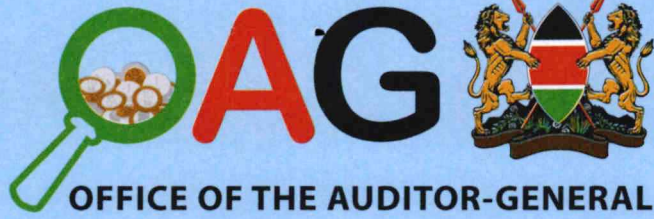


REPUBLIC OF KENYA




*Enhancing Accountability*



PARLIAMENT  
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LIBRARY

**REPORT**

 THE NATIONAL ASSEMBLY PAPERS LAID			
DATE:	05 NOV 2025	DAY:	WED
TABLED BY:	DEPUTY MRS JOBITI PKRTI WHIP		
CLERK-AT THE-TABLE:	WILLIS OBIERO		

**THE AUDITOR-GENERAL**

**ON**

**TURKANA UNIVERSITY COLLEGE**

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





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**TURKANA UNIVERSITY COLLEGE**

***ANNUAL REPORT AND FINANCIAL STATEMENTS***

**FOR THE FINANCIAL YEAR ENDED**

**30<sup>th</sup> June 2025**

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



*Turkana University College*

**Annual Report and Financial Statements**

**for the year ended June 30, 2025**

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## 1. ACRONYMS AND DEFINITION OF KEY TERMS

### A: Acronyms

AHL	Affordable Housing Levy
BETA	Bottom –up Economic Transformation Agenda
CA	Current Assets
CBK	Central Bank of Kenya
CDF	Constituency Development Fund
CEO	Chief Executive Officer
CL	Current Liabilities
DG	Director General
FY	Financial Year
HELB	Higher Education Loans Board
ICPAK	Institute of Certified Public Accountants of Kenya
IPSAS	International Public Sector Accounting Standards
KASNEB	Kenya Accountancy Secretaries National Examination Board
KEFRI	Kenya Forestry Research Institute
KRA	Kenya Revenue Authority
KUCCPS	Kenya Universities and Colleges Central Placement Service
MD	Managing Director
NHIF	National Hospital Insurance Fund
NITA	National Industrial Training Authority
NSSF	National Social Security Fund
NT	National Treasury
OAG	Office of the Auditor General
OCOB	Office of the Controller of Budget
OSHA	Occupational Safety and Health Act of 2007
PAYE	Pay As You Earn
PFM	Public Finance Management

**Turkana University College**  
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PPE	Property Plant & Equipment
PSASB	Public Sector Accounting Standards Board
PSSP	Privately Sponsored Students Programme
REREC	Rural Electrification and Renewable Energy Corporation
SAGA	Semi-Autonomous Government Agency
SAGAs	Semi-Autonomous Government Agencies
SAR	Self-Assessment Report
SC	State Corporations
SCAC	State Corporations Advisory Committee
SOBE	School of Business and Economics
SOESS	School of Education and Social Sciences
SOST	School of Science and Technology
ToT	Trainer of Trainers
UNICEF	United Nations International Children Education Fund
VC	Vice Chancellor
WB	World Bank

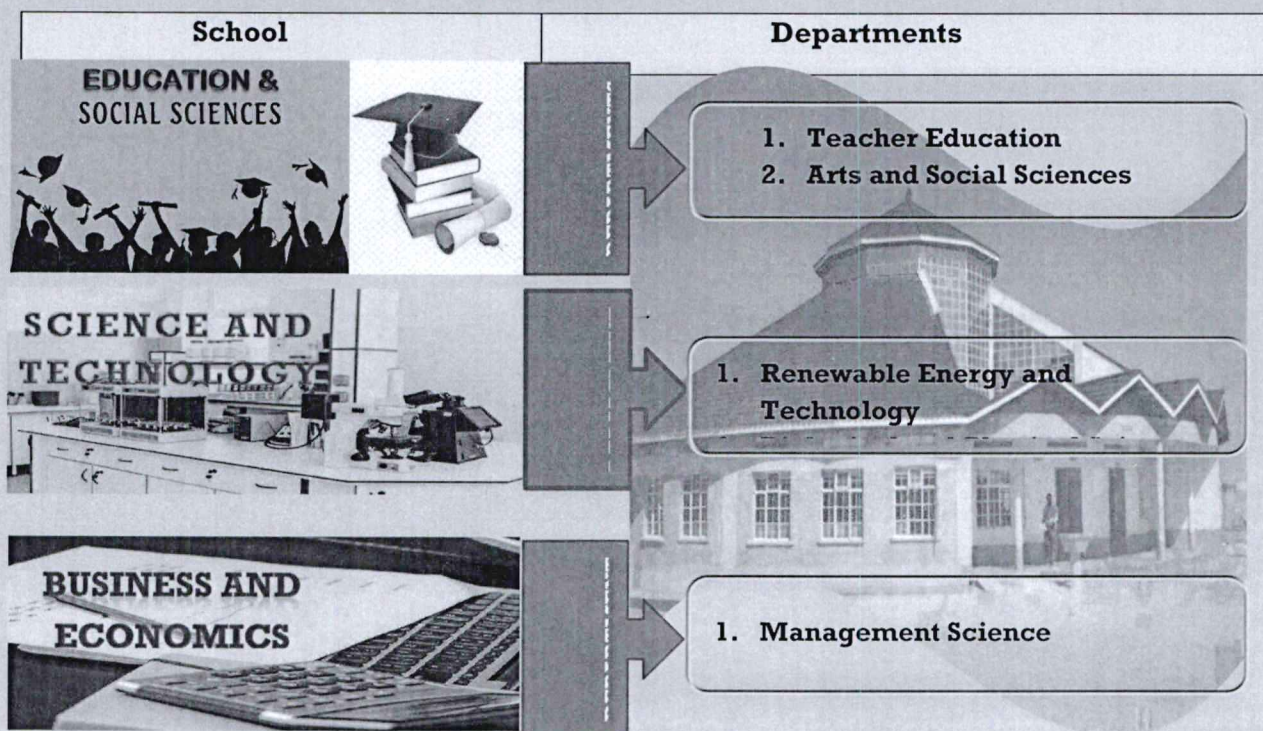
## 2. KEY ENTITY INFORMATION AND MANAGEMENT

### (a) Background information

Turkana University College (TUC) was established through Legal Notice No. 8 of 2017. It was gazetted and inaugurated on 27<sup>th</sup> January 2017 as a constituent college of Masinde Muliro University of Science and Technology (MMUST). Masinde Muliro University of Science and Technology Council guided the process including development of a proposal for establishment of a University College in Northwestern Kenya, acquisition of the infrastructure up to inauguration of TUC Council.

Turkana University College is the successor of Mount Kenya University (MKU) Lodwar Campus. The transition was facilitated by the Kenyan Government, under MMUST. The University College was established to offer teaching, research and outreach services and products in the vast Northwestern part of Kenya and beyond.

The University College has three Schools with respective Academic departments, and Six directorates as indicated below:

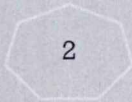


**Directorates**



**Directorate of Postgraduate Studies**

1



**Directorate of Performance Contracting and Quality Management Systems**

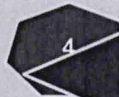


**Quality Management Systems**



**Directorate of Research, Linkages, Partnerships and Collaborations**

3



**Directorate of Technical and Vocational Education and Training**



**Directorate of Income Generating Unit**

5



**Directorate of Open Distance and E-Learning**



6

**(b) Principal Activities**

The principal activities of the University College are derived from the core functions as stipulated in the Universities Act 2012 and the University College Statutes. The mandate of TUC is to provide quality education, research and innovation and community outreach to address the changing needs of society.



Education and  
Training

&

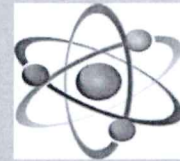


Research

&



Outreach



Dynamic

# Scanning the Horizons



### Vision

To be a globally esteemed University in teaching, research, and outreach

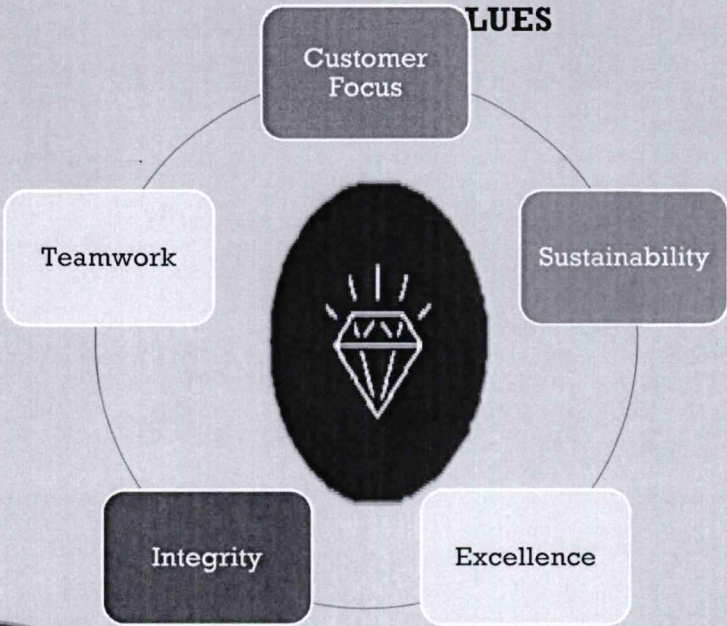


### Mission

To generate, preserve, utilize and disseminate knowledge through teaching, research and outreach for advancement of humanity.

### Philosophy Statement

*The University College will subscribe to its core values, optimize resource utilization and develop a strong culture of knowledge generation, preservation, utilization and dissemination for advancement of humanity.*



**MOTTO**  
"The Cradle of



**Turkana University College**  
**Annual Report and Financial Statements**  
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**Key Entity Information and Management (continued)**

**(c) Key Management**

The TUC management is under the following key organs:

**The University College Council**

The TUC Council was appointed on 23<sup>rd</sup> May, 2023 by the Cabinet Secretary, Ministry of Education. The Council members will serve on a three (3) year term effective from 23<sup>rd</sup> May, 2023 to 22<sup>nd</sup> May, 2026.

**The Principal**

TUC is headed by the principal and deputy principals.

**The University College Management Board (UCMB)**

The UCMB comprises of the Principal as the Chairman and Heads of Divisions, Administrative Departments and the Registrar Administration as the Secretary.

**The University College Academic Board (UCAB)**

The UCAB comprises of the Principal as the Chairman, Heads of Divisions, Directorates, Schools, Academic departments, Sections and Registrar Academic Affairs as the Secretary.

**The Deans Committee**

The Deans' committee comprises of the Deputy Principal, Academic and Student Affairs as the Chairman, Deans of Schools, Librarian and Registrar, Academic Affairs as the Secretary.

**(d) Fiduciary Management**

Members of Management directly entrusted with the responsibility of financial resources of the organization. The key management personnel who held office during the financial period ended 31<sup>st</sup> December 2024 and who had direct fiduciary responsibility were:

No.	Designation	Name
1.	Principal (CEO)	Prof. George Chemining'wa
2.	Deputy Principal (AFP)	CS FA Prof. George Muthaa
3.	Deputy Principal (ASA)	Prof. Hellen Wangechi Kamiri-Mwaura

**Turkana University College**

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No.	Designation	Name
4.	Deputy Principal (RIL)	Prof Peter Edome
5.	Registrar Administration	Dr. Henry Ongori
6.	Registrar Academic Affairs	Mr. Paul Odongo
7.	Procurement Officer	Mr. Paul Ekiru
8.	Finance officer	CPA FA CPM Dr. Jared Okello
9.	Internal Auditor	CPA James Kanyiri
10.	Nursing Officer	Mr. Peter Ekamais
11.	Librarian	Ms. Sherry Odari
12.	Dean of Students	Rev. Jackson Iruko
13.	ICT Officer	Mr. Morris Ngugi
14.	Legal Officer	Mr. Shadrack Muyesu

**(e) Fiduciary Oversight Arrangements**

The fiduciary oversight arrangements are under the TUC Council Committees whose composition and mandates are indicated below.

**i. Human Resource and Appointments Committee**



**Members**

1. Dr. Nelisa Kagendo Mbaka - Chairperson
2. Mr. Shadrack Kemoi Lomoywara
3. Ms. Carolyne Asuguru
4. Prof. George N. Chemining'wa - Ex-officio

**Mandate**

The committee deals with all human resource related issues and provides necessary guidelines to the University College Council.

**ii. Academic, Research, Extension, Collaboration and Sealing Committee**

**Mandate**

The committee deals with matters of academic and student affairs and provides necessary information to University

**Members**

1. Mr. Jared Oyier - Chairperson
2. Ms. Carolyne Asuguru Ekuwom
3. Mr. John Yiampoi
4. Prof. George N. Chemining'wa - Ex-officio



College Council.  
**Mr. Jared Oyier**

Chairperson

**iii. Planning, Finance, Development and General Purposes Committee**



College Council.

**Members**

1. Dr. Dominic Kimutai Biwott –  
Chairperson
2. Mr. John Yiampoi
3. CPA. Prof. Solomon Ngahu

**Mandate**

The committee deals with matters of planning, finance and development and provides necessary information for consideration by the University

**iv. Audit, Risk Management and Compliance Committee**

**Mandate**

The committee is entrusted with the responsibility of risk management, overseeing internal controls and governance and providing relevant information for consideration by the University College

**Members**

1. Ms. Shadrack Lomoywara -  
Chairperson
2. CPA. Prof. Solomon Ngahu- Rep.  
PS. The National Treasury -  
Member
3. Mr. Jared Oyier - Member
4. CPA. James Kanyiri- Internal



Council.

**Mr Shadrack Lomoywara**  
Chairperson

**Turkana University College**  
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**Key Entity Information and Management (continued)**

**(f) Entity Headquarters**

Turkana University College  
Off Lodwar- Kapenguria Highway  
P.O. Box 69-30500  
LODWAR, KENYA

**(g) Entity Contacts**

Telephone: 0792800500  
E-mail: [info@tuc.ac.ke](mailto:info@tuc.ac.ke)  
Website: [www.tuc.ac.ke](http://www.tuc.ac.ke)

**(h) TUC Bankers**

KCB Bank Group Limited, Lodwar Branch  
P.O Box 150-30500  
Lodwar

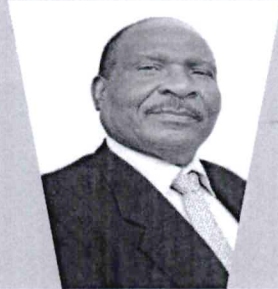
**(i) Independent Auditor**

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

**(j) Principal Legal Adviser**

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

### 3. THE COUNCIL



DR. SALIM PETER NDEMO



DR. NELISA K. MBAKA



DR. DOMINIC K. BIWOTT



MR. JARED OYIER



MS. CAROLYNE A.  
EKUWOM



MR. SHADRACK K.  
LOMOYWARA



MR. JOHN YIAMPOI

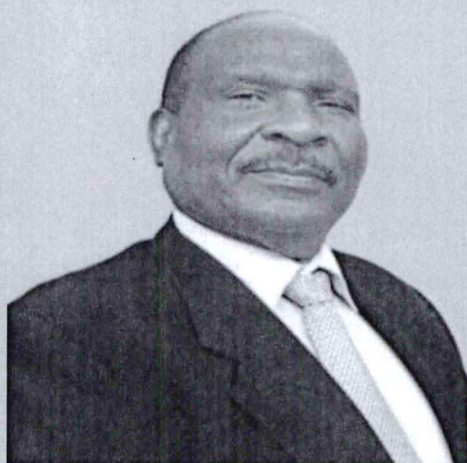


PROF. GEORGE N.  
CHEMINING'WA



CPA PROF. SOLOMON NGAHU

**Chairman**



**DR. SALIM PETER NDEMO, PhD, MIOD(K), SS, MBS**

**D.O.B.:** March 1, 1952

Dr. Ndemo is the Chairperson of Turkana University College Council. Dr. Ndemo has had a long career in the Public Service spanning for over forty-five years. His diligence and patriotism in service have earned him national decorations and awards such as the Presidential Stick (Paramilitary), Silver Star of Kenya (SS), Long Service Medal and Order of Moran of the Burning Spear (MBS).

He joined the Public Service as a District Officer in 1977 and rose through the ranks to District Commissioner, Senior Deputy Commissioner, Deputy Provincial commissioner, and Acting Provincial Commissioner. In 1999, he served as the Senior Deputy Secretary in the Ministry of Transport, Telecommunications and Information and was later appointed as the first Director of Shipping and Maritime Affairs. Dr. Ndemo has served as a Director in Boards of Management of Kenya Ports Authority, Kenya Railways, Communication Authority of Kenya, Telekom, National Shipping Line and Postal Corporation of Kenya. He also served as a Commissioner with the Public Service Commission for six years and as an advisor to the Government of Southern Sudan on Governance. He has also served as a member of the National Taskforce on Community Policing and the National Committee on the Implementation of Citizen Participation in Security as well as the Chairman of the Postal Corporation of Kenya Pension Scheme from 2013 to 2018.

Dr. Ndemo holds a PhD and Master degrees from the Universities of Walden and Washington, respectively, Bachelor of Arts degree from the University of Nairobi. He has attended short courses on public policy and management locally and globally. He is a member of the Centre for Corporate Governance Alumni and a member of the Institute of Directors of Kenya, MIOD(K).

Dr. Ndemo is an author of a book titled "The Epitome of State Power": The Provincial Administration in Kenya. He is currently finalizing two books on Security and Cultural Aspects of the Abagusii community, respectively.

**Turkana University College**  
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**Member**



**HON. DR. DOMINIC KIMUTAI BIWOTT, PhD**

**D.O.B: January 16, 1982**

Hon. Dr. Biwott is an independent member of the Council and the Chairperson of the Planning, Finance, Development and General Purposes Committee of Council. He is a strategic management and agribusiness professional, with over 10 years of experience in strategic management. He currently works at the British High Commission's Foreign, Commonwealth and Development office (FCDO) as the Regional Advisor for Kenya's North

Rift Region.

Hon. Dr. Biwott served as the Deputy Governor of Nandi County (2013-2017) and the Acting Chief Executive Officer of the North Rift Economic Bloc (November 2018 to June 2022). Further, he has worked at Canken International Limited as the Export/Business Development Manager (January 2011 - March 2013), Production Manager (June 2008 - December 2010) and Agronomist (March 2008 - June 2008). He also served in the Board of Trustees for the Water Sector Trust Fund

Hon. Dr. Biwott holds Bachelor of Science in Horticulture (Egerton University), Master of Business Administration in Strategic Management (Catholic University of Eastern Africa) and PhD in Development Studies (Moi University). He has a certificate in the Strategic Leadership Development Program (SLDP) from the Kenya School of Government and has attended courses in leadership, business and public policy both in Kenya and abroad.

**Member**



**DR. NELISA KAGENDO MBAKA, PhD**

**D.O.B.: December 29, 1979**

Dr. Mbaka is an independent member of the Council and the Chairperson of the Human Resource and Appointments Committee of Council. She is an educationist, with over 19 years' experience teaching at various secondary schools in Kenya. She is a peer counsellor of many years.

Dr. Mbaka has served as the Head of Department for Boarding and Peer Counselling at Loreto High School (2008-2023), Deputy Principal Wankan Academy (2007) and Science teacher at St. Angela's Nguthiiru Girls Secondary School. She is a Co-founder of *Aspire to Inspire* and *AFRICANITE* women mentorship programme.

Dr. Mbaka holds a PhD in Educational Research and Evaluation from Catholic University of Eastern Africa, Master of Education in Educational Research Measurement and Evaluation (University of Nairobi), Bachelor of Education Science (Kampala International University) and Diploma in Education Science (Kenya Science Teachers College). She has certificates in leadership, management and counselling psychology.

**Member**



**MR. SHADRACK KEMOI LOMOYWARA**

**D.O.B.: May 5, 1978**

Mr. Lomoywara is an independent member of the Council and a member of the Planning, Finance, Development, and General Purposes Committee and Human Resource and Appointments Committees of Council. He is a management professional, with seventeen years work experience. He is currently a Managing Partner at Ductile Consultancy.

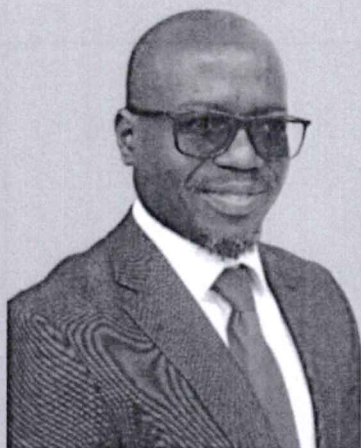
Mr. Lomoywara served as Managing Director of Keensell Ventures Limited from 2021-2022. He has worked as a Senior Research Officer, Academic Advisor and Administrative Assistant at the United States International University. He served as a Probation Officer in the Ministry of Home Affairs from 2010 to 2012.

Mr. Lomoywara holds a Bachelor of Psychology and Management and Master of Business Administration (Human Resource Management) both from the United States International University. He has Certificates in Juvenile Justice Reforms and Consumer Service. Currently, Mr. Lomoywara is pursuing PhD studies in Human Resource Management at Jomo Kenyatta University of Science and Technology.

**Turkana University College**  
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**Member**



**MR. JARED OYIER**

**D.O.B.: January 1, 1978**

Mr. Oyier is an independent member of the Council and Chairperson of the Academic, Research, Extension, Collaborations and Sealing Committee of Council. He is a Technology Executive with over fifteen years' experience in facilitating corporate growth through technology-business alignment. He is also an expert in policy, governance and risk Management. He is currently serving as the Group Head of Motor Import Finance at Platcorp Holding Limited.

Mr. Oyier has served in the positions of Chief Information Technology and Head of Information Security (2016-2021) at Metropol Corporation Limited, IT Security Supervisor at Interswitch Limited (2015-2016), ICT Manager at Centum Investment Co. Ltd (2010 - 2012) and Network Engineer and Support Analyst at Postal Corporation of Kenya (2006-2010).

Mr. Oyier has a Bachelor of Science in Computer Science & Engineering (Maseno University) and Master of Business Management (Strathmore University). He holds a Diploma in Management of Information Systems (Strathmore University) and professional certifications in business innovation, risk and information systems, information security, Cisco Network and Information systems audits.

**Member**



**MS. CAROLYNE ASUGURU EKWOM**

**D.O.B.: December 7, 1982**

Ms. Ekuwom is an independent member of the Council and the Chairperson of the Audit, Risk Management and Compliance Committee of the Council. She has ten years working experience as Planning and Strategy Officer at the Geothermal Development Company (2009-2019). She is a member of Turkana Professionals Association and the International Federation of Women Lawyers.

Ms. Ekuwom has served as Managing Director and Commercial Manager at the Lodwar Water and Sanitation Company and the Development Facilitator and Community Motivator at the World Vision Kenya and as Program Assistant at the Catholic Diocese of Lodwar.

Ms. Ekuwom has a degree in Bachelor of Education Arts (Maseno University) and Master of Arts in Project Planning and Management (University of Nairobi).

**Member**



**Mr. John Yiampoi**

**DOB: 1979**

John P. Yiampoi is an experienced Assistant Director of Human Resource Management and Development with over 15 years in the public sector, specializing in administration, organizational development, staffing, and performance management. He holds a Bachelor of Business Administration from Periyar University, a Higher Diploma in Human Resource Management, and has completed various strategic training programs, including at the Kenya School of Government and the International Peace Support Training Center. Yiampoi has served in multiple ministries, including Education, Transport, East African Affairs, Devolution, and Environment, and is currently a Principal Secretary Representative (Alternate Member) in the Kaimosi Friends University Council. His expertise spans manpower planning, institutional restructuring, policy implementation, recruitment, and career development, with experience as a recruitment specialist and Personal Assistant to Principal Secretaries in two different ministries. He is a member of the Institute of Human Resource Management Kenya (IHRM) and has also worked with National Bank of Kenya and Compassion International-Kenya. He was appointed to TUC Council on 28<sup>th</sup> November 2024

**Member**



**CPA Prof. Solomon Ngahu**

**D. O.B.: January 01, 1977**

Prof. Ngahu is a representative of the PS, National Treasury. He holds a PhD in Business Administration, MBA (Finance), (JKUAT), M.Sc. Public Finance (University of London), B.Com-First Class Hons (JKUAT), ESAMI FA

ESAMI: Preparation and Interpretation of Financial Statements;  
In charge of Receivers of Revenue & Administration Services.

He is also member of Public Policy Committee for ICPAK & Members Service Committee for ICIFA among other Boards & National Taskforces. He is the Head of Financial Reporting Unit and a member of ICPAK

Professional Courses and Affiliations: 1) Certified Credit Management Professional (C.P.A.) K, 2) Certified Investment & Security Analyst (CISA) K 3) Certified Public Secretary (C.P.S.) K, ICIFA

**Turkana University College**  
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**Ex-Officio**



**PROF. GEORGE NDIEMA CHEMINING'WA, PhD**

**D.O.B:** November 10, 1967

Prof. Chemining'wa is an ex-officio member and Secretary to the Council. He is the Principal/CEO of Turkana University College a position he has held since 2020. He is a full Professor of Agronomy awarded by the University of Nairobi, with thirty years' experience in academics, research and outreach. He has published 117 articles in refereed international journals, supervised over 70 MSc and 16 PhD students to completion and collaborated in over 25 externally funded research and development projects. He is a member of many professional organizations including the Forum for Agricultural Advisory Services-Kenya in whose Board he serves.

Before joining Turkana University College, Prof. Chemining'wa had served at the University of Nairobi as Section Head, Chairman of Department and Dean of Faculty in addition to many other administrative assignments and responsibilities. He served in the then West Pokot district as an Agricultural Officer for close to three years prior to joining the University of Nairobi in 1995.

Prof. Chemining'wa holds Bachelor of Science in Agriculture (First Class Honours) and Master of Science in Agronomy (University of Nairobi). He has a PhD in Plant Science (University of Manitoba) and Diploma in Rural Innovations Processes (ICRA, Netherlands). He has attended leadership and governance courses locally and abroad including Strategic Leadership Development Program (SLDP) from the Kenya School of Government.

**Turkana University College**  
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## 4. KEY MANAGEMENT TEAM



Prof. George N. Chemining'wa, PhD

**Principal**

PhD (University of Manitoba), M.Sc. (UoN), B.Sc. (UoN),  
Postgraduate Diploma (ICRA)

Responsible for management of academic and administrative  
functions of the University College.

---



CS FA Prof. George M. Muthaa, PhD,

**Deputy Principal, Administration, Finance and Planning**

PhD. (EU), M.Ed. MBA, B.Ed. (KU), Graduate Diploma in  
Leadership Development, I.C.T. and Knowledge Society-  
Dublin City University, CS (KASNEB)

Head of the Administration, Finance and Planning Division and  
responsible for Administration, Planning, Human Resources,  
Performance contracting and infrastructural development and  
Financial Management.

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Prof. Hellen Wangechi Mwaura-Kamiri

**Deputy Principal Academics and Student Affairs**

PhD Agric. Sciences (Soil Science), University of Bonn

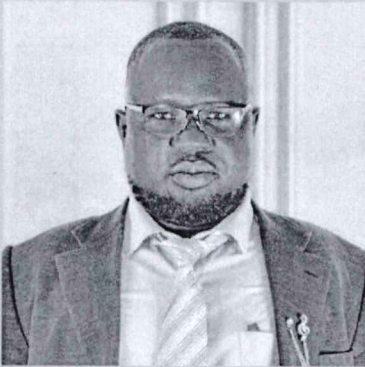
MSc. Soil Science (Moi)

BSc Forestry (MOI)

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**Turkana University College**  
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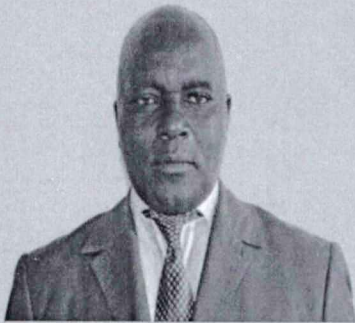


Prof. Peter Edome Akwee.

**Deputy Principal Research Innovation and Linkages (Ag.)**

Holds a Phd in Botany, (Plant Genetics), (Maseno), Msc. Ed.  
Biology (MMUST), B. Ed. Science (Moi University)

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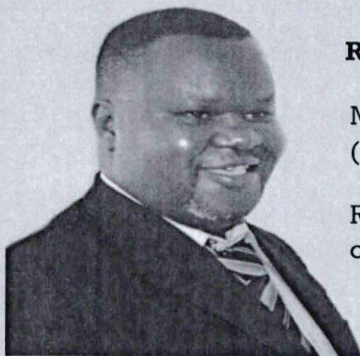
Dr. Henry Ongori, PhD

**Registrar (Administration)**

PhD-Mgt. (North-West University, S.A.), MBA-Mgt (Shivaji University, India), B.Com Mgt (Shivaji University, India)

Responsible for supervising and managing all administrative and operational functions of the Office of the Registrar (Administration).

---



Mr. Paul Odongo

**Registrar (Academic Affairs)**

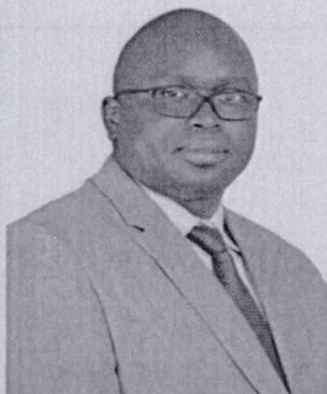
M.Sc. - Communication Studies (Moi University), BA-Philosophy (Pontifical Urbaniana University- Rome).

Responsible for supervising and managing all administrative and operational functions of the Office of the Registrar (Academic Affairs).

**Turkana University College**  
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FA CPA CPM Dr. Jared Okello, PhD

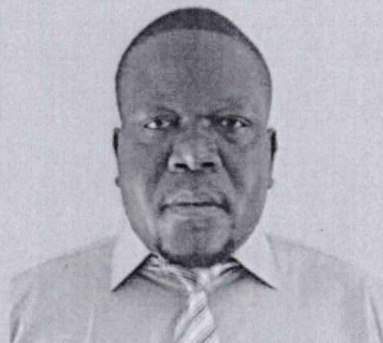
**Finance Officer**

PhD – University of KwaZulu-Natal, Post Doctoral – StellenBosch University (USB), MBA (Accounting and Finance) (UEAB), BBM (Accounting and Finance) (Moi University).

Responsible for the financial matters of the University College under the direction of DP (AF&P).

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Mr. Paul Ekiru

**Procurement Officer**

MBA (Purchasing & Supplies Management) (MKU), B.Sc. Purchasing & Supplies Management (JKUAT)

Responsible for procurement of goods and services in the University College

---

---



Ms. Sherry Andisi -

**Librarian**

M.Sc. Library & Information Science (KU), B.Sc. Library & Information Science (Makerere University)

Responsible for library services in the University College.

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Rev. Jackson Iruko

**Dean of Students**

B.Ed. Arts (Egerton University)

Responsible for the Students welfare Under the direction of Deputy Principal, Academic and Student affairs.

---



Mr. Morris Ngugi

**ICT Officer**

B.Sc. Information Technology (JKUAT)

Responsible for the provision of ICT services

---



Mr. Peter Ekamais

**Nursing Officer**

B.Sc. in Environmental Health (Mount Kenya University) Diploma in Kenya Registered Community Health Nursing (KMTC).

Responsible for health services in the University College

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CPA James Kanyiri

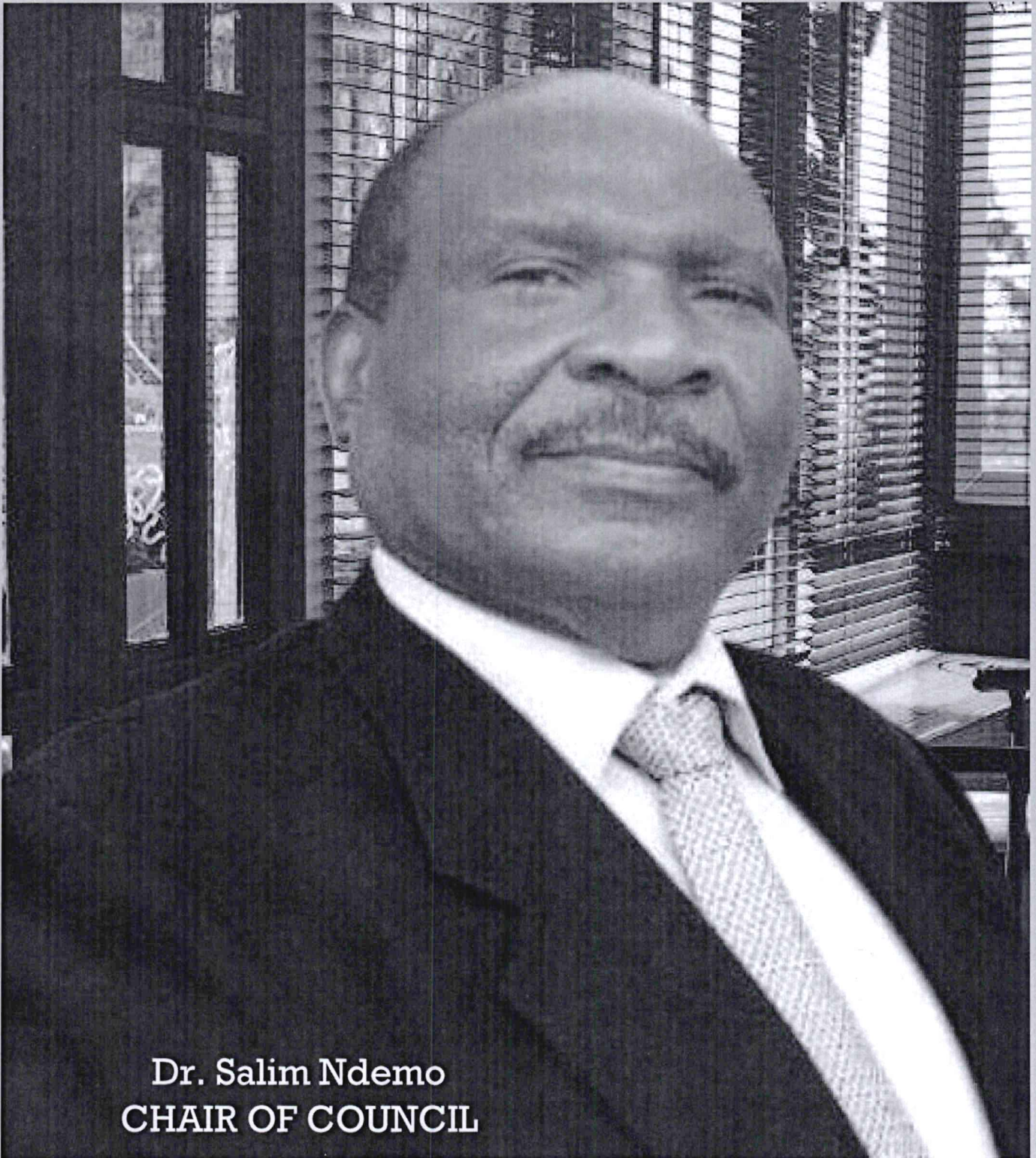
**Internal Auditor**

BBM (Accounting option) (**University**), Member ICPAK, Member IIA

Responsible for risk and internal controls in the University College.

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**Dr. Salim Ndemo**  
**CHAIR OF COUNCIL**

## **5. CHAIRMAN'S STATEMENT**

It is with great pride that I present the Chairman's Statement for the Financial Year ended June 30, 2025. Turkana University College (TUC) has once again demonstrated resilience, growth, and commitment in delivering its core mandate of teaching, research, and community outreach. The Council is pleased with the strategic direction and the tangible results that continue to define the University's progress, even in the face of external economic pressures.

The University College recorded commendable growth during the year under review. Financial performance was particularly notable, with total revenue increasing by 31.54%. Through prudent financial management, total expenditures were kept within sustainable limits, resulting in a net surplus during the financial year. These funds are earmarked for reinvestment in academic programmes, student support, and infrastructure—critical areas that align with the institution's long-term strategic goals.

The University continued to implement its 2023–2027 Strategic Plan, guided by national development priorities and global educational trends. A key area of growth was academic development, where the student population increased. This expansion was supported by the introduction of seven new programmes, including three undergraduate and four postgraduate offerings. Faculty development also remained a priority, with targeted workshops and seminars aimed at enhancing teaching quality and delivery.

In addition to academic growth, Turkana University College has made impressive strides in research and innovation. The institution successfully hosted its 5th International Research Conference and maintained a favourable national standing, ranking 17th in Kenya in the Webometric rankings. Faculty members secured competitive research grants and published in peer-reviewed journals, reinforcing the University's emerging status as a hub for scholarly excellence. Collaborative research partnerships were expanded with leading institutions such as the University of Girona, Panteion University, and several East African universities, enabling multidisciplinary research and innovation.

The University also deepened its focus on environmental sustainability and climate action. Key initiatives included the adoption of renewable energy solutions, implementation of waste management strategies, and partnerships with organizations dedicated to climate resilience. These efforts highlight TUC's proactive stance in integrating sustainability into its institutional culture.

The Council takes governance and institutional integrity seriously. Throughout the year, structured capacity-building programs were conducted for Council members, staff, and students to promote transparency, accountability, and efficiency. We acknowledge that good governance is foundational to long-term sustainability and high staff morale. In this regard, TUC continued to honour its human resource obligations, ensuring that staff remained motivated and engaged.

The student experience was notably enriched through expanded infrastructure, including the construction of new student hostels and sanitation facilities. Moreover, students participated actively in music, drama, and cultural events, showcasing exceptional talents that reflect the diversity and vibrancy of campus life.

**Turkana University College**

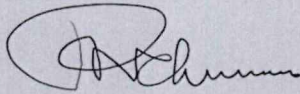
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Looking forward, the Council remains committed to supporting the University's aspiration of becoming a globally esteemed institution. Strategic priorities include expanding academic offerings to meet emerging labour market needs, enhancing industry linkages for research and internship opportunities, and strengthening fundraising initiatives to boost infrastructure and programme development.

In conclusion, I wish to sincerely thank the Government of Kenya, the Council, University Management, staff, students, and our development partners for their steadfast support. The progress we have achieved is the result of our collective efforts and shared commitment. As we look to the future, we remain confident that Turkana University College is well-positioned to become a leading force in higher education and societal transformation, both locally and globally.



**Dr. SALIM P. NDEMO, PhD, MIOD(K), SS, MBS**  
**CHAIRMAN, TURKANA UNIVERSITY COLLEGE COUNCIL**

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## **6. REPORT OF THE PRINCIPAL**

It's with great pleasure that I present this Annual Report and Financial Statements for Turkana University College (TUC) for the year ended June 30, 2025. Turkana University College has continued to carry out its mandate of providing quality education, research and outreach for the advancement of humanity. The institution recorded significant growth in performance in the Financial Year (FY) 2024/2025 as compared to FY 2023/2024. The recorded growth is a reflection of the deliberate efforts by the Council and Management to develop and institutionalize efficiency and effective management practices in its operations. During the year, TUC continued the implementation of its 2023-2027 Strategic Plan. Turkana University College recognizes the importance of sustainability reporting as a key tool for promoting transparency, accountability, and stakeholder engagement in its commitment to sustainable development and responsible management practices. The 2024/2025 financial year has been marked by significant growth and development for Turkana University College, despite the prevailing challenges in the macroeconomic environment and rising operational costs. The institution has remained financially resilient and maintained a strong financial position. The total revenue for the year amounted to KES 511 million, representing a 31.54% increase from the previous Financial Year. The funds were prudently utilized in the provision of services thus ensuring that operations for the year were fully funded. The total expenditures for the Financial Year (2024/25) were KES 406million, reflecting an increase of 17.76% compared to the previous Financial Year. Turkana University College achieved a net surplus of KES 105million, signifying her commitment to financial sustainability and responsible fiscal management. This surplus will be reinvested into enhancing academic programs, student support services, and infrastructure projects. In the Financial Year 2024/2025, Turkana University College endeavored to actively mitigate climate change through a multifaceted approach, by implementing renewable energy solutions, engaging with local communities to promote environmental awareness. The initiatives included waste management strategies and partnerships with organizations focused on sustainability. By fostering a culture of environmental stewardship and innovation, the University aims at reducing carbon footprint and contribute positively to the fight against climate change.

### **Teaching and Learning**

As an institution of higher learning, TUC has identified clear pathways in Teaching and Learning. It has continued to ensure relevance and quality of its offerings in the light of the dynamic and challenging national and global trends in skills and knowledge development. During the financial year, the University made notable strides in several areas, such as, students population increased to 3,198 from 1,655. The institution enhanced its offerings by programme expansion through the launch of seven new programmes which included three undergraduate and four postgraduates' programmes. To support effective teaching and learning, capacity development of staff was done through workshops and seminars among other programmes.

### **Research and Innovation**

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Research and innovation were central to the success and growth of TUC during the FY 2024/2025. The University College has remained committed to fostering a culture of inquiry, discovery, and creativity across all academic disciplines. Through strategic investments in research infrastructure, faculty development and collaboration with industry partners, TUC is developing into a hub of cutting-edge research and innovation. During the period, faculty members have demonstrated research potential by securing competitive grants, publishing research articles and presenting their papers in conferences. The University College also hosted its 5th International Research Conference. The University College has continued to rank favourably in the Webometric ranking at position 17 in Kenya. Furthermore, TUC has actively promoted a research ecosystem that supports interdisciplinary collaboration, encourages student involvement in research projects and fosters partnerships with external stakeholders. Towards this end TUC is partnering with the University of Girona, Panteion University alongside other Universities in Kenya, Ethiopia and Somaliland, the Horn of Africa and the South Rift Association of Land Owners (SORALO) among other organizations.

#### **Linkages and Outreach**

Turkana University College has continued to prioritize the establishment and nurturing of strong linkages and outreach initiatives during the financial year 2024/2025. These strategic partnerships with local, national and international stakeholders have been instrumental in enhancing the institution's academic offerings, research capabilities and community engagement. Through collaborative agreements with industry partners, government agencies, non-profit organizations, and other educational institutions, TUC has expanded its network of collaborators and created opportunities for knowledge exchange, staff and students exchange, technology transfer, and joint projects. These linkages have not only enriched the learning experience of its students but have also facilitated the translation of research findings into real-world applications that benefit society.

#### **Governance and Staff Satisfaction**

Turkana University College places a strong emphasis on effective governance practices and staff satisfaction to ensure the success and sustainability of the institution. Throughout the financial year 2024/2025, the University College has upheld high standards of governance, transparency, and accountability to foster a positive working environment and support the professional development and well-being of its staff. Under the guidance of the Council and Management, TUC organized trainings for both Council members and staff to promote efficiency and effectiveness in governance, management and enhanced satisfaction. In the FY 2023/2024 the University College endeavoured to meet its human resource obligations to ensure the highest level of staff motivation.

#### **Students Experience**

In the FY 2023/2024, TUC remained committed to enhancing the overall students experience by prioritizing academic excellence, inclusivity and community engagement. The financial

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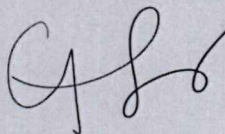
investment was strategically directed towards improving University College facilities, improving student support services and enriching extra-curricular opportunities. The University College recognizes that a positive experience not only fosters academic success but also personal growth and professional readiness. In the financial year, the University College participated in the music and drama festivals where students excelled in various presentations besides organizing a successful cultural event where they exhibited great talents. The University College has expanded its infrastructures by constructing the students' hostels and ablution block.

#### **Future Outlook:**

Looking ahead, TUC remains committed to her vision of becoming a globally esteemed university in teaching, research and outreach. Her strategic priorities for the upcoming financial year include, expanding course offerings further to cater for emerging industry needs, strengthening partnerships with local industries for research and internship opportunities and enhancing fundraising efforts to enhance income for infrastructure and programs development.

#### **Conclusion**

I wish to thank the TUC Council for their fiduciary role and provision of organizational direction. I would like to express my gratitude to our dedicated team of management, faculty, staff, students, and partners for their unwavering support and commitment to the vision and mission of TUC. Together, we will continue to uphold the highest standards of academic excellence and shape the future of higher education in Kenya and beyond. I am pleased to present the annual report and financial statement for Turkana University College for the Financial Year 2024-2025.



Prof. George Ndiema Chemining'wa, Ph.D.

Principal/CEO

Turkana University College

## 7. STATEMENT OF PERFORMANCE AGAINST PREDETERMINED OBJECTIVES

Operations and aspirations by Turkana University College are guided by the five strategic goals which are captured in its 2023-2027 Strategic Plan. The strategic goals include: the improvement of teaching and learning; Strengthening Research and Innovation; Strengthening Governance and Staff Satisfaction; Improving Student Experience and Strengthening Linkages and Outreach. These strategic goals have been developed into Key Result Areas which guides the implementation process. These KRA guided the University College in developing the 2024/2025 annual work plans. Assessment of the Council's performance against its work plan is done on a quarterly basis. TUC achieved its performance targets set in the 2024/2025 period as per its strategic goals as presented below:

Goal	Key Result Area (KRA)	Achievement
Improving the Quality of Teaching and Learning	KRA 1: Curriculum Development, Implementation and Review	<ul style="list-style-type: none"> <li>- Competency Based Curriculum (CBC) alignments ongoing in collaboration with MMUST</li> <li>- Marketing and implementation of 15 Short courses developed initiated</li> <li>- Initiated and supported Staff exchange programmes with local and international Universities - [Two staff visited University of Girona and 15 staff enrolled on Exchange programme with Agha Kan University Academic dubbed Without Border-AWB]</li> <li>- Organized and facilitated a Workshop on 3is Project on Innovative Teaching Methods Training (28 Teaching Staff participated)</li> <li>- Expanded Internet connectivity through</li> </ul>

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Goal	Key Result Area (KRA)	Achievement
		starlink satellite Technology and installation of new hotspots - Training of staff on use of technology in teaching - Update of website content e.g. Staff publications updates, activities, notifications etc. - Webometric Ranking -17 Nationally Feb 2025
	KRA 2: Faculty Capacity	- 10 capacity building trainings conducted - Promoted engagements with local and international Universities for sharing of knowledge and experiences
	KRA 3: Teaching and Learning Infrastructure	- Construction of students' hostels, ablution block (100% complete) and Lecture hall (80% complete) - Enhanced connectivity by Installation of additional hotspots and Internet expansion via Stratlink satellite and KENET
	KRA 4: Quality Assurance	- Accreditation of 15 internal auditors for ISO - Operationalization of the directorate of QA
Strengthening Research and Innovation	KRA 5: Research Capacity	- Training of 28 teaching staff on postgraduate supervision - 41 publications made by the University staff

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Goal	Key Result Area (KRA)	Achievement
		<ul style="list-style-type: none"> <li>- TUC hosted the 5th international conference on 11th – 12th June</li> </ul>
	KRA 6: Innovation Ecosystem	<ul style="list-style-type: none"> <li>- 4 trainings on of Innovations and Commercialization Undertaken</li> </ul>
Strengthen Governance and Staff Satisfaction	KRA 7: Staff Welfare	<ul style="list-style-type: none"> <li>- Complied with the Government Directives on Health and safety.</li> <li>- Inspection of the university by the public health department, Turkana County Government</li> <li>- 5 social welfare events for staff organized, including, team building, sports day and Principal's tea</li> </ul>
	KRA 8: Staff Development	<ul style="list-style-type: none"> <li>- 13 Career development programmes undertaken including pedagogy, Administration and Citizenship Duties and Research and Knowledge Exchange Programme</li> </ul>
	KRA 9: Enhancing the capacity of the Council and Management	<ul style="list-style-type: none"> <li>- 10 trainings for both council and management facilitated</li> <li>- Annual Board evaluation conducted by SCAC</li> </ul>
	KRA 10: Attainment of charter by the University College	<ul style="list-style-type: none"> <li>- 100% implementation of the roadmap to charter</li> </ul>
	KRA 11: Institutionalizing corporate branding	<ul style="list-style-type: none"> <li>- Adoption of the Corporate colours on all upcoming buildings</li> </ul>

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Goal	Key Result Area (KRA)	Achievement
		<ul style="list-style-type: none"> <li>- Participation in community activities</li> <li>- Updating of the University Website</li> <li>- Best Award Winner of FiRe Award in the universities category in the December 2024 Gala Ceremony.</li> <li>- Webometric ranking-17<sup>th</sup> position under the universities category.</li> </ul>
<p>Improving Student Experience</p>	<p>KRA12: Student Welfare</p>	<ul style="list-style-type: none"> <li>- Peer Counsellor training (Cohort 6 – 18 students and Cohort 7 – 22 students)</li> <li>- Enhanced internet connectivity</li> <li>- Construction of hostels, lecture hall and sanitation block</li> <li>- Cultural and Artistic Engagements Conducted (Participation in KUPAA, Tobong lore, KM&amp;DF and annual cultural week)</li> <li>- Participation in games and sports (inter-Universities ball games and friendly matches)</li> <li>- Diversification of sporting disciplines (Introduced Handball and table Football Game)</li> <li>- Sensitization of the students Governing Council and students' body on Governance and Elections</li> <li>- Reviewed TUCSO Constitution</li> <li>- Elections of students' leadership successfully conducted</li> </ul>

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Goal	Key Result Area (KRA)	Achievement
	KRA 13: Student Alumni	<ul style="list-style-type: none"> <li>- Established and launched the TUC Alumni Association</li> </ul>
Strengthening Linkages and Outreach	KRA 14: Community Outreach	<ul style="list-style-type: none"> <li>- Blood donation drive by Lodwar County Referral Hospital (LCRH)</li> <li>- Participation in the International AIDS Day</li> <li>- Hosted the 3is participants (Ethiopia, Somalia, Spain, Greece and Kenya) on community engagement scheduled for 20<sup>th</sup> to 25<sup>th</sup> may 2025</li> <li>- Greening of the environment (Expansion of the University tree nursery, planting and growing of trees)</li> <li>- Participation in community events (Tobong Lore Turkana Annual Cultural festival)</li> <li>- Hosted the TUC Annual Cultural Week</li> </ul>
	KRA 15: University-Industry Linkages	<ul style="list-style-type: none"> <li>- Initiated MoU with GIZ, UNICEF</li> </ul>

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**Performance Matrix: Achievement Against Strategic Goals (FY 2024/2025)**

**Turkana University College**

<b>Strategic Goal</b>	<b>Key Result Area (KRA)</b>	<b>Planned Output / Target</b>	<b>Actual Achievement</b>	<b>Performance Status</b>
1. Improve Quality of Teaching and Learning	KRA 1: Curriculum Development & Review	CBC-aligned curricula; 10 short courses developed; staff exchange initiated	CBC review with MMUST ongoing; 15 short courses marketed; exchange programs with Girona & Aga Khan implemented	<b>Achieved</b>
	KRA 2: Faculty Capacity	6 capacity-building sessions; linkages with 2 institutions	10 trainings held; new partnerships established	<b>Achieved</b>
	KRA 3: Teaching Infrastructure	Completion of hostels, lecture halls, internet connectivity	Hostels (100%), lecture hall (80%), new Starlink and KENET connectivity done	<b>Achieved</b>
	KRA 4: Quality Assurance	Establish QA Directorate; Internal audit capacity building	QA Directorate operational; 15 ISO internal auditors accredited	<b>Achieved</b>
2. Strengthen Research and Innovation	KRA 5: Research Capacity	Train 25 staff on PG supervision; Publish 30 articles; Hold 1 international conference	28 staff trained; 41 publications; Hosted 5th International Conference (June 2025)	<b>Achieved</b>
	KRA 6: Innovation Ecosystem	Conduct 3 innovation and commercialization trainings	4 innovation trainings held	<b>Achieved</b>
3. Strengthen Governance and Staff Satisfaction	KRA 7: Staff Welfare	Conduct at least 3 staff welfare events; comply with public health standards	5 events held; Health inspection conducted	<b>Achieved</b>
	KRA 8: Staff Development	Offer 10 CPD trainings in pedagogy, research, leadership	13 staff trainings conducted	<b>Achieved</b>
	KRA 9: Council & Management Capacity	Conduct Council/Management training and Board evaluation	10 trainings done; SCAC-led Board evaluation completed	<b>Achieved</b>

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<b>Strategic Goal</b>	<b>Key Result Area (KRA)</b>	<b>Planned Output / Target</b>	<b>Actual Achievement</b>	<b>Performance Status</b>
	KRA 10: Roadmap to Charter	Achieve 100% implementation of activities towards Charter	Charter roadmap fully implemented	<b>Achieved</b>
	KRA 11: Corporate Branding & Visibility	Standardize institutional branding; improve rankings; community participation	Corporate colors adopted; Webometric Rank #17; Active community participation; FiRe Award Winner	<b>Achieved</b>
4. Improve Student Experience	KRA 12: Student Welfare	Construct student facilities; strengthen peer support & cultural engagement; conduct student elections	Hostels and facilities completed; 40 peer counsellors trained; cultural & sports events held; TUCSO Constitution reviewed	<b>Achieved</b>
	KRA 13: Alumni Engagement	Establish Alumni Association and plan inaugural activities	TUC Alumni Association formally launched	<b>Achieved</b>
5. Strengthen Linkages and Outreach	KRA 14: Community Outreach	Conduct 3 outreach events; participate in cultural week and environmental greening	Participated in multiple events including blood drives, AIDS Day, tree planting, Tobong Lore, and hosted cultural week	<b>Achieved</b>
	KRA 15: University-Industry Linkages	Initiate 2 MoUs with industry partners	MoUs initiated with GIZ and UNICEF	<b>Achieved</b>

## 8. CORPORATE GOVERNANCE STATEMENT

### i) Appointment, Composition, and Structure of the Council

Turkana University College is governed by a University College Council constituted under the **Universities Act No. 42 of 2012**. Members of the Council were appointed by the Cabinet Secretary, Ministry of Education, for a three-year term effective **May 23, 2023**, vide Gazette Notice Vol. CXXV—No. 119. The Council comprises nine members drawn from diverse professional backgrounds, ensuring a balanced and inclusive governance structure.

#### **Council Composition:**

<b>Name</b>	<b>Position</b>	<b>Representing</b>
Dr. Salim P. Ndemo	Chairperson	Appointee, Ministry of Education
Dr. Dominic K. Biwott	Member	Appointee, Ministry of Education
Dr. Nelisa K. Mbaka	Member	Appointee, Ministry of Education
Ms. Carolyne A. Ekuwom	Member	Appointee, Ministry of Education
Mr. Jared O. Oyier	Member	Appointee, Ministry of Education
Mr. Shadrack K. Lomoywara	Member	Appointee, Ministry of Education
Ms. Josephine N. Walela	Member	Representative, PS – State Department for Higher Education & Research (Succeed by Mr. John Yiampoi)
Mr. John Yiampoi	Member	Representative, PS – State Department for Higher Education & Research
CPA Prof. Solomon T. Ngahu	Member	Representative, PS – The National Treasury
Mr. Gerald Mwangi	Member	Representative, Inspector General – SCAC(In Attendances)

NB. Ms. Josephine Walela exited Council in November 2024 and was replaced by Mr. John Yiampoi.

The Council operates under a well-defined **Board Charter**, which articulates its roles, responsibilities, and guiding principles in line with the **Mwongozo Code of Governance for State Corporations**.

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**ii) Roles and Functions of the Council**

The Council is accountable to the Government of Kenya and oversees the strategic direction, financial stewardship, and academic standards of the University College. Its core functions include:

- Policy formulation and oversight
  - Approval of budgetary estimates
  - Monitoring institutional performance
  - Human resource appointments at senior levels
  - Promoting institutional autonomy and academic freedom within legal frameworks
  - Ensuring compliance with relevant laws, regulations, and ethical standards
- 

**iii) Induction, Training, and Development**

The University College prioritizes the capacity development of Council members. Key interventions during FY 2024/2025 included:

1. Training on Financial Management: Held from 16<sup>th</sup>-20<sup>th</sup> December 2024 at the Kenya School of Revenue Administration, Mombasa
  2. Council Retreat (Performance Improvement Management Plan for the Council): Held from 24<sup>th</sup>-28<sup>th</sup> March 2025 at the Morendat Training and conference Center, Naivasha
  3. Board Evaluation and Training on Governance by SCAC held from 30<sup>th</sup> September, to 4<sup>th</sup> October, 2024 at Morendat Training and Conference Center, Naivasha.
- 

**iv) Board and Members' Performance**

The Council's performance was reviewed through an independent **Board Evaluation** exercise. The evaluation considered effectiveness in governance, committee performance, ethical leadership, and stakeholder engagement. Individual Council members also undergo performance tracking through attendance and contribution to meetings and strategic matters.

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**v) Board Meetings and Attendance**

The Council held **8 meetings** in FY 2024/2025, including quarterly, special, and evaluation sessions. Member attendance is summarized below:

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	ARECS				HRACC				PFDGPC				ARMCC				FULL COUNCIL			
Dr. Salim Ndemo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ms. Josephine Walela	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Ms. Carolynne Ekuom	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Mr. John Yiampoi	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Dr. Nelisa Mbaka	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Mr. Shadrack Lomoywara	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Dr. Dominic Biwott	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Mr. Jared Oyier	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Prof. Solomon Ngahu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Prof. George Cheminingwa	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Mr. Gerald Mwangi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CPA James Kanyairi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Committee attendance was similarly documented, and records are maintained for transparency and performance management.

**vi) Succession Plan**

Turkana University College has instituted a **succession planning framework** embedded in its Human Resource policies to ensure leadership continuity at both Council and management levels. The appointment of Council members follows an open, transparent process governed by legal instruments and gazette notices.

**vii) Conflict of Interest Policy**

In compliance with **Mwongozo** paragraph 1.3 and 1.16, all Council members sign a **Conflict of Interest Declaration** and disclose any personal or professional interests that may conflict with their official roles. These are documented in a **Conflict of Interest Register**, which is regularly updated and reviewed.

**viii) Council Remuneration**

Council members are remunerated according to circulars issued by the **State Corporations Advisory Committee (SCAC)** and guidelines from the **National Treasury**, covering sitting allowances, transport, and accommodation. The related expenditures are fully disclosed in the Financial Statements.

**ix) Ethics and Conduct**

All Council members, management, and staff are bound by the University College's **Code of Ethics and Conduct**, which emphasizes integrity, professionalism, and accountability. Senior management undertook oaths of **secrecy and confidentiality** during the financial year.

**x) Governance Audit**

The University College is in the process of undertaking a **Governance Audit**, in compliance with Mwongozo guidelines and the Leadership and Integrity Act. Internal audit frameworks have also been strengthened through the Audit, Risk, and Compliance Committee.

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**xi) Communication Policy**

The institution maintains an **Internal and External Communication Policy**, which promotes transparency, stakeholder engagement, and timely dissemination of Council decisions, strategic plans, and performance reports. Communication tools include Council communiqués, website updates, stakeholder consultations, and structured public participation forums.

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**xii) Council Committees and Terms of Reference**

The Council has established four Committees, each operating under clear **Terms of Reference (ToRs)**:

1. **Human Resource and Appointments Committee (HRAC)** – Staff policies, appointments, discipline, and welfare
2. **Planning, Finance, Development and General Purposes Committee (PFDGPC)** – Budgeting, procurement, infrastructure, investments, and project oversight
3. **Audit, Risk Management and Compliance Committee (ARMCC)** – Internal controls, audit reports, risk and compliance oversight
4. **Academics, Research, Extension, Collaboration and Sealing Committee (ARECS)** – Academic integrity, research, partnerships, and institutional growth

Each Committee submits quarterly reports to the full Council for deliberation and decision-making.

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**xiii) Policy on Related Party Transactions**

The Council adheres to a **Related Party Transactions Policy** in line with IPSAS 20 and the Public Finance Management (PFM) framework. Any transactions involving members of Council or senior management are disclosed in the financial statements and are subject to approval through established governance protocols.

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*This statement reflects Turkana University College's continued commitment to transparency, accountability, ethical leadership, and alignment with national and international best practices in public sector governance.*

## 9. MANAGEMENT DISCUSSION AND ANALYSIS

### SECTION A

#### **TUC's operational and financial performance**

Turkana University College (TUC) has aligned its operational and financial performance with its core mandates of teaching, research, and community service. These functions are led by the Academics and Student Affairs Division, which plays a crucial role in ensuring that the University College meets its strategic objectives. The division oversees the quality of teaching, drives research and innovation, and promotes active engagement in community service initiatives that support the institution's mission and vision.

The Academics and Student Affairs Division is structured into two key sub-divisions:

1. **Academics:** This sub-division is responsible for all academic operations, including curriculum development, the delivery of academic programs, enhancement of teaching methodologies, and faculty development. It ensures that TUC offers relevant, high-quality academic programs that meet national and international standards.
2. **Student Affairs:** This sub-division focuses on the holistic development and well-being of students. It manages admissions, provides comprehensive student welfare services, and organizes extracurricular activities. Additionally, it offers student support services such as counseling, mentorship programs, and career guidance, ensuring that students thrive academically and socially throughout their university experience.

Through a strong emphasis on both academic excellence and student development, TUC continues to foster an environment that supports operational efficiency and financial sustainability, while contributing to the broader socio-economic development of the Turkana region.

#### **ACADEMICS**

The academic structure comprises Schools, Teaching Departments, and relevant Directorates, each overseen by Deans, Department Chairs, and Directors respectively. Currently, there are three Schools within the Division:

- i. School of Education and Social Sciences (SESS)
- ii. School of Science and Technology (SOST)
- iii. School of Business and Economics (SOBE)

Supporting the Academics and Student Affairs Division are various Directorates aimed at enhancing the effective delivery of its mandate, including:

- i. Directorate of Post Graduate Studies
- ii. Directorate of Open, Distance, and e-Learning
- iii. Directorate of Technical and Vocational Education and Training
- iv. Directorate of Research, Partnerships, and Collaborations

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- v. Directorate of Performance Contracting and Quality Management Systems
- vi. Directorate of Income Generating Unit

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#### **School of Education and Social Sciences**

##### **Administrative Structure**

School of Education and Social Sciences is one of the schools in TUC. It is headed by the Dean and has two departments namely Department of Teacher Education and Department of Social Sciences headed by Chairman of department.

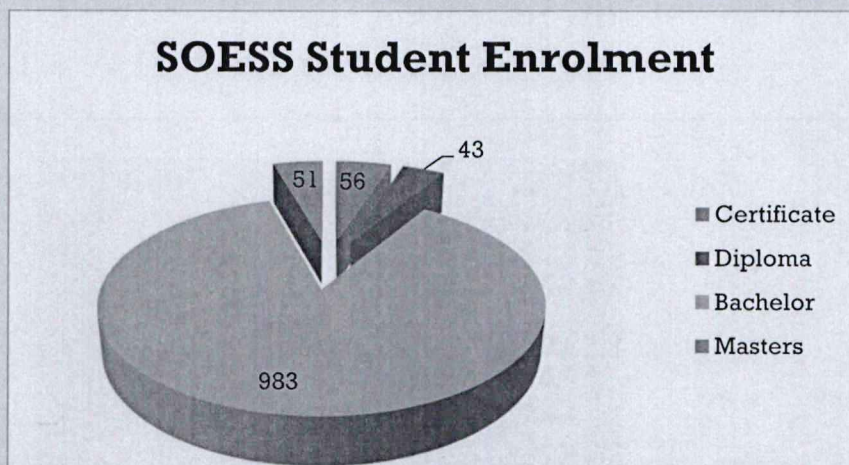
##### **Dean School of Education and Social Sciences**

Dr. Julius Chepkwony

Holds a PhD in Mathematics Education, (MMUST), M phil. in Curriculum, Instruction & Educational media and B.Ed (Arts) (Moi University).

##### **School Programmes**

1. Doctor of Philosophy in Educational Planning and Management
2. Master of Social Work
3. Master of Arts in Public Administration & Management
4. Master of Education in Curriculum and Instruction Technology
5. Master of Development Studies
6. Bachelor of Arts, Development Studies
7. Bachelor of Arts (Criminology and Criminal Justice)
8. Bachelor of Disaster Management and Sustainable Development
9. Bachelor of Journalism and Mass Communication
10. Bachelor of Education Technology (Computer Studies)
11. Bachelor of Social Work
12. Bachelor of Science in Conflict Resolution and Humanitarian Assistance.
13. Bachelor of Education (Arts)
14. Bachelor of Education (Science)
15. Bachelor of Education (Early Childhood Development)
16. Diploma in Social Work and Community Development
17. Diploma in Adult Teacher Education and Community Development
18. Certificate in Social Work and Community Development
19. Certificate in Adult Teacher Education and Community Development



### Research and Publications

Researchers in the school participated in academic conferences and published papers relevant to their areas of specialization. This was done on individual basis as well as in teams. A number of staff also applied for competitive research grants and won as indicated below.

Conference presentations	13
Research Paper Publication	13
Grants Won	3

### Chairman Department of Arts and Social Sciences

Mr. Edward Lokidor

He holds MA in Kiswahili(UoN), Bed(Arts)(MMUST)

### Staffing in the Department of Arts and Social Sciences

S/n	Name	Rank	Area of Specialization
1.	Dr. Tioko Logiron	Lecturer	Sociology
2.	Dr. Evans Otieno	Lecturer	Planning
3.	Fr. Dr. Paul Areman	Lecturer	Development Studies
4.	Ms. Sylvannah Karimi	Tutorial Fellow	Development Studies
5.	Mr. Gilbert Nyakundi	Tutorial Fellow	Development Studies
6.	Mr. Paul Odongo	Tutorial Fellow	Communication Studies

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7.	Mr. Edward Lokidor	Tutorial Fellow	Kiswahili
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**Chairman Department of Teacher Education**

Dr Lucy Akinyi

Holds a PhD in Literature (Laikipia University), a Master of Arts in Literature degree (University of Kabianga) and a Bachelor of Education Arts(Moi University).

**Staffing in the department of Teacher Education**

S/n	Name	Rank	Area of Specialization
1.	Dr. Susan Ouko	Lecturer	Mathematics Education
2.	Dr. Chepkwony Julius	Lecturer	Literature
3.	Dr. Kanus Evelyn	Lecturer	Educational Psychology
4.	Dr. Gervasio Miriti	Lecturer	Linguistics
5.	Dr. Koros Benjamin	Lecturer	Language Education
6.	Dr. Lucy Akinyi	Lecturer	Education Administration & Planning
7.	Dr. Pauline Akiru	Lecturer	Education Management and Policy Studies
8.	Dr. Abisaki Oloo	Tutorial Fellow	Curriculum
9.	Ms. Nancy Kisala	Tutorial Fellow	History
10.	Ms. Beatrice Mbori	Tutorial Fellow	Applied Linguistics
11.	Mr. Mwiti Christopher	Tutorial Fellow	Literature
12.	Mr. Elias Kipsaat	Tutorial Fellow	Social Education & Ethics

**School of Science and Technology**

The School of Science and Technology recognizes the central role of Science and Technology in the overall industrialization and social transformation of our country. Consequently, the school plays a critical role by providing quality education based on modern scientific teaching approaches and to produce high level professional graduates to address societal challenges affecting humanity.

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#### **Administrative Structure and Teaching Departments**

The school is headed by a Dean assisted by two Chairpersons of teaching departments.

The school has two teaching departments each headed by a Chairman of Department (CoD).

The two departments are as follows:

1. Department of Biological and Physical Sciences
2. Department of Renewable Energy and Technology

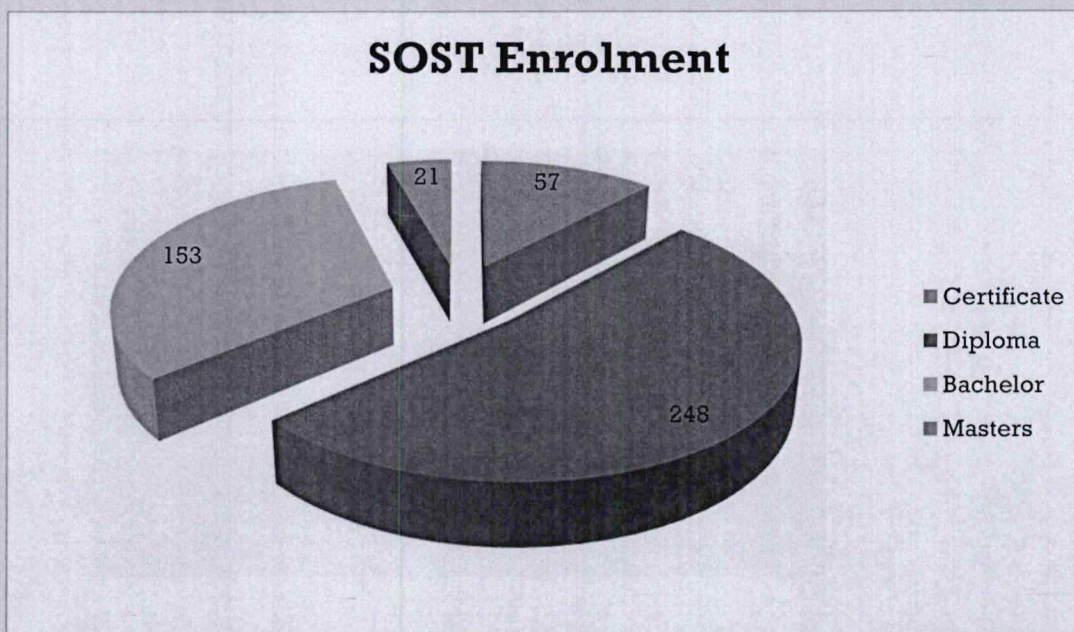
#### **Dean School of Science and Technology**

Dr. James Ndiritu

Holds a PhD in Physical Chemistry (KU), M.Sc in Applied Analytical Chemistry ( KU) and B. Ed. Science (Moi).

#### **School Programmes**

1. Doctor of Philosophy (Environmental Science)
2. Master of Science in Human Evolutionary Biology
3. Master of Science in Public Health
4. Master of Science in Environmental Science
5. Bachelor of Science in Agricultural Education and Extension
6. Bachelor of Science in Agricultural Economics and Resource Management
7. Bachelor of Science in Natural resources Management
8. Bachelor Of Science in Community Health and Development
9. Bachelor Of Science in Renewable Energy Technology
10. Bachelor of Science in Environmental Science
11. Bachelor of Science in Environmental Management and Conservation
12. Bachelor of Science in Computer Science
13. Bachelor of Science in Mathematics and Statistics with Information Technology
14. Bachelor of Science in Fisheries and Aquaculture Technology
15. Bachelor of Science (Hospitality and Institutional Management)
16. Diploma in Information Technology
17. Diploma in Water Technology
18. Diploma in General Agriculture
19. Diploma in Health Records with IT
20. Diploma in Community Health
21. Diploma in General Agriculture
22. Diploma in Environmental Science
23. Diploma in Aquaculture and Fisheries
24. Diploma in Environmental Health
25. Certificate in Health Records with IT
26. Certificate in Community Health



#### **Research and Publications**

Researchers in the school participated in academic conferences and published papers relevant to their areas of specialization. This was done on individual basis as well as in teams. A number of staff also applied for competitive research grants and won as indicated below.

Conference presentations	15
Research Paper Publication	14
Grants	2

#### **Chairman Department of Biological and Physical Sciences profile**

Mr Daniel Mutiso

Holds a Msc. In Public Health (Mount Kenya University), BsC in Biomedical Laboratory Sciences (Maseno University)

#### **Staffing in the department of Biological and Physical Sciences**

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S/No.	Name	Academic Rank/Title	Area of Specialization
1.	Prof. Peter Edome Akwee, PhD.	Associate Prof/ Ag. DP RIL	Botany
2.	Dr. James Nyambura Ndiritu, PhD.	Lecturer/ Dean	Chemistry
3.	Mr. Evans Lomodei	Tutorial Fellow	Fisheries and aquaculture
4.	Mr. Daniel Mutiso	Tutorial Fellow	Public Health



**Chairman Department of Renewable Energy and Technology**

Dr. Jeremiah Onunga

Holds a PhD in Computer Science, (KIBU), MSc. Information Technology (RONGO), BSc. in Computer Science (Gretsa University)

**Staffing in the department of Renewable Energy and Technology**

S/No.	Name	Academic Rank/Title	Area of Specialization
1.	Dr. Jeremiah Onunga Osida, PhD	Lecturer/ CoD	Information Technology
2.	Ms. Rency Maswai	Tutorial Fellow	Pure Mathematics

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**School Of Business and Economics**

**Administrative Structure**

The school is headed by the Dean assisted by a Chairman of the department.

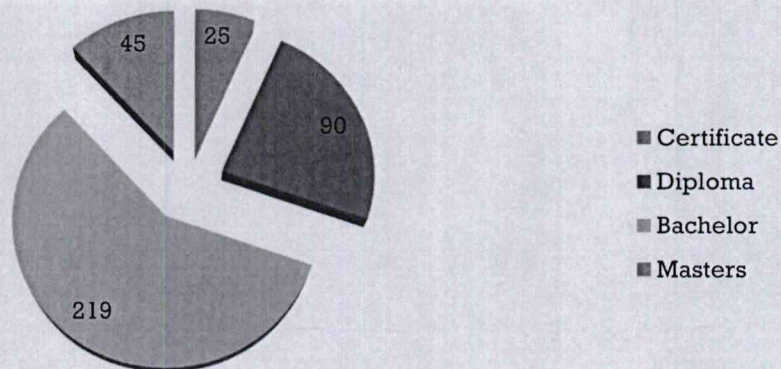


**Dean School of Business and Economics**

Mr. Darius Bosire

Holds MBA in Accounting and BCom (Karnatak University-India).

**SOBE Student Enrolment**

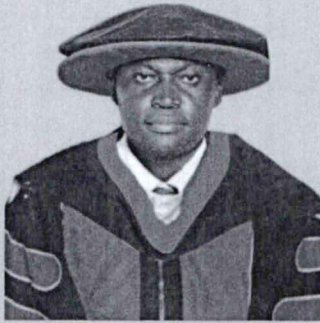


**Research and Publications**

Researchers in the school participated in academic conferences and published papers relevant to their areas of specialization. This was done on individual basis as well as in teams. A number of staff also applied for competitive research grants and won as indicated below.

Conference presentations	2
Research Paper Publication	5

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**Chairman, Department of Management Science**

Dr. Collins Obura

Holds a PhD in Supply Chain Management (JKUAT), MBA in Procurement and Logistics (JKUAT) and a Bachelor of Commerce (CUEA).

**Staffing in the department of Management Science**

The school has five academic staff specialized in different areas of specialization as indicated in the table below.

S/No.	Name	Academic Rank/Title	Area of Specialization
1.	Dr. Tom Nyamache	Senior Lecturer	Finance
2.	Dr. Henry Ongori	Senior Lecturer/ Registrar Administration	Management
3.	CPA Dr. Jared Okello	Lecture/ Finance Officer	Accounting
4.	Dr. Collins Obura	Lecturer/ CoD	Procurement
5.	Mr. Darius Bosire	Tutorial Fellow/ Ag Dean	Finance

**Overall Academic Staff**

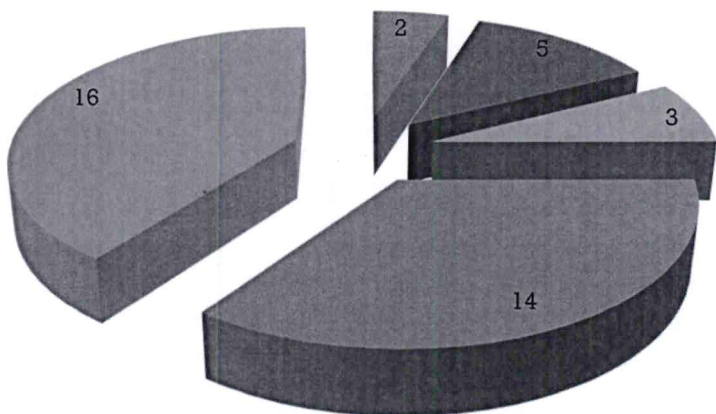
The academic staff composition includes:

1. Professors: 2
2. Associate Professors: 2
3. Adjunct Professors: 5
4. Senior Lecturers: 3
5. Lecturers: 13
6. Tutorial Fellows: 13

Total number of Academic Staff: 37

### **Academic Staff**

■ Professors   ■ Adjunct Professors   ■ Senior Lectures   ■ Lectures   ■ Tutorial Fellows



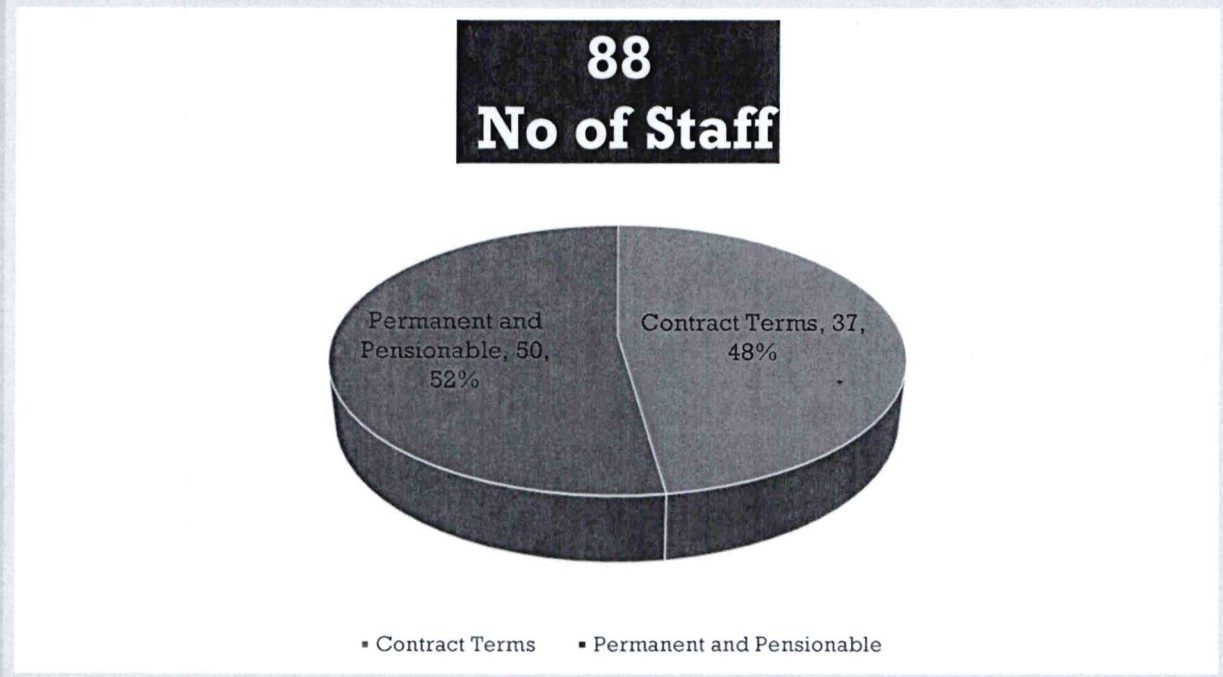
TUC has engaged fifty eight (58) part time lecturers to assist in the teaching research and outreach services.

The University College is committed to recruiting additional academic staff to comply with the CUE requirements.

#### **Composition of the total staff no**

The following members of staff serve TUC:

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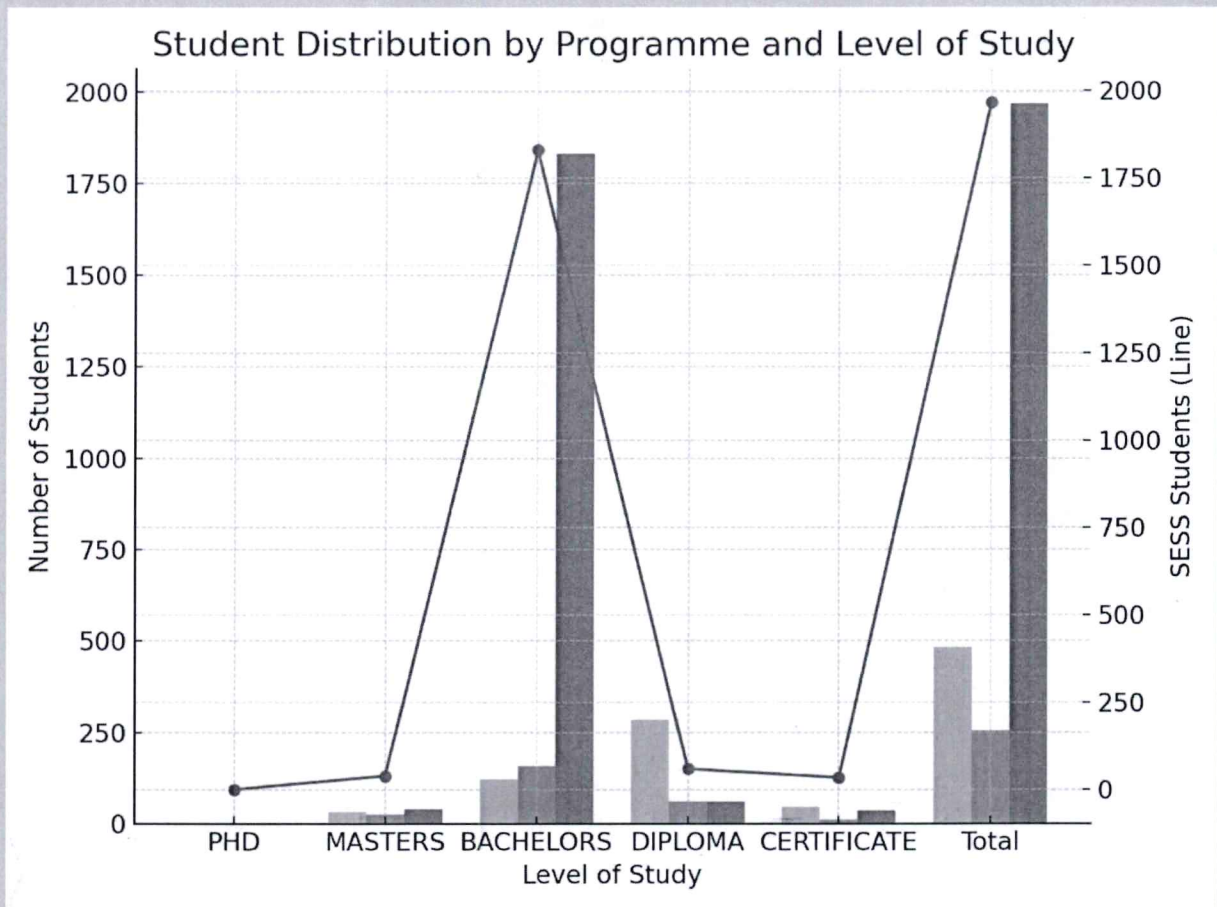


**Student Population**

Turkana University College has 2701 students.

**2024/2025 Overall enrolment**

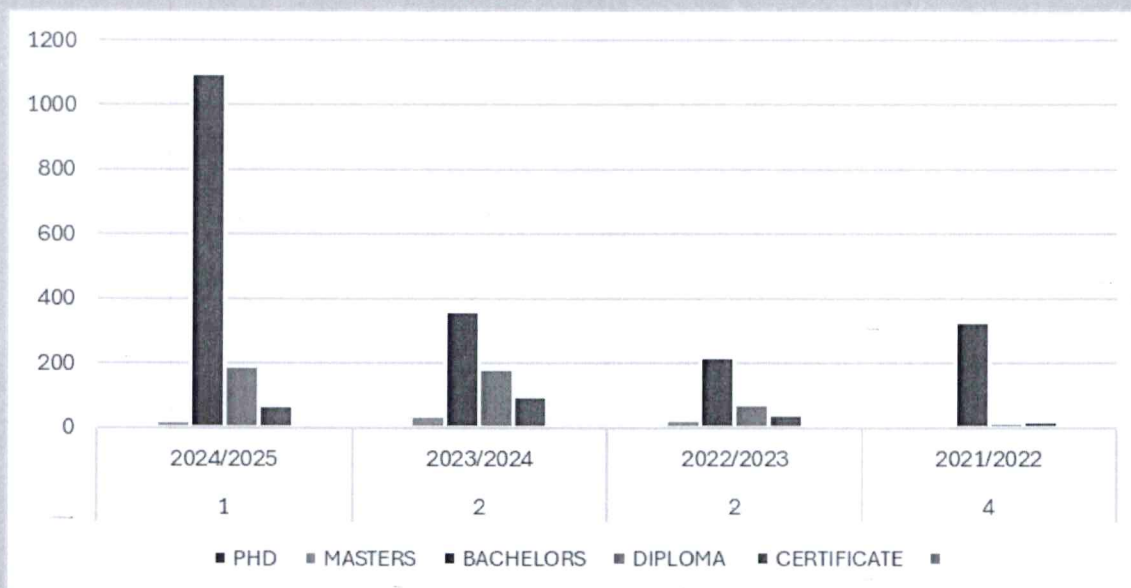
	Programmes	PHD	MASTERS	BACHELORS	DIPLOMA	CERTIFICATE	Total
1	SOST	0	31	121	285	45	482
2	SOBE	1	25	156	60	11	253
3	SESS	1	40	1830	60	35	1966
		2	96	2107	405	91	2701



**Overall Intake comparison from 2021-2024 intakes**

		PHD	MASTERS	BACHELORS	DIPLOMA	CERTIFICATE	Total
1	2024/2025	2	20	1095	191	70	1378
2	2023/2024	0	35	361	181	99	676
2	2022/2023	0	26	219	75	41	361
4	2021/2022	0	8	329	16	22	375

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**STUDENT GRADUATION**

**Graduation Statistics and Analysis**

At the 21st graduation ceremony of Masinde Muliro University of Science and Technology (MMUST), held at its main campus in Kakamega in December 2024, Turkana University College (TUC) achieved a remarkable milestone by graduating **278 students**, representing a 78.2% increase compared to the 156 graduates in 2023. This significant growth highlights the institution's dedication to enhancing academic programs and student success.

**Graduation Summary**

S/No	Level	2024 Graduates	2023 Graduates	Increase	Percentage Growth (%)
1	Masters	7	3	4	133.3%
2	Bachelors	137	87	50	57.5%
3	Diploma	63	34	29	85.3%
4	Certificate	71	32	39	121.9%
5	<b>Total</b>	<b>278</b>	<b>156</b>	<b>122</b>	<b>78.2%</b>

**Discussion**

1. **Growth Across All Levels:**

- **Masters:** The number of master's graduates increased from 3 in 2023 to 7 in 2024, a growth of **133.3%**. This indicates the success of TUC's postgraduate programs and reflects the growing demand for advanced education.
- **Bachelors:** Bachelor's graduates increased by 57.5%, from 87 in 2023 to 137 in 2024. This growth is indicative of TUC's ability to attract and retain undergraduate students while offering quality programs that align with labor market demands.
- **Diploma and Certificate Programs:** The diploma and certificate categories experienced the highest percentage growth rates, at **85.3%** and **121.9%**, respectively. These figures highlight TUC's efforts to provide accessible, practical education for a diverse range of learners, including those pursuing vocational skills.

2. **Implications of Growth:**

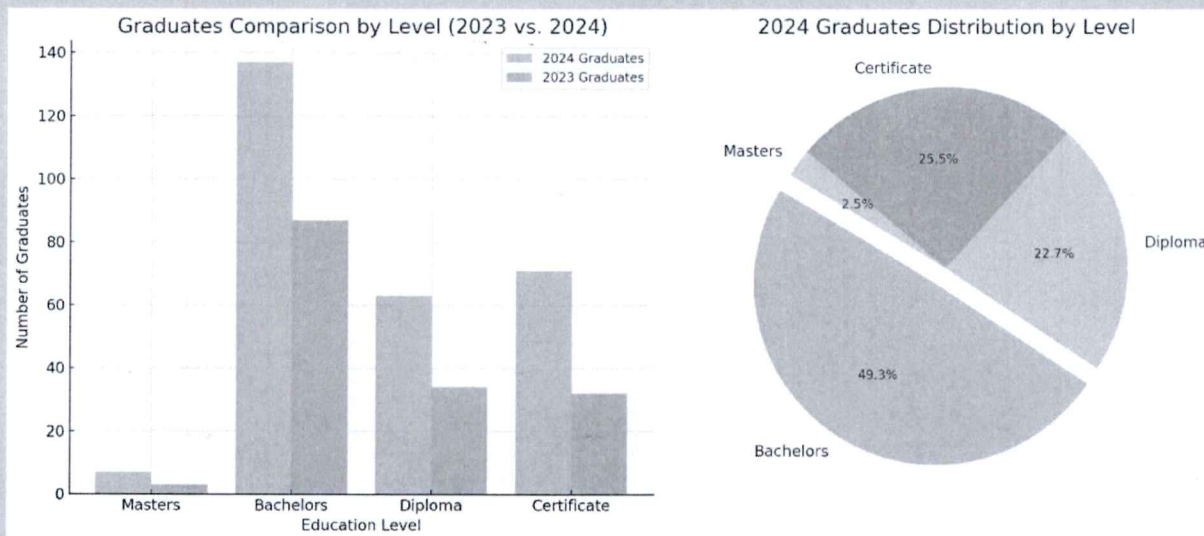
The increase in graduates reflects the effectiveness of strategic initiatives by TUC to expand academic offerings, improve student retention rates, and foster a supportive learning environment. This growth aligns with the institution's mission to contribute to regional and national development by producing skilled graduates in various disciplines.

3. **Strategic Outlook:**

- **Program Expansion:** TUC should continue expanding its academic programs, particularly at the postgraduate level, to meet the increasing demand for higher education.
- **Resource Allocation:** The rapid increase in graduates necessitates proportional investments in infrastructure, faculty, and student support services to maintain quality.
- **Regional Impact:** The growth in diploma and certificate graduates positions TUC as a vital institution for addressing the skills gap in Turkana County and beyond, contributing to economic empowerment and community development.

In conclusion, the **78.2% growth** in graduates between 2023 and 2024 underscores TUC's commitment to academic excellence and its role as a transformative agent in higher education. Sustained growth will require strategic planning and continuous improvements to ensure the institution meets the evolving needs of its students and stakeholders.

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**FINANCIAL PERFORMANCE REVIEW**

***Financial Reporting (FiRe) Award***

Turkana University College (TUC) has demonstrated significant progress in its financial reporting practices through active participation in the Financial Reporting (FiRe) Awards, an initiative that promotes transparency, accountability, and excellence in financial reporting across various sectors.

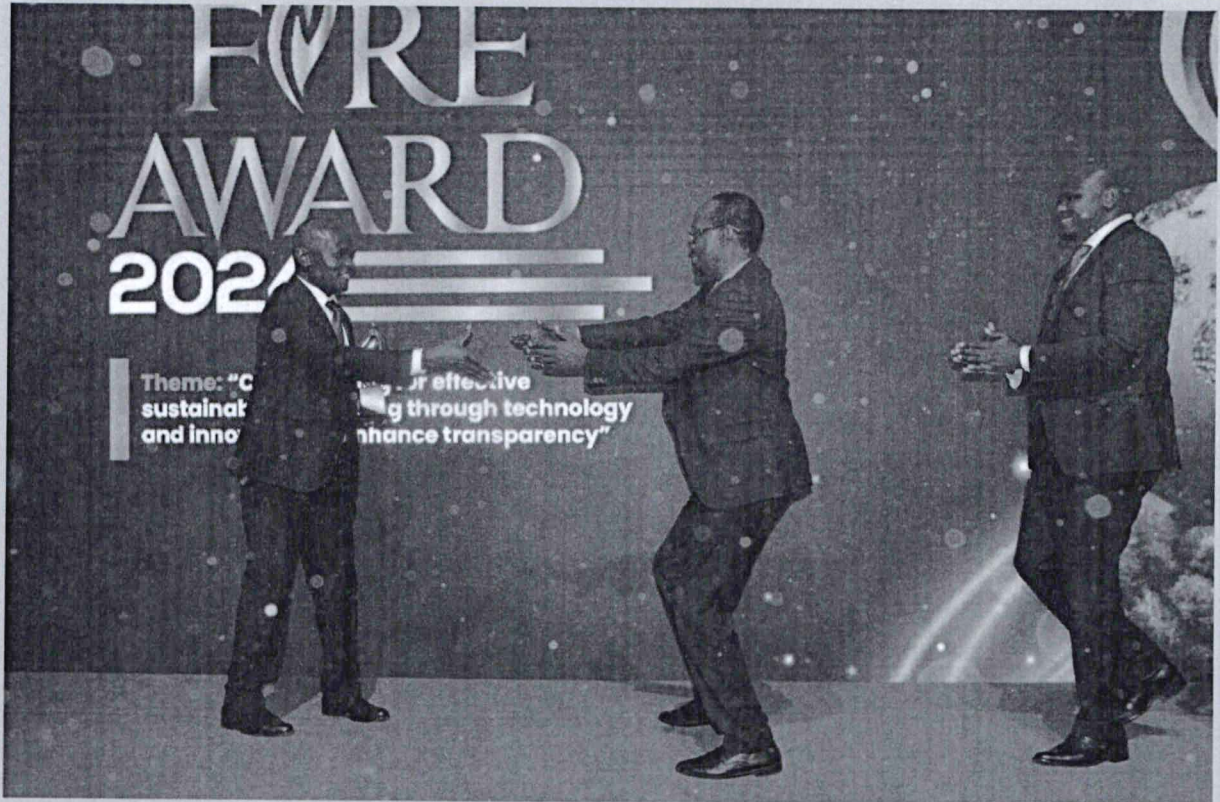
In 2022, TUC participated in the FiRe Award for the first time, competing in the public universities category. Although the institution did not receive recognition, the experience provided invaluable insights into best practices and laid the foundation for subsequent improvements.

Building on the lessons learned, TUC participated again in 2023, achieving the notable distinction of being the 2nd runners-up among the 31 universities that took part. This recognition marked a major milestone, reflecting the institution's commitment to enhancing its financial reporting standards. The feedback from the review board has been instrumental in refining TUC's reporting practices, further strengthening its position locally and internationally.

In 2024, TUC reached a historic milestone by emerging as the **FiRe Award winner under the University Category**. This outstanding achievement underscores the institution's unwavering dedication to excellence in financial reporting and governance. Winning the award not only solidifies TUC's reputation as a leader among universities but also positions it as a model of accountability and transparency in higher education.

The recognition received through the FiRe Award has elevated the institution's brand visibility and enhanced its competitive edge, both locally and globally. TUC aims to leverage this accolade to build strategic partnerships, attract potential donors, and strengthen its resource mobilization efforts. Furthermore, the achievement aligns seamlessly with the University College's broader mandate of advancing academic excellence, institutional governance, and financial sustainability.

This progression, from a first-time participant in 2022 to a category winner in 2024, is a testament to TUC's strategic vision, resilience, and commitment to continuous improvement in its financial performance and reporting standards.



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**Funding**

The financial sustainability of Turkana University College (TUC) heavily relies on government recurrent funding, which has remained static over an extended period, creating challenges in meeting the institution's increasing operational demands. The University College also generates limited revenue from exchange transactions, further limiting its financial flexibility.

As of the current financial report, TUC is pleased to confirm that it has successfully received **all government recurrent funding for the financial year 2024/2025**. This timely disbursement has been instrumental in enabling the institution to meet its obligations, including staff salaries, student services, and the maintenance of essential infrastructure.

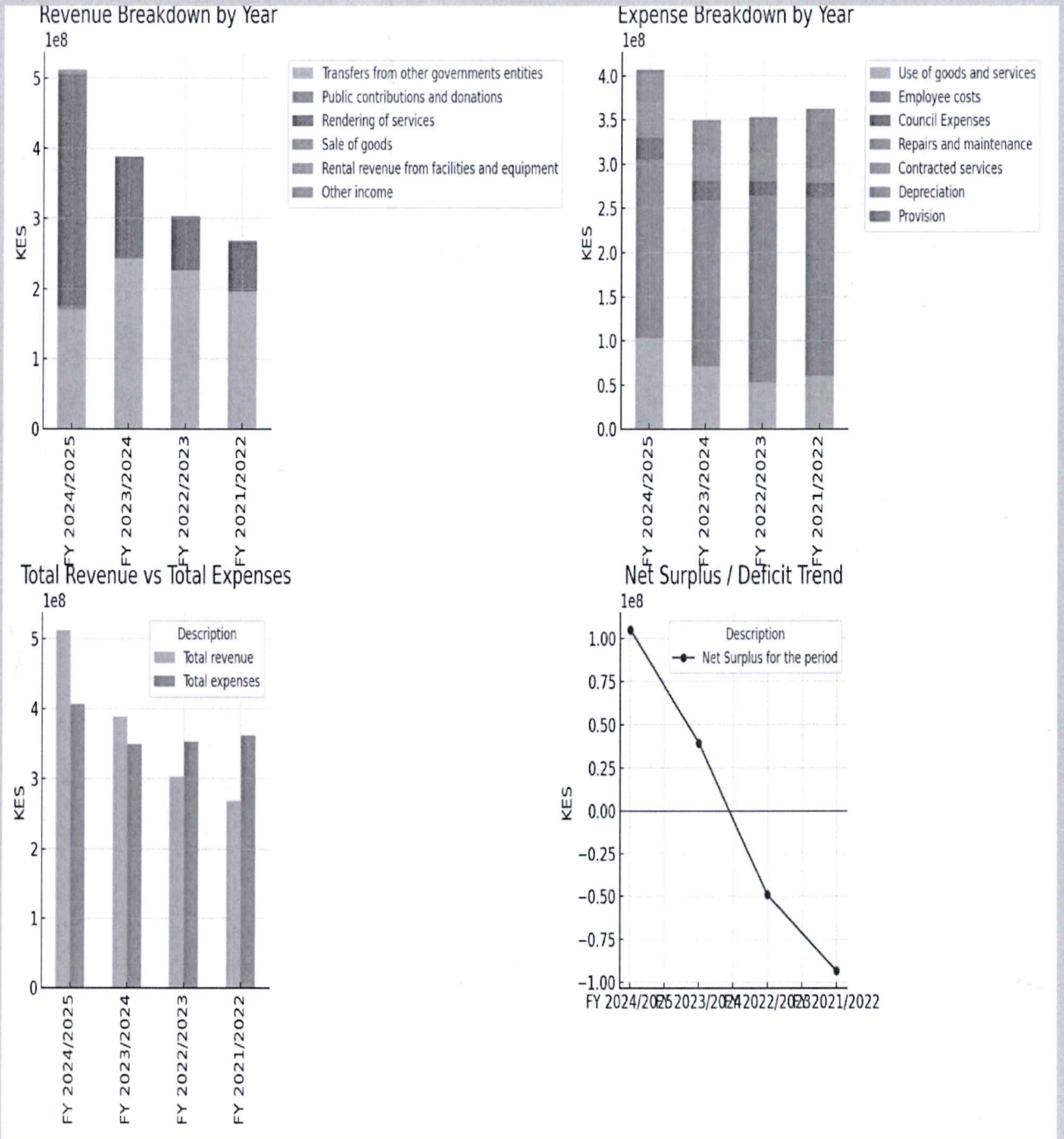
While the receipt of all funding for this period is a positive development, the institution acknowledges the need to continuously explore alternative revenue streams to enhance financial resilience and reduce over-reliance on government funding. TUC remains committed to optimizing its financial planning and fostering innovative strategies to ensure uninterrupted service delivery and sustainable growth.

**Expenses**

The University has received significant support from the government. It's also gratifying to know that the institution has seen increased income from exchange transactions. This positive development is undoubtedly beneficial to both the University and its students. We expect this trend to continue into the future.

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**Financial Health**



**Financial Performance Dashboard – Overview**

This dashboard provides a visual summary of the institution's financial performance over the four-year period from FY 2021/2022 to FY 2024/2025.

**1. Revenue Breakdown by Year (Top Left)**

- The stacked bar chart shows the contribution of each revenue stream.
- Transfers from other government entities and Rendering of services are the largest contributors to total revenue.
- A notable spike in Rendering of services is seen in FY 2024/2025, indicating significant growth in internally generated income.

**2. Expense Breakdown by Year (Top Right)**

- The expense chart reveals that Employee costs consistently form the largest share of expenditure, followed by Use of goods and services.
- FY 2024/2025 shows increased spending across most expense categories, especially in Contracted services and Repairs and maintenance, aligning with possible expansion or operational scale-up.

**3. Total Revenue vs. Total Expenses (Bottom Left)**

- This comparison highlights periods of surplus and deficit.
- FY 2024/2025 recorded a healthy surplus as revenue exceeded expenses, while FY 2022/2023 and FY 2021/2022 posted deficits.

**4. Net Surplus / Deficit Trend (Bottom Right)**

- The line chart illustrates the surplus-deficit trajectory.
  - There has been a turnaround from significant deficits in FY 2021/2022 and FY 2022/2023 to surpluses in FY 2023/2024 and FY 2024/2025.
  - This positive shift signals improved financial management and revenue enhancement strategies.
-

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#### SECTION B

##### Turkana University College's compliance with statutory requirements

The University College has complied with all the complies with statutory requirements as follows:

1. **PAYE**

Income Tax Act, 1973, Laws of Kenya, allows employers to deduct and remit monthly income tax for all employees to the paymaster general on or before the 9th day of the following month. The University College has complied with the deadline for remission.

2. **NSSF**

The NSSF Act, 2013, Laws of Kenya, requires employers to deduct and remit NSSF deductions every month on or before the 9th of the following month. The University College has been remitting the deductions to NSSF on time.

3. **NITA**

The National Industrial Training Authority (NITA) is a state corporation established under the Industrial Training (Amendment) Act of 2011. Its mandate is to promote the highest standards in the quality and efficiency of Industrial Training in Kenya and ensure an adequate supply of properly trained manpower at all levels in the industry. Employers are required to pay NITA levy annually usually at a monthly rate of KShs 50 per employee including a casual employee as per Section 5 (Cap. 237) of the Industrial Training Act. The University College has been remitting the levy to NITA on time.

4. **NHIF**

NHIF Act, 1998, Laws of Kenya, requires the employer to deduct the NHIF dues and remit the same on or before the 9th of the following month. The University has complied with the NHIF Act.

5. **GRATUITY LIABILITY**

As at the reporting date, the institution's gratuity liability stands at **Kshs. 23 million**. This represents the accumulated obligation to staff in accordance with the institution's Human Resource Policy and contractual terms of service.

The liability has been computed based on the staff service period up to the reporting date and is subject to future adjustments arising from changes in staff numbers, terms of service, or actuarial valuation.

**Key Notes:**

- The gratuity scheme is a defined benefit arrangement where the institution is obligated to settle accrued benefits upon staff exit.
- The liability is recognized in the Statement of Financial Position under **Non-Current Liabilities** in line with IPSAS 39 – Employee Benefits.
- Funding arrangements to meet this obligation are under consideration, with management exploring options for a dedicated gratuity fund to ensure sustainability of settlement.

6. **HELB**

HELB Act, 1995, Laws of Kenya, requires employers to deduct from the wages or remuneration of the loanee(s) the amount of any loan as instructed by the Board and submit within 15 days after the end of each month. The University College implements HELB loans as required and submits the same within the stipulated 15 days after the end of each month.

**7. AFFORDABLE HOUSING LEVY (AHL)**

The Cabinet Secretary, Ministry of Lands, Public Works, Housing and Urban Development through a Public Notice dated 3rd August, 2023, has appointed Kenya Revenue Authority (KRA) as the collecting Agent of the Affordable Housing Levy (AHL).

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With effect from 1st July, 2023, all Employers are required to deduct the AHL from the employee's gross salary and remit together with the employer's contribution as follows:

- One point five per centum (1.5%) of the employee's gross monthly salary by the employee;
- One point five per centum (1.5%) of the employee's monthly gross salary by the employer.

TUC has remitted all the outstanding AHL to KRA

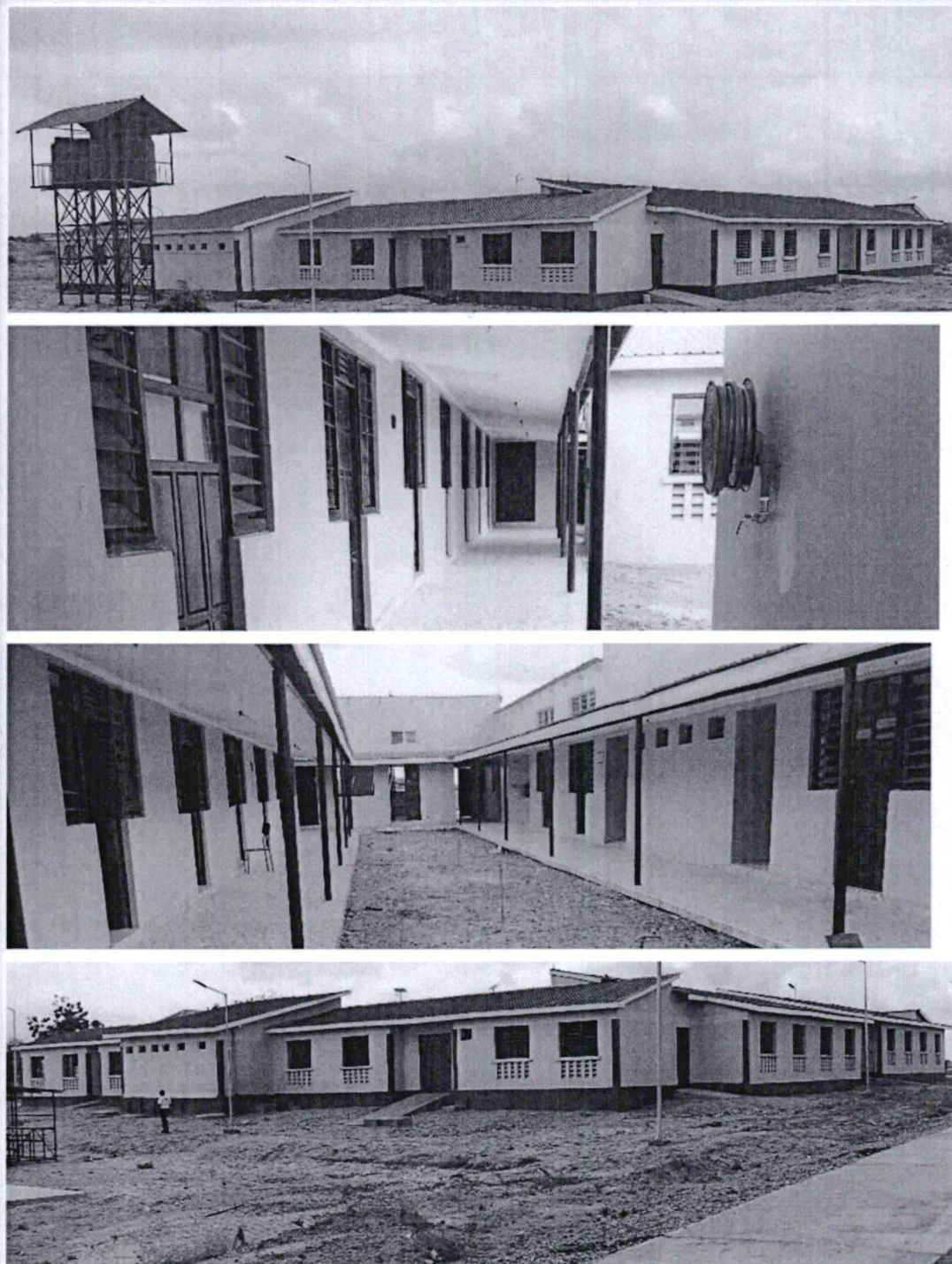


**ONGOING PROJECTS**

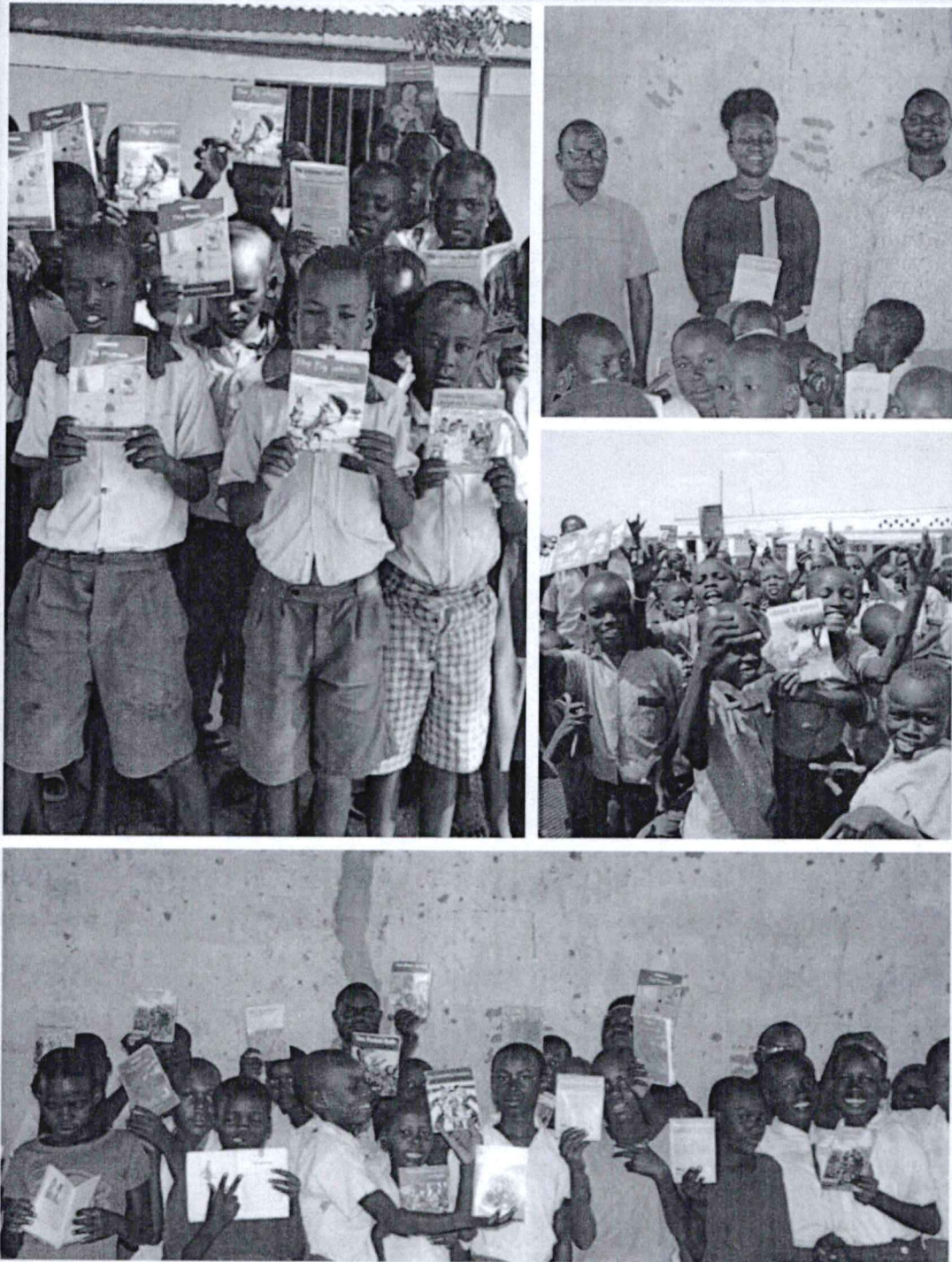


**PICTURE 1: LEARNING MATERIALS FOR THE SCHOOL OF SCIENCE AND TECHNOLOGY**

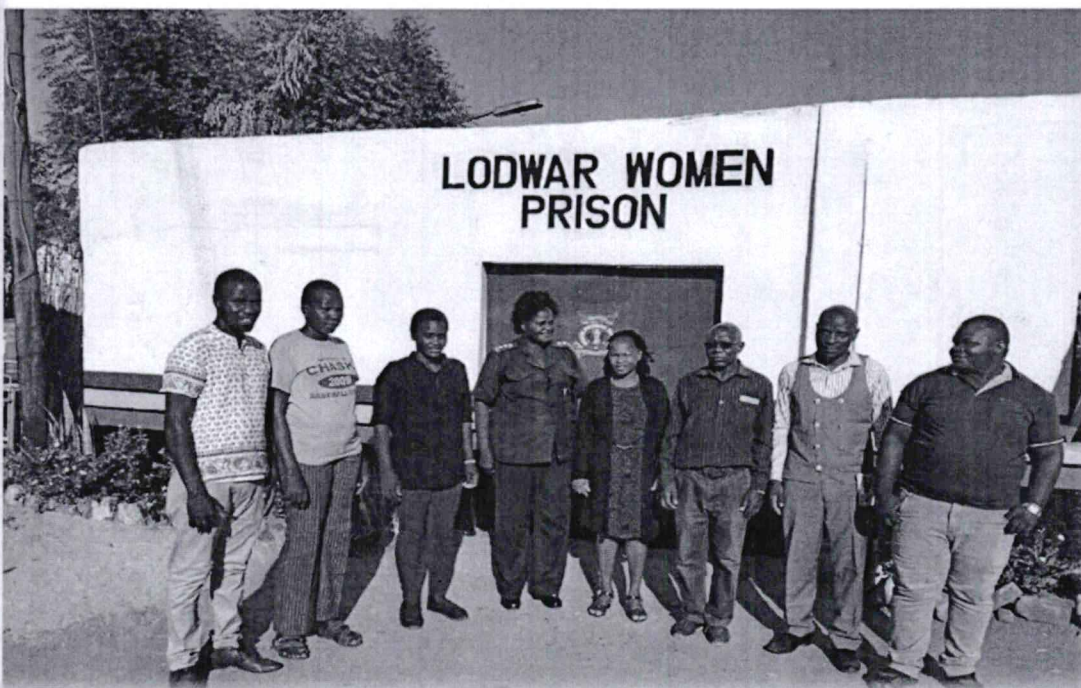
*Pictorials*



**PICTURE 2: 2No. STUDENTS HOSTEL PROJECT.**



**PICTURE 3: SOME OF THE VARIOUS PRIMARY SCHOOLS WITHIN TURKANA COUNTY DISPLAY BOOKS DONATED BY TURKANA UNIVERSITY COLLEGE.**



**PICTURE 5: TUC STAFF AND LODWAR PRISONS STAFF POSE FOR PHOTOGRAPH AFTER TUC STAFF DONATING FEEDING AND OTHER MATERIALS TO THE INMATES AT THE MAIN AND WOMEN PRISONS.**



**PICTURE 6:TUC CLINIC CONSTRUCTED USING INTERNALLY GENERATED FUNDS**

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**PICTURE 7: PHOTOS EMANATING FROM THE TUC CULTURAL WEEK**

## **SECTION D**

### **Major risks facing the entity**

#### **Major Risks Facing Turkana University College (TUC)**

Turkana University College (TUC), like any institution of higher learning, faces several risks that could impact its operational efficiency, financial sustainability, and ability to meet its strategic objectives. These risks, classified based on the institution's risk management framework, include:

##### **1. Operational Risks**

- **Infrastructure Maintenance and Development:**

Turkana University College (TUC) continues to face significant challenges in maintaining and developing essential infrastructure, including classrooms, hostels, laboratories, and office spaces. Limited development funding has led to delays in key capital projects such as the construction of new academic blocks, renovations of aging facilities, and expansion of accommodation services. These delays may constrain the institution's ability to support growing student enrollment, improve learning environments, and deliver quality academic programs.

- **Dependence on Government Funding:**

The institution remains highly dependent on government recurrent funding, which has largely remained static over recent years. With increasing operational costs—including utilities, learning materials, staff compensation, and student welfare—this dependence places pressure on the University's financial stability. Any delay or shortfall in government disbursements poses a direct risk to operations and service delivery.

- **Staff Retention and Development:**

Attracting and retaining qualified academic and administrative personnel remains a persistent challenge due to the remote location of the institution in Turkana County. Limited housing, access to amenities, and professional development opportunities deter some candidates. This affects teaching quality, research output, and the institution's ability to meet its staffing requirements for specialized programs.

- **Risk of Reduced Student Fee Revenues:**

The Government has announced a **planned reduction in student tuition and related fees** for public universities, expected to take effect in the upcoming financial year. While specific implementation guidelines are pending, this policy poses a potential reduction in the University's internally generated revenue. Given that student fees form

a significant portion of TUC's operational funding, this planned reduction presents a notable financial risk that could:

- Decrease liquidity available for operational and developmental needs.
- Lead to potential budget shortfalls if capitation adjustments do not fully cover the fee reductions.
- Necessitate increased reliance on external funding and aggressive revenue diversification strategies.

Management is closely monitoring this development and will conduct a detailed financial impact assessment once the policy framework is finalized.

## **2. Market Risks**

- **Student Enrollment Fluctuations:** TUC's revenue from student fees is influenced by enrollment numbers. Fluctuations in student intake, particularly a decline in student enrollment, could negatively impact the institution's revenue and financial stability.
- **Competition from Other Universities:** The emergence of other institutions in Kenya, especially those offering online programs, increases competition for students. This could impact TUC's ability to attract and retain students, especially from outside the Turkana region.

## **3. Capital Risk**

- **Capital Funding Constraints:** With the majority of funding coming from government sources, the risk of delayed disbursements or reduced capital allocations could hamper the completion of ongoing projects, including critical infrastructure developments such as hostel facilities and the university clinic. This can limit TUC's expansion plans and affect service delivery.

## **4. Credit Risk**

- **Debtor Management:** TUC may face challenges in collecting student fees, particularly from students who rely on loans from the Higher Education Loans Board (HELB). Delays in HELB disbursements or students' inability to clear fee balances could affect the institution's cash flow and liquidity.

## **5. Liquidity Risks**

- **Cash Flow Management:** Delays in receiving government recurrent funds, as well as slow collections of student fees, could create liquidity problems. This would hinder the university's ability to meet its short-term obligations, such as paying suppliers, staff salaries, and utility bills.
- **Increased Maintenance Costs:** With the rise in student intake, especially over 600 new students accommodated in university hostels, the institution faces increased expenditures for maintaining these facilities. This could strain liquidity if not properly managed.

## **6. Reputation Risks**

- **Academic Quality and Accreditation:** Any issues related to the accreditation of programs, or a decline in the perceived quality of education, could damage TUC's reputation, leading to reduced enrollment and loss of stakeholder confidence.
- **Community Relations:** TUC's relationship with the local community in Turkana is vital for its continued success. Poor engagement with the community, or failure to contribute to regional development, could result in reputational damage and reduced local support.

### **Conclusion:**

Turkana University College must continuously assess and manage these risks through robust risk management frameworks, which include contingency planning, diversifying income streams, improving operational efficiencies, and fostering strong relationships with government and community stakeholders. By doing so, TUC can better navigate the uncertainties it faces while continuing to fulfill its mission of providing quality higher education and contributing to sustainable development in Turkana County.

## **SECTION E**

### **Material arrears in statutory/financial obligations**

Currently the University College has no material arrears in pending bills, tax default, outstanding staff, and pension obligations on the pension scheme as it meets all its statutory obligations as they fall due.

There is no major financial impropriety reported by Internal Audit/Audit, Risk Management & Compliance Committee of the College Council, and external auditors.

## **SECTION F**

### **The entity's financial probity and serious governance issues**

TUC has no financial impropriety reported by the internal audit/Board audit committee, external auditors, or other National Government Agencies providing oversight. There are no negative governance issues among the council and top management including conflict of interest.

## 10. ENVIRONMENTAL AND SUSTAINABILITY REPORTING

### i) Sustainability Strategy and Profile

Turkana University College (TUC) is committed to advancing sustainable development in line with national goals and international frameworks such as the **Sustainable Development Goals (SDGs)**, the **Paris Climate Agreement**, **Kenya Vision 2030**, and the **National Climate Change Action Plan (NCCAP 2023–2027)**.

The global climate crisis, geopolitical instability, and emerging economic inequalities continue to shape TUC's sustainability outlook. As a public institution situated in a climate-vulnerable region, TUC developed a **2024/2025 Sustainability and Climate Resilience Strategy**, anchored on SDG 4 (Quality Education), SDG 7 (Affordable and Clean Energy), SDG 13 (Climate Action), and SDG 17 (Partnerships for the Goals).

#### Key sustainability priorities include:

- Greening the campus through energy-efficient and climate-resilient infrastructure.
- Promoting inclusive procurement and employment.
- Embedding sustainability into teaching, research, and community outreach.

#### Highlights of achievements in the reporting period:

- Transition to a paperless administration across four key departments.
- Installation of solar streetlights across 60% of campus paths.
- Launch of the "Green Turkana" community tree planting and sensitization campaign.

#### Challenges and mitigation:

- Limited funding for large-scale renewable energy installation was addressed by developing joint proposals with development partners and NGOs.
- Low awareness of sustainability issues among stakeholders led to the launch of regular sensitization workshops and student-led green clubs.

In procurement, the University achieved the following under its **Service Delivery Charter**:

- **34%** of procurement value awarded to Youth, Women, and PWD-owned enterprises.
- **62%** of contracts awarded to local suppliers, supporting local economic development and social inclusion.

### ii) Environmental Performance

TUC's commitment to environmental stewardship is guided by its **Environmental Management Policy (EMP)**, which aligns with ISO 14001 principles. The policy mandates the institution to reduce its carbon footprint, enhance biodiversity, and comply with environmental legislation.

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**Evidence of implementation:**

- Campus-wide ban on single-use plastic bottles in official meetings and events.
- Rollout of color-coded waste segregation bins and environmental signage.
- Collaboration with the County Government for indigenous tree planting (over 2000 trees planted).
- Implementation of eco-designs in new buildings: natural ventilation, solar lighting, and rainwater harvesting.

**Biodiversity and Climate Action Initiatives:**

- Development of a **Climate-Smart Agriculture Demonstration Plot** using drought-resistant crops.
- Use of **eco-jikos** in staff kitchens.
- Annual environmental audit and compliance with NEMA regulations.

**Shortcomings:**

- Inadequate composting infrastructure and poor greywater reuse systems. Corrective measures have been proposed under the 2025/2026 capital budget framework.

**iii) Employee Welfare and Occupational Safety**

TUC champions inclusive employment, equitable treatment, and employee development in line with the **Employment Act (2007)** and **Occupational Safety and Health Act (OSHA, 2007)**.

**Hiring and Inclusion:**

- Gender ratio: Male 62%, Female 38%.
- Youth representation (under 35): 22%.
- Inclusion of PWDs in administrative roles (2 hires in FY 2024/25).

**Staff Development:**

- 2 staff development seminars and 1 e-learning platform launched for continuous professional development.
- Annual appraisal framework implemented, leading to 9 staff receiving commendation letters.

**Health and Safety:**

- Safety compliance audit conducted in June 2025.
- Three minor work-related incidents recorded, all resolved with no lost time.
- Fire drills, health screenings, and psychosocial support sessions conducted quarterly.

**iv) Marketplace Practices and Citizen Engagement**

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**a) Responsible Competition and Anti-Corruption**

TUC adheres to ethical business practices through open tendering, anti-corruption compliance, and stakeholder fairness:

- Tenders published via the PPIP portal and IFMIS.
- Zero reported corruption incidents during the reporting period.
- Internal Audit and Risk Unit carried out quarterly compliance checks.
- Service Charter prominently displayed and disseminated.

**b) Responsible Supply Chain Practices**

TUC promotes fair and competitive procurement practices. Suppliers are treated equitably, and feedback is regularly solicited:

- 95% compliance in timely payments within contractual timelines.
- Supplier satisfaction forum conducted in Q3 to address emerging issues.
- Local suppliers receive guidance on procurement documentation to enhance inclusivity.

**c) Responsible Marketing and Public Engagement**

As a public institution, TUC prioritizes transparent communication and ethical engagement:

- Regular updates through the university website, radio talk shows, and open days.
- Community consultative forums held quarterly, addressing bursaries, admissions, and citizen rights.
- Information accessibility enhanced via mobile messaging campaigns and updated signage across campus.

**d) Product Stewardship and Awareness Creation**

TUC ensures service users' rights and well-being are protected:

- Dissemination of information on NHIF, HELB, student welfare, and legal aid via noticeboards and student handbooks.
- Anonymous reporting mechanisms for complaints and whistleblowing.
- Strict adherence to the **Data Protection Act, 2019**, with a Data Protection Officer appointed in FY 2024/25.

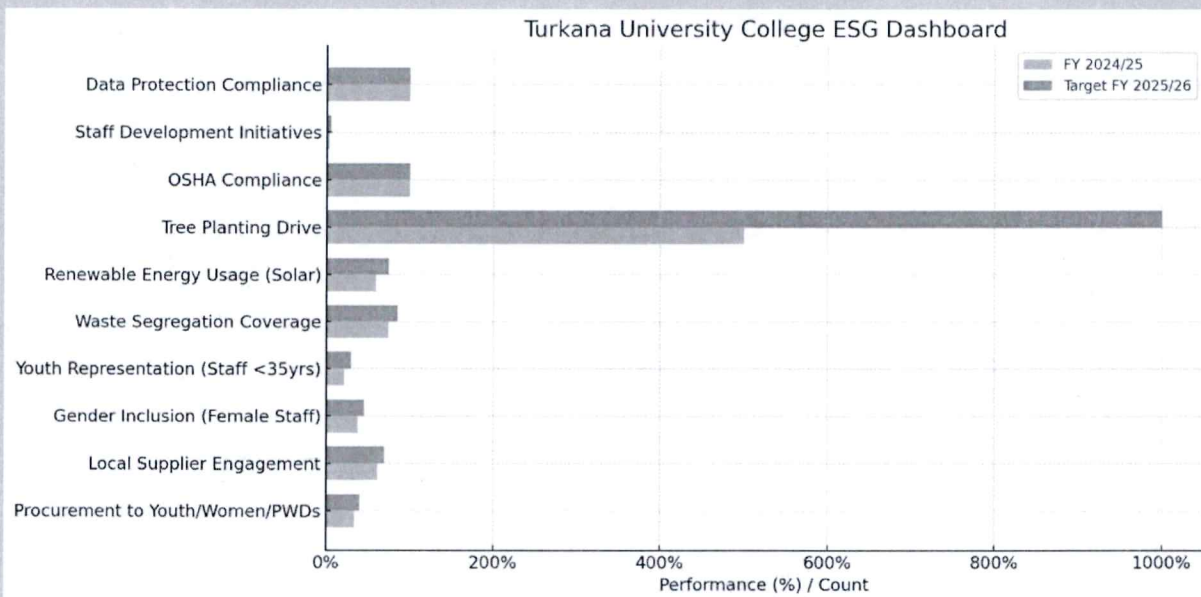
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**Conclusion**

Turkana University College remains steadfast in embedding sustainability into its operations, service delivery, and community engagement. The institution continues to enhance environmental performance, promote equity and inclusion, and maintain the highest ethical

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standards in public service—all in pursuit of long-term value creation and alignment with Kenya's green growth agenda.



Category	FY 2024/25	Target FY 2025/26
Procurement to Youth/Women/PWDs	34	40
Local Supplier Engagement	62	70
Gender Inclusion (Female Staff)	38	45
Youth Representation (Staff <35yrs)	22	30
Waste Segregation Coverage	75	85
Renewable Energy Usage (Solar)	60	75
Tree Planting Drive	2000	3000
OSHA Compliance	100	100
Staff Development Initiatives	3	5
Data Protection Compliance	100	100

**v) Corporate Social Responsibility (CSR) and Community Engagements**

Turkana University College (TUC) recognizes Corporate Social Responsibility (CSR) as a strategic pillar in advancing its co-mandate of teaching, research, and community outreach. In

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the reporting period, the University implemented several impactful CSR activities that promoted access to education, health services, environmental sustainability, and civic participation within Turkana County.

These initiatives were aligned to national policy priorities (Kenya Vision 2030, Bottom-Up Economic Transformation Agenda), the United Nations Sustainable Development Goals (SDGs), and the University's internal service delivery charter.

#### **11.1 Education Support and Scholarship Programmes**

**Relevance to Mandate:** Promoting inclusive and equitable quality education (SDG 4).

TUC continued its commitment to supporting access to higher education through targeted engagement and mentorship interventions. During the year under review:

- **20 adult students** from disadvantaged and marginalized backgrounds benefited.
- **7 secondary schools** were reached through mentorship, career guidance, peer counselling, capacity building, climate change sensitization and academic clinics.

**Impact:**

- Improved retention and graduation rates among vulnerable students.
- Strengthened the education pipeline and transition from secondary to tertiary levels.
- Promoted the University's visibility and goodwill within underserved communities.

#### **11.2 Health Outreach and Social Inclusion Initiatives**

**Relevance to Mandate:** Enhancing community health literacy and wellness (SDG 3).

In collaboration with **Lodwar County Referral Hospital** and the **Turkana County Government**, TUC conducted medical and psychosocial outreach programs:

- **Medical camp at Kangatotha, Eliye Springs:** Reached **1,500+ residents** with services including screening, deworming, reproductive health education, and minor treatments.
- **Prison outreach to Lodwar GK Prison:** Staff and students donated basic necessities, conducted health checks, and offered spiritual and psycho-social counseling.

**Impact:**

- Improved access to essential health services among vulnerable populations.
- Strengthened institutional partnerships with county health actors and correctional services.
- Fostered holistic student engagement in humanitarian work.

#### **11.3 Environmental Protection and Climate Action**

**Relevance to Mandate:** Advancing environmental sustainability and climate resilience (SDG 13, SDG 15).

TUC's environmental stewardship program included:

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- **Tree planting drives:** 3,600 indigenous trees (neem) planted across the campus and community schools.
- **Youth sensitization forums:** Over 300 students and community members trained on the importance of biodiversity, climate action, and ecosystem restoration.

#### Impact:

- Enhanced local climate resilience and community awareness.
- Improved biodiversity conservation and afforestation.
- Reduced environmental footprint and contributed to the College's Green Campus Agenda.

#### 11.4 Civic Education and Public Participation

**Relevance to Mandate:** Strengthening governance and participatory development (SDG 16, Article 10 of the Constitution of Kenya).

TUC facilitated civic education forums in partnership with local administrators and civic actors:

- **4 sensitization forums** conducted on public participation in budgeting, law formulation, and local development planning.
- Reached **2,000+ residents** from Turkana Central and Loima sub-counties.

#### Impact:

- Improved citizen awareness of their constitutional rights and roles in governance.
- Fostered transparency and community inclusion in decision-making processes.
- Promoted peaceful co-existence and social accountability.

#### 11.5 Community Infrastructure Investment

**Relevance to Mandate:** Supporting basic infrastructure for learning and health access (SDG 6, SDG 9).

In collaboration with development partners and county agencies:

- **1 community borehole** was drilled and operationalized at Kangatotha, benefiting over **2,800 households** in collaboration with ADRA Kenya.
- Technical support provided in the design of low-cost ICT and library infrastructure in 2 community schools.

#### Impact:

- Reduced waterborne disease risk and time spent by women and children fetching water.
  - Strengthened community resilience and school attendance in water-stressed areas.
-

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**Summary Table: Key CSR Activities and Outcomes**

<b>Thematic Area</b>	<b>Activity Description</b>	<b>Reach/Output</b>	<b>Key Impact</b>
<b>Education</b>	Teaching & High School Mentorship	20 students, 7 schools	Improved access and retention in education
<b>Health</b>	Medical camp & prison outreach	1,500 community members, 1 prison	Better health access and psychosocial support
<b>Environment</b>	Tree planting & sensitization	5,000+ trees, 300 participants	Enhanced climate resilience
<b>Civic Engagement</b>	Public participation forums	2,000+ residents	Strengthened citizen participation
<b>Infrastructure</b>	Borehole and school support	2,800+ beneficiaries	Improved water access and learning environments

## **11. REPORT OF THE COUNCIL**

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

**i) Principal activities**

The principal activities of the Turkana University College continue to be the provision of quality education and training, research, innovation and outreach services for the benefit of humanity.

**ii) Results**

The results of TUC for the year ended June 30, 2025, are set out on page 1 to 69

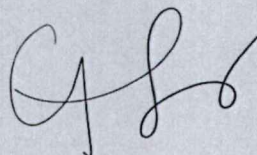
**iii) Council**

The members of the Council who served during the year are shown on page xiv.

**iv) Auditors**

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

By Order of the Council



.....  
**Name: Prof. George N. Chemining'wa**

**Secretary to the Council**

## 12. STATEMENT OF COUNCILS' RESPONSIBILITIES

Section 83 of the Public Finance Management Act, 2012 require the Council to prepare annual financial statements in respect of TUC, which give a true and fair view of the state of affairs of TUC at the end of the financial year and the operating results of TUC for that year. The Council are also required to ensure that TUC keeps proper accounting records which disclose with reasonable accuracy the financial position of TUC. The Council are also responsible for safeguarding the assets of TUC.

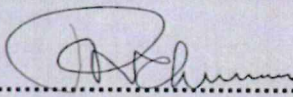
The Council are responsible for the preparation and presentation of TUC's financial statements, which give a true and fair view of the state of affairs of TUC for and as at the end of the financial period ended on June 30, 2025. This responsibility includes: (i) maintaining adequate financial management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

The Council accept responsibility for TUC'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 Universities Act. The Council are of the opinion that TUC's financial statements give a true and fair view of the state of TUC's transactions during the financial period, and of TUC's financial position as at that date. The Council further confirms the completeness of the accounting records maintained for TUC, which have been relied upon in the preparation of TUC's financial statements as well as the adequacy of the systems of internal financial control.

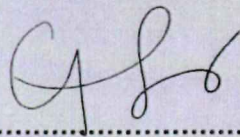
Nothing has come to the attention of the Council to indicate that TUC will not remain a going concern for at least the next twelve months from the date of this statement.

### Approval of the Financial Statements

The TUC's financial statements were approved by the Council on July 8, 2025, and signed on its behalf by:

  
.....

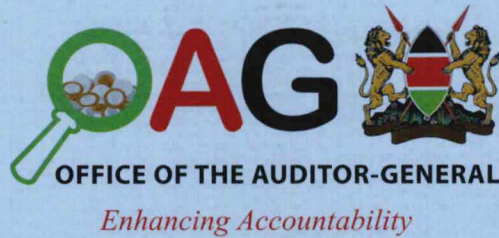
**Dr Salim Ndemo**  
**Chairman Council**

  
.....

**Prof George N. Chemining'wa**  
**Principal**

# REPUBLIC OF KENYA

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Anniversary Towers  
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NAIROBI

## **REPORT OF THE AUDITOR-GENERAL ON TURKANA UNIVERSITY COLLEGE FOR THE YEAR ENDED 30 JUNE, 2025**

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### **PREAMBLE**

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

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

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

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

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

#### **Opinion**

I have audited the accompanying financial statements of Turkana University College set out on pages 1 to 61, which comprise of the statement of financial position as at

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

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

### **Basis for Opinion**

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

### **Emphasis of Matter**

#### **1. Budgetary Control and Performance**

The statement of comparison of budget and actual amounts for the year ended 30 June, 2025 reflects final revenue budget against actual receipts of Kshs.575,167,714 and Kshs.456,307,925 respectively resulting into an under collection of Kshs.118,859,789 or 21% of the budget. Similarly, the University incurred total expenditure of Kshs.372,417,832 against actual revenue of Kshs.456,307,925 resulting into an under-utilization of Kshs.83,890,093 or 18% of the collections.

The under-funding and under-utilization affected the planned activities and may have impacted negatively on service delivery to the public.

#### **2. Delay in Transfer of Land Ownership**

As previously reported, and as disclosed in Note 24 to the financial statements, the University College sits on land valued at Kshs.80,000,000. The land which was originally titled under Mount Kenya University who were the previous owners is yet to be transferred to Masinde Muliro University of Science and Technology (MMUST) for onward transfer to Turkana University College, which is a constituent College of MMUST. As at the time of the audit in August 2025, there was no evidence provided from Registrar of Lands on the progress of transferring the land to the University College.

In the circumstances, the ownership of the land could not be confirmed.

### **3. Unsustainable Losses from Cafeteria Business**

The University College operates a cafeteria that sells food to students. During the year under review, the cafeteria generated total income of Kshs.4,707,452. However, the expenditure incurred on the purchases amounted to Kshs.12,499,545 resulting in a loss of Kshs.7,792,093 (2024 Kshs.6,158,007).

In the circumstances, the cafeteria business may not be sustainable.

My opinion is not modified in respect of these matters.

### **Key Audit Matters**

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

### **Other Information**

The Management is responsible for the Other Information set out on page iii to lxxxvi which comprises of key entity information and management, Chairman's statement, report of chief executive officer, statement of performance against predetermined objectives, corporate governance statement, management discussion and analysis, environmental reporting and statement of Council's responsibilities. The Other Information does not include the financial statements and my audit report thereon.

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

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

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

### **Conclusion**

As required by Article 229(6) of the Constitution, based on the audit procedures performed, except for the effect of the matters described in the Basis for Conclusion on Lawfulness and Effectiveness in the 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. Non-Compliance with the Law on Wage Bill**

The statement of financial performance reflects Kshs.202,094,491 in respect of employee costs and Kshs.30,400,900 under contracted services on part-time lecturer's expenses, bringing the total employee cost to Kshs.232,495,391. This is equivalent to 45% of total revenue of Kshs.511,719,081. The expenditure exceeds the threshold of 35% for personnel emoluments set in Regulation 26(1)(a) of the Public Finance Management (National Government) Regulations, 2015, which provides that compensation of employees (including benefits and allowances) shall not exceed 35% of the revenue.

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

### **2. Lack of Ethnic Diversity in Staffing**

Review of the University College staff data, revealed that the dominant ethnic community accounted for 39% of the total staff establishment. This is contrary to Section 7(2) of the National Cohesion and Integration Act, 2008 which states that no public establishment shall have more than one third of its staff from the same ethnic community.

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

### **3. Non-Compliance with Climate Change Regulations**

There was no evidence provided to confirm that the University College budgeted for environmental activities during the year under review. In addition, there were no policies or reports to support programs of training conducted in the surrounding community regarding conservation of indigenous trees, and resilience in arid and semi-arid lands, and work plans formulated to address environmental activities in compliance with the existing environmental laws and regulations. Further, the evidence of public awareness and public consultations on climate change were not provided for verification. This was contrary to Section 15(5)(a) of the Climate Change Act, 2016 which states that each state/public entity shall integrate the climate change action plan into sectoral strategies, action plans, and other implementation projections for the assigned legislative and policy functions.

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

### **4. Non-Remittance of Public Procurement Capacity Building Levy**

During the financial year under review, the College made payments for goods and services amounting to Kshs.141,270,523. However, Management did not deduct and

remit the capacity building levy totalling Kshs.42,381. This was contrary to paragraph 3(1) of Legal Notice 206 of the Levy Order 2023 which states that there shall be paid a levy by a supplier on all procurement contracts signed between the supplier and a procuring entity, at the rate of zero point zero three per centum (0.03%) of the value of the signed contract, exclusive of applicable taxes. The non-remittance may lead to potential penalties amounting to Kshs.2,119.

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

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

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

### Conclusion

As required by Section 7(1)(a) of the Public Audit Act, 2015 and based on the audit procedures performed, except for the effect of the matters described in the Basis for Conclusion on the 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 governance were not effective.

### Basis for Conclusion

#### 1. Lack of Internal Audit Function

The University College had no substantive internal auditor but instead relied on an internal auditor who was seconded by The National Treasury on part time basis. This was contrary to the authorized staff establishment which provides for seven (7) posts in the internal audit department comprising of senior internal auditor, the internal auditor, four (4) assistant internal auditors and the internal audit clerk. Further, the seconded internal auditor has not been allocated an appropriate office space to perform the functions of the office.

In the circumstances, the effectiveness of the University College's internal controls could not be confirmed.

#### 2. Inefficiencies in Recovery of Receivables from Exchange Transactions

The statement of financial position reflects receivables from exchange transactions balance of Kshs.183,982,604 which includes outstanding student debtors balance of Kshs.161,854,320 as disclosed in Note 20 to the financial statements. The student

debtors increased by Kshs.84,089,886 or 108% from Kshs.77,764,434 reported in the previous financial year. The student debtors have constantly increased over the past years and if not checked, may result in financial distress and adversely affect the cash flows of the University College.

In the circumstances, the effectiveness of the recovery mechanisms employed by Management on the student debts could not be confirmed.

### **3. Failure to Undertake Governance Audit**

Review of the operations of the University College revealed that the Council had not initiated and performed a governance audit on the University College which amongst other areas should cover governance practices on leadership and strategic management, transparency and disclosure, compliance with laws and regulations, communication with stakeholders, board independence and governance, board systems and procedures and corporate social responsibility and investment. This is contrary to chapter I of the Mwongozo Code of Conduct for State Corporations issued under Presidential Executive Order No.7, item no. 1.13 which provides that the Council in consultation with the SCAC should ensure that it subjects the University College to an annual governance audit by a member regulated by the Institute of Certified Public Secretaries of Kenya (ICPSK) and accredited for that purpose.

In the circumstances, the effectiveness of governance systems and structures could not be confirmed.

### **4. Under-Staffing of the University College**

Analysis of the approved staff establishment against staff list for the year ended 30 June, 2025 revealed that the University College had authorized staff establishment of seven hundred and three (703) against the in post of eighty-nine (89), equivalent to 12% of the approved staff establishment. The under-staffing has serious ramifications on the University College as it may not be able to deliver on its vision and mandate. Further, it may lead to staff being over worked leading to fatigue, stress and job dissatisfaction hence minimal productivity.

In the circumstances, it was not possible to confirm if the University College was operating at optimal levels.

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

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

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

In preparing the financial statements, Management is responsible for assessing the University College'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 cease operations.

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

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

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


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

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

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

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

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

  
FCPA Nancy Gathungu, CBS  
AUDITOR-GENERAL

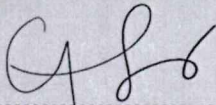
Nairobi

07 October, 2025

## 14. STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED JUNE 30, 2025

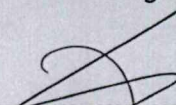
Description	Notes	FY 2024/2025	FY 2023/2024
		Kshs	Kshs
<b>Revenue from non-exchange transactions</b>			
Transfers from other governments entities	6	170,517,312	242,596,019
Public contributions and donations	7	5,372,829	2,648,580
<b>Revenue from exchange transactions</b>		<b>175,890,141</b>	<b>245,244,599</b>
Rendering of services	8	329,734,750	141,469,386
Sale of goods	9	4,707,451	1,472,477
Rental revenue from facilities and equipment	10	353,500	180,000
Other income	11	1,033,239	673,426
<b>Total revenue</b>		<b>511,719,081</b>	<b>389,039,888</b>
<b>Expenses</b>			
Use of goods and services	12	103,109,367	71,062,995
Employee costs	13	202,094,491	187,670,764
Council Expenses	14	24,222,924	22,396,871
Repairs and maintenance	15	11,224,621	7,859,996
Contracted services	16	30,400,900	25,069,381
Depreciation and Impairment Loss	17	32,924,901	34,433,645
Expected Credit Loss	18	2,709,803	1,242,166
<b>Total expenses</b>		<b>406,687,007</b>	<b>349,735,818</b>
<b>Net Surplus for the period</b>		<b>105,032,074</b>	<b>39,304,070</b>

The notes set out on pages 9 to 59 form an integral part of these Financial Statements. The Financial Statements set out on pages 1 to 8 were signed on behalf of the Board of Directors by:



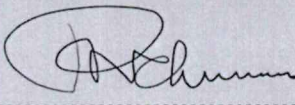
.....  
**Name: Prof G.N.**  
**Chemining'wa**  
**Accounting Officer**

Date July 8, 2025



.....  
**Name: Dr Okello Otieno**  
  
**Head of Finance**  
**ICPAK M/No: 4971**

Date July 8, 2025



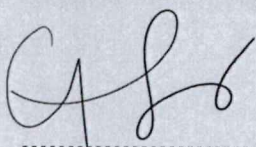
.....  
**Name: Dr Salim P. Ndemo**  
  
**Chairman of the Board**

Date July 8, 2025

## 15 STATEMENTS OF FINANCIAL POSITION AS AT JUNE 30, 2025

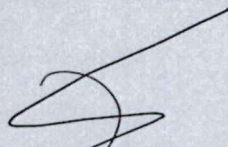
Description	Notes	FY 2024/2025	FY 2023/2024
		Kshs	Kshs
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	19	159,597,706	130,707,613
Receivables from Exchange Transactions	20	183,982,604	71,110,804
Inventories	21	936,720	931,720
Prepaid Expenses	22	-	1,660
Receivables From Non-Exchange Transactions	23	-	20,216,335
		<b>344,517,030</b>	<b>222,968,132</b>
<b>Non-current assets</b>			
Property, plant, and equipment	24	741,222,951	737,772,959
Intangible assets	25	1,486,910	1,621,485
		742,709,861	739,394,444
<b>Total assets</b>		<b>1,087,226,891</b>	<b>962,362,576</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	26	47,817,153	34,365,930
Refundable deposits from customers	27	23,804,189	17,423,171
<b>Total liabilities</b>		<b>71,621,342</b>	<b>51,789,101</b>
<b>Net Assets</b>		<b>1,015,605,549</b>	<b>910,573,475</b>
<b>Represented By</b>			
Development Grants Reserve		1,351,672,682	1,351,672,682
Accumulated Deficit		(336,067,133)	(441,099,207)
<b>Net Assets</b>		<b>1,015,605,549</b>	<b>910,573,475</b>

The Financial Statements set out on pages 1 to 8 were signed on behalf of the Council by:



.....  
**Name: Prof G.N.  
Chemining'wa  
Accounting Officer**

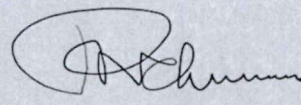
**Date July 8, 2025**



.....  
**Name: Dr Okello Otieno**

**Head of Finance  
ICPAK M/No: 4971**

**Date July 8, 2025**



.....  
**Name: Dr Salim P. Ndemo**

**Chairman of the Board**

**Date July 8, 2025**

**Turkana University College**  
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**for the year ended June 30, 2025.**

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**16. STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED JUNE 30, 2025**

<b>Description</b>	<b>Accumulated Surplus/(Deficit)</b>	<b>Development Grants Reserves</b>	<b>Total</b>
	<b>Kshs</b>	<b>Kshs</b>	<b>Kshs</b>
<b>At July 1, 2023</b>	(480,403,277)	1,341,672,683	861,269,405
Surplus for the year	39,304,070		39,304,070
Capital Development Grant	-	10,000,000	10,000,000
<b>At June 30, 2024</b>	<b>(441,099,207)</b>	<b>1,351,672,683</b>	<b>910,573,475</b>
<b>At July 1, 2024</b>	(441,099,207)	1,351,672,683	910,573,475
Surplus for the year	105,032,074		105,032,074
Capital /Development grants received during the year	-	-	-
<b>At June 30, 2025</b>	<b>(336,067,133)</b>	<b>1,351,672,683</b>	<b>1,015,605,549</b>

## 17. STATEMENT OF CASH FLOWS FOR THE YEAR ENDED JUNE 30, 2025

Description	Notes	FY 2024/2025	FY 2023/2024
		Kshs	Kshs
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Transfers from other government entities		190,733,647	222,379,684
Public contributions and donations		8,764,903	-
Rendering of services		195,715,185	98,020,131
Sale of goods		4,707,451	1,472,477
Rental revenue from facilities and equipment		353,500	180,000
Other income		1,033,239	3,322,006
<b>Total receipts</b>		<b>401,307,925</b>	<b>325,374,298</b>
<b>Payments</b>			
Use of goods and services		103,127,367	71,062,995
Employee costs		196,789,291	169,021,464
Council Expenses		24,222,924	22,396,871
Repairs and maintenance		11,224,621	7,859,996
Contracted services		10,583,119	25,069,381
<b>Total payments</b>		<b>345,947,322</b>	<b>295,410,707</b>
<b>Net cash flows from/(used in) operating activities</b>		<b>55,360,603</b>	<b>29,963,591</b>
<b>Cash flows from investing activities</b>			
Purchase of PPE and Intangible assets		(26,470,510)	(33,427,296)
<b>Net cash flows from/(used in) investing activities</b>		<b>(26,470,510)</b>	<b>(33,427,296)</b>
<b>Cash flow from financing activities</b>		<b>-</b>	<b>10,000,000</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>		<b>28,890,093</b>	<b>6,536,295</b>
Cash and cash equivalents at June 30, 2024	19	130,707,613	124,171,318
<b>Cash and cash equivalents at June 30, 2025</b>	19	<b>159,597,706</b>	<b>130,707,613</b>

### 1. Basis of Preparation

The cash flow statement has been prepared in accordance with IPSAS 2, which requires the presentation of cash flows from operating, investing, and financing activities. The cash flow statement reflects cash flows during the period classified by operating, investing, and financing activities.

**Turkana University College**  
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2. Cash and Cash Equivalents

- Note 19: Cash and cash equivalents at the beginning and end of the period include cash on hand and balances with banks that are available for use by the institution.
- June 2025: Kshs 159,597,706

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**18. STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR  
THE YEAR ENDED JUNE 30, 2025**

Description	Original annual Budget	Adjustments	Final Annual Budget	Actual Comparable Basis	Performance difference	% of Utilization
	a	b	c=a+b	d	e=(c-d)	f=d/c %
<b>Revenue</b>	<b>Kshs</b>	<b>Kshs</b>	<b>Kshs</b>	<b>Kshs</b>	<b>Kshs</b>	<b>%</b>
Development B/F	55,000,000	-	55,000,000	55,000,000	-	100%
GoK Recurrent & Receivables	182,186,870	8,546,777	190,733,647	190,733,647	-	100%
Public contributions and donations	9,500,000	-	9,500,000	8,764,903	735,097	92%
Rendering of services	230,652,100	82,408,437	313,060,537	195,715,185	117,345,352	63%
Sale of goods	5,000,000	-	5,000,000	4,707,451	292,549	94%
Rental revenue from facilities and equipment	380,000	-	380,000	353,500	26,500	93%
Other income	1,493,530	-	1,493,530	1,033,239	460,291	69%
<b>Total income</b>	<b>484,212,500</b>	<b>90,955,214</b>	<b>575,167,714</b>	<b>456,307,925</b>	<b>118,859,789</b>	<b>79%</b>
<b>Expenses</b>						
Capital Expenditure	111,844,650	30,331,866	142,176,516	26,470,510	115,706,006	19%
Use of goods and services	86,404,200	17,818,800	104,223,000	103,127,367	1,095,633	99%
Employee costs	236,500,000	20,798,116	257,298,116	196,789,291	60,508,825	76%
Council Expenses	20,000,000	4,500,000	24,500,000	24,222,924	277,076	99%
Repairs and maintenance	9,463,650	5,506,432	14,970,082	11,224,621	3,745,461	75%
Contracted services	20,000,000	12,000,000	32,000,000	10,583,119	21,416,881	33%
<b>Total expenses</b>	<b>484,212,500</b>	<b>90,955,214</b>	<b>575,167,714</b>	<b>372,417,832</b>	<b>202,749,882</b>	<b>65%</b>
<b>Surplus for the period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>83,890,093</b>		

**Turkana University College**  
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**Explanation of Budget Utilization Variances (Outside 90%–110% Range)**

**For the Year Ended June 30, 2025**

<b>Line Item</b>	<b>Variance Explanation</b>
<b>Capital Expenditure</b>	Major capital projects were postponed or re-scoped due to procurement delays, pending approvals, and lack of enough development capitation.
<b>Employee Costs</b>	Underspensing resulted from unfilled vacant positions and delays in recruitment of teaching staff and non-teaching personnel.
<b>Repairs &amp; Maintenance</b>	Some scheduled maintenance was deferred to the next financial year due to prioritization of essential repairs and vendor delays.
<b>Contracted Services</b>	The shortfall is mainly attributed to second semester payment of part time payment that was paid in July 2025

**Note:IPSAS 24 Reconciliation of Budget and Actual Amounts**

**1. Purpose**

This note provides a comprehensive reconciliation between the actual amounts on a comparable budget basis, as presented in the Statement of Comparison of Budget and Actual Amounts, and the actual amounts reported in the Statement of Cash Flows, disaggregated by operating, investing, and financing activities, in accordance with IPSAS 24 requirements.

**2. Reconciliation Table by Activity and Type of Difference**

	<b>Operating (Kshs)</b>	<b>Financing (Kshs)</b>	<b>Investing (Kshs)</b>	<b>Total (Kshs)</b>
Actual amount on a comparable basis as presented in the Statement of Comparison of Budget and Actual Amounts	<b>83,890,093</b>	0	0	<b>83,890,093</b>
Basis differences	(28,529,490)	0	0	(28,529,490)
Timing differences	0	0	0	0

**Turkana University College**

**Annual Report and Financial Statements**

**for the year ended June 30, 2025.**

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Entity differences	0	0	0	0
Presentation/Classification differences	0	0	0	0
Other differences (Specify)	0	0	0	0
Actual amounts in the IPSAS Statement of Cash Flows	55,360,603	0	0	55,360,603

**3. Explanation of Key Differences**

- Basis Differences: These arise due to differences in accounting principles between budget reporting (modified cash basis) and financial reporting (accrual basis under IPSAS). The primary adjustment relates to receivables, payables, and non-cash items such as depreciation and provisions.
- Timing Differences: No significant timing differences were identified during the period.
- Entity and Classification Differences: The reporting entity and structure of accounts remained consistent throughout the period.
- Other Differences: None noted.

**4. Compliance Statement**

This enhanced reconciliation provides a clear link between budget execution and actual financial performance, in full compliance with IPSAS 24: Presentation of Budget Information in Financial Statements.

**Revenue Adjustments**

- The increase in recurrent income arose from a **newly negotiated Collective Bargaining Agreement (CBA)**, which necessitated higher staff-related allocations.
- Further adjustments to *Rendering of Services* reflected **student-based funding realignments** after KUCCPS placement, ensuring allocations matched the actual number of students who reported to Turkana University College.
- Other revenue streams (donations, sales, rentals, and other income) were largely consistent with the original budget and actual receipts.

**Expense Adjustments**

- **Employee Costs:** Adjusted upward to accommodate the impact of the CBA, with utilization at 76% reflecting phased implementation.
- **Use of Goods and Services:** Increased to cater for expanded operations and recorded 99% absorption, consistent with student growth and institutional needs.
- **Council Expenses:** Adjusted to meet enhanced statutory and oversight responsibilities, with utilization at 99%.
- **Repairs and Maintenance:** Increased due to higher student intake, with 75% absorption reflecting ongoing works.
- **Contracted Services:** Expanded to cover outsourced functions (security, catering, cleaning), but utilization stood at 33% due to procurement processes extending into the next period.
- **Capital Expenditure:** Adjusted upward for infrastructure development; however, utilization (19%) remained low, reflecting project pipeline and procurement lead times.

## 19. NOTES TO THE FINANCIAL STATEMENTS

### 1. General Information

TUC is established by and derives its authority and accountability from the Universities Act, 2012. It is wholly owned by the Government of Kenya and domiciled in Kenya. TUC's principal activity is teaching, research, innovation and outreach.

### 2. Statement of Compliance and Basis of Preparation

TUC's 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 TUC's accounting policies. The financial statements have been prepared and presented in Kenya Shillings, which is the functional and reporting currency of TUC. The financial statements have been prepared in accordance with the PFM Act, the State Corporations Act, Universities Act 2012, and IPSAS. The accounting policies adopted have been consistently applied to all the years presented.

### 3. Adoption of New and Revised Standards

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

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

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

Standard	Effective date and impact:
IPSAS 43: Leases	<b><i>Applicable 1<sup>st</sup> January 2025</i></b>  The standard sets out the principles for the recognition, measurement, presentation, and disclosure of leases. The objective is to ensure that lessees and lessors provide relevant information in a manner that faithfully represents those transactions. This information gives a basis for users of financial statements to assess the effect that leases have on the financial position, financial performance and cashflows of TUC.

Standard	Effective date and impact:
	<p>The new standard requires entities to recognise, measure and present information on right of use assets and lease liabilities.</p> <p><b>Key Impacts:</b></p> <ol style="list-style-type: none"> <li>1. <b>Recognition of Right-of-Use Assets and Lease Liabilities:</b> <ul style="list-style-type: none"> <li>○ <b>Right-of-Use Assets:</b> TUC will need to recognize right-of-use assets for all leases previously classified as operating leases. This means that buildings, equipment, and other leased assets will be capitalized on the balance sheet.</li> <li>○ <b>Lease Liabilities:</b> Corresponding lease liabilities will be recognized, representing the present value of future lease payments.</li> </ul> </li> <li>2. <b>Financial Position:</b> <ul style="list-style-type: none"> <li>○ <b>Asset Base Increase:</b> The capitalization of leases will lead to an increase in total assets due to the recognition of right-of-use assets.</li> <li>○ <b>Liabilities Increase:</b> The recognition of lease liabilities will increase the overall liabilities of TUC, impacting key financial ratios and metrics.</li> </ul> </li> <li>3. <b>Financial Performance:</b> <ul style="list-style-type: none"> <li>○ <b>Depreciation and Interest Expenses:</b> Instead of lease expenses, TUC will record depreciation on right-of-use assets and interest expenses on lease liabilities. This change may initially increase reported expenses.</li> <li>○ <b>Lease Expenses:</b> Lease expenses previously reported as operating expenses will now be split between depreciation and interest, potentially impacting operating profit and net income.</li> </ul> </li> <li>4. <b>Cash Flow Reporting:</b> <ul style="list-style-type: none"> <li>○ <b>Operating Cash Flows:</b> Lease payments will be split into principal and interest components, with only the interest portion affecting operating cash flows. The principal repayment will be reported under financing activities.</li> <li>○ <b>Overall Cash Flow Impact:</b> Total cash outflows remain unchanged, but the classification within the cash flow statement will differ.</li> </ul> </li> <li>5. <b>Disclosure Enhancements:</b></li> </ol>

Standard	Effective date and impact:
	<ul style="list-style-type: none"> <li>○ <b>Comprehensive Disclosures:</b> TUC will need to provide detailed disclosures about its leasing activities, including maturity analysis, variable lease payments, and information about the right-of-use assets and lease liabilities.</li> <li>○ <b>User Insights:</b> Enhanced disclosures will provide users of financial statements with better insights into the nature, timing, and amount of lease obligations and the financial impact of leasing decisions.</li> </ul> <p><b>6. Strategic and Operational Decisions:</b></p> <ul style="list-style-type: none"> <li>○ <b>Lease vs. Buy Decisions:</b> The new accounting treatment may influence TUC's decision-making regarding whether to lease or purchase assets, considering the balance sheet impact and potential financial ratios.</li> <li>○ <b>Contract Management:</b> TUC may need to review and possibly renegotiate lease contracts to optimize financial reporting and compliance with IPSAS 43.</li> </ul> <p><b>Conclusion:</b> The adoption of IPSAS 43 will bring substantial changes to the financial reporting of Turkana University College. It will enhance transparency and provide a more accurate representation of lease obligations. However, it will also require careful planning, system updates, and potential adjustments in lease management practices. TUC must prepare for these changes to ensure a smooth transition and maintain compliance with the new standard.</p>
<p>IPSAS 44: Non- Current Assets Held for Sale and Discontinued Operations</p>	<p><b>Applicable 1<sup>st</sup> January 2025</b></p> <p>The Standard requires, Assets that meet the criteria to be classified as held for sale to be measured at the lower of carrying amount and fair value less costs to sell and the depreciation of such assets to cease and:</p> <p>Assets that meet the criteria to be classified as held for sale to be presented separately in the statement of financial position and the results of discontinued operations to be presented separately in the statement of financial performance.</p> <p><b>Key Impacts:</b></p> <p><b>1. Measurement of Assets Held for Sale:</b></p> <ul style="list-style-type: none"> <li>○ Lower of Carrying Amount and Fair Value Less Costs to Sell: TUC will need to measure assets that meet the criteria for being classified as held for sale at the lower of their carrying amount and fair value less costs to sell. This</li> </ul>

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Standard	Effective date and impact:
	<p>ensures that the assets are not overstated in the financial statements.</p> <ul style="list-style-type: none"> <li>○ Cessation of Depreciation: Depreciation on assets classified as held for sale will cease, potentially reducing the depreciation expense reported in the financial statements.</li> </ul> <p><b>2. Financial Position:</b></p> <ul style="list-style-type: none"> <li>○ Separate Presentation: Assets held for sale must be presented separately in the statement of financial position. This will enhance the transparency of TUC's financial statements, providing clear information on assets intended for disposal.</li> <li>○ Impact on Asset and Liability Classification: The reclassification of assets to held for sale may reduce the non-current asset base, affecting ratios such as return on assets and asset turnover.</li> </ul> <p><b>3. Financial Performance:</b></p> <ul style="list-style-type: none"> <li>○ Discontinued Operations: The results of operations classified as discontinued will be presented separately in the statement of financial performance. This separate presentation will help users of financial statements to distinguish between ongoing and discontinued operations, providing clearer insights into the performance of TUC's continuing operations.</li> <li>○ Impact on Income Statement: The presentation of discontinued operations separately may impact the reported income from continuing operations, potentially leading to a more favorable view of TUC's core activities.</li> </ul> <p><b>4. Disclosure Enhancements:</b></p> <ul style="list-style-type: none"> <li>○ Detailed Disclosures: TUC will need to provide comprehensive disclosures regarding assets held for sale and discontinued operations. This includes details on the nature, timing, and amounts related to these assets and operations.</li> <li>○ User Insights: Enhanced disclosures will provide users with valuable information about TUC's strategic decisions regarding asset disposals and the financial implications of such decisions.</li> </ul>

Standard	Effective date and impact:
	<p><b>5. Strategic and Operational Decisions:</b></p> <ul style="list-style-type: none"> <li>○ Asset Management: TUC may need to review its asset management strategy to identify assets that may meet the criteria for classification as held for sale. This will involve evaluating assets that are no longer in use or are planned for disposal.</li> <li>○ Decision-Making: The need for separate presentation and disclosure may influence TUC's decisions regarding the timing and method of asset disposal to ensure compliance with IPSAS 44.</li> </ul> <p><b>Conclusion:</b> The implementation of IPSAS 44 will bring significant changes to the financial reporting framework of Turkana University College. By requiring specific measurement and presentation criteria for assets held for sale and discontinued operations, the standard will enhance the clarity and transparency of TUC's financial statements. However, it will also necessitate careful planning and strategic decision-making to ensure compliance and optimize the presentation of financial information. TUC must prepare for these changes by updating its accounting policies, systems, and processes to align with the new requirements.</p>
<p>IPSAS 45- Property Plant and Equipment</p>	<p><b>Applicable 1<sup>st</sup> January 2025</b></p> <p>The standard supersedes IPSAS 17 on Property, Plant and Equipment. IPSAS 45 has additional guidance/ new guidance for heritage assets, infrastructure assets and measurement. Heritage assets were previously excluded from the scope of IPSAS 17 in IPSAS 45, heritage assets that satisfy the definition of PPE shall be recognised as assets if they meet the criteria in the standard. IPSAS 45 has an additional application guidance for infrastructure assets, implementation guidance and illustrative examples. The standard has clarified existing principles e.g., valuation of land over or under the infrastructure assets, under- maintenance of assets and distinguishing significant parts of infrastructure assets.</p> <p><b>Key Impacts:</b></p> <ol style="list-style-type: none"> <li>1. <b>Recognition of Heritage Assets:</b> <ul style="list-style-type: none"> <li>○ <b>Inclusion of Heritage Assets:</b> Under IPSAS 45, heritage assets that satisfy the definition of PPE and meet the recognition criteria must be recognized as assets. TUC will</li> </ul> </li> </ol>

Standard	Effective date and impact:
	<p>need to review its assets to identify any heritage assets that were previously excluded under IPSAS 17.</p> <ul style="list-style-type: none"> <li>○ <b>Valuation and Depreciation:</b> The recognition of heritage assets will require TUC to determine appropriate valuation methods and consider whether these assets should be depreciated based on their usage and condition.</li> </ul> <p><b>2. Infrastructure Assets:</b></p> <ul style="list-style-type: none"> <li>○ <b>Enhanced Guidance:</b> IPSAS 45 provides additional application guidance for infrastructure assets. TUC will need to apply this guidance to ensure accurate recognition and measurement of its infrastructure assets, such as roads, bridges, and utilities.</li> <li>○ <b>Valuation of Land:</b> The standard clarifies the valuation of land over or under infrastructure assets. TUC must ensure that the valuation of such land is consistent with the new guidance, impacting the reported values in the financial statements.</li> </ul> <p><b>3. Measurement and Valuation:</b></p> <ul style="list-style-type: none"> <li>○ <b>Additional Measurement Guidance:</b> IPSAS 45 includes new guidance on the measurement of PPE, particularly for assets that are under-maintained or have significant parts that need to be distinguished. TUC will need to update its measurement policies to align with these new requirements.</li> <li>○ <b>Impact on Financial Statements:</b> The updated measurement guidance may result in changes to the carrying amounts of PPE on TUC's balance sheet, potentially impacting key financial ratios and performance indicators.</li> </ul> <p><b>4. Implementation Guidance and Illustrative Examples:</b></p> <ul style="list-style-type: none"> <li>○ <b>Practical Implementation:</b> The standard provides implementation guidance and illustrative examples that will aid TUC in applying the new requirements. This will help ensure consistency and accuracy in the reporting of PPE.</li> <li>○ <b>Training and Adaptation:</b> TUC will need to train its accounting staff on the new standard and update its accounting policies and procedures to reflect the changes introduced by IPSAS 45.</li> </ul>

Standard	Effective date and impact:
	<p><b>5. Impact on Asset Management:</b></p> <ul style="list-style-type: none"> <li>○ <b>Under-Maintenance of Assets:</b> IPSAS 45 addresses the issue of under-maintenance of assets. TUC will need to assess the condition of its PPE and ensure that maintenance practices are sufficient to meet the new standard's requirements.</li> <li>○ <b>Distinguishing Significant Parts:</b> The requirement to distinguish significant parts of infrastructure assets will necessitate a detailed review and possibly the reclassification of certain components of TUC's infrastructure assets.</li> </ul> <p><b>Conclusion:</b> The implementation of IPSAS 45 will bring about significant changes to the financial reporting and management of property, plant, and equipment at Turkana University College. The inclusion of heritage assets, additional guidance on infrastructure assets, and clarified measurement principles will enhance the accuracy and transparency of TUC's financial statements. However, these changes will also require careful planning, staff training, and updates to accounting policies and procedures to ensure compliance with the new standard. TUC must prepare for these changes to fully benefit from the improved reporting framework introduced by IPSAS 45.</p>
<p>IPSAS 46 Measurement</p>	<p><b>Applicable 1<sup>st</sup> January 2025</b></p> <p>The objective of this standard was to improve measurement guidance across IPSAS by:</p> <ul style="list-style-type: none"> <li>i. Providing further detailed guidance on the implementation of commonly used measurement bases and the circumstances under which they should be used.</li> <li>ii. Clarifying transaction costs guidance to enhance consistency across IPSAS;</li> <li>iii. Amending where appropriate guidance across IPSAS related to measurement at recognition, subsequent measurement and measurement related disclosures.</li> </ul> <p>The standard also introduces a public sector specific measurement bases called the current operational value.</p> <p><b>Key Impacts:</b></p> <ul style="list-style-type: none"> <li>1. <b>Detailed Measurement Guidance:</b> <ul style="list-style-type: none"> <li>○ <b>Enhanced Consistency:</b> IPSAS 46 provides further detailed guidance on the implementation of commonly</li> </ul> </li> </ul>

Standard	Effective date and impact:
	<p>used measurement bases, ensuring consistent application across IPSAS. TUC will benefit from this clarity, leading to more accurate and comparable financial statements.</p> <ul style="list-style-type: none"> <li>○ <b>Application of Measurement Bases:</b> TUC will need to review and possibly update its measurement policies to align with the new guidance. This may involve reassessing the bases used for initial recognition and subsequent measurement of various assets and liabilities.</li> </ul> <p><b>2. Clarification of Transaction Costs:</b></p> <ul style="list-style-type: none"> <li>○ <b>Consistency in Treatment:</b> The standard clarifies guidance on transaction costs, which will enhance consistency in how these costs are accounted for across different IPSAS. TUC must ensure that its treatment of transaction costs aligns with the clarified guidance, potentially impacting the reported values of assets and liabilities.</li> <li>○ <b>Impact on Financial Statements:</b> The clearer guidance on transaction costs may lead to adjustments in the initial and subsequent measurement of assets and liabilities, affecting TUC's financial position and performance.</li> </ul> <p><b>3. Measurement at Recognition and Subsequent Measurement:</b></p> <ul style="list-style-type: none"> <li>○ <b>Uniformity in Practices:</b> IPSAS 46 amends guidance related to measurement at recognition and subsequent measurement to ensure uniform practices. TUC will need to apply these amendments to ensure compliance, which may involve changes in how certain assets and liabilities are measured and reported.</li> <li>○ <b>Updated Disclosures:</b> The standard also impacts measurement-related disclosures. TUC must update its disclosure practices to provide the necessary information, enhancing the transparency and usefulness of its financial statements.</li> </ul> <p><b>4. Introduction of Current Operational Value:</b></p> <ul style="list-style-type: none"> <li>○ <b>Public Sector Specific Measurement Base:</b> IPSAS 46 introduces the current operational value measurement base, designed specifically for the public sector. This measurement base reflects the value of an asset based on its current operational capacity rather than its market value.</li> </ul>

Standard	Effective date and impact:
	<ul style="list-style-type: none"> <li>○ <b>Relevance to TUC:</b> For assets that are not held for sale but are used to provide services, TUC may need to adopt the current operational value measurement base. This approach will provide a more accurate representation of the value of such assets in the context of their operational use within the university.</li> </ul> <p><b>Conclusion:</b> The implementation of IPSAS 46 will bring significant changes to the measurement and reporting practices at Turkana University College. The enhanced measurement guidance, clarification of transaction costs, and the introduction of the current operational value measurement base will improve the accuracy, consistency, and relevance of TUC's financial statements. However, these changes will require careful planning, updating of policies, and staff training to ensure compliance and effective implementation. By aligning its practices with IPSAS 46, TUC will enhance the transparency and reliability of its financial reporting, thereby better serving its stakeholders.</p>
<p>IPSAS 47- Revenue</p>	<p><b>Applicable 1<sup>st</sup> January 2026</b></p> <p>IPSAS 47, applicable from January 1, 2026, supersedes IPSAS 9 (Revenue from Exchange Transactions), IPSAS 11 (Construction Contracts), and IPSAS 23 (Revenue from Non-Exchange Transactions). The new standard aims to consolidate all guidance for accounting for revenue under one standard, providing principles for reporting useful information about the nature, amount, timing, and uncertainty of revenue and cash flows arising from revenue transactions. The implementation of IPSAS 47 will have significant implications for Turkana University College (TUC) in its revenue recognition and reporting practices.</p> <p><b>Key Impacts:</b></p> <ol style="list-style-type: none"> <li>1. <b>Consolidation of Revenue Guidance:</b> <ul style="list-style-type: none"> <li>○ <b>Unified Revenue Recognition Framework:</b> IPSAS 47 consolidates the principles for recognizing revenue from both exchange and non-exchange transactions, providing a comprehensive framework. TUC will need to review its current revenue recognition policies to align with the new unified standard, ensuring consistency across all revenue streams.</li> <li>○ <b>Streamlined Accounting Processes:</b> By bringing all revenue guidance under one standard, IPSAS 47 simplifies accounting processes. TUC will benefit from streamlined procedures, reducing complexity and potential errors in revenue recognition.</li> </ul> </li> </ol>

Standard	Effective date and impact:
	<p data-bbox="517 365 1066 394"><b>2. Revenue from Exchange Transactions:</b></p> <ul style="list-style-type: none"> <li data-bbox="603 421 1386 663">○ <b>Compliance with New Principles:</b> TUC must ensure that its revenue from exchange transactions, such as tuition fees, consulting services, and other business activities, complies with the new principles established by IPSAS 47. This may involve reassessing the timing and amount of revenue recognition based on performance obligations and contract terms.</li> <li data-bbox="603 689 1386 864">○ <b>Enhanced Revenue Reporting:</b> The standard's focus on providing useful information about the nature, amount, timing, and uncertainty of revenue will improve the quality of TUC's financial reporting, offering better insights for stakeholders.</li> </ul> <p data-bbox="517 891 1126 920"><b>3. Revenue from Non-Exchange Transactions:</b></p> <ul style="list-style-type: none"> <li data-bbox="603 947 1386 1155">○ <b>Clarity on Non-Exchange Revenue:</b> IPSAS 47 provides detailed guidance on accounting for non-exchange revenue, such as government grants, donations, and other funding sources. TUC will need to carefully evaluate these transactions to ensure they are recognized and measured according to the new standard.</li> <li data-bbox="603 1182 1386 1312">○ <b>Impact on Financial Position:</b> Changes in the recognition of non-exchange revenue may affect TUC's reported financial position and performance, necessitating adjustments to financial statements and related disclosures.</li> </ul> <p data-bbox="517 1339 871 1368"><b>4. Construction Contracts:</b></p> <ul style="list-style-type: none"> <li data-bbox="603 1395 1386 1570">○ <b>Updated Contract Accounting:</b> For construction contracts and projects, TUC must apply the new principles outlined in IPSAS 47. This includes recognizing revenue over time or at a point in time based on the transfer of control rather than the completion of performance obligations.</li> <li data-bbox="603 1597 1386 1727">○ <b>Improved Financial Insights:</b> The updated guidance will provide more accurate and timely financial insights into TUC's construction activities, enhancing transparency for stakeholders.</li> </ul> <p data-bbox="517 1753 1082 1783"><b>5. Uncertainty and Cash Flow Information:</b></p> <ul style="list-style-type: none"> <li data-bbox="603 1809 1386 1912">○ <b>Disclosure Requirements:</b> IPSAS 47 emphasizes the importance of disclosing information about the uncertainty and timing of revenue and cash flows. TUC must enhance its</li> </ul>

Standard	Effective date and impact:
	<p>disclosure practices to provide comprehensive information on these aspects, improving stakeholders' understanding of revenue streams and associated risks.</p> <ul style="list-style-type: none"> <li>○ <b>Enhanced Decision-Making:</b> The improved transparency and detailed disclosures will support better decision-making by management and external stakeholders, fostering confidence in TUC's financial health and sustainability.</li> </ul> <p><b>Conclusion:</b> The implementation of IPSAS 47 will bring significant changes to Turkana University College's revenue recognition and reporting practices. By consolidating revenue guidance into a single standard, TUC will benefit from simplified and consistent accounting processes. However, the transition to IPSAS 47 will require careful planning, updating of accounting policies, staff training, and system adjustments to ensure compliance. Ultimately, IPSAS 47 will enhance the quality and transparency of TUC's financial reporting, providing more useful information to stakeholders and supporting the college's mission and financial management.</p>
<p>IPSAS 48- Transfer Expenses</p>	<p>IPSAS 48, applicable from January 1, 2026, establishes principles for transfer providers to report useful information about the nature, amount, timing, and uncertainty of expenses and cash flows arising from transfer expense transactions. This new standard is particularly relevant for public sector entities, providing comprehensive guidance on accounting for transfers. The implementation of IPSAS 48 will have notable implications for Turkana University College (TUC) in its expense recognition and reporting practices.</p> <p><b>Key Impacts:</b></p> <ol style="list-style-type: none"> <li>1. <b>Enhanced Expense Reporting:</b> <ul style="list-style-type: none"> <li>○ <b>Clarity in Expense Recognition:</b> IPSAS 48 provides detailed guidance on recognizing and measuring transfer expenses. TUC will need to review and potentially revise its current practices to ensure that transfer expenses are recognized accurately and consistently.</li> <li>○ <b>Improved Financial Statements:</b> The standard's emphasis on providing useful information about the nature, amount, timing, and uncertainty of expenses will enhance the quality of TUC's financial statements, offering better insights for stakeholders.</li> </ul> </li> <li>2. <b>Detailed Disclosures:</b></li> </ol>

Standard	Effective date and impact:
	<ul style="list-style-type: none"> <li>○ <b>Transparency in Transfers:</b> IPSAS 48 requires comprehensive disclosures regarding transfer expenses, including the terms and conditions of transfers, the amount recognized as an expense, and any conditions that must be met by the recipient. TUC will need to enhance its disclosure practices to provide this information clearly and comprehensively.</li> <li>○ <b>Stakeholder Confidence:</b> Improved transparency and detailed disclosures will support better decision-making by management and external stakeholders, fostering confidence in TUC's financial management and stewardship of resources.</li> </ul> <p><b>3. Accounting for Grants and Subsidies:</b></p> <ul style="list-style-type: none"> <li>○ <b>Consistent Application of Principles:</b> IPSAS 48 will provide specific guidance on accounting for grants, subsidies, and other forms of transfer expenses. TUC will need to ensure that these expenses are recognized and reported consistently, aligning with the new standard.</li> <li>○ <b>Impact on Financial Position:</b> Changes in the recognition and measurement of transfer expenses may affect TUC's reported financial position and performance, necessitating adjustments to financial statements and related disclosures.</li> </ul> <p><b>4. Timing and Uncertainty of Expenses:</b></p> <ul style="list-style-type: none"> <li>○ <b>Accurate Timing of Expense Recognition:</b> The standard emphasizes recognizing expenses when the transfer provider has a present obligation to transfer resources. TUC must ensure that expenses are recognized at the appropriate time, reflecting the actual obligations incurred.</li> <li>○ <b>Managing Uncertainty:</b> IPSAS 48 requires entities to disclose information about the uncertainty of transfer expenses. TUC will need to develop robust processes for identifying and disclosing uncertainties related to transfer expenses, enhancing the reliability of financial reporting.</li> </ul> <p><b>5. Impact on Budgeting and Financial Planning:</b></p> <ul style="list-style-type: none"> <li>○ <b>Informed Budgeting:</b> The implementation of IPSAS 48 will provide TUC with a clearer understanding of its transfer expense obligations, supporting more accurate and informed budgeting and financial planning.</li> </ul>

Standard	Effective date and impact:
	<ul style="list-style-type: none"> <li>○ <b>Efficient Resource Allocation:</b> By providing a clearer picture of transfer expenses, TUC will be better positioned to allocate resources efficiently, ensuring that funds are used effectively to support its mission and objectives.</li> </ul> <p><b>Conclusion:</b> The implementation of IPSAS 48 will bring significant changes to Turkana University College's expense recognition and reporting practices. By providing detailed guidance on accounting for transfer expenses, the standard will enhance the transparency, accuracy, and consistency of TUC's financial reporting. The transition to IPSAS 48 will require careful planning, updating of accounting policies, staff training, and system adjustments to ensure compliance. Ultimately, IPSAS 48 will improve the quality and reliability of TUC's financial statements, providing more useful information to stakeholders and supporting the college's financial management and accountability.</p>
<p>IPSAS 49- Retirement Benefit Plans</p>	<p><b>Applicable 1<sup>st</sup> January 2026</b></p> <p>The IPSAS 49, effective from January 1, 2026, sets out the accounting and reporting requirements for public sector retirement benefit plans. It mandates specific financial statements and disclosures to ensure transparency and consistency in reporting retirement benefits. The implementation of IPSAS 49 will have important implications for Turkana University College (TUC) concerning the management and reporting of retirement benefit plans for its employees.</p> <p><b>Key Impacts:</b></p> <ol style="list-style-type: none"> <li>1. <b>Enhanced Financial Reporting:</b> <ul style="list-style-type: none"> <li>○ <b>Comprehensive Disclosures:</b> IPSAS 49 requires detailed disclosures regarding retirement benefit plans. TUC will need to provide comprehensive information on the nature, funding, and financial position of these plans. This will improve transparency and provide stakeholders with a clearer understanding of TUC's retirement benefit obligations.</li> <li>○ <b>Improved Consistency:</b> The standard will ensure that TUC's reporting on retirement benefit plans is consistent with international best practices, enhancing the comparability of its financial statements with those of other public sector entities.</li> </ul> </li> <li>2. <b>Specific Financial Statements:</b> <ul style="list-style-type: none"> <li>○ <b>Presentation Requirements:</b> IPSAS 49 prescribes the specific financial statements that retirement benefit plans</li> </ul> </li> </ol>

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Standard	Effective date and impact:
	<p>must present, including a statement of net assets available for benefits, a statement of changes in net assets available for benefits, and a statement of actuarial present value of promised retirement benefits. TUC will need to ensure that its retirement benefit plans comply with these presentation requirements.</p> <ul style="list-style-type: none"> <li>○ <b>Clearer Financial Position:</b> By adhering to these prescribed financial statements, TUC will present a clearer picture of the financial position and performance of its retirement benefit plans, aiding in better decision-making and oversight.</li> </ul> <p><b>3. Actuarial Valuations:</b></p> <ul style="list-style-type: none"> <li>○ <b>Regular Actuarial Assessments:</b> IPSAS 49 emphasizes the importance of regular actuarial valuations to determine the present value of promised retirement benefits. TUC will need to engage qualified actuaries to conduct these assessments and ensure that the valuations are incorporated into the financial statements.</li> <li>○ <b>Accurate Measurement of Obligations:</b> Regular actuarial valuations will help TUC accurately measure its retirement benefit obligations, ensuring that the reported liabilities reflect the true financial commitments to its employees.</li> </ul> <p><b>4. Impact on Funding Strategies:</b></p> <ul style="list-style-type: none"> <li>○ <b>Strategic Funding Plans:</b> The standard requires entities to disclose information about the funding of retirement benefit plans, including any strategies to address funding shortfalls. TUC will need to develop and disclose strategic funding plans to ensure that its retirement benefit plans are adequately funded.</li> <li>○ <b>Sustainable Financial Management:</b> By implementing strategic funding plans, TUC can ensure the long-term sustainability of its retirement benefit plans, safeguarding the financial well-being of its employees.</li> </ul> <p><b>5. Regulatory Compliance:</b></p> <ul style="list-style-type: none"> <li>○ <b>Adherence to Standards:</b> IPSAS 49 will ensure that TUC complies with international standards for reporting retirement benefit plans, aligning its practices with</li> </ul>

Standard	Effective date and impact:
	<p>regulatory requirements and enhancing credibility with stakeholders.</p> <ul style="list-style-type: none"> <li>○ <b>Audit and Assurance:</b> Compliance with IPSAS 49 will facilitate more straightforward audits and reviews of TUC's retirement benefit plans, providing assurance to stakeholders about the accuracy and reliability of the reported information.</li> </ul> <p><b>6. Stakeholder Confidence:</b></p> <ul style="list-style-type: none"> <li>○ <b>Increased Trust:</b> Enhanced transparency and comprehensive reporting will build confidence among TUC's employees, management, and other stakeholders regarding the management of retirement benefit plans.</li> <li>○ <b>Informed Decision-Making:</b> Improved reporting will enable stakeholders to make informed decisions based on a clear understanding of the retirement benefit plans' financial health and sustainability.</li> </ul> <p><b>Conclusion:</b> The implementation of IPSAS 49 will significantly impact Turkana University College's reporting and management of retirement benefit plans. By ensuring comprehensive disclosures, accurate measurement of obligations, and adherence to international standards, IPSAS 49 will enhance the transparency, consistency, and reliability of TUC's financial reporting. This will not only improve stakeholder confidence but also support the sustainable management of retirement benefits for TUC's employees. The transition to IPSAS 49 will require careful planning, staff training, and engagement with actuarial experts to ensure compliance and successful implementation.</p>
<p>IPSAS 50: Exploration For &amp; Evaluation of Mineral Resources</p>	<p><b>Applicable 1<sup>st</sup> January 2027</b></p> <p>The objective of this Standard is to specify the financial reporting for the exploration for and evaluation of mineral resources. The Standard requires:</p> <ul style="list-style-type: none"> <li>i. Limited improvements to existing accounting practices for exploration and evaluation expenditures.</li> <li>ii. Entities that recognize exploration and evaluation assets to assess such assets for impairment in accordance with this Standard and measure any impairment in accordance with IPSAS 26.</li> <li>iii. Disclosures that identify and explain the amounts in the entity's financial statements arising from the exploration for and evaluation of mineral resources and help users of those financial statements understand the amount, timing and certainty of future cash flows from any exploration and evaluation assets recognized.</li> </ul>

Standard	Effective date and impact:
	<p><b>Impact Analysis of IPSAS 49 (Applicable from 1st January 2026) on Retirement Benefit Plans Reporting</b></p> <p><b>Expected Impacts for Turkana University College (TUC):</b></p> <p><b>1. Enhanced Financial Reporting:</b></p> <ul style="list-style-type: none"> <li>• <b>Comprehensive Disclosures:</b> TUC must provide extensive details about the retirement benefit plans, covering their nature, funding arrangements, and financial health, improving transparency for stakeholders.</li> <li>• <b>Improved Consistency:</b> Aligning TUC's reporting with international standards ensures comparability with other public entities.</li> </ul> <p><b>2. Specific Financial Statements:</b></p> <ul style="list-style-type: none"> <li>• <b>Presentation Requirements:</b> IPSAS 49 mandates specific financial statements, including: <ul style="list-style-type: none"> <li>○ Statement of Net Assets Available for Benefits.</li> <li>○ Statement of Changes in Net Assets Available for Benefits.</li> <li>○ Statement of Actuarial Present Value of Promised Retirement Benefits.</li> </ul> </li> <li>• <b>Clearer Financial Position:</b> Compliance will provide clarity regarding the financial condition of retirement benefit plans, enhancing oversight and decision-making.</li> </ul> <p><b>3. Actuarial Valuations:</b></p> <ul style="list-style-type: none"> <li>• <b>Regular Actuarial Assessments:</b> Regular valuations by qualified actuaries are mandated, significantly improving the accuracy of reported liabilities.</li> <li>• <b>Accurate Measurement of Obligations:</b> Frequent actuarial assessments will ensure the retirement benefit obligations are accurately captured, reflecting true financial commitments.</li> </ul> <p><b>4. Impact on Funding Strategies:</b></p> <ul style="list-style-type: none"> <li>• <b>Strategic Funding Plans:</b> IPSAS 49 requires disclosure of funding strategies to address potential shortfalls, necessitating proactive planning by TUC.</li> <li>• <b>Sustainable Financial Management:</b> Development and disclosure of clear funding plans will enhance the sustainability and reliability of retirement benefit plans.</li> </ul> <p><b>5. Regulatory Compliance:</b></p> <ul style="list-style-type: none"> <li>• <b>Adherence to Standards:</b> Implementation ensures TUC complies with international regulatory requirements, strengthening stakeholder trust and institutional credibility.</li> <li>• <b>Audit and Assurance:</b> IPSAS 49 simplifies audit processes, enhancing assurance on the accuracy and reliability of reported financial data.</li> </ul>

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Standard	Effective date and impact:
	<p><b>6. Stakeholder Confidence:</b></p> <ul style="list-style-type: none"> <li>• <b>Increased Trust:</b> Enhanced transparency fosters trust among employees, management, and stakeholders regarding the management of retirement benefit obligations.</li> <li>• <b>Informed Decision-Making:</b> Improved financial disclosures provide stakeholders a clearer basis for informed decision-making regarding retirement benefit management.</li> </ul> <p><b>Conclusion:</b> Adoption of IPSAS 49 significantly enhances TUC's financial reporting, ensuring clarity, accuracy, and transparency of retirement benefit obligations. Comprehensive disclosures, consistent international reporting standards, regular actuarial assessments, and strategic funding management will collectively enhance stakeholder confidence and ensure sustainable management of retirement benefits. TUC should prioritize staff training, engage expert actuaries, and carefully plan to ensure a smooth transition and full compliance.</p>

*iii. Early adoption of standards*

The Entity did not early – adopt any new or amended standards in the financial year 2024/2025.

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**Notes to the financial statements (continued)**

4. Summary of Significant Accounting Policies

- a) Revenue recognition
- i) Revenue from non-exchange transactions

**Government Grants**

TUC recognizes revenues Government grants when the event occurs and the asset recognition criteria are met. To the extent that there is a related condition attached that would give rise to a liability to repay the amount, deferred income is recognized instead of revenue. Other non-exchange revenues are recognized when it is probable that the future economic benefits or service potential associated with the asset will flow to the entity and the fair value of the asset can be measured reliably.

TUC receives development funds from the Government of Kenya for the purpose of financing capital development projects such as construction of buildings, purchase of equipment, and related infrastructure development. Grants related to assets are recognised under Development Reserve Funds and released to the accumulated funds in line with the usage of the related assets, ensuring that the impact is appropriately reflected in the reported surplus or deficit.

**Transfers from other government entities**

The University College recognizes revenues Government grants when the event occurs and the asset recognition criteria are met. To the extent that there is a related condition attached that would give rise to a liability to repay the amount, deferred income is recognized instead of revenue. Other non-exchange revenues are recognized when it is probable that the future economic benefits or service potential associated with the asset will flow to the entity and the fair value of the asset can be measured reliably.

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 TUC and can be measured reliably. To the extent that there is a related condition attached that would give rise to a liability to repay the amount, the amount is recorded in the statement of financial position and realised in the statement of financial performance over the useful life of the assets that has been acquired using such funds.

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**Notes to the financial statements (continued)**

**Revenue from exchange transactions**

**Rendering of services**

TUC recognizes revenue from rendering of services by reference to the stage of completion when the outcome of the transaction can be estimated reliably. The stage of completion is measured by reference to labour hours incurred to date as a percentage of total estimated labour hours. Where the contract outcome cannot be measured reliably, revenue is recognized only to the extent that the expenses incurred are recoverable.

These are fees from the various programmes, administrative charges, and fees for accommodation and catering services. Tuition fees are recognized over the period of the semester they are earned without regard to when they are received.

Administrative Fees refer to charges such as registration fees, medical fees, Activity fees, Computer fees, Student Organization fees and charges for student Identification purposes. These are recognized over the course of the semester to which they apply.

Catering and Accommodation proceeds are recognized upon allocation of rooms and use of Campus dining facilities.

Student Caution money is recognized a Liability under Current Liabilities.

***Sale of goods***

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

**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.

**Rental income**

Rental income arising from operating leases on investment properties is accounted for on a straight-line basis over the lease terms and included in revenue.

**b) Budget information**

The original budget for FY 2024/2025 was approved by the National Assembly on June 2024. Subsequent revisions or additional appropriations were made to the approved budget in accordance with specific approvals from the appropriate authorities. The additional appropriations are added to the original budget by the entity upon receiving the respective approvals in order to conclude the final budget.

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**Notes to Financial Statements (Continued)**

TUC'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.

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 section Statement of Comparison of Budget & Actual Amounts for Period Ended December 31, 2024 of these financial statements.

**Notes to The Financial Statements (Continued)**

**c) Property, plant and equipment**

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. When significant parts of property, plant and equipment are required to be replaced at intervals, the entity 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.

**d) Intangible assets**

Intangible assets acquired separately are initially recognized at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred. The useful life of the intangible assets is assessed as either finite or indefinite. Intangible assets with an indefinite useful life are assessed for impairment at each reporting date.

**e) Research and development costs**

TUC expenses research costs as incurred. Development costs on an individual project are recognized as intangible assets when TUC can demonstrate:

- i) The technical feasibility of completing the asset so that the asset will be available for use or sale
- ii) Its intention to complete and its ability to use or sell the asset
- iii) How the asset will generate future economic benefits or service potential
- iv) The availability of resources to complete the asset
- v) The ability to measure reliably the expenditure during development.

Following initial recognition of an asset, the asset is carried at cost less any accumulated amortization and accumulated impairment losses. Amortization of the asset begins when development is complete and the asset is available for use. It is amortized over the period of expected future benefit. During the period of development, the asset is tested for impairment annually with any impairment losses recognized immediately in surplus or deficit.

**Notes to The Financial Statements (Continued)**

**f) Financial instruments**

IPSAS 41 addresses the classification, measurement and de-recognition of financial assets and financial liabilities, introduces new rules for hedge accounting and a new impairment model for financial assets. TUC does not have any hedge relationships and therefore the new hedge accounting rules have no impact on TUC's financial statements. A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. At initial recognition, the entity measures a financial asset or financial liability at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through surplus or deficit, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

**a) Financial assets**

**Classification of financial assets**

TUC classifies its financial assets as subsequently measured at amortised cost, fair value through net assets/ equity or fair value through surplus and deficit on the basis of both the entity's management model for financial assets and the contractual cash flow characteristics of the financial asset. A financial asset is measured at amortized cost when the financial asset is held within a management model whose objective is to hold financial assets in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding. A financial asset is measured at fair value through net assets/ equity if it is held within the management model whose objective is achieved by both collecting contractual cashflows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. A financial asset shall be measured at fair value through surplus or deficit unless it is measured at amortized cost or fair value through net assets/ equity unless an entity has made irrevocable election at initial recognition for particular investments in equity instruments.

**Subsequent measurement**

Based on the business model and the cash flow characteristics, the entity classifies its financial assets into amortized cost or fair value categories for financial instruments. Movements in fair value are presented in either surplus or deficit or through net assets/ equity subject to certain criteria being met.

**Amortized cost**

Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest, and that are not designated at fair value through surplus or deficit, are measured at amortized cost. A gain or loss on an instrument that is subsequently measured at amortized cost and is not part of a hedging relationship is recognized in profit or loss when the asset is de-recognized or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method.

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**Notes to The Financial Statements (Continued)**

**Fair value through net assets/ equity**

Financial assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at fair value through net assets/ equity. Movements in the carrying amount are taken through net assets, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognized in surplus/deficit. Interest income from these financial assets is included in finance income using the effective interest rate method.

**Trade and other receivables**

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

**Impairment**

TUC assesses, on a forward-looking basis, the expected credit loss ('ECL') associated with its financial assets carried at amortized. TUC recognizes a loss allowance for such losses at each reporting date. Critical estimates and significant judgments made by management in determining the expected credit loss (ECL).

Turkana University College has adopted the Simplified Approach to measure ECL on student receivables, which does not require tracking of changes in credit risk, but rather utilizes a Provision Matrix based on the aging of receivables.

a) Scope

This policy applies to all outstanding student fee receivables, including tuition, accommodation, penalties, and other fees billed to students. It excludes receivables from staff, government capitation, donor grants, or other non-student sources.

b) Provisioning Methodology

Turkana University College categorizes student receivables by their age since the due date and assigns an Expected Credit Loss (ECL) rate to each category based on historical collection experience, current economic conditions, and student engagement practices.

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**Notes to Financial Statements (Continued)**

**ii) Provision Matrix – Expected Credit Loss Rates**

Ageing Category	ECL Rate (Provision Rate)	Rationale
Less than 1 year	2%	Most students clear before exams or graduation; high recoverability.
1 – 2 years	10%	Moderate risk; still reachable and may need clearances for academic purposes.
2 – 3 years	30%	Higher risk; declining contact with the institution.
Over 3 years	100%	Extremely doubtful; likely abandoned, dropped out, or unreachable.

Note: The ECL rates are reviewed annually and adjusted based on actual recovery trends and risk assessments.

**b) Financial liabilities**

**Classification**

TUC classifies its liabilities as subsequently measured at amortized cost except for financial liabilities measured through profit or loss.

**g) Inventories**

Inventory is measured at cost upon initial recognition. To the extent that inventory was received through non-exchange transactions (for no cost or for a nominal cost), the cost of the inventory is its fair value at the date of acquisition. Costs incurred in bringing each product to its present location and conditions are accounted for, as follows:

- i) Raw materials: purchase cost using the weighted average cost method
- ii) Finished goods and work in progress: cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity, but excluding borrowing costs

After initial recognition, inventory is measured at the lower of cost and net realizable value. However, to the extent that a class of inventory is distributed or deployed at no charge or for a nominal charge, that class of inventory is measured at the lower of cost and current replacement cost. Net realizable value is the estimated selling price in the ordinary course of operations, less the estimated costs of completion and the estimated costs necessary to make the sale, exchange, or distribution. Inventories are recognized as an expense when deployed for utilization or consumption in the ordinary course of operations of TUC.

**Notes to Financial Statements (Continued)**

**h) Contingent liabilities**

TUC 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.

**i) Contingent assets**

TUC does not recognize a contingent asset but discloses details of a possible asset whose existence is contingent on the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of TUC in the notes to the financial statements. Contingent assets are assessed continually to ensure that developments are appropriately reflected in the financial statements. If it has become virtually certain that an inflow of economic benefits or service potential will arise and the asset's value can be measured reliably, the asset and the related revenue are recognized in the financial statements of the period in which the change occurs.

**j) Nature and Purpose of reserves**

Turkana University College (TUC) creates and maintains various reserves to ensure financial stability, compliance with statutory obligations, and support for strategic initiatives. These reserves are governed by policies that align with the International Public Sector Accounting Standards (IPSAS), ensuring transparency, accountability, and prudent financial management. Below is a detailed overview of the nature and purpose of the reserves maintained by TUC, along with the appropriate IPSAS-aligned policies.

**Notes to The Financial Statements (Continued)**

**1. General Reserve Fund**

- **Nature and Purpose:** The General Reserve Fund is established to cover unforeseen expenses, provide financial stability, and ensure the institution's long-term sustainability. This reserve acts as a financial buffer to manage unexpected events, ensuring continued operations.
- **Policy (IPSAS Compliance):** In accordance with IPSAS 1, TUC allocates a portion of its annual surplus to the General Reserve Fund. The reserve is maintained at a level sufficient to cover at least three to six months of operational expenses, ensuring the institution's ability to meet its obligations in times of financial uncertainty. Regular reviews are conducted to ensure the adequacy of this reserve.

**2. Development Reserve Fund**

- **Nature and Purpose:** The Development Reserve Fund is designated for capital projects, infrastructure development, and expansion initiatives. It supports the long-term growth and enhancement of TUC's physical and academic infrastructure.
- **Policy (IPSAS Compliance):** Under IPSAS 17, this reserve is funded from surplus allocations, donor contributions, and capital grants. The fund is used strictly for capital expenditure, in line with the asset management and reporting requirements of IPSAS. The university's governing council prioritizes the allocation of these funds to projects that align with TUC's strategic development plan.

**3. Research and Innovation Reserve Fund**

- **Nature and Purpose:** This reserve is established to support research activities, innovation projects, and academic advancements. It aims to foster a robust research culture and drive innovation across the institution.
- **Policy (IPSAS Compliance):** According to IPSAS 31, the Research and Innovation Reserve Fund is sourced from internal allocations, research grants, and external partnerships. The fund is applied to projects that meet stringent criteria for research quality and potential impact. Expenditures are monitored to ensure compliance with research funding agreements and institutional objectives.

**4. Student Support and Scholarship Reserve Fund**

- **Nature and Purpose:** This reserve is intended to provide financial assistance to students, including scholarships, bursaries, and emergency aid. It supports equitable access to education for all students, particularly those facing financial challenges.
- **Policy (IPSAS Compliance):** Following IPSAS 23, the Student Support and Scholarship Reserve Fund is supported by donor contributions, government allocations, and budgeted funds. Allocations are made based on a formal needs assessment, and the fund's management ensures compliance with donor restrictions and institutional policies.

**Notes to The Financial Statements (Continued)**

**Conclusion**

TUC's reserves are integral to its financial strategy, ensuring the institution can meet its obligations, support strategic growth, and maintain operational stability. By aligning reserve policies with IPSAS, TUC ensures that its financial practices are transparent, accountable, and in accordance with international standards. These reserves are regularly reviewed to adapt to changing needs and to continue supporting the university's mission effectively.

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

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

**l) Employee benefits**

***Retirement benefit plans***

TUC provides retirement benefits for its employees. Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate TUC (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 period in which they become payable. Defined benefit plans are post-employment benefit plans other than defined-contribution plans. The defined benefit funds are actuarially valued tri-annually on the projected unit credit method basis. Deficits identified are recovered through lump sum payments or increased future contributions on proportional basis to all participating employers. The contributions and lump sum payments reduce the post-employment benefit obligation.

**m) Related parties**

TUC 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 Entity, or vice versa. Members of key management are regarded as related parties and comprise the Council, the principal and senior managers.

**n) 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 KCB Group at the end of the financial period. For the purposes of these financial statements, cash and cash 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.

**Notes to Financial Statements (Continued)**

**o) Comparative figures**

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

**p) Subsequent events**

There have been no events subsequent to the financial year end with a significant impact on the financial statements for the year ended December 31, 2024.

**5. Significant Judgments and Sources of Estimation Uncertainty**

The preparation of TUC'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. State all judgements, estimates and assumptions made:

**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 period, are described below. The Entity 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 Entity. 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:

- a) The condition of the asset based on the assessment of experts employed by the Entity
- b) The nature of the asset, its susceptibility and adaptability to changes in technology and processes
- c) The nature of the processes in which the asset is deployed
- d) Availability of funding to replace the asset
- e) Changes in the market in relation to the asset

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

6. a) Transfers from Other Government Entities

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
<b>Unconditional Grants</b>		
Operational Grants	170,517,312	242,596,019
Development Grants		10,000,000
<b>Total government grants and subsidies</b>	<b>170,517,312</b>	<b>252,596,019</b>

*The organizational grants are to be used for the day-to-day operations of the business*

b) Transfers from Ministries, Departments and Agencies (MDAs)

Name of the Entity sending the grant	Amount recognized to Statement of Financial Performance	Amount deferred under deferred income	Amount recognised in capital fund.	Total grant income during the period	Comparative Period
	KShs	KShs	KShs	KShs	KShs
SDHER	170,517,312	-	-	170,517,312	252,596,019
<b>Total</b>	<b>170,517,312</b>	<b>-</b>	<b>-</b>	<b>170,517,312</b>	<b>252,596,019</b>

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**Notes to Financial Statements (Continued)**

**7. Public Contributions and Donations**

Description	FY	FY
	2024/2025	2023/2024
	Kshs	Kshs
Research Donations		
Donations transferred to revenue on conditions being met.	5,372,829	2,648,580
Other public donations		
<b>Total transfers and sponsorships</b>	<b>5,372,829</b>	<b>2,648,580</b>
<b>Reconciliation of public contributions and donations</b>		
Balance unspent at beginning of the period	<b>1,194,146</b>	1,194,146
Conditions met - transferred to revenue	5,372,829	
Conditions to be met - remain liabilities	<b>3,992,074</b>	<b>1,194,146</b>

This comprises research grants and chancellors fund that is contributed towards research and aiding needy students to help them fund their education respectively.

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

**8. Rendering Of Services**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Tuition Fees	252,340,300	100,082,186
Student Organization Fee	1,640,900	839,300
Examination Fee	14,886,800	6,698,400
Medical Fee	5,829,000	2,915,500
Activity Fee	3,656,000	1,757,000
Amenity Fee	3,656,000	1,757,000
Registration Fee	1,294,500	541,000
ICT Levy	18,625,000	9,065,000
Library Fee	11,175,000	5,421,000
Field Attachment	2,011,000	3,387,000
Project Supervision	610,000	295,000
Field Trips	828,000	460,000
Practicals/workshop	1,095,000	840,000
Students Identity Card	19,250	9,750
Written Examination Fee	225,000	196,000
Computer for development	360,000	280,000
Thesis Examination	1,934,000	1,595,000
Laboratory Fee	-	24,000
Application Fee	53,000	384,000
KUCCPS Processing Fees	6,000	19,500
Supervision Fee	2,695,000	2,260,000
Graduation Fees	2,747,500	1,312,500
Caution Fees	6,500	-
Hostel Fees	4,037,000	1,324,000
Gown penalties	2,000	2,000
Certificate Storage Charges	2,000	-
Library Fines & Penalties	-	4,250
<b>Total revenue from the rendering of services</b>	<b>329,734,750</b>	<b>141,469,386</b>

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

**9. Sale of Goods**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
<b>Sale of goods</b>		
Sale of Food to Students	4,707,451	1,472,477
<b>Total revenue from the sale of goods</b>	<b>4,707,451</b>	<b>1,472,477</b>

These are sale from the student cafeteria.

**10. Rental Revenue from Facilities and Equipment**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Hire of venue, equipment and transport	353,500	180,000
<b>Total rentals</b>	<b>353,500</b>	<b>180,000</b>

**11. Other Income**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Insurance processing fee	40,389	35,707
Admin Charges-Research Grants	-	65,219
Application for Tender and Other Charges	19,000	-
Workshop and Conferences	973,850	560,000
Conference Fee	-	12,500
<b>Total other income</b>	<b>1,033,239</b>	<b>673,426</b>

Insurance processing fee relates to the payroll charges incurred in processing and remitting insurance deductions.

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

**12. Use Of Goods And Services**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Review and dissemination of Strategic Plan Expenses	861,800	1,449,250
Examination Materials/Expenses	1,391,660	1,667,300
External Examiners Expenses	1,418,430	321,880
Internet Charges	1,604,329	1,743,202
Library Expenses	614,270	1,253,404
New programmes/Curriculum	1,629,150	866,300
Office expenses/Other meetings	2,116,802	1,335,525
Postal and Telegrams	20,456	-
Public Celebrations	-	13,440
Purchase of Stationery	3,562,816	4,258,306
Purchase of Uniforms & Protective Clothing	186,000	460,200
Research Programmes	5,537,414	3,567,351
Seminars & Conferences	7,026,585	3,826,850
Senate/Deans expenses	247,249	128,650
SGC Elections & Training	985,800	750,800
Shows & exhibition expenses	149,500	-
Teaching Materials/ Expenses	416,900	1,548,760
Telephone expense	27,000	64,000
Internship	620,000	374,250
Travelling & Accommodation	20,265,661	10,365,425
University College Management Board	465,800	123,740
Attachment Expenses	2,493,200	2,089,500
Recruitment Expense	925,444	6,680
Staff Retreat/Dev't of Policies Expense	1,786,480	741,800
Laboratory Reagents & Chemicals	-	8,600

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Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Academic/Field Trips	187,790	165,920
Thesis/Supervision Expenses	227,050	124,150
Graduation Expenses	910,600	1,047,015
Bank Charges	169,468	296,792
Subscription to Professional bodies	97,560	141,300
Performance Contracting	314,660	83,700
Advert & Publicity/Marketing	3,893,482	3,455,287
Affiliation fees	120,475	205,352
Careers week	735,500	605,000
Cleaning & Sanitation Services	415,960	382,966
Electricity	2,026,311	2,668,173
Hire of Transport Plant & Machinery	67,000	75,000
Sports Equipments & Sporting Activities	1,399,834	657,700
HIV & AIDS Awareness	-	15,000
Insurance	365,467	261,170
Legal expenses	43,600	267,000
Inter-University games	581,080	-
TUCSO	1,131,500	1,261,140
Security Services	1,651,800	1,824,125
Staff Development/Training/Scholarship	9,219,844	5,179,640
Student Administrative expenses	2,019,280	1,362,330
Tender Expenses	317,321	57,300
Fuel and Lubricants	2,274,952	1,393,339
University College choir/drama	2,015,480	1,282,700
Corporate Social Responsibility	379,200	311,120
Water Expenses	193,450	152,650
Medical Expenses	569,912	217,987
KUCCPS Processing Expense	1,561,000	334,500

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Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
CUE Processing Fees	-	90,000
Gender Mainstreaming	-	343,400
Charter Expenses	-	53,300
ISO Certification	-	976,250
Student Catering Services	12,499,545	7,630,484
Farm Activities & Expenses	16,000	33,900
IGU General Expenses	-	609,092
Land Rates	3,200,000	800,000
Climate Change Expenses	151,500	-
<b>TOTAL Use Of Goods &amp; Services</b>	<b>103,109,367</b>	<b>71,062,995</b>

\*Land rates paid was a total of Kshs 3,200,000 to necessitate the transfer of the title deed in the name of Turkana University College.

**Variance in Use of Goods and Services**

The total expenditure under Use of Goods and Services increased significantly by Kshs 32,064,372 or 45.1%, from Kshs 71,062,995 in FY 2023/2024 to Kshs 103,127,367 in FY 2024/2025. This increase is attributed to the following key factors:

1. **Academic Expansion and Programme Development:**  
Increased expenditure on new academic programmes, external examiners, research activities, and staff development to support curriculum diversification, research capacity, and postgraduate supervision. For example, External Examiners expenses rose from Kshs 321,880 to Kshs 1,418,430, and Research Programmes from Kshs 3.57M to Kshs 5.54M.
2. **Enhanced Stakeholder Engagement and Mobility:**  
Travelling and accommodation costs rose from Kshs 10.09M to Kshs 20.27M due to intensified outreach activities, academic partnerships, and participation in inter-university events, including Inter-University Games and national forums.
3. **Institutional Governance and Compliance**  
Higher allocations to Strategic Plan dissemination, performance contracting, University College Management Board meetings, and recruitment reflect strengthened governance, policy development, and organizational restructuring.
4. **Student-Centered Service Improvement:**  
Substantial increases in Student Catering (↑ Kshs 4.87M), Administrative Support, Choir/Drama, and Internship reflect the University's strategic investment in student welfare, co-curricular development, and transition-to-work programmes.
5. **Environmental and Public Engagement Priorities:**  
Introduction of new expenditure lines such as Climate Change Activities and Shows & Exhibitions indicates alignment with sustainability goals and community engagement initiatives.

The observed changes are consistent with the College's strategic priorities, guided by its performance contracting targets, academic expansion plans, and quality improvement initiatives.

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**Notes to Financial Statements (Continued)**

**13. Employee Costs**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Pension contribution	9,430,126	7,551,396
Medical Scheme	14,499,638	12,165,941
Gratuity Expenses	12,732,253	12,601,087
Salaries and Wages	165,432,474	155,352,339
<b>TOTAL Employee Cost</b>	<b>202,094,491</b>	<b>187,670,763</b>

**14. Council Expenses**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Council Other Allowances	2,774,680	1,497,423
Council Sitting Allowance	5,733,000	5,294,500
Council Travelling Expense	620,878	-
Council Accommodation and Subsistence	12,308,961	11,283,635
Council Chairman Honoraria	960,000	960,000
Council Medical Insurance	1,705,405	3,361,313
Council Induction & Training	120,000	-
<b>TOTAL Council Expenses</b>	<b>24,222,924</b>	<b>22,396,871</b>

Medical insurance to the council members was renewed before in the fourth quarter of the previous financial year.

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

**15. Repairs and Maintenance**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Maintenance of Building & stations	2,934,096	4,470,814
Maintenance of Computers	446,280	307,485
Maintenance of Plant & Equipment	-	104,512
Maint. of Water supplies & sewerage	769,125	764,053
Maintenance of Catering & Hostels	3,849,205	586,009
Maintenance of Playgrounds	392,172	5,000
Maintenance of Motor Vehicles	1,437,027	927,763
Maintenance of Networks	1,396,716	694,361
<b>TOTAL Repairs &amp; Maintenance</b>	<b>11,224,621</b>	<b>7,859,997</b>

Due to the increased student intake, with over 600 new students accommodated in the university hostels, there was a significant rise in expenditures related to the maintenance and upkeep of these facilities. The higher occupancy levels necessitated additional resources to ensure the hostels remained in good condition and met the required standards of living for the growing student population.

**16. Contracted Services**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Part time Lecturers expenses	30,400,900	25,069,381
<b>TOTAL Contracted Services</b>	<b>30,400,900</b>	<b>25,069,381</b>

**Key Insight on Contracted Services (Part-Time Lecturers):**

- The institution follows a policy of settling part-time lecturers' payments after verification of delivered teaching hours at the end of each semester.
- Semester 1 part-time payments were fully settled in May 2025, thus reflected in Quarter 4.
- Semester 2 part-time payments remain pending as they will be processed after completion of performance verifications in the next quarter.
- The increase of the part-time lecturers payment was due to increased student numbers that required more lecturers.

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

**17. Depreciation and Impairment Loss**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Property, Plant and Equipment	32,324,302	32,544,250
Intangible Assets	600,600	1,889,395
<b>Totals</b>	<b>32,924,902</b>	<b>34,433,645</b>

**18. Expected Credit Loss**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Additional ECL for the year Note 20(b)	2,709,803	1,242,166
<b>Totals</b>	<b>2,709,803</b>	<b>1,242,166</b>

**19. Cash and Cash Equivalents**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Current account	159,592,909	130,704,101
Petty Cash	4,797	3,512
<b>Total cash and cash equivalents</b>	<b>159,597,706</b>	<b>130,707,613</b>

**Detailed Analysis Of The Cash And Cash Equivalents**

Financial institution	Account number	FY 2024/2025	FY 2023/2024
		Kshs	Kshs
<b>a) Current account – KCB Group</b>			
Fee Collection Account	1204387079	80,886,748	16,430,470
IGU Account	1218868899	6,238,711	1,275,527
Payment Account	1206564520	1,836,611	4,207,213
Capital Development Account	1222084198	17,906,902	53,292,522
Deposits Account	1205643117	52,723,937	55,498,369
<b>b) Petty Cash</b>			
		4,797	3,512
<b>Grand total</b>		<b>159,597,706</b>	<b>130,707,613</b>

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

The cash and cash equivalents have the following restricted cash that are not available for use by the institution but are held in the bank:

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Trade and other payables	47,816,153	33,935,065
Refundable deposits	24,410,741	17,423,171
Development Funds	17,906,902	53,292,522
<b>Total trade and other payables</b>	<b>90,133,796</b>	<b>104,650,758</b>

**20. Receivables From Exchange Transactions**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
<b>Current receivables</b>		
Student Debtors	161,854,320	77,764,434
Government Scholarship	17,245,585	-
Higher Education Loans Board	11,674,396	-
E-citizen	164,052	176,181
*Imprest Recovery account	742,900	921,640
General Debtors	3,155,928	393,322
Less Provision for Bad Debts	(10,854,577)	(8,144,774)
<b>TOTAL Receivables From Exchange Transactions</b>	<b>183,982,604</b>	<b>71,110,803</b>

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**Notes to Financial Statements (Continued)**

**\*Note on Outstanding Imprests**

These imprests were issued to facilitate various approved institutional activities, many of which were scheduled to take place during the **May to August holiday period**.

A significant portion of the outstanding amounts relates to:

- **Student Industrial Attachments and Field Placements** during the holiday period, which are still ongoing.
- Academic and administrative field activities scheduled for completion during the same period.
- Operational facilitation for staff supervising students on attachment and other related outreach programs.

As per the institution's financial policies, staff members holding such imprests are required to **account for and surrender the funds immediately upon completion of the activities** for which the imprests were issued. The institution has set clear timelines for the surrender of these imprests, and management is actively monitoring compliance.

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

Description	FY 2024/2025		FY 2023/2024	
	Kshs		Kshs	
	Current FY	% of the total	Comparative FY	% of the total
Less than 1 year	133,345,234	73%	42,063,991	54%
Between 1- 2 years	41,304,095	22%	7,717,738	10%
Between 2-3 years	6,904,923	4%	21,329,075	27%
Over 3 years	2,428,352	1%	-	0%
<b>Total</b>	<b>183,982,604</b>	<b>100%</b>	<b>71,110,804</b>	<b>100%</b>

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**Notes to Financial Statements (Continued)**

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

Impairment allowance/ provision	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
At the beginning of the year	8,144,774	6,902,608
Additional provisions during the year	2,709,803	1,242,166
Recovered during the year	-	-
Written off during the year	-	-
At the end of the year	10,854,577	8,144,774

**■ Disclosure: Expected Credit Losses on Student Fee Receivables – IPSAS 41**

In accordance with **IPSAS 41 – Financial Instruments**, the College has applied the **simplified approach** in recognizing **Expected Credit Losses (ECL)** on student receivables. This approach permits the use of a **provision matrix** based on the historical ageing of outstanding receivables and corresponding loss rates, without the need to track individual credit risk.

**🔍 Basis of Estimation**

Student fee receivables have been grouped into distinct **ageing buckets** based on the **last reporting date** associated with each account. Each category is assigned a provision rate representing the estimated likelihood of default, derived from historical experience and management's assessment of future recoverability.

**📊 Provision Matrix and ECL Computation**

Ageing Bucket	Arrears (KES)	Provision Rate	Expected Credit Loss (KES)
< 1 Year	111,216,951	2%	2,224,339
1-2 Years	41,304,095	10%	4,130,409
2-3 Years	6,904,923	30%	2,071,477
Over 3 Years	2,428,352	100%	2,428,352
<b>Total</b>	<b>161,854,320</b>	<b>—</b>	<b>10,854,577</b>

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**Notes to Financial Statements (Continued)**

**Summary Insight**

- The **total gross receivables** assessed under this model amount to **KES 161.85 million**.
- The **total expected credit loss provision** recognized is **KES 10.85 million**, based on the adjusted allocation across the ageing buckets.
- This provisioning approach aligns with **prudent credit risk management** and reflects a more accurate valuation of receivables on the statement of financial position.

**21. Inventories**

Description	FY	FY
	2024/2025	2023/2024
	Kshs	Kshs
Consumable stores	936,720	931,720
<b>Total inventories at the lower of cost and net realizable value</b>	<b>936,720</b>	<b>931,720</b>

Detailed disclosure on inventories

	FY 2024/2025	FY 2023/2024
Opening balance	931,720	2,810,623
Additional Inventory in the year	4,902,400	1,803,930
Inventory expensed in the year	(4,897,400)	3,682,833
Write-downs in the year	-	-
Closing balance	936,720	931,720

**22. Prepaid Expenses**

Description	FY	FY
	2024/2025	2023/2024
	Kshs	Kshs
Prepaid Expenses Withholding Tax	-	1,660
<b>Total prepaid expense</b>	<b>-</b>	<b>1,660</b>

**Turkana University College**

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**Notes to Financial Statements (Continued)**

23. Receivables From Non-Exchange Transactions

<b>Description</b>	<b>FY</b>	<b>FY</b>
	<b>2024/2025</b>	<b>2023/2024</b>
	<b>Kshs</b>	<b>Kshs</b>
Receivables from non-Exchange	-	20,216,335
<b>Total receivables from non- exchange transactions</b>	<b>-</b>	<b>20,216,335</b>

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

**24. Property, Plant and Equipment**

Name	Land.	Buildings.	Motor vehicles	Computer & Accessories	Furniture & Fittings	Plant & Equipment	Library books	Capital Work In Progress	Total
Depreciation rate	0%	2.5%	25.0%	33.3%	12.5%	20.0%	25.0%		
	Kshs	Kshs	Kshs	Kshs	Kshs	Kshs	Kshs	Kshs	Kshs
As At 1 July 2023	80,000,000	655,152,924	22,924,922	33,598,255	80,511,058	36,443,418	27,468,293	79,724,896	1,015,823,766
Additions	-	9,065,475	-	4,010,260	180,060	-	-	19,675,001	32,930,796
As at 30 <sup>th</sup> June 2024	80,000,000	664,218,399	22,924,922	37,608,515	80,691,118	36,443,418	27,468,293	99,399,897	1,048,754,562
Additions	-	-	-	2,633,020	7,044,000	-	-	16,327,466	26,004,486
Transfer/Adjustment		108,087,706						(98,317,899)	9,769,807
As at 30 <sup>th</sup> June 2025	80,000,000	772,306,106	22,924,922	40,241,535	87,735,118	36,443,418	27,468,293	17,409,464	1,084,528,856
<b>Depreciation And Impairment</b>									-
As At 1 July 2023	-	106,359,730	19,198,797	31,386,053	60,832,029	34,477,398	26,183,346	-	278,437,353
Depreciation	-	16,605,460	1,863,063	2,637,539	10,086,390	703,010	648,789	-	32,544,250
As at 30 <sup>th</sup> June 2024	-	122,965,190	21,061,860	34,023,593	70,918,419	35,180,408	26,832,135	-	310,981,603
Depreciation	-	19,307,653	1,863,063	3,119,570	6,694,848	703,010	636,159	-	32,324,302
As at 30 <sup>th</sup> June 2025	-	142,272,842	22,924,922	37,143,163	77,613,267	35,883,418	27,468,293	-	343,305,905
<b>Net Book Values</b>									-
As at 30 <sup>th</sup> June 2024	80,000,000	541,253,209	1,863,063	3,584,922	9,772,699	1,263,010	636,159	99,399,897	737,772,959
As at 30 <sup>th</sup> June 2025	80,000,000	630,033,263	-	3,098,372	10,121,851	560,000	-	17,409,464	741,222,951

Capital work in progress comprises the ongoing costs related to the construction of the university hall, ablution blocks. These projects are part of the institution's efforts to expand and improve its infrastructure to meet the growing needs of students and staff

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

**Property, Plant and Equipment at Cost**

If the freehold land, buildings and other assets were stated on the historical cost basis the amounts would be as follows:

Description	Cost	Accumulated Depreciation	NBV
	Kshs	Kshs	Kshs
Land	80,000,000	-	80,000,000
Buildings	772,306,106	142,272,842	630,033,263
Motor Vehicles, Including Motorcycles	22,924,922	22,924,922	-
Computers And Related Equipment	40,241,535	37,143,163	3,098,372
Office Equipment, Furniture, And Fittings	87,735,118	77,613,267	10,121,851
Plant And Machinery	36,443,418	35,883,418	560,000
Library Books	27,468,293	27,468,293	-
<b>Total</b>	<b>1,067,119,392</b>	<b>343,305,905</b>	<b>723,813,486</b>

Property plant and Equipment includes the following assets that are fully depreciated:

Description	Cost or valuation	Normal annual depreciation charge
Motor Vehicles, Including Motorcycles	22,924,922	5,731,231
Computers And Related Equipment	30,876,955	10,292,318
Office Equipment, Furniture, And Fittings	72,518,168	9,064,771
Plant And Machinery	33,643,418	6,728,684
Library Books	27,468,293	6,867,073
<b>Total</b>	<b>187,431,756</b>	<b>38,684,077</b>

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**Notes to Financial Statements (Continued)**

**25. Intangible Assets-Software**

<b>Description</b>	<b>FY 2024/2025</b>	<b>FY 2023/2024</b>
	<b>Kshs</b>	<b>Kshs</b>
<b>Cost</b>		
<b>At beginning of the year/ period</b>	<b>9,446,975</b>	<b>8,950,475</b>
Additions	466,025	496,500
<b>At end of the year/ period</b>	<b>9,913,000</b>	<b>9,446,975</b>
Additions-internal development	-	-
<b>At end of the year/ period</b>	<b>9,913,000</b>	<b>9,446,975</b>
<b>Amortization and impairment</b>		
<b>At beginning of the year/ period</b>	<b>7,825,490</b>	<b>5,936,095</b>
Amortization	600,600	1,889,395
<b>At end of the year/ period</b>	<b>8,426,090</b>	<b>7,825,490</b>
Impairment loss	-	-
<b>At end of the year/ period</b>	<b>1,486,910</b>	<b>1,621,485</b>

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**Notes to Financial Statements (Continued)**

**26. Trade and Other Payables**

Description	FY 2024/2025		FY 2023/2024	
	Kshs		Kshs	
Trade Creditors	15,729,974		554,647	
Withholding Tax Payable	-		9,896	
Land Rates	-		800,000	
Retention Work in progress	7,455,946		9,824,341	
Bank Clearing Account	-		7,000	
Government Scholarship	-		329,400	
Accruals Payable	-		3,241,346	
Audit Fee	700,000		950,000	
Staff Emoluments	448,006		453,074	
Gratuity	23,483,227		18,196,226	
<b>TOTAL Trade and Other Payables</b>	<b>47,817,153</b>		<b>34,365,930</b>	
<b>Ageing analysis: (Trade and other payables)</b>	<b>FY 2024/25</b>	<b>%</b>	<b>FY 2023/24</b>	<b>%</b>
Under one year	16,429,974	34%	4,942,289	14%
1-2 years	23,931,233	50%	28,970,567	84%
2-3 years	7,455,946	15%	453,074	1%
Over 3 years	-	%	-	%
<b>Total (tie to above total)</b>	<b>47,817,153</b>		<b>34,365,930</b>	

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

**27. Refundable Deposits And Prepayments From Customers**

Description	FY 2024/2025	FY 2023/2024		
	Kshs	Kshs		
Prepaid Fees	9,412,500	9,412,500		
Refunds Payables	1,290,100	1,290,100		
Caution Money	7,100,000	3,471,500		
HELB	-	502,880		
CDF Bursary	1,506,761	1,175,191		
Direct Credits	502,754	376,854		
Chancellors Funds	600,000	600,000		
Research Grants - EU	-	594,146		
Research Grants - Giz	262,560	-		
Research Grants – African Unet	25,214	-		
Research Grants - SDHER	1,604,300	-		
Research Grants – AICH	1,500,000	-		
<b>TOTAL Refundable Deposit and Prepayments from Customers</b>	<b>23,804,189</b>	<b>17,423,171</b>		
<b>Ageing analysis: (Refundable deposits)</b>	<b>FY 2024/25</b>	<b>%</b>	<b>FY 2023/24</b>	<b>%</b>
<b>Under one year</b>	5,400,589	23%	<b>11,039,766</b>	63%
1-2 years	3,471,500	15%	2,983,902	17%
2-3 years	11,567,000	48%	1,349,503	8%
Over 3 years	3,365,100	14%	2,050,000	11%
<b>Total</b>	<b>23,804,189</b>		<b>17,423,171</b>	

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

**28. Employee Benefit Obligations**

TUC contributes to the statutory National Social Security Fund (NSSF). This is a defined contribution scheme registered under the National Social Security Act. The Entity's obligation under the scheme is limited to specific contributions legislated from time to time and is currently at KShs. 1,700 per employee per month. Other than NSSF the Entity also has a defined contribution scheme operated by MMUST Pension Fund. Employees contribute 10% while employers contribute 20% of basic salary. Employer contributions are recognised as expenses in the statement of financial performance within the period they are incurred.

**29. Related Party Disclosures**

**Nature of related party relationships**

Entities and other parties related to TUC 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.

**Government of Kenya**

The Government of Kenya is the principal shareholder of TUC, holding 100% of TUC's equity interest. The Government of Kenya has provided full guarantees to all long-term lenders of TUC, both domestic and external.

**Other related parties include:**

- i) The Parent Ministry – Ministry of Education.
- ii) County Governments
- iii) Other State Corporations (SC) and Semi-Autonomous Government Agencies (SAGA)
- iv) Key management.
- v) Board of Directors.

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**Notes to Financial Statements (Continued)**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
<b>Transactions with related parties</b>		
<b>a) Sales to related parties</b>		
Rent income from govt. Agencies	30,000	-
<b>Total</b>	<b>30,000</b>	<b>-</b>
<b>B) purchases from related parties</b>		
Purchases of electricity from KPLC	2,026,311	2,668,173
Purchase of water from govt service providers	193,450	152,650
Training and conference fees paid to govt. Agencies	3,168,399	1,676,260
Government Advertising Agency	438,245	802,326
KUCCPS	1,561,000	334,500
<b>Total</b>	<b>7,387,405</b>	<b>5,633,909</b>
<b>b) Grants /transfers from the government</b>		
Grants from national govt	170,517,312	242,596,019
<b>Total</b>	<b>170,517,312</b>	<b>242,596,019</b>
<b>c) Key management compensation</b>		
Directors' emoluments	1,044,000	1,044,000
Compensation to key management	22,606,409	26,929,022
<b>Total</b>	<b>33,606,931</b>	<b>27,973,022</b>

**30. Contingent Assets and Contingent Liabilities**

There were no contingent assets during the financial year.

**Contingent Liabilities**

Description	FY 2024/2025	FY 2023/2024
	Kshs	Kshs
Court Case against the Entity	10,827,583	14,398.293
<b>Total</b>	<b>10,827,583</b>	<b>14,398.293</b>

*Kitale ELC 48 of 2019 Mude Hussein Mohammed Vs. MMUST, TUC & others (Claiming TUC land- encroachers case)*

*Nakuru ELRC E002 of 2021 XXXX Vs. TUC Council*

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

**31. Capital Commitments**

<b>Capital Commitments</b>	<b>FY 2024/2025</b>	<b>FY 2023/2024</b>
	<b>Kshs</b>	<b>Kshs</b>
Authorised for	655,000,000	655,000,000
Authorised and contracted for		
<b>Total</b>	<b>655,000,000</b>	<b>655,000,000</b>

NB: Capital commitments are commitments to be carried out in the next financial year and are disclosed in accordance with IPSAS 17. Capital commitments may be those that have been authorised by the board but at the end of the year had not been contracted or those already contracted for and ongoing

**32. Events After the Reporting Period**

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

**33. Ultimate And Holding Entity**

The entity is a Semi- Autonomous Government Agency under the Ministry of Education. Its ultimate parent is the Government of Kenya.

**34. Currency**

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

**Turkana University College**

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for the year ended June 30, 2025.

## 20. APPENDICES

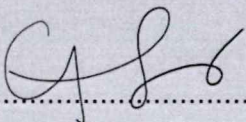
### Appendix 1: Implementation Status of Auditor-General's Recommendations

The following is the summary of issues raised by the external auditor, and management comments that were provided to the auditor.

Ref.	Audit Issue / Observation	Management Comment	Status	Resolution Timeline
1	<b>Budgetary Control and Performance</b> Underfunding: Kshs.98.38M (17%) Underutilization: Kshs.219.79M (39%)	Revenue shortfalls due to changes in the funding model and unremitted development capitation. Development projects worth Kshs.110M are ongoing. Engagements with Government underway.	Not Resolved	June 2025
2	<b>Pending Accounts Payable</b> Total: Kshs.34.36M Over 1 year: Kshs.29.42M	Kshs.18.2M relates to gratuity payable on contract completion; Kshs.9.8M is contractor retention. University plans to invest gratuity funds and open a retention account.	Not Resolved	March 2025
3	<b>Land Ownership</b> Title for Kshs.80M land from MKU not yet transferred	Land rates settled. Title transfer process to Turkana University College is ongoing.	Not Resolved	September 2025
4	<b>HR Plans and Recruitment</b> Staff at 13% of establishment No HR policy or succession plan	HR Manual exists. A comprehensive HR Policy and annual recruitment plan will be developed. Budget constraints noted; lobbying for enhanced funding ongoing.	Not Resolved	June 2025

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Ref.	Audit Issue / Observation	Management Comment	Status	Resolution Timeline
5	<b>Climate Change Compliance</b> No specific budget or policy for climate action	CSR vote has previously supported climate initiatives. A Climate Change Policy will be developed; budget allocations for training and awareness to be included in the next cycle.	Not Resolved	June 2025
6	<b>Over-expenditure on Contracted Services</b> Overrun: Kshs.3.15M (14%)	Caused by growth in programs and student numbers. Stricter budget controls and timely virements to be implemented.	Resolved	—
7	<b>Use of Non-Teaching Staff as Lecturers</b>	Engagements were outside official work hours, but documentation was inadequate. Process has been revised to ensure compliance.	Resolved	—
8	<b>Internal Controls, Risk &amp; Governance</b> No contractor retention account Part-time auditor Weak budgeting and rising receivables	Retention account to be opened in FY 2024/25. Auditor recruitment in progress. Budget reforms underway with forward planning and department sensitization. Student fee collection strategy enhanced.	Partially Resolved	June 2025



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Principal

Date: July 8, 2025

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**Appendix II: Projects implemented by Turkana University College**

Projects implemented by the State Corporation/ SAGA Funded by development partners and/ or the Government.

<b>Project title</b>	<b>Project Number</b>	<b>Donor</b>	<b>Period/ duration</b>	<b>Donor commitment</b>	<b>Separate donor reporting required as per the donor agreement (Yes/No)</b>	<b>Consolidated in these financial statements. (Yes/No)</b>
Lecture Hall	1	None		None	None	Yes
Ablution Block	2	None		None	None	Yes
Science Tuition Block	3	None		None	None	Yes
Kitchen Mess	4	None		None	None	Yes
Tuk Shop	5	None		None	None	Yes

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**Status of Projects completion**

<b>SN</b>	<b>Project</b>	<b>Total project Cost</b>	<b>Total expended to date</b>	<b>Completion % to date</b>	<b>Budget</b>	<b>Actual</b>	<b>Sources of funds</b>
1	Lecture Hall	15million	12million	80%			AIA
2	Ablution Block	6million	6million	100%			AIA
3	Science Tuition Block	554Million	882,000	<1%			GoK
4	Kitchen Mess	23million	200,000	<1%			AIA
5	Tuk Shop	1 million	1 million	100%			AIA

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

<b>Name of the MDA/Donor Transferring the funds</b>	<b>Date received as per bank statement</b>	<b>Nature: Recurrent/ Development/Others</b>	<b>Total Amount - KES</b>	<b>Statement of Financial Performance</b>	<b>Total Transfers during the Year</b>
Ministry of Education	13 <sup>th</sup> August 2024	Recurrent	13,497,545	13,497,545	13,497,545
Ministry of Education	14 <sup>th</sup> September 2024	Recurrent	13,497,545	13,497,545	13,497,545
Ministry of Education	8 <sup>th</sup> October 2024	Recurrent	13,497,545	13,497,545	13,497,545
Ministry of Education	8 <sup>th</sup> November 2024	Recurrent	13,497,545	13,497,545	13,497,545
Ministry of Education	5 <sup>th</sup> December 2024	Recurrent	13,497,545	13,497,545	13,497,545
Ministry of Education	7 <sup>th</sup> January 2025	Recurrent	13,497,543	13,497,543	13,497,543
Ministry of Education	7 <sup>th</sup> January 2025	Recurrent	13,497,545	13,497,545	13,497,545
Ministry of Education	11 <sup>th</sup> February 2025	Recurrent	13,497,545	13,497,545	13,497,545
Ministry of Education	13 <sup>th</sup> March 2025	Recurrent	13,497,545	13,497,545	13,497,545
Ministry of Education	10 <sup>th</sup> April 2025	Recurrent	13,497,545	13,497,545	13,497,545
Ministry of Education	2 <sup>nd</sup> May 2025	Recurrent	13,497,545	13,497,545	13,497,545
Ministry of Education	12 <sup>th</sup> June 2025	Recurrent	13,497,543	13,497,543	13,497,543
Ministry of Education	27 <sup>th</sup> June 2025	Recurrent	8,546,777	8,546,777	8,546,777
<b>Total</b>			<b>170,517,313</b>	<b>170,517,313</b>	<b>170,517,313</b>

**Turkana University College**

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**Appendix V- Inter-Entity Confirmation Letter**

**Name of Transferring entity: State Department of Higher Education**

**Name of Beneficiary entity: Turkana University College**

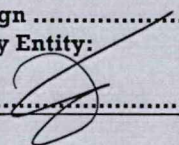
Confirmation of amounts received by [Insert name of beneficiary Entity] as at 30 <sup>th</sup> June (Current FY)					
Reference Number	Date Disbursed	Recurrent (A)	Development (B)	Total (C)=(A+B)	Remarks
	13 <sup>th</sup> August 2024	13,497,545		13,497,545	
	14 <sup>th</sup> September 2024	13,497,545		13,497,545	
	8 <sup>th</sup> October 2024	13,497,545		13,497,545	
	8 <sup>th</sup> November 2024	13,497,545		13,497,545	
	5 <sup>th</sup> December 2024	13,497,545		13,497,545	
	7 <sup>th</sup> January 2025	13,497,543		13,497,543	
	7 <sup>th</sup> January 2025	13,497,545		13,497,545	
	11 <sup>th</sup> February 2025	13,497,545		13,497,545	
	13 <sup>th</sup> March 2025	13,497,545		13,497,545	
	10 <sup>th</sup> April 2025	13,497,545		13,497,545	
	2 <sup>nd</sup> May 2025	13,497,545		13,497,545	
	12 <sup>th</sup> June 2025	13,497,543		13,497,543	
	27 <sup>th</sup> June 2025	8,546,777		8,546,777	
<b>Total</b>		<b>170,517,313</b>		<b>170,517,313</b>	

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

**Head of Accounts Department - State Department of Higher Education**

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

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

Name CPA Jared Okello Otieno . Sign  Date: 31/07/2025

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**Appendix VI: Reporting of Climate Relevant Expenditures**

Project Name	Project Description	Project Objectives	Key Activities	Q1	Q2	Q3	Q4	Source of Funds	Implementing Partners
<b>Going Green Initiative</b>	Tree planting and landscape restoration	To reduce CO <sub>2</sub> emissions and improve microclimate	- Environmental awareness - Planting 3,600 trees - Site protection and watering	✓	✓	✓	✓	A-I-A	KEFRI, REREC, TCG, OAG, SDA, Eliye Boys
<b>Campus Solarization Project</b>	Installation of solar energy systems in core university buildings	To reduce grid electricity reliance and cut utility costs	- Energy audit - Procurement & installation of 10kVA solar system - Maintenance setup	✓	✓	—	—	A-I-A	REREC, Internal Technical Unit
<b>Waste Management Program</b>	Introduction of solid waste segregation and recycling	To reduce pollution and promote responsible consumption	- Installation of labelled waste bins - Composting units - Waste separation training	✓	✓	✓	✓	A-I-A	TUC Environment Club, County NEMA

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Project Name	Project Description	Project Objectives	Key Activities	Q1	Q2	Q3	Q4	Source of Funds	Implementing Partners
<b>Water Harvesting Project</b>	Rainwater harvesting and storage infrastructure	To improve water access and reduce reliance on boreholes	- Procurement of storage tanks - Water quality tests	✓	✓	✓	—	GoK Grant	Ministry of Water, TCG, WASH actors
<b>Green Campus Transport Plan</b>	Promotion of footpaths within campus	To reduce vehicle emissions and promote healthy living	- Construction of pedestrian walkways	✓	✓	✓	✓	A-I-A / Donors	KURA, MoTIHUD, NGOs
<b>Climate Change Awareness</b>	Mainstreaming climate change in curriculum and student life	To instill sustainability values and capacity in staff and students	- Climate seminars & debates - Integration into courses - Green innovation competitions	✓	✓	✓	✓	A-I-A	Ministry of Environment, CEMASTEPA, UNDP, TUC Schools
<b>Green ICT Centre</b>	Sustainable ICT infrastructure	To reduce energy use and promote e-waste responsibility	- Promote double-sided printing	✓	✓	✓	✓	A-I-A	ICT Authority, REREC, Environment Agency
<b>Sustainable Procurement Policy</b>	Green procurement and supply chain guidelines	To integrate environmental considerations in procurement decisions	- Update procurement manual - Supplier awareness	✓	✓	✓	✓	A-I-A	PPOA, Internal Audit, Suppliers

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<b>Project Name</b>	<b>Project Description</b>	<b>Project Objectives</b>	<b>Key Activities</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Source of Funds</b>	<b>Implementing Partners</b>
			- Tracking & audit of eco-products						
<b>Green Hostel Initiative</b>	Retrofitting hostels with water-saving and energy-efficient devices	To reduce resource wastage in student housing	- Install low-flow taps - Energy-saving bulbs	✓	✓	✓	✓	A-I-A	TUC Estates Unit

**Turkana University College**

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**Appendix VII: Reporting on Disaster Management Expenditure**

Programme	Sub-Programme	Disaster Type	Activity Category	Expenditure Item	Amount (Kshs.)	Comments
Data Security	Kaspersky Antivirus with Firewall Protection	IT-Related	Mitigation	Purchase of antivirus software for data protection	13,900	Prevents data loss and cyber threats to systems
Health & Safety	Sanitary Facilities Maintenance	Public Health Threats	Preparedness	Purchase of disinfectants, handwashing liquids	415,960	Enhances campus hygiene and disease prevention
Student Welfare	Emergency Medical Response	Health Emergency	Response	Provision for medical supplies and first aid equipment	569,912	Immediate response to student/staff health emergencies
Infrastructure Resilience	Flood Control Drainage Project	Climate-Induced Flooding	Mitigation	Installation of soak pit drainage around key buildings	351,125	Reduces flooding risk during rainy seasons
Campus Security	Surveillance and Lighting Enhancement	Physical Security Threat	Mitigation	Installation of CCTV cameras and security lights	255,000	Deters theft, vandalism, and improves night-time security
Business Continuity	ICT Business Continuity and Disaster Recovery Plan	System Failure / Downtime	Preparedness	Consultancy & setup of off-site data backup systems		Ensures continuity of operations in case of ICT system failure
Academic Continuity	Virtual Learning Infrastructure	Pandemic / Closure	Preparedness	E-learning platforms, Zoom licenses, LMS training		Maintains learning in case of physical campus closure
Environmental Safety	Hazardous Waste Disposal	Environmental Hazards	Mitigation	Safe disposal of toilet waste	418,000	Prevents contamination and protects environmental and human health

