

# **Local Level Service Delivery, Decentralisation and Governance**

**A Comparative Study of Uganda, Kenya and Tanzania  
Education, Health and Agriculture Sectors**

## **KENYA CASE REPORT**

**March 2008**

**Institute for International Cooperation**  

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**Japan International Cooperation Agency**

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## Selected Photos from Fieldwork



Old classrooms (community infrastructure) in Mbeere District (with consultants Gerhard and Jesper).



New classrooms constructed with funding from Constituency Development Fund (CDF).

All photos by DEGE Consult



Ongoing construction for hospital ward financed by CDF; meanwhile Mbeere Hospital (located next right) lacked the most basic recurrent financing.



Signpost for the deconcentrated divisional office of the Ministry of Agriculture (Gachoka Division, Mbeere District)



Farmer in Mbeera District, who, as member of a women group and with Non Governmental Organisation (NGO) support received an improved dairy goat as part of rotational scheme (get a dairy goat and pass on the first off-spring)



Her son made much more money, more easily with the production of miraa (khat) – a “silent” crop not promoted by the agricultural extension service but very profitable to farmers as it is grown for export to Somalia.



Provincial headquarters of eastern province in Embu town – its architecture a reflection of its past substantive status – significantly imposing compared to Local Authority (LA) or CDF offices.



Office of District Commissioner (DC)  
Mbeere District



Office of the LA in Mbeera – with recently established “Public Relations Desk” on the veranda



In most constituencies, the CDF establishes its own separate offices (Siakago Cāonstituency Mbeera District) (with consultant Harriet)

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## Abbreviations

|                |   |
|----------------|---|
| <b>AFC</b>     | Agricultural Finance Corporation  |
| <b>AIE</b>     | Authority to Incur Expenditure  |
| <b>AKIS</b>    | Agricultural Knowledge and Information System                                     |
| <b>ALEEF</b>   | Agriculture and Livestock Enterprise Enhancement Fund                             |
| <b>ALGAK</b>   | Association of Local Government Authorities of Kenya                              |
| <b>ANC</b>     | Ante Natal Coverage   |
| <b>AOP</b>     | Annual Operational Plan   |
| <b>ARV</b>     | Anti Retro Viral  |
| <b>ASAL</b>    | Arid and Semi Arid Lands  |
| <b>ASERECA</b> | Association for Strengthening Agricultural Research in Eastern and Central Africa |
| <b>ASP</b>     | Agricultural Sector Programme   |
| <b>ASPS</b>    | Agricultural Sector Programme Support   |
| <b>BBS</b>     | Broad Based Survey  |
| <b>BEOC</b>    | Basic Emergency Obstetrician Care   |
| <b>CAP</b>     | Community Action Plans  |
| <b>CB</b>      | Capacity Building   |
| <b>CBO</b>     | Community Based Organisation  |
| <b>CDC</b>     | Constituency Development Committee  |
| <b>CDF</b>     | Constituency Development Fund   |
| <b>CDTF</b>    | Community Development Trust Fund  |
| <b>CG</b>      | Central Government  |
| <b>CIG</b>     | Common Interest Group   |
| <b>CKRC</b>    | Constitution of Kenya Review Commission   |
| <b>CORPS</b>   | Community Own Resource Persons  |
| <b>CSO</b>     | Civil Society Organisation  |
| <b>DAC</b>     | District Agricultural Committee   |
| <b>DANIDA</b>  | Danish International Development Assistance                                       |
| <b>DAO</b>     | District Agricultural Officer   |
| <b>DARE</b>    | Decentralised HIV/AIDs & Reproductive Health Project                              |
| <b>DC</b>      | District Commissioner   |
| <b>DCT</b>     | District Coordinating Team  |
| <b>DDC</b>     | District Development Committee  |
| <b>DDO</b>     | District Development Officer  |
| <b>DEB</b>     | District Education Boards   |
| <b>DEO</b>     | District Education Officer  |
| <b>DET</b>     | Divisional Extension Team   |
| <b>DFID</b>    | Department for International Development  |

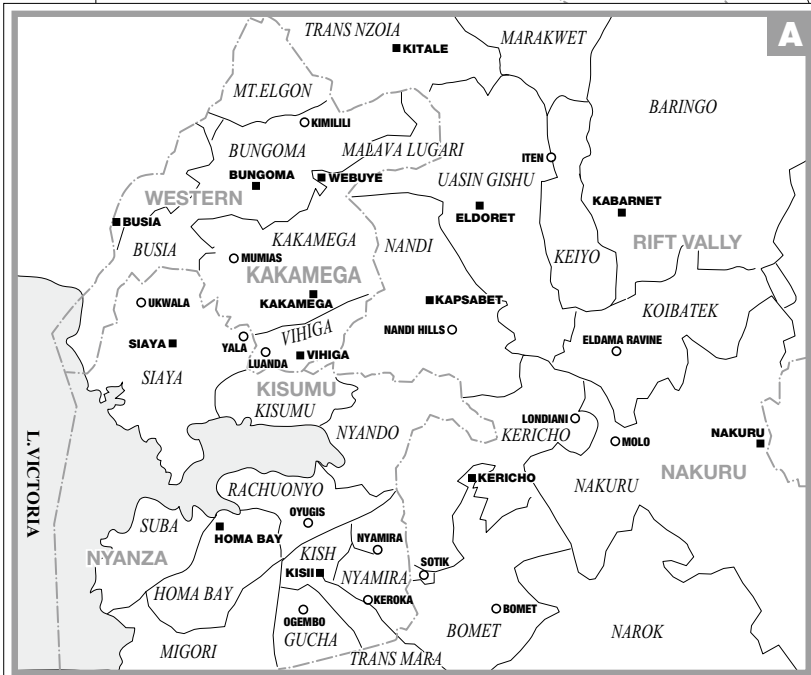
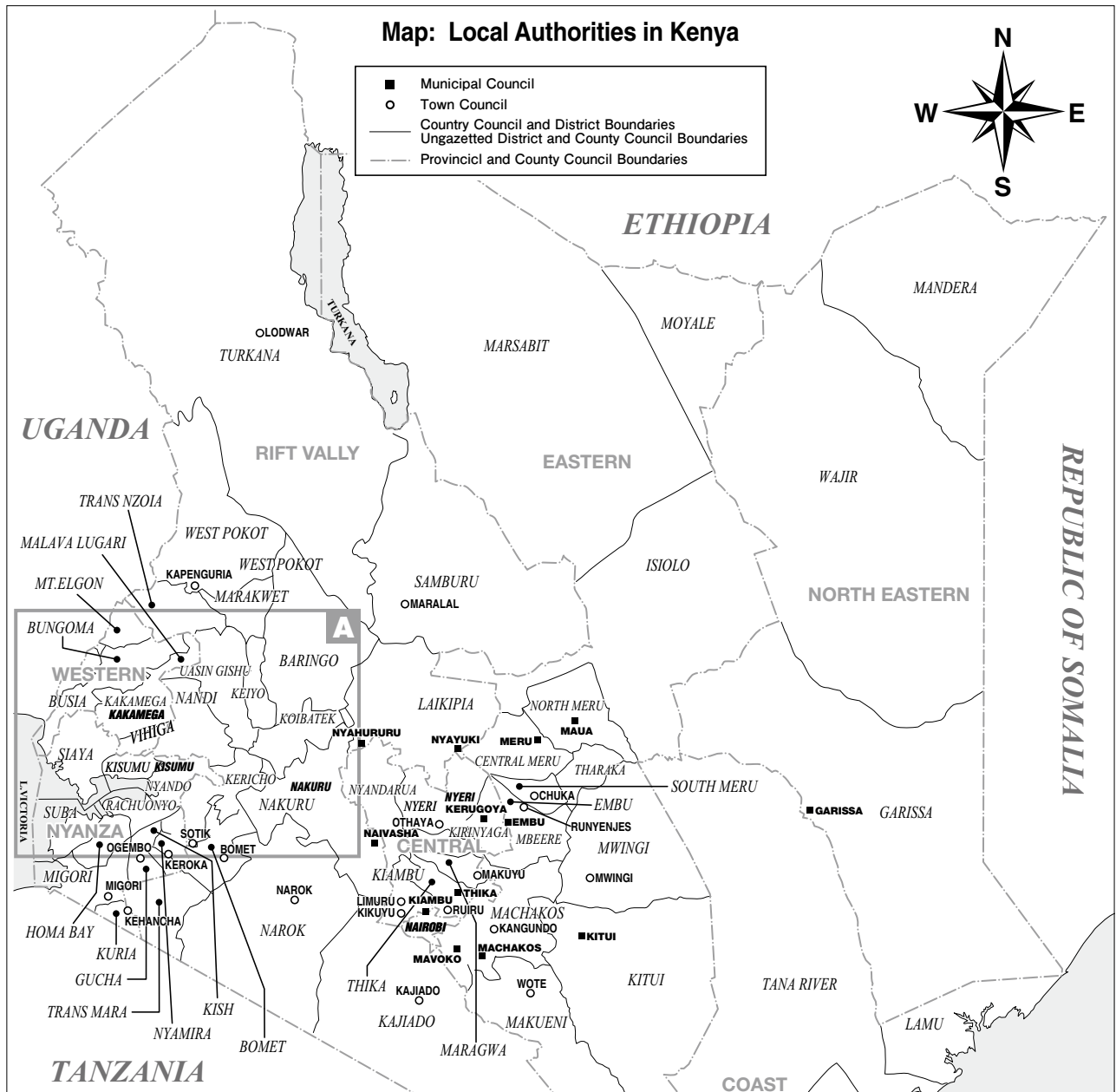
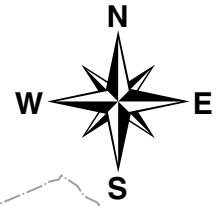
|                 |   |
|-----------------|---|
| <b>DFRD</b>     | District Focus for Rural Development  |
| <b>DHMB</b>     | District Health Management Board  |
| <b>DHMT</b>     | District Health Management Team   |
| <b>DHP</b>      | District Health Plan  |
| <b>DHSF</b>     | District Health Stakeholders' Forum   |
| <b>DiSHF</b>    | Divisional Stakeholders' Forum  |
| <b>DivIT</b>    | Divisional Implementation Team  |
| <b>DivSMS</b>   | Divisional Subject Matter Specialist  |
| <b>DPM</b>      | Directorate of Personnel Management   |
| <b>DSHF</b>     | District Stakeholders' Forum  |
| <b>DSMS</b>     | District Subject Matter Specialist  |
| <b>EFA</b>      | Education for All   |
| <b>EMMS</b>     | Essential Medicines and Medical Supplies                                      |
| <b>ERS</b>      | Economic Recovery Strategy  |
| <b>ESP</b>      | Extension Service Provider  |
| <b>EU</b>       | European Union  |
| <b>FADC</b>     | Focal Area Development Committee  |
| <b>FBO</b>      | Faith Based Organisation  |
| <b>FEWs</b>     | Frontline Extension Workers   |
| <b>FMS</b>      | Financial Management System   |
| <b>FPE</b>      | Free Primary Education  |
| <b>FSAP</b>     | Farm Specific Action Plan   |
| <b>FY</b>       | Fiscal Year (Financial Year)  |
| <b>GDP</b>      | Gross Domestic Product  |
| <b>GoK</b>      | Government of Kenya   |
| <b>GTZ</b>      | Deutsche Gesellschaft für Technische Zusammenarbeit                           |
| <b>HIV/AIDS</b> | Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome               |
| <b>HR</b>       | Human Resource  |
| <b>HRH</b>      | Human Resource for Health   |
| <b>ICRAF</b>    | World Agroforestry Centre (International Centre for Research in Agroforestry) |
| <b>ICT</b>      | Information Communication Technology  |
| <b>IFMS</b>     | Integrated Financial Management System  |
| <b>ILRI</b>     | International Livestock Research Institute                                    |
| <b>IPAR</b>     | Institute of Policy Analysis and Research                                     |
| <b>IP-ERS</b>   | Investment Programme - Economic Recovery Strategy                             |
| <b>JICA</b>     | Japan International Cooperation Agency  |
| <b>JPWF</b>     | Joint Programme of Work and Funding   |
| <b>KANU</b>     | Kenya African National Union  |
| <b>KAPP</b>     | Kenya Agricultural Productivity Programme                                     |

|                 |   |
|-----------------|---|
| <b>KARI</b>     | Kenya Agricultural Research Institute                             |
| <b>KDHS</b>     | Kenya Demographic Household Survey                                |
| <b>KEPH</b>     | Kenya Essential Package for Health                                |
| <b>KEPSA</b>    | Kenya Private Sector Alliance                                     |
| <b>KES</b>      | Kenya Shillings   |
| <b>KESSP</b>    | Kenya Education Sector Support Programme 2005-10                  |
| <b>KHPFP</b>    | Kenya Health Policy Framework Paper                               |
| <b>KHRC</b>     | Kenya Human Rights Commission                                     |
| <b>KIPRA</b>    | Kenya Institute of Public Policy Research and Analysis            |
| <b>KLA</b>      | Kenya Land Alliance   |
| <b>KLGRP</b>    | Kenya Local Government Reform Programme                           |
| <b>KNA</b>      | Kenya National Assembly   |
| <b>LA</b>       | Local Authority   |
| <b>LAIFOMS</b>  | Local Authority Integrated Financial Operations Management System |
| <b>LASDAP</b>   | Local Authority Service Delivery Action Plan                      |
| <b>LATF</b>     | Local Authorities Transfer Fund                                   |
| <b>LDP</b>      | Liberal Democratic Party  |
| <b>LG</b>       | Local Government  |
| <b>LVEMP</b>    | Lake Victoria Environmental Management Programme                  |
| <b>M&amp;E</b>  | Monitoring and Evaluation   |
| <b>MDG</b>      | Millennium Development Goal                                       |
| <b>MoA</b>      | Ministry of Agriculture   |
| <b>MoARD</b>    | Ministry of Agriculture and Rural Development                     |
| <b>MoE</b>      | Ministry of Education   |
| <b>MoEST</b>    | Ministry of Education Science and Technology                      |
| <b>MoF</b>      | Ministry of Finance   |
| <b>MoH</b>      | Ministry of Health  |
| <b>MoLD</b>     | Ministry of Livestock Development                                 |
| <b>MoLG</b>     | Ministry of Local Government                                      |
| <b>MoPND</b>    | Ministry of Planning and National Development                     |
| <b>MP</b>       | Members of Parliament   |
| <b>MPER</b>     | Ministerial Public Expenditure Review                             |
| <b>NAEP</b>     | National Agricultural Extension Policy                            |
| <b>NALEP</b>    | National Agriculture and Livestock Development Programme          |
| <b>NARC</b>     | National Rainbow Coalition  |
| <b>NASEP</b>    | National Agricultural Sector Extension Policy                     |
| <b>NASEP-IF</b> | NASEP Implementation Framework                                    |
| <b>NCG</b>      | Nordic Consulting Group   |
| <b>NEP</b>      | National Extension Programme                                      |

|             |                                       |
|-------------|---------------------------------------|
| <b>NER</b>  | Net Enrolment Rate                    |
| <b>NFF</b>  | National Farmer Forum                 |
| <b>NFS</b>  | Non Formal Schools                    |
| <b>NGO</b>  | Non Governmental Organisation         |
| <b>OPP</b>  | Out of Pocket Payments                |
| <b>PAB</b>  | Provincial Agricultural Boards        |
| <b>PC</b>   | Provincial Commissioner               |
| <b>PCR</b>  | Pupil per Classroom Ratio             |
| <b>PCT</b>  | Provincial Coordinating Team          |
| <b>PE</b>   | Primary Education                     |
| <b>PFM</b>  | Public Finance and Management         |
| <b>PS</b>   | Permanent Secretary                   |
| <b>PSC</b>  | Public Service Commission             |
| <b>PSF</b>  | Provincial Stakeholder Forum          |
| <b>PTA</b>  | Parents/Teachers Association          |
| <b>PTR</b>  | Pupil – Teacher Ratio                 |
| <b>QA</b>   | Quality Assurance                     |
| <b>RBM</b>  | Result Based Monitoring               |
| <b>SAP</b>  | Structural Adjustment Programmes      |
| <b>SMC</b>  | School Management Committee           |
| <b>SMS</b>  | Subject Matter Specialist             |
| <b>SRA</b>  | Strategy for Revitalizing Agriculture |
| <b>SWAp</b> | Sector Wide Approach                  |

# Map: Local Authorities in Kenya

- Municipal Council
- Town Council
- Country Council and District Boundaries
- Ungazetted District and County Council Boundaries
- - - Provincial and County Council Boundaries



Note:  
 Boundaries of Rural Councils coincide with District Boundaries. Urban Councils are normally situated (as 'islands') within the rural councils. The Headquarters of Rural Councils are normally situated in the district capital, are therefore often located within the Urban Council, i.e. outside of their own territory.