



Republic of Kenya



Report

ON

**EVALUATION OF
THE PERFORMANCE
OF COUNTY DEPARTMENTS**

**COUNTY GOVERNMENT
OF HOMA BAY**

**FOR
THE FY 2025/2026**

DECEMBER, 2024

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Foreword

The performance of the County Executive Committee (CEC) members is a critical component of the County Government's overall ability to deliver on its mandate to the people of Homa Bay. As part of our ongoing efforts to improve governance and public service delivery, this performance evaluation report for the 2025/2026 period aimed to assess the contributions and effectiveness of the CEC members in driving the county's development agenda.

During the preparation of the FY 2025/26 Annual Development Plan, the sectors were alive to the theme: Unlocking the county's Endless potential for accelerated and inclusive development. The immediate, Medium-Term objectives of the Plan focused on revitalizing the county economy through expanding manufacturing and trade as well as the blue, creative and digital economies to optimize county's economic potential. In addition, the Plan focused on good governance and prudent financial management of the resources, providing modern health care and investing in quality, reliable, sustainable and resilient infrastructure to promote Agricultural transformation and micro medium size enterprises.

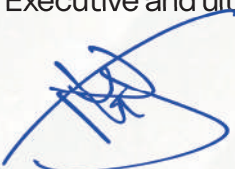
This evaluation serves as a tool for measuring individual and collective performance against established goals, key performance indicators, and the expectations set forth in the County's strategic plan. By assessing the performance of CEC members, we aim to identify successes, challenges, and areas requiring improvement, ensuring that the leadership of the County Executive remains accountable to the people of Homa Bay.

This report reflects a rigorous analysis of the performance of individual CEC members, focusing on key indicators such as leadership, decision-making, resource management, and the implementation of the County's development agenda. It is intended not only as an accountability measure but also as a platform for continuous improvement and capacity-building within the County Executive.

The process undertaken is grounded in the principles of transparency, objectivity, and fairness, drawing on both qualitative and quantitative data collected over the evaluation period. It is our belief that this process will not only highlight areas of strength but will also provide valuable insights for enhancing the effectiveness of the CEC in executing the County's development programs and policies.

In this report, we present the findings of the evaluation along with specific recommendations that will guide the improvement of governance and performance in the future. We remain committed to fostering an environment of continuous improvement within the County Government, ensuring that Homa Bay continues to make significant strides towards achieving sustainable development and providing quality services to its residents.

We trust that the findings of this evaluation will contribute to strengthening the leadership of the County Executive and ultimately improve the lives of the people of Homa Bay.



H.E. Gladys Atieno Nyasuna Wanga, EGH
THE GOVERNOR, HOMA BAY COUNTY

Acknowledgements

Performance Evaluation is a key undertaking within the Performance Contracting Cycle, involving County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board. I wish to recognize and appreciate all the key players who ensured that the Performance Contracts were implemented successfully, including the Performance Evaluation.

I appreciate the County leadership led by The Governor, Homa Bay County, H.E. Hon. Gladys Wangwa, CBS, OGW, The Deputy Governor, H.E. Danish Onyango, County Executive Committee Members, Chief Officers and Directors for supporting the process of institutionalizing Performance Contracting in the Homa Bay County.

My gratitude goes to the technical officers from Public Service Performance Management Unit led by Mr. Peter Kariuki, Mr. Ali Hirsi, Ms. Irene Nyambura and Mr. Joseph Malonza for supporting the process of institutionalization of Performance Management and in particular Performance Evaluation.

I recognize all the Departmental Performance Contracting Champions and the Secretariat from the Department of Governance, Administration, Devolution and Communication led by Dr. Kenedy Ongeko for successfully coordinating and undertaking the internal Performance Evaluation for the County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board.

Finally, but not the least, I wish to extend my gratitude to all County Departments, individuals and stakeholders whose contributions and support have been invaluable in the implementation of the Performance Contracts for the FY 2025/26.



Hon. Isaac Ongiri
CECM/GOVERNANCE, ADMINISTRATION, DEVOLUTION
AND COMMUNICATION

Abbreviations and Acronyms

CEC	County Executive Committee
CIDP	County Integrated Development Plan
CO	Chief Officer
MTP	Medium Term Plan
PCs	Performance Contracts
PSPMU	Public Service Performance Management Unit
SPAS	Staff Performance Appraisal System

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Executive Summary

Performance Management is an integral component of any successful Government entity. It plays a pivotal role in aligning employees' efforts with entity's goals, fostering individual growth and ensuring a motivated and productive workforce. The County Government of Homa Bay has institutionalized Performance Management through Performance Contracting, among other tools, to improve service delivery.

Performance Contracting Guidelines require among others, that performance evaluation is undertaken to assess the level of achievements of the commitments stipulated in the Performance Contracts (PCs). In the FY 2025/2026, a total of 14 County Government entities comprising County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board were placed on performance contracting.

The performance evaluation was undertaken by technical officers from Public Service Performance Management Unit (PSPMU), after which performance of the 14 entities was analyzed and a report compiled thereof.

Out of the 14 county government entities that were evaluated none attained "EXCELLENT", one (1) attained "VERY GOOD", eight (8) achieved "GOOD", four (4) achieved "FAIR" while one (1) achieved Poor Performance Grade. On **Implementation of Citizens' Service Delivery Charter** performance indicator, the average performance for the County Government entities was 39.16%. It was noted that three (3) County Department achieved 100% of the targets while five (5) representing 35.7% had nil achievement.

In regard to the performance indicator on **Digitalization of Government Services** the average achievement for this performance indicator for the 14 Institutions was 65.36%. A total of four (4) out of the 14 entities achieved 100%, out of which 11 entities attained above 50% of the set targets.

On average for all performance indicators under the Core Mandate criterion two (2) entities namely: Office of the County Attorney and the Department of Finance & Economic Planning achieved the set targets. Out of the 14 evaluated entities, 12 of them (85.72%) did not fully achieve their set performance targets, with nine (9) achieving "Good" grade and three (3) achieving a "Fair" grade under the Core Mandate criterion.

In regard to the **Youth Internships/Industrial Attachments/Apprenticeships** performance indicator during the contract period, 1,472 Youth were engaged by the 14 entities against a target of 1,552 translating to 95.30%. The performance on **Competence Development** performance indicator was generally poorly performed across the County Government entities with an average performance of 36.43%.

It is worth noting that the top leadership of the County Government of Homa Bay is committed to Performance Management and the institutionalization of Performance Contracting thereof.

Despite this commitment by the county leadership, late disbursement and/or lack of release of budgeted funds, especially development budget, adversely affected implementation of the set performance targets and the overall performance of some of the institutions.

CHAPTER ONE

INTRODUCTION

1. Homa Bay County is one of the 47 Counties in Kenya and lies between latitudes 0°15' South and 0°52' South and between longitudes 34° East and 35° East. The County borders Kisumu and Siaya counties to the North, Kisii and Nyamira counties to the East, Migori County to the South, and Lake Victoria and the Republic of Uganda to the West (Homa Bay County Integrated Development Plan, 2023 -2027).
2. The Vision of the County Government is "Healthy and Wealthy County Living in Harmony with the Environment" while the mission is to "Transform Homa Bay County into the Best County to Live, Invest and Work". To achieve its Vision and Mission, the County Government has provided development priorities and strategies that would drive the county back to a sustainable growth and recovery path with clear input, output and outcome performance indicators.
3. The identified outcome performance indicators in the Homa Bay County Integrated Development Plan (CIDP), are implemented through a series of performance management tools such as the Annual Work Plans, Annual Development Plans, Sector specific Strategic Plans, Performance Contracts and Staff Performance Appraisals. The County Government, has therefore adopted performance management tools, to ensure efficiency and accountability in service delivery, and directs the County institutions towards achieving the strategic priorities as set out in the CIDP.
4. At the heart of this effort is the adoption of Performance Contracting, which links planning, budgeting, implementation of programmes, projects and activities. The process of identifying Performance Contracting indicators and setting of the targets is informed by the priorities of the County as stipulated in the County planning instruments. The identified priorities are also reflected in the Departmental Annual Work Plans and aligned to budget allocation for County Government entities.
5. The Performance Contracts are cascaded to all departments, sections and ultimately to all cadres of employees in the County Government in order to entrench accountability for results and performance-oriented culture. At the end of the Performance Contract period, a systematic approach to assess the performance of the County institutions against set performance standards is undertaken in line with Performance Contracting Guidelines which requires among others, that performance evaluation is undertaken on County Government institutions that are placed on Performance Contracting.

6. It is on the basis of the adoption of the Performance Contracting, that a team from the Public Service Performance Management Unit (PSPMU) was invited as external evaluators in the process of Performance Contracts evaluation. The Performance Contract specifies the mutual performance commitments and obligations of the contracting parties, in this case between H.E, the Governor of Homa Bay and the County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board (County Government entities).
7. The objective of the exercise was to: undertake Performance evaluation for the County Government entities that were placed on Performance Contract in the FY 2025/2026 and compile a report.
8. The Performance evaluation is useful in: Measuring efficiency in service delivery to the public; Accountability in resource utilization; Enhancing accountability for results; and Reinforcing a culture of results-oriented management in the County Government.
9. The performance evaluation report therefore, covers the Homa Bay County Government institutions that were on Performance Contract in the FY 2025/22026, namely: County Departments; Office of the County Secretary; Office of the County Attorney; and County Public Service Board.
10. This report is divided into Five Chapters. Chapter One covers the Introduction; Chapter Two explains the Process of Performance Contracting and Evaluation Methodology; Chapter Three contains Performance Evaluation Results for County Government entities; Chapter Four covers Performance Evaluation Results for Select Performance Indicators; and Chapter Five presents Observations and Recommendations.

CHAPTER TWO

PROCESS OF PERFORMANCE CONTRACTING AND THE EVALUATION

METHODOLOGY

11. The Performance Evaluation for County Government entities that implemented Performance Contracts (PCs) during the FY 2025/2026 was undertaken in accordance with the Integrated Performance Management Guidelines for County Governments.
12. The County Government entities were required to undertake a self-performance evaluation based on the annual achievement for each performance indicator in their respective PCs.
13. Each entity undertook a self-performance evaluation, after which an external team of evaluators moderated the self-evaluation performance results through scrutiny of the self-evaluation matrix and evidence submitted by the entity, to support the achievement levels. Consequently, computation of Raw Scores, Weighted Scores and Composite Scores was undertaken.
14. Moderation of the self-performance evaluation achievements by County Government entities was undertaken by a technical team drawn from PSPMU.
15. As per the performance evaluation methodology, achievement levels are categorized into five (5) performance grades as indicated in Table 1 below:

Table 1: Performance Grades and Achievement Levels

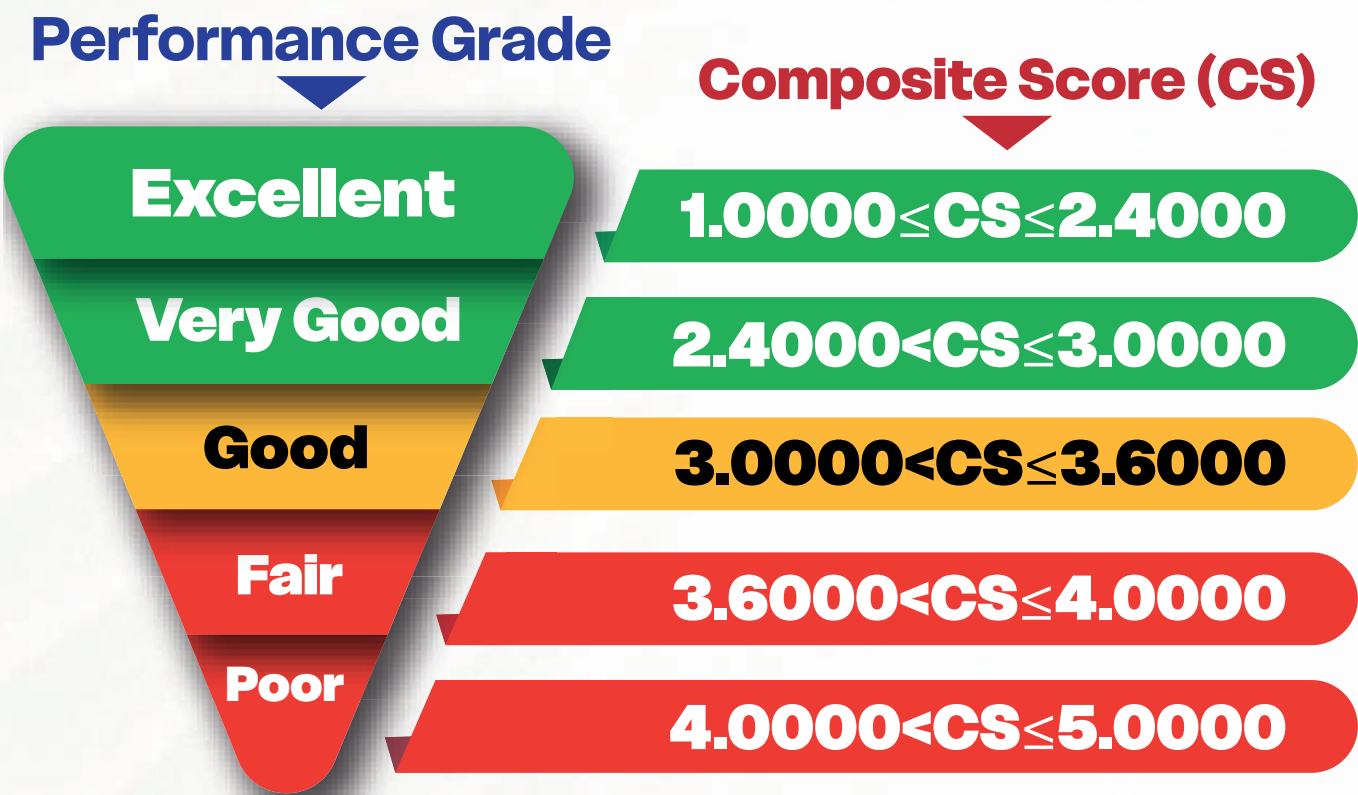


Performance grade of "Very Good" or "Excellent" signifies achievement and surpassing of a performance target and qualifies for performance incentives. On the other hand, performance grade of "Good", "Fair" or "Poor" signifies non-achievement of a performance target and may attract appropriate performance sanctions.

The five (5) Performance Grades fall on a 5-point scale of between a Composite Score of 1.0000 and 5.0000 as shown in **Table 2** where a score of 1.0000 is the best while 5.0000 is the worst.

Table 2 below shows the Performance Grades using the conventional dashboard colours where Green colour (Excellent and Very Good grades) signifies either achievement or over-achievement of the performance targets. On the other hand, Amber (Good) and Red colours (Fair and Poor) grades signify that the performance targets were not achieved.

Table 2: Performance Grades and Composite Scores



CHAPTER THREE

PERFORMANCE EVALUATION RESULTS FOR COUNTY DEPARTMENTS, OFFICE OF THE COUNTY SECRETARY, OFFICE OF THE COUNTY ATTORNEY AND COUNTY PUBLIC SERVICE BOARD

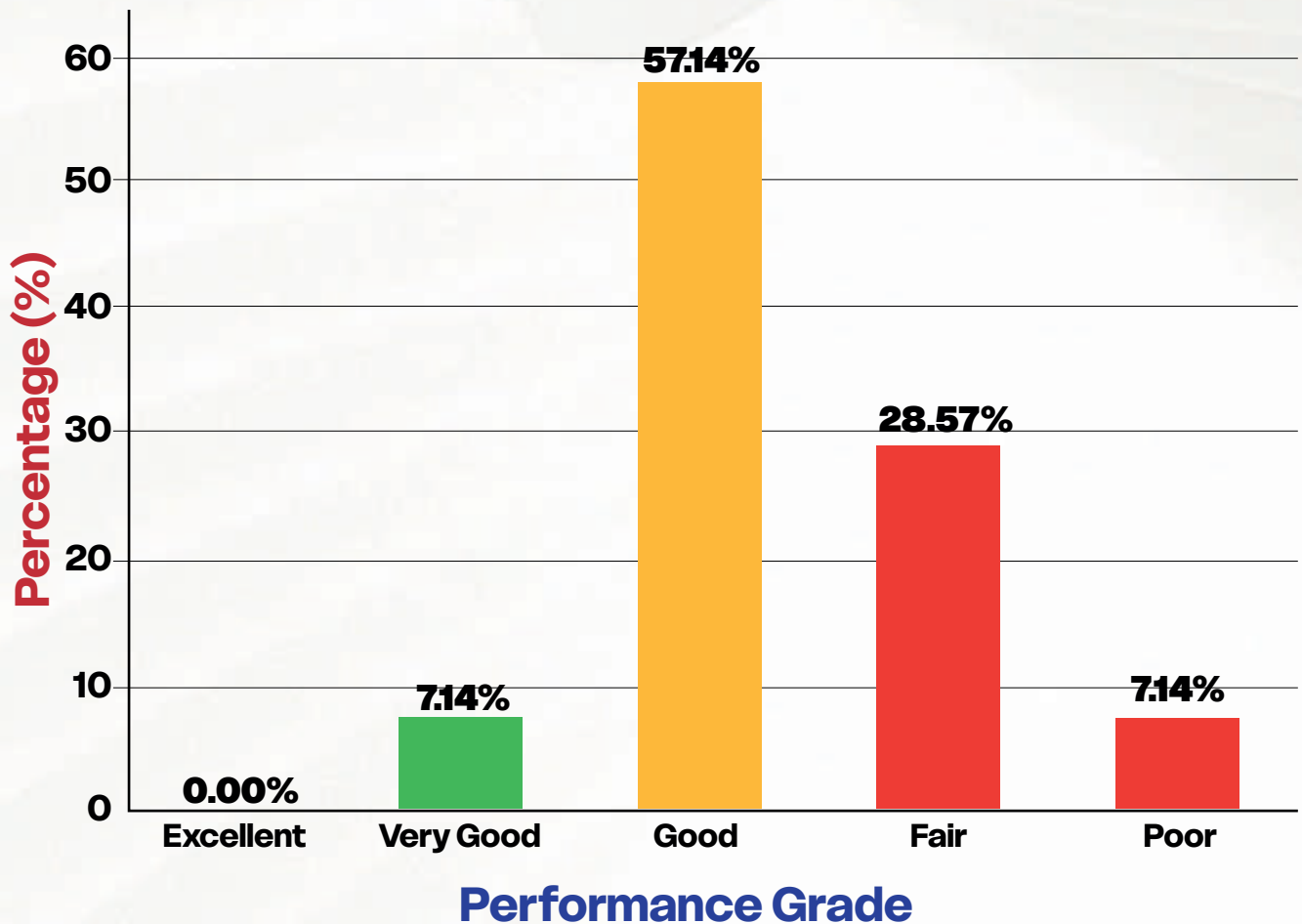
16. This Chapter presents performance evaluation results for the County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board, that were on Performance Contract in the FY 2025/2026.
17. Table 3 below shows analyses of performance of the County Government entities. Out of the 14 county government entities that were evaluated none attained "EXCELLENT", one (1) attained "VERY GOOD", eight (8) achieved "GOOD", four (4) achieved "FAIR" while one (1) achieved Poor Performance Grade.

Table 3: Performance of the County Departments, Office of the County Secretary, Office the County Attorney and County Public Service Board by Performance Grade

Performance Grade	Number	Percentage
Excellent	0	0.00
Very Good	1	7.14
Good	8	57.14
Fair	4	28.57
Poor	1	7.14
Total	14	100

Table 3 above is further illustrated in **Figure 1** below.

Figure 1: Performance Evaluation Results for County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board



The complete listing of the 14 intuitions that signed PCs indicating their respective Composite Scores and ranking is shown in Table 4 below:

Table 4: Performance Ranking by Composite Score of the County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board

S/ No.	County Departments, Office of the County Secretary	Composite Score
1	Office of the County Attorney	2.8339
2	Finance and Economic Planning	3.2711
3	Education, Human Capital Development and Vocational Training	3.3064
4	Trade, Industrialization, Tourism, Investments, Youth Affairs, Cooperatives Development and Marketing	3.3824
5	Blue Economy, Fisheries, Mining and Digital Economy	3.3824
6	Public health and Medical Services	3.4391
7	Office of the County Secretary	3.4568
8	Governance, Administration, Devolution and Communication	3.4634
9	Water, Sanitation, Irrigation, Environment, Energy, Forestry and Climate Change	3.4754
10	County Public Service Board	3.6472
11	Sports, Talent Development, Gender Inclusivity, Cultural Heritage and Social Services	3.7153
12	Agriculture, Irrigation and Livestock Development	3.7822
13	Roads, Public Works, Transport and Infrastructure	3.8042
14	Lands, Physical Planning, Housing and Urban Development	4.0346
Average Composite Score		3.4733

It is noted from Table 4 above that the Office of the County Attorney not only performed the best but also on average surpassed their set targets, while the County Department of Lands, Physical Planning, Housing and Urban Development was the least performing. In addition, it is noted that the average Composite Score for the 14 county government entities is 3.4733, corresponding to "Good" performance grade, signifying that on average, the set performance targets during the contract period were not fully achieved.

CHAPTER FOUR

PERFORMANCE EVALUATION RESULTS FOR SELECT PERFORMANCE INDICATORS

18. This Chapter presents performance of select performance indicators that have impact on efficient service delivery & enabling socio-economic environment, equitable development and youth empowerment. The performance indicators are: Absorption of Allocated Funds (GoK); Implementation of Citizens' Service Delivery Charter; Digitalization of Government Services; Youth Internships/Industrial Attachments/Apprenticeships and Competence Development. The Chapter also presents performance on Core Mandate criterion based on the sub-composite score.
19. Evaluation of performance on Absorption of Allocated Funds (GoK) was based on actual expenditure during the contract period against the total budgets for the period as reflected in the financial reports provided by the respective institutions. The average absorption rate for the 14 County Government entities was 65.40%. The absorption rate for the 14 institutions is presented in Table 5 below.

Table 5: Performance on Absorption of Allocated Funds (GoK)

S/No.	County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board	Absorption Rate (%)
1.	Finance and Economic Planning	89.67
2.	Public health and Medical Services	84.72
3.	Blue Economy, Fisheries, Mining and Digital Economy	84.38
4.	County Public Service Board	82.77
5.	Education, Human Capital Development and Vocational Training	78.15
6.	Trade, Industrialization, Tourism, Investments, Youth Affairs, Cooperatives Development and Marketing	73.81
7.	Lands, Physical Planning, Housing and Urban Development	65.94

8.	County Attorney	63.47
9.	Sports, Talent Development, Gender Inclusivity, Cultural Heritage and Social Services	61.69
10.	Agriculture, Irrigation and Livestock Development	58.82
11.	Governance, Administration, Devolution and Communication	55.4
12.	Roads, Public Works, Transport and Infrastructure	41
13.	Water, Sanitation, Irrigation, Environment, Energy, Forestry and Climate Change	38.56
14.	Office of the County Secretary	37.17
Average Absorption Rate		65.4

From Table 5 above, it is noted that 11 of the 14 representing 78.57% absorbed more than 50% of the allocated funds during the FY 2025/2026, while three (3) representing 21.43% absorbed less than 50% of the allocated funds.

20. On Implementation of Citizens' Service Delivery Charter performance indicator, the average performance for the County Government entities was 39.16%. It was noted that three (3) County Department achieved 100% of the targets while five (5) representing 35.7% had nil achievement. The poor performance under this performance indicator was largely attributed to non-display of the Citizens' Service Delivery Charter. Performance on Implementation of Citizens' Service Delivery Charter for the 14 evaluated institutions is presented in Table 6 below.

Table 6: Performance on Implementation of Citizens' Service Delivery Charter

S/ No.	County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board	Implementation of Citizens' Service Delivery Charter (%)
1.	County Attorney	100
2.	County Public Service Board	100
3.	Finance and Economic Planning	100
4.	Trade, Industrialization, Tourism, Investments, Youth Affairs, Cooperatives Development and Marketing	93.3
5.	Education, Human Capital Development and Vocational Training	45
6.	Governance, Administration, Devolution and Communication	30
7.	Lands, Physical Planning, Housing and Urban Development	30
8.	Roads, Public Works, Transport and Infrastructure	30
9.	Agriculture, Irrigation and Livestock Development	20
10.	Blue Economy, Fisheries, Mining and Digital Economy	0
11.	Office of the County Secretary	0
12.	Public health and Medical Services	0

13.	Sports, Talent Development, Gender Inclusivity, Cultural Heritage and Social Services	0
14.	Water, Sanitation, Irrigation, Environment, Energy, Forestry and Climate Change	0
Average		39.16

21. All the 14 entities committed to the performance indicator on the Digitalization of Government Services. The average achievement for this performance indicator for the 14 Institutions was 65.36%. A total of four (4) out of the 14 entities achieved 100%, out of which 11 entities attained above 50% of the set targets. This implies an Digitalization of Government Services for the 14 entities is presented in Table 7 below.

Table 7: Performance on Digitalization of Government Services

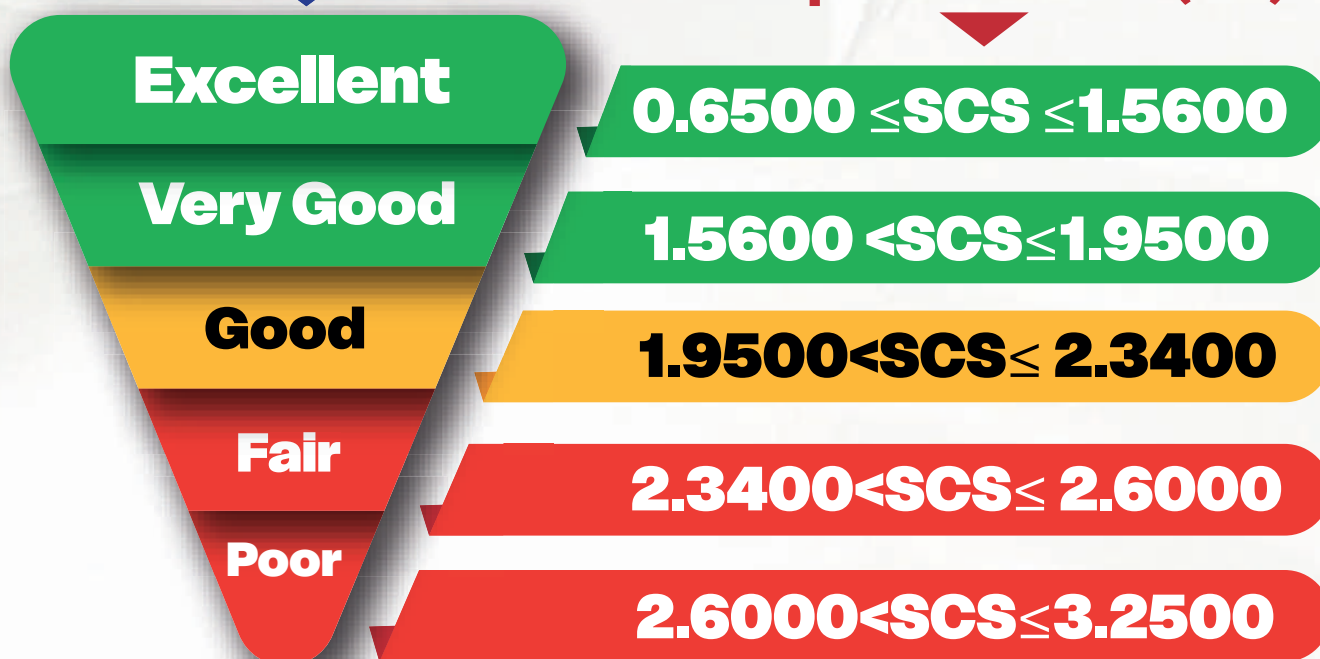
S/No.	County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board	Development of County Planning Framework (%)
1.	County Attorney	100
2.	Education, Human Capital Development and Vocational Training	100
3.	Sports, Talent Development, Gender Inclusivity, Cultural Heritage and Social Services	100
4.	Water, Sanitation, Irrigation, Environment, Energy, Forestry and Climate Change	100
5.	Lands, Physical Planning, Housing and Urban Development	90
6.	County Public Service Board	70
7.	Blue Economy, Fisheries, Mining and Digital Economy	65
8.	Governance, Administration, Devolution and Communication	65
9.	Trade, Industrialization, Tourism, Investments, Youth Affairs, Cooperatives Development and Marketing	65
10.	Finance and Economic Planning	60
11.	Office of the County Secretary	55
12.	Agriculture, Irrigation and Livestock Development	45
13.	Public health and Medical Services	0
14.	Roads, Public Works, Transport and Infrastructure	0
Average		65.36

22. The Core Mandate performance criterion consists of operational performance indicators and has the highest sub-weight allocation of 65%. The purpose of this performance criterion is to ensure that County Government entities focus their efforts on execution of their respective mandates in order to translate the allocated resources into tangible results for the people of Homabay County. The analysis of performance for the performance criterion was based on the sub-composite scores for the respective entities, then using the performance evaluation methodology and performance rating for Core Mandate by grade was determined using the criteria value ranges presented in Table 8.

Table 8: Performance Rating Value Ranges for Core Mandate

Performance Grade

Composite Score (CS)



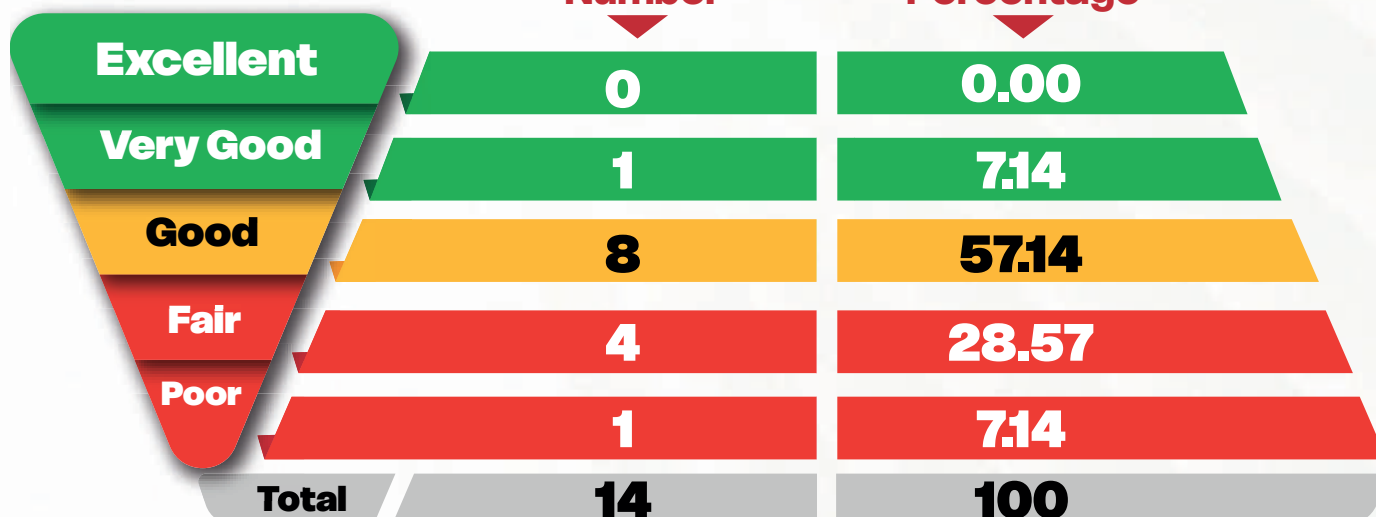
The overall performance for the criterion is presented in Table 9 in terms of the number and proportion (percentage) of the County Government entities whose performance was within a given performance grade.

Table 9: Summary of Performance Rating for Core Mandate

Performance Grade

Number

Percentage



From Table 9 above, it is noted that on average for all performance indicators under the Core Mandate criterion two (2) entities namely: Office of the County Attorney and the Department of Finance & Economic Planning achieved the set targets. Out of the 14 evaluated entities, 12 of them (85.72%) did not fully achieve their set performance targets, with nine (9) achieving "Good" grade and three (3) achieving a "Fair" grade under the Core Mandate criterion. Performance on Core Mandate criterion for the 14 entities is summarized in Table 10 below.

Table 10: Performance of County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board Based on Core Mandate

S/No.	County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board	Core mandate Sub Composite Score
1.	County Attorney	1.8182
2.	Finance and Economic Planning	1.8924
3.	Public health and Medical Services	1.9871
4.	Roads, Public Works, Transport and Infrastructure	2.1103
5.	Office of the County Secretary	2.16
6.	Blue Economy, Fisheries, Mining and Digital Economy	2.1769
7.	Education, Human Capital Development and Vocational Training	2.189
8.	Sports, Talent Development, Gender Inclusivity, Cultural Heritage and Social Services	2.2127
9.	Trade, Industrialization, Tourism, Investments, Youth Affairs, Cooperatives Development and Marketing	2.2227
10.	Governance, Administration, Devolution and Communication	2.225
11.	Water, Sanitation, Irrigation, Environment, Energy, Forestry and Climate Change	2.2886
12.	County Public Service Board	2.37
13.	Agriculture, Irrigation and Livestock Development	2.4037
14.	Lands, Physical Planning, Housing and Urban Development	2.5252

23. The County Government's initiative to alleviate unemployment among the Youth is facilitated by among others, ensuring that the Youth gain requisite skills and workplace experience to enable them to make informed decisions and improve their chances of securing gainful employment. The Youth Internships/Industrial Attachments/Apprenticeships performance indicator contributes to this affirmative initiative. During the contract period, 1,472 Youth were engaged by the 14 entities against a target of 1,552 translating to 95.30%. The performance on this indicator for the 14 entities is presented in Table 12 below.

Table 11: Performance on Youth Internships/Industrial Attachments/Apprenticeships

S/No.	County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board	Youth Internships/Industrial Attachments/Apprenticeships		
		Target	Achievement	Variance
1.	Agriculture, Irrigation and Livestock Development	90	138	48
2.	Blue Economy, Fisheries, Mining and Digital Economy	35	46	11
3.	County Attorney	6	2	(4)
4.	County Public Service Board	7	2	(5)
5.	Education, Human Capital Development and Vocational Training	100	100	0
6.	Finance and Economic Planning	150	133	(17)
7.	Governance, Administration, Devolution and Communication	350	93	(257)
8.	Lands, Physical Planning, Housing and Urban Development	40	61	21
9.	Office of the County Secretary	350	291	(59)
10.	Public health and Medical Services	350	523	173
11.	Roads, Public Works, Transport and Infrastructure	30	26	(4)
12.	Sports, Talent Development, Gender Inclusivity, Cultural Heritage and Social Services	25	39	14
13.	Trade, Industrialization, Tourism, Investments, Youth Affairs, Cooperatives Development and Marketing	8	13	5
14.	Water, Sanitation, Irrigation, Environment, Energy, Forestry and Climate Change	11	12	1
Total		1,552	1,479	(73)

24. The Competence Development performance indicator averaged 36.43% with County Department of Water, Sanitation, Irrigation, Environment, Energy, Forestry and Climate Change achieving a 100% of the target while County Department of Sports, Talent Development, Gender Inclusivity, Cultural Heritage and Social Services attained nil. Notably, the major weakness across the entities stemmed from the failure to undertake Institutional Gaps Analysis and Training Needs Assessment. The performance on this indicator for the 14 entities is presented in Table 13 below.

Table 12: performance on Competence Development

S/ No.	County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board	Competence Development Score
1.	Water, Sanitation, Irrigation, Environment, Energy, Forestry and Climate Change	100
2.	Education, Human Capital Development and Vocational Training	85
3.	Governance, Administration, Devolution and Communication	60
4.	Roads, Public Works, Transport and Infrastructure	60
5.	Lands, Physical Planning, Housing and Urban Development	50
6.	County Public Service Board	35
7.	Office of the County Secretary	35
8.	Trade, Industrialization, Tourism, Investments, Youth Affairs, Cooperatives Development and Marketing	25
9.	County Attorney	20
10.	Agriculture, Irrigation and Livestock Development	10
11.	Blue Economy, Fisheries, Mining and Digital Economy	10
12.	Finance and Economic Planning	10
13.	Public health and Medical Services	10
14.	Sports, Talent Development, Gender Inclusivity, Cultural Heritage and Social Services	0
Average		36.43

CHAPTER FIVE

OBSERVATIONS AND RECOMMENDATIONS

25. This Chapter contains observations made during the evaluation exercise and from analysis of performance of County Departments, Office of the County Secretary, Office of the County Attorney and County Public Service Board for the FY 2025/2026. Also included are recommendations towards improvement of performance of the County Government of Homabay, as indicated in Table 13 below.

Table 13: Observations and Recommendations

S/ No.	Observation	Recommendations
1	Involvement of top leadership in Performance Management is evident in the County Government of Homabay. The participation of the County Executive Committee Members in the evaluation exercise is a clear gesture of the commitments of the top leadership. All the County Government entities acknowledged and appreciated the Governor's commitment to Performance Contracting and service delivery to the people of Homabay County.	There is need for sustained commitment on Performance Management in the County Government.
2	There was none adherence to the Integrated Performance Management Guidelines for County Governments.	There is need to comply with the prevailing Integrated Performance Management Guidelines for County Governments during PC preparations including negotiations and vetting. This is to ensure application of common standards to all county government institutions in measuring performance.

S/ No.	Observation	Recommendations
3	Inadequate understanding of Performance Management.	Enhance capacity building on Performance Management for County Government staff.
4	Delayed procurement of goods and services as a result of challenges encountered in e-Government Procurement.	Timely Procurement of goods and services
5	Duplications of Performance targets/sub indicators, as well as vague sub indicators.	PCs should be vetted
6	There was poor evidence mobilization and presentation.	The entities should continuously document evidence of performance to support reported achievement of the agreed targets as well as undertaking a mock evaluation.
7	Delayed exchequer release affecting implementation of projects and programmes.	There should be timely exchequer release.
8	Quarterly performance reporting to relevant entities was not fully adhered to.	County Government entities should timely prepare and submit quarterly performance reports to the relevant entities



County of Endless Potential