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THE NATIONAL ASSEMBLY

THIRTEENTH PARLIAMENT – FOURTH SESSION – 2025

DIRECTORATE OF DEPARTMENTAL COMMITTEES

DEPARTMENTAL COMMITTEE ON EDUCATION

REPORT ON THE INSPECTION VISITS TO NATIONAL POLYTECHNICS
UNDERTAKEN BETWEEN 8TH TO 14TH APRIL 2025
THE NATIONAL ASSEMBLY
PAPERS LAID

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TABLED
BY:

HON. JULIUS MUKI
(CHAIRPERSON)

VOLUME I

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NOVEMBER, 2025



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CHAIRPERSONS FORWARD

It is my privilege to present this report following our oversight and inspection visits to selected National Polytechnics in Kenya.

This exercise was conducted pursuant to the Committee's constitutional and statutory duty as mandated by the Constitution of Kenya 2010 and the National Assembly Standing Orders. The Constitution empowers Parliament to oversee the use of public resources and to ensure that national values such as equity, transparency, and accountability are upheld. Furthermore, the National Assembly Standing Orders grant Parliamentary Committees the authority to scrutinise the administration, finances, and performance of public institutions within their respective mandates.

Our oversight focused on key thematic areas critical to the delivery of quality and equitable technical education: governance structures, student enrolment trends, curriculum relevance aligned to industry demands, staff capacity and welfare, financial management including funding flows, and infrastructure development. This aligns with Kenya's development agendas such as Vision 2030, the Bottom-Up Economic Transformation Agenda (BETA), and the Fourth Medium-Term Plan (MTP IV).

Key findings highlight rapid student enrolment with some institutions such as Rift Valley Institute of Science and Technology, recording an increase from 8,000 in 2018 to 15,585 in 2025. While this growth signals increased trust and demand for TVET education, it has placed pressure on resources, teaching capacity, and facilities. The institutions have responded with the hiring of Council-appointed trainers and curricular reforms including Competency-Based Education and Training (CBET) and dual industrial placements to ensure graduate employability.

However, challenges remain concerning staffing sustainability due to wage bill pressures, digital inequality, public awareness gaps on TVET reforms, and funding delays including HELB disbursements, among others.

In undertaking this inspection, the Committee has fulfilled its constitutional role of ensuring government accountability in the utilization of public resources and advancing

the right to education. We reiterate our commitment to strengthening TVET governance, enhancing funding mechanisms, and fostering industry-relevant curriculum reforms to equip Kenyan youth with skills that sustainably contribute to economic growth.

I commend the cooperation extended by institutional leaders and staff, whose insights have been invaluable in shaping recommendations to inform policy and legislative improvements. We hope that this report will guide transformative findings and recommendations that will help fully realise the constitutional promise of quality and inclusive technical education for all Kenyans.

HON. JULIUS K. MELLY, CBS, MP.
CHAIRPERSON – DEPARTMENTAL COMMITTEE ON EDUCATION

List of Abbreviations

ASAL	-	Arid and Semi-Arid Lands
BoG	-	Board of Governors
BETA	-	Bottom-up Economic Transformation Agenda
CS	-	Cabinet Secretary
CCTV	-	Closed-Circuit Television
CBET	-	Competency-Based Education and Training
CEMASTEA	-	Centre for Mathematics, Science and Technology Education in Africa
CICAN	-	Colleges and Institutes Canada
CPD	-	Continuous Professional Development
EASTRIP	-	East Africa Skills for Transformation and Regional Integration Project
ERP	-	Enterprise Resource Planning
FCA	-	Finn Church Aid
GoK	-	Government of Kenya
HELB	-	Higher Education Loans Board
HEF	-	Higher Education Financing
ICT	-	Information Communication Technology
IFAD	-	International Fund for Agricultural Development
ISO	-	International Organization for Standardization
JNNP	-	Jeremiah Nyaga National Polytechnic
KALRO	-	Kenya Agricultural and Livestock Research Organization
KCATS	-	Kenya Credit Accumulation Transfer System
KCSE	-	Kenya Certificate of Secondary Education
KEFEP	-	Kenya Education for Employment Program
KERRA	-	Kenya Rural Roads Authority
KNCCI	-	Kenya National Chambers of Commerce and Industry
KNEC	-	Kenya National Examination Council
KINAPOSA	-	Kisumu National Polytechnic Student Association
KIPPRA	-	Kenya Institute for Public Policy Research and Analysis
KITI	-	Kenya Industrial Training Institute
KIST	-	Kiambu Institute of Science and Technology
KNQA	-	Kenya National Qualification Authority
KNDI	-	Kenya Nutritionists and Dieticians Institute
KSG	-	Kenya School of Government
KSTVET	-	Kenya School of Technical and Vocational Education and Training
KTDA	-	Kenya Tea Development Agency
KUCCPS	-	Kenya Universities and Colleges Central Placement Services
LMS	-	Learning Management System
LPO	-	Local Purchase Order
MTP	-	Medium Term
MoC	-	Memoranda of Cooperation
MoU	-	Memorandum of Understanding
MSME	-	Micro, Small, and Medium-sized Enterprises
NEMIS	-	National Education Management Information System
NG-CDF	-	National Government Constituency Development Fund

NNP	-	Nyeri National Polytechnic
NyNP	-	Nyandarua National Polytechnic
NYS	-	National Youth Service
ODeL	-	Open Distance e-Learning
PS	-	Principal Secretary
PPP	-	Public Private Partnership
PSC	-	Public Service Commission
PWPER	-	Presidential Working Party on Education Reform
RPL	-	Recognition of Prior Learning
SATEC	-	Shamberere Agribusiness and Technological Centre
SDG	-	Sustainable Development Goals
SDTVET	-	State Department for Technical and Vocational Education and Training
SIFA	-	Skills Initiative For Africa
SNP	-	Sigalagala National Polytechnic
STEAM	-	Science, Technology, Engineering, Agriculture and Mathematics
TENP	-	The Eldoret National Polytechnic
TVETA	-	Technical and Vocational Education and Training Authority
TVET CDACC	-	Technical and Vocational Education and Training Curriculum Development Assessment Certification Council
TKNP	-	The Kisumu National Polytechnic
T&D	-	Training and Development
TLC	-	Trainer Learning Centre
TVC	-	Technical and Vocational College
TVET	-	Technical and Vocational Education and Training
TVET MIS	-	Technical and Vocational Education and Training Management Information System
TSNP	-	The Shamberere National Polytechnic
WFCP	-	World Federation of Colleges and Polytechnics
YAWKe	-	Young Africa Works Kenya

PART ONE

1.1 Committee Membership

The Departmental Committee on Education was re-constituted by the House on 6th March 2025 and comprises the following Members

Hon. Julius Kibiwott Melly, CBS, MP
Chairperson
MP for Tinderet Constituency
UDA

Hon. Eve Obara, MBS, MP
Vice Chairperson
MP for Kabondo Kasipul Constituency
ODM

Hon. Dr. Christine Oduor Ombaka, MP
MP for Siaya County
ODM

Hon Julius Taitumu M'Anaiba, MP
MP for Igembe North Constituency
UDA

Hon. Joseph Makilap, MP
MP for Baringo North
UDA

Hon. Nabii Nabwera Daraja, MP
MP for Lugari Constituency
ODM

Hon. Jerusha Mongina Momanyi, MP
MP for Nyamira County
JP

Hon. Peter Ochieng Orero, MP
MP for Kibra Constituency
ODM

Hon. Abdul Ebrahim Haro, MP
MP for Mandera South Constituency
UDM

Hon. (Prof.) Phylis Jepkemoi Bartoo
MP for Moiben Constituency
UDA

Hon. Mary Emaase, MP
MP for Teso South
UDA

Hon. Rebecca Noonaiishi Tonkei, MP
MP for Narok County
UDA

Hon. Clive Gisairo, MP
MP for Kitutu Masaba, Constituency
ODM

Hon. Njoroge Kururia, MP
MP for Gatundu North Constituency
IND

Hon. Dick Oyugi Maungu, MP
MP for Luanda Constituency
DAP-K

1.2 Committee Secretariat

The Committee secretariat comprises: -

Mr. Douglas Katho
Lead Clerk

Mr. Clive Onyancha
Clerk Assistant II

Mr. Dennis Amunavi
Clerk Assistant III

Mr. Eric Kanyi
Fiscal analyst I

Dr Mburu Maina
Research Officer III

Ms Pauline Njuguna
Hansard Reporter II

Mr. Nimrod Ochieng'
Audio Officer

Ms. Fiona Githunguri
Legal Counsel II

Ms. Noelle Chelangat
Media Relations Officer

Mr. Jared Onyancha
Public Communications Officer

Mr. Richard Sang
Serjeant-at-Arms

Ms. Christabel Naisula
Intern

Ms. Winnie Kulei
Research Officer I

PART TWO

2. EXECUTIVE SUMMARY

Technical and Vocational Education and Training (TVET) play a vital role in Kenya's socio-economic development by providing practical skills and competencies essential for employment, innovation, and national growth. The national polytechnics, as key public TVET institutions recognized and accredited under the Technical Vocational Education and Training Authority (TVETA), offer diploma, craft, artisan, and certificate level programs aligned with Kenya's Vision 2030 and other national development frameworks.

In fulfilment of its constitutional mandate under the Constitution of Kenya 2010 and in accordance with the National Assembly Standing Orders, the National Assembly Committee on Education undertook oversight visits to twenty-five (25) selected national polytechnics. The visits were done in two circuits dubbed Eastern and Western whereby eleven polytechnics were visited under Eastern and fourteen under Western as follows;

a) Eastern Circuit

- i. Rift Valley Institute of Science and Technology
- ii. Nairobi National Polytechnic
- iii. Nyandarua National Polytechnic
- iv. The Nyeri National Polytechnic
- v. Jeremiah Nyaga National Polytechnic
- vi. Meru National Polytechnic
- vii. Mitunguu National Polytechnic
- viii. North Eastern National Polytechnic
- ix. Tseikuru National Polytechnic
- x. Kiambu National Polytechnic
- xi. Kabete National Polytechnic
- xii. Michuki National Polytechnic

b) Western Circuit

- i. Siaya National Polytechnic
- ii. Kisumu National Polytechnic
- iii. Shamberere National Polytechnic

- iv. Kitale National Polytechnic
- v. Bunde National Polytechnic
- vi. Kisii National Polytechnic
- vii. Rift Valley National Polytechnic
- viii. Kaiboi National Polytechnic
- ix. Nyamira National Polytechnic
- x. Sigalagala National Polytechnic
- xi. The Eldoret National Polytechnic
- xii. Friens Kaimosi National Polytechnic
- xiii. Baringo National Polytechnic
- xiv. Bungoma National Polytechnic
- xv. Ollesos National Polytechnic
- xvi. Mawego National Polytechnic

The purpose of the oversight visits was to assess governance structures, student enrolment patterns, curriculum implementation, staffing capacity, financial management, and infrastructural adequacy to ensure these institutions effectively deliver quality and relevant TVET education.

While conducting the inspection visits, the Committee made observations and recommendations key among them being the following:

Key Observations

- i. That, acute staffing shortages persist across polytechnics, with many newly recruited trainers lacking pedagogical training, which undermines the quality of delivery.
- ii. That, newer institutions continue to face financial instability, with budget deficits, pending bills, and stalled projects arising from delayed exchequer disbursements.
- iii. That, some institutions advertise and enrol students in programs without sufficient equipment or qualified trainers, thereby compromising the quality of training.
- iv. That, some National Polytechnics do not possess title deeds, exposing them to land disputes and stalling critical expansion projects.
- v. That, numerous infrastructure projects remain stalled or move slowly due to thinly spread resources and delays in funding releases.

- vi. That, bureaucratic and costly accreditation and assessment processes under TVETA, CDACC, and KNQA hinder effective implementation of CBET reforms.

Key Recommendations

- i. The Ministry of Lands should fast-track the issuance of title deeds to all National Polytechnics and support the resolution of land-related disputes.
- ii. The National Treasury and Economic Planning should ensure the timely release of exchequer funds for capital projects and settlement of pending bills to avoid stalling, litigation, and accumulation of arrears.
- iii. The National Assembly expedite the TVET Act (Amendment) Bill to provide for the Technical and Vocational Trainers Service Council (TVTSC) to manage recruitment, deployment, promotion, and professional development of trainers.
- iv. The Ministry of Education should provide strategic budgetary allocations to remote polytechnics to develop essential infrastructure such as tuition blocks, hostels, workshops, and laboratories.
- v. The State Department for TVET should develop a robust monitoring and evaluation framework to ensure prioritisation of critical projects instead of spreading resources thinly across multiple undertakings.
- vi. National Polytechnics should diversify their income streams by commercialising products and services such as food processing, detergents, and farm produce, thereby reducing overreliance on government capitation.
- vii. That, TVETA, CDACC, and KNQA should streamline accreditation and reduce the cost of registration and practical assessments, particularly in technical fields so as to make CBET more effective and affordable.

PART THREE

3. SUBMISSIONS BY THE NATIONAL POLYTECHNICS DURING THE INSPECTION VISIT

During the visits, the Committee held discussions with the management of the respective national polytechnics led by the principals, where detailed presentations were made. A summary of the presentations made by each polytechnic is outlined in this section. The full presentations made are annexed in the report.

3.1 RIFT VALLEY INSTITUTE OF SCIENCE AND TECHNOLOGY

On Institutional Governance and Strategic Direction, the Committee was informed that a seven-member Council governs the Polytechnic. Management of the institution is delegated to the principal, supported by two deputy principals, a registrar, a dean of students, a finance officer, a human resource officer, an internal auditor, nine academic department heads, and sixteen service departments.

On Student enrolment and academic performance, the Committee was informed that student numbers have experienced a drastic increase, rising from 8,000 in 2018 to 15,585 in 2025. While this growth was acknowledged as a positive indicator of the Polytechnic's increasing prominence, it has also strained resources, leading to classroom shortages and an increased need for qualified trainers. The Principal reported that the institution has responded by hiring trainers on Council terms to meet immediate needs. On the positive side, the increase in student numbers was credited with enhancing the institution's reputation and supporting broader community development, particularly in the local housing market.

To align with the national skills agenda and ensure graduates are well-prepared for the workforce, the institution reported that it designs programmes based on stakeholder input, student feedback gathered from attachment placements, and a continuous evaluation of national skills requirements. They also noted the adoption of Competency-Based Education and Training (CBET) and the implementation of dual training programs in cooperation with industry partners. Specific actions reported to the Committee include curriculum modularisation, undertaken in April 2025, to enhance skills linked to immediate employment and weekly engagements of trainees within industry settings to enhance practical application of theoretical knowledge.

On Staffing and Institutional Capacity, the committee noted that recruitment challenges persist, primarily due to budgetary limitations. The Principal indicated that the financial

constraints cause delays in hiring and prevent the Polytechnic from offering competitive remuneration packages, contributing to difficulties in attracting and retaining qualified staff. It was also reported that there have been skill gaps, particularly in specialised fields like medicine, architecture, quantity surveying, and water technology, which have proven difficult to fill.

The Polytechnic reported that it supports staff in pursuing further studies and short professional courses, both internally and externally, to improve their productivity and enhance their expertise.

On Financial Position and Assets, the Principal assured the Committee that up-to-date financial statements are available upon request and that the institution maintains a regularly updated asset register. The Polytechnic further confirmed that all assets are well-maintained and utilised for training purposes and that there are no pending bills.

The Committee was informed that the Polytechnic occupies a 200-acre parcel of land under the management of the Rift Valley Development Trust, and the acquisition of a formal title deed is currently in progress. It was also confirmed that there are no legal disputes on any assets held by the institution.

On Capital Projects, the Polytechnic reported several ongoing and planned capital projects aimed at expanding and upgrading facilities:

- i) A 30-Classroom Project, estimated at Ksh 60 million, is being funded internally and is currently at the procurement stage.
- ii) A Tuition Block and ICT Workshop, estimated at Ksh 268.6 million.
- iii) Equipping the Health Centre, estimated at Ksh 55 million.
- iv) Construction of 10 Workshop Spaces, with an estimated cost of Ksh 75 million.
- v) Construction of Agriculture Labs & Workshops, estimated at Ksh 72 million.
- vi) Provision of Equipment for Mechanical and Building Workshops, estimated at Ksh 200 million.

The Committee heard that these projects are being funded through a combination of internal revenue and Government of Kenya (GOK) funding, with timelines varying for each project. The Principal assured the Committee that there are no stalled projects.

On TVET Sub-Sector Reforms, the Polytechnic affirmed its active implementation of recommendations stemming from the Presidential Working Party on Education Reforms. These reforms include:

- i) Regular curriculum reviews conducted in cooperation with external partners such as GIZ for Agricultural Mechanics.
- ii) Active student engagement in government projects.
- iii) Practical training partnerships with the "Jua Kali" sector.
- iv) A Governing Council with industry representation exceeding 50%+1.
- v) An industrial cooperation framework currently under development.
- vi) KSTVET-led retooling and upskilling of trainers.
- vii) An institutional ODeL policy and infrastructure in place.

The institution reported it faces no existing accreditation challenges but suggested that faster processing of Memoranda of Understanding (MoUs) and improvements in trainer terms could further enhance the competitiveness of TVET programs.

On Revenue Diversification, the Committee was informed of several income-generating activities undertaken by the Polytechnic:

- i) Hosting seminars & providing catering services.
- ii) Workshop fabrication.
- iii) Management of a tree nursery & livestock.
- iv) Operating a bakery & selling farm produce.
- v) Running a driving school.

The Polytechnic provided details on the revenue generated through these initiatives over the past three financial years. The Committee also learned about international collaborations, including student exchange programs with HOPS UK, which provides capacity building, supports student mobility, and enhances global exposure for participants. It was noted that a significant challenge in this area is the lengthy approval process for MoUs.

On Contributions to the Bottom-Up Economic Transformation Agenda (BETA), the Principal reported that the Polytechnic is actively contributing to the Bottom-Up Economic Transformation Agenda (BETA) through several key initiatives:

- i) The Jitume Project: which has seen over Ksh 8 million earned by participating students and trained more than 500 individuals.
- ii) The construction of a Health Centre for both community and institutional use.
- iii) Operation of a Tree Nursery, with more than 20,000 trees planted and distributed to date.
- iv) An annual Agribusiness Expo, which supports food security for the surrounding community.

The Polytechnic emphasized that its students acquire practical skills through dual training models, industry linkages, and the integration of real-world applications into the curriculum. It also highlighted the presence of a Career Services department, which offers employability training and conducts tracer studies, and an Industrial Liaison Office, which facilitates internships and job placements. Further, the Polytechnic emphasised that alumni engagement is effectively used for mentorship and to generate further professional opportunities for current students.

On Implementation of Recent Presidential Directives, to accelerate technical skills training, the Polytechnic reported employing aggressive marketing strategies to promote its programs. However, challenges were noted concerning inadequate infrastructure and a shortage of trainers.

To address these challenges, the Polytechnic has launched an Enterprise Resource Planning (ERP) system and an online application portal. The Polytechnic has set an ambitious target of reaching 20,000 enrolments by 2029. To achieve this target, they identified a need for additional funding for the construction of workshops and the acquisition of up-to-date equipment. The report also emphasised the importance of receiving further support in recruiting skilled trainers and automating administrative processes.

3.2 NYANDARUA NATIONAL POLYTECHNIC

On Governing Structure and Strategic Direction, the Committee was informed that Nyandarua National Polytechnic, originally established as an Institute of Science and Technology in 2006, was elevated to a National Polytechnic through Legal Order No. 209 of 2020. It currently occupies a 100-acre parcel of land donated by KARLO. The institution submitted that it has grown significantly over the years and now hosts over 9,800 students across 10 academic departments and it is ISO 9001:2015 certified.

It was reported that the Governing Council, chaired by Prof. Geoffrey Wahungu, oversees strategic direction, policy implementation, financial viability, legal compliance, and academic quality. The Council operates through three sub-committees: Finance, Infrastructure and Human Resource; Education, Research and Training; and Risk and Audit.

The institution disclosed structural gaps, including delays in appointing the full Governing Council and the lack of a substantive Council Secretary.

The Committee was informed that NyNP's strategic priorities such as industry linkages, entrepreneurship, inclusivity, and governance, are aligned with national development agendas. Departments prepare budgets tied to strategic plans, which are consolidated and forwarded to the Ministry of Education and the National Treasury.

On Student Enrolment and Academic Programmes, the Committee noted that total enrolment as of 2025 stood at 9,885 students, with growth across all departments from 3,102 in 2023. The largest increases were observed in Mechanical, Building and Civil Engineering, Electrical Engineering, and Fashion and Cosmetology.

The institution reported that it offers CBET-aligned courses at certificate, diploma, and modular levels across agriculture, engineering, ICT, business, fashion, hospitality, applied sciences, and liberal studies.

It was submitted that emerging challenges affecting enrolment include limited public awareness of CBET, digital inequality, delayed funding, and competition from other institutions. However, the Committee was informed of several opportunities, including digital admissions, increased government support, and strategic partnerships.

To ensure job-market relevance, the institution reported the use of Program Advisory Committees, dual training, CBET implementation, tracer studies, and curriculum review processes. Emphasis was placed on the green economy, ICT, and entrepreneurship training.

On Staffing and Institutional Capacity, the Committee was informed that NyNP currently operates with 94 PSC-recruited and 101 Council-employed trainers against an optimal academic staffing requirement of 243. The institution also has 41 non-academic staff in-post against a required 107.

The institution submitted that reliance on Council trainers has increased the wage bill due to inadequate PSC staffing, and that some PSC recruits lack qualifications aligned with regulator expectations. It proposed that the Government formally contract Council trainers to ensure staffing stability.

To address these gaps, the institution reported it offers internal and external capacity building, encourages research and innovation, and has partnered with institutions such as KSG, Laikipia University, and the Human Resource Management Professional Examinations Board (HRMPEB) to support professional development.

On Financial Position, Assets, and Liabilities, the Committee was informed that NyNP has put in place several measures to ensure financial sustainability, including income-generating units (farming, short courses, hiring of facilities), cost-saving practices, and grant-seeking partnerships.

The institution reported that it had generated Ksh 28.4 million over the past three financial years from such initiatives. However, it disclosed pending bills amounting to Ksh 69.8 million, which it plans to settle upon receipt of capitation, Higher Education Fund (HEF), and development grants.

It was noted that the institution lacks a title deed for its land, though acquisition efforts are underway. There is also a pending legal dispute with a catering service provider. The Polytechnic confirmed it maintains an updated asset register and regular maintenance schedules.

On Implementation of Capital Projects, the Committee was informed that Phase I of a 56-classroom Tuition Block project is currently 45% complete but has stalled since July 2024 due to funding shortfalls. The contract sum is Ksh 139.3 million, of which Ksh 41.2 million has been disbursed.

The institution submitted that it requires an additional Ksh 98 million to complete Phase I and a total of Ksh 777 million for Phase II and other planned infrastructure. It has made repeated funding requests to the Ministry of Education.

The Committee was informed that continued stalling could result in cost overruns, legal risks, and reputational damage. The institution called for the timely release of funds and improved budgeting coordination.

On TVET Reforms and Policy Considerations, the institution supported the **Presidential Working Party on Education Reform recommendations**, particularly on industry linkage, progression pathways, and CBET adoption. It reported signing multiple MOUs with industry, initiating dual training, and implementing Recognition of Prior Learning (RPL) policies.

It was reported that the accreditation process remains cumbersome due to overlapping mandates between TVETA and KNQA, high costs, and inadequate facilities.

The Polytechnic proposed to the Committee that policy interventions should include streamlining regulatory roles, enhancing funding for infrastructure, and promoting public understanding of TVET's value.

On Revenue Diversification and Financial Sustainability, the Committee was informed that NyNP has robust income-generating activities and maintains collaborations with international institutions such as:

- i) **CICAN (Canada)** for CBET curriculum development and applied research in agriculture.
- ii) **GIZ** for dual training facilitation and staff capacity building.
- iii) **HOPS Labour Solutions (UK)** for seasonal job placements for students in agriculture.

However, the institution noted that the lack of a land title deed has hindered further partnerships and investment.

On Contribution to the Bottom-Up Economic Transformation Agenda (BETA), it was reported that the Polytechnic supports BETA through training in agri-business, digital entrepreneurship, online marketing, and greenhouse technology. In FY 2023/24, it trained over 200 trainees and 50 staff in digital business and 100 trainees in smart agriculture practices.

For FY 2024/25, the institution plans to train farmers, develop four new agricultural programs, and implement monetization training for music students.

The Committee was informed that CBET, industry linkages, and startup support initiatives are integrated to boost employability and local economic growth.

On Implementation of Presidential Directives, the institution submitted that it has implemented the dual training policy, curriculum modularization, and the establishment of a talent and development centre as per Presidential directives. It was reported that implementation has been affected by limited industry training slots, inadequate infrastructure funding, and curriculum revision lags.

Mitigation strategies include seeking more partnerships, updating instructor skills, and lobbying for additional funding.

On Any Other Matters, the institution appealed to the Committee to consider enhanced funding, stating that since its elevation to a National Polytechnic, no funding has been allocated for upgrading infrastructure to meet national status expectations.

3.3 THE NYERI NATIONAL POLYTECHNIC

On Governance and Strategic Direction, the Committee was informed that the governance structure of The Nyeri National Polytechnic is overseen by the Governing Council, which is the highest governing body responsible for management and strategic direction. It consists of eight members, including two alternate members, and operates under the TVET Act 2013 and Mwongozo guidelines. The Council has three Committees: Audit and Risk Management, Finance, Resource Mobilization and Administration, and Education, Research and Training, all of which meet quarterly.

The institution further informed the Committee that it has two established boards: the Management Board, comprising top management, and the Academic Board, which includes management and heads of departments. While the organizational structure is functional, operational gaps were reported, including a lack of clarity on whether the institution qualifies as a state corporation and a skills gap among newly graduated trainers from universities.

The Polytechnic also reported that its strategic priorities for July 2023 to June 2028 align with national development objectives such as employability, ICT integration, human capacity

building, innovation, and digitalisation. Budgetary allocations have been tailored to support these priorities.

On student enrolment and academic programs, the Committee was informed that enrolment data for 2025 excludes May and September intakes. Challenges affecting admissions include poor subject orientation at the basic education level, lack of opportunities to pursue engineering courses, absence of academic certificates during admission, limited awareness about TVET programs, and delayed HELB disbursements.

However, opportunities were highlighted, including increased enrolment due to capitation support and HELB funding. The institution noted that there is a rising demand for vocational training driven by technological advancements and automation. Inclusive recruitment practices focusing on trainees from diverse backgrounds, such as ASAL regions, have also contributed positively. Additionally, online learning models present an opportunity to reach a global student base.

To ensure program offerings align with job market demands and national skills agendas, the institution reported offering full qualifications, micro-credentials, modularised curricula under CBET (Competency-Based Education and Training), industrial training opportunities, dual TVET training models, recognition of prior learning (RPL), and development of curricula in collaboration with industries.

On Staffing and Institutional Capacity, the institution informed the Committee that achieving ethnic diversity (30%) in recruitment remains a challenge. Engaging persons with disabilities has also been difficult. To address these issues, NNP provides continuous professional development through industrial training for trainers, pedagogical training programs, capacity-building initiatives, and has established a Trainer Learning Centre (TLC).

On Institutional Assets, Liabilities, and Financial Position, the Committee was informed that based on audited accounts for FY 2023/2024:

- i) Total income was Ksh. 737 million.
- ii) Total expenditures amounted to Ksh. 648 million.

Financial sustainability measures implemented include initiating income-generating activities such as yoghurt production and bottled water packaging. Prudence in resource utilization was

emphasized alongside lobbying for government funding and collaboration with industries through dual TVET programs.

Regarding pending bills as of June 2024, the institution reported amounts owed totalling Ksh. 165 million from trainees' fees and TVET scholarships. Measures to recover these amounts include requiring partial tuition payment on admission (Ksh. 26,000) and issuing examination cards only after fee payment.

NNP informed the Committee that it holds a lease title deed for its land with no legal disputes or encumbrances reported.

On Implementation of Capital Projects, the Polytechnic reported that there are no stalled projects at the institution. Ongoing projects are progressing well with funding from various sources. No pending bills or audit queries were reported regarding project implementation.

On TVET Sub-Sector Reforms, the institution expressed support for recommendations from the Presidential Working Party on Education Reforms concerning TVET institutions. These include curriculum development aligned with industry needs, adoption of Kenya Credit Accumulation Transfer System (KCATS), establishment of an Open Distance e-Learning (ODEL) center for training, institutional linkages with industries through advisory Committees, and rebranding efforts that earned NNP recognition at the World Federation of Colleges & Polytechnics (WFCP).

Policy interventions suggested by NNP include establishing a TVET Service Council, continuous curriculum reviews to meet industry needs, retooling trainers in industries to enhance skills acquisition, recruiting more trainers annually to address attrition rates, and streamlining funding for multiple intakes per year separate from universities' annual intakes.

On Revenue Diversification, NNP informed the Committee about several income-generating ventures established to supplement government funding:

- i) Production of yogurt.
- ii) Farming produce sales.
- iii) Bottled water purification and packaging.
- iv) Application hotel services.
- v) Academic short courses such as artisan courses.

- vi) Facility rentals for events like seminars/workshops.

The institution also highlighted partnerships with international organizations such as Colleges and Institutes Canada (CICan), Finn Church Aid (FCA), Schneider Electric, Mathari Hospital (biomedical engineering training), Kenya Power Company (dual training), Nokras Hotel (hospitality training), Esiankiki Resort (tourism training), Autospin Garage (automotive engineering training), among others.

These partnerships have facilitated funding opportunities for capacity building while enabling student exchanges and research collaborations.

On Contribution to Bottom-Up Economic Transformation Agenda (BETA), NNP reported aligning its initiatives with BETA by developing curricula for universal healthcare-related fields such as home-based caregiving; establishing agriculture-related programs to promote food security; implementing industrial curricula to support manufacturing; developing building and civil engineering programs to contribute to affordable housing initiatives.

Students acquire practical skills through industrial training opportunities and internal projects focused on economic growth.

On Implementation of Recent Presidential Directives, in light of recent Presidential Directives aimed at strengthening TVET institutions and accelerating technical skills training, the institution indicated that it has introduced the following:

- i) Dual TVET
- ii) Recognition of Prior Learning (RPL)
- iii) Curriculum modularization
- iv) Appointment of a Quality Assurance Committee represented in every department
- v) Full implementation of CBET courses
- vi) Greening of TVETs-Enhancing environmental conservation skills and attitude as well as skills in vegetative propagation through grafting.

However, the institution decried a lack of enough slots in the industry for dual training and also limited resources.

On the Challenges, the institution informed the Committee about challenges affecting operations: Procurement procedures increase raw material costs and bureaucratic hurdles delay engagements with foreign institutions.

3.4 JEREMIAH NYAGA NATIONAL POLYTECHNIC

On Institutional Background and Governance, the Committee was informed that Jeremiah Nyagah National Polytechnic (JNNP), located in Mbeti South Ward, Mbeere South Sub-County of Embu County, was established in 1984. The institution is situated approximately 12.5 kilometers from Embu town, along the Embu–Kiritiri Road. It operates under a Governing Council constituted through Legal Notice No. 15 of January 2024.

The Polytechnic has developed a Strategic Plan covering the period 2024/2025 to 2028/2029, which guides its growth and development trajectory. The planning and budgeting processes are initiated at the departmental level and harmonized at the institutional level to align with both resource availability and national development priorities. Despite this structured planning approach, the institution noted that financial constraints and delays in government disbursements, especially under the new funding model, have hindered effective implementation of its strategic priorities.

On Student Enrolment and Academic Programmes, as of January 2025, JNNP reported a total enrolment of 4,157 trainees. The highest recorded enrolment was in September 2024, where the population rose to 6,939 trainees, largely due to the 100% transition policy to TVET institutions. This increase was facilitated by national marketing efforts and the expectation of government financial support. However, a significant number of students dropped out after experiencing delays in funding, particularly Level 3 trainees who were not eligible for HELB due to the lack of KCSE certificates.

The institution identified key challenges in student admissions, including abrupt curriculum changes, exclusion of trainees above 35 years from government funding, and late disbursements by HELB. Despite this, JNNP highlighted that opportunities remain for enrolment expansion through increased course offerings and outreach.

To ensure programmes are aligned with labour market needs, the institution has adopted a dual training model, where trainees spend half their time in the Polytechnic and half in industry. It also implements mandatory industrial attachments, encourages participation in trade fairs and

skills competitions, and is actively collaborating with other national polytechnics in curriculum development.

On Staffing and Institutional Capacity, JNNP reported a staffing deficit, with only 98 academic staff employed by the Public Service Commission (PSC) and 12 by the Council, against a requirement of 177 trainers. This leaves a gap of 55 trainers, particularly in key departments such as mechanical, electrical, agriculture, and hospitality.

The institution cited several recruitment challenges, including misaligned PSC postings, frequent staff retirements or transfers, and inadequate funding for hiring and retaining council-employed staff. To address these issues, the Polytechnic supports continuous professional development through staff retooling and study leave.

The Polytechnic had employed 48 non-academic staff, working across departments such as finance, human resources, ICT, hospitality, maintenance, and administration. However, some departments remain understaffed due to resource limitations.

On Institutional Assets, Liabilities, and Financial Position, JNNP has undergone regular audits in accordance with the Public Audit Act, 2015, and has received its most recent audit report for the financial year ending 30th June 2024. The institution maintains an asset register, and a comprehensive tagging and revaluation process is currently underway. Land and building valuations were last conducted in September 2021.

The Polytechnic reported severe financial constraints, driven by delayed or non-disbursed funds from various government sources. As at June 2024, outstanding dues amounted to KSh 479 million, broken down as follows:

- i) Capitation arrears since FY 2018/2019: Ksh 179 million
- ii) Student debt: Ksh 153 million
- iii) National Youth Service dues: Ksh 46 million
- iv) Project concepts (unfunded): Ksh 100 million

Additionally, pending supplier bills totalled **Ksh 78.5 million** as of March 2025. The Polytechnic owns two parcels of land: Mbeti/Gachoka/837 (8.5 hectares) and Mbeti/Gachoka/922 (15 hectares). However, the latter has no title deed, and titling efforts are ongoing in collaboration with Embu County Government.

On Capital Projects and Infrastructure Development, the institution reported that there are currently no active capital projects due to financial limitations. Nevertheless, it has prepared a comprehensive development plan totalling Ksh 172.5 million, which includes:

- i) Construction of a new tuition block (Ksh 100 million)
- ii) Perimeter wall fencing (Ksh 9 million)
- iii) Tiling of classrooms and construction of a T&D room
- iv) CCTV installation, generator procurement, and bus acquisition
- v) Removal of asbestos roofing

All proposed projects remain pending until adequate funding is secured. The institution plans to finance some of these through internally generated income where feasible.

On TVET Sub-sector Reforms and Accreditation Issues, the Polytechnic expressed its full support for the recommendations of the Presidential Working Party on Education Reforms, particularly those related to dual training, trainer retooling, and industry collaboration. Several of these reforms have already been implemented.

However, the institution raised concerns about the current programme accreditation framework, describing it as bureaucratic, costly, and fragmented. Challenges include high annual fees per trainee, costly certification of trainers, renewal costs, and the existence of multiple regulatory bodies. The Polytechnic recommended the reduction of approval timelines, elimination of per-student fees, and improved clarity in accreditation procedures.

On Revenue Diversification and Financial Sustainability, JNNP has modest income-generating activities, notably a training farm managed by the Agriculture Department. While not yet commercialised, the farm contributes to hands-on learning and forms part of the institution's sustainability strategy.

Over the past three financial years, the institution has generated KSh 27.5 million through internal activities, including the sale of goods and services. The Strategic Plan 2024/25–2028/29 outlines proposals from various departments to further expand income-generating use of available equipment and resources.

On Contribution to the Bottom-Up Economic Transformation Agenda (BETA), the institution is actively contributing to the BETA agenda by aligning its programmes with local

economic priorities such as agriculture, construction, ICT, and small-scale enterprise. Trainees are equipped with practical skills in cosmetology, baking, computer operations, and other trades with immediate employability potential.

JNNP continues to promote dual training and industrial attachment across all departments. Trainees also participate in innovation-driven activities such as trade fairs, robotics exhibitions, and skills competitions. Partnerships have been formed with various organizations and businesses, including Kathangariri and Mungania Tea Factories, Kenya School of Government, and EMBEWASCO.

On Implementation of Recent Presidential Directives, in response to recent presidential directives, the Polytechnic has undertaken initiatives such as tree planting, community outreach, and full engagement with the TVET Management Information System (TVET-MIS). As of FY 2023/24–2024/25, a total of 8,194 trainee records had been uploaded to the system.

Challenges encountered include persistent water shortages, pest-related loss of planted trees, TVET-MIS system downtime, and difficulties in data uploads, mainly due to age limitations during transitions between training levels.

On Outstanding Requests and Institutional Priorities, the institution submitted a list of priority areas for the Committee's consideration and intervention, including:

- i) Construction of a Ksh 100 million tuition block
- ii) Erection of a perimeter wall and improved security
- iii) Construction of three modern stadiums
- iv) Cabro paving of pathways within the compound
- v) Inclusion of Mbeere South in the Affordable Housing Programme, with JNNP as a beneficiary

JNNP also reminded the Committee of promises made during the institution's first graduation ceremony in 2018, which was presided over by the Deputy President, now President, H.E. Dr. William Samoei Ruto. These included:

- i) Donation of a 67-seater bus
- ii) Removal and replacement of asbestos roofing
- iii) Construction of a 600-bed hostel

- iv) Equipping of the administrative complex with Ksh 10 million worth of tools and equipment

The institution reiterated its commitment to supporting national development through the provision of demand-driven, practical skills and appealed for the necessary support to overcome operational and financial bottlenecks.

3.5 MERU NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, Meru National Polytechnic submitted that it is managed by a well-structured Governing Council. The Council executes its mandate through four specialised Committees, namely: the Audit and Risk Management Committee; the Finance Committee; the Education, Research and Training Committee; and the Human Resource and Infrastructure Committee. Each of these bodies comprises professionals drawn from key government departments and sectors including the National Treasury, the Inspectorate of State Corporations, and the regional education offices. This composition ensures a governance structure that is both responsive and competent.

The Polytechnic has developed a Strategic Plan covering the period 2022 to 2027. This plan acts as a roadmap for institutional growth and transformation. It is reviewed annually to accommodate new policies and align with national planning frameworks such as the Vision 2030 Medium-Term Plan IV (2023–2027) and the Bottom-Up Economic Transformation Agenda (BETA). Performance contracting has been institutionalized as a performance measurement tool, enabling the Polytechnic to set targets that reflect national development priorities and commitments.

On Student Enrolment and Academic Programs, the institution shared data covering academic years from 2018 to Term 1 of 2025. This data indicated a steady growth in student numbers, with a current enrolment of 9,445 students. The Polytechnic acknowledged that the COVID-19 pandemic and the delay in government capitation disbursement negatively impacted the enrolment trends, causing deferrals and dropouts due to financial difficulties.

The Committee was informed that the new government funding model has introduced fresh challenges, particularly the delay in scholarship disbursement and lack of operational grants, which has forced the institution to scale down operations. Despite these challenges, Meru National Polytechnic has remained committed to delivering quality training. The institution is accredited by the Kenya National Qualifications Authority (KNQA) as a qualification-awarding

body and has successfully implemented Competency-Based Education and Training (CBET) curricula. These programs have been developed in collaboration with industry stakeholders to ensure that students acquire practical and relevant skills.

The Polytechnic has also invested in a graduate tracer system to follow up on alumni progress and gather feedback from employers regarding the relevance of its training. Through its involvement in the East Africa Skills for Transformation and Regional Integration Project (EASTRIP), the Polytechnic has engaged in regional academic exchanges with Ethiopia and Tanzania, a move aimed at enhancing regional integration and elevating the quality of technical education across East Africa.

On Staffing and Institutional Capacity, the Committee was informed that the Polytechnic has 151 trainers deployed by the Public Service Commission (PSC) against a Curriculum-Based Establishment (CBE) requirement of 305. To address the resulting gap of 154 trainers, the institution has hired an additional 133 trainers using internally generated funds, which has increased the wage bill significantly.

The Polytechnic also faced a shortfall in non-academic staff. Although the approved staffing level stands at 198, the institution currently has only 107 non-teaching staff in post. To supplement this shortfall, 22 interns have been engaged. However, due to funding limitations and budget cuts from the Ministry of Education and the National Treasury, recruitment for additional staff has been curtailed, affecting the institution's ability to offer comprehensive support services.

On Institutional Assets, Liabilities, and Financial Position, the Polytechnic confirmed that its audited financial statement for the financial year 2023/2024 is complete and that the asset register is regularly updated and verified. The institution's assets are valued at approximately Kshs. 3.1 billion, encompassing land, buildings, equipment, and ongoing development projects. Asset verification is conducted by the internal audit department, with regular reports submitted to the Council's Audit and Risk Committee.

It was reported that supplier payments are processed within 30 days, in line with the institution's Quality Management System. Pending bills amounting to Kshs. 8.9 million relate to retention money for completed works by Ermson Contractors Limited.

The Polytechnic owns five parcels of land across Meru County. Four parcels are titled and secured, while one, measuring 7.69 hectares, has remained untitled since its allocation in 1977. The land is currently gazetted as part of a forest reserve. The institution has called for the

Committee's support in initiating a multi-agency process involving the Kenya Forest Service, National Land Commission, and the County Government of Meru to facilitate the de-gazettement and official titling of the land.

On Legal Issues, the Polytechnic also reported a pending legal dispute with Miles Construction Limited over the stalled construction of the EASTRIP-funded Building Technology Centre. The contract, worth over Ksh 444 million, was terminated in September 2023 due to the contractor's repeated work stoppages, variation claims, and failure to update financial securities. The dispute has been referred to arbitration, with the Chartered Institute of Arbitrators (Kenya) currently handling the proceedings.

Although the World Bank has approved the re-advertisement of the project, a court injunction has since been issued, halting progress and further delaying implementation. The Polytechnic expressed concern that the project, which is vital to the institution's regional flagship status, has already stalled for two years and may continue to face setbacks unless legal resolution is expedited.

On Implementation of Capital Projects, the Committee was informed that the Polytechnic is implementing several of them. These include the drilling and equipping of a borehole at Giaki Farm II to support agricultural training and water access. The project is currently 75% complete and budgeted at Kshs. 11.3 million.

The Polytechnic is also progressing with Phase II of its Automotive Garage construction project, which is expected to be completed by August 2025 at a cost of Kshs. 10.6 million. The facility will be used for hands-on mechanical training and will also be commercialized to generate revenue and create internship opportunities.

Plans are underway for the construction of a modern amphitheatre, budgeted at Kshs. 114.9 million. This facility is expected to enhance the institution's capacity to host academic, cultural, and regional events. In addition, construction is planned at Giaki Farm II to establish permanent facilities for the School of Agriculture, including classrooms, offices, a gatehouse, and ablution blocks.

The institution also reported challenges with completing the eLearning Centre and Administration Block project due to variation claims from the contractor. The Polytechnic is seeking guidance from the Office of the Attorney General and the Public Procurement Regulatory Authority to determine the appropriate steps forward.

On TVET Sub-Sector Reforms and Policy Considerations, the Committee was informed that the Polytechnic has embraced national TVET reforms by launching an Online and Distance Learning (ODEL) department and implementing Recognition of Prior Learning (RPL) to support informal skill certification and employment. The institution has adopted dual training models under the CBET framework to ensure students gain real-world experience during their studies.

In partnership with CICAN, the institution is also engaged in applied research focused on post-harvest value addition for bananas, cassava, and pumpkin, with the goal of improving food security and generating employment. Despite these gains, the institution noted a critical gap: many TVET-accredited programs are missing from the official TVET Management Information System (TVET-MIS), making it difficult to secure accreditation and funding.

On Revenue Diversification and Financial Sustainability, Meru National Polytechnic indicated that it has diversified its revenue streams. The institution generates income through hiring out conference facilities and undertaking agricultural activities, including poultry, piggery, dairy, and crop farming.

In the 2023/2024 financial year, the institution earned Kshs. 35.9 million from these ventures, up from Kshs. 31.2 million in the previous year and Kshs. 17.7 million in 2021/2022. The institution also continues to benefit from donor partnerships, including CICAN and EASTRIP, which support equipment procurement, staff training, and institutional development.

On Contribution to the Bottom-Up Economic Transformation Agenda (BETA), the Polytechnic reported that it offers training in agricultural extension (Levels 5 and 6), building technology, plumbing, gypsum installation, and nutrition and dietetics.

It also plays a role in the digital economy through ICT programs and support for online work opportunities via the Jitume Lab. Students are equipped with practical and industry-relevant skills through CBET, continuous assessments, and internships. The institution has signed several memoranda of understanding with industry players to promote graduate employability and curriculum co-creation.

On the **Implementation of Presidential Directives on Strengthening TVET**, the institution indicated that it has made notable progress in CBET rollout. Thirty-five CBET curricula have been developed, with assessments conducted in March, July, and November of 2024, and another series is ongoing in March 2025. Sixteen CBET qualifications are currently pending registration by KNQA.

The Polytechnic highlighted several challenges, including inadequate infrastructure, lack of modern training equipment, and delays in harmonizing occupational standards. Staff shortages were also cited as a barrier to quality training. The institution requested increased government support to upgrade physical infrastructure, fast-track the CBET framework, and recruit additional trainers based on curriculum needs.

3.6 MITUNGUU NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Committee was informed that Mitunguu National Polytechnic was elevated to National Polytechnic status via Legal Order No. 33 of 2025, published in the Kenya Gazette on 14th February 2025. The institution operates under the TVET Act, 2013.

It was reported that governance is vested in a Council of Governors appointed by the Cabinet Secretary and includes representatives from the State Departments of TVET and Finance, as well as professionals with expertise in leadership, engineering, ICT, and financial management. The Principal serves as the Chief Executive Officer and is assisted by two Deputy Principals—one in charge of academics and research, and administration and finance.

The Committee was informed that there are three sub-committees of the Council, namely, Education, Training and Research; Finance, Infrastructure, and Human Resource; and Audit and Risk Management, that execute key functions such as approving budgets, overseeing performance, and aligning institutional activities with national policy frameworks.

The institution submitted that it is currently constrained by a mismatch between curriculum content and industry demands, delayed government capitation, and budget limitations. While progress has been made in infrastructure development, some strategic priorities remain underfunded.

According to the institution's presentation, its priorities are aligned with the Constitution of Kenya 2010, Vision 2030, the Fourth Medium-Term Plan, and the Bottom-Up Economic Transformation Agenda (BETA), primarily through demand-driven training and innovation hubs such as the Jitume Labs.

On student Enrolment and Academic Programmes, the Committee was informed that total enrolment as at April 2025 stood at 4,258, with males accounting for 2,218 and females 2,040. The institution projected that enrolment would rise to 10,258 by June 2026.

It was reported that academic programmes are offered in seven major departments including Agriculture, Engineering, ICT, Business, Hospitality, and Fashion Design. The institution also runs Dual-TVET programmes, short courses, and competency-based training, targeting youth and women in various sectors.

The Committee was informed that enrolment trends over the past four years have demonstrated fluctuations, influenced by government placement cycles and funding availability.

The institution outlined its marketing strategy, which includes digital engagement through social media and websites, school outreach programs, showcasing graduate success stories, and strengthening industry linkages for internship and apprenticeship opportunities.

On Staffing and Institutional Capacity, it emerged that the institution operates at 40% of its approved staffing levels, with 142 staff against an establishment of 236. The most affected areas were in the technical training departments, including mechanical, civil, and electrical engineering.

The institution reported that recruitment has been hindered by budget ceilings, multi-layered approval processes involving the Public Service Commission and Treasury, and difficulty in attracting specialized staff due to competition from the private sector.

The Committee was informed that ongoing mitigation strategies include engagement with the Ministry of Education and the TVET Authority, proposals for decentralized hiring, and advocacy for improved remuneration.

The institution emphasized its commitment to continuous professional development through in-house and external training, wellness programs, mentorship schemes, and support for further studies among staff.

On Financial Position and Institutional Assets, the Committee was informed that the institution received clean financial audits from the Office of the Auditor-General from 2018 to 2024. It was highlighted that there are no pending bills, legal disputes, or liabilities related to land or assets.

It was also reported that while an asset register exists, a formal valuation exercise is yet to commence. The institution has secured a 99-year lease on land parcel NKUENE/MITUNGUU/2863.

On the Implementation of Capital Projects, the institution submitted that several capital development projects were implemented in FY 2023/2024 with support from government allocations. These included:

- i) Construction of Phase I of a Tuition Block (99% complete)
- ii) Construction of an Ablution Block (Completed)
- iii) Student Centre (Completed)
- iv) Hair and Beauty Workshop (Completed)
- v) 21 student study gazebos (Completed)

The Committee noted that all procurements were conducted in compliance with the Public Procurement and Asset Disposal Act, 2015. Tendering and quotation processes were conducted transparently, and contracts were awarded within prevailing market rates.

On TVET Reforms and Policy Considerations, the Committee was appraised that the institution has embraced Competency-Based Education and Training (CBET) in line with government policy and is actively rolling out revised curricula. The institution emphasized that skills and innovations are central to Kenya's development and that its programmes are aligned with national and international development goals.

However, the institution expressed concern over limitations in training equipment, infrastructure, and accreditation timelines, which affect expansion and quality assurance.

To enhance effectiveness, the institution recommended strengthening industry collaboration, enhancing infrastructure, increasing trainer capacity, and streamlining accreditation procedures.

On Revenue Diversification and Financial Sustainability, the Committee was informed that the institution's main revenue streams are government capitation and student fees. The institution reported that it has generated Ksh 4,022,050 over the past three years through internal income-generating projects such as crop and animal farming, hiring out facilities, and offering computer application packages.

It was noted that the institution is in the process of preparing proposals to engage international development partners, although it does not currently have formal collaborations with global institutions.

On Contribution to the Bottom-Up Economic Transformation Agenda (BETA), the institution submitted that it actively contributes to the BETA initiative through the rollout of CBET, engagement with Jua Kali artisans, and provision of modular short courses in trades such as agriculture mechanization, electrical installation, and ICT.

It was reported that the institution has developed MoUs with industries in hospitality, automotive, and electronics, and works with local governments and institutions like KTDA to facilitate internship and apprenticeship programmes.

On Implementation of Presidential Directives, the Committee was informed that the institution is compliant with recent presidential directives, including:

- i) Expansion of CBET implementation
- ii) Establishment of innovation and ICT labs
- iii) Outreach to increase student admissions via KUCCPS
- iv) Upgrading training workshops and equipment

However, the institution acknowledged challenges such as delayed capitation, understaffing in high-demand trades, outdated equipment, and reduced uptake of industrial attachment opportunities due to economic factors.

The institution requested targeted government support, including timely funding, designation as a Regional Centre of Excellence, and strengthening of public-private partnerships to improve post-training employment outcomes.

3.7 NORTH EASTERN NATIONAL POLYTECHNIC (NENAP)

On Institutional Governance and Strategic Direction, the Committee was informed that North Eastern National Polytechnic (NENaP) attained national status through Legal Notice No. 89 of 30th May 2016 under the TVET Act, 2013. The institution's mandate is to offer technical, commercial, and scientific training relevant to the needs of the national economy and to support industrial development through strategic collaborations with the private sector.

It was reported that the Polytechnic is governed by a Governing Council appointed by the Cabinet Secretary for Education and managed by a principal appointed by the Principal Secretary for the State Department for TVET. The Council oversees strategic implementation, financial oversight, and compliance with applicable legal and policy frameworks. The institution further

stated that its vision is to become a center of excellence in technical and entrepreneurial training, while its mission is to equip trainees with practical, entrepreneurial, and research skills.

On Student Enrolment and Academic Programmes, the Committee was informed that the Polytechnic had a total of 1,404 students enrolled in 96 courses accredited by TVETA. It was emphasized that the institution was committed to aligning its training with national skills priorities and industry demands.

The management indicated that this alignment is achieved through regular engagement with industry stakeholders, continuous labor market research, implementation of the Competency-Based Education and Training (CBET) model, periodic curriculum reviews in collaboration with TVETA and TVET CDACC, and integration of work-based learning opportunities such as internships and attachments. It was further noted that soft skills and digital literacy have been incorporated into all training programs, and that tracer studies and alumni feedback were regularly conducted to inform curriculum improvements.

However, the institution reported several challenges affecting student enrolment, including insecurity in the region, high tuition fees under the new funding model, limited outreach in remote areas, poverty-related constraints, persistent negative perceptions about TVET education, and prohibitive costs related to program accreditation—particularly in health-related programs regulated by bodies such as KNDI.

On Staffing and Institutional Capacity, the Committee was informed that the Polytechnic had 60 trainers employed by the Public Service Commission and five by the Governing Council. There were also 22 non-teaching staff on permanent terms and 30 casual workers.

Management reported that the institution faced challenges in attracting and retaining qualified staff, especially in technical and support areas. It was noted that low remuneration, limited funding, and difficult working conditions had contributed to high attrition rates. The Polytechnic further indicated that annual performance targets were set by senior management, with evaluations submitted to the State Department of TVET.

On Institutional Assets, Liabilities, and Financial Position, the Committee was informed that the Polytechnic had undergone a financial audit for the 2023/2024 financial year and maintained an updated assets register. It was reported that the institution had no legal disputes or encumbrances related to its physical assets; however, it lacked a title deed for its land. The institution's perimeter was fully secured with a boundary wall.

The institution further indicated that it had been awarded Kshs. 61.9 million for the construction of Wajir West TVC, of which only Kshs. 10 million had been received from the NGCDF. The remaining balance of Kshs. 51.9 million was still pending disbursement by the State Department for TVET.

On Implementation of Capital Projects, the Committee was informed that the Polytechnic was mentoring and overseeing the construction of three Technical and Vocational Colleges (TVCs) in the region:

- i) Wajir North TVC, where works had stalled at 32% due to contract termination. The process of re-tendering was underway.
- ii) Wajir West TVC, which had reached 37% completion, with works halted due to lack of funds.
- iii) Balambala TVC, where construction was 90% complete, pending approval of contract variation.

The management stated that austerity measures and budgetary limitations had delayed these capital projects.

On TVET Sub-Sector Reforms and Policy Considerations, the Polytechnic reported that it had undertaken several reforms in line with the recommendations of the Presidential Working Party on Education Reform. These included the establishment of a greening club that had planted over 4,500 trees and the signing of MOUs with local industries to support dual training, such as with Toyota Warsan Garissa.

The Committee was informed that in the 2024/2025 academic year, 140 trainees had received funding from HELB. However, it was noted that many trainees from the region could not benefit from the loan component due to their religious beliefs, as the HELB loan was not Sharia-compliant.

Additional challenges reported included inadequate water supply for tree planting, extreme weather conditions, and limited financial capacity to modernize facilities and sustain reforms.

On Revenue Diversification and Financial Sustainability, the institution reported that it was pursuing revenue diversification strategies to reduce dependency on government funding. These included plans to modernize the Polytechnic cafeteria, expand agricultural activities, improve services at the driving school, and hire out school facilities to the public.

On Contribution to the Bottom-Up Economic Transformation Agenda (BETA), the polytechnic reported several initiatives aligned with the BETA agenda:

- i) In agriculture, it had introduced courses in agricultural machinery and bee-related technologies and launched an institutional farm supported by a CICAN partnership.
- ii) In MSME development, it had adopted the CBET model and partnered with automotive industry players for dual training.
- iii) In housing, it offered programs in building technology, civil engineering, plumbing, masonry, and carpentry.
- iv) In healthcare, it mounted programs in nutrition, health records, and community health, and operated an internal dispensary.
- v) In ICT and digital economy, it has implemented the Jitume program, hosted AJIRA digital training, and benefited from high-speed internet provided by the ICT Authority.

To support these efforts, the Polytechnic had secured training equipment through partnerships with CICAN, AVIC International, and others, and had strengthened trainer capacity through industry-based workshops.

On Implementation of Recent Presidential Directives, the Committee was informed that the institution had implemented several presidential directives, including:

- i) Deployment of 22 new trainers,
- ii) Implementation of dual training in two departments,
- iii) Adoption of CBET-based curriculum reforms,
- iv) Participation in a national Continuous Professional Development (CPD) initiative for trainers,
- v) Certification of over 10 individuals through Recognition of Prior Learning (RPL),
- vi) Establishment of a Jitume Lab with 100 computers,
- vii) Improvement of digital connectivity infrastructure,
- viii) Launch of a greening initiative that had planted over 2,000 trees.

Despite these achievements, the institution highlighted ongoing challenges such as inadequate infrastructure, limited funding, shortage of trainers, weak private sector engagement, stigma against TVET, and insufficient monitoring of directive implementation.

On Other Matters, the institution brought the following to the Committee's attention:

- i) The Polytechnic faced low student enrollment due to high fees and requested that it be approved to receive NYS trainees.
- ii) The delayed release of funds including capitation and scholarships continued to disrupt operations.
- iii) There was a shortage of lecture halls, hostels, library resources, and health labs.
- iv) The institution lacked political goodwill at both national and county levels.
- v) During the rainy season, the compound experienced encroachment by internally displaced persons, leading to property damage.
- vi) Flooding at the main gate rendered the institution temporarily inaccessible. This was attributed to poor drainage resulting from incomplete road works by KERRA. The Polytechnic requested support from the Ministry to raise the main gate and improve drainage infrastructure.

3.8 TSEIKURU NATIONAL POLYTECHNIC

On Governance and Strategic Management, Tseikuru National Polytechnic, which was established in 2016, reported that it is governed by an eight-member Governing Council supported by three committees: Finance and Resource Mobilization, Academic and Human Resource Management, and Audit and Risk. The institution indicated that it operates under the Ministry of Education's TVET framework and adheres to performance contracting, integrity programs, and audit requirements. It stated that its organizational structure covers academic, administrative, and student support functions, and that its strategic priorities focus on expanding enrolment, strengthening industry linkages, and enhancing infrastructure to achieve its TVET mandate.

On Enrolment and Academic Programmes, the Polytechnic reported that its enrolment had grown from 15 trainees in 2016 to 1,137 trainees in 2025. These trainees are enrolled in Competency-Based Education and Training (CBET) and KNEC programs across the

departments of Agriculture, Business Studies, Engineering, ICT, Fashion and Design, Hospitality, and Liberal Studies.

The institution indicated that it faces challenges such as low reporting rates among KUCCPS-placed students, competition from institutions outside Kitui County, and negative perceptions about TVET. It informed the Committee that it has responded through intensified outreach and marketing campaigns and by aligning its programs with local industry needs in areas like construction, automotive engineering, agriculture, and ICT.

On Staffing and Human Resource Gaps, the Polytechnic reported that it has 43 teaching staff—23 employed by the Public Service Commission and 20 under the Board of Governors—and 13 non-teaching staff. This number falls short of the required 62 teaching and 48 non-teaching positions, resulting in heavy workloads and limited course expansion.

The institution stated that recruitment is constrained by financial limitations and delayed allocation of trainer positions by the government. It highlighted that staff retention is supported by annual salary increments for BOG staff and professional development initiatives such as CBET workshops and industry exposure programs.

On Financial Position, Assets, and Liabilities, the Polytechnic reported that it operates on a combination of government capitation and internally generated revenue, but financial constraints persist. It highlighted a budget deficit of KES 7.9 million and pending bills amounting to KES 10.7 million, while internally generated income remains minimal, with contingent rentals contributing KES 234,000 over three years.

The institution indicated that it maintains an updated asset register, conducts preventive maintenance, and undergoes regular audits. However, it drew attention to land ownership disputes and encroachment challenges, which have delayed expansion and the execution of development projects.

On Infrastructure and Capital Projects, the Polytechnic reported that it is constructing two hostels which are 50% complete, but progress has been delayed by funding shortfalls and late disbursements. It explained that remedial measures, including financial restructuring and contract re-engagement, have been undertaken to sustain progress.

The Polytechnic highlighted infrastructure priorities, including infrastructure priorities include upgrading workshops, acquiring modern training equipment, improving access roads, and expanding classrooms and laboratories to support CBET and dual training.

On Policy Implementation and TVET Reforms, the Polytechnic confirmed that it is implementing TVET reforms in line with the Presidential Working Party on Education Reform recommendations, including CBET adoption, strengthening of industry linkages, and promotion of dual training. It stated that it contributes to the Bottom-Up Economic Transformation Agenda (BETA) by producing skills in sectors such as automotive engineering, agriculture, ICT, and construction.

However, the institution reported challenges with fragmented accreditation processes, lengthy approvals, limited funding for specialized equipment, and weak industry collaboration in certain programs. It recommended increased funding, digitalized accreditation, and the establishment of Centers of Excellence to improve TVET delivery.

On Key Requests to the Committee, the Polytechnic appealed for government and parliamentary support in several areas:

- i) Funding to complete stalled and new infrastructure projects, including hostels and workshops.
- ii) Recruitment of additional teaching and non-teaching staff to reduce workload pressures.
- iii) Provision of modern training equipment to enhance CBET and industry-aligned programs.
- iv) Bursary support for needy students to improve retention and completion rates.
- v) Resolution of land ownership disputes and improvement of access roads to facilitate institutional growth.

3.9 THE KIAMBU NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Committee was informed that Kiambu National Polytechnic, formerly Kiambu Institute of Science and Technology (KIST), is

governed by a ten-member Governing Council appointed by the Cabinet Secretary for Education. The Council includes a chairperson, six independent members, one alternate representative each from the National Treasury and the State Department for TVET, and the Principal, who serves as the Secretary to the Council and the institution's Chief Executive Officer.

The institution indicated that any existing structural or operational gaps have been addressed through internal staff redeployments and appointments. Nonetheless, the management requested the Committee's intervention in the disbursement of HELB loans and government capitation, which has become necessary due to the growing burden of student fee arrears threatening the institution's financial health.

The Committee noted that the institution's strategic priorities namely education and training, research and innovation, infrastructure development, trainee welfare, and institutional capacity are well aligned with Kenya's Vision 2030, the Bottom-Up Economic Transformation Agenda (BETA), and the Fourth Medium-Term Plan.

On Student Enrolment and Academic Programmes, the Committee was informed that Kiambu National Polytechnic has an enrolment of 9,440 students distributed across various departments, with 5,728 male and 3,712 female students. The institution highlighted that enrolment has grown steadily from 2,256 in 2015 to over 9,700 in 2024, although a slight decline in recent admissions has been noted.

The institution attributed this recent trend to several emerging challenges. These include delays in the release of KCSE results, confusion caused by the new higher education funding model, financial hardship facing many households, and increased cases of drug abuse among the youth. Nevertheless, the institution has intensified student recruitment efforts through outreach activities targeting churches, high schools, and community forums across the country.

The Committee noted that the institution ensures alignment of its programmes with national skills demands by implementing the Competency-Based Education and Training (CBET) curriculum, developed in collaboration with industry stakeholders. Dual training models, continuous benchmarking, and regular review of course content were reported as ongoing practices that enhance employability and relevance of the institution's graduates.

On Staffing and Institutional Capacity, the Committee was informed that there is a notable staffing shortfall at the institution. Against an approved establishment of 438 academic and 185

non-academic staff, the institution currently has 289 academic and 164 non-academic personnel. The institution acknowledged that it had to engage 125 council-employed trainers to bridge the gap.

Among the recruitment challenges reported were high staff turnover, skills mismatch, and stagnation in staff promotions. To address these issues, the institution is introducing commuter allowances, reviewing staff salary scales, and promoting staff who have attained higher qualifications. The Committee noted that the institution supports continuous professional development by facilitating CPD training, covering subscription fees to regulatory bodies, and offering staff flexible study time to pursue further education.

On Financial Position and Management of Assets, the Committee was informed that the institution maintains updated financial records and had no pending bills at the time of reporting. Audited financial statements for FY 2023/2024 were made available, and the institution reported sound financial management practices.

It was further indicated that Kiambu National Polytechnic sits on 70 acres of land, with the title deed held by the National Treasury. The institution reported that its asset register is up to date and that all equipment and facilities undergo regular maintenance. The Committee was pleased to note that there are no ongoing legal disputes, encumbrances, or claims on the institution's assets.

On Implementation of Capital Projects, the institution reported that it has undertaken and completed several capital projects funded through internally generated income. These include the construction of a Library and ICT Resource Centre, perimeter wall, CCTV system, solar installations, campus roads, and a modern gate, among others. The Committee was informed that all these projects were completed on time and within budget.

Of particular note is the Industrial Mechatronics Centre, which is 97% complete and being funded through a Government of Kenya loan from the German Development Bank. In addition, the institution has commenced construction of a Hospitality Complex, currently at 3% completion, with works expected to be finalized by December 2025. No stalled projects or audit concerns were reported.

On TVET Sub-sector Reforms and Policy Considerations, the institution expressed support for recommendations made in the Presidential Working Party Report, particularly the

institutionalisation of industrial linkages and dual training systems. It emphasized the need for fast-tracking tools to implement these reforms, including closer ties with the Jua Kali sector and frameworks for incubating and commercialising student innovations.

The Committee was informed of several challenges in the programme accreditation process. These included high charges by TVETA, such as Kshs. 4,000 per course and a Kshs. 500 per student levy. The institution proposed that these charges be abolished or reduced, arguing that TVETA is already publicly funded. The institution further recommended policy interventions to support local manufacturing, discourage imports of items that can be made locally, and help graduates form companies eligible to bid for public and private sector contracts.

On Revenue Diversification and Financial Sustainability, the Committee noted that Kiambu National Polytechnic has established several income-generating initiatives to supplement government funding. These include hiring of facilities and equipment, sale of goods such as farm produce, and running a driving school. Over the past three financial years, the institution generated approximately Kshs. 107 million from these ventures.

However, the institution cited procurement regulations as a hindrance to the competitiveness of its internal business units. Specifically, the requirement to procure from pre-qualified suppliers via LPOs leads to higher operational costs, limiting the institution's ability to offer affordable services, particularly in the cafeteria.

On International Partnerships and Collaborations, the institution reported having an active collaboration with the German Government for the construction and equipping of its mechatronics workshop. This partnership has positioned Kiambu National Polytechnic as a Centre of Excellence in mechatronics training within the TVET sector.

The Committee was informed that there are no legal barriers preventing the institution from engaging in external partnerships or income-generating activities. However, regulatory flexibility was requested to allow for more market-responsive procurement processes in its entrepreneurial ventures.

On Contribution to the Bottom-Up Economic Transformation Agenda (BETA), the Committee noted the institution's contribution to various BETA pillars. Under agriculture, the institution offers training in modern farming, agribusiness, and sustainable agriculture, and also engages in livestock and crop farming to support the internal food supply chain.

In support of MSMEs, the institution equips trainees with business management and innovation skills and exposes them to trade fairs. For the digital superhighway, the institution runs ICT programmes, has adopted e-learning platforms, and participates in national digital initiatives such as Ajira and Jitume.

The institution supports the creative economy through fashion design courses, clubs, and student showcases. Its commitment to housing and settlement is demonstrated by construction-related programmes and innovations in low-cost building materials. The institution also prioritizes health care through an on-campus clinic and wellness campaigns.

On Industry Linkages and Graduate Employability, the Committee was informed that the institution has signed Memoranda of Understanding with numerous industry players including Lean Energy, Tata International, Farmers Choice, and Karirana Tea Estate. These partnerships facilitate dual training, internships, and industry-based curriculum development.

The institution also conducts tracer studies, promotes entrepreneurship, and maintains an Office of Career Services to assist graduates with job placement and mentorship. Through collaboration with local industries and emphasis on Science, Technology, Engineering, Agriculture, and Mathematics (STEAM), the institution ensures its graduates are ready to contribute meaningfully to the labour market.

On Implementation of Presidential Directives on TVET, the institution reported implementing several presidential directives aimed at strengthening the TVET sector. These include aggressive student recruitment campaigns with the help of local administrators, adoption of CBET, upgrading facilities and equipment, and providing bursaries to needy students.

Nonetheless, challenges were identified, including limited funding for modern equipment, inadequate staffing, weak industry linkages, and insufficient access to advanced technologies. The institution requested enhanced funding, expanded industry collaborations, and capacity building for trainers as critical areas where government support is urgently required.

On Additional Matters Requiring Committee Attention, the institution requested the Committee's support in developing pedestrian infrastructure linking Kiambu Town to the Polytechnic. With over 90% of its students living off-campus and a projected enrolment of 12,000 by mid-2025, the lack of a safe walkway and pedestrian bridge across the busy Kiambu Road has

resulted in multiple student accidents and fatalities. The Committee was urged to prioritize this matter for urgent intervention.

3.10 NAIROBI NATIONAL POLYTECHNIC

Institutional Governance and Strategic Direction

The Committee was informed that the Polytechnic is governed through a Council appointed by the Cabinet Secretary for Education in accordance with the TVET Act, 2013 and Mwongozo guidelines. The Council provides policy leadership, strategic oversight and accountability for institutional performance. The Principal serves as the Chief Executive Officer and Secretary to the Council, supported by Deputy Principals, the Registrar, Dean of Students, Internal Auditor, Finance Officer and Heads of Departments who manage academic, administrative, financial and student-welfare functions.

The institution reported that despite having a functional governance structure, it continues to face operational gaps—particularly the need for PSC recruitment of critical personnel such as auditors, HR officers, ICT staff, medical personnel and librarians. It further indicated that TVET financing remains inadequate, especially for CBET delivery, and called for streamlined capitation, restoration of operational grants and additional development funding. The institution affirmed that its strategic priorities are aligned with Vision 2030, the SDGs, and national skills requirements in sectors such as manufacturing, housing, health, agriculture and technology.

Student Enrolment and Academic Programmes

The Polytechnic reported steady enrolment growth, rising from 6,028 trainees in 2020 to 9,954 in 2025. While the growth reflects increased interest in technical programmes, the institution highlighted challenges including reduced capitation, high living costs in Nairobi, inadequate student accommodation, limited infrastructure and a trainer-trainee ratio far above the recommended threshold. The institution noted limited collaboration from industry as an additional bottleneck.

However, the Committee was informed that several opportunities have emerged, including the rollout of online and blended courses, expansion of short skills-based training, introduction of dual and block-release programmes, and implementation of Recognition of Prior Learning.

Continuous curriculum review and alignment with evolving industry demands were cited as ongoing priorities.

Staffing and Institutional Capacity

The institution reported that it currently has 261 trainers against an approved establishment of 400, and 60 non-teaching staff against an establishment of 86. It attributed the staffing gap to inadequate financial resources, which constrains recruitment.

The Polytechnic indicated that it conducts Training Needs Assessments, allocates funds for professional development, ensures registration with professional bodies, and fosters a supportive work environment to encourage retention. It appealed for Government support to address the staffing shortfall.

Institutional Assets, Liabilities and Financial Position

The Committee was informed that as of 31 March 2025, the Polytechnic had recorded income amounting to Ksh 518 million against expenditures of Ksh 369 million. The institution stated that it has adopted sustainability measures such as investment in solar energy, development of a borehole to reduce water expenses and the deployment of digital systems to enhance operational efficiency.

It maintains an updated asset register covering land, buildings, machinery, equipment and other assets, and indicated that there are no encumbrances on any property. Pending bills amount to Ksh 6.8 million and are all within the three-month settlement threshold, with assurances that they will be cleared by the end of the financial year.

Implementation of Capital Projects

The institution reported several major capital projects at advanced stages of implementation. These include a Printing and Publishing Complex funded by ADB, a Mechatronic Workshop supported by KfW, a Hospitality Block and a Tuition Block funded by the Council. All projects are aimed at expanding training capacity, modernising learning environments and enhancing institutional competitiveness.

The Committee was informed that most of the projects are scheduled for completion by March–May 2025. No project has stalled, although the Printing Complex experienced minor delays. The

institution confirmed that there are no legal disputes, audit queries or financial hindrances affecting project implementation.

TVET Subsector Reforms and Policy Considerations

The Polytechnic reported that it has embraced key recommendations of the Presidential Working Party on Education Reform, including strengthening linkages with industry, expanding digital infrastructure, and aligning programmes with TVETA quality standards. It also hosts Jitume Labs in line with national digital-skills initiatives.

The institution highlighted delays in the accreditation of programmes and high subscription fees for regulated courses as barriers to expansion. It proposed review of TVET financing policy, stronger industry-TVET partnerships and the establishment of a chamber of commerce to support dual training and placement of trainees.

Revenue Diversification and Financial Sustainability

The Committee was informed that the institution has diversified its revenue base through activities such as driving school services, uniform production, soap and sanitizer manufacturing, facility hire, photocopy services and water purification. Revenues have grown consistently over the past three financial years.

The Polytechnic also reported active international partnerships with IOM, GIZ, UNIDO and the Vocalize IoT initiative, which support curriculum development, equipment provision, capacity building and exposure to emerging technologies. It stated that 98 ICT trainees are undergoing advanced training in cloud computing and data science through these collaborations.

Contribution to the Bottom-Up Economic Transformation Agenda (BETA)

The Polytechnic informed the Committee that it is directly supporting BETA through fabrication work for affordable housing in collaboration with the Jua Kali sector, hosting Jitume Labs for digital jobs, mounting programmes aligned to agriculture, infrastructure and health, and implementing RPL for MSMEs.

The institution has also introduced foreign language training in German and French to enhance global employability and reported ongoing plans to introduce Mandarin.

Implementation of Recent Presidential Directives

The institution reported that it has operationalised several Presidential Directives by modularising curricula, implementing dual training with 50 percent industrial attachment, upgrading infrastructure and modern equipment, and establishing ICT hubs to expand digital-skills training.

It highlighted challenges such as inadequate funding, trainer shortages and resistance to curriculum changes. It requested additional Government support, including funding, incentives and strengthened partnerships with industry.

Any Other Matters

The Polytechnic informed the Committee that rapid institutional expansion has resulted in a significant shortage of trainers and requested support toward recruitment through the relevant Government agencies. It also expressed concern over irregular disbursement of capitation and scholarship funds, which disrupts institutional operations, and appealed for streamlining of the funding framework.

3.11 KABETE NATIONAL POLYTECHNIC

On Governance and Strategic Direction, the Committee was informed that Kabete National Polytechnic is governed by a Council comprising eight members appointed by the Cabinet Secretary for Education. The Council is supported by the Academic Board and the Management Board, with established Committees including Academic and Trainees Affairs, Finance and Human Resource, Infrastructure, and Audit and Risk. However, the institution indicated that it operates without clear legal classification as either a State Corporation or a Semi-Autonomous Government Agency (SAGA), creating uncertainty in governance and management structures. The Committee noted that this ambiguity requires legislative or policy intervention to provide clarity.

On Strategic Priorities and Budget, the institution presented its five-year strategic plan, valued at Kshs 2.53 billion, which prioritises CBET implementation, infrastructure development, trainee welfare, capacity building, and research promotion. The Committee noted that the largest portion of this budget, Kshs 1.4 billion, is allocated to physical infrastructure development.

On Student enrolment and academic programs, the Committee was informed that the Polytechnic has a current enrolment of 10,034 trainees across 13 departments, with the Building and Civil Engineering, and Computing and Informatics departments registering the highest numbers. The institution indicated that it faces several challenges, including high deferment rates in long-duration programs, poor performance in theory-heavy national exams, and high dropout rates caused by financial constraints and complex funding processes. The Committee was further informed that the institution has adopted Training Needs Assessment (TNA) in partnership with industry and is aligning programs with Occupational Standards (OS) to better respond to labour market demands.

On Staffing and Capacity, the institution reported to the Committee that it has a staffing gap of 11 trainers, with an approved establishment of 347 academic staff but only 336 in post. The Agriculture, Applied Sciences, and Fashion and Cosmetology departments were noted as the most affected. The Committee was further informed that non-academic staffing also falls short, with 107 staff in post against an approved 138. Gaps were reported in HR, ICT, internal audit, security, and farm operations. The institution attributed these shortages to high staff turnover, misalignment of skills, delayed recruitment processes, and low remuneration. The Committee noted that the institution is addressing these challenges through mentorship, in-house training, and collaboration with industry while advocating for better compensation packages.

On Financial Position, the Committee was informed that the institution generated Kshs 587 million in the financial year ending March 2025 and incurred expenditures of Kshs 548 million, resulting in a surplus of Kshs 39 million. The institution indicated that it is pursuing sustainability through improved marketing, internal revenue generation, and adjustments to its funding model, including support from HELB.

On Assets, Liabilities, and Land, the institution confirmed that its asset register is up to date and that it has secured a provisional title deed, with steps underway to acquire a new generation title. The Committee was informed of a historical dispute involving a local church claiming five acres of institutional land, which was resolved in favour of the institution by the National Land Commission. Details of liabilities and pending bills were provided in the appended annex.

On Capital Projects, the Committee noted that the institution has no stalled projects. Ongoing capital works are progressing well, though some delays have been experienced due to outstanding payments to suppliers, leading to material shortages.

On TVET Sector Reforms, the institution expressed its full support for reforms in the TVET sector, including the rollout of programs by TVET CDACC, the establishment of an Open, Distance and E-Learning (ODEL) centre, and the strengthening of industry linkages through advisory committees. However, the Committee was informed that delays in TVETA accreditation due to staff shortages remain a challenge. The institution recommended the establishment of a TVET Service Council, continuous trainer recruitment, periodic curriculum reviews, and creation of a funding stream for TVETs separate from universities.

On Revenue Diversification, the Committee was informed that the institution has successfully implemented various income-generating initiatives, including short courses, Recognition of Prior Learning (RPL), consultancy services, sales of farm produce, rental of facilities, and student accommodation services. Over four years, these initiatives have earned the institution Kshs 111 million. Additionally, the institution reported strong international partnerships with Colleges and Institutes Canada (CICan), GIZ, and Schneider Electric, which have contributed equipment, training, and exchange programs.

On Support to Bottom-Up Economic Transformation Agenda (BETA), the institution indicated that it supports the national BETA agenda through training in priority sectors such as healthcare, housing, agriculture, and manufacturing. The Committee noted that the institution has adopted dual training models, facilitated industry internships, and developed public-private partnerships. Under the Greening TVET initiative, the institution reported planting over 2,500 trees, integrating renewable energy training (solar and biogas), and initiating plastic recycling projects.

On Implementation of Presidential Directives, the Committee was informed that the institution is implementing the Presidential directive on dual training. Nine trainers have been trained in dual pedagogy, and ten MOUs have been signed with industry partners. The institution has also fully adopted the CBET curriculum, with 46 internally accredited and 56 CDACC-accredited programs. The modularization of over 130 curricula has enhanced the institution's responsiveness to dynamic market demands.

On Emerging Issues and Requests, the institution requested timely disbursement of TVET funds and scholarships under the new funding model. Additionally, it recommended that the KUCCPS portal remain open year-round to align with polytechnic academic calendars and accommodate flexible admissions.

3.12 OLLESSOS NATIONAL POLYTECHNIC

Institutional Governance and Strategic Direction

The governance structure comprises the Principal, supported by the Assistant Principal, Registrar, Dean of Trainees, Heads of Departments, and coordinators across both academic and administrative functions. The institution maintains clearly defined departmental leadership and security structures, including adequate perimeter fencing, gates, contracted security, administrative police officers, and CCTV surveillance to support safe institutional operations.

Strategically, the Polytechnic continues to shift fully into CBET delivery, phasing out KNEC programs, expanding dual training partnerships, upgrading workshops and equipment, and expanding academic capacity through infrastructural improvements.

Student Enrolment and Academic Performance

Total trainee enrolment shows a slight decline from **11,269 (Jan 2025)** to **10,727 (July 2025)**, with the majority enrolled in technical departments such as Mechanical, Electrical, Building, Hospitality, Computing, and Applied Sciences. Largest departments include:

- **Hospitality:** 1,726 → 1,747 trainees
- **Mechanical & Automotive:** 1,453 → 1,431
- **Building & Civil:** 1,531 → 1,447
- **Electrical & Electronics:** 1,226 → 1,194

Academic Performance:

Exam pass rates vary by department, with overall institutional performance at **72.6%**.

- Mechanical & Automotive: **68.4%**
- Electrical & Electronics: **75.0%**
- Building & Civil: Ranges **50–90%** depending on program
- Business Studies: **86.4%**
- Liberal Studies: **86.3%**

Modules under CBET continue to scale up with high enrolment particularly in ICT, Hospitality, Mechanical, Electrical, and Engineering.

Staffing and Institutional Capacity

Across departments, staffing is spread among **CBET instructors, PSC-employed trainers, Council-employed staff, and interns.**

The institution has a total trainer establishment of:

- **268 CBET trainers**
- **113 PSC trainers**
- **79 Council-employed trainers**
- **48 interns**
- **Overall deficit: 145 trainers** due to increased enrolment and expanded program offerings.

Some departments face acute shortages (Hospitality, Computing, Mechanical, Building). Capacity constraints affect workload, practical training, and student supervision.

Financial Position and Assets

Ollessos NP maintains:

- Functional administrative offices and departmental facilities
- Adequate workshops for Building, Electrical, Mechanical, Applied Sciences, Health Sciences, Agriculture, ICT, and Hospitality
- Assets that are well-ventilated, furnished, and equipped for training delivery.

The institution continues to invest significantly in equipment upgrades and facility maintenance.

Capital Projects

Capital infrastructure includes:

- Upgraded administrative offices
- Fully equipped workshops (Building, Electrical, Automotive, Health Sciences, ICT)
- Training kitchens, food production labs, simulation rooms (Health), cosmetology labs, and computing labs.

Most training facilities are **well-equipped and well-maintained**, though challenges include:

- Inadequate space for Hospitality and Cosmetology
- Power backup gaps in some skill areas
- Need for additional modern equipment in various departments.

TVET Sub-Sector Reforms

Ollessos NP is fully transitioning to CBET:

- All departments have mounted multiple CBET modular programs
- KNEC programs are being phased out, with clear completion dates provided
- Departments maintain accreditation status with TVETA, with several accredited programs and ongoing approvals.

The institution also aligns with TVET sector reforms through:

- Expansion of dual training programs (Hospitality, Mechanical Plant, Medical Engineering)
- Strengthened industry linkage MoUs
- Safety compliance measures in all workshops.

Revenue Diversification

Revenue-generating activities are integrated within departments including:

- Hire of institutional facilities
- Production units in Hospitality, Agriculture, Textile, and ICT
- Town campus operations
- PAYE-food service models in Hospitality
- Consultancy and short courses (vary by department).

Contribution to the Bottom-Up Economic Transformation Agenda (BETA)

The institution contributes to BETA through:

- Large-scale training in technical trades supporting housing, manufacturing, automotive, agriculture, construction, health, and digital economy
- Massive enrolment in ICT, aligned with the Digital Superhighway pillar
- Health Sciences programs supporting Universal Health Coverage
- Hospitality and tourism training supporting MSMEs and service-sector growth
- Agriculture programs aligned to food security initiatives.

Ollessos NP's practical, industry-driven training directly supports the skills pillar within BETA.

Implementation of Recent Presidential Directives

The following actions align with government directives:

- Expansion of dual training programs (e.g., Hospitality with Eden Spring Hotel, Starbucks Hotel, The Alien Hotel; Mechanical Plant training with multiple tea factories)
- CBET implementation across all academic departments

- Upgrading of training workshops and ICT infrastructure
- Increased industry linkages and practical exposure placements
- Improved security compliance through CCTV, fencing, and professional security engagement.

3.13 MICHUKI NATIONAL POLYTECHNIC

On institutional governance and strategic direction, the Committee was informed that management of the Polytechnic is vested in a Council, a Principal, a Board of Management, and an Academic Board, each with distinct roles ranging from policy oversight to academic regulation. The governance system is, therefore, robust on paper, but the institution highlighted significant gaps requiring urgent intervention. Chief among these were the absence of a legal expert on the Council to handle matters of compliance and litigation, the lack of allowances for principals and deputy principals despite their heavy administrative workload, and inadequate recognition of deans and registrars who shoulder critical responsibilities but receive neither formal appointment by the Public Service Commission (PSC) nor monetary compensation. It was further reported that there is no comprehensive policy framework on staff mental wellness despite rising socio-economic pressures, and that certification — an expensive process — is unfunded by the government despite National Polytechnics being award-winning institutions. The institution noted that the development of operational policies is also a costly exercise, requiring consultancy services, yet resources remain limited.

On student enrolment and academic programmes, the Committee was informed that Michuki National Polytechnic has witnessed exponential growth in enrolment from 245 students in 2013 to nearly 6,000 in 2025. This increase is strongly correlated with the elevation of the institution to National Polytechnic status, which has raised its profile and attractiveness to students. The Polytechnic currently runs eight academic departments covering ICT, Electrical and Electronics Engineering, Mechanical and Automotive Engineering, Building and Civil Engineering, Applied Sciences, Liberal Studies, Institutional Management, and Fashion, Design and Cosmetology. In order to align training with industry and labour market needs, the institution has fully transitioned to Competency-Based Education and Training (CBET), developed 48 industry-driven programmes, introduced Dual Training models in collaboration with 48 industries, and rolled out Recognition of Prior Learning (RPL) to acknowledge skills acquired outside the

classroom. Furthermore, the Polytechnic is placing emphasis on micro-credentials and short courses to upskill trainees in specific trades within a shorter timeframe. These innovations, the Committee was told, are enabling graduates to access opportunities both in self-employment and the wider labour market.

On the issue of staffing and institutional capacity, the Committee was informed that the institution has a total of 188 staff, comprising 65 PSC trainers, 84 council-employed trainers, 39 non-teaching staff, and a small number of interns. Despite this, staffing challenges remain acute. The reliance on council-employed trainers places a heavy financial burden on the Polytechnic's wage bill, diverting funds that could otherwise support training equipment and infrastructure. Approximately 30 per cent of trainers lack pedagogy qualifications, which is a legal requirement for TVET trainers, while gender imbalance remains pronounced in departments such as engineering. The representation of Persons with Disabilities among staff is minimal, and ethnic diversity is also limited, with most applicants drawn from the local community. Moreover, the institution faces a serious land constraint as 95 per cent of its 7.5 acres is already developed, leaving little room for future expansion. To mitigate these challenges, the Polytechnic is lobbying for additional PSC trainers, encouraging trainers to pursue pedagogy qualifications through school-based programmes, negotiating with the County Government and local community for additional land, and undertaking staff sensitisation and capacity-building in partnership with agencies such as TVETA and KSTVET.

On institutional assets, liabilities, and financial position, the Committee was informed that Michuki National Polytechnic has no pending bills, maintains an updated asset register, and has a maintenance plan in place for all its equipment and infrastructure. The institution, however, highlighted challenges in land ownership, with only 2.5 acres formally titled under its name, while 5 acres remain untitled. The Polytechnic is in the process of converting the existing titles to reflect its new National Polytechnic status and is also seeking additional land to support future expansion.

On implementation of capital projects, the Committee was informed that the Polytechnic is currently constructing a four-storey block comprising offices, classrooms, a multipurpose hall, staff lounge, and ODEL studios, at a cost of Kshs. 43.2 million. The project, funded by the Board of Governors, was reported to be 93 percent complete and on schedule, with the works rated as

being of good quality and value-for-money. Importantly, no stalled projects were reported, a rarity in public-funded institutions.

On TVET sub-sector reforms and policy considerations, the Committee was informed that the Polytechnic has aligned its activities with the recommendations of the Presidential Working Party on Education Reforms. This includes expansion of infrastructure, involvement of staff in curriculum development and modularization, adoption of the CBET model, and intensified public awareness campaigns to improve the perception of TVET. However, the institution continues to face bottlenecks in accreditation of new programmes due to inadequate infrastructure such as laboratories, a shortage of qualified trainers and assessors, and bureaucratic accreditation processes. It was recommended that TVETA digitize accreditation systems, strengthen continuous professional development of trainers, foster stronger partnerships with industry for resource sharing, and enhance financial support to institutions.

On the issue of revenue diversification and financial sustainability, the Committee was informed that the Polytechnic has developed income-generating activities such as water purification and packaging, yoghurt processing, a driving school, and short courses. In addition, the institution has benefited from international collaborations, notably with GIZ and the Finnish Church, through which 14 trainers have secured scholarships and exchange opportunities at Tampere University in Finland. While these partnerships are commendable, the Polytechnic noted that most collaborations are negotiated at the national level, limiting direct institutional bargaining power.

On contribution to the Bottom-up Economic Transformation Agenda (BETA), the Committee was informed that the Polytechnic has tailored its training to align with national priorities. This includes offering agriculture courses to boost productivity, entrepreneurial training to support MSMEs, construction-related programmes for housing initiatives, and ICT and engineering courses for the digital superhighway agenda. Furthermore, the institution has adopted a dual training model, strengthened industrial attachments, and enhanced collaboration with industry players, resulting in high student placement rates, including 100 per cent in some CBET programmes such as Electrical Operator and Food Technology.

On implementation of presidential directives, the Committee was informed that the Polytechnic has complied fully, having introduced driving courses, continuously updated its data

on the TVET Management Information System, established a Jitume digital lab to promote digital skills, and actively participated in the National Tree Growing Campaign.

3.14 SIAYA NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Institution indicated that it is managed by a Council, which is divided into three sub-committees aligned to their different functions viz: Administration Finance and Infrastructure (AFI): Academic, Research and Trainee affairs (ART). The mandate of the Council is to oversee the overall governance, policy formulation, and strategic direction of the Institute, while the Chief Principal who is the chief executive officer, is responsible for the day-to-day administration, overseeing academic programs, student affairs, faculty management, and general operations. In his administrative duties, the Chief Principal is assisted by two Deputies; Deputy Chief Principal Administration, Planning and Development (APD); and Deputy Chief Principal Academic and Trainee Affairs (ATA). Under the Deputy Chief Principal Academic are Registrar academic, Dean of trainees, Heads of Department, while under the DP Administration Planning and Development (APD) are Human Resource, Finance, Internal Auditor, Supply Chain and Heads of Academic and Technical departments. The institute also has a Student Council headed by a president and other executive Council members.

The Strategic priorities are Quality Training for Sustainable Development, Resource Mobilisation and Financial Sustainability-MSME, Research, Innovation and Technology and Corporate Governance, Partnerships and Linkages

On Students Enrolment and Academic Programmes, the Polytechnic indicated that it runs CBET Programmes with the eleven (11) academic departments. As at April 2025, the student population is 6286.

On Staffing and Institutional Capacity, the Polytechnic submitted that it has a staff establishment of 231 of which 167 are academic staff and 64 are non-academic staff. The approved staff establishment stands at 378 against an in-post staff stands at 231. Attracting Qualified Professionals especially in specialized technical fields, attracting and retaining highly qualified trainers and staff can be difficult. Meeting Specific Qualification Requirements. The need for candidates with specific certifications, like those related to competency-based education and training (CBET) and limited finances which restrict the resources available for recruitment, making it harder to attract top talent with competitive salaries and benefits.

On institutional Assets, Liabilities and Financial Position, the Committee was informed of status of the 2023/24 budget implementation – As at June 2024 the Polytechnic received Kshs 42,083,925 in capitation and Kshs 7,767,048 in scholarship from the Ministry of Education. The Polytechnic has a total revenue of Kshs 239,450,709 as at 30th June 2024. Total Assets Kshs 5.99 billion comprising property, plant and equipment, intangible assets and Biological Assets. The total current liabilities stand at Kshs 14.8 million

The Committee was informed that the status of Siaya National Polytechnic land is Leasehold and measures 15.55 Ha (38.75 acres). There are no Legal disputes, encumbrances or pending claims related to the institution's land and physical access since TSNP land is surrounded by three roads.

On Implementation of Capital Projects, the Polytechnic indicated that it has the following capital projects which are in various stages of completion;

- i) Proposed administration/library complex.
- ii) Supply of double cabin
- iii) Proposed perimeter wall internal labour by the building and civil engineering department
- iv) Enterprise Resource Planning (ERP)
- v) Driving school.
- vi) The Building and Civil Engineering Complex

On the TVET Sub-Sector Reforms and Policy Considerations, the Committee was informed that the Polytechnic has implemented PWPER in Education:

- i) Institutionalise linkages of TVETs with industries and government projects; and develop pathways for continuity between TVET and Universities and vice versa
- ii) Enact the proposed Tertiary Education Placement and Funding Bill to amalgamate HELB, UFB and TVET Fund to enhance efficiency in higher education funding.

On Revenue Diversification and Financial Sustainability, the National Polytechnic has the following Income Generating Activities (IGAs);

- i) Sale of farm produce
- ii) Hire of facilities and equipment

iii) Hosting of events

iv) Driving school

On Partnerships and Collaborations, the National Polytechnic had entered into a collaborative agreement with GIZ/GFA culminating in the launch of the SIT Agri-jobs 4 Youth initiative which aimed at empowering youth aged 18-34 years to gain valuable hands-on agricultural training via short courses at the Polytechnic.

On **Contribution to the BETA Agenda**, the National Polytechnic indicated that they had engaged in several research activities which support the Bottom-up economic transformation agenda (BETA), including agriculture. The Council has established a farm that is currently producing honey from apiculture, eggs from poultry farming, fruits and vegetables, both for institutional consumption and for sale. The Council submitted the health sciences department that is currently producing technologists and technicians in nutrition and Dietetics, and Community health and a Jitume lab in collaboration with the Ministry of ICT to enhance digital skills among the youth and enable them to access online jobs. The Council has invited stakeholders twice; officers from the State Department for Forestry, Water and Climate change and planted 1,000 trees within the Institution.

3.15 THE KISUMU NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Kisumu National Polytechnic (TKNP) indicated that it is a **public TVET institution established by Legal Notice No. 113 of 2014**, also known as the Kisumu National Polytechnic Order, 2014.

The Governance structure of TKNP includes the Council, the Management Board, the Academic Board, the Internal Auditor and the Kisumu National Polytechnic Students Association (KINAPOSA). The composition of the Council consists of nine persons appointed by the Cabinet Secretary, whose two terms shall lapse on 22nd May, 2025.

The Kisumu National Polytechnic indicated that the alignment of the strategic priorities of the polytechnic to National Development include sustainable development is a way of finding a balance between economic growth, social progress, and environmental protection by ensuring resources over time resonates well with the Kenya Vision 2030 MTP IV whose theme is accelerating socio-economic transformation to a more competitive, inclusive and resilient economy. This is espoused well in BETA model which comprises: agriculture; micro, small and

medium enterprise economy; housing and settlement; healthcare; and digital superhighway and creative economy for sustainable development in Kenya.

On Students Enrolment and Academic Programmes, the Polytechnic submitted that it runs eleven (11) academic programmes. As of 2024, the student population was 11,748, with 6,446 males and 5,302 female students. Comparatively, the number of male trainees has been dominant over the number of female trainees. The Management indicated that it has set up a gender desk coordinated by the Gender focal person. There is established a Gender Mainstreaming Committee, a gender mainstreaming policy and a gender-based violence policy to address any factors that could undermine the enrolment and retention of female trainees.

On Staffing and Institutional Capacity, the Polytechnic informed the Committee that the approved staff establishment is 508, consisting of 322 trainers, 50 technicians and 126 non-academic staff. However, the current staffing establishment is 474, including 318 trainers (158 PSC trainers and 160 Council trainers), 50 technicians and 106 non-academic staff. The Council has approved the recruitment of additional staff to fill the vacant positions and the process is ongoing. The understaffing of trainers is a major challenge that needs urgent attention.

On institutional Assets, Liabilities and Financial Position, the Polytechnic indicated its total revenue of Kshs 535,247,057 and liabilities totalling Kshs 380,015,806 as at 30th June 2024. As at 9th April 2025, the institution's pending bills stood at KES 57,340,730, out of which KES 38,395,523 relates to retention amounts on ongoing and completed contractual obligations. The institution largely relies on Government capitation to clear the outstanding balance of pending bills as at the stated date, as well as any additional obligations expected to accrue by the end of the 2024/2025 financial year (June 2025). Timely release of capitation remains critical to ensure settlement of these obligations and maintain a healthy financial position.

On the Status of the Institution Land Ownership, the institution indicated that it currently holds two registered land titles measuring 0.8661 hectares and 17.41 hectares. Additionally, the transfer process for the parcel of land allocated to the Kisumu National Polytechnic School of Agriculture Rarieda Campus is still pending and has not been finalised. The institution is actively following up on the processing of the transfer to ensure formal registration and legal ownership is secured. Currently, there are no known legal disputes, encumbrances or pending claims related to the institution's land and physical assets.

On implementation of Capital Projects, the Polytechnic informed the Committee that it has two capital projects, that is the East Africa Skills for Transformation and Regional Integration (EASTRIP) and the Skills Initiative for Africa (SIFA). The Kisumu National Polytechnic does not have any record of stalled projects.

On TVET Sub-Sector Reforms and Policy Considerations, the Polytechnic presented its positions on the recommendations of the Presidential Working Party on Education Reform (PWPER) are summarised below:

- i) Review and establish a comprehensive governance and financing framework for TVET institutions to enhance effectiveness, efficiency and implement of Recognition of Prior Learning (RPL) framework to formally acknowledge competencies gained outside traditional education systems and enhance employability and access to further education.
- ii) Periodic reviews of TVET curriculum to ensure relevance to market needs and establishing a structured linkage with industries. This includes engaging TVET trainees in government projects and forming industry advisory committees within institutions.
- iii) The need to address the personnel gap in TVET institutions by hiring additional trainers and increasing resources allocated to the sub-sector to support the expansion of physical facilities and training resources

The Committee noted the key challenges in the accreditation of programs which include;

- i) Regulatory and bureaucratic hurdles-multiple regulatory bodies, such as TVETA (Technical and Vocational Education and Training Authority), TVET CDACC (Technical Vocational and Education and Training Curriculum Development, Assessment, and Certification Council), and KNQA (Kenya National Qualifications Authority), create overlapping requirements
- ii) Insufficient collaboration with industries and employers in curriculum development hinders accreditation of programmes.
- iii) Financial constraints

On Revenue Diversification and Financial Sustainability, the Committee was informed that revenue diversification and financial sustainability of the polytechnic over 2024/25 financial years is summarized as follows:

- i) Water bottling plant
- ii) Bakery production
- iii) Hire of facilities
- iv) Accommodation services
- v) Textile production
- vi) Driving school
- vii) Academic PU
- viii) Agriculture (Rabbits and Mice)
- ix) Rental income

The Committee was informed that the total revenue generated in 2024 was Kshs 22,932,323.

On contributing to BETA Agenda and implementing Presidential directives, the Committee was informed that:

- i) The Polytechnic is training in agro-processing and food technology, equipping students with skills in value addition and promoting increased agro-skills among rural youth and training in entrepreneurship and business incubation through enhanced programs in Mechanical and Automotive Engineering, Electrical and Electronics, and Building and Civil Engineering
- ii) Specialized training in Building and Civil Engineering, including masonry, plumbing, and site supervision and attaching students at affordable housing projects is also being offered.
- iii) The Polytechnic is also collaborating with Colleges and Institutes Canada (CICan) through the Kenya Education for Employment Program (KEFEP), enhancing youth employability and developing an industry-aligned curriculum.
- iv) On integrating sustainable energy and green technologies – The Polytechnic reported training modules and partnership with organizations like GFA and GIZ

through the Greening TVETs initiative. These efforts support Kenya's transition toward a green economy and the development of environmentally sustainable jobs.

3.16 THE SHAMBERERE NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Shamberere National Polytechnic (TSNP) indicated that it operates under a robust government network designed to ensure accountability, compliance, and strategic oversight. The Council must have a minimum of seven (7) members and maximum of (9) members.

On Strategic Priorities with Budgetary Allocations and National Development Objectives, the Committee was informed of an increase of enrolment supported by budget allocations, Curriculum Review and Implementation: Investments in Competency-Based Education and Training (CBET) ensure programs meet market needs, supporting Kenya's skills agenda and industrialisation goals.

On students' enrolment and academic programmes, Shamberere National Polytechnic indicated that the current student enrolment stands at 6,161.

On Staffing and Institutional Capacity, the Committee was informed that the academic staff in post are 128, comprising 80 PSC trainers, 11 intern trainers and 37 council trainers. Non-academic staff in post are 30.

On Institutional Asset, Liabilities and Financial Position, the Polytechnic indicated that it maintains a sound financial position, as detailed in the FY 2023/24 financial statements prepared by the Finance Office. Income sources include government capitation, student fees, and revenue from income-generating activities (IGAs) such as the mechanical workshop, guest house, and farm, which supplement reduced government funding. Expenditures cover operational costs, staff remuneration, and infrastructure maintenance, with sustainability achieved through diversified revenue streams. TSNP maintains an up-to-date asset register managed by the Procurement Office and supported by departmental registers, cataloguing land, buildings, equipment, and training facilities. Assets such as mechanical workshops and Jitume Labs are fully operational for training, while regular maintenance ensures longevity and optimal use. The institution reported no pending bills, having cleared all obligations in FY 2023/24, reflecting robust financial discipline.

TSNP further indicated that it holds a legally acquired parcel of land with a single, undisputed title, free from encumbrances, with no recent changes in ownership or boundaries. This secure ownership supports infrastructure development and institutional growth. Proactive governance and adherence to legal requirements have safeguarded asset integrity and ensured operational stability, enabling TSNP to remain focused on delivering quality Technical and Vocational Education and Training (TVET).

On implementation of Capital Projects, the Polytechnic indicated that it has planned several capital projects aligned with its Strategic Plan and national TVET goals, including ICT lab roof repair, installation of cabros, construction of a perimeter wall, agro-processing and applied science laboratories, equipping various workshops, and the purchase of a bus, with a combined estimated cost exceeding KSh 109 million, all targeted for completion by quarter four of 2025 subject to funding. As of FY 2023/24, all projects remain in the planning stage with no expenditure incurred due to a lack of funds, while phases 2 and 3 of the tuition blocks are stalled for the same reason. The institution faces no pending bills or legal disputes, though there are two audit queries on land and ethnicity. TSNP is actively seeking government support and expanding income-generating activities to secure the resources needed to implement these critical infrastructure and training capacity enhancements.

On TVET Sub-Sector Reforms and Policy Considerations, the Polytechnic informed the Committee that it fully endorses the recommendations of the Presidential Working Party Report on Education Reforms as they pertain to the TVET sub-sector. Our alignment is demonstrated through concrete actions, such as establishing partnerships with entities such as Golf Hotel and West Kenya Sugar Company, facilitating practical training and job placement opportunities that enhance graduate employability.

On Revenue Diversification and Financial Sustainability, the Polytechnic confirmed that it has established several income-generating activities (IGAs) to supplement reduced government funding and enhance financial sustainability. These initiatives include a Mechanical Workshop, a Guest House, Farm, Information Technology & Printing, Catering and Car Wash.

On Contribution to the BETA Agenda, the Shamberere National Polytechnic (TSNP) informed the Committee it supports the Bottom-Up Economic Transformation Agenda (BETA) through targeted initiatives aligned with its five pillars—Agriculture, Micro, Small, and Medium

Enterprises (MSMEs), Housing and Settlement, Healthcare, and Digital and Creative Economy, including the Shamberere Agribusiness and Technological Centre (SATEC) and JOY Project: A collaboration with the International Fund for Agricultural Development (IFAD), Ustadi Foundation, and PROCASUR, training 265 youths in agribusiness skills and entrepreneurship, fostering self-reliance and employment in agriculture.

3.17 KITALE NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Kitale National Polytechnic indicated that it operates under the Kitale National Polytechnic Order, 2016, which established its governance and operational guidelines. The institution is overseen by a 10-member Governing Council, responsible for strategic direction, operational integrity, financial health assessment, and compliance with laws and standards. The Council includes representatives from the CS Education, CS National Treasury, PS SDTVET, Inspector General (Corporations), and the Principal as an ex officio member.

The Committee was informed that strategic priorities for 2023-2028 focus on quality and relevant training aligning with industry needs, access and inclusivity for all trainees, trainee support for holistic development, research and innovation and addressing contemporary and emerging issues.

On Student Enrolment and Academic Programmes, the Polytechnic management indicated that its current enrolment stands at total enrolment is currently 12,248. The Committee was informed that emerging challenges in student admissions include funding gaps despite HELB support, as many students do not receive government scholarships, impacting enrolment and retention and increased competition from expanding TVET institutions.

The Committee was briefed that the Polytechnic employs several measures to align with job market demands and national skills agenda, including

- i) Industry engagement and stakeholder consultation through regular meetings and Industrial Advisory Committees (IACs).
- ii) Competency-Based Education and Training (CBET) principles in curriculum development and review.

- iii) Benchmarking and collaboration with other institutions and regulators.
- iv) Labour market surveys and tracer studies to assess program relevance and graduate employability.
- v) Expansion of emerging and high-demand programs (e.g., Medical Laboratory Technology, Industrial Plant Operations, ICT).
- vi) Emphasis on industrial attachment and work-based learning.

On Staffing and Institutional Capacity, the polytechnic reported that essential staff establishment has 48 in-post against a proposed 191, while trainers have 171 in-post against a proposed 350. The Committee was informed that recruitment challenges include attracting and retaining qualified trainers due to low salaries, lack of incentives, poor working environment, and a general shortage of qualified instructors. Difficulty hiring trainers from industry due to higher pay in the private sector and skills mismatch where new trainers may lack industry-specific skills and inadequate funding and limited government-allocated slots.

On Institutional Asset, Liabilities and Financial Position, the institution submitted that it maintains an updated asset register up to Q2 FY 2024/2025, which lists assets used for training delivery. Asset maintenance includes a comprehensive inventory system, regular preventive maintenance schedules, condition monitoring, and engagement of skilled technicians. A portion of the budget is specifically allocated for asset maintenance and upgrades, and prompt repairs are arranged when equipment fails.

On asset utilization, the Committee was informed that assets utility is maximized through shared usage of laboratories and specialized equipment, optimal scheduling, and integration of assets into the curriculum to provide practical experience. Staff and trainees receive training on proper equipment handling.

The Polytechnic submitted that its pending bills as of April 8, 2025, amounted to Kshs. 31,590,844, with management committed to clearing them by June 30, 2025.

The Polytechnic also indicated that it owns three parcels of land totalling 53.675ha (132.22 acres). The original block of 33.77Ha is titled, while Block A (9.057ha) and Block B (10.048ha) have allotment letters but are encroached upon. The Council petitioned the National Land

Commission regarding this encroachment. The institution further reported it had no legal disputes.

On Implementation of Capital Projects, Kisumu National Polytechnic indicated that ongoing capital projects include classroom repairs, infrastructure upgrades, and expansion of ICT facilities. Project prioritization is based on needs assessments and strategic goals, but limited funding has slowed full-scale implementation.

The Committee was informed that notable ongoing projects include construction of Kwanza TVC Institutional Management: 95.7% complete, funded by GOK/AIA, with an expected completion of June 2026 and Perimeter wall: 100% complete, funded by AIA, expected June 2026.

On stalled projects, the Polytechnic submitted that Sigor T.T.I which is 82.7% complete, stalled due to tribal clashes and Chepareria T.T.I that is 50.4% complete, stalled due to collapse of a building.

The Committee was informed that the challenges affecting capital projects include failure by the Ministry to disburse funds and insecurity in certain regions hindering progress.

On TVET Sub-Sector Reforms and Policy Considerations, the Polytechnic indicated that it fully supports the recommendations of the Presidential Working Party on Education Reforms (PWPER) in the TVET Ecosystem. Measures in place align with PWPER recommendations, focusing on:

- i) Aligning training programs with labour market needs.
- ii) Enhancing the quality of TVET by developing industry-driven curricula, improving facilities, and fostering industry partnerships.
- iii) Increasing access and inclusivity for marginalized groups.
- iv) Strengthening governance and leadership in TVET institutions.

The Polytechnic management stated that its strategic policy interventions proposed to enhance TVET competitiveness and include:

- i) Integration of micro-credentials into the KNQA Framework.

- ii) Strengthening industry collaboration and partnerships.
- iii) Promoting workplace-based learning and dual training systems.
- iv) Digital transformation of TVET delivery.
- v) Incentivizing the private sector to invest in TVET.
- vi) Enhanced funding and resource allocation for TVET institutions.

On Revenue Diversification and Financial Sustainability, the Polytechnic indicated that its income-generating activities primarily include student fees, Pay as You Eat services, farm revenue and rental revenue from facilities and equipment

The Committee was informed that revenue generation has shown a positive trend, increasing from Kshs 266,014,133 in 2021/2022 to Kshs 414,846,589 in 2023/2024. Student fees account for the largest portion of this revenue.

Regarding ongoing partnerships, the Polytechnic submitted that it contributes to financial sustainability and program development, Colleges Institutes Canada (CICan) that supports CBET implementation in Applied Sciences and Electrical Departments, GIZ which supports DUAL training in the Mechanical Department and Drone Space technology which supports the launch of a drone technology program.

On Contribution to the BETA Agenda, the Polytechnic indicated that it contributes to the Bottom-Up Economic Transformation Agenda (BETA) by producing graduates skilled in trades that support MSMEs and the informal sector, integrating entrepreneurship training into the curriculum and developing innovation hubs and digital literacy initiatives to drive localized economic growth.

The Committee was informed that the Polytechnic's strategic initiatives supporting BETA include the Affordable Housing, through which students enhance practical training in mechanical and building departments, equipping trainees with fabrication skills for lecture chairs.

The Polytechnic also submitted that the institution has implemented Presidential Directives as follows:

- i) Recognition of Prior Learning (RPL) (March 2023): The Polytechnic is an accredited RPL assessment centre, having graduated 195 candidates and currently assessing 700 more from refugee communities and 150 sponsored by the Ministry of Education. It is also accrediting sister institutions to improve RPL access.
- ii) Curriculum Alignment with Market Needs (October 2022): The Polytechnic aligns CBET curricula with emerging industry demands and global standards, contributing to Kenya's Vision 2030 and Africa Union's Agenda 2063.
- iii) TVET Access and Equity (2022): The institution has expanded outreach and marketing in marginalised counties to increase enrolment.

3.18 BUMBE NATIONAL POLYTECHNIC

On institutional governance and strategic direction, the Committee was informed that Bumbe National Polytechnic operates under a Governing Council appointed by the Cabinet Secretary for Education, comprising representatives from key ministries, industry experts, and professionals in leadership, finance, ICT, and law. The Principal serves as Secretary to the Council. The Council provides policy direction, oversees training quality, approves strategic plans and budgets, manages institutional assets, and ensures student welfare.

The Committee was apprised that the institution's strategic priorities include expanding infrastructure, improving trainee welfare, integrating ICT into teaching and learning, promoting research and innovation, strengthening linkages with industry, and aligning curricula to the evolving labour market. It also aims to foster partnerships that enhance resource mobilization and programme relevance.

On Student Enrolment and Academic Programmes, the Committee was informed that as of 10th April 2025, Bumbe National Polytechnic had a total enrolment of 2,884 trainees, comprising 1,581 males and 1,303 females. Of these, 2,555 trainees are based at the main campus while 329 trainees are at the Nangina campus.

The Committee was informed that enrolment has shown a steady upward trend over the past four years: in 2022, the institution recorded 1,779 trainees, rising to 2,308 in 2023, 2,663 in 2024, and reaching 2,884 in 2025. This growth is attributed to the expansion of training programmes, strengthened community outreach, and adoption of market-relevant courses.

The Polytechnic indicated that academic performance has also improved, with the overall pass rate increasing from 65% in 2021 to 78% in November 2024. This improvement is linked to better learning resources, enhanced trainer capacity, and the implementation of Competency-Based Education and Training (CBET) methodologies.

The Committee was informed that polytechnic offers a wide range of programmes examined by KNEC, TVET CDACC, and other professional bodies. CBET was piloted in 2022 and fully rolled out from September 2023 across departments, with notable uptake in Dual TVET programmes such as Automotive Level 5, Food and Beverage Level 5, Plumbing Level 5, Electrical Installation Level 5, and Computing and Informatics Level 5. These programmes are closely aligned with industry needs and are complemented by entrepreneurship training to equip graduates with self-employment skills.

On Staffing and Institutional Capacity, the Committee was informed that Bumbe National Polytechnic has a mix of trainers employed by the Public Service Commission (PSC) and others engaged by the Board of Governors (BOG). While the institution boasts qualified staff across various technical and administrative departments, there remain notable shortages in specialized areas such as engineering, applied sciences, and foreign languages. The Polytechnic has invested in capacity building through continuous professional development, with trainers benefiting from workshops, seminars, and training needs assessments. In the past year, 82 trainers received training on Competency-Based Education and Training (CBET) and the Competency Development and Assessment Curriculum (CDAC), enabling full CBET rollout from September 2023.

The Committee was further apprised that institution has also embraced the Dual TVET model, currently implemented in Automotive Level 5 and expanding to Food and Beverage Level 5, Plumbing Level 5, Electrical Installation Level 5, and Computing and Informatics Level 5. Staff development is further enhanced through flexible schedules, job rotation, and inclusive governance practices. However, challenges persist in retaining skilled staff due to limited housing, social amenities, and competitive opportunities in other regions.

On Institutional Assets, Liabilities & Financial Position, the Polytechnic indicated that it occupies two titled parcels of land a 3.0-hectare plot and a 0.68-hectare plot both free of encumbrances. The institution maintains a comprehensive asset register valued at approximately KSh 315 million, which includes buildings, motor vehicles, ICT equipment, workshop machinery,

furniture, roads, and perimeter fencing. The vehicle fleet consists of a disability-friendly Scania bus, an Isuzu bus, a driving school lorry, a double-cabin pickup, and a van.

The Polytechnic indicated that significant ICT investments have been made, including the establishment of a 100-seat “Jitume” digital lab equipped with fibre connectivity, CCTV security, and biometric access, alongside the provision of Huawei desktops and campus-wide network coverage.

The Committee was informed that despite prudent financial management, the institution faces financial strain, with pending bills amounting to Ksh18.23 million and unremitted government capitation arrears of Ksh 143.98 million accrued over several financial years. These shortfalls have delayed some planned projects and strained operational capacity.

On Implementation of Capital Projects, the Committee was informed that the Polytechnic is implementing several major projects aimed at expanding capacity and modernising facilities. These include the construction of a 60-bed female hostel funded through the Government of Kenya and the African Development Bank (AfDB), new mechanical and automotive workshops under the GIZ/KfW partnership, and the development of blue economy-related training infrastructure in collaboration with Colleges and Institutes Canada (CICan).

The Committee was informed that Additional works include the expansion of the library, installation of perimeter fencing, improvement of pathways, upgrading of CCTV systems, and renovation of key teaching facilities. Some projects, such as science laboratories and specialised workshops, are in progress but face delays due to funding gaps and logistical challenges.

On TVET Sub-sector Reforms & Policy Considerations, the Committee was informed that the Polytechnic supports the Presidential Working Party on Education Reform recommendations by:

- i) Strengthening industry linkages.
- ii) Implementing Recognition of Prior Learning (RPL) initiatives.
- iii) Promoting competency-based education.

On Revenue Diversification & Financial Sustainability, the Committee was informed that to reduce dependence on government capitation, the Polytechnic has established a range of Income-

Generating Activities (IGAs) which have collectively generated over Ksh6.3 million in the past three financial years. These activities include the Driving School (the top revenue earner), hire of buses and other facilities, short professional courses in ICT and welding, catering services, and training seminars.

The Committee was informed that Polytechnic continues to leverage strategic partnerships to secure both financial and in-kind support, such as scholarships, modern equipment, and infrastructure development, from organisations including AfDB, GIZ/KfW, CICan, and Yamaha. The institution plans to expand IGAs by introducing additional market-driven services such as automotive maintenance, advanced ICT training, and bottled water production.

On Contribution to BETA Agenda, the Committee was informed that Bumbe actively contributes to the BETA agenda through the provision of CBET-aligned training, which equips graduates with skills relevant to the government's priority sectors. The institution plays a role in supporting manufacturing and affordable housing through its programmes in automotive engineering, welding and fabrication, plumbing, and building technology.

The Committee was informed that the Polytechnic also advances the blue economy pillar by offering aquaculture-related training and participating in eco-tourism projects in partnership with CICan. Digital skills training is a core focus, with the Jitume digital lab enabling youth to access online work and entrepreneurial opportunities. Additionally, the institution has established strong linkages with industry, signing multiple Memoranda of Understanding (MoUs) to facilitate apprenticeship, industrial attachment, and collaborative training.

3.19 KISII NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Committee was informed that Kisii National Polytechnic is managed by a Governing Council appointed by the Cabinet Secretary for Education, comprising members from government agencies, industry, and professional sectors, with the principal serving as Secretary. The Council provides overall policy direction, approves strategic plans, manages institutional resources, and ensures alignment of training programmes to national priorities.

The Committee was informed that Polytechnic's strategic focus areas include expanding access through infrastructure growth, modernizing training facilities, strengthening industry linkages,

integrating ICT in teaching and learning, promoting research and innovation, and ensuring programmes respond to evolving labour market demands.

On Student Enrolment and Academic Programmes, the Committee was informed that as of March 2025, Kisii National Polytechnic had a total enrolment of 10,758 trainees, 5,936 males and 4,822 females across its main campus and satellite centres. Enrolment has grown steadily over recent years, with 2022 recording 8,942 trainees, 2023 reaching 9,861, and 2024 increasing to 10,402, culminating in the current 10,758 trainees in 2025.

The Committee was informed that academic performance has been strong, with an average pass rate of 82% in 2024, up from 78% in 2022. The institution attributed this improvement to expanded workshop facilities, better equipment provision, increased trainer capacity, and the phased adoption of the Competency-Based Education and Training (CBET) model.

The Committee was informed that the Polytechnic offers a wide range of programmes examined by KNEC, CDACC, and various professional bodies. CBET has been progressively rolled out across departments, with full implementation targeted for 2025, including Dual TVET programmes in mechanical engineering, hospitality, plumbing, electrical installation, and ICT. The Polytechnic also integrates entrepreneurship modules to prepare graduates for self-employment.

On Staffing and Institutional Capacity, the Committee was informed that the Polytechnic has a substantial workforce of both PSC and BOG-employed staff, covering technical, administrative, and support functions. While there is adequate coverage in most general areas, staffing gaps remain in certain specialized technical disciplines, prompting reliance on part-time trainers in some programmes.

The Committee was informed that Continuous Professional Development (CPD) is a key priority, with trainers regularly participating in workshops, industry attachment, and academic upgrading. The institution has invested in training its staff on CBET delivery, learner-centred methodologies, and emerging technologies relevant to their fields. Staff retention is strengthened through structured career progression, supportive leadership, and an enabling work environment.

On Institutional Assets, Liabilities and Financial Position, the Committee was informed that the Polytechnic occupies multiple parcels of land with secure title deeds, housing modern

academic blocks, workshops, hostels, and administrative offices. The asset register reflects significant investments in physical infrastructure, ICT facilities, and specialised training equipment.

The Committee was informed that the institution's vehicle fleet includes buses, service vehicles, and departmental utility vans, enabling mobility for industrial attachments, outreach programmes, and logistical support. ICT infrastructure has been enhanced with computer laboratories, high-speed internet connectivity, and a management information system to support academic and administrative operations.

The Committee was informed that while the Polytechnic maintains sound financial records and asset management practices, it faces occasional cash flow constraints linked to delays in capitation disbursements and the rising cost of utilities and maintenance.

On Implementation of Capital Projects, the Committee was informed that the institution has undertaken several capital projects in recent years, including the construction of modern workshops for engineering and applied sciences, a new hospitality training block, student hostels, and the expansion of library facilities.

The Committee was informed that Ongoing projects include the completion of an advanced automotive engineering complex, refurbishment of plumbing and electrical workshops, and the installation of renewable energy systems to reduce utility costs. These projects are designed to expand training capacity, enhance learning quality, and align facilities with CBET requirements.

On TVET Sub-Sector Reforms and Policy Considerations, the Committee was informed that the Polytechnic supports the PWPER recommendations by actively strengthening industry linkages, promoting Recognition of Prior Learning (RPL), and embedding CBET delivery across all training areas. The institution engages in curriculum development forums, works closely with TVETA and KNQA, and maintains strong partnerships with industry stakeholders for curriculum review, equipment support, and apprenticeship placements.

On Revenue Diversification and Financial Sustainability, the Polytechnic management indicated that the Polytechnic generates additional income through facility hire, catering services, short professional courses, consultancy services, and public events. The hospitality department operates a training restaurant that serves both as a practical learning site and an

income source. ICT-based short courses and automotive repair services are emerging as IGA growth areas.

The Committee was informed that Partnerships with development agencies, corporate sponsors, and alumni networks provide both financial and in-kind support, enabling the institution to implement capital projects and improve training facilities without over-reliance on government funding.

On Contribution to the Bottom-Up Economic Transformation Agenda (BETA), the Committee was informed that Kisii National Polytechnic contributes to the BETA agenda by producing skilled graduates for priority sectors, including manufacturing, housing, agriculture, and ICT. Its CBET and Dual TVET programmes focus on hands-on skills relevant to the job market, while entrepreneurship training encourages self-employment and small business creation.

The Committee was informed that institution's agricultural and hospitality programmes support food security and tourism, while its ICT and engineering courses enhance productivity in the manufacturing sector. Outreach programmes target youth and women, expanding access to technical training and promoting inclusivity.

3.20 KAIBOI NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Committee was informed that Kaiboi National Polytechnic is governed by a duly constituted Governing Council whose membership and mandate are outlined in the Board Charter and supported by an organisational structure approved by the Ministry of Education. The Council provides policy direction, approves strategic plans, and oversees prudent management of institutional resources.

The Committee was informed that one key governance observation is the need to stagger the appointment of Governing Council members to ensure smooth transitions and proper handover at the end of each term.

The Committee was informed that the polytechnic's strategic priorities are fully aligned to its budgetary allocations and the broader national development goals under Vision 2030, the Sustainable Development Goals (SDGs), and the BETA agenda. Priority areas include TVET

skills development, expanding access to training, improving the quality of education, strengthening research, and enhancing infrastructure.

On Student Enrolment and Academic Programmes, the Committee was informed that as of the latest reporting period, the Polytechnic had a total student enrolment of 4,213 trainees, distributed across various programmes and levels of study. Enrolment trends showed a steady increase, reflecting growing demand for technical and vocational training in the region.

The Committee was informed that academic programmes are regularly reviewed to ensure relevance to the job market and the national skills agenda. The institution has embraced CBET implementation across departments, ensuring that trainees acquire both theoretical knowledge and practical competencies. This is reinforced through strong industry linkages and introduction of new demand-driven courses such as Hairdressing, Beauty Therapy, Horticultural Production, and Water Engineering.

On Staffing and Institutional Capacity, the Committee was informed that Polytechnic's staffing establishment comprises both academic and non-academic personnel. While staffing levels are functional, there are gaps in critical non-academic areas such as finance, procurement, human resource management, internal audit, and technical support. The institution recommends that these key positions be funded and vacancies filled by the Public Service Commission (PSC) to ease the financial burden on its budget.

The Committee was informed that recruitment challenges include budget constraints, high turnover rates, and the need to attract more diverse candidates in terms of gender and ethnicity. Strategies adopted to address these challenges include:

- i) Focusing recruitment on critical positions and using cost-effective methods such as social media outreach.
- ii) Offering non-monetary incentives such as flexible working hours, professional development opportunities, and a positive workplace culture.
- iii) Implementing diversity hiring initiatives and targeted outreach to underrepresented groups.

- iv) Continuous professional development is prioritized through skill upgrading courses, workplace learning, mentorship programmes, and employer-supported training to keep staff up to date with evolving industry standards.

On Institutional Assets, Liabilities and Financial Position, the Committee was informed that Kaiboi National Polytechnic maintains an updated asset register and follows a formal maintenance process that requires departmental requests to be vetted and approved before procurement.

The Committee was informed that the institution owns parcels of land titled as NANDI/KAIBOI/60, 63, and 64, while NANDI/KAIBOI/65 is under succession with the Ministry of Lands processing the title deed. There are no legal disputes or encumbrances on institutional land.

The Committee was informed that financially, the Polytechnic reported operational creditors amounting to Ksh 9,154,135, with a plan in place for settlement as funds become available. The latest audited financial statements for FY 2023/24 detail income, expenditure, and sustainability measures, confirming prudent financial management despite budget constraints.

On Implementation of Capital Projects, the Committee was informed that ongoing projects include:

- i) Tuition Block with ICT Complex (Phase II and III) – KSh 100,173,728.40 (ongoing).
- ii) Mentoring Soin-Sigowet TVC – Ksh 61,998,400 (ongoing, but currently stalled as the contractor is off-site due to financial challenges).
- iii) Administration Block – Ksh 350,000,000 (concept stage).

The Committee was informed that the Polytechnic had notified the Ministry of Education regarding the stalled Soin-Sigowet TVC project to seek intervention.

On TVET Sub-Sector Reforms and Policy Considerations, the Committee was informed that the Polytechnic supports the Presidential Working Party on Education Reform recommendations, including:

- i) Establishment of a Technical Trainers Council to improve trainers' terms and working conditions.

- ii) Adoption of the New Funding Model for TVET, separate from the university sector.
- iii) Expansion of Open, Distance and e-Learning (ODEL) to improve access.

On Revenue Diversification and Financial Sustainability, the Committee was informed that Income-generating activities (IGAs) have yielded Ksh11,799,048 over the last three financial years. Main IGAs include: Farm produce sales, Water bottling plant, Driving school, Computer classes and hire of facilities.

The Committee was informed that the Polytechnic currently has no international partnerships but remains open to future collaborations to boost funding, capacity building, and research.

On Contribution to the Bottom-Up Economic Transformation Agenda (BETA), the Committee was informed that Kaiboi National Polytechnic supports BETA through:

- i) Skills Development & Training: Expanded TVET programmes tailored to community needs and market demands, including new courses in hospitality, horticulture, and water engineering.
- ii) Entrepreneurship & Innovation Support: Entrepreneurship integrated in all CBET courses, plus an MoU with the University of Nairobi under the Kenya Inclusivity in Tech Initiative (KITI) to establish business incubation hubs and mentorship programmes.
- iii) Agricultural Transformation: Extension services and agricultural field days for farmers, artisans, and SMEs.
- iv) Support for the Informal Sector: Short courses and certification programmes for Jua Kali artisans.
- v) Industry partnerships facilitate internships and employment opportunities, notably in hospitality with Boma Inn Hotel, Noble Hotel, Starbucks Hotel, and Sirikwa Hotel. Plans are underway to expand dual training to other departments.

On Implementation of Recent Presidential Directives, the Committee was informed that the Polytechnic has implemented measures in line with recent directives, including: Fast-tracking

NEMIS implementation by updating data in the TVET MIS, planting over 2,000 trees and establishing a tree nursery under the National Tree Growing Restoration Campaign.

3.21 NYAMIRA NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Committee was informed that Nyamira National Polytechnic is governed by a nine-member Governing Council composed of experts in leadership, financial management, industry, engineering, and information communication technology. The Council ensures a proper management structure is maintained, monitors and evaluates implementation of strategies and policies, reviews the institution's financial sustainability annually, and sets up committees as necessary to perform its functions.

The Committee was informed that Governance challenges include delayed Board appointments, the lack of legal backing for certain committees, and unclear policies on infrastructure maintenance. The Committee was further informed that the Polytechnic's strategic plan prioritizes STEM expansion, employability, and infrastructure development. While budget allocations partially support these goals, gaps remain, particularly in infrastructure funding.

On Student Enrolment and Academic Programmes, the Committee was informed that the Polytechnic has a total enrolment of 2,539 trainees, distributed as follows. The Committee was informed that enrolment growth had been slow due to poor road accessibility and the absence of hostels for students.

The Committee was informed that the Polytechnic ensures its programmes remain market-driven through regular curriculum reviews, industry partnerships for attachments, and labour market surveys.

On Staffing and Institutional Capacity, the Committee was informed that the institution has 83 academic staff and 57 non-academic staff against an approved establishment of 99 academic and 88 non-academic positions, creating a deficit of 15 academic and 31 non-academic staff.

The Committee was informed that recruitment challenges include hiring freezes, low application rates for technical roles, and delayed approvals. Mitigation strategies include engaging PSC/TSB, utilising part-time staff, and mentoring trainees to fill gaps.

The Committee was informed that Continuous professional development is supported through CPD workshops, pedagogical training via CEMASTEIA and TVET-CDACC, staff recognition programmes, and fair workload distribution to retain talent.

On institutional Assets, Liabilities and Financial Position, the Committee was informed that latest audited financial statements indicate total income of Ksh66,298,866, expenditures of Ksh6,682,551, and a deficit of Ksh10,283,685. Sustainability measures include expanding IGAs and controlling costs.

The Committee was informed that the asset register is up-to-date, covering buildings, ICT equipment, and workshop tools. Maintenance is done through scheduled servicing and departmental audits.

The Committee was informed that the institution has pending bills of Ksh6,844,884, the oldest being Ksh1,740,000 for audit fees. Settlement plans prioritize critical services and involve Treasury engagement for possible bailouts.

The Committee was informed that the Polytechnic owns 32 acres of land, with title deeds available for two parcels. The institution is also processing a change of name from St Stephen Gietai Technical Training Institute to its current designation.

On Implementation of Capital Projects, the Committee was informed that ongoing and planned projects include: Food & Beverage Workshop – Ksh7 million (55% complete, internally funded), Infrastructure for Trainees – Ksh10 million (20% complete, internally funded), Ablution Block (12 rooms) – Ksh2 million (90% complete, internally funded), BCE Workshop – Ksh4.6 million (30% complete, internally funded) and a library and administration block project which remains stalled due to a lack of funds, with a funding deficit of Ksh28 million and pending audit queries. The value of the existing building has also deteriorated.

On TVET Sub-Sector Reforms and Policy Considerations, the Committee was informed that the Polytechnic fully supports the Presidential Working Party on Education Reforms, especially on;

- i) Implementing CBET (adopted in September 2023, with KNEC programmes phased out).
- ii) Rolling out Open, Distance and E-Learning (ODEL) to expand access.

- iii) Strengthening industry linkages through dual training programmes in Mechanical Plant Technician, Fashion Design, Building Technician, and Solar PV Installation, involving multiple industry partners.
- iv) Accreditation challenges include high costs and delays caused by limited capacity at accrediting agencies. Suggested improvements include increasing agency capacity, digitising accreditation processes, simplifying requirements, and adopting flexible models.

The Committee was informed that Policy interventions recommended:

- i) Regular curriculum reviews in emerging fields like ICT, green energy, and automation.
- ii) Stronger industry partnerships for internships and apprenticeships.
- iii) Increased government funding, PPPs, and targeted scholarships for disadvantaged learners.

On Revenue Diversification and Financial Sustainability, the Committee was informed that IGAs include bus hire, sale of fish, milk, and onions, smart card sales, and workshop training fees.

The Committee was informed that Revenue generated in the FY 2022/23 and FY 2021/22 was Ksh271,885 and Ksh965,870 respectively.

The Committee was informed that external partnerships include collaboration with GIZ for skills development, staff training, and exchange programmes. GIZ supports dual training courses and facilitates industry partnerships.

The Committee was informed that PFM Act limits reinvestment of IGA proceeds, and the Polytechnic seeks flexibility on revenue retention.

On Contribution to the Bottom-Up Economic Transformation Agenda (BETA), the Committee was informed that Polytechnic's BETA initiatives include:

- i) Full adoption of CBET programmes.
- ii) Running four dual training programmes in partnership with industry.

- iii) Offering short courses for MSMEs and informal sector workers.
- iv) Rolling out an ODEL platform to expand access.
- v) Serving as a JITUME Digital Skills Training Centre, with over 300 youths trained and 30 active AJIRA-JITUME Club members.
- vi) Practical skills acquisition is ensured through competency-based learning, industry-driven curriculum development, and strong internship partnerships.

On Implementation of Recent Presidential Directives, the Committee was informed that actions taken include: Uploading trainee data to TVET MIS each term, with ongoing staff training to address system challenges, updating branding, website, and outreach following elevation to national polytechnic status in 2024 and tree planting drives involving staff, students, and the community.

The Committee was informed that the challenges include MIS system slowdowns, increased expectations post-elevation, and sustaining tree care. Support is needed in funding, staffing, infrastructure, acquisition of seedlings, and maintenance of tools.

3.22 SIGALAGALA NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Committee was informed that Sigalagala National Polytechnic (SNP) operates under a governance framework that clearly defines decision-making processes, role allocation, and operational management. The Governing Council comprises nine members: a Chairperson, a Council Secretary, five independent members, and representatives from the Principal Secretary for TVET and the National Treasury. The Committee was informed that the Council's mandate includes policy oversight, financial sustainability, strategic plan monitoring, and compliance with legal and regulatory requirements.

The Committee was informed that key structural gaps include:

- i) Funding Challenges – Reliance on multiple funding sources such as fees, CDF, capitation, HELB, and the new government funding model, which often experience delays, hampering service delivery.

- ii) CBET Implementation – The practical nature of CBET curricula demands high resource input in training materials, yet staffing levels remain inadequate with 138 PSC trainers against growing enrolments.

The Committee was informed that the institution’s strategic plan aligns with national priorities, including the Bottom-up Economic Transformation Agenda (BETA), Vision 2030, Medium-Term Plans, and Sustainable Development Goals. Annual budgets are prepared to reflect these strategic objectives.

On Student Enrolment and Academic Programmes, the Committee was informed that as of April 2025, SNP enrolment stood at 15,851 students across 11 departments. The largest enrolments are in Building and Civil Engineering (3,910), Business (1,828), and Computing and Informatics (1,697).

On student enrolment trends, the Committee was informed that enrolment had grown significantly from 7,000 in 2019 to 15,851 in 2025. Growth has been driven by increased CBET uptake but constrained by: Inadequate infrastructure and facilities, Infrastructure strain, delayed funding, stiff competition from other institutions, complex admissions processes, high enrolment of learners with disabilities, and growing demand for digital learning platforms.

The Committee was informed that to align programmes with job market demands, the institution leverages industry collaboration, labour market analysis, curriculum reviews, national skills frameworks, flexible pathways, technology integration, recognition of prior learning, and inclusive TVET policies.

The Committee was informed that the Polytechnic undertakes Market Relevance Measures through: Strong industry collaboration in curriculum design and review; regular labour market analysis; flexible learning pathways and recognition of prior learning and integration of technology and innovation in delivery.

On Staffing and Institutional Capacity, the Committee was informed that SNP has 397 staff against an approved requirement of 529, resulting in a deficit of 132 trainers. Recruitment is hampered by funding gaps, competition from industry, and limited career progression opportunities.

The Committee was informed that the strategies adopted include: Collaborations with other institutions, in-house capacity building, flexible terms of engagement, government and donor support, improved welfare packages, and Internships/industrial attachments.

The Committee was informed that Continuous Professional Development (CPD) includes capacity-building workshops, industry re-tooling, and encouraging staff to join professional bodies.

On Institutional Assets, Liabilities, and Financial Position, the Committee was informed that the institution's 2023/2024 audited financial statements indicate a stable position with no pending bills, only ongoing creditors worth KShs. 8.66 million within the credit period. SNP owns 14.6 hectares of titled land, has no land disputes, and maintains an updated asset register supported by strong internal controls.

On Revenue Sustainability Measures, the Committee was informed that the active income-generating activities include: (catering, bakery, guest house, driving school, farm products, equipment hire, staff housing, training workshops) are:

On Implementation of Capital Projects, the Committee was informed that ongoing projects include: Construction of a tuition complex at SNP, a 12-classroom complex at Eburnangwe TVC and Workshops, classrooms, and offices at Luanda and Matungu TVCs

On TVET Sub-Sector Reforms and Policy Considerations, the Committee was informed that SNP supports the Presidential Working Party recommendations, particularly on enhancing industry linkages.

Policy interventions proposed include establishing a one-stop approval process, align TVET programmes to market needs, expand accessibility, and employ industry-ready trainers.

On Revenue Diversification and Financial Sustainability, the Committee was informed that Income from IGAs has risen from Ksh12.4 million in 2021/22 to Ksh23.6 million in 2023/24, with the bakery, food services, and training/seminars generating the highest returns.

The Committee was informed that the institution seeks regulatory reforms to allow more flexible procurement for competitive business operations.

On Contribution to the Bottom-Up Economic Transformation Agenda (BETA), the Committee was informed that SNP contributes to BETA through:

- i) Short agricultural courses and production units
- ii) Training in construction, electrical engineering, and health sciences
- iii) CBET implementation and industry-aligned curriculum standards
- iv) Industrial mentorship, internships, and moral/ethical training for trainees
- v) Partnerships include KIPPRA, ISACA, and Iguhu Sub-County Hospital.

On Implementation of Presidential Directives, the Committee was informed that the polytechnic has complied with directives such as establishing Jitume Centres, adopting CBET, and strengthening industry collaboration.

The Committee was informed that the support required include: Funding for infrastructure expansion, recruitment and upskilling of CBET trainers and public awareness campaigns to improve TVET perception

On other matters, the Committee was informed that other key issues include:

- i) Budget cuts affecting core academic functions
- ii) Capitation gaps and delays in scholarship, HELB, and bursary disbursements
- iii) Staffing shortages
- iv) Inadequate workshops and medical facilities
- v) Safety risks from heavy traffic along the Sigalagala-Butere road, with a request for a pedestrian flyover.

3.23 THE ELDORET NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Committee was informed that Eldoret National Polytechnic (TENP) is governed by a nine-member Governing Council in line with the TVET Act (2013). Membership includes representatives from the PS State Department for TVET, the National Treasury, and independent professionals from finance, academia, and industry. Governance oversight is carried out through three standing committees: Finance, Infrastructure & General Purpose, Audit & Risk and Education, Training & Research.

The Committee was informed that the Polytechnic's strategic priorities align with the national development agenda, Vision 2030, SDGs, and BETA focus areas: agricultural transformation, MSMEs, housing, healthcare, and the digital economy. No structural or legislative governance gaps were reported.

On Student Enrolment and Academic Programmes, the Committee was informed that TENP's enrolment has been steadily increasing, with September intakes most preferred. However, rising numbers have created pressure on available facilities. The Polytechnic has adopted Competency-Based Education and Training (CBET) to align training with job market demands. A detailed enrolment breakdown is attached as Appendix I.

On Staffing and Institutional Capacity, the Polytechnic indicated as follows:

- i) Teaching Staff: Approved 503, in-post 242 (deficit 261)
- ii) Non-Teaching Staff: Approved 333, in-post 286 (deficit 47)

The Committee was informed that recruitment is constrained by PSC allocation limits, budget shortages for salaries, and difficulties in sourcing specialised skills. To address these gaps, TENP engages part-time trainers, retools existing staff via KSTVET and GIZ training, and supports professional development through CICAN and relevant professional bodies.

On Institutional Assets, Liabilities and Financial Position, the Committee was informed that audited financial statements of 30 June 2024 indicated a total pending bill of Ksh89,326,776.65, with significant amounts over 90 days. Settlement is dependent on the receipt of Ksh 702 million in scholarships and capitation arrears.

The Committee was informed that the Polytechnic owns 42.40 hectares under a 99-year lease from 1991, with no disputes. An updated asset register is maintained, and all assets are regularly serviced and utilised for core functions.

On Implementation of Capital Projects, the Committee was informed that the main ongoing project is the Three-Storey Ultra-Modern Library, incorporating an ICT centre and amphitheatre, with a 2,000-seat capacity (cost: Ksh373,500,383). Current completion stands at 25%, with Ksh71,609,614.72 expended. Funding is from the GoK, but progress has stalled due to delays in development grant disbursement.

On TVET Sub-Sector Reforms and Policy Considerations, the Committee was informed that the TENP is implementing CBET programmes and supports the full operationalisation of the TVET funding model. Accreditation remains costly due to reliance on industry experts for curriculum development. Policy interventions required include streamlining financing policies and accelerating funding disbursements.

On Revenue Diversification and Financial Sustainability, the Committee was informed that TENP runs several income-generating activities: Conferences & seminars, Farming, Guest house services, hire of facilities, Driving school and Cafeteria & hostels

The Committee was informed that Revenue generated over the last 3 years totals Ksh206,551,672, with the largest contributions from cafeteria/hostels (Ksh106.87M) and guest house (Ksh63.54M). International collaboration under the Young Africa Works Kenya (YAWKe) programme has provided CBET capacity building, agricultural equipment, and applied research support.

On contribution to the Bottom-Up Economic Transformation Agenda (BETA), the Committee was informed that Key initiatives include:

- i) Recognition of Prior Learning (RPL) for informal sector workers
- ii) Modular short courses in trades such as welding, plumbing, and agribusiness
- iii) Entrepreneurship hubs for MSME development
- iv) Partnerships with Bajaj Motorcycles and dairy processors
- v) Green economy skills in renewable energy and waste recycling (TENP is the only e-waste centre in the North Rift)
- vi) Evening and weekend classes for working learners.

3.24 KAIMOSI FRIENDS NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Committee was informed that the Polytechnic operates under a structured governance framework as provided for in the TVET Act 29 of 2013 and Legal Notice No. 35 of 2025. The Governing Council is supported by the Principal, Management Board, Academic Board and various heads of departments and sections.

The polytechnic also reported that its strategic priorities are dedicated to providing excellence in the technical and professional education. Its primary mandate includes offering multi-level post-secondary training with flexible progression pathways fostering innovation and research and collaborating with industry and the community for development.

On student's enrolment and academic programmes, the Committee was informed that the Polytechnic offers CBET-aligned courses in Engineering, ICT, Business, Applied and Health Sciences, Hospitality and Institutional management. The enrolment stands at 6247 with 2555 males and 3692 females.

On Staffing and Institutional Capacity, the Committee was informed that the institution has 159 trainers and 104 support staff. The Polytechnic faces notable recruitment challenges in attracting and retaining qualified technical trainers. These challenges stem from competition with industry and other TVET institutions, recruitment constraints guided by national budgetary policies, and a lengthy approval process.

On institutional Assets, Liabilities, and Financial Position, the Principal assured the Committee that the Institution maintains standard physical infrastructure and movable assets, with regular audits ensuring accountability. Financially, it operates within budget but faces challenges including delayed capitation disbursements and fee collection gaps. Asset management systems are in place, with internal controls strengthened through reconciliation and access audits. As at December 31, 2024. The total revenue was Ksh 207.5 million, with total expense being 136.4 Million and Net surplus is Ksh 71.1 million. The total reported assets of the institution were valued at Ksh 1.008 billion.

The Principal informed the Committee that maintenance and utilization of assets are done to ensure that the infrastructure, equipment, and resources are in good condition and aligned with the TVET goals. These assets include buildings, machinery, tools, learning resources, technology, and human resources

On the Institutional Land Ownership, the Committee was informed that the Polytechnic, under the Ministry of Lands and Public Works, had successfully surveyed the 66-acre parcel of land designated for the Polytechnic. They are currently awaiting the processing and issuance of the official title deed for the land.

On Implementation of Capital Projects, the Polytechnic reported several ongoing capital development projects, including classroom repairs, infrastructure upgrades, and expansion of ICT facilities. The specific projects reported were:

- i) A three-storey hostel, estimated at 37.35 million at a completion percentage of 45%
- ii) A ramp on the electrical workshop estimated at 4.77 million at a completion percentage of 83.6%
- iii) An engineering workshops estimated at 35 million with a completion rate of 85%
- iv) A new gate estimated at 6 million with a completion rate of 15%
- v) Laying of cabros pathways at a completion rate of 50%

On Revenue Diversification and Financial Sustainability, the Committee was informed of several Income Generating Activities established by the Polytechnic: Farm, Town Campus- At Mbale Town, Hire of Polytechnic facilities, Departmental Production units and holiday and part-time tuition.

On TVET Subsector Reforms and Policy Considerations, the Polytechnic indicated that it is fully aligned with the national TVET reform agenda. It had embraced CBET delivery, with industrial linkages being enhanced to meet policy expectations. Institutional data systems such as ERP (Enterprise Resource Planning) have been introduced to strengthen service delivery. It had also implemented dual training programs in hospitality and health sciences.

On Contribution to Bottom-Up Economic Transformation Agenda (BETA), the Principal reported that the institution is actively contributing to Government's Bottom-Up Economic Transformation Agenda (BETA) through several initiatives.

The Committee was also informed that the institution has established and is actively strengthening strategic partnerships with industry stakeholders to improve training, skills development, and graduate employability. Several departments have formalized Memoranda of Cooperation (MoCs), which facilitate industrial attachments, mentorship, and curriculum support.

On implementation of Recent Presidential Directives, the Institution submitted that it has implemented the dual training programs in hospitality and health sciences, which connect

classroom learning with industry practice. The Polytechnic had also modernised its training infrastructure by constructing eight workshops for engineering-related departments and upgrading its ICT capabilities through fibre optic connectivity and increased bandwidth.

To ensure high-quality instruction, the institution conducts ongoing Competency-Based Education and Training (CBET) capacity building for trainers. Additionally, it fosters industry linkages through active Memoranda of Cooperation (MoC), promotes innovation through the Young Africa Works–Kenya project, and supports green initiatives such as solar lighting and tree planting. These efforts position the Polytechnic as a leading provider of practical, market-driven training that aligns with national development goals.

3.25 BARINGO NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Committee was informed that the Governing Council of Baringo National Polytechnic has a Chair and is supported by four committees: the Audit and Risk Management Committee, the Academic and Human Resource Committee, the Finance and Infrastructure Committee, and the Fiduciary Management Committee. The Polytechnic reported that key management officers include the Principal, the Deputy Principal (Administration), the Deputy Principal (Academics), the Deputy Principal (Planning, Partnerships and Resource Mobilisation), the Registrar, the Dean of Students, the Finance Officer, the Procurement Officer, the Human Resource Officer, and the Internal Auditor.

The Committee was further informed that the mandate of the Council includes ensuring a proper management structure for the Polytechnic, monitoring the implementation of strategies, reviewing financial sustainability, and ensuring compliance with statutory requirements. The Polytechnic indicated that there were no governance gaps requiring legislative intervention.

The Polytechnic reported its strategic priorities to include:

- i) Quality TVET Programmes – with full implementation of Competency Based Education and Training (CBET) beginning in 2023, anchored by a Curriculum Development Committee.
- ii) Research and Innovation – demonstrated through participation in TVET fairs, where the Polytechnic emerged 4th nationally in 2023 and 5th in 2024.

- iii) Infrastructural Development – including construction of a modern gate, installation of a 165KVA standby generator, roofing of the BCE workshop, kitchen renovation, and completion of tuition block walls and plastering.
- iv) Environmental Sustainability – demonstrated by an applied research project on bio-char.

On Student Enrolment and Academic Programmes, the Committee was briefed that student enrolment stood at 2,421 in 2024/2025, compared to 3,776 in 2022/2023. The Polytechnic reported that while enrolment has fluctuated, it continues to align training programmes with labour market needs, guided by Training Needs Assessments.

On Staffing and Institutional Capacity, the Committee was informed that the Polytechnic has a staff establishment comprising both academic and non-academic personnel. It was reported that there is a variance of 38 trainers who are currently employed by the Council instead of the Public Service Commission (PSC).

The Polytechnic indicated that it faces challenges in achieving the 5% recruitment requirement for Persons with Disabilities (PWDs), and also in sourcing qualified staff in specialized fields such as cosmetology. The Committee was informed that mitigation measures include:

- i) Advertising vacancies on PWD platforms;
- ii) Collaborating with specialized institutions to source qualified staff;
- iii) Sponsoring at least two staff members annually for professional courses;
- iv) Aligning the salaries of staff on Board with the Salaries and Remuneration Commission (SRC) scales.

On Institutional Assets, Liabilities, and Financial Position, the Committee was informed that the Polytechnic maintains an updated asset register and employs a maintenance officer to safeguard institutional assets. The Polytechnic reported that it has had no pending bills in the last financial year. It was also noted that the institution has land correspondence but some parcels of land face disputes and encumbrances. The Polytechnic provided the Committee with its audited financial statements for 2023/2024.

On Implementation of Capital Projects, the Committee was informed that ongoing and completed projects include:

- i) The construction of the main entrance;
- ii) Installation of a 165KVA generator;
- iii) Roofing of the BCE workshop;
- iv) Construction of temporary classrooms;
- v) Kitchen renovation.

The Polytechnic reported that there were no stalled projects, but highlighted challenges such as inadequate funding and delays in disbursement under the new funding model.

On TVET Reforms and Policy Considerations, the Committee was briefed that the Polytechnic had developed 12 new curricula, signed a MoU with the Jua Kali sector, and engaged in trainer retooling programmes. The Polytechnic reported that challenges persist in accreditation of programmes due to lengthy processes by TVETA, as well as unfavourable comparisons with institutions possessing superior equipment. It was suggested that TVETA should not rely solely on equipment standards for accreditation.

On Revenue Diversification and Sustainability, the Committee was informed that the Polytechnic engages in income-generating activities, including dairy farming, fish farming, bus hire, catering services, hostel accommodation, rentals, goat farming, a driving school, and bottled water production.

It was reported that the Polytechnic generated Kshs. 2.2 million in 2023, Kshs. 4.7 million in 2024, and Kshs. 3.8 million in 2025 from these ventures. The Polytechnic further indicated that it has established partnerships with organisations such as GIZ, Young Africa Works, and Guilds of Augsburg, which have supported capacity building, gender mainstreaming, CBET training, applied research, and a Kshs. 7 million grant for water harvesting.

On Contribution to Bottom-Up Economic Transformation Agenda (BETA), the Committee was informed that the Polytechnic has trained over 200 youths in digital skills and scheduled additional training for 100 youths to support the digital superhighway and creative economy. It

was reported that students are trained in agriculture, with 12 students currently in Britain on work-study programmes.

The Polytechnic indicated that it has partnered with industry players, including the Kenya National Chamber of Commerce and Industry (KNCCI), Jua Kali associations, referral hospitals, and private companies, to provide internships, apprenticeships, and employment opportunities for graduates.

On Implementation of Presidential Directives, the Committee was briefed that the Polytechnic has fully implemented CBET programmes, developed an **Internal Quality Assurance Policy**, and increased enrolment in market-driven courses. The Polytechnic, however, reported challenges including inadequate staffing, high costs of TVET-CDACC assessments, and insufficient infrastructure.

On Other Matters, the Committee was informed that the Polytechnic faces challenges such as inadequate modern equipment, shortage of trainers, insufficient tuition rooms, and weak internet connectivity. The Polytechnic appealed for Government support in these areas.

3.26 BUNGOMA NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Committee was informed that Bungoma National Polytechnic has a governance structure founded on accountability, inclusivity, transparency, and efficiency. The Polytechnic reported that the Board of Governors (BoG) comprises representatives from government, finance, leadership, management, engineering, ICT, law, and industry. The BoG provides strategic oversight, ensures alignment with national policies, approves budgets, and monitors financial performance. The Committee was briefed that the Management Team is led by the Principal, supported by Deputy Principals in charge of academics and finance and administration. Academic and administrative departments oversee training, research, finance, HR, procurement, and IT services. Additionally, a Quality Assurance Unit ensures adherence to standards.

It was further reported that structural gaps remain, particularly in funding, autonomy, accountability, stakeholder representation, and capacity building. The Polytechnic indicated that consistent funding, stronger industry participation, and legislative backing for periodic strategic planning would strengthen governance.

The Committee was informed that strategic priorities align with Vision 2030, government TVET budget allocations, industry linkages, innovation promotion, and inclusivity. The Polytechnic reported that an internal innovation week was held in March 2025, where trainees showcased projects.

On Student Enrolment and Academic Programmes, the Committee was informed that current enrolment stood at 9,216 students (4,564 male, 4,652 female). For the January 2025 intake, 728 students were admitted. The Polytechnic reported that departmental enrolments include 1,650 in Civil Engineering, 1,271 in Agriculture, 1,146 in Electrical Engineering, 1,030 in Business, and 877 in Fashion and Cosmetology, among others.

The Committee was briefed that while enrolment had steadily risen since 2023, the January 2025 intake was affected by student unrest in October 2024. However, the Polytechnic expressed optimism for growth to growing partnerships and MoUs with NGOs that sensitise students.

The Polytechnic reported that measures to align programmes with labour market demands include:

- i) Modular CBET curricula allowing trainees to acquire skills quickly;
- ii) Recognition of Prior Learning (RPL) to certify skills held by youth;
- iii) Expanded opportunities for formal employment and self-employment.

On Staffing and Institutional Capacity, the Committee was informed that the approved establishment is 364 staff, while 183 are in post, leaving a variance of 201. Of particular concern are 107 trainer vacancies, 12 farm personnel shortages, and gaps in technical staff, catering, and legal services. The Polytechnic reported challenges in attracting qualified trainers, high competition for talent, diversity concerns, staff turnover, and geographical constraints.

The Committee was briefed that strategies include:

- i) Broadening recruitment channels;
- ii) Partnering with the Public Service Commission for internships and staff placements;
- iii) Employer branding and upskilling of existing staff;

- iv) Offering competitive remuneration and flexible work arrangements;
- v) Targeted diversity initiatives;
- vi) Succession planning and mentorship programmes.

The Polytechnic indicated that professional development is pursued through workshops, cross-training, sponsorships for certifications, mentorship programmes, wellness initiatives, salary reviews, and engagement surveys.

On Institutional Assets, Liabilities, and Financial Position, the Committee was informed that for FY 2023/2024, the Polytechnic recorded Kshs. 356 million in revenue, Kshs. 299 million in expenditure, and a net surplus of Kshs. 57 million, compared to a deficit of Kshs. 5 million the previous year.

It was reported that assets totalled Kshs. 1.8 billion, while liabilities stood at Kshs. 46 million, giving a strong liquidity ratio of 3:1.

The Polytechnic reported that pending bills as at March 2025 stood at Kshs. 18.9 million, with a plan to clear them before year-end.

The Committee was further briefed that the Polytechnic maintains a comprehensive asset register of all assets. Land ownership includes 222.63 hectares in Sang'alo and 0.1 hectares in Kanduyi, with no disputes or transfers reported.

On Implementation of Capital Projects, the Committee was informed that the Polytechnic completed two phases of a plumbing workshop in 2023 and 2024.

It was reported that the main gate and sentry house project stalled after the contractor breached contract terms. Similarly, the purchase of a 67-seater bus stalled due to shipment delays, though delivery is expected by May 2025.

The Polytechnic reported that the Engineering Workshop (Kshs. 36 million) is ongoing, at 22% completion as of March 2025.

No legal disputes or audit queries were reported.

On TVET Subsector Reforms and Policy Considerations, the Committee was informed that the Polytechnic supports periodic curriculum reviews, industrial linkages, and trainee involvement in government projects.

The Polytechnic reported challenges in accreditation due to inadequate infrastructure, limited modern technology, curriculum review costs, and weak industry engagement. It was suggested that resource mobilisation, ICT upgrades, strong industry partnerships, and adherence to TVETA standards would improve the process.

The Committee was further informed that policy interventions required are a dedicated TVET Fund, mandatory industry linkages, scholarships, quality assurance mechanisms, and inclusive governance framework.

On Revenue Diversification and Financial Sustainability, the Committee was informed that income-generating activities include crop and livestock farming, town campus tuition, driving school, water supply, hospitality sales, fines, rentals, bus hire, photocopy services, day-care, and hostels. The Polytechnic reported revenue of Kshs. 11.1 million in 2021/22, Kshs. 21 million in 2022/23, and Kshs. 17.5 million in 2023/24.

It was noted that strict procurement laws sometimes delay projects and make ventures less profitable.

On Contribution to the Bottom-Up Economic Transformation Agenda (BETA), the Committee was informed that the Polytechnic supports BETA through skills development in agriculture, engineering, and ICT; entrepreneurship training; value chain development; research; and public-private partnerships.

The Polytechnic reported that students acquire market-driven skills through internships, apprenticeships, industry linkages, modern equipment use, CBET curricula, continuous staff retooling, and innovation hubs.

It was further reported that industry partnerships exist with hospitals, hotels, bakeries, and garages, where students gain hands-on training and internships.

On Implementation of Presidential Directives, the Committee was briefed that the Polytechnic has complied with directives by strengthening partnerships, expanding internships, and retooling over 200 trainers through KSTVET.

The Polytechnic, however, reported challenges including bureaucratic delays, inadequate resources, regulatory barriers, and weak monitoring mechanisms. The institution requested more funding, policy reforms, and capacity building for principals and deputies.

On Challenges and Requests, the Committee was informed that the Polytechnic faces:

- i) Inadequate funding (receiving nearly half of requested allocations annually);
- ii) Obsolete training equipment;
- iii) Lack of a perimeter wall, posing security threats;
- iv) Poor infrastructure linking Bungoma Town to the Polytechnic;
- v) No reply for funding requests to the Treasury, including KES 99 million for a tuition block.

3.27 MAWEGO NATIONAL POLYTECHNIC

On Institutional Governance and Strategic Direction, the Committee was informed that the Polytechnic is governed by a Council appointed by the Cabinet Secretary. The Polytechnic reported that the composition of the Council includes: the Chairperson; a representative of the Principal Secretary responsible for TVET matters; five members drawn from leadership and management, financial management, industry, engineering, ICT, and law; as well as the Principal, who also serves as Secretary to the Council.

The Committee was briefed that the Council's mandate includes ensuring a proper management structure is in place, monitoring and evaluating policy implementation, reviewing viability and financial sustainability, ensuring compliance with laws and standards, and setting up committees to carry out specialised functions.

The Polytechnic reported that there are notable structural and operational gaps, including the absence of clear guidelines on signing MoUs with partners, a lack of a policy on funding through partner engagements, and the need for sensitisation of institutional partners on rebates.

The Committee was informed that the Polytechnic's strategic priorities are aligned with budgetary allocations and the national development agenda. These include the establishment of an aquaculture centre to contribute to the blue economy, the construction and equipping of ICT and Building Workshops to align with the BETA jobs agenda, and the enhancement of Polytechnic infrastructure.

On Student Enrolment and Academic Programmes, the Committee was briefed that the current student enrolment at Mawego National Polytechnic stood at 8,133 trainees, disaggregated across various programmes and years of study. The institution indicated that the enrolment data spans multiple courses, including Building Technology, Civil Engineering, Electrical Engineering, Plumbing, Mechanical Engineering, ICT, Fashion and Design, Catering, Automotive Engineering, Aquaculture, and Health Sciences, among others.

The Polytechnic reported that enrolment has been on a steady rise in recent years:

- i) January 2021: 3,120 students
- ii) January 2022: 4,444 students
- iii) January 2023: 4,634 students
- iv) January 2024: 7,008 students
- v) January 2025: 8,133 students

The Committee was informed of emerging challenges in admissions, including delays in the issuance of National ID cards after Form Four, lack of awareness about government funding opportunities, and the need for a clear policy to achieve 100% transition to TVET institutions. The Polytechnic further reported that mobilization efforts through local administration and political leaders had helped boost enrolments.

The Committee was also briefed on measures to ensure alignment with labour market demands, including harmonization of occupational standards, acquisition of modern training equipment, involvement of industry in curriculum design, and the adoption of dual training models where students alternate between industry and classroom learning.

On Staffing and Institutional Capacity, the Committee was informed that the approved staffing establishment for teaching staff is 260, while only 200 trainers are currently in post (80 PSC staff and 120 Council trainers), leaving a deficit of 60 trainers across 11 departments. The Polytechnic reported that this reliance on Council trainers placed strain on the recurrent budget, reducing funds available for development.

The Committee was further informed that the approved staffing level for non-teaching staff is 151, but only 66 are in post, creating a deficit of 85 staff members across key cadres, including finance, procurement, ICT, internal audit, HR, clinical services, technical staff, and support services.

The Polytechnic reported recruitment challenges such as:

- i) Difficulties in achieving regional balance despite wide advertising;
- ii) Shortages of suitable candidates due to a competitive job market;
- iii) High turnover of PSC-posted trainers, forcing reliance on Council staff;
- iv) Budget constraints that limit recruitment capacity.

The Committee was briefed that the Polytechnic is pursuing strategies including competitive advertising, exploring bonding agreements to retain PSC staff, and lobbying for absorption of more Council trainers by the PSC.

On professional development, the institution reported that it allocates annual training budgets, conducts Training Needs Assessments, implements a reward and promotion policy, and fosters participatory decision-making. Staff are also encouraged to pursue additional certification under a structured scheme of service.

On Institutional Assets, Liabilities, and Financial Position, the Committee was informed that the Polytechnic has a functional and updated asset register. The Polytechnic reported that there are no pending bills at present.

On land ownership, the Committee was briefed that the Polytechnic holds several parcels of land in East Karachuonyo and East Kasipul areas, some with title deeds and others supported by

allotment letters or acknowledgements. However, the institution reported that title deeds for seven parcels are yet to be secured, and it requested the intervention of the line ministry.

The Polytechnic also informed the Committee that there is a pending claim on a 3.20-hectare parcel (Kasipul/Kokwanyo/804), with local authorities being engaged to resolve the dispute.

On Implementation of Capital Projects, the Committee was informed that there are no pending bills, legal disputes, or audit queries affecting project delivery.

On TVET Sub-Sector Reforms and Policy Considerations, the Committee was informed that the Polytechnic has embraced recommendations from the Presidential Working Party on Education Reforms. The institution reported that it has established dual training partnerships across all 10 departments, developed 146 curricula, and enrolled all students from September 2023 under the TVET-CDACC system.

The Committee was briefed that despite these efforts, challenges remain in accreditation, particularly delays between application and inspection by TVETA. The Polytechnic recommended the following policy interventions:

- i) Enactment of laws compelling industries to offer trainer attachment opportunities, with tax relief incentives;
- ii) Introduction of training levies in industries to fund TVET education;
- iii) Recognition of TVET learning levels by employers.

On Revenue Diversification and Financial Sustainability, the Committee was informed that the Polytechnic has established several income-generating activities (IGAs), including poultry, pig farming, dairy farming, and horticulture.

The Polytechnic reported revenue of:

- i) Poultry: Kshs. 1.84 million (2022–2024)
- ii) Horticulture: Kshs. 970,897
- iii) Pig farming: Kshs. 34,800
- iv) Dairy: Kshs. 949,000

The Committee was further briefed that the institution had ongoing partnerships with CICAN (Young Africa Works), GIZ, and Future Tech Inc. These collaborations had facilitated trainer exchange programmes in Finland, capacity building in aquaculture with Canadian institutions, and promotion of dual training.

The Polytechnic reported challenges such as lack of legal advisors for drafting contracts and bureaucracy in processing MoUs, which hinder timely engagement in partnerships.

On Contribution to the Bottom-Up Economic Transformation Agenda (BETA), the Committee was informed that the Polytechnic contributes to BETA by training in manufacturing and affordable housing skills, hosting a Jitume Digital Skills Lab, and facilitating online work opportunities for students and community youth.

The Polytechnic reported that trainees are equipped with practical and market-driven skills through the acquisition of state-of-the-art training equipment, implementation of dual training (50% industry-based learning), and structured industrial attachments.

The Committee was briefed that Mawego Polytechnic had partnerships with over 70 industries covering nutrition, aquaculture, horticulture, electrical engineering, automotive technology, fashion, hospitality, laboratory sciences, construction, and water engineering. These partnerships provide internships, apprenticeships, and employment pathways for graduates.

On Implementation of Presidential Directives, the Committee was informed that the Polytechnic had implemented measures in compliance with recent directives. These include:

- i) Establishing a Jitume Lab with 100 internet-enabled computers for digital work;
- ii) Planting 10,000 trees under the Greening TVET programme;
- iii) Engaging students in affordable housing construction during attachments.

The Polytechnic, however, reported challenges such as delays in scholarship disbursements under the new funding model and low community participation in tree-planting exercises.

Additionally, the Committee was informed of other concerns. These included delayed funding disbursements, frequent power blackouts requiring costly generator use, water shortages, drug

and substance abuse among students, and insecurity due to a lack of street lighting in surrounding areas.

PART FOUR

4. COMMITTEE OBSERVATIONS

The Committee made the following observations regarding the submissions made by the various National Polytechnics as well as the physical inspection made to the various capital projects being implemented. The observations were outlined according to the themes identified by the Committee.

On Governance, Operations, and Management;

Most national polytechnics have functional governance structures, with Governing Councils supported by committees such as Finance, Audit and Risk, Academic and Human Resource Management. However, the terms of some governing councils had lapsed, highlighting the need for prompt reconstitution to ensure proper administration.

That, the Principals, Deputy Principals, Academic Registrars, Deans of Students, and Heads of Departments do not receive allowances for their extra responsibilities, which affects administrative efficiency and motivation.

That, many polytechnics do not possess title deeds, with some land held in trust by local communities or Boards of Trustees, as in Kiambu and Rift Valley National Polytechnics. This limits institutional autonomy, delays expansion, and exposes the institutions to the risk of land disposal by trustees. Notably, Garissa National Polytechnic, despite securing 58 acres with a perimeter wall, still lacks a title deed.

That, Management challenges affect institutional performance. For example, Tseikuru National Polytechnic has never held any graduation since its establishment in 2016, attributed to previous poor management. Institutions also face bottlenecks in securing approvals for international collaborations from the State Department of TVET and the National Treasury, resulting in missed economic and academic opportunities.

That, some institutions have benefited from the government's Affordable Housing Programme, which is expected to expand student accommodation and support higher enrolment in the future.

On Student enrolment and academic programs;

There is a steady growth in enrolment across most National Polytechnics, with some institutions having over 15,000 trainees, while remote or newer institutions such as Garissa and Tseikuru National Polytechnic have low enrolment of 1,200 and 1,180 students respectively.

That, institutions have adopted Competency-Based Education and Training (CBET), modular curricula, and dual training models to improve industry alignment and employability.

That, student recruitment and retention remain a challenge, affected by: Low reporting rates of KUCCPS-placed students, negative perception of TVET among certain communities, and inadequate facilities and equipment for some advertised programs, which had led to high dropout rates.

Some institutions enrol students in programs for which they lack sufficient facilities, trainers, or tools. A notable example is Tseikuru National Polytechnic, which advertises a fashion design course but owns only one sewing machine, affecting the quality of training and retention.

On Staffing and Institutional Capacity;

Staffing shortages persist across all polytechnics, despite recent recruitment in the 2022/23 and 2023/24 financial years. Institutions remain understaffed, particularly in specialized technical fields like engineering, ICT, and agriculture.

That, many newly recruited trainers lack pedagogical training, as they have not trained at the Kenya School of TVET. Institutions rely heavily on Governing Council staff, which increases wage bills and strains limited budgets. The shortages extend to non-teaching staff, which affects administrative efficiency and support services.

On Financial Position, Assets, and Liabilities;

Financial performance varies significantly among polytechnics. Many older and well-established institutions maintain relatively stable finances and clean audits, whereas newer polytechnics face dire budget deficits and pending bills, often linked to stalled projects and delayed exchequer disbursements.

That, many institutions rely heavily on government capitation, with internally generated income remaining modest, derived mainly from short courses, farm projects, driving schools, and facility rentals.

That, there is an inequitable distribution of equipment in the national polytechnics making some students lack the requisite expertise.

On Infrastructure and Capital Projects;

National Polytechnics are actively implementing capital projects including hostels, workshops, laboratories, and tuition blocks to support CBET delivery and rising enrolment. Institutions such as Rift Valley, Michuki, Nyeri and Mitunguu National Polytechnics have made notable progress by financing projects through exchequer and internally generated funds.

Stalled or slow-moving projects remain a concern, primarily due to delays in exchequer releases for capital projects from the National Treasury. Some polytechnics such as Nyandarua and Meru have projects at various stages, including stalled, ongoing, and newly initiated, reflecting inconsistent funding and project management.

Several inspected institutions have multiple ongoing capital projects, which has led to spreading thin of available resources, delayed completion timelines, and stalling of critical infrastructure projects.

Some institutions initiate projects using internally generated funds but later seek exchequer support, which strains the national budget and risks project stalling.

Most of the polytechnics suffer from inadequate and outdated training equipment, which limits hands-on training and compromises CBET and dual training implementation. However, disparities exist, as some polytechnics are over-equipped while others struggle.

Mawego National Polytechnic, despite its specialization in aquaculture, continues to face serious training disruptions due to frequent power outages and urgently requires a dedicated power line.

Access to institutions such as Bungoma, Bumbere, and Nyamira National Polytechnics remains a challenge for both students and staff owing to the poor state of the link roads, which hinders mobility and institutional growth.

On Policy Alignment and Contribution to BETA;

National Polytechnics are embracing TVET reforms and aligning programs with the Bottom-Up Economic Transformation Agenda (BETA). Institutions are rolling out CBET, dual training, modular programs, and Recognition of Prior Learning (RPL), while supporting skills development in agriculture, ICT, construction, and the creative economy.

That, the Polytechnics affirmed their commitment to the Government's proposed 100% enrolment policy, emphasizing their role in facilitating seamless transition of all learners to higher levels of education and training.

That, despite the policy alignments, polytechnics face obstacles in implementing reforms effectively, including bureaucratic accreditation processes involving TVETA, KNQA, and TVET-CDACC, funding constraints, and weak industry collaborations in some areas.

That, the cost of registration and practical assessments under the TVET Curriculum Development Assessment and Certification Council (CDACC) is high, with some of the assessments requiring expensive materials and equipment, particularly in engineering and construction courses.

PART FIVE

5. COMMITTEE RECOMMENDATIONS

The Committee makes the following recommendations regarding the submissions made by the various National Polytechnics as well as the physical inspection made:

On Governance and Management of Trainers;

That, there should be established the Technical and Vocational Trainers Service Council (TVTSC) to oversee the management of trainers in National Polytechnics. The council will be responsible for recruitment, deployment, promotion, discipline and professional development of TVET trainers, functions currently handled by the Public Service Commission (PSC).

On Land Ownership and Asset Security;

That, National Polytechnics should work with the Ministry of Lands to secure title deeds and develop a clear roadmap for land ownership documentation, safeguarding institutions from the risks associated with non-documented land. The institutions should also explore Alternative Dispute Resolution (ADR) mechanisms to resolve land-related disputes with Boards of Trustees and local communities, allowing institutions to unlock stalled development projects.

On Capacity Building and Curriculum Implementation;

That, National Polytechnics should actively collaborate with the Curriculum Development Assessment and Certification Council (CDACC) to research, develop, and implement industry-

aligned curricula. Institutions should also adopt a clear assessment framework consisting of both formative and summative assessments so as to strengthen hands-on CBET delivery.

That, the Ministry of Education, through the State Department for TVET should undertake regular tracer studies to assess graduate employability, identify skills gaps, and provide feedback for curriculum review. Such studies would generate data to guide policy and funding decisions, strengthen linkages with industry, and enhance accountability by measuring how effectively training aligns with labour market demands.

On Financial Sustainability and Revenue Diversification;

The Ministry of Education, through the State Department for TVET, should develop guidelines to support National Polytechnics in marketing and selling their products and services to the public, thereby diversifying revenue sources beyond government allocations.

Successful examples include Michuki National Polytechnic, which produces and sells yoghurt, water, and sausages, and Kabete National Polytechnic, which produces and sells soap and detergents. Such initiatives should be expanded and formalized to enhance institutional self-sufficiency.

On Infrastructure Development and Capital Projects;

The National Assembly should provide strategic budgetary allocations especially those in remote areas, to enable them establish essential amenities such as tuition blocks, administration offices, laboratories, and student hostels.

That, the National Treasury should ensure prompt exchequer releases for capital projects, avoiding project stalling, delayed completion, contract variations, pending bills and litigations, thus ensuring timely public benefit.

That, the State Department for TVET should establish a robust monitoring and evaluation (M&E) framework to ensure polytechnics prioritize critical projects instead of spreading resources thinly, so as to avert delays and resource wastage.

That, the State Department for TVET and the Department of Public Works should develop standardized guidelines for infrastructure conceptualization and implementation, ensuring cost control, uniformity, and efficiency in project delivery.

On Partnerships and International Collaborations;

That, the State Department for TVET and the National Treasury to streamline approval processes for international partnerships, donor-funded programs, and technical collaborations. This will enable polytechnics to access external funding, modern equipment, and academic exchanges thus reducing over-reliance on exchequer support.

On ICT Integration and Digital Learning;

That, National Polytechnics should integrate ICT solutions into training, learning, and institutional management systems to support blended learning, online assessments, and digital record-keeping.

That, the State Department for TVET should support ICT infrastructure, including Learning Management Systems (LMS), high-speed internet, and digital literacy programs for trainers and students.

On Research, Innovation, and Industry Linkages;

That, National Polytechnics should establish research and innovation units, which should work closely with local industries and enterprises to support industrial attachment programs, technology incubation, and commercialization of innovations.

That, the Government should allocate innovation funds or grants to support applied research, entrepreneurship, and student start-ups in key sectors such as agriculture, ICT, construction, renewable energy, and the creative economy.

On Quality Assurance and Accreditation;

TVETA, TVET-CDACC, and KNQA should streamline accreditation and quality assurance processes, reduce bureaucracy and overlaps, which will shorten approval timelines. TVET CDACC should reduce the cost of registration and practical assessments.

National Polytechnics should establish internal quality assurance units to align programs with labour market needs and industry standards, enhancing graduate employability and institutional credibility.

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National Polytechnics should establish internal quality assurance units to align programs with labour market needs and industry standards, enhancing graduate employability and institutional credibility.

SIGNED.....

HON. JULIUS KIBIWOT MELLY, CBS, MP
CHAIRPERSON, DEPARTMENTAL COMMITTEE ON EDUCATION

DATE: 20 Dec 2025	
THE NATIONAL ASSEMBLY PAPERS LAID	
DATE: 02 DEC 2025	DAY: TUESDAY
TABLED BY:	HON. JULIUS MELLY (CHAIRPERSON)
CLERK-AT-THE-TABLE:	INZOFU MWAKE



REPUBLIC OF KENYA
THE NATIONAL ASSEMBLY
13TH PARLIAMENT – FOURTH SESSION – 2025
DEPARTMENTAL COMMITTEE ON EDUCATION

ADOPTION SCHEDULE

AGENDA: CONSIDERATION AND ADOPTION OF THE COMMITTEE REPORT ON INSPECTION VISITS TO VARIOUS NATIONAL POLYTECHNICS ACROSS THE COUNTRY

NO.	NAME	SIGNATURE
1.	Hon. Julius Melly, MP Chairperson	
2.	Hon. Eve Obara, MP Vice-Chairperson	
3.	Hon. Dr. Christine Oduor Ombaka, MP Member	
4.	Hon. Jerusha Momanyi, MP Member	
5.	Hon. Abdul Haro, MP Member	
6.	Hon. Mary Emaase, MP Member	
7.	Hon. Clive Gisairo, MP member	
8.	Hon. Dick Maungu MP Member	
9.	Hon. Julius Taitumu M'Anaiba, MP Member	
10.	Hon. Nabii Daraja, MP Member	
11.	Hon Peter Orero, MP Member	
12.	Hon. (Prof.) Phylis Bartoo, MP Member	
13.	Hon. Rebecca Tonkei, MP Member	
14.	Hon. Elijah Kururia, MP Member	
15.	Hon. Joseph Makilap, MP Member	