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Clerk's Office, Kitui County Assembly, P.O. Box 694-90200,

INTERNAL MEMO

TO:

CLERK OF THE ASSEMBLY

THRO:

FROM:

SERVING CLERK- COMMITTEE ON HEALTH AND SANITATION

prograted

REF:

CAK/9/7/VOL III 75

DATE:

15TH June, 2021

SUBJECT: COMMITTEE REPORT ON THE STUDY VISIT TO SINGAPORE FINANCING AND MANAGEMENT CARRIED OUT IN SINGAPORE AS FROM 3RD - 11TH FEBRUARY, 2020

The above subject matter refers;

Forwarded herewith, please find the report by the Committee on Health and Sanitation on the On the Study Visit to Singapore on Health Financing and Management Carried out in Singapore as From 3rd – 11th February, 2020 Kindly facilitate its approval for tabling. Mr. Spence opport

ONESMUS MUTUA MBWANG'A

CLERK ASSISTANT

COUNTY ASSEMBLY OF KITUI

COUNTY GOVERNMENT OF KITUI



THE COUNTY ASSEMBLY

SECOND ASSEMBLY - (FOURTH SESSION)

COMMITTEE ON HEALTH AND SANITATION

REPORT BY THE COMMITTEE ON HEALTH AND SANITATION ON STUDY VISIT TO SINGAPORE

ON HEALTH FINANCING AND MANAGEMENT

(3RD TO 11TH FEBRUARY, 2020)

CLERK OF ASSEMBL/CHAMBERS P.O BOX 694 -90200 KITUI.

FEBRUARY, 2020

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1.0 ABBREVIATIONS & ACRONYMS

HIV-

Human immune-deficiency virus

AIDS-

Acquired Immune Deficiency Virus

VHI-

Voluntary Health Insurance

GP-

General Practitioner

PHC-

Primary Health Care

K-CHIC

Kitui County Health Insurance Cover

WHO-

World Health Organization

GDP-

Gross Domestic Production

FGM-

Female Genital Mutilation

PHC-

Primary Health Care

OECD-

Organization for Economic Cooperation and Development

2.0 PREAMBLE

- 1. The Committee on Health and Sanitation was constituted pursuant to the provisions of Standing Order 190
- 2. The Committee is mandated under the Standing Order to inter alia
 - i) To investigate, inquire into, and report on all matters relating to the mandate, management, activities, administration, operations and estimates of the assigned department.
 - Study the programme and policy objectives of the department and the effectiveness of the implementation
 - ii) Study, assess and analyze the relative success of the department as measured by the results obtained as compared with their stated objectives
 - iii) Make reports and recommendations to the County Assembly as often as possible, including recommendation of proposed legislation.

In executing her mandate, the Sectoral Committee oversees the County Ministry of Health and Sanitation. As currently constituted the Committee comprises of the following members:-

	8	
1)	Hon. Philip M. Nguli	Chairperson
2)	Hon. Nicholas N. Mwalali	Vice chairperson
3)	Hon. Geoffrey M. Mwalimu	Member
4)	Hon. Elizabeth N. Peter	Member
5)	Hon. Anthony K. Mbiti	Member
6)	Hon. Stephen I. Katana	Member
7)	Hon. Dr. Grace Mutua	Member
8)	Hon. Eliud M. Nding'uri	Member
9)	Hon. Josphine K. Mutie	Member
10)	Hon. Charles M. Maema	Member
11)	Hon. Jane Mutua	Member

It is in pursuit of the above mandates, objectives and the sustained efforts by the County Assembly to expose the Members of the Committee and Staff to other jurisdictions that a delegation was sent to Singapore to study the best practices in the health sector to equip members with the right skills, knowledge and experiences in order to be able to carry out her mandate effectively and adequately.

Mr. Speaker,

A healthy nation is a wealthy nation, affordable and universal quality Health care is one of the four pillars of the National Government's Development Agenda. Further, in adherence to the Abuja declaration of 2015 where all Member states agreed to increase their spending towards health care up to 15% of their total annual budgets, Kenya has continued to increase her budgetary allocation towards heath in the subsequent budgets although a little lower than the agreed percentage at the declaration.

Mr. Speaker,

Kitui County has an approximate citizenry of 1,012,709 consisting of 48% male and 52% female (2009 National Census Report) spread in approximately 205,491 homesteads. Kitui County is characterized by a rapidly growing population, water scarcity, falling food production and low resilience to climate change. The combined effects of climate change and rapid population growth are increasing food insecurity, environmental degradation, and high poverty levels at (63.1%) in the County (Population Action International Report). Given this state of affairs in our county, provision of quality health care for all forms the basis of this study visit to Singapore.

Mr. Speaker,

Health is one of the devolved function as per the provisions of the 2010 dispensation. Kitui County has not been left out in embracing this spirit. Her Excellency the Governor has enlisted healthcare in her five development agenda pillars with a view of providing quality health care for all residents of Kitui County through the proposed universal health care under a County Health Insurance Cover (KCHIC).

In readiness for realization of a universal health care, County Ministry on Health and Sanitation came up with a policy framework which will guide the implementation of this milestone program.

The Committee on Health and Sanitation plays a key role in the legislation and policy scrutiny to ensure the program is anchored in the law. It is in this understanding that the Committee found this study vital in equipping its Members with the requisite knowledge, skills, and experiences to offer guidance needed to implement a successful universal healthcare program.

2.0.1 Justification for the visit to Singapore

By international standards, Singapore has spiraled as leading world class case studies of exceptional excellence in healthcare research, investment, financing and leadership.

The fact that Singapore has the best equipped hospitals, state of art health facilities, cutting edge technology and excellent patient care and staffing requirements makes it exemplary learning experience for Committee on Health and Sanitation.

The objective of the program was to offer an insight to Singapore healthcare management in relation to organization, human resource management, strategy tools, risk management, healthcare technology assessment and finance performance management.

2.0.2 Delegation

The following members were nominated by the Committee to undertake the exercise.

1.	Hon. Anthony Ndoo Mwanzia	Chairperson of the Delegation.
2.	Hon. Eunice Katheke	Member
3.	Hon. Josephine Kavivi Mutie	Member
4.	Hon. Eliud Muteti Nding'uri	Member
5.	Hon. Grace Mwikali Sammy	Member
6.	Hon. Mary Kanini Philip	Member
7.	Onesmus Mutua Mbwang'a	Clerk accompanying the delegation

2.0.3 Acknowledgement

The Committee delegation wishes to thank the office of the Speaker and that of the Clerk of Assembly for allowing the Committee to conduct the study visit to Singapore, for the facilitation, planning and organizing for the travel and the necessary logistical arrangements.

The delegation also appreciates the Ministry of devolution for facilitating the approval of the foreign travel. Special thanks also goes to Octavian Consultancy Development Company who organized the relevant areas of visit and also played a key logistical role for this successful trip. It is therefore my pleasant duty and pleasure on behalf of the Committee to present this study visit report for adoption by the Assembly.

HON. ANTHONY NDOO MWANZIA -MCA (Leader of Delegation)

Report Compiled by Onesmus M. Mbwang'a (Clerk Assistant)

3.0 1 HISTORICAL BACKGROUND OF SINGAPORE Mr. Speaker;

Singapore, is a sovereign city-state and island country in Southeast Asia. It lies one degree (137 kilometers or 85 miles) north of the equator, at the southern tip of the Malay Peninsula, with Indonesia's Riau Islands to the south and Peninsular Malaysia to the north. Singapore's territory consists of one main island along with 62 other islets.

Since independence, extensive land reclamation has increased its total size by 23% (130 square kilometers or 50 square miles). The country is known for its transition from third world to first world in a single generation, under the leadership of its founding father, Lee Kuan Yew.

During the Second World War, Singapore was occupied by Japan. It gained independence from the UK in 1963 by federating with other former British territories to form Malaysia, but separated two years later over ideological differences, becoming a sovereign nation in 1965. After early years of turbulence and despite lacking natural resources and a hinterland, the nation developed rapidly as an Asian Tiger economy, based on external trade and its workforce. Singapore is a global hub for education, entertainment, finance, healthcare, human capital, innovation, logistics, manufacturing, technology, tourism, trade, and transport. The city ranks highly in numerous international rankings, and has been recognized as the most "technology-ready" nation, top International-meetings city, city with "best investment potential", world's smartest city, world's safest country, third-most competitive country, third-largest foreign exchange market, third-largest Financial centre, third-largest oil refining and trading centre, fifth-most innovative country, and the second-busiest container port.

The London based Economist Magazine has ranked Singapore as the most expensive city to live in, since 2013. It is identified as a tax haven. Singapore is the only country in Asia with an AAA sovereign rating from all major rating agencies, and one of 11 worldwide. Globally, the Port of Singapore and Changi Airport have held the titles of leading "Maritime Capital" and "Best Airport" respectively for consecutive years, while Singapore Airlines is the 2018 "World's Best Airline".

Singapore ranks 9th on the UN Human Development Index with the 3rd highest GDP per capita. It is placed highly in key social indicators: education, healthcare, life expectancy, quality of life, personal safety and housing. Although income inequality is high, 90% of homes are owner-occupied. The Singaporean

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passport is joint first with Japan for visa-free travel granted by the most countries to its citizens.

The city-state is home to 5.6 million residents, 39% of whom are foreign nationals, including permanent residents. There are four official languages: English (common and first language), Malay, Mandarin Chinese and Tamil; almost all Singaporeans are bilingual. Its cultural diversity is reflected in its extensive ethnic cuisine and major festivals. Singapore is a conservative society and finds that Singapore has the highest religious diversity of any country. Multiracialism has been enshrined in its constitution since independence, and continues to shape national policies in education, housing, politics, among others.

Singapore is a unitary multiparty parliamentary republic with a Westminster system of unicameral parliamentary government. The People's Action Party has won every election since self-government began in 1959. As one of the five founding members of Association of Southeast Asian Nations (ASEAN), Singapore is the host of the Asia-Pacific Economic Cooperation (APEC) Secretariat and Pacific Economic Cooperation Council (PECC) Secretariat, as well as many international conferences and events. It is also a member of the East Asia Summit, Non-Aligned Movement and the Commonwealth of Nations. This is an island city state situated south of Malaysia and with a multicultural population of about five million people.

Singapore gained independence in 1965 and it practices multi party political system with very democratic elections.

This is a country with good governance and transparency. The country's good governance can be attributed to the effective implementation of policies developed by the People's Action Party (PAP) that enabled the country to develop drastically. These were:

- i. Reform of the country's civil service.
- ii. Anti-corruption measures.
- iii. Decentralization of the public service commission.
- iv. Payment of competitive salaries to attract and retain the best candidates in government.

With PAP government's political will, Singapore was able to move from third world country to a first world country as a result of good governance.

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Report by the Committee on Health and Sanitation on the Study Visit to Singapore on Health Financing and Management

3.0.2 HISTORICAL EVOLUTION OF SINGAPORE HEALTHCARE INDUSTRY

The government of Singapore planned, built, and continues to develop and maintain the nation's public health care system. It regulates both public and private health insurance in the country. The health care system is administered by the Ministry of Health, which has a responsibility for assessing health needs and for planning and delivering services through networks of health and hospital facilities, day care centers, and nursing homes.

The ministry manages, plans for, and maintains staffing throughout the system and is responsible for the financing policies and governance of the public health care system.

3.0.4 PUBLIC FINANCED HEALTH COVERAGE

Singapore offers universal health care coverage to citizens with a financing system anchored in the twin philosophies of individual responsibility and affordable health care for all. Universal health care coverage is funded through a combination of government subsidies (from general tax revenue), multilayered health care financing schemes, and private individual savings, all administered at the national level. National capital expenditures are set in the government's annual budget.

3.0.5 PRIVATE HEALTH INSURANCE SERVICES

A range of private insurance plans are available from for-profit insurers to supplement MediShield coverage. Singaporeans also have the option of purchasing other types of private insurance, although premiums for these cannot be paid for with Medisave funds while employers may provide insurance to employees as a benefit.

Subsidies are available in public hospitals and polyclinics, as well as from government-funded intermediate and long-term care providers. MediShield provides low-cost insurance coverage for treatments in the subsidized wards of public hospitals and for certain outpatient care, including kidney dialysis and cancer treatment.

As a catastrophic insurance program, MediShield generally does not cover primary care, prescription drugs, preventive services, mental health care, dental care, or optometry.

Home hospice service is free of charge, while in-patient and day hospice services are subsidized based on means-testing. Governmental-funded home-based services, such as home medical and home nursing, home help, and senior home care, are also subsidized.

3.0.6 COST-SHARING AND OUT-OF-POCKET SPENDING

The government subsidizes a portion of the cost of patient care, based on ability to pay.

Copayments after subsidy can be covered by MediShield insurance or paid for using Medisave savings. After subsidy, MediShield pays between 80 percent and 90 percent of the claimable amount that exceeds the deductible for selected outpatient treatment charges claimable under MediShield; this includes, for example, kidney dialysis, chemotherapy, and erythropoietin for chronic kidney failure. Other outpatient services are fully paid from private funds or, in some cases, employer benefits.

Deductibles do not apply to outpatient treatments; instead, 20 percent coinsurance is imposed. There is no annual cap on out-of-pocket spending.

3.0.7 SAFETY NETS AND ELIGIBILITY

Singapore established Medifund in 1993, which is the government-funded health care safety net for the poor. Money from the fund is disbursed each year to approved institutions, and a committee at each institution evaluates and approves financial assistance to patients.

Government-funded providers can tap Medifund assistance for their needy patients where Medifund generally covers necessary medical treatment, including drugs, services, and tests. Medical social workers assist patients with the application process required before aid is granted.

All lower- and middle-income patients may receive subsidies for outpatient treatment from private primary care providers for chronic or acute conditions, as well as certain dental procedures.

3.0.8 PRIMARY CARE

Primary care is administered mostly by private providers, with 1,400 private clinics offering primary care. Eighteen public polyclinics (multi-doctor primary care clinics) provide subsidized outpatient care, immunizations, health screenings, pharmacy services, and sometimes dental care.

Although accessible to all Singaporeans, these clinics generally serve the lower-income population; the bulk of primary care is delivered by private general practitioner (GP) clinics. Patients can choose their primary care doctor, with registration not required. Private primary care doctors make referrals but generally do not function as gatekeepers. They are usually paid on a fee-for-service basis. The Singaporean health care system is strengthening its ties to private GP networks. There are about 720 participating medical clinics and about 460 dental clinics.

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3.0.9 OUTPATIENT SPECIALIST CARE

There are numerous specialty care centers, including ones focused on cancer, oral care, cardiovascular disease, diseases of the nervous system, and skin diseases.

The National Heart Centre, for example, offers a full range of treatment, from prevention to rehabilitation; it is the national and regional referral center for any cardiovascular complications.

Research, teaching, and training are also conducted there. Specialists who work in the public system are salaried and also may see nonsubsidized patients.

3.1.0 ADMINISTRATIVE MECHANISMS FOR PRIMARY CARE

The government pays subsidies directly to provider institutions, reimbursing them for a portion of treatment costs.

Patients receive subsidy benefits for outpatient care provided in public clinics and public hospitals; for emergency care at public hospitals; for intermediate-and long-term care at facilities managed by voluntary welfare organizations; and, through means-testing, for care in private nursing homes.

3.1.1 AFTER-HOURS CARE

Numerous public and private hospitals offer round-the-clock emergency care, and approximately 30 clinics throughout the country provide 24-hour care. Many other clinics have late-night hours, with lists of these posted online. A 24-hour emergency hotline can be used for contacting ambulances operated by the Singapore Civil Defence Force. A mobile 24-hour house call medical service is available as well.

3.1.2 HOSPITALS MENTAL HEALTH CARE

General care is delivered at regional hospitals. In 2019, there were more than 11,000 beds (public and private sector) in 30 hospitals (15 public and 15 private, including specialty centers, community hospitals, and chronic care hospitals). In 2019, there were 4 million public hospital outpatient visits, two-thirds of them subsidized.

The Institute of Mental Health is Singapore's acute tertiary psychiatric hospital. It provides psychiatric, rehabilitative, and counseling services for children, adolescents, adults, and the elderly, as well as long-term care and forensic services. Patients with addictions can be treated in the institute's National Addictions.

3.1.3 MANAGEMENT SERVICES UNIT

Many public hospitals also offer general and specialized services for eating and sleep disorders, addiction, and geriatric psychiatric conditions.

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Voluntary welfare organizations and private operators manage long-term care services for the elderly. Services are financed in several ways, including direct payment by individuals and families; direct government subsidy to patients through providers; and capital and recurrent funding for intermediate and long-term care providers to provide means-tested subsidized care. Depending on which type of care and setting best suits their needs, seniors and their families can choose nursing facilities or home-based health care providers, including hospice care.

3.1.4 SINGAPORE MEDICAL INDUSTRY

Singapore will showcase the best in healthcare delivery and medical technology with the 3 healthcare strategies that the government has formulated: the pursuit of clinical research, long-term care improvement, and a focus on more sophisticated care.

Singapore has also implemented Medishield Life, healthcare insurance that will assure people with pre-existing conditions along with the whole Singaporean population health coverage and full access to medical care.

Indeed, the healthcare industry in Singapore will be a good avenue for opportunities in an industry that's only going to grow and grow.

3.1.5 GOVERNMENT POLICY ON HEALTHCARE

The Ministry of Health (MOH) is the one responsible for formulating policies and programs for the development and regulation of healthcare products and services.

The nation's goal is to transform the healthcare sector through IT-enabled delivery systems that will focus on achieving integrated and high-quality care, cost-effective services, an increased ability of the public to manage health, and strong clinical and health services research.

In order for MOH to meet these goals, they have been allocated with enough money to set up projects and funding is only expected to grow in the years to come.

3.1.6 SINGAPORE MARKET SIZE AND TRENDS

Most of the expensive tertiary care services are provided by public hospitals. Primary healthcare services are mostly provided by private sector practitioners and some by government polyclinics operating under MOH.

3.1.7 SUSTAINABLE HEALTH CARE

There is evidence that sustainable systems and processes provide both patient benefit and save costs, quite apart from reducing the carbon footprint. These key principles lie in a diverse range of approaches. Primary and secondary prevention

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should be a goal of every patient encounter, with resource centres providing patient-centered family education, which promotes better health. In addition, the early identification of patients who would benefit from proactive management has demonstrable patient and economic value. Systems reconfiguration, as exemplified by the US model of vertical integration, reduces waste and duplication while improving on efficiency.

4.0 LESSONS LEARNT

Mr. Speaker,

Health is a devolved function to the Counties where majority of the responsibilities handled at the county level including employment of staff and general management of health facilities to ensure effective and quality health care.

Kitui County has a lot to learn from the healthcare system in Singapore. Healthcare provision should start at the community level where the current community health volunteers should be well trained to be able to tackle minor healthcare needs.

These community health volunteers should be converted to community health officers (caregivers) who should be in a position to make proper diagnosis and subsequent prescriptions and treatment to patients at the community level. Cases which cannot be managed at this level should be referred to a community health centers (dispensaries, and health centres).

Patients seeking services in dispensaries and health centres should only do so upon being referred by a community health officer (the current community health volunteers). Cases which cannot be managed in the dispensaries and health centres should be referred to the specialists in a level IV hospital. Only referral cases should be handled in the level IV hospitals.

This way the current congestion and overcrowding of patients in the level IV hospitals due to cases which can otherwise be handled at lower level health facilities will be reduced.

Provision of healthcare in our county should ensure that those in greatest need take precedence in medical care. All human beings should have an equal entitlement to dignity, and should have the same rights, regardless of their status in the community. There should be a reasonable relationship between the

costs and the effects, measured in terms of improved health and improved quality of life to residents of Kitui County.

Efforts to ensure effective and quality healthcare is achieved in our County should be doubled by the County Ministry on Health and Sanitation to ensure proper working condition for the health care staff. This should range from proper remunerations, suitable career progression/scheme of service and suitable working environment to ensure that the staff in this sector are happy and contented with the terms of their service which leads to optimal production.

Sufficient health care funding is prudent for quality health care to be achieved. Kitui County should seek to partner with health insurance providers in order to achieve the dream of affordable quality health care for all across the county. Proper policy to address the issue of financial autonomy for health care centers especially the level IV hospitals to ensure smooth running while providing services to all.

More emphasis should be given to the low income earners and the most vulnerable in the society while funding the health care. The less fortunate in the society should be enrolled into health care safety nets to ensure they access the health care services. The KCHIC program should be streamlined to offer quality financing to all health facilities offering services to all. Others programs such as the NHIF and LINDA MAMA, should be embraced to boost health financing across the county.

5.0 GENERAL OBSERVATIONS

Having undergone a successful training in Singapore the Committee makes the following general observations;

- i. In order to have a vibrant health care system, all achievements/milestones and benefits in the healthcare sector there is need for proper communication to the consumers/residents for maximum utilization.
- ii. Efforts to realize a successful health care for all should be well coordinated by a set unit for a common goal.
- iii. Quality and effective health care needs proper funding to ensure constant supply of drugs, machines and equipment and proper remuneration of staff.
- iv. Community health officers if well trained/empowered will help to tackle minor health conditions which do not require specialized treatment/attention.

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- v. Clear referral system, if established will help to address minor health conditions at community level and also help to decongest the level IV hospitals.
- vi. Effective health care should seek to give priority to the most deserving/the less fortunate and not based on one's socioeconomic status.
- vii. Suitable working conditions, proper remunerations and clear career progression are necessary for an effective work force in the health sector.
- viii. The relationship between the cost and effective healthcare should be seen to improve life of the people.
- ix. Proper policy framework is necessary for effective health care funding which ensures sufficient funding and timely reimbursements to the health care givers.
- x. Safety nets are necessary such as LINDA MAMA and NHIF for the less fortunate/ low income earners and the elderly for equitable access to quality health care.

6.0 COMMITTEE RECOMMENDATIONS

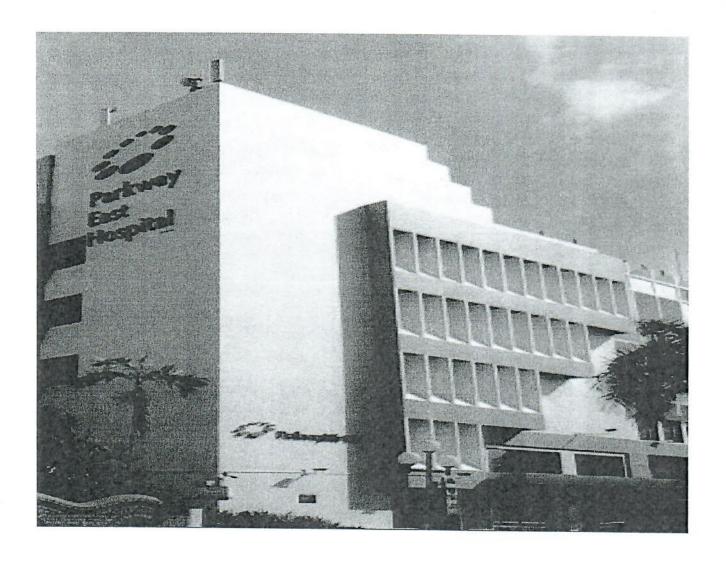
- i. A proper policy framework should be enacted to ensure sufficient and timely funding and reimbursements for all health care facilities in Kitui County to ensure smooth service delivery. This should as well address the issue of financial autonomy to the health care facilities to shorten the turnaround time taken while seeking funding.
- ii. In order to achieve an efficient and effective health care for all, sufficient funds should be allocated to the health sector to put up enough health facilities, equipping the existing ones and proper staffing, remunerations and improved working conditions.
- iii. Social Safety nets should be established to address the health care needs for the less fortunate/ low income earners, orphans, the sickly, the elderly and the vulnerable groups in the society.
- iv. The current community health volunteers should be well trained/ empowered and converted to community health officers who should offer quality healthcare services at the community level to the less fortunate, the orphans and the elderly and make referrals for cases which need specialized attention to dispensaries and health centers.

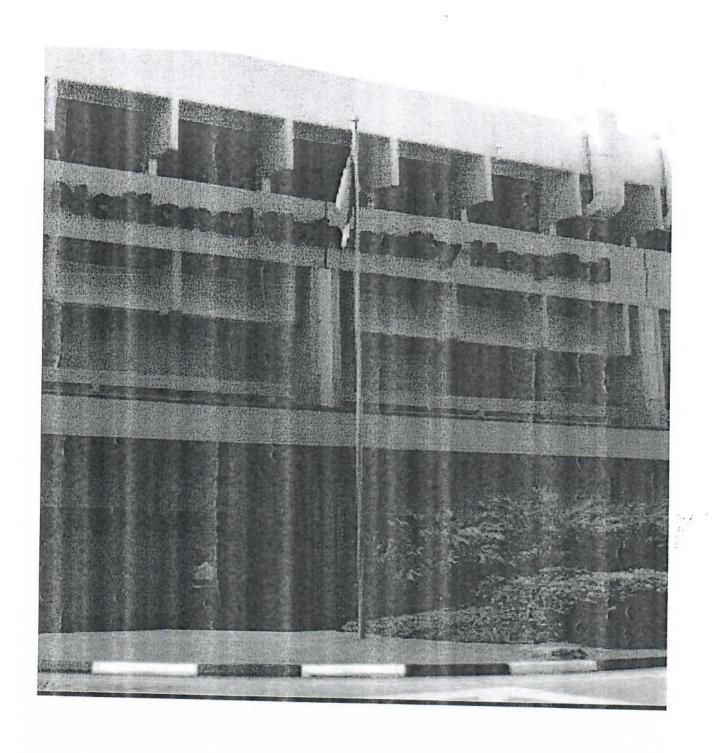
7.0 CONCLUSION

Health care financing is one of the factors as enlisted in global health care provision Thus, Sufficient funding is crucial for any leadership which aspires to achieve quality and sustainable health care for her citizenry. Kitui County's health care has been faced with numerous financing challenges which has led to severe shortage of drugs, staff strikes and go slows and to some extent brain drain where staff have left to seek greener pastures coupled with lack of crucial equipment in the theatres and maternities. It is paramount to consider increasing funding for the line ministry in subsequent budgets in order to cure this situation while the county leadership should seek to partner with donors and other development partners in order to close the existing funding gaps being experienced in this ministry. Emphasis should as well be put in place to ensure prudent utilization of health funds to reduce wastage and corruption coupled with embezzlement of public funds. Proper checks and balances should be instituted with a view of ensuring efficiency, cost reduction in offering health services in order to realize an effective service delivery for quality and affordable health care for all.

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ANNEX I PICTORIALS





 $\textbf{19 | Page} \\ Report \ by \ the \ Committee \ on \ Health \ and \ Sanitation \ on \ the \ Study \ Visit \ to \ Singapore \ on \ Health \ Financing \ and \ Management$



ANNEX II

REPORT ADOPTION/ AUTHENTICATION

We the members of the Health and Sanitation Committee delegation to Singapore do append our signatures to authenticate and adopt the report on the foreign visit to Singapore on health financing and management.

NAME SIGNATURE \cdot 1) Hon. Anthony N. Mwanzia Leader of delegation-2) Hon. Grace M. Sammy 3) Hon. Eliud M. Nding'uri 4) Hon. Josphine K. Mutie 5) Hon. Mary K. Philip 6) Hon. Eunice M. Katheke Member

ANNEX III- Boarding passes

ANNEX IV-Invitation letter

ANNEX v. Approval for travel by Ministry of Devolution.

¥

Economy Class





örilett agazatt ooner

Boarding Pass

ECONOMY CLASS

ثغلق البواية قبل موعد الإقلاع بـ١٠ دقيقة

اسم المسافر Name of the Passenger HON EUNICEMWATHI KATHEKE

المغادرة Departure 1655

التاريخ Date 02FEB

NBO - DOH

HON EUNICEMWATE KATHEKE NBO-DOH 30B Z 2 02FE 70NF **QR1336** ETKT 1573439867940-1

فتح البوابة Ecarding 1555

البوابة عاء 09

المقعد Saat 0BZONE 2 SE0-098

QR 336

الرطة Flight

PCS: CKWT: UNCKWT: 15

الحرجة السياحية

Economy Class



طاقة الصعود للطائرة **Boarding Pass**

تُخلق البوابة قبل موعد الإقلاع بى حقيقة Gate closes 20 minutes before departure

XX

اسم المسافر Name of the Passenger HON EUNICEMWATHI KATHEKE

المغادرة Departure 0210

التاريخ Date 03FEB

DOH-SIN

ECONOMY CLASS HON EUNICEMWAT KATHEKE DOH-SIN ZONE 1 44B 03FI **QR946** ETKT 1573439867940-2

فتح البوابة Boarding

0110

المقعد Seat 44B ZONE 1 SE0 - 221

QR 946

الرحلة Flight

CKWT: UNCKWT: SE 22 15

Economy Class

تُخلق البوابة قبل موعد الإقلاع ب١٠٠ دقيقة Gate closes 20 minutes balone departure Name of the Passenger اسم المسافر HON EUNICEMWATHI KATHEKE

المغادرة Departure 1750

التاريخ Date 10FEB DOH-NBO

ECONOMY CLASS HON EUNICEMWAT KATHEKE DOH-NBO

ZONE 2 32J 10F QR1341 ETKT 1573439867940-4

فتح البوابة Boarding

1650

البوابة Gate

Gate البوابة

المقعد Seat

ZONE 2 SE0-068 الرحلة Flight QR

1341

CKWT: UNCKWT: 5 PCS: 22

1407

اسم المسافر Name of the Passenger HOW EUNICEMWATHI KATHEKE

المغادرة Departure

1130

التاريخ Date 10FEB SIN-DOH ECONOMY CLASS HON EUNICEMWAT KATHEKE SIN-DOH 38A Z ZONE 2 10FI QR943

ETKT 1573439867940-3

فتح البوابة Boarding

D32

المقعد Seat

QR

الرحلة Flight

CKWT: UNCKWT: PCS: 22

Sale Tours 20 menutes before departure

1030

البوابة Gate

ZONE 2 SEQ-031

تُخلق البوابة قبل موعد الإقلاع ب٦٠ حقيقة



PETALTICO TO CATE AND SECRETARIO DATE PROMISE SOCIAL MEDICAL PROMISE SOCIAL PRO







3

Economy Class





CHANGE HORSE CHORLE **Boarding Pass**

اسم المسافر Name of the Passenger -HON- GRACEMWIKALI SAMMY

Departure öplical 1750

التاريخ Date 10FEB DOH-NBO

ECONOMY CLASS HON-GRACEMWIKALI SAMMY DOH-NBO 33F ZONE 2 QR1341 10FEB ETKT 1573439867939-4

تُعلق البوابة قبل موعد النقلاع بـ ٢٠ دقيقة

XX.

فتح البوابة Enanding 1650

البوابة عمد المقعد المعك 33F ZONE 2 SEQ-065

QR 1341

الرحلة Flight

CKWT: UNCKWT: SEQ NO: 1 10 065

ثغلق البوابة قبل موعد الإقلاع بـ٢٠ دقيقة eate dese, 20 amates before departure اسم المسافر Name of the Passenger HON GRACEMWIKALI SAMMY

المغادرة Departure 1655

التاريخ Date 02FEB

NBO-DOH

ECONOMY CLASS HON GRACEMWIKALI SAMMY NBO-DOH ZONE 2 30J 02FEB QR1336 ETKT 1573439867939-1

فتح البوابة Boarding

1555

المقعد Se..t Gate البوابة 30J 09 ZONE 2 SE9-101

الرحلة Flight QR 1336

CKWT: UNCKWT: SEQ NO: PCS: 101 14

تُعلق البوابة قبل موعد الإقلاع بـ٢٠ حقيقة Gate closes 20 minutes before departure

XX

Mame of the Passenger المسافر HON GRACEMWIKALI SAMMY

المغادرة Departure

1130

التاريخ Date 10FEB SIN-DOH

ECONOMY CLASS HON-GRACEMWIKALI SAMMY SIN-DOH 38H

QR943 ETKT 1573439867939-3

10FEB

فتح البوابة Boarding

1030

Gate alguli

Seat المقعد 38H

ZONE 2 SEQ-028 الرحلة Flight **QR**

943

SEQ NO: PCS: CKWT: UNCKWT: 028 10

XX

Name of the Passenger اسم المسافر HON GRACEMWIKALI SAMMY

المغادرة Departure 027.0

التاريخ Date 03FEB DOH-SIN ECONOMY CLASS HON GRACEMWIN SAMMY DOH-SIN ZONE 1

43C **QR946**

ETKT 1573439867939-2

فتح البوابة Boarding 0110

البوابة Gate

المقعد Seat 43C

ZONE 1 SEQ-232 الرحلة Flight QR

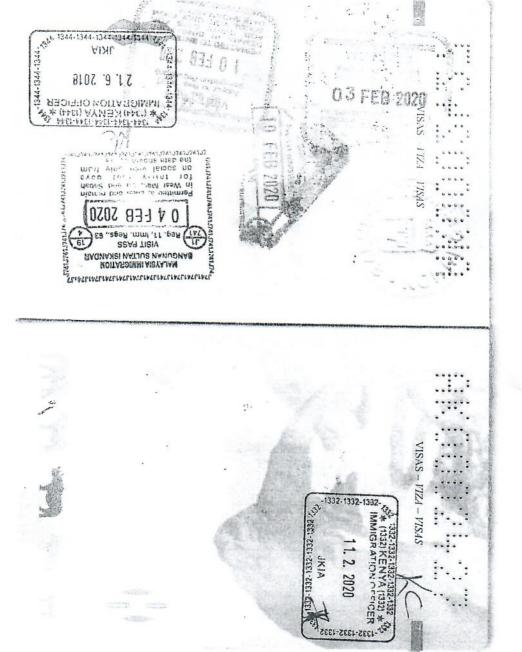
946

CKWT: UNCKWT: PCS: 14

تُعْلَقَ البوابة قبل موعد الإقلاع بـ٢٠ دقيقة Gate closes 20 minutes before departure



XX



Economy Class





ومسانية المستقلية بالمستوا **Boarding Pass**

تغلق البوابة قبل موعد البقلاع بالحقيقة

اسم المسافر Name of the Passenger HON MARYKANII PHILLIP

Departure oplical 1750

التاريخ Date LOFES DOH-VBO

فتح البوابة Boarding

1650

البوابة Gate المقعد Seat الرحلة Flight 32K ZONE 2 SEQ-067

XX



XX

اسم المسافر Name of the Passenger

فتح البوابة Boarding

البوابة Gate D32

Seat Spaol

المغادرة Departure

ONE SE0-030

التاريخ Date 10FEB SIN-DOM

> الرحلة Flight QR

110 PHILL 51° 38 QF 143

تُعْلق البوابة قبل موعد الإقلاع بـ٦٠ دقيقة Gate closes 20 minutes before departure

XX

Name of the Passenger اسم المسافر

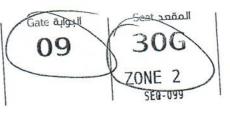
HON MARYKANINI PHILLIP

المغادرة Departure 1655

التاريخ Date 02FEB NBO - DOH

فتح البوابة Boarding

1555



الرحلة Flight 3 336

AIRWAYS a libell

Economy Class

0110



Seat المقعد Gate ayloul 450 ZONE SE0-226

0210

المغادرة Departure

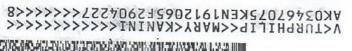
التاريخ Date 03FEB DOH-SIN

-

الرحلة Flight QR 946

تُعلق البوابة قبل موعد !!بتسوع بـ ١٠ دقيقة Gate dozes 20 numites beis. . Apparture

WW









E09881 89 3 740

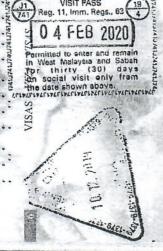


REPUBLIC OF TURKEY NUMBER OF BYTEMES



MALAYSIA IMMIGRATION BANGUNAN SULTAN ISKANDAR

VISIT PASS Reg. 11, Imm. Regs., 63







Economy Class





Boarding Pass

تعلق البويت عبل موعد اليقلع بـ ، وقيقة مين طوية المرابع الم اسم المسافر BAME ELIUDMUTETI المالم المسافر HON ELIUDMUTETI

المغادرة Departure المغادرة 1130

التاريخ Date 10FEB SIN - DOH ECONOMY CLASS
HON ELIUDMUTETI
NDINGURI
SIN-DOH
38E ZONE 2
QR943 10FEB
ETKT 1573439867968-3

فتح البوابة Boarding

1030

البوابة D**32**

المقعد 38E

ZONE 2 SEQ-027 الرحلة الرحلة QR 943

PCS: CKWT: UNCKWT: SEQ 1 1 11 927

NO.

تَعَلَقُ البُوابِة قبل موعد البقليع بـ ٦ دقيقة So minutes before departure معيدة عادة المقليع المقلقة المقلقة المقلقة المقلقة المقلقة المقلقة المقلقة المقلقة Name of the Passenger اسم المسافر HON ELIUDMUTETI NDINGURI Departure المغادرة 1750 Date التاريخ 10FEB DOH - NBO ECONOMY CLASS
HON ELIUDMUTETI
NDINGURI
DOH-NBO
33H ZONE 2
QR1341 10FEF

فتح البوابة Boarding

1650

Gate البوابة

Seat annoul

33H

ZONE 2

SEQ-064

الرحلة Flight QR 1341

PCS: CKWT: UNCKWT: SEG 1 11 054

BUL

تُعْلَقُ البُوابِة قبل مُوعِد البِقليعِ بـ ، دَقَيِقة جمعة ومجمع perfore departure. Name of the Passenger السم المسافر

HON ELIUDMUTETI

فتح البوابة Boarding

2345



Departure المغادرة

0045

Seat spägil

ZONE 1 SEQ-101 Date O3FEB

الرحلة Flight

QR 1342 ECONOMY CLASS HON ELIUDMUTET NDINGUEL NBO-DOH 35F ZONE 1

OR1342 03F ETKT 1573439867968-1

PCS: CKWT: UNCKWT: S 1 10

XX

اسم المسافر Name of the Passenger

HON ELIUDMUTETI

المغادرة Departure 0830 Date Date O3FEB

تعلق البواية قبل موعد الرقلاع بـ ، ، دفيفة Gane closes 20 numure: before departure

فتح البوابة Boarding

0730

Gate البوابة

المقعد Seat

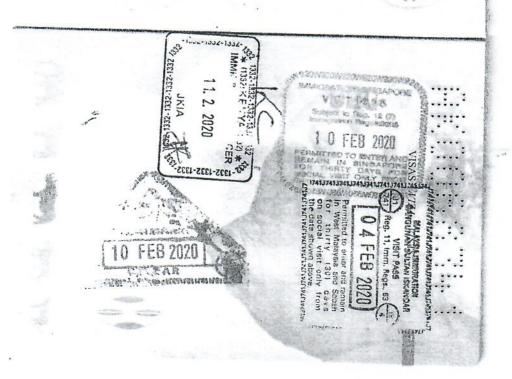
38A

ZONE 2 SEQ-118 Flight ö

01 94

XX





Economy Class





عطاقة الصحود للطائرة **Boarding Pass**

تَعْلَقُ البُولِيةَ قَبَلَ مَوَعَدِ الْبِقَلِيعِ بِـ ا دَقَيْقَةً

EX.

اسم المسافر Name of the Passenger MR ONESMUSMUTUA **MBWANGA**

المغادرة Departure 1130

التاريخ Date 10FEB SIN-DOH

الرحلة Flight

MBWANGA SIN-DOH 38B Z ZONE 2 10FEB QR943

MR ONESMUSMUTUA

ETKT 1573439867941-3

ECONOMY CLASS

فتع البوابة وPourding

1030

Gate ilyali D32

38B

Seat spaul

ZONE 2 SEQ-032 QR

943

PCS: CKWT: UNCKWT: SEQ NO: 17 032

ثُعلق البوابة قبل موعد الإقلاع بـ١٠ دقيقة Gate closes 20 minutes before departure

XX

اسم المسافر Name of the Passenger MR ONESMUSMUTUA MBWANGA

المغادرة Departure 0210

التاريخ Date 03FEB DOH-SIN

الرحلة Flight

QR

946

ECONOMY CLASS MR ONESMUSMUTUA MBWANGA DOH-SIN 44C ZONE 1 03FEB **QR946**

ETKT 1573439867941-2

فتح البوابة Boarding 0110

LCUITOTTY -

البوابة Gate

المقعد Seat 44C

ZONE 1 SEQ-218

PCS: CKWT: UNCKWT: SEQ N 218 10



Name of the Passenger المسافر MR ONESMUSMUTUA

MBWANGA

المغادرة Departure

1750

التاريخ Date 10FEB DOH-NBO

Flight الرحلة

QR

ECONOMY CLASS MR ONESMUSMUTUA MBWANGA DOH-NBO 32H 10FEB QR1341

ETKT 1573439867941-4

فتح البوابة Boarding

1650

البوابة Gate

المقعد Seat

ZONE 2 SEQ-069 1341

PCS: CKWT: UNCKWT: SEQ N 069 17

50K

Name of the Passenger اسم المسافر

MR ONESMUSMUTUA MBWANGA

المغادرة Departure

1655

التاريخ Date 02FEB

NBO-DOH

الرحلة Flight

QR

MBWANGA NBO-DOH ZONE 30D QR1336

ECONOMY CLA

MR ONESMUSH

ETKT 157343986792

تُعلق البوابة قبل موعد الإقلاع بـ٢٠ دقيقة Gate doses 20 mentes before departure

XX

فتح البوابة Boarding

1555

البوابة Gate

المقعد Seat

30D ZONE 2

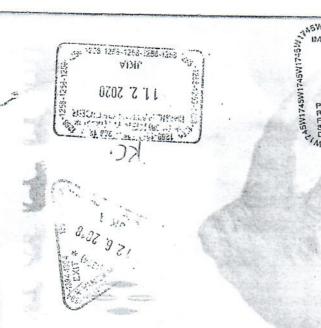
1336 SE0-096

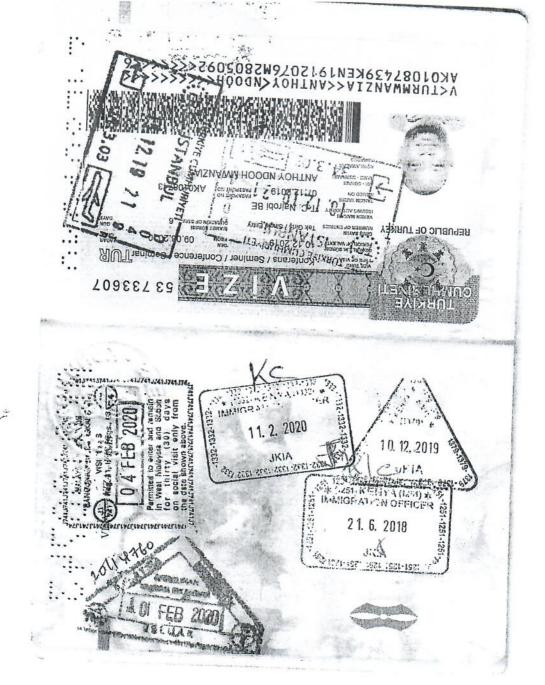
PCS: CKWT: UNCKS 10













Electricity House 6th Floor, Harambee Avenue P.O.Box 7740 - 00100, Nairobi, Kenya

Tel: +254 20 2377179

Cell: +254 721 311 405 / 726 669 851

Email: info@attictravel.com Web: www.attictravel.com

Date:

Agency Reference Number:

Services

Non-Smoking

Travel Agent:

Saturday, 01 February 2020 RS5Q44

Your Travel Itinerary

Travellers

* MWANZIA/ANTHONYNDOOHON(Aduit - ADT)

Frequent Flyer Numbers

- unday,	02 February	2020		No. of Contractions			
Flight	QR1336 - Q	atar Airways (Q.C.:	S.C)		UV O-5		
	Confirmation	Number For Qatar	Airways (Q.C.S.C)		HK - Confirmed		
Class	T - Economy		Control of the Contro		KD9799		
Departs	16:55	Jomo Kenyatta Intl, Nairobi Kenya			Non Stop		
Arrives	22:55	Doha International Arpt, Doha Qatar			NBO	Terminal 1C	
	Flying Time	6:00	arupt, Dona Watai		DOH	100	
	Equipment	Airbus Industrie A	330-200		Carbon Emis	sion: 561.00 kgs	
	Services	Non-Smoking	000 200	entropies of the desired and the second services of the second servi	AND THE RESERVE AND THE PARTY OF THE PARTY O		
	Meal	Meal	the state of the s	and the second second	The state of the s	CONTRACTOR OF THE PARTY OF THE	
	Comments	*Baggage Allowar	ce : Adult-45K *Contact a	rline to confirm hance	no otto	W1-1-10-0-0-1-1-1-1-1-1-1-1-1-1-1-1-1-1-	
Comments *Baggage Allowance : Adult-45K *Conta Traveller Ticket Number			Ticket Number	THIC TO COMMIN DAGGE	The second secon	at the street, over a summer parent.	
" MWAN	VZIAVANTHONY	NDOOHON	1573439867936(El	ectronic)	Seat	Special Meal	
			and the second s	- Commence Constant and Constan			
Monday,	03 February	2020		TO THE STATE OF			
Flight	QR946 - Qat	ar Airways (Q.C.S.	C)				
	Confirmation	Number For Qatar	Airways (Q.C.S.C)	We 10 C C C		HK - Confirmed	
Class	T - Economy	and the second second second second		The state of the s	KD9799		
Departs	02:10	Doha Internationa	Arpt. Doha Oatar	The state of the s	Non Stop		
Arrives	14:55		ingapore Singapore		DOH		
	Flying Time	7:45	migapore omigapore		SIN	Terminal 1	
	Equipment	UNKNOWN	With the second		Carbon Emiss	sion: 724.63 kgs	
	Services	Non-Smoking	F 41. T-48.04 44.05 THE STATE OF THE STATE O	The same of the sa			
	Meal	Meal	and the state of t	and the state of t			
	Comments	*Baggage Allowan	ce : Adult-45K *Contact ai	dina to confirm hanne	no ollerno		
Fraveller			Ticket Number	IMIC ROCCHARITE DEROCE		manufacture and the second	
* MWANZIA/ANTHONYNDOOHON		1573439867936(Electronic)		Seat	Special Meals		
			1 11 Threath makes a second	zuona)			
Monday,	10 February	2020	*	To Topics of the second		Committee of the Commit	
Flight	QR943 - Qat	ar Airways (Q.C.S.		W Confi			
	Confirmation	Number For Qatar	Airways (Q.C.S.C)	rs (O C S C)		HK - Confirmed KD9799	
Class	W - Economy		to the activation in the control of the Manufacture and AMA (And All Control of the Control of t	AND COURT OF A CONTROL OF A CON	A COLUMN TO THE RESIDENCE OF THE PROPERTY OF THE PARTY OF		
Departs	11:30	Changi Intl Arot S	ingapore Singapore	LICENSE DESCRIPTION	Non Stop		
Arrives	15:00	Doha International	Amt Doha Octor		SIN	Terminal 1	
	Flying Time	8:30	rupt, Lona Galar	una udiar		DOH	
	Equipment	UNKNOWN			Carbon Emission: 794.75 kgs		
	Services	Non-Smoking	.,				
	Meal	Meal	Carlotte and the second				
377.8	Comments	A S. S. C. Address of the Control of	ce : Adult-45K *Contact air	ting to confirm has	The same of the sa	Andrew Control of the	
Fraveller			Ticket Number	mie io consim pagga	The state of the s		
" MWAN	ZIAVANTHONY	NDOOHON	1573439867936(Ele	cfmnic!	Seat	Special Meals	
			TO T		wayanan managan ing managan ang managan		
Monday,	10 February	2020		SM CONSTRUCTOR			
light	QR1341 - Qa	tar Airways (Q.C.S	C)				
	Confirmation	Number For Qatar A		HK - Confirmed			
lass	Confirmation Number For Qatar Airways (Q.C.S.C) W - Economy			*******	KD9799		
eparts	17:50	Doha International Arpt, Doha Qatar			Non Stop		
Arrives	23:35	Jomo Kenyatta Inti, Nairobi Kenya			DOH		
	Flying Time	5:45	, rearrobi Kenya		NBO	Terminal 1E	
					Carbon Emiss	ion: 537.63 kgs	
	Equipment	Airbus Industries A	APA AAA		CDN CO. TOO MUS		



Friday January 3, 2020

Our Ref: OCD/202000103/C15

THE CLERK KITUI County Assembly, P.O. BOX 694, 90200 KITUI, KENYA

ATTENTION: CHAIRPERSON, COMMITTEE ON HEALTH AND SANITATION

REF: STRATEGY FOR HEALTHCARE DELIVERY SUMMIT FEBRUARY 2NDTO 11TH 2020 SINGAPORE

OCTAVIAN CONSULTING DEVELOPMENT, ASIA is pleased to invite the County Assembly Committee on Health and Sanitation to the Conference and Benchmarking Experiment on Strategy for Healthcare Delivery in Singapore and Malaysia in February 2nd to 11th 2020.

Innovation, Investment and Financing Healthcare Excellence is amongst the County and National Governments Strategic Big 4 Agenda. Improving Access to Affordable and Quality Healthcare for the citizens is a priority. Its notable that the healthcare industry has and continues to face a myriad of complicated problems, including staff shortages, rising costs and the burden of modernizing services. The healthcare situation in the counties is a high-stress high-risk environment, luckily the populace and service providers have continued to take on the challenges of healthcare with grace and confidence.

Singapore and Malaysia have spiraled as leading world-class case studies of exceptional excellence in healthcare research, investment, financing and leadership; best equipped hospitals, state of the art facilities, cutting edge technology and excellent patient care and staffing requirements that suit an exemplary learning experience for the Committee on Health.

INVESTMENT: USD \$ 1,995.00 Exclusive of 8% SST Per Delegate. The Delegates will be responsible for their Flight Tickets, Accommodation and other personal costs.

For more information, please contact Mohd Mazlan on email: octavian.consultant@yahoo.com, Looking forward to your confirmations in advance of time, please do not hesitate to contact us for more information,

Mohd Mazlan

EXECUTIVE DIRECTOR

DEVELOPMENT)

Block 59 Tingkat 1 No.17 Bandar Baru Sentul 51200 Kuala Lumpur W.P. Tel/Fax: 03-40449341 Email: octavian.consultant@yahoo.com

PROGRAM OUTLINE

Date

Autivity. er

Feb 2, Singapore	O	Arrivals and Registrations L. Singar ore
Feb 3, Singapore	0	Introduction and Operview Historica, Evolution of Singapore HealthCare Industry
Feb 4 Singapore Feb 5, Singapore	° .	Courtesy Tour as Singapore's Has ith Ministry Hospital Facility Four Dinner Event and Adviess by Representative Ministry of Health, Engapore
Feb 6, Singapore	Trans	formation: Allearthcale Service Delivery Quality , learthcare Metrics
, oo o, singapore	0	
		Accura to Quality Healthcare
	0	Heatin Care Stirlingto Picin
	0	Service Delivery - Transforming + Cent Experience: Delivering Care transfer Delivering Care transfer Delivering Care transfer Delivery - Transforming + Cent Experience: Preference:
Feb 7, Singapore	0	Complies totary City Tour
Feb 8, Singapore	0	Worship and Complimet ary City Tour
Feb 9, Singapore	o	Technology and Infrastructure
The subsection of the transfer that the subsect of	0	Digital Transformation of Health are Services
	٥	Machael Shaff, Staffing Wellere and Lost Practices
	٥	Hospital Fullities is an
Feb 10, Malaysia	O	Courtesy Tour at Singapore's Health Ministry
And the second s	0	Hospital Facility Tour
Feb 11, Malaysia	6	Complimentary City Tou
4.50	O	Dervisaires

REPUBLIC OF KENYA



MINISTRY OF DEVOLUTION AND ASAL STATE DEPARTMENT OF DEVOLUTION OFFICE OF THE PRINCIPAL SECRETARY

Fax No.: 2217869 Telephone: +254-020-2215245 Web:htt://www.devolutionandplanning.go.ke Email:psdevolution@devolutionplanning.go.ke

Telposta Towers P.O. Box 30004-00100 NAIROBI KENYA

Ref. No: MDP/DD/ADM/6/19/VOL. LIX

17th January, 2020

Clerk of the County Assembly County Assembly of Kitui P.O. Box 694-90200

KITUI

Attn: Mr. L. Waema

RE: AUTHORITY TO TRAVEL TO SINGAPORE & MALAYSIA - COUNTY ASSEMBLY OF KITUI

Reference is made to your letter Ref: CAK 3/2/VOL IV (13) dated 14th January, 2020 on the above subject.

Authority is hereby granted for the under-listed County Officials to travel to Singapore & Malaysia from 3rd to 14th February, 2020 to attend a summit on Strategy for Health Care Delivery.

S.no	Name	Designation
1.	Hon. Anthony Ndoo Mwanzia	ChairPerson
2.	Hon. Josphine Kavivi Mutie	Member
3.	Hon. Eliud Muteti Nding'uri	Member
4.	Hon. Grace Mwikali Sammy	Member
5.	Hon. Mary Kanini Phillip	Member
6.	Hon. Eunice Mwathi Katheke	Member
7.	Mr. Onesmus Mutua Mbwang'a	Committee Clerk

It is noted that the County Assembly of Kitui will meet all the expenses pertaining to this trip.

9 "