


REPUBLIC OF KENYA



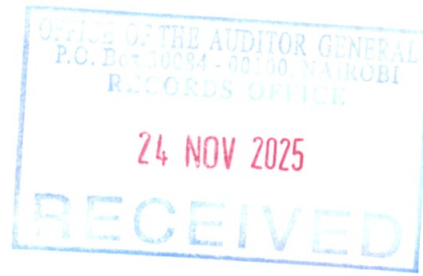
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|  THE NATIONAL ASSEMBLY PAPERS LAID | |
| REPORT | DATE: 11 FEB 2026 |
| | DAY: WEDNESDAY |
| TABLED BY: | LEADER OF MAJORITY PARTY (HOW IKIMANI ICHUNGWAH) |
| OF CLERK-AT THE-TABLE: | J. LEMERELLE |

THE AUDITOR-GENERAL

ON

**NEW PARTNERSHIP FOR AFRICA
DEVELOPMENT/AFRICA PEER
REVIEW MECHANISM KENYA
SECRETARIAT**

**FOR THE YEAR ENDED
30 JUNE, 2025**



**NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT/AFRICAN PEER REVIEW
MECHANISM KENYA SECRETARIAT**

ANNUAL REPORT AND FINANCIAL STATEMENTS

**FOR THE FINANCIAL YEAR ENDED
30TH JUNE 2025**

**Prepared in accordance with the Accrual Basis of Accounting Method under the International
Public Sector Accounting Standards (IPSAS)**

*New Partnership for Africa's Development/African Peer Review Mechanism Kenya Secretariat
Annual Report and Financial Statements for the year ended June 30, 2025.*

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1. Acronyms and Definitions of Key Terms

A: Acronyms

| | |
|-------|--|
| APR | Annual Progress Reports |
| APRM | African Peer Review Mechanism |
| AU | African Union |
| AUDA | African Union Development Agency |
| BETA | Bottom-up Economic Transformation Agenda |
| CAADP | Comprehensive Africa Agriculture Development Programme |
| CoE | Centre of Excellence |
| CoG | Council of Governors |
| CPRM | County Peer Review Mechanism |
| HSGOC | Head of State and Government Orientation Committee |
| IEC | Information, education, and communication |
| IPSAS | International Public Sector Accounting Standards |
| KPIs | Key Performance Indicators |
| KRAs | Key Results Areas |
| MoU | Memorandum of Understanding |
| MTP | Medium Term Plan |
| NAKS | NEPAD/APRM Kenya Secretariat |
| NEPAD | New Partnership for Africa's Development |
| NGC | National Governing Council |
| NGR | National Governance Report |
| NHIF | National Hospital Insurance Fund, |
| NITA | National Industrial Training Authority |
| NPoA | National Programme of Action |
| NSSF | National Social Security Fund |
| OSHA | Occupational Safety and Health Administration |
| PAYE | Pay as You Earn, |
| PFM | Public Finance Management |
| PICI | Presidential Infrastructure Champion Initiative |
| PIDA | Programme for Infrastructure Development in Africa |
| PPADA | Public Procurement and Asset Disposal Act |
| PWD | Persons With Disabilities |

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| | |
|-------|--|
| REC | Regional Economic Community |
| SALGA | South African Local Government Association |
| SHIF | Social Health Insurance Fund |
| SIFA | Skills Initiative for Africa |
| SO | Strategic Objectives |
| SDEP | State Department for Economic Planning |
| STYIP | Second Ten-Year Implementation Plan |
| UNECA | United Nation Economic Commission for Africa |
| VAT | Value Add Tax |
| WIBA | Work Injury Benefits |

B: Definition of Key Terms

Fiduciary Management- Members of Management directly entrusted with the responsibility of financial resources of the organization.

Comparative Year- Means the prior period.

2. Key Entity Information and Management

(a) Background information

NEPAD/APRM Kenya Secretariat was established through a Presidential Executive order Gazette Notice No. 6225 of 2002 and was further reconstituted in June 2016 via Gazette Notice No. 4651.

The NEPAD/APRM Kenya Secretariat came to be after a decision of the 37th Session of the Organization of African Unity Assembly in July 2001 which endorsed the creation of the New Partnership for Africa's Development (NEPAD) at the continental level. This was to consolidate and pursue continental initiatives aimed at poverty eradication, sustainable development, and repositioning Africa in the Global Development Agenda. Subsequently, the Heads of State and Government endorsed the creation of the Africa Peer Review Mechanism (APRM) in 2002 as a mutually agreed Governance instrument. This was because of the realization that good governance is critical to guarantee inclusive and sustainable development.

(b) Principal Activities

The mandate of the Secretariat is to promote Kenya's effective participation in the activities of the New Partnership for African Development (NEPAD) and domestication of the African Union (AU) Mission, Core Principles and Values; and provide leadership, guidance and direction to the implementation of the Africa Peer Review Mechanism (APRM) in Kenya.

Vision

A champion for Africa's sustainable development and good governance

Mission

To lead and coordinate implementation of AUDA-NEPAD and APRM initiatives in Kenya

and across Africa.

Core Values

- Good Governance
- Sustainable Development
- Diplomacy
- Partnerships
- Pan-Africanism
- Innovativeness

Key Entity Information and Management Cont.

(c) Key Management

The Secretariat's Day to day management is under the following structure.

| No. | Designation | Name |
|-----|--------------------------------|---|
| 1. | The National Governing Council | H.E Sospeter Odeke Ojaamong, MGH Mr. Francis Habara Moroto Ms. Jane Wanjiku Macharia Ms. Habon Billow Farah Mr. Joseph Kimutai Boit Ms. Rusiana Mitau Ms. Penninah Mukami N. Mr. James Maina |
| 2. | Chief Executive Officer | Amb. Dr. Samori A. Okwiya, PhD. |
| 3. | Director, APRM & Governance | Mr. Peter N. Kimemia |
| 4. | Director, NEPAD Programmes | Dr. Rose C. Kitur, PhD, FKIP |
| 5 | Director, Corporate Services | CHRP, Maxwell Z. Okoth |

Key Entity Information and Management Cont.

(d) Fiduciary Management

The key management personnel who held office during the financial year ended 30th June, 2025 and who had direct fiduciary responsibility were:

| No. | Designation | Name |
|-----|--|--------------------------------|
| 1. | Chief Executive Officer | Amb. Dr. Samori A. Okwiya, PhD |
| 2. | Director, APRM & Governance Programme | Mr. Peter N. Kimemia |
| 3. | Director, NEPAD Programmes | Dr. Rose C. Kitur, PhD, FKIP |
| 4. | Director, Corporate Services | CHRP, Maxwell Z. Okoth |
| 5. | Senior Supply Chain Management Officer | CIPS Monica C. Kilach |
| 6. | Senior Internal Auditor | CPA Nicholas Ayiesa |
| 7. | Senior Legal Officer | Ms. Hellen W. Muthoni |
| 8. | Deputy Director, Accounts | CPA Miriam N. Sindiyo |
| 9. | Senior Finance Officer | CPA Caroline K. Ndwiga |

(e) Fiduciary Oversight Arrangements

The Council has the overall responsibility to ensure the achievement of the strategic objectives and mandate of the Secretariat as set out under the Public Finance Management Act. This responsibility is achieved through the various committees of the Council which are given specific terms of reference to carry out the Council's mandate. The Council also ensures that strategic direction is given to management responsible for the day-to-day operations of the Secretariat to achieve the purpose.

The Council has constituted three (3) committees with the tabulated membership to assist in the discharge of its mandate:

| Committee | Technical Committee | Finance & Administration Committee | Audit Committee |
|-------------|--|---|--|
| Chairperson | Ms. Habon Billow Farah | Ms. Rusiana Mitau | Ms. Jane Wanjiku Macharia |
| Members | Ms. Jane Wanjiku Macharia Mr. James Maina | Ms. Habon Billow Farah Mr. James Maina | Mr. Francis Habara Moroto Mr. Joseph Kimutai Boit Ms. Penninah Mukami N. |

Key Entity Information and Management Cont.

Note: The Committees were reconstituted on 14th April, 2025.

(f) Secretariat Headquarters

P.O. Box 46270-00100,
4th Floor, Liaison House
State House Avenue
Nairobi, Kenya

(g) Secretariat's Contacts

Telephone: +25420 2733735
E-mail: info@nepadaprmkenya.go.ke
Website: www.nepadaprmkenya.go.ke

(h) Secretariat's Bankers

Co-operative Bank of Kenya,
Co-operative House Branch,
P.O. Box 48231 - 00100,
Nairobi, Kenya

(i) Independent Auditors


Auditor-General
Office of the Auditor General
Anniversary Towers, University Way
P.O. Box 30084, GPO 00100
Nairobi, Kenya


(j) Principal Legal Adviser



The Attorney General
State Law Office and Department of Justice
Harambee Avenue
P.O. Box 40112
City Square 00200
Nairobi, Kenya

3. The National Governing Council

| Ref. | Council | Details |
|------|---|---|
| 1. |  <p>H. E. Sospeter Odeke Ojaamong, MGH <i>(B.A. Biology and Agriculture and Dip. Public Administration)</i></p> | <p>H.E. Sospeter O. Ojaamong was born on 1st January 1963. He is a former A level student at the St. Paul's Amukura high school, holds a Bachelor of Education Science degree in Biology and Agriculture from Kenyatta University & has a Diploma in Public Administration.</p> <p>He served as high school Deputy Principal and was Secretary General National Development Political Party the year 1992-1997, under the merger between KANU and LDP. He has vast knowledge in Leadership and Administration having served as a member of parliament for Amagoro Constituency from December 2002 to March 2013. Between 2007 and 2013 he served as Assistant Minister for Labour following a nomination and appointment by President Mwai Kibaki. In this docket, he was also in charge of Social Security for the Republic of Kenya. He also served as the first elected Governor for Busia County from March 2013 to August 2022.</p> <p>H.E Sospeter O. Ojamoong was appointed as the Chairman (Independent) to the NEPAD/APRM Kenya Secretariat National Governing Council on 14th June 2024.</p> |
| 2. |  <p>Mr. Francis Habara Moroto <i>(B.A. Political Science and Sociology)</i></p> | <p>Mr. Francis Habara Moroto was born on 10th May, 1984. He graduated in 2010 from Catholic University of Eastern Africa where he pursued Political Science and Sociology. Furthering his academic endeavors, he also completed studies at Scuola Superiore, Santa Anna, PISA, Italy, graduating in 2013.</p> <p>With over 12 years of experience, Mr. Moroto has actively contributed to various NGOs and institutions, specializing in livelihood improvement, sustainable development, peacebuilding, and conservation projects/programs. His professional journey includes valuable contributions to organizations such as VSF GERMANY, Turkana Basin Institute (TBI), National Drought Management Authority (NDMA), and Kenya Wildlife Service (KWS). His multifaceted experience, combined with his educational background, positions him as a professional with a comprehensive understanding of diverse sectors.</p> <p>He was appointed as a Council Member (Independent) to NEPAD/APRM Kenya Secretariat National Governing Council on 29th September 2023. He is a member of the Audit Committee.</p> |

| Ref. | Council | Details |
|------|--|---|
| 3. |  <p data-bbox="352 745 724 875">Ms. Jane Wanjiku Macharia <i>(Dip. Business Management and Administration)</i></p> | <p data-bbox="758 421 1433 705">Ms. Jane Wanjiku Macharia was born on 15th November 1975. She holds a diploma in Business Management and Administration from Financial Knowledge for Africa, and a certificate in computer packages. In addition to her academic qualifications, she has pursued extra training and garnered valuable experience in budgeting, savings, financial and banking services, as well as debt management, all acquired from Financial Knowledge for Africa.</p> <p data-bbox="758 730 1433 1193">Ms. Jane's commitment to personal and professional growth is evident in her extensive training in transforming Africa, where she focuses on equipping entrepreneurs with essential business management skills, strategic planning, and effective monitoring and evaluation techniques. Her active involvement in public service includes a role as an NG-CDF member at the Kangema Constituency office. Concurrently, she has showcased her business acumen as the Business Operator and Manager of her establishment in Kangema Town for over a decade. Ms. Macharia is currently pursuing a Bachelor's Degree in Political Science at Murang'a University. She also serves as the Chief Executive Officer, at Wagathoni's Traders.</p> <p data-bbox="758 1218 1433 1357">She was appointed as a Council Member (Independent) to NEPAD/APRM Kenya Secretariat National Governing Council on 29th September 2023. She is the Chair of the Audit committee and a member of the Technical Committee.</p> |

| Ref. | Council | Details |
|------|--|---|
| 4. |  <p data-bbox="352 703 644 837">Ms. Habon Billow Farah (<i>Bsc. Human Resource Management</i>)</p> | <p data-bbox="756 349 1433 640">Ms. Habon Billow Farah was born on 31st December, 1976. She holds a Bachelor of Science degree in Human Resource Management from Kenya Methodist University and a diploma in Human Resource Management from Moi University. Committed to continuous learning, she has augmented her academic qualifications with specialized training and workshops to enrich her knowledge and expertise.</p> <p data-bbox="756 663 1433 1272">Additionally, Ms. Habon has participated in various training programs, including; Best Practice for Finance, Administration, and Budget at KCA University, Effective Director, Executive Programme at Strathmore Business School, Harnessing Change for Organizational and Personal Growth at the Institute of Certified Public Accountants of Kenya (ICPAK), Enterprise Risk Management at ICPAK, and Corporate Governance at the Centre for Corporate Governance. With a notable career trajectory, Ms. Habon has held key appointments as a Director at Kenya Pipeline Co Ltd and as a member of the Tax Appeal Tribunal. In these roles, she demonstrated proficiency in managerial duties, business operations, organizational development, human resource management, and effective leadership. Her accomplishments include significant contributions to the fields of organizational development and human resource management.</p> <p data-bbox="756 1294 1433 1619">As a certified member of the Institute of Human Resource Management (IHRM), Ms. Habon brings a rich expertise to her roles. Her focused and effective approach to teamwork is complemented by strong management and organizational skills. Consequently, her excellent public relations skills make her adept at working with individuals from diverse backgrounds. Ms. Habon Billow Farah stands as a dedicated professional who excels in delivering impactful results and contributing to the success of the organizations she serves.</p> <p data-bbox="756 1641 1433 1821">She was appointed as a Council Member (Independent) to NEPAD/APRM Kenya Secretariat National Governing Council on 29th September 2023. She chairs the Technical Committee and is a member of the Finance and Administration Committee.</p> |




| Ref. | Council | Details |
|------|--|---|
| 5. |  <p>Mr. Joseph Kimutai Boit <i>(MA. Project Planning and Management & B.B.M - Purchasing and Supplies)</i></p> | <p>Mr. Kimutai Boit was born on 29th September, 1967. He is a distinguished individual currently undertaking a PhD in Project Planning and Management. He has a Master's degree in Project Planning and Management from The University of Nairobi and a Bachelor of Business Management degree in Purchasing and Supplies from Moi University. Mr. Boit holds a certificate in mediation, further enhancing his skill set.</p> <p>Certified as a Governance Trainer at Globe Wide Management Consultants, Mr. Boit has successfully facilitated numerous training programs, showcasing his expertise. Serving as an Adjunct Faculty at the University of Eldoret, he has a wealth of experience in banking and finance, amassing over 20 years in the industry. His prior management positions at KCB Bank underscore his leadership acumen. Born on 29th September 1967, Mr. Kimutai Boit actively contributes to the community by serving as a Board Member of AIC Chebara Girls and Kimumu Secondary Schools since 2019.</p> <p>He was appointed as a Council Member (Independent) to NEPAD/APRM Kenya Secretariat National Governing Council on 29th September 2023. He is a member of the Audit Committee.</p> |
| 6. |  <p>Ms. Rusiana Mitau <i>(Msc. Leadership, BSc. Information Sciences)</i></p> | <p>Ms. Rusiana Mitau, was born on 6th June 1976. She is a highly accomplished professional holding a Master of Science Degree in Leadership from Grand Canyon University in Phoenix, AZ, USA, and a Bachelor of Science degree in Information Sciences from Moi University. Complementing her academic achievements, she has undergone additional training and gained extensive experience in strategic planning, performance management, finance for non-finance managers, and managing results. Her dedication and enthusiasm lie in the realm of strategic leadership and change management.</p> <p>Ms. Mitau boasts over 20 years of collective experience as a seasoned corporate business manager. Her expertise spans publishing and organizational leadership, general management, business operations, organizational development, financial management, human resource management, communications, and strategic leadership. Currently serving as the Chief Executive Officer at Phoenix Publishers Limited, she continues to exhibit a profound commitment to excellence in her professional journey.</p> |

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| Ref. | Council | Details |
|------|--|--|
| | | <p>She was appointed as a Council Member (Independent) to NEPAD/APRM Kenya Secretariat National Governing Council on 29th September 2023. She is the Chair of the Finance and Administration committee of the Council.</p> |
| 7. |  <p>Ms. Penninah Mukami N. (M. A Economics, B.A. Economics and Statistics)</p> | <p>Ms. Penninah Mukami N. was born on 30th June 1981. She holds a Master of Arts Degree in Economics from the University of Nairobi and a Bachelor of Arts degree in Economics and Statistics from Egerton University.</p> <p>Ms. Mukami has over 14 years of experience in the public sector having served in various government ministries and departments as a District Development Officer in several former districts (Nyeri, Kirinyaga East, and Githunguri).</p> <p>Additionally, she has served in various capacities in committees and taskforces in the Government of Kenya.</p> <p>She is adept in resource mobilization and donor-funded projects and is an expert in Macroeconomics.</p> <p>She is a Chief Economist at the National Treasury and Economic Planning.</p> <p>She is the alternate member of the Council representing the Principal Secretary, The National Treasury and Economic Planning.</p> <p>She is a member of the Audit Committee.</p> |
| 8. |  <p>Mr. James Maina (M. A Economics, B.A. Economics and Statistics)</p> | <p>Mr. James Maina was born in 1969. He holds both Masters and Bachelor's degrees in Economics from University of Nairobi. He has also attended short courses in Strategic Leadership Management; Global World Trade Organisation (WTO) negotiations; private sector driven regional development; performance management with balanced scorecard; fiscal decentralization; managing market economies in a globalizing world; management of South-South and Triangular Cooperation; and external resources management among others.</p> <p>Mr. James Maina is a career civil servant with over 27 years of working experience in Macroeconomic Planning and International relations.</p> <p>James has been instrumental in coordinating preparation of the Third and Fourth Medium Term Plans (MTP III and MTP IV) of the Kenya Vision 2030. He has also coordinated country reporting on Africa Agenda 2063 First Ten Year Implementation Plan (FTYIP).</p> |

| Ref. | Council | Details |
|------|---|---|
| | | <p>He has built expansive experience in National Development Planning, implementation, monitoring, reporting and evaluation; Economic Policy Formulation; Budgeting and Budget Execution; Strategic Planning; Management of Performance Contracting; Negotiations for Multilateral and Bilateral Cooperation Frameworks; Conference/Convention Coordination, Management and Logistics as well as Management of South-South and Triangular Cooperation.</p> <p>He is the Director of Planning, Macro Economic Planning and International Economic Partnerships in the State Department for Economic Planning.</p> <p>Mr. James Maina is the alternate member of the Council representing the Principal Secretary, State Department for Economic Planning. He joined the Council in January 2020 to 2022 and re-joined in April, 2024.</p> <p>He is a member of both Technical, and Finance and Administration Committees.</p> |
| 10. | <div data-bbox="359 1104 667 1417" data-label="Image"> </div> <p data-bbox="352 1464 715 1688"> Amb. Dr. Samori A. Okwiya, PhD <i>(PhD-Management, MSc. Management & Organisational Development, BSc. Business Administration)</i> </p> | <p>Amb. Dr. Samori Okwiya was born on 7th December, 1971. He earned a Doctor of Philosophy (Ph.D.) in Management from the Binary Graduate School, Binary University. He matriculated through a Master's program in Management and Organizational Development and pursued a baccalaureate Degree in Business Administration at the United States International University.</p> <p>Amb. Dr. Okwiya has a proven executive management track record and over 20 years of experience in the public, private, and non-profit sectors. Prior to joining NEPAD/APRM Kenya Secretariat, he was the High Commissioner/Ambassador Plenipotentiary of the Republic of Kenya to Malaysia with multiple accreditations to Indonesia, the Philippines, and the Sultanate of Brunei. As Kenya's envoy, he enhanced the bilateral diplomatic relations between Kenya and the countries he was accredited to, increased visibility and awareness of Kenya's potential in trade and economic diplomacy in South East Asia.</p> <p>He joined NEPAD/APRM Kenya Secretariat as the Chief Executive Officer on 1st December 2020. As the CEO he is responsible for running all facets of the Secretariat to achieve the Secretariats' goals, objectives, and agreed performance targets.</p> <p>He is the Secretary to the Council.</p> |

4. Key Management Team

| Ref No. | Management | Details |
|---------|---|---|
| 1. |  <p>Amb. Dr Samori A. Okwiya, PhD. <i>PhD-Management, MSc. Management & Organisational Development, BSc. Business Administration</i></p> | <p>Chief Executive Officer</p> |
| 2. |  <p>Mr. Peter Kimemia <i>M.A (Economics), MSoc. Sci (Rural Development), B.A. PGDip (Diplomacy)</i></p> | <p>Director, APRM & Governance</p> |
| 3. |  <p>Dr. Rose Kitur, PhD., FKIP <i>PhD. Public Policy and Administration (Policy Analysis), MA(Planning) Urban Regional Planning, BA (Geography and Sociology)</i></p> | <p>Director, NEPAD Programmes</p> |

| Ref No. | Management | Details |
|---------|---|--|
| 4. |  <p>CHRP, Maxwell Zange Okoth <i>MBA (HRM), BCOM, Dip (Management), IHRM.</i></p> | <p>Director, Corporate Services</p> |

5. Chairman's Statement

The NEPAD/APRM Kenya Secretariat is pleased to present the Annual Report and Financial Statements for the Financial Year 2024/25.

The year under review has been a period of continued demonstrable prowess in delivery on mandates under the New Partnership for Africa's Development Programmes (NEPAD) and the African Peer Review Mechanism (APRM). The Secretariat, guided by the Council, has achieved significant milestones in the execution of its work and in fostering meaningful engagement with stakeholders at county, national, regional, and continental levels.

Under the NEPAD Programmes, the Secretariat remained steadfast in supporting national development priorities aligned with the domestication of AU Agenda 2063. Kenya's domestication of AU Agenda 2063 was lauded at the continental level as a best practice worth emulation in the acceleration of the implementation of the Agenda. In addition, the Secretariat has spearheaded the domestication of the Comprehensive Africa Agriculture Development Programme (CAADP) to the County level.

The Secretariat has made tremendous strides under the County Peer Review Mechanism (CPRM) which continues to receive wide support and recognition as an innovative tool for the promotion of good governance at the subnational level. During the year under review, Kenya successfully hosted the inaugural CPRM National Summit, the first of its kind in Africa, that showcased the Country's commitment to participatory governance and peer learning among County Governments. I commend the twelve (12) County Governments that participated in this first round of reviews and congratulate the additional ten (10) Counties who were agreeable to Focus Group Discussions and validation of the CPRM process in the FY 2024/25. The Secretariat's goal is to facilitate peer reviews for the remaining twenty-five (25) Counties.

In the FY 2024/25, the Council continued to uphold the provisions of the Mwongozo Code by providing oversight and strategic guidance to the Secretariat, including through its three Standing Committees: the Technical, Finance and Administration, and Audit Committees. These Committees have remained active, ensuring effective governance and sound financial stewardship.

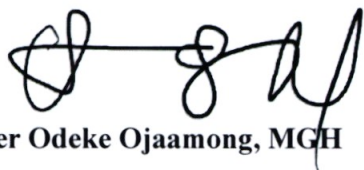
Despite the notable progress achieved, the Secretariat experienced certain operational constraints during the year. In particular, delayed disbursement of funds and limited financial resources which adversely affected implementation of the Secretariat's programmes.

On behalf of the Council, I nevertheless wish to thank the Government of Kenya through the National Treasury and the State Department for Economic Planning for their continued support. I also wish to

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thank the Chief Executive Officer, Dr. Amb. Samori Okwiya, and the Secretariat staff for their dedication, professionalism, and unwavering commitment to delivering on our institutional mandate. Finally, I reaffirm the Council's continued dedication to excellence in governance and service to the people of Kenya. We remain resolute in supporting His Excellency the President in championing continental reforms and entrenching the ideals of sustainable development and good governance in Kenya and across the continent.

Signed by:



**H.E Sospeter Odeke Ojaamong, MGH
Chairman, National Governing Council**

6. Report of the Chief Executive Officer

I am privileged to present the Annual Report and Financial Statement for the NEPAD/APRM Kenya Secretariat for the financial year 2024/25. This is in accordance with Section 81 of the Public Finance Management Act (PFM) 2012.

Over the reporting period, the Secretariat registered significant growth in its initiatives, driven by the domestication of its core mandate into national governance and development frameworks – promoting Kenya's effective participation in AUDA-NEPAD activities while providing leadership, guidance and direction in the implementation of APRM.

To enhance its capacity, the Secretariat anchored its interventions on collaborations and partnerships, stakeholder engagements, policy alignment, public sector capacity-building and strategic partnerships.

These interventions focused on key priority areas under the Bottom-Up Economic Transformation Agenda (BETA), that is implemented through the fourth medium term plan 2023-2027 under five key sectors, namely: Governance and Public Administration, Infrastructure Finance and Production and Social; Environment and Natural Resources and the African Union Agenda 2063.

To progressively implement these objectives, the Secretariat implemented programmes consistent with its mandate on sustainable development and the promotion of good governance for improved livelihoods and the overall welfare of all Kenyans. The following was achieved during the year under review:

Preparation of the Final progress Report of the National Plan of Action (NPOA) – This was done in lieu of conducting the 2nd National Governance Review which was to yield the 2nd National Governance Report (NGR). The NPoA progress report was prepared through collaboration with the relevant state departments and agencies. The report was validated through multi-stakeholder consultations and presented by H.E the President during the APR Forum of Heads of States and Government in Addis Ababa, Ethiopia on 14th February 2025.

Domestication of Africa Union Agenda 2063 and Comprehensive Africa Agriculture Development Programme (CAADP) - The Secretariat continued to play a leading role in the coordination and domestication of Agenda 2063 by sensitizing and building capacity of national and county officials with an aim of integrating the Agenda 2063 priorities into national and county planning frameworks. The Secretariat sensitized all the 47 county governments and most Ministries, departments and Agencies on Agenda 2063. In addition, the Secretariat sensitized 22 county Governments on CAADP.

Advancement of Universal Health Coverage (UHC) and realization of Women's Economic Empowerment - The Secretariat in collaboration with the School of Nursing and Midwifery at Moi University, conducted a training workshop on Clinical Facilitation and Learner Support for Nurses and Midwives. The objective of the workshop was to enhance the capacity of nurses and midwives from Kericho county health facilities, the Kabianga and Kenya Highlands Universities by equipping them with skills in clinical facilitation, student support, and professional development. Further, the Secretariat in partnership with the University of Nairobi Women Economic Empowerment Hub, the State Department for East Africa and the County Government of Busia supported the formulation of Busia Gender and Development policy and created awareness on Agenda 2063 and trade opportunities under AfCFTA for cross border traders in Busia County and its environs.

Regional and International Engagements – A pivotal role played by the Secretariat in strengthening its leadership role in Africa was achieved through the international governance engagements. Participation at the South-South and Triangular cooperation held in Freetown, Sierra Leone where countries among them South Africa benchmarked over Kenya's governance best practices with an aim of improving its governance models and structures. In addition, these collaborations enabled Kenya to learn from other countries successes and challenges, providing valuable insights that have been incorporated into its governance reforms. Further, the Secretariat engaged in the Regional Skills Initiative for Africa (SIFA) lesson sharing workshop hosted in Nairobi for SIFA beneficiaries from Ethiopia, Kenya and Republic of South Africa. Kenya stood out as the country that has effectively domesticated the AU Agenda 2063 at the Sub National level. The Secretariat was given the platform during a continental meeting hosted by The African Union Commission (AUC) to share the experience of Kenya. The Secretariat played a critical role during the evaluation of the IGAD region, regional Agriculture Investment Plan (RAIP) hosted by IGAD in Nairobi.

Promotion of Good Governance for continuous improvement of Service Delivery in the Counties - The Secretariat hosted a series of county-level sensitization forums, engaging civil society, youth, women's groups, and public officials in governance and development discourse. These forums served to demystify the APRM process and underscore the value of citizen feedback in shaping national policy priorities. The climax of these engagements culminated to the Inaugural County Peer Review Mechanism National Summit of 2024. This summit showcased the findings from the county reviews and provided a platform for Governors to share best practices and innovative governance solutions. The forum created an environment to foster collaboration between counties, enabling them to learn from one another and improve their governance structures collectively for better service delivery.

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Financial Reporting; Over the reporting period, the Secretariat's allocation was wholly funded by the National Treasury through the State Department for Economic Planning totalling to Kshs.354,400,000. These funds were utilized in executing the Secretariat's activities in line with its Strategic Plan and workplan for the year.

Finally, I take this opportunity to express my deep appreciation to the NEPAD/APRM Kenya National Governing Council for the strategic direction they provided during the year under review, the National Treasury through the State Department for Economic Planning for the financial resources and lastly, the management and staff at the Secretariat for the technical and moral support.

Signed by:



Amb. Dr. Samori Okwiya, PhD

CEO, NEPAD/APRM KENYA SECRETARIAT

7. Statement of Performance against predetermined objectives for FY 2024/25

NEPAD /APRM Kenya Secretariat has Two (2) strategic issues within the current Strategic Plan for the FY 2024/2025. These strategic issues are as follows:

Issue 1: Inclusive growth and sustainable development.

Issue 2: Good governance.

The Secretariat develops its annual work plans based on the above two (2) Issues. Assessment of the Council's performance against its annual work plan is done on a quarterly basis. The Secretariat achieved its performance targets set for the FY 2024/2025 period for its two strategic issues, as indicated in the table below:

NEPAD DIRECTORATE

| Strategic Issues | Strategic Objective | Key Performance Indicator | Activities | Achievements |
|--|---|---|--|---|
| 1. Inclusive growth and sustainable development | To promote regional integration through infrastructure and trade: | No. of reports/comm unique/outcome documents of the forums held | <ul style="list-style-type: none"> • Coordinate the establishment of a regional coordination mechanism to promote implementation of LAPSSET as a regional integration programme for three footprint countries • Coordinated the 2nd and 3rd Joint Regional | <ul style="list-style-type: none"> • Successfully coordinated the hosting of the 4th LAPSSET Ministerial Council Meeting by Kenya. The communique signed by the Cabinet Secretary Roads and Transport and counterparts from <ul style="list-style-type: none"> • Republic of South Sudan and Federal |

| Strategic Issues | Strategic Objective | Key Performance Indicator | Activities | Achievements |
|------------------|---|---------------------------|---|--|
| | Coordinate implementation and reporting on PIDA and PICI programme to attain regional integration | | <p>Technical</p> <ul style="list-style-type: none"> • Committee meeting for the footprint countries (The Republic of Kenya, The Republic of South Sudan and Federal Republic of Ethiopia) in Nairobi and Lamu respectively. The reports for the meeting developed • Consultant onboarded by UNECA to provide a legal • The Secretariat provided written input on the draft instrument • Coordinated the Second the monitoring Kainuk- Nadapal(Kenya-South Sudan Border) • Participated in the 8th PIDA Week in Addis Ababa | <p>Republic of Ethiopia</p> <ul style="list-style-type: none"> • A draft legal instrument developed • A monitoring report and policy brief prepared. |
| | Coordinate and accelerate implementation, realization and Reporting on Agenda 2063 | Number of status reports | Prepared status report on the awareness creation on Agenda 2063 | Report prepared for counties dissemination and capacity building |
| | | No. of events /forums | <ul style="list-style-type: none"> • Coordinated events on Agenda 2063 • Disseminated and capacity-built Ministries, Departments, Agencies | <ul style="list-style-type: none"> • 47 county governments received information on agenda 2063 and copies of Agenda 2063 books |

| Strategic Issues | Strategic Objective | Key Performance Indicator | Activities | Achievements |
|------------------|---|--|---|--|
| | | | <ul style="list-style-type: none"> Dissemination and Capacity building at Sub-national level and done to all 47 Counties. Dissemination at the 18th Planners Meeting Sharing Kenya's experience during Continental Orientation Workshop on the Domestication of Agenda 2063 Report | <ul style="list-style-type: none"> The work of the Secretariat in reaching the sub-national level with Agenda 2063 was lauded by AUDA NEPAD |
| | | No. of Policy brief | Prepare policy brief on enhancing implementation of AU Agenda 2063 | Draft Cabinet Memorandum of status of implementation of Agenda 2063 prepared |
| | Coordinate Kenya's participation in AU Summits and statutory committee meetings | No of high-level briefs/reports/communique | <ul style="list-style-type: none"> Participate in the AU Summits and AUDA NEPAD statutory meetings and other engagements. Prepare high level briefs for the AUDA NEPAD Statutory meetings Steering Committee and Heads of State and Government Orientation Committee (HSGOC). | H. E the President William.S.Ruto attended the 2025 Heads of State and Government Orientation Committee (HSGOC) and delivered impactful statement |

| Strategic Issues | Strategic Objective | Key Performance Indicator | Activities | Achievements |
|------------------|--|--------------------------------------|--|---|
| | To strengthen Human Capital Development and institutional development (Skills, Youth, Employment and Women (Empowerment): Strengthen Human Capital Development and institutional development | No. of reports | <ul style="list-style-type: none"> Facilitate implementation and monitoring of Skills Initiative for Africa (SIFA) Inventory of the Grantees in the programme-The progress, challenges and best practices | <ul style="list-style-type: none"> Inventory of SIFA Beneficiaries |
| | | Stakeholder Capacity Building Forums | <ul style="list-style-type: none"> Coordinate implementation and reporting on Energize Africa programme Public participation on the Gender policy for Busia County Training of cross border traders on AfCTA protocols and the role of traders in realization of Agenda 2063. | <ul style="list-style-type: none"> Sensitized 50 traders (men, women and youth) on enhancing regional trading under AfCTA. |

| Strategic Issues | Strategic Objective | Key Performance Indicator | Activities | Achievements |
|------------------|---------------------|--|---|--|
| | | Training Outcome document/report training certificates | Preparation of Training Material in Collaboration with Moi University School of Nursing and Midwifery | Training of 30 nurses and midwives on clinical facilitation and learner support in Kericho County. |

APRM & GOVERNANCE DIRECTORATE

| Strategic Issues | Strategic Objective | Key Performance Indicator | Activities | Achievements |
|---------------------------|---|-------------------------------------|---|---|
| 2. Good governance | Promote domestication of AU's Resolutions on APRM and NEPAD in Kenya - Implement AU's Resolutions on APRM in Kenya | Proportion of relevant MDAs reached | Hold Consultative Sessions with Relevant MDAs | Successfully promoted the domestication and effective implementation of AU's Resolutions on the African Peer Review Mechanism (APRM). Achieved 100% participation from relevant Ministries, Departments, and Agencies (MDAs) through consultative sessions, ensuring full alignment with regional governance frameworks. |

| Strategic Issues | Strategic Objective | Key Performance Indicator | Activities | Achievements |
|------------------|--|------------------------------|---|--|
| | Facilitate effective high-level participation in APRM & AUDA-NEPAD | Outcome Documents/Communique | Participate in the AU-APRM Statutory meetings and follow-up on implementation of feasible Resolutions | <p>A report has been developed.</p> <p>Fostered high-level participation in APRM statutory meetings, contributing to strategic outcomes and implementation of feasible resolutions. All 100% of applicable resolutions were tracked and addressed, reinforcing Kenya's commitment to regional governance initiatives.</p> <p>Participated in:</p> <ol style="list-style-type: none"> 1. The 3rd Extraordinary Summit of The APR Forum of Heads of State & Government and the 34th Ordinary Session of The APR Forum, 14th February 2025 2. Presidential Breakfast meeting on Africa Credit Rating Agency, 14th February, 2025 3. 3rd Forum on South-South and Triangular Cooperation 7th -3rd May, 2025, Free Town, Sierra Leone. |

| Strategic Issues | Strategic Objective | Key Performance Indicator | Activities | Achievements |
|------------------|--|---|---|--|
| | | | | <p>4. First Extraordinary Session of the APR Focal Points Steering Committee 13th February 2025, Addis Ababa, Ethiopia.</p> <p>5. The 39th Ordinary Session of the APR Focal Points Committee.</p> |
| | Ensure prioritization of APRM Commitments in the National Planning Framework | Percentage of Key APRM Commitments incorporated into National Development Plans | Participate in the processes of MTP IV implementation | Ensured the prioritization of APRM commitments in Kenya's national planning framework. Through active participation in the Medium-Term Plan IV (MTP IV) implementation processes, key APRM commitments were fully incorporated into the National Development Plans, promoting sustainable development and governance improvements. |
| | | Progress Reports | Monitor and Evaluate progress in the implementation of the NPoA | Successfully developed the progress report on the implementation of the 2nd APRM NPoA. The report was tabled at the 3 rd Extraordinary Summit of the APR Forum of Heads of State & Government and the 34 th Ordinary Session of the APR Forum, 14th February 2025, by H.E. President William Ruto. |



| Strategic Issues | Strategic Objective | Key Performance Indicator | Activities | Achievements |
|------------------|--|--------------------------------|--|---|
| | Facilitate the implementation of County Peer Review Mechanism (CPRM) | Counties/entities Reports | Capacity-build the Counties and other partners on the Implementation of the County Peer Review Mechanism (CPRM) and other Peer Review Initiatives. | Effectively rolled out the CPRM in multiple counties, providing capacity-building programs for local governments and other stakeholders. |
| | | County Self-Assessment Reports | Coordinate the preparation of the County Self-Assessment Reports | Ten (10) County Self-Assessments were developed by Uasin Gishu, West Pokot, Taita Taveta, Embu, Murang'a, Laikipia, Kericho, Baringo, Nakuru, and Nyandarua Counties. A total of 280 wards and 4,200 persons were engaged in FGDs. |
| | | Counties Peer Review Reports | Coordinate Preparation of the County Peer Review Reports | Ten (10) County Review Reports were developed by Uasin Gishu, West Pokot, Taita Taveta, Embu, Murang'a, Laikipia, Kericho, Baringo, Nakuru, and Nyandarua Counties. A total of 57 sub-counties and 560 persons were engaged during the validation of the CSARs. |
| | | Summit | Host County Peer Reviews Mechanism National Summit | Successfully hosted the National Summit for the County Peer Review Mechanism (CPRM) in Nairobi at the KICC which facilitated the sharing of best practices and innovative governance strategies among counties. This |

| Strategic Issues | Strategic Objective | Key Performance Indicator | Activities | Achievements |
|------------------|---------------------|---------------------------|--|--|
| | | | | platform enhanced collaboration and the alignment of local governance efforts with national objectives. |
| | | MoUs/MoAs | Forge strategic Partnerships and engage national and regional agencies | Forged key strategic partnerships with national and regional agencies, significantly advancing collaborative governance projects. Two Memoranda of Understanding (MoUs) were signed to strengthen cooperation and align initiatives with national and regional governance goals. |

8. Corporate Governance Statement

The NEPAD/APRM Kenya Secretariat remains committed to the principles of sound corporate governance, recognizing that effective governance structures are essential for achieving strategic objectives, safeguarding stakeholder interests, ensuring regulatory compliance, and promoting transparency and accountability in public service.

i) Council Composition

As at 30th June 2025, the Secretariat's National Governing Council had eight (8) members. Of these, six (6) independent members were appointed by His Excellency the President via Gazette Notice No. 13096 dated 27th September 2023, for a term of three (3) years, effective 29th September 2023. These members joined two alternate representatives nominated by; the Principal Secretary, National Treasury and the Principal Secretary, State Department for Economic Planning.

The Chairperson, H.E. Sospeter O. Ojaamong, MGH, was appointed through Gazette Notice No. 7199 dated 14th June, 2024.

The membership represents different professionals with a well - balanced gender and regional depiction.

ii) Roles and functions of the Council

1. The Council offers strategic guidance, leadership and control of the Secretariat activities by clearly defining the strategic purpose, objectives and values; evaluates the strategic direction and adopts the annual work plans to support the management operations at the Secretariat.
2. The Council constitutes and reviews the structure of the NGC Committees and approves reports and performance of each Council Committee. It also approves the Quarterly and Annual Reports and Financial Statements.
3. The Council assesses the performance of the Management against targets and objectives as set out in the Secretariat's Strategic Plan as well as against international best practices.
4. The Council considers and gives consent to the Secretariat's overall budget and specific proposals for capital expenditure and acquisitions and strategic opportunities.
5. The Council ensures the availability of adequate resources for the achievement of the Secretariat's objectives.

Corporate Governance Statement Cont.

The Council has three Committees.

1. Technical Committee
2. Finance and Administration Committee
3. Audit Committee

iii) Induction and training

The Secretariat has an elaborate framework to ensure that the Council effectively carries out its mandate. Newly appointed members are taken through a detailed programme to familiarise themselves with the operations of the Secretariat. Relevant background materials are provided and a formal meeting is organized for interaction with Senior Management. For continuous improvement, topical courses and trainings are organized at the Committee level for the members to enhance their oversight role.

Training and development programs were organized to equip the Board with the necessary skills for effective discharge of their duties and enhancing their understanding of the Secretariat's mandate. During the year under review, the Council members were trained on Audit and Risk Management and Procurement regulations by facilitators from the Kenya School of Government in September, 2024.

iv) Council and members' performance

In performance of its work, the Council adheres to the provisions of the Code of Governance for State Corporations (Mwongozo Code), Government Circulars and directions issued from time to time, providing strategic guidance and policy direction. The Council has instituted appropriate frameworks, systems, and controls to enhance decision-making, risk management, and disclosure practices in alignment with the values of good governance.

v) Number of Council meetings held and the attendance to those meetings by members

The Council held scheduled meetings and special meetings where necessary, in the financial year 2024/25.

Corporate Governance Statement Cont.

The table below shows Council members attendance of scheduled Council meetings.

| S/No | Director | Meetings Attended | Meetings held | % Attendance |
|------|------------------------------|-------------------|---------------|--------------|
| 1. | Hon. Sospeter Odeke Ojaamong | 6 | 6 | 100% |
| 2. | Ms. Habon Billow Farah | 6 | 6 | 100% |
| 3. | Ms. Jane Wanjiku Macharia | 6 | 6 | 100% |
| 4. | Mr. James Maina | 6 | 6 | 100% |
| 5. | Ms. Penninah Mukami N | 6 | 6 | 100% |
| 6. | Mr. Joseph Kimutai Boit | 6 | 6 | 100% |
| 7. | Mr. Francis Habara Moroto | 6 | 6 | 100% |
| 8. | Ms. Rusiana Mitau | 6 | 6 | 100% |

Table 1: Attendance of full Council meetings

The meetings of the Technical Committee and the attendance by the members in the FY 2024/2025 are as indicated in the table below:

| S/No | Board Member | Meetings Attended | Meetings Held | % Attendance |
|------|-------------------|-------------------|---------------|--------------|
| 1. | Mr. Joseph Boit | 4 | 4 | 100% |
| 2. | Ms. Rusiana Mitau | 4 | 4 | 100% |
| 3. | Mr. James Maina | 4 | 4 | 100% |

Table 2: Technical Committee Meetings Attendance

The meetings of the Finance & Administration Committee and the attendance by the members in the FY 2024/2025 are as indicated in the table below:

| S/No | Board Member | Meetings Attended | Meetings Held | % Attendance |
|------|------------------------|-------------------|---------------|--------------|
| 1. | Ms. Rusiana Mitau | 6 | 6 | 100% |
| 2. | Ms. Habon Billow Farah | 6 | 6 | 100% |
| 3. | Mr. James Maina | 6 | 6 | 100% |

Corporate Governance Statement Cont.

The additional two meetings were held to approve the Annual Report and Financial Statements for FY 2023/24 and to reallocate funds in the FY 2024/25.

Table 3: Finance & Administration Committee Meetings

The meetings of the Audit Committee and the attendance by the members in the FY 2024/2025 are as indicated in the table below:

| S/No | Board Member | Meetings Attended | Meetings Held | % Attendance |
|------|---------------------------|-------------------|---------------|--------------|
| 1. | Ms. Jane Wanjiku Macharia | 5 | 5 | 100% |
| 2. | Mr. Joseph Kimutai Boit | 5 | 5 | 100% |
| 3. | Ms. Penninah Mukami | 5 | 5 | 100% |
| 4. | Mr. Francis Habara Moroto | 5 | 5 | 100% |

Table 4: Audit Committee Meetings Attendance

vi) Succession Plan

The Secretariat has developed a Succession Plan and Talent Management Policy to guide implementation of the Succession Planning Strategy. The Council reviews succession planning for the management team and approves senior executive appointments, organizational changes and remuneration.

vii) Policy to manage conflicts of interest

The Council members complied with Leadership and Integrity Act and applicable Regulations. During the year under review, there was no conflict of interest registered.

viii) NGC Members Remuneration

During every Council meeting, present Council Members were facilitated with sitting allowance and mileage reimbursement where applicable within Government Guidelines as illustrated in the table below;

Corporate Governance Statement Cont.

| No. | Allowance | Chairperson | Board Member |
|-----|------------------------------------|---|---|
| 1 | Honoraria | Kshs 80,000 per month | N/A |
| 2 | Sitting | Kshs 20,000 per sitting | Kshs 20,000 per sitting |
| 3 | Accommodation | Kshs 18,200 per night | Kshs 18,200 per night |
| 4 | Airtime | Kshs 7,000 | N/A |
| 5 | Transport | Determined by the prevailing Government Guidelines | Determined by the prevailing Government Guidelines |
| 6 | Personal Accident Cover (Not life) | Procured competitively | Procured competitively |
| 7 | Medical expenses | Inpatient- Kshs 2 million per annum Outpatient- Kshs 100,000 per annum Last expenses (Self)- Kshs 100,000 | Inpatient- Kshs. 2 million per annum Outpatient- Kshs. 100,000 per annum Last expenses (Self)- Kshs 100,000 |

ix) Ethics and Conduct

The Secretariat has embedded a Code of Conduct, Ethics and Performance in the Board Charter to guide the Board members on ethical conduct. The code requires that all Board members disclose any interest that conflicts or may possibly conflict with the interests of the Secretariat.

x) Governance Audit

In terms of evaluation, plans are undertaken to have members undergo a sensitization forum on performance evaluation before each one of them is evaluated after being in office for at least one year. As stipulated in the Mwongozo Code of Conduct requires public Institutions to carry out an annual governance audit.

Corporate Governance Statement Cont.

xi) Communication Policy

The Secretariat has prioritized the Communication Strategy as a key tool for enhancing stakeholder engagement and institutional visibility during the year under review. In line with this, the Secretariat successfully developed a comprehensive Communication Policy to guide the implementation of visibility and engagement initiatives, alongside detailed Branding Guidelines to ensure consistency in identity and messaging. These instruments provide a strong framework for reinforcing the image of the NEPAD/APRM Kenya Secretariat while promoting effective and structured communication with stakeholders.

xii) Terms of Reference of the Council and the Committees

The Charter is a critical corporate governance tool of the Council that documents its composition, roles and responsibilities. This ensures the effectiveness of Council member's contribution to the governance of the institution by facilitating independent judgement, decision making and professional competencies.

In the performance of its functions as stipulated in the Gazette Notice 4651 of 2016 that establishes the Secretariat, the Council:

- Seeks policy guidance and direction from the NEPAD/APRM Focal Point, the Cabinet Secretary for National Treasury and Planning;
- Holds quarterly meetings and such additional meetings in such places and at such times as the Council shall consider necessary for the proper discharge of its functions;
- Carries out or causes to be carried out such studies or research as may inform the activities of the NEPAD and the APRM in Kenya; and
- Has powers for the proper execution of its mandate, including the power to regulate its procedures.

xiii) Policy on Related Party transactions

The Secretariat is committed to upholding the principles of integrity, accountability and transparency in its financial and operations dealings. For the Financial Year ended 30th June 2025, the Secretariat confirms that all party transactions were conducted transparently, duly authorised and appropriately disclosed.

9. Management Discussion and Analysis

a) Operational Performance

NEPAD Programme Directorate

The NEPAD Programmes Directorate remained committed to driving Kenya's sustainable development agenda in line with the clarion call by the AU to accelerate the implementation of AU Agenda 2063. Across the three financial years under review 2022/23, 2023/24 and 2024/25, the Secretariat initiated and implemented several impactful programmes, in collaboration with national and county governments, AUDA-NEPAD continental office, academia and other stakeholders.

I. AUDA NEPAD Statutory Meetings

The Secretariat facilitated Kenya's participation in the AUDA-NEPAD Heads of State and Government Orientation Committee (HSGOC) and Steering Committee meetings by preparing high-level briefs for H.E. the President and Kenya's focal point for AUDA-NEPAD, the Cabinet Secretary, National Treasury. The Secretariat further prepared Kenya's position on the proposed AUDA-NEPAD national footprint structure. Kenya has been cited by AUDA NEPAD continental office as a benchmark Secretariat which other countries in the continent could learn from.



H.E. President Dr. William Samoei Ruto, C.G.H. giving his insights during the AUDA NEPAD HSGOC meeting at State House in Nairobi, Kenya.

Management Discussion and Analysis cont.

During the financial year 2024/25 His Excellency President Dr. William Ruto attended the AUDA NEPAD HSGOC meeting. He underscored the effectiveness of national implementation structures and urged African nations to establish and strengthen national AUDA NEPAD offices to ensure seamless execution, tracking, and reporting of Agenda 2063. The President further lauded the role played by the NEPAD/APRM Kenya Secretariat in deepening the implementation of Agenda 2063 and attendant flagship programmes.

II. AU Agenda 2063

The Secretariat conducted a baseline survey on the level of awareness of AU Agenda 2063 in the country. To enhance the level of awareness and contribute to accelerated implementation, the Secretariat rolled out dissemination and capacity building programs for Ministries, Departments, Agencies (MDAs) and in all the 47 county Governments. During the dissemination, Agenda 2063 framework documents were issued to participants.



CEO, NEPAD/APRM Kenya Secretariat, Amb. Dr. Samori Okwiya presenting Agenda 2063 framework documents to Kericho County Governor, Dr. Eric Kipkoeh Mutai

The secretariat developed a draft policy brief on the status of implementation of the AU Agenda 2063, during a Continental Orientation Workshop held in Nairobi on the Domestication of the Second Ten-Year Implementation Plan of Agenda 2063 attended by 48 Member States and

Management Discussion and Analysis cont.

Regional Economic Communities, the Secretariat was given an opportunity to share Kenya's experience with disseminating Agenda 2063 at the sub-national level. Kenya's initiative to cascade the agenda 2063 to the counties was lauded at the workshop hosted by the African Union Commission (AUC) and the AUDA NEPAD.

III. Comprehensive Africa Agriculture Development Programme (CAADP)

CAADP is a continental framework aimed at enhancing agricultural development and food security in the continent. The framework has been in operating since 2003. Kenya has consistently reported on the performance of this framework to the AU. However, following devolution and the distribution of functions between the national and county governments, Agriculture is primarily a county function. It is for this reason that the Secretariat launched a targeted dissemination of the CAADP framework to the counties during the 2024/25 Financial year. A total of 22 county governments targeting directors of agriculture and livestock were covered during the year. This was undertaken in collaboration with the ministry of agriculture and livestock development.

In addition, the Secretariat contributed to the preparation of the Fourth CAADP Biennial Review (BR) report and the Fifth BR report which has just been concluded and will be presented to the next AU Summit.

IV. Skills Initiative in Africa (SIFA)

The Skills initiative for Africa (SIFA) is the African Union's programme to intervene on youth unemployment. It seeks to empower youths in the continent with skills to enhance their employability. Kenya is one of ten African Union countries to benefit from the SIFA Programme. Working in collaboration with AUDA NEPAD consultants and the State Department for TVET, the Secretariat coordinated the securing and operationalization of funding agreements for Kisumu and Kisii National Polytechnics which fronted projects on Blue Economy training for employment in Lake Victoria Basin and building capacity to deliver skills programme for Agriculture value chains respectively. The Secretariat also coordinated the Kenya SIFA projects portfolio half yearly performance and progress review meeting for Kenya's 10 grantees. Further, Kenya hosted a regional meeting in Nairobi with grantees from Ethiopia and South Africa joining Kenya's counterparts to share best practices and challenges to inform future programming.

Management Discussion and Analysis cont.

V. Programme for Infrastructure Development in Africa (PIDA) and Presidential Infrastructure Champion Initiative (PICI)

The Secretariat coordinated programmes aimed at implementing the Programme for Infrastructure Development in Africa (PIDA) and the Presidential Infrastructure Champion Initiative (PICI). Key achievements include: Hosting regional technical committee meetings to prepare legal instruments to anchor the regional coordination mechanism. Further, the secretariat monitored the LAPSSET corridor phases: (Lamu–Moyale) and (Kainuk–Nadapal) infrastructure developments to establish the accurate status of implementation. A report and policy brief were developed and shared with relevant agencies with specific roles in LAPSSET implementation. UNECA engaged a consultant to support in developing a regional coordination mechanism framework and the Secretariat gave inputs on the terms of reference for the consultant and the proposed instrument. The Secretariat participated in the 8th PIDA Week to lobby for LAPSSET in side events and bilateral meetings at the conference. On the Presidential Infrastructure Champion Initiative (PICI) the secretariat provided status reports to the AUDA-NEPAD PICI secretariat on LAPSSET.

Management Discussion and Analysis cont.

VI. Economic Empowerment Programme

The Secretariat signed an MoU with the University of Nairobi to support economic empowerment programmes through the Women Economic Empowerment (WEE) Hub of the University. It conducted activities on gender development policy in Busia County targeting men, women, youth, Civil Society Organizations (CSOs) religious leaders and persons with disabilities (PWDs) representing different sub-counties in the county. Further, the Secretariat undertook a capacity



Chairperson, NEPAD/APRM Kenya NGC, H.E Sospeter Ojaamong (left in-picture) addressing participants during Economic Empowerment workshop in Busia County

building for 50 cross-border traders on regional trade protocols and regimes under AfCTA addressing the role of traders in the realization of the AU Agenda and the opportunities in the African Continental Free Trade Area (AfCTA).

Management Discussion and Analysis cont.

VII. Nursing and Midwifery Programme

To address maternal health, the Secretariat in collaboration with Moi University School of Nursing and Midwifery piloted midwifery training on respectful maternity care practises in Uasin Gishu County and thereafter undertook evaluation to assess the impact of the intervention.



Prof. Dinah Chelagat, Dean, School of Nursing and Midwifery Moi University (left) handing over certificate of completion to a participant after the training.

Management Discussion and Analysis cont.

Tools and instruments were developed to guide scale-up. The Secretariat in collaboration with Moi University school of nursing and midwifery conducted a training workshop on Clinical Facilitation and Learner Support for Nurses and Midwives in Kericho County.

The objectives of the workshop were to enable learning in; Application of adult learning theory in clinical facilitation of nursing students; Describing the roles of clinical facilitators in clinical teaching and learning of nursing students; Communicating with students and colleagues effectively for student learning; Applying ethical principles and professionalism during clinical facilitation Application of adult learning theory in clinical facilitation of nursing students. This was in furtherance of the pilot programme on Midwifery earlier conducted by AUDA NEPAD. These targeted nurses and midwives from county health facilities in Kericho county, trainee nurses and midwives from the Kenya Highlands and Kabianga Universities.

VIII. Centres of Excellence (CoE)

The Secretariat submitted proposals to AUDA-NEPAD for the recognition of the Technical University of Mombasa as a Centre of Excellence (CoE) in Blue Economy Studies and the Kenya School of Government as the AU School of Governance and Human Capital Development to accelerate implementation of AU Agenda 2063. Follow-ups are ongoing to ensure endorsement and operationalization of these Centres of Excellence.

Across all initiatives, the NEPAD Programmes made commendable progress, with emphasis on subnational capacity building, and regional integration. Its multi-sectoral approach to sustainable development spanning agriculture, education, health, infrastructure, and innovation continues to contribute significantly to Kenya's transformation in line with the aspirations of AU Agenda 2063.

Management Discussion and Analysis cont.

NEPAD MATRIX

| Key Initiative | FY 2022/23 | FY 2023/24 | FY 2024/25 | Progress |
|--|---|--|--|---|
| <p>1. Participate in the AU Summits and AUDA NEPAD statutory meetings and other engagements</p> | <ul style="list-style-type: none"> The Secretariat facilitated Kenya's participation during the 40th Session of AUDA-NEPAD Heads of State and Government Orientation Committee (HSGOC), and the 67th NEPAD Steering Committee meetings. | <ul style="list-style-type: none"> Prepared high-level briefs for use by H.E the president the 41st session of the Head of State and Government Orientation Committee (HSGOC). Attended the 41st Session of the AUDA-NEPAD Heads of State and Government Orientation Committee (HSGOC) meeting held virtually. Prepared Kenya's position paper on the proposed AUDA-NEPAD National footprint structure. | <ul style="list-style-type: none"> Prepared High Level Brief for HE the President and Focal Point for 42nd AUDA NEPAD HSGOC and 70th and 71st Ordinary Session of the AUDA NEPAD Steering Committee meeting. | <ul style="list-style-type: none"> High level representation during AUDA NEPAD Head of State and Government Orientation Committee (HSGOC) by H.E. the President Dr. William Samoei Ruto CGH in February 2025 |



| Key Initiative | FY 2022/23 | FY 2023/24 | FY 2024/25 | Progress |
|-------------------|--|---|---|---|
| | | <ul style="list-style-type: none"> ● Participated in the Steering Committee Meeting convened by AUDA NEPAD to discuss its national footprint structure and strategy for accelerating implementation of Agenda 2063. | | |
| 2. AU Agenda 2063 | <p>The Secretariat participated in the Special project of evaluating the First Ten-Year Implementation Plan (FTYIP) and the development of the Second Ten Year Implementation Plan for AU Agenda 2063.</p> | <ul style="list-style-type: none"> ● Printing of the AU Agenda 2063 framework documents and dissemination to CoG ● Develop a concept Paper/ Proposal for AU Agenda 2063 documentary ● Develop Terms of Reference for developing Agenda 2063 documentary. ● Preparation of a framework for coordinating implementation of AU Agenda 2063 | <ul style="list-style-type: none"> ● Dissemination/Capacity building on the AU Agenda 2063 to Ministries, Departments and Agencies, 47 counties and the Planners conference. ● Training of MDAs on the biennial reporting of AU Agenda 2063. ● The AU Agenda 2063 framework documents shared with offices of Principal Secretaries | <ul style="list-style-type: none"> ● Awareness of the National and County Governments on AU Agenda to accelerate implementation. |

| Key Initiative | FY 2022/23 | FY 2023/24 | FY 2024/25 | Progress |
|--|--|---|--|--|
| Comprehensive Africa Agriculture Programme (CAADP) | <p>The Secretariat participated in the preparation and the launch of the Fourth Biennial Review (BR) report of the Comprehensive Africa Agriculture Development Programme (CAADP). The 4th report will be presented at the African Union Summit in 2024. The report provided the progress for the Comprehensive Africa Agriculture Development Programme (CAADP) Principles and Values and Commitment of the Malabo Declaration.</p> <p>The Secretariat facilitated participation in the United Nations Climate Change Conference COP27 in Sharm El Sheikh in Egypt as part of the Kenyan delegation and assisted the Africa</p> | <p>Preparation of the high-level brief for H.E President Dr. William Ruto C.G.H. jointly with the Ministry of Agriculture and Livestock for the AU Summit Joint Consultative workshop with CAADP National Task team on Post Malabo framework.</p> | <ul style="list-style-type: none"> ● Dissemination and Capacity building of 22 counties on CAADP <p>Preparation process of the 5th CAADP Biennial report through training on indicators and data collection.</p> | <p>Creation of awareness on CAADP in counties to accelerate implementation</p> |



| Key Initiative | FY 2022/23 | FY 2023/24 | FY 2024/25 | Progress |
|---|---|--|--|---|
| | Negotiators in bringing out the Africa stand on issues of mitigation. | | | |
| Skills Initiative for Africa (SIFA) | <p>The Secretariat fast tracked the signing of the grant implementation agreement for Kisumu National Polytechnic selected under Funding Window I (Large Investment Project) receiving a grant of 3 million Euros (approx. Ksh. 393 million) to facilitate their project proposal on “Blue Skills Training for Employment Project in Lake Victoria Basin.</p> | <p>Signing of grant financing agreement by The National Treasury and AUDA NEPAD for Kisumu and Kisii National Polytechnics</p> | <ul style="list-style-type: none"> ● Coordinated the Skills Initiative for Africa SIFA mid- year review. ● Participated in a meeting with Skill Initiative for Africa grantees from Kenya, South Africa and Ethiopia and shared the dissemination of the Agenda 2063 sub-nationally. | <p>Inventory of grantees with progress, challenges and best practices</p> |
| Programme for Infrastructure Development in Africa (PIDA) and | <p>Scoping mission on Abidjan Lagos corridor to access regional coordination framework. The 3rd Ministerial meeting held in Juba, South Sudan. The LAPSSSET Business</p> | <ul style="list-style-type: none"> ● Coordinated and co-hosted the LAPSSSET regional technical Committee Meeting. ● Preparation for the 4th Ministerial meeting to be | | <p>Steady progress in the realization of the regional coordination framework.</p> |

New Partnership for Africa's Development/African Peer Review Mechanism Kenya Secretariat Annual Report and Financial Statements for the year ended June 30, 2025.

| Key Initiative | FY 2022/23 | FY 2023/24 | FY 2024/25 | Progress |
|--|---|--|--|--|
| <p>Presidential Infrastructure</p> <p>Champion Initiative (PICI)</p> | <p>council meeting for private sector from Kenya, Ethiopia and South Sudan.</p> <p>Facilitated secretariat representation at 2nd Dakar Summit for PIDA Priority Action Plan (LAPSSSET)</p> | <p>hosted in Kenya for 3 footprint countries.</p> <ul style="list-style-type: none"> ● Monitoring of LAMU Corridor (Lamu-Garissa-Isiolo-Moyale) Port-Moyale Corridor. ● Coordinated the preparation of PICI Status Report. | | |
| <p>Midwifery</p> | | <p>Signed the MOU between the Secretariat and the University of Nairobi developed Joint Concept paper, MOU and Needs assessment tool with the University of Nairobi for rolling out women economic empowerment programme</p> | <ul style="list-style-type: none"> ● Undertook public participation on a gender policy in Busia. ● Carried out capacity building for cross border traders in Busia on opportunities in the regional trading, trade protocols and sensitized them on their role in realization of AU Agenda | <p>Cross border traders Enlighted on opportunities available in regional trade</p> |



| Key Initiative | FY 2022/23 | FY 2023/24 | FY 2024/25 | Progress |
|---|--|---|------------|--|
| Midwifery | Following a training for midwives and nurses piloted in Uasin Gishu County where Seven (7) health facilities benefited. In order to draw lessons, the Secretariat carried out an assessment of the impact of the programmes in the county to inform the development of the roadmap and necessary instruments for roll out of future trainings. | Developed a Concept paper on undertaking a midwifery baseline survey, Tools for baseline survey and Criteria to establish a Center of Excellence | | Trainings on respectful maternity care for midwives and nurses |
| Industrialization, Science, Technology and Innovation | | Proposals Submitted to AUDA-NEPAD: The Technical University of Mombasa to be considered as a CoE for Blue Economy Studies and Research the Kenya School of Government to be considered as the African Union School of Government and Centre of Excellence on Human Capital and Institutions Development for Delivery of African Union Agenda 2063 | | Follow up on proposals ongoing |

Management Discussion and Analysis Cont.

APRM & Governance Directorate

Strengthening Governance in Kenya

I. APRM & Governance Program

The APRM & Governance Program plays a central role in transforming Kenya's governance systems, ensuring that they align with national development goals and international best practices. The program's involvement in the preparation of the Medium-Term Plan IV (MTP IV), which sets out the country's development roadmap for several years, was a critical step in ensuring that governance reforms were embedded within the broader national planning framework. By integrating the County Peer Review Mechanism (CPRM) into MTP IV, the program made sure that *PS Economic*



Planning Dr. Bonface Makokha (Centre) addressing participants during the validation of the CPRM reports in Nakuru County on 13th June, 2024.

governance priorities were not just a side initiative but a core element of Kenya's development agenda.

As the program progressed, the APRM's focus shifted toward practical implementation. In the subsequent phases, efforts intensified to support governance reforms both at the national level and

Management Discussion and Analysis Cont.

within county governments. This dual focus allowed the APRM to be directly involved in strengthening local governance systems and ensuring that national governance strategies were effectively implemented across all regions. The program's strategic approach led to tangible outcomes in governance transparency, accountability, and efficiency, highlighting the APRM's role as a driving force behind effective governance reforms.

II. Youth Engagement

The involvement of youth in governance has been a strategic priority for the APRM, reflecting the program's recognition of the critical role that young people play in shaping the future of the country. Through events like the 3rd APRM Youth Continental Symposium held from 4th -7th July 2022 at Munyonyo Commonwealth Resort, Kampala, Uganda, the APRM successfully brought together a large number of young people (800 delegates), providing them with a platform to discuss governance issues and contribute their perspectives to national dialogues. This not only empowered youth but also encouraged them to take active roles in shaping the policies and governance processes that affect them.

The theme for the Symposium was "AU @20: Repositioning the Youth Agenda for a Transformative Continent". It was sponsored by the govt of UG in conjunction with various development partners. The Secretariat participated in the Symposium.

The APRM's ongoing efforts to expand youth engagement have been focused on creating programs that offer more opportunities for young people to participate in governance. These initiatives have ranged from organizing youth forums to implementing programs aimed at building leadership capacities. By fostering a sense of ownership and leadership among young people, the APRM is contributing to the development of a future leadership cohort that will prioritize inclusivity, transparency, and social responsibility in governance. As the program moves forward, it will continue to expand these youth initiatives, ensuring that the next generation is better equipped to influence governance decisions and drive sustainable change.

III. APRM Targeted Review for Kenya

The APRM's thorough review of Kenya's governance structures has been vital in pinpointing key areas for reform. The review concentrated on the Big Four Agenda, which includes housing, manufacturing, healthcare, and food security, providing a critical assessment of how governance systems have supported or impeded these initiatives. This review, carried out across all 47 counties,

Management Discussion and Analysis cont.

emphasized the need to strengthen governance systems to ensure that these national projects are not only effectively implemented but also properly monitored and evaluated for long-term success.

Building on the review's findings, the APRM has adopted a more focused approach in later phases, concentrating on evaluating the Bottom-Up Economic Transformation Model. This model, which seeks to promote economic growth through a more inclusive and localized strategy, has been central to Kenya's governance discussions. The APRM's targeted review of this model will evaluate how well governance structures support this transformation and offer recommendations for improving local governance to ensure that economic growth benefits are shared fairly across the population.

IV. County Peer Review Mechanism (CPRM)

The County Peer Review Mechanism (CPRM) has become a key part of the APRM's plan to enhance governance at the local level. The CPRM tool was created to encourage honest self-assessments by county governments, helping them spot governance issues and make informed decisions to improve their leadership. In its early stage, the APRM partnered with Mombasa, Siaya, Nyeri, Kakamega, Elgeyo Marakwet, Trans-Nzoia, Bungoma, Vihiga, Machakos, Makueni, Nandi, and Busia counties to test the CPRM, prompting consultations with local stakeholders to better understand governance dynamics in each area.

By expanding the CPRM to more counties during the 2nd Phase, including Uasin Gishu, West Pokot, Taita Taveta, Embu, Murang'a, Laikipia, Kericho, Baringo, Nakuru, and Nyandarua, the APRM ensured a broader inclusion of regions in the governance review process. This approach has offered a more comprehensive view of Kenya's governance landscape, highlighting specific local challenges and successes. The secretariat has covered 680 wards across the 22 counties mentioned above, with approximately 10,200 people from various segments of society participating, including Youths, Women, PWDs, Academia, Chamber of Commerce, among others.

In preparation for the 2nd CPRM National Summit, the APRM has concentrated on gathering and analyzing data from these counties, enabling a deeper understanding of governance reforms. The summit provides an important platform for sharing lessons learned, showcasing governance innovations, and strengthening commitments to local leadership and accountability.

Management Discussion and Analysis cont.



Chairperson, CPRM Panel of Eminent Persons in Kenya, Rtd. Archbishop Dr. Eliud Wabukala, addressing residents of Bahati Sub-County, Nakuru County during the validation process.

1.County Self-Assessment Reports (CSARs)

The County Self-Assessment Reports (CSARs) are a critical tool in measuring the progress of counties in improving governance. These reports, developed using feedback from counties involved in the CPRM pilot phase, provide a clear picture of each county's strengths, weaknesses, and areas for improvement. The APRM has worked closely with counties to ensure that these reports are not just formal assessments but serve as actionable documents that drive governance reforms.

As the process continues, the APRM is refining the CSARs to make them more detailed by involving the county citizens through Focus Group Discussions and Key Informant Interviews, leading to the generation of County Review Reports. The findings from these reports will inform future governance policies and practices, ensuring that they are based on evidence and best practices. The compilation of these reports for presentation at the 1st CPRM National Summit marked an essential step in creating a transparent governance culture, where counties are accountable not only to the national government but also to their citizens.

Management Discussion and Analysis cont.



Hard copies of County Peer Review Mechanism (CPRM) reports as displayed during an exhibition.

2.National Governance Report (NGR)

The launch of the National Governance Report (NGR), the first of its kind in Africa, was a key milestone in Kenya's governance reform agenda. This report provided an in-depth analysis of governance across

Kenya on the Rule of Law, Transparency and Accountability, Peace and Security, Participation and Human Rights, Social-Economic Governance, and Democracy, offering critical insights into the effectiveness of governance frameworks at the national and county levels. By making this report public, the APRM ensured that governance was not a behind-the-scenes process but one that was open and accessible to all citizens, reinforcing the values of transparency and accountability.

The dissemination of the NGR across counties furthered the APRM's mission to improve governance by providing local governments with valuable insights and recommendations for enhancing their governance practices. The ongoing distribution and monitoring of the report's implementation are central to ensuring that the governance system remains responsive to public needs and aligned with the principles of good governance. Through continuous engagement with the NGR, Kenya is fostering a governance culture that is both proactive and accountable.

Management Discussion and Analysis cont.

3. Regional and International Engagements

Kenya's regional and international governance engagements have been pivotal in strengthening its leadership role within Africa. Through South-South & Triangular Cooperation, Kenya has been able to exchange governance best practices among countries including South Africa, enhancing its own governance models. These collaborations have helped Kenya learn from other nations' successes and challenges, providing valuable insights that have been incorporated into its governance reforms.

In addition, Kenya's participation in international governance forums, such as the 3rd Extraordinary Summit of the APR Forum of Heads of State & Government and the 34th Ordinary Session of the APR Forum, Presidential Breakfast meeting on Africa Credit Rating Agency, and the 3rd Forum on South-South and Triangular Cooperation, Free Town, Sierra Leone; the First Extraordinary Session of the APR Focal Points Steering Committee, Addis Ababa, Ethiopia; the 39th Ordinary Session of the APR Focal Points Committee; the 35th APRM Committee of Focal Points; Committee, 35th APRM Committee of Focal Points, and its collaboration with the African Continental Free Trade Area (AfCFTA), has positioned the country as a regional leader in governance. These engagements ensure that Kenya remains aligned with international governance standards while actively contributing to broader regional and global governance discussions.

4. Open Government Partnership (OGP) NAP V

The Open Government Partnership (OGP) National Action Plan (NAP V) is a key initiative aimed at strengthening transparency and accountability within Kenya's governance framework. By launching Kenya's 5th OGP NAP, the APRM has committed to increasing citizen participation in governance through greater access to government decision-making processes. The nine key commitments outlined in the OGP NAP V focus on improving the quality of governance by enhancing citizen engagement and ensuring that government actions are transparent and accountable.

The APRM's ongoing work to monitor and implement NAP V commitments is essential for driving meaningful changes in governance. By aligning Kenya's governance systems with OGP principles, the APRM is promoting a more inclusive and accountable government, one that is responsive to the needs and concerns of its citizens.

Management Discussion and Analysis cont.

5. Capacity Building Workshops on National Values and Principles of Governance.

Capacity-building initiatives are critical to the success of governance reforms, particularly at the county level. The APRM has conducted workshops and training programs aimed at strengthening the leadership capabilities of county officials from Lamu, Kwale, Mombasa, Kilifi, Bomet, Kericho, Homa Bay, Narok, Kisii, Uasin Gishu, Nyamira, Nandi, Kisumu, Migori, Kitui, Isiolo, Marsabit, Meru, Mandera, Samburu, Nairobi, and Nakuru, among others. These workshops provide county officials with the skills and knowledge necessary to manage governance processes effectively and deliver services that meet the needs of their communities.

The workshops have expanded to cover additional regions, including the South Rift and Nyanza, ensuring that officials across Kenya are equipped to manage local governance challenges. By providing consistent capacity-building support, the APRM is helping counties to improve service delivery, build stronger institutions, and ensure that governance reforms are sustainable and impactful in the long term.

6. International Capacity Building (OECD-APRM)

Kenya's participation in international capacity-building initiatives through its collaboration with the OECD-APRM has provided an opportunity to align local governance practices with global standards. These workshops have focused on enhancing policy coherence and sustainable development, helping Kenya refine its governance strategies to address the complex challenges of development and governance.

Continued participation in these international programs ensures that Kenya's governance reforms are not just locally relevant but also meet global standards, enabling the country better to navigate the challenges of sustainable governance and development.

Through international capacity building, Kenya is enhancing its leadership role and ensuring that its governance structures are robust and forward-thinking.

Management Discussion and Analysis cont.

APRM and Governance Programme

| Key Initiative | FY 2022/23 | FY 2023/24 | FY 2024/25 | Progress |
|---------------------------------------|--|---|--|---|
| APRM & Governance Program | Participated in the preparation of MTP IV (2023-2027), incorporating CPRM into national planning | Continued participation in MTP IV, ensuring alignment of governance priorities | Ongoing engagement in national and county governance reforms | Substantial progress in integrating governance into national development frameworks |
| Youth Engagement | Active participation in the 3 rd APRM Youth Continental Symposium (800 delegates) | Continued promotion of youth involvement in governance | Expand youth initiatives through targeted programs | Sustained growth in youth participation and influence in governance |
| APRM Targeted Review for Kenya (2022) | Comprehensive review across all 47 counties focused on the Big Four Agenda, addressing key governance challenges. | No additional review phase in FY 2023/24; Review findings implemented | Targeted Review of Bottom-Up Economic Transformation Model requested by H.E The President | |
| County Peer Review Mechanism (CPRM) | Established Panel of Eminent Persons, initiated the implementation of the CPRM tool in Nyeri, Kakamega, Mombasa, Machakos, Bungoma | Conducted FGDs and KIIs in 12 counties (including Mombasa, Siaya, Nyeri, Kakamega, Elgeyo Marakwet, Trans-Nzoia, Bungoma, Vihiga, | 2 nd Phase CPRM in 10 new counties (Uasin Gishu, West Pokot, Taita Taveta, Embu, Murang'a, Laikipia, Kericho, Baringo, Nakuru, and Nyandarua) and 2nd CPRM National Summit preparations | Solid progress with active county engagement and data collection |

| Key Initiative | FY 2022/23 | FY 2023/24 | FY 2024/25 | Progress |
|---|---|---|---|--|
| | | Machakos, Makueni, Nandi, and Busia) | | |
| County Self-Assessment Reports (CSARs) | Initial development in counties from the Pilot CPRM phase | Compilation of County Self-Assessment Reports using feedback from 12 counties | Finalization and presentation of County Self-Assessment Reports at the 1 st CPRM National Summit | Steady progress in developing and refining county reports based on feedback |
| National Governance Report (NGR) | Launch of the first NGR in September 2023 in Kajiado County by the PS State Department of Economic Planning | Ongoing dissemination of the NGR to further counties | Continued dissemination across counties; Annual progress report on governance indicators | Successful launch and dissemination with a focus on transparency and accountability |
| Regional and International Engagements | South-South Cooperation with South Africa for governance best practices | Participation in 35th APRM Committee of Focal Points; collaboration with AfCFTA | Continued involvement in international governance forums and South-South Cooperation | Ongoing engagement strengthening Kenya's regional leadership |
| Open Government Partnership (OGP) NAP V | | Launch of Kenya's 5th OGP NAP V in September 2023, with 9 key commitments | Monitoring and implementation of NAP V commitments with an emphasis on citizen participation | Successful launch, with ongoing implementation of transparency and accountability measures |

| Key Initiative | FY 2022/23 | FY 2023/24 | FY 2024/25 | Progress |
|---|---|---|---|--|
| Capacity Building Workshops | Initial sensitization workshops conducted in pilot counties | FGDs and KIIs in 14 counties; ongoing capacity building | Additional workshops in South Rift and Nyanza regions for county officials | Ongoing capacity building for county officials, expanding reach and impact |
| International Capacity Building (OECD-APRM) | | Participation in OECD-APRM Capacity Building Workshop on Policy Coherence for Sustainable Development | Continued participation in OECD-APRM workshops to share knowledge and align with global standards | Strong participation in international workshops |
| 2nd CPRM National Summit | | Preparation for 2nd CPRM National Summit in July 2025 | Host and organize 2nd CPRM National Summit with reports from 12 counties | Ongoing preparation for the summit, marking a significant milestone for CPRM |

Management Discussion and Analysis Cont.

b) Financial Performance

Trends in Exchequer over the last three years

The Secretariat is fully funded by the National treasury through State Department for Economic Planning. In the last 3 years, the secretariat received Kshs.986 million from the State Department of Economic Planning as illustrated in the chart below;

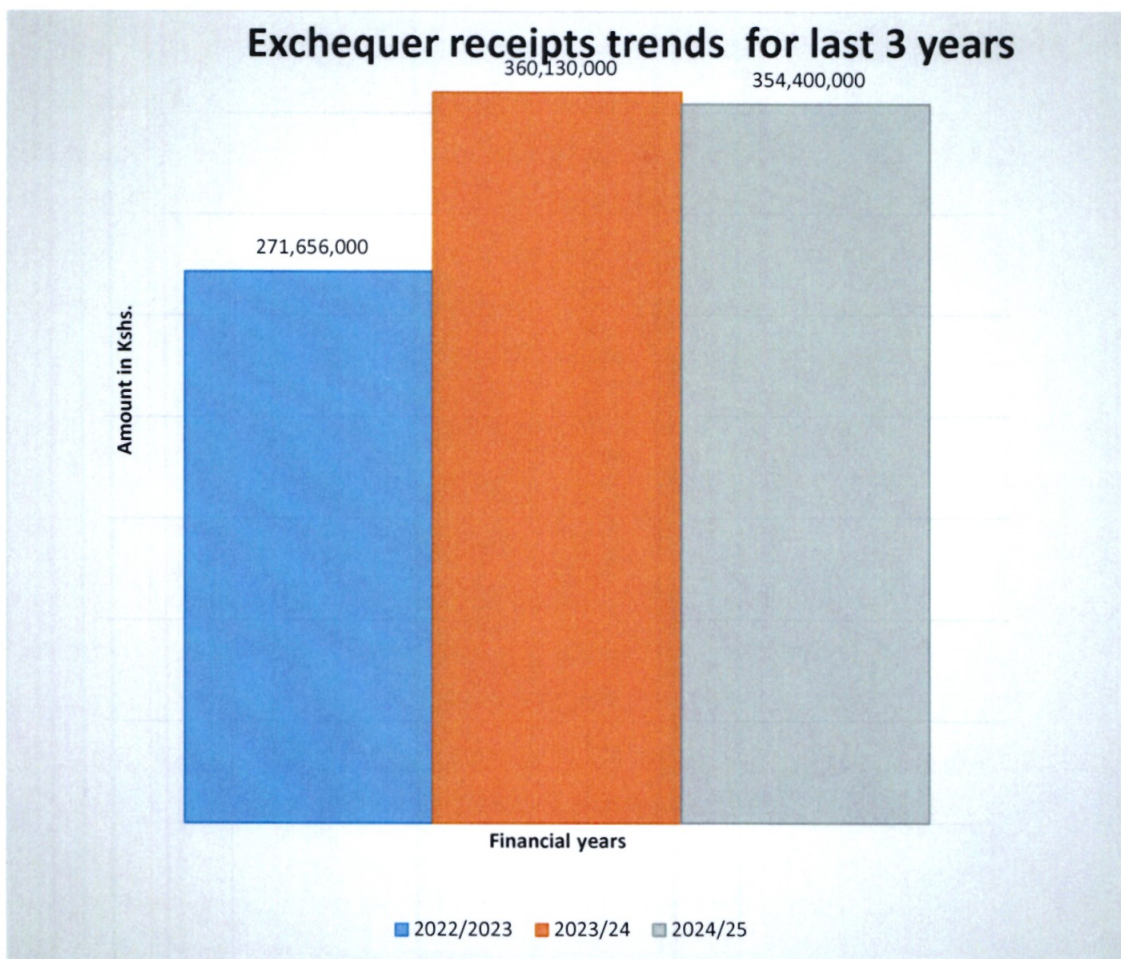


Figure 1. Exchequer receipts trends in the last 3 years

As an entity that entirely depends on the National Exchequer for funding, the graph above provides a comparison of budget allocation over the last three years with an increase of 32.6% from

Management Discussion and Analysis Cont.

the financial year 2022/23 to 2023/24 and a decrease of 1.6% from the financial year 2023/24 to 2024/25.

Actual Expenditures for the last three years

In the last 3 years, the Secretariat incurred expenses on various line items as outlined in the graph below;

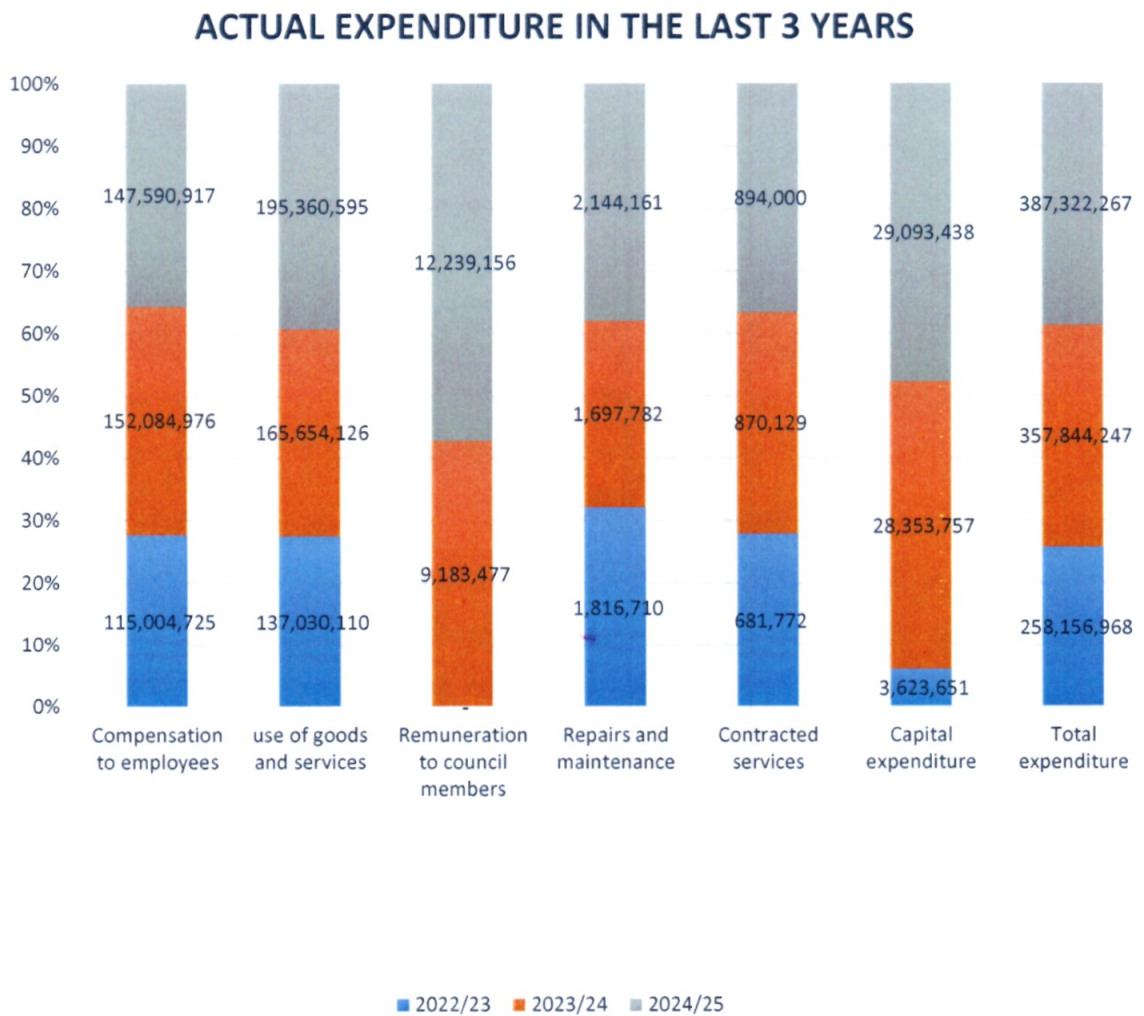


Figure 2. Actual expenditure in the last 3 years

Management Discussion and Analysis Cont.

The chart above illustrates actual expenditure as per the line items which include compensation to employees, use of goods and services, remuneration of council members, repairs and maintenance, contracted services and capital expenditure.

Compliance with Statutory requirements

During the reporting year, the Secretariat was compliant with all the legal and statutory requirements. Notably, the Secretariat prepared its financial statements following the guidelines spelt out in the Public Finance Management Act (2012), and International Public Sector Accounting Standards (IPSAS). Additionally, the Secretariat has complied with other legal requirements such as submission of statutory, i.e., timely remittance of NHIF, SHIF, Housing Levy, NSSF, PAYE, NITA, VAT withholding and income tax withholding.

Major risks facing the entity

The Secretariat's activities expose it to a variety of risks including operational, compliance, strategic, and liquidity. The Secretariat's overall risk management programme focuses on the unpredictability of changes in the business environment and seeks to minimise the potential adverse effect of such risks on its performance by setting acceptable levels of risk.

(i) Liquidity risk

The Secretariat faces liquidity risk when the parent ministry delays the disbursement of funds. This delay could hinder the Secretariat from meeting its financial obligations on time, potentially leading to a disruption of essential services and a loss of public trust. The Secretariat manages this risk by continuously monitoring and forecasting cash flow.

(ii) Strategic risk

The Secretariat regularly monitors its strategic plan to advise the Council on mitigation strategies.

(iii) Compliance risk

NEPAD/APRM Kenya Secretariat as a government institution is expected to comply to provisions of various laws and circulars. The Secretariat complies with all relevant laws and circulars issued from time to time.

Management Discussion and Analysis cont.

(iv) Operational risk

The Secretariat faces various operational risks emanating from the limitations in its enabling legislation, the gazette notice, inadequate human resources, threats emanating from cyber security and privacy and managing the organizational brand visibility. This operation risks calls for the Secretariat to develop mitigation strategies such as initiating legal reforms through our parent ministry, the National Treasury and Economic Planning, engaging the National Treasury on how to increase the number of staff required for the Secretariat and implementing a cyber security management system to detect the threats and putting in place a business continuity plan for the operations of the Secretariat.

Material Arrears in Statutory/Financial Obligations

The Secretariat did not have any pending bills.

10. Environmental and Sustainability Reporting

i) *Sustainability strategy and profile*

The Council as an oversight body, has the responsibility of making sure that the Secretariat is sustainable in the foreseeable future. Informed by the National Treasury's cost-containment measures the Council has endeavored to allocate enough resources to achieve key Secretariat Mandate. These resources are keenly monitored to achieve value for money.

To achieve its vision of being a champion for Africa's development and governance, the Secretariat facilitates the County Peer Review Mechanism (CPRM) in line with the AU resolution to cascade the Africa Peer Review Mechanism (APRM) to the sub-national level. The CPRM is conducted in cycles, with continuous reporting on commitments made through County Programmes of Action. This process strengthens democratic dialogue between county leadership and citizens, enhancing service delivery in line with the Constitution 2010 and Continental resolutions.

On sustainable development, the Secretariat coordinates and reports on the implementation of AUDA-NEPAD initiatives that accelerate the realization of Agenda 2063 in Kenya and the wider region. These include programmes such as SIFA, Midwifery and Maternal Care, CAADP, Economic Empowerment, and PIDA/PCI, among others.

The Secretariat remains committed to leveraging knowledge sharing, stakeholder engagement, continuous monitoring, evaluation and reporting of sustainable development projects, creating awareness of good corporate governance and sustainable development, and resource mobilization among others. The secretariat has also developed a transformational strategic plan that runs for five years which will help in raising its Institutional Profile.

Environmental performance

During the financial year under review, the Secretariat grew a total of 80,000 trees at a cost of Ksh. 1,424,000 in various parts of the country. This was in response to a project by H.E President William Ruto to grow 15 billion trees by 2032 in line African Landscape Restoration Initiative which was launched on 22nd December 2022 and UN Sustainable Development Goals, SDG number 15. This project is aimed at reducing greenhouse emissions, stopping and reversing deforestation and restoring

5.1 million hectares of deforested and degraded landscapes in Kenya. The Secretariat has a pool printing policy that is geared towards minimizing paper usage, hence preserving the environment.

Additionally, the implementation of an ERP system by the Secretariat has automated operations in Finance, Procurement and Human Resource. This has caused both improvements in efficiency in Secretariat services and reduction of paperwork hence contributing to environmental conservation.

Employee welfare

Employees are the most important asset of the Secretariat. The Secretariat endeavours to create a conducive work environment where each of our employees feels valued and take cognisance of the need to cater for people with disability. The Secretariat trained staff to enhance their skills to support the achievement of its mandate. This included facilitating staff to attend CPDs and get together activity in the financial year.

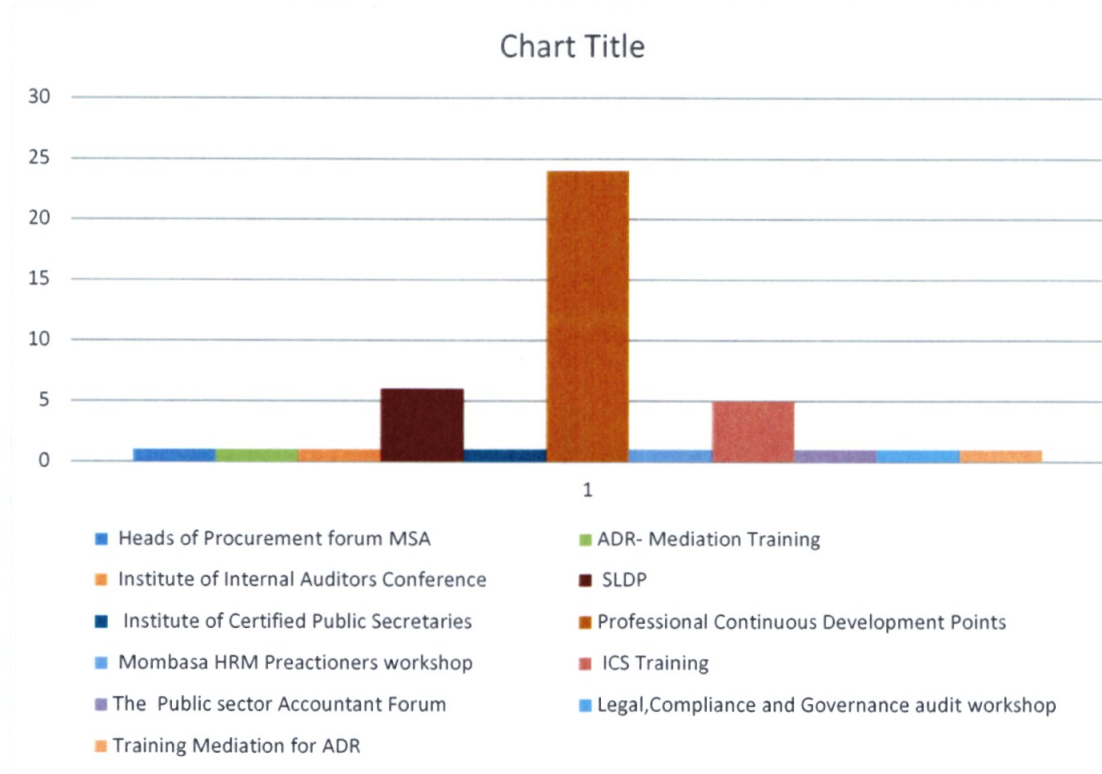
In addition, the Secretariat developed Human Resource Planning and Succession Management Policy, Mental Health Wellness Policy, Coaching and Mentorship Policy to enhance the Secretariat's HR function. All members of staff have medical insurance to cater to the well-being of themselves and their families.

The Secretariat has in place Human Resource Instruments aligned to the Public Service Commission's Human Resource Policies and Procedures that guides the Human Resource Management practices. This ensures adherence to best practices from recruitment to exit of its staff.

- a) The Secretariat adheres to the constitutional requirements in the composition of its workforce in gender balance.



b) Despite limited resources, the Secretariat managed to train its staff on the following courses:



The Secretariat has in place a Performance Appraisal System and an effective Performance Management Committee that deals with rewards and sanctions.

The Secretariat complies with the provisions of the Occupational Safety and Health Act of 2007, (OSHA), Employment Act and Work Injury Benefits Act (*WIBA*) of 2007 to provide a safe and conducive work environment.

ii) Market place practices-

The Secretariat strictly adheres to the Constitution of Kenya 2010, the Public Finance Management Act, 2012, Regulations 2015, the Public Procurement and Asset Disposal Act, 2015, and the Public Procurement and Asset Disposal Regulations, 2020. The Supplies Practitioners Management Act, (2007), The Leadership and Integrity Act, (2012,) The Public Audit Act, 2015 and all relevant National Treasury and PPRA Circulars issued as required.

a) Responsible competition practice.

To ensure competitive practices in the organization, the following measures have been considered:

In anti-corruption practices, the Secretariat has developed policies, trainings, audits and monitoring to ensure its efficiency and effectiveness. The secretariat is complying with disclosure requirements.

The Secretariat achieved competitive advantages through strategic sourcing, efficient processes, effective supplier management, continuous improvement, innovation and sustainability. All are treated equally preference being given to the Special Groups, Youth, Women and people with Disabilities.

The Secretariat has utilized the ERP digital platform to streamline and optimize the procurement process which has led to increased transparency, cost efficiency, time savings, improved supply chain visibility and streamlined compliance. These procurement opportunities have created diverse financial benefits for the special groups as well as enhancing the NAKS corporate image and reputation.

b) *Responsible Supply chain and supplier relations*

The Secretariat upholds strong business practices by treating suppliers responsibly, honouring contracts, ensuring timely payments, and promoting competitive procurement. Transparency is prioritized through the public disclosure of all procurement contracts and awards on its website and the PPIP Portal, as legally required. This commitment to fairness, accountability, and open access to information enhances supplier trust, improves procurement efficiency, and strengthens the organization's competitive advantage through superior performance and compliance. Legal obligations are strictly followed, ensuring adherence to regulations.\

The actual amount spent during the financial period, Kshs. 86,876,751, according to the Secretariat Access to Government Procurement Opportunities (AGPO) Report these special groups have been awarded Kshs. 25,963,628.80 which is 30% of procurement tenders during FY2024/2025 thus implementing the legal requirement for such groups to access 30% of Government procurement opportunities within the context of AGPO program which was officially launched by his Excellency the President, Uhuru Kenyatta on 16th October 2013 in Nairobi County.

c) *Responsible marketing and advertisement or Responsible engagement with the citizens.*

The Secretariat is committed to maintaining the highest standards of integrity and corporate governance practices in order to maintain excellence in its daily operations and to promote confidence in the governance system.

This includes avoiding false or exaggerated claims, ensuring all advertisements are truthful and evidence-based, and complying with regulatory standards.

Consumer privacy is respected through lawful data practices and opt-out options. Outreach efforts, such as media communications, website updates, and consultative forums, prioritize accuracy, inclusivity, and stakeholder engagement.

By upholding these principles, the Secretariat fosters trust, accountability, and responsible engagement with their audiences.

d) *Product stewardship or Awareness creation*

The Secretariat recognizes the critical importance of safeguarding all its assets human, financial, physical, informational, social, environmental, and reputational through comprehensive measures that ensure health and safety, transparency, accountability, redress mechanisms, and data privacy.

This includes enforcing strict protocols to protect staff well-being, secure sensitive information, and maintain ethical governance, while also promoting civic education and public engagement to foster trust and participation. By integrating robust risk management, anti-corruption practices, and sustainability initiatives, the Secretariat not only mitigates potential threats but also upholds its commitment to good governance, social responsibility, and long-term institutional resilience. These efforts reinforce its credibility, strengthen stakeholder confidence, and align with global standards for ethical and effective organizational management.

iii) *Corporate Social Responsibility / Community Engagements*

The Secretariat's strategy focuses on collaborating with like-minded institutions to promote environmental conservation through tree-growing and other sustainable measures. In October 2024, the Secretariat participated in a tree-growing exercise at Ndaragwa Forest in Nyandarua County, supporting the Cabinet Secretary for National Treasury and Economic Planning. Continuing its efforts, on 28th March 2025, the Secretariat planted and donated assorted trees at Kaloleni Comprehensive School and surrounding primary schools in Nakuru County, reinforcing its commitment to reforestation and environmental education. These initiatives align with Kenya's broader climate action goals, including the 15 billion Tree Campaign, while fostering community engagement and ecosystem restoration.



CEO, NEPAD/APRM Kenya Secretariat Amb. Dr. Samori Okwiya participating in a tree planting initiative at Sorget Forest in Kericho County in November, 2024.

11. Report of the National Governing Council

The Council Members submit their report together with the financial statements for the year ended June 30, 2025, which show the state of the Secretariat's affairs.

i) Principal activities

The NEPAD/APRM Kenya Secretariat's mandate is to:

- i. Promote Kenya's effective participation in the activities of the New Partnership for African Development (NEPAD) and the domestication of the African Union (AU) Mission, Core Principles and Values.
- ii. Provide leadership, guidance, and direction to the implementation of the Africa Peer Review Mechanism (APRM) in Kenya.
- iii. Sustain the integrity of the APRM process, keeping it transparent, inclusive and accountable to the citizens of Kenya.
- iv. Transmit the APRM review/progress reports to the APR Panel of Eminent Persons, the Head of State, and any other relevant national and African Union organs as specified by the APRM rules.
- v. Monitor and report on the progress in the implementation of the APRM National Programme of Action.
- vi. Provide policy guidance in cascading the APRM as a governance tool to the Counties.
- vii. Serve as the Regional NEPAD/APRM Kenya Secretariat coordinator for the Eastern African countries as selected.
- viii. Co-ordination of NEPAD activities in the Eastern African Region; and liaison with the Continental NEPAD secretariat office with a view of incorporating and promoting Kenya and Eastern African region interests in NEPAD.
- ix. Design, develop and implement necessary measures to identify and address governance issues affecting Kenya performance in national, regional and global governance surveys and indices.
- x. Provide guidance for structured engagement with local and international agencies undertaking and disseminating reviews on Kenya governance to ensure accuracy of facts and fidelity to best practices on objective reporting.

*New Partnership for Africa's Development/African Peer Review Mechanism Kenya Secretariat
Annual Report and Financial Statements for the year ended June 30, 2025.*

ii) Results

The results of the Secretariat for the year ended June 30, 2025, are set out on pages 1 to 5.

iii) Council Members

The members of the National Governing Council who served during the year are shown on page *ix-xiv*.

iv) Surplus remission

NEPAD/APRM Kenya Secretariat is a coordinating non-enterprising entity.

v) Auditors

The Auditor-General is responsible for the statutory audit of the Secretariat in accordance with Article 229 of the Constitution of Kenya and the Public Audit Act 2015 for the year/period ended June 30, 2025.

By Order of the Council



Amb. Dr. Samori A. Okwiya, PhD

Secretary to the Council

12. Statement of Council Responsibilities

Section 81 of the Public Finance Management Act, 2012 requires an Accounting Officer for a National Government Entity to prepare a report for the financial year in respect of that entity. The report should give a true and fair view of the state of affairs of the entity at the end of the financial year/period and the operating results of the entity for that period. The Council is required to ensure that the Secretariat keeps proper accounting records that disclose with reasonable accuracy the financial position of the Secretariat. Finally, the Council is also responsible for safeguarding the assets of the Secretariat.

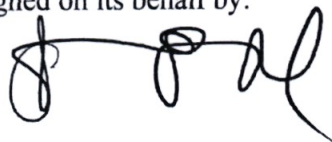
The Council is responsible for the preparation and presentation of the Secretariat's financial statements which give a true and fair view of the state of affairs of the Secretariat for and as at the end of the financial year ended on June 30, 2025. This responsibility includes: (i) maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period; (ii) maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the entity; (iii) designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements, and ensuring that they are free from material misstatements, whether due to error or fraud; (iv) safeguarding the assets of the entity; (v) Selecting and applying appropriate accounting policies; and (vi) Making accounting estimates that are reasonable in the circumstances.

The Council accepts responsibility for the Secretariat's financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates in conformity with the accrual basis of the International Public Sector Accounting Standards (IPSAS), and in the manner required by the PFM Act, 2012. The Council is of the opinion that the Secretariat's financial statements give a true and fair view of the state of the Secretariat's transactions during the financial year ended June 30, 2025, and of the Secretariat's financial position as of that date. The Council further confirms the completeness of the accounting records maintained for the Secretariat which have been relied upon in the preparation of the Secretariat financial statements as well as the adequacy of the systems of internal financial control.

Nothing has come to the attention of the Council to indicate that the Secretariat will not remain a going concern for at least the next twelve months from the date of this statement.

Approval of the financial statements

The Secretariat's financial statements were approved by the Council on 24th November 2025 and signed on its behalf by:



.....

Name: H.E. Sospeter O. Ojaamong, MGH
Chairperson of the Council



.....

Name: Amb. Dr. Samori A. Okwiya, PhD
Chief Executive Officer

REPUBLIC OF KENYA

Telephone: +254-(20) 3214000
Email: info@oagkenya.go.ke
Website: www.oagkenya.go.ke



HEADQUARTERS
Anniversary Towers
Monrovia Street
P.O Box 30084-00100
NAIROBI

REPORT OF THE AUDITOR-GENERAL ON NEW PARTNERSHIP FOR AFRICA DEVELOPMENT/AFRICA PEER REVIEW MECHANISM KENYA SECRETARIAT FOR THE YEAR ENDED 30 JUNE, 2025

PREAMBLE

I draw your attention to the contents of my report which is in three parts:

- A. Report on Financial Statements that considers whether the financial statements are fairly presented in accordance with the applicable financial reporting framework, accounting standards and the relevant laws and regulations that have a direct effect on the financial statements;
- B. Report on Lawfulness and Effectiveness in the Use of Public Resources which considers compliance with applicable laws, regulations, policies, gazette notices, circulars, guidelines and manuals and whether public resources are applied in a prudent, efficient, economic, transparent and accountable manner to ensure the Government achieves value for money and that such funds are applied for the intended purpose; and,
- C. Report on Effectiveness of Internal Controls, Risk Management and Governance which considers how the entity has instituted checks and balances to guide internal operations. This responds to the effectiveness of the governance structure, risk management environment and internal controls, developed and implemented by those charged with governance for orderly, efficient and effective operations of the entity.

An Unmodified Opinion is issued when the Auditor-General concludes that the financial statements are fairly presented in accordance with the applicable financial reporting framework. The Report on Financial Statements should be read together with the Report on Lawfulness and Effectiveness in the Use of Public Resources, and the Report on Effectiveness of Internal Controls, Risk Management, and Governance.

The three parts of the report are aimed at addressing the statutory roles and responsibilities of the Auditor-General as provided by Article 229 of the Constitution, the Public Finance Management Act, 2012, and the Public Audit Act, 2015. The three parts of the report when read together constitute the report of the Auditor-General.

REPORT ON THE FINANCIAL STATEMENTS

Opinion

I have audited the accompanying financial statements of New Partnership for Africa Development/Africa Peer Review Mechanism Kenya Secretariat set out on page 1 to 27,

Report of the Auditor-General on New Partnership for Africa Development/Africa Peer Review Mechanism Kenya Secretariat for the year ended 30 June, 2025

which comprise of the statement of financial position as at 30 June, 2025 and the statement of financial performance, statement of changes in net assets, statement of cash flows and statement of comparison of budget and actual amounts for the year then ended and a summary of significant accounting policies and other explanatory information in accordance with the provisions of Article 229 of the Constitution of Kenya and Section 35 of the Public Audit Act, 2015. I have obtained all the information and explanations which to the best of my knowledge and belief, were necessary for the purpose of the audit.

In my opinion, the financial statements present fairly, in all material respects, the financial position of New Partnership for Africa Development/Africa Peer Review Mechanism Kenya Secretariat as at 30 June, 2025 and of its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (Accrual Basis) and comply with the Public Finance Management Act, 2012.

Basis for Opinion

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). I am independent of the New Partnership for Africa Development/Africa Peer Review Mechanism Kenya Secretariat Management in accordance with ISSAI 130 on the Code of Ethics. I have fulfilled other ethical responsibilities in accordance with the ISSAI and in accordance with other ethical requirements applicable to performing audits of financial statements in Kenya. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, are of most significance in the audit of the financial statements. There were no key audit matters to report in the year under review.

Other Information

The Management is responsible for the Other Information set out on page vi to lxxiv which comprise of Key Entity Information and Management, The National Governing Council, Key Management Team, Chairman's Statement, Report of the Chief Executive Officer, Statement of Performance Against Predetermined Objectives, Corporate Governance Statement, Management Discussion and Analysis, Environmental and Sustainability Reporting, Report of the National Governing Council, Statement of Councils Responsibilities. The Other Information does not include the financial statements and my audit report thereon.

In connection with my audit on the Secretariat's financial statements, my responsibility is to read the Other Information and in doing so, consider whether the Other Information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If based on the work I have performed, I

conclude that there is a material misstatement of this Other Information, I am required to report that fact. I have nothing to report in this regard.

My opinion on the financial statements does not cover the Other Information and accordingly, I do not express an audit opinion or any form of assurance conclusion thereon.

REPORT ON LAWFULNESS AND EFFECTIVENESS IN THE USE OF PUBLIC RESOURCES

Conclusion

As required by Article 229(6) of the Constitution, based on the audit procedures performed, I confirm that nothing has come to my attention to cause me to believe that public resources have not been applied lawfully and in an effective way.

Basis for Conclusion

The audit was conducted in accordance with ISSAI 3000 and ISSAI 4000. The standards require that I comply with ethical requirements and plan and perform the audit to obtain assurance about whether the activities, financial transactions and information reflected in the financial statements comply in all material respects, with the authorities that govern them. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

REPORT ON EFFECTIVENESS OF INTERNAL CONTROLS, RISK MANAGEMENT AND GOVERNANCE

Conclusion

As required by Section 7(1)(a) of the Public Audit Act, 2015, based on the audit procedures performed, I confirm that nothing has come to my attention to cause me to believe that internal controls, risk management and governance were not effective.

Basis for Conclusion

The audit was conducted in accordance with ISSAI 2315 and ISSAI 2330. The standards require that I plan and perform the audit to obtain assurance about whether effective processes and systems of internal controls, risk Management and overall governance were operating effectively in all material respects. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

Responsibilities of the Management and the National Governing Council

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards (Accrual Basis) and for maintaining effective internal controls as Management determines is

necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error and for its assessment of the effectiveness of internal controls, risk management and governance.

In preparing the financial statements, Management is responsible for assessing the Secretariat's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management is aware of the intention to cease operations.

Management is also responsible for the submission of the financial statements to the Auditor-General in accordance with the provisions of Section 47 of the Public Audit Act, 2015.

In addition to the responsibility for the preparation and presentation of the financial statements described above, Management is also responsible for ensuring that the activities, financial transactions and information reflected in the financial statements comply with the authorities which govern them and that public resources are applied in an effective way.

The National Governing Council is responsible for overseeing the Secretariat's financial reporting process, reviewing the effectiveness of how Management monitors compliance with relevant legislative and regulatory requirements, ensuring that effective processes and systems are in place to address key roles and responsibilities in relation to governance and risk management, and ensuring the adequacy and effectiveness of the control environment.

Auditor-General's Responsibilities for the Audit

My responsibility is to conduct an audit of the financial statements in accordance with Article 229(4) of the Constitution, Section 35 of the Public Audit Act, 2015 and the International Standards of Supreme Audit Institutions (ISSAIs). The standards require that, in conducting the audit, I obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error and to issue an auditor's report that includes my opinion in accordance with Section 48 of the Public Audit Act, 2015. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

In conducting the audit, Article 229(6) of the Constitution also requires that I express a conclusion on whether or not in all material respects, the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities that govern them and that public resources are applied in an effective way. In addition, I consider the entity's control environment in order to give an assurance on the

effectiveness of internal controls, risk management and governance processes and systems in accordance with the provisions of Section 7(1)(a) of the Public Audit Act, 2015.

Further, I am required to submit the audit report in accordance with Article 229(7) of the Constitution.

Detailed description of my responsibilities for the audit is located at the Office of the Auditor-General's website at: <https://www.oagkenya.go.ke/auditor-generals-responsibilities-for-audit/>. This description forms part of my auditor's report.


FCPA Nancy Gathungu, SBS
AUDITOR-GENERAL

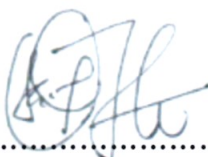
Nairobi

28 November, 2025

14. Statement of Financial Performance for the year ended 30 June 2025

| | Note | 2024-2025 | 2023-2024 |
|---|------|---------------------|--------------------|
| | | Kshs | Kshs |
| Revenue from non-exchange transactions | | | |
| Transfers from state department for Planning | 6 | 354,400,000 | 360,130,000 |
| | | 354,400,000 | 360,130,000 |
| Revenue from exchange transactions | | | |
| Other income | 7 | 102,512 | 70,130 |
| | | 102,512 | 70,130 |
| Total revenue | | 354,502,512 | 360,200,130 |
| Expenses | | | |
| Use of goods and services | 8 | 195,880,502 | 164,604,668 |
| Compensation of Employees | 9 | 146,463,086 | 151,330,725 |
| Remuneration of Council Members | 10 | 12,248,623 | 9,191,053 |
| Depreciation and amortization expense | 11 | 12,587,482 | 7,735,677 |
| Repairs and maintenance | 12 | 2,144,161 | 1,697,782 |
| Contracted Services | 13 | 1,000,000 | 870,129 |
| Total Expenses | | 370,323,854 | 335,430,033 |
| Surplus/(deficit)for the period | | (15,821,342) | 24,770,097 |

The notes set out on pages 7 to 26 form an integral part of these Financial Statements. The Financial Statements set out on pages 1 to 6 were signed on behalf of the Council by:



.....

**Amb. Dr. Samori A. Okwiya,
PhD**

Chief Executive Officer

Date: 24th November 2025

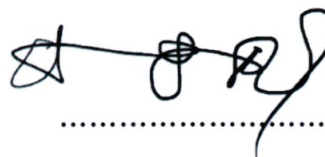


.....

CPA Miriam N. Sindiyo

**Deputy Director,
Accounts - ICPAK Mno.
10746**

Date: 24-11-2025



.....

**H.E Sospeter O. Ojaamong,
MGH**


**Chairman, National
Governing Council**

Date: 24th November 2025

15. Statement of Financial Position as at 30 June 2025


| | Note | 2024-2025 | 2023-2024 |
|--|------|-------------------|-------------------|
| | | Kshs | Kshs |
| Assets | | | |
| Current Assets | | | |
| Cash and cash equivalents | 14 | 21,090,964 | 53,822,762 |
| Receivables from non - exchange transactions | 15 | 3,194,977 | 5,157,052 |
| Total Current Assets | | 24,285,941 | 58,979,814 |
| Non-Current Assets | | | |
| Property, Plant and Equipment | 16 | 34,188,690 | 17,951,954 |
| Intangibles Software | 17 | 8,437,870 | 4,566,172 |
| Total Non-Current Assets | | 42,626,560 | 22,518,126 |
| Total Assets | | 66,912,501 | 81,497,940 |
| Liabilities | | | |
| Current Liabilities | | | |
| Trade and other payables | 18 | 7,888,386 | 14,600,456 |
| | | 7,888,386 | 14,600,456 |
| Net Assets | | 59,024,115 | 66,897,484 |
| Represented by: | | | |
| Revaluation Reserve | | 9,776,578 | - |
| Capital Fund | | 49,372,618 | 25,103,357 |
| Accumulated surplus/(deficit) | | (125,081) | 41,794,127 |
| | | 59,024,115 | 66,897,484 |

The Financial Statements set out on pages 1 to 6 were signed on behalf of the Council by:

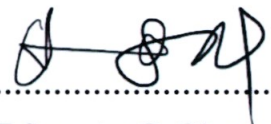

.....
Amb. Dr. Samori A. Okwiya,
PhD

Chief Executive Officer

Date: 24th November 2025


.....
CPA Miriam N. Sindiyo
Deputy Director,
Accounts - ICPAK Mno.
10746

Date: 24-11-2025


.....
H.E Sospeter O. Ojaamong,
MGH
Chairman, National Governing
Council

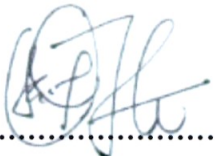
Date: 24th November 2025

16. Statement of Changes in Net Assets for the year ended 30 June 2025

| Financial Year | Accumulated Surplus/Deficit | Revaluation Reserve | Capital Fund | Total |
|--|-----------------------------|---------------------|-------------------|-------------------|
| | Kshs | Kshs | | Kshs |
| As at 1 July 2023 | 41,814,107 | - | - | 41,814,107 |
| Adjustment for Payables | 313,280 | - | - | 313,280 |
| Non-current assets transferred | (25,103,357) | | 25,103,357 | - |
| Surplus for the year | 24,770,097 | - | - | 24,770,097 |
| As at 30 June 2024 | 41,794,127 | - | 25,103,357 | 66,897,484 |
| As at 1 July 2024 | 41,794,127 | - | 25,103,357 | 66,897,484 |
| Prior year Adjustment for Service Charge | (478,680) | - | - | (478,680) |
| Prior year Adjustment for Amortization | (1,349,925) | - | - | (1,349,925) |
| Non current assets transferred | (24,269,261) | | 24,269,261 | - |
| Revaluation of Assets | - | 9,776,578 | - | 9,776,578 |
| Deficit for the year | (15,821,342) | - | - | (15,821,342) |
| As at 30 June 2025 | (125,081) | 9,776,578 | 49,372,618 | 59,024,115 |

17. Statement of Cash Flows for the year ended 30 June 2025

| | Notes | 2024-2025 | 2023-2024 |
|--|-------|---------------------|---------------------|
| | | Kshs | Kshs |
| Cash flows from operating activities | | | |
| Receipts | | | |
| Government grants | | 354,400,000 | 360,130,000 |
| Other Revenue | | 102,512 | 70,130 |
| Total Receipts | | 354,502,512 | 360,200,130 |
| Payments | | | |
| Use of Goods and services | | 193,218,968 | 165,628,776 |
| Compensation of employees | | 146,764,318 | 152,084,976 |
| Remuneration of Council Members | | 12,332,156 | 9,183,477 |
| Contracted Services | | 1,000,000 | 870,129 |
| Repair and Maintenance | | 2,118,811 | 1,697,782 |
| Total Payments | | 355,434,253 | 329,465,140 |
| Net cash flows from operating activities | 19 | (931,741) | 30,734,990 |
| Cash flows from investing activities | | | |
| Purchase of property, plant, equipment | 18(a) | (29,440,293) | (7,382,989) |
| Purchase of Intangibles | 18(b) | (2,359,764) | (4,824,370) |
| Net cash flows used in investing activities | | (31,800,057) | (12,207,359) |
| Cash flows from financing activities | | | |
| Net increase/(decrease)in cash and cash equivalents | | (32,731,798) | 18,517,613 |
| Cash and cash equivalent as at 1 JULY | 14 | 53,822,762 | 35,305,131 |
| Cash and cash equivalents at 30 JUNE | 14 | 21,090,964 | 53,822,762 |



Amb. Dr. Samori A. Okwiya, PhD

Chief Executive Officer

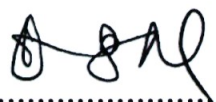
Date: 24th November 2025



CPA Miriam N. Sindiyio

Deputy Director, Accounts -
 ICPAK Mno. 10746

Date: 24-11-2025



H.E Sospeter O. Ojaamong
MGH

Chairman, National Governing
 Council

Date: 24th November 2025

18. Statement of Comparison of Budget and Actual Amounts for the year ended 30 June 2025

| | Original budget | Adjustments | Final budget | Actual on comparable basis | Performance difference | % of utilization |
|--|--------------------|-------------------|--------------------|----------------------------|------------------------|------------------|
| | 2024-2025 | 2024-2025 | 2024-2025 | 2024-2025 | 2024-2025 | |
| Revenue | Kshs | Kshs | Kshs | Kshs | Kshs | |
| Budget carryovers from the previous year | | 53,822,762 | 53,822,762 | 53,822,762 | - | 100 |
| Government grants and subsidies | 354,400,000 | - | 354,400,000 | 354,400,000 | - | 100 |
| Other Income | 4,900,000 | - | 4,900,000 | 102,512 | (4,797,488) | 2 |
| Total income | 359,300,000 | 53,822,762 | 413,122,762 | 408,325,274 | (4,797,488) | 98 |
| Expenses | | | | | | |
| Use of goods and services | 173,165,477 | 33,253,267 | 206,418,744 | 193,218,968 | 13,199,776 | 94 |
| Compensation to Employees | 160,588,446 | (11,234,842) | 149,353,604 | 146,764,318 | 2,589,286 | 98 |
| Remuneration of Council Members | 10,470,577 | 4,791,838 | 15,262,415 | 12,332,156 | 2,930,259 | 81 |
| Repairs and maintenance | 2,350,000 | 200,000 | 2,550,000 | 2,118,811 | 431,189 | 83 |
| Contracted Services | 1,005,500 | 5,500.00 | 1,011,000 | 1,000,000 | 11,000 | 99 |
| Total Payments | 347,580,000 | 27,015,763 | 374,595,763 | 355,434,253 | 19,161,510 | 95 |
| Capital Expenditure | 11,720,000 | 26,806,999 | 38,526,999 | 31,800,057 | 6,726,942 | 83 |
| Surplus/Deficit | - | - | | 21,090,964 | 21,090,964 | |

Budget comparison Statement (Continued)

Budget notes.

i) The 19% under-absorption in remuneration of council members' expenses is attributed to the fourth-quarter meetings held in July 2025, as well as capacity-building activities scheduled for October 2025 due to delay in onboarding the Secretariat in the E-Government Procurement System.

ii) The 17% under-absorption in capital items is due to assets supplied but not paid for by the close of the financial year.

Budget Reconciliation

| | Description of Particulars | Amount in Kshs |
|---|--|-------------------|
| | Actual Surplus Amounts as per the statement of Budget | 21,090,964 |
| 1 | There were no adjustments during the year | - |
| | Closing Cash and Cash Equivalent as per the statement of Cash flows | 21,090,964 |

19. Notes to the Financial Statements

1. General Information

The NEPAD/APRM Kenya Secretariat is established by and derives its authority and accountability (locus standi as a Secretariat) from the Kenya Gazette Notice No.4651. The Secretariat's principal mandate is to consistently promote sustainable socio-economic development and good governance based on the premises of the African Union Mission's core principles and values.

2. Statement of Compliance and Basis of Preparation

The financial statements have been prepared on a historical cost basis except for the measurement at re-valued amounts of certain items of property, plant and equipment.

The financial statements have been prepared in accordance with the PFM Act, International Public Sector Accounting Standards -IPSAS 1 (Presentation of Financial Statements) with particular emphasis on the Accrual basis of accounting and relevant legal framework of the Government of Kenya, especially the Public Sector Accounting Standards Board of Kenya.

The financial statements have been prepared and presented in Kenya Shillings, which is the functional and reporting currency of the Secretariat and all values are rounded to the nearest Shilling (Kshs). The accounting policies adopted have been consistently applied to all the years presented.

Notes to the Financial Statements (Continued)

3. Adoption of New and Revised Standards

i. New and amended standards and interpretations in issue effective in the year ended 30 June 2025.

There were no new and amended standards issued in the financial year.

ii. New and amended standards and interpretations in issue but not yet effective in the year ended 30 June 2025

| Standard | Effective date and impact: |
|--|---|
| IPSAS 43: Leases | <p><i>Applicable 1st January 2025</i></p> <p>The standard sets out the principles for the recognition, measurement, presentation, and disclosure of leases. The objective is to ensure that lessees and lessors provide relevant information in a manner that faithfully represents those transactions. This information gives a basis for users of financial statements to assess the effect that leases have on the financial position, financial performance and cashflows of an Entity.</p> <p>The new standard requires entities to recognise, measure and present information on right of use assets and lease liabilities.</p> <p><i>The standard will be adopted by the Secretariat in its operations as from 1st July 2025</i></p> |
| IPSAS 44: Non- Current Assets Held for Sale and Discontinued Operations | <p><i>Applicable 1st January 2025</i></p> <p>The Standard requires,</p> <p>Assets that meet the criteria to be classified as held for sale to be measured at the lower of carrying amount and fair value less costs to sell and the depreciation of such assets to cease and:</p> |

| | |
|---|--|
| | <p>Assets that meet the criteria to be classified as held for sale to be presented separately in the statement of financial position and the results of discontinued operations to be presented separately in the statement of financial performance.</p> <p><i>The standard will be adopted by the Secretariat in its operations as from 1st July 2025</i></p> |
| <p>IPSAS 45: Property Plant and Equipment</p> | <p><i>Applicable 1st January 2025</i></p> <p>The standard supersedes IPSAS 17 on Property, Plant and Equipment. IPSAS 45 has additional guidance/ new guidance for heritage assets, infrastructure assets and measurement. Heritage assets were previously excluded from the scope of IPSAS 17 in IPSAS 45, heritage assets that satisfy the definition of PPE shall be recognised as assets if they meet the criteria in the standard. IPSAS 45 has an additional application guidance for infrastructure assets, implementation guidance and illustrative examples. The standard has clarified existing principles e.g. valuation of land over or under the infrastructure assets, under- maintenance of assets and distinguishing significant parts of infrastructure assets.</p> <p><i>The standard has been adopted by the Secretariat in its operations</i></p> |
| <p>IPSAS 46: Measurement</p> | <p><i>Applicable 1st January 2025</i></p> <p>The objective of this standard was to improve measurement guidance across IPSAS by:</p> <ul style="list-style-type: none"> i. Providing further detailed guidance on the implementation of commonly used measurement bases and the circumstances under which they should be used. ii. Clarifying transaction costs guidance to enhance consistency across IPSAS. iii. Amending where appropriate guidance across IPSAS related to measurement at recognition, subsequent measurement and measurement related disclosures. |

| | |
|---------------------------------------|---|
| | <p>The standard also introduces a public sector specific measurement bases called the current operational value.</p> <p><i>The standard has been adopted by the Secretariat in its operations</i></p> |
| IPSAS 47: Revenue | <p><i>Applicable 1st January 2026</i></p> <p>This standard supersedes IPSAS 9- Revenue from exchange transactions, IPSAS 11 Construction contracts and IPSAS 23 Revenue from non- exchange transactions. This standard brings all the guidance of accounting for revenue under one standard. The objective of the standard is to establish the principles that an entity shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flow arising from revenue transactions.</p> <p><i>These changes have been assessed and do not affect the operations of the Secretariat.</i></p> |
| IPSAS 48: Transfer Expenses | <p><i>Applicable 1st January 2026</i></p> <p>The objective of the standard is to establish the principles that a transfer provider shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of expenses and cash flow arising from transfer expense transactions. This is a new standard for public sector entities geared to provide guidance to entities that provide transfers on accounting for such transfers.</p> <p><i>These changes have been assessed and do not affect the operations of the Secretariat.</i></p> |
| IPSAS 49: Retirement Benefit Plans | <p><i>Applicable 1st January 2026</i></p> <p>The objective is to prescribe the accounting and reporting requirements for the public sector retirement benefit plans which provide retirement to public sector</p> |

| | |
|--|---|
| | <p>employees and other eligible participants. The standard sets the financial statements that should be presented by a retirement benefit plan.</p> <p><i>These changes have been assessed and do not affect the operations of the Secretariat.</i></p> |
| <p>IPSAS 50: Exploration For & Evaluation of Mineral Resources</p> | <p><i>Applicable 1st January 2027</i></p> <p>The objective of this Standard is to specify the financial reporting for the exploration for and evaluation of mineral resources. The Standard requires:</p> <ul style="list-style-type: none"> i. Limited improvements to existing accounting practices for exploration and evaluation expenditures. ii. Entities that recognize exploration and evaluation assets to assess such assets for impairment in accordance with this Standard and measure any impairment in accordance with IPSAS 26. iii. Disclosures that identify and explain the amounts in the entity's financial statements arising from the exploration for and evaluation of mineral resources and help users of those financial statements understand the amount, timing and certainty of future cash flows from any exploration and evaluation assets recognized. <p><i>These changes have been assessed and do not affect the operations of the Secretariat.</i></p> |

iii. Early adoption of standards

The Secretariat did not early – adopt any new or amended standards in the financial year 2024/25.

Notes to the Financial Statements (Continued)

4. Summary of Significant Accounting Policies

a) Revenue recognition

i) Taxes

The Secretariat has been classified as a Semi-Autonomous Government Agency and relies on Government funding thus not subject to the provision of section 219(2) of the Public Finance Management Regulations under the Public Finance Management Act. The Secretariat is an agent for Kenya Revenue Authority with the mandate to withhold tax and remit to Kenya Revenue Authority. The withheld taxes are recognised as current liabilities until paid to the relevant authority.

ii) Transfers from other government entities

Revenues from non-exchange transactions with other government entities are measured at fair value and recognized on obtaining control of the asset (cash, goods, services and property) if the transfer is free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the entity and can be measured reliably. Recurrent grants are recognized in the statement of comprehensive income. Development/capital grants are recognized in the statement of financial position and realised in the statement of comprehensive income over the useful life of the assets that has been acquired using such funds. The NEPAD/APRM Kenya Secretariat receives its budget in the form of recurrent grants from the State Department for Economic Planning and it is appropriately recognized in the statement of financial performance.

b) Budget information

The budget for FY 2024-/25 was ratified by the Council. Subsequent revisions were made to the approved budget in accordance with specific approvals from the appropriate authorities. The Secretariat budget for the year was **Ksh. 354,400,000** which was the final budget.

In line with IPSAS 24 (Presentation of Budget Information in Financial Statements), the budget has been prepared on IPSAS's cash basis; the same accounts classification basis and for the same period as the financial statements. The Secretariat's budget was approved as required by the Law and as detailed in the Government of Kenya Budget Printed Estimates.

Notes to the Financial Statements (Continued)

c) Property, plant and equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. When significant parts of property, plant and equipment are required to be replaced at intervals, the Secretariat recognizes such parts as individual assets with specific useful lives and depreciates them accordingly. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in surplus or deficit as incurred. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration the asset is initially measured at its fair value.

The assets are categorised and depreciated on a straight-line basis as follows with a full years depreciation in the year of acquisition.

| Item | Rate |
|------------------------|-------------|
| Motor Vehicle | 20% |
| Furniture and Fittings | 12.5% |
| Computers | 33.3% |
| Office Equipment | 12.5% |

d) Leases

Operating leases are leases that do not transfer substantially all the risks and benefits incidental to ownership of the leased item to the Entity. Operating lease payments are recognized as an operating expense in surplus or deficit on a straight-line basis over the period under review. In this regard, the Secretariat operates from a rented office space whose expense is duly recognized as an operating expense.

e) Research and development costs

The Secretariat's expenses research costs as incurred. Development costs on an individual project are recognized as intangible assets when the Entity can demonstrate:

- The technical feasibility of completing the asset so that the asset will be available for use or sale

Notes to the Financial Statements (Continued)

- Its intention to complete and its ability to use or sell the asset
- How the asset will generate future economic benefits or service potential
- The availability of resources to complete the asset
- The ability to measure reliably the expenditure during development.

During the period under review, the Secretariat did not carry out research.

Intangible Assets

Intangible assets acquired separately are initially recognized at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred. The useful life of the intangible assets is assessed as either finite or indefinite. Intangible assets with an indefinite useful life are assessed for impairment at each reporting date. The Secretariat recognises intangible assets to consist of computer software purchased for use in the organisation such as the Enterprise Resource Planning (ERP) system. These assets are amortized at the rate of 33.3% with a fully years depreciation in the year of acquisition

f) Provisions

Under IPSAS 19(Provisions, Contingent Liabilities and Contingent Assets) provisions are recognised when the Secretariat has a present obligation (legal or constructive) as a result of a past event and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. During the period, the Secretariat did not recognise any contingent liability.

g) Changes in accounting policies and estimates

The Secretariat recognizes the effects of changes in accounting policy retrospectively. The effects of changes in accounting policy are applied prospectively if retrospective application is impractical.

Notes to the Financial Statements (Continued)

h) Employee Benefit

The Secretariat contributes to the National Social Security Fund (NSSF). This is a defined contribution scheme registered under the Social Security Act. The Secretariat's obligation under the scheme is limited to specific monthly contributions legislated from time to time and are currently fixed at Kshs. 4,320/= per employee per month. The contributions to NSSF in respect of current service have been charged to the statement of performance for the year.

i) Staff Gratuity

The Secretariat had thirty-two members of staff as at the end of the year, who are all employed on a 3-year renewable contract basis and are eligible for gratuity upon expiry of their respective contract terms. The Secretariat therefore operates a separate Gratuity Account for them where the amounts equivalent to 31% of the employee's monthly basic salary is remitted. The gratuity account is held at Co-operative Trust with the Co-operative bank. Movements in this account are clearly tabulated and accounted for in the financial statements.

j) Staff Annual Leave Accrual

Employee entitlements to annual leave are recognised when they accrue. A provision is made for the estimated liability for annual leave as a result of services rendered by the employee up to the end of the financial year.

k) Foreign currency transactions

Transactions in foreign currencies are initially accounted for at the rate of exchange on the date of the transaction. During the period under review, the Secretariat operations that involved foreign currency were handled through the Kenya Shilling based on the prevailing exchange rate.

l) Cash and Cash Equivalents

Cash and cash equivalents comprise of cash at bank. The bank account balances include amounts held at the Co-operative Bank of Kenya at the end of the financial year.

Notes to the Financial Statements (Continued)

m) Related Parties

Following IPSAS 20 (Related party disclosures), the Secretariat regards a related party as a person or an entity with the ability to exert control individually or jointly, or to exercise significant influence over it, or vice versa. Members of key management are regarded as related parties and comprise of the Chairman and Members of the National Governing Council, the Chief Executive Officer and directors.

n) Comparative Figures

Where necessary comparative figures for the previous financial year have been amended or reconfigured to conform to the required changes in the presentation.

o) Subsequent Events

In accordance to IPSAS 14 (Events after the reporting period), there have been no events subsequent to the previous financial year end that are of significant impact on the financial statements for the year ended June 30, 2025.

5. Significant judgments and sources of estimation uncertainty

The preparation of the Secretariat's financial statements in conformity with IPSAS requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

The Secretariat did not make any significant judgments or change estimates during the year.

Useful lives and residual value

The useful lives and residual values of assets are assessed using the following indicators to inform potential future use and value from disposal:

- a) The condition of the asset based on the assessment of experts employed by the Entity.
- b) The nature of the asset, its susceptibility and adaptability to changes in technology and processes.

Notes to the Financial Statements (Continued)

- c) The nature of the processes in which the asset is deployed.
- d) Availability of funding to replace the asset.
- e) Changes in the market in relation to the asset

6. Transfers from Government

The Secretariat received funds from the State Department for Economic Planning.

| (a) Transfer from government | | |
|-------------------------------------|--------------------|--------------------|
| Description | 2024-2025 | 2023-2024 |
| | Kshs | Kshs |
| Unconditional Grants | 354,400,000 | 360,130,000 |
| Total | 354,400,000 | 360,130,000 |

7. Other Income

| Description | 2024-2025 | 2023-2024 |
|---|------------------|------------------|
| | Kshs | Kshs |
| Income from on call Deposit | 102,512 | - |
| Salary in lieu of Notice | - | 70,130.00 |
| Total revenue from rendering of services | 102,512 | 70,130 |

8. Use of Goods and Services

| Description | 2024-2025 | 2023-2024 |
|---|------------------|------------------|
| | Kshs | Kshs |
| Electricity | 957,825 | 1,006,056 |
| Communication Supplies and Services | 2,663,625 | 3,984,690 |
| Domestic Travel and Subsistence | 117,489,138 | 98,819,772 |
| Foreign Travels and Subsistence | 4,998,461 | 1,005,555 |
| Printing, Information Supplies & Services | 8,220,280 | 6,894,770 |
| Advertising | 905,650 | 322,400 |
| Office Rent | 11,387,365 | 10,327,649 |
| Insurance Costs | 443,804 | 109,392 |
| Training Expenses | 4,604,019 | 2,573,830 |
| Hospitality Supplies and Services | 34,721,653 | 29,530,634 |

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| | | |
|--|--------------------|--------------------|
| Office and General Supplies and Services | 4,627,288 | 3,239,310 |
| Fuel, Lubricants and Oil | 3,249,210 | 4,265,005 |
| Bank Charges | 507,204 | - |
| Other Operating Expenses * Note 8a | 1,104,980 | 2,525,605 |
| Total good and services | 195,880,502 | 164,604,668 |

**Included under Hospitality is an amount of Kshs. 1,424,000, which was utilized for tree planting activities during the financial year.*

8 (a) Other Operating Expenses

| Description | 2024-2025 | 2023-2024 |
|-----------------------------|------------------|------------------|
| | Kshs | Kshs |
| Courier and postal expenses | - | 9,700 |
| Bank Charges | - | 377,837 |
| Membership Subscription | - | 160,000 |
| Parking Fees | 1,099,680 | 1,099,680 |
| KRA Penalty | - | 24,672 |
| Asset Tagging | - | 125,000 |
| Subscriptions to Newspaper | 5,300 | 97,536 |
| Tree Planting | - | 631,180 |
| | 1,104,980 | 2,525,605 |

9. Employee Costs

| Description | 2024-2025 | 2023-2024 |
|--|--------------------|--------------------|
| | Kshs | Kshs |
| Salaries and wages | 69,532,766 | 72,443,291 |
| Employee Gratuity | 21,731,643 | 22,269,186 |
| Employee Insurance Cover | 9,473,065 | 9,816,016 |
| Travel, Motor car, accommodation, subsistence and other allowances | 6,050,660 | 6,370,000 |
| Housing Benefits and Allowances | 20,849,876 | 21,860,000 |
| Allowances (Leave, Acting, Extraneous, Domestic, Airtime) | 16,184,714 | 16,621,653 |
| Social Contributions- NSSF | 945,000 | 462,240 |
| NITA Levy | 23,500 | 7,750 |
| Housing Levy | 1,671,862 | 1,480,589 |
| Employee costs | 146,463,086 | 151,330,725 |

**The decrease in Salaries was due to the exit of staff from the Secretariat during the year.*

Notes to the Financial Statements (Continued)

10. Remuneration of Council

| Description | 2024-2025 | 2023-2024 |
|--|-------------------|------------------|
| | Kshs | Kshs |
| Chairman's Honoraria | 960,000 | 49,299 |
| Council Sitting Allowance | 3,244,500 | 2,630,000 |
| Mileage Allowance | 2,554,727 | 1,169,462 |
| Capacity Building | 2,916,161 | 2,463,045 |
| Other Allowances | 128,000 | - |
| Medical Expense | 315,835 | 103,447 |
| Subsistence Allowance | 2,129,400 | 2,775,800 |
| Total Remuneration of Council Expense | 12,248,623 | 9,191,053 |

11. Depreciation and Amortization Expense

| Description | 2024-2025 | 2023-2024 |
|---|-------------------|------------------|
| | Kshs | Kshs |
| Property, Plant and Equipment (see note 16) | 10,192,771 | 7,477,479 |
| Intangibles (see note 17) | 2,394,711 | 258,198 |
| Total Depreciation and amortization | 12,587,482 | 7,735,677 |

12. Repair and Maintenance

| Description | 2024-2025 | 2023-2024 |
|--------------------------------------|------------------|------------------|
| | Kshs | Kshs |
| Computer, Equipment and Furniture | 142,751 | 125,360 |
| Vehicles | 2,001,410 | 1,572,422 |
| Total repairs and maintenance | 2,144,161 | 1,697,782 |

13. Contracted Services

| Description | 2024-2025 | 2023-2024 |
|-----------------------------------|------------------|----------------|
| | Kshs | Kshs |
| Office Cleaning Services | 828,000 | 804,129 |
| Courier Services | 106,000 | - |
| Office Flower Grooming | 66,000 | 66,000 |
| Total grants and subsidies | 1,000,000 | 870,129 |

Notes to the Financial Statements (Continued)

14. Cash and Cash Equivalents

| Description | 2024-2025 | 2023-2024 |
|--------------------|-------------------|-------------------|
| | Kshs | Kshs |
| Current account | 21,090,964 | 53,822,762 |
| Grand total | 21,090,964 | 53,822,762 |

14 (a). Detailed Analysis of the Cash and Cash Equivalents

| | Account number | 2024-2025 | 2023-2024 |
|----------------------------|----------------|-------------------|-------------------|
| Financial institution | | Kshs | Kshs |
| a) Current account | | | |
| Co-operative Bank of Kenya | 01136006041100 | 21,090,964 | 53,822,762 |
| Grand total | | 21,090,964 | 53,822,762 |

Notes to the Financial Statements (Continued)

15. Detailed Analysis of the Receivables from Non - Exchange Transactions

| Description | 2024-2025 | | 2023-2024 | |
|---|-------------------|-----------------------|-----------------------|-----------------------|
| | Kshs | | Kshs | |
| Other Staff Debtors (non -exchange transactions) | | | | |
| Staff Temporary Imprest | - | | 2,196,600 | |
| Salary Advance to staff | 645,081 | | 896,085 | |
| Kenya School of Government | - | | 181,197 | |
| Sub- total | 645,081 | | 3,273,882 | |
| Prepayments (Insurance) | | | | |
| Medical Staff | 1,827,863 | | 1,317,986 | |
| Medical Board | 85,958 | | 51,723 | |
| Motor Vehicle | 113,096 | | 21,352 | |
| Computers | 13,862 | | - | |
| Group Life | 352,750 | | 112,851 | |
| WIBA | 156,367 | | 353,908 | |
| ICT Maintenance | - | | 25,350 | |
| Sub- total | 2,549,896 | | 1,883,170 | |
| Grand total | 3,194,977 | | 5,157,052 | |
| | | | | |
| | | 2024-2025 | 2023-2024 | |
| | | Kshs | Kshs | |
| | Current FY | % of the total | Comparative FY | % of the total |
| Less than 1 year | 3,194,977 | 100% | 5,157,052 | 100% |
| Total | 3,194,977 | 100% | 5,157,052 | 100% |

Notes to the Financial Statements (Continued)

16. Property, Plant and Equipment

| | Motor Vehicles | Furniture and Fittings | Computers | Other Office Equipment | Totals |
|--|-----------------------|-------------------------------|-------------------|-------------------------------|-------------------|
| Cost | Kshs | Kshs | Kshs | Kshs | Kshs |
| Depreciation Rate | 20.0% | 12.5% | 33.3% | 12.5% | |
| At 1st July 2023 | 29,716,797 | 9,296,652 | 12,287,199 | 10,285,985 | 61,586,633 |
| Additions | 12,210,999 | 805,500 | 7,262,488 | - | 20,278,987 |
| At 30 June 2024 | 41,927,796 | 10,102,152 | 19,549,687 | 10,285,985 | 81,865,620 |
| At 1st July 2024 | 41,927,796 | 10,102,152 | 19,549,687 | 10,285,985 | 81,865,620 |
| Revaluation | (29,027,796) | (2,723,167) | (13,655,887) | (8,730,235) | (54,137,085) |
| New Cost After Revaluation | 12,900,000 | 7,378,985 | 5,893,800 | 1,555,750 | 27,728,535 |
| Additions | 7,610,000 | - | 9,042,927 | - | 16,652,927 |
| At 30 June 2025 | 20,510,000 | 7,378,985 | 14,936,727 | 1,555,750 | 44,381,463 |
| Depreciation | | | | | |
| At 1st July 2023 | 29,716,797 | 7,552,657 | 8,902,407 | 10,264,329 | 56,436,190 |
| Charge for the year | 2,442,200 | 459,023 | 4,554,600 | 21,656 | 7,477,478 |
| At 30th June 2024 | 32,158,997 | 8,011,680 | 13,457,007 | 10,285,985 | 63,913,668 |
| At 1st July 2024 | 32,158,997 | 8,011,680 | 13,457,007 | 10,285,985 | 63,913,666 |
| Revaluation | (32,158,997) | (8,011,680) | (13,457,007) | (10,285,985) | (63,913,666) |
| Accumulated Dep after Revaluation | - | - | - | - | - |
| Charge for the year | 4,102,000 | 922,373 | 4,973,930 | 194,469 | 10,192,772 |
| At 30th June 2025 | 4,102,000 | 922,373 | 4,973,930 | 194,469 | 10,192,772 |
| Net Book Values | | | | | |
| At 30 June 2025 | 16,408,000 | 6,456,612 | 9,962,797 | 1,361,281 | 34,188,690 |
| At 30 June 2024 | 9,768,799 | 2,090,472 | 6,092,680 | - | 17,951,952 |

Notes to the Financial Statements (Continued)

17. Intangibles

| Description | 2024-2025 | 2023-2024 |
|---|-------------------|------------------|
| | KShs | KShs |
| Cost | | |
| At beginning of the period | 4,824,370 | - |
| Additions | 2,359,764 | 4,824,370 |
| WIP | 5,256,570 | |
| At end of the year/ period | 12,440,704 | 4,824,370 |
| Amortization and impairment | | |
| At beginning of the year/ period | 1,608,123 | - |
| Amortization | 2,394,711 | 258,198 |
| At end of the year/ period | 4,002,834 | 258,198 |
| NBV | 8,437,870 | 4,566,172 |

18. Trade and Other Payables

| Description | 2024-2025 | | 2023-2024 | |
|--|------------------|-----------------------|-------------------|-----------------------|
| | Kshs | | Kshs | |
| Trade payables | 2,523,182 | | 1,655,158 | |
| Board payables | - | | 49,299 | |
| Other payables | 5,365,204 | | 12,895,999 | |
| Total trade and other payables | 7,888,386 | | 14,600,456 | |
| Ageing analysis: (Trade and other payables) | 2024-2025 | % of the Total | 2023-2024 | % of the Total |
| Under one year | 7,888,386 | 100% | 14,600,456 | 100% |
| Total (tie to above total) | 7,888,386 | | 14,600,456 | |

18 (a). Other Trade Payables (PPE)

| Description | 2024-2025 | 2023-2024 |
|----------------------------|-------------------|------------------|
| PPE Additions | 16,652,927 | 20,278,987 |
| Add Payables prior year | 12,896,000 | - |
| Less Payables Current year | (108,634) | (12,896,000) |
| Total Payment | 29,440,293 | 7,382,987 |

Notes to the Financial Statements (Continued)

18 (b) Other Trade Payables Intangible Assets

| Description | 2024-2025 | 2023-2024 |
|------------------------------------|------------------|------------------|
| Intangibles Additions for the year | 7,616,334 | 4,824,370 |
| Less Payables Current year | (5,256,570) | - |
| Total Payment | 2,359,764 | 4,824,370 |

19. Cash Generated from Operations

| Description | 2024-2025 | 2023-2024 |
|--|---------------------|-------------------|
| | Kshs | Kshs |
| Surplus / Deficit for the year | (15,818,947) | 24,770,097 |
| Adjusted for: | | |
| Depreciation | 12,585,089 | 7,735,677 |
| Working Capital adjustments | (3,233,859) | 32,505,774 |
| Prior Year Service Charge | (478,680) | - |
| Decrease in receivables | 1,962,076 | (2,873,492) |
| Increase in trade payables | 818,722 | 1,092,708 |
| Net cash flow from operating activities | (931,741) | 30,724,990 |

Note: Increase in payables relates to only trade payables under operating activities of the cashflow.

20. Financial Risk Management

The Secretariat's activities expose it to a variety of financial risks including credit and liquidity risks and effects of changes in foreign currency. The Secretariat's overall risk management programme focuses on the unpredictability of changes in the business environment and seeks to minimise the potential adverse effect of such risks on its performance by setting acceptable levels of risk. The Secretariat does not hedge any risks and is a non-enterprising Government institution.

The Secretariat's financial risk management objectives and policies are detailed below:

(i) Liquidity risk

The Secretariat faces liquidity risk when the parent ministry delays the disbursement of funds. This delay could hinder the Secretariat from meeting its financial obligations on time, potentially leading to a disruption of essential services and a loss of public trust. The Secretariat manages this risk by continuously monitoring and forecasting cash flow.

Notes to the Financial Statements (Continued)

(ii) Strategic risk

The Secretariat regularly monitors its strategic plan to advise the Council on mitigation strategies.

(iii) Compliance risk

NEPAD/APRM Kenya Secretariat as a government institution is expected to comply to provisions of various laws and circulars. The Secretariat complies with all relevant laws and circulars issued from time to time.

(iv) Operational risk

The Secretariat faces various operational risks emanating from the limitations in its enabling legislation, the gazette notice, inadequate human resources, threats emanating from cyber security and privacy and managing the organizational brand visibility. This operation risks calls for the Secretariat to develop mitigation strategies such as initiating legal reforms through our parent ministry, the National Treasury and Economic Planning, engaging the National Treasury on how to increase the number of staff required for the Secretariat and implementing a cyber security management system to detect the threats and putting in place a business continuity plan for the operations of the Secretariat.

21. Related Party Balances

Nature of related party relationships

Entities and other parties related to the Secretariat include those parties who have the ability to exercise control or exercise significant influence over its operating and financial decisions. Related parties include management personnel, their associates and close family members.

Government of Kenya

The Government of Kenya is the principal financier of the Council and the Secretariat. During the period under review, Government support to the budget was 100%. The related parties during the year were; -

- i) The State Department for Economic Planning
- ii) NEPAD/APRM Kenya National Governing Council
- iii) Key management

| Transactions with related parties | | FY2024-2025 | FY2023-2024 |
|-----------------------------------|---------------------------------------|-------------------|-------------------|
| | | Ksh | Ksh |
| a) | Grants from Government | 354,400,000 | 360,130,000 |
| b) | Council Members Expenses | | |
| | Chairman's Honoraria | 960,000 | 49,299 |
| | Council emoluments | 11,288,623 | 9,141,754 |
| | Total | 12,248,623 | 9,191,053 |
| c) | Key Management | | |
| | Compensation to the CEO | 11,657,320 | 10,954,720 |
| | Compensation to Directors | 22,799,200 | 21,945,320 |
| | Total | 34,456,520 | 32,900,040 |
| d) | Purchases from related parties | | |
| | Advertisement -My GoV | 205,045 | - |
| | Training -Kenya School of Government | 808,520 | 1,903,997 |
| | Conference facility - KSMS | - | 696,000 |
| | Total | 1,013,565 | 2,599,997 |

22. Segment Reporting

NEPAD/APRM Kenya Secretariat does not have any branches/reporting segments. All operations are managed from the registered office.

23. Taxation

There was no taxation during the financial year because the Secretariat is a non-enterprising organization.

24. Deferred Tax Liability

There was no deferred tax during the financial year.

25. Events After the Reporting Period

There were no material adjusting and non-adjusting events after the reporting period.

26. Ultimate and Holding Entity

The Secretariat is a Semi-Autonomous Government Agency under the State Department for Economic Planning in the National Treasury and Ministry of Planning. Its ultimate parent is the Government of Kenya.

27. Currency

The financial statements are presented in Kenya Shillings (Kshs)

20. APPENDICES

APPENDIX 1: PROGRESS ON FOLLOW UP OF AUDITOR RECOMMENDATIONS

| Reference No. on the external audit Report | Issue / Observations from Auditor | Management comments | Status: (Resolved / Not Resolved) | Timeframe : (Put a date when you expect the issue to be resolved) |
|---|--|----------------------------|--|--|
| | | | | |



.....
CHIEF EXECUTIVE OFFICER
Amb. Dr. Samori A. Okwiya, PhD

Date: 24th November 2025

APPENDIX II: PROJECTS IMPLEMENTED BY THE ENTITY

Status of Projects completion

NEPAD/APRM Kenya Secretariat is a coordinating institution and does not implement projects directly. Therefore, during the period under review, the Secretariat did not directly implement any projects.

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APPENDIX III: INTER-ENTITY CONFIRMATION LETTER

Name of Transferring Entity: State Department for Economic Planning

Name of Beneficiary Entity: NEPAD/APRM Kenya Secretariat

| Confirmation of Amounts received by NEPAD/APRM Kenya Secretariat as at 30th June 2025 | | | | | | |
|--|----------------------------|--------------|--------------------|--------------------|--------------------|----------------|
| | <u>Reference Number</u> | <u>Date</u> | <u>Recurrent</u> | <u>Development</u> | <u>Total</u> | <u>Remarks</u> |
| 1 | FT24213FL99C/RT2421365GHL, | 31/7/2024 | 29,533,333 | - | 29,533,333 | |
| 2 | FT2425511M61/RT242557DSVK, | 11/9/2024 | 29,533,333 | - | 29,533,333 | |
| 3 | FT24285CMZ9Y/RT24285070DM, | 11/10/2024 | 29,533,333 | - | 29,533,333 | |
| 4 | FT243056TXW7, | 31/10/2024 | 29,533,333 | - | 29,533,333 | |
| 5 | FT24352908GH, | 17/12/2024 | 29,533,333 | - | 29,533,333 | |
| 6 | FT24366RXF0L, | 31/12/2024 | 29,533,333 | - | 29,533,333 | |
| 7 | FT25041VYXMR, | 10/2/2025 | 29,533,333 | - | 29,533,333 | |
| 8 | FT25070WR3B9, | 11/3/2025 | 29,533,333 | - | 29,533,333 | |
| 9 | FT25098ZMXQ4, | 8/4/2025 | 29,533,333 | - | 29,533,333 | |
| 10 | FT25129TF7PM, | 9/5/2025 | 29,533,333 | - | 29,533,333 | |
| 11 | FT25162GYFYC, | 11/6/2025 | 29,533,333 | - | 29,533,333 | |
| 12 | FT25177NG3G2, | 26/6/2025 | 29,533,337 | - | 29,533,337 | |
| | | Total | 354,400,000 | - | 354,400,000 | |

I confirm the amounts shown above are correct as of the date indicated

Head of Accounts Department – State Department for Economic Planning

Name MIRIAM NASIRIAT SIMON Sign [Signature] Date 24-11-2025

Head of Accounts Department – NEPAD/APRM Kenya Secretariat

Name ELIJAH GATHYTHI Sign [Signature] Date 24-11-2025

Appendix VI: Reporting of Climate Relevant Expenditures

| Project Name | Project Description | Project Objectives | Project Activities | Quarter | | | | Source of Funds | Implementing Partners |
|----------------------------------|---|--------------------|--------------------|---------|----|-----------|----|-----------------|-----------------------|
| | | | | Q1 | Q2 | Q3 | Q4 | | |
| 15 billion Tree Campaign (Kenya) | Kaloleni Comprehensive School & surrounding primary schools in Nakuru County, | Tree Growing | Tree Planting | | | 1,424,000 | | GoK | |