

REPUBLIC OF KENYA



BARINGO COUNTY GOVERNMENT
COUNTY TREASURY AND ECONOMIC PLANNING

29TH July 2016

TREASURY CIRCULAR NO. BCG/CT/BUDGET/05/VOL.1/77

**TO: CLERK COUNTY ASSEMBLY
COUNTY EXECUTIVE COMMITTEE MEMBERS
ALL ACCOUNTING OFFICERS
TOWN ADMINISTRATORS**

**BUDGET PREPARATION GUIDELINES FOR THE MEDIUM TERM
EXPENDITURE FRAMEWORK (MTEF) PERIOD 2017/18 – 2019/20**

Purpose

1. The purpose of this Budget Circular is to inform and guide Departments and County Government Entities on the preparation of the Medium Term Budget for 2017/18– 2019/20 MTEF period and the key dates for its delivery. The circular is prepared in accordance to section 128(2) of the Public Finance Management Act no. 18 of 2012 and shall apply to all Departments and Entities.

Context of 2017/18 Budget Preparation

2. As you are aware, the economy is stable despite the negative effects of drought and insecurity. In this regard, the budget for the next MTEF period will be within the context of stimulating growth and creating jobs, reducing poverty, enhancing food security and protecting the livelihoods of the poor and the most vulnerable members of our society. Therefore, emphasis will be given to:
 - Maintenance of a stable socio-economic environment and creating an enabling environment for business;

- Development of key infrastructure facilities and public works countywide to stimulate growth, create employment and reduce poverty;
- Promotion of equitable and social development for stability;
- Environment management and food security;
- Enhancing governance, transparency and accountability in the delivery of public goods and service; and
- Focusing on key high impact flagship projects.

3. It is therefore crucial for Sector Working Groups to ensure that they only consider proposals for funding which are aimed at supporting these objectives and County Government's priority policies as outlined in the County Integrated Development Plan (CIDP), Sector plans, Annual Development Plans (ADP) and Second Medium Term Plan towards realization of Vision 2030.

4. I wish to remind Accounting Officers that, sector proposal priorities agreed will be funded. It is therefore expected that by and large you will have to work on complying with the priorities as agreed within sectors. In particular, your spending priorities, including ongoing programmes, should be aimed at improving the efficiency of county government in delivering core services to the people. The county government will continue its prudent approach to budgeting through expenditure rationalization and optimal resource allocation as a measure of realizing quicker economic-social growth and development.

Ongoing Projects

5. During the previous financial years beginning 2013/14 F/Y, the county government initiated several projects some of which are still ongoing. The objectives of these initiatives were to stimulate the economy and improve the living standards of the county residents. Some of the programmes initiated are likely to spill over to the next MTEF period. Sectors are required to fully plan and allocate resources for completion of such programmes within the sector ceiling. In essence more focus should be given to the completion of ongoing projects and programs to make them fully functional hence providing the much needed services and benefits.

Public Expenditure Review (PER) and County Budget and Review Outlook Paper (CBROP)

6. The overall objective of PER and CBROP is to inform the budget process by providing an in-depth analysis of budget performance in the past period so as to inform the future budget decisions. Ideally, this process is supposed to be a critical self assessment of each department to analyze own challenges, weaknesses and successes and then use that information to chart the way forward.
7. As you are aware, we have not been undertaking Departmental Public Expenditure Reviews (DPERs) on an annual basis and by a large extent it should have assisted departments to formulate more credible budgets. DPERs are meant to provide budgetary preparation by providing key information necessary for formulation of budgets on a timely basis.
8. In view of the above, and the need to enforce consistency between the budget and forward years, it has become necessary to have the PER, DPER and the launch of Sector Working Groups undertaken after every three financial years. Please note that the 2016/17 will mark the start of this new arrangement and therefore the next exercise will be undertaken in financial year 2019/2020. In between these financial years, Sector Working Groups (SWGs) will only be meeting to assess policy changes and incorporating the same in the MTEF ceilings in a rollover process.
9. Accounting Officers should note that after the launch of the Sector Working Groups, the 2017/18 budget process will commence immediately with the undertaking of the CBROP and Departmental Public Expenditure Reviews. Each Department or Entity will be expected to undertake a detailed appraisal of the composition, allocation and utilization of previous allocation of expenditure covering the Financial Years 2013/14 to 2015/16 and CBROP for 2015/16. Detailed guidelines for undertaking Departmental Public Expenditure Review (DPER) are provided in Annex IV of this Circular.

Programme Based Budgeting (PBB)

10. The county government will continue to entrench Programme/Performance Based Budgeting (PBB) in budget process so as to guarantee long term objective of efficiency and effectiveness in public spending. Our desired goal is to have a PBB system which is fully operational as required by the Public finance Management Act no. 18 of 2012.

11. This requires sectors under the guidance of SWG to develop programmes with activities, outputs and outcomes that they will ultimately defend before the relevant committees of the County Assembly if need arises. We have therefore prepared the ground for full adoption of the Programme/Performance Based Budgeting.
12. Over the last years, the county government has laid the necessary foundation for full adoption of the Programme/Performance Based Budgeting. Indicative Budgets for FY 2015/16 and FY 2016/17 have provided useful insights for introducing the PBB. In this connection, the 2016/17 Sector Reports will continue to be prepared on the basis of programmes. The department of County Treasury and Economic Planning will be providing guidance in the process, including building of capacity where necessary. The format for presentation of Programme Based Budgets is indicated in Annex V.

Prioritization and Allocation of Resources

13. The county government will continue with its policy of expenditure rationalization with a view to funding only core services and reducing costs through the elimination of duplication and inefficiencies. These decisions will have implications in the budget ceilings to be provided in the County Budget Review and Outlook Paper (CBROP).
14. In support of the goal of reviving the economy and achieving sustainable growth, it is important that adequate resources are made available to support programmes outlined in the CIDP Sector Plans and ADP. This therefore calls for establishment of transparent criteria for allocating resources amongst priority programmes.
15. The following criteria will serve as a guide for allocating resources:
 - Linkage of the programme with CIDP, ADP and Sector Objectives
 - Degree to which a programme addresses core poverty interventions
 - Degree to which the programme is addressing the core mandate of the
 - Sector Department
 - Expected outputs and outcomes from a programme
 - Linkage with other Programmes
 - Cost effectiveness and sustainability of the programme
 - Other National Government plans

Capital Projects/Flagship Projects

16. Any proposal for additional allocation of resources must indicate a resultant increase in the final output of the sector or an increase in its efficiency with the adoption of new technology improvements. The proposed additional or new expenditure will have to be aligned with the sector mandate and should be subject to the available fiscal space and approved by the sector working group which the project falls.

17. The Proposed capital projects will have to be evaluated in the context of the following elements:

- a) Priority for financing projects should be given to those projects that are in full compliance with the County Government regulations and priorities as outlined in the CIDP 2013/17, ADP and Sector plans and should fully be justified for financing;
- b) Sectors should indicate how their proposed projects will contribute to economic growth, job creation and increased citizen's welfare.

Public Finance Management and the County Assembly Standing Orders

18. Accounting Officers are reminded to adhere to PFM Act 2012 and that they shall be held liable in case of any bridge of the law. It is also important to note that they might be called in to appear before the relevant Departmental Committees of the County Assembly to justify their programmes and budgets. In this connection, they are reminded to familiarize themselves with the requirements of the PFM Act 2012 and the County Assembly Standing Orders and comply with them accordingly.

Preparation and Submission of Sector Reports

19. Accounting Officers are reminded that the Sector Working Groups are the only recognized avenue for bidding for resources. It is important to note that, there will be no funding outside the Sector Working Group framework. Departments are therefore required to fully participate in the relevant Sectors indicated in Annex II. The composition and terms of reference for Sector Working Groups are as indicated in Annex III.

20. Involvement of the Sub-counties, Wards and other stakeholders in the MTEF budget process is equally important. Accounting Officers are therefore expected to ensure that Sub-counties priorities are received and incorporated within the departmental budget proposals.

21. Sector Chairpersons are required to ensure that all activities of Sector Working Groups are completed on scheduled timelines, including the draft Sector Reports which should be ready for submission to the Treasury not later than 1st October, 2016 in line with the format indicated in Annex VI.

Conclusion

22. Finally, Accounting Officers are requested to ensure strict adherence to these guidelines and to bring the contents of this Circular to the attention of all Officers working under them, including the Heads of the County Government Entities.

GEOFREY K. BARTENGE

**COUNTY EXECUTIVE
BARINGO COUNTY TREASURY**

Copy to:

H.E THE GOVERNOR

H.E THE DEPUTY GOVERNOR

COUNTY SECRETARY

ANNEXES

ANNEX I: BUDGET CALENDAR FOR 2017/18 FINANCIAL YEAR

The following is the budget calendar for the financial year 2017/2018. Heads of departments are requested to adhere to the deadlines set so as to finalize the budget within the stated timelines.

ACTIVITY	RESPONSIBILITY	DEADLINE
Updating/ developing county development plan	County Treasury/ Departments	July to September 2016
Submit CADP to County Assembly	County Treasury	1 st September 2016
Departmental expenditure review	Departments	30 th September 2016
Convene Sector working groups (SWG)	County Treasury	9 th August 2016
Draft County Budget Review and Outlook Paper (CBROP)	County Treasury	15 th September 2016
Finalize CBROP and present to CEC for approval	County Treasury	30 th September 2016
Submit CBROP to county assembly	County Treasury	1 st October 2016
Submit draft sector reports to treasury	Sector Chair persons	1 st October 2016
Hold Sector hearings	County treasury/ SWGs	10 th -12 th October 2016
Submit final Sector reports to county treasury	SWGs	31 st October 2016
CRA gives county Revenue allocation	CRA	24 th October 2016
Preparation of the CFSP	County Treasury	27 th October -15 th Nov.2016
Submission of CFSP to CEC for approval	County Treasury	24 th November 2016
Submission of CFSP to county Assembly	County Treasury	28 th November 2016
Develop and issue guideline on Budget preparation	County Treasury	1 st December 2016
Submission of budget proposal to county Treasury	County Treasury	9 th December 2016
Public hearing for budget estimates	County Treasury	14 th – 21 st December 2016
Consolidation of draft Budget estimates	County Treasury	27 th -31 st December 2016
Submit of budget estimates to CEC for approval	CEC Finance	6 th January 2017
Submit budget estimates to County Assembly	CEC Finance	10 th January 2017
Publicize the budget estimates	Treasury	17 th January 2017
Budget statement	CEC Treasury	22 nd March 2017
County Assembly approves the budget and passes appropriation bill	County Assembly Clerk	31 st March 2017

Annex II: Composition of Sector Working Groups

SECTOR	VOTE NO.	SECTOR COMPOSITION
AGRICULTURE AND RURAL DEVELOPMENT		Agriculture
		Livestock Development
		Cooperative Development
		Lands and Housing
		Fisheries Development
GENERAL ECONOMICS AND COMMERCIAL AFFAIRS		Trade
		Tourism
		Industrialization
ENERGY INFRASTRUCTURE AND ICT		Infrastructure
		Roads
		Transport
		Energy
		Public Works
		ICT
ENVIRONMENT PROTECTION, WATER AND NATURAL RESOURCES		Water and Irrigation
		Environment and Natural resources
		Forestry & Wildlife
HEALTH		Medical Services
		Public Health
EDUCATION		ECDE
		Vocational Training
PUBLIC ADMINISTRATION AND INTERNATIONAL RELATIONS		Office of the Governor
		Office of the Deputy Governor
		Office of the County Secretary
		Public Service Board
		County treasury and economic planning
Social Protection Culture and Recreation		Youth
		Sports
		Gender
		Culture

Annex III: Composition and Terms of Reference for the Sector Working Groups (SWGs)

There shall be Sector Working Groups composed of the following:

- i. Chairperson chosen by consensus by other Accounting Officers within the SWGs
- ii. Other Stakeholders representing Development Partners, Civil Society Organizations and the Private Sector related to SWGs

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

- i. Coordinate the sector reviews in accordance with the guidelines;
- ii. Identify and prioritize the programmes to be funded;
- iii. Identify projects to be funded under Public Private Partnerships (PPP);
- iv. Coordinate activities leading to the development of sector reports, Programme Based Budgets; and itemized budgets
- v. Analyze cost implications of the proposed programmes, projects and policies
- vi. Allocate resources to departments and agencies within the sector in accordance with the agreed criteria.
- vii. Submit all required documents to the county treasury

Roles and Responsibilities of Sector Conveners and Co-conveners

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

- ✓ Brief the Sector Chair Persons on the County SWG implementation plan
- ✓ Ensure that SWGs map out their key stakeholders and invite them to the sector consultative meetings
- ✓ Assist SWGs understand and adhere to the MTEF Budget

preparation guidelines

- ✓ Ensure that SWGs develop an action plan consistent with timelines set in the budget calendar and the SWG implementation Action Plan
- ✓ Ensure that planned SWGs programmes are anchored on the CIDP, ADP, Sector plans and Kenya Vision 2030 and its Medium Term Plans
- ✓ Ensure that SWGs develop and document a prioritization and resource allocation criteria which is consistent with the overall guidelines provided by Treasury
- ✓ Ensure that programmes are well costed, and have measurable performance indicators.
- ✓ Ensure ensuing MTEF policy priorities and budget are well informed by the previous performance of the sector/ ministries through such instruments as Annual Progress Reports, Departmental Public Expenditure Review
- ✓ Track the implementation of the SWG planned activities and bring to the attention of the Chairperson/Treasury the challenges facing the exercise and recommended way forward
- ✓ Coordinate the preparation of final Sector Presentation for Public Sector hearings

ANNEX IV: REPORT FORMAT FOR DEPARTMENTAL PUBLIC EXPENDITURE REVIEW

Theme:

Allocating resources to high impact projects

Executive Summary

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

1. Introduction

This section should discuss the overall objective of undertaking expenditure review; show the link between the expenditure review and the theme of current financial year as stated above; state any challenges which may hinder effectiveness of expenditure reviews; show the link between the expenditure review and achievement.

2. The Department Programmes

This section should state Mission and Vision of the departments: discuss the vision and mission of the department in relation to its mandate; review the programmes in relation to its mandate and the Vision as stated above; review the expenditures of the department in relation to the programmes and the mandate of the department, review the performance of the programmes of the department in relation to the flagship projects as provided in the CIDP 2013-17, MTP & Vision 2030.

2.1 Expenditure Performance

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

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

Discuss the implementation of the capital projects (Flagship projects if any).The review should focus on the set targets as spelt out in the ministerial work plan. The table below may be used to summarize the information

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

State any challenges experienced in implementation of the budget during the years under review (2013/14 – 2015/16)

2.2 Expenditure Analysis for the Period (2013/14 – 2015/16)

Discuss the trends in allocation of total expenditure over the period stated above. Summarize these allocations as provided in Table 2.1 below

Analyze expenditures as indicated in tables 2.1 – 2.7 and clearly explain the observed trends.

Table 2.1: Analysis of Department’s Total Expenditure, (2013/14 – 2015/16) (KShs. Million)

	Printed Estimates			Revised Estimates			Actual Expenditure		
	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
Recurrent									
Development									
Total									
Rec. as % of Total									
Dev. as % of Total									

Table 2.2: Analysis of Expenditures by Economic Classification

	Approved Estimates			Actual Expenditures		
	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
1. Recurrent Budget						
Compensation to Employees						
Use of Goods and Services						
Grants, Transfers and Subsidies						
Acquisition of Non Financial Assets						
Total Recurrent Budget						
2. Development Budget						
Compensation to Employees						
Use of Goods and Services						
Grants, Transfers and Subsidies						
Acquisition of Non Financial Assets						
Total Development Budget						
Total Expenditures						

Table 2.3 Analysis of Expenditures by Programmes and Sub Programmes

	Approved Estimates			Actual Expenditures		
	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
Programme Name						
Sub Programme 1						
1. Recurrent Budget						
Compensation to Employees						
Use of Goods and Services						
Grants, Transfers and Subsidies						
Acquisition of Non Financial Assets						
2. Development Budget						
Compensation to Employees						
Use of Goods and Services						
Grants, Transfers and Subsidies						
Acquisition of Non Financial Assets						
Total Expenditures						

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

Table 2.4: Expenditure by Sub-Vote or By Functional Units (KShs. Million)

	Approved Estimates			actual expenditures		
	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
1.Recurrent Budget						
Sub-Vote 1						
Sub-Vote 2						
Sub-Vote3						
..Sub- Vote n						
Total Recurrent						
2.Development Budget						
Sub-Vote 1						
Sub-Vote 2						
Sub-Vote3						
..Sub- Vote n						
Total Development						
3 Total Budget						

Sources of finances**Table 2.5: Sources of Finances (KShs. Million)**

	Approved Estimates			Actual Receipts		
	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
GOK						
Recurrent A-in-A						
Donor						
Revenue						
Loan						
Grant						
AIA						
Loan						
Grant						
Others- Specify						
Total						

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

2.3 Analysis of Pending Bills

Analyze the trends in stock of pending bills according to type (recurrent and development)

Provide the nature of pending bills e.g. utility, personal claim etc

Analyze the stock in pending bills as a proportion of total ministry expenditure over the period of review.

Discuss any measures undertaken or proposed to settle these pending bills.

Table 2.7: Summary of Pending Bills by nature and Type (KShs. Million)

Type/nature	Due to lack of liquidity			Due to lack of provision		
	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
1. Recurrent						
Utility						
Telephone						
Electricity						
Water						
Personal Claims						
Others-Specify						
2. Development						
Utility						
Telephone						
Electricity						
Water						
Personal Claims						
Others-Specify						
Total Pending Bills						

3. Human Resources Development and Capacity Building

- i. Discuss key personnel changes over the past 3 years and how it has affected the performance of the County
- ii. State any constrains to service delivery
- iii. Describe efforts being undertaken to combat HIV/AIDS, disability and gender mainstreaming issues in the County
- iv. Review implementation of the previous training needs assessment undertaken and its impact on service delivery.

4. Work Plan for Implementation of Recommendations of 2016 DPER

In this section, provide a work plan for implementation of the proposed recommendations of the 2016 DPER

5. Challenges

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

6. Conclusions

This section should provide conclusions drawn from the review

7. Key Recommendations

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

ANNEX V. STANDARD FORMAT FOR PRESENTATION OF PROGRAMME BASED BUDGETS

VOTE:

A. Vision

B. Mission

C. Context and Strategy for Budget Intervention;

This section should briefly explain the overall goal of each sub-sector and the context within which the budget is required

D. Programmes and their Objectives (*List all the programmes and their objectives*).
Please note that each programme must have only one objective

E. Summary of Expenditure by Programmes, 2017/18 – 2019/20 (KShs Millions)

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

F. Summary of Expenditure by Economic Classification² (KShs. Million)

¹ **NB. Repeat as shown in the Table under section “C” above for all Programmes. Provide total expenditure for each programme and their summation must equal the total expenditure of the vote.**

Expenditure Classification	Approved Estimates 2016/17	Estimates 2017/18	Projected Estimates	
			2018/19	2019/20
(1) Current Expenditure				
Compensation to Employees				
Use of goods and services				
Current Transfers Govt. Agencies				
Other Recurrent				
(2) Capital Expenditure				
Acquisition of Non-Financial Assets				
Capital Transfers to Government Agencies				
Other Development				
Total Expenditure of Vote 11				

G. Summary of Expenditure by Programme and Economic Classification³ (KShs. Million)

	Approved Estimates 2016/17	Estimates 2017/18	Projected Estimates	
			2018/19	2019/2020
Programme 1: (State the name of the programme here)				
Sub-Programme Name.....(Repeat as necessary if a programme has more than one Sub-Programme)				
Current Expenditure				
Compensation to Employees				
Use of goods and services				
Current Transfers Govt. Agencies				
Other Recurrent				
Capital Expenditure				
Acquisition of Non-Financial Assets				
Capital Transfers to Govt. Agencies				
Other Development				
Total Expenditure				
Programme 2: (State the name of the programme here)				
Sub-Programme Name.....(Repeat as necessary if a programme has more than one Sub-Programme)				
Current Expenditure				
Compensation to Employees				
Use of goods and services				
Current Transfers Govt. Agencies				
Other Recurrent				
Capital Expenditure				
Acquisition of Non-Financial Assets				
Capital Transfers to Govt. Agencies				

² The total current expenditure and capital expenditure must be equal the total expenditure vote given in tables E, F, & G.

³ The total current and capital expenditure for each programme in G, must add up to the total expenditure of the programme given in Table E. Please note further that The Total Current and Capital expenditures given in Table G, must add up to the one given in Table F. i.e. Expenditure by Economic classification. **Ensure consistency in all the figures in the Tables**

	Approved Estimates 2016/17	Estimates 2017/18	Projected Estimates	
			2018/19	2019/2020
Other Development				
Total Expenditure				

H. Summary of the Programme Key Outputs and Performance Indicators

<i>Name of Sub Programme (SP)</i>	<i>Key Outputs (KO)⁴</i>	<i>Key Performance Indicators (PI)⁵</i>
PROGRAMME 1: (Name of Programme)		
<i>Outcome: (Each programme should have one outcome)</i>		
<i>SP1.1</i>		
<i>SP1.2SPN</i>		
PROGRAMME 2: (Name of Programme)		
<i>Outcome: (Each programme should have one outcome)</i>		
<i>SP2.1</i>		
<i>SP2.2SPN</i>		

⁴ *Outputs are defined as goods and services provided by Government agencies. Some examples include: teaching hours delivered, immunizations provided or welfare benefits paid*

⁵ *Performance Indicators relate to the measurement of the degree to which the stated programme objectives were reached*

ANNEX VI: SECTOR WORKING GROUP REPORT FORMAT

TABLE OF CONTENTS

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

EXECUTIVE SUMMARY

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

CHAPTER ONE:

1. INTRODUCTION

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

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

CHAPTER TWO

2. PERFORMANCE AND ACHIEVEMENTS OF THE SECTOR DURING THE PERIOD 2013/14 – 2016/17

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

CHAPTER THREE

3. MEDIUM TERM PRIORITIES AND FINANCIAL PLAN FOR THE MTEF PERIOD 2010/11 – 2012/13

- 3.1. Prioritization of Programmes and Sub-Programmes
 - 3.1.1. Programmes and their Objectives

⁶ Chapters 1 – 5 should form the main body of the report and should be divided into logical sections and subsections, using appropriate headings and numbering. Its purpose is to explain the conclusions and to justify the recommendations

- 3.1.2. Programmes, Sub-Programmes, Expected Outcomes, Outputs, and Key Performance Indicators for the Sector
- 3.1.3. Programmes by Order of Ranking
- 3.2. Analysis of Resource Requirement by:
 - 3.2.1. Sector
 - 3.2.2. Sub-Sectors
 - 3.2.3. Programmes and Sub-programmes
 - 3.2.4. Economic classification
- 3.3. Analysis of Resource Requirement versus allocation by:
 - 3.3.1. Recurrent
 - 3.3.2. Development
 - 3.3.3. Semi Autonomous Government Agencies
 - 3.3.4. Programmes and sub-programmes, and
 - 3.3.5. Economic classification

CHAPTER

4. CROSS-SECTOR LINKAGES

CHAPTER FIVE

5. EMERGING ISSUES AND CHALLENGES

CHAPTER SIX

6. CONCLUSION

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

CHAPTER SIX

7. RECOMMENDATIONS

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

REFERENCES

This section should list the sources referred to in the report

APPENDICES

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