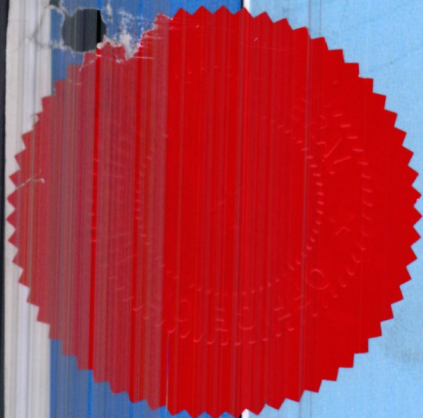
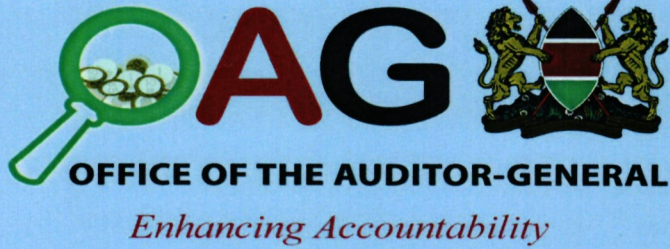



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**REPORT**

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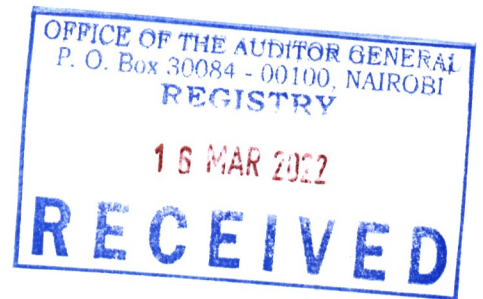
**THE AUDITOR-GENERAL**

**ON**

**KENYA VISION 2030 DELIVERY  
SECRETARIAT**

**FOR THE YEAR ENDED  
30 JUNE, 2021**





**REPUBLIC OF KENYA**

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**KENYA VISION 2030 DELIVERY SECRETARIAT**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE FINANCIAL YEAR ENDING**

**30<sup>TH</sup> JUNE 2021**

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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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## **1. KEY ENTITY INFORMATION AND MANAGEMENT**

### **(a) Background Information**

Kenya Vision 2030 Delivery Secretariat (VDS) was established through Kenya Gazette Notice 1386 dated 17<sup>th</sup> February, 2009.

The mandate of VDS as outlined in the Gazette Notice is that “there shall be a Vision Delivery Secretariat which shall spearhead the implementation of the Vision as the country’s blueprint and strategy towards making Kenya a newly industrializing upper middle-income country capable of providing a high quality of life for all its citizens by the year 2030”.

### **(b) Principal Activities**

The function of the Secretariat is to: -

- a) Provide strategic leadership and co-ordination in the realization of the overall goals and objectives of the Vision and its Medium-Term Plans; and drive and manage the transformation process;
- b) Assist in the preparation of all relevant projects documents on the Vision flagship projects together with their implementation schedules and costs;
- c) Provide liaison between Government Ministries and the private sector participants in each flagship project;
- d) Ensure that all projects and programmes contained in the Vision and the Medium-Term Plans are funded, launched and completed on schedule;
- e) Co-ordinate the activities of Government Ministries and Departments and private sector institutions that will be collaborating in the implementation of the Vision flagship projects;
- f) Undertake any rapid action necessary to remove such implementation bottlenecks as may arise in the course of implementation of projects;
- g) Undertake constant monitoring and evaluation of all the projects under the Vision and undertake such remedial action as may be necessary for the realization of the goals under the Vision;
- h) Prepare quarterly and mid-term implementation Progress Reports for consideration by the Vision Delivery Board and Vision 2030 Cabinet Committee;
- i) Aggressively market the vision and its medium-term plans and publicize and communicate its activities and achievements to the people of Kenya;
- j) Recommend to the Board any revisions or additions to the Vision in the light of experience, or unexpected changes in the national or global economy; and
- k) Recommend to the Government of Kenya any institutional legal or administrative changes that may be necessary to realize the Vision goals and aspirations as well as the goals of the Medium Term Plan.

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**(c) Vision**

“A premier world class agency in the coordination of Kenya’s transformation by 2030.”

**(d) Mission**

“To spearhead the implementation of the Vision as the country’s blueprint and strategy towards making Kenya a newly industrializing upper middle-income country capable of providing a high quality of life for all its citizens by the year 2030”.

**(e) Core Values**

Integrity, Professionalism, Passion, Innovation, Participatory and Teamwork

**(f) Strategic Objectives**

Based on the Key Result Areas, the following are the strategic objectives of the VDS

1. To provide strategic leadership in the co-ordination and implementation of Vision 2030 Projects & Programs;
2. To monitor and evaluate implementation of Vision 2030 Programmes and Projects;
3. To aggressively market and communicate Vision 2030 to all stakeholders;
4. Develop strategic partnerships and linkages with stakeholders; and
5. Strengthen the institutional capacity of VDS.

**(g) Key Management**

The Vision 2030 Delivery Secretariat’s day-to-day management is under the following key organs:

- Director General
- Senior Management

**(h) Fiduciary Management**

The key management personnel who held office during the financial year ended 30<sup>th</sup> June 2021 and who had direct fiduciary responsibility are listed under the Secretariats Management team.

No.	Designation	Name
1.	Director General	Mr. Kenneth Mwige
2.	Director Social and Political Pillars	Ms. Ada Mwangola
3.	Head of Finance	Mr. David Nyamai
4.	Senior Finance Officer	Ms. Evangeline Mwati
5.	Director, Enablers	Mr. Idi Masoud

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No.	Designation	Name
6.	Director Communication and Strategy	Ms. Sophie Odupoy
7.	Senior Deputy Director, Economic and Macro Pillar	Mr. John Mbuti
8.	Principal Public Relations and Communications Officer	Ms. Veronica Muchiri

**(i) Fiduciary Oversight Arrangements**

The Board of the Kenya Vision 2030 Delivery Secretariat has the overall fiduciary responsibility of providing oversight and policy direction and ensuring that all activities are of the best interest of the Secretariat. They have a fiduciary duty of due care skill and diligence.

The Board has appointed the various committees as follows:

1. Audit and Governance Committee.
2. Communication and Strategy Board Committee.
3. Economic and Macro Board Committee.
4. Enablers Board Committee.
5. Finance and Administration Board Committee to consider.
6. Social and Political Board Committee.

**(j) Secretariats Headquarters**

Head Office  
Britam Centre  
7<sup>th</sup> & 8<sup>th</sup> Floor  
Mara/Ragati Road  
P.O Box 52301-00200  
Nairobi, KENYA

**(k) Secretariats Contacts**

Tel: (020) 2722030/31  
Email: [info@vision2030.go.ke](mailto:info@vision2030.go.ke)  
Website: <https://vision2030.go.ke>

**(l) Secretariat Bankers**

Cooperative Bank of Kenya  
Upper Hill Branch – KUSCCO Centre  
P.O. Box 30415 - 00100  
Nairobi, KENYA

**(m) Independent Auditors**

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

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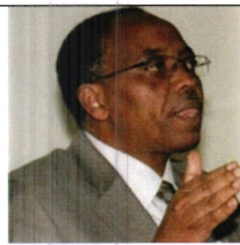

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**(n) Principal Legal Advisor**



The Attorney General  
State Law Office  
Harambee Avenue  
P.O. Box 40112 - 00200  
Nairobi, Kenya

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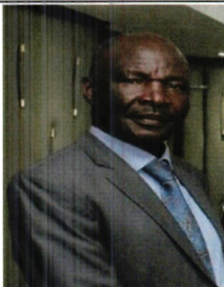

**2. THE BOARD OF DIRECTORS/COUNCIL**

<b>THE BOARD OF DIRECTORS</b>				
<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
1.	 <b>Name:</b> Jane Karuku <b>D.O.B:</b> 1961	Group Managing Director, East African Breweries  Chairperson <b>Vision 2030 Delivery Board</b>	<ul style="list-style-type: none"> <li>• MBA in Marketing from the National University of California, USA.</li> <li>• Bachelor of Science degree in Food Science and Technology from the University of Nairobi</li> </ul>	She previously worked as: Managing Director Kenya Breweries ✓ Managing Director - EABL ✓ President of the Alliance for a Green Revolution in Africa (AGRA). ✓ Managing Director - Cadbury East & Central Africa ✓ Deputy Chief Executive and Secretary General - Telkom Kenya.
2.	 <b>Name:</b> Dr. Joseph K. Kinyua, EGH <b>D.O.B:</b> 03/08/1951	Head of the Public Service, State House	<ul style="list-style-type: none"> <li>• Master's degree in Economics - University of Nairobi</li> <li>• Bachelor's degree in Economics - University of Nairobi.</li> </ul>	He previously worked at; ✓ Kenya Reinsurance Corporation Ltd - Treasury ✓ Ministry of Finance, Ministry of Agriculture, Ministry of planning and National Development - Permanent Secretary ✓ Kenya Commercial Bank - Secretary ✓ Central Bank of Kenya
3.	 <b>Name:</b> Saitoti Torome, CBS <b>D.O.B:</b> 05/01/1959	Principal Secretary, Planning/The National Treasury and Planning  Member of the <b>Economic &amp; Macro Pillar Board Committee.</b>  Member of the <b>Finance &amp; Administration Board Committee</b>	<ul style="list-style-type: none"> <li>• Bachelor of Education (Economics and Geography) from Kenyatta University.</li> <li>• Master's degree in Strategic Management from University of Nairobi.</li> </ul>	<ul style="list-style-type: none"> <li>• In December 2015, President Uhuru Kenyatta appointed him as Principal Secretary in the Ministry of Defence.</li> <li>• He is the former Director for Strategy and Development at the Kenya National Bureau of Statistics (KNBS).</li> <li>• Certified Public Secretary of Kenya (CPS-K) finalist.</li> </ul>




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<b>THE BOARD OF DIRECTORS</b>				
<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
4.	 <p><b>Name:</b> Dr. Julius Monzi Muia, EBS <b>D.O.B:</b> 10/09/1959</p>	<p>Principal Secretary, Treasury/The National Treasury and Planning</p> <p>Member of the <b>Audit &amp; Governance Board Committee.</b></p> <p>Member of the <b>Communication &amp; Strategy Board Committee.</b></p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p> <p>Member of the <b>Finance &amp; Administration Board Committee</b></p>	<ul style="list-style-type: none"> <li>• PhD in Finance- University of Nairobi</li> <li>• MBA- University of Nairobi</li> <li>• B. Com (Accounting)- Degree, University of Nairobi</li> <li>• CPA-K; CPS-K</li> </ul>	<p>He is a finance professional with 30 years track record.</p> <p>He previously worked for;</p> <ul style="list-style-type: none"> <li>• Kenya Vision 2030 Delivery Secretariat – Director General</li> <li>• National Economic and Social Council, Kenya - CEO</li> <li>• Price Waterhouse Coopers in the United Kingdom.</li> </ul>
5.	 <p><b>Name:</b> Amb. Macharia Kamau, MBS <b>D.O.B:</b> 03/03/1958</p>	<p>Principal Secretary, Ministry of Foreign Affairs</p> <p>Member of the <b>Social &amp; Political Pillars Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• A.B., History, Economics, Religion – The College of Wooster, USA</li> <li>• Ed.M., Administration and social policy – Harvard University</li> </ul>	<p>He is a diplomat, a development and humanitarian expert with extensive experience as a political and strategic advisor.</p> <p>Previously he worked for:</p> <ul style="list-style-type: none"> <li>• United Nations,</li> <li>• UNICEF board and United Nations Forest Board.</li> <li>• He was instrumental in developing the SDGs and the 2030 Agenda for Sustainable Development</li> </ul>




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THE BOARD OF DIRECTORS				
NO.	Name & Date of Birth	Title and Institution	Academic/Professional Qualification	Key Qualifications & Work Experience
6.	 Maj. Gen. (Rtd) Gordon O. Kihalangwa, CBS  <b>D.O.B:</b> 21/10/1966	Principal Secretary, State Department of Energy  Member of the <b>Enablers Board Committee.</b>	<ul style="list-style-type: none"> <li>❖ PhD and a Master's degree in International Studies and Diplomacy from Washington International University (WIU) in the United States of America.</li> <li>❖ Diploma in Strategic Studies</li> <li>❖ Diploma in International Studies both from the University of Nairobi (UoN).</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for Public Works.</li> <li>• Director for Immigration services</li> <li>• Principal Secretary, State Department for Immigration and Citizen Services</li> <li>• He also had a short stint as Principal Secretary, Ministry of Defence</li> <li>• he was reassigned in the same capacity to the State Department for Public Works in the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works</li> <li>• Prior to joining the Civil Service, he worked in the Military which he joined as a Cadet Officer</li> <li>• rose to the rank of Major General and was appointed to the position of Assistant Chief of General Staff in-charge of Personnel and Logistics</li> <li>• He retired as a Major General</li> </ul>
7	 <b>Name:</b> Amb. Johnson Weru  <b>D.O.B:</b> 31/12/1967	Principal Secretary, Trade/ Ministry of Industry, Trade and Cooperatives  Member of the <b>Economic &amp; Macro Pillar Board Committee</b>  Member of the <b>Economic &amp; Macro Pillar Board Committee.</b>	<ul style="list-style-type: none"> <li>• Alumni of Harvard University Kennedy School of Government, University of Nairobi and University of Leeds</li> <li>• Doctorate in International Trade from Brussels University in Belgium (Ongoing)</li> </ul>	A career diplomat and public servant with over twenty-seven years' experience working in Government and International Development Agencies in Africa and Europe. He previously worked at: <ul style="list-style-type: none"> <li>• Ministry of Foreign Affairs Headquarters – Director Economic Affairs and External Trade</li> <li>• Joint/Deputy Secretary for various public sector reform Task Forces</li> <li>• Adjunct Professor and Lecturer in Economics and</li> </ul>



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<b>THE BOARD OF DIRECTORS</b>				
<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
				Finance – Catholic University of East Africa
8.	 <b>Name:</b> Dr. (Eng.) Joseph K. Njoroge, CBS  <b>D.O.B:</b> 15/06/1958	Principal Secretary, State Department for Transport, Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works  Member of the <b>Enablers Board Committee.</b>	<ul style="list-style-type: none"> <li>• PhD - University of Nairobi, School of Business.</li> <li>• MBA, Strategic management - University of Nairobi</li> <li>• BSc. Electrical engineering - University of Nairobi</li> </ul>	He previously worked for; <ul style="list-style-type: none"> <li>• Kenya Power and Lighting Company - Managing Director</li> <li>• Kenya Electricity Generating Company Ltd (electric utilities)</li> <li>• Kenya Ministry of Energy &amp; Petroleum – secretary</li> </ul>
9.	 <b>Name:</b> Dr. Nicholas Muraguri, CBS  <b>D.O.B:</b> 15/04/1971	Principal Secretary, Ministry of Lands and Physical Planning  Member of the <b>Enablers Board Committee.</b>	<ul style="list-style-type: none"> <li>• Postgraduate certificates in Health Communication - John Hopkins University, USA</li> <li>• Master's degree in Business Administration - United States International University</li> <li>• Master's in public health – University of Pretoria, South Africa.</li> <li>• Bachelor's degree in Medicine and surgery - Moi University</li> </ul>	<ul style="list-style-type: none"> <li>• He is an innovative and results driven public health professional with extensive experience in the development, management and leadership of public health programs.</li> <li>• He previously worked for the Ministry of Health</li> </ul>
10.	 <b>Name:</b> Dr. (Eng.) Joseph K. Njoroge, CBS  <b>D.O.B:</b> 15/06/1958	Principal Secretary/Crop Development & Agriculture Research /Ministry of Agriculture, Livestock, Fisheries and Irrigation	<ul style="list-style-type: none"> <li>• PhD in Microbial Ecology, University Konstanz, Konstanz, Germany</li> <li>• Master of Science in Microbiology - Kenyatta University</li> </ul>	<ul style="list-style-type: none"> <li>• He has Administrative Experience across various organizations.</li> <li>• He previously worked at TaitaTaveta University College</li> </ul>




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<b>THE BOARD OF DIRECTORS</b>				
<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
	<p><b>Name:</b> Prof.Hamadi Iddi Boga</p> <p><b>D.O.B:</b> 03/12/1967</p>	<p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p> <p>Member of the <b>Finance &amp; Administration Board Committee</b></p>	<ul style="list-style-type: none"> <li>• Bachelor of Science in Botany - Kenyatta University</li> </ul>	
11.	 <p><b>Name:</b> Harry Kimtai</p> <p><b>D.O.B:</b> 13/12/1968</p>	<p>Principal Secretary, Livestock/Ministry of Agriculture, Livestock, Fisheries and Irrigation.</p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• Master of Philosophy Economics, in Regional Planning and Economic Development from Bhopal University, India (1989 – 1995)</li> <li>• Master of Arts in Economics</li> <li>• Bachelor of Arts degree in Economics</li> </ul>	<ul style="list-style-type: none"> <li>• Director at the Capital Markets Authority (2016 – 2017)</li> <li>• General Manager at Branded Fine Foods Ltd (2008-2014),</li> <li>• Kenya Revenue Authority as a management trainee in 1996 and Principal Revenue Officer In the period 2003 – 2006.</li> </ul>
12	 <p><b>Name:</b> Dr. Margaret Mwakima, CBS</p> <p><b>D.O.B:</b> 12/12/1966</p>	<p>Principal Secretary, Vocational and Technical Training/Ministry of Education</p> <p>Member of the <b>Social &amp; Political Pillars Board Committee</b></p>	<ul style="list-style-type: none"> <li>• PhD graduate</li> <li>• Master's Degree in Environmental Science with a major in Sustainable Natural Resources Management</li> <li>• Bachelor of Education (Science) Degree in Botany and Zoology all from Kenyatta University.</li> </ul>	<ul style="list-style-type: none"> <li>• Principal Secretary, State Departments Regional &amp; Northern Corridor Development; East African Community; and Wildlife.</li> <li>• Managing Director/CEO of Afrosayari Ltd</li> <li>• Vice Chairperson of Kenya Wildlife Service (KWS) Board of Trustees</li> <li>• Board Member of Ecotourism Kenya.</li> <li>• Member of Institute of Directors Kenya, Kenya Association for Public Administration and Management (KAPAM)</li> <li>• As well as Kenya Association of Women in Tourism (KAWT).</li> </ul>
13		<p>Principal Secretary, Ministry of Water and Sanitation and irrigation</p> <p>Member of the <b>Social &amp; Political Pillars Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• MBA from JKUAT</li> <li>• Bachelor's degree of Arts from the University of Nairobi</li> </ul>	<p>He has served in various positions as follows;</p> <ul style="list-style-type: none"> <li>• Principal Administrative Secretary, Secretary of Administration/Internal Security,</li> <li>• Director of Administration, Senior Deputy Commissioner,</li> </ul>

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<b>THE BOARD OF DIRECTORS</b>				
<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
	<p><b>Name:</b> Joseph Wairagu Irungu, CBS</p> <p><b>D.O.B:</b> 02/02/1970</p>			<p>Lower Central Province (Thika),</p> <ul style="list-style-type: none"> <li>• Deputy Provincial Commissioner, Nyanza Province,</li> <li>• District Commissioner, Bungoma, District.</li> </ul>
14.	 <p><b>Name:</b> Nelson Marwa, EBS</p> <p><b>D.O.B:</b> 22/02/1960</p>	<p>Principal Secretary, Social Protection/Ministry of Labour and Social Protection</p> <p>Member of the <b>Social &amp; Political Pillars Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• Master's in strategic security management - Virginia School of Coast Guards, Israel</li> <li>• Masters in Disaster Management - Virginia School of Coast Guards, Israel</li> <li>• Business Administration degree - Barton University</li> </ul>	<p>He previously held the following positions;</p> <ul style="list-style-type: none"> <li>• Lecturer at Egerton University</li> <li>• Mombasa county commissioner</li> <li>• Coast Regional Coordinator doubling up as the security coordinator for coastal region.</li> <li>• PS Devolution</li> </ul>
15.	 <p><b>Name:</b> Eng. Peter Tum Kiplagat, OGW</p> <p><b>D.O.B:</b> 2/6/1962</p>	<p>Principal Secretary, Labour/Ministry of Labour and Social Protection</p> <p>Member of the <b>Enablers Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• He holds a master's degree in Energy Management from the University of Nairobi.</li> <li>• Bachelor of Industrial Technology from Egerton University</li> <li>• Post- Graduate Diploma in Medical Electronics from the University of London.</li> </ul>	<ul style="list-style-type: none"> <li>• Eng. Tum served as the Principal Secretary, Ministry of Health.</li> <li>• Eng. Tum comes with a wealth of experience having previously served as the Chief Executive Officer of Kenya Medical Training College (KMTTC).</li> </ul>

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THE BOARD OF DIRECTORS				
NO.	Name & Date of Birth	Title and Institution	Academic/Professional Qualification	Key Qualifications & Work Experience
16.	  <b>Name: Dr. Julius Jwan</b>  <b>D.O.B: 1965</b>	Principal Secretary, Early Learning and Basic Education/Ministry of Education  <b>Member of the Social &amp; Political Pillars Board Committee.</b>	<ul style="list-style-type: none"> <li>• PhD in Educational Leadership and Management - UK</li> <li>• M.Sc. in Educational Research Methods - UK</li> <li>• MPhil in Education Management – Norway</li> <li>• Masters in Linguistics – Moi University</li> <li>• B.Ed.</li> </ul>	He previously worked as: Director/Chief Executive Officer at the Kenya Institute of Curriculum Development ✓ Director – Programs and Technical Services at the National Cohesion and Integration Commission
17.	  <b>Name: Prof. Collette A. Suda,</b> PhD, FKNAS CBS  <b>D.O.B: 24/07/1957</b>	Principal Secretary, Gender Affairs/Ministry of Public Service and Gender  <b>Member of the Social &amp; Political Pillars Board Committee.</b>	<ul style="list-style-type: none"> <li>• PhD in Rural Sociology -University of Missouri, Columbia.</li> <li>• MSc. Community Development – University of Missouri, Columbia.</li> <li>• MSc. Rural Sociology – University of Missouri, Columbia.</li> <li>• BA (Hons) Sociology – University of Nairobi.</li> </ul>	She previously worked as; Principal Secretary, University Education and Research/Ministry of Education)  <ul style="list-style-type: none"> <li>• PS, University Education and Research/Ministry of Education</li> <li>• CAS/Ministry of Energy</li> <li>• PS, Science and Technology/Ministry of Education</li> <li>• Secretary for Gender and Social Development/Ministry of Gender, Children and Social Development</li> <li>• Director of Institute of African Studies/University of Nairobi</li> <li>• Chairperson of the Governing Board of African Institute for Capacity Development</li> </ul>
18	  	Principal Secretary, University Education and Research/Ministry of Education	<ul style="list-style-type: none"> <li>• B.Ed., M.Ed. in Education Planning and Management</li> <li>• MA in International Project Management</li> <li>• PhD candidate in International Project Management</li> </ul>	Skillful diplomat, with great leadership skills and exceptional knowledge in international affairs. He previously served as: <ul style="list-style-type: none"> <li>• Kenya’s High Commissioner to Canada and Ambassador</li> </ul>



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<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
	<p><b>Name:</b> Amb. Simon Nabukwesi</p> <p><b>D.O.B:</b> 1965</p>	<p>Member of the <b>Enablers Board Committee.</b></p>	<ul style="list-style-type: none"> <li>Diploma in Institutional Management – Hiroshima University Japan</li> </ul>	<p>Plenipotentiary and Extraordinary to Cuba</p> <ul style="list-style-type: none"> <li>Director of Foreign Service Institute that he transformed into Foreign Service Academy</li> <li>Chairperson to Europe and Commonwealth Directorate in the Ministry of Foreign Affairs (2016-2019)</li> </ul>
19	 <p><b>Name:</b> Dr. Kevit, PhD, Desai, MBS</p> <p><b>D.O.B:</b> 29/08/1968</p>	<p>Principal Secretary/East African Community</p> <p>Chairman of the <b>Social &amp; Political Pillars Board Committee.</b></p>	<ul style="list-style-type: none"> <li>Ph.D. Robotics Control Systems Engineering, SIT, Tokyo, Japan.</li> <li>MSc Robotics Control Systems Engineering, Shibaura Institute of Technology (SIT), Tokyo Japan.</li> <li>Undergraduate degree in Electrical/Electronic/Computer Engineering, City University, City</li> </ul>	<p>He previously worked at;</p> <ul style="list-style-type: none"> <li>Ministry of Higher Education, Science and Technology – He was involved in the development of the University Act; Science and Technology Act; and TIVET Act of Parliament.</li> <li>He is the Chairman of the YSK and Permanent Working Group on TVET in Kenya</li> <li>He is a member of the Steering Committee in JICA master's degree and internship program of the Africa Business Education (ABE) initiative for the youths.</li> </ul>
20.	 <p><b>Name:</b> Jerome Okoth Ochieng</p> <p><b>D.O.B:</b> 15/03/1970</p>	<p>Principal Secretary, ICT and Innovation/Ministry of Information, Communication &amp; Technology.</p> <p>member of the <b>Communication &amp; Strategy Board Committee.</b></p>	<ul style="list-style-type: none"> <li>Masters' Degree in Information Engineering - University of the Ryukyus, Okinawa.</li> <li>Registered fellow of the Computer Society of Kenya.</li> <li>Licentiate member of Institute of Management Information System (IMIS), UK.</li> </ul>	<p>He previously served at;</p> <ul style="list-style-type: none"> <li>Telkom Kenya Limited (TKL) - Director to the Board</li> <li>Integrated Financial Management Information System (IFMIS) at the National Treasury - Director</li> <li>Public Procurement Oversight Authority (PPOA) - ICT Manager</li> </ul>

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		Member of the <b>Enablers Board Committee.</b>		
21.	 <b>Name:</b> Josephtha Mukobe, CBS  <b>D.O.B:</b> 16/03/1960	Principal Secretary, Culture and Heritage/Ministry of Sports, Culture and Heritage.  Member of the <b>Social &amp; Political Pillars Board Committee.</b>  Member of the <b>Economic &amp; Macro Pillar Board Committee.</b>	<ul style="list-style-type: none"> <li>• MSc. from Manchester University (UK)</li> <li>• BA (Hons) Humanities and Social Science from the University of Nairobi.</li> </ul>	She has a rich public service career spanning for over 25 years. She has served in the following dockets; <ul style="list-style-type: none"> <li>• Ministry of Home Affairs and National Heritage</li> <li>• Principal Secretary / Coordination of National Government/Ministry of Devolution and Planning</li> <li>• Principal Secretary S/Special Programmes.</li> </ul>
22.	 <b>Name;</b> Susan N. Mochache, CBS,  <b>D.O.B:</b> 17/11/1973	Principal Secretary, Ministry of Health.  Member of the <b>Social &amp; Political Pillars Board Committee.</b>	<ul style="list-style-type: none"> <li>• University of Strathclyde, Master of Science Communications Management.</li> <li>• Harvard Law School, Program of Negotiations.</li> <li>• United States International University, Bachelor of Science, International Business.</li> </ul>	<ul style="list-style-type: none"> <li>• Principal Secretary, Ministry of labour, social services and east African affairs.</li> <li>• Assistant Director Universal Service Obligation and Funding, Communications Authority of Kenya.</li> </ul>
23.	 <b>Name:</b> Julius Korir, CBS	Principal Secretary/Devolution Ministry of Devolution and Arid and Semi-Arid Land (ASAL)  Member of the <b>Social &amp; Political Pillars Board Committee.</b>	<ul style="list-style-type: none"> <li>• MBA, International Business – University of Nairobi</li> <li>• BSc. Agricultural Economics – Egerton University</li> </ul>	He previously served at; <ul style="list-style-type: none"> <li>• Ministry of Health - PS</li> <li>• Ministry of Industrialization - PS</li> <li>• Export Promotion Council of Kenya - General Manager in charge of Trade Information and Business Advisory Services</li> </ul>

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	<b>D.O.B:</b> 18/10/1967			
24.	 <b>Name:</b> Prof. Arch. Paul Maringa, CBS, Corp. Arch, MAAk, MKIP <b>D.O.B:</b> 1959	Principal Secretary, Infrastructure/Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works  Member of the <b>Enablers Board Committee.</b>	<ul style="list-style-type: none"> <li>• Doctor of Philosophy- Environmental Planning (JKUAT)</li> <li>• MA Urban and Regional Planning (UON)</li> <li>• Bachelor of Architecture</li> </ul>	Previously worked as: <ul style="list-style-type: none"> <li>• Senior expert, Planning and Project Management – TVET</li> <li>• Workforce Development Authority, Rwanda</li> <li>• Technical Expert and Master Trainer in Building Construction, Infrastructure Planning and Development</li> </ul>
25.	 <b>Name:</b> Charles Hinga Mwaura <b>D.O.B:</b> 11/08/1975	Principal Secretary, Housing and Urban Development/Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works.  Member of the <b>Social &amp; Political Pillars Board Committee.</b>	<ul style="list-style-type: none"> <li>• Chartered Accountant (CA)</li> <li>• B-com. (Accounting) degree - Kenyatta University</li> <li>• Bachelor of Accounting Science (Honours) degree - University of South Africa (UNISA).</li> </ul>	He has over 15 years' work experience in finance and management consulting. He was recognized as the Management Consulting Professional of the Year in 2016 by the South African Professional Services Awards. He previously worked at; <ul style="list-style-type: none"> <li>• Pamoja Financial Consultants - founding Chairman and CEO.</li> <li>• Bright Wave Technologies, Kenya and South Africa</li> </ul>

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26.	 <b>Name:</b> Amb. Peter Kirimi Kaberia, CBS  <b>D.O.B:</b> 20/10/1961	Principal Secretary/ State Department for Industrialization Ministry of Industry, Trade and Co- operatives,  Member of the <b>Economic &amp; Macro            Pillar Board            Committee.</b>	<ul style="list-style-type: none"> <li>• Holds a master's degree in international law (LLM)</li> <li>• He is also a holder of a Degree in Journalism and Communication</li> <li>• Ambassador Kirimi was also educated in Kenya, the United States and Spain</li> </ul>	Has previously worked as: Principal Secretary, Mining/Ministry of Petroleum and Mining.  <ul style="list-style-type: none"> <li>• PS Sports/Ministry of Sports and Heritage</li> <li>• Defence Principal Secretary</li> <li>• 2010 – 2016: Ambassador Extraordinary and Plenipotentiary to Brazil, Colombia, Venezuela Chile and Argentina</li> <li>• 2007 – 2010: Deputy Ambassador and Head of Chancery Kenya Embassy in Madrid, Spain</li> <li>• 2006 – 2007: Counsellor and Head of Chancery Kenya Embassy in Paris and the Holy Sea.</li> </ul>
27.	 <b>Name:</b> Dr. Francis Otieno Owino  <b>D.O.B:</b> 1964	Principal Secretary/Fisheries, Ministry of Livestock, Fisheries & Irrigation. State department for Fisheries Aquaculture & the Blue Economy  Member of the <b>Economic &amp; Macro            Pillar Board            Committee.</b>  Member of the <b>Social            &amp; Political Pillars            Board Committee.</b>	<ul style="list-style-type: none"> <li>• Dr. Owino holds a Doctor of Philosophy [PhD] in Peace and Conflict Studies from Masinde Muliro University of Science and Technology obtained in 2013.</li> <li>• Master of Business Administration [Strategic Management] from Kenya Methodist University, 2008.</li> <li>• Bachelor of Arts [B.A] 2<sup>nd</sup> Class Upper Division, University of Nairobi, 1989.</li> </ul>	He has previously worked as: Principal Secretary, Industrialization/Ministry of Industry, Trade and Cooperatives  <ul style="list-style-type: none"> <li>• Principal Secretary, Public Service and Youth Affairs</li> <li>• Director, National Cohesion and Values</li> <li>• Assistant Secretary, Senior District Officer, Senior Assistant Secretary, Undersecretary and Acting Deputy Secretary.</li> <li>• He is a Board Member of the East and Southern African Management Institute (ESAMI) Governing Council.</li> </ul>

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			<ul style="list-style-type: none"> <li>• He possesses a Certificate in Guidance and Counselling from University of Nairobi in 2005.</li> </ul>	
28..	 <p><b>Name:</b> Hon. Safina Kwekwe <b>D.O.B:</b> 2/2/1973</p>	<p>Principal Secretary, Tourism/Ministry of Tourism and Wildlife</p> <p>Member of the <b>Communication &amp; Strategy Board Committee.</b></p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• Master's degree in International Trade Policy and Trade Law - Lund University, Sweden</li> <li>• Bachelor of Commerce degree - University of Nairobi</li> </ul>	<p>She is a social development expert with experience across various organizations and institutions both in civil society and the Public sector.</p> <p>Previously, she worked for;</p> <ul style="list-style-type: none"> <li>• PS, Gender Affairs/ Ministry of Public Service, Youth and Gender Affairs</li> <li>• County Government of Kwale – CEC</li> <li>• Action Aid International</li> <li>• East African Community – Legislator</li> </ul>
29..	 <p><b>Name:</b> Charles Sunkuli, CBS <b>D.O.B:</b> 16/04/1971</p>	<p>Principal Secretary/Youth Affairs, Ministry of Public Service, Youth and Gender Affairs</p>	<ul style="list-style-type: none"> <li>• Executive master's in Business Administration - Eastern and South African Management Institute (ESAMI), Netherlands</li> <li>• Bachelor of Education - Moi University</li> </ul>	<p>He is an experienced management strategist with a solid background in Administration, Planning, Management and Leadership. He previously served at;</p> <p>Principal Secretary, Devolution/Ministry of Devolution and Arid and Semi-Arid Land (ASAL)</p> <ul style="list-style-type: none"> <li>• Ministry of Environment and Forestry - Principal Secretary</li> <li>• Ewaso Ng'iro South River Development Authority (ENSDA) - Managing Director</li> </ul>




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30..	 <p><b>Name:</b> Dr. (Eng.) Karanja Kibicho, CBS <b>D.O.B:</b> 29/07/1967</p>	<p>Principal Secretary, Interior/Ministry of Interior and Coordination of National Government</p> <p>Member of the <b>Enablers Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• PhD in Mechanical Engineering - University of Cape Town, South Africa.</li> <li>• MSc. Mechanical Engineering - University of Cape Town, South Africa.</li> <li>• BSc. Mechanical Engineering - University of Cape Town, South Africa.</li> </ul>	<p>He previously worked at;</p> <ul style="list-style-type: none"> <li>• Ministry of Foreign Affairs and international Trade - PS</li> <li>• Ministry of Industrialization and Transport - PS</li> <li>• Lecturer at JKUAT, University of Dares Salaam, Central University of Technology, Free State, South Africa and University of Cape Town</li> </ul>
31..	 <p><b>Name:</b> Joe Okudo, CBS <b>D.O.B:</b> 19/05/1967</p>	<p>Principal Secretary, Sports/Ministry of Sports, Culture and Heritage</p> <p>Member of the <b>Social &amp; Political Pillars Board Committee.</b></p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p>	<p>Bachelor of Arts degree from the university of Nairobi</p> <p>Master's Degree in Business Administration from Copenhagen Business school/Inoorero University.</p>	<ul style="list-style-type: none"> <li>• Worked as Principal Secretary Tourism</li> <li>• He previously worked with the Danish Embassy in Kenya (DANIDA) from 2002 – 2014.</li> <li>• He was Team Leader of the Business Sector Support Programme and Co- Chair of the Private Sector Donor Co-ordinating Group in Kenya.</li> <li>• He also sat in the Programme Investment Committee (PIC).</li> </ul>
32.	 <p><b>Name:</b> Andrew Kamau Nganga, CBS. <b>D.O.B:</b> 15/06/1958</p>	<p>Principal Secretary, Petroleum/Ministry of petroleum &amp; Mining.</p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• University of Nairobi, BSc of Chemistry.</li> </ul>	<p>Has vast experience in the mining, oil and gas sectors spanning over 25 years.</p> <ul style="list-style-type: none"> <li>• Worked at Saillies Ltd</li> <li>• Director, Gulf of Guinea Petroleum Company, Congo</li> <li>• Director, iMfunda</li> <li>• Chairman, Komati Foundation</li> <li>• Director, Kewberg cables and Braids.</li> <li>• CEO, Bracewell Energy</li> </ul>



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				<ul style="list-style-type: none"> <li>• COO and Director, Africa Oil Limited.</li> <li>• Chief Operating Officer, MagEnergyInc</li> <li>• Sales Executive, Engen Kenya Limited.</li> </ul>
33.	 <p><b>Name:</b> Nancy Karigithu, CBS <b>D.O.B:</b> 24/07/1959</p>	<p>Principal Secretary, Shipping &amp; Maritime/Ministry of Transport, Infrastructure, Housing Urban Development and Public Works.</p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• IESE Business School (Strathmore University); Advanced Management Program (AMP) Field of Study Strategic Management and Leadership.</li> <li>• International Maritime Law Institute, Malta;</li> <li>• Master of Laws (LL.M.) in International Maritime Law, Carriage of Goods by Sea, Marine Insurance, Public International Law and Law of the Sea and others.</li> <li>• Kenya school of Law</li> <li>• University of Nairobi, Bachelor of Laws</li> </ul>	<ul style="list-style-type: none"> <li>• Principal consultant, Nancy Karigithu and Associates.</li> <li>• Director General and Chief Executive, Kenya Maritime Authority.</li> <li>• Kenya Ports Authority, Senior Legal Officer.</li> <li>• Legal Counsel, Attorney General's Office.</li> </ul>
34.	 <p><b>Name;</b> Kennedy Ogeto, EBS <b>D.O.B:</b> 1962</p>	<p>Solicitor General, Office of the Attorney General and Department of Justice.</p> <p>Member of the <b>Finance &amp; Administration Board Committee</b></p> <p>Member of the <b>Social &amp; Political Pillars Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• Master of Law Degree in 2002, University of Nairobi</li> <li>• Diploma in Legal Practice from the Kenya School of Law in 1990</li> <li>• Bachelor of Law Degree (2nd Class Honours, Upper Division) in 1989.</li> </ul>	<ul style="list-style-type: none"> <li>• Certified Public Secretary, CPS (K)</li> <li>• Advocate of the High Court</li> <li>• Served as President of the Defence in Public Lawyers Association at the United Nations International Criminal Tribunal for Rwanda UN ICTR (ADAD)</li> </ul>



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35.	 <b>Name;</b> Kennedy W. Kihara, CBS.  <b>D.O.B:</b> 15/08/1960	Principal Administrative Secretary, Presidency.  Member of the <b>Enablers Board Committee.</b>  Member of the <b>Finance &amp; Administration Board Committee</b>	<ul style="list-style-type: none"> <li>• Holds a Master of Business Administration degree from Maastricht School of Business</li> <li>• Bachelor of Arts degree in Political Science from the University of Nairobi.</li> <li>• After basic paramilitary training, he has undertaken specialist training in Israel, Austria, India and the United Kingdom.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistant Secretary to the Cabinet; he sits in the National Security Council and the National Security Advisory Committee.</li> <li>• He oversees Parliamentary affairs in the Office of the President and has been the link between Parliament and the Executive.</li> <li>• He was the Pioneer Chief Executive of the Interim Independent Electoral Commission (IIEC)</li> <li>• He has been the head of a team of policy writers who draft Presidential Speeches for National days and other important functions.</li> </ul>
36.	 <b>Name:</b> Dr. Moses Ikiara, MBS  <b>D.O.B:</b> 03/09/1965	Managing Director, Kenya Investment Authority  Member of the <b>Audit &amp; Governance Board Committee.</b>  Member of the <b>Communication &amp; Strategy Board Committee.</b>	<ul style="list-style-type: none"> <li>• PhD in Environmental and Natural Resource Economics - University of Amsterdam</li> <li>• MA. Economics - university of Nairobi</li> <li>• Bachelor of Agriculture - University of Nairobi</li> </ul>	<ul style="list-style-type: none"> <li>• He has substantial experience in public policy research and has been involved in the development of key policy documents for Kenya like the Economic Recovery Strategy for Wealth and Employment Creation (ERS) 2003-2007 and the Kenya Vision 2030.</li> <li>• Worked at Kenya Institute for Public Policy Research and Analysis (KIPPRA) and Moi university as a lecturer</li> </ul>
37.		Governor Central Bank of Kenya  Member of the <b>Audit &amp; Governance Board Committee.</b>	<ul style="list-style-type: none"> <li>• PhD in Economics - Yale University, USA</li> <li>• Master's degree in Economics – University of Nairobi</li> </ul>	He has previously worked at; <ul style="list-style-type: none"> <li>• International Monetary Fund (IMF), Washington, D.C., USA - advisor to the IMF Deputy Managing Director</li> <li>• Ministry of Finance, Kenya - economist</li> <li>• Ministry of Planning - planning officer</li> </ul>

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	<b>Name:</b> Dr. Patrick Njoroge <b>D.O.B:</b> 1961	Member of the <b>Economic &amp; Macro Pillar Board Committee.</b>	<ul style="list-style-type: none"> <li>Bachelor's degrees in Economics - University of Nairobi</li> </ul>	
	  <b>Name:</b> Wycliffe Shamiah <b>D.O.B:</b> 03/09/1969	Chief Executive Officer, Capital Markets Authority  Member of the <b>Audit &amp; Governance Board Committee.</b>  Member of the <b>Economic &amp; Macro Pillar Board Committee.</b>	<ul style="list-style-type: none"> <li>MBA (Finance Option) – UON</li> <li>Bachelor of Arts Degree in Mathematics and Economics – Egerton University</li> <li>Fellow of the Institute of Certified Public Accountants (FCPA)(K)</li> </ul>	Previously worked as: <ul style="list-style-type: none"> <li>Director, Market Operations</li> <li>Held multiple senior positions in market supervision, research, financial analysis and compliance at CMA</li> <li>Nominee of the CMA to the Council of the Institute of Certified Public Accountants of Kenya</li> <li>Representative of the Authority to the Financial Stability Board Regional Consultative Committee for Sub Saharan Africa</li> </ul>
39.	  <b>Name:</b> Andrew Wakahiu <b>D.O.B:</b> 25/10/1979	Secretary, President's Delivery Unit  Member of the <b>Communication &amp; Strategy Board Committee.</b>	<ul style="list-style-type: none"> <li>Chartered Institute Arbitrators – Associate Arbitrator</li> <li>Bachelor of Business Management – Sales and Marketing Management</li> </ul>	He previously worked for; <ul style="list-style-type: none"> <li>Finserve Africa – Managing Director</li> <li>Equity bank ltd – General Manager, Agency &amp; Acquiring</li> <li>Advantage Matrix – CEO</li> <li>KibakiTena Secretariat – Operations &amp; logistics coordinator</li> <li>Safaricom Ltd</li> <li>East Africa breweries among others</li> </ul>



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40.	 <b>Name;</b> Dr. Vincent O. Nyagilo, PhD, EBS  <b>D.O.B:</b> 10/09/1966	Secretary, National Economic and Social Council.  Member of the <b>Communication &amp; Strategy Board Committee.</b>  Member of the <b>Finance &amp; Administration Board Committee</b>	<ul style="list-style-type: none"> <li>• Bachelor of Arts-Economics &amp; Mathematics from Egerton University (EU)</li> <li>• Master of Business Administration-Finance from Kenyatta University (KU)</li> <li>• Doctor of Philosophy (PhD), Business Administration-Finance from Jomo Kenyatta University of Agriculture and Technology (JKUAT)</li> <li>• Post Graduate Diploma in Corporate Finance &amp; Management and Environmental Impact Assessment (EIA) from Riara University.</li> </ul>	<ul style="list-style-type: none"> <li>• Director, EMU, Office of the Deputy President.</li> <li>• National Water Conservation and Pipeline Corporation (NWCPC) as Senior Economist between 2000 and 2004.</li> <li>• Kenya Ports Authority (KPA) as Principal Project Analyst from 2005 to 2007.</li> <li>• Honoured and styled by His Excellency, the 3<sup>rd</sup> President of the Republic of Kenya with the Elder in the Second Class of the Elder of the Order of the Burning Spear (EBS) for the dedicated service to the Nation.</li> </ul>
41.	 <b>Name:</b> Joshua N. Oigara  <b>D.O.B:</b> 09/11/1975	Chief Executive Officer, Kenya Commercial Bank  Chairman of the <b>Audit &amp; Governance Board Committee</b>	<ul style="list-style-type: none"> <li>• MBA. International Business Management - Edith Cowan University, Australia</li> <li>• B-com. Accounting Option - University of Nairobi</li> <li>• Advanced Management Program Graduate from INSEAD, Fontainebleau, France</li> <li>• CPA (K), School of Accountancy, Strathmore University</li> </ul>	He previously served as; <ul style="list-style-type: none"> <li>• Group Chief Financial Officer - KCB Bank Group</li> <li>• Group Financial Director and Chief Financial Officer for the East Africa region - Bamburi Cement</li> <li>• He is a board of KCB Foundation, KCB Bank Kenya Ltd., KCB Capital Ltd. and KCB Insurance Agency Ltd.</li> </ul>



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42.	 <b>Name:</b> Juliana Rotich  <b>D.O.B:</b> 02/07/1977	Consultant & Tech Entrepreneur Novato Africa  <b>Chairperson of the Communication &amp; Strategy Board Committee</b>  <b>Member of the Enablers Board Committee.</b>	<ul style="list-style-type: none"> <li>Bachelor of Science (BSc.) Computer Science-University of Missouri, Kansas City</li> </ul>	<ul style="list-style-type: none"> <li>2014 50 Global Leaders - Fortune Magazine</li> <li>Cofounder BRCK Inc</li> <li>Cofounder Ushahidi Inc.</li> <li>World Economic Forum Young Global Leader</li> <li>Alum of MIT Media Lab Directors Fellows</li> <li>TED Senior Fellow</li> <li>International recognition and awards</li> <li>2014 50 Global Leaders - Fortune Magazine</li> <li>Social Entrepreneur of the Year 2011 - The World Economic Forum.</li> <li>Also serves on the boards of Standard Media Group, Safaricom Money Transfer Service Ltd, Mookh Africa, Blue Consulting</li> </ul>
43.	 <b>Name:</b> Mucai Kunyiha  <b>D.O.B:</b> 24/05/1972	Group Managing Director, Coopers K-Brands Ltd  <b>Chairman of the Finance &amp; Administration Board Committee</b>  <b>Member of the Communication &amp; Strategy Board Committee.</b>	<ul style="list-style-type: none"> <li>Master's in Business Administration (MBA)- Ashridge, UK.</li> <li>Bachelor of Law- University of Wales (Cardiff)</li> </ul>	<ul style="list-style-type: none"> <li>He has over 20 years' experience in general management, strategic and financial planning and leadership at various levels in the operational and Board levels of businesses in East Africa</li> <li>He also serves in the Boards of the Kenya Association of Manufacturers and he is the Chairman Kenya Property Developers Association.</li> </ul>
44.		Managing Director, Isuzu East Africa  <b>Chairperson of the Enablers Board Committee</b>	<ul style="list-style-type: none"> <li>Master's Degree in Business Administration from the University of Nairobi</li> </ul>	<ul style="list-style-type: none"> <li>Her career in the automotive industry began in 1995 in General Motors at its East African operations where she has worked for the last 21 years.</li> <li>She also served as GM sub-Saharan Africa export director.</li> </ul>

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<b>THE BOARD OF DIRECTORS</b>				
<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
	<b>Name:</b> Rita Kavashe <b>D.O.B:</b> 21/04/1965	Member of the <b>Communication &amp; Strategy Board Committee.</b>  Member of the <b>Social &amp; Political Pillars Board Committee.</b>	<ul style="list-style-type: none"> <li>Bachelor's degree in Education from Moi university</li> </ul>	
45.	  <b>Name:</b> Mr. Nicholas Nesbitt, OGW  <b>D.O.B:</b> 1962	Chairman Capital Markets Authority  <b>Chairman of the Economic &amp; Macro Board Committee</b>  Member of the <b>Enablers Board Committee.</b>	<ul style="list-style-type: none"> <li>MBA from Stanford University and both his master's and Bachelor of Engineering degrees from Dartmouth College in New Hampshire, USA.</li> </ul>	<ul style="list-style-type: none"> <li>Country General Manager, IBM East Africa.</li> <li>He was the Chief Executive of Ken-Call</li> <li>He held senior executive positions in the United States at Qwest Communications, Schneider Electric and The Boston Consulting Group.</li> <li>He is the Chairman of the Board of KEPSA (Kenya Private Sector Alliance).</li> <li>He is/has been a board member of the Central Bank of Kenya, Commercial Bank of Africa (CBA), American Chamber of Commerce, AMREF Flying Doctors, Kenya School of Monetary Studies, Multimedia University and Gateway insurance.</li> </ul>
46.		Business Entrepreneur and Consultant  Member of the <b>Enablers Board Committee</b>	<ul style="list-style-type: none"> <li>Bachelor's Degree in Mathematics UON</li> <li>MBA programme – Maastricht School of Management (Netherlands)</li> <li>Graduate – East and Southern Management Institute</li> </ul>	<ul style="list-style-type: none"> <li>Head of Department Credit at KCB Group</li> <li>General Manager Social Security at NSSF</li> <li>Principal Secretary Ministry of ICT</li> <li>Served in the Boards of Telkom Kenya, Communications Authority, Posta, ICT Authority, AIC</li> </ul>

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<b>THE BOARD OF DIRECTORS</b>				
<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
	<p><b>Name:</b> Mr. Joseph Tiampati Ole Musuni</p> <p><b>D.O.B:</b> 26/06/1961</p>			Bisset Bible College, Osotua Development Project and Olokurto Secondary School
47.	 <p><b>Name:</b> Mr. Michael G Waweru <b>D.O.B:</b> 1950</p>	Chairman East African Cables	<ul style="list-style-type: none"> <li>• Bachelor's Degree – UON</li> <li>• MBA – Strathmore Business School</li> </ul>	<ul style="list-style-type: none"> <li>• Board member KCA University</li> <li>• Member of Institute of Directors (Kenya) Previously was: <ul style="list-style-type: none"> <li>• Chairman Alexander Forbes Ltd</li> <li>• Managing Partner Ernst &amp; Young (Africa)</li> <li>• Commissioner General (KRA)</li> <li>• Chairman ICPAK</li> </ul> </li> </ul>
48	 <p><b>Mr. Kenneth Mwige</b> <b>D.O.B.</b> 1972</p>	<b>Director General, Kenya Vision 2030 Delivery Secretariat (Secretary-VDB)</b>	<ul style="list-style-type: none"> <li>• Bachelor of Laws (LLB) degree from The University of Nairobi</li> <li>• Master of Laws (LL.M) from Downing College, Cambridge University, England.</li> <li>• Diploma in Legal Practice from the Kenya School of Law;</li> <li>• Certificate in Legislative Drafting from the Institute of Advanced Legal Studies, University of London</li> <li>• Certificate in International Trade and Transport Law from Lloyds Maritime Academy, London.</li> </ul>	<p>Served in various positions which includes:</p> <ul style="list-style-type: none"> <li>• Chairman of the Municipal Board of Embu County,</li> <li>• Secretary-General of the Intergovernmental Standing</li> <li>• Committee on Shipping (ISCOS), Executive</li> <li>• Director/CEO of the Public Complaints Standing Committee/Ombudsman.</li> </ul>

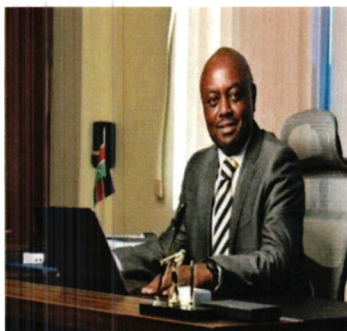
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**3. MANAGEMENT TEAM**

The Secretariat team consists of the Director General, Directors, and Deputy Directors and Principal Officers as follows:

**KENNETH MWIGE  
Director General**



Mr. Kenneth Mwige holds a Bachelor of Laws (LLB) degree from The University of Nairobi and a Master of Laws (LL.M) from Cambridge University. He also holds a Diploma in Legal Practice from the Kenya School of Law; a Certificate in Legislative Drafting from the Institute of Advanced Legal Studies, University of London and a Certificate in International Trade and Transport Law from Lloyds Maritime Academy, London.

He has served in various positions which includes: Chairman of the Municipal Board of Embu County, Secretary-General of the Intergovernmental Standing Committee on Shipping (ISCOS), Executive Director/CEO of The Public Complaints Standing Committee/Ombudsman among others.

He has solid Legislative Reform credentials, having worked, with others, to develop and refine various Bills of Parliament. He has practical, high-level experience in International Relations, diplomacy, governance, anti-corruption, banking, shipping as well as International Trade and Development.

**Responsibilities**

Mr. Mwige is responsible for provision of leadership in the implementation of the Secretariats mandate as enshrined in the Gazette Notice, Providing Leadership and direction in the formulation, development, implementation, management and evolution of Medium-Term Plans that support the realization and delivery of Vision 2030, Providing regular reports and quality information to the Vision 2030 Delivery Board Chairperson and Board of Directors on all matters of significance as well as recommending significant operational changes and major capital expenditures, execution of Secretariats budget, Implementation of strategic and transformation strategy, provision of Secretariat services to the Board and developing and implementing effective human resource management policies and systems for hiring, performance assessment, training and development.

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**ADA MWANGOLA  
Director, Social & Political Pillars**



Ada is a social development expert with many years' experience in Government, non-governmental institutions and development agencies both national and international.

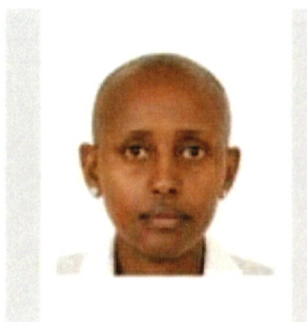
Currently the Director of the Social and Political Pillars Directorate, Kenya Vision 2030 Delivery Secretariat. She leads on policy and coordination of the Flagship Programmes under the Social and Political Pillars envisioned in Kenya's Development Blueprint, the Vision 2030.

Previously worked as the Social Development Advisor, UK Dept. for International Development (DFID) in Kenya for several years. She led DFIDs support on the Social Protection Programme in Kenya and provided social development technical inputs to DFIDs Programmes in Kenya. Prior to this she was the National Coordinator Sustainable Livelihoods, in Oxfam GB, Kenya Programme for five (5) years whereby she was responsible for Programme development, policy advocacy with emphasis on fair trade, land and food security issues. Previous work also includes National Coordinator for the Committee on Combating Desertification (NCCD); and Senior Labour Officer in the Ministry of Labour and Manpower Development. She has served in key national committees and task forces on a range of policy and institutional issues. She holds a MPhil Degree in Development Studies from the Institute of Development Studies, University of Sussex, UK; M.A. Sociology and Bachelor of Commerce, Business Administration from Nagpur University, India.

**Responsibilities**

Ms. Mwangola is responsible for coordinating the implementation of flagship projects and programmes under the social and political pillars sectors, tracking the social indicators indicators, preparation of progress reports, expanding partnerships with private sector and development partners monitoring and evaluation of projects and vetting & evaluation of MDAs performance contracts.

**SOPHIE ODUPOY  
Director Communication & Strategy**



She graduated with a degree in International Business Administration (IBA) Finance from United States International University Africa (USIU A), Kenya; and has a Master in Business Administration (MBA) in Marketing from USIU.

Sophie started off her career as an Assistant Brand Manager with Procter and Gamble. Her career has spanned various marketing roles in Haco Industries, Sara Lee Household and Body care and SC Johnson & Son Ltd within the fast-moving consumer goods or

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packaged goods industry. She challenged herself and took on a role in Microsoft one of the leading technology companies in the world where she served as the Marketing and Operations Manager overseeing East and Southern Africa.

**Responsibilities**

Ms. Odupoy is responsible for spearheading communication activities both internally and externally, content generation for publicity, branding of Vision 2030 flagship projects, Coordinating performance contract activities for VDS and for the MDAs, formulation of the VDS strategic plan and transformation strategy among others.

**IDI MASOUD  
Director, Enablers**



Mr. Masoud is a long-standing strategic management professional with a progressive management career in the banking industry that spanned over 12 years before joining the Kenya Vision 2030 Delivery Secretariat.

Mr. Masoud is a student member of the Association of Chartered Certified Accountants (ACCA) and an Associate of the Kenya Institute of Bankers (AKIB), currently pursuing a PhD (Business Innovation and Technology Management) at Jomo Kenyatta University of Agriculture and Technology. He holds a master's degree in strategic management and a Bachelor of Arts degree (Economics and Sociology). He has extensive experience in credit scoring, portfolio forecasting, statistical analysis, risk and response analytics, risk management and control and new product development and forecasting. His key areas of expertise include Strategy Origination and Execution, Risk Management & Control, Policy Implementation, Product Development and Market Segmentation, Financial Planning, Business Development and Budgeting.

**Responsibilities**

Mr. Masoud is responsible for coordinating the implementation of flagship projects and programmes under the enablers/foundations sectors, tracking, preparation of progress reports, monitoring and evaluation of projects and vetting and evaluation of MDAs performance contracts.

**DAVID NYAMAI  
Principal Finance Officer**



Mr. Nyamai has an MBA from the University of Nairobi and a Bachelor of Commerce (Finance) degree from the Catholic University of Eastern Africa (CUEA). He is also a Certified Public Accountant of Kenya and a member of the Institute of Certified Public Accountants of Kenya.

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He is a finance professional with 20 years track record of achieving quantifiable results in various positions. Previously worked with the World Vision Microfinance, Kenya Agency for Development of Enterprise and Technology (KADET Ltd) currently Vision Fund, Association of Media Women in Kenya (AMWIK) and African Network for the Prevention and protection against Child abuse and Neglect (ANPPCAN) a leading advocacy NGO.

**Responsibilities**

Mr. David is charged with a mandate of financial management, budgeting and linkage of VDS plan to the Budget. He is also responsible for advising the management of the cash flows, prudent management of funds and coordinating preparation of financial statements.

**VERONICA MUCHIRI  
Principal Public Relations & Communications Officer**



Veronica is a communication specialist with over 15 years' experience in public relations, communication, stakeholder management, brand development and marketing.

She holds a Master of Arts Degree in Corporate Communication from Daystar University, Bachelor's Degree in International Business Administration from United States International University – Africa and a Diploma in Mass communication from Kenya Institute of Mass Communication.

She has experience in public and private sector having worked with leading media houses as well as various public institutions. She has delivered strategic insights to the various institutions she has worked in and delivered several marketing and communications campaigns. She has extensive knowledge in public policy, strategy development, stakeholder engagement, media relations, crisis communication, corporate branding and event management.

She is passionate about development communication she believes it is only when the project beneficiaries become principal actors that development becomes a success.

**Responsibilities**

Ms. Veronica is responsible for spearheading communication activities both internally and externally, content generation for publicity, branding of Vision 2030 flagship projects, Coordinating performance contract activities for VDS and for the MDAs, formulation of the VDS strategic plan and transformation strategy among others.

**JOHN MBUTHI**

**Senior Deputy Director Economic and Macro Pillar**



Mr. John Mbivya Mbuthi is the Senior Deputy Director, Economic and Macro Pillar Directorate, at the Kenya Vision 2030 Delivery Secretariat. He holds a Master of Arts Degree in Economic Policy Management (EPM) from Makerere University, a Bachelor of Arts degree in Economics from Egerton University, and is currently pursuing a Master of Business Administration (MBA) Degree in Strategic Management at the University of Nairobi. He is a member of the Economists Society of Kenya (ESK) and “Israel Weitz Center Friends Network”, and promoter of “The Rehovot Approach” of Integrated Development.

Mr. Mbuthi is an experienced Economist with demonstrated history of working in the Government at both National and Sub-national levels. He has over 12 years’ extensive experience in economic planning, public finance management, capacity building on development planning, budgeting, project planning and public investment management as well as in Results Based Monitoring and Evaluation.

Mbuthi has worked as a Senior Economist in the Economic Development Coordination Directorate, State Department for Planning at the National Treasury and Planning. While in this post, he has been involved in the Coordination of the Economic Pillar Sectors; support to sectors during the preparation of Medium-Term Plans (MTPs) and Medium-Term Expenditure Framework (MTEF) preparation process; preparation and reviewing strategic plans for Ministries, Departments and Agencies (MDAs), and other government policy documents.

He is highly passionate about economic development planning and believes in use of data in policy and decision making. He has great interest and desire for interventions that make positive impact to the livelihoods of Kenyans.

**Responsibilities**

Mr. Mbuthi is responsible for coordinating the implementation of flagship projects and programmes under the economic pillar sectors, tracking the macroeconomic indicators, preparation of progress reports, monitoring and evaluation of projects and vetting and evaluation of MDAs performance contracts.

**EVANGELINE MWATI  
Senior Finance Officer**



Ms. Mwati has an MBA from the University of Nairobi and a Bachelor of Commerce (Finance option) degree from the Catholic University of Eastern Africa (CUEA).

She is a Certified Public Accountant of Kenya and a member of the Institute of Certified Public Accountants of Kenya with over 15 years' experience having worked in both Private and Public sectors in various positions in finance field. Previously worked with The University of Nairobi (UoN), Wild Treasures Tours and Travel ltd, and Muigai Komu & Associates.

**Responsibilities**

Ms. Evangeline is charged with a mandate of Coordinating, overseeing and directing all support services and activities relating to finance and accounting, providing technical advice and guidance to the directorates/functions in all matters relating to finance and accounting, Overseeing the commitments of funds and expenditure in line with Treasury Circulars. She is also responsible for advising the management on the cash flows, prudent management of funds and coordinating preparation of report and financial statements.

#### **4. CHAIRMAN'S STATEMENT**



##### **Strategic focus**

The Kenya Vision 2030 Delivery Board (VDB) was established under the Kenya Gazette No. 1386 in February 2009. The VDB has continued to play the critical role of policy-making and advisory in providing leadership, oversight guidance and policy direction in the implementation of the Vision and sustenance of momentum in realizing the goals and aspirations under Kenya Vision 2030.

The overarching goal of Vision 2030 is to transform this country into a "globally competitive and prosperous nation providing a high quality of life for its citizens" by the year 2030. Over the last thirteen (13) years, VDB and its Delivery Secretariat have been creating the framework and laying the platform upon which this national transformation process is to be constructed.

Significantly, implementation of the Vision 2030 through Medium Term Plans (MTP I, II and III) have managed to create the fundamentals necessary to stabilize the economy. By getting those fundamentals right, the Government has provided an enabling environment for the private sector to accelerate growth oriented economic activities.

##### **Board performance**

As the Chairperson of the Board, I am particularly pleased that the implementation of various projects across the pillars and the Foundation of Vision 2030 serves to underscore the Government of Kenya's commitment to facilitate economic, socio-economic development.

Looking at MTP I, II and III, it is evident that Kenya has made considerable progress, most notably in the development and modernization of infrastructure (roads, railway, airports, water ways, among others), improved energy generation and supply, improved security, public sector reforms, human resource development, job creation, quality education, housing and urbanization, devolution of services, expanding access to affordable health care, and in modernizing the public services. All these supports the achievement of the "Big Four" initiatives in MTP III.

##### **Response to COVID - 19 Pandemic**

Whereas we have made significant progress, the journey of transforming our Country has not been without challenges, the current Covid- 19 pandemic has negatively impacted implementation of projects. The unprecedented containment measures scaled down sector wide activities, resulting in a poor business environment further slowing economic performance. This reality and the requisite adjustments such as change in the tax laws affected the realization of ordinary revenue targets, undermining resource mobilization for implementation of Vision 2030 and the 'Big Four' Agenda.

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**Sustainability**

As we come to the end of MTP III we are proud of the gains this far. Moving forward we remain steadfast in delivery of our mandate as the custodians of the Vision.

**Appreciation**

On behalf of the Board, my appreciation and acknowledgment goes to; former Board Chair Dr. James Mwangi for steering the Secretariat in the right direction, former and current Board members for their dedication, Vision 2030 Delivery Secretariat staff for the good work, and all our stakeholders.

As ever, we would like to thank the Director General, Mr. Kenneth Mwise and the entire management team for their dedication to service during the year. We look forward to another prosperous year together. Thank you and God bless you all.



**Jane Karuku, MGH  
Chairperson, Vision 2030 Delivery Board**

## **5. REPORT OF THE DIRECTOR GENERAL**



The Kenya Vision 2030 Delivery Secretariat (VDS) is a Semi-Autonomous Government Agency (SAGA) established to spearhead the implementation of the Vision as the country's development blueprint and strategy towards making Kenya a newly industrializing upper middle-income country capable of providing a high quality of life for all its citizens by 2030.

The Secretariat operates under the overall guidance of the Vision 2030 Delivery Board (VDB), which plays a policy-making and advisory role. VDS provides strategic leadership and direction in the realization of Vision 2030 goals as well as closely collaborate with line Ministries and the Private sector in tracking the implementation of Vision 2030 and its Medium-Term Plans (MTPs).

In line with the core mandate of monitoring and evaluating implementation of Vision 2030 progress, the Secretariat finalized preparation of flagship projects progress reports and scorecard for MTP I and MTP II Kenya Vision 2030 Flagship Projects Progress Report, Financial Year 2018/19 and 2019/20 Annual Vision 2030 Flagship Projects Progress Report. Additionally, the Secretariat undertook content creation monitoring of select Vision 2030 flagship projects to ascertain implementation progress and identify areas of intervention.

On strategic leadership and coordination of Vision 2030 the Secretariat initiated the development of a Vision 2030 Flagship Projects Identification Criteria. The overall objective of this Criteria is to guide Ministries, Departments, Agencies and Counties (MDACs), Independent Offices and Constitutional Commissions in determination of flagship projects.

Marketing and communication, VDS sponsored the Magical Kenya Open and Savannah Classic Golf Tournaments. Through the sponsorship and target media engagements, the Secretariat received high- brand visibility and publicity for the Vision 2030 to a wide local and international audience.

The Secretariat recognizes the need for partnerships and collaboration in the implementation of the Vision 2030. This is the rationale behind strategic linkages and joint initiatives that touch on young Kenyans. During the year, the Secretariat supported the following initiatives;

- i. Youth: The Secretariat signed a Memorandum of Understanding (MoU) with the State Department for Youth Affairs (SDYA). The MoU was operationalized through Youth

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Forums dubbed *Kikao*. Four Kikaos were undertaken whereby a total of 600 youth were reached.

- ii. Affordable Housing: The Secretariat was incorporated into the National Task Force on the Development of Regulations and Bylaws of the Sectional Properties Act. The Secretariat provided technical inputs with the context of Vision 2030 and the Affordable Housing Agenda and will continue to seek partnerships to disseminate the Act with a view to increase uptake of housing units.
- iii. Monitoring and Evaluation - In partnership with Monitoring and Evaluation Directorate, the Secretariat started development of an Electronic Monitoring and Evaluation System to provide real-time data and information on flagship project and programmes.
- iv. Marketing of Lamu Port South Sudan Ethiopia Transport Corridor (LAPSSET) – The Secretariat was appointed the Chair of an Inter-Agency Committee aimed at marketing and promoting projects in the LAPSSET Programme.

On strengthening institutional capacity, the Secretariat finalized a job evaluation exercise with support of the Department of Public Service Management. Additionally, to increase human capital, the Secretariat embarked on recruitment of the vacant positions.

In conclusion, the Vision 2030 Delivery Secretariat remains committed to continue providing strategic leadership and co-ordination in the realization of the overall goals and objectives of the Vision and its Medium-Term Plans.

Thank you.



**KENNETH MWIGE  
DIRECTOR GENERAL**

**6. STATEMENT OF VDS's PERFORMANCE AGAINST PREDETERMINED OBJECTIVES FOR FY 2020/2021**

Section 81 Sub-section 2 (f) of the Public Finance Management Act, 2012 requires the accounting officer to include in the financial statement, a statement of the national government entity's performance against predetermined objectives.

Vision 2030 Delivery Secretariat has three (3) Key Result Areas (KRAs) and four (4) strategic objectives within the revised Strategic Plan for the FY 2020- FY 2023. These Key Result Areas are as follows:

1. KRA1 - Implementation of flagship projects on schedule
2. KRA2 - Ownership and Awareness of Kenya Vision 2030
3. KRA3 - Robust and dynamic institution/Institutional Strengthening

VDS develops its annual work plans based on the above three (3) KRAs. Assessment of the Board's performance against its annual work plan is done on a quarterly basis. The VDS achieved its performance targets set for the FY 2020/2021 period for its 3 KRAs, as indicated in the diagram below:

<b>Key Result Area</b>	<b>Objective</b>	<b>Key Performance Indicators 2019-2020</b>	<b>Activities 2019-2020</b>	<b>Achievements 2019-2020</b>
KRA1: Implementation of flagship projects on schedule	To provide strategic leadership in the co-ordination and implementation of Vision 2030 Flagship Programmes and Projects	Number of MTEF Sector Working Groups Supported during budget making process	Participated in Sector Working Groups during the budget making process	1. Prioritization of flagship projects and programmes during budget making process 2. Support to nine (9) MTEF sectors provided
		Number of youth engagement forums (kikao)	Organized four (4) youth engagement forums	1000 youths sensitized on available opportunities by Government
		Number of Knowledge sharing workshops held	Convened a knowledge sharing workshop for the Vision	MDAs validated flagship projects progress report for the FY 2019/2020 and shared best

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<b>Key Result Area</b>	<b>Objective</b>	<b>Key Performance Indicators 2019-2020</b>	<b>Activities 2019-2020</b>	<b>Achievements 2019-2020</b>
			2030 flagship projects implementing agencies	practices, challenges and lessons learnt during implementation
		Number of MDAs performance contracts moderated and vetted	Moderated and vetted MDAs performance contracts	Aligned MDAs Performance Contracts with Vision 2030 priorities
		% Level of completion	Drafted Vision 2030 Programmes and Projects Identification Criteria	Draft Vision 2030 Programmes and Projects Identification Criteria
	To monitor and evaluate implementation of Vision 2030 Flagship Programmes and Projects	Number of projects monitored	Monitoring and evaluation of flagship programmes and projects	<ul style="list-style-type: none"> <li>Fast-tracking the implementation of 22 flagship projects and programmes through unlocking of bottlenecks</li> <li>Assessing the implementation status of the 22 flagship projects and programmes</li> </ul>
		Number of reports prepared	Prepared flagship projects progress reports for FY 2019/2020 and FY 2018/2019	<ul style="list-style-type: none"> <li>Updated progress of implementation of flagship projects and programmes</li> <li>Informed Budget making process</li> </ul>

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Key Result Area	Objective	Key Performance Indicators 2019-2020	Activities 2019-2020	Achievements 2019-2020
				(MTEF) and policy formulation
KRA2: Ownership and Awareness of Kenya Vision 2030	To aggressively market and communicate Vision 2030 to all stakeholders	Number of media engagement forums held	Sponsorship of Magical Kenya Open & Savannah Classic Golf Tournaments  Publicity and Visibility – Media engagements and content creation Continuous stakeholder engagements and partnerships	1. Enhanced high brand visibility locally and internationally 2. Enhanced the publicity & visibility of vision 2030 flagship projects and programmes  Created mass awareness on the benefits and benefits of Vision 2030 flagship projects
KRA3: Robust and dynamic institution/Institutional Strengthening	To mobilize adequate resources for VDS strategies	Number of concept notes for funding prepared	Preparation of a project concept note and submitted to the national treasury requesting for funding	Project concept note prepared and submitted to the national treasury
	To strengthen human resource capacity	Number of officers recruited	1. Advertised for the vacant positions 2. Shortlisted the applicants	Shortlisting report is complete

## **7. CORPORATE GOVERNANCE STATEMENT**

The Kenya Vision 2030 Delivery Secretariat is committed to the values and principles of good corporate governance as an integral part of corporate culture established at the Secretariat and guides the manner in which its directors, management and staff conduct the business of the organization. As a public-sector organization dedicated to providing quality service to its stakeholders, the secretariat's decisions are guided by the core tenets prescribed in the Public Officers Ethics Act, the Leadership and Integrity Act, The Secretariat's Code of Conduct, corporate Governance guidelines and Board Committee Charters. The Secretariat endeavors to develop, strengthen and sustain the trust that the Government, employees and public has placed in it. The Board is committed to regularly evaluate national and international emerging standards in responsible, transparent and efficient management with a view of enhancing corporate governance at the Secretariat and consistently deliver on its statutory mandate.

### **Role of the Board of Directors**

The primary function of the Board of Directors (The Board) is to provide effective strategic leadership and direction to enhance the long-term achievement of Kenya Vision 2030 goals and objectives. The blueprint aims to create a globally competitive and prosperous country with a high quality of life by 2030. It aims to transform Kenya into a newly industrializing, upper middle-income country providing a high quality of life to all its citizens in a clean and secure environment by the year 2030.

The responsibilities of the Board include: -

- i) Acting as a focal point for and custodian of corporate governance;
- ii) Identifying key performance and risk areas;
- iii) Ensuring the Vision 2030's strategy will result in sustainable outcomes;
- iv) Considering sustainability as a business opportunity that guides strategy formulation;
- v) Approving the Vision 2030's strategy and annual business plans;
- vi) Ensuring that the Vision 2030's ethics are effectively managed;
- vii) The governance of risk;
- viii) Overseeing IT governance and cybersecurity;
- ix) Assessing the impact of the Vision 2030 business operations on the environment; and
- x) Approving and adopting Vision 2030 policies, programmes and procedures in relation to health, safety, economic, social and environmental impacts, and remuneration and benefits.

### **Statement of compliance**

The Board conducts its business affairs in full compliance with all applicable laws, rules and regulations. The Board ensures that: - (a) the Vision 2030 complies with the spirit and the letter of the Constitution and that the policies, institutional frameworks and administrative procedures of the Board effectively support implementation of the Constitution; (b) laws, rules, regulations, codes and standards applicable to the Vision 2030 are identified, documented and observed. These include Mwongozo, the Code of Governance for State Corporations; Leadership and Integrity Act, 2012; Public Officers Ethics Act, 2003; Public Finance Management Act, 2012; Public Procurement & Asset Disposal Act 2015; Occupational Safety & Health Act 2007; Employment Act, 2007; Fair & Administration Action Act 2015; State Corporation Act Cap. 446; and Quality Management

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Systems (ISO 9001-2015) among other; (c) internal procedures and monitoring systems are established to promote compliance with applicable laws, regulations and standards; and (d) legal compliance audit is carried out at least annually with the objective of establishing the level of adherence to applicable laws, rules, regulations and standards.

**Board Governance Framework**

**Board Charter**

The Board Charter regulates the parameters within which the Board operates and ensures the application of the principles of good corporate governance in all its dealings. Furthermore, the board charter sets out the roles and responsibilities of the Board and individual directors, including the composition and relevant procedures of the Board. The board charter is aligned with the provisions of all relevant statutory and regulatory requirements, including, among others, the Mwongozo: The Code of Governance for State Corporations and King IV Code of Corporate Governance.

**Board Work Plan**

The Board develops and annually approves its Work Plan, which enables it to have a balanced view of the business and to be sufficiently forward looking, with approximately 60% of its time being spent on matters that help it shape the future. The Work Plan also enables the Board to plan its activities to advance and to ensure that its Board meetings are planned and executed in an effective manner.

Besides Board and Committee meetings, the Work Plan sets out other Board activities including Board Evaluation, Board retreats and training.

The Board's Work Plan is approved before the commencement of the financial year to which it relates. The agenda for Board meetings is derived from the Board Work plan. The full Board plans quarterly meetings in order to conduct its affairs. However, when need arises, the Board also holds special meetings to fulfil its mandate and to guide the management as appropriate.

The Directors receive all relevant information for the discharge of their obligations in an accurate, timely and clear form so that they can guide and maintain full and effective control over strategic, financial, operational and compliance issues.

**Code of Conduct and Ethics**

The Vision 2030 is committed to the highest standards of integrity, behaviour and ethics in dealing with all its stakeholders. A formal Code of Conduct and Ethics has been approved by the Board and is fully implemented to guide the Board, management, employees and stakeholders on acceptable behaviour in conducting business.

All Board members and employees of the Vision 2030 are expected to avoid activities and financial interests that could undermine their responsibilities to the Vision 2030. The Board has approved a Conflict of Interest and Gifts Policy. Directors are required to declare any conflict of interests upon appointment. In addition, a Director with an actual or potential conflict of interest in relation to a matter before the Board is required to disclose such interest and to recuse himself or herself from

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the discussions relating to the matter in question. In this regard, declaration of conflict of interest is a standing agenda item during Board and Committee meetings.

In addition, Board members are required on an annual basis to make a declaration of any conflict of interest. It is also expected that all Directors will exercise independent judgment and shall act in the best interest of the Vision 2030. Further, during the annual Board Evaluation, the Board assesses the independence of the individual Directors using a tool approved by the Board.

### **Governance Audit**

In compliance with Mwongozo: The Code of Governance for State Corporations, the Board in consultation with the State Corporations Advisory Committee (SCAC) should ensure it subjects the organization to an annual governance audit by a member regulated by the Institute of Certified Public Secretaries of Kenya (ICS) and accredited for that purpose. The SCAC is required to issue guidelines for governance audit for State Corporations.

During the reported period, the Vision 2030 Delivery Secretariat was exempted from the annual governance audit since SACAC had not issued the guidelines for governance audit.

### **Legal Compliance Audit**

In compliance with Mwongozo: The Code of Governance for State Corporations, the Board is required to ensure a comprehensive and independent legal compliance audit is carried out at least every two years, with the objective of establishing the level of adherence to applicable laws, rules, regulations and standards.

The Vision 2030 Delivery Secretariat did not carry out an independent legal compliance audit during the reporting period.

### **Whistle Blowing and Anti-Corruption Policies**

The Board has in place a Whistle Blowing Policy and Anti-Corruption Policy which are aimed at protecting whistle blowers who act in good faith to disclose or report any acts of malpractice, alleged dishonesty, corruption, illegality, wrong-doing or omissions by employees. The policies are binding to both the Directors and employees. Reported incidents are independently assessed, and where relevant, independently investigated.

### **The Board Size, Composition and Independence**

The Board consists of forty-seven directors. The Board composition draws a good mix of skills, experience and proficiencies in various fields. The directors' biographies are shown on pages vi to xxi.

### **Board Remunerations**

The non-executive Board members are paid sitting allowances for every meeting attended. Director's fees are paid to non-executive Board members who are not representing any Government institution.

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**Board and Strategy Meetings**

The Board and its committees meet regularly in accordance with business requirements. All directors participate in discussing strategy, performance, financial and risk management of the Secretariat. Meetings of the board are structured to allow sufficient time for consideration of the matters to be discussed.

The board work plan together with the calendar of meeting for FY 2020/2021 were fixed in advance and provided to all the directors. Adequate notice was given for each meeting and the agenda and supporting papers were distributed in advance to all the board and committee members to allow time for appropriate review.

The Board has ownership over the Secretariats' strategic direction. It regularly reviews reports on progress toward the target of the approved business plan, progress against financial objectives and business development. The chairpersons of Board Committees report at each meeting of the Board on the activities of the respective Committees since the previous Board meeting. The Board receives regular reports from the Director General on the Secretariats activities, Transformation Strategy and financial performance.

**Board Meetings Attendance**

No	Name	Nationality	Board Membership	Date of Appointment	Title and Institution	% Attendance for FY 2020/21
1	Jane Karuku, MGH	Kenyan	Chairperson	3rd May 2019	<b>Group Managing Director, East African Breweries Limited</b>	100
2	Dr. Joseph K. Kinyua, EGH,	Kenyan	Member	31st August 2012	<b>Head of the Public Service, State House</b>	60
3	Saitoti Torome, CBS	Kenyan	Member	June 2013	<b>PS - Planning/The National Treasury and Planning</b>	100
4	Dr. Julius Muia, CBS	Kenyan	Member	June 2013	<b>PS - Treasury/The National Treasury and Planning</b>	100
5	Amb. Macharia Kamau, MBS	Kenyan	Member	June 2013	<b>PS - Ministry of Foreign Affairs</b>	80
6	Amb. Johnson Weru	Kenyan	Member	28 <sup>th</sup> February 2020	<b>PS - Trade/Ministry of Industry, Trade &amp; Cooperatives</b>	40
7	Dr. Eng. Joseph K. Njoroge, CBS	Kenyan	Member	June 2013	<b>PS - Ministry of Energy</b>	0

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No	Name	Nationality	Board Membership	Date of Appointment	Title and Institution	% Attendance for FY 2020/21
8	Dr. Nicholas Muraguri, CBS	Kenyan	Member	June 2013	PS - Ministry of Lands & Physical Planning	0
9	Prof. Hamadi Iddi Boga	Kenyan	Member	June 2018	PS - Crop & Agriculture Research/Ministry of Agriculture, Livestock, Fisheries and Irrigation	100
10	Harry Kimutai	Kenyan	Member	June 2018	PS - Livestock/Ministry of Agriculture,	40
11	Joseph W. Irungu, CBS	Kenyan	Member	June 2013	PS - Ministry of Water, Sanitation and Irrigation	60
12	Nelson Marwa, CBS	Kenyan	Member	June 2013	PS - Social Protection/Ministry of Labour and Social Protection	60
13	Eng. Peter Tum Kiplagat, OGW	Kenyan	Member	June 2013	PS - Labour/Ministry of Labour and Social Protection	100
14	Prof. Collette A. Suda, PhD, FKNAS, CBS	Kenyan	Member	June 2013	PS - Gender Affairs/Ministry of Public Service, Youth and Gender Affairs	0
15	Amb. Simon Nabukwesi	Kenyan	Member	28 <sup>th</sup> February 2020	PS - University Education and Research/Ministry of Education	20
16	Dr. Kevit Desai, PhD, MBS	Kenyan	Member	June 2013	PS - East African Community	100
17	Dr. Julius Jwan	Kenyan	Member	28 <sup>th</sup> February 2020	PS - Principal Secretary/Early learning and Basic Education Ministry of Education	60
18	Jerome O. Ochieng	Kenyan	Member	June 2013	PS - ICT, Ministry of Information,	60

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No	Name	Nationality	Board Membership	Date of Appointment	Title and Institution	% Attendance for FY 2020/21
					Communication and Technology	
19	Josephtha Mukobe, CBS	Kenyan	Member	June 2013	<b>PS - Culture and Heritage,</b> Ministry of Sports, Culture and Heritage	100
20	Susan N. Mochache, CBS	Kenyan	Member	June 2013	<b>PS - Ministry of Health</b>	100
22	Solomon Kitungu	Kenyan	Member	28 <sup>th</sup> February 2020	<b>PS - Transport,</b> Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	0
23	Julius Korir, CBS	Kenyan	Member	June 2013	<b>PS/Devolution</b> Ministry of Devolution and Arid and Semi-Arid Land (ASAL)	0
24	Prof. Arch. Paul Maringa, CBS	Kenyan	Member	June 2013	<b>PS - Infrastructure,</b> Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	20
25	Charles Hinga Mwaura	Kenyan	Member	June 2013	<b>PS - Housing and Urban Development,</b> Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	100
26	Amb. Peter Kaberia, CBS	Kenyan	Member	January 2016	<b>PS/ State Department for Industrialization</b> Ministry of Industry, Trade and Co-operatives,	80

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No	Name	Nationality	Board Membership	Date of Appointment	Title and Institution	% Attendance for FY 2020/21
27	Dr. Francis Owino	Kenyan	Member	2017	<b>PS/Fisheries</b> , Ministry of Agriculture, Livestock, Fisheries & Cooperatives. State Department for Fisheries Aquaculture & the Blue Economy	100
28	Hon. Safina Kwekwe	Kenyan	Member	June 2013	Principal Secretary/Tourism, Ministry of Tourism and Wildlife	20
29	Prof. Collette A. Suda, PhD, FKNAS, CBS	Kenyan	Member	28 <sup>th</sup> February 2020	<b>PS - Gender Affairs</b> /Ministry of Public Service, Youth and Gender Affairs	0
30	Charles Sunkuli, CBS	Kenyan	Member	June 2013	<b>PS/Youth Affairs</b> , Ministry of Public Service, Youth and Gender Affairs	20
31	Dr. (Eng.) Karanja Kibicho, CBS	Kenyan	Member	June 2013	<b>PS - Interior</b> /Ministry of Interior and Coordination of National Government	20
32	Joe Okudo	Kenyan	Member	June 2013	<b>PS - Sports</b> , Ministry of Sports	0
33	Andrew Kamau Nganga, CBS	Kenyan	Member	June 2013	<b>PS - Petroleum</b> /Ministry of Petroleum and Mining	100
34	Nancy Karigithu, CBS	Kenyan	Member	June 2013	<b>PS - Shipping and Maritime</b> /Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	100

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<b>No</b>	<b>Name</b>	<b>Nationality</b>	<b>Board Membership</b>	<b>Date of Appointment</b>	<b>Title and Institution</b>	<b>% Attendance for FY 2020/21</b>
35	Kennedy Ogeto, EBS	Kenyan	Member	13th February 2009	<b>Solicitor General</b> , Office of the Attorney General and Department of Justice	100
36	Kennedy W. Kihara, CBS	Kenyan	Member	2nd December 2016	<b>Principal Administrative Secretary</b> , Presidency	60
37	Dr. Moses Ikiara, MBS	Kenyan	Member	13th February 2009	<b>Managing Director</b> , Kenya Investment Authority	80
38	Dr. Patrick Njoroge	Kenyan	Member	19th June 2015	<b>Governor</b> , Central Bank of Kenya	100
39	Wycliffe Shamiah	Kenyan	Member	31 <sup>st</sup> January 2020	<b>Chief Executive Officer</b> , Capital Markets Authority	100
40	Andrew Wakahiu	Kenyan	Member	1st February 2017	<b>Secretary</b> , President's Delivery Unit	0
41	Dr. Vincent O. Nyagilo, PhD, EBS	Kenyan	Member	June 2013	<b>Secretary</b> , National Economic and Social Council	100
42	Joshua N. Oigara	Kenyan	Member	2nd October 2015	<b>Chief Executive Officer</b> , Kenya Commercial Bank	20
43	Juliana Rotich	Kenyan	Member	2nd October 2015	Consultant & Tech Entrepreneur Novato Africa	80
44	Mucaï Kunyiha	Kenyan	Member	2nd October 2015	<b>Group Managing Director</b> , Coopers K-Brands Ltd	60
45	Rita Kavashe	Kenyan	Member	2nd October 2015	<b>Managing Director</b> , Isuzu East Africa	60
46	Nick Nesbitt, OGW	Kenyan	Member	14th December 2018	Chairman KEPSA (Kenya Private Sector Alliance)	100
47	Joseph Tiampati Ole Musuni	Kenyan	Member	16 <sup>th</sup> October 2019	Business Entrepreneur and Consultant	100

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<b>No</b>	<b>Name</b>	<b>Nationality</b>	<b>Board Membership</b>	<b>Date of Appointment</b>	<b>Title and Institution</b>	<b>% Attendance for FY 2020/21</b>
48	Michael G Waweru	Kenyan	Member	16 <sup>th</sup> October 2019	Chairman East African Cables	0

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**Board committees**

The board committees as at the date of this report comprise:

<b>Social &amp; Political Board Committee</b>		
<b>Main Function -</b>		<i>To consider and approve operational social and political matters of Vision 2030 Delivery Secretariat.</i>
<b>Chairperson</b>	1.	<b>Dr. Kevit Desai, PhD, MBS</b> Principal Secretary/Vocational & Technical Training
<b>Member</b>	2.	Amb. Macharia Kamau, MBS Principal Secretary/Foreign Affairs
"	3.	Susan Mochache, CBS Principal Secretary/Health
"	4.	Charles Hinga Mwaura Principal Secretary/Housing & Urban Development
"	5.	Dr. Belio Kipsang, CBS Principal Secretary/Basic Education
"	6.	Josephtha Mukobe, CBS Principal Secretary/Heritage
"	7.	Prof. Collette A. Suda, PhD, FKNAS, CBS Principal Secretary/Gender Affairs
"	8.	Nelson Marwa, EBS Principal Secretary/Social Protection
"	9.	Joseph W. Irungu, CBS Principal Secretary - Ministry of Water and Sanitation
"	10.	Joe Okudo, CBS Principal Secretary/Sports
"	11.	Dr. Julius Korir, CBS Principal Secretary/Infrastructure
"	12.	Charles Sunkuli, CBS Principal Secretary/Devolution
"	13.	Kennedy Ogeto, CBS Solicitor General/Office of the Attorney General and Department of Justice
"	14.	Rita Kavashe Managing Director/Isuzu East Africa Limited

<b>Finance and Administration Board Committee</b>		
<b>Main Function -</b>		<i>To consider and approve operational finance and administration matters of Vision 2030 Delivery Secretariat.</i>
<b>Chairperson</b>	1.	<b>Mucai Kunyiha</b> Group Managing Director - Coopers K-Brands Ltd
<b>Member</b>	2.	Mr. Saitoti Torome, CBS Principal Secretary/Planning
"	3.	Dr. Julius Muia, PhD, CBS

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<b>Finance and Administration Board Committee</b>		
		Principal Secretary/National Treasury
"	4.	Prof. Hamadi Iddi Boga PS/Crop Development and Agriculture Research
"	5.	Kennedy Kihara, CBS Principal Administrative Secretary/Cabinet Office
"	6.	Kennedy Ogeto Solicitor General/Attorney General Office
"	7.	Dr. Vincent O. Nyagilo, EBS Secretary/National Economic and Social Council

<b>Enablers Board Committee</b>		
<b>Main Function -</b>		<i>To consider and approve operational enablers matters of Vision 2030 Delivery Secretariat.</i>
<b>Chair -</b>	1.	<b>Solomon Kitungu</b> Principal Secretary/Transport
<b>Member -</b>	2.	Dr. (Eng.) Karanja Kibicho, CBS Principal Secretary/Interior
"	3.	Dr. (Eng.) Joseph K. Njoroge, CBS Principal Secretary - Ministry of Energy
"	4.	Dr. Nicholas Muraguri, CBS Principal Secretary - Ministry of Lands and Physical Planning
"	5.	Amb. Simon Nabukwesi Principal Secretary/University & Research
"	6.	Prof. Paul Maringa Mwangi, CBS Principal Secretary/Infrastructure
"	7.	Jerome Ochieng Principal Secretary/ICT & Innovation
"	8.	Charles Sunkuli, CBS Principal Secretary/Devolution
"	9.	Dr. Moses Ikiara, MBS Managing Director - Kenya Investment Authority
"	10.	Kennedy Ogeto, CBS Solicitor General/Office of the Attorney General and Department of Justice
"	11.	Dr. Joseph K. Kinyua, EGH Head of the Public Service, State House
"	12.	Nicholas Nesbitt, OGW Country General Manager, IBM East Africa
"	13.	Juliana Rotich Technologist and Strategic Advisor

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<b>Communication &amp; Strategy Board Committee</b>		
<b>Main Function -</b>		<i>To consider and approve operational communication matters of Vision 2030 Delivery Secretariat.</i>
<b>Chair -</b>	<b>1.</b>	<b>Juliana Rotich</b> Technologist, Strategic Advisor
<b>Member -</b>	<b>2.</b>	Dr. Julius Muia, PhD, CBS Principal Secretary/the National Treasury
"	<b>3.</b>	Jerome Ochieng Principal Secretary/ICT and Innovation
"	<b>4.</b>	Joe Okudo, CBS Principal Secretary/Tourism
"	<b>5.</b>	Dr. Moses Ikiara Managing Director/Kenya Investment Authority
"	<b>6.</b>	Dr. Vincent Nyagilo Secretary/National Economic and Social Council
"	<b>7.</b>	Rita Kavashe MD/Isuzu East Africa Ltd
"	<b>8.</b>	Mucai Kunyiha Group Managing Director/Kzanaka Limited

<b>Economic &amp; Macro Board Committee</b>		
<b>Main Function -</b>		<i>To consider and approve operational economic and macro matters of Vision 2030 Delivery Secretariat</i>
<b>Chairman</b>	<b>1.</b>	<b>Nicholas Nesbitt, OGW</b> Chairman – IBM East Africa Ltd
<b>Member</b>	<b>2.</b>	Dr. Julius Muia, PhD, CBS Principal Secretary/National Treasury
"	<b>3.</b>	Saitoti Torome, CBS Principal Secretary/ Planning
"	<b>4.</b>	Prof. Hamadi I. Boga, PhD Principal Secretary/ Crop Development and Agriculture Research
"	<b>5.</b>	Prof. Japheth Ntiba, CBS Principal Secretary/Fisheries, Aqua Culture and the Blue Economy
"	<b>6.</b>	Amb. Johnson Weru Principal Secretary/ Trade
"	<b>7.</b>	Dr. Francis O Owino Principal Secretary/Industry
"	<b>8.</b>	Eng. Andrew Kamau, CBS Principal Secretary/Petroleum
"	<b>9.</b>	Amb. Peter Kaberia, CBS Principal Secretary/Industrialization
"	<b>10.</b>	Hon. Safina Kwekwe Principal Secretary/Tourism
"	<b>11.</b>	Joseph Irungu, CBS Principal Secretary/Irrigation

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<b>Economic &amp; Macro Board Committee</b>		
"	12.	Josephtha Mukobe, CBS Principal Secretary/Heritage
"	13.	Harry Kimutai Principal Secretary/Livestock
"	14.	Nancy Karigithu Principal Secretary/Shipping and Maritime
"	15.	Dr. Patrick Njoroge Governor - Central Bank of Kenya
"	16.	Wycliffe Shamiah, FCPA Chief Executive Officer - Capital Markets Authority

<b>Audit &amp; Governance Committee</b>		
<b>Main Function -</b>		<i>To consider and approve operational audit &amp; governance matters of Vision 2030 Delivery Secretariat.</i>
Chairperson	1.	Joshua N. Oigara Chief Executive Officer - Kenya Commercial Bank
<b>Member</b>	2.	Dr. Julius Muia, PhD, CBS Principal Secretary/National Treasury
"	3.	Dr. Patrick Njoroge Governor - Central Bank of Kenya
"	4.	Wycliffe Shamiah Chief Executive Officer - Capital Markets Authority
"	5.	Dr. Moses Ikiara, MBS Managing Director - Kenya Investment Authority

**Board Induction and Continuous Skills Development**

Upon appointment, Directors undergo a detailed, rigorous and formal induction programme in line with the Board Charter. The aim of the induction programme is to enable new Directors to become effective in their new role as quickly as possible. The Directors are provided with pertinent information to help them understand the Vision 2030 and their role. The Directors are also required to experience first-hand the key operations of the Vision 2030 and a detailed walk about programme is prepared for this purpose. New Directors also meet senior management, the Corporation Secretary and the Chairman of the Board before their first Board meeting.

**Procurement**

The objective of the procurement policy is to deliver the best possible value for money and spend optimization for the Vision 2030's procurement requirements through the use of professional procurement practices aligned with the 2030 corporate objectives. The procurement policy is set out to provide uniformity, inclusivity, fairness, professionalism, honesty and transparency in the management of procurement activities within the context of Corporate Policies, with the key aim of obtaining value for money. The Policy aims at optimizing supply chain efficiency, effectiveness and enhanced supplier relationships by designing supply frameworks, rationalizing the supplier

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base, and developing long term strategic partnerships with competent, like minded suppliers. Integrity remains the gate to conducting business with Vision 2030.

**Information technology (IT)**

The Vision 2030 information technology (IT) systems are covered under an IT Policy. The policy aimsto protect the institution’s investment in information technology infrastructure, IT equipment and mobile facilities, data/telecommunications networks and software, maintain the highest standards of cyber security, while protecting the Vision 2030 confidential and sensitive information.

**Communication Policy**

Effective communication with stakeholders is fundamental in maintaining Vision 2030 corporate reputation as a trusted and respected provider of healthcare services and positioning itself. The Vision 2030 has in place a Communication and Marketing Policy. Further, a wide variety of communication vehicles are used to engage with stakeholders, which serve as an impact assessment to assess stakeholders’ needs and to effectively respond thereto. Stakeholders’ legitimate expectations have been taken into account in setting the Vision 2030 key sustainability priorities, as reported on throughout this report. The Vision 2030 continually looks for ways to improve its use of online channels to communicate with its stakeholders through the corporate website

**Stakeholder Management**

The reputation of the Vision 2030 is a key focus for the Board. The Communications and Marketing department plays a key role in how the public (stakeholders, customers, suppliers, and the general public), as well as staff, perceive the Vision 2030. The department manages the organization’s reputation and ensures that the demands of the ever-changing business and regulatory environments are taken into consideration in decision-making. The Board is responsible for guiding the strategic direction for communication strategies across the Vision 2030 and the department is responsible for implementing these. An engagement strategy targeting key stakeholders including media and internal staff to improve the public’s appreciation and to increase confidence in Vision 2030 has been developed. Underpinning this strategy is the building of internal capacity for content development, and alignment of existing digital communication solutions and processes, enabling greater control of the Vision 2030 reputation.

## **8. MANAGEMENT DISCUSSION AND ANALYSIS**

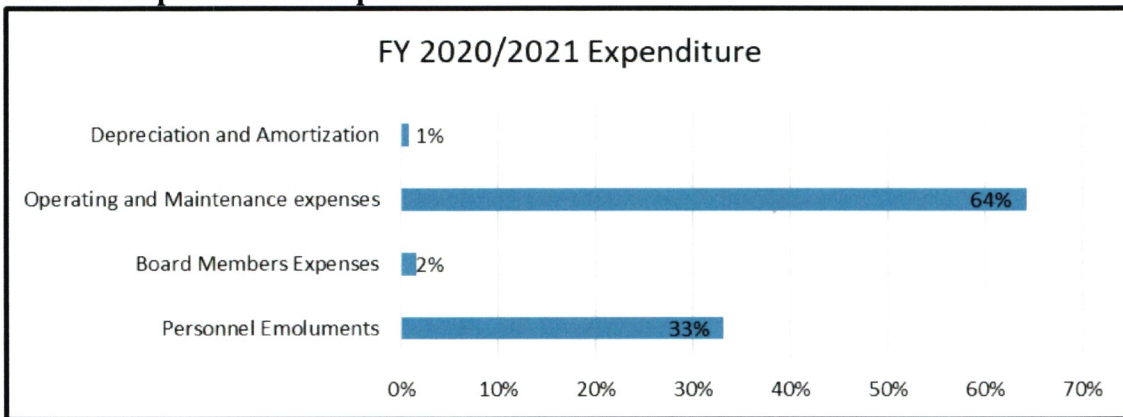
In the year under review, the Secretariat continued with its principal business of spearheading the implementation of the Vision as the country's blueprint and strategy towards making Kenya a newly-industrializing middle income country capable of providing a high quality of life for all its citizens by the year 2030.

In terms of finances, the Agency still overwhelmingly relies on the support of the National Government. KSh 219,210,000 was provided by the Exchequer, KSh 3,921,232 generated from other sources, primarily interest income from call account, and other miscellaneous sources. In comparative terms, GOK funding was 98 percent while other sources accounted for 2 percent.

### **Chart 1: Source of funding**

In terms of expenditure, the Agency spent KShs. 266,043,570, KShs. 263,570,714 being direct cash items and the balance of KShs. 2,472,856 being provisions for depreciation and amortization. As indicated on the chart below, staff costs account for 33 percent of the total expenditure. General expenses include various expense lines.

### **Chart 2: Expenditure Comparison**



### **MANAGEMENT DISCUSSION AND ANALYSIS (continued)**

The Secretariat has a total asset base of KSh 107,898,506. The assets are made up of KSh 3,631,762 in prepayments. Cash and cash equivalents of KSh 94,099,167 were available for use at the end of the year.

Non-current assets were made up of property, plant and equipment since the intangible assets have been amortized fully.

The Secretariat has been able to deliver on its primary mandate of spearheading the implementation of the Vision as the country's blueprint. To maintain effective and sustainable delivery, it is imperative that it maintains an effective, efficient and economical system of internal processes, procedures, staff compliment and other resources to fully deliver on its mandate. To this end, the

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Secretariat has reviewed its organizational structure to ensure efficiency in its operations. The challenge of retaining qualified staff members is a key one going forward.

VDS has put mechanisms in place to enhance staff motivation such as competitive salary and benefits, team building activities within and outside Nairobi, staff training and development for career growth, work life balance, provision of staff medical benefits with their families, conducive work environment with favourable office ergonomics, transparent and objective performance appraisal systems, employee involvement and participation through Employee Satisfaction and Employee Engagement Surveys and the implementation of the recommendations among others.

VDS also ensures compliance of The Constitution of Kenya 2010 and all other pieces of Legislation and embraces the National Values and Principles of Governance in spearheading the implementation of Vision 2030 flagship projects across the country.

During the FY 2020/21, the Secretariat prepared the Kenya Vision 2030 Flagship Programmes and Projects report for the FY 2019/2020, developed a Vision 2030 Flagship Programmes/Projects Identification Criteria and monitored 22 Flagship Programmes Projects in Coast, Nyanza, Lower and Upper Eastern region. In addition, the secretariat organised the 7<sup>th</sup> Knowledge Sharing Workshop for MDAs, collaborated with the State Department for Youth Affairs in promoting training of youth by holding youth forums (Kikao's) in Kilifi, Narok, Marsabit and Embu counties, developed a Political Pillar Strategy and undertook targeted media events/engagements for the Magical Kenya Open and Savannah Classic Golf Tournaments.

The Secretariat is wholly owned by the National Government, which enables it offer service to implementing agencies. It is expected that even as it seeks to raise revenue, the charges levied will be a small fraction of the savings that stakeholders currently gain from reduced costs and efficiency provided by the system. New business partnerships are being sought and the Secretariat is keen on encouraging research, innovation and creativity among its staff members to help in realizing sustainability.

The Financial Statements for year 2020/2021 show that the Secretariat has a sound base of operations but there is need for continued government support. Succinctly, adequate funding. The Vision Delivery Secretariat Management is committed to running an organization that complies with all applicable laws, is an empowering employer and is a reliable partner for all who rely on our services.



**KENNETH MWIGE  
DIRECTOR GENERAL**

## **9. ENVIRONMENTAL AND SUSTAINABILITY REPORTING**

Vision 2030 Delivery Secretariat exists to transform lives. This is our purpose; the driving force behind everything we do. It's what guides us to deliver our strategy, putting the Citizen first, delivering relevant services, and improving operational excellence. Below is an outline of the organization's policies and activities that promote sustainability.

### **i) Sustainability strategy and profile**

VDS is committed towards ensuring successful implementation of Vision 2030 as the countries blueprint towards making an industrialized country by the year 2030. This is achieved through knowledge sharing forums with implementers, continuous monitoring and evaluation of Vision 2030 flagship programmes and projects, resource mobilization, removal of implementation bottlenecks and aggressively creating awareness on achievements of Vision 2030 goals and objectives. The Secretariat has developed a Transformation Strategy to be implemented in the next three years for the purpose of raising its institutional profile amongst stakeholders.

### **ii) Environmental performance**

The Secretariat remains committed to supporting and protecting the wellbeing of all its stakeholders that include internal and external. The aim is to provide a conducive working environment that is safe and secure and to mitigate negative impacts on the environment by seeking to enhance responsible environment practices and implementation of environmental policy measures.

The Secretariat is committed towards reducing environmental impacts emanating from the aspects of climate change and prolonged periods of drought. This is implemented through VDS corporate social responsibility which stipulates VDS commitments towards tree planting activities in Vision 2030 flagship projects area. The exercise is geared towards promoting 10 percent tree cover target by 2022.

### **iii) Employee welfare**

The Secretariat reviewed Human Resource Policy and Procedure manual to guide on Human resource matters in the organization. The manual provides guidelines on recruitment process factoring cross cutting issues such as gender ratio, stakeholder consultations. VDS conducted skill gap analysis of all the staff members and its currently implementing recommendations from the report. To manage staff evaluations, the organizations Human resource directorate has embraced staff performance appraisal system. VDS has also developed Occupational Safety and Health policy in line with the OSHA Act of 2007.

**iv) Market place practices-**

The Secretariat adheres to the Constitution of Kenya 2010, Public Finance Management Act, 2012 and the Regulations 2015 the Public Procurement and Asset Disposal Act, [No.33 of 2015], The Public Procurement and Asset Disposal Regulations, 2020 and also promotes transparency, accountability, prudent financial management and access to information and materials.

The Secretariat has achieved competitive advantages through superior performance avoiding unethical or illegal business practices which is done following the laid down procedures on tender evaluations and awarding. The secretariat advertises its tenders openly and also has a prequalified list of suppliers who are treated equally and preference being given to the Special Groups such as Youth, Women and People with Disabilities in accordance to the AGPO requirements. During the year under review, 30% of procurement tenders were awarded to the special groups.

On corporate governance practices, the Secretariat is committed to maintaining high standards on business processes and practice as outlined in Code of regulations, Human resource policy and procedure manual as well as adherence to government circulars issued by Head of Public Service.

Further, VDS is committed to protection of public, financial, physical, information, social, environmental and reputational assets. The organization has an elaborate plan to honour supplier's requests on timely manner/ basis and treats them with dignity and respect.

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

The Secretariat acknowledges the importance of giving back to the society and has put in place a robust Corporate Social Responsibility (CSR) framework to ensure meaningful involvement in community engagement efforts. The Secretariat has continued to participate and implement programs aimed at reaching the under privileged in the society, creating strong stakeholder relationships and meeting its corporate citizenship obligations. In the 2020/2021 financial year, Vision 2030 Delivery Secretariat (VDS) engaged in the Tree Planting in various institutions and sites including:

**A. Konza Technopolis**

Konza Technopolis is a Kenya Vision 2030 Flagship Project under Business Process Outsourcing Sector under the Economic Pillar. The project is a smart city designed and implemented by the government of Kenya through the Konza Technopolis Development Authority to enhance Kenya's innovation ecosystem and digital economy by providing the missing infrastructural and technological links. In collaboration with Kenya Forest Service, the Secretariat planted 1,000 indigenous trees in Konza Technopolis area.



*Kenya Vision 2030 Delivery Secretariat, Director General Kenneth Mwigie with Konza Technopolis Development Authority CEO Mr. John Tanui during a tree planting activity in Konza.*



*Members of the Kenya Vision 2030 Delivery Secretariat participating in the tree planting exercise in Konza.*

**B. Youth Engagement Forum (*Kikao*) Forum in Kilifi County**

The Secretariat undertook tree planting in Kilifi during the *Kikao* Forum. *Kikoa* is an initiative in the youth sub sector that offers a platform for the youth to dialogue with the government. The *Kikao* sessions are aimed at creating awareness on affirmative action funds provided by the government.



*From left: Secretary, State Department for Youth Affairs, Mr. Raymond Ochieng, CAS, Ms. Nadia Abdalla, PS for State Department for Youth Affairs, Mr. Charles Sunkuli, VDS, DG, Mr. Kenneth Mwige and Kilifi County Commissioner, Mr. Olaka Kutswa*

**C. Eldoret Water and Sanitation Company (ELDOWAS)**

During project monitoring of ELDOWAS, VDS participated in a tree planting exercise. ELDOWAS is a component of the Flagship Project Urban Water Supply in the Water sub – sector with the objective to carry on the business of water and sanitation within the area under the jurisdiction. The company operates and maintains a comprehensive water distribution network in Uasin Gishu county and its environs.

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*Kenya Vision 2030 Delivery Secretariat, Director General Kenneth Mwige planting trees at ELDOWAS.*



*Macro and Economic Pillar Senior Deputy Director, John Mbuthi together with Members of the Kenya Vision 2030 Delivery Secretariat participating in the tree planting exercise at ELDOWAS.*

**D. Rivatex**

Rivatex East Africa Limited is major textile industry player in Kenya. The Vision 2030 blueprint considers the textile industry as the sector that can create the highest number of employment opportunities for the youth and women. In the ‘**Big 4**’ Agenda of the National government the textile sector shall play a major role in value addition, employment creation and growth in the manufacturing sector.



*State Department of Industrialization Director for Economic Planning Jared Ichwara during tree planting activity at Rivatex.*

**E. Kikao’ Youth Forum in Embu County**

Kenya Vision 2030 Delivery Secretariat (VDS) in partnership with the State Department for Youth Affairs (SDYA) undertook the fourth Kikao Forum in Embu County on 10<sup>th</sup> July 2021. The Director General, VDS led the forum dignitaries in planting trees to commemorate the day.



*Kenya Vision 2030 Director General planting a tree during the Youth Kikao Forum in Embu County.*

## **Vii Principal risks and Opportunities**

### **A. Risks**

<b>No</b>	<b>Risk</b>	<b>Mitigation Measures</b>
1.	Inadequate staffing	Recruitment and retaining of existing staff
2.	Inadequate Funding	Engaging the National Treasury to increasing funding and enhance resource mobilization Strategies
3.	Austerity measures from the National Treasury	Expand resource mobilization and prudent use of resources. Re-prioritizing activities.
4.	Slow implementation by MDAs of VDB Resolutions on flagship projects	Enhance partnerships/collaborations with the MDA
5.	Delay in constituting the VDB	Lobby relevant authorities. Initiate process six months in advance

**B. Opportunities**

- a. Existence of Strong partnerships/collaborations with county governments, development partners and private sector.
- b. Predictability in Government planning through MTP and MTEF processes
- c. Renewed Investor confidence
- d. Strong network with MDAs in the budgeting and planning processes
- e. Existing space on public communication in Kenya
- f. Political goodwill and support from the parent Ministry
- g. Existence of regional and international cooperation

**Kenya Vision 2030 Delivery Secretariat  
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**10. REPORT OF THE DIRECTORS**

The Directors submit their report together with the audited financial statements for the year ended 30<sup>th</sup> June 2021, which show the state of the Kenya Vision 2030 Delivery Secretariat's affairs.

**I. Principal activities**

Kenya Vision 2030 Delivery Secretariat was established through Gazette Notice 1386 dated 17<sup>th</sup> February 2009.

The mandate of VDS as outlined in the Gazette Notice is that "there shall be a Vision Delivery Secretariat which shall spearhead the implementation of the Vision as the country's blueprint and strategy towards making Kenya a newly industrializing upper middle-income country capable of providing a high quality of life for all its citizens by the year 2030".

**II. Results**

The results of the Secretariat for the year ended 30<sup>th</sup> June 2021 are set out on page 1.

**III. Directors**

The members of the Board of Directors who served during the year are shown on page xxx.

**IV. Surplus remission**

The Secretariat did not make any surplus during the year 2020/2021 and hence no remittance to the Consolidated Fund.

**V. Auditors**

The Auditor General is responsible for the statutory audit of the Kenya Vision 2030 Delivery Secretariat in accordance with Article 229 of the Constitution of Kenya and the Public Audit Act, 2015, which empowers the Auditor General to nominate other auditors to carry out the audit on his behalf.

By Order of the Board

Name: KENNETH MWIGE

Signature:



Date 22/02/2022

Secretary to the Board

**Kenya Vision 2030 Delivery Secretariat  
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For the year ended June 30, 2021.**

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**11. STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The Public Finance Management Act, 2012 and Cap 446 of the State Corporations Act, require the Directors to prepare financial statements in respect of that Secretariat, which give a true and fair view of the Secretariat at the end of the financial year/period and the operating results of the Secretariat for that year/period. The Directors are also required to ensure that the Secretariat keeps proper accounting records, which disclose with reasonable accuracy the financial position of the Secretariat. The Directors are also responsible for safeguarding the assets of the Secretariat.

The Directors are responsible for the preparation and presentation of the Secretariat's financial statements, which give a true and fair view of the state of affairs of the Secretariat for and as at the end of the financial year (period) ended on June 30, 2021. 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 Secretariat; (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 misstatements, whether due to error or fraud; (iv) safeguarding the assets of the Secretariat; (v) selecting and applying appropriate accounting policies; and (vi) making accounting estimates that are reasonable in the circumstances.

The Directors accept responsibility for the Secretariat'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, 2012 and the Gazette Notice 1386 dated 17<sup>th</sup> February 2009. The Directors are of the opinion that the Secretariat's financial statements give a true and fair view of the state of Secretariat's transactions during the financial year ended June 30, 2021, and of the Secretariat's financial position as at that date. The Directors further confirm the completeness of the accounting records maintained for the Secretariat, which have been relied upon in the preparation of the Secretariat's financial statements as well as the adequacy of the systems of internal financial control.

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

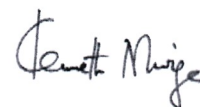
**Approval of the financial statements**

The Secretariat's financial statements were approved by the Board on August 2021 and signed on its behalf by:

Signature



Name: JANE KARUKU, MGH  
**Chairperson of the Board**



Signature

Name: KENNETH MWIGE  
**Director General**



# REPUBLIC OF KENYA



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

## **REPORT OF THE AUDITOR-GENERAL ON KENYA VISION 2030 DELIVERY SECRETARIAT FOR THE YEAR ENDED 30 JUNE, 2021**

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### **PREAMBLE**

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

- A. Report on the Financial Statements which considers whether the financial statements are fairly presented in accordance with the applicable financial reporting framework, accounting standards and the relevant laws and regulations which have a direct effect on the financial statements.
- B. Report on Lawfulness and Effectiveness in 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 government achieves value for money and that such funds are applied for intended purpose.
- 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, the risk management environment, and the internal controls developed and implemented by those charged with governance for orderly, efficient and effective operations of the entity.

An unmodified opinion does not necessarily mean that an entity has complied with all relevant laws and regulations, and that its internal control, risk management and governance systems are properly designed and were working effectively in the financial year under review.

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

### **REPORT ON THE FINANCIAL STATEMENTS**

#### **Qualified Opinion**

I have audited the accompanying financial statements of Kenya Vision 2030 Delivery Secretariat set out on pages 1 to 36, which comprise the statement of financial position as at 30 June, 2021, and the statement of financial performance, statement of changes in net assets, statement of cash flows and statement of comparison of budget and actual

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*Report of the Auditor-General on Kenya Vision 2030 Delivery Secretariat for the year ended 30 June, 2021*

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, 2010 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, except for the effects of the matter described in the Basis for Qualified Opinion section of my report, the financial statements present fairly, in all material respects, the financial position of the Kenya Vision 2030 Delivery Secretariat as at 30 June, 2021, 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 Kenya Gazette Notice 1386 dated 17 February, 2009 and the Public Finance Management Act, 2012.

### **Basis for Qualified Opinion**

#### **Omitted Chairman's Sitting Allowances and Honoraria**

The statement of financial performance reflects directors' emoluments amounting to Kshs.4,274,229, as disclosed in Note 10 to the financial statements. However, these expenses excludes payment of sitting allowances and honoraria to the board chairperson since her appointment in September, 2019, contrary to Section 11 of the guidelines on terms and conditions of service for state corporations chief executive officers, board chairman, board members, management and unionisable staff of state corporations, dated November, 2004. Further, no disclosure relating to the payments was made in the financial statements. In view of the above exclusion, the board expenses and the trade and other payables may be understated.

Consequently, the accuracy and validity of the directors' emoluments could not be confirmed.

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). I am independent of the Kenya Vision 2030 Delivery Secretariat Management in accordance with ISSAI 130 on 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 qualified opinion.

### **Key Audit Matters**

Key audit matters are those matters which, 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 Information**

The Management is responsible for the other information, which comprises the Chairman's report, the Director-General's report, statement of performance against predetermined objectives, statement of corporate governance, management discussions and analyses, environmental and sustainability report, report of the directors and the

statement of directors' responsibilities. The other information does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance or conclusion 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 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. Late Exchequer Releases

The statement of financial performance reflects Exchequer releases amounting to Kshs.219,210,000 as disclosed in Note 6 to the financial statements. Included in this figure is Kshs.18,267,500 relating to exchequer released by The National Treasury to the Secretariat for the 4<sup>th</sup> Quarter, on 25 June, 2021. The delayed Exchequer releases may have affected the Secretariat's ability to implement its planned programmes and possible underutilization of the budget, resulting to negative impact on service delivery to the public.

#### 2. Budget Over-Expenditure

The statement of comparison of budget and actual amounts reflects final receipts budget and actual on comparable basis of Kshs.290,553,000 and Kshs.293,474,233 respectively resulting to an over-funding of Kshs.2,921,233 of the budget. Similarly, the Secretariat spent Kshs.266,043,569 against an approved budget of Kshs.262,181,000 resulting to an over-expenditure of Kshs.3,862,569 of the budget. No approval for the over expenditure was provided for audit review. Further, the statement of comparison of budget and actual amounts reflects over-absorption of the budget totalling Kshs.45,785,000 under various budget items. There was no evidence that the Secretariat sought and obtained approval to reallocate funds across the various budget lines reflected in the above table, contrary to Section 43(2) of the PFM Act, which requires such approval to be sought and received.

Consequently, the Secretariat may have failed to implement its planned programmes, which may have affected delivery of services to the Public.

The audit was conducted in accordance with ISSAI 4000. The standard requires 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 are in compliance, 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 matter 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**

#### **Lack of Internal Audit Function**

As previously reported, the Secretariat does not have an Internal Audit function in place, contrary to Section 73(1)(a) of the Public Finance Management Act, 2012 which requires the Secretariat to have in place arrangements for conduct of internal audit of its operations. According to Management, recruitment of the chief internal auditor was underway and at an advanced stage of finalization. However, by the time of this audit in March, 2022, this process was yet to be finalized.

Consequently, the Secretariat lacks an independent and objective value-adding internal review system, for risk management and improved operations.

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 control, risk management and overall governance were operating effectively, in all material respects. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

#### **Responsibilities of Management and the Board of Directors**

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 control as Management determines is necessary to enable the preparation of financial statements which are free from material misstatement, whether due to fraud or error and for assessment of the effectiveness of internal control, risk management and overall governance.

In preparing the financial statements, Management is responsible for assessing the Secretariat's ability to continue to sustain its services, disclosing, as applicable, matters related to sustainability of services and using the applicable basis of accounting unless Management is aware of the intention to terminate the Secretariat or 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 are

in compliance with the authorities which govern them, and that public resources are applied in an effective way.

The Board of Directors is responsible for overseeing the Secretariat's financial reporting process, reviewing the effectiveness of how the 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**

The audit objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report which includes my opinion in accordance with the provisions of Section 48 of the Public Audit Act, 2015 and submit the audit report in compliance with Article 229(7) of the Constitution. 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 and weakness 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 addition to the audit of the financial statements, a compliance audit is planned and performed to express a conclusion about whether, in all material respects, the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities which govern them and that public resources are applied in an effective way, in accordance with the provisions of Article 229(6) of the Constitution and submit the audit report in compliance with Article 229(7) of the Constitution.

Further, in planning and performing the audit of the financial statements and audit of compliance, I consider internal control in order to give an assurance on the effectiveness of internal controls, risk management and overall governance processes and systems in accordance with the provisions of Section 7(1)(a) of the Public Audit Act, 2015 and submit the audit report in compliance with Article 229(7) of the Constitution. My consideration of the internal control would not necessarily disclose all matters in the internal control which might be material weaknesses under the ISSAIs. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements caused by error or fraud in amounts which would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions.


Because of its inherent limitations, internal control may not prevent or detect misstatements and instances of non-compliance. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the Secretariat's policies and procedures may deteriorate.

As part of an audit conducted in accordance with ISSAIs, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence which is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.
- Conclude on the appropriateness of the Management's use of the applicable basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions, which may cast significant doubt on the Secretariat's ability to continue to sustain its services. If I conclude that a material uncertainty exists, I am required to draw attention in the auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my audit report. However, future events or conditions may cause the Secretariat to cease to continue to sustain its services.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner which achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information and business activities of the Secretariat to express an opinion on the financial statements.
- Perform such other procedures as I consider necessary in the circumstances.

I communicate with the Management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control which are identified during the audit.

I also provide Management with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters which may reasonably be thought to bear on my independence, and where applicable, related safeguards.

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

**Nairobi**

**23 March, 2022**

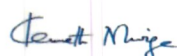
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**13. STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 30 JUNE 2021**

		2020-2021	2019-2020
	Note	Kshs	Kshs
<b>Revenue from non-exchange transactions</b>			
Transfers from other government entities	6	219,210,000	232,960,000
		<b>219,210,000</b>	<b>232,960,000</b>
<b>Revenue from exchange transactions</b>			
Finance income	7	3,921,233	2,968,438
Other income	8	-	17,500
		3,921,233	2,985,938
<b>Total revenue</b>		<b>223,131,233</b>	<b>235,945,938</b>
<b>Expenses:</b>			
Employment cost	9	102,234,577	82,688,721
Directors' emoluments	10	4,274,229	2,372,080
Use of goods and services	11	152,094,880	32,992,639
Depreciation and amortization expense	15	2,472,856	2,184,149
Repairs and maintenance	12	4,967,028	6,207,028
General expenses		-	38,251,041
<b>Total expenses</b>		266,043,570	164,695,658
<b>Deficit for the year</b>		<b>(42,912,337)</b>	<b>71,250,280</b>

The notes set out on pages 11 to 28 form an integral part of these Financial Statements

**Director General  
the Board**  
Kenneth Mwigie



Signature

Date: 22/02/2022

**Senior Finance Officer**

CPA Evangeline Mwati  
ICPAK M/NO: 7592

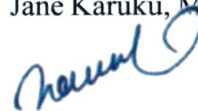


Signature

Date: 22/02/2022

**Chairperson of**

Jane Karuku, MGH



Signature

Date: 28/02/2022

**Kenya Vision 2030 Delivery Secretariat  
Annual Reports and Financial Statements  
For the year ended June 30, 2021.**

**14. STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2021**

		2020-2021	2019-2020
	Note	Kshs	Kshs
<b>Assets</b>			
Cash and cash equivalents	13	94,099,167	140,220,424
Receivables from non-exchange transactions	14	5,797,183	4,427,307
		99,896,350	144,647,731
<b>Non-current assets</b>			
Property, plant and equipment	15	8,002,156	6,703,431
Intangible assets	16	-	-
<b>Total assets</b>		<b>107,898,506</b>	<b>151,351,162</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	17	22,790,426	23,331,245
<b>Total liabilities</b>		22,790,426	23,331,245
<b>Net assets</b>			
Capital reserve		64,487,496	64,486,996
Accumulated Surplus		20,620,584	63,532,921
		85,108,080	128,019,917
<b>Total net assets and liabilities</b>		<b>107,898,506</b>	<b>151,351,162</b>

The Financial Statements set out on pages 11 to 28 were signed on behalf of the Board of Directors by:

**Director General**  
Kenneth Mwirigi



Signature

Date: 22/02/2022

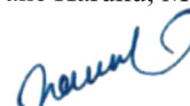
**Senior Finance Officer**  
CPA Evangeline Mwati  
ICPAK M/NO: 7592



Signature

Date: 22/02/2022

**Chairperson of the Board**  
Jane Karuku, MGH



Signature

Date: 28/02/2022

**Kenya Vision 2030 Delivery Secretariat  
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**15. STATEMENT OF CHANGES IN NET ASSETS  
FOR THE YEAR ENDED 30 JUNE 2021**

	<b>Capital reserve</b>	<b>Accumulated Surplus</b>	<b>Total</b>
	<b>Ksh</b>	<b>Ksh</b>	<b>Ksh</b>
<b>At July 1, 2019</b>	64,486,996	(7,717,359)	56,769,637
Surplus for the year	-	71,250,280	71,250,280
Prior Year Adjustment	-	-	-
<b>At June 30, 2020</b>	<b>64,486,996</b>	<b>63,532,921</b>	<b>128,019,917</b>
<b>At July 1, 2020</b>	64,486,996	63,532,921	128,019,917
Account Activation Deposit	500		500
Deficit for the year		(42,912,337)	(42,912,337)
<b>At June 30, 2021</b>	<b>64,487,496</b>	<b>20,620,584</b>	<b>85,108,080</b>

Note: KSh 500 under capital reserve was a deposit made for VDS account activation. The account number is 01141161619201.

**Kenya Vision 2030 Delivery Secretariat  
Annual Reports and Financial Statements  
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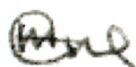
**16. STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2021**

		2020-2021	2019-2020
	Note	KShs	KShs
Deficit for the year before tax		(42,912,337)	71,250,280
<b>Adjusted for:</b>			
Depreciation	15	2,472,856	2,184,149
Increase in receivables	14	(1,369,877)	-518,599
Decrease in payables	17	(540,819)	14,139,881
<b>Net cash flow from operating activities</b>		<b>(42,350,176)</b>	<b>87,055,711</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant, equipment and intangible assets	15	(3,771,580)	(461,280)
<b>Net cash flows used in investing activities</b>		<b>(3,771,580)</b>	<b>(461,280)</b>
<b>Cash flows from financing activities</b>			
Account Activation Deposit		500	
<b>Net cash flow from financing activities</b>		<b>500</b>	
<b>Net increase in cash and cash equivalents</b>		<b>(46,121,256)</b>	<b>86,594,431</b>
<b>Cash and cash equivalents at 1 JULY</b>		<b>140,220,423</b>	<b>53,625,992</b>
<b>Cash and cash equivalents at 30 JUNE</b>		<b>94,099,167</b>	<b>140,220,423</b>

**Director General**  
Kenneth Mwigie

**Senior Finance Officer**  
CPA Evangeline Mwati  
ICPAK M/NO: 7592

**Chairperson of the Board**  
Jane Karuku, MGH


Signature

Signature

Signature

Date: 22/02/2022

Date: 22/02/2022

Date: 28/02/2022

Kenya Vision 2030 Delivery Secretariat  
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17. STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS  
FOR THE YEAR ENDED 30 JUNE 2021

RECURRENT REVENUE	Original budget		Adjustments		Final budget		Actual on comparable basis		Performance difference		Percentage of utilization	
	2020 -2021	Kshs	2020 -2021	Kshs	2020 -2021	Kshs	2020 -2021	Kshs	2020 -2021	Kshs	2020 -2021	%
Government grants	219,210,000		-		219,210,000		219,210,000		-		0%	
Other Income	900,000		-		1,000,000		3,921,233		-		0%	
Unutilized Budget (Previous Year)	-		70,343,000		70,343,000		70,343,000		-		0%	
<b>Total income</b>	<b>220,110,000</b>		<b>70,343,000</b>		<b>290,553,000</b>		<b>293,474,233</b>		<b>-</b>			
<b>Expenses</b>												
Personnel Emoluments	113,920,000		-		113,920,000		89,734,772		24,185,228		21%	
Medical Expenses In & Outpatient (Insurance)and Group Life Insurance	8,000,000		-		8,000,000		6,784,432		1,215,568		15%	
Staff Welfare	4,440,000		-		4,440,000		5,715,373		-1,275,373		-29%	
Fuel & Maintenance Expenses	3,000,000		-		3,000,000		3,953,870		-953,870		-32%	
Telephone Expenses	4,000,000		-		4,000,000		4,182,751		-182,751		-5%	
Expenses of Board & Committees	6,000,000		1,000,000		7,000,000		4,274,229		2,725,771		39%	
Rents and Rates	18,000,000		-		18,000,000		26,068,172		-8,068,172		-45%	
Audit Fees	464,000		1,000		465,000		464,000		1,000		0%	
Insurance - Vehicles/Equipment	100,000		-		100,000		159,219		-59,219		-59%	
Training Expense	3,000,000		-		3,000,000		1,054,456		1,945,544		65%	
Internal Travelling & Accommodation	10,000,000		10,000,000		20,000,000		21,713,534		-1,713,534		-9%	
External Travelling & Accommodation	8,000,000		(3,080,000)		4,920,000		-		0			
Publishing and Printing Expenses	1,900,000		100,000		2,000,000		4,197,618		-2,197,618		-110%	
Purchase of Stationery	1,900,000		100,000		2,000,000		669,900		1,330,100		67%	
Communication and Publicity -	13,000,000		13,000,000		26,000,000		28,543,821		-2,543,821		-10%	
Vision2030 10th Year Anniversary	-		-		-		-		-		-	
Contracted Professional Services	1,200,000		-		1,200,000		1,828,870		-628,870		-52%	
Computer Expenses	2,600,000		400,000		3,000,000		3,422,499		-422,499		-14%	
Hire of Transport, Plant and	264,000		-		264,000		2,737,280		-2,473,280		-937%	

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<b>RECURRENT REVENUE</b>	<b>Original budget</b>	<b>Adjustments</b>	<b>Final budget</b>	<b>Actual on comparable basis</b>	<b>Performance difference</b>	<b>Percentage of utilization</b>
Subscription to Professional Bodies	50,000	-	50,000	72,250	-22,250	-45%
Workshops, seminars & Conferences	3,000,000	7,000,000	10,000,000	11,481,880	-1,481,880	-15%
Legal Expenses & Contingent	700,000	1,550,000	2,250,000	1,573,457	676,543	30%
Enabling Funds for Projects	6,000,000	12,000,000	18,000,000	43,658,173	-25,658,173	-143%
Strategic leadership in the implementation of Vision 2030 programs	1,500,000	-	1,500,000	-	1,500,000	100%
Monitoring and evaluation on implementation of Vision 2030 programs and projects.	1,700,000	-	1,700,000	-	1,700,000	100%
Developing strategic partnership and linkages with key stakeholders.	1,500,000	-	1,500,000	-	1,500,000	100%
Maintenance of Buildings & Equipment	1,100,000	-	1,100,000	1,013,158	86,842	8%
Bank Charges - Fees and Commission	250,000	-	250,000	267,000	-17,000	-7%
Depreciation	4,522,000	-	4,522,000	2,472,855	2,049,145	45%
<b>Total Expenditure</b>	<b>220,110,000</b>	<b>42,071,000</b>	<b>262,181,000</b>	<b>266,043,569</b>		
<b>Surplus for the Period</b>	<b>-</b>	<b>-</b>	<b>28,372,000</b>	<b>27,430,664</b>		
<b>CAPITAL BUDGET</b>						
Purchase of Motor vehicle	0	12,000,000	12,000,000	0	12,000,000	0
Digitalization	0	7,000,000	7,000,000	0	7,000,000	0
Purchase of Computer	550,000	3,000,000	3,550,000	1,955,354	1,594,646	45%
Purchase of furniture & fittings	250,000	2,000,000	2,250,000	297,495	1,952,505	87%
Purchase of Equipment's	250,000	1,400,000	1,650,000	1,518,731	131,269	79%
Office Refurbishment/Partitioning		3,000,000	3,000,000	0	3,000,000	0
<b>Total Capital Budget</b>		<b>28,400,000</b>	<b>29,450,000</b>	<b>3,771,580</b>		

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**Variance Explanations for the Recurrent and Capital Vote**

- i. Personnel Emoluments:** The 21 percent variance under the personnel emoluments budget item was occasioned by the delay in the filling of 13 vacant positions. The recruitment was rescheduled to FY 2021/2022 of which we have recruited 11 officers in various positions. (*See Appendix I*)
- ii. Medical Expenses In and Out patient (Insurance):** The variance of KSh 1,568,000 was to cater for the insurance premiums for the newly recruited staff members (11). The recruitment of the staff did not happen during the year under review hence under-absorption of the budget item.
- iii. Expenses of Board and Committees:** The variance of 39 percent was occasioned by conducting Board and Board committee's meetings virtually. This led to savings in the Hotel Conference costs.
- iv. Training Expense:** The variance of KSh 1,946,000 on training expenses was due to staff opting for online courses due to implementation of Covid – 19 pandemic restrictions on physical meetings/class sessions in most of the training institutions.
- v. External travelling and accommodation:** The amount for external travelling and accommodation was not spend because of external travel restrictions due to Covid – 19 pandemic.
- vi. Purchase of stationery:** The Secretariat in its stores had a rollover of assorted stationaries from the previous financial year which were used in the year under review hence the under spending.
- vii. Legal expenses and contingent:** The budget items were meant for provision of legal expenses for the ongoing case of Eng. Judah Abekah versus Kenya Vision 2030 Delivery Board and any other contingent liability. During the year under review, the budget item was spent on the legal case by Eng. Judah Abekah Supreme Court Petition No. 42 of 2019 and there was no other contingent liability that arose.
- viii. Strategic Leadership in the Implementation of Vision 2030 Programs:** The activity entailed development of policy document to guide the identification of Kenya Vision 2030 Flagship Programmes and Projects. This activity was not finalized in the year

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under review due to lengthy stakeholder's consultations. The activity policy document has been finalized and issued to all stakeholders for implementation.

- ix. Monitoring and evaluation of implementation of Vision 2030 Programs and Projects:** The Monitoring and Evaluation (M&E) of Kenya Vision 2030 Flagship Programmes and Projects budget item was meant for the development of M&E system. The budget was not fully utilized due to delays in the recruitment of a Chief ICT officer and ICT Officer. The development of the system will be undertaken in the FY 2021/2022.
- x. Developing strategic partnership and linkages with the key stakeholders:** The budget item was meant to facilitate engagements with key stakeholders and development of MoUs. This activity was postponed to FY 2021/2022 hence under absorption.
- xi. Depreciation:** The unspent KSh 2,049,000 was to cater for provision of depreciation of the newly purchased motor vehicle. The motor vehicle was purchased in FY 2021/2022 due to procedure for approval hence the variance.

In conclusion, The Secretariat's planned Programmes and Projects were not affected significantly by the under absorption of the above budget items since most of them were not part of operational budgetary items which supports the implementation of Secretariats core mandate.

**Capital Budget**

- xii. Purchase of Motor vehicle:** The purchase of Motor vehicle was budgeted during the year under review. The under absorption of the KSh 12,000,000 was as a result of lengthy approval process on the government purchase of motor vehicle. Hence this was undertaken in the next financial year.
- xiii. Digitalization:** The budget was meant for undertaking Digitalization of the Secretariat service delivery points. This activity was postponed due to delays in the recruitment of a Chief ICT Officer. This led to under absorption of the entire budget.
- xiv. Purchase of computer:** The Secretariat had awarded a tender to Msrs Chakama Office Supplies LPO No. 3412209 to supply computers. The supplier failed to honour the contract hence the under absorption.

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- xv. **Purchase of furniture and fittings:** The purchase of furniture was to cater for the newly recruited staff. The recruitment of the staff was postponed to the FY 2021/2022 of which 11 staff members have been recruited. The Secretariat has purchased furniture for the newly employed staff.
- xvi. **Office refurbishment/partitioning:** The Office refurbishment/partitioning budget was not spent due to delay in receiving architectural drawings and bill of quantities from the County public works office.

**A. Over-Absorption of the Budget under various Budget items as indicated in the Draft Report for the Recurrent Budget:**

- i. **Staff Welfare:** The variance of 29 per cent arose due to increase in number of staff meetings and the monthly token allowance to officers working in Director Generals office.
- ii. **Fuel and Maintenance Expenses:** The budget allocation for Fuel and Maintenance budget item was overspent due to the additional vehicle the Secretariat had hired for use by the Director General.
- iii. **Rents and rates:** There was an extra cost of rent and rates occasioned by rent arrears, service and parking charges from September 2018 to July 2020. This was also due to review of rent charges by Kenya Union of Saving and Credit Cooperative (KUSCCO) during the year under review. *(See attached voucher PV/No. 232)*
- iv. **Insurance Vehicles/equipment:** The budget of insurance of office equipment's such as computers went up due to additional insurance premiums for the new items which were purchased during the year under review.
- v. **Publishing and Printing expenses:** This arose due to provision of various advertisement spaces for tender and various job vacancies in both Nation Media group and Standard group.
- vi. **Communication and publicity:** The overspending was due to various activities which were differed in FY 2019/2020 due to Covid – 19 pandemic restriction measures. These activities were rescheduled to be undertaken during the FY 2020/2021 hence the overspending. The variance was to be catered by the rolled over funds.

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- vii. **Contracted professional services:** VDS engaged a consultant to undertake institutional change management process and team building of all staff as a measure of enhancing productivity and service delivery. This has led to improved service delivery and enhanced implementation of VDS mandate.
- viii. **Hire of transport, plant and equipment:** The variance of KSh 2,473,000 was as a result of hiring of Director Generals official motor vehicle because the official vehicle allocated to the Director General was not roadworthy and undergoing major repairs.
- ix. **Subscription to professional bodies:** During the year under review, VDS paid a levy on industrial training to National Industrial Training Authority for the period July 2019 to January 2021 and an annual subscription fee to Institute of Certified Secretaries hence the overspending.
- x. **Communication and publicity:** Due to Covid – 19 pandemic, most of the planned activities were not undertaken in the FY 2019/2020. The unspent budget arising from the Communication and Publicity budget line for previous financial year was rolled over to the FY 2020/2021 hence the overspending. The roll over funds were approved by the National Treasury and Planning vide letter Ref. No. DGIPE/FB/172(113) dated 27<sup>TH</sup> May 2021. (See attached letter from the National Treasury).
- xi. **Workshops, seminars and conferences:** The variance was as a result of absorption of the roll over funds from the FY 2019/20 as approved by the National Treasury and Planning vide letter Ref. No. DGIPE/FB/172(113) dated 27<sup>TH</sup> May 2021. (See attached letter from the National Treasury).
- xii. **Hire of transport, plant and equipment:** Due to delays in obtaining approvals for procuring Director Generals Official motor vehicle, the Secretariat resolved to hiring an Official motor vehicle to support the Director Generals Office. This led to over absorption of budgeted funds in the year under review.
- xiii. **Enabling funds:** The budget item supports core mandate of the Secretariat. The variance was as a result of absorption of the roll over funds from the FY 2019/20 as approved by the National Treasury and Planning vide letter Ref. No. DGIPE/FB/172(113) dated 27<sup>TH</sup> May 2021. (See attached letter from the National Treasury).

**18. NOTES TO THE FINANCIAL STATEMENTS**

**1. GENERAL INFORMATION**

Kenya Vision 2030 Delivery Secretariat was established through Gazette Notice 1386 dated 17th February 2009. The mandate of VDS as outlined in the Gazette Notice is that “there shall be a Vision Delivery Secretariat which shall spearhead the implementation of the Vision as the country’s blueprint and strategy towards making Kenya a newly – industrializing middle income country capable of providing a high quality of life for all its citizens by the year 2030”.

**2. STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION**

The financial statements have been prepared on a historical cost basis except for the measurement at re-valued amounts of certain items of property, plant and equipment, marketable securities and financial instruments at fair value, impaired assets at their estimated recoverable amounts and actuarially determined liabilities at their present value. The preparation of financial statements in conformity with International Public-Sector Accounting Standards (IPSAS) allows the use of estimates and assumptions. It also requires management to exercise judgement in the process of applying the *Secretariat’s* accounting policies. The areas involving a higher degree of judgment or complexity, or where assumptions and estimates are significant to the financial statements, are disclosed in Note 5.

The financial statements have been prepared and presented in Kenya Shillings, which is the functional and reporting currency of the Secretariat.

The financial statements have been prepared in accordance with the PFM Act and the State Corporations Act and International Public-Sector Accounting Standards (IPSAS). The accounting policies adopted have been consistently applied to all the years presented.

**3. ADOPTION OF NEW AND REVISED STANDARDS**

**i. Relevant new standards and amendments to published standards effective for the year ended 30<sup>th</sup> June 2021**

Standard	Impact
Other Improvements to IPSAS	<p><b>Applicable: 1<sup>st</sup> January 2021:</b></p> <p>a) Amendments to IPSAS 13, to include the appropriate references to IPSAS on impairment, in place of the current references to other international and/or national accounting frameworks.</p> <p>b) IPSAS 13, Leases and IPSAS 17, Property, Plant, and Equipment. Amendments to remove transitional provisions which should have been deleted when IPSAS 33, First Time Adoption of Accrual Basis International Public Sector Accounting Standards (IPSASs) was approved.</p> <p>c) IPSAS 21, Impairment of Non-Cash-Generating Assets and IPSAS 26, Impairment of Cash Generating Assets. Amendments to ensure consistency of impairment guidance to account for revalued assets in the scope of IPSAS 17, Property, Plant, and Equipment and IPSAS 31, Intangible Assets.</p> <p>d) IPSAS 33, First-time Adoption of Accrual Basis International Public Sector Accounting Standards (IPSASs). Amendments to the implementation guidance on deemed cost in IPSAS 33 to make it consistent with the core principles in the Standard.</p>

3 ADOPTION OF NEW AND REVISED STANDARDS (Continued)

ii. New and amended standards and interpretations in issue but not yet effective in the year ended 30<sup>th</sup> June 2020

Standard	Effective date and impact:
<p><b>IPSAS 41: Financial Instruments</b></p>	<p><b>Applicable: 1<sup>st</sup> January 2023:</b> The objective of IPSAS 41 is to establish principles for the financial reporting of financial assets and liabilities that will present relevant and useful information to users of financial statements for their assessment of the amounts, timing and uncertainty of Secretariat's future cash flows. IPSAS 41 provides users of financial statements with more useful information than IPSAS 29, by:</p> <ul style="list-style-type: none"> <li>• Applying a single classification and measurement model for financial assets that considers the characteristics of the asset's cash flows and the objective for which the asset is held;</li> <li>• Applying a single forward-looking expected credit loss model that is applicable to all financial instruments subject to impairment testing; and</li> <li>• Applying an improved hedge accounting model that broadens the hedging arrangements in scope of the guidance. The model develops a strong link between the Secretariat's risk management strategies and the accounting treatment for instruments held as part of the risk management strategy.</li> </ul>
<p><b>IPSAS 42: Social Benefits</b></p>	<p><b>Applicable: 1<sup>st</sup> January 2023</b> The objective of this Standard is to improve the relevance, faithful representativeness and comparability of the information that a reporting Secretariat provides in its financial statements about social benefits. The information provided should help users of the financial statements and general purpose financial reports assess:</p> <ol style="list-style-type: none"> <li>(a) The nature of such social benefits provided by the Secretariat.</li> <li>(b) The key features of the operation of those social benefit schemes; and</li> <li>(c) The impact of such social benefits provided on the Secretariat's financial performance, financial position and cash flows.</li> </ol>
<p>Amendments to Other IPSAS resulting from IPSAS 41, Financial Instruments</p>	<p><b>Applicable: 1st January 2023</b></p> <ol style="list-style-type: none"> <li>a) Amendments to IPSAS 5, to update the guidance related to the components of borrowing costs which were inadvertently omitted when IPSAS 41 was issued.</li> <li>b) Amendments to IPSAS 30, regarding illustrative examples on hedging and credit risk which were inadvertently omitted when IPSAS 41 was issued.</li> </ol>

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	<p>c) Amendments to IPSAS 30, to update the guidance for accounting for financial guarantee contracts which were inadvertently omitted when IPSAS 41 was issued.</p> <p>Amendments to IPSAS 33, to update the guidance on classifying financial instruments on initial adoption of accrual basis IPSAS which were inadvertently omitted when IPSAS 41 was issued.</p>
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**iii. Early adoption of standards**

The Secretariat did not early – adopt any new or amended standards in FY 2020/2021.

**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 Secretariat and can be measured reliably. Recurrent grants are recognized in the statement of comprehensive income. Development/capital grants are recognized in the statement of financial position and realized in the statement of comprehensive income over the useful life of the assets that has been acquired using such funds.

**ii) Revenue from exchange transactions**

**Interest income**

Interest income is accrued using the effective yield method. The effective yield 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 each period.

**b) Budget information**

The Secretariat's 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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In addition to the Basis difference, adjustments to amounts in the financial statements are also made for differences in the formats and classification schemes adopted for the presentation of the financial statements and the approved budget.

A statement to reconcile the actual amounts on a comparable basis included in the statement of comparison of budget and actual amounts and the actuals as per the statement of financial performance has been presented under page 7 of these financial statements.

**c) Taxes**

***Sales tax***

Expenses and assets are recognized net of the amount of sales tax, except:

- When the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case, the sales tax is recognized as part of the cost of acquisition of the asset or as part of the expense item, as applicable.
- When receivables and payables are stated with the amount of sales tax included.

The net amount of sales tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

**d) Property, plant and equipment**

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. When significant parts of property, plant and equipment are required to be replaced at intervals, the Secretariat recognizes such parts as individual assets with specific useful lives and depreciates them accordingly.

Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in surplus or deficit as incurred. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration the asset is initially measured at its fair value.

(a) Motor vehicles	25%
(b) Office equipment	12.5%
(c) Furniture	12.5%
(d) Computers	33.3% (3 Years useful life)

**e) Intangible assets**

Intangible assets acquired separately are initially recognized at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not

capitalized and expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred.

The useful life of the intangible assets is assessed as either finite or indefinite.

**f) Financial instruments**

***Financial assets***

***Initial recognition and measurement***

Financial assets within the scope of IPSAS 29 Financial Instruments: Recognition and Measurement are classified as financial assets at fair value through surplus or deficit, loans and receivables, held-to-maturity investments or available-for-sale financial assets, as appropriate. The Secretariat determines the classification of its financial assets at initial recognition.

***Loans and receivables***

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial measurement, such financial assets are subsequently measured at amortized cost using the effective interest method, less impairment. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. Losses arising from impairment are recognized in the surplus or deficit.

***Impairment of financial assets***

Non-derivative financial assets with fixed or determinable payments and fixed maturities are classified as held to maturity when the Secretariat has the positive intention and ability to hold it to maturity. After initial measurement, held-to-maturity investments are measured at amortized cost using the effective interest method, less impairment. Amortized cost is calculated by considering any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The losses arising from impairment are recognized in surplus or deficit.

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

The Secretariat assesses at each reporting date whether there is objective evidence that a financial asset or an entity of financial assets is impaired. A financial asset or an entity of financial assets is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the asset (an incurred 'loss event') and that loss event has an impact on the estimated future cash flows of the financial asset or the entity of financial assets that can be reliably estimated. Evidence of impairment may include the following indicators:

***Financial liabilities***

***Initial recognition and measurement***

Financial liabilities within the scope of IPSAS 29 are classified as financial liabilities at fair value through surplus or deficit or loans and borrowings, as appropriate. The Secretariat determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings, plus directly attributable transaction costs.

**g) Provisions**

Provisions are recognized when the Entity has a present obligation (legal or constructive) because 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 Secretariat expects some or all 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 expense relating to any provision is presented in the statement of financial performance net of any reimbursement.

**h) Contingent liabilities**

The Secretariat does not recognize a contingent liability but discloses details of any contingencies in the notes to the financial statements, unless the possibility of an outflow of resources embodying economic benefits or service potential is remote.

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

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

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

**j) Employee benefits**

**Retirement benefit plans**

The Secretariat provides retirement benefits for its employees and directors. Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity (a fund) 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 contributions to fund obligations for the payment of retirement benefits are charged against income in the year in which they become payable.

**k) Foreign currency transactions**

Transactions in foreign currencies are initially accounted for at the ruling rate of exchange on the date of the transaction. Trade creditors or debtors denominated in foreign currency are reported at the statement of financial position reporting date by applying the exchange rate on that date. Exchange differences arising from the settlement of creditors, or from the reporting of creditors at rates different from those at which they were initially recorded during the period, are recognized as income or expenses in the period in which they arise.

**l) Related parties**

The Secretariat regards a related party as a person or an entity with the ability to exert control individually or jointly, or to exercise significant influence over the Secretariat, or vice versa. Members of key management are regarded as related parties and comprise the directors, the director general and senior managers.

**m) Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and cash at bank, 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. Bank account balances include amounts held at the Central Bank of Kenya and at various commercial banks at the end of the financial year. For the purposes of these financial statements, cash and cash

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

equivalents also include short term cash imprests and advances to authorised public officers and/or institutions which were not surrendered or accounted for at the end of the financial year.

**n) Comparative figures**

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

**o) Subsequent events**

There have been no events after the financial year end with a significant impact on the financial statements for the year ended June 30, 2021.

**5 SIGNIFICANT JUDGMENTS AND SOURCES OF ESTIMATION UNCERTAINTY**

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

**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 Secretariat 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 Secretariat. 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:

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

NOTES TO THE FINANCIAL STATEMENTS (Continued)

5 SIGNIFICANT JUDGMENTS AND SOURCES OF ESTIMATION  
UNCERTAINTY (Continued)

**Provisions**

Provisions were raised, and management determined an estimate based on the information available. 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.

6 TRANSFERS FROM GOVERNMENT

Name of the Entity sending the grant	Amount recognized to Statement of Comprehensive Income	Amount deferred under deferred income	Amount recognized in capital fund.	Total grant income during the year	2019-2020
	KShs	KShs	KShs	KShs	KShs
				2020-2021	
National treasury	219,210,000	-	-	219,210,000	232,960,000
<b>Total</b>	<b>219,210,000</b>	<b>-</b>		<b>219,210,000</b>	<b>232,960,000</b>

NOTES TO THE FINANCIAL STATEMENTS (Continued)

7 FINANCE INCOME - EXTERNAL INVESTMENTS

Description	2020-2021	2019-2020
	KShs	KShs
Interest income from fixed deposits	3,921,232	2,968,438

8 OTHER INCOME

Description	2020-2021	2019-2020
	KShs	KShs
Income/(loss) from disposal of assets	-	17,500
Total other income	-	17,500

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**9 EMPLOYEE COSTS**

<b>Description</b>	<b>2020-2021</b>	<b>2019-2020</b>
	<b>KShs</b>	<b>KShs</b>
Salaries and wages	47,063,237	39,919,302
Employee related costs	16,100,234	11,060,056
Travel, motor car, accommodation and other allowances	15,225,301	12,468,106
Housing benefits and allowances	11,346,000	9,633,000
Staff medical cover	6,784,432	4,994,759
Staff welfare	5,715,373	4,549,748
<b>Employee costs</b>	<b>102,234,577</b>	<b>82,624,971</b>

**10 BOARD EXPENSES**

<b>Description</b>	<b>2020-2021</b>	<b>2019-2020</b>
	<b>KShs</b>	<b>KShs</b>
Sitting allowances	4,274,229.00	2,551,830

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**11 USE OF GOODS AND SERVICES**

<b>Description</b>	<b>2020-2021</b>	<b>2019-2020</b>
<b>Operating Expenses</b>	<b>KShs</b>	<b>KShs</b>
Communication, Advertisement and Awareness	28,543,821	41,959,565
Enabling fund for project	43,658,173	25,361,124
Workshop, Conference and Seminars	11,481,880	3,829,942
Professional services	1,828,870	2,357,624
Subscriptions	1,645,707	866,661
<b>Total operating expenses</b>	<b>87,158,451</b>	<b>74,374,916</b>
<b>Description</b>	<b>2020-2021</b>	<b>2019-2020</b>
<b>General expenses</b>	<b>KShs</b>	<b>KShs</b>
Computers and accessories	3,422,499	-
Audit fees	464,000	464,000
Insurance	159,219	23,129
Printing and stationery	4,867,518	3,130,162
Hire charges	2,737,280	55,560
Rental	26,068,172	16,596,316
Bank charges	267,000	202,200
Telecommunication	4,182,751	3,570,754
Training	1,054,456	-
Travelling	21,713,534	14,208,920
<b>Total general expenses</b>	<b>64,936,429</b>	<b>38,251,041</b>
<b>Total use of goods and services</b>	<b>152,094,880</b>	<b>-</b>

**12 REPAIRS AND MAINTENANCE**

<b>Description</b>	<b>2020-2021</b>	<b>2019-2020</b>
	<b>KShs</b>	<b>KShs</b>
Vehicle Fuel & Maintenance Expenses	3,953,870	2,329,960
Maintenance of Buildings & Equipment	1,013,158	1,510,731
Computers expenses, software/networks	-	2,418,777
<b>Total repairs and maintenance</b>	<b>4,967,028</b>	<b>6,259,468</b>

**NB:**

Computer expenses, software/networks in the financial year 2019/2020 was classified under Repairs and Maintenance. In the year under review 2020/2021, Computer expenses, software/networks have been moved under General Expenses as indicated below.

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**13 CASH AND CASH EQUIVALENTS**

Description		2020-2021	2019-2020
		KShs	KShs
Current account		94,099,167	140,220,423
<b>Total cash and cash equivalents</b>		<b>94,099,167</b>	<b>140,220,423</b>

**(a). DETAILED ANALYSIS OF THE CASH AND CASH EQUIVALENTS**

		2020-2021	2019-2020
Financial institution	Account number	KShs	KShs
a) Current account			
	01141161619200	93,080,569	139,202,325
Cooperative Bank of Kenya	01141161619201	1,018,598	1,018,098
<b>Grand total</b>		<b>94,099,167</b>	<b>140,220,423</b>

**14 RECEIVABLES FROM NON-EXCHANGE TRANSACTIONS**

Description	2020-2021	2019-2020
	KShs	KShs
Prepayments	3,631,762	2,380,011
Receivable (salary Advance)	118,125	-
Deposit	2,047,296	2,047,296
<b>Total current receivables</b>	<b>5,797,183</b>	<b>4,427,307</b>

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NOTES TO THE FINANCIAL STATEMENTS (Continued)

15 PROPERTY, PLANT AND EQUIPMENT

	EQUIPMENT Kshs.	FURNITURES & FITTINGS Kshs.	COMPUTERS & PERIPHERALS Kshs.	MOTOR VEHICLES Kshs.	TOTAL Kshs.
Cost / Valuation					
As at 1st July 2019	7,463,662	30,286,130	12,969,456	18,331,425	69,050,673
Additional for the period	179,700	-	281,580	-	461,280
As at 30th June 2020	7,643,362	30,286,130	13,251,036	18,331,425	69,511,953
As at 1st July 2020	7,643,362	30,286,130	13,251,036	18,331,425	69,511,953
Additional for the period	1,518,731	297,495	1,955,354	-	3,771,580
As at 30th June 2021	9,162,093	30,583,625	15,206,390	18,331,425	73,283,533
Depreciation					
As at 1st July 2019	6,809,210	23,439,562	12,044,176	18,331,425	60,624,373
Charge for the period	141,695	1,190,901	851,553	-	2,184,149
As at 30th June 2020	6,950,905	24,630,463	12,895,729	18,331,425	62,808,522
As at 1st July 2020	6,950,904	24,630,462	12,895,730	18,331,425	62,808,522
Charge for the period	331,537	1,228,087	913,232	-	2,472,856
As at 30th June 2021	7,282,441	25,858,549	13,808,962	18,331,425	65,281,378
NBV as at 30th June 2021	1,879,652	4,725,076	1,397,428	-	8,002,156
NBV as at 30th June 2020	692,457	5,655,668	355,306	-	6,703,431

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**16 INTANGIBLE ASSETS-SOFTWARE**

<b>Description</b>	<b>2020-2021</b>	<b>2019-2020</b>
	<b>KShs</b>	<b>KShs</b>
Cost		
At beginning of the year	13,796,310	13,796,310
Additions	-	-
At end of the year	13,796,310	13,796,310
Amortization and impairment		
At beginning of the year	13,796,310	12,868,563
Amortization	-	927,747
<b>At end of the year</b>	<b>13,796,310</b>	<b>13,796,310</b>
Net book values	-	-

**17 TRADE AND OTHER PAYABLES**

<b>Description</b>	<b>2020-2021</b>	<b>2019-2020</b>
	<b>KShs</b>	<b>KShs</b>
Trade payables	20,780,036	19,554,007
Other payables	2,010,390	3,777,239
<b>Total trade and other payables</b>	<b>22,790,426</b>	<b>23,331,246</b>

**18 FINANCIAL RISK MANAGEMENT**

The Secretariat's activities expose it to a variety of financial risks including credit and liquidity risks and effects of changes in foreign currency. The company's overall risk management programme focuses on unpredictability of changes in the business environment and seeks to minimise the potential adverse effect of such risks on its performance by setting acceptable levels of risk. The company does not hedge any risks and has in place policies to ensure that credit is only extended to customers with an established credit history.

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

**(i) Credit risk**

The Secretariat has exposure to credit risk, which is the risk that a counterparty will be unable to pay amounts in full when due. Credit risk arises from cash and cash equivalents, and deposits with banks, as well as trade and other receivables and available-for-sale financial investments.

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Management assesses the credit quality of each customer, considering its financial position, past experience and other factors. Individual risk limits are set based on internal or external assessment in accordance with limits set by the directors. The amounts presented in the statement of financial position are net of allowances for doubtful receivables, estimated by the company's management based on prior experience and their assessment of the current economic environment.

The carrying amount of financial assets recorded in the financial statements representing the secretariat's maximum exposure to credit risk without taking account of the value of any collateral obtained is made up as follows:

	<b>Total amount</b>	<b>Fully performing</b>	<b>Past due</b>	<b>Impaired</b>
	<b>Kshs</b>	<b>Kshs</b>	<b>Kshs</b>	<b>Kshs</b>
<b>At 30 June 2021</b>				
Receivables	5,797,183	5,797,183	-	-
Bank balances	94,099,167	94,099,167	-	-
<b>Total</b>	<b>99,896,350</b>	<b>99,896,350</b>	-	-
<b>At 30 June 2020</b>				
Receivables	4,427,307	4,427,307	-	-
Bank balances	140,220,423	140,220,423	-	-
<b>Total</b>	<b>144,647,730</b>	<b>144,647,730</b>	-	-

The board of directors sets the company's credit policies and objectives and lays down parameters within which the various aspects of credit risk management are operated.

**(ii) Liquidity risk management**

Ultimate responsibility for liquidity risk management rests with the secretariat's directors, who have built an appropriate liquidity risk management framework for the management of the secretariat's short, medium and long-term funding and liquidity management requirements. The secretariat manages liquidity risk through continuous monitoring of forecasts and actual cash flows.

The table below represents cash flows payable by the company under non-derivative financial liabilities by their remaining contractual maturities at the reporting date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	<b>Less than 1 month</b>	<b>Between 1-3 months</b>	<b>Total</b>
	<b>Kshs</b>	<b>Kshs</b>	<b>Kshs</b>
<b>At 30 June 2021</b>			
Trade payables	19,176,471	1,603,565	20,780,036
<b>At 30 June 2020</b>			
Trade payables	19,516,509	3,814,736	23,331,245

**(iii) Market risk**

The board has put in place an internal audit function to assist it in assessing the risk faced by the Secretariat on an ongoing basis, evaluate and test the design and effectiveness of its internal accounting and operational controls.

Market risk is the risk arising from changes in market prices, such as interest rate, equity prices and foreign exchange rates which will affect the Secretariat's income or the value of its holding of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return. Overall responsibility for managing market risk rests with the Audit and Risk Management Committee.

The company's Finance Department is responsible for the development of detailed risk management policies (subject to review and approval by Audit and Risk Management Committee) and for the day to day implementation of those policies.

There has been no change to the secretariat's exposure to market risks or the manner in which it manages and measures the risk.

**a) Foreign currency risk**

The Secretariat has transactional currency exposures. Such exposure arises through purchases of goods and services that are done in currencies other than the local currency. Invoices denominated in foreign currencies are paid after 30 days from the date of the invoice and conversion at the time of payment is done using the prevailing exchange rate.

**b) Interest rate risk**

Interest rate risk is the risk that the secretariat's financial condition may be adversely affected because of changes in interest rate levels. The company's interest rate risk arises from bank deposits. This exposes the company to cash flow interest rate risk. The interest rate risk exposure arises mainly from interest rate movements on the company's deposits.

***Management of interest rate risk***

To manage the interest rate risk, management has endeavored to bank with institutions that offer favourable interest rates.

**19 RELATED PARTY BALANCES**

**Nature of related party relationships**

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

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**19 RELATED PARTY BALANCES (Continued)**

**Government of Kenya**

The Government of Kenya is the principal shareholder of the *secretariat*, holding 100% of the Secretariat's equity interest. The Government of Kenya has provided full guarantees to all long-term lenders of the secretariat, both domestic and external. Other related parties include:

- i) The National Government;
- ii) The Parent Ministry;
- iii) Key management; and
- iv) Board of directors;

<b>Transactions with related parties</b>	<b>2020-2021</b>	<b>2019-2020</b>
	<b>Kshs</b>	<b>Kshs</b>
<b>a) Grants from the Government</b>		
Grants from National Govt	219,210,000	232,960,000
Donations in kind	-	-
<b>Total</b>	<b>219,210,000</b>	<b>232,960,000</b>
<b>b) Key management compensation</b>		
Directors' emoluments	4,274,229	2,372,080
Compensation to the CEO		
Compensation to key management		
<b>Total</b>	<b>4,274,229</b>	<b>2,372,080</b>

**20 EVENTS AFTER THE REPORTING PERIOD**

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

**21 ULTIMATE AND HOLDING ENTITY**

The Secretariat is a Semi- Autonomous Government Agency under the National Treasury and Planning. Its ultimate parent is the Government of Kenya.

**22 CURRENCY**

The financial statements are presented in Kenya Shillings (KSh).

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**APPENDIX I: PROGRESS ON FOLLOW UP OF AUDITOR RECOMMENDATIONS**

**PROGRESS ON FOLLOW UP OF AUDITOR RECOMMENDATIONS 2017/2018**

Reference No. on the external audit Report	Issue/Observations from Auditor	Management Comments	Status: (Resolved/ Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)																		
I. Operating Expenses	<p>Operating expenses of Kshs. 76,583,965 as reported on note 12 of financial statements includes Kshs. 45,659,478 in respect of communication advertisement and awareness which has payments totaling Kshs. 18,093,740 paid to consultancy firm for activation services towards the 10<sup>th</sup> Anniversary celebration of the Secretariat. However, the contract was running from 1<sup>st</sup> April 2018 and ending on 31<sup>st</sup> March 2019 and was for a contract sum of Kshs. 49,511,700 which was to be settled based on the following milestones.</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>%</th> <th>Amount (Kshs.)</th> </tr> </thead> <tbody> <tr> <td>Issuance of Inception Report</td> <td>20</td> <td>9,902,340</td> </tr> <tr> <td>Completion of 50% County Engagement and Issuance of Report</td> <td>30</td> <td>14,853,510</td> </tr> <tr> <td>Completion of Final 50% of County Engagement and Issuance of Report</td> <td>30</td> <td>14,853,510</td> </tr> <tr> <td>Issuance of End Term Report</td> <td>20</td> <td>9,902,340</td> </tr> <tr> <td>TOTAL</td> <td>0</td> <td>49,511,700</td> </tr> </tbody> </table> <p>The payments of Kshs. 18,093,740 have not been supported by any of the milestones above and therefore basis of payment is not clear. Further, a demand for advance to cover activation expenditure on 13 June 2018 clearly indicated no activities had commenced by 30 June to warrant the recognition of expenditure towards this contract. As of the time of the audit 28 March 2019, the output of the contracts and the 10<sup>th</sup> Anniversary celebration had not taken place and therefore no justification of the expenditure. Consequently, the validity, propriety and accuracy of the operating expenses of Kshs. 72,884,052 could not be ascertained.</p>	Milestone	%	Amount (Kshs.)	Issuance of Inception Report	20	9,902,340	Completion of 50% County Engagement and Issuance of Report	30	14,853,510	Completion of Final 50% of County Engagement and Issuance of Report	30	14,853,510	Issuance of End Term Report	20	9,902,340	TOTAL	0	49,511,700	<p>The milestones as enumerated in the contract were purely for the agencies retainer fees which was directly linked to the amount of funds raised towards the 10<sup>th</sup> anniversary. As at the end of June 2018, the Secretariat had not paid any amount towards the retainer fees. The amount of Ksh. 18,093,740 was towards third party costs to execute the county engagements in four</p>	Pending	-
Milestone	%	Amount (Kshs.)																				
Issuance of Inception Report	20	9,902,340																				
Completion of 50% County Engagement and Issuance of Report	30	14,853,510																				
Completion of Final 50% of County Engagement and Issuance of Report	30	14,853,510																				
Issuance of End Term Report	20	9,902,340																				
TOTAL	0	49,511,700																				

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Reference No. on the external audit Report	Issue/Observations from Auditor	Management Comments	Status: (Resolved/ Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)
		<p>different counties.</p> <p>Kajiado county was the first and the expenditure for the county has been accounted for and these are not in any way part of the retainer fees to the agency. The 10<sup>th</sup> anniversary was cutting across two financial years and the outputs were clearly accounted for before any payments were done to the agency.</p>		
2. Overpayment of Special Duty Allowance	<p>During the year under review, seven officers were paid special duty allowance for the whole year contrary to Section C. 15(4) of Public Service Commission Human Resource Policies which restrict the payment of this allowance to a maximum of six months. This resulted in an overpayment of Kshs. 488,136 no explanation has been provided for this anomaly.</p>	<p>The management takes note of the payments of special duty for over six months. This resulted</p>	Pending	-

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Reference No. on the external audit Report	Issue/Observations from Auditor	Management Comments	Status: (Resolved/ Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)
		<p>from lack of full establishment in the staff complement requiring certain staff to hold vote for certain positions. Approvals for payment of the allowance had being sort from the Director General before he vacated the office. A job evaluation exercise was on going in the period under audit to cover the deficiencies of the staff establishment.</p> <p>In the absence of a Director General, the Secretariat could not fill in the positions</p>		

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Reference No. on the external audit Report	Issue/Observations from Auditor	Management Comments	Status: (Resolved/ Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)
		which were vacant at the time. This matter was brought to the attention of the board for resolution and is being handled at the board level. The management will endeavour to comply with such requirements going forward.		

**PROGRESS ON FOLLOW UP OF AUDITOR RECOMMENDATIONS 2018/2019**

Reference No. on the external audit Report	Issue/Observations from Auditor	Management Comments	Status: (Resolved/ Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)
1. Non Compliance with International Public Sector Accounting Standards No.3 (IPSAS 3)	The statement of changes in net assets reflects a prior year adjustments of Kshs. 2,236,545 under capital reserves. The amount has been described as an error due to some payments made in the previous year in respect of intangible assets. This has not been satisfactorily explained as	The management takes note of the above error in prior year adjustment and correct treatment has been done in the financial statements in accordance with the International Public Sector Accounting Standards No.3 Final corrected accounts availed.	<b>Resolved</b>	

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Accounting Policies, Changes in Accounting Estimates and Errors	to why it is processed under capital reserves. Consequently, the accuracy of capital reserves balance of Kshs.66,723,541 as at 30 June 2019 could not be ascertained.																					
2. Unconfirmed value of Advertising Expenses	Operating expenses of Kshs. 83,300,016 as reported on note 12 of financial statements includes Kshs. 64,238,920 in respect of communication and advertisement and awareness. The amount includes payments totaling Ksh17,072,090 paid to consultancy firm for activation services towards the 10 <sup>th</sup> Anniversary celebration of the secretariat whose contract that was running from 1 April 2018 and ending on 31 March 2019 was for a contract sum of Kshs. 49,511,700 with settlement milestones as detailed below:	The contract for Inter-Management Group ended within the March 2019 period and below are the various steps which VDS undertook towards termination of the contract:  1. VDS shared with PS - State Department for Planning - an update on activities and spend for the Commemorations in August which showed an anticipated reduction of the expenditure to Kshs. 71M down from the originally approved budget of Kshs. 800M. This was received and noted  2. VDS engaged with IMG following the termination of the contract in November 2018 where a proposal was shared by VDS deemed to be a fair appraisal of fees due to IMG. A formal letter was shared indicating the amount due and requesting for an acknowledgement of the same to enable final dues settlement. IMG did not respond formally.  3. On consultation with a government lawyer, we were advised to follow the contract and settle dues as the vendor did not engage VDS within the duration of the contract - ending March 2019. VDS paid the final dues in June 2020  4. VDS was requested to breakdown the calculation of the final management fee calculations. The costs were based on the structured excel workings that IMG shared with VDS which detailed the costs structure for each proposed activity as per the tender documents. This is what has been captured in the attached excel worksheet.	<b>Pending</b>																			
	<table border="1"> <thead> <tr> <th>Milestone</th> <th>%</th> <th>Amount (Kshs)</th> </tr> </thead> <tbody> <tr> <td>Issuance Inception Report</td> <td>20</td> <td>9,902,340</td> </tr> <tr> <td>Completion of 50% County Engagement and Issuance of Report</td> <td>30</td> <td>14,853,510</td> </tr> <tr> <td>Completion of Final 50% of County Engagement and Issuance of Report</td> <td>30</td> <td>14,853,510</td> </tr> <tr> <td>Issuance of End Term Report</td> <td>20</td> <td>9,902,340</td> </tr> <tr> <td>Total</td> <td>100</td> <td>49,511,700</td> </tr> </tbody> </table>	Milestone	%	Amount (Kshs)	Issuance Inception Report	20	9,902,340	Completion of 50% County Engagement and Issuance of Report	30	14,853,510	Completion of Final 50% of County Engagement and Issuance of Report	30	14,853,510	Issuance of End Term Report	20	9,902,340	Total	100	49,511,700			
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Issuance of End Term Report	20	9,902,340																				
Total	100	49,511,700																				

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	<p>Although management has explained that the activities were scaled down due to funding challenges, no negotiation minutes and revised contract has been availed to enable us verify milestones achieved against the expenditure made so far totaling Kshs. 35,165,830. In addition, the billing has not been done in line with the contract and therefore payments made have not been adequately supported.</p>																															
	<p>Further, records maintained by the Secretariat indicated that Inter Management Group Kenya Ltd was paid Kshs. 3,744,468.00 vide voucher number 172. However, verification of payment documents showed that only Kshs. 1,000,000.00 was paid against the voucher instead of the full amount. It's not clear how the balance of Kshs. 2,744,468 was paid off and accounted for in the financial statements presented for audit. Consequently, the accuracy, propriety and validity of the operating expenses figure of Kshs. 83,300,016 for the year ended 30 June 2019 could not be ascertained.</p>	<p>The Voucher No. 172 of Ksh 3,744,468 was addressed to Inter Management Group Ltd in respect to 2<sup>nd</sup> Universal Health Care conference held in Nyeri. This was made of two invoices 1601 and 1605 of Ksh 3,095,968 and Ksh 648,500 respectively. These costs were for both hiring the conference facilities and also the management fees for the agency. Upon further consideration, VDS chose to pay the agency for the management fees and procure the facilities directly. A deposit for the organizing agency of Ksh 1 million was paid. The other payments after payment of the Ksh. 1,000,000 was as follows:</p> <table border="1" data-bbox="711 1199 1107 1815"> <thead> <tr> <th>Date</th> <th>P V N o.</th> <th>PAYEE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>12/09/2018</td> <td>173</td> <td>Green Hills Hotel</td> <td>1,200,000</td> </tr> <tr> <td>12/09/2018</td> <td>174</td> <td>Legend Hotel Ltd</td> <td>300,000</td> </tr> <tr> <td>5/11/2018</td> <td>262</td> <td>Green Hills Hotel</td> <td>523,350</td> </tr> <tr> <td>23/11/2018</td> <td>312</td> <td>Inter Management Group Kenya</td> <td>550,363</td> </tr> <tr> <td>18/12/2018</td> <td>251</td> <td>Legend Hotel Ltd</td> <td>26,700</td> </tr> <tr> <td>2/10/2018</td> <td>200</td> <td>Queenspark Guest House</td> <td>30,000</td> </tr> </tbody> </table>	Date	P V N o.	PAYEE	Amount	12/09/2018	173	Green Hills Hotel	1,200,000	12/09/2018	174	Legend Hotel Ltd	300,000	5/11/2018	262	Green Hills Hotel	523,350	23/11/2018	312	Inter Management Group Kenya	550,363	18/12/2018	251	Legend Hotel Ltd	26,700	2/10/2018	200	Queenspark Guest House	30,000	<p><b>Resolved</b></p>	
Date	P V N o.	PAYEE	Amount																													
12/09/2018	173	Green Hills Hotel	1,200,000																													
12/09/2018	174	Legend Hotel Ltd	300,000																													
5/11/2018	262	Green Hills Hotel	523,350																													
23/11/2018	312	Inter Management Group Kenya	550,363																													
18/12/2018	251	Legend Hotel Ltd	26,700																													
2/10/2018	200	Queenspark Guest House	30,000																													

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		Total			2,630,413		
		Out of the original proposal to pay Ksh. 3,744,468 the final payment was Ksh. 3,630,413 resulting to a saving of Ksh. 114,055.					
3. Unauthorized Operating Expenditure	<p>Procurement records indicated that the Secretariat entered into an agreement with a consultancy firm for the provision of creative communication services at a contract sum of Kshs. 4,988,000. The contract, allowed the consultant to incur third party costs subject to approval of the Secretariat. The costs were to be paid within 30 working days from the date of the respective invoices.</p> <p>During the year under audit, the consultant was paid Kshs. 15,870,144 for third-party services although the work plan had set the budget for the services at Kshs. 11,855,200 As a result, the Secretariat incurred unauthorized expenditure totaling Kshs.4,014,944.</p>	The management takes note of the above issue and attached the agreement in respect of third party service procured by the consultant and the budget schedules as provided. It will be noted there were two contracts for the third party costs as attached.				<b>Pending</b>	
4. Deficit in Staff Establishment	<p>Audit review of staffing records indicated that the approved staff establishment for the Secretariat numbered thirty-one (31) employees. However, the staff in post in the year under review numbered 19, resulting in a deficit of eleven officers or 39% of the authorized establishment.</p> <p>In view of the deficit, the shortage of staff may have hindered the Secretariat from executing its mandate in an effective way.</p>	<p>The management takes note of this weakness and plans are underway to fill the positions. As at the time of the audit, the board was not fully constituted which delayed the process. To mitigate on the staff shortfall in the short term, the secretariat has engaged interns and attaches to help in the workload.</p> <p>To date all positions have been advertised, shortlisted and some interviewed as well as filled. By the close of December 2021, all positions will be substantially filled.</p>				<b>Partly resolved</b>	<b>28<sup>th</sup> February 2022</b>

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**PROGRESS ON FOLLOW UP OF AUDITOR RECOMMENDATIONS 2019/2020**

	<b>Issue/Observations from Auditor</b>	<b>Management Comments</b>	<b>Status: (Resolved/Not Resolved)</b>	<b>Timeframe: (Put a date when you expect the issue to be resolved)</b>
1	<p><b>Lack of Internal Audit Function</b></p> <p>Contrary to the provisions of Section 73 of the Public Finance Management Act, 2012, Management has not established an internal audit function. Consequently, the Secretariat lacks an Independent and objective value - adding internal review system for improved operations.</p>	<p>The Audit and Governance Board Committee is one of the Committees of the Vision Delivery Board. The position of Chief Internal Auditor was advertised and interview process is complete. This has paved way for the Audit and Governance Committee of the Board to be operationalized.</p>	<b>Pending</b>	<b>31<sup>st</sup> March 2022</b>

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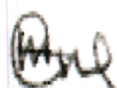
**APPENDIX II: INTER-ENTITY TRANSFERS**

<b>ENTITY NAME:</b>		<b>KENYA VISION 2030 DELIVERY SECRETARIAT</b>		
<b>Breakdown of Transfers from the State Department of National Treasury</b>				
<b>FY 2020/2021</b>				
<b>a.</b>	<b>Recurrent Grants</b>			
		Bank Statement Date	Amount (KShs)	Indicate the FY to which the amounts relate
	National Treasury	8/4/2020	18,267,500	2020-2021
		8/31/2020	18,267,500	2020-2021
		9/30/2020	18,267,500	2020-2021
		11/5/2020	18,267,500	2020-2021
		12/1/2020	18,267,500	2020-2021
		1/28/2020	18,267,500	2020-2021
		1/28/2021	18,267,500	2020-2021
		3/3/2021	18,267,500	2020-2021
		4/5/2021	18,267,500	2020-2021
		5/3/2021	18,267,500	2020-2021
		6/3/2021	18,267,500	2020-2021
		6/25/2021	18,267,500	2020-2021
		<b>Total</b>	<b>219,210,000</b>	
<b>b.</b>	<b>Donor Receipts</b>			
		Bank Statement Date	Amount (KShs)	Indicate the FY to which the amounts relate

The above amounts have been communicated to and reconciled with the Parent Ministry

**Senior Finance Officer**  
Kenya Vision 2030 Delivery Secretariat

**Head of Accounting Unit**  
The National Treasury and Planning



Signature

Signature



*[Faint, illegible handwritten text]*