

**REPUBLIC OF KENYA**



**GOVERNMENT OF MAKUENI COUNTY**



**DEPARTMENT OF HEALTH SERVICES**

**PERFORMANCE CONTRACT BETWEEN THE GOVERNOR OF  
MAKUENI COUNTY**

**AND**

**THE EXECUTIVE COMMITTEE MEMBER  
DEPARTMENT OF HEALTH SERVICES**

**FOR THE PERIOD FROM 1<sup>st</sup> JULY 2019 TO 30<sup>th</sup> JUNE 2020**

## **PERFORMANCE CONTRACT**

This Performance Contract (hereinafter referred to as “Contract”) is entered into between the Government of Makueni County (hereinafter referred to as (“GMC”) represented by H.E. the Governor of **P. O Box 78 - 90300, Makueni**(together with his assignees and successors) of the one part, and the County Department of Health Services (hereinafter referred to as the “the Department), represented by the County Executive Committee Member (together with his assignees and successors) of **P.O. Box 78 - 90300, Makueni** of the other part.

### **WHEREAS;**

The County Government is committed to ensuring that public offices are well managed and they are cost effective in delivering quality service to the public in line with provisions of the Constitution of Kenya;

The County Government recognizes that Departments hold a vital key in the implementation of County priority programmes and projects, other national priorities including the “Big Four” initiatives in order to improve the quality of lives of the people of Makueni County and make the County competitive;

The purpose of this performance contract is to establish the basis for ensuring that efficient and effective services are delivered to the people of Makueni County in line with the provisions of the Constitution and by requiring Departments to adapt systems that enable innovativeness and adaptability of public services to the needs of users.

This Performance Contract therefore represents a basis for continuous performance improvement that meets the needs and expectations of the county residents.

**NOW THEREFORE**, the parties hereto agree as follows:

### **Part I: Statement of Responsibility by the Executive Committee Member**

It is my responsibility to provide the required leadership in designing suitable plans and strategies that will contribute to high and sustainable socio- economic development. It is my undertaking to ensure that the Department has a credible strategic plan and performance contract that will deliver the desired goals.

It is also my undertaking that I will perform my responsibilities diligently and to the best of my abilities to support the achievement of the agreed performance targets.

### **Part I – Vision, Mission and Strategic Objectives**

**(a) Vision**

An efficient and high quality health care system that is accessible, equitable and affordable for all Kenyan.

**(b) Mission**

To promote and participate in the provision of integrated and efficacious promotive, preventive, curative and rehabilitative health care services to all Kenyans.

**(c) Strategic Objectives**

1. Eliminate Communicable Conditions
2. Halt, and reverse the rising burden of Non-Communicable conditions.
3. Minimize exposure to health risk factors
4. Provide essential health services

**Part II Commitments and Responsibilities of the County Executive Committee Member**

1. Ensuring that systems are established for equality for all users of public services;
2. Ensuring impartiality and fairness in the process of delivery of public services;
3. Ensuring promotion of National Cohesion and National Values;
4. Ensuring continuity of public services under all circumstances;
5. Establishing systems to enable innovativeness and adaptability of public services to the needs of users;
6. Ensuring professionalism and ethics in Public Service is achieved and maintained;
7. Establishing systems to ensure promotion and protection of rights of users of public services and public servants as enshrined in the Bill of Rights;
8. Institutionalizing a culture of accountability, integrity, transparency and promotion of values and principles of public service;
9. Ensuring a corruption free public service;
10. Ensuring effective, efficient and responsible use of public resources;
11. Ensuring responsiveness by public servants in delivery of public service; and
12. Ensure implementation of this performance contract.

**Part III: Statement of Strategic Intent by the Executive Committee Member**

In carrying out my duties, I intend to put all my efforts towards contributing effectively and efficiently to the achievement of the county development agenda as espoused in the Kenya Vision 2030 and Makueni County Vision 2025 and the Makueni County CIDP 2018-2022, keeping in mind the specific priorities of my Department.

Bearing in mind the imperative of inclusivity, I will implement the following Strategic Intentions during the Financial Year 2019/2020

1. Ensuring that systems are established for equality for all users of public services;
2. Ensuring impartiality and fairness in the process of delivery of public services;
3. Ensuring promotion of National Cohesion and National Values;
4. Ensuring continuity of public services under all circumstances;
5. Establishing systems to enable innovativeness and adaptability of public services to the needs of users;
6. Ensuring professionalism and ethics in Public Service is achieved and maintained;
7. Establishing systems to ensure promotion and protection of rights of users of public services and public servants as enshrined in the Bill of Rights;
8. Institutionalizing a culture of accountability, integrity, transparency and promotion of values and principles of public service;
9. Ensuring a corruption free public service
10. Ensuring effective, efficient and responsible use of public resources; and
11. Ensuring responsiveness by public servants in delivery of public services.

**Part IV: Commitments and Obligations of the County Government**

1. Develop County Integrated Development Plan, which should be anchored on National and County policies, SPS and national plans such as Vision 2030 Medium Term Plan III;
2. Establish and operationalize service delivery, financial and related management systems for the county;
3. Establish a culture of service and accountability in the county public service, including working styles, attitudes and work ethics
4. Ensure that appropriate measures are instituted to mitigate against corrupt practices in the county public service.
5. Ensure timely approval of departmental requests.
6. Ensure timely availability/provision of necessary resources based on approved budget.

**Part V: Reporting Requirements**

I will submit Quarterly performance reports as per schedule below


| <b>Quarter 1</b> | <b>Mid - year</b> | <b>Quarter 3</b> | <b>Annual</b> |
|------------------|-------------------|------------------|---------------|
| 5/10/2019        | 15/01/2020        | 5/04/2020        | 15/07/2020    |

**Part VI: Duration of the contract**

The performance contract will run for a period of one financial year from 1<sup>st</sup> July 2019 to 30<sup>th</sup> June 2020.

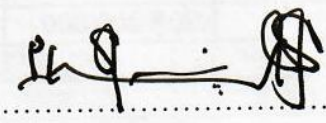
**Part VI: Signatories to the Performance Contract**

**For and on behalf of the County Department of Health Services**

Signature..........Date.....12/7/2019.....

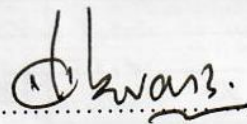
Dr. Andrew M. Mulwa  
County Executive Committee Member  
**Department of Health Services**

**Witnessed by:**

Signature..........Date.....12<sup>th</sup> July 2019.....


Dr. Musyoki P. Kibwana  
Chief Officer,  
**Department of Health Services**

**For and on behalf of the Government of Makueni County**

Signature..........Date.....12/7/2019.....

H.E. Kivutha Kibwana,  
Governor  
**Government of Makueni County**

**Witnessed by:**

Signature..........Date.....12-7-2019.....

H.E. Adelina Mwau,  
Deputy Governor,  
**Government of Makueni County**

**ANNEX 1: PERFORMANCE CONTRACT MATRICES**

|          | <b>CRITERIA CATEGORY</b>   | <b>UNIT OF MEASURE</b> | <b>WEIGHT</b> | <b>CURRENT STATUS FY 2018/19</b> | <b>TARGET FY 2019/20</b> |
|----------|--|------------------------|---------------|----------------------------------|--------------------------|
| <b>A</b> | <b>FINANCIAL STEWARDSHIP AND DISCIPLINE</b>                          |                        |               |                                  |                          |
|          | Absorption of Allocated Funds  | %                      | 4             | 70                               | 100                      |
|          | Development Index  | %                      | 2             | 20.47                            | 17.84                    |
|          | A-in-A   | Kes                    | 1             | 129,453,978.76                   | 142,200,000              |
|          | Asset Management   | %                      | 1             | 50                               | 100                      |
|          | Pending bills  | %                      | 2             | 207,000,000                      | ≤ 1                      |
|          | <b>Weight Sub Total</b>  |                        | <b>10</b>     |                                  |                          |
| <b>B</b> | <b>SERVICE DELIVERY</b>  |                        |               |                                  |                          |
|          | Development and Implementation of Citizens' Service Delivery Charter | %                      | 2             | 90                               | 100                      |
|          | Customer Satisfaction  | %                      | 2             | 0                                | 100                      |
|          | Application of service delivery Innovations                          | %                      | 2             | 100                              | 100                      |
|          | Resolution of Public Complaints                                      | %                      | 2             | 70                               | 100                      |
|          | Automation   | No.                    | 2             | 0                                | 1                        |
|          | <b>Weight Sub Total</b>  |                        | <b>10</b>     |                                  |                          |
| <b>C</b> | <b>INSTITUTIONAL TRANSFORMATION</b>                                  |                        |               |                                  |                          |
|          | Development of County Planning Framework                             | %                      | 3             | 50                               | 100                      |
|          | Youth Internships/Industrial Attachments/Apprenticeships             | No                     | 1             | 50                               | 78                       |
|          | Access to Government Procurement Opportunities (AGPO)                | Kes                    | 2             | 110,535,000                      | 263,188,828.52           |
|          | Promotion of Local Content   | Kes                    | 1.5           | 47,380,000                       | 350,918,438.02           |
|          | Competence Development   | %                      | 2             | 0                                | 100                      |
|          | Knowledge Management   | %                      | 2             | 0                                | 100                      |
|          | Work Environment   | %                      | 1             | 0                                | 100                      |
|          | Safety and Security Measures   | %                      | 1             | 60                               | 100                      |
|          | Cascading of Performance Contracts                                   | %                      | 1.5           | 90                               | 100                      |
|          | <b>Weight Sub Total</b>  |                        | <b>15</b>     |                                  |                          |
| <b>D</b> | <b>CORE MANDATE</b>  |                        |               |                                  |                          |
|          | a) Universal Health Coverage Program.                                | %                      | 15            | 70%                              | 100%                     |
|          | b) Essential medicines and medical supplies security                 | %                      | 10            | 80%                              | 100                      |

|          | <b>CRITERIA CATEGORY</b>   | <b>UNIT OF MEASURE</b> | <b>WEIGHT</b> | <b>CURRENT STATUS FY 2018/19</b> | <b>TARGET FY 2019/20</b> |
|----------|--|------------------------|---------------|----------------------------------|--------------------------|
|          | c) Commissioning of CT Scan at Makeni County referral Hospital (MCRH)        | %                      | 5             | 0                                | 100                      |
|          | d) Youth Friendly Centres  | %                      | 8             | 0                                | 100                      |
|          | e) Skilled Birth Attendant   | %                      | 7             | 64                               | 67                       |
|          | f) Reducing Average Length of Hospital stay                                  | No.                    | 2             | 7                                | 5                        |
|          | g) Full Immunization Coverage  | %                      | 3             | 25,205                           | 25,753                   |
|          | h) Ending open defecation(ODF) through CLTS – community led total sanitation | No.                    | 2             | 241                              | 301                      |
|          | i) Improvement of determinant of Health through community Health Strategy    | No.                    | 2             | 138                              | 178                      |
|          | j) Reducing transmission of HIV  | No.                    | 1             | 3181                             | 3500                     |
|          | k) Occupational Safety   | %                      | 1             | 50                               | 100                      |
|          | l) Ease of Doing Business  | %                      | 1             | 80%                              | 100                      |
|          | m) Compliance With Statutory Obligations                                     | %                      | 1             | 100                              | 100                      |
|          | n) Project Completion Rate   | %                      | 2             | 84                               | 100                      |
|          | <b>Weight Sub Total</b>  |                        | <b>60</b>     |                                  |                          |
| <b>E</b> | <b>CROSS-CUTTING ISSUES</b>  |                        |               |                                  |                          |
|          | Prevention of Alcohol and Drug Abuse   | %                      | 0.5           | 50%                              | 100                      |
|          | Prevention of HIV Infections   | %                      | 1             | 95                               | 100                      |
|          | Environmental Sustainability   | %                      | 1             | 50                               | 100                      |
|          | Disability Mainstreaming   | %                      | 0.5           | 50                               | 100                      |
|          | Corruption Prevention  | %                      | 0.5           | 50                               | 100                      |
|          | National Cohesion and Values   | %                      | 0.5           | 50                               | 100                      |
|          | Gender Mainstreaming   | %                      | 1             | 0                                | 100                      |
|          | <b>Weight Sub Total</b>  |                        | <b>5</b>      |                                  |                          |
|          | <b>OVERALL TOTAL WEIGHT</b>  |                        | <b>100</b>    |                                  |                          |

## EXPLANATORY NOTES

| <b>FINANCIAL STEWARDSHIP AND DISCIPLINE</b>                          |  |
|--|--|
| Absorption of Allocated Funds  | The department commits to utilize all allocated funds as per the approved budget in line with government regulations.  |
| Development Index  | The department commits to spend 17.84% of all the funds in development projects and 82.16% in recurrent expenditure.   |
| A-in-A   | The county hospitals offering Makuenicare program claimed Kes 129,453,978.76 in 2018/2019 FY. The department commits to work towards Makuenicare financial sustainability by increasing A-in-A collections to Kes 142,200,000  |
| Asset Management   | The Department commits to undertake the following Preventive maintenance by doing the following<br>i) Prepare a schedule of maintenance plan for all assets (20%)<br>ii) Monitor Implementation maintenance schedules for:<br>- Oxygen plant (20%)<br>- Generators (20%)<br>- KEPI Fridges (20%)<br>- Ambulances (20%)   |
| Pending bills  | The department commits to clear pending bills totalling 207,000,000(unpaid Makuenicare hospital claims) in order to ensure that the pending bills do not exceed 1% of actual budgetary allocation for the financial year.  |
| <b>SERVICE DELIVERY</b>  |  |
| Development and Implementation of Citizens' Service Delivery Charter | The department commits to:<br>i) Get feedback from stakeholders on the Charter (30%)<br>ii) Customizing charter to unique needs of the customers (20%)<br>iii) Translate charter to Kiswahili (30%)<br>iv) Cascading to all staff (20%)  |
| Customer Satisfaction  | The department commits to undertake to implement the following recommendations from independent baseline customer satisfaction survey done in the nine hospitals and write a report<br>i) Improve on waiting time – Dedicate an officer to manage queues in the 12 hospitals (46%)<br>ii) Sensitize all clinicians on the essential drugs list and adherence to standard treatment guideline by<br>- Hold 12 hospital meetings (36%)<br>- Hold 6 sub county meeting with RHF's (18%) |
| Application of service delivery Innovations                          | The department commits to<br>i) Monitor implementation of medical outpatient clinics by getting quarterly reports (20%)<br>ii) Implement the following best practices learnt in bench-marking exchanges<br>- Nurse Mentorship (20%)  |



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|  | <ul style="list-style-type: none"> <li>- Kangaroo mother care (20%)</li> <li>- Mama packs (20%)</li> <li>iii) Establish Telemedicine in the department (Makueni county Referral Hospital) through Teleconsultation clinics (20%)</li> </ul>  |
| Resolution of Public Complaints                                  | <p>The department commit to develop guidelines for complaints resolution. (50%)</p> <p>Disseminate the guidelines to all staff (50%)</p>   |
| Automation   | <p>The department commits to improve Automation of Makuenicare through:</p> <ul style="list-style-type: none"> <li>i) Activation modules at service delivery point to track utilization (50%)</li> <li>ii) Generate quarterly reports on UHC utilization (50%)</li> </ul>  |
| <b>INSTITUTIONAL TRANSFORMATION</b>                              |  |
| Development of County Planning Framework                         | <p>The department commits to prepare the following documents:</p> <ul style="list-style-type: none"> <li>i) Finalize 5 year departmental strategic plans (40%)</li> <li>ii) Annual departmental work plan 20%</li> <li>iii) Cascade the plans to all staff of the department 20%</li> <li>iv) Monitor implementation of the Strategic Plan (20%)</li> </ul>                                |
| Youth Internships/<br>Industrial Attachments/<br>Apprenticeships | <p>The department commits to Maintain at 5% of in post, (current in post 1555, total to be engaged 78)</p> <p>The cadres will be divided as follows</p> <ul style="list-style-type: none"> <li>i) 12 medical officer interns</li> <li>ii) 2 pharmacist interns</li> <li>iii) 30 clinical officer interns</li> <li>iv) 34 interns/Attachees from other cadres</li> </ul>                    |
| Access to Government Procurement Opportunities (AGPO)            | <p>The department commits to work towards achieving the 30% of the total value of the procurement budget for goods and services as provided in the annual procurement plan. We commit to spend Kes 263,188,828.52 of allocated funds in Procurement</p>  |
| Promotion of Local Content                                       | <p>The department commits to allocate and award at least 40% of the total value (in Kes 350,918,438.02 ) of the procurement budget for goods and services produced locally as provided in the annual procurement plan.</p>   |
| Competence Development   | <p>The department commits to</p> <ul style="list-style-type: none"> <li>i) Establish competence gaps 40%</li> <li>ii) Develop competence development plan 20%</li> <li>iii) Carry out a Staff Training Needs Assessment 20%</li> <li>iv) Implement the plan/report recommendations 20%</li> </ul>  |
| Knowledge Management   | <p>The department commits to implement the knowledge sharing mechanism for:</p> <ul style="list-style-type: none"> <li>i) Quarterly data review meetings reports (25%)</li> <li>ii) CMEs reports (20%)</li> <li>iii) Back-to-office training reports (25%)</li> <li>iv) Map out sources of critical institutional information (10%)</li> <li>v) Exit interviews for staff (20%)</li> </ul> |

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| Work Environment   | The department commits to implement the following from work environment survey report:<br>Conduct team building activities for:<br>i) CHMT (10%)<br>ii) SCHMT (30%)<br>iii) HMT (60%)  |
| Safety and Security Measures   | The department commits to:<br>i) Establish fire assembly points in the 12 hospitals (40%)<br>ii) Ensure presence of firefighting equipment in the 12 hospitals (40%)<br>iii) Sensitize staff on fire readiness in MCRH and Makindu SCH (20%)   |
| Cascading of Performance Contracts                                     | The department commits to fully cascade this performance contract to all the staff members. After the ECM signs with the governor, the department commits to ensure the following sign:<br>Chief officer signs with the ECM – 10%<br>Directors with Chief Officer – 10%<br>Medical superintends/SCMOH with directors 10%<br>Medical superintends/SCMOH with heads of sections – 10%<br>Heads of sections with all staff in the various sections – 60%                                    |
| <b>CORE MANDATE</b>  |  |
| a) Universal Health Coverage (UHC) Program                             | The department commits to<br>i) Develop UHC policy framework (20%)<br>ii) Disseminate to all staff (20%)<br>iii) Enhance UHC registration to cover 70,000 from 67,288 households in the biometric platform (20%)<br>iv) Increase Hospitals offering UHC services from 9 to 11 (20%)<br>v) Continuous sensitization of the UHC program to Makueni residents and healthcare workers through displaying of the information (10,000 Pamphlets, 1000 charts) in the 10 county hospitals (20%) |
| b) Essential medicines and medical supplies (EMMS) security (Curative) | The department commits to:<br>i) Quantify stocks by the 30 <sup>th</sup> day of the first month of the quarter (50%)<br>ii) Annual commodity audit in the 10 hospitals (30%)<br>iii) Quarterly commodity security/Medicines and Therapeutic Committee (MTC) meetings (20%)   |
| c) Commissioning of CT Scan at Makueni County referral Hospital (MCRH) | The department commits to liaise with National government for<br>i) Completion of installation (30%)<br>ii) Inspection (20%)<br>iii) Certification (20%) and<br>iv) commissioning (30%) of CT-Scan at MCRH   |
| d) Youth Friendly Centres  | The department commits to undertake the following:<br>Makueni County Referral Hospital Youth friendly Centre<br>i) Construct (20%)<br>ii) Equip (20%)  |

|   |   |
|---|---|
|   | <p>iii) Operationalize (10%)</p> <p>Makindu Sub County Hospital Youth friendly MCH</p> <p>i) Construct (20%)</p> <p>ii) Equip (20%)</p> <p>iii) Operationalize (10%)</p>  |
| a) Skilled Birth Attendant  | The department commits to improve skilled birth attendance from 64% to 67% by holding 24 open mothers' days in 10 hospitals and 14 high volume health centres   |
| b) Reducing average length of hospital stay                               | The department commits to reduce the average length of hospital stay from 7 days to 5 days through: <p>i) Conducting weekly CMEs in all hospitals</p> <p>ii) Carrying out monthly departmental mortality audits in all hospitals</p>  |
| c) Full Immunization Coverage   | The department commits to improve full immunization coverage from 25,205 to 25,753 through the following mechanisms: <p>i) Quarterly Preventive maintenance for cold chain equipment</p> <p>ii) Quarterly quantification of vaccines</p>  |
| d) Ending open defecation through community led total sanitation (CLTS )  | The department is committed to ending open defecation through CLTS by utilizing CHVs in declaring 60 villages open-defecation free out of 3617: <p>i) Triggering 60 villages (30%)</p> <p>ii) 60 villages claim (20%)</p> <p>iii) 60 villages verified (20%)</p> <p>iv) Certification of 60 villages ODF (10%)</p> <p>v) Declaring 60 villages ODF (10%)</p> <p>vi) 60 villages held celebration to mark ODF status (10%)</p> |
| e) Improvement of determinant of Health through community Health Strategy | The departments commit to train and revamp the CHS by: <p>i) Revitalize the functionality of existing 138 Community Health Units (CHU) by providing the 6 reporting tools</p> <p>ii) Re-orientate the 38 CHUs on the 6 reporting tool-40%</p> <p>iii) Establish 40 CHUs-60%</p>   |
| f) Reducing transmission of HIV   | The department commits to reduce new HIV/AIDS infections by: <p>i) Scaling up HIV testing and counseling services in 235 health facilities to identify and link 3500 HIV positive to care and treatment</p>   |
| g) Occupational Safety  | The department commits to <p>i) Ensure the 235 health facilities have color coded bins (40%)</p> <p>ii) Waste segregation protocol (40%)</p> <p>iii) Make a report (20%)</p>  |
| h) Ease of Doing Business   | The department commits to make business regulations simpler by creating a conducive environment for starting, operating and sustaining a business by: <p>i) Construction – forward recommendations of building plans by public health department within 3 working days (to keep a log) (40%)</p>  |

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|  | <ul style="list-style-type: none"> <li>ii) Licensing of businesses and workers within 2 working days (to keep a log) (40%)</li> <li>iii) Continuous monitoring and evaluation of compliance with public health laws and regulation (Quarterly reports) (20%)</li> </ul>  |
| i) Compliance With Statutory Obligations | <p>The department commits to comply with and enforce all relevant legislations/regulations affecting the department.</p> <ul style="list-style-type: none"> <li>i) Financial obligations – remittance of statutory deductions for casual staff by 9<sup>th</sup> of the following month (30%)</li> <li>ii) Valid practicing licenses of health workers <ul style="list-style-type: none"> <li>- The department will communicate to all health workers on acquisition of valid practicing license where applicable through a circular in the first quarter (10%)</li> <li>- Verification of the licenses (50%)</li> <li>- Produce a report (10%)</li> </ul> </li> </ul> |
| j) Project Completion Rate               | The department commits to improve the project completion rate from the current status of 84% to 100% in the FY 2019/20   |
| <b>CROSS-CUTTING ISSUES.</b>             |  |
| Prevention of Alcohol and Drug Abuse     | <p>The department commits to</p> <ul style="list-style-type: none"> <li>i) Increase number of residents reached by counseling services from 15,000 to 20,000 (50%)</li> <li>ii) Support 10 county departments on staff counseling (50%)</li> </ul>   |
| Prevention of HIV Infections             | <p>The department commits to:</p> <ul style="list-style-type: none"> <li>i) Create awareness to its staff on prevention of HIV infections 30%</li> <li>ii) Create awareness to students in 100 secondary schools 40%</li> <li>iii) Install condom dispensers in the 10 county departments and 6 sub county offices 30%</li> </ul>  |
| Environmental Sustainability             | <p>The department commits to:</p> <ul style="list-style-type: none"> <li>i) Map out the status of Waste disposal in public health facilities (70%)</li> <li>ii) Make a report (30%)</li> </ul>   |
| Disability Mainstreaming                 | <p>The department commits to</p> <ul style="list-style-type: none"> <li>i) Establish an inventory of all staff living with disability. (50%)</li> <li>ii) Ensure availability of disability friendly sanitary facilities in Makueni and Makindu SCH</li> </ul>   |
| Corruption Prevention                    | <p>The department commits to sensitize staff on corruption at</p> <ul style="list-style-type: none"> <li>i) County headquarter (10%)</li> <li>ii) 6 Sub counties (90%)</li> </ul>  |
| National Cohesion and Values             | <p>The department commits to create public awareness and capacity building on national values and principles of governance by conducting staff sensitization in:</p> <ul style="list-style-type: none"> <li>i) County headquarter (10%)</li> <li>ii) 6 Sub counties (90%)</li> </ul>   |
| Gender Mainstreaming                     | <p>The department commits to:</p> <ul style="list-style-type: none"> <li>i) Analyse the gender ratio across all departmental</li> </ul>  |

|  |                                |
|--|--------------------------------|
|  | leadership levels 50%          |
|  | ii) Report on the findings 50% |