperative leadership and governance, enhancing cooperative education and training, increasing prudence in financial management in cooperatives, and promotion of marketing for value added products.

**f. The Public Administration and Inter Governmental Relations Sector**

38. The Public Administration and Inter Governmental Relations comprise of the Department of Public Service Management, Administration and Citizen Participation, the County Treasury (Department of Finance and Economic Planning), the County Public Service Board, Office of the Governor and the Deputy Governor, Cohesion and Special Programs and the County Assembly. The overall goal of this sector is to provide policy and leadership direction, oversight and management of the county fiscal, human and economic resources.
  
39. The Department of Finance and Economic Planning will prioritize the following in the FY 2025/26: formulation of economic plans and policies including CIDP III, CBROPs, CFSPs and Budget Estimates, monitoring, evaluation and reporting on projects and Programmes, supply chain management services (procurement planning, implementation and reporting), internal audit services special audits, facilitate operations of the County Audit Committee), revenue (enabling legislation and revenue administration), financial reporting and facilitating county departments in requisition of funds. The department will also formulate a Risk Management framework policy for the county
  
40. The Department of Public Service Management, Administration and Citizen Participation will seek to improve service delivery through the following interventions: Performance Management System (Performance Contracting and Performance Appraisal System), Establish a fully functional HR registry at the county headquarters. The department will further equip 3 ward administrator's offices as well as an ICT Resource Centre.
  
41. The County Public Service Board will prioritize the following: Finalization and launching of staff establishment and organization structure for the County Government of Tana River, Conduct Human Resource Audit for the County, Procurement of a mobile store, Development

of the Performance Appraisal System (SPAS) guidelines, Automation on Declaration of Income, Assets and Liabilities (DIALS) processes.

42. Cohesion and Special Programmes will focus on the implementation of the county DRM Act, coordination of emergency response and recovery Programmes including distribution of relief supplies. Mitigation of forecasted extreme climatic conditions will also be planned for and prioritized.
43. The county will also continue to pursue Economic integration by actively participating in activities of *Jumuia ya Kaunti za Pwani* (JKP) and the Frontier Counties Development Council (FCDC) to promote economic growth and integrated regional development.

**g. The Water, Environment and Natural Resources Sector**

44. This sector comprises the Department of Environment and Climate Change and Water, Energy, Mining and Natural Resources. The sector is home to one semi-autonomous government agency, the Tana Water and Sewerage Company (TAWASCO). The main objective of this sector is to improve household access to safe potable water and ensure sustainable and environmentally sound utilization of natural resources.
45. In the financial year 2025/26, the Water and Sanitation sub-sector will prioritize the following Programmes: rehabilitating, expanding and developing new water infrastructure, diversifying and developing new water sources, improving equitable access to sanitation facilities across the county, enhancing sustainable utilization of forest resources and improving the development of energy resources for livelihood support.
46. The Environment and Climate Change sub-sector will focus on the following Programmes: climate change mitigation and adaptation, solid waste management, biodiversity conservation and forestry extension.

#### **h. The Energy, Infrastructure and ICT Sector**

47. This sector consists of the following County departments and agencies: Department of Roads, Transport, Public Works, Housing and Urbanization, the Department of Lands and Physical Planning, and Hola Municipality.
  
48. In the FY 2025/26, the sector shall focus on the following: grading, Murraming and tarmacking of roads across the county, construction of bridges in flood-prone areas, continuous maintenance of road networks to motorable standards, maintenance and rehabilitation of government structures, and supervision and enforcement of building regulations in construction works.
  
49. Other Programmes that the sector will prioritize include developing and implementing ICT policies, maintaining county information services through the county website and mass messaging, maintaining the government fleet of vehicles and transport equipment, community land registration and formalization of existing settlements.
  
50. The County will also focus on the promoting the use of clean energy in government projects and in the population. Initiatives include solar street lighting, solarization of boreholes and water pumps in irrigation schemes, establishment of solar mini-grids, and supply of solar lanterns.

## SECTION III: FISCAL POLICY AND BUDGET FRAMEWORK FOR FY 2025/26

51. This section provides the fiscal policy, principles, reforms and budgetary framework to be implemented in the next financial year to enhance the fiscal position and reduce the fiscal risk of the county. Tana River County is committed to implement an effective fiscal policy while realizing the strategic blueprint and pursuing overall economic growth in line with BETA. Therefore, this section provides policy direction in reforms for administration of revenue, expenditure management, and the overall budget framework for FY 2025/26. It showcases measures to improve efficiency in budgetary implementation, increase revenue collection and the continued tracking of programmes and projects through monitoring and evaluation.

### Budget Framework

52. Allocation and prioritization of resources shall be on the basis of the key development strategic blueprints in the Third-Generation County Integrated Development Plan (CIDP III), Annual Development Plan (ADP) 2025/26, and departmental strategic plans. The CFSP outlines the medium-term fiscal framework, policies and strategic objectives for the county, which is the basis for the FY 2025/26 budget.

**Table 4: County Government of Tana River Budget Framework for FY 2025/26 and the Medium-Term**

	Approved Supplementary Estimates Kshs.		Proposed Ceilings	Projections Kshs.	
	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Revenue Summary/ Funding</b>					
Equitable Share of Revenue Raised Nationally	6,790,702,542	7,040,540,708	7,124,759,580	7,480,997,559	7,855,047,437
Conditional Allocations From National Government Revenue	510,006,031	316,030,672	602,530,205	632,656,715	664,289,551

Conditional Allocations From Development Partners	362,980,289	763,106,534	1,057,631,795	1,110,513,385	1,166,039,054
Revenue from Own County Sources	96,630,600	96,630,600	168,419,681	185,261,649	203,787,814
Balance B/F	1,109,178,403	1,093,197,531	0	-	-
<b>Grand Total</b>	<b>8,869,497,865</b>	<b>9,309,506,045</b>	<b>8,953,341,261</b>	<b>9,409,429,308</b>	<b>9,889,163,856</b>
<b>Expenditure Summary</b>					
Personnel Emoluments	2,223,032,153	2,757,897,191	2,876,076,617	3,105,111,672	3,263,424,072
Operations and Maintenance	3,088,524,961	2,911,266,910	2,454,482,240	2,500,396,112	2,631,622,183
Development	3,557,940,753	3,640,341,944	3,622,782,404	3,803,921,524	3,994,117,601
<b>Grand Total</b>	<b>8,869,497,867</b>	<b>9,309,506,045</b>	<b>8,953,341,261</b>	<b>9,409,429,308</b>	<b>9,889,163,856</b>

## Revenue Projections

53. The projected FY 2025/26 resource envelop is about **Kshs. 8.95 billion**. This comprises of **Kshs. 7.12 billion** Equitable share of revenue raised nationally, **Kshs. 168.42 million** of county own source revenue and **Kshs. 1.66 billion** as conditional grants. These figures are as provided for in the Budget Policy Statement but will be confirmed in the CARA 2024 and County Governments Additional Allocations Act 2024. The County Treasury foresees that, owing to delayed receipts of Exchequer releases and in implementation of projects, there would be balances carried forwarded to the FY 2025/26.

## Expenditure Projections

54. The 2025 CFSP outlines the development priorities for FY 2025/26 as per the sector Programmes to be implemented. The principles of fiscal responsibility have been adhered to in allocation of the overall county expenditure budget.

55. The FY 2025/26 total expenditure is projected to be **Kshs. 8.95 billion** in pursuit of a balanced budget.

### **Recurrent Expenditure**

56. The projections of FY 2025/26 indicate a recurrent expenditure of **59.54 percent** of the total net estimated budget which is **Kshs. 5.331 billion**. The recurrent budget will enhance county service delivery and support development projects and Programmes through the effective implementation of Programme-Based Budgeting (PBB).

57. The total recurrent expenditure constitutes of **Kshs. 2.876 billion** Personnel Emoluments (P/E) which is 32 percent of the net county budget. The Operations and Maintenance (O/M) expenditure is estimated to amount to **Kshs. 2.454 billion** reflecting 27.41 percent of the total net County Government budget.

### **Development Expenditure**

58. The development expenditure for 2025/26 financial year is estimated at **Kshs. 3.623 billion**, which is **40.46 percent** of the total expenditure. This meets the fiscal responsibility principle on development expenditure (PFM Act 2012 Section 107) which requires that a minimum of 30 percent of the total county government budget be allocated to development in the medium-term.

### **Fiscal balance**

59. In the FY 2025/26 the county government will operate on a balanced budget as guided by the Public Finance Management Act 2012 fiscal responsibility principles. However, the county leadership is pursuing strategic partnership with both domestic and foreign donors to complement the county efforts to fast-track economic development.

### **Fiscal Structural Reforms**

60. The County Government seeks to implement several reforms in the management of its fiscal position. Specifically, the county will review the revenue collection recorded in the previous FY and apply measures to increase revenue collection, administration and usage. Coupled with

austerity measures and reduction of non-essential expenditure, the County will endeavor to navigate through the cash crunch in spite of the ever-tightening fiscal space.

61. The County shall strengthen revenue management through such measures as the formulation and implementation revenue legislation and policies that supports levies such as the Finance Bill, County Revenue Administration Act, Single Business Permits, Cess, Rates and Liquor Licensing. Enforcement will include strict measures such as penalties and fines to defaulters and those who do not comply with revenue legislation and manage revenue waivers and variations for parties that show prudence in settling unpaid rates and taxes.
62. The County Government shall pursue automation of its revenue management system to improve accountability on own source revenue and optimize revenue collection.
63. The County Government will implement expenditure control measures by cutting unproductive expenses and spending only on specific items as indicated in the approved budget.
64. In ensuring accountability in budget implementation, processing of procurement and payments for all good, works and services have been decentralized from the County Treasury to County departments, and all procurement is done through e-sourcing by the respective Accounting Officers.
65. The County has institutionalized project management by setting up monitoring and evaluation (M&E) committees to track the implementation of development projects and programs from the county level to the ward. It will further continue to support the activities of the Sub-County M&E Committees, operationalize the County M&E Committee (COMEC) and implement the County M&E bill to promote efficient and effective investment and monitoring and evaluation of programmes and projects.
66. There shall be an asset management and disposal policy which will ensure that all assets acquired are recorded in an asset register and disposed appropriately upon expiry.

67. The County shall institutionalize performance management system to ensure effective and efficient service delivery to the county residents and beyond through the Performance Contracting and performance appraisal system which will inform mid and end year performance reviews.

68. The County has reconstituted the County Audit Committee. The committee shall support the County in ensuring that external and internal audit recommendations are fully addressed in collaboration with the Public Accounts and Investment Committee at the County Assembly.

## **SECTION IV: MEDIUM TERM EXPENDITURE FRAMEWORK**

### **Resource Envelope**

70. The total budget for the 2025/26 is estimated at **Kshs. 8,953,341,261** comprised of Kes. 7,124,759,580 equitable shares of revenue raised nationally, **Kshs. 1,660,162,000** conditional allocations, local revenue collection of **Kshs. 168,419,681** and a nil balance b/f from FY 2024/25. These figures are as provided for in the 2025 National Budget Policy Statement (BPS), but will be firmed up by the Division of Revenue Act 2025, County Allocations of Revenue Act 2025, and County Governments Additional Allocations Act 2025.

### **Spending Priorities**

71. The County Government endeavors to invest more resources in five strategic areas during the FY 2025/2026:

- a. Investing in Urban Planning and Climate-Proof Infrastructure Development
- b. Investing in accessible and quality education.
- c. Investing in quality and accessible healthcare.
- d. Investing in modern and commercially-oriented Agriculture.
- e. Investing in good governance.

72. While all sectors will be allocated resources to enable the provision of services, the County shall allocate more resources to the social sectors and in sectors that will unlock economic and financial opportunities. The county will also invest more on education, agriculture and infrastructure (Roads, Transport and Public Works).

### **Medium Term Expenditure Estimates**

73. The ceilings for every County Government department/entity have been tabulated to include the personnel emoluments, operations and maintenance and development budget. The recurrent expenditure ceilings are based on the wage bill and requisite operations and maintenance budgets from the previous years. The development expenditure ceilings on the other hand are informed by the priorities identified for the FY 2025/26 and the medium term.

These also considered ongoing projects that must be completed to achieve their desired outcomes.

74. The table below provides the projected baseline ceilings for the 2025/26 MTEF, classified by County Department.

**Table 5: Medium Term Expenditure Ceilings 2025/26 to 2027/28**

Department/ Sector		Total Expenditure				% Share of Total Expenditure			
		Final Approved Estimates	Ceilings Proposed Estimates	Projections Estimates	Proposed	Final Approve d Estimates	Ceilings Proposed Estimate s	Projections Proposed Estimates	
		2024/25	2025/26	2026/27	2027/28	2024/25	2025/26	2026/27	2027/28
County Assembly	<b>Sub-Total</b>	<b>1,043,437,753</b>	<b>580,218,891</b>	<b>614,455,256</b>	<b>645,178,019</b>	<b>11.76%</b>	<b>6.48%</b>	<b>6.51%</b>	<b>6.51%</b>
	<i>Rec</i>	<i>677,653,973</i>	<i>580,218,891</i>	<i>614,455,256</i>	<i>645,178,019</i>	7.64%	6.48%	6.51%	6.51%
	PE Gross	284,067,888	330,171,698	362,782,756	380,921,894	3.20%	3.69%	3.85%	3.85%
	OM Gross	393,586,085	250,047,193	251,672,500	264,256,125	4.44%	2.79%	2.67%	2.67%
	<i>Dev. Gross</i>	<i>365,783,780</i>	<i>0</i>	<i>0</i>	<i>0</i>	4.12%	0.00%	0.00%	0.00%
Office of the Governor and the Deputy Governor	<b>Sub-Total</b>	<b>436,641,663</b>	<b>546,438,491</b>	<b>562,946,658</b>	<b>591,093,991</b>	<b>4.92%</b>	<b>6.10%</b>	<b>5.97%</b>	<b>5.97%</b>
	<i>Rec</i>	<i>436,641,663</i>	<i>546,438,491</i>	<i>562,946,658</i>	<i>591,093,991</i>	4.92%	6.10%	5.97%	5.97%
	PE Gross	117,232,211	140,417,436	154,286,466	162,000,789	1.32%	1.57%	1.64%	1.64%
	OM Gross	319,409,452	406,021,055	408,660,192	429,093,202	3.60%	4.53%	4.33%	4.33%
	<i>Dev. Gross</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	0.00%	0.00%	0.00%	0.00%
Finance and Economic Planning	<b>Sub-Total</b>	<b>1,292,782,485</b>	<b>1,114,114,910</b>	<b>1,153,003,637</b>	<b>1,210,653,819</b>	<b>14.58%</b>	<b>12.44%</b>	<b>12.22%</b>	<b>12.22%</b>
	<i>Rec</i>	<i>545,795,772</i>	<i>386,598,119</i>	<i>389,111,007</i>	<i>408,566,557</i>	6.15%	4.32%	4.12%	4.12%
	PE Gross	0	0	0	0	0.00%	0.00%	0.00%	0.00%
	OM Gross	545,795,772	386,598,119	389,111,007	408,566,557	6.15%	4.32%	4.12%	4.12%
	<i>Dev. Gross</i>	<i>746,986,713</i>	<i>727,516,791</i>	<i>763,892,630</i>	<i>802,087,262</i>	0.00%	0.00%	0.00%	0.00%
County Public Service Board	<b>Sub-Total</b>	<b>67,981,255</b>	<b>78,169,447</b>	<b>82,949,445</b>	<b>87,096,918</b>	<b>0.77%</b>	<b>0.87%</b>	<b>0.88%</b>	<b>0.88%</b>
	<i>Rec</i>	<i>67,981,255</i>	<i>78,169,447</i>	<i>82,949,445</i>	<i>87,096,918</i>	0.77%	0.87%	0.88%	0.88%
	PE Gross	38,063,173	46,297,795	50,870,628	53,414,159	0.43%	0.52%	0.54%	0.54%
	OM Gross	29,918,082	31,871,652	32,078,818	33,682,759	0.34%	0.36%	0.34%	0.34%
	<i>Dev. Gross</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	0.00%	0.00%	0.00%	0.00%
Trade, Tourism & Wildlife, and Cooperative Development	<b>Sub-Total</b>	<b>338,599,698</b>	<b>314,599,698</b>	<b>328,607,096</b>	<b>345,037,451</b>	<b>3.82%</b>	<b>3.51%</b>	<b>3.48%</b>	<b>3.48%</b>
	<i>Rec</i>	<i>85,599,698</i>	<i>39,599,698</i>	<i>39,857,096</i>	<i>41,849,951</i>	0.97%	0.44%	0.42%	0.42%
	PE Gross	0	0	0	0	0.00%	0.00%	0.00%	0.00%
	OM Gross	85,599,698	39,599,698	39,857,096	41,849,951	0.97%	0.44%	0.42%	0.42%
	<i>Dev. Gross</i>	<i>253,000,000</i>	<i>275,000,000</i>	<i>288,750,000</i>	<i>303,187,500</i>	2.85%	3.07%	3.06%	3.06%
	<b>Sub-Total</b>	<b>970,277,611</b>	<b>587,749,579</b>	<b>610,885,987</b>	<b>641,430,286</b>	<b>10.94%</b>	<b>6.56%</b>	<b>6.48%</b>	<b>6.48%</b>

Agriculture, Livestock, Fisheries and Veterinary Services	Rec	<i>196,725,154</i>	<i>143,702,784</i>	<i>144,636,852</i>	<i>151,868,695</i>	2.22%	1.61%	1.53%	1.53%
	PE Gross	0	0	0	0	0.00%	0.00%	0.00%	0.00%
	OM Gross	196,725,154	143,702,784	144,636,852	151,868,695	2.22%	1.61%	1.53%	1.53%
	Dev. Gross	<i>773,552,457</i>	<i>444,046,795</i>	<i>466,249,135</i>	<i>489,561,591</i>	8.72%	4.96%	4.94%	4.94%
Youth, Sports, Gender, Culture and Social Services	<b>Sub-Total</b>	<b>94,683,447</b>	<b>97,683,447</b>	<b>100,493,389</b>	<b>105,518,059</b>	<b>1.07%</b>	<b>1.09%</b>	<b>1.07%</b>	<b>1.07%</b>
	Rec	<i>54,683,447</i>	<i>47,683,447</i>	<i>47,993,389</i>	<i>50,393,059</i>	0.62%	0.53%	0.51%	0.51%
	PE Gross	0	0	0	0	0.00%	0.00%	0.00%	0.00%
	OM Gross	54,683,447	47,683,447	47,993,389	50,393,059	0.62%	0.53%	0.51%	0.51%
Education and Vocational Training	Dev. Gross	<i>40,000,000</i>	<i>50,000,000</i>	<i>52,500,000</i>	<i>55,125,000</i>	0.45%	0.56%	0.56%	0.56%
	<b>Sub-Total</b>	<b>415,802,116</b>	<b>397,110,342</b>	<b>414,916,559</b>	<b>435,662,387</b>	<b>4.69%</b>	<b>4.44%</b>	<b>4.40%</b>	<b>4.40%</b>
	Rec	<i>260,266,669</i>	<i>47,110,342</i>	<i>47,416,559</i>	<i>49,787,387</i>	2.93%	0.53%	0.50%	0.50%
	PE Gross	0	0	0	0	0.00%	0.00%	0.00%	0.00%
Medical Services, Public Health and Sanitation	OM Gross	260,266,669	47,110,342	47,416,559	49,787,387	2.93%	0.53%	0.50%	0.50%
	Dev. Gross	<i>155,535,447</i>	<i>350,000,000</i>	<i>367,500,000</i>	<i>385,875,000</i>	1.75%	3.91%	3.90%	3.90%
	<b>Sub-Total</b>	<b>1,516,764,963</b>	<b>1,608,817,095</b>	<b>1,740,051,401</b>	<b>1,827,053,971</b>	<b>17.10%</b>	<b>17.97%</b>	<b>18.44%</b>	<b>18.44%</b>
	Rec	<i>1,315,064,963</i>	<i>1,536,317,095</i>	<i>1,663,926,401</i>	<i>1,747,122,721</i>	14.83%	17.16%	17.64%	17.64%
Special Programmes	PE Gross	967,979,437	1,274,772,349	1,400,681,614	1,470,715,695	10.91%	14.24%	14.85%	14.85%
	OM Gross	347,085,526	261,544,746	263,244,787	276,407,026	3.91%	2.92%	2.79%	2.79%
	Dev. Gross	<i>201,700,000</i>	<i>72,500,000</i>	<i>76,125,000</i>	<i>79,931,250</i>	2.27%	0.81%	0.81%	0.81%
	<b>Sub-Total</b>	<b>178,234,635</b>	<b>191,699,217</b>	<b>192,945,262</b>	<b>202,592,525</b>	<b>2.01%</b>	<b>2.14%</b>	<b>2.05%</b>	<b>2.05%</b>
Roads, Transport, Public Works, Housing and Urban Development	Rec	<i>178,234,635</i>	<i>191,699,217</i>	<i>192,945,262</i>	<i>202,592,525</i>	2.01%	2.14%	2.05%	2.05%
	PE Gross	0	0	0	0	0.00%	0.00%	0.00%	0.00%
	OM Gross	178,234,635	191,699,217	192,945,262	202,592,525	2.01%	2.14%	2.05%	2.05%
	Dev. Gross	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	0.00%	0.00%	0.00%	0.00%
	<b>Sub-Total</b>	<b>646,521,095</b>	<b>909,478,181</b>	<b>951,900,653</b>	<b>999,495,686</b>	<b>7.29%</b>	<b>10.16%</b>	<b>10.09%</b>	<b>10.09%</b>
Water, Energy, Mining,	Rec	<i>78,238,739</i>	<i>70,147,976</i>	<i>70,603,938</i>	<i>74,134,135</i>	0.88%	0.78%	0.75%	0.75%
	PE Gross	0	0	0	0	0.00%	0.00%	0.00%	0.00%
	OM Gross	78,238,739	70,147,976	70,603,938	74,134,135	0.88%	0.78%	0.75%	0.75%
	Dev. Gross	<i>568,282,356</i>	<i>839,330,205</i>	<i>881,296,715</i>	<i>925,361,551</i>	6.41%	9.37%	9.34%	9.34%
Water, Energy, Mining,	<b>Sub-Total</b>	<b>415,747,278</b>	<b>198,643,611</b>	<b>206,640,319</b>	<b>216,972,335</b>	<b>4.69%</b>	<b>2.22%</b>	<b>2.19%</b>	<b>2.19%</b>
	Rec	<i>122,647,278</i>	<i>44,493,611</i>	<i>44,782,819</i>	<i>47,021,960</i>	1.38%	0.50%	0.47%	0.47%
	PE Gross	0	0	0	0	0.00%	0.00%	0.00%	0.00%

Wildlife and Natural Resources	OM Gross	122,647,278	44,493,611	44,782,819	47,021,960	1.38%	0.50%	0.47%	0.47%
	Dev. Gross	<b>293,100,000</b>	<b>154,150,000</b>	<b>161,857,500</b>	<b>169,950,375</b>	3.30%	1.72%	1.72%	1.72%
Environment and Climate Change	Sub-Total	<b>0</b>	<b>258,576,663</b>	<b>270,072,691</b>	<b>283,576,326</b>	0.00%	2.89%	2.86%	2.86%
	Rec	<b>0</b>	<b>32,938,050</b>	<b>33,152,147</b>	<b>34,809,755</b>	0.00%	0.37%	0.35%	0.35%
	PE Gross	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	0.00%	0.00%	0.00%	0.00%
	OM Gross	<b>0</b>	<b>32,938,050</b>	<b>33,152,147</b>	<b>34,809,755</b>	0.00%	0.37%	0.35%	0.35%
	Dev. Gross	<b>0</b>	<b>225,638,613</b>	<b>236,920,544</b>	<b>248,766,571</b>	0.00%	2.52%	2.51%	2.51%
Public Service, Administration, and Citizen Participation	Sub-Total	<b>1,257,355,017</b>	<b>1,875,749,528</b>	<b>2,003,472,354</b>	<b>2,103,645,971</b>	<b>14.18%</b>	<b>20.95%</b>	<b>21.24%</b>	<b>21.24%</b>
	Rec	<b>1,214,355,017</b>	<b>1,491,149,528</b>	<b>1,599,642,354</b>	<b>1,679,624,471</b>	13.69%	16.65%	16.96%	16.96%
	PE Gross	856,898,444	1,070,808,929	1,176,580,467	1,235,409,490	9.66%	11.96%	12.47%	12.47%
	OM Gross	357,456,573	420,340,599	423,061,887	444,214,981	4.03%	4.69%	4.48%	4.48%
	Dev. Gross	<b>43,000,000</b>	<b>384,600,000</b>	<b>403,830,000</b>	<b>424,021,500</b>	0.48%	4.30%	4.28%	4.28%
Lands and Physical Planning	Sub-Total	<b>111,093,750</b>	<b>39,593,750</b>	<b>39,851,109</b>	<b>41,843,665</b>	<b>1.25%</b>	<b>0.44%</b>	<b>0.42%</b>	<b>0.42%</b>
	Rec	<b>44,093,750</b>	<b>39,593,750</b>	<b>39,851,109</b>	<b>41,843,665</b>	0.50%	0.44%	0.42%	0.42%
	PE Gross	0	0	0	0	0.00%	0.00%	0.00%	0.00%
	OM Gross	44,093,750	39,593,750	39,851,109	41,843,665	0.50%	0.44%	0.42%	0.42%
	Dev. Gross	<b>67,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	0.76%	0.00%	0.00%	0.00%
Hola Municipality	Sub-Total	<b>83,575,100</b>	<b>154,698,410</b>	<b>161,309,598</b>	<b>169,375,078</b>	<b>0.94%</b>	<b>1.73%</b>	<b>1.71%</b>	<b>1.71%</b>
	Rec.	<b>33,575,100</b>	<b>54,698,410</b>	<b>56,309,598</b>	<b>59,125,078</b>	0.38%	0.61%	0.60%	0.60%
	PE Gross	17,991,000	13,608,410	14,952,513	15,700,139	0.20%	0.15%	0.16%	0.16%
	OM Gross	15,584,100	41,090,000	41,357,085	43,424,939	0.18%	0.46%	0.44%	0.44%
	Dev. Gross	<b>50,000,000</b>	<b>100,000,000</b>	<b>105,000,000</b>	<b>110,250,000</b>	0.56%	1.12%	1.11%	1.11%
Conditional Grants	Total	872,986,320	<b>0</b>	<b>0</b>	<b>0</b>	9.84%	0.00%	0.00%	0.00%
	Rec	<b>5,311,557,113</b>	<b>5,330,558,857</b>	<b>5,630,579,892</b>	<b>5,912,108,887</b>	59.89%	59.54%	59.68%	59.68%
<b>TOTAL</b>	PE Gross	2,282,232,153	2,876,076,617	3,160,154,444	3,318,162,166	25.73%	32.12%	33.50%	33.50%
	OM Gross	3,029,324,960	2,454,482,240	2,470,425,449	2,593,946,721	34.15%	27.41%	26.19%	26.19%
	Dev. Gross	<b>3,557,940,753</b>	<b>3,622,782,404</b>	<b>3,803,921,524</b>	<b>3,994,117,601</b>	40.11%	40.46%	40.32%	40.32%
<b>Total Resource Envelope</b>	Total	<b>8,869,497,866</b>	<b>8,953,341,261</b>	<b>9,434,501,417</b>	<b>9,906,226,487</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

NB: All the personnel emoluments (PE) for all County Departments have been consolidated to the Department of Public Service Management, Administration and ICT. This is except for the County Assembly, Office of the Governor, County Public Service Board, Department of Health and Hola Municipality.

## Finalization of Spending Plans

75. These estimates take into consideration the figures contained in the draft 2025 National Budget Policy Statement (BPS). However, these revenue estimates shall be firmed up when the County Allocation of Revenue Act (CARA) and other county policy statements are approved. However, in case of any additional resources the county shall invest in programs and projects that are geared towards urbanization, quality and affordable health care, quality and accessible education, food security and poverty reduction which are in line with the FY 2025/26 budget theme.

## Details of Sector Priorities

76. Sector priorities have taken into account priorities of the Third-Generation County Integrated Development Plan (CIDP III) and broad strategic priorities of Kenya vision 2030. Sectors, through the Sector Working groups reviewed their performances and put forward their financial plans taking into consideration the reality of scarce and the need to ensure optimal allocation of resources with efficiency, economy and effectiveness. The details of the sector priorities are explained as follows:

**Table 6: Sector Mandates, Key Achievements, Medium Term Plans and Resource Usage**

<b>OFFICE OF THE GOVERNOR</b>	
<b>Department's Mandate</b>	To Ensure citizen centric service delivery through public participation for social transformation, enhance departmental capacity and conducive work environment for quality service delivery as well as leverage ICT infrastructure and services for quality service delivery and special programs.
<b>Key Achievements of the Department</b>	The department has successfully conducted 15 peace barazas; Organized and held Sensitization program on crime prevention and radicalization forums across the county at every ward level; The department has also Established 20 intra and inter county peace committees; Institutionalization of 15 local/traditional (ADR) peace building mechanism; Development of strategic plan 1 <sup>st</sup> Draft; Drafting of the service charter; Consultative meetings between community and county leadership on development agenda; Establishment of database for the directorate of partnership and linkages; Training of staff on development and implementation of strategies to improve quality of service delivery.

<b>Department's Medium-Term Plans</b>	Develop communication policy and communication strategy and operationalize them, Establish efficient systems for execution of cabinet business. To improve coordination of operations of the County Public Service for efficient service delivery, To link the County Government with national government, other county governments, local and international agencies To offer legal services to the County government and the public. To ensure law and order is maintained and safety of government property. To coordinate overall organization of the County Public Service for execution of county government policies. To coordinate formulation of policies and legislations.
<b>Department's Resource Usage</b>	Recurrent – <b>Kshs. 546,438,491</b> ; Development – <b>Nil</b> ; 0 Total – <b>Kshs. 546,438,491</b> .
<b>FINANCE AND ECONOMIC PLANNING</b>	
<b>Department's Mandate</b>	<p>This sub-sector is mandated to provide overall policy, leadership, and oversight in economic and devolution management to the county, public service delivery and resource mobilization. It further coordinates county policy formulation, implementation as well as facilitating the tracking of the implementation of county programmes.</p> <p>The sub-sector prepares annual estimates of revenues and expenditures laid before the County Assembly for approval including the preparation of supplementary estimates as and when the need arises. Further, the sub-sector ensures proper monitoring of all programmes and projects to ensure goals and objectives are achieved as initially planned.</p> <p>It is also responsible for policy analysis on a wide range of issues including: fiscal issues, trade issues and private sector development issues. In addition, the department ensures that external resources (grants, loans, donations) are effectively mobilized, disbursed and efficiently utilized and that there is prudent public debt management.</p>
<b>Key Achievements of the Department</b>	<p>The key achievements of the department include;</p> <ol style="list-style-type: none"> <li>i. Formulation of economic plans and policies: Prepared the Annual Development Plan for the FYs 2025/26.</li> <li>ii. Preparation of budget policies and management of the budget cycle: Facilitated the issuance of budget circular for the preparation of the FY 24/25 and FY 25/26 Budget and implementation of FY 23/24 and FY 24/25 Budgets. Prepared the 2024 CBROP, 2023 CFSP and draft and final Budget Estimates for the FY 24/25 Budget Estimates,</li> <li>iii. Involvement of the Tana River CBEF to facilitate consultation with the public.</li> </ol>

	<ul style="list-style-type: none"> <li>iv. Audited and presented the audit findings to; Bursary audit report, Revenue Report, Stores audit Health Centers Audit. Audited donor funded projects and presented our audit findings (KEMFSED Project, NAVCDP, Reviewed and advised on the responses to audited financial statements responses to Senate and Successful appointment of Audit Committee for the County Executive.</li> <li>v. Drafted the Finance Bills for the FY 2024/25. These were approved by the County Assembly.</li> <li>vi. Mobilized OSR worth Kshs. 90,174,516 in the FY 2023/24 and Kshs. 120,164,346 as at 31<sup>st</sup> December, 2024 and sensitization of the community on building plan approval in Bura, Madogo, Hola and Garsen.</li> </ul>
<p><b>Department’s Medium-Term Plans</b></p>	<p><b><i>Formulation of economic plans and policies:</i></b> FY 2026/27 ADP due on 1<sup>st</sup> September, 2025. Preparation of budget policies and management of the budget cycle: Issuance of budget circulars, preparation of 2025 CBROP and 2026 CFSP, preparation of FY 25/26 draft and final Budget Estimates.</p> <p><b><i>Strengthening of the County Integrated Monitoring and Evaluation System (CIMES):</i></b> Facilitation of activities of Ward and Sector M&amp;E Committees; Operationalization of County-level M&amp;E committees; and Training and capacity building for M&amp;E.</p> <p><b><i>Reporting:</i></b> Preparation of quarterly and annual reports on budget implementation and project/work plan progress. Statistics management: Preparation of County Statistical Abstract 2025. Public participation in formulation of economic plans and policies: This includes involvement of the CBEF.</p> <p><b><i>Own Source Revenue management:</i></b> Strengthen revenue administration, Drafting the FY 2025/26 Finance Act, Compilation and submission of Receiver of Revenue reports, Preparation of valuation roll, Procure and install a revenue management system and Training/capacity building on revenue forecasting/modeling and other revenue administration courses.</p> <p><b><i>Audit and Risk Management:</i></b> Formulation of a Risk Management framework policy for the county, Conducting of the internal auditing services and meeting with the Audit committee.</p>
<p><b>Department’s Resource Usage</b></p>	<p>Recurrent – <b>Kshs. 386,598,119</b>; Development – <b>Kshs. 727,516,791</b>; Total – <b>Kshs. 1,114,114,910</b>.</p>

**COUNTY PUBLIC SERVICE BOARD**

<p>Department’s mandate</p>	<p>The functions of the Board are enshrined in section 59 of the County Government Act, 2012 and are: Establish and abolish offices in the county public service; Appoint persons to hold or act in offices of the county public service including in the Boards of cities and urban areas within the county and to confirm appointments; exercise disciplinary control over, and remove, persons holding or acting in those offices ; prepare regular reports for submission to the county assembly on the execution of the functions of the Board; Promote in the county public service the values and principles; Evaluate and report to the county assembly on the extent to which the values and principles are complied with in the county public service; Facilitate the development of coherent, integrated human resource planning and budgeting for personnel emoluments in counties; Advise the county government on human resource management and development; advise county government on implementation and monitoring of the national performance management system in counties; and make recommendations to the Salaries and Remuneration Commission, on behalf of the county government, on the remuneration, pensions and gratuities for county public service employees.</p>
<p>Key departmental achievements</p>	<p>Successfully recruited 201 new staff members to help address critical staffing gaps in county departments; Promoted 57 staff members in the common cadre establishment; Promoted thirty-four (34) stagnated officers; Transferred four (4) officers to respond to other Counties and other government agencies; Re-designated four (4) officers to improve effectiveness; Absorbed 72 staff in to permanent and pensionable terms from contract terms of service; Developed human resource policies that are at an advanced stage, among them recruitment policy, succession management policy, and disciplinary manual; Engaged stakeholders to advance the development of the staff establishment and organizational structure to an advanced stage; Made recommendations to the Salaries and Remuneration Commission, on behalf of the county government, on the personnel emoluments; Indicated an exemplary performance that led to an award as the best performing department in Tana River County for the year 2023/2024 performance contracting; and the the best among the 47 county public service boards in the country in corporate governance; All reports due to constitutional bodies such as the County Assembly, EACC, and NCIC were submitted within the period under review.</p>
<p>Department’s medium-term plans</p>	<p>Capacity enhancement of staff as shall be recommended by the department of Public Service who are doing a survey on skills gap</p>

	analysis and training needs assessment; Recruitment and proper placement of competent staff for efficient and effective service delivery for departments that are understaffed; Develop and Review Human Resource policies and guidelines; Automation of systems with a view to go paperless.
Department's resource usage	Recurrent – <b>Kshs. 78,169,447</b> ; Development – <b>Nil</b> ; Total – <b>Kshs. 78,169,447</b> .
<b>TRADE, TOURISM AND INDUSTRY</b>	
Department's mandate	Promotion and development of trade, markets; Trade Licensing and Business Regulation; Formation and Profiling of Producer Business Groups (PBGs); Financial support to the Micro, Small and Medium Enterprises (MSMEs); Promotion, Registration, supervision, inspection and auditing of cooperative societies; Capacity building, value addition and entrepreneurship; Promotion of fair trade practices and consumer protection; Advising on taxation, Fraud Risk management and governance in the co-operative sector; Promotion of Micro, Small (Jua Kali) and cottage industries; Promotion of investments and industrial development; Promotion of Industrial parks; Promotion of technological transfer; Resource mapping, profiling and data collection in all the sectors; Profiling and development of tourism products (tourist, cultural and heritage) and services in the county; Marketing and product development in the County within the entire sector; Verification and stamping of weighing and measuring instruments for use for trade in the county
Key departmental achievements	The key Departmental achievements includes; Launch of Ngao museum, Developed the tourism policy; Appointed Tourism Board Members; Established the committee of friends of Tana Primates National Reserve; Mapped the cultural practitioners across the county; Launch of Utalii Soko; Developed a service delivery charter; Capacity building of county tourism/cultural ambassadors; celebrated Tana River cultural extravaganza; Supported cultural groups through exhibitions (JABEIC, STTA, Mombasa ASK Show); Gender mainstreaming-PWDs (Nondo participation); participation in the 2024 (11 <sup>th</sup> Edition) Annual Kenya Inter-counties Sports and Culture Association (KICOSCA).
Department's medium-term plans	Implementation of the CAIP (Completion of the CAIP centre in Chifiri); Mainstreaming the <i>GreenHeart Initiative</i> across County departments;  Marking and celebrating of National and international days; Conduct a wildlife Census of endangered primates in the County and biodiversity; completion of policies and regulations (Tourism policy, Amendment Act, Tourism regulations, Wildlife policy)

	<p>Organize Tourism Stakeholders engagement forum, Capacity Building- Training of hospitality players in the County, conduct animal census (primates &amp; wildlife) Registration of community conservancies, Develop tourism master plan and Preparation of tourism guidebooks &amp; photobooks.</p> <p>Revival of strategic dormant cooperative, finalizing of the cooperative policy and bill, Conduct Cooperative Stakeholders engagement forums, promote Value addition and marketing and Mapping of county cooperative societies.</p>
Department's resource usage	<p>Recurrent – <b>Kshs. 39,599,698</b>; Development –<b>Kshs. 275,000,000</b>; Total – <b>Kshs. 314,599,698</b>.</p>
<b>AGRICULTURE, LIVESTOCK, FISHERIES AND VETERINARY SERVICES</b>	
Department's Mandate	<p>To attain food security, and sustainable agricultural infrastructure development, improve agricultural productivity through value addition, increasing market access and adoption of technologies; exploiting irrigation potential and sustainable management of resources in the sector.</p> <p>To promote, regulate and facilitate livestock production for socioeconomic development and industrialization.</p> <p>To provide and facilitate efficient veterinary services for production of safe and high-quality animals, animal products and by-products and promote trade and industrial growth in a sustainable environment.</p> <p>Promotion of competitive innovative, sustainable fisheries development, and equitable distribution of resources to improve livelihood.</p>
Key Achievements of the Department	<p>Rehabilitation and Operationalization of Galole Agricultural Training Centre; Establishment of 17 minor irrigation schemes; Establishment and Installation of two rice Dehuller Machines (capacity 1.5tons/Hr.); Registration of 69,444 farmers to Kenya Integrated Agricultural Management information system; Provision of assorted drought tolerant certified farm inputs and equipment such as seed maize- 16 Tons, Green grams 16 Tons, cowpeas-8 Tons, Rice 3 Tons and Assorted vegetables 425 Kgs, sweet potato vines-120,000, cassava cuttings-20,000, 5000 hermetic bags and 5000 pheromon traps; Procurement and distribution of 9 motor bikes to support extension service at ward level; Provision of over 1,000 liters of assorted agro-chemicals and over 150 tons of fertilizer that is CAN &amp; DAP; Development of the County Irrigation Policy to enhance irrigation management and infrastructural development; Formation and operationalization of Community institutions such as CDDC, SAIC, LMC, FPOs an SACCOs; Two strategic livestock feed reserve have been established at Madogo</p>

	<p>livestock office and Hola County Livestock Office constructed by ADS Pwani a major development partner in the Livestock Sector; Fodder production has been up scaled to over 250 acres; Pay outs of livestock insurance have been made to 2500 livestock keepers in the county to cushion them against climate change effects; Bee hives distribution to 90 bee keeping groups where 1950 modern hives were issued to 101 bee keeping groups across the county; Improved chicken breeds to 210 groups county wide where 4670 chickens have been procured for the groups.</p> <p>Construction and equipped honey packaging plant at Hola</p>
Department's Medium-Term Plans	<p>Improvement of Agricultural Mechanization services; enhance value addition productivity improvement and trainings, and promote small holder irrigation development</p> <p>Promotion of livestock sales; Livestock Production Extension Services; Beekeeping Apiary Establishment; Poultry improvement; Veterinary infrastructure; Procurement of livestock vaccines and drugs;</p> <p>Fingerlings provision/production; Capacity building staff; Increase fish productivity; Promote socio-economic development through fisheries development; Increasing resilience of the community to cope with frequent and prolonged drought</p>
Department's Resource Usage	<p>Recurrent – <b>Kshs. 143,702,784</b>; Development – <b>Kshs. 444,046,795</b>; Total – <b>Kshs. 587,749,579</b>.</p>
<b>YOUTH, SPORTS, GENDER, CULTURE AND SOCIAL SERVICES</b>	
Department's mandate	<p>To provide social welfare services and disability Mainstreaming, youth development, gender and community services, promote, develop and preserve culture, provide library and information services, rescue and rehabilitate, Orphans and Vulnerable Children and Care for the Abandoned aged.</p>
Key departmental achievements	<p>Renovation of Madogo Social Hall; Purchase of Sports Equipment; Organizing and observing international UN Days( zero tolerant, international women's Day, 16 days of gender activism, international day of persons living with disability, international day of the girl child); Capacity building of 500 women, youth and PWDs on socio-economic empowerment , AGPO, GBV, Reproductive health, peace and conflict resolution; Benchmarking trip for 50 women representing their groups to Narok and Kiambu counties FY 2023/24; Operationalization of PWDs Board; Sensitization and awareness creation on countering violence extremism( 600 women and 564 youths); Psycho-social support during Elnino rains and aftermath floods between October 2023 to March 2024 ( benefited over 500 people)</p>
Department's medium-term plans	<p>Mentorship, coaching and leadership development programs for youth Leadership training; Sports promotion and participation Develop sports</p>

	infrastructure; Strengthen child protection; Capacity building of PWDs, youth and women; Develop infrastructure for women, PWDs and youth
Department's resource usage	Recurrent – <b>Kshs. 47,683,447</b> ; Development – <b>Kshs. 50,000,000</b> ; Total – <b>Kshs. 97,683,447</b> .
<b>EDUCATION AND VOCATIONAL TRAINING</b>	
<b>Department's Mandate</b>	To provide holistic child growth and development; To provide appropriate infrastructure for ECDE, Vocational training centers and home craft centers; Provision of instructional and learning materials; Training and employment of ECDE and vocational training personnel; To coordinate state and non-state actors to promote education and training; Adoption and implementation of national and county ECDE policies
<b>Key Achievements of the Department</b>	<p>Increased enrolment in ECDE from 23,864 at the beginning of 2024 to 24,666 at the end in 318 and 316 operational ECDE centres countywide. ECDE teachers, at the close of 2024, were 367.</p> <ul style="list-style-type: none"> <li>▪ Employment of 79 ECDE teachers on contract and one ECDE coordinator;</li> <li>▪ With support from EDU, trained 201 ECDE teachers on Digital learning (EDU) and received phone/mobile devices.</li> <li>▪ Supply of furniture to 9 ECDE centres – 168 metallic frame hexagon tables, 940 kindergarten chairs and 27 strong and stable plastic chairs;</li> <li>▪ With support from World Vision, trained 37 teachers ply learning methodologies;</li> <li>▪ With support from WFP the county supplied orange fleshed sweet potatoes to five schools (laini, kalkalcha, magura, isowe, konoramada)</li> <li>▪ Construction of toilets at Maroni and Tazama Lako ECDE centre;</li> <li>▪ Constructed 3 model ECDE centres at Hola GK Prison, Mororo and Garsen.</li> <li>▪ Construction of 12 ECDE centres at Kipao, Hamesa, Shauri Moyo, Kizuliani, Hamares, Garsen, Bula Shukriyo, Mkomani, Nyangwani, Kuindwa Rd, Abakik and Kaabso.</li> </ul> <p>Vocational Training Recruited 9 VTC instructors; conducted graduation ceremonies for 2 VTCs; purchased training material and equipment for 8 VTCs; participated in the inter-county sports and exhibitions; procured a 62-seater bus.</p> <p>In FY 2023/24, disbursed Kshs. 154,000,000 worth of bursary to 13,731 students.</p>

<b>Department's Medium-Term Plans</b>	<p>Completion of some of the ongoing projects, payment of around 45% of the existing pending bills, continuous provision of education bursary, capacity building of ECDE caretakers, supply of ECD furniture, supply of ECDE food and learning and outdoor play materials to 3 ecd centers. Establish and operationalize Hurara and Wenje satellite VTCs through provision of necessary learning and training tools, formation of board of management, posting instructors and registration of the centres with TVETA.</p> <p>Capacity building instructors on CBET curriculum for effective delivery in training.</p> <p>Empower youth on talent and skill development at the TRCTYE.</p>
<b>Department's Resource Usage</b>	<p>Recurrent – <b>Kshs. 47,110,342</b>; Development – <b>Kshs. 350,000,000</b>; Total – <b>Kshs. 414,916,559</b>.</p>
<b>HEALTH</b>	
Department's Mandate	<p>Under the Sessional Paper No.6 of the Kenya Health Policy (2014-2030) mandates the sector with the following functions.</p> <ol style="list-style-type: none"> <li>I. Eliminate communicable diseases</li> <li>II. Provide essential healthcare</li> <li>III. Halt and reverse the burden of non-communicable diseases</li> <li>IV. Reduce the burden of violence and injuries</li> <li>V. Minimize exposure of health risk factors</li> <li>VI. Strengthen collaboration with sector providers</li> </ol>
Key Achievements of the Department	<p>Equipping of Hola Referral Hospital Accident and emergency unit; Equipping of the HDU/ICU unit in Hola; Construction of sanitation blocks at Hola County Referral Hospital; Construct ablution blocks in Garsen, Hola, Bura, and Ngao,</p>
Department's Medium-Term Plans	<p>Health Infrastructure Improvement through construction, renovation and equipping of health facilities and also relocation to flood free areas, construct staff houses, construct and equip laboratories; Enhance Universal Health Coverage through Increased enrolment of the public to social health insurance fund (SHIF) ,Maximize health facility revenue claims from SHIF, Enactment and implementation of relevant laws to facilitate hospital autonomy and retention of user fee at the service point to improve access and quality services in health facilities, Establishment of functional Primary Health Care (PHC) networks and provision of stipends to CHPs.</p> <p>Establish a fully-fledged emergency referral and operation system; Improve Health ICT; Health technologies and products (HPTs) by Attaining an end-to-end digitization of the commodity supply cycle; Strengthen Human Resource for Health (HRH); Finalization of the Comprehensive Multi hazard Emergency Preparedness and response plan and monitor Health budget performance;</p>

Department's Resource Usage	Recurrent – <b>Kshs. 1,536,317,095</b> ; Development – <b>Kshs. 72,500,000</b> ; Total – <b>Kshs. 1,608,817,095</b> .
<b>COHESION AND SPECIAL PROGRAMS</b>	
Department's Mandate	Establish sustainable disaster risk management systems and processes aimed at building institutional and community resilience for a safer, secure and cohesive County.
Key Achievements of the Department	KIRA (Kenya Integrated Rapid Assessment) training to county technical officers and county stakeholders; Conducted KIRA assessments during October November December 2023 El-nino rains and March-April-May long rains floods; Trained community volunteer divers and special program staff of basic diving and lifesaving skills at the five sub-counties; Coordinated all floods response activities during the floods 2023-2024 period; Provided evacuations and rescue using three motor boats across the county to community members marooned or cut off by 2023-2024 floods; Procured and supplied 120 collapsible water tanks to flood affected victims living in IDP camps across the county; Distribution of relief food to 28,628 households' floods affected victims across the county; Procured and distributed mosquito nets and blankets to flood affected victims across the county; Finalized the preparation of Beneficiary Targeting SOPs, warehouse management SOP, Tana River County DRM Participatory Action plan and the DRM Strategic plans among other plans; Supported Governors implementation of better shelter program in 16 cluster villages; Procured and supplied 80 (10,000 ltrs) of water tanks; Procured and supplied relief food for 20,000 HH across the county.
Department's Medium-Term Plans	Implement the County DRM Act through the 2% Funding allocation from the County budget
Department's Resource Usage	Recurrent – <b>Kshs. 191,699,217</b> ; Development – <b>Nil</b> ; Total – <b>Kshs. 191,699,217</b> .
<b>ROADS, TRANSPORT, PUBLIC WORKS, HOUSING AND URBANIZATION</b>	
Department's mandate	To provide, supervise and oversee the infrastructural development in the county, transport and related services for sustainable economic growth.
Key departmental achievements	Construction of county headquarters at 78% completion; Opening of new roads 30km; Maintenance (grading and murraming) of 80km of existing roads; Completed 3km of storm water drainage in Hola Township; Installation of 34 no. street lights in Hola township; Construction of Bura storm water Drainage; Construction of 18 no. bodaboda sheds across the County

Department's medium-term plans	Design, construction, rehabilitation and maintenance of county infrastructure; Provision of an efficient and effective fire emergency response system; Development and maintenance of County Government/Public/Institutional buildings; Installation of street lights in urban areas; upgrade strategic urban roads to cabro standard, and open new roads in strategic locations such as the cluster villages; Spear head AFH – affordable housing in the identified areas while repair and maintenance of existing houses in Hola, Ngao Hospital, Garsen, Bura, Madogo, Sala and Waldena; Enforcement of building codes; Carrying out building audit to determine status of buildings; Purchase of Motorbikes 3 for Town cleaning supervision; Construction of Public toilets in Urban Centers
Department's resource usage	Recurrent – <b>Kshs. 70,147,976</b> ; Development – <b>Kshs. 839,330,205</b> ; Total – <b>Kshs. 909,478,181</b> .
<b>WATER, ENERGY, MINING, WILDLIFE AND NATURAL RESOURCES;</b>	
Department's Mandate	To proactively provide efficient clean and safe water supply services, environmental protection and natural resources management services sustainably for the people of Tana River.
Key Achievements of the Department	Sombo Cluster Water Supply project in Hamares; Kamuthe water project; Maroni - Hara water supply project Phase I; Bura water and sanitation project; Construction of Kipao secondary school water supply and sanitation project; Rehabilitation of borehole No. 3 at Garsen water supply; Extension of water supply from Chardende to Dukanotu; Solarized borehole in Karankaret; Madogo water supply improvement works and other civil works; Finalize on the Energy Plan and Investment Plan in Energy Section; Procurement of smart meters; County Water and sanitation strategy and Investment Plan (CWSS&IP); County Water Strategic Plan; County contribution to Energy Efficiency; Tawasco strategic Plan; Tawasco Business Plan; Collective Intelligence program (CI) implementation through mapping of water sources; Signed an MOU on collaborative framework on matching fund programme with Rural Electrification & Renewable Energy Corporation (REREC) on grid extensions and construction of mini-grids; Trained 100 TOTs on clean cooking solutions and technologies and business development; Trained 8 women groups of fabrication of fireless cooker
Department's Medium-Term Plans	To improve administrative, planning and support services for effective and efficient service delivery; Rehabilitating expanding and developing new water infrastructure to supply portable water to all; Diversifying and developing new water sources, to provide portable water to all Improving the conservation and protection of water catchment areas;

	Improving equitable access to sanitation facilities across the county; Enhancing sustainable utilization of forest resources; Expanding electricity infrastructure through the rural electrification programmes; Improve the development of energy resources for livelihood support
Department's Resource Usage	Recurrent – <b>Kshs. 44,693,611</b> ; Development – <b>Kshs. 154,150,000</b> ; <b>Total – Kshs. 198,643,611.</b>
<b>PUBLIC SERVICE MANAGEMENT, ADMINISTRATION AND ICT</b>	
Department's mandate	The main mandate of the department is coordination of county public services up to the grass root levels as per the county government act. It is; also responsible for efficient and effective management of county public service as well as ensuring compliance and enforcement of the county laws, policies and regulations. It coordinates the human resource management and development, civic education, public participation and implementation of performance management in the county public service.
Key departmental achievements	Constructed ward admin offices; Recruited and trained 90 no. Enforcement Officers; Secured medical insurance for all staffs; Signed performance contracts for all directors, CCOs and CECMs; Purchased uniforms for enforcement officers; Maintenance of internet connection to offices at the County Headquarters and satellite offices including Health and Lands
Department's medium-term plans	Purchase of uniforms for enforcement officers and administrators; Conduct skill gap analysis and training needs assessment to inform Kenya School of Government training application; Secure medical insurance for all staff (including additional recruitments); improving mobility for administrators; office space for administrators; Construction of an ICT resource center in Tana North and operationalization of ICT resource center at Minjila; Implementation of the KDSP II.
Department's resource usage	Recurrent – <b>Kshs. 1,491,149,528</b> ; Development – <b>Kshs. 384,600,000</b> ; <b>Total – Kshs. 1,875,749,528.</b>
<b>LANDS AND PHYSICAL PLANNING</b>	
Department's Mandate	To ensure sustainable management of land in the county; Improvement of livelihood to the people through efficient administration equitable access and sustainable management of land
Key Achievements of the Department	The sub sector has made strides in the development of the County Spatial Plan, Town Planning and formation of clusters to spur development and resettlement through planning. In the financial year 2024/2025 the department achieved the following: Completion of Municipality Spatial plan, enhanced sensitization of land matters

	through electronic and print media, Completion of land use plan for 9 urban areas.
Department's Medium-Term Plans	Community land registration; Formalization of existing settlements; Completion of county spatial plan; Completion Hola Municipal Spatial Plan; Survey and titling of 6 urban centres; Preparation of local physical development plans; Preparation of local physical Development plans.
Department's Resource Usage	Recurrent – <b>Kshs. 39,593,750</b> ; Development – Nil; Total – <b>Kshs. 39,593,750</b> .

### **HOLA MUNICIPALITY**

Department's Mandate	Oversee the affairs of the Municipality; Adopt policies, plans, strategies, programs for service delivery on set targets; Formulate and implement on IDeP; Control land, land sub-division, land development and zoning by public and private sectors for any purpose; Promotion and undertaking infrastructure development; Development and management scheme in collaboration with agencies
Key Achievements of the Department	Completion of storm water drainage phase IV; Rehabilitation of roads that were affected with the heavy rainfalls within Hola Municipality as follows; B89 Kasarani-CDF road, B89 Handampia, B89 Emaus, B89 Catholic grave yard.
Department's Medium-Term Plans	Storm water drainage phase IV; Fencing of disposal sites; Installation of street lighting; Establishment of sewage treatment plant; Implementation of the Kenya Urban Support Project.
Department's Resource Usage	Recurrent – <b>Kshs. 54,698,410</b> ; Development – <b>Kshs. 100,000,000</b> ; Total – <b>Kshs. 154,698,410</b> .

### **ENVIRONMENT AND CLIMATE CHANGE**

Department's Mandate	The Mandate of the Department, as per the Executive Order No. 1 of 2022, is as follows; Coordinate the implementation of the Tana River County Climate; Change Act 2021 and other relevant legislations on climate change; Take lead in the mainstreaming of climate change in the formulation and implementation of county plans; Monitoring and reporting on climate change initiatives; Refuse removal, refuse dumps and solid waste disposal; Control of water, air and noise pollution; Control and regulate public nuisances; Manage county parks and recreation facilities; Establish tree nurseries and planting of trees to enhance forest cover; Coordinate Environmental Impact Assessment and Environmental audits for the County programs; Control sound and air pollution in the County; Implement environmental conservation, campaigns and beautification programs in the County; Ensure all natural resources are utilized in a sustainable manner and reclamation of degenerated areas; and Implementing Environmental Conservation;
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	Oversee the mineral exploration and mining activities within the County.
Key Achievements of the Department	Sensitization of County Assembly committee members on climate action and grievances redress mechanisms; Implemented and completed eighteen development projects through the County Climate Change Fund in all the fifteen wards; Sensitization of the Ward Climate Change Planning Committee on the PCRA; Tana River County Forest Policy approved by the County Assembly; The Tana River County Forest and landscape restoration plan approved by the county Assembly; County Environment policy approved by Tana River County Assembly; Prosopis Management which comprised of bush clearing and conversion of land to agriculture which covered an area of about 120 acres and benefitted 352 beneficiaries, charcoal production and animal feeds.
Department's Medium-Term Plans	Allocation of the 3% of climate change fund from the total county development budget; Solid Waste Management- through establishment of transfer stations, enhancing the budget for fuel, purchase of specialized materials, receptacles, developing and designing of dumping sites; Management of prosopis (Mathenge) across the county; Operationalize the County Environmental Committee (CEC)- which will focus on issues such as gypsum, asbestos and others; Forestry-establishment of tree nursery; Establishment of green park-minjila and bura; Development of Community conservation bill; Bamboo tree planting; Purchase of motorbikes for Forest/Environment officers; Establishment of County Climate Information System and Mangrove Restoration
Department's Resource Usage	Recurrent – <b>Kshs. 32,938,050</b> ; Development – <b>Kshs. 225,638,613</b> ; Total – <b>Kshs. 258,576,663</b> .

## Conclusion

77. The County Government of Tana River intends to continue in the consolidation of devolution gains to sustain socio-economic development. In order to achieve this, in FY 2025/26, the County shall invest across the following strategic priorities: decisive investment in the in the social sectors to reduce the cost of living at household level, decisive investment in sectors that will unlock economic and financial opportunities and Monitoring and Evaluation.

Additionally, the County shall adhere to the recommendations from the CRA and the resolutions at the Intergovernmental Budget and Economic Council to clear pending bills over the course of the next FY.

78. However, to achieve these strategic objectives there is need for rigorous mobilization of county own source revenue (OSR), reduction of non-core expenditure and living within our means through implementation of austerity measures as well as adhering to National Treasury directives on distribution and disbursement of conditional grants.

## Annex 1: Response to the Comments from the Public on the 2025 CFSP

<b>DEPARTMENT</b>	<b>Issue Raised at PPF</b>	<b>Proposed Way Forward/Action Taken/Response</b>
<b>Office of the Governor</b>		
<b>Finance and Economic Planning</b>	<ul style="list-style-type: none"> <li>a. Strengthening the Internal Audit Directorate</li> <li>b. Publish status of pending bills per sector</li> <li>c. Review revenue\cess in the finance bill</li> <li>d. Increase allocation for bursaries from the 2.5%</li> <li>e. Increase contributions for climate change from 2% to 3%.</li> <li>f. Construction of revenue office in Mororo at the Garissa border.</li> </ul>	<ul style="list-style-type: none"> <li>i. 2025 CFSP provides for the strengthening the internal audit function including by supporting the County Audit Committee.</li> <li>ii. A section on pending bills included in the 2025 CFSP. Status of pending bills is shared with oversight bodies. Publishing of the list to be considered moving forward.</li> <li>iii. Review of rates in the finance bill to be considered in the 2025 Finance Bill.</li> <li>iv. The 2025 CFSP provides for Education Infrastructure, Bursary and Scholarship Fund whose allocation far exceeds the 2.5%.</li> <li>v. The 2025 CFSP provides for a 3% of the total development budget towards the Climate Change Fund.</li> <li>vi. To be considered in subsequent budgets.</li> </ul>
<b>County Public Service Board</b>		
<b>Trade, Tourism and Industry</b>		
<b>Agriculture, Livestock, Fisheries and Veterinary Services</b>	<ul style="list-style-type: none"> <li>a. Capacity building of youths' fishermen groups in Kipini</li> <li>b. Value addition in livestock farming</li> <li>c. Construction of cattle dip</li> <li>d. Construction of livestock quarantine centres</li> <li>e. Hiring of veterinary officers</li> </ul>	<ul style="list-style-type: none"> <li>i. Not considered due to resource constraints. To be pursued in subsequent budgets or through partnership with other actors.</li> <li>ii. Not considered due to resource constraints</li> <li>iii. Not considered due to resource constraints</li> <li>iv. Not considered due to resource constraints</li> </ul>

<b>DEPARTMENT</b>	<b>Issue Raised at PPF</b>	<b>Proposed Way Forward/Action Taken/Response</b>
	<ul style="list-style-type: none"> <li>f. protection of Idsowe solar Irrigation from wild animals through fencing, and allocations of county security Guards.</li> <li>g. Provision of farm tractors in Tana north.</li> <li>h. Repair of existing farm tractors in Hola.</li> <li>i. Mechanism to solve farmers-wildlife conflict.</li> </ul>	<ul style="list-style-type: none"> <li>v. To be considered when recruitments/replacements across County departments is being done.</li> <li>vi. Not considered due to resource constraints</li> <li>vii. Not considered due to resource constraints</li> <li>viii. Not considered due to resource constraints</li> <li>ix. Feedback relayed to County department.</li> </ul>
<b>Youth, Sports, Gender, Culture and Social Services</b>	<ul style="list-style-type: none"> <li>a. Establishment of a rescue centre for GBV victims and survivors.</li> <li>b. Sports promotion across the county</li> </ul>	<ul style="list-style-type: none"> <li>i. Not considered due to resource constraints</li> <li>ii. 2025 CFSP provides for sports promotion (county leagues)</li> </ul>
<b>Education and Vocational Training</b>	<ul style="list-style-type: none"> <li>a. Additional allocation to the SFP</li> <li>b. Construction of toilets in ECDE centres</li> <li>c. Renovation of dilapidated ECDE centres</li> <li>d. Construction of ECDE at village clusters</li> <li>e. Ensure uniform standard for the ECDE structures</li> <li>f. Construction of ECDE at Bura Imani</li> <li>g. Construction of ECDEs at Tulu and Bilisa villages plus Latrine</li> <li>h. Increase number of support staff at Garsen Vocational centre,</li> <li>i. Improve allocation of funds to VTC.</li> <li>j. Standardization of work in construction of VTC workshops.</li> <li>k. Promotion of staffs at VTC.</li> <li>l. Capacity building of VTC trainers</li> </ul>	<ul style="list-style-type: none"> <li>i. Considered in the 2025 CFSP within the allocation towards recurrent expenditure.</li> <li>ii. All infrastructure within ECDE are to be considered within the allocation towards the Education Infrastructure, Bursary and Scholarship Fund.</li> <li>iii. Standardization of ECDE and VTC structures: feedback relayed to Department (ECDE/Vocational Training, and Public Works)</li> <li>iv. Capitation for VTC provided for within the allocation towards recurrent expenditure.</li> </ul>
<b>Health</b>	<ul style="list-style-type: none"> <li>a. Increased Medical supplies at the level 4 hospital</li> <li>b. Completion of construction works at Hola level 4 hospital</li> <li>c. Improved ambulance services</li> <li>d. Operationalization of constructed health centers</li> <li>e. Automation of health services</li> <li>f. Provision of a standby generator in bura and madogo health centers.</li> </ul>	<ul style="list-style-type: none"> <li>i. Considered in the 2025 CFSP within the allocation towards recurrent expenditure.</li> <li>ii. Feedback relayed to the Department of Health for consideration.</li> <li>iii. Considered in the 2025 CFSP within the allocation towards recurrent expenditure.</li> <li>iv. Feedback relayed to the Department of Health for consideration.</li> </ul>

<b>DEPARTMENT</b>	<b>Issue Raised at PPF</b>	<b>Proposed Way Forward/Action Taken/Response</b>
	<ul style="list-style-type: none"> <li>g. Provision of nurses and medical drugs in Madogo hospital.</li> <li>h. Operationalization of minjila dispensary</li> <li>i. Construction of X-Ray room and blood bank at Garsen level 4 hospital.</li> </ul>	<ul style="list-style-type: none"> <li>v. Considered in the 2025 CFSP within the allocation towards recurrent expenditure.</li> <li>vi. Considered in the 2025 CFSP within the allocation towards recurrent expenditure.</li> <li>vii. Feedback relayed to the Department of Health for consideration.</li> </ul>
<b>Cohesion and Special Programs</b>	<ul style="list-style-type: none"> <li>a. Operationalization of the DRM Committees</li> <li>b. Increase the quantities of food rations</li> </ul>	<ul style="list-style-type: none"> <li>i. Considered in the 2025 CFSP within the allocation towards recurrent expenditure.</li> <li>ii. Feedback relayed to the Department of Special Programs. To be considered during the utilization of the DRM Fund and Emergency Fund.</li> </ul>
<b>Roads, Transport, Public Works, Housing and Urbanization</b>	<ul style="list-style-type: none"> <li>a. Construction of access road to Madingo before construction of the proposed market.</li> <li>b. Servicing of minjila flood light</li> <li>c. Implementation of Bura town Plan in case of emergencies and water supply to Hirimani.</li> <li>d. Maintenance of high mast and security lights across the county.</li> <li>e. Establish new municipalities, Bura and Madogo</li> </ul>	<ul style="list-style-type: none"> <li>i. Feedback relayed to the Department of Roads and Transport</li> <li>ii. Considered in the 2025 CFSP within the allocation towards recurrent expenditure.</li> <li>iii. Feedback relayed to the Department of Housing and Urbanization.</li> <li>iv. Considered in the 2025 CFSP within the allocation towards recurrent expenditure.</li> <li>v. To be considered in subsequent planning/budgeting cycles.</li> </ul>
<b>Water, Energy and Natural Resources</b>	<ul style="list-style-type: none"> <li>a. Drilling of boreholes across the county</li> <li>b. Supply of clean, safe water in minjila and it's environs</li> </ul>	<ul style="list-style-type: none"> <li>i. To be pursued under the K-WASH programme.</li> <li>ii. The 2025 CFSP provides for a grant to TAWASCO for improving water supply to urban areas.</li> </ul>
<b>Environment And Climate Change</b>	<ul style="list-style-type: none"> <li>a. Operationalization of Climate change fund.</li> </ul>	The 2025 CFSP provides for a 3% of the total development budget towards the Climate Change Fund.
<b>Public Service Management, Administration and ICT</b>	<ul style="list-style-type: none"> <li>a. Construction of ICT hubs at ward level</li> <li>b. Purchase of uniform for administrators</li> <li>c. Construction of yet to be constructed ward administrators' offices</li> </ul>	<ul style="list-style-type: none"> <li>i. 2025 CFSP provides for establishment of an ICT hub in Tana North sub-county.</li> <li>ii. Considered in the 2025 CFSP within the allocation towards recurrent expenditure</li> <li>iii. 2025 provides for the construction of ward administrator's office.</li> </ul>

<b>DEPARTMENT</b>	<b>Issue Raised at PPF</b>	<b>Proposed Way Forward/Action Taken/Response</b>
	<ul style="list-style-type: none"> <li>d. Construction of GASA centres for all the communities across the county</li> <li>e. Extend invitations for PPF medium to include local radio stations.</li> <li>f. CHP payments should be done on time.</li> </ul>	<ul style="list-style-type: none"> <li>iv. To be considered in subsequent planning/budgeting cycles.</li> <li>v. Feedback relayed to concerned departments (Administration and Economic Planning)</li> <li>vi. Feedback relayed to concerned departments (Public Service Management, Health and Finance)</li> </ul>
<b>Lands And Physical Planning</b>	<ul style="list-style-type: none"> <li>a. Urban planning in Bangale, Madogo, Minjila and Garsen</li> <li>b. Recognition and development of the ancient and already existing clustered settlement and incorporating them in the cluster programme.</li> <li>c. plot allotment letters and issuance of plots (physical planning) at Minjila</li> </ul>	Feedback relayed to the Department of Lands and Physical Planning for considered either in the 2025 CFSP within the allocation towards recurrent expenditure or in subsequent planning/budget cycles.
<b>Hola Municipality</b>		

## Annex 2: Response to the Comments from CRA on the 2025 CFSP

<b>Area of Comment</b>	<b>Observation/Recommendation</b>	<b>Response/Consideration</b>
<b>County Own Source Revenues (OSR)</b>	The OSR projection of Kshs. 168,419,681 in FY 2025/26 seems high considering that the County did not achieve its set target in the FY 2021/22, 2022/23 and 2023/24. The County is to put in place realistic OSR projections and implement the strategies to attain the OSR target and potential.	The OSR target in FY 2025/26 is informed by the performance in OSR in the FY 2024/25 (the OSR target in the original budget of Kshs. 96,630,000 was achieved within the first half of the FY 2024/26). As such, this target was revised in the Supplementary Budget Estimates, to Kshs. 153,108,800. This adjustment in the OSR target is also supported by reforms in revenue administration.
<b>Fiscal Responsibility Principles: Personnel Emolument</b>	The 2025 CFSP has proposed an allocation of 35% towards wages and benefits. The County should include the measures to be implemented to curb the wage bill and adhere to the set limit both in the budgeting and during the implementation of budgets.	In the finalization of the 2025 CFSP, expenditure towards personnel emoluments constitute 32% of the total expenditure. The County endeavours to adhere to the set limit during budget implementation.
<b>Fiscal Responsibility Principles: Recurrent Expenditure</b>	The County is to adhere to the set limit in the budgeting and during the implementation of budgets.	In the finalization of the 2025 CFSP, expenditure towards recurrent expenditure constitute 60% of the total expenditure. The County endeavours to adhere to the set limit during budget implementation.
<b>Fiscal Responsibility Principles: Development Expenditure</b>	The County did not adhere to the threshold of 30% as set out in the PFM Regulations for the 4 years under review. The 2025 CFSP has proposed an allocation of 36% towards development expenditure. The County is to adhere to the set limit in the budgeting and during the implementation of budgets.	In the finalization of the 2025 CFSP, expenditure towards development expenditure constitute 40% of the total expenditure. The County endeavours to adhere to the set limit during budget implementation.
<b>Fiscal Responsibility Principles: Fiscal Risks</b>	The 2025 CFSP has clearly outlined the specific risks and the mitigation measures against the adverse effects.	Noted for retention in the final draft of the 2025 CFSP.
<b>Pending Bills</b>	The County is to include information on pending bills	Noted for inclusion in the 2025 CFSP.
<b>Alignment of CFSP to National Objectives</b>	The strategic priorities in the 2025 CFSP is aligned to the national objectives	Noted for retention in the final draft of the 2025 CFSP.

<b>County Assembly Recurrent Expenditure Budget Ceiling</b>	The draft 2025 CFSP proposed an allocation of Kshs. 733,643,957 for the County Assembly Recurrent expenditure. This is to be adjusted to once the CARA 2025 is finalized	The County Assembly Recurrent expenditure, in the final draft of the 2025 CFSP, has been reviewed to Kshs. 580,218,891 as provided for by CRA in the recommendation to the Senate.
<b>Public Participation</b>	The County to involve the CBEF in the finalization of the CFSP and that the reports on public participation sessions are included in the publishing and publicizing of the approved CFSP.	Non-state members of the CBEF were involved in the consultations with the public on the 2025 CFSP. The approved CFSP includes an annex of the issues raised in the public participation sessions.

### Annex 3: Response to the Comments from ICPAK Coast Branch on the 2025 CFSP

Area of Comment	Observation/Recommendation	Response/Consideration
<p><b>Performance on Own Source Revenue</b></p>	<p>The projected OSR in the draft 2025 CFSP of Kshs. 168,419,681 represents a 74.3% increase from the FY 2024/25. This projection is too ambitious, considering that the County did not meet its previous target.</p> <p>ICPAK recommended the following:</p> <ol style="list-style-type: none"> <li>a. Automation of revenue collection systems</li> <li>b. Enhance budgetary control measures by ensuring that the expenditure is within the approved budget</li> <li>c. Diversify revenue sources: exploring alternative revenue streams, leverage on PPPs, or identify new sources of funding</li> <li>d. Enhance capacity building for revenue collection officers and establish functional revenue units</li> <li>e. Manage revenue waivers and variations in line with the County laws.</li> </ol>	<p>The OSR target in FY 2025/26 is informed by the performance in OSR in the FY 2024/25 (the OSR target in the original budget of Kshs. 96,630,000 was achieved within the first half of the FY 2024/26). As such, this target was revised in the Supplementary Budget Estimates, to Kshs. 153,108,800. This adjustment in the OSR target is also supported by reforms in revenue administration.</p> <p>These recommendations shall be considered in the section, <a href="#">Fiscal Structural Reforms</a></p>
<p><b>Sector Priorities: Health</b></p>	<p>ICPAK recommends that the County:</p> <ol style="list-style-type: none"> <li>a. Prioritize the implementation of critical development projects</li> <li>b. Ensure the integrity of budget implementation systems by enhancing budgetary controls.</li> <li>c. Strengthen M&amp;E frameworks to track progress and address stalled projects.</li> <li>d. Ensure that the Annual Budget is not more than 10% of its previous budget.</li> </ol>	<ol style="list-style-type: none"> <li>i. Recommendation (a) to (c) shall be considered in the section, <a href="#">Fiscal Structural Reforms</a>.</li> <li>ii. Adjustments in the annual budget are determined by the resource envelope. The County pursues a balanced budget in which total expenditure equals total revenue. However, allocations in the budget for the current year is pegged on the performance in the budget for previous years, priorities for spending in</li> </ol>

	e. Adopt zero-based budgeting	the budgeting year, and distribution of conditional grants across county departments.
<b>Sector</b> <b>Agriculture</b>	<b>Priorities:</b> ICPAK recommends that the County: a. Increase budget allocation to the Sector to at least 10% of the total budget. b. Reverse budget cuts to the agriculture budget c. Leverage PPPs for major projects (irrigation schemes) d. Invest in agricultural research.	i. The allocation to the agriculture sector, in the approved 2025 CFSP, is 6.56%. This amount excludes expenditures on personnel emoluments (that have been lumped under the Department of Public Service). ii. Worth noting is that the reduction to the agriculture budget in the 2025 CFSP is as a result of a corresponding reduction in conditional grants to the sector. However, the net investment to the sector has increased. iii. The County continues to pursue investment promotion including through PPPs. iv. Efforts on agricultural research are being pursued in collaboration with existing national agricultural research institutions.

### Annex 3: Response to the Comments from Nature Kenya on the 2025 CFSP

Area of Comment	Observation/Recommendation	Response/Consideration
<b>Water, Energy, Mining, Wildlife and Natural Resources</b>	<ul style="list-style-type: none"> <li>a. Support Sustainable Land Use Management, Biodiversity Conservation and Forest Landscape Restoration</li> <li>b. Promote establishment of community conservation groups</li> <li>c. Adopt a clean energy development pathway and promote sustainable energy technologies</li> </ul>	Not considered due to resource constraints. To be pursued in subsequent budgets or through partnership with other actors.
<b>Environment and Climate Change</b>	<ul style="list-style-type: none"> <li>a. Set aside an additional 1% of budget to support environmental-related activities.</li> <li>b. Promote mainstreaming of biodiversity and natural resources best practices in all sectors of the economy.</li> <li>c. Mainstream and ensure the effective application of International Environmental Agreements and Instruments in the County planning</li> <li>d. Restore degraded areas to ensure 40% forest cover for the county.</li> <li>e. Set aside all wetlands for community use and/or conservation.</li> </ul>	<ul style="list-style-type: none"> <li>i. Considered in the 2025 CFSP within the allocation towards recurrent expenditure. Fixing a 1% allocation to environment-related activities to be pursued first as a policy/legislation.</li> <li>ii. Feedback relayed to the Department of Environment and Climate Change for taking lead and coordination.</li> <li>iii. Feedback relayed to the Department of Environment and Climate Change for their mainstreaming while implementing activities under the recurrent budget.</li> <li>iv. Feedback relayed to the Department.</li> <li>v. Feedback relayed to the Department.</li> </ul>
<b>Trade, Tourism and Industry</b>	<ul style="list-style-type: none"> <li>a. Support adoption of the Tana Delta Land Use Plan by the Tana River County Assembly and allocate resources to implement its Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>i. Feedback relayed to the Department of Environment and Climate Change for their mainstreaming while implementing activities under the recurrent budget.</li> </ul>