

REPUBLIC OF KENYA



**REPORT**

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Hon. Owen Bayamp /  
Deputy leader of Majority Party

CLERK-AT  
THE-TABLE:

A. Shibuko

**THE AUDITOR-GENERAL**

**ON**

**KENYA INSTITUTE OF CURRICULUM  
DEVELOPMENT**

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



A Skilled and Ethical Society

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**KENYA INSTITUTE OF CURRICULUM DEVELOPMENT**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE FINANCIAL YEAR ENDED  
30<sup>TH</sup> JUNE, 2025**

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

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FOR THE FINANCIAL YEAR ENDED 30 JUNE, 2025**

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## 1. Acronyms and Definition Of Key Terms

### A: Acronyms

• CEO	Chief Executive Officer
• DG	Director General
• CBK	Central Bank of Kenya
• ICPAK	Institute of Certified Public Accountants of Kenya
• IPSAS	International Public Sector Accounting Standards
• MD	Managing Director
NT	National Treasury
OCOB	Office of the Controller of Budget
OAG	Office of the Auditor General
OSHA	Occupational Safety and Health Act of 2007
PFM	Public Finance Management
PPE	Property Plant & Equipment
PSASB	Public Sector Accounting Standards Board
SAGAs	Semi-Autonomous Government Agencies
SC	State Corporations
WB	World Bank

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**B: Definition of Key Terms**

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

**Comparative Year-** Means the prior period.

**2. Key Entity Information and Management**

**(a) Background Information**

The Kenya Institute of Curriculum Development (KICD) is a State Corporation established by KICD Act No. 4 of 2013. The Institute's core function is to conduct research and develop curricula and curriculum support materials for all levels of education below the university. The Institute also develops print and electronic curriculum support materials, initiates and conducts curriculum based research, organizing and conducting in service and orientation programmes for curriculum implementers.

**(b) Principal Activities**

The Institute is mandated through KICD Act No. 4 of 2013 to develop curriculum and curriculum support materials informed by research for basic and tertiary education and training. The Institute's vision is "A skilled and ethical society" while mission is "To provide curricula and curriculum support materials through research and engagement to nurture every learner's potential for sustainable development". The tagline is "Nurturing Every Learner's Potential".

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**(c) Key Management**

The Institute's day-to-day management is under the following key organs:

<b>NO.</b>	<b>DESIGNATION</b>	<b>NAME</b>
1.	Director/Chief Executive Officer	Prof. Charles O. Ong'ondo, PhD, MBS
2.	Senior Deputy Director – Media and Extension Services	Ms. Eunice Gachoka
3	Senior Deputy Director Curriculum and Research Services	Mrs. Jacqueline Onyango, OGW

**(d) Fiduciary Management**

The key management personnel who held office during the financial year ended 30th June 2024 and who had direct fiduciary responsibility were:

<b>No.</b>	<b>Designation</b>	<b>Name</b>
1.	Director/Chief Executive Officer	Prof. Charles O. Ong'ondo, PhD, MBS
2.	Senior Deputy Director – Media and Extension Services	Ms. Eunice Gachoka
3.	Senior Deputy Director Curriculum and Research Services	Dr. Jacqueline Onyango, OGW
4.	Head of Finance and Accounts	Dr. Solomon M. Kathuo
5.	Head of Supply Chain Management	Mr. Elly Osir
6.	Head of Human Resource Management and Training	Mr. Emmanuel Mulwa

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**(e) Fiduciary Oversight Arrangements.**

The Council provides oversight arrangements through various Council Committees.  
The Committees include:-

**i) Finance, Strategy and General Purposes Committee.**

This Council Committee has the following terms of reference:-

- To review proposed annual budgets and annual procurement plans in line with the Institutes mandate and strategic objectives and goals and recommend to the Council for approval.
- To advise the Council on resource mobilization strategies including, utilization of existing facilities to generate more income.
- To review financial performance against budget and to report on implications of significant variances to the Council.
- To review annual Financial accounts of the Institute and to recommend to the Council for approval.
- To review management's procedures for procurement and the controls in place to ensure value for money.
- To ensure that there are systems in place to safeguard the assets of the Institute.
- To review all the financial policies including public private partnership framework and recommend them to the Council for approval.
- To review the Institutes Strategic Plan to ensure that it is linked to its mandate, vision and mission.
- To ensure provision of adequate budgetary allocation for the implementation of the Strategic Plan.
- To monitor and review the performance of the Institute in meeting strategic objectives.
- To consider and make recommendations to the Council concerning new strategic opportunities and initiatives.

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**ii) Human Resource and Governance Committee**

This Council Committee has the following terms of reference:-

- To oversee that the recruitment of new employees done in line with the Law and the Institute's policies.
- To review the organizational structure of the Institute to align it to its mandate and best practices and recommend any changes to the Council for approval.
- To review and recommend employees compensation, including incentives, benefits, welfare programmes and retirement plans, to the Council for approval to ensure attraction, recruitment and retention of highly qualified employees.
- To ensure that the organization has appropriate human resource policies in compliance with the law.
- To ensure that the Institute has a succession management strategy and oversee its implementation.
- To handle any other human resource issues delegated to the Committee by the Council.
- To review and recommend the Council Charter outlining the principles, policies and procedures by which the Council will operate.
- To recommend to the Council any reports on corporate governance that may be required or considered advisable.
- To review Council members' conflict of interest statements.
- To undertake such other corporate governance initiatives as may be necessary or desirable to contribute to the success of the Institute.
- To receive annual Governance audit and report to the Council on areas that require improvement.

**iii) Curriculum Technical Committee**

This Council Committee has the following terms of reference:-

- To review all curricula developed or vetted by the Institute and recommend to the Council for approval.
- To receive a report of all curriculum support materials evaluated by the Institute and recommend to the Council for approval.

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- To review progress of all initiatives put in place by the Institute to implement KICD Act and Regulations.
- To review implementation of the Kenya Institute of Curriculum Development Act and Regulations and to recommend amendments where necessary to improve service delivery.

**iv) Audit, Risk and Compliance Committee**

This Council Committee has the following terms of reference:-

- To review the effectiveness of the Institute's internal control framework
- To monitor and review the effectiveness of the internal audit function and internal auditor's reports and to seek such assurance as it may deem appropriate that the function is independent.
- To consider management's response to any recommendations made by the external auditor or internal audit and review with internal audit and the external auditor any fraudulent or illegal acts, deficiencies in internal control or other similar issue, including reviewing the results of management's investigation and follow up of any fraudulent acts.
- To ensure that the Institute has adequate policies and procedures to manage risks.
- To evaluate the internal processes for identifying, assessing, monitoring and managing key risk areas after considering the Risk Management Policy approved by the Council.
- To receive and keep under review major risk assessments made by the Institute and the disaster recovery plan necessary to ensure business continuity.
- To review the Institute's procedures for handling allegations from whistle-blowers from time to time.
- To review the Institute's procedures concerning the prevention, mitigation and detection of fraud and economic crimes.
- To evaluate the Institute's compliance with relevant Laws and Regulations relating to its operations including but not limited to, procurement, employment, occupational health and safety, and Finance laws.
- To evaluate the adequacy of the systems for ensuring that requisite statutory requirements are complied with.

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**(f) Headquarters**

Kenya Institute of Curriculum Development,  
P.O. Box 30231-00100,  
Desai Road, Off Murang'a Road,  
**NAIROBI, KENYA.**

**(g) Contacts**

Kenya Institute of Curriculum Development  
Telephone: (020) 3749900-3  
Email: [info@kicd.ac.ke](mailto:info@kicd.ac.ke)  
Website: [www.kicd.ac.ke](http://www.kicd.ac.ke)

**(h) Bankers**

Kenya Commercial Bank,  
Moi Avenue Branch,  
P.O. Box 30081 – 00100,  
**NAIROBI, KENYA.**

Co-operative Bank of Kenya,  
Stima Plaza Branch,  
P.O. Box 48231 – 00100,  
**NAIROBI, KENYA.**

Equity Bank Limited,  
Ngara Branch,  
P.O. Box 33080-00600,  
**NAIROBI, KENYA.**

National Bank of Kenya  
P O Box 72866-00200  
**NAIROBI, KENYA.**

NCBA Kenya bank PLC,  
P O Box 44599  
**NAIROBI, KENYA.**

Family bank ltd  
P O Box 74145-00200  
Nairobi, Kenya.  
Family bank Towers,  
**NAIROBI, KENYA.**

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**(i) Independent Auditors**

Auditor General,  
Anniversary Towers, University Way,  
P.O. Box 30084-00100,  
**NAIROBI, KENYA.**

**(j) Principal Legal Adviser**

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

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Council Members

 <p><b>PROF. SIMON GICHARU, CBS INDEPENDENT CHAIRPERSON</b></p>	<p>Appointed 13<sup>th</sup> October, 2023.</p> <p><b>Prof. Gicharu</b> (born on 08.12.1964), is the Founder and Chairman of the Board of Directors of Mount Kenya University in Kenya, and Mount Kigali University in Rwanda. Both institutions are members of the Inter-University Council of East Africa. He is also the patron of Mount Kenya University Foundation, and founder of Cape Media Ltd., which owns 'TV47' and 'Radio47'.</p> <p>In his educational career, Prof. Gicharu has achieved several milestones. In 2016, he was awarded an honorary Professorship by the International University of Management, Namibia, for his sterling entrepreneurship in education. In 2014, he received a Doctor of Philosophy Degree from Gulu University, Uganda. The same year, he was inducted into the World Entrepreneurs of the Year Hall of Fame in Monaco, France.</p> <p>He was the 2014 EY Eastern Africa Entrepreneur of the Year. In 2012, Prof Gicharu received the Chief of the Order of the Burning Spear (CBS), which is the highest commendation a civilian can receive from the President of the Republic of Kenya. He also won the Marketing Society of Kenya's Superlative Trailblazer Award in the year 2011, while Kenyatta University, his Alma Mater, granted him the Outstanding Alumni Award during their Silver Jubilee celebrations in 2010. Prof Gicharu has previously served as the chairman of the Board at Water Services Regulatory Board, Geothermal Development Company, and Rural Electrification and Renewable Energy Corporation.</p>
 <p><b>MR. FUAD ABDALLA ALI INDEPENDENTMEMBER,</b></p>	<p>Born in 1969, Mr. Fuad Abdalla Ali is the National Chairperson of the Kenya Primary School Head Teachers Association (KEPSHA). Mr. Ali currently serves as the Headteacher of Tom Mboya Comprehensive School in Mombasa County. Mr. Ali holds a Bachelor of Education (Arts) Degree from the University of Nairobi. Mr. Ali is a passionate author of many Kiswahili textbooks in the past and has had great contribution in the arena. Prior to being elected the National Chairperson, Mr. Ali has served in several other positions among them the National Org. and Publicity Secretary and Vice Chairperson of KEPSHA. Mr. Fuad brings a wealth of experience spanning over three decades to the KICD Council wherein he represents KEPSHA pursuant to Section 5(2)(f) of the KICD Act No. 4 of 2013.</p>

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**FCPA JULIUS MWATU**

**CO-OPTED**

**INDEPENDENT MEMBER OF  
FINANCE, STRATEGY & GENERAL  
PURPOSES**

Appointed on 4<sup>th</sup> March, 2020

**FCPA Mwatu** (born on 09.12.1972) is the Managing Partner at CPJ & Associates and has extensive experience in the accountancy profession spanning over 20 years specializing in audit, tax, integrated reporting and governance.

He is a past Chairman of the Institute of Certified Public Accountants of Kenya (ICPAK) and a fellow of the Institute. Julius also previously served as a Board of Trustee of KCA University, a Council Member of the International Federation of Accountants (IFAC), the global body of Professional Accountancy Organisations (PAOs), and as a Board Member of the Pan African Federation of Accountants (PAFA), the African body of PAOs.

Julius holds an MBA in Finance and a BSc. in Statistics. He is a Certified Public Accountant of Kenya - CPA (K), a Certified Secretary - CS and a Certified Financial Analyst – CFA. Julius sits in a number of boards and committees in public sector, private sector and publicly listed companies.



**DR. ELYAS JILLAOW ABDI, OGW**



**ALTERNATE OF PRINCIPAL  
SECRETARY, BASIC EDUCATION  
AND EARLY YEARS**

**MEMBER**

Appointed on 6<sup>th</sup> June, 2024

Dr. Elyas Jillaow Abdi is the current Director General of the Ministry of Education.

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 <p><b>MS. FLORENCE NGARARI, HSC</b> <b>INDEPENDENT, MEMBER OF</b> <b>CURRICULUM TECHNICAL</b> <b>COMMITTEE</b></p>	<p>Appointed on 1<sup>st</sup> September, 2019</p> <p><b>Ms. Ngarari</b> (born on 13.11.1965), has a Bachelor's Degree in Education. She is currently the Principal of Pangani Secondary School. Her area of expertise is Administration and Education.</p>
 <p><b>JANE RUGURU IRAMBU</b> <b>ALTERNATE, MEMBER OF</b> <b>CURRICULUM TECHNICAL</b> <b>COMMITTEE</b></p>	<p>Appointed on 21<sup>st</sup> August, 2023.</p> <p><b>Ms. Irambu</b> (born on 22.04.1968), is currently serving as Deputy Director (Staffing Directorate) at the Teachers Service Commission. She has a Master of Business Administration (MBA) Degree from Jomo Kenyatta University of Agriculture and Technology; a Bachelor of Education Degree from Kenyatta University; and a Diploma in Human Resource Management and Strategic Leadership Program (SLDP) certificate from the Kenya Institute of Management.</p> <p>She has over 10 years' experience in Teacher Management, having served as Principal Staffing Officer in the field and as Assistant Director in Quality Assurance &amp; Standards and Deputy Director Field Services-Discipline Directorates. She is the Alternate Member to the CEO TSC in the KICD Council.</p>

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**DR. ANDREW RASUGU RIECHI**

**INDEPENDENT MEMBER  
OF AUDIT, RISK & COMPLIANCE**

Appointed on 30<sup>th</sup> June 2023.

**Dr. Riechi** (born on 11.03.1958) is a holder of Doctor of Philosophy degree in Economics of Education, Dr. Andrew Rasugu Riechi is a Senior Lecturer in the University of Nairobi's Department of Educational Management, Policy and Curriculum Studies, Faculty of Education. He is a researcher and policy analyst with over 25 years of work experience in educational leadership, teaching, research in education and development in Kenya and several African countries. Between 2005 and 2010, he worked at the Institute of Policy Analysis and Research (IPAR) as a Research Fellow and Policy Analyst in the Social Sector (Health and Education). Between June 2019 and June 2020, he was seconded to Koitaleel Samoei University College, a constituent College of the University of Nairobi where he was appointed a pioneer Director of the School of Education.

He has a track record in research and consultancies in the Government of Kenya and a wide range of international organizations including the International Finance Corporation (IFC), the European Union, Research Triangle International (RTI), Education Development Trust (formerly CfBT), UNICEF, USAID, World Vision, UNESCO, Education for Change Ltd, RTI, Save the Children, Africa Early Childhood Network (AfECN), Finnish National Agency for Education's (EDUFI), among others.

Between 2011 and 2013, Dr. Riechi was appointed a consultant by USAID to offer technical support to the Ministry of Education's Taskforce to re-align education to the Constitution of Kenya 2010 and the Kenya Vision 2030 whose Report recommended the introduction of Competency-Based Curriculum in Kenya. In 2016, the Cabinet Secretary for the Ministry of Education appointed him a member of the National Steering Committee for the ongoing Curriculum Reforms in Kenya. In July 2023, the Cabinet Secretary for Education appointed Dr. Riechi a member of the Governing Council of the Kenya Institute for

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Curriculum Development (KICD) ([www.kicd.ac.ke](http://www.kicd.ac.ke)), where he represents public universities.

Apart from being a Member of the **Governing Board of the UNESCO Institute for Statistics (UIS)**, which is based in Montreal, Canada, Dr. Riechi is a Life Member of the **Comparative Education Society of India (CESI)** (<http://www.cesindia.net>) as well as a member of the **African Network for Internationalization of Education (ANIE)** (<http://www.anienetwork.org/>), the **Inter-Agency Network for Education in Emergencies (INEE)** ([www.ineesite.org/](http://www.ineesite.org/)), the **Educational Management Society of Kenya (EMSK)**, **Women Educational Researchers of Kenya (WERK)**, a local research NGO (<http://werkenya.org/werk/>). For many years, he was a member of the **National Research Panel** at the Kenya Institute of Curriculum Development (KICD), ([www.kicd.ac.ke](http://www.kicd.ac.ke)), among many other networks that he actively engages with.

Dr. Riechi is currently involved in the implementing the Training Trainers for Teacher Education and Management in Kenya (TOTEMK) project, which is funded by the Finnish Government and involves the University of Helsinki and Laurea University of Applied Sciences (both in Finland), the University of Nairobi, Strathmore University and Pwani University (all in Kenya). **The University of Nairobi leads the Kenyan project partner institutions.** The specific outcome of the project is a scalable model for upgraded professional skills of university lecturers, teacher trainers student teachers, head-teachers and principals. The project is ultimately expected to contribute to an increasing number of competent lecturers of higher education institutions, university management and administration in twenty universities in Kenya that are participating in the project.

Dr. Riechi's research interests include impact assessments, curriculum reforms, innovative educational planning, policy research, programme evaluation, impact analysis as well as education and development.

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 <p align="center"><b>MR. KIBIWOTT MUNGE</b></p> <p align="center"><b>INDEPENDENT MEMBER OF FINANCE, STRATEGY &amp; GENERAL PURPOSES</b></p>	<p>Appointed on 30<sup>th</sup> June, 2023</p> <p><b>Mr. Munge</b> (born on 18.10.1992) was born on the 18<sup>th</sup> day of October 1992, in present day Baringo County. He holds a Bachelors' Degree in Business Management (Human Resource Option) from Mount Kenya University. Mr. Munge has over 5 years' experience in leadership and administration having served as a Member of County Assembly in the inaugural devolved units assemblies in the period 2013-2017. He represents the Private Sector in the KICD Council.</p>
 <p align="center"><b>MR. WESLEY TOO</b></p> <p align="center"><b>ALTERNATE OF PRINCIPAL SECRETARY, THE NATIONAL TREASURY, MEMBER OF FINANCE, STRATEGY &amp; GENERAL PURPOSES</b></p>	<p>Appointed on 10<sup>th</sup> May, 2017</p> <p><b>Mr. Too</b> (born on 31.12.1969) represents the Principal Secretary, National Treasury. He is a Deputy Director of Resource Mobilization in The National Treasury, Resources Mobilization Department. He has over ten years' experience in resources mobilization, and holds a Master of Arts Degree in Economics from the University of Nairobi.</p>

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**DR. DAVID NJENGERE, MBS**

**INDEPENDENT, MEMBER OF  
FINANCE, STRATEGY & GENERAL  
PURPOSES**

Appointed on 1<sup>st</sup> July, 2021

**Dr. Njengere** (born on 31.05.1967) is currently the Chief Executive Officer, The Kenya National Examinations Council (KNEC).

He holds a PhD in Education, Master of Philosophy in English and Bachelor of Education in English and Literature all from Moi University. He also holds a Post Graduate Diploma in Curriculum Design and Development from the International Bureau of Education (UNESCO) and Open University of Tanzania, and a Certificate in Design and Development of Large Scale Assessments from Education and Testing Services, Princeton, New Jersey. He is a fullbright fellow under the Hubert Humphrey Fellowship Programme, Vanderbilt University, USA.

Before being appointed as CEO, KNEC, Dr Njeng'ere was education advisor to the Cabinet Secretary, Ministry of Education, Prof. George Magoha. He previously worked at KNEC and at the Kenya Institute of Curriculum Development (KICD). He was instrumental in conceptualization and design of Competency Based Curriculum (CBC) and Competency Based Assessment (CBA) approaches for the ongoing education reforms in basic and teacher education.

Dr. Njeng'ere has wide experience as an educationist and has been involved in many initiatives in education reforms at national, regional and global levels. He chaired some of the East African Community Technical Committees Sessions that culminated in the Framework for Harmonization of Education Systems and Curricula.

He has also been a resource person with the International Bureau of Education (UNESCO) on several assignments, including being a facilitator with the Government of Malaysia on curriculum-related issues.

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**PROF. CHARLES O. ONG'ONDO,  
PhD, MBS**

**EXECUTIVE DIRECTOR/CEO  
SECRETARY TO THE COUNCIL**

Appointed on 25<sup>th</sup> September, 2020

**Prof. Ong'ondo, PhD, MBS** (59 years) is an Associate Professor in Teacher Education. He is the Director/Chief Executive Officer (**CEO**) at the Kenya Institute of Curriculum Development (**KICD**). He is a Commonwealth Academic Fellow and Scholar who holds a Postdoctoral Fellowship (University Warwick, UK), a PhD (the University of Leeds, UK), an M.Phil. Degree (Moi University, Kenya), a B.Ed. Degree (Moi University), and a Diploma in Education (Siriba Teachers College - Kenya). Before he joined KICD, Prof. Ong'ondo was the Executive Director of African Network for Internationalization of Education (**ANIE**). **ANIE** is a Pan-African professional organisation focusing on research, capacity building and harnessing partnerships in Higher Education. He also served as a Teacher Educator in the School of Education at Moi University - Kenya where he had worked for 16 years. Prior to joining the university as a lecturer, Charles had fifteen years' experience as a teacher of English Language and Literature in English at secondary school level in Kenya. He has (alone and jointly) published widely in English Language Teacher Education, Research Methodology and Communication Studies. He also serves as a reviewer for a number of international journals. Prof. Ong'ondo was a member of the *Taskforce on enhancing access, relevance, transition, equity and quality in curriculum reforms implementation in Kenya*. He has actively participated in Community Service as Chairman and member of Boards of Management; Adjudicator, Facilitator and Consultant in a number of National, Regional, County or Institutional events, conferences and festivals. Prof. Ong'ondo is a member of several International Professional/Academic Associations including ANIE, International Association of English as Teachers of English as a Foreign Language (**IATEFL**), African Curriculum Association (ACA), among others.

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**KICD COUNCIL DISTRIBUTION BY ETHNICITY**

<b>S/NO</b>	<b>ETHNIC GROUP</b>	<b>MALE</b>	<b>FEMALE</b>	<b>TOTAL</b>	<b>%</b>
1.	KALENJIN	2	0	2	20
2.	KIKUYU	2	1	3	30
3.	KISII	1	0	1	10
5.	BAJUN	1	0	1	10
6.	KAMBA	1	0	1	10
7.	AMERU	0	1	1	10
8.	SOMALI	1	0	1	10
	<b>TOTAL</b>	<b>8</b>	<b>2</b>	<b>10</b>	<b>100</b>

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**3. Key Management Team**



**PROF. CHARLES O. ONG'ONDO,  
PhD, MBS**

**DIRECTOR/CEO**

Appointed on 25<sup>th</sup> September, 2020

**Prof. Ong'ondo, PhD, MBS** (58 years) is an Associate Professor in Teacher Education. He is the Director/Chief Executive Officer (**CEO**) at the Kenya Institute of Curriculum Development (**KICD**). He is a Commonwealth Academic Fellow and Scholar who holds a Postdoctoral Fellowship (University Warwick, UK), a PhD (the University of Leeds, UK), an M.Phil. Degree (Moi University, Kenya), a B.Ed. Degree (Moi University), and a Diploma in Education (Siriba Teachers College - Kenya). Before he joined KICD, Prof. Ong'ondo was the Executive Director of African Network for Internationalization of Education (**ANIE**). **ANIE** is a Pan-African professional organisation focusing on research, capacity building and harnessing partnerships in Higher Education. He also served as a Teacher Educator in the School of Education at Moi University - Kenya where he had worked for 16 years. Prior to joining the university as a lecturer, Charles had fifteen years' experience as a teacher of English Language and Literature in English at secondary school level in Kenya. He has (alone and jointly) published widely in English Language Teacher Education, Research Methodology and Communication Studies. He also serves as a reviewer for a number of international journals. Prof. Ong'ondo was a member of the *Taskforce on enhancing access, relevance, transition, equity and quality in curriculum reforms implementation in Kenya*. He has actively participated in Community Service as Chairman and member of Boards of Management; Adjudicator, Facilitator and Consultant in a number of National, Regional, County or Institutional events, conferences and festivals. Prof. Ong'ondo is a member of several International Professional/Academic Associations including ANIE, International Association of English as Teachers of English as a Foreign Language (**IATEFL**), African Curriculum Association (**ACA**), among others. He is in-charge of day to day running of the Institute

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 <p style="text-align: center;"><b>Ms. EUNICE GACHOKA</b></p> <p style="text-align: center;"><b>SENIOR DEPUTY DIRECTOR (EDUCATION MEDIA)</b></p>	<p>Appointed on 1<sup>st</sup> September, 2022</p> <p><b>Ms. Gachoka</b> is the Senior Deputy Education Media Directorate.</p> <p><b>Qualifications:</b> Master’s Degree in Communication Studies from University of Nairobi; Bachelor of Education Degree (Science) from Kenyatta University; Graduate Diploma in African Leadership in ICT in Knowledge Society Dublin city University, Certificate in e-learning technologies University of Colombo School of Computing. Certificate in Governing Digital Transformations Blavanik School of Government, University of Oxford.</p> <p>She is a member of Association of Media Women in Kenya (AMWIK) and Network of E-learning Professionals.</p> <p>She is in-charge of day to day running of activities of educational media</p>
 <p style="text-align: center;"><b>DR. JACQUELINE ONYANGO, OGW</b></p> <p style="text-align: center;"><b>SENIOR DEPUTY DIRECTOR (BASIC EDUCATION CURRICULUM DEVELOPMENT)</b></p>	<p>Appointed on 1<sup>st</sup> July, 2017</p> <p><b>Dr. Onyango</b> holds a PhD Degree in Curriculum Development at Moi University Eldoret, Masters Degree in Curriculum Studies from University of Nairobi; Bachelor of Education Degree from Kenyatta University; Certificate in Education Planning from the International Institute of Education (IIEP-UNESCO). She is in charge of day to day running of curriculum development services.</p>

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**KICD ETHNIC DISTRIBUTION AS AT 30<sup>TH</sup> JUNE, 2025**

**KICD Management Distribution by Ethnicity (Grade 5 and above)**

S/NO	ETHNIC GROUP	MALE	FEMALE	TOTAL	%
1.	EMBU	0	3	3	3.65
2.	KAMBA	7	4	12	14.63
3.	KIKUYU	11	14	25	30.48
4.	KISII	6	2	8	9.75
5.	LUHYA	4	3	7	8.53
6.	LUO	10	4	14	17.07
7.	MERU	4	1	5	6.09
8.	KALENJIN	0	4	4	4.87
9.	SOMALI	1	0	1	1.21
10.	TAITA	0	1	1	1.21
11.	TESO	0	1	1	1.21
12.	MIJI KENDA	1	0	1	1.21
	<b>TOTAL</b>	<b>44</b>	<b>37</b>	<b>82</b>	<b>100</b>

**KICD Distribution of Other Staff by Ethnicity (Grade 6 and below)**

S/NO	ETHNIC GROUP	MALE	FEMALE	TOTAL	%
1.	EMBU	1	1	2	0.97
2.	KALENJIN	8	5	13	6.31
3.	KAMBA	14	8	22	10.67
4.	KIKUYU	29	31	60	29.12
5.	KISII	6	11	17	8.25
6.	LUHYA	16	17	33	16.01
7.	LUO	18	11	29	14.07
8.	MAASAI	1	0	1	0.48
9.	MERU	7	9	16	7.76

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10.	TAITA	0	1	1	0.48
11.	MIJI KENDA	2	1	3	1.45
12.	SOMALI	2	0	2	0.97
13.	BORANA	1	1	2	0.97
14.	TURKHANA	0	1	1	0.48
15.	MBEERE	1	2	3	1.45
16.	KENYAN ASIAN (BALUCH)	0	1	1	0.48
	<b>TOTAL</b>	<b>106</b>	<b>100</b>	<b>206</b>	<b>100</b>

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**4. Chairperson's Statement**

The Kenya Institute of Curriculum Development in its resolute efforts to fulfil its mandate under the leadership of the Council, made great strides during the Financial Year 2024/2025. The Institute in collaboration with the Ministry of Education and other stakeholders has remained focused particularly on curriculum reforms, to guarantee quality. This is in line with its mission of providing curricula and curriculum support materials through research and engagement to nurture every learner's potential for sustainable development.

The Institute is committed to prudent utilization of available resources, as the Institute weaves the curriculum aimed at producing a learner capable of fostering a skilled and ethical society. Indeed, this explains the holistic nature of the Competency Based Curriculum (CBC), which emphasizes on the 21<sup>st</sup> Century skills that will enhance graduates' capacity to acquire competences requisite for job and wealth creation. This will be achieved through nurturing every learner's potential, which is key to realization of Kenya's Vision 2030.

The Council signed a Performance Contract and achieved the set targets. The Council embarked on strengthening the Institute's human resource capacity by seeking authority to fill various critical positions in line with the reviewed KICD Organizational Structure and staffing levels. The Council continues to support and promote professional and career growth of all staff in the Institute. In return, the Council expects the management to be innovative and focused in enhancing teamwork within the Institute.

Finally, I wish to thank the Government of Kenya for the support it has accorded the Institute during the FY2024/2025.

Signature.....



**PROF. SIMON GICHARU, CBS  
COUNCIL CHAIRPERSON**

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Date .....

28/8/25

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**5. Report from the Chief Executive Officer**

During the Financial Year 2024/2025, the Institute continued with implementation of Curriculum Reform. Key milestones were achieved toward provision of curriculum that is utilized in basic and tertiary education institutions.

KICD implemented the National Government Priorities as contained in the Kenya Kwanza Manifesto. This entailed leveraging on technology in Basic Education through enhancement of digital content and creative industry to have appropriate content accessible in Kenya Education Cloud. KICD achieved this target by reviewing ICT Integration online course for Teachers on Elimika platform; reviewing the curation standards for quality assurance of curriculum support materials; and carrying out upgrading the Kenya Education Cloud (KEC) for deployment of digital resources.

During the contract period 2024/25, the Institute committed to increase access to quality digital curriculum support materials to support digital learning. Some of the activities undertaken were: Curated 7 digital content for Grade 7-8; Curated interactive digital content for 10 rationalized learning areas; Adapted digital content for Grade 5 in 9 learning areas for learners with visual impairment (VI) and completed verification; Adapted digital content for Grade 5 in 8 learning areas for learners with hearing impairment (HI) and completed verification; Finalized the adaptation of digital content for Grade 5 in 9 VI and 8 HI learning areas; Verified interactive digital content for Grade 7 in 12 learning areas for regular learners; Developed 9 digital contents for SNE pre-vocational level; Developed 17 digital content for teacher education year 1; Acquired interactive digital content for 8 learning areas; Conducted training for 65 content curators; Completed scripting and editing of Financial Literacy e-content for junior and senior schools; and Finalized editing of Tax Education e-content as part of Financial Literacy for junior and senior school learners.

During the contract period 2024/25, the Institute committed to develop 1 ECDE and Primary Certificate teachers upgrade course, develop 20 indigenous language course books and teachers guides for Grades 2; and review 12 English and Kiswahili course books for Grades 1-3. During the Contract period under review, the Institute fully achieved the set targets by development of 44 Grade 2 and 3 Indigenous Languages Course Books and Teacher's Guides, 12 English and Kiswahili course books for Grades 1-3, and 24 Pre-primary and Grade 1 to 6 Teachers Handbooks.

During the contract period 2024/25, The Institute committed to design, develop and produce electronic curriculum support materials (420 radio programmes and 760 TV programmes) in order to enhance equity and access to electronic support materials for basic education. During the period under review, the Institute fully achieved the set target by producing 403 radio programmes and 1,232 TV programmes. The annual cumulative achievement is 1,635 with a positive variance of 220. This was achieved with additional support from Kenya Primary Education Equity in Learning (KPEEL) project.

During the contract period 2024/25, the Institute committed to copyright 280 curriculum support materials and other materials by issuing ISBN numbers. During the contract period under review, the Institute fully achieved the set target by copyrighting and issuing ISBN numbers to 291 KICD's

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Publications against the target of 280 with a cumulative positive variance of 11. This is as per the curriculum support materials submitted for copyrighting.

During the contract period 2024/25, the Institute committed to evaluate and vet all curriculum support materials submitted for Grade 10, evaluate complementary curriculum support materials for PP1 to Grade 7, and Evaluate curriculum support materials submitted by walk-in materials developers. During the contract period under review, the Institute fully achieved the set target as follows: Call to submit materials for evaluation was made through the Institute website; Submission document was revised and customized to suit Grade 10 materials requirements; The advertisement URL was shared with KPA the main participant for announcement to its members; All submitted complementary curriculum support materials for PP1 to Grade 9 were evaluated; All curriculum support materials submitted by walk-in materials developers were evaluated. Evaluated the submitted materials for Grade 10 for the learning areas. Evaluated all curriculum support materials submitted by walk-in materials developers.

Signature.....

Date 28/8/25.....

**PROF. CHARLES O. ONG'ONDO, PhD., MBS**

**DIRECTOR/CHIEF EXECUTIVE OFFICER**

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**6. Statement of Performance against Predetermined Objectives for FY 2024/2025**

Kenya Institute of Curriculum Development has three strategic pillars/ themes/issues and objectives within the current Strategic Plan for the FY 2023/2027. These strategic pillars/ themes/issues are as follows:

Pillar /theme/issue 1: Provision of curriculum that is utilized in basic and tertiary education institution

Pillar/theme/issue 2: Provision of Curriculum Support Materials for Basic and Tertiary Education

Pillar/theme/issue 3: Strengthening Institutional Capacity

Kenya Institute of Curriculum Development develops its annual work plans based on the above three pillars/Themes/Issues. Assessment of the Board's performance against its annual work plan is done on a quarterly basis. The Institute achieved its performance targets set for the FY 2024/2025 period for its three strategic pillars, as indicated in the table below:

<b>Strategic pillar</b>	<b>Objective</b>	<b>indicators</b>	<b>activities</b>	<b>Results achieved</b>
1. Provision of curriculum that is utilized in basic and tertiary education institutions	To Develop Curriculum	Curriculum Designs developed	Develop, edit, and approve curriculum designs	<ul style="list-style-type: none"> <li>i) Developed 38 curriculum designs for Grade 12</li> <li>ii) Developed 3 curriculum designs for Essential Mathematics for Grade 10 and 11</li> <li>iii) Developed 44 vocational level curriculum designs for learners at stage-based pathway</li> <li>iv) Adapted 66 Grade 12 curriculum designs for Learners with HI, PI and VI,</li> <li>v) Developed 30 curriculum designs for Diploma in Special Needs Teacher Education (DSNTE),</li> <li>vi) Validation of 3 Grade 10 curriculum designs for (Marine and Fisheries Technology, Media</li> </ul>

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Strategic pillar	Objective	indicators	activities	Results achieved
				<p>Technology and Essential Mathematics) by the Course Panel</p> <p>vii) Reviewed the syllabus for Certificate in Credit Management,</p> <p>viii) Reviewed the Artisan in Credit Management syllabus</p> <p>ix) Reviewed the Certificate Course in Business Management.</p> <p>x) Reviewed the syllabus for Diploma in Refrigeration and Air Conditioning.</p> <p>xi) Adapted 40 Grade 9 course books and teachers guides to suit learners with special needs</p> <p>xii) Adapted 66 additional Grade 12 curriculum designs for learners with HI, PI, and VI</p>
<p><b>2. Provision of Curriculum Support Materials for Basic and Tertiary Education</b></p>	<p>To Develop curriculum support material</p>	<p>Curriculum support material developed and approved</p>	<p>Develop, evaluate and approve Curriculum support materials</p>	<p>i) Developed 44 Grade 2 and 3 Indigenous Languages Course Books and Teacher's Guides,</p> <p>ii) Developed 12 English and Kiswahili course books for Grades 1-3, and 24 Pre-primary</p> <p>iii) Developed Grade 1 to 6 Teachers Handbooks.</p> <p>iv) Reviewed the ICT Integration online course</p>

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Strategic pillar	Objective	indicators	activities	Results achieved
				<p>for Teachers on Elimika platform</p> <p>v) Reviewed the curation standards for quality assurance of curriculum support materials;</p> <p>vi) Carried out upgrading the Kenya Education Cloud for deployment of digital resources.</p> <p>vii) Curated 7 digital content for Grade 7-8;</p> <p>viii) Curated interactive digital content for 10 rationalized learning areas;</p> <p>ix) Adapted digital content for Grade 5 in 9 learning areas for learners with visual impairment (VI) and completed verification;</p> <p>x) Adapted digital content for Grade 5 in 8 learning areas for learners with hearing impairment (HI) and completed verification;</p> <p>xi) Finalized the adaptation of digital content for Grade 5 in 9 VI and 8 HI learning areas;</p> <p>xii) Verified interactive digital content for Grade 7 in 12 learning areas for regular learners;</p> <p>xiii) Developed 9 digital contents for SNE prevocational level;</p>

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Strategic pillar	Objective	indicators	activities	Results achieved
				<ul style="list-style-type: none"> <li>xiv) Developed 17 digital content for teacher education year 1;</li> <li>xv) Acquired interactive digital content for 8 learning areas;</li> <li>xvi) Conducted training for 65 content curators;</li> <li>xvii) Completed scripting and editing of Financial Literacy e-content for junior and senior schools; and</li> <li>xviii) Finalized editing of Tax Education e-content as part of Financial Literacy for junior and senior school learners</li> <li>xix) Developed and produced 403 radio programmes and 1,232 TV programmes.</li> <li>xx) Evaluated the submitted materials for Grade 10 for the learning areas.</li> </ul>
<b>3. Strengthening Institutional Capacity</b>	To strengthen staff capacity for improved service delivery	No. of staff capacity built	Train staff on various professional development programs	<ul style="list-style-type: none"> <li>i) Identified the annual staff training needs arising from the skills gap analysis</li> <li>ii) Developed and implemented various training programmes to address the identified training needs;</li> <li>iii) Recruited new staff members to address the identified skills gaps in various functional areas;</li> </ul>

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Strategic pillar	Objective	indicators	activities	Results achieved
				<ul style="list-style-type: none"> <li>iv) Identified the staff training needs for FY 2024/25.</li> <li>v) 14 Productivity Mainstreaming Committee Members attended a workshop in Naivasha</li> <li>vi) 1 Audit Certified Professional participated in the ICPAK Auditors' Conference in Mombasa</li> <li>vii) A virtual Surveillance Audit was conducted for 42 ISO Auditors</li> <li>viii) 28 ISO Auditors attended virtual training on Corrective Action Plan Formulation</li> <li>ix) 320 Departmental Automation Champions attended ERP training at KICD Chui Hall and virtually</li> <li>x) 7 HR Certified Professionals attended the IHRM HR Management Conference in Naivasha</li> <li>xi) 11 Finance and Accounts Professionals attended the ICPAK Conference at Capabuil, Naivasha</li> <li>xii) 3 Mental Wellness Champions participated in training on Mental Health Wellness in Naivasha</li> <li>xiii) 5 Middle Level Officers attended the Senior Management Course at KSG Kabete</li> <li>xiv) 1 STI Committee Chair attended a Science, Technology &amp; Innovation training at NACOSTI,</li> </ul>

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Strategic pillar	Objective	indicators	activities	Results achieved
				<p>Naivasha from 25th–29th November 2024</p> <p>xv) 2 Ethics and Integrity Committee Members attended a National Values training at Public Service Commission, Machakos from 25th–29th November 2024</p> <p>xvi) 2 Gender Mainstreaming Champions attended training on GBV Prevention and Integration at A&amp;L Hotel, Machakos</p> <p>xvii) 150 staff attended a Retirement Planning Seminar virtually and at the Auditorium</p> <p>xviii) 67 Management and ICT staff received M365 System Support training by Dina-soft</p> <p>xix) 1 QMS Lead Auditor attended training on ISO 9001:2015 QMS in Mombasa</p> <p>xx) 2 HR Professionals attended Women Leadership in HR training by IHRM</p> <p>xxi) 2 ICT Officers were trained on Virus Removal and Protection</p> <p>xxii) 51 officers from HR, Finance, Procurement &amp; ICT underwent System Automation training</p> <p>xxiii) 3 Procurement Professionals attended CPD training by KISM</p>

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Strategic pillar	Objective	indicators	activities	Results achieved
				<p>xxiv) 164 staff participated in National Values and Principles of Governance training held virtually from 10th–11th June 2025</p> <p>xxv) 164 staff underwent Road Safety Mainstreaming training virtually on 10th–11th June 2025.</p> <p>xxvi) 11 exiting staff attended a Retirement Planning Seminar at KSG Mombasa</p> <p>xxvii) 164 staff received virtual training on Science, Technology &amp; Innovation Mainstreaming from 10th–11th June 2025</p> <p>xxviii) 5 HR Certified Professionals participated in HRM National Congress CPD</p> <p>xxix) 31 Automation Champions attended M365 System Support Training by Dina-soft virtually on 7th May 2025</p> <p>xxx) 164 staff received Mental Wellness and Psycho-social Counselling training virtually from 10th–11th June 2025.</p> <p>xxxi) 164 staff participated in HIV/AIDS Prevention and Management training virtually from 10th–11th June 2025.</p> <p>xxxii) 28 broadcasting professionals attended Educational Broadcast</p>

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Strategic pillar	Objective	indicators	activities	Results achieved
				<p>Production training at Esami, Arusha</p> <p>xxxiii) 3 procurement professionals participated in CPD training by KISM at Travelers Beach Hotel, Mombasa</p> <p>xxxiv) 30 staff attended ESS Portal Training virtually on 17th June 2025.</p> <p>xxxv) 10 heads of media departments attended Educational Broadcast Production training at Esami, Arusha</p> <p>xxxvi) 14 accountants and auditors attended CPA CPD training in Mombasa</p> <p>xxxvii) 5 communication officers participated in Communication &amp; PR CPD training in Mombasa</p> <p>xxxviii) 12 NRC officers were trained on attended Food Safety Management System (FSMS)</p> <p>xxxix) All staff were placed on Performance Appraisal System (PAS)</p>

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**7. Corporate Governance Statement**

Good corporate governance is integral in enabling the Institute to interact with both internal and external stakeholders. Corporate governance entails the systems, processes and structures used to direct and manage the affairs of the Institute and delineate the respective roles of the Council and management and the framework of internal controls. The Council and the management regard good corporate governance as pivotal to the success of the Institute and is committed to ensuring there is strict adherence to these processes. As part of its commitment the Council ensures that communication of Council Resolution happens through the established procedures and mechanisms through the Chairperson and the Chief Executive Officer.

**a. Number of Board Meetings Held**

During the period under review, the Board held the following number of meetings. Requisite approvals were obtained to hold the extra number of meetings as per the provisions of section A (1) to (3) of circular Ref. No.: OP/CAB.9/1A on the Management of State Corporations. The attendance to the said meetings is captured in the registers of attendance as availed during the audit. The same is reflected in the Minutes of the Committees and the Council.

<b>NO.</b>	<b>NAME OF COMMITTEE/BOARD MEETINGS</b>	<b>NUMBER OF MEETINGS</b>
1.	Council Meetings	10
2.	Curriculum Technical Committee	6
3.	Human Resource & Governance Committee	10
4.	Finance Strategy & General Purpose Committee	6
5.	Audit, Risk and Compliance Committee	8
	<b>TOTAL</b>	<b>40</b>

**b. The attendance to those meetings by members**

Section 3 of the Second Schedule of the KICD, Act No. 4 of 2013 provides that the quorum for the conduct of business at a meeting of the Council shall be half the number of the members of the council. During the Financial Year 2024/2025, all the Council Meetings and Committee Meetings met the requirements of Section 3 of Second Schedule of the KICD Act, No. 4 of 2013. The details of the members who attended the respective meetings were captured in the respective minutes of meetings held during the FY2024/2025. All members that for one reason or another could not attend any Committee or Council meeting, registered their apologies prior as required by proper corporate governance procedures. The Board utilized physical, online and hybrid versions of meetings in line with established protocols.

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**c. Succession Plan**

Section 4.19 of the KICD Council Charter provides that the Council shall put in place a succession plan for both the Council and Management and review the same regularly. Section 5(2)(f) of the KICD Act provides that the following members appointed by the Cabinet Secretary:

- a. Chairperson appointed by the President
- b. A representative of the Chief Executive Officer, Teachers Service Commission.
- c. A representative of the Chief Executive Officer, the Kenya National Examinations Council.
- d. A representative of the Principal Secretary, Ministry of Education.
- e. A representative of the Principal Secretary, the National Treasury.
- f. A representative from the Public Universities.
- g. A representative from the Private Sector.
- h. A representative from Kenya Secondary School Head Teachers Association.
- i. Representative from Kenya Primary School Head Teachers Association.

During the financial year the Council was fully constituted.

**d. Existence of Board Charter**

The KICD Council approved its Council Charter during its meeting held on 21<sup>st</sup> December 2021 in line with the provisions of Mwongozo Code of Governance for State Corporations. The Charter was in operation during the year under review. The Council Charter encompasses the Terms of Reference for the four committees of the Council.

**e. Process of Appointment and Removal of Council Members**

Section 3.4 of the KICD Council Charter provides that the relevant appointing authority shall select and appoint KICD Council Members. Every appointment shall be by name and by notice in the Kenya Gazette or nomination by a body mandated to do so in accordance with the KICD Act No. 4 of 2013. The Council is composed of nine members appointed as hereinabove stipulated with the Chairperson appointed by the President and the rest of the members being appointed by the Cabinet Secretary, Ministry of Education. The Council has equally coopted one member in line with the provisions of the Mwongozo Code of Governance of State Corporation to fill in the skill-gap in finance and audit in the Council. In terms of diversity the Council reflects the country composing of the Agikuyu, Abagusii, Kalenjin, Somali, Akamba, Ameru, Bajun as members of the Board representing the various sectors. Upon appointment, the members are inducted on the law and the institute procedures, with capacity building, training and development being accorded from time to time. A member of the Council member ceases to hold office upon:

- a) Serves the appointing authority with written notice of resignation; or
- b) Is absent, without the permission of the Chairperson, from three consecutive Meetings, or
- c) Is convicted of an offence by a court of competent jurisdiction and sentenced to Imprisonment for a period exceeding six months without the option of a fine; or
- d) Is incapacitated by reason of infirmity of body or mind; or
- e) Is otherwise unable or unfit to discharge the functions of the Council; or
- f) If the member dies.

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**f. Roles and Functions of the Board/Council**

Section 4.1 of the KICD Council Charter as read with section 10 of the KICD Act No. 4 of 2013 provides that:

- a) The basic responsibility of KICD Council members is to exercise their best judgment and to act in a manner that they reasonably believe to be in the best interest of the Institute and its stakeholders. In discharging that obligation, the members shall rely on the honesty and integrity of the Institute's Management, staff and its external professional advisors and auditors.
- b) In furtherance of its responsibilities, Council shall have the power, as enshrined in the Act to:
  - i) Create, develop, apply for and hold intellectual property rights and enter into agreements or arrangements for their commercial exploitation or otherwise as the Council may consider appropriate;
  - ii) Enter into any arrangement with education and training institutions or professional organizations, whether within or outside Kenya;
  - iii) Manage, supervise and administer the assets of the Institute in such a manner as best promotes the purpose for which the Institute is established;
  - iv) Determine the provisions to be made for capital, recurrent expenditure and for reserves of the Institute; receive any grants, gifts, donations or endowments on behalf of the Institute and make legitimate disbursements therefrom;
  - v) Enter into association with such other bodies or organizations within or outside Kenya as the Council may consider desirable or appropriate and in furtherance of the purposes for which the Institute is established;
  - vi) Open a banking account or bank accounts for the funds of the Institute;
  - vii) Constitute working panels and committees for the purpose of the performance of the functions of the Institute;
  - viii) Approve all curricula developed or vetted by the Institute; and
  - ix) Do any other thing which is necessary or convenient to be done in connection with or incidental to its functions.

**g. Board and Member Performance**

The board was evaluated on 7<sup>th</sup> August 2025 by officials from *State Corporations Advisory Committee* (SCAC). The overall performance of the board for the year under review was presented to the Council on 10<sup>th</sup> September 2025 with the corporate score being 93.28%. The Council noted the areas for improvement and capacity building and the same shall be rolled out during the FY2025/2026.

**h. Conflict of Interest**

During FY2024/2025, a no-conflict-of-interest register was kept by the Ag. Corporation Secretary and none of the members declared any conflict of interest in any of the agenda items that were presented for deliberations and guidance by the Council. This is a practice that happens at the beginning of all Committee and Council meetings before the consideration of any matter.

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**i. Board Remuneration**

The Board was remunerated as per the prevailing SRC and SCAC guidelines on the remuneration of board members. Detailed payment is disclosed under note 12

**j. Ethics and Conduct**

The board approved a Council Charter in its meeting held on 21<sup>st</sup> December 2021 that stipulated the code of conduct to be observed by the Council members.

**k. Governance Audit**

According to section 4.20 of the Council Charter, a governance audit is expected to be carried out on a bi-annual basis. Good corporate governance is integral in enabling the Institute to interact with both internal and external stakeholders. Corporate governance entails the systems, processes and structures used to direct and manage the affairs of the Institute and delineate the respective roles of the Council and management and the framework of internal controls. The Council and the management regard good corporate governance as pivotal to the success of the Institute and is committed to ensuring there is strict adherence to these processes. The Institute achieves good corporate governance by using a risk-based approach to establish a system of internal controls and by reviewing the effectiveness of the system on a regular basis. The Kenya Institute of Curriculum Development has formulated and implemented sound internal corporate governance guidelines, which spell out the responsibilities of management and the Council.

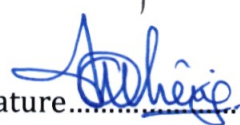
The Council has established Committees to assist in the implementation of its policy guidelines and strategy. These Committees meet regularly and are chaired by non-executive Council members. The Committees submit their report to the full Council for adoption and approval. All the non-executive Council members are independent of management and free from any business or other relationship, which may materially interfere with the exercise of their judgment.

The Council meets regularly and has a formal schedule of its matters. Currently, the Council comprises of ten (9) non-executive members, a co-opted member and the KICD Director/Chief Executive Officer. The full Council meets at least four times in a year. Governance audit will be conducted during the FY2025/2026. The Council is scheduled to conduct a governance audit during the FY2025/2026.

**PROF. SIMON GICHARU, CBS  
COUNCIL CHAIRPERSON**

Signature  Date 28/8/25

**PROF. CHARLES O. ONG'ONDO, PhD., MBS  
DIRECTOR/CHIEF EXECUTIVE OFFICER**

Signature  Date 28/8/25

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**8. Management Discussion and Analysis**

**A. Operation performance**

The Kenya Institute of Curriculum Development (KICD) plays a vital role as a state corporation responsible for developing curricula and curriculum support materials for all levels of education below the university. In the fiscal year 2024/2025, KICD made significant strides in its ongoing curriculum reform initiatives, with a notable achievement being the rollout of Junior School Grade 9 in January 2025.

During this period, KICD focused on integrating technology into the educational process. The Institute reviewed the ICT Integration online course for teachers on the Elimika platform, ensuring that educators are well-equipped to deliver modern, technology-enhanced learning experiences. Additionally, KICD reviewed the curation standards for quality assurance of curriculum support materials. The upgrade of the Kenya Education Cloud was another major step forward, enhancing the platform's capacity to deliver digital resources effectively.

In its efforts to expand digital learning, KICD curated interactive digital content for 10 rationalized learning areas for Grade 7-8, catering to regular learners. The Institute also demonstrated its commitment to inclusive education by adapting digital content for Grade 5 learners with visual, hearing, and physical impairments. To further support digital education, KICD acquired interactive digital content for 8 learning areas and uploaded to the Kenya Education Cloud, and 65 developers were trained in creating interactive digital content. Moreover, KICD produced 1,635 electronic support materials, which included 403 radio school programs and 1,232 TV programs.

KICD also made significant progress in rationalizing and updating curriculum designs as part of the recommendations from the Presidential Working Party on Education Reforms (PWPER). The Institute rationalized the curriculum designs for Grades 7-9, ensuring that subjects were streamlined to better meet educational goals. This rationalization process extended to Grade 10, where the number of subjects was reduced from 50 to 36, and to Grade 11, where curriculum designs for 36 learning areas were developed. Furthermore, KICD developed a Community Service Learning (CSL) Training Manual and adapted numerous course materials to cater to learners with special needs, underscoring its dedication to inclusive education.

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The dissemination of educational materials was another key focus for KICD. The Institute distributed 35,530 print curriculum support materials, alongside 20,000 programs comprising both TV and radio broadcasts. To ensure the quality and relevance of educational content, KICD

Revised submission documents for Grade 10 materials, evaluated curriculum support materials for earlier grades, and assessed submissions from various content developers.

Monitoring and evaluation played a crucial role in KICD's activities, with the Institute conducting assessments of the curriculum's implementation at various educational levels. This included monitoring the rollout of the rationalized curriculum in Early Years Education (PP1-Grade 3), evaluating the implementation of the Competency-Based Curriculum (CBC) in Grade 7, and Carried out monitoring of CBC implementation in Grade 8. Additionally, KICD carried out a pilot study in selected schools in Kenya on implementing value-based education using the whole school approach and produced a report and also carried out a study on the status of mainstreaming pertinent and contemporary issues into the curriculum in the upper primary and junior schools in Kenya.

KICD's commitment to capacity building was evident through its collaboration with the Teachers Service Commission (TSC), Kenya Education Management Institute (KEMI), and other agencies within the Ministry of Education. Together, they trained 24,049 curriculum implementers for Junior School, ensuring that educators are well-prepared to deliver the reformed curriculum effectively.

KICD also achieved significant milestones in capacity building during the fiscal year. The Institute began by identifying annual staff training needs through a comprehensive skills gap analysis. This assessment allowed KICD to develop and implement targeted training programs aimed at addressing these identified gaps. To further strengthen its workforce, KICD recruited new staff members across various functional areas, ensuring that the necessary skills were available to meet organizational demands.

In line with these efforts, KICD identified specific training needs for the fiscal year 2024/25. The Institute then proceeded to conduct a series of training sessions and courses for its staff, which included:-

- **Management and Leadership:** 5 Middle Level Officers attended the Senior Management Course at KSG Kabete.

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- **ICT and Digital Skills:** 67 Management and ICT staff were trained on M365 System Support, and 2 ICT Officers attended training on Virus Removal and Protection.
- **Finance and Accounting:** 11 Finance and Accounts officers attended the ICPAK Conference at Capabuil.
- **Procurement and Quality Management:** 3 Procurement Professionals attended CPD training by KISM. 1 QMS Lead Auditor attended training on ISO 9001:2015 QMS in Mombasa.
- **Secretarial and Administrative Skills:** Three officers completed an online secretarial management course offered by KSG.
- **Human Resource Management:** 2 HR Professionals attended Women Leadership in HR training by IHRM. 5 HR Certified Professionals participated in HRM National Congress CPD. 7 HR Certified Professionals attended the IHRM HR Management Conference in Naivasha
- **Food Safety and Records Management:** 12 NRC officers attended Food Safety Management System (FSMS) training at KICD
- **Education Program Production:** 28 broadcasting professionals attended Educational Broadcast Production training at Esami, Arusha. Additionally, 10 heads of media departments attended Educational Broadcast Production training at Esami, Arusha.
- **Pre-Retirement Planning:** 11 exiting staff attended a Retirement Planning Seminar at KSG Mombasa.

KICD also focused on ensuring that all staff were kept up-to-date with essential administrative and operational practices. This included sensitizing all staff on the filling of Income, Assets, and Liability Forms, as well as road safety mainstreaming, financial literacy, national values, and other cross-cutting issues. Moreover, 35 staff members received training on productivity mainstreaming, and 25 members attended a Surveillance Audit Sensitization session.

To foster continuous improvement and accountability, all KICD staff were placed on a Performance Appraisal System (PAS). This system serves to monitor and enhance staff performance, ensuring that the Institute's workforce remains aligned with its strategic goals.

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These capacity-building initiatives reflect KICD's commitment to developing a highly skilled, well-rounded workforce capable of effectively implementing the Institute's educational mandate.

In summary, the fiscal year 2024/2025 was marked by substantial progress in curriculum reform, digital integration, staff capacity building, and support for inclusive education, all of which are key to enhancing the quality of education in Kenya.

**A. Financial performance**

During the financial year, the Institute received grant as follows:-

<b>Type of grant</b>	<b>2024/2025</b>	<b>2023/2024</b>	<b>2022/2023</b>
	<b>Kshs '000'</b>	<b>Kshs '000'</b>	<b>Kshs '000'</b>
Operational grant- Normal	874,035	803,358	803,358
Development Grant	-	-	75,000

During the financial year, the Institute internally raised revenue as follows:-

<b>Type of revenue</b>	<b>2024/2025</b>	<b>2023/2024</b>	<b>2022/2023</b>
	<b>Kshs '000'</b>	<b>Kshs '000'</b>	<b>Kshs '000'</b>
Appropriation in Aid (A-I-A)	731,883	513,502	281,522

**B. Key projects and investment decisions the entity is planning/implementing**

During the financial year, the Institute has been carrying out one Capital project, namely, Educational Resource Centre (ERC), which is solely funded by the Government of Kenya and is at phase 1. The phase one is estimated to be 78% complete. The Institute prioritizes to finish the remaining portion of this project once it is granted grants for development of the ERC

**C. Entity's compliance with statutory requirements**

During the financial year the Institute complied with all the statutory requirements which included tax compliance, pension deduction and remittance, medical deductions and remittance among others.

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**D. Material arrears in statutory and other financial obligations**

During the financial year the Institute didn't had any arrears relating to statutory and any arrears relating to other financial obligations were fully provided for.

**E. Major risks facing the entity**

The Institute has developed a Risk Framework Policy to be guide its operations. The Institute faces financial risks as it depends to large extend on Government funding. Other financial risk include include foreign exchange and interest rate risk as the institute has funds in foreign currency and earns interest on bank deposit balances

**Risk Management**

A risk analysis conducted while developing the KICD 2023-2027 strategic plan identified potential risks that may affect the achievement of strategic objectives and the possibility of each occurring. Appropriate mitigation measures have also been developed to address each risk with the aim of minimising the possibility of the risk occurring and also to minimise its consequences if it does occur.

**F. Review of the economy and the sector**

The Kenya government spending on education is stretched, especially with implementation of CBE and free primary and secondary education programs. Many schools lack adequate classrooms, learning materials and technology. Teachers shortage and access inequality in education remain major challenges in the sector.

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**9. Environment and Sustainability Reporting**

**i) Sustainability strategy and profile**

The Institute has a sustainability strategy as provided in its strategic plan that integrates environmental, social, and governance (ESG) considerations into a Institute's operations and decision-making with a consideration of its operational impact to people, the planet, and the economy. This strategy aims to create value for the Institute and society by addressing issues like climate change, resource use, and social equity

**ii) Performance of the Institute**

The Kenya Institute of Curriculum Development (KICD) transforms lives in the education sphere. The Institute is a driving force in nurturing every learner's potential in the execution of its mandate, which is to develop, review, and approve programmes, curricula and curriculum support materials that meet international Standards for Basic and Tertiary Education and Training.

Guided by its Service Delivery Charters, KICD always values its stakeholders. It puts the customer's interest first as it strategically provides relevant goods and services and continuously improves on its operational excellence. The Institute continues to carry out its Corporate Social Responsibility (CSR) activities as outlined in the existing policies.

**iii) Environmental performance**

The Institute has an environmental strategy that has been guiding in its operations. The following some of its activities geared toward achieving its goal on environmental sustainability;

In effort to manage waste, the Institute has implementing automation of its system that will lead to paperless offices and hence reduce its impact of release waste to the Environment. Additionally the Institute has provided waste bins at all the corners of the Institute to enhance segregation of waste in the compound. Its also uses packaging materials for packing curriculum support materials that are biodegradable. Waste material like plastic bottles are sorted , segregated and given to third party organization for recycling.

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The Institute has open areas with natural lights within its building and around the compound and installed Solar lighting and heating system within some building and around the compound .

In mitigating climactic changes the Institute has been regularly servicing its vehicles to reduce carbon emissions to the environment.

In implementing its strategies, the Institute has faced the challenged of under funding, and institutional capacity to explore and use more advance technologies available in managing the environment.

One of the major successes is that the Institution has partnered with its stakeholders to champion a course that positively impacts society. During the 2024/2025 Financial Year, in giving back to society, the Institute participated in tree planting and nurturing activities in response to a Presidential Directive on ‘The National Tree Growing and Restoration Campaign’ of growing 15 billion trees by 2032. The initiative is to increase the forest cover from the current 12% to 30% by 2032.

The Institute planted **45,000 (Forty-five thousand)** tree seedlings in various teaching and learning institutions in 4 counties in Kenya during the 2024/2025 Financial Year, which surpassed the target as per the Ministry of Education issued circular **Ref: MOE DLS/12/25**, directing each Semi-Autonomous Government Agencies (SAGAs) to plant 30,000 trees yearly

Table 1 shows the distribution of tree planting activities carried out by KICD in different counties in line with its objective.

**Table 1: A Summary of Planted Trees in Different Counties**

NO.	COUNTY	NO.OF SCHOOLS	NO. OF TREE	Tree Cover%
1.	Homa Bay	25	15,000	3%
2.	Kitui	20	10,000	2%
3.	Nandi	9	9,000	62%
4.	Kisii	23	10,000	63%
	<b>Total</b>	<b>77</b>	<b>45,000</b>	

In achieving the Institute’s objective of promoting environmental sustainability and growing Indigenous trees and fruit trees in teaching and learning institutions, the below institutions were targeted;

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**a) Tree Planting in Homa Bay County**

The Institute, guided by its Chief Executive Officer, Prof. Charles Ong'ondo, on 26<sup>th</sup> March 2025, launched the planting of 15,000 tree seedlings at Orero Boys High School. The tree cover in Homa Bay County remains one of the lowest in the country, which is at 3 percent against the required 10 percent mark. The Institute, in collaboration with KFS and the Ministry of Education, selected 25 comprehensive and secondary schools, which received and planted a given number of tree seedlings as shown below;

**Table 1: Tree Seedlings Distributions in Homa Bay County**

<b>HOMA BAY</b>	<b>NO.</b>	<b>INSTITUTION</b>	<b>NUMBER OF TREES</b>	<b>TYPES OF TREES</b>
	1.	Msare Secondary	500	Indigenous/Exotic
		Ragwe Primary	500	Indigenous/Exotic
	2.	Kakiimba Primary	500	Indigenous/Exotic
		Ligisa Secondary School	500	Indigenous/Exotic
	3.	Orero Boys	800	Indigenous/Exotic
		God Kado Comprehensive School	900	Indigenous/Exotic
		Orero Comprehensive School	400	Indigenous/Exotic
	4.	Oeno Comprehensive School	500	Indigenous/Exotic
		Amoso Comprehensive School	600	Indigenous/Exotic
		Ngumu Comprehensive School	500	Indigenous/Exotic
	5.	Kwoyo Kaura Comprehensive School	900	Indigenous/Exotic
		Nyawita Secondary School	500	Indigenous/Exotic
	6.	Alaro Primary	500	Indigenous/Exotic
		Nyakayiemba Primary	500	Indigenous/Exotic
	7.	Ringa Girls Secondary	500	Indigenous/Exotic
		Atela Primary	500	Indigenous/Exotic

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8.	Kosele Primary	500	Indigenous/Exotic
	Saye Secondary	500	Indigenous/Exotic
9.	Kodhoch Primary	400	Indigenous/Exotic
	St. Benard Otaro Secondary	500	Indigenous/Exotic
10.	Kwoyo Kochia Comprehensive School	600	Indigenous/Exotic
	Odienya Secondary School	600	Indigenous/Exotic
11.	Ngegu Comprehensive School	600	Indigenous/Exotic
	Kawiya Comprehensive School	600	Indigenous/Exotic
	Ngulu Comprehensive School	500	Indigenous/Exotic
12		500	Indigenous/Exotic
13		500	Indigenous/Exotic
	<b>TOTAL NUMBER OF TREE SEEDLINGS</b>	<b>15,000</b>	

**Picture 1: Launching of Tree planting in Homa Bay County at Orero Boys High School**



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**b) Tree Planting in Kitui County**

The Institute marked the end of the 1<sup>st</sup> Term school calendar by planting 10,000 tree seedlings in Kitui County on **28<sup>th</sup> March 2025**. The activity was launched at Kaliku Primary School. It

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brought together different education stakeholders, including the Ministry of Education Officials, Kenya Forest Service-Kutui Region, Teachers, Parents, learners, and non-governmental organisations. The tree cover in Kitui County remains one of the lowest in the country, which is at 2 percent against the required 10 percent mark. The Institute, in collaboration with KFS and the Ministry of Education, selected 20 comprehensive and secondary schools, which received and planted a given number of tree seedlings as shown below;

**Table 2: Tree Seedlings Distributions in Kitui County**

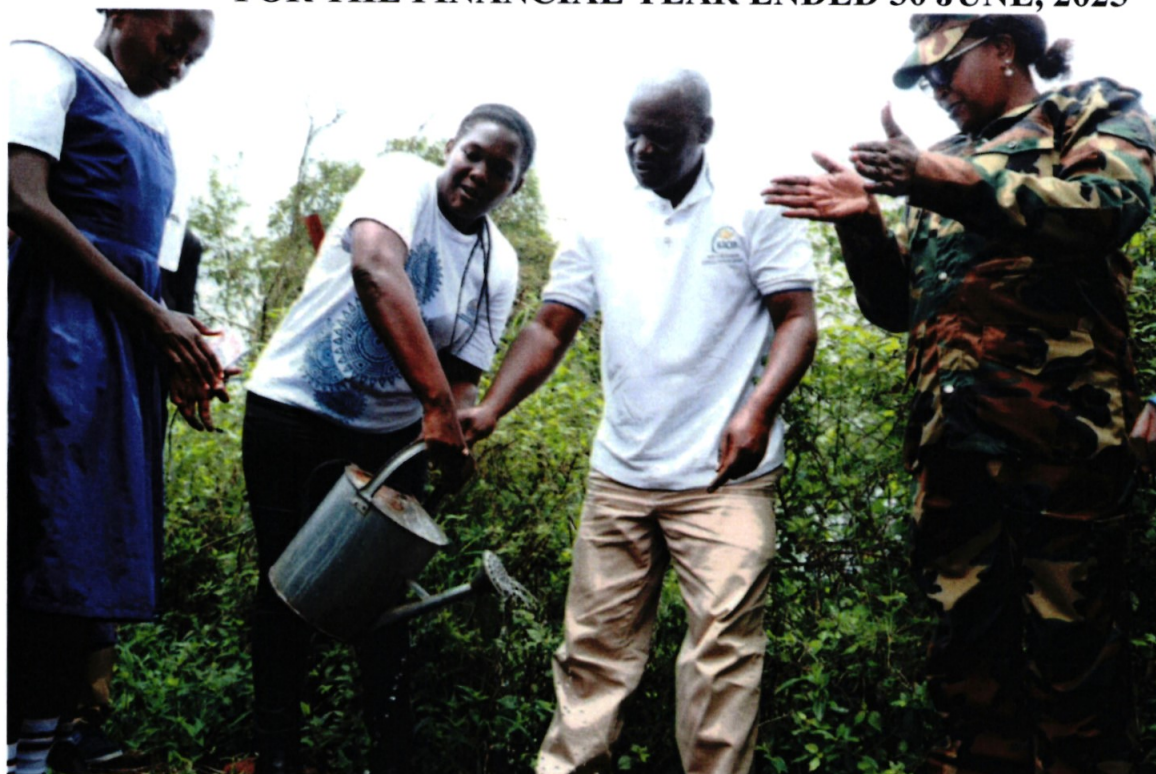
<b>KITUI</b>	<b>NO.</b>	<b>INSTITUTION</b>	<b>NUMBER OF TREES</b>	<b>TYPES OF TREES</b>
	1.	Gankanga Secondary	400	Indigenous/Exotic
		Kamayagi Primary	500	Indigenous/Exotic
	2.	Kea Primary	500	Indigenous/Exotic
	3.	Kyuso Girls	500	Indigenous/Exotic
	4.	Nzeveni Primary	400	Indigenous/Exotic
	5.	Semea Primary	500	Indigenous/Exotic
	6.	Kaliku Primary	500	Indigenous/Exotic
	7.	Liani Primary	500	Indigenous/Exotic
	8.	Kyaani Girls Secondary	400	Indigenous/Exotic
	9.	Itoleka Girls Secondary	500	Indigenous/Exotic
		Nzukini Primary	500	Indigenous/Exotic
	10.	Kituti Secondary	500	Indigenous/Exotic
	11.	Kalitini Secondary	500	Indigenous/Exotic
	12.	Masyungwa Secondary	400	Indigenous/Exotic
		Ciokereke Primary	400	Indigenous/Exotic
	13.	Mwingi Primary	500	Indigenous/Exotic
	14.	Kalatine Girls Secondary	400	Indigenous/Exotic
	15.	Tiva Secondary	500	Indigenous/Exotic
		Tiva Primary	400	Indigenous/Exotic
	16.	Kamuusa Primary	500	Indigenous/Exotic

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	17.	Kaundu Secondary School	500	Indigenous/Exotic
	18.	Mwingi Boys' Secondary	500	Indigenous/Exotic
	19.	Kasyalani Secondary School	500	Indigenous/Exotic
	20.	<b>TOTAL NUMBER OF TREES</b>	<b>10,000</b>	
	<b>77 SCHOOLS</b>		<b>41,000</b>	



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*Picture 2: KICD Officers led by Mr. Erick Omulo Ribba planting and watering a fruit tree during the launch of the Tree planting exercise in Kitui County.*

**c) Tree Planting in Nandi County**

The Institute planted 9,000 tree seedlings in Nandi County on 13<sup>th</sup> May 2025, marking the beginning of Term Two in the school calendar. The launch of the activity took place at Kisigak High School. The tree cover in Nandi County remains high in the country, standing at 62 percent, surpassing the 10 percent required mark. The Institute, in collaboration with KFS and the Ministry of Education, selected 9 comprehensive and secondary schools, which received and planted a given number of tree seedlings as shown below;

**Table 3: Tree Seedlings Distributions in Nandi County**

County	No.	Instituion	Number Of Trees	Types Of Trees
Nandi County	1.	Kipsigak High School	1000	Cpress Indigenous Eucalptus
	2.		1000	Ovacado Seedlings

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County	No.	Instituion	Number Of Trees	Types Of Trees
		Kapsabet School For The Deaf Kipsigak High School		Tomato Trees Cpress Pine Trees
	3.	St Michael's Boys High School- Terige	1500	
	4.	Terige Comprehensive School	1500	Cpress Indigenous Eucalptus
	5.	Kaboi Primary And Junior School	1500	Cypress Pine Bottle Brush (White And Red
	6.	Ack St Marks Kaptumo Boys	500	Ovacado Seedlings
	7.	Aldai High School	1000	Cpress Pine Indigenous Mixed
	8.	Aldai Girls Primary School	500	Cpress Pine Indigenous Mixed
	9.	Mugunoi Primary School	500	Cypress
		<b>TOTAL NUMBER OF TREES</b>	<b>9,000</b>	

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*Picture 4: KICD Officers, KFS, Kipsigak Staff Members and students taking part in the tree planting exercise during the launch of Tree planting in Nandi County.*

**d) Tree Planting in Kisii County**

KICD planted 10,000 tree seedlings in Kisii County from 15<sup>th</sup> to the 16<sup>th</sup> of May 2025. The launch of the activity took place at Nyagweta DOK Secondary School. The tree cover in Kisii County remains high in the country, standing at 63 percent, surpassing the 10 percent required mark. The Institute, in collaboration with KFS and the Ministry of Education, selected 23 comprehensive and secondary schools, which received and planted a given number of tree seedlings as shown below;

**Table 4: Tree Seedlings Distributions in Kisii County**

	No.	Institution	Number Of Trees	Types Of Trees
Kisii	1.	Maiga Primary	500	Indigenous, Eucalptus Cpress, Pine
	2.	Kenyoro	500	Indigenous, Eucalptus Cpress, Pine

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3.	Gasabakwa Secondary	400	Indigenous, Eucalptus Cpress, Pine
4.	Masimba Primary	400	Indigenous, Eucalptus Cpress, Pine
5.	Nyakeogiro Secondary	500	Indigenous, Eucalptus Cpress, Pine
6.	Moneke Primary	500	Indigenous, Eucalptus Cpress, Pine
7.	Nduru Boys	500	Indigenous, Eucalptus Cpress, Pine
8.	Nyakembene Primary	400	Indigenous, Eucalptus Cpress, Pine
9.	Nyaburumbasi Primary	500	Indigenous, Eucalptus Cpress, Pine
10.	St. Angela Sengera Girls	400	Indigenous, Eucalptus Cpress, Pine
11.	Rianyachuba Primary	400	Indigenous, Eucalptus Cpress, Pine
12.	Sameta Boys	500	Indigenous, Eucalptus Cpress, Pine
13.	Emenwa Primary	500	Indigenous, Eucalptus Cpress, Pine
14.	Nyachagochogo Secondary	400	Indigenous, Eucalptus Cpress, Pine
15.	Kenyoro Primary	500	Indigenous, Eucalptus Cpress, Pine
16.	Motonto Secondary	400	Indigenous, Eucalptus Cpress, Pine
17.	Igonga Dok	500	Indigenous, Eucalptus Cpress, Pine

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	18.	Omwari Secondary	400	Indigenous, Eucalptus Cpress, Pine
	19.	Riondong'a Secondary	500	Indigenous, Eucalptus Cpress, Pine
	20.	Kainate Primary	400	Indigenous, Eucalptus Cpress, Pine
	21.	Mariwa Primary	500	Indigenous, Eucalptus Cpress, Pine
	22.	Nyangweta Dok Secondary	400	Indigenous, Eucalptus Cpress, Pine
		<b>TOTAL NUMBER OF TREES</b>	<b>10,000</b>	



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*Picture 5: KICD officers, County Director of Education, Kisii County, KFS officers, Teachers, Students , and other government officers taking part in the tree planting exercise at in Kisii County.*

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**e) KICD MEDIA COVERAGE**

The Institute was well covered by the media in its tree planting activities in the four counties. The KICD Chief Executive Officer, Prof. Charles Ong'ondo addressed the media during the first launch of the activity at Orero High School. Prof. Ong'ondo elaborated on the importance of tree planting and why the Institute is targeting learning institutions. Views from other stakeholders, including Homa Bay Director of Education, Ms. Eunice Khaemba, County Forest Officer, Ms. Sharon Chelengat, and teachers, were also captured in the links below;

**Media Links:**

1. <https://nation.africa/kenya/health/kicd-integrates-tree-planting-into-the-education-system-4987394>
2. <https://www.standardmedia.co.ke/counties/article/2001514894/kcid-improves-cbc-implementation-by-engaging-students-in-tree-planting>
3. <https://app.wedonthavetime.org/posts/7ca14089-ec51-4b8e-b558-6626b2ddcf6d>
4. <https://www.kenyanews.go.ke/students-plant-trees-in-homa-bay-county/>
5. <https://www.msn.com/en-xl/africa/kenya/kicd-integrates-tree-planting-into-the-education-system/ar-AA1Ccb0x?apiversion=v2&noservercache=1&domshim=1&renderwebcomponent=s=1&wcseo=1&batchservertelemetry=1&noservertelemetry=1>

**iv) Employee welfare**

KICD is guided by the Human Resources & Development policies relating to recruitment. It takes into account gender ratios, PWD among others. Staff undertake trainings so as to improve skills and for career development. Staff performance appraisals are also undertaken mid-year and annually. A committee is appointed to look into the safety and compliance with Occupational Safety and Health Act of 2007, (OSHA.)

**v) Market place practices-**

**a) Responsible competition practice.**

The Institute has a committee to deal with Ethics & integrity issues. The committee reports on regular basis. A service charter is in place and there is a performance evaluation to ensure adherence. Clients make payments via the cashless mode of payments. The Institute's operations are automated where applicable.

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**b) Responsible Supply chain and supplier relations**

The Institute adheres to the guidelines as stipulated by the Public Procurement and Disposal Act of 2015. The Institute has a complain boxes for receiving supplier complains and complain resolution mechanism are in place to address all complain.

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

The Kenya Institute of Curriculum Development (KICD) transforms lives in the education sphere. The Institute is a driving force in nurturing every learner's potential in the execution of its mandate, which is to develop, review, and approve programmes, curricula and curriculum support materials that meet international Standards for Basic and Tertiary Education and Training. Guided by its Service Delivery Charters, KICD always values its stakeholders. It puts the customer's interest first as it strategically provides relevant goods and services and continuously improves on its operational excellence

**d) Product stewardship or Awareness creation**

The Institute develop, review, and approve programmes, curricula and curriculum support materials that meet international Standards for Basic and Tertiary Education and Training. It carries outs stakeholders' engagements as required. The products and services are informed through various engagements and the Institute's website.

**vi) Corporate Social Responsibility / Community Engagements**

The Institute was involved in Corporate Social Investment through participation and sponsorship in the Kenya Music festival and drama. This promoted talent growth of the students. The Institute also participated in the Mater Heart Run.

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**10. Report of the Council**

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

**i) Principal activities**

The Institute is mandated through KICD Act No. 4 of 2013 (Revised 2018), amended (2020) to develop curriculum and curriculum support materials informed by research for basic and tertiary education and training. The Institute's vision is "A skilled and ethical society" while mission is "To provide curricula and curriculum support materials through research and engagement to nurture every learner's potential for sustainable development". The tagline is "Nurturing Every Learner's Potential".

**ii) Results**

The results of the entity for the year ended June 30, 2025, are set out on page 1

**iii) Directors**

The members of the Council who served during the year are shown on page X to Xvii. During the year one Council member exited.

**iv) Auditors**

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

By Order of the Council.

Signature .....  ..... Date..... 28/8/25 .....

**PROF. CHARLES O. ONG'ONDO, PhD., MBS**  
**DIRECTOR/CHIEF EXECUTIVE OFFICER**  
**KENYA INSTITUTE OF CURRICULUM DEVELOPMENT**

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**11. Statement of Council's Responsibilities**

Section 14 of the State Corporations Act requires the Institute to prepare financial statements in respect of the Institute, which give a true and fair view of the state of affairs of the Institute at the end of the year, and the operating results of the Institute for that year. The Council is also required to ensure that the Institute keeps proper accounting records which disclose, with reasonable accuracy the financial position of the Institute. The Council is also responsible for safeguarding the assets of the Institute.

The Council is therefore, responsible for the preparation and presentation of the Institute's financial statements, which give a true and fair view of the state of affairs of the Institute for and as at the end of the year ended June 30<sup>th</sup>, 2025. This responsibility includes:-

- (i) maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period;
- (ii) maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Institute;
- (iii) designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring that they are free from material mis-statements, whether due to error or fraud;
- (iv) safeguarding the assets of the Institute;
- (v) selecting and applying appropriate accounting policies; and
- (vi) Making accounting estimates that are reasonable under circumstances.

The Council accepts responsibility for the Institute's financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Public Sector Accounting Standards (IPSAS), and in the manner required by the PFM Act of 2012 and the State Corporations Act cap 446 of 2012 and KICD Act No.4 of 2013. The Council is of the opinion that the Institute's financial statements give a true and fair view of the state of Institute's transactions during the financial year ended June 30<sup>th</sup>, 2025, and of the Institute's financial position as at that date. The Council further confirms the completeness of the accounting records maintained by the Institute, which have been relied upon in the preparation of the

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Institute's financial statements, as well as the adequacy of the systems of internal financial controls.

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

**Approval of the financial statements**

The draft annual Report and financial statements for the year ended 30<sup>th</sup> June, 2025 were presented to the Council and approved during the meeting held on 26<sup>th</sup> August 2025

**PROF. SIMON GICHARU, CBS  
COUNCIL CHAIRPERSON**

Signature  Date 28/8/25

**PROF. CHARLES O. ONG'ONDO, PhD., MBS  
DIRECTOR/CHIEF EXECUTIVE OFFICER**

Signature  Date 28/8/25

# REPUBLIC OF KENYA



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

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

## REPORT OF THE AUDITOR-GENERAL ON KENYA INSTITUTE OF CURRICULUM DEVELOPMENT FOR THE YEAR ENDED 30 JUNE, 2025

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### PREAMBLE

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

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

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

The three parts of the report aim to address the Auditor-General's statutory roles and responsibilities as provided by Article 229 of the Constitution, the Public Finance Management Act, 2012, and the Public Audit Act, 2015. The three parts of the report when read together constitute the report of the Auditor-General.

### REPORT ON THE FINANCIAL STATEMENTS

#### Opinion

I have audited the accompanying financial statements of Kenya Institute of Curriculum Development set out on pages 1 to 46, which comprise of the statement of financial position as at 30 June, 2025, and the statement of financial performance, statement of changes in net assets, statement of cash flows and the statement of comparison of budget and actual amounts for the year then ended, and a summary of significant accounting policies and other explanatory information in accordance with the

provisions of Article 229 of the Constitution of Kenya and Section 35 of the Public Audit Act, 2015. I have obtained all the information and explanations which, to the best of my knowledge and belief, were necessary for the purpose of the audit.

In my opinion, the financial statements present fairly, in all material respects, the financial position of Kenya Institute of Curriculum Development as at 30 June, 2025, and of its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards Accrual Basis and comply with the Kenya Institute of Curriculum Development Act, 2013 and the Public Finance Management Act, 2012.

### **Basis for Opinion**

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

### **Emphasis of Matter**

#### **Budgetary Control and Performance**

The statement of comparison of budget and actual amounts reflects final expenditure budget and actual on comparable basis of Kshs.6,892,129,000 and Kshs.10,675,693,000 respectively, resulting to an over expenditure of Kshs.3,783,564,000 or 35% of the budget. The over expenditure is attributed to donor expenditure where the actual amount of Kshs.9,342,179,000 exceeded the approved budget amount of Kshs.5,410,608,000 by Kshs.3,931,572,000. However, no supplementary approval was sought for the over expenditure. This was contrary to Section 45(3)(a) of the Public Procurement and Asset Disposal Act, 2015 which provides that all procurement processes shall be within the approved budget of the procuring entity and shall be planned by the procuring entity concerned through an annual procurement plan.

In the circumstances, Management was in breach of the law.

My opinion is not modified in respect of this matter.

### **Key Audit Matters**

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

### **Other Matter**

In the prior year's audit report, several issues were raised under the Report on Lawfulness and Effectiveness in Use of Public Resources, and Effectiveness of Internal Controls, Risk Management and Governance, respectively. Review of the

status during audit of the Institute in 2024/2025 revealed that the following issues remained unresolved as of 30 June, 2025:

No.	Audit Issues
1.	Stalled Construction Works on Education Resource Centre
2.	Procurement and Contract Management
3.	Failure to Comply with Bad Debts Write-off Policy
4.	Supply of Textbooks
5.	Failure to revalue of Property, Plant and Equipment
6.	Understaffing of the Institute
7.	Lack of IT Strategic and Steering Committees

### Other Information

The Council Members are responsible for the Other Information set out on pages v to lxiii which comprise of Key Entity Information and Management, Chairperson's Statement, Report from the Chief Executive Officer, Statement of Performance Against Predetermined Objectives for FY 2024/2025, Corporate Governance Statement, Management Discussion and Analysis, Environment and Sustainability Reporting, Report of the Council, and the Statement of Council's Responsibilities. The Other Information does not include the financial statements and my audit report thereon.

In connection with my audit on the financial statements, my responsibility is to read the Other Information and in doing so, consider whether the Other Information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If based on the work I have performed, I conclude that there is a material misstatement of this Other Information, I am required to report that fact. I have nothing to report in this regard.

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

## REPORT ON LAWFULNESS AND EFFECTIVENESS IN USE OF PUBLIC RESOURCES

### Conclusion

As required by Article 229(6) of the Constitution, based on the audit procedures performed, except for the effect of the matters described in the Basis for Conclusion on Lawfulness and Effectiveness in Use of Public Resources section of my report, I confirm that, nothing else has come to my attention to cause me to believe that public resources have not been applied lawfully and in an effective way.

### Basis for Conclusion

#### 1. Stalled Construction Works on Education Resource Centre

As previously reported, the statement of financial position reflects property, plant and equipment balance of Kshs.5,298,010 as disclosed in Note 24 to the financial statements. Included is work-in-progress balance of Kshs.1,355,161,000 in respect of incomplete Education Resource Centre (ERC) for which the contract for its construction was awarded by the Institute on 03 May, 2013 at a contract sum of

Kshs.786,583,507. The contract was initially for a period of ninety-one (91) weeks. Cumulatively, the contractor had been paid an amount of Kshs.724,422,954 as at 30 June, 2025 and a further amount of Kshs.15,040,000 for lease-way payable at the rate of Kshs.1,500,000 per annum. However, the project had stalled due to non-remittance of the development funds to the Institute by the exchequer despite having an approved budget.

In addition, the following issues were noted: -

- i. The project progress could not be verified since the status report was not provided for audit review;
- ii. Retention according to the contract was 10% of certificates amount of Kshs.72,442,295 instead of an amount of Kshs.52,860,454 which has been disclosed in the register;
- iii. The Management did not maintain a separate deposits bank account for holding and ring-fencing retention monies from being used for other purposes.

In the circumstances, value for money has not been realized from the investment of Kshs.739,462,954 on the construction of the Education Resource Centre.

## **2. Non- Compliance with Bad Debts Write-off Policy**

As previously reported, the statement of financial position reflects current portion of receivables from exchange transactions balance of Kshs.130,818,000 as disclosed in Note 21 to the financial statements. The balance is net of provision for bad debts amount of Kshs.95,362,000 on account of long outstanding balance of Kshs.126,774,190 that relates to the period when the Institute was a department and later as a Semi-Autonomous Government Agency under the Ministry of Education with some dating back to 2006. Further, Note 22 to the financial statements discloses provision for bad debts of Kshs.6,026,000 on account of receivables from Presidential Working Party on Education Reforms, whose term has since lapsed and Kshs.6,597,000 from the Ministry of Education. However, Management has not obtained the approval to write-off the long outstanding debts in line with the Institute's bad and doubtful debt policy.

In the circumstances, Management was in breach of the law.

## **3. Non- Compliance with Preferential Procurement for Special Groups**

Notes 14, 15, 16 and 17 to the financial statements discloses repairs and maintenance, programme areas services, donors/partners expenditure and general operational expenses of Kshs.36,114,000, Kshs.247,517,000, Kshs.6,488,676,000 and Kshs.158,939,000 respectively, all totalling to Kshs.6,931,246,000.

Included in the amount is Kshs.5,834,794,033 in respect of procurement contracts for goods, works and services signed during the year under review, out of which Kshs.2,079,373,800 was not supported by preference and reservations for procurements. This was contrary to Sections 157(5) and 10 of the Public Procurement and Asset Disposal Act, 2015 which provide that an accounting officer of a procuring entity shall, when processing procurement, reserve a prescribed percentage of its procurement budget, which shall not be less than thirty percent, to the disadvantaged

group and comply with the provisions of this Act and the regulations in respect of preferences and reservations.

In the circumstances, Management was in breach of the law.

#### **4. Failure to Deduct and Remit Procurement Capacity Building Levy**

The statement of financial performance reflects Kshs.36,114,000, Kshs.247,517,000, Kshs.6,488,676,000 and Kshs.158,939,000 in respect of repairs and maintenance, programme areas services, donors/partners expenditure and general operational expenses as disclosed in Notes 14, 15, 16 and 17 respectively, all totalling to Kshs.6,931,246,000, all totalling to Kshs.6,931,246,000.

Included in the amount is Kshs.5,834,794,033 in respect of procurement contracts for goods, works and services signed during the year under review. However, Management did not provide evidence to confirm that public procurement capacity building levy amounting to Kshs.1,750,438 (0.03% of Kshs.5,834,794,033) was deducted and remitted to Public Procurement Regulatory Authority in accordance with the Public Procurement Capacity Building Levy Order, 2023. Further, the Institute did not provide copies of monthly returns and eCitizen platform payment schedules on levy amounts deducted and remitted to the Authority by the 20<sup>th</sup> day of every month from 01 September, 2024 to 30 June, 2025.

In the circumstances, Management was in breach of the law.

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

### **REPORT ON EFFECTIVENESS OF INTERNAL CONTROLS, RISK MANAGEMENT AND GOVERNANCE**

#### **Conclusion**

As required by Section 7(1)(a) of the Public Audit Act, 2015, based on the audit procedures performed, except for the effect of the matters described in the Basis for Conclusion on Effectiveness of internal controls, risk management and governance section of my report, I confirm that, nothing else has come to my attention to cause me to believe that internal controls, risk management and overall governance were not effective.

#### **Basis for Conclusion**

##### **1. Non- Compliance with the One Third Gender Rule in the Council**

During the year under review, the Institute Council had two (2) female members out of nine (9) members, which is below the one third of the total membership. This was contrary to Article 27(8) of the Constitution of Kenya, 2010 which provides that "not more than two thirds of members in elective or appointive bodies should be of the same gender".

In the circumstances, Management was in breach of the law.

## **2. Understaffing of the Institute**

As previously reported, review of the Institute's human resource records revealed, that the Institute had two hundred and eighty-eight(288) staff in-post as at 30 June, 2025 against the authorized establishment of seven hundred(700), resulting to understaffing by four hundred and twelve (412).

In the circumstances, lack of adequate human resources may negatively impact on the Institute's service delivery to the public.

## **3. Lack of IT Strategic and Steering Committees**

As previously reported, the Institute did not have IT strategic and IT steering committees in place. The absence of the Committees exposes the Institute to the risk of inability to identify potential security problems and put mitigating measures in place.

In absence of the Committees, the Institute's ability to implement technology solutions is doubtful.

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

## **Responsibilities of Management and the Council**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards (Accrual Basis) and for maintaining effective internal controls as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error and for its assessment of the effectiveness of internal controls, risk management and governance.

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

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

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

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

### **Auditor-General's Responsibilities for the Audit**

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

In conducting the audit, Article 229(6) of the Constitution also requires that I express a conclusion on whether or not in all material respects, the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities that govern them and that public resources are applied in an effective way. In addition, I consider the entity's control environment in order to give an assurance on the effectiveness of internal controls, risk management and governance processes and systems in accordance with the provisions of Section 7(1)(a) of the Public Audit Act, 2015.

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

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

  
FCPA Nancy Gathungu, CBS  
**AUDITOR-GENERAL**

**Nairobi**

**04 December, 2025**

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**13. Statement of Financial Performance for the year ended 30 June, 2025**

	Note	2024/2025 Kshs '000'	2023/2024 Kshs '000'
<b>Revenue from non-exchange transactions</b>			
Funding from donors/partners	5	6,488,676	13,595,377
Transfers from Governments	6	<u>874,035</u>	<u>803,358</u>
		<b>7,362,711</b>	<b>14,398,735</b>
<b>Revenue from exchange transactions</b>			
Net surplus from NRC	7	1	(1,571)
Rental revenue from staff quarters	8	42	85
Finance income - external investments	9	553,314	406,901
Other income	10	179,520	107,632
		<u>732,877</u>	<u>513,047</u>
<b>Total revenue</b>		<b>8,095,588</b>	<b>14,911,782</b>
<b>Expenses</b>			
Employee costs	11	690,347	663,416
Expenses of the Council	12	11,936	12,883
Depreciation and amortization	13	5,021	49,009
Repairs and maintenance	14	36,114	44,658
Programme areas services	15	247,517	69,515
Donors/partners expenditure	16	6,488,676	13,595,377
General operational expenses	17	158,939	160,385
<b>Total expenses</b>		<b>7,638,550</b>	<b>14,595,243</b>
<b>Other Gain/(Losses)</b>	18	-	512
<b>(Deficit)/surplus before tax</b>		<b>457,038</b>	<b>317,051</b>
Taxation	19	143,321	135,408
<b>(Deficit)/surplus after tax</b>		<b>313,717</b>	<b>181,643</b>

The notes set out on pages 8 to 42 form an integral part of the Financial Statements. The Financial Statements set out on pages 1 to 5 were signed on behalf of the Council by:


**PROF. SIMON GICHARU, CBS  
COUNCIL CHAIRPERSON**

Signature  Date 28/8/25

**DR. SOLOMON KATHUO**

Signature  Date 28/8/25

**PROF. CHARLES O. ONG'ONDO, PhD., MBS  
DIRECTOR/CHIEF EXECUTIVE OFFICER**

Signature  Date 28/8/25

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**14. Statement of Financial Position as at 30 June, 2025**

<b>Assets</b>	<b>Notes</b>	<b>2024/2025</b>	<b>2023/2024</b>
		<b>Kshs '000'</b>	<b>Kshs '000'</b>
<b>Current assets</b>			
Cash and cash equivalents	20	5,283,450	8,788,913
Current portion of receivables from exchange transactions	21	130,818	150,172
Current portion of receivables from non- exchange transactions	22	410,893	169,297
Inventories	23	72,427	98,628
		<b>5,897,588</b>	<b>9,207,010</b>
<b>Non-current assets</b>			
Property, plant and equipment	24	5,298,010	4,471,650
Intangible assets	25	31,926	-
		<b>5,329,936</b>	<b>4,471,650</b>
<b>Total assets</b>		<b>11,227,524</b>	<b>13,678,660</b>
<b>Current liabilities</b>			
Trade and other payable from exchange transactions	26	914,108	3,877,725
Deferred income – donors/partners	27	2,705,611	3,440,215
Provision on taxation	28	122,352	63,366
<b>Total liabilities</b>		<b>3,742,071</b>	<b>7,381,306</b>
<b>Net assets</b>			
Capital reserves	29	2,520,473	2,489,977
Revaluation Reserve	29	2,820,566	2,034,414
Accumulated surplus	30	2,144,413	1,772,963
		<b>7,485,453</b>	<b>6,297,354</b>
<b>Total net assets and liabilities</b>		<b>11,227,524</b>	<b>13,678,660</b>

**PROF. SIMON GICHARU, CBS  
COUNCIL CHAIRPERSON**

Signature  Date 28/8/25

**DR. SOLOMON KATHUO**

Signature  Date 28/8/25

**PROF. CHARLES O. ONG'ONDO, PhD., MBS  
DIRECTOR/CHIEF EXECUTIVE OFFICER**

Signature  Date 28/8/25

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**15. Statement of Changes In Net Assets for the year ended 30 June, 2025**

	Notes	Capital reserve Kshs '000'	Revaluation reserve Kshs '000'	Accumulated surplus Kshs '000'	Total Kshs '000'
<b>Balance as at 30 June, 2023</b>		<b>2,489,977</b>	<b>2,034,413</b>	<b>1,591,320</b>	<b>6,115,710</b>
Surplus for the period	30	-	-	181,643	181,643
Prior year adjustment	30	-	-	57,734	57,734
<b>Balance as at 30 June, 2024</b>		<b>2,489,977</b>	<b>2,034,413</b>	<b>1,830,697</b>	<b>6,355,087</b>
Surplus for the period	30	-	-	313,717	313,717
Revaluation Increase	29	-	786,153	-	786,153
Asset financed from DLP	29	30,496	-	-	30,496
<b>Balance as at 30 June, 2025</b>		<b>2,520,473</b>	<b>2,820,566</b>	<b>2,144,413</b>	<b>7,485,453</b>

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**16. Statement of Cash Flows for the year ended 30 June, 2025**

	Notes	2024/2025 Kshs '000'	2023/2024 Kshs '000'
<b>Cash flows from Operating Activities</b>			
<b>Receipts</b>			
Transfers from Donor partners	5	5,337,308	10,364,491
Transfers from governments (current Grant)	6	1,049,203	1,072,763
Rendering of services	7	117,612	107,520
Sale of goods	7	61,927	10,471
Rental revenue from facilities and equipment	8	43	85
Finance income	9	526,010	392,103
Other income	10	179,520	108,144
<b>Total receipts</b>		<b>7,271,623</b>	<b>12,055,577</b>
<b>Payments</b>			
Use of goods and services	7	128,604	128,309
Employee costs	11	687,837	663,591
Board Expenses	12	11,937	12,884
Repairs and maintenance	14	36,114	44,658
Contracted program services	15	247,517	69,514
Donor Expenditure	16	9,433,694	9,978,557
General operational expenses	17	156,827	160,385
Tax paid	19	84,375	104,167
<b>Total payments</b>		<b>10,786,905</b>	<b>11,162,065</b>
<b>Net cash flows from/(used in) operating activities</b>		<b>(3,515,282)</b>	<b>893,512</b>
<b>Cash flow from Investing Activities</b>			
Work In Progress(ERC)	24	-	(18,183)
Purchase of property , Plant and Equipment	24	(49,033)	(51,237)
Purchase of Intangible Assets	25	(29,378)	-
Prior Year adjustment	30	57,734	1,736
<b>Net cash flows from investing activities</b>		<b>(20,677)</b>	<b>(67,684)</b>
<b>Cash from Financing Activities</b>			
Assets financed from Donor Grant	29	30,496	-
<b>Net cash flows from Financing activities</b>		<b>30,496</b>	<b>-</b>
<b>Net increase/(decrease) in cash &amp;</b>		<b>(3,505,463)</b>	<b>825,827</b>
<b>Cash and cash equivalents at 1<sup>st</sup> July 2024</b>		<b>8,788,913</b>	<b>7,963,086</b>
<b>Cash and cash equivalents at 30<sup>th</sup> June 2025</b>		<b>5,283,450</b>	<b>8,788,913</b>

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**17. Statement of Comparison of Budget and Actual Amounts for the year ended 30 June, 2025**

	Original Kshs'000'	Adjustme Kshs'000'	Final budget Kshs'000'	Actual on Kshs'000'	Performance Kshs'000'	% of performance
<b>Revenue</b>	<b>a</b>	<b>b</b>	<b>C=(a+b)</b>	<b>d</b>	<b>e=(c-d)</b>	<b>f=d/c*100</b>
Funding from donors/partners	942,267	4,268,341	5,210,608	5,337,308	126,701	102%
Government grants and subsidies	988,222	200,000	1,188,222	1,049,203	(139,018)	88%
Net Income from NRC	23,300	-	23,300	50,935	27,710	219%
Rental Revenue from Staff Quarters	-	-	-	42	42	-
Finance Income - External	320,000	-	320,000	553,222	233,222	173%
Other Income	150,000	-	150,000	179,520	29,520	120%
<b>Total income</b>	<b>2,423,789</b>	<b>4,468,341</b>	<b>6,892,129</b>	<b>7,170,230</b>	<b>278,101</b>	<b>104</b>
<b>Expenses</b>						
Compensation of employees	698,100		698,100	687,837	10,263	99%
Expenses of the Council	14,000		14,000	11,937	2,063	85%
Depreciation and amortization	51,500		51,500	-	51,500	0%
Repair and maintenance	36,200		36,200	36,114	86	100%
Programme areas	246,717		246,717	247,517	(799)	100%
Donor expenditure	942,267	4,468,341	5,410,608	9,342,179	(3,931,572)	173%
General Operational expenses	157,504		157,504	156,827	677	100%
Taxation	60,000		60,000	84,375	(24,374)	141%
Purchase of property plant &	67,500	-	67,500	78,411	(10,911)	116%
Assets Finance From Donor Grants	-	-	-	30,496	(30,496)	0%
Capital Expenditure- ERC	150,000	-	150,000	-	150,000	0%
<b>Total expenditure</b>	<b>2,423,789</b>	<b>4,468,341</b>	<b>6,892,129</b>	<b>10,675,693</b>	<b>(3,783,563)</b>	<b>155</b>
<b>Surplus for the period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,505,463)</b>	<b>(3,505,463)</b>	

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**Budget notes**

- i. The budget original budget was approved by the council on 10<sup>th</sup> July 2024 and the revised budget was approved on 15<sup>th</sup> June 2025.
- ii. The budget revision was occasioned due to additional budget allocation by the Ministry of education
- iii. The budget is presented on cash basis and the actual amounts is also been presented on cash basis.
- iv. Funding from government grant - the difference is due to funds that had not been received as 30<sup>th</sup> June 2025.
- v. Finance Income -The Institute raised more income than budgeted. This was inline with more funds received for text books which were invested on call deposits awaiting for documentation before payment by publishers.
- vi. Other Income- The high performance was due high demands for vetting and curation of curriculum support materials.
- vii. Council Expenses - the low absorption was due less induction and training activities for the Council members.
- viii. Depreciation and amortization - The Institute did depreciate and amortize its assets for one month as they were tagged and valued during the month of April and May 2025.
- ix. Donor expenditure - the higher performance due payment of accrued expenses for the previous year.
- x. Taxation - the higher absorption was due to previous year tax paid and higher assessment for the current year.
- xi. Assets financed from Donor grants - the budget for this assets was provided under the donor funding.
- xii. Capital Expenditure - the funds provided for under this vote were made for purchase of Fixtures and furniture for Education Resource centre which were not done as the funds were received at the end of the financial year.

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**Notes to the Financial Statements for year ended 30<sup>th</sup> June 2025**

**1. General information**

KICD is established by and derives its authority and accountability from KICD Act No. 4 of 2013 (Revised 2018), amended (2020). The entity is wholly owned by the Government of Kenya and is domiciled in Kenya. The entity's principal activity is to develop curriculum and curriculum support materials informed by research for basic and tertiary education and training.

**2. Statement of compliance and basis of preparation**

The Institute's financial statements have been prepared in accordance and compliance to International Public Sector Accounting Standards (IPSAS), Public Finance Management Act 2012 and State Corporations Act CAP 446. The financial statements are presented in Kenya shillings, which is the functional and reporting currency of the Institute and all values are rounded to the nearest thousand (Kshs 000). The accounting policies have been consistently applied to all the years presented.

The financial statements have been prepared on the basis of historical cost, unless stated otherwise. The cash flow statement is prepared using the direct method. The financial statements are prepared on accrual basis.

**3. Adoption of New and Revised Standards**

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

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

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

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<b>Standard</b>	<b>Effective date and impact:</b>
IPSAS 43	<p><b><i>Applicable 1<sup>st</sup> January 2025</i></b></p> <p>The standard sets out the principles for the recognition, measurement, presentation, and disclosure of leases. The objective is to ensure that lessees and lessors provide relevant information in a manner that faithfully represents those transactions. This information gives a basis for users of financial statements to assess the effect that leases have on the financial position, financial performance and cashflows of an Entity.</p> <p>The new standard requires entities to recognise, measure and present information on right of use assets and lease liabilities.</p> <p><b><i>This standard will have no effect on the financial statement of the Institute</i></b></p>
IPSAS 44: Non-Current Assets Held for Sale and Discontinued Operations	<p><b><i>Applicable 1<sup>st</sup> January 2025</i></b></p> <p>The Standard requires,</p> <p>Assets that meet the criteria to be classified as held for sale to be measured at the lower of carrying amount and fair value less costs to sell and the depreciation of such assets to cease and:</p> <p>Assets that meet the criteria to be classified as held for sale to be presented separately in the statement of financial position and the results of discontinued operations to be presented separately in the statement of financial performance.</p> <p><b><i>This standard will have no effect on the financial statement of the Institute</i></b></p>
IPSAS 45-Property Plant and Equipment	<p><b><i>Applicable 1<sup>st</sup> January 2025</i></b></p> <p>The standard supersedes IPSAS 17 on Property, Plant and Equipment. IPSAS 45 has additional guidance/ new guidance for heritage assets, infrastructure assets and measurement. Heritage assets were previously excluded from the scope of IPSAS 17 in IPSAS 45, heritage assets that satisfy the definition of PPE shall be recognised as</p>

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<b>Standard</b>	<b>Effective date and impact:</b>
	<p>assets if they meet the criteria in the standard. IPSAS 45 has an additional application guidance for infrastructure assets, implementation guidance and illustrative examples. The standard has clarified existing principles e.g valuation of land over or under the infrastructure assets, under- maintenance of assets and distinguishing significant parts of infrastructure assets.</p> <p><i>This standard will have no effect on the financial statement of the Institute</i></p>
<p>IPSAS 46 Measurement</p>	<p><b><i>Applicable 1<sup>st</sup> January 2025</i></b></p> <p>The objective of this standard was to improve measurement guidance across IPSAS by:</p> <ul style="list-style-type: none"> <li>i. Providing further detailed guidance on the implementation of commonly used measurement bases and the circumstances under which they should be used.</li> <li>ii. Clarifying transaction costs guidance to enhance consistency across IPSAS;</li> <li>iii. Amending where appropriate guidance across IPSAS related to measurement at recognition, subsequent measurement and measurement related disclosures.</li> </ul> <p>The standard also introduces a public sector specific measurement bases called the current operational value.</p> <p><i>This standard will have effect on the financial statement of the Institute</i></p>
<p>IPSAS 47- Revenue</p>	<p><b><i>Applicable 1<sup>st</sup> January 2026</i></b></p> <p>This standard supersedes IPSAS 9- Revenue from exchange transactions, IPSAS 11 Construction contracts and IPSAS 23 Revenue from non- exchange transactions. This standard brings all the guidance of accounting for revenue under one standard. The objective of the standard is to establish the principles that an entity shall apply to report useful information to users of financial statements about the nature,</p>

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<b>Standard</b>	<b>Effective date and impact:</b>
	<p>amount, timing and uncertainty of revenue and cash flow arising from revenue transactions.</p> <p><i>This standard will have effect on the financial statement of the Institute</i></p>
<p>IPSAS 48- Transfer Expenses</p>	<p><b><i>Applicable 1<sup>st</sup> January 2026</i></b></p> <p>The objective of the standard is to establish the principles that a transfer provider shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of expenses and cash flow arising from transfer expense transactions. This is a new standard for public sector entities geared to provide guidance to entities that provide transfers on accounting for such transfers.</p> <p><i>This standard will have no effect on the financial statement of the Institute</i></p>
<p>IPSAS 49- Retirement Benefit Plans</p>	<p><b><i>Applicable 1<sup>st</sup> January 2026</i></b></p> <p>The objective is to prescribe the accounting and reporting requirements for the public sector retirement benefit plans which provide retirement to public sector employees and other eligible participants. The standard sets the financial statements that should be presented by a retirement benefit plan.</p> <p><i>This standard will have effect on the financial statement of the Institute.</i></p>
<p>IPSAS 50: Exploration For &amp; Evaluation of Mineral Resources</p>	<p><b><i>Applicable 1<sup>st</sup> January 2027</i></b></p> <p>The objective of this Standard is to specify the financial reporting for the exploration for and evaluation of mineral resources. The Standard requires:</p> <ol style="list-style-type: none"> <li>i. Limited improvements to existing accounting practices for exploration and evaluation expenditures.</li> <li>ii. Entities that recognize exploration and evaluation assets to assess such assets for impairment in accordance with this Standard and measure any impairment in accordance with IPSAS 26.</li> </ol>

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<b>Standard</b>	<b>Effective date and impact:</b>
	<p>iii. Disclosures that identify and explain the amounts in the entity's financial statements arising from the exploration for and evaluation of mineral resources and help users of those financial statements understand the amount, timing and certainty of future cash flows from any exploration and evaluation assets recognized.</p> <p><i>This standard will have effect on the financial statement of the Institute.</i></p>

**iii. Early adoption of standards**

The Entity did not early – adopt any new or amended standards in the financial year

**4. Summary of significant accounting policies**

**a) Revenue recognition**

**i) Revenue from non-exchange transactions**

**Transfers from other government entities**

Revenues from non-exchange transactions with other Government entities are measured at fair value and recognized on obtaining control of the asset (cash, goods, services and property) if the transfer is free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the Institute and can be measured reliably.

**ii) Revenue from exchange transactions**

***Rendering of services***

The Institute recognizes revenue from rendering of services by reference to the stage of completion when the outcome of the transaction can be estimated reliably. Where the contract outcome cannot be measured reliably, revenue is recognized only to the extent that the expenses incurred are recoverable.

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**Notes to the Financial Statements (continued)**

***Income from NRC***

Revenue from the NRC operations is recognized when the significant risks and rewards of ownership have been transferred to the buyer, usually on delivery of the service, and when the amount of revenue can be measured reliably and it is probable that the economic benefits or service potential associated with the transaction will flow to the Institute.

***Interest income***

Interest income is accrued using the effective yield method. This method discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount. The method applies this yield to the principal outstanding to determine interest income for each period.

**b) Budget information**

The KICD budget is prepared on a different basis to the actual income and expenditure disclosed in the financial statements. The financial statements are prepared on accrual basis using a classification based on the nature of expenses in the statement of financial performance, whereas the budget is prepared on a cash basis. The amounts in the financial statements were recast from the accrual basis to the cash basis and reclassified by presentation to be on the same basis as the approved budget. A comparison of budget and actual amounts, prepared on a comparable basis to the approved budget, is then presented in the statement of comparison of budget and actual amounts.

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**Notes to the Financial Statements (continued)**

**c) Property, plant and equipment**

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

All property, plant and equipment shall be derecognised when disposed in line with the Public Procurement and Disposal Act of 2015 .

Gains/losses on disposal are determined by comparing the Net book value of the asset and the asset's sale price. If the sale price is greater than the assets net book value, the difference will be a gain.

**d) Intangible assets**

Intangible assets acquired separately are initially recognized at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange.

Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred.

All Intangible Assets shall be derecognised when they cease to be used and are disposed in line with the Public Procurement and Disposal Act of 2015.

Gains/losses on disposal are determined by comparing the Net book value of the asset and the asset's sale price. If the sale price is greater than the assets net book value, the difference will be a gain.

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**e) Taxes**

**Current income tax**

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively

enacted, at the reporting date in the area where the *Entity* operates and generates taxable income. Current income tax relating to items recognized directly in net assets is recognized in net assets and not in the statement of financial performance. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

**f) Provisions**

Provisions are recognized when the Institute has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Where the Institute expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognized as a separate asset only when the reimbursement is virtually certain.

The Institute effects specific and general provisions on doubtful debts. A specific provision for bad debts shall be made when the debtor is deceased, declared bankrupt, cannot be traced debtors or if the debt is outstanding for more than two years. A general provision of 5% of the remaining debtors shall be made.

**g) Inventories**

Inventories (curricula and curriculum support materials) are measured at Current replacement cost as they are held for distribution to the learning institutions at a nominal charge.

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**Notes to the Financial Statements (continued)**

**h) Depreciation**

Depreciation is calculated in the year of purchase / revaluation; using the straight-line method to write down the cost or the valued amount of each asset to its residual value over its estimated useful life using the following annual rates. Work-in-progress and land is not subjected to depreciation.

<b>Asset</b>	<b>Depreciation Rate (%)</b>
Buildings	2.5
Motor Vehicles	25
Furniture and Fittings	20
Computers and Printers	30
Studio Equipment	5
Digital Equipment	10
Hotel Equipment	10
Tools and Equipment	20
Office Equipment	20
Printing Machinery	5
Generators	10

**Amortization**

Amortization is calculated using straight-line method to write down the cost of each licence or item of software to its residual value over its estimated useful life using an annual rate of 30%.

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**Notes to the Financial Statements (continued)**

**I) Trade and other receivables**

Trade and other receivables are recognized at fair values less allowances for any collectible amounts. Trade and other receivables are assessed for impairment on a continuing basis. An estimate is made of doubtful receivables based on a review of all outstanding amounts at the year end.

**J) Nature and purpose of reserves**

The Institute creates and maintains reserves in terms of specific requirements. The Institute maintains revenue reserve and capital reserves. The revenue reserves are made up of the accumulated surpluses and deficits carried forward over the period of time. The capital reserves consists of development grant received for the construction of Education Resource Centre and the valuation amounts of fixed assets when the Institute valued the assets in 2019.

**K) Changes in accounting policies and estimates**

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

**l) Employee benefits**

**Retirement benefit plan**

The Institute provides Defined contribution retirement benefits plan for its employees. This is a post-employment benefit plan under which the Institute pays fixed contributions into a separate entity (Retirement Benefits Scheme held at Britam), and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The Institute and the employees contribute 20% and 10% of the basic pay respectively. It also contributes to the statutory National Social Security Fund (NSSF) whose rates are determined by Kenyan statutes. The contributions to fund obligations for the payment of retirement benefits are charged against income in the year in which they become payable.

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**Notes to the Financial Statements (continued)**

**m) Gratuity**

Entitlements to gratuity are recognized when they accrue to qualifying employees at 31% of the basic salary.

**n) Foreign currency transactions**

Transactions in foreign currencies are initially accounted for at the ruling rate of exchange on the date of the transaction. Closing balance of bank account held in foreign currency is reported at the statement of financial position reporting date by applying the exchange rate on that date. Exchange differences arising from the translation of the closing bank balance at rates different from those at which transactions were initially recorded during the period, is recognized as income or expense in the period in which they arise.

**o) Cash and cash equivalents**

Cash and cash equivalents comprise cash in hand, cash book balances, short-term deposits on call and highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

**p) Comparative figures**

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

**q) Significant judgments and sources of estimation uncertainty**

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

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**Notes to the Financial Statements (continued)**

**Estimates and assumptions**

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Institute based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. However, existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Institute. Such changes are reflected in the assumptions when they occur (IPSAS 1.140).

**Useful lives and residual values**

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

- i) The condition of the asset based on the assessment of experts employed by the Institute;
- ii) The nature of the asset, its susceptibility and adaptability to changes in technology and processes;
- iii) The nature of the processes in which the asset is deployed;
- iv) Availability of funding to replace the asset; and
- v) Changes in the market in relation to the asset.

**r) Subsequent events**

There have been no events subsequent to the financial year end with a significant impact on the financial statements for the year ended June 30<sup>th</sup>, 2025.

**S) Nature of related party relationships**

Entities and other parties related to the entity include those parties who have ability to Exercise control or significant influence over its operating and financial decisions. Related parties include management personnel, their associates and close family members. The Institute does not have any associate entity and therefore does not have related party arising from it management personnel or associate or close family members. The Institute's Council comprises members drawn from Ministry of Education and National Treasury, and who have significant influence over its operating and financial decisions.

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**Notes to the Financial Statements (continued)**

**t) Risk Management**

A risk analysis conducted while developing the KICD 2020-2025 strategic plan identified potential risks that may affect the achievement of strategic objectives and the possibility of each occurring. Appropriate mitigation measures have also been developed to address each risk with the aim of minimising the possibility of the risk occurring and also to minimise its consequences if it does occur.

**U) Provisions**

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions is included in Note 40. Provisions are measured at the management's best estimate of the expenditure required to settle the obligation at the reporting date and are discounted to present value where the effect is material.

<b>5. Funding from Donors/Partners</b>	<b>2024/2025</b>	<b>2023/2024</b>
	<b>Kshs '000'</b>	<b>Kshs '000'</b>
MoE/Partners of Curriculum Reform	68,936	154,357
MoE – Digital Literacy Programme	95,250	212,572
SEQIP (Secondary Quality Impr. Programme)	80,559	285,540
MoE Text Books	5,000,432	9,264,839
Kenya primary Education Equity in learning	249,389	415,649
ERC fixtures and furnitures	150,000	-
Other Donors/Partners	6,929	31,534
<b>Total Funding from Donors/Partners</b>	<b>5,651,495</b>	<b>10,364,491</b>
 <b>Reconciliation of public contributions and donations</b>		
<b>Balance unspent at beginning of year</b>	<b>3,271,489</b>	<b>6,502,375</b>
Current year receipts	5,651,495	10,364,491
Conditions met – transferred to revenue	<b>(6,488,676)</b>	<b>(13,595,377)</b>

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**Notes to the Financial Statements (continued)**

**2024/2025                      2023/2024**

**Kshs '000'                      Kshs '000'**

**Conditions to be met – remain liabilities**

**2,434,308                      3,271,489**

Total funding from Donors/partner

5,651,494

Less: receipt from recurrent grant

314,186

**Balance for cash flow movement**

**5,337,308**

More conditions were met hence more payment made to publishers

**6. Transfers from Government**

**2024/2025                      2023/2024**

**Kshs '000'                      Kshs '000'**

**Unconditional grants**

Operational grant

874,035                      803,358

**Total government grants and subsidies**

**874,035                      803,358**

**For Cash flow movement**

Add: Transfer of conditional Grant

314,186

Less: Accrued grant received late

139,018

Total grand received

**1,049,203**

**7. Segment Information**

**Revenues**

**2024/2025                      2023/ 2024**

**Kshs '000'                      Kshs '000'**

Accommodation

11,626                      48,693

Hiring

221                      158

Food and Beverages

106,228                      56,897

Bookshops sales

61,927                      10,470

Other Incomes

2,658                      1,772

**182,660                      117,990**

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<b>Notes to the Financial Statements (continued)</b>	<b>2024/2025</b>	<b>2023/2024</b>
	<b>Kshs '000'</b>	<b>Kshs '000'</b>
<b>Less. Expenditure</b>		
Staff Cost	14,230	14,243
Administration Expenses	5,626	6,862
Operating Expenses	164,266	107,204
Depreciation charge	1,255	12,252
<b>Total Operating Expenses</b>	<b><u>185,377</u></b>	<b><u>140,561</u></b>
<b>Operating Surplus</b>	<b><u>(2,717)</u></b>	<b><u>(22,571)</u></b>
Interest Income	2,718	20,999
<b>Net(deficit) Income</b>	<b><u>1</u></b>	<b><u>(1,571)</u></b>

The performance of NRC improved due to re-organisation and the review of pricing strategy

**For cash flow movement**

<b>Rendering Services (Ksh 182,640 - 61,907)- NRC operations</b>	120,733
Less: Credit sales	3,121
<b>Balance for cash flow movement</b>	<b><u>117,612</u></b>
<b>Sale of goods (Bookshop sales)- BRC operations</b>	<b><u>61,927</u></b>
<b>Use of goods and services - NRC Operations</b>	185,377
Add: payment to last year suppliers	34,965
Less: expenses accrued this year	91,738
<b>Balance for cash flow movement</b>	<b><u>128,604</u></b>

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<b>Notes to the Financial Statements (continued)</b>	<b>2024-2025</b>	<b>2023-2024</b>
	<b>Kshs '000'</b>	<b>Kshs '000'</b>

**8. Rental Revenue from Staff Quarters**

Rent receipts	42	85
<b>Total rentals</b>	<b>42</b>	<b>85</b>

This rent reduced as the houses were changed for conference and accommodation business

**9. Finance Income - External Investments**

Interest on Fixed Deposit Receipts	293,542	223,662
Interest on Call and Current Account	259,772	183,239
<b>Total finance income – external investments</b>	<b>553,314</b>	<b>406,901</b>

**For cash movement**

Add: interest income under note 6	2,718	
Add: interest accrued last year received this year	14,864	
Less: Accrued interest income current year	44,886	

**Balance for cash flow movement** **526,010**

The increase in finance income is due to more funds received for paying publishers of books resulting to more interest earned under call deposit.

**10. Other Income**

Income from Book review/Curation	176,263	102,557
Sale of Tenders	1,815	317
Consultancy	523	317
Income from printing /photocopying	44	399
Miscellaneous Revenue	875	337
Royalties	-	3,705
<b>Total Other Income</b>	<b>179,520</b>	<b>107,632</b>

The increase in other income was due to more books evaluated and more digital materials curated as the demand for increased due to implementation of the CBC reforms.

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**Notes to the Financial Statements (continued)**

<b>11. Employee Costs</b>	<b>2024/2025</b>	<b>2023/2024</b>
	<b>Kshs '000'</b>	<b>Kshs '000'</b>
Employee related costs - salaries and wages	363,048	349,542
Employee related costs - contributions to pensions	84,273	75,917
Medical Cover	78,909	63,925
Commuter Allowances	32,156	34,105
Leave Allowances	7,764	7,766
Housing Allowances	121,020	128,293
Ex-gratia	280	1,379
Gratuity	2,897	2,489
<b>Employee costs</b>	<b>690,347</b>	<b>663,416</b>
For cash flow movement		
Less gratuity provision for current year	2,509	
<b>Balance for cash flow movement</b>	<b><u>687,837</u></b>	

**12. Expenses of the Council**

Honoraria	960	880
Travel and Accommodation	4,656	6,123
Airtime	60	60
Sitting Allowance/Travel	6,260	5,820
Total Councils' Remuneration	<b>11,936</b>	<b>12,883</b>

The decrease in expenses of the council was inline with the council almanac

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<b>Notes to the Financial Statements (continued)</b>	<b>2024/2025</b>	<b>2023/2024</b>
<b>13. Depreciation and Amortization</b>	<b>Kshs'000'</b>	<b>Kshs'000'</b>
Property, plant and equipment	5,825	61,134
Intangible assets	451	127
<b>Total depreciation and amortization</b>	<b>6,276</b>	<b>61,261</b>
Less: Depreciation to NRC	1,255	12,252
<b>Depreciation and amortization for KICD</b>	<b>5,021</b>	<b>49,009</b>
The Institute depreciated and amortized its assets for one month as they were tagged and valued during the month of April and May 2025.		
<b>14. Repairs and Maintenance</b>		
Property	22,540	30,647
Equipment	10,007	10,380
Vehicles	3,567	3,631
<b>Total repairs and maintenance</b>	<b>36,114</b>	<b>44,658</b>
There were less renovations on building during the current year		
<b>15. Programme Areas Services</b>	<b>2024/2025</b>	<b>2023/2024</b>
	<b>Kshs '000'</b>	<b>Kshs '000'</b>
Basic Education	-	-
Special Programmes	16	-
Corporate Communication	2,818	531
Technical, Vocational, Entrepreneurship training	260	169
Educational Resources	164	28
Electronic and Emerging Media	8,914	23,525
Text Book Evaluation	178,311	29,083
Consultancy fees	655	246
Research Monitoring and Evaluation	1,547	2,544

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**Notes to the Financial Statements (continued)**

	2024/2025	2023/2024
	Kshs	Kshs
	'000'	'000'
*School broadcast	45,083	11,200
*KICD Broadcasting Chanel	849	1,974
*Artist fees	-	215
Digitization and Monetization	8,901	-
<b>Total Programme Areas Services</b>	<b>247,517</b>	<b>69,515</b>

there were no gap in current year in the signing of contract for school broadcast and KICD Broadcasting Channel as compared to last financial year.

	2024/2025	2023/2024
	Kshs	Kshs
	'000'	'000'
<b>16. Donors/Partners Expenditure</b>		
MoE -Curriculum Reform	315,989	39,443
MoE -Digital Literacy Program	125,474	82,976
SEQIP	97,739	277,671
MoE Text Books	5,564,736	12,700,864
Kenya Primary Education Equity in Learning	343,286	465,340
Kenya Future Leaders	262	-
Other Donors/ Partners' Expenses	41,190	29,083
<b>Total Donors/Partners Expenditure</b>	<b>6,488,676</b>	<b>13,595,377</b>

Expenditure was as per the conditions met for payment to publishers.

Add: Expenses for last year paid in current year	3,859,843
Less: Expenses for current year accrued	914,825
<b>Balance for cash flow movement</b>	<b>9,433,694</b>

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<b>Notes to the Financial Statements (continued)</b>	<b>2024/2025</b>	<b>2023/2024</b>
	<b>Kshs'000'</b>	<b>Ksh'000'</b>
<b>17. General Operational Expenses</b>		
Advertising	11,960	1,530
Admin Expenses	32,082	16,306
Travelling Expenses	293	2,011
Audit Fees	928	928
Computer Expenses and Software Licence	21,834	23,838
Library Expenses	476	730
Electricity	10,621	8,249
Fuel and Oil	24,286	26,016
Insurance	4,722	5,901
Legal Expenses	2,152	7,673
Corporate Social Responsibility	105	1,562
Fungicides	499	-
Water	291	207
Postage	209	9
Printing and Stationery	18,628	26,568
Maintenance of VCT Services	97	605
Purchase of Supplies for Production	3,163	4,810
Bank Charges	1,681	1,827
Telecommunication	3,099	2,841
Training	6,977	8,584
Hire of Security	5,733	5,556
ERP support	901	496
Others	8,202	14,138
<b>Total General Operational Expenses</b>	<b>158,939</b>	<b>160,385</b>
Less: non cash and accrued expenses	2,112	
<b>Balance for cash flow movement</b>	<b>156,827</b>	

The expenditure on these activities were relatively stable for the current year

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	<b>Kshs'000'</b>	<b>Kshs'000'</b>
<b>18. Other Gain(Disposal of Assets)</b>	-	<b>512</b>

**19. Taxation**

Finance income - external investments	553,314	406,901
Add: finance income from NRC	2,718	20,999
<b>SUBTOTAL</b>	<b>556,032</b>	<b>427,900</b>
<b>GROSS AMOUNT (100/85)</b>	<b>654,156</b>	<b>737,759</b>
Other income	179,520	107,632
<b>TOTAL</b>	<b>833,676</b>	<b>845,391</b>
30% CORPORATION TAX	250,103	253,617
LESS WITHHELD INCOME TAX	106,782	118,209
<b>Corporation Tax for the year</b>	<b>143,321</b>	<b>135,408</b>
Less: current provision	80,250	
Add: tax for last year paid in current year	21,303	
<b>Balance for cash flow Movement</b>	<b>84,375</b>	

Better performance on interest income resulting to higher corporation tax

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**Notes to the Financial Statements (continued)**

**2024/2025**

**2023/2024**

**Kshs '000'**

**Kshs '000'**

**20. Cash and Cash Equivalents**

Financial institution	Account number		
Current account			
Kenya Commercial Bank	1109284373	703,474	849,701
Kenya Commercial Bank	1109287607	15,922	30,538
Kenya Commercial Bank-Mortgage scheme	1281008311	49	60
Kenya Commercial Bank-Car Loan	1281008753	86	63
NCBA KICD text Books	4666400018	722,472	4,586,433
Co-operative Bank	01136069386401	112,615	45,457
Co-operative Bank	01136069386402	468,144	310,815
Co-operative Bank	01136069386405	-	3,000
Co-operative Bank	02120069386400	27,531	27,581
Co-operative Bank	01136069386403	-	1,663
Equity Bank	0910299125863	-	1,314
National Bank of Kenya	01071205024200	-	17,180
Family bank primary education	068000029020	15,288	46,948
<b>Sub- total</b>		<b>2,065,581</b>	<b>5,920,753</b>
<b>On - call deposits</b>			
Co-operative Bank	01150069386400/1	1,823,398	1,651,187
Kenya Commercial bank		198,417	182,078
Family Bank		1,169,581	1,014,684
Others(specify)M-pesa	341600	72	72
KCB Mortgage -Unutilized		9,470	7,513
KCB Carloan - Unutilized		16,931	12,626
<b>Sub-total</b>		<b>3,217,869</b>	<b>2,868,160</b>
<b>Grand total</b>		<b>5,283,450</b>	<b>8,788,913</b>

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**Notes to the Financial Statements (continued)**

	<b>2024/2025</b>	<b>2023/2024</b>
	<b>Kshs '000'</b>	<b>Kshs '000'</b>
<b>21. Receivables from Exchange Transactions</b>		
<b>a) Receivables from Exchange Transactions (Current)</b>		
<b>Current receivables</b>		
Exchange Debtors	26,130	23,203
Staff Imprest	197	-
Staff Advances	160	262
Bank Guarantee	3,000	16,304
Prepayments	14,165	12,003
Deposits	1,132	1,132
<b>Total a)</b>	<b>44,784</b>	<b>52,904</b>
<hr/>		
<b>b) Receivables from Exchange Transactions (Long-term)</b>		
Exchange Debtors	140,841	140,647
Deposit with Continental Credit Bank	4,923	4,923
Deposit with Bank Indosuez	120	120
KICD Staff Mortgage debtors – KCB	31,425	33,195
KICD Staff carloan Debtors- KCB	4,087	8,109
<b>Total for b)</b>	<b>181,396</b>	<b>186,994</b>
<hr/>		

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**Notes to the Financial Statements (continued)**

**c) Ageing analysis for Receivables from exchange transactions**

	2024/2025		2023/2024	
	Kshs '000'	% of total	Kshs '000'	% of total
Less than 1 year	44,784	20	52,904	22
Between 1- 2 years	49,537	22	51,134	21
Between 2-3 years	64,531	29	74,238	31
Over 3 years	67,328	29	61,622	26
<b>Total (a+b)</b>	<b>226,180</b>	<b>100</b>	<b>239,898</b>	<b>100</b>
Less: Provision for doubtful debts	(95,362)		(89,726)	
<b>Total current receivables</b>	<b>130,818</b>		<b>150,172</b>	

**d) Reconciliation for Impairment Allowance on Receivables from Exchange Transactions**

	2024/2025	2023/2024
	Kshs '000'	Kshs '000'
At the beginning of the year	82,101	75,060
Additional provisions during the year	5,635	7,041
Recovered during the year	-	-
Written off during the year	-	-
<b>At the end of the year</b>	<b>87,736</b>	<b>82,101</b>

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	<b>2024/2025</b>	<b>2023/2024</b>
	<b>Kshs '000'</b>	<b>Kshs '000'</b>
<b>22. Current portion of receivable from non-exchange transactions</b>		
Kenya Primary Education Equity in Learning	252,174	158,276
Presidential Working party on education reforms	6,026	6,026
GOK Grant	139,019	-
MOE- world forum and common wealth	6,597	6,597
MOE- Inspection for World Cross Country	1,824	4,424
National transport and safety Authority	11,279	
Less: Provision for doubtful	(6,026)	(6,026)
	<b>410,893</b>	<b>169,297</b>

**a) Ageing analysis for Receivables from non exchange transactions**

	<b>2024/2025</b>		<b>2023/2024</b>	
	<b>Kshs '000'</b>	<b>% of the Total</b>	<b>Kshs '000'</b>	<b>% of the Total</b>
Less than 1 year	402,471	97	158,276	90
Between 1- 2 years	1,824	0	6,026	4
Between 2-3 years	6,026	1	11,021	6
Over 3 years	6,597	2	-	-
<b>Total</b>	<b>416,918</b>	<b>100</b>	<b>175,323</b>	<b>100</b>

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**Notes to the Financial Statements (continued)**

**23. Inventories**

	<b>2024/2025</b>	<b>2023/2024</b>
	<b>Kshs '000'</b>	<b>Kshs '000'</b>
Technical stores	9,725	11,812
Bookshops stores	42,445	67,472
Main stores	13,051	12,519
NRC stores	7,206	6,825
	<b>72,427</b>	<b>98,628</b>

***NB: During the year end stock take, there were some inventories that were obsolete whose values could not be estimated. The said inventories have been earmarked for valuation and subsequent disposal***

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**Notes to the Financial Statements (continued)**

**24. Property, Plant and Equipment**

	Land	Buildings	Furn & Fittings	Motor Vehicles	Computers	Studio Equip	Digital Equip	Hotel Equip	Tools & Equip	Office Equip	Printing Machine	Generators	WIP	TOTAL
	Kshs 000	Kshs 000	Kshs 000	Kshs 000	Kshs 000	Kshs 000	Kshs 000	Kshs 000	Kshs 000	Kshs 000	Kshs 000	Kshs	Kshs 000	Kshs000
<b>Cost 2023/2024</b>														
As at 1st July 2023	2,200,000	826,071	59,340	127,398	52,117	63,238	15,929	5,879	7,586	21,733	88,805	3,582	1,336,978	4,808,656
Disposal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
additions		30,559	2,137	-	15,600	-	708	891	546	797	-	-	18,183	69,421
<b>As at 30th June 2024</b>	<b>2,200,000</b>	<b>856,630</b>	<b>61,477</b>	<b>127,398</b>	<b>67,717</b>	<b>63,238</b>	<b>16,636</b>	<b>6,770</b>	<b>8,132</b>	<b>22,530</b>	<b>88,805</b>	<b>3,582</b>	<b>1,355,161</b>	<b>4,878,078</b>
<b>Accumulated depreciation</b>														
As at 1st July 2023	-	78,674	45,123	118,231	49,745	10,640	5,380	1,501	6,274	13,733	14,599	1,436	-	345,336
Deprec. On Disposal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deprec. charge		21,537	12,335	5,142	6068	3,162	1,734	677	1,133	4,506	4,440	358	-	61,092
<b>As at 30th June 2024</b>	<b>-</b>	<b>100,211</b>	<b>57,458</b>	<b>123,373</b>	<b>55,813</b>	<b>13,802</b>	<b>7,114</b>	<b>2,178</b>	<b>7,407</b>	<b>18,239</b>	<b>19,039</b>	<b>1,794</b>	<b>-</b>	<b>406,428</b>
<b>Cost 2024/2025</b>														
As at 1st July 2024	2,200,000	856,631	61,477	127,398	67,717	63,238	16,636	6,770	8,132	22,530	88,805	3,582	1,355,161	4,878,079
Disposal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation	800,000	(17,266)	19,230	72,675	7,287	(39,380)	(7,584)	(8,849)	4136	9,497	(57,109)	516	-	783,153
Additions	-	-	3,782	-	5,495	20,966	102	6,393	-	295	12,000	-	-	49,033
<b>As at 30th June 2025</b>	<b>3,000,000</b>	<b>839,365</b>	<b>84,489</b>	<b>200,073</b>	<b>80,499</b>	<b>44,824</b>	<b>9,155</b>	<b>4,314</b>	<b>12,268</b>	<b>32,322</b>	<b>43,696</b>	<b>4,098</b>	<b>1,355,161</b>	<b>5,710,265</b>
<b>Depreciation 2024/2025</b>														
As at 1st July 2024	-	100,211	57,458	123,373	55,813	13,802	7,114	2,178	7,407	18,239	19,039	1,794	-	406,428
Deprec. On Disposal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deprec. charge	-	1,872	266	1,386	715	252	99	419	184	234	384	14	-	5,825
<b>As at 30th June 2025</b>	<b>-</b>	<b>102,083</b>	<b>57,724</b>	<b>124,759</b>	<b>56,528</b>	<b>14,054</b>	<b>7,213</b>	<b>2,597</b>	<b>7,591</b>	<b>18,473</b>	<b>19,423</b>	<b>1,808</b>	<b>-</b>	<b>412,253</b>
<b>Net Book Value</b>														
<b>As at 30th June</b>	<b>3,000,000</b>	<b>737,28</b>	<b>26,765</b>	<b>75,314</b>	<b>23,971</b>	<b>30,770</b>	<b>1,941</b>	<b>1,717</b>	<b>4,677</b>	<b>13,849</b>	<b>24,273</b>	<b>2,290</b>	<b>1,355,16</b>	<b>5,298,010</b>
<b>As at 30th June 2024</b>	<b>2,200,000</b>	<b>756,419</b>	<b>4,020</b>	<b>4,025</b>	<b>11,904</b>	<b>49,436</b>	<b>9,523</b>	<b>4,592</b>	<b>725</b>	<b>9,291</b>	<b>69,766</b>	<b>1,788</b>	<b>1,355,161</b>	<b>4,471,650</b>

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**Notes to the Financial Statements (continued)**

**Disclosure on property plan and Equipment**

- i. The effective date of the revaluation of the Institute assets was 30<sup>th</sup> May 2025
- ii. The Assets of the Institute were tagged and Valued by an independent valuer **MS Nile Real Appraisers(EA) Ltd.**
- iii. The significant assumptions applied in estimating the assets' fair values were;
  - **Market Value** - this is the estimated amount for which an asset should exchange on the date of valuation assuming that there is a willing seller, willing buyer and that prior to the date of valuation there had been a reasonable period for the proper marketing of the interest for the agreement of the price and the terms and for the agreement of the sale.
  - That the state of the market , level of values and other circumstances were , on any earlier assumed date of exchange of contracts, the same as on the date of valuation.
  - Both the parties to the transactions had acted knowledgeably, and without compulsion.
  - The property can be used for the foreseeable future only for the existing use
  - That vacant possession is provided on completion of the sale of all parts of the property occupied by the business
- iv. The methods used by the valuer were:
  - **Direct Comparison( comparable sales method)** - it compares sales of similar or substitutes assets and related market data for similar assets that have been sold recently, applying appropriate units of comparison and making adjustment to the sale price of the comparables based on the elements of valuation.
  - **Cost(contractor)Approach** - this involves a set of procedures through which a value indication is derived for the interest in a property by estimating the current cost to construct a reproduction of (or a replacement for) the existing structure, including the developer's / entrepreneurial profit, less depreciation from the principal cost and adding the estimated value of land
  - **Net Current Replacement Cost** is established by depreciating the Gross Current Replacement Cost in order to reflect the value attributable to the remaining portion of the useful economic working life of an asset, taking due account of age , condition, economic and functional obsolescence and environmental and other relevant factors.
  - **Gross Current replacement Cost** is the cost of replacing an existing asset with identical or substantially similar new asset having a similar production or service capacity, including costs of transport, installation, Commissioning , consultant's fees and non recoverable taxes and duties
- v. **Assets' fair values** - where suitable market evidence was available, Net Current Replacement Cost was used to compare with the cost of acquiring in the open market a similar asset with the same remaining economic working life as the existing asset, taking due account of costs of transport and installation.

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**25. Intangible Assets - Software**

**2024/2025**

**Kshs '000'**

**Cost 2023/2024**

**As at 1 July 2023** 13,416

Additions -

**As at 30 June 2024** **13,416**

**Amortization and impairment 2023/2024**

**As at 1 July 2023** 13,288

Amortization during the year 128

**As at 30 June 2024** **13,416**

**Net book value as at 30 June 2024** -

**Cost 2024/2025**

**As at 1 July 2024** 13,416

Additions 29,378

Revaluation 3,000

**As at 30 June 2025** **45,794**

**Amortization and impairment 2024/2025**

**As at 1 July 2024** 13,416

Amortization during the year 452

**As at 30 June 2025** **13,868**

**Net book values as at 30 June 2025** **31,926**

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**Disclosure on valuation of Intangible Assets**

- i. The effective date of the revaluation of the Institute assets was 30<sup>th</sup> May 2025
- ii. The Assets of the Institute were tagged and Valued by an independent valuer **MS Nile Real Appraisers(EA) ltd.**
- iii. The significant assumptions applied in estimating the assets' fair values were;
  - Market Value - this is the estimated amount for which an asset should exchange on the date of valuation assuming that there is a willing seller, willing buyer and that prior to the date of valuation there had been a reasonable period for the proper marketing of the interest for the agreement of the price and the terms and for the agreement of the sale.
  - That the state of the market , level of values and other circumstances were , on any earlier assumed date of exchange of contracts, the same as on the date of valuation.
  - Both the parties to the transactions had acted knowledgeably, and without compulsion.
  - The property can be used for the foreseeable future only for the existing use
  - That vacant possession is provided on completion of the sale of all parts of the property occupied by the business
- iv. The methods used by the valuer were:
  - Direct Comparison( comparable sales method) - it compares sales of similar or substitutes assets and related market data for similar assets that have been sold recently, applying appropriate units of comparison and making adjustment to the sale price of the comparables based on the elements of valuation.
  - Cost(contractor)Approach - this involves a set of procedures through which a value indication is derived for the interest in a property by estimating the current cost to construct a reproduction of (or a replacement for) the existing structure, including the developer's / entrepreneurial profit, less depreciation from the principal cost and adding the estimated value of land
  - Net Current Replacement Cost is established by depreciating the Gross Current Replacement Cost in order to reflect the value attributable to the remaining portion of the useful economic working life of an asset, taking due account of age , condition, economic and functional obsolescence and environmental and other relevant factors.
  - Gross Current replacement Cost is the cost of replacing an existing asset with identical or substantially similar new asset having a similar production or service capacity, including costs of transport, installation, Commissioning , consultant's fees and non recoverable taxes and duties
- v. Assets' fair values - where suitable market evidence was available, Net Current Replacement Cost was used to compare with the cost of acquiring in the open market a similar asset with the same remaining economic working life as the existing asset, taking due account of costs of transport and installation.

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**Notes to the Financial Statements (continued)**

<b>26. Trade Payables from Exchange Transactions</b>	<b>2024/2025</b>	<b>2023/2024</b>		
	<b>Kshs '000'</b>	<b>Kshs '000'</b>		
Trade payables	842,822	3,806,676		
Retention	61,431	61,937		
Provision for Gratuity	7,394	6,597		
Continental Credit Bank (under Receivership)	2,011	2,011		
Third party payment	450	504		
<b>Total payables from Exchange Transactions</b>	<b>914,108</b>	<b>3,877,725</b>		
<b>Ageing analysis: (Trade and other payables)</b>	<b>2024/2025</b>	<b>% of the Total</b>	<b>2024/2023</b>	<b>% of the Total</b>
Under one year	847,252	93%	3,810,261	98%
1-2 years	167	0%	2,070	0%
2-3 years	1,500	0%	955	0%
Over 3 years	65,189	7%	64,439	2%
<b>Total (tie to above total)</b>	<b>914,108</b>	<b>100</b>	<b>3,877,725</b>	<b>100</b>

**27. Deferred Income: Donors/Partners**

MoE Curriculum Reform	54,385	301,438
MoE-Digital Literacy Program	585,805	616,028
SEQIP	-	17,180
MoE Text Books	1,900,243	2,464,547
Kenya Future Leaders	-	262
ERC fixtures and furnitures	150,000	-
Other Donors Partners	15,178	40,760
<b>Total Deferred Income</b>	<b>2,705,611</b>	<b>3,440,215</b>

More conditions were met hence more payment made to publishers

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**2024/2025                      2023/2024**

	<b>Kshs '000'</b>	<b>Kshs '000'</b>
<b>28. Provision on corporate taxation</b>		
Opening balance	63,366	32,125
Add: provision for the year	80,250	135,408
Less: Tax paid	21,264	104,167
Balance of provision	<b>122,352</b>	<b>63,366</b>

**29. Capital Reserve and revaluation Reserve**

**2024/2025                      2023/2024**

**Kshs '000'                      Kshs '000'**

Opening Balance Capital	2,489,977	2,489,977
Asset financed from Digital Literacy Programme	30,496	-
Development Grant	-	-
<b>Total Capital Reserve</b>	<b>2,520,473</b>	<b>2,489,977</b>
Opening Balance Revaluation	2,034,413	2,034,414
Revaluation 2025	786,153	-
<b>Total Revaluation Reserve</b>	<b>2,820,566</b>	<b>2,034,414</b>

**Total Capital Reserve and Revaluation**

**5,341,039                      4,524,391**

**30. Accumulated Surplus**

Opening Balance	1,772,963	1,589,584
Surplus/(Deficit) for the year	313,717	181,643
Prior year Adjustment	57,734	1,736
<b>Total Accumulated Surplus</b>	<b>2,144,413</b>	<b>1,772,963</b>

Prior year adjustment is recognition of understated accrued interest income for FDR with Family Bank amounting Kshs **58,956,357.54** and a correction of amount received for Donor funds but accounted for as normal revenue from Kenya Revenue Authority amounting to Ksh **1,222,200** now reinstated to donor funds.

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<b>31. Reconciliation of surplus from ordinary activities with the net cash flows from operating activities</b>	<b>2024/2025</b>	<b>2023/2024</b>
	<b>Kshs '000'</b>	<b>Kshs'000'</b>
Surplus(Deficit) for the year	313,717	181,643
Add back Depreciation/Amortization	6,277	61,261
<b>Operating surplus before working capital changes</b>	<b>319,993</b>	<b>242,904</b>
(Increase)/Decrease in trade Receivables	19,354	8,617
(Increase)/Decrease in non exchange Receivables	(241,595)	23,718
Increase(Decrease ) in Deferred Income	(734,604)	(3,176,769)
Increase/(Decrease) in Trade payables	(2,963,618)	3,771,923
Increase/(Decrease) in Trade payables -taxation	58,987	31,241
(Increase)/Decrease in Inventory	26,201	(8,122)
<b>Net cashflows from operating activities</b>	<b>(3,515,282)</b>	<b>893,512</b>
<b>Net cash flows from operating activities as per cash flow</b>	<b>(3,515,282)</b>	<b>893,512</b>

**32. Related Party**

**Nature of related party relationships**

Entities and other parties related to the entity include those parties who have ability to

Exercise control or significant influence over its operating and financial decisions. Related parties include management personnel, their associates and close family members. The Institute does not have any associate entity and therefore does not have related party arising from its management personnel or associate or close family members. The Institute's Council comprises members drawn from Ministry of Education and National Treasury, and who have significant influence over its operating and financial decisions. During the year there no purchases nor sales with the related parties.

**Government of Kenya**

The Government of Kenya is the principal shareholder of the Institute. And holds 100% of the Institute's Equity interest. The Government of Kenya can provide full guarantees to all long-term lenders of the Institute, both domestic and external. Other related parties includes:

- i) The National Government;
- ii) Ministry of Education, State Department of Early Learning and Basic Education.

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**Notes to the Financial Statements (continued)**

**Transactions with related parties**

	<b>2024/2025</b>	<b>2023/2024</b>
	<b>Kshs '000'</b>	<b>Kshs '000'</b>
<b>a) Grants from the Government</b>		
Grants from National Govt- Recurrent	1,024,035	803,358
Grants from National Govt- development	-	-
Grants from National Govt- conditional grants	5,000,432	9,264,839
<b>Total</b>	<b>6,024,467</b>	<b>10,068,197</b>
 <b>b) Expenses incurred on behalf of related party</b>		
	<b>'000'</b>	<b>'000'</b>
Distribution of text books to Schools	5,564,736	12,700,864
<b>Total</b>	<b>5,564,736</b>	<b>12,700,864</b>
 <b>c) Key management compensation</b>		
Expenses of the Board	11,937	12,869
Compensation to the CEO	6,926	6,679
Compensation to Key management	8,178	8,043
<b>Total</b>	<b>27,041</b>	<b>27,591</b>

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**Notes to the Financial Statement(continue)**

<b>33. Non-Current Provisions</b>	<b>2024/2025</b>	<b>2023/2024</b>
	<b>Kshs '000'</b>	<b>Kshs '000'</b>
<b>Description</b>	<b>Gratuity Provision</b>	<b>Total</b>
<b>Balance b/f</b>	6,877	6,877
Additional provisions	2,509	2,509
Provision unutilised	1,993	1,993
Change due to discount and time value for money	-	-
Transfers from non -current provisions	-	-
<b>Total provisions year end</b>	<b>7,394</b>	<b>7,394</b>

\*The specific provision of **Kshss. 20,883,879.50** comprises of deposit with Continental Credit Bank of **Kshss. 4,922,864.50** and deposit with bank Indosuez of **Kshss. 120,000** all under receivership and **Kshss. 6,025,580** on Presidential Working Party on Education Reforms, IEBC debt of **Kshss. 9,815,435**. The banks went under receivership in the 1980's.

**34. Contingent Assets and Contingent Liabilities**

**Contingent Liabilities**

During the financial year the Institute had court cases which could not be estimated or determined in terms of the outcome and the liabilities associates with court judgement.

As at the time of the closure of the financial year the following were the outstanding court cases;

- (i) E L.R.C.C. No. 2242 of 2012 And Appeal - Isaiah Okode Nyamudhe – Vs – Kenya Institute of Curriculum Development (formerly KIE).
- (ii) H.C.C.C No. 379 of 2012 – Real Music Holding Ltd VS Kenya Institute of Curriculum Development.
- (iii) Petition No. E371 OF 2021 – Esther Awuor Odero Vs Cabinet Secretaries responsible for matters relating to Basic Education.
- (iv) H.C.C.C No. 379 of 2012 –Kenya Institute of Curriculum Development V Mutulu Holdings Ltd & Another and now Civil Appeal No. 17 of 2017

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**Notes to the Financial Statements (continued)**

**35. PROGRESS ON FOLLOW UP OF AUDITOR RECOMMENDATIONS**

The following is the summary of issues raised by the external auditor, and the management's response that was provided to the auditor. Focal persons have been nominated to resolve the various issues as shown below. The time frame within which the issues are expected to be resolved is also indicated.

<b>Reference No. on the External Audit Report</b>	<b>Issue/Observations from Auditor</b>	<b>Management Response</b>	<b>Focal point person to resolve the issue (Name and designation)</b>	<b>Status: (Resolved / not resolved)</b>	<b>Time frame: (Put a date when you expect the issue to be resolved)</b>
a)	<p><b>Understaffing of the Institute</b></p> <p>Review of Institute's Human Resource records revealed that the Institute had three hundred and twenty five (325) in-post against the authorized establishment of seven hundred (700) resulting in an understaffing of three hundred and seventy five (375).</p> <p>In the circumstances, lack of adequate human resources may negatively affect employees' service delivery, resulting to non-achievement of</p>	<p><i>The Institute has requested the National Treasury via the ministry of Education for authority to fill 53 vacant positions in a letter dated 12<sup>th</sup> December, 2023 that were occasioned by natural attrition. The Institute is awaiting response to fill the 53 positions (Appendix XIX). Authority from the National Treasury will be sought to fill other critical vacant posts thereafter</i></p>	Senior Management	Partly resolved	Progressively

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	organizational goals and targets.	<i>subject to availability of funding.</i>			
b)	<p><b>failure to write off Long Outstanding Debtors</b> The statement of financial position reflects a balance of Kshss.161, 370,000 in respect of receivables from exchange transactions as disclosed in Note 20 to the financial statements. Included in the balance is long outstanding balance of Kshss.126,774,190 dating back to 2006. Management did not provide evidence of measures taken to recover outstanding debts. A provision for bad debts of Kshss.70,778,000 has been made in these financial statements. Further, Management has not requested for approval to write-off the long outstanding debts in line with bad and doubtful debt policy as approved by the Council.</p>	<p><b><i>Management will evaluate it debt portfolio with view of establishing recoverability and the necessarily write-off. The wound up departments belongs to the mother ministry at the time of incurring the debts and therefore the debts are followed through the same. Kindly see the attached copies of commitment and demand letters and LSOs from/ to MOE. The management has written a cabinet paper through the Parent ministry for onward forward to cabinet for approval for a write off of the said debt. Attached is the cabinet paper and the list of the bad debt to be written off.</i></b></p>	Senior Management	Partly resolved	Depends on the cabinet decision

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c)	<p><b>Stalled Construction Works on Education Resource Centre</b></p> <p>The statement of financial position reflects property, plant and equipment balance of Kshss.4,463,322,000. Included in the balance is work in progress balance of Kshss.1,336,978,000 in respect of incomplete Education Resource Centre (ERC). The contractor was awarded the construction contract of Kenya Institute of Curriculum Development Resource Centre on 3 May, 2013 at a contract sum of Kshss.786,583,507. The contract period was ninety-one (91) weeks. Cumulatively, the contractor has been paid an amount of Kshss.724,422,954.46 and a further amount of Kshss.15,040,000 for lease-way. However, the project had stalled due to non-remittance of the development funds to the Institute despite having a budget for it. As at the time of audit in the month of February,</p>	<p><i>i. Status report attached (Appendix XII).</i></p> <p><i>ii. Retention – The retention is as per the provision of the contract and the rate of retention changes as the building progresses to different phases. This is explains why there was variance</i></p> <p><i>iii. Deposit Account – The development grant is received into the KICD Main Account held at Kenya Commercial Bank. The amount forms part of the cash and cash equivalent as at the closure of the financial year.</i></p> <p><i>Lease-way Agreement – Regarding the lease way agreement with Jamhuri High School, a Committee was appointed to negotiate the terms of the agreement with the said the school</i></p>	Senior Management	Partly resolved	Depends on the allocation of funds
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	<p>2024, the contractor was not on site.</p> <p>In addition, the following additional issues were noted: -</p> <ul style="list-style-type: none"> <li>i. The project progress could not be verified since no status report was presented for audit,</li> <li>ii. Retention according to the contract was 10% of certificates amount of Kshss.72,442,295 as opposed to an amount of Kshss.52,860,454 which was disclosed as retention in the register, resulting to an unexplained variance of Kshss.19,581,841.</li> <li>iii. The Management did not maintain a deposits account, thus the retention balance of Kshss.52,860,454 could not be traced and was not disclosed in the financial statements.</li> <li>iv. The lease-way agreement cost of Kshss.1,500,000</li> </ul>	<p><b><i>and shall endeavor to conclude the matter (Appendix XIII).</i></b></p>			
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	<p>annually will continue increasing due to project delay.</p> <p>In the circumstances, value for money has not been realised on the construction of the ERC.</p>				
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**PROF. SIMON GICHARU, CBS  
COUNCIL CHAIRPERSON**

Signature  Date 28/8/25

**PROF. CHARLES O. ONG'ONDO, PhD., MBS  
DIRECTOR/CHIEF EXECUTIVE OFFICER**

Signature  Date 28/8/25

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**36. APPENDICES**

**APPENDIX I: Projects Implemented By Kenya Institute of Curriculum Development**

**Project**

**Status of Project Completion**

*The Education Resource Centre project is ongoing.*

	<b>Project</b>	<b>Total project Cost</b>	<b>Total expended to date</b>	<b>Completion % to date</b>	<b>Budget</b>	<b>Actual</b>	<b>Sources of funds</b>
i.	Construction of Education Resource Centre Phase 1	Kshss. 1.733B	Kshss. 1,355,160,905	78%	Kshss. 1.733B	Kshss. 1,355,160,905	GoK

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**Appendix II: Transfers from Other Government Entities**

Name of the MDA/ Donor Transferring the funds	Date received as per bank statement	Nature: Recurrent/ Development / Others	Total Amount - KES	Statement of Financial Performance	Where Recorded/recognized				Total Transfers during the Year
					Capital Fund	Deferred Income	Receivables	Others - must be specific	
Ministry of Education	28/08/2024	Donor Fund	245,756,244.80	Funding from donors/partners		245,756,244.80			245,756,244.80
Ministry of Education	28/08/2024	Donor Fund	696,308,911.20	Funding from donors/partners		696,308,911.20			696,308,911.20
Ministry of Education	22/01/2025	Donor Fund	2,196,545,853.6	Funding from donors/partners		2,196,545,853.6			2,196,545,853.6
Ministry of Education	03/02/2025	Donor Fund	435,912,300.00	Funding from donors/partners		435,912,300.00			435,912,300.00
Ministry of Education	22/05/2025	Donor Fund	<b>1,069,743,736.3</b>	Funding from donors/partners		<b>1,069,743,736.3</b>			<b>1,069,743,736.3</b>
Ministry of Education	26/05/2025	Donor Fund	356,165,100	Funding from donors/partners		356,165,100			356,165,100
<b>Total</b>			<b>5,000,432,145.90</b>			<b>5,000,432,145.90</b>			<b>5,000,432,145.90</b>

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**Name of Transferring entity:** Ministry Of Education, State Department For Basic Education

**Name of Beneficiary entity:** Kenya Institute of Curriculum Development

**Appendix2: Inter-Entity Transfers confirmation letter**

The NATIONAL TREASURY wishes to confirm the amounts disbursed to you as at 30<sup>th</sup> June 2025 as indicated in the table below. Please compare the amounts disbursed to you with the amounts you received and populated the column E in the table below. Please sign and stamp this request in the space provided and return it to us.

Confirmation of amount received by [Kenya Institute Of Curriculum Development] as at 30<sup>th</sup> June 2025 for Recurrent grant

Referen ce Number	Date Disbursed	Amount Disbursed[SC/SAGA/Fund](Kshs)as at 30 <sup>th</sup> June 2025				Amount Received by [KICD] (Kshs) as at 30 <sup>th</sup> June 2025 (E)	Differen ces (Kshs) (f)=(D- E)
		Recurrent (A)	Deve lopm ent (B)	Inter Minis terial (c)	Total		
195333	20/08/24	85,685,130.00	0	0	85,685,130.00	85,685,130.00	0
195348	13/09/24	85,685,130.00	0	0	85,685,130.00	85,685,130.00	0
195538	23/10/24	85,685,129.75	0	0	85,685,129.75	85,685,129.75	0
196445	17/12/24	85,685,129.75	0	0	85,685,129.75	85,685,129.75	0
196459	24/12/24	85,685,130.00	0	0	85,685,130.00	85,685,130.00	0
196463	03/01/25	85,685,130.00	0	0	85,685,130.00	85,685,130.00	0
196497	13/02/25	85,685,129.00	0	0	85,685,129.00	85,685,129.00	0
26371	19/03/25	85,685,129.00	0	0	85,685,129.00	85,685,129.00	0
196878	14/04/25	85,685,729.80	0	0	85,685,729.80	85,685,729.00	0
196944	13/05/25	139,018,463.00	0	0	139,018,463.00	139,018,463.00	0
197031	13/06/25	139,018,463.00	0	0	139,018,463.00	139,018,463.00	0
197085	02/07/25	139,018,464.00	0	0	139,018,464.00	139,018,464.00	0
	<b>TOTALS</b>	<b>1,188,222,156.50</b>			<b>1,188,222,156.50</b>	<b>1,188,222,156.50</b>	

In confirm that the amount shown above are correct as of the date indicated and are as included in the financial statements

**Head of Accounts Department - Disbursing Entity:**

Name ..... Sign ..... Date .....

**Head of Accounts Department - Beneficiary Entity:**

Name **Dr. Solomon M. Kathuo**

Sign *S. Kathuo*

Date *28/8/25*