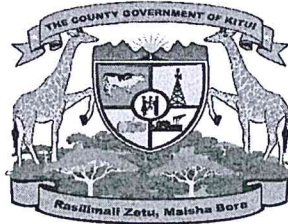


COUNTY GOVERNMENT OF KITUI



**THE COUNTY ASSEMBLY
SECOND ASSEMBLY – (FIFTH SESSION)**

FINANCE AND ECONOMIC PLANNING COMMITTEE

**REPORT
ON STUDY TOUR TO SINGAPORE ON FISCAL POLICIES AND DEBT
MANAGEMENT FOR COUNTIES.**



The City-State of Singapore

**Clerk Chambers
P. O Box 694-90200
KITUI**

November 2021

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Committee responsibility and function

The Committee is established pursuant to the provision of Standing Order No. 190, which mandates Sectoral Committees inter alia to: -

- (a) Investigate, inquire into, and report on all matters relating to the mandate, management, activities, administration, operations and estimates of the assigned departments;
- (b) Study the programme and policy objectives of departments and the effectiveness of the implementation;
- (c) Study and review all county legislation referred to it;
- (d) Study, assess and analyze the relative success of the departments as measured by the results obtained as compared with their stated objectives;
- (e) Investigate and inquire into all matters relating to the assigned departments as they may deem necessary, and as may be referred to them by the County Assembly;
- (f) To vet and report on all appointments where the Constitution or any law requires the County Assembly to approve, except those under Standing Order 184 (*Committee on Appointments*) ; and
- (g) Make reports and recommendations to the County Assembly as often as possible, including recommendation of proposed legislation.

Delegation's Composition

The delegation for the benchmarking visit comprised of:-

1) Hon. Johnson Kanandu, MCA- Delegation	Chairperson & Leader of
2) Hon. Stephen Musili, MCA-	Member
3) Hon. Peter Kilonzo, MCA-	Member
4) Hon. Stephen Katana, MCA-	Member
5) Hon. Charity Mwangangi, MCA-	Member
6) Hon. Florence Singi, MCA-	Member
7) Mr. Kelvin Mumo-	Committee Clerk

The international summit was held at Singapore's JW Marriott and focused on Singapore's economy, debt management, fight against corruption and how the tinny country had managed to become a financial giant in Asia. It was *held* under the umbrella *theme* of 'Development Funds for Counties'.

It is noted that benchmarking is one of the most efficient tools democratic legislatures and organizations such as parliaments can adopt with specific focus on identifying, analyzing and adopting best practices and implementing the best results to improve their operations and performance.

Study tour objectives

There were good reasons for the choice of Singapore: The City-State boasts of effective accountability systems and zero tolerance for corruption which are good models for Kenya and its devolved units.

The purpose of the study tour was to;

Develop understanding on Singapore's corruption control frameworks based on four key pillars of effective laws, independent judiciary, effective enforcement and a responsive public service, underpinned by strong political will and leadership.

Learn how Singapore has managed to become a global hub for education, entertainment, finance, healthcare, human capital, innovation, logistics, manufacturing, technology, tourism, trade, and transport.;

Foster an understanding of the experiences made on good governance in Singapore, including implementation and effectiveness of the existing legal frameworks.

Develop practical lessons that the committee would apply to improve performance of its work.

The forum included keynote addresses, panel discussions, plenary sessions, social activities, as well presentations given by representatives from different sectors. Participants were offered opportunities for practice, reflection and refinement in real life scenarios.

The presentations coincided with complimentary outdoor excursions including a visit to the world's busiest cargo seaport, Singapore's financial center, and Gardens by the Bay- a nature park spanning 101 hectares of reclaimed land in the Central Region of Singapore.

Acknowledgments

The offices of the Speaker and Clerk of the County Assembly are gratefully acknowledged for facilitating the benchmarking visit to the City-State of Singapore.

The Committee is also obliged to various institutions for the support and cooperation they provided which made the tour successful. They include the Ministries of Devolution and Immigration for approving the visit and timely processing of travel documents respectively.

Sharing the credit also is Octavian consultants -an escorted tour operator- for the pre-departure orientation and the excellent job they did in organizing for application and processing of visas, flights, accommodation and ground transport for the delegation while in Singapore.

Also appreciated is Mr. Mazlan who served as the tour guide as the delegations took time- off the study schedule to visit relevant projects in Singapore. The contribution of the two cannot be over-emphasized and it is one of the key factors which made the visit successful.

Last but not least, a lot of thanks goes to all participants for the zeal they expressed for learning, and to the organizations visited for their hospitality, without which the efforts would not have paid-off.

Mr. Speaker Sir,

It is my pleasant duty, pursuant to Standing Order 190 (5), (g), to present the Report of the Committee on Finance and Economic Planning on the benchmarking visit to Singapore for consideration by the House.

Signed..... *J. Kanandu* Date..... *16/11/2021*

**HON. JOHNSON KANANDU CHAIRPERSON, COMMITTEE ON
FINANCE AND ECONOMIC PLANNING.**

SINGAPORE IN BRIEF.

Singapore, officially the Republic of Singapore, is a sovereign city 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, the late Lee Kuan Yew.

Stamford Raffles founded colonial Singapore in 1819 as a trading post of the British East India Company. After the company's collapse in 1858, the islands were ceded to the British Raj as a crown colony. 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 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.

KEY FINDINGS

The main elements of the study tour included meetings, discussions, presentations and briefings by resource persons/experts from which the committee gathered the following;

A major financial hub in the Asian Pacific region, Singapore has long earned a reputation as one of the world's most advanced economies.

In 2017, Singapore was ranked as the world's second most open economy by the Heritage Foundation's Index of Economic Freedom, as well as the world's second most pro-business regime by the World Bank's Doing Business report.

Despite its small domestic market and a lack of natural resources, Singapore successfully weathered through the financial crises of 1997 and 2008. Today, the Singapore economy is one of the most stable in the world, with no foreign debt, high government revenue and a consistently positive surplus.

The Singapore economy is mainly driven by exports in electronics manufacturing and machinery, financial services, tourism, and the world's busiest cargo seaport.

Learning and Catch-up in Singapore-Lessons for Developing Countries

Effective leadership supported by an efficient civil service with budget sustainability are essential for the successful development of any economy, and such is the hallmark of Singapore's rapid transformation from a third-world to first-world country in only a few decades. To become a competitive, efficient, and equitable economy with a harmonious society requires good governance and efficient public administration, supported by resilient public and private institutions. A government that is to efficiently deliver public services, guided by prudent and sound budgeting principles, needs to implement both hard and soft infrastructure programmes, a prerequisite for creating and redistributing wealth. Furthermore, in macroeconomic

dynamics, a fine calibration between external and domestic demand requires the economy to be constantly refashioned in order to stay relevant. Such was the wisdom of Singapore's founding father, Lee Kuan Yew.

Singapore's Track Record: Strong Budgetary Discipline and an Enabling Efficient Civil Service

Two prime attributes are critical to the successful development of any economy: prudent and sustainable budgetary discipline capable of financing strategic economic policies and social development initiatives; and effective leadership supported by an enabling, efficient civil service are factors which enabled the economy to thrive under challenging circumstances.

Prudent and Sustainable Budgeting

Singapore has adopted a 'workfare' principle under which the government subsidizes the difference between current wage and defined living wage for the unskilled indigenous workforce through the Workfare Income Supplement (WIS) scheme, instead of a conventional welfare system of entitlement to unemployment benefits.

While ensuring that public services such as housing, health care, education, and transport remain efficient and affordable, this principle increases the international competitiveness and productivity of the workforce by directing resources to skills training, industrial internships, and updating the education curriculum rather than to welfare spending for the unemployed.

The Enabling, Efficient Public Sector and the Art of Public Policy Management

There is no doubt that the prime movers of the Singapore miracle were the nation's visionary and transformational leaders. However, the major institutional vehicle delivering national outcomes was the powerful civil service which prepared development plans, coordinated their implementation, and delivered public services efficiently.

Policies are designed for the long-term good, not short-term populism. This requires strong leadership with a vision and clear direction for the country. The watchwords for policy are flexibility and pragmatic anticipation of change. Government is regarded as a trusteeship rather than an agency of special interest. Good governance in Singapore is built on three interrelated factors: accountability and transparency, long-term planning, and social justice. For that, a powerful, honest, and efficient civil service is critical.

Appropriate incentives must be in place for civil servants if effective and efficient provision of public services is to be assured. The bottom line of a company is the profit margin. For the Singapore government, public officials' key performance indicator is linked to GDP growth, which also takes into account events beyond the government's control. This business-oriented mind-set and 'Singapore Incorporated' culture help to attract investment resulting in job creation.

Industrial Upgrading to Connect Singapore to the Global Trading System

The top priority during the early days of nation building was to reinforce Singapore's strategic location as a regional hub for international trade and services, projecting the republic as a cosmopolitan city state. Faced with limited financial resources after independence, the government prioritized education, concentrating on raising the quality of teaching rather than large-scale expansion of schools or heavy investment in airports and seaports promoting global economic connectivity. Singapore's successful industrial transformation has made it an international hub for world-class financial, aviation, maritime, logistics, and telecommunication and education services.

Zero Tolerance of Corruption

When Singapore took over from the British colonial government, corruption was rife. Prevention was weak: public officials were poorly paid. The population (**p.192**) was less well educated and, ignorant of their rights,

often resorted to bribery to get things done. The CPIB, founded in 1952 even before Singapore gained independence from the British, is one of the oldest agencies in the world dedicated to handling corruption matters. It works directly under the Prime Minister's Office, and if the prime minister refuses to sign off on an investigation, the Corruption Practices Investigation Bureau (CPIB) can go to the president instead.

There are four main pillars to Singapore's culture of anti-corruption: effective and all-encompassing anti-corruption legislation; an effective independent ACA; a system that punishes corrupt practices adequately; and efficient government administration (see Figure 9.8). Political will is a key ingredient as it forms that all-important sub-structure upon which all the superstructures of anti-corruption work rest. It provides the soil and the nutrients which allow the seeds of anti-corruption work to germinate and grow. The government has matched its words with deeds as it has mobilized the public and the entire civil service to fight corruption.

Government departments that are prone to corruption, such as police or customs, have their procedures periodically audited to ensure fewer opportunities for corruption. CPIB also can investigate corruption in private enterprises. Through its policy of keeping public-sector jobs economically competitive, the government is able to hire and keep professional staff for the CPIB as well as reduce the chance of other public-sector workers resorting to corruption.

A Successful Industry Cluster: Jurong Island Chemical Hub

Singapore has no oil or gas resources and limited land space. But against all the odds, it has achieved tremendous success in the petrochemical industry. Today, Singapore is the third-largest oil refining centre in the world, the largest bunkering port, one of the top three oil trading hubs in the world, and the price discovery centre of Asia's oil trading industry.

LESSONS FROM SINGAPORE

When Singapore was expelled from Malaysia in 1965 and thrust into unwanted independence, its overall condition –economic, social and political - was not at all conducive. The country faced a myriad of problems: a stagnant economy with little manufacturing base, poor infrastructure, severe unemployment, poverty, crime, poor public health disorder, an acute housing shortage and recurring conflict among the ethnic and religious groups that made up its population. It was an undeveloped country, known as a backward fishing village, with a GDP per capita of less than USD 320. Today, this tiny island-state, with a total land area of around 280 square miles and no natural resource of its own, is able to produce a GDP that exceeds USD 350 billion annually. Singapore's GDP per capita rose to USD 64,579 in 2018, making it the fourth highest in the world and is considered to be one of the best modern, industrialized societies, viewed as a role model for other governments in Asia and beyond.

So, how have they done it? The committee tried to figure out this development. In the committee's view, members would say that this has been possible because of strong leadership, starting with founding Prime Minister Lee Kuan Yew and other pioneer leaders, who worked hard with vision, honesty and genuine desire and commitment to build a multicultural, secular and meritocratic nation where justice and equality will prevail.

While many factors contribute to the overall development of a country, national unity is the most vital to bring peace, harmony, wealth and prosperity to a nation. A nation cannot prosper if the people are not united. From the very beginning, Singapore's founding fathers believed passionately in the vision of a multiracial society. The committee learned on August 9, 1965, the day Singapore became independent, Prime Minister Lee Kuan Yew said: *"This is not a Malay nation; this is not a Chinese nation; this is not an Indian nation. Everyone will have his place, equal: language, culture, religion. We unite regardless of race, language, religion, culture."* This national identity has played an

important role in politics and has shaped many major national policies, spanning education, housing and healthcare, among others.

When it became independent Singapore did not have a common school system or a common curriculum. There were schools established by different ethnic groups like Chinese, Malay, Indian that did not have a common curriculum.

The committee gathered that National unity, as advocated by sociologists, is best achieved through unified education system; faulty, divisive, discriminatory and contradictory education cannot produce good citizens, let alone take the country forward.

Singapore's pioneer leaders have long recognized the importance of unified education system, and as such, one of the first things they did was that they merged the schools that had been established by different ethnic groups into a unified and neutral education system to create a sense of national identity. All schools followed a common curriculum. Although Singapore recognizes and teaches four official languages—Chinese, English, Malay and Tamil—English is the language of government and the medium of instruction in schools. This has helped avoid the racial and ethnic segregation that afflicts many countries and played an important role in creating national unity as well.

Since independence, the Singaporean government has invested very heavily in developing a good quality teaching force and a good team of school leaders with strong emphasis on mathematics, technology and science education to facilitate a large and competent workforce upon graduation. It views education as a national investment and spends around 20 percent of its annual budget on education sector. Singapore's education system is relentlessly forward-looking and is considered one of the best in the world. The government is constantly working on reforms for the education system and reviews syllabi to remain flexible and guarantee the quality of education. It has been said that Singapore was blessed by its lack of natural resources

because it was forced to develop its only resource: its people. Investing in its people has been a winning formula as a way of developing its economy and rising living standards.

Good government starts with "honesty", which is the most essential trait of a leader. Without honesty a leader can't lead with integrity and impartiality—a necessary element for economic development and prosperity. There is a Chinese proverb: "If the top beam is askew, the bottom beams will be crooked." Keeping a system clean must start at the very top. Prime Minister Lee Kuan Yew knew well that the best way to win people's trust is by being honest and transparent. He chose highly educated, dedicated, and honest citizens to run the country, recruited them based on their individual merit, abilities, performance. He believed a country needed good men to have good government. 'However good the system of government, bad leaders will bring harm to their people,' he once wrote in his memoirs.

Singapore's leaders, cabinet ministers and senior civil servants are paid competitive salaries, so the temptation would be less to take bribes and make backend deals against public interest. They run Singapore like a CEO runs a company—they are fully focused and always looking to bring improvements in the economic and social domains. Their main objective is people's well-being by transforming Singapore into an international economic powerhouse.

At a time where newly independent nations were implementing protectionist policies to protect native industries, Singapore went the opposite way. Like other developing countries they did not rely on foreign aid, but on trade and investment to achieve its development goals. Singapore's leaders, bureaucrats often toured the world, but not for their personal pleasure but to attract foreign investment. They invited multinational corporations (MNCs) to set up manufacturing facilities in Singapore. They made business-friendly laws, offered various tax breaks and attractive policies to new investors and

multinational corporations like Shell and Esso to establish oil refineries in Singapore. This not only addressed the massive unemployment but billions of dollars also poured in, ensuring the country's success. Another key element of Singapore's success is its corruption-free governance. The rule of law and good governance acted as a source of attraction to foreign investors to do business in Singapore. Prime Minister Lee Kuan Yew stressed the importance of good governance in his memoirs: "When we took the oath of office in June 1959, we all wore white shirts and white slacks to symbolize purity and honesty in our personal behavior and our public life. We made sure from the day we took office in June 1959 that every dollar in revenue would be properly accounted for and would reach the beneficiaries at the grass roots as one dollar, without being siphoned off along the way. So from the very beginning we gave special attention to the areas where discretionary powers had been exploited for personal gain and sharpened the instruments that could prevent, detect or deter such practices." This symbolized their determination to keep the government clean and incorruptible, and it has set the tone for Singapore ever since.

Lessons for Developing Countries

As the old Chinese saying goes, one should think of potential crisis even if one is at peace or in safety. The Singapore government tends to have a strong sense of crisis to the extent that there is an element of paranoia, which may well be healthy! A perpetual sense of crisis and alertness for the government would mean public policymakers and senior civil servants would always be ahead of the curve. For not only the government but also the population at large to be constantly on guard against complacency, ready for change in anticipation of potential scenarios ahead, would strengthen the public sector's crisis-management capability.

Constant monitoring of an economy's relative global ranking on ease of doing business, reviewing infrastructural competitiveness, investing in research and development, spotting industry and market trends, establishing a

committee to crystal-ball gaze into future disruptive changes caused by rapid technological innovation and the imminent replacement of conventional jobs by new skill sets, are paramount for longer-term strategic economic planning.

Developing countries, especially those emerging economies undergoing rapid economic expansion, need to take a balanced approach to national development and be conscious that income disparity, slowing down of upward social mobility, and uneven distribution of opportunities for different social groups could lead to social disharmony and friction within the community.

Promoting robust economic growth, ensuring a balanced government budget over the business cycle, and even generating moderate government surpluses would help to cover the rainy days.

Expanding the middle class through creation of decent-paying jobs is still the optimal way to guarantee adequate and sustainable public services including housing, education, health care, and transportation.

As for existing latecomers to industrialization, the window of opportunity may now be narrower as mechanization, robotization, and digitalization have overtaken much labor-intensive production, so catching up on relevant skill sets becomes a daunting task calling for public-sector initiatives, especially for SMEs. Developing countries are running out of industrialization opportunities sooner and at much lower levels of income than early industrialize, with evidence that both globalization and labour-saving technological progress in manufacturing have been behind these developments. Premature de-industrialization has significant economic and political ramifications, including lower economic growth and democratic failure. The recent round of trade protectionism initiated by the (p.203) United States to retaliation by China, Japan, and the European Union is an added cause of concern for global trade and investment. However, there could be another new round of opportunities for developing economies as reshuffling of production value chains begins across the globe

from affected economies, notably China, to emerging economies including those in Asia, Africa, and Latin America. Governments of emerging economies need to send out trade and investment missions to actively attract and quicken the pace of production relocations.

POTENTIAL FOR DEVELOPMENT OF KITUI COUNTY AS CAPTURED IN THE KITUI VISION FOR ECONOMIC AND SOCIAL DEVELOPMENT (2025)

The blueprint should be redefined to extend its lifespan by 10 years (from 2025 to 2035).

The Kitui Vision for Economic and Social Development (2025) is a development blue print which presents a pathway to economic and social transformation across the County. Tapping the enormous potential presented by the County presents an enormous opportunity for the people of Kitui and potential investors alike. The County has large Coal deposits in The Mui Basin which will be used to fuel power plants and supply reliable energy to the National grid. Coal mining is expected to attract auxiliary industries which will provide employment and services in addition to benefiting from power supply from the coal powered plants. Other significant minerals of commercial value include Limestone in Mutomo / Kanziku location and Iron Ore in Timboni. Kitui County has great irrigation and agricultural potential given the existence of permanent rivers such as Tana and Athi. The availability of large tracts of fertile underutilized land and the water resources, presents an opportunity for commercial farming. The County expects to be the food basket for the region in the coming years.

To implement the Vision plan, the County Government of Kitui proposes to group the County into unique Economic and Investment units / zones which are based on the natural resources and main land use characteristics. In November 2013, the County assembly approved the establishment of six (6) zones namely; Kyuso-Muumoni-Tseikuru Economic & Investment Zone, The Mui Basin Economic and Investment Zone, Mutomo-Ikutha-Kanziko

Economic and Investment Zone, Kanyangi-Kwa Vonza-Kanyonyoo Economic & Investment Zone, Kitui County Headquarters and its Environs Economic and Investment Zone, Mwingi town and its Environs Economic and Investment Zone. The Mwingi and Kitui town zones not only have an urban character but also a rural hinterland defined by agricultural and primary production activities. The vision 2025 is based on the concept of flagship projects which are to be implemented across the County. Most of the projects are large scale in nature and their implementation will lead to significant economic and social impact on the lives of the people of Kitui County.

These projects fall under the three main development pillars (Economic Pillar, Social Pillar and Governance Pillar). Realizing the projects under the economic pillar will provide impetus to drive the social and governance agenda. Key projects under the economic pillar include Tourism Development in the Mwingi North National Reserve, Limestone Mining, Irrigation Scheme Development along Tana River in Kyuso zone; Coal Fueled Power Generation, Seed Production and Propagation Program, Solar Energy Production Farm in The Mui Basin; Industrial Park, Milk Cooling and Agro-Processing Facilities, Honey Production and Processing, Bulk Fuel Storage Facility at Mwingi Town Environs in Mwingi Town zone; International Trade Center Complex, Kitui - Mutomo and Kitui - Kanyangi Road Construction, Nzambani Eco-Tourism Centre, Kitui Town Road Network in Kitui Town Zone; Irrigation Projects along Athi River, Ballast Crusher and Pre-Cast Concrete Plant, Thwake Dam in Lower Athi River, Kanyonyoo -Kwa Vonza-Kanyangi-Ikutha Road Link in Kanyangi Zone; Limestone Mining and Value Addition, Tourism Promotion and Heritage Development, Mutomo – Kitui Road Infrastructure Development, Iron and Steel Production in the Mutomo zone.

The programmes and projects under the Social Pillar are geared to ensuring that the people of Kitui County prosper in a just and cohesive society that enjoys equitable social development in a clean, safe and secure environment. Key social pillar flagship projects include; Equipping Schools with ICT and Science Infrastructure, Stadium Complex, Land Titling Conservation of Water Catchment Areas, establishing Referral Hospitals in Mwingi and Kitui, Multi-

Purpose Institute for Community Empowerment and Improved water supply. The flagships proposed in the vision 2025 are a reflection of what the people of Kitui County felt were appropriate to generate economic and social transformation in the short and long term.

The key flagships for each pillar and each zone will be implemented by the County Government of Kitui in partnership with development partners, private sector investors and the citizens of Kitui County. While the future of the County and its six zones is bright, the County is faced with challenges such as poor infrastructure and climate change problems. There is need therefore to ensure that the population has access to clean water, education, energy and economic or income generating activities to realize its full potential. Through the vision plan, it is expected that most of these perennial challenges will be addressed to ensure Economic and Social Transformation. Proper medium to long term planning including the setting of clear priorities and strategies have been hailed as critical to the realization of development objectives. The vision plan is therefore intended to provide a development roadmap for Kitui County for the next ten years from 2015 to 2025. An implementation and governance framework has been provided to guide the development and ensure resources are channeled appropriately to meet the vision goals.

RECOMMENDATIONS

- 1) The next county government should redefine the Kitui Vision 2025 and ensure all the development initiatives captured in the blue print are fully implemented to spur economic development to the level of Singapore in coming days.
- 2) Ensure there is an efficient legal system that robustly protects property rights and swiftly but fairly resolves disputes.
- 3) Minimise barriers to entrepreneurship and business growth, especially hurdles arising from poorly designed and inefficient state bureaucracy.

- 4) Maximise the quality of human capital with sufficient investment in the education of young people and lifelong learning.
- 5) Invest heavily in world class physical infrastructure.
- 6) Focus on innovativeness by nurturing a world leading "eco-system" for innovation.
- 7) Make proficient, targeted and sustained state investment in industry.
- 8) Build and maintain a highly capable public administration system that can devise and deliver policy effectively.

ANNEXURES

Annex 1: Report Adoption

Annex 2: Photos of the training

Annex 3: Training Programme

Annex 4: Programme Schedule

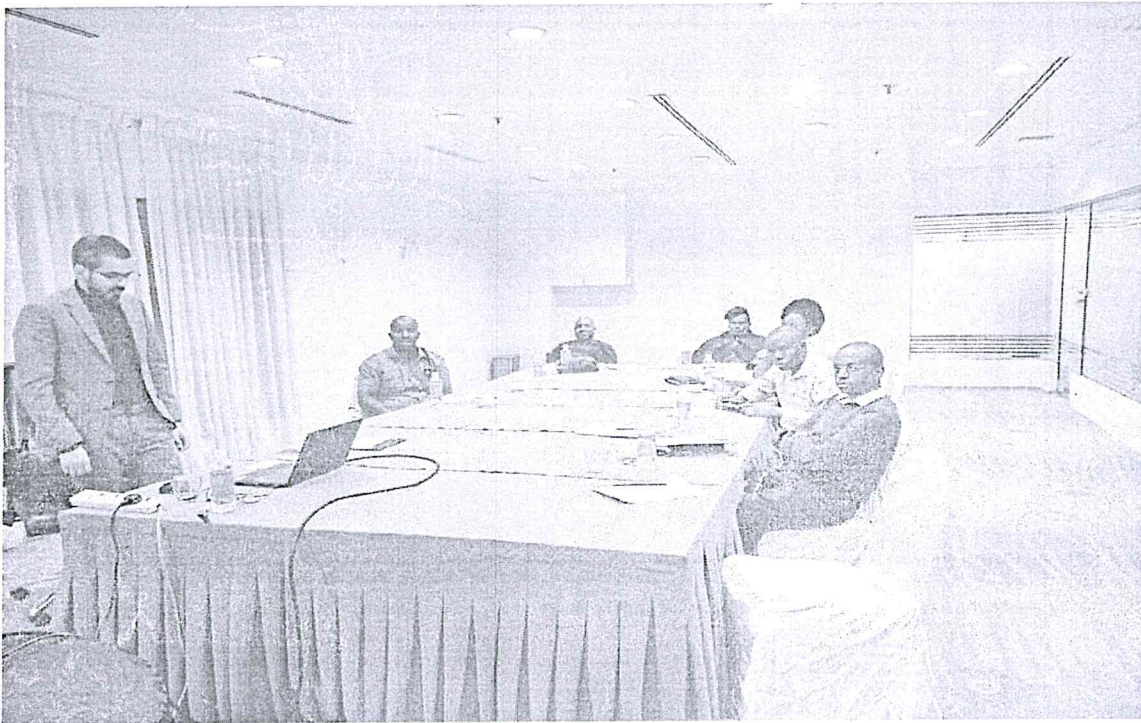
Annex 5: Registration/Application for the training

Annex 6: Travel Documents

S/No	Members	Signature
1	Hon. Johnson Kanandu	
2	Hon. Charity Mwangangi	
3	Hon. Florence Singi	
4	Hon. Stephen Musili	
5	Hon. Peter Kilonzo	
6	Hon. Ileve Katana	

ANNEXURES

Photos of the training:



**Training Programme:
Fiscal Deficits, Budgetary Planning and (Public) Debt
Management**

Theme: Development Funds for Counties

International Summit

February 12th to 21st 2020

JW Marriott

Singapore

Program Objectives

O Apply financial model in structuring appropriate development finance for projects and other investments on case by case basis.

Analyze, interpret and predict financials

O Explain the legal and institutional framework for efficient and effective debt

oAdopt Effective Budgetary Planning and Allocation Practices

Program Objectives

This international summit targets to reach professionals from all disciplines and nationalities of the world. Specifically, the summit targets: -

O Officials in the Ministry of Finance

O Committee on Finance and Economic Planning

O Committee on Budget and Appropriation

Methodology

The forum will include keynote addresses, panel discussions, plenary sessions, social activities, as well presentations given by representatives from different economic sectors and major corporations. Participants will be offered opportunities for practice, reflection and refinement in real life scenarios.

The International Summit on Fiscal Deficits, Budgetary Planning and Debt Management is where the visionaries shaping the most innovative and attractive development initiatives in the world will come together for 10 days of unparalleled workshops, keynotes, fireside chats, panel discussions and MORE! This is your chance to get to grips with the agenda shaping foreign policy across the world.

Agenda

Module 1: Overview of the Structure and Model of County Government finances

I.

II. Module 2: Overview and Analysis County Governments Fiscal Deficits

- Causes of Fiscal Deficits
- Cyclical and Structural Budget Deficits

- Public Expenditures Analysis and Management
-

- Module 3: Overview of County Debts and Debt Management Plan

Legal and institutional framework of debt management.

- Debt recording, handling, reports and information flows.
 - Debt strategy formulation.
 - Debt Sustainability analysis.
 - Identifications of financing sources.
 - Resources mobilization process.
 - Debt negotiations.
-

- III. Module 4: Overview of County Budgetary Processes and Constraints

- The Budget Process
 - Revenue Administration
-

- IV. Module 5: Building Financial Models and Modeling Techniques

- v. Module 6: Forecasting and Scenario Analysis

- VI. Module 7: Financial Risk Modelling and Sensitivity Analysis

- VII. Case Studies

viii. Practical Exercises

ix. Fireside Chats

x. Complimentary Outdoor Excursions

Program Schedule		
Date	Event	Activity
Wed Feb 12th	Arrivals in Singapore	Reception
Thu Feb 13th	Introductions and Preliminaries	Conference Session
Fri- Feb 14th	Program Agenda – Fiscal Deficits	Conference Session
Sat Feb 15th	Stakeholders in the Financial District	Conference
Sun Feb 16th	Sunday Worship	
Mon Feb 17th	Program Agenda-Debt and Project Finance	Conference Session
Tue Feb 18th	Program Agenda-The Budget Process	Conference Session
Wed Feb 19th	Program Agenda-Financial Modeling	Conference Session
Thu Feb 20th	Program Agenda-Risk Modelling	Conference Session
Fri Feb 21st	Departures	

Practical Information

CONTACT US

For further information on **the FISCAL DEFICITS, BUDGETARY PLANNING AND DEBT MANAGEMENT**, contact:

OCTAVIAN CONSULTING DEVELOPMENT, EAST ASIA

Martina Parvone

Tel: +254 720 613 502

Alt: + 60 19-570 0803

E-mail: octavian.consultant@yahoo.com

APPLICATION PROCEDURE

Places on the programmes are confirmed on a first-come, first-served basis, taking into consideration applicants' levels and objectives, and the diversity of the classes.

We recommend that you submit your completed application form as early as possible, preferably three weeks prior to programme commencement. The Admissions Committee will review your application and advise you on the outcome as soon as possible. Please do not hesitate to contact us if you have any questions about which programme may best suit your objectives or for any additional information.

Note: All our open programmes are taught in English and participants should be able to exchange complex views, listen and learn through the medium of English.

TUITION FEES*

Your INVESTMENT: USD 1,995.00 Exclusive of SST 8%. The programme fee covers tuition, course materials and lunches on working days, as well as the closing dinner. It does not include travel, accommodation or incidentals.

Participants will have to settle accommodation expenses and incidentals before the end of the programme.

*Fee subject to change. VAT shall apply at prevailing rates according to prevailing laws and regulations.

REGISTRATION FORM

Please email this completed form to:
octavian.consultant@yahoo.com.

Program Title	
Dates	
Your Names	
Title {Prof, Dr, Hon, Amb, Mr, Ms}	
Full Names	
Surname	
Nationality	
Your Organization	
Organization Name	
Your Work Email Address	
Alternate Email address	
Contact telephone number	

Your Manager's name	
Your Manager's email address	
Name of your sponsor (organization)	
Sponsors email address	

Funding

Funding Secured?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
If funding secured, please provide contact details of who is funding this. Please include name and email address		

Signature: _____	Date: _____
----------------------------	-----------------------

Key Takeaways

- **A government creates a fiscal deficit by spending more money than it takes in from taxes and other revenues excluding debt.**
- **The gap between income and spending is closed by government borrowing.**
- **The U.S. government has had a fiscal deficit in most of the years since World War II.**

Economy Class



Boarding Pass

Name of the Passenger اسم المسافر
HON STEPHEN
MUSILI

Departure المغادرة
1750

Date التاريخ
20FEB
DOH-NBO

ECONOMY CLASS
HON STEPHEN
MUSILI
DOH-NBO
35A ZONE 1
QR1341 20FEB
ETKT 1573439873226-4

Boarding البوابة فتح
1650

Gate البوابة

Seat المقعد
35A
ZONE 1
SEQ-063

Flight الرحلة
QR
1341

PCS: CKWT: UNCKWT: SEQ NO:
1 10 063

Gate closes 20 minutes before departure



الدرجة السياحية
Economy Class



بطاقة الصعود للطائرة
Boarding Pass

Name of the Passenger اسم المسافر
HON STEPHEN
MUSILI

Departure المغادرة
1055

Date التاريخ
20FEB
SIN-DOH

ECONOMY CLASS
HON STEPHEN
MUSILI
SIN-DOH
35K ZONE 2
QR943 20FEB
ETKT 1573439873226-3

Boarding البوابة فتح
0955

Gate البوابة
D34

Seat المقعد
35K
ZONE 2
SEQ-048

Flight الرحلة
QR
943

PCS: CKWT: UNCKWT: SEQ NO:
1 10 048

Gate closes 20 minutes before departure



الدرجة السياحية
Economy Class



بطاقة الصعود للطائرة
Boarding Pass

Name of the Passenger اسم المسافر
HON CHARITY
MWANGANGI

Departure المغادرة
1055

Date التاريخ
20FEB
SIN-DOH

ECONOMY CLASS
HON CHARITY
MWANGANGI
SIN-DOH
34K ZONE 2
QR943 20FEB
ETKT 1573439873225-3

Boarding البوابة فتح
0955

Gate البوابة
D34

Seat المقعد
34K
ZONE 2
SEQ-051

Flight الرحلة
QR
943

PCS: CKWT: UNCKWT: SEQ NO:
1 9 051

تصلح البوابة قبل 20 دقيقة من المغادرة
Gate closes 20 minutes before departure



Economy Class



Boarding Pass

Name of the Passenger اسم المسافر

HON PETER
KILONZO

Departure المغادرة

1750

Date التاريخ

20FEB
DOH-NBO

ECONOMY CLASS

HON PETER
KILONZO
DOH-NBO
37A ZONE 1
QR1341 20FEB
ETKT 1573439878648-4

Boarding البوابة فتح

1650

Gate البوابة

Seat المقعد

37A

Flight الرحلة

QR

1341

ZONE 1
SEQ-064

PCS: CKWT: UNCKWT: SEQ NO:
1 8 064

الدرجة السياحية

Economy Class



بطاقة الصعود للطائرة

Boarding Pass

Name of the Passenger اسم المسافر

HON PETER
KILONZO

Departure المغادرة

1055

Date التاريخ

20FEB
SIN-DOH

ECONOMY CLASS

HON PETER
KILONZO
SIN-DOH
34A ZONE 2
QR943 20FEB
ETKT 1573439878648-3

Boarding البوابة فتح

0955

Gate البوابة

D34

Seat المقعد

34A

Flight الرحلة

QR

943

ZONE 2
SEQ-049

PCS: CKWT: UNCKWT: SEQ NO:
1 8 049

الدرجة السياحية

Economy Class



بطاقة الصعود للطائرة

Boarding Pass

Name of the Passenger اسم المسافر

HON PETER
KILONZO

Departure المغادرة

2030

Date التاريخ

13FEB
DOH-SIN

ECONOMY CLASS

HON PETER
KILONZO
DOH-SIN
35E ZONE 2
QR942 13FEB
ETKT 1573439878648-2

Boarding البوابة فتح

1930

Gate البوابة

Seat المقعد

35E

Flight الرحلة

QR

942

ZONE 2
SEQ-076

PCS: CKWT: UNCKWT: SEQ NO:
0 076

الدرجة السياحية
Economy Class



QATAR
القارية
AIRWAYS

بطاقة الصعود للطائرة
Boarding Pass

Name of the Passenger اسم المسافر
HON FLORENCE
SINGI

Departure المغادرة
1750

Date التاريخ
20FEB
DOH-NBO

ECONOMY CLASS
HON FLORENCE
SINGI
DOH-NBO
33A ZONE 2
QR1341 20FEB
ETKT 1573439873224-4

Boarding البوابة
1650

Gate البوابة

Seat المقعد
33A
ZONE 2
SEQ-065

Flight الرحلة
QR
1341

PCS: CKWT: UNCKWT: SEQ NO:
2 18 065

الدرجة السياحية
Economy Class



QATAR
القارية
AIRWAYS

بطاقة الصعود للطائرة
Boarding Pass

Name of the Passenger اسم المسافر
HON FLORENCE MWENJE
SINGI

Departure المغادرة
1055

Date التاريخ
20FEB
SIN-DOH

ECONOMY CLASS
HON FLORENCE
SINGI
SIN-DOH
28K ZONE 3
QR943 20FEB
ETKT 1573439873224-3

Boarding البوابة
0955

Gate البوابة
D34

Seat المقعد
28K
ZONE 3
SEQ-050

Flight الرحلة
QR
943

PCS: CKWT: UNCKWT: SEQ NO:
2 18 050

الدرجة السياحية
Economy Class



QATAR
القارية
AIRWAYS

Name of the Passenger اسم المسافر
HON FLORENCE
SINGI

Departure المغادرة
1655

Date التاريخ
12FEB
NBO-DOH

Boarding البوابة
1555

Gate البوابة
9

Seat المقعد
30K
ZONE 2
SEQ-077

Flight الرحلة
QR
1336

تغلق البوابة قبل موعد الإقلاع بـ 20 دقيقة
Gate closes 20 minutes before departure

تغلق البوابة قبل موعد الإقلاع بـ 20 دقيقة
Gate closes 20 minutes before departure

تغلق البوابة قبل موعد الإقلاع بـ 20 دقيقة
Gate closes 20 minutes before departure

AR
التحقق من
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التأجير

SINGAPORE
SINGAPORE
SINGAPORE
SINGAPORE
SINGAPORE

Economy Class



Boarding Pass

Name of the Passenger اسم المسافر
MR KELVIN
MUMO

Departure المغادرة
1055

Date التاريخ
20FEB
SIN-DOH

ECONOMY CLASS
MR KELVIN
MUMO
SIN-DOH
33A ZONE 2
QR943 20FEB
ETKT 1573439873229-3

Boarding البوابة فتح
0955

Gate البوابة
D34

Seat المقعد
33A
ZONE 2
SEQ-052

Flight الرحلة
QR
943

PCS: CKWT: UNCKWT: SEQ NO:
1 18 052

الدرجة السياحية
Economy Class



بطاقة الصعود للطائرة
Boarding Pass

Name of the Passenger اسم المسافر
MR KELVIN
MUMO

Departure المغادرة
1750

Date التاريخ
20FEB
DOH-NBO

ECONOMY CLASS
MR KELVIN
MUMO
DOH-NBO
38A ZONE 1
QR1341 20FEB
ETKT 1573439873229-4

Boarding البوابة فتح
1650

Gate البوابة

Seat المقعد
38A
ZONE 1
SEQ-067

Flight الرحلة
QR
1341

PCS: CKWT: UNCKWT: SEQ NO:
1 18 067

الدرجة السياحية
Economy Class



Name of the Passenger اسم المسافر
MR KELVIN
MUMO

Departure المغادرة
0210

Date التاريخ
13FEB
DOH-SIN

Boarding البوابة فتح
0110

Gate البوابة

Seat المقعد
24A
ZONE 3
SEQ-077

Flight الرحلة
QR
946

تغلق البوابة قبل موعد الصعود بـ 20 دقيقة
Gate closes 20 minutes before departure

تغلق البوابة قبل موعد الصعود بـ 20 دقيقة
Gate closes 20 minutes before departure

تغلق البوابة قبل موعد الصعود بـ 20 دقيقة
Gate closes 20 minutes before departure

Economy Class



Boarding Pass

Name of the Passenger اسم المسافر
HON STEPHEN
MUSILI

Departure المغادرة
1750

Date التاريخ
20FEB
DOH-NBO

ECONOMY CLASS
HON STEPHEN
MUSILI
DOH-NBO
35A ZONE 1
QR1341 20FEB
ETKT 1573439873226-4

Boarding البوابة فتح
1650

Gate البوابة

Seat المقعد
35A
ZONE 1
SEQ-063

Flight الرحلة
QR
1341

PCS: CKWT: UNCKWT: SEQ NO:
1 10 063

Gate closes 20 minutes before departure

الدرجة السياحية

Economy Class



بطاقة الصعود للطائرة

Boarding Pass

Name of the Passenger اسم المسافر
HON STEPHEN
MUSILI

Departure المغادرة
1055

Date التاريخ
20FEB
SIN-DOH

ECONOMY CLASS
HON STEPHEN
MUSILI
SIN-DOH
35K ZONE 2
QR943 20FEB
ETKT 1573439873226-3

Boarding البوابة فتح
0955

Gate البوابة
D34

Seat المقعد
35K
ZONE 2
SEQ-048

Flight الرحلة
QR
943

PCS: CKWT: UNCKWT: SEQ NO:
1 10 048

Gate closes 20 minutes before departure

الدرجة السياحية

Economy Class



بطاقة الصعود للطائرة

Boarding Pass

Name of the Passenger اسم المسافر
HON CHARITY
MWANGANGI

Departure المغادرة
1055

Date التاريخ
20FEB
SIN-DOH

ECONOMY CLASS
HON CHARITY
MWANGANGI
SIN-DOH
34K ZONE 2
QR943 20FEB
ETKT 1573439873225-3

Boarding البوابة فتح
0955

Gate البوابة
D34

Seat المقعد
34K
ZONE 2
SEQ-051

Flight الرحلة
QR
943

PCS: CKWT: UNCKWT: SEQ NO:
1 9 051

Gate closes 20 minutes before departure

Economy Class



Boarding Pass

Name of the Passenger اسم المسافر
HON STEPHEN
KATANA

Departure المغادرة
1750

Date التاريخ
20FEB
DOH - NBO

ECONOMY CLASS
HON STEPHEN
KATANA
DOH - NBO
36A ZONE 1
QR1341 20FEB
ETKT 1573439878647-4

Boarding البوابة فتح
1650

Gate البوابة

Seat المقعد
36A
ZONE 1
SEQ-062

Flight الرحلة
QR
1341

PCS: CKWT: UNCKWT: SEQ NO:
1 10 062

الدرجة السياحية
Economy Class



بطاقة الصعود للطائرة
Boarding Pass

Name of the Passenger اسم المسافر
HON STEPHEN
KATANA

Departure المغادرة
1055

Date التاريخ
20FEB
SIN - DOH

ECONOMY CLASS
HON STEPHEN
KATANA
SIN - DOH
36K ZONE 2
QR943 20FEB
ETKT 1573439878647-3

Boarding البوابة فتح
0955

Gate البوابة
D34

Seat المقعد
36K
ZONE 2
SEQ-046

Flight الرحلة
QR
943

PCS: CKWT: UNCKWT: SEQ NO:
1 10 046

الدرجة السياحية
Economy Class



Name of the Passenger اسم المسافر
HON FLORENCE
SINGI

Departure المغادرة
0210

Date التاريخ
13FEB
DOH - SIN

Boarding البوابة فتح
0110

Gate البوابة

Seat المقعد
25K
ZONE 3
SEQ-069

Flight الرحلة
QR
946

Gate closes 20 minutes before departure

Gate closes 20 minutes before departure

تُغلق البوابة قبل موعد الإقلاع بـ 20 دقيقة

Gate closes 20 minutes before departure

Economy Class



QATAR
AIRWAYS القطرية

بطاقة الصعود للطائرة
Boarding Pass

Name of the Passenger اسم المسافر

MR KELVIN
MUMO

Departure المغادرة

1655

Date التاريخ

12FEB
NBO - DOH

Boarding البوابة فتح البوابة

1555

Gate البوابة

9

Seat المقعد

26K

ZONE 2

SEQ-083

Flight الرحلة

QR
1336

ECONOMY CLASS

MR KELVIN
MUMO

NBO - DOH

26K ZONE 2

QR1336 12FEB

ETKT 1573439873229-1

PCS: CKWT: UNCKWT: SEQ NO:
1 16 083

Gate closes 20 minutes before departure

الدرجة السياحية

Economy Class



QATAR
AIRWAYS القطرية

بطاقة الصعود للطائرة
Boarding Pass

Name of the Passenger اسم المسافر

HON STEPHEN
MUSILI

Departure المغادرة

1655

Date التاريخ

12FEB
NBO - DOH

Boarding البوابة فتح البوابة

1555

Gate البوابة

9

Seat المقعد

32A

ZONE 1

SEQ-081

Flight الرحلة

QR
1336

ECONOMY CLASS

HON STEPHEN
MUSILI

NBO - DOH

32A ZONE 1

QR1336 12FEB

ETKT 1573439873226-1

PCS: CKWT: UNCKWT: SEQ NO:
1 9 081

Gate closes 20 minutes before departure

الدرجة السياحية

Economy Class



QATAR
AIRWAYS القطرية

بطاقة الصعود للطائرة
Boarding Pass

Name of the Passenger اسم المسافر

HON STEPHEN
MUSILI

Departure المغادرة

0210

Date التاريخ

13FEB
DOH - SIN

Boarding البوابة فتح البوابة

0110

Gate البوابة

Seat المقعد

27K

ZONE 3

SEQ-076

Flight الرحلة

QR
946

ECONOMY CLASS

HON STEPHEN
MUSILI

DOH - SIN

27K ZONE 3

QR946 13FEB

ETKT 1573439873226-2

PCS: CKWT: UNCKWT: SEQ NO:
1 9 076

Gate closes 20 minutes before departure

VISAS - VIZA - VISAS

BUREAU OF IMMIGRATION
 KOMPLER SULTAN ABU BAKAR,
 101, LUFANG
 VISIT PASS
 14 FEB 2020
 Permitted to enter and remain
 in West Malaysia and Sarawak
 for thirty (30) days
 on social visit only from
 the date shown above.

18 FEB 2020
 BUREAU OF IMMIGRATION
 KOMPLER SULTAN ABU BAKAR
 101, LUFANG
 VISIT PASS

IMMIGRATION SINGAPORE
 Visit Pass
 Subject to Reg. 12 (7)
 14 FEB 2020
 Permitted to enter and remain
 through Singapore
 for thirty (30) days
 on social visit only from
 the date shown above.

18 FEB 2020
 BUREAU OF IMMIGRATION
 KOMPLER SULTAN ABU BAKAR
 101, LUFANG
 VISIT PASS

VIZA - VIZA
 20.2.2020
 JK/A
 IMMIGRATION OFFICER
 KENYA (1001) # 02

Ke



NOVA LIONA

AKO 116700

VISAS - VIZA - VISAS

VISAS - VIZA - VISAS

REPUBLIC OF SINGAPORE
 IMMIGRATION
 13 FEB 2020
 PERMITTED TO ENTER AND
 REMAIN IN SINGAPORE
 FOR THIRTY DAYS FOR
 SOCIAL VISIT ONLY FROM
 DATE SHOWN ABOVE

REPUBLIC OF SINGAPORE
 IMMIGRATION
 18 FEB 2020
 PERMITTED TO ENTER AND
 REMAIN IN SINGAPORE
 FOR THIRTY DAYS FOR
 SOCIAL VISIT ONLY FROM
 DATE SHOWN ABOVE

MALAYSIA EMIGRATION
 KOMPLEKS SULTAN ABU BAKAR
 KUALA LUMPUR
 VISIT PASS
 13 FEB 2020
 Permitted to enter and remain
 in West Malaysia and Sabah
 for thirty (30) days
 on social visit only from
 the date shown above.

MALAYSIA EMIGRATION
 KOMPLEKS SULTAN ABU BAKAR
 KUALA LUMPUR
 VISIT PASS
 18 FEB 2020
 BANGUNAN
 SULTAN ISKANDAR
 KUALA LUMPUR



IMMIGRATION SINGAPORE
 Subject to Reg. 12 (7)
 Immigration Regulations
20 MAY 2019
 PERMITTED TO ENTER AND
 REMAIN IN SINGAPORE
 FOR THIRTY DAYS FOR
 SOCIAL VISIT ONLY FROM
 DATE SHOWN ABOVE.

IMMIGRATION SINGAPORE
 Subject to Reg. 12 (7)
 Immigration Regulations
26 MAY 2019
 VISIT PASS
 PERMITTED TO ENTER AND
 REMAIN IN SINGAPORE
 FOR THIRTY DAYS FOR
 SOCIAL VISIT ONLY FROM
 DATE SHOWN ABOVE.

MALAYSIA IMMIGRATION
 KOMPLEKS SULTAN ABU BAKAR,
 TG. KUPANG
 VISIT PASS
 Reg. 11, Imm. Regs. 63
25 MAY 2019
 Permitted to enter and remain
 in West Malaysia and Sabah
 for thirty (30) days
 on social visit only from
 the date shown above.

MALAYSIA IMMIGRATION
 KOMPLEKS SULTAN ABU BAKAR,
 TG. KUPANG
26 MAY 2019
 KELUAR

MALAYSIA IMMIGRATION
 BANGUNAN SULTAN ISKANDAR
 KUALA LUMPUR
18 FEB 2020
 KELUAR

MALAYSIA IMMIGRATION
 KOMPLEKS SULTAN ABU BAKAR,
 TG. KUPANG
 VISIT PASS
 Reg. 11, Imm. Regs. 63
13 FEB 2020
 Permitted to enter and remain
 in West Malaysia and Sabah
 for thirty (30) days
 on social visit only from
 the date shown above.

IMMIGRATION SINGAPORE
 Subject to Reg. 12 (7)
 Immigration Regulations
13 FEB 2020
 PERMITTED TO ENTER AND
 REMAIN IN SINGAPORE
 FOR THIRTY DAYS FOR
 SOCIAL VISIT ONLY FROM
 DATE SHOWN ABOVE.

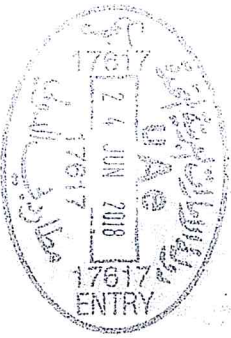


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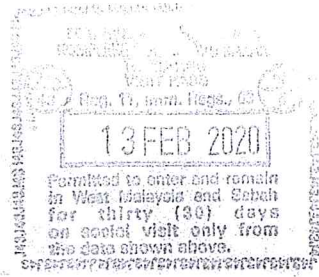
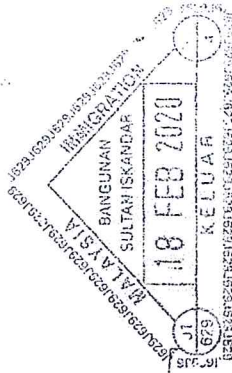
BARCELONA

VISAS - VIZA - VISAS



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VISAS - VIZA - VISAS



VISAS - VIZA - VISAS

VISAS - VIZA - VISAS

IMMIGRATION SINGAPORE
 VISIT PASS
 Subject to Reg. 12 (7)
 Immigration Regulations

26 MAY 2019

PERMITTED TO ENTER AND
 REMAIN IN SINGAPORE
 FOR THIRTY DAYS FOR
 SOCIAL VISIT ONLY FROM
 DATE SHOWN ABOVE.

3 MAY 2019

62J182J182J182J112J182J182
 MALAYSIA IMMIGRATION
 KOMPLEKS SULTAN ABU BAKAR,
 TG. KUPANG
 VISIT PASS
 eg. 11, Imm. Regs. 63

5 MAY 2019

Permitted to enter and remain
 in West Malaysia and Sabah
 for thirty (30) days
 on social visit only from
 the date shown above.

IMMIGRATION
 KOMPLEKS
 SULTAN ABU BAKAR,
 TG. KUPANG

26 MAY 2019

KELUAR

MALAYSIA
 BANGUNAN
 SULTAN ISKANDAR
 IMMIGRATION

18 FEB 2020

KELUAR

IMMIGRATION SINGAPORE
 VISIT PASS
 Subject to Reg. 12 (7)
 Immigration Regulations

13 FEB 2020

PERMITTED TO ENTER AND
 REMAIN IN SINGAPORE
 FOR THIRTY DAYS FOR
 SOCIAL VISIT ONLY FROM
 DATE SHOWN ABOVE.

MALAYSIA IMMIGRATION
 KOMPLEKS SULTAN ABU BAKAR,
 TG. KUPANG
 VISIT PASS

13 FEB 2020

Permitted to enter and remain
 in West Malaysia and Sabah
 for thirty (30) days
 on social visit only from
 the date shown above.



