

REPUBLIC OF KENYA



# REPORT



OF

THE AUDITOR-GENERAL

ON

KENYA VISION 2030  
DELIVERY SECRETARIAT

FOR THE YEAR ENDED  
30 JUNE, 2022







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## **KENYA VISION 2030 DELIVERY SECRETARIAT**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE FINANCIAL YEAR ENDED**

**30<sup>TH</sup> JUNE 2022**

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**Kenya Vision 2030 Delivery Secretariat  
Annual Report and Financial Statements  
For the year ended June 30, 2022.**

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## **1. Key Entity Information and Management**

### **(a) Background information**

The Kenya Vision 2030 Delivery Secretariat (VDS) is a Semi-Autonomous Government Agency under the State Department for Planning in the National Treasury and Planning. It was established through Gazette Notice Vol. CXI – No. 15 dated 17<sup>th</sup> February 2009.

The Secretariat was established to spearhead the implementation of the Vision as the country's blueprint and strategy towards making Kenya a newly industrializing upper middle-income country, capable of providing a high quality of life for all its citizens by the year 2030.

The Secretariat provides strategic leadership and direction in the realization of the Vision 2030 goals, and closely collaborates with Ministries, Departments, Agencies and County Governments in developing the five-year Medium-Term Plans (MTPs) and County Integrated Development Plans to actualize the Vision.

The Secretariat comprises of the following departments and directorates: Communication and Strategy, Enablers, social and political pillars, Economic and Macro, Finance, Human Resource and Administration, Supply Chain Management, Audit and ICT.

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

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

**Core Values:** Integrity, Professionalism, Passion, Innovation, Participatory and Teamwork.

**Strategic Objectives:** To provide strategic leadership in the co-ordination and implementation of Vision 2030 Projects & Programs; To monitor and evaluate implementation of Vision 2030 Programmes and Projects; To aggressively market and communicate Vision 2030 to all stakeholders; Develop strategic partnerships and linkages with stakeholders; and strengthen the institutional capacity of VDS.

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

The function of the Secretariat is to: -

- a. Provide strategic leadership and co-ordination in the realization of the overall goals and objectives of the Vision and its Medium-Term Plans;
- b. Drive and manage the transformation process;
- c. Assist in the preparation of all relevant projects documents on the Vision 2030 flagship projects together with their implementation schedules and costs;

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

**(c) Key Management**

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

- Vision 2030 Delivery Board of Directors
- Director General
- Management

**(d) Fiduciary Management**

The key management personnel who held office during the financial year ended 30<sup>th</sup> June 2022 and who had direct fiduciary responsibility were:

No.	Designation	Name
1.	Director General	Mr. Kenneth Nyaga Mwige
2.	Director, Social and Political Pillars	Ms. Ada Wanjala Mwangola
3.	Director, Enablers	Mr. Idi Ochieng Masoud
4.	Director, Economic & Macro	Mr. Ismail Abdullahi Maaruf

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No.	Designation	Name
5.	Director, Communications & Strategy	Mrs. Justa Wawira Mwangi
6.	Deputy Director, Social and Political Pillars	Ms. Juliet Wanjiku Murimi
7.	Deputy Director, Enablers	Dr. Daniel Mutegi Giti
8.	Senior Deputy Director, Economic and Macro Pillar	Mr. John Mbivya Mbuthi
9.	Principal Public Relations and Communications Officer	Ms. Veronica Muchiri
10.	Principal Finance Officer	Mr. David Mwita Nyamai
11.	Chief Human Resource & Administration Officer	Ms. Judith Atieno Oketch
12.	Chief Supply Chain Management Officer	Mr. Oliver Anyonge Mulama
13.	Chief Information, Communication & Technology Officer	Mr. Fredrick Ochieng Odhiambo

**(e) Fiduciary Oversight Arrangements**

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

The Board has appointed the various committees as follows: -

- 1. Audit and Governance Committee:** Review and discuss with management and the internal auditor reports on financial, systems and operational audits; Review the significant reports to management prepared by the internal auditing department and management's responses; Discuss with management and the external auditors the effect of regulatory and accounting initiatives as well as off-balance sheet transactions on Vision 2030 financial statements; Discuss with management Vision 2030 major financial risk exposures and the steps management has taken to monitor and control such exposures, including Vision 2030 risk assessment and risk management policies; and Discuss with the external auditors the matters required to be disclosed in the financial statements relating to the conduct of the Audit among others.
- 2. Communication and Strategy Board Committee:** Ensure that one of the key mandates of the Kenya Vision 2030 Delivery Secretariat that is to aggressively market the Vision and its medium term plans and publicize and communicate its activities and achievements to the people of Kenya; Establish, monitor and review the Secretariat's Communication policy; Perform such other duties and responsibilities as may be assigned to the Communications Committee by the Board and/or the Chairman of the Board; and Make delegations of Vision

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2030 and responsibilities of the Communication as the committee deems appropriate and periodically review such delegations.

3. **Economic and Macro Board Committee:** Provide technical support to the Board in the implementation mandate of various Economic Pillar flagship projects & Macroeconomic indicators; Ensure that one of the key mandates of the Kenya Vision 2030 Delivery Secretariat that is to ensure the Economic flagship projects & Macroeconomic indicators are well articulated in its medium term plans and its activities and achievements are communicated to the people of Kenya; Ensure national policy development and processes are aligned to Vision 2030 goals and aspirations; Perform such other duties and responsibilities as may be assigned to the Economic & Macro Committee by the Board and/or the Chairman of the Board.
4. **Enablers Board Committee:** Provide technical support to the Board in the implementation mandate of various Enablers flagship projects; Ensure that one of the key mandates of the Kenya Vision 2030 Delivery Secretariat that is to ensure the Enablers flagship projects are well articulated in its medium term plans and its activities and achievements are communicated to the people of Kenya; Ensure national policy development and processes are aligned to Vision 2030 goals and aspirations; and Perform such other duties and responsibilities as may be assigned to the Enablers Committee by the Board and/or the Chairman of the Board.
5. **Finance and Administration Board Committee to consider:** The purpose of the Finance and Administration Committee shall be to, review, discuss and approve matters relating to finance, administration, procurement, and human resources.
6. **Social and Political Board Committee:** Ensure that one of the key mandates of the Kenya Vision 2030 Delivery Secretariat that is to ensure the social and political pillar flagship projects are well articulated in its medium term plans and its activities and achievements are communicated to the people of Kenya; Ensure national policy development and processes are aligned to Vision 2030 goals and aspirations; and Perform such other duties and responsibilities as may be assigned to the Social and Political Pillar Committee by the Board and/or the Chairman of the Board.

**(f) Entity Headquarters**

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

**(g) Entity Contacts**

Tel: (020) 2722030/31

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

**(h) Entity Bankers**

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

**(i) Independent Auditors**

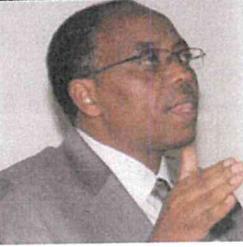
Auditor-General  
Office of the Auditor General  
Anniversary Towers, University Way  
P.O. Box 30084  
GPO 00100  
Nairobi, Kenya

**(j) Principal Legal Adviser**

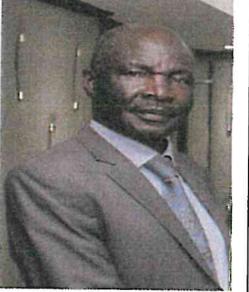
The Attorney General  
State Law Office and Department of Justice  
Harambee Avenue  
P.O. Box 40112  
City Square 00200  
Nairobi, Kenya

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**2. The Board of Directors**

<b>THE BOARD OF DIRECTORS</b>				
<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
1.	 <b>Name:</b> Jane Karuku <b>D.O.B:</b> 1961	Group Managing Director, East African Breweries Chairperson (Independent) <b>Vision 2030 Delivery Board</b>	<ul style="list-style-type: none"> <li>MBA in Marketing from the National University of California, USA.</li> <li>Bachelor of Science degree in Food Science and Technology from the University of Nairobi</li> </ul>	She previously worked as: Managing Director Kenya Breweries <ul style="list-style-type: none"> <li>Managing Director - EABL</li> <li>President of the Alliance for Green Revolution in Africa (AGRA).</li> <li>Managing Director - Cadbury East &amp; Central Africa</li> <li>Deputy Chief Executive and Secretary General - Telkom Kenya.</li> </ul>
2.	 <b>Name:</b> Dr. Joseph K. Kinyua, EGH <b>D.O.B:</b> 03/08/1951	Head of the Public Service, State House	<ul style="list-style-type: none"> <li>Master's degree in Economics - University of Nairobi</li> <li>Bachelor's degree in Economics - University of Nairobi.</li> </ul>	He previously worked at; <ul style="list-style-type: none"> <li>Kenya Reinsurance Corporation Ltd - Treasury</li> <li>Ministry of Finance, Ministry of Agriculture, Ministry of Planning and National Development - Permanent Secretary</li> <li>Kenya Commercial Bank - Secretary</li> <li>Central Bank of Kenya</li> </ul>
3.	 <b>Name:</b> Saitoti Torome, CBS <b>D.O.B:</b> 05/01/1959	Principal Secretary, Planning/The National Treasury and Planning Member of the <b>Economic &amp; Macro Pillar Board Committee.</b> Member of the <b>Finance &amp; Administration Board Committee</b>	<ul style="list-style-type: none"> <li>Bachelor of Education (Economics and Geography) from Kenyatta University.</li> <li>Master's degree in Strategic Management from University of Nairobi.</li> </ul>	<ul style="list-style-type: none"> <li>In December 2015, President Uhuru Kenyatta appointed him as Principal Secretary in the Ministry of Defence.</li> <li>He is the former Director for Strategy and Development at the Kenya National Bureau of Statistics (KNBS).</li> <li>Certified Public Secretary of Kenya (CPS-K) finalist.</li> </ul>
4.	 <b>Name:</b> Dr. Julius Monzi Muia, EBS	Principal Secretary, Treasury/The National Treasury and Planning Member of the <b>Audit &amp; Governance Board Committee.</b> Member of the <b>Communication &amp;</b>	<ul style="list-style-type: none"> <li>PhD in Finance- University of Nairobi</li> <li>MBA- University of Nairobi</li> <li>B. Com (Accounting)- Degree, University of Nairobi</li> <li>CPA-K; CPS-K</li> </ul>	He is a finance professional with 30 years track record.  He previously worked for; <ul style="list-style-type: none"> <li>Kenya Vision 2030 Delivery Secretariat – Director General</li> <li>National Economic and Social Council, Kenya - CEO</li> <li>Price Waterhouse Coopers in the United Kingdom.</li> </ul>

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<b>THE BOARD OF DIRECTORS</b>				
<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
	<b>D.O.B: 10/09/1959</b>	<p><b>Strategy Board Committee.</b></p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p> <p>Member of the <b>Finance &amp; Administration Board Committee</b></p>		
5.	 <p><b>Name:</b> Amb. Macharia Kamau, MBS</p> <p><b>D.O.B:</b> 03/03/1958</p>	<p>Principal Secretary, Ministry of Foreign Affairs</p> <p>Member of the <b>Social &amp; Political Pillars Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• A.B., History, Economics, Religion – The College of Wooster, USA</li> <li>• Ed.M., Administration, and social policy – Harvard University</li> </ul>	<p>He is a diplomat, a development humanitarian expert with extensive experience as a political and strategic advisor.</p> <p>Previously he worked for:</p> <ul style="list-style-type: none"> <li>• United Nations,</li> <li>• UNICEF board and United Nations Forest Board.</li> <li>• He was instrumental in developing the SDGs and the 2030 Agenda for Sustainable Development.</li> </ul>
6.	 <p><b>Maj. Gen. (Rtd)</b> <b>Gordon O.</b> <b>Kihalangwa, CBS</b></p> <p><b>D.O.B:</b> 21/10/1966</p>	<p>Principal Secretary, State Department of Energy</p> <p>Member of the <b>Enablers Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• PhD and a master's degree in International Studies and Diplomacy from Washington International University (WIU) in the United States of America.</li> <li>• Diploma in Strategic Studies</li> <li>• Diploma in International Studies both from the University of Nairobi (UoN).</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for Public Works.</li> <li>• Director for Immigration services</li> <li>• Principal Secretary, State Department for Immigration Citizen Services</li> <li>• He also had a short stint as Principal Secretary, Ministry Defence</li> <li>• He was reassigned in the same capacity to the State Department for Public Works in the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works</li> <li>• Prior to joining the Civil Service he worked in the Military where he joined as a Cadet Officer</li> <li>• Rose to the rank of Major General and was appointed to the position of Assistant Chief of General</li> </ul>

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<b>THE BOARD OF DIRECTORS</b>				
<b>O.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
				<p>Staff in-charge of Personnel and Logistics</p> <ul style="list-style-type: none"> <li>• He retired as a Major General</li> </ul>
7	 <p><b>Name:</b> Amb. Johnson Weru <b>D.O.B:</b> 31/12/1967</p>	<p>Principal Secretary, Trade/ Ministry of Industry, Trade and Cooperatives</p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee</b></p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• Alumni of Harvard University Kennedy School of Government, University of Nairobi and University of Leeds</li> <li>• Doctorate in International Trade from Brussels University in Belgium (Ongoing)</li> </ul>	<p>A career diplomat and public servant with over twenty-seven years' experience working in Government and International Development Agencies in Africa and Europe.</p> <p>He previously worked at:</p> <ul style="list-style-type: none"> <li>• Ministry of Foreign Affairs Headquarters – Director Economic Affairs and External Trade</li> <li>• Joint/Deputy Secretary for various public sector reform Task Forces</li> <li>• Adjunct Professor and Lecturer Economics and Finance – Catholic University of East Africa</li> </ul>
8.	 <p><b>Name:</b> Dr. (Eng.) Joseph K. Njoroge, CBS <b>D.O.B:</b> 15/06/1958</p>	<p>Principal Secretary, State Department for Transport, Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works</p> <p>Member of the <b>Enablers Board Committee</b></p>	<ul style="list-style-type: none"> <li>• PhD - University of Nairobi, School of Business.</li> <li>• MBA, Strategic management - University of Nairobi</li> <li>• BSc. Electrical engineering - University of Nairobi</li> </ul>	<p>He previously worked for;</p> <ul style="list-style-type: none"> <li>• Kenya Power and Lighting Company - Managing Director</li> <li>• Kenya Electricity Generating Company Ltd (electric utilities)</li> <li>• Kenya Ministry of Energy &amp; Petroleum – Secretary</li> </ul>
9.	 <p><b>Name:</b> Dr. Nicholas Muraguri, CBS <b>D.O.B:</b> 15/04/1971</p>	<p>Principal Secretary, Ministry of Lands and Physical Planning</p> <p>Member of the <b>Enablers Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• Postgraduate certificates in Health Communication - John Hopkins University, USA</li> <li>• Master's degree in Business Administration - United States International University</li> <li>• Master's in public health – University of Pretoria, South Africa.</li> </ul>	<ul style="list-style-type: none"> <li>• He is an innovative and results driven public health professional with extensive experience in the development, management and leadership of public health programs.</li> <li>• He previously worked for the Ministry of Health</li> </ul>

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NO.	Name & Date of Birth	Title and Institution	Academic/Professional Qualification	Key Qualifications & Work Experience
			<ul style="list-style-type: none"> <li>Bachelor's degree in Medicine and surgery - Moi University</li> </ul>	
10.	 <p><b>Name:</b> Prof. Hamadi Iddi Boga <b>D.O.B:</b> 03/12/1967</p>	<p>Principal Secretary/Crop Development &amp; Agriculture Research /Ministry of Agriculture, Livestock, Fisheries and Irrigation.</p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee</b></p> <p>Member of the <b>Finance &amp; Administration Board Committee</b></p>	<ul style="list-style-type: none"> <li>PhD in Microbial Ecology, University Konstanz, Konstanz, Germany</li> <li>Master of Science in Microbiology - Kenyatta University</li> <li>Bachelor of Science in Botany - Kenyatta University</li> </ul>	<ul style="list-style-type: none"> <li>He has administrative experience across various organizations.</li> <li>He previously worked at Tait Taveta University College</li> </ul>
11.	 <p><b>Name:</b> Harry Kimtai <b>D.O.B:</b> 13/12/1968</p>	<p>Principal Secretary, Livestock/Ministry of Agriculture, Livestock, Fisheries and Irrigation.</p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p>	<ul style="list-style-type: none"> <li>Master of Philosophy Economics, in Regional Planning and Economic Development from Bhopal University, India (1989 – 1995)</li> <li>Master of Arts in Economics</li> <li>Bachelor of Arts degree in Economics</li> </ul>	<ul style="list-style-type: none"> <li>Director at the Capital Markets Authority (2016 – 2017)</li> <li>General Manager at Branded Foods Ltd (2008-2014),</li> <li>Kenya Revenue Authority as management trainee in 1996 as Principal Revenue Officer In period 2003 – 2006.</li> </ul>
12	 <p><b>Name:</b> Dr. Margaret Mwakima, CBS <b>D.O.B</b> 12/12/1966</p>	<p>Principal Secretary, Vocational and Technical Training/Ministry of Education</p> <p>Member of the <b>Social &amp; Political Pillars Board Committee</b></p>	<ul style="list-style-type: none"> <li>PhD graduate</li> <li>Master's Degree in Environmental Science with a major in Sustainable</li> <li>Natural Resources Management</li> <li>Bachelor of Education (Science) Degree in Botany and Zoology all from Kenyatta University.</li> </ul>	<ul style="list-style-type: none"> <li>Principal Secretary, State Departments Regional &amp; Northern Corridor Development, East African Community; and Wildlife.</li> <li>Managing Director/CEO of Afrosayari Ltd</li> <li>Vice Chairperson of Kenya Wildlife Service (KWS) Board Trustees</li> <li>Board Member of Ecotourism Kenya.</li> <li>Member of Institute of Directors Kenya, Kenya Association for Public Administration and Management (KAPAM)</li> </ul>

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O.	Name & Date of Birth	Title and Institution	Academic/Professional Qualification	Key Qualifications & Work Experience
13	 <p><b>Name:</b> Joseph Wairagu Irungu, CBS <b>D.O.B:</b> 02/02/1970</p>	<p>Principal Secretary, Ministry of Water and Sanitation and irrigation</p> <p><b>Member of the Social &amp; Political Pillars Board Committee.</b></p>	<ul style="list-style-type: none"> <li>MBA from JKUAT</li> <li>Bachelor's degree of Arts from the University of Nairobi</li> </ul>	<p>He has served in various positions as follows;</p> <ul style="list-style-type: none"> <li>Principal Administrative Secretary, Secretary of Administration/Internal Security</li> </ul> <p>He has served in various positions as follows;</p> <ul style="list-style-type: none"> <li>Director of Administration, Senior Deputy Commissioner, Lower Central Province (Thika)</li> <li>Deputy Provincial Commissioner Nyanza Province,</li> <li>District Commissioner, Bungoma District.</li> </ul>
14.	 <p><b>Name:</b> Nelson Marwa, EBS <b>D.O.B:</b> 22/02/1960</p>	<p>Principal Secretary, Social Protection/Ministry of Labour and Social Protection</p> <p><b>Member of the Social &amp; Political Pillars Board Committee.</b></p>	<ul style="list-style-type: none"> <li>Master's in strategic security management - Virginia School of Coast Guards, Israel</li> <li>Masters in Disaster Management - Virginia School of Coast Guards, Israel</li> <li>Business Administration degree - Barton University</li> </ul>	<p>He has served in various positions as follows;</p> <ul style="list-style-type: none"> <li>Lecturer at Egerton University</li> <li>Mombasa county commissioner</li> <li>Coast Regional Coordinator doubling up as the security coordinator for coastal region.</li> <li>PS Devolution</li> </ul>
15.	 <p><b>Name:</b> Eng. Peter Tum Kiplagat, OGW <b>D.O.B:</b> 2/6/1962</p>	<p>Principal Secretary, Labour/Ministry of Labour and Social Protection</p> <p><b>Member of the Enablers Board Committee.</b></p>	<ul style="list-style-type: none"> <li>He holds a master's degree in Energy Management from the University of Nairobi.</li> <li>Bachelor of Industrial Technology from Egerton University</li> <li>Post- Graduate Diploma in Medical Electronics from the University of London.</li> </ul>	<ul style="list-style-type: none"> <li>Eng. Tum served as the Principal Secretary, Ministry of Health.</li> <li>Eng. Tum comes with a wealth of experience having previously served as the Chief Executive Officer of Kenya Medical Training College (KMTC).</li> </ul>

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**THE BOARD OF DIRECTORS**

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

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<b>D.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
19	 <p><b>Name:</b> Dr. Kevit, PhD, Desai, MBS <b>D.O.B:</b> 29/08/1968</p>	<p>Principal Secretary/East African Community</p> <p>Chairman of the <b>Social &amp; Political Pillars Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• Ph.D. Robotics Control Systems Engineering, SIT, Tokyo, Japan.</li> <li>• MSc Robotics Control Systems Engineering, Shibaura Institute of Technology (SIT), Tokyo Japan.</li> <li>• Undergraduate degree in Electrical/Electronic/Computer Engineering, City University, City</li> </ul>	<p>Ministry of Foreign Affairs (2016-2019)</p> <p>He previously worked at;</p> <ul style="list-style-type: none"> <li>• Ministry of Higher Education, Science and Technology – He was involved in the development of the University Act; Science and Technology Act; and TIVET Act of Parliament.</li> <li>• He is the Chairman of the YSK and Permanent Working Group on TVET in Kenya</li> <li>• He is a member of the Steering Committee in JICA master's degree and internship program on the Africa Business Education (ABE) initiative for the youths.</li> </ul>
20.	 <p><b>Name:</b> Jerome Okoth Ochieng <b>D.O.B:</b> 15/03/1970</p>	<p>Principal Secretary, ICT and Innovation/Ministry of Information, Communication &amp; Technology.</p> <p>member of the <b>Communication &amp; Strategy Board Committee.</b></p> <p>Member of the <b>Enablers Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• Masters' Degree in Information Engineering - University of the Ryukyus, Okinawa.</li> <li>• Registered fellow of the Computer Society of Kenya.</li> <li>• Licentiate member of Institute of Management Information System (IMIS), UK.</li> </ul>	<p>He previously served at;</p> <ul style="list-style-type: none"> <li>• Telkom Kenya Limited (TKL) - Director to the Board</li> <li>• Integrated Financial Management Information System (IFMIS) at the National Treasury - Director</li> <li>• Public Procurement Oversight Authority (PPOA) - ICT Manager</li> </ul>
21.	 <p><b>Name:</b> Josephta Mukobe, CBS <b>D.O.B:</b> 16/03/1960</p>	<p>Principal Secretary, Culture and Heritage/Ministry of Sports, Culture and Heritage.</p> <p>Member of the <b>Social &amp; Political Pillars Board Committee.</b></p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• MSc. from Manchester University (UK)</li> <li>• BA (Hons) Humanities and Social Science from the University of Nairobi.</li> </ul>	<p>She has a rich public service career spanning for over 25 years.</p> <p>She has served in the following dockets;</p> <ul style="list-style-type: none"> <li>• Ministry of Home Affairs and National Heritage</li> <li>• Principal Secretary / Coordinator of National Government/Ministry of Devolution and Planning</li> <li>• Principal Secretary S/Special Programmes.</li> </ul>

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<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
22.	 <p><b>Name:</b> Susan N. Mochache, CBS, <b>D.O.B:</b> 17/11/1973</p>	<p>Principal Secretary, Ministry of Health.</p> <p>Member of the <b>Social &amp; Political Pillars Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• University of Strathclyde, Master of Science Communications Management.</li> <li>• Harvard Law School, Program of Negotiations.</li> <li>• United States International University, Bachelor of Science, International Business.</li> </ul>	<ul style="list-style-type: none"> <li>• Principal Secretary, Ministry of Labour, social services and e-African affairs.</li> <li>• Assistant Director Universal Service Obligation and Fund Communications Authority Kenya.</li> </ul>
23.	 <p><b>Name:</b> Julius Korir, CBS <b>D.O.B:</b> 18/10/1967</p>	<p>Principal Secretary/Devolution Ministry of Devolution and Arid and Semi-Arid Land (ASAL)</p> <p>Member of the <b>Social &amp; Political Pillars Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• MBA, International Business – University of Nairobi</li> <li>• BSc. Agricultural Economics – Egerton University</li> </ul>	<p>He previously served at;</p> <ul style="list-style-type: none"> <li>• Ministry of Health - PS</li> <li>• Ministry of Industrialization</li> <li>• Export Promotion Council of Kenya - General Manager in charge of Trade Information Business Advisory Services</li> </ul>
24.	 <p><b>Name:</b> Prof. Arch. Paul Maringa, CBS, Corp. Arch, MAAk, MKIP <b>D.O.B:</b> 1959</p>	<p>Principal Secretary, Infrastructure/Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works</p> <p>Member of the <b>Enablers Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• Doctor of Philosophy- Environmental Planning (JKUAT)</li> <li>• MA Urban and Regional Planning (UON)</li> <li>• Bachelor of Architecture</li> </ul>	<p>Previously worked as:</p> <ul style="list-style-type: none"> <li>• Senior expert, Planning and Project Management – TVEI</li> <li>• Workforce Development Authority, Rwanda</li> <li>• Technical Expert and Master Trainer in Building Construction Infrastructure Planning and Development</li> </ul>

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O.	Name & Date of Birth	Title and Institution	Academic/Professional Qualification	Key Qualifications & Work Experience
25.	 <b>Name:</b> Charles Hinga Mwaura <b>D.O.B:</b> 11/08/1975	Principal Secretary, Housing and Urban Development/Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works.  Member of the <b>Social &amp; Political Pillars Board Committee.</b>	<ul style="list-style-type: none"> <li>Chartered Accountant (CA)</li> <li>B.com. (Accounting) degree - Kenyatta University</li> <li>Bachelor of Accounting Science (Honours) degree - University of South Africa (UNISA).</li> </ul>	He has over 15 years' work experience in finance and management consulting. He was recognized as the Management Consulting Professional of the Year in 2016 by the South African Professional Services Awards.  He previously worked at; <ul style="list-style-type: none"> <li>Pamoja Financial Consultants - founding Chairman and CEO.</li> <li>Bright Wave Technologies, Kenya, and South Africa</li> </ul>
26.	 <b>Name:</b> Amb. Peter Kirimi Kaberia, CBS <b>D.O.B:</b> 20/10/1961	Principal Secretary/ State Department for Industrialization Ministry of Industry, Trade and Co-operatives,  Member of the <b>Economic &amp; Macro Pillar Board Committee.</b>	<ul style="list-style-type: none"> <li>Holds a master's degree in international law (LLM)</li> <li>He is also a holder of a Degree in Journalism and Communication</li> <li>Ambassador Kirimi was also educated in Kenya, the United States and Spain</li> </ul>	Has previously worked as: Principal Secretary, Mining/Ministry of Petroleum and Mining.  <ul style="list-style-type: none"> <li>PS Sports/Ministry of Sports and Heritage</li> <li>Defence Principal Secretary</li> <li>2010 – 2016: Ambassador Extraordinary and Plenipotentiary to Brazil, Colombia, Venezuela Chile and Argentina</li> <li>2007 – 2010: Deputy Ambassador and Head of Chancery Kenya Embassy in Madrid, Spain</li> <li>2006 – 2007: Counsellor and Head of Chancery Kenya Embassy in Paris and the Holy See.</li> </ul>
27.	 <b>Name:</b> Dr. Francis Otieno Owino <b>D.O.B:</b> 1964	Principal Secretary/Fisheries, Ministry of Livestock, Fisheries & Irrigation. State department for Fisheries Aquaculture & the Blue Economy  Member of the <b>Economic &amp; Macro Pillar Board Committee.</b>  Member of the <b>Social &amp; Political Pillars Board Committee.</b>	<ul style="list-style-type: none"> <li>Dr. Owino holds a Doctor of Philosophy [PhD] in Peace and Conflict Studies from Masinde Muliro University of Science and Technology obtained in 2013.</li> <li>Master of Business Administration [Strategic Management] from Kenya Methodist University, 2008.</li> <li>Bachelor of Arts [B.A] 2<sup>nd</sup> Class Upper</li> </ul>	He has previously worked as: Principal Secretary, Industrialization/Ministry of Industry, Trade and Cooperatives <ul style="list-style-type: none"> <li>Principal Secretary, Public Service and Youth Affairs</li> <li>Director, National Cohesion and Values</li> <li>Assistant Secretary, Senior District Officer, Senior Assistant Secretary, Undersecretary and Acting Deputy Secretary.</li> <li>He is a Board Member of the East and Southern African Management Institute (ESAMI) Governing Council.</li> </ul>

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<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
			<p>Division, University of Nairobi, 1989.</p> <ul style="list-style-type: none"> <li>• He possesses a Certificate in Guidance and Counselling from University of Nairobi in 2005.</li> </ul>	
28.	 <p><b>Name:</b> Hon. Safina Kwekwe <b>D.O.B:</b> 2/2/1973</p>	<p>Principal Secretary, Tourism/Ministry of Tourism and Wildlife</p> <p>Member of the <b>Communication &amp; Strategy Board Committee.</b></p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• Master's degree in International Trade Policy and Trade Law - Lund University, Sweden</li> <li>• Bachelor of Commerce degree - University of Nairobi</li> </ul>	<p>She is a social development expert with experience across various organizations and institutions both in civil society and the Public sector. Previously, she worked for;</p> <ul style="list-style-type: none"> <li>• PS, Gender Affairs/ Ministry of Public Service, Youth and Gender Affairs</li> <li>• County Government of Kwale CEC</li> <li>• Action Aid International</li> <li>• East African Community – Legislator</li> </ul>
29.	 <p><b>Name:</b> Charles Sunkuli, CBS <b>D.O.B:</b> 16/04/1971</p>	<p>Principal Secretary/Youth Affairs, Ministry of Public Service, Youth and Gender Affairs</p>	<ul style="list-style-type: none"> <li>• Executive master's in Business Administration - Eastern and South African Management Institute (ESAMI), Netherlands</li> <li>• Bachelor of Education - Moi University</li> </ul>	<p>He is an experienced management strategist with a solid background in Administration, Planning, Management and Leadership. He previously served at;</p> <p>Principal Secretary, Devolution/Ministry of Devolution, Arid and Semi-Arid Land (ASAL)</p> <ul style="list-style-type: none"> <li>• Ministry of Environment and Forestry - Principal Secretary</li> <li>• Ewuaso Ng'iro South River Development Authority (ENSDA) - Managing Director</li> </ul>
30.	 <p><b>Name:</b> Dr. (Eng.) Karanja Kibicho, CBS <b>D.O.B:</b> 29/07/1967</p>	<p>Principal Secretary, Interior/Ministry of Interior and Coordination of National Government</p> <p>Member of the <b>Enablers Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• PhD in Mechanical Engineering - University of Cape Town, South Africa.</li> <li>• MSc. Mechanical Engineering - University of Cape Town, South Africa.</li> <li>• BSc. Mechanical Engineering - University of Cape Town, South Africa.</li> </ul>	<p>He previously worked at;</p> <ul style="list-style-type: none"> <li>• Ministry of Foreign Affairs and International Trade - PS</li> <li>• Ministry of Industrialization and Transport - PS</li> <li>• Lecturer at JKUAT, University of Dares Salaam, Central University of Technology, Free State, South Africa and University of Cape Town</li> </ul>

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O.	Name & Date of Birth	Title and Institution	Academic/Professional Qualification	Key Qualifications & Work Experience
31.	 <p><b>Name:</b>Joe Okudo, CBS <b>D.O.B:</b> 19/05/1967</p>	<p>Principal Secretary, Sports/Ministry of Sports, Culture and Heritage</p> <p>Member of the <b>Social &amp; Political Pillars Board Committee.</b></p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p>	<ul style="list-style-type: none"> <li>• Bachelor of Arts degree from the University of Nairobi</li> <li>• Master's Degree in Business Administration (MBA) from Copenhagen Business School/Inoorero University.</li> </ul>	<ul style="list-style-type: none"> <li>• Worked as Principal Secretary Tourism</li> <li>• He previously worked with the Danish Embassy in Kenya (DANIDA) from 2002 – 2014.</li> <li>• He was Team Leader of the Business Sector Support Programme and Co- Chair of the Private Sector Donor Co-ordinating Group in Kenya.</li> <li>• He also sat in the Programme Investment Committee (PIC).</li> </ul>
32.	 <p><b>Name:</b> Andrew Kamau Nganga,CBS. <b>D.O.B:</b> 15/06/1958</p>	<p>Principal Secretary, Petroleum/Ministry of petroleum &amp; Mining.</p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p>	<p>University of Nairobi, BSc of Chemistry.</p>	<p>Has vast experience in the mining, oil and gas sectors spanning over 25 years.</p> <ul style="list-style-type: none"> <li>• Worked at Saillies Ltd</li> <li>• Director, Gulf of Guinea Petroleum Company, Congo</li> <li>• Director, iMfunda</li> <li>• Chairman, Komati Foundation</li> <li>• Director, Kewberg cables and Braids.</li> <li>• CEO, Bracewell Energy</li> <li>• COO and Director, Africa Oil Limited.</li> <li>• Chief Operating Officer, MagEnergy Inc</li> <li>• Sales Executive, Engen Kenya Limited.</li> </ul>

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<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
33.	 <p><b>Name:</b> Nancy Karigithu, CBS <b>D.O.B:</b> 24/07/1959</p>	<p>Principal Secretary, Shipping &amp; Maritime/Ministry of Transport, Infrastructure, Housing Urban Development and Public Works.</p> <p>Member of the <b>Economic &amp; Macro Pillar Board Committee.</b></p>	<ul style="list-style-type: none"> <li>IESE Business School (Strathmore University); Advanced Management Program (AMP) Field of Study Strategic Management and Leadership.</li> <li>International Maritime Law Institute, Malta;</li> <li>Master of Laws (LL.M.) in International Maritime Law, Carriage of Goods by Sea, Marine Insurance, Public International Law and Law of the Sea and others.</li> <li>Kenya school of Law</li> <li>University of Nairobi, Bachelor of Laws</li> </ul>	<ul style="list-style-type: none"> <li>Principal consultant, Nancy Karigithu and Associates.</li> <li>Director General and Chief Executive, Kenya Maritime Authority.</li> <li>Kenya Ports Authority, Senior Legal Officer.</li> <li>Legal Counsel, Attorney General's Office.</li> </ul>
34.	 <p><b>Name:</b> Kennedy Ogetto, EBS <b>D.O.B:</b> 1962</p>	<p>Solicitor General, Office of the Attorney General and Department of Justice.</p> <p>Member of the <b>Finance &amp; Administration Board Committee</b></p> <p>Member of the <b>Social &amp; Political Pillars Board Committee.</b></p>	<ul style="list-style-type: none"> <li>Master of Law Degree in 2002, University of Nairobi</li> <li>Diploma in Legal Practice from the Kenya School of Law in 1990</li> <li>Bachelor of Law Degree (2nd Class Honours, Upper Division) in 1989.</li> </ul>	<ul style="list-style-type: none"> <li>Certified Public Secretary, CI (K)</li> <li>Advocate of the High Court</li> <li>Served as President of the Defence in Public Lawyers Association at the United Nations International Criminal Tribunal for Rwanda UN ICTR (ADAI)</li> </ul>
35.	 <p><b>Name:</b> Kennedy W. Kihara, CBS.</p>	<p>Principal Administrative Secretary, Presidency.</p> <p>Member of the <b>Enablers Board Committee.</b></p> <p>Member of the <b>Finance &amp; Administration Board Committee</b></p>	<ul style="list-style-type: none"> <li>Holds a Master of Business Administration degree from Maastricht School of Business</li> <li>Bachelor of Arts degree in Political Science from the University of Nairobi.</li> <li>After basic paramilitary training, he has undertaken specialist training in Israel,</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Secretary to the Cabinet; he sits in the National Security Council and the National Security Advisory Committee</li> <li>He oversees Parliamentary affairs in the Office of the President; he has been the link between Parliament and the Executive.</li> <li>He was the Pioneer Chief Executive of the Interim Independent Electoral Commission (IEC)</li> </ul>

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	D.O.B:15/08/1960		Austria, India and the United Kingdom.	<ul style="list-style-type: none"> <li>He has been the head of a team of policy writers who draft Presidential Speeches for National days and other important functions.</li> </ul>
36.	 <b>Name:</b> Dr. Moses Ikiara, MBS <b>D.O.B:</b> 03/09/1965	Managing Director, Kenya Investment Authority  <b>Member of the Audit &amp; Governance Board Committee.</b>  <b>Member of the Communication &amp; Strategy Board Committee.</b>	<ul style="list-style-type: none"> <li>PhD in Environmental and Natural Resource Economics - University of Amsterdam</li> <li>MA. Economics - university of Nairobi</li> <li>Bachelor of Agriculture - University of Nairobi</li> </ul>	<ul style="list-style-type: none"> <li>He has substantial experience in public policy research and has been involved in the development of key policy documents for Kenya like the Economic Recovery Strategy for Wealth and Employment Creation (ERS) 2003-2007 and the Kenya Vision 2030.</li> <li>Worked at Kenya Institute for Public Policy Research and Analysis (KIPPRA) and Moi university as a lecturer</li> </ul>
37.	 <b>Name:</b> Dr. Patrick Njoroge <b>D.O.B:</b> 1961	Governor Central Bank of Kenya  <b>Member of the Audit &amp; Governance Board Committee.</b>  <b>Member of the Economic &amp; Macro Pillar Board Committee.</b>	<ul style="list-style-type: none"> <li>PhD in Economics - Yale University, USA</li> <li>Master's degree in Economics – University of Nairobi</li> <li>Bachelor's degrees in Economics - University of Nairobi</li> </ul>	He has previously worked at; <ul style="list-style-type: none"> <li>International Monetary Fund (IMF), Washington, D.C., USA advisor to the IMF Deputy Managing Director</li> <li>Ministry of Finance, Kenya - economist</li> <li>Ministry of Planning - planning officer</li> </ul>
38.	 <b>Name:</b> Wycliff Shamiah <b>D.O.B:</b> 03/09/1969	Chief Executive Officer, Capital Markets Authority  <b>Member of the Audit &amp; Governance Board Committee.</b>  <b>Member of the Economic &amp; Macro Pillar Board Committee.</b>	<ul style="list-style-type: none"> <li>MBA (Finance Option) – UON</li> <li>Bachelor of Arts Degree in Mathematics and Economics – Egerton University</li> <li>Fellow of the Institute of Certified Public Accountants (FCPA)(K)</li> </ul>	Previously worked as: <ul style="list-style-type: none"> <li>Director, Market Operations</li> <li>Held multiple senior positions in market supervision, research, financial analysis and compliance at CMA</li> <li>Nominee of the CMA to the Council of the Institute of Certified Public Accountants of Kenya</li> <li>Representative of the Authority to the Financial Stability Board Regional Consultative Committee for Sub Saharan Africa</li> </ul>

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NO.	Name & Date of Birth	Title and Institution	Academic/Professional Qualification	Key Qualifications & Work Experience
39.	 <b>Name:</b> Andrew Wakahiu <b>D.O.B:</b> 25/10/1979	Secretary, President's Delivery Unit  Member of the <b>Communication &amp; Strategy Board Committee.</b>	<ul style="list-style-type: none"> <li>Chartered Institute Arbitrators – Associate Arbitrator</li> <li>Bachelor of Business Management – Sales and Marketing Management</li> </ul>	He previously worked for; <ul style="list-style-type: none"> <li>Finserve Africa – Managing Director</li> <li>Equity bank ltd – General Manager, Agency &amp; Acquisitions</li> <li>Advantage Matrix – CEO</li> <li>KibakiTena Secretariat – Operations &amp; logistics coordinator</li> <li>Safaricom Ltd</li> <li>East Africa breweries among others</li> </ul>
40.	 <b>Name:</b> Dr. Vincent O.Nyagilo, PhD, EBS <b>D.O.B:</b> 10/09/1966	Secretary, National Economic and Social Council.  Member of the <b>Communication &amp; Strategy Board Committee.</b>  Member of the <b>Finance &amp; Administration Board Committee</b>	<ul style="list-style-type: none"> <li>Bachelor of Arts-Economics &amp; Mathematics from Egerton University (EU)</li> <li>Master of Business Administration-Finance from Kenyatta University (KU)</li> <li>Doctor of Philosophy (PhD), Business Administration-Finance from Jomo Kenyatta University of Agriculture and Technology (JKUAT)</li> <li>Post Graduate Diploma in Corporate Finance &amp; Management and Environmental Impact Assessment (EIA) from Riara University.</li> </ul>	<ul style="list-style-type: none"> <li>Director, EMU, Office of the Deputy President.</li> <li>National Water Conservation Pipeline Corporation (NWCF) as Senior Economist between 2000 and 2004.</li> <li>Kenya Ports Authority (KPA) Principal Project Analyst from 2005 to 2007.</li> <li>Honoured and styled by His Excellency, the 3rd President of the Republic of Kenya with the Elder in the Second Class of the Elder of the Order of the Buru Spear (EBS) for the dedicated service to the Nation.</li> </ul>
41.	 <b>Name:</b> Joshua N. Oigara <b>D.O.B:</b> 09/11/1975	Chief Executive Officer, Kenya Commercial Bank  Chairman of the <b>Audit &amp; Governance Board Committee</b>	<ul style="list-style-type: none"> <li>MBA. International Business Management - Edith Cowan University, Australia</li> <li>B.com. Accounting Option - University of Nairobi</li> <li>Advanced Management Program Graduate from INSEAD, Fontainebleau, France</li> </ul>	He previously served as; <ul style="list-style-type: none"> <li>Group Chief Financial Officer KCB Bank Group</li> <li>Group Financial Director and Chief Financial Officer for the East Africa region - Bambu Cement</li> <li>He is a board of KCB Foundation, KCB Bank Kenya Ltd., KCB Capital Ltd. and KCB Insurance Agency Ltd.</li> </ul>

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

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**THE BOARD OF DIRECTORS**

<b>NO.</b>	<b>Name &amp; Date of Birth</b>	<b>Title and Institution</b>	<b>Academic/Professional Qualification</b>	<b>Key Qualifications &amp; Work Experience</b>
	<p><b>Name:</b> Rita Kavashe <b>D.O.B:</b> 21/04/1965</p>	<p>Member of the <b>Communication &amp; Strategy Board Committee.</b></p> <p>Member of the <b>Social &amp; Political Pillars Board Committee.</b></p>		
45.	 <p><b>Name:</b> Mr. Nicholas Nesbitt, OGW <b>D.O.B:</b> 1962</p>	<p>Chairman Capital Markets Authority</p> <p>Independent Member and Chairman of the <b>Economic &amp; Macro Board Committee</b></p> <p>Member of the <b>Enablers Board Committee.</b></p>	<p>MBA from Stanford University and both his Master's and Bachelor of Engineering degrees from Dartmouth College in New Hampshire, USA.</p>	<ul style="list-style-type: none"> <li>• Country General Manager, East Africa.</li> <li>• He was the Chief Executive Ken-Call</li> <li>• He held senior executive positions in the United States: Qwest Communications, Schneider Electric and The Boston Consulting Group.</li> <li>• He is the Chairman of the Board of KEPSA (Kenya Private Sector Alliance).</li> <li>• He is/has been a board member of the Central Bank of Kenya, Commercial Bank of Africa (CBA), American Chamber of Commerce, AMREF Flying Doctors, Kenya School of Monetary Studies, Multimedia University and Gateway insurance.</li> </ul>
46.	 <p><b>Name:</b> Mr. Joseph Tiampati Ole Musuni <b>D.O.B:</b> 26/06/1961</p>	<p>Business Entrepreneur and Consultant</p> <p>Independent Member of the <b>Enablers Board Committee</b></p>	<ul style="list-style-type: none"> <li>• Bachelor's Degree in Mathematics UON</li> <li>• MBA programme – Maastricht School of Management (Netherlands)</li> <li>• Graduate – East and Southern Management Institute</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Department Credit at KCB Group</li> <li>• General Manager Social Security at NSSF</li> <li>• Principal Secretary Ministry of ICT</li> <li>• Served in the Boards of Telkom Kenya, Communications Authority, Posta, ICT Authority, AIC Bisset Bible College, Oloka Development Project and Oloku Secondary School</li> </ul>

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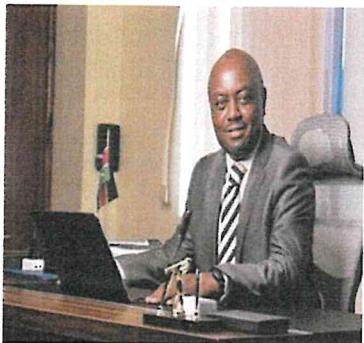
**THE BOARD OF DIRECTORS**

O.	Name & Date of Birth	Title and Institution	Academic/Professional Qualification	Key Qualifications & Work Experience
47.	 <p><b>Name:</b>Mr. Michael G Waweru <b>D.O.B:</b> 1950</p>	Independent Member and Chairman East African Cables	<ul style="list-style-type: none"> <li>• Bachelor's Degree – UON</li> <li>• MBA – Strathmore Business School</li> </ul>	<ul style="list-style-type: none"> <li>• Board member KCA University</li> <li>• Member of Institute of Director (Kenya)</li> <li>• Previously was:</li> <li>• Chairman Alexander Forbes Ltd</li> <li>• Managing Partner Ernst &amp; Young (Africa)</li> <li>• Commissioner General (KRA)</li> <li>• Chairman ICPA-K</li> </ul>
48	 <p><b>Name:</b> Mr. Kenneth Mwige <b>D.O.B.</b> 1972</p>	<b>Director General,</b> Kenya Vision 2030 Delivery Secretariat <b>(Secretary-VDB)</b>	<ul style="list-style-type: none"> <li>• Bachelor of Laws (LLB) degree from The University of Nairobi</li> <li>• Master of Laws (LL.M) from Downing College, Cambridge University, England.</li> <li>• Diploma in Legal Practice from the Kenya School of Law;</li> <li>• Certificate in Legislative Drafting from the Institute of Advanced Legal Studies, University of London</li> <li>• Certificate in International Trade and Transport Law from Lloyds Maritime Academy, London.</li> </ul>	<p>Served in various positions which includes:</p> <ul style="list-style-type: none"> <li>• Chairman of the Municipal Board of Embu County,</li> <li>• Secretary-General of the Intergovernmental Standing</li> <li>• Committee on Shipping (ISCO) Executive</li> <li>• Director/CEO of the Public Complaints Standing Committee/Ombudsman.</li> </ul>

### **3. Management Team**

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

#### **KENNETH MWIGE Director General**



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

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

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

#### **Responsibilities**

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

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



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

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

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

### **Responsibilities**

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

**IDI MASOUD**  
**Director, Enablers**



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

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

**Responsibilities**

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

**ISMAEL MAARUF**  
**Director, Economic and Macro Pillar**



Ismail is a statistician by profession with over 15 years of working experience in public sector performance management and public administration and governance. He has held senior positions with the Government of Kenya including the Commission on Administrative Justice (Kenya's Office of the Ombudsman) where he served as director of strategy, research, and compliance. At the Commission, Mr Ismail was instrumental in the operationalization of the corporate planning and research functions, establishment of management control systems, resource mobilization and capacity building.

He has actively participated in the development of the country's Medium-Term Plans (I, II & III) and has been a member of a technical team that develops and reviews the overall national performance contracting

framework and guidelines at both national and devolved levels. Ismail is a member of the Statistical Society of Kenya and the Project Management Institute.

### **Responsibilities**

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

#### **DAVID NYAMAI Principal Finance Officer**



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

He is a finance professional with 20 years track record of achieving quantifiable results in various positions.

Previously worked with the World Vision Microfinance, Kenya Agency for Development of Enterprise, and Technology (KADET Ltd) currently Vision Fund, Association of Media Women in Kenya (AMWIK) and African Network for the Prevention and protection against Child abuse and Neglect (ANPPCAN) a leading advocacy NGO.

### **Responsibility**

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

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



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

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

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

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

### **Responsibilities**

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

**JOHN MBUTHI  
Senior Deputy Director Economic and Macro Pillar**



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

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

Mbuthi has worked as a Senior Economist in the Economic Development Coordination Directorate, State Department for Planning at the National Treasury and Planning. While in this post, he has been involved in the Coordination of the Economic Pillar Sectors; support to sectors during the preparation of Medium-

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Term Plans (MTP's) and Medium-Term Expenditure Framework (MTEF) preparation process; preparation and reviewing strategic plans for Ministries, Departments and Agencies (MDA's), and other government policy documents.

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

### **Responsibilities**

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

### **DR. DANIEL MUTEGI GITI DEPUTY DIRECTOR, ENABLERS**



Dr. Daniel Mutegi Giti is the Deputy Director, Enablers Directorate at the Kenya Vision 2030 Delivery Secretariat. He holds a Doctor of Philosophy in Urban Management, Master of Urban Management and Post Graduate Diploma in Housing Administration from the University of Nairobi and a bachelor's degree in Geography major and Sociology Minor from Egerton University. He is a member of the Environment Institute of Kenya (EIK), Lead Expert Environment Impact Assessment and Audit (EIA/EA) and APMG London Expert on Public Private Partnerships (PPPs). Dr. Giti is an experienced Urban manager and planner with demonstrated history of working in the Government at both National and Sub-national levels.

He has over 13 years' extensive experience in Urban Planning and management, housing administration, Public Private Partnerships, Monitoring and Evaluation.

Dr. Giti worked as an Assistant Director for Housing (Slum Upgrading) and Head of Monitoring, at the Kenya Informal Settlements Improvement Project (KISIP), a World Bank and Government of Kenya funded project whose goal was to improve living conditions of people living in slums and informal settlements through enhancement of tenure security and investment in infrastructure and service provision in 33 counties of Kenya at the State Department for Housing and Urban Development. He is highly passionate about urbanization, housing, planning, Public Private Partnerships and public policy development and implementation. He rose through the ranks at State Department for Housing from Housing Officer I to an Assistant Director for Housing (Slum Upgrading).

### **Responsibilities**

Dr. Giti is in charge of the implementation of necessary Land, Security, Human Resource Development

and Public Service Reforms; Implementation of Medium Term Plans projects/programmes and initiatives to support realization and delivery of Vision 2030; Analysing and reviewing information and data needed for formulating, development, implementing and monitoring of Land, Security, Human Resource Development and Public Service Reforms/policies, procedures, practices, systems and processes that support implementation of Medium Term Plans and Vision 2030 projects; Liaising with Sector Delivery Working Groups on policy analysis and programme design to support development and implementation of Medium Term Plans and Vision 2030 flagship projects; Undertaking implementation with stakeholders of infrastructure development, Science Technology and Innovation initiatives of MTP projects and programmes to support realization and delivery of Vision 2030, alongside monitoring of the projects and analysing data on these programmes and projects.

**JULIET WANJIKU MURIMI**  
**Deputy Director, Social & Political Pillars**



Juliet is an accomplished professional in public administration matters with a specialization in areas of Legal, Democracy, Governance and Leadership with an experience span of twenty years. She's an Advocate of the High Court of Kenya in good standing and a member of the Commonwealth Association of Legislative Council. Key areas of expertise include electoral and political management and practice with cumulative nineteen years' progressive experience in public service, legal practice, electoral and political administration matters in senior leadership position. Her career goal is to be an agent of positive societal change through enhanced good governance and democracy.

Ms. Murimi has experience in both private and public sectors. Having joined public service in 2007 she has worked in various institutions under the Governance Justice Rule of Law (GJRoL) Sector including Office of the Registrar of Political Parties (ORPP), Independent Electoral Boundaries Commission (IEBC), National Environment Management Authority (NEMA), Commission on Administrative Justice (CAJ) previously known as Public Complaints Standing Committee among others.

She holds a bachelor's degree in law, (LLB) Postgraduate, Master's Degree in Business Administration, Specialized in Strategic Management, and is currently a PhD in Leadership & Governance candidate.

**Responsibilities**

Ms. Murimi is responsible for providing technical support in the coordination of the 8 sectors under the Social & Political Pillars to support the realization and delivery of the Vision 2030, through policy analysis, design in the relevant sectors to support the development and implementation of Medium-Term

Plans and Vision 2030 flagship projects. She also analyses and reviews information and data needed for the implementation of Medium-Term Plans and Vision 2030 Projects, social Programmes, and Initiatives.

**JUDITH ATIENO OKETCH**  
**Chief Human Resource & Administration Officer**



Judith is a Human Resource Management and Administration professional with over 20 years' experience in various sectors in the Public Service. She is passionate about human relations issues having previously worked in various positions and overseen the Human Resource & Administration functions at the Higher Education Loans Board, the Commission for University Education, South Nyanza Sugar Company and the Kenya Utalii College.

Judith is experienced in issues of internal and external client relations, policy development, job evaluation, performance management, HR Auditing, talent management, customer service management, financial management, ICT, Procurement, ISO Auditing, industrial relations, and staff welfare. She has further been involved in various staff initiatives that have played greater role in creating distinct warm and cohesive working cultures, besides administrative experience in transport, communication, security, records management, premises management and housekeeping services.

She holds a Bachelor of Commerce (Human Resource Management) Degree from the Catholic University of Eastern Africa, a Master of Business Administration (Strategic Management) from the University of Nairobi and Diploma in Human Resource Management from the Kenya Institute of Management. She has undertaken other professional training programs and various trainings in management and leadership programs and is currently pursuing a PHD in Human Resource Management at the Jomo Kenyatta University of Agriculture and Technology (JKUAT). Judith is a Certified ISO 9001:2008 QMS Auditor and is a member of the Institute of Human Resource Management and is a practicing human resource professional in good standing.

**Responsibilities**

Ms. Oketch is responsible for overseeing and co-ordinating the Human Resource and Administration functions of the Secretariat in ensuring Optimal Utilization of Human and Administrative resources in supporting all Directorates in the achievement of VDS mandate, mission and vision.

**OLIVER MULAMA**  
**Chief Supply Chain Management Officer**



Mr. Mulama is a supply chain professional and certified member of Kenya Institute of Supplies Management (KISM).

He holds an MBA from the University of Nairobi, MA Economics and Cooperation from Dr. Bhimrao Ambedkar University – India and a Bachelor of Economics Degree from the Agra University – India.

With over 20 years of experience in supply chain management, he has worked with P&O Nedlloyd East Africa Limited now Maersk shipping, Kuehne+Nagel, Kenya Medical Supplies Authority (KEMSA), CMC Motors Group Limited, and Mariestopes Kenya.

**Responsibilities**

Mr. Mulama is responsible for developing, implementing, and reviewing the annual procurement and disposal plans, procure goods, works and services and manage contracts and supplier relationships. He is also responsible for preparing and providing statutory reports both on procurement and disposal to the public procurement regulatory Authority and the National Treasury and Planning.

**FREDRICK ODHIAMBO OCHIENG**  
**Chief ICT Officer**



Mr. Odhiambo is an ICT professional who is very passionate about innovation and emerging technologies and their optimal implementation to transform the public service through use of big data and analytics in policy and decision making. He has great interest and desire for interventions that make a positive impact to the livelihoods of Kenyans.

Mr. Odhiambo has previously worked with Sinbad Technologies Limited as the Chief Information Officer where he oversaw the digitization of marine underwriting for blue-chip underwriting companies in Kenya like

CIC Group Limited, Sanlam General Insurance Limited, and Old Mutual General Insurance Limited. In the period of 2017 to 2021, he also oversaw the digitization of underwriting for the entire Insurance Industry for the Government of Tanzania under the umbrella of the Tanzania Insurance Regulatory Authority. This saw all insurance players in the Republic of Tanzania comply with a government policy requiring all imports to be insured with a local industry player in Tanzania.

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As the Technical Lead at the Digital Consulting Group Mr. Odhiambo oversaw the successful development and maintenance of various web applications and websites including the website and a wellness app for ARR Insurance Limited, the website for Kenya School of Government among others. Mr. Odhiambo has also worked for Healthix Solutions Limited which is a technology start-up in the health and insurance industry and in his capacity as the Head of Engineering, he oversaw the design, development, product management and successful deployment of the solution to the Nairobi Women's Hospital and the Nairobi Hospital.

Mr. Odhiambo holds a Bachelor of Business Information Technology (BBIT) Degree from Strathmore University, a Bachelor of Arts in Design Degree from the University of Nairobi and Diploma in Business Information Technology Degree (DBIT) from Strathmore University and is currently pursuing a Master of Science in Information's Systems Security (MSc. ISS) at Strathmore University. He is a member of the Computer Society of Kenya (CSK).

### **Responsibilities**

Mr. Odhiambo is responsible for formulating and implementation of ICT policies, strategies, protocols, and standards for the Secretariat in supporting all Directorates to leverage on ICT in the achievement of VDS Mandate, Mission and Vision.

#### **4. Chairman's Statement**



The Kenya Vision Delivery Board (VDB) was established through the Kenya Gazette No. 1386 dated February 2009. The VDB plays the critical role of Coordinating, Championing, and Communicating the country's development blueprint, the Kenya Vision 2030. It takes leadership in ensuring the implementation of the Vision Flagship Programmes and projects are on track and hence sustaining the momentum needed in realizing the goals and aspirations Kenya's people.

The overarching goal of the Kenya Vision 2030 is to transform Kenya into a "globally competitive and prosperous nation providing a high quality of life for its citizens" by the year 2030. Over the last fourteen (14) years, the VDB has provided oversight through the Kenya Vision 2030 Delivery Secretariat (VDS) which has worked with Ministries Departments and Agencies (MDAs) and County Governments to create necessary implementation frameworks that have provided the platform upon which this national transformation process has been constructed. As envisaged during the design of this great Vision, private sector is a critical player in raising the adequate resources for by getting the fundamentals right, the Government has provided an enabling environment for the private sector to accelerate growth oriented economic activities.

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

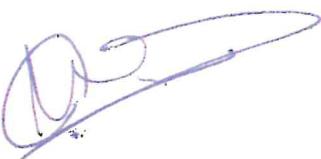
Looking at three Medium Term Plans implemented so far, it is evident that Kenya has made considerable progress; most notably in the development and modernization of infrastructure (roads, railway, airports, water ways, among others), improved energy generation and supply, improved security, public sector reforms, human resource development, job creation, enhanced food and nutrition security, tourism improvement, enhanced trade facilitation, quality education, housing and urbanization, devolution of services, expanding access to affordable health care, and in modernizing the public services amongst many. As we come to the end of MTP III, we are proud of the gains this far.

Regarding Board Performance and moving forward, we remain steadfast in delivery of our mandate as the custodians of the Vision. The key highlights in the performance of the VDB and VDS include the launch of the Kenya Vision 2030 Flagship Programmes and Projects progress report for the period 2008 to 2020; development of a criteria of the identification of the flagship programmes and projects for inclusion into the fourth Medium Term Plan (MTP IV) and the Third generation County Integrated Development Plans (CIDPs); and the development and launch of a model manifesto for political parties for alignment of content in the political party manifestos to the Kenya Vision 2030 development blueprint.

Some key challenges affecting the implementation of the Vision includes inadequate financing of the VDS and the funding allocation to the Vision 2030 Flagship Programmes and Projects; understaffing of the VDS which affects the planned service delivery; inadequate motor vehicles and working equipment for staff; lack of a Monitoring and Evaluating system to support its M&E and reporting function; and weak linkages with the private sector and key non-state actors due to resourcing.

In conclusion, there is need to strengthen and deepen collaboration and partnerships with development partners, private sector and all the players in support of the implementation of the Vision. enhance budgetary allocation through use of alternative financing mechanisms such as Public Private Partnership arrangements; and alignment of budgets to national priorities geared towards acceleration of the Vision 2030 as the country's development blueprint.

I wish to take this opportunity to thank the Board Members, the Director General, Mr. Kenneth Mwige; and the entire staff for their hard work in not only keeping the Vision alive but ensuring that delivery of service is focused on the *Mwananchi* and all stakeholders.



**CAROLE KARIUKI, MBS**  
**CHAIRPERSON, VISION 2030 DELIVERY BOARD**

## **5. Report of the Director General**

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

The Kenya Vision 2030 Delivery Board (VDB) plays a policy-making and advisory role and provides overall guidance to the Secretariat. VDS provides strategic leadership, Coordination, Championship, Communication for realization of Kenya Vision 2030 goals and objectives. In addition, VDS collaborates with line Ministries, Departments, Agencies and Counties (MDACs), as well as the Private sector in tracking the implementation of the Vision 2030 and its Medium-Term Plans (MTPs).

The Secretariat finalized preparation of flagship projects progress reports for the 2020/2021 financial year in line with the core mandate of monitoring and evaluating implementation of Vision 2030 development blueprint programmes and projects. Additionally, the Secretariat undertook monitoring, content creation and media engagement for 25 selected Kenya Vision 2030 flagship projects to ascertain their implementation status, as well as communicate to Kenyans on the status that indeed the Vision is being achieved.

VDS developed and disseminated the Kenya Vision 2030 Flagship Projects Identification Criteria under the mandate of strategic leadership and coordination of the implementation of Vision 2030. The objective was to guide Ministries, Departments, Agencies and Counties (MDACs), Independent Offices and Constitutional Commissions to guide the ongoing development process of the Fourth Medium Term Plan (MTP IV) and the third generation County Integrated Development Plans (CIDPs).

On Marketing and Communication, VDS sponsored the Magical Kenya Open and participated in the World Rally Championships, which enhanced the Secretariat's brand visibility and publicity for the Kenya Vision 2030 to a wide local and international audience.

The Secretariat recognizes the need for partnerships and collaboration in the implementation of the Kenya Vision 2030 programmes and projects. This is the rationale behind its utilization of strategic linkages and joint initiatives that significantly influence implementation of programmes and projects that positively impact the wellbeing of all Kenyans.

Specifically, during the review period, the Secretariat achieved the following:

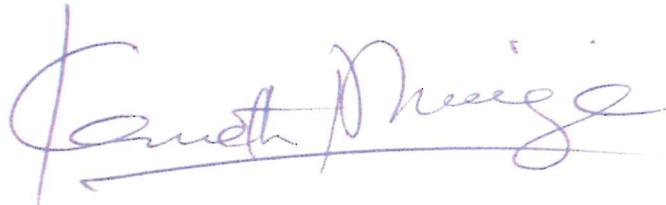
- i. Participated in the development of the fourth Medium Term Plan (MTP IV) Sector Working Groups and in the 47 County Consultation forums.
- ii. Held one (1) Youth Dialogue Forum to sensitize youth on Kenya Vision 2030 government programmes and opportunities.

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- iii. Convened a knowledge sharing and Kenya Vision 2030 flagship programmes and projects progress reports validation workshop for the MDAs implementing Vision 2030 flagship programmes and projects.
- iv. Participated in the vetting and evaluation of MDAs Performance Contracts for the FY 2020/21.
- v. Launched and disseminated Vision 2030 Flagship Programmes and projects progress reports for the period 2008-2020.
- vi. Convened editor's guild round table forum to enhance visibility and publicity of Kenya Vision 2030.
- vii. Developed and launched a model Manifesto for Kenya Political Parties through a collaborative partnership with the Office of the Registrar of Political Parties (ORPP), Commission on Administrative Justice (CAJ), Centre for Multiparty Democracy (CMD), and the United Nations Sustainable Development Goals (SDGs Kenya) to guide in the alignment of political party's manifestos to the Vision 2030 blueprint.

On strengthening institutional capacity, the Secretariat finalized a job evaluation exercise with support of the Department of Public Service Management. Additionally, to increase human capital, the Secretariat recruited officers in the critical departments, directorates, and sections. Kenya Vision 2030 Delivery Secretariat remains committed to continue providing strategic leadership and co-ordination in the realization of the overall goals and objectives of the Kenya Vision 2030 and its Medium-Term Plans (MTPs).

Thank you.



**KENNETH MWIGE  
DIRECTOR GENERAL**

## 6. Statement of Performance against Predetermined Objectives for FY 2021/22

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

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

- i. KRA1 - Implementation of flagship projects on schedule;
- ii. KRA2 - Ownership and Awareness of Kenya Vision 2030; and
- iii. KRA3 - Robust and dynamic institution/Institutional Strengthening.

VDS develops its annual work plans based on the above three (3) KRAs. An Assessment of the Board performance against its annual work plan is done on a quarterly basis. The VDS achieved its performance targets set for the FY 2021/2022 period for its three (3) KRAs, as indicated in the diagram below:

Strategic Pillar/Theme/Issues	Objective	Key Performance Indicators	Activities	Achievements
KRA1: Implementation of flagship projects on schedule	To provide strategic leadership in the co-ordination and implementation of Vision 2030 Flagship Programmes and Projects	Number of Knowledge sharing Workshops held	Convened a knowledge sharing workshop for the Vision 2030 flagship projects implementing agencies	MDAs validated flagship projects progress report for the FY 2020/2021 and shared best practices, challenges and lessons learnt during projects implementation period
		Number of MDAs Performance contracts Moderated and vetted	Moderated and vetted MDAs performance contracts	Aligned MDAs Performance Contracts with Vision 2030 development priorities
		Kenya Vision 2030 Flagship Programmes/Projects Identification Criteria issued	Finalized the Kenya Vision 2030 Flagship Programmes/Projects Identification Criteria and the Cabinet Secretary the National Treasury and Planning issued a circular to all MDAs and	The MDAs and Counties aligned draft development priorities for the MTP IV and CIDP III with the Kenya vision 2030 goals and objectives.

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<b>Strategic Pillar/Theme/Issues</b>	<b>Objective</b>	<b>Key Performance Indicators</b>	<b>Activities</b>	<b>Achievements</b>
			Counties on the same.	
		MTP IV developed	Participate in MTP IV sector Working groups; and Participate in MTP IV County consultations forums	Alignment of Development priorities with the Kenya Vision 2030 goals and objectives
		Number of youth engagement forums (Kikao) held	Organized one (1) youth engagement forum	250 youths sensitized on available Government opportunities
		Political parties model manifesto developed	Engaged political parties and stakeholders in the development of a model political party manifesto	Alignment of political party manifesto to the Kenya Vision 2030 Development blueprint
	To monitor and evaluate implementation of Vision 2030 Flagship Programmes and Projects	Number of projects monitored and disseminated	Monitoring and evaluation of flagship programmes and projects	Fast-tracking the implementation of 25 flagship projects and programmes through unlocking of bottlenecks; Assessing the implementation status of the 25 flagships projects and programmes
		Number of reports prepared	Prepared Kenya vision 2030 flagship programmes and projects progress report for FY 2020/2021	Updated progress of implementation of flagship projects and programmes; Informed Budget making process (MTEF) and policy formulation
KRA2: Ownership and Awareness of Kenya Vision 2030	To aggressively market and communicate Vision 2030 to all stakeholders	Number of media engagement forums held	Sponsored Magical Kenya Golf Tournament; Participated in the World Rally Championship;	Enhanced high brand visibility locally and internationally; Enhanced the publicity & visibility of vision 2030 flagship projects and

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<b>Strategic Pillar/Theme/Issues</b>	<b>Objective</b>	<b>Key Performance Indicators</b>	<b>Activities</b>	<b>Achievements</b>
			Publicity and Visibility – Media engagements and content creation Continuous stakeholder engagements and partnerships	programmes; and Created mass awareness on the benefits and achievements of Vision 2030 flagship programmes and projects
		Number of International Forums to market Vision 2030 attended	Collaborated with KEPROBA and KENINVEST in the Expo Dubai 2020	Enhanced the publicity & visibility of vision 2030
		Editors Guild Forum held	Engaged the editors from various media houses for buy-in and to enhance visibility	Enhanced the publicity and visibility of Kenya Vision 2030 flagship projects and programmes
		Launch and Dissemination of Kenya Vision 2030 Flagship Programmes and Projects progress reports	Organized the Launch of progress reports and disseminated to MDAs and other stakeholders	Enhanced the publicity and visibility of Kenya Vision 2030 flagship projects and programmes
KRA3: Robust and dynamic institution/Institutional Strengthening	To strengthen human resource capacity	Number of officers recruited	Interviewed shortlisted applicants for various positions; Appointed successful candidates; and inducted the officers	VDS capacity of critical position strengthened
	To mobilize adequate resources for VDS strategies	Number of concept notes for funding prepared	Preparation of a project concept note and submitted to the national treasury	Project concept note prepared and submitted to the national treasury

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<b>Strategic Pillar/Theme/Issues</b>	<b>Objective</b>	<b>Key Performance Indicators</b>	<b>Activities</b>	<b>Achievements</b>
			requesting for funding	
	To improve work environment	% Level of office relocation	Singing a contract with Britam centre; Relocation of office furniture and equipment's from KUSCCO Centre to Britam Centre	Improved office working environment for optimal performance

**Achievements as per the VDS Performance Contract (PC) for the FY 2021/22**

During the year under review, VDS achieved the following PC targets:

- i. Prepared and disseminated Flagship Projects Identification Criteria to guide Ministries Departments and Agencies and County Governments in the preparation of the fourth Medium Term Plan and the third generation County Integrated Development Plans (CIDPs);
- ii. Participated in the fourth Medium Term Plan (MTP IV) Sector Working Groups and County Consultation forums in the 47 counties;
- iii. Held one (1) Youth Dialogue Forum to sensitize youth on Vision 2030 government programmes and opportunities;
- iv. Convened a knowledge sharing and flagship programmes and projects progress reports validation workshop for the MDAs implementing Vision 2030 flagship programmes and projects;
- v. Monitored and reported on 25 Vision 2030 flagship projects;
- vi. Participated in the vetting and evaluation of MDAs Performance Contracts for the FY 2020/21;
- vii. Prepared an Annual Vision 2030 Flagship Projects and programmes progress report for FY 2020/21; and
- viii. Launched and disseminated Vision 2030 Flagship Programmes and projects progress reports for the period 2008-2020;
- ix. Convened editor's guild round table forum to enhance Visibility and publicity of Kenya Vision 2030.
- x. In collaboration with Office of the Registrar of Political Parties, prepared and launched a model manifesto for political parties to guide in the alignment of political party's manifestos.

## **7. Corporate Governance Statement**

The Kenya Vision 2030 Delivery Secretariat is committed to the values and principles of good corporate governance as an integral part of corporate culture established at the Secretariat and guides the way its directors, management and staff conduct the business of the organization. As a public-sector organization dedicated to providing quality service to its stakeholders, the secretariats decisions are guided by the core tenets prescribed in the Public Officers Ethics Act, the Leadership and Integrity Act, The Secretariats Code of Conduct, Corporate Governance guidelines and Board Committee Charters.

The Secretariat endeavours to develop, strengthen and sustain the trust that the Government, employees and public has placed in it. The Board is committed to regularly evaluate national and international emerging standards in responsible, transparent and efficient management with a view of enhancing corporate governance at the Secretariat and consistently deliver on its statutory mandate.

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

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

The responsibilities of the Board include: -

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

### **Statement of compliance**

The Board conducts its business affairs in full compliance with all applicable laws, rules and regulations. The Board ensures that: - (a) the Vision 2030 complies with the spirit and the letter of the Constitution and that the policies, institutional frameworks and administrative procedures of the Board effectively support implementation of the Constitution; (b)laws, rules, regulations, codes, and standards applicable to

the Vision 2030 are identified, documented and observed. These include Mwongozo, the Code of Governance for State Corporations; Leadership and Integrity Act, 2012; Public Officers Ethics Act, 2003; Public Finance Management Act, 2012; Public Procurement & Asset Disposal Act 2015; Occupational Safety & Health Act 2007; Employment Act, 2007; Fair Administrative Action Act 2015; State Corporation Act Cap. 446; and Quality Management.

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

#### **Board Governance Framework Board Charter**

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

#### **Board Work Plan**

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

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

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

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

#### **Code of Conduct and Ethics**

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

implemented to guide the Board, management, employees and stakeholders on acceptable behaviour in conducting business.

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

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

#### **Governance Audit**

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

During the period under review, the Secretariat was exempted from the annual governance audit since SCAC had not issued the guidelines for governance Audit.

#### **Legal Compliance Audit**

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

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

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

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

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both the Directors and employees. Reported incidents are independently assessed, and where relevant, independently investigated. The stated policies were revised during the period under review awaiting Board approval.

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

The Board consists of forty-seven Directors. The Board composition draws a good mix of skills, experience and proficiencies in various fields. The directors' biographies are shown on pages 1x to xxv.

### **Board Remunerations**

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

### **Board and Strategy Meetings**

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

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

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

### **Board Meetings Attendance**

S/No.	Name	Nationality	Board Membership	Date of Appointment	Title and Institution	% Attendance for FY 2021/22
1.	Jane Karuku	Kenyan	Chairperson	3rd May 2019	<b>Group Managing Director, East African Breweries Limited</b>	80
2.	Dr. Joseph K. Kinyua, EGH,	Kenyan	Member	31st August 2012	<b>Head of the Public Service, State House</b>	80

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S/No.	Name	Nationality	Board Membership	Date of Appointment	Title and Institution	% Attendance for FY 2021/22
3.	Saitoti Torome, CBS	Kenyan	Member	June 2013	<b>PS - Planning/The National Treasury and Planning</b>	80
4.	Dr. Julius Muia, EBS	Kenyan	Member	June 2013	<b>PS - Treasury/The National Treasury and Planning</b>	80
5.	Amb. Macharia Kamau, MBS	Kenyan	Member	June 2013	<b>PS - Ministry of Foreign Affairs</b>	40
6.	Amb. Johnson Weru	Kenyan	Member	28 <sup>th</sup> February 2020	<b>PS – Trade/Ministry of Industry, Trade &amp; Cooperatives</b>	0
7.	Maj. Gen. (Rtd) Gordon O. Kihalangwa	Kenyan	Member	June 2013	<b>PS - Ministry of Energy</b>	60
8.	Dr. Nicholas Muraguri, CBS	Kenyan	Member	June 2013	<b>PS - Ministry of Lands &amp; Physical Planning</b>	80
9.	Prof. Hamadi Iddi Boga	Kenyan	Member	June 2018	<b>PS - Crop &amp; Agriculture Research/Ministry of Agriculture, Livestock, Fisheries, and Irrigation</b>	100
10.	Harry Kimutai	Kenyan	Member	June 2018	<b>PS - Livestock/Ministry of Agriculture,</b>	80
11.	Joseph W. Irungu, CBS	Kenyan	Member	June 2013	<b>PS –Ministry of Water, Sanitation, and Irrigation</b>	80
12.	Nelson Marwa, CBS	Kenyan	Member	June 2013	<b>PS - Social Protection/Ministry of Labour and Social Protection</b>	100
13.	Eng. Peter Tum Kiplagat, OGW	Kenyan	Member	June 2013	<b>PS - Labour/Ministry of Labour and Social Protection</b>	100
14.	Prof. Collette A. Suda, PhD, FKNAS, CBS	Kenyan	Member	June 2013	<b>PS – Gender Affairs/Ministry of Public Service, Youth and Gender Affairs</b>	20
15.	Amb. Simon Nabukwesi	Kenyan	Member	28 <sup>th</sup> February 2020	<b>PS - University Education and Research/Ministry of Education</b>	40
16.	Dr. Kevit Desai, PhD, MBS	Kenyan	Member	June 2013	<b>PS – East African Community</b>	100

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S/No.	Name	Nationality	Board Membership	Date of Appointment	Title and Institution	% Attendance for FY 2021/22
17.	Dr. Julius Jwan	Kenyan	Member	28 <sup>th</sup> February 2020	PS - Principal Secretary/Early learning and Basic Education Ministry of Education	40
18.	Jerome O. Ochieng	Kenyan	Member	June 2013	PS - ICT, Ministry of Information, Communication and Technology	80
19.	Josephtha Mukobe, CBS	Kenyan	Member	June 2013	PS - Culture and Heritage, Ministry of Sports, Culture and Heritage	100
20.	Susan N. Mochache, CBS	Kenyan	Member	June 2013	PS - Ministry of Health	80
21.	Dr. (Eng.) Joseph K. Njoroge, CBS	Kenyan	Member	June 2013	PS - Transport, Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	40
22.	Julius Korir, CBS	Kenyan	Member	June 2013	PS - Devolution Ministry of Devolution and Arid and Semi-Arid Land (ASAL)	60
23.	Prof. Arch. Paul Maringa, CBS	Kenyan	Member	June 2013	PS - Infrastructure, Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	80
24.	Charles Hinga Mwaura	Kenyan	Member	June 2013	PS - Housing and Urban Development, Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	80
25.	Amb. Peter Kaberia, CBS	Kenyan	Member	January 2016	PS - State Department for Industrialization Ministry of Industry, Trade and Co-operatives,	100

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S/No.	Name	Nationality	Board Membership	Date of Appointment	Title and Institution	% Attendance for FY 2021/22
26.	Dr. Francis Owino	Kenyan	Member	2017	<b>PS - Fisheries, Ministry of Livestock, Fisheries &amp; Irrigation. State department for Fisheries Aquaculture &amp; the Blue Economy</b>	100
27.	Hon. Safina Kwekwe	Kenyan	Member	June 2013	Principal Secretary - Tourism, Ministry of Tourism and Wildlife	20
28.	Prof. Collette A. Suda, PhD, FKNAS, CBS	Kenyan	Member	28 <sup>th</sup> February 2020	<b>PS - Gender Affairs/Ministry of Public Service, Youth and Gender Affairs</b>	20
29.	Charles Sunkuli, CBS	Kenyan	Member	June 2013	<b>PS/Youth Affairs, Ministry of Public Service, Youth and Gender Affairs</b>	80
30.	Dr. (Eng.) Karanja Kibicho, CBS	Kenyan	Member	June 2013	<b>PS - Interior/Ministry of Interior and Coordination of National Government</b>	0
31.	Joe Okudo	Kenyan	Member	June 2013	<b>PS - Sports, Ministry of Sports</b>	40
32.	Andrew Kamau Nganga, CBS	Kenyan	Member	June 2013	<b>PS - Petroleum/Ministry of Petroleum and Mining</b>	40
33.	Nancy Karigithu, CBS	Kenyan	Member	June 2013	<b>PS - Shipping and Maritime/Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works</b>	80
34.	Kennedy Ogeto, EBS	Kenyan	Member	13th February 2009	<b>Solicitor General, Office of the Attorney General and Department of Justice</b>	100
35.	Kennedy W. Kihara, CBS	Kenyan	Member	2nd December 2016	<b>Principal Administrative Secretary, Presidency</b>	80
36.	Dr. Moses Ikiara, MBS	Kenyan	Member	13th February 2009	<b>Managing Director, Kenya Investment Authority</b>	100

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S/No.	Name	Nationality	Board Membership	Date of Appointment	Title and Institution	% Attendance for FY 2021/22
37.	Dr. Patrick Njoroge	Kenyan	Member	19th June 2015	<b>Governor, Central Bank of Kenya</b>	100
38.	Wycliffe Shamiah	Kenyan	Member	31 <sup>st</sup> January 2020	<b>Chief Executive Officer, Capital Markets Authority</b>	80
39.	Andrew Wakahiu	Kenyan	Member	1st February 2017	<b>Secretary, President's Delivery Unit</b>	0
40.	Dr. Vincent O. Nyagilo, PhD, EBS	Kenyan	Member	June 2013	<b>Secretary, National Economic and Social Council</b>	100
41.	Joshua N. Oigara	Kenyan	Member	2nd October 2015	<b>Chief Executive Officer, Kenya Commercial Bank</b>	60
42.	Juliana Rotich	Kenyan	Member	2nd October 2015	Consultant & Tech Entrepreneur Novato Africa	40
43.	Mucai Kunyiha	Kenyan	Member	2nd October 2015	<b>Group Managing Director, Coopers K-Brands Ltd</b>	40
44.	Rita Kavashe	Kenyan	Member	2nd October 2015	<b>Managing Director, Isuzu East Africa</b>	40
45.	Nick Nesbitt, OGW	Kenyan	Member	14th December 2018	Chairman KEPSA (Kenya Private Sector Alliance)	40
46.	Joseph Tiampati Ole Musuni	Kenyan	Member	16 <sup>th</sup> October 2019	Business Entrepreneur and Consultant	100
47.	Michael G. Waweru	Kenyan	Member	16 <sup>th</sup> October 2019	Chairman East African Cables	0

### Board Committees

The Board Committees as at the date of this report comprise:

		<b>Social &amp; Political Board Committee</b>
<b>Main Function</b>		<i>To consider and approve operational social and political matters of Kenya Vision 2030 Delivery Secretariat.</i>
<b>Chairperson</b>	1.	<b>Dr. Kevit Desai, PhD, MBS</b> Principal Secretary/Vocational & Technical Training

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<b>Member</b>	2.	Amb. Macharia Kamau, MBS Principal Secretary/Foreign Affairs
"	3.	Susan Mochache, CBS Principal Secretary/Health
"	4.	Charles Hinga Mwaura Principal Secretary/Housing & Urban Development
"	5.	Dr. Belio Kipsang, CBS Principal Secretary/Basic Education
"	6.	Josephta Mukobe, CBS Principal Secretary/Heritage
"	7.	Prof. Collette A. Suda, PhD, FKNAS, CBS Principal Secretary/Gender Affairs
"	8.	Nelson Marwa, EBS Principal Secretary/Social Protection
"	9.	Joseph W. Irungu, CBS Principal Secretary - Ministry of Water and Sanitation
"	10.	Joe Okudo, CBS Principal Secretary/Sports
"	11.	Dr. Julius Korir, CBS Principal Secretary/Infrastructure
"	12.	Charles Sunkuli, CBS Principal Secretary/Devolution
"	13.	Kennedy Ogetto, CBS Solicitor General/Office of the Attorney General and Department of Justice
"	14.	Rita Kavashe Managing Director/Isuzu East Africa Limited

		<b>Finance and Administration Board Committee</b>
<b>Main Function -</b>		<i>To consider and approve operational finance and administration matters of Kenya Vision 2030 Delivery Secretariat.</i>
<b>Chairperson</b>	1.	Joseph TiampatiOle Musuni Business Entrepreneur & Consultant
<b>Member</b>	2.	Mr. Saitoti Torome, CBS Principal Secretary/Planning
"	3.	Dr. Julius Muia, PhD, CBS Principal Secretary/National Treasury
"	4.	Prof. Hamadi Iddi Boga PS/Crop Development and Agriculture Research
"	5.	Kennedy Kihara, CBS Principal Administrative Secretary/Cabinet Office
"	6.	Kennedy Ogetto Solicitor General/Attorney General Office

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

<b>Economic &amp; Macro Board Committee</b>		
	<i>To consider and approve operational economic and macro matters of Kenya Vision 2030 Delivery Secretariat</i>	
	1.	Joseph TiampatiOle Musuni Business Entrepreneur & Consultant
	2.	Dr. Julius Muia, PhD, CBS Principal Secretary/National Treasury
	3.	Saitoti Torome, CBS Principal Secretary/ Planning
	4.	Prof. Hamadi I. Boga, PhD Principal Secretary/ Crop Development and Agriculture Research

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	5.	Prof. Japheth Ntiba, CBS Principal Secretary/Fisheries, Aqua Culture and the Blue Economy
	6.	Amb. Johnson Weru Principal Secretary/ Trade
	7.	Dr. Francis O Owino Principal Secretary/Industry
	8.	Eng. Andrew Kamau, CBS Principal Secretary/Petroleum
	9.	Amb. Peter Kaberia, CBS Principal Secretary/Industrialization
	10.	Hon. Safina Kwekwe Principal Secretary/Tourism
	11.	Joseph Irungu, CBS Principal Secretary/Irrigation
	12.	Josephtha Mukobe, CBS Principal Secretary/Heritage
	13.	Harry Kimutai Principal Secretary/Livestock
	14.	Nancy Karigithu Principal Secretary/Shipping and Maritime
	15.	Dr. Patrick Njoroge Governor - Central Bank of Kenya
	16.	Wycliffe Shamiah, FCPA Chief Executive Officer - Capital Markets Authority

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

<b>Communication &amp; Strategy Board Committee</b>		
<b>Main Function -</b>	<i>To consider and approve operational communication matters of Kenya Vision 2030 Delivery Secretariat.</i>	
Chairperson	1.	Juliana Rotich

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		Technologist, Strategic Advisor
<b>Member -</b>	<b>2.</b>	Dr. Julius Muia, PhD, CBS Principal Secretary/the National Treasury
"	3.	Jerome Ochieng Principal Secretary/ICT and Innovation
"	4.	Joe Okudo, CBS Principal Secretary/Tourism
"	5.	Dr. Moses Ikiara Managing Director/Kenya Investment Authority
"	6.	Dr. Vincent Nyagilo Secretary/National Economic and Social Council
"	7.	Rita Kavashe MD/Isuzu East Africa Ltd
"	8.	Mucai Kunyiha Group Managing Director/Kzanaka Limited

### **Succession Plan**

The Secretariat is committed to ensuring its structure and people have the capabilities and capacity to meet its goals and objectives for now and in the future. The Secretariat will, therefore, seek to understand its future capability needs, identify potential talent gaps, and seek to remedy those gaps through the development and progression of staff. Staff development initiatives will be spearheaded within departments through mentorship and coaching programs in order to create a talent pool of qualified staff able to undertake new roles or additional responsibilities.

VDS shall further sponsor Senior Management on Management courses for purposes of Senior management leadership skills development for succession planning and will undertake full sponsorship of staff training in leadership and management programs for all cadres on critical skills. The Secretariat has developed a Succession Plan policy within the HR and Procedures Manual awaiting the Board's approval.

### **Process of Appointment and Removal of Directors**

Kenya Vision 2030 Delivery Board Members comprises of two categories of Board Members i.e., Seven independent Board members who are appointed by HE the President for a period of three years, All the Principal Secretaries and the Director General who is the Secretary to the Board.

### **Board Induction and Continuous Skills Development**

Upon appointment, Directors undergo a detailed, rigorous, and formal induction programme in line with the Board Charter. The aim of the induction programme is to enable new Directors to become effective in their new role as quickly as possible. The Directors are provided with pertinent information to help them

understand the Vision 2030 and their role. The Directors are also required to experience first-hand key operations of the Secretariat and a detailed induction programme is prepared for this purpose. Newly appointed Directors also meet senior management, the Director General and the Chairperson of the Board before attending their first Board meeting.

### **Procurement**

The objective of the procurement policy is to deliver the best possible value for money and spend optimization for the Vision 2030's procurement requirements using professional procurement practices aligned with the 2030 corporate objectives. The procurement policy is set out to provide uniformity, inclusivity, fairness, professionalism, honesty, and transparency in the management of procurement activities within the context of Corporate Policies, with the key aim of obtaining value for money. The Policy aims at optimizing supply chain efficiency, effectiveness, and enhanced supplier relationships by designing supply frameworks, rationalizing the supplier base, and developing long term strategic partnerships with competent, like-minded suppliers. Integrity remains the gate to conducting business with Vision 2030. The current Procurement Policy Manual has been revised awaiting Board approval.

### **Information technology (IT)**

The Vision 2030 information technology (IT) systems are covered under an IT Policy. The policy aims at protecting the institution's investment in information technology infrastructure, IT equipment and mobile facilities, data/telecommunications networks, and software, maintain the highest standards of cyber security, while protecting the Vision 2030 confidential and sensitive information. All VDS operational activities are highly leveraged on ICT. The current ICT policy Manual has been revised awaiting Board approval.

### **Communication Policy**

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

### **Stakeholder Management**

The reputation of the Vision 2030 is a key focus for the Board. The Communications and Marketing department plays a key role in how the public (stakeholders, customers, suppliers, and the public), as well

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

The Secretariat has also developed a Corporate Social Responsibility policy that guides the stakeholder relationship and management of CSR activities.

## **8. Management Discussion and Analysis**

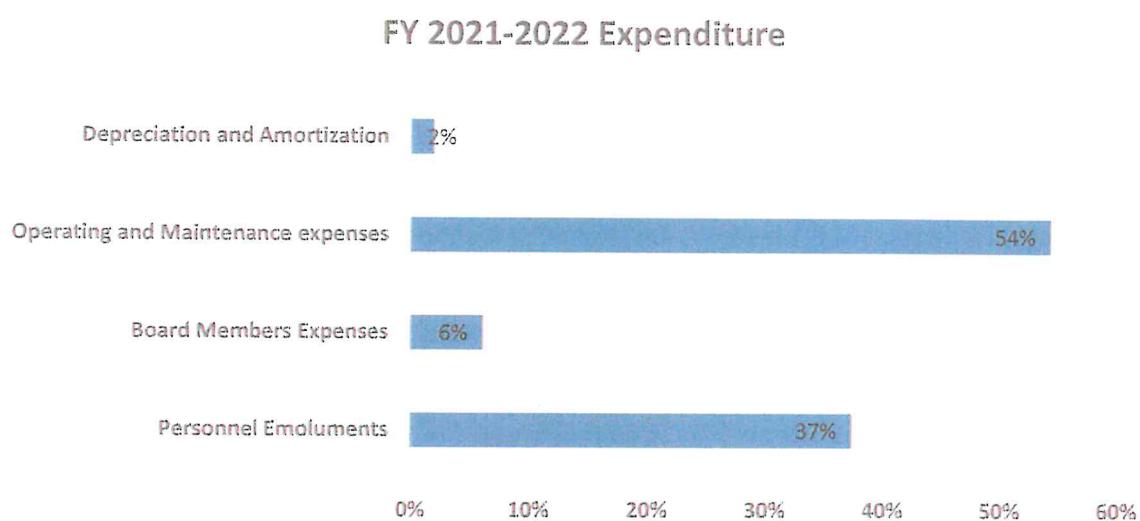
In the year under review, the Secretariat continued with its principal business of spearheading the implementation of the Vision as the country's blueprint and strategy towards making Kenya a newly industrializing middle income country capable of providing a high quality of life for all its citizens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

In terms of finances, the Agency still overwhelmingly relies on the support of the National Government. KShs 219,210,000 was provided by the Exchequer, KShs 1,394,191 generated from other sources, primarily interest income from call account, and other miscellaneous sources. In comparative terms, GOK funding was 99 percent while other sources accounted for 1 percent.

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

In terms of expenditure, the Agency spent KShs. 269,943,211 KShs. 264,609,759 being direct cash items and the balance of KShs. 5,333,452 being provisions for depreciation and amortization. As indicated on the chart below, staff costs account for 37 percent of the total expenditure. General expenses include various expense lines.

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



The Secretariat has a total asset base of KShs 48,422,168. The assets are made up of KShs 7,788,449 in receivable/prepayments. Cash and cash equivalents of KShs 19,963,527 were available for use at the end of the year. Non-current assets were made up of property, plant and equipment since the intangible assets have been amortized fully.

The Secretariat has been able to deliver on its primary mandate of spearheading the implementation of the Vision as the country's blueprint. To maintain effective and sustainable delivery, it is imperative that it

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for the year ended June 30, 2022.**

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maintains an effective, efficient, and economical system of internal processes, procedures, staff compliment and other resources to fully deliver on its mandate. To this end, the Secretariat has reviewed its organizational structure to ensure efficiency in its operations. The challenge of retaining qualified staff members is a key one going forward.

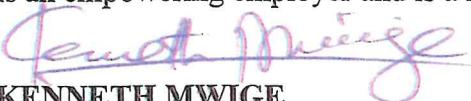
VDS has put mechanisms in place to enhance staff motivation such as competitive salary and benefits, team building activities within and outside Nairobi, staff training and development for career growth, work life balance, provision of staff medical benefits with their families, conducive work environment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

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

During the year under review, the Secretariat prepared the Kenya Vision 2030 Flagship Programmes and Projects report for the FY 2020/2021, developed, and issued a Kenya Vision 2030 Flagship Programmes/Projects Identification Criteria to guide MDAs and Counties on the identification of flagship programmes and projects and monitored 25 Flagship Programmes Projects in Coast, Nyanza, Central regions. In addition, the secretariat organised the 8th Knowledge Sharing Workshop for MDAs, collaborated with the State Department for Youth Affairs in promoting training of youth by holding a youth forum (Kikao) in Embu County, engaged the Office of the Registrar of Political Parties and representatives of the political parties in the development and launch of a Model Manifesto, and undertook targeted media events/engagements for the Magical Kenya Open tournaments and World Rally Championships.

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

The Financial Statements for year 2021/2022 show that the Secretariat has a sound base of operations but there is need for continued government support. Succinctly, adequate funding. The Vision Delivery Secretariat Management is committed to running an organization that complies with all applicable laws, is an empowering employer and is a reliable partner for all who rely on our services.

  
**KENNETH MWIGE  
DIRECTOR GENERAL**

## 9. Environmental and Sustainability Reporting

Kenya Vision2030 Delivery Secretariat exists to transform lives. This is our purpose; the driving force behind everything we do. It's what guides us to deliver our strategy, putting the Citizen first, delivering relevant services, and improving operational excellence. Below is an outline of the organisation's policies and activities that promote sustainability.

### i) Sustainability strategy and profile

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

### ii) Environmental performance

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

The Secretariat is committed towards reducing environmental impacts emanating from the aspects of climate change and prolonged periods of drought. This is implemented through VDS corporate social responsibility which stipulates VDS commitments towards tree planting activities in various locations within the country. The exercise is geared towards promoting 10 percent forest coverage by the year 2022.

### iii) Employee welfare

The Secretariat has in place the necessary approved human resource instruments and is currently in the process of reviewing and approving all the VDS operational manuals which include, among others the Human Resource Policies & Procedures Manual, the Work Environment Policy and the Governance and Ethics Policy.

The stated manuals provide guidelines on human resource management and employee welfare including other cross cutting issues such as gender, disability, alcohol and drug abuse, national values and cohesion, occupational safety and health, corruption prevention and road safety mainstreaming. This is in liaison with relevant stakeholder consultations in cognizance of best practices and consistency with relevant government policies, regulations, and guidelines. To drive this course, the Secretariat constituted a Human Resource Management Advisory Committee and Performance Management Committees respectively with distinct terms of reference.

The Secretariat finalized the recruitment process and competitively filled critical senior vacant positions in the Establishment. The filling of other critical vacant positions is currently on-going. VDS further conducted a training needs analysis and is currently implementing the approved training plan to address the emerging needs of the Secretariat.

For effective performance management and service delivery, VDS continues to undertake performance evaluations, hence embracing the annual staff performance appraisal system based on the agreed performance targets and workplan.

Employee remuneration and benefits management are undertaken within the SRC guidelines and Government circulars issued from time to time and within the best practice. Disciplinary matters during the period under review have been handled within policy guidelines and the Fair Administrative Act 2015. Further, the Secretariat has provided a well-designed and adequate office space, furniture and equipment to staff to enable them work comfortably.

**iv) Market place practices**

The organisation should outline its efforts to:

**a) Responsible competition practice.**

The Secretariat adheres to the Constitution of Kenya, Public Finance Management Act, 2012 and Regulations 2015, Public Procurement and Asset Disposal Act, 2015, and regulation 2020 to promote transparency, accountability, prudent financial management and access to information and materials to enhance responsible competition practices. The use of standard tender documents as provided for by PPRA ensure that issues corruption and fair competition are addressed when floating quotations, proposals, and tenders.

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

The Secretariat has achieved competitive advantages through superior performance by avoiding unethical or illegal business practices. This is done following the laid down procedures on tender evaluations and awarding. The secretariat advertises its tenders openly and has a list of prequalified suppliers who are treated equally with preference given to the Special Groups such as Youth, Women and People living with Disabilities in accordance with AGPO requirements. During the year under review, the secretariat endeavored to award 30% of tenders and quotations to this special groups in efforts of improving supplier relations. The secretariat also endeavored to ensure that they were no pending bills during the financial year.

**c) Responsible marketing and advertisement**

The Secretariat ensures responsible marketing, advertisements and publishing reports, tenders, job advertisements in the Nation newspapers and VDS website.

**d) Product stewardship**

VDS ensures that goods and services delivered are genuine products through conducting inspection and verification before acceptance.

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

The Secretariat acknowledges the importance of giving back to the society and has put in place a robust Corporate Social Responsibility (CSR) framework to ensure meaningful involvement in community engagement efforts. The Secretariat has continued to participate and implement programs aimed at reaching the under privileged in the society, creating strong stakeholder relationships and meeting its corporate citizenship obligations. In the financial year 2021/2022, Kenya Vision 2030 Delivery Secretariat (VDS) engaged in Tree Planting exercise at various institutions and sites i.e.:

**A. World Wetlands Day Celebrations**

Kenya Vision 2030 Delivery Secretariat initiated a partnership with National Environment Management Authority (NEMA) to participate in the commemoration of International Wetlands Day. This was to create awareness on the advancements made so far in the environment sector, and to devise new strategies for accelerating the Vision for a clean and sustainable environment as envisaged by Vision 2030 blueprint. The National Celebrations were held in Kiambu County at Alliance High School on 2<sup>nd</sup> February 2022 and included several sub-activities among them, Launch of Eco -Toilet and Tree planting exercise.



***VDS Director General, Mr. Kenneth Mwige planting a tree at Alliance High School – Kiambu County***



*VDS Director and Deputy Director Social and Political Pillar Ms. Ada Mwangola, & Ms. Juliet VDS planting a tree at Ondiri swamp - Kiambu County*

#### **B. Staff tree planting exercise**

In the Financial Year 2021/2022, Kenya Vision 2030 Delivery Secretariat committed to plant trees towards achieving the presidential directive to increase forest cover to 10 percent by the year 2030. To this end, during the Financial Year 2021 – 2022, VDS procured 5000 trees which were to be planted by staff in various locations in the country as evident from the photos below:



*VDS staff member Mary Lokoro handing over trees for planting at Vine Garden Primary school - Kajiado County*



*VDS staff member Sharon Chepkoech planting a tree at Morit Primary School – Bomet County*



*VDS staff member Juliet Murimi handing over trees for planting at Baricho High School – Kirinyaga county*

Kenya Vision 2030 Delivery Secretariat  
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## 10. Report of the Directors

The Directors submit their report together with the audited financial statements for the year ended Ju 30, 2022, which show the state of the *Kenya Vision 2030 Delivery Secretariats* affairs.

### i) Principal activities

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

### ii) Results

The results of the Secretariat for the year ended 30<sup>th</sup> June 2022 are set out on page 1.

### iii) Directors

The members of the Board of Directors who served during the year are shown on page ix. During the ye no director retired/ resigned and none was appointed.

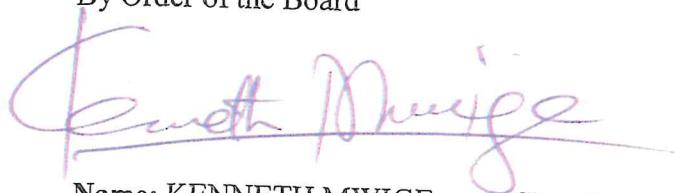
### iv) Surplus remission

The Secretariat did not make any surplus during the year 2021/2022 and hence no remittance to the Consolidated Fund.

### v) Auditors

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

By Order of the Board



Name: KENNETH MWIGE  
Secretary to the Board

Signature:

Date: 14/10/2022



*VDS staff member Beatrice Mwangi planting a tree at Tetu girls' primary school – Nyeri County*

**Kenya Vision 2030 Delivery Secretariat  
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**11. Statement of Directors Responsibilities**

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

The Directors are responsible for the preparation and presentation of the Secretariat's financial statements, which give a true and fair view of the state of affairs of the Secretariat for and as at the end of the financial year (period) ended on June 30, 2022. This responsibility includes: (i) maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period; (ii) maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Secretariat; (iii) designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring that they are free from material misstatements, whether due to error or fraud; (iv) safeguarding the assets of the Secretariat; (v) selecting and applying appropriate accounting policies; and (vi) making accounting estimates that are reasonable in the circumstances.

The Directors accept responsibility for the Secretariat's financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Public Sector Accounting Standards (IPSAS), and in the manner required by the PFM Act, 2012 and the Gazette Notice 1386 dated 17<sup>th</sup> February 2009. The Directors are of the opinion that the Secretariat's financial statements give a true and fair view of the state of Secretariat's transactions during the financial year ended June 30, 2022, and of the Secretariat's financial position as at that date. The Directors further confirm the completeness of the accounting records maintained for the Secretariat, which have been relied upon in the preparation of the Secretariat's financial statements as well as the adequacy of the systems of internal financial control.

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

**Approval of the financial statements**

The Secretariat's financial statements were approved by the Board in August 2022 and signed on its behalf by:

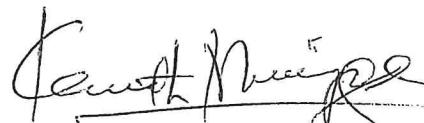
Signature:



Name: Carole Kariuki, MBS

**Chairperson of the Board**

Signature:



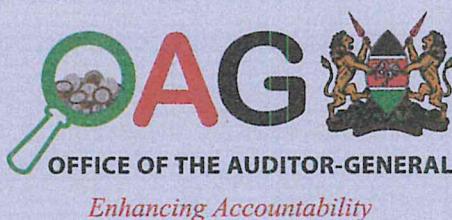
Name: Kenneth Mwige

**Director General**



# REPUBLIC OF KENYA

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E-mail: [info@oagkenya.go.ke](mailto:info@oagkenya.go.ke)  
Website: [www.oagkenya.go.ke](http://www.oagkenya.go.ke)



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

## **REPORT OF THE AUDITOR-GENERAL ON KENYA VISION 2030 DELIVERY SECRETARIAT FOR THE YEAR ENDED 30 JUNE, 2022**

### **PREAMBLE**

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

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

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

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

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

#### **Opinion**

I have audited the accompanying financial statements of Kenya Vision 2030 Delivery Secretariat set out on pages 1 to 31, which comprise of the statement of financial position as at 30 June, 2022, and the statement of financial performance, statement of changes

in net assets, statement of cash flows and statement of comparison of budget and actual amounts for the year then ended, and a summary of significant accounting policies and other explanatory information in accordance with the provisions of Article 229 of the Constitution of Kenya, 2010 and Section 35 of the Public Audit Act, 2015. I have obtained all the information and explanations, which to the best of my knowledge and belief were necessary for the purpose of the audit.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Kenya Vision 2030 Delivery Secretariat as at 30 June, 2022, and of its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (Accrual Basis) and comply with Kenya Gazette Notice 1386 dated 17 February, 2009 and the Public Finance Management Act, 2012.

### **Basis for Opinion**

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). I am independent of the Kenya Vision 2030 Delivery Secretariat Management in accordance with ISSAI 130 on Code of Ethics. I have fulfilled other ethical responsibilities in accordance with the ISSAI and in accordance with other ethical requirements applicable to performing audits of financial statements in Kenya. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### **Key Audit Matters**

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

### **Other Matter**

### **Unresolved Prior Years Matters**

Several prior years audit issues remained unresolved as at 30 June, 2022. However, the Management has not provided reasons for the delay in resolving the prior years' audit issues dated back to 2017/2018.

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

### **Conclusion**

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

## **Basis for Conclusion**

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

The statement of comparison of budget and actual amounts reflects final budget of Kshs.13,800,000 for Director's emoluments. However, the Secretariat spent Kshs.16,673,279 on the same item resulting to over expenditure of Kshs.2,873,279 or 21% of the approved budget for the same item. However, there were no supplementary budget approval provided for audit review. This is contrary to Section 40(5) of the Public Finance Management (National Government) Regulations, 2015 which state that the accounting officers may seek supplementary budget if the expenditure cannot be met by budgetary allocation.

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

### **2. Exceeded Ratio of Employees Costs to Revenue**

The statement of financial performance reflects total revenue amount of Kshs.220,604,191. However, the statement and as disclosed in Note 9 to the financial statements reflects employees costs of Kshs.115,396,239 or 52% of the total revenue. This is contrary to Regulation 26 of Public Finance Management (National Government) Regulations 2015, which requires National Government expenditure on the compensation of employees not to exceed 35% of the total revenue for the year.

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

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

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

### **Conclusion**

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

### **Basis for Conclusion**

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

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

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

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

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

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

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

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

The audit objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report which includes my opinion in accordance with the provisions of Section 48 of the Public Audit Act, 2015 and submit the audit report in compliance with Article 229(7) of the Constitution. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement and weakness when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

In addition to the audit of the financial statements, a compliance audit is planned and performed to express a conclusion about whether, in all material respects, the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities which govern them and that public resources are applied

in an effective way, in accordance with the provisions of Article 229(6) of the Constitution and submit the audit report in compliance with Article 229(7) of the Constitution.

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

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

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

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

- Obtain sufficient appropriate audit evidence regarding the financial information and business activities of the Secretariat to express an opinion on the financial statements.
- Perform such other procedures, as I consider necessary in the circumstances.

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

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



CPA Nancy Gathungu, CBS  
AUDITOR-GENERAL

Nairobi

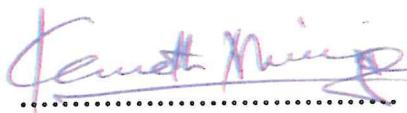
07 December, 2022

Kenya Vision 2030 Delivery Secretariat  
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14. Statement of Financial Position as at 30 June 2022

		2021-2022	2020-2021 Restated	2020-2021
	Note	Kshs	Kshs	
<b>Assets</b>				
<b>Current Assets</b>				
Cash and cash equivalents	13	19,963,527	94,099,167	94,099,167
Receivables from non-exchange transactions	14	7,788,449	5,797,183	5,797,183
<b>Total Current Assets</b>		<b>27,751,976</b>	<b>99,896,350</b>	<b>99,896,350</b>
<b>Non-current assets</b>				
Property, plant and equipment	15	20,670,191	8,002,156	8,002,156
Intangible assets	16	-	-	-
<b>Total assets</b>		<b>48,422,168</b>	<b>107,898,506</b>	<b>107,898,506</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	17	27,021,828	22,790,542	22,790,426
<b>Total liabilities</b>		<b>27,021,828</b>	<b>22,790,542</b>	<b>22,790,426</b>
<b>Net assets</b>				
Capital reserve		64,487,496	64,487,496	64,487,496
Accumulated Surplus		(43,087,157)	20,620,468	20,620,584
		<b>21,400,340</b>	<b>85,107,964</b>	<b>85,108,080</b>
<b>Total net assets and liabilities</b>		<b>48,422,168</b>	<b>107,898,506</b>	<b>107,898,506</b>

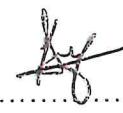
The Financial Statements set out on pages 1 to 30 were signed on behalf of the Board of Directors by:

  
.....

Name: KENNETH MWIGE

Director General

Date: 14/10/2022

  
.....

Name: DAVID NYAMAI

Head of Finance

ICPAK M/No:8114

Date: 14/10/2022

  
.....

Name: CAROLE KARIUKI, MBS

Chairman of the Board

.....

Date: 14/10/2022

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13. Statement of Financial Performance for the year ended 30 June 2022

		2021-2022	2020-2021 Restated	2020-2021
	Note	Kshs	Kshs	
<b>Revenue from non-exchange transactions</b>				
Transfers from other government entities	6	219,210,000	219,210,000	219,210,000
		<b>219,210,000</b>	<b>219,210,000</b>	<b>219,210,000</b>
<b>Revenue from exchange transactions</b>				
Finance income	7	960,055	3,921,233	3,921,233
Other income	8	434,136	-	-
		<b>1,394,191</b>	<b>3,921,233</b>	<b>3,921,233</b>
<b>Total revenue</b>		<b>220,604,191</b>	<b>223,131,233</b>	<b>223,131,233</b>
<b>Expenses:</b>				
Employment cost	9	115,396,239	102,234,577	102,234,577
Directors' emoluments	10	16,673,279	4,274,229	4,274,229
Use of goods and services	11	141,599,034	152,094,996	152,094,880
Depreciation and amortization expense	15	5,333,452	2,472,856	2,472,856
Repairs and maintenance	12	5,309,809	4,967,028	4,967,028
<b>Total expenses</b>		<b>284,311,814</b>	<b>266,043,570</b>	<b>266,043,570</b>
<b>Deficit for the year</b>		<b>(63,707,624)</b>	<b>(42,912,453)</b>	<b>(42,912,337)</b>

The notes set out on pages 13 to 22 form an integral part of these Financial Statements.

**Director General**

Name: Kenneth Mwige



Date: 14/10/2022

**Head of Finance**

Name: David Nyamai

ICPAK M/No:8114



Date: 14/10/2022

**Chairman of the Board**

Name: Carole Kariuki, MBS



Date: 14/10/2022

15 Statement of Changes in Net Assets for the year ended 30 June 2022

	Capital reserve	Accumulated Surplus	Total
	Ksh	Ksh	Ksh
At July 1, 2020	64,486,996	63,532,921	128,019,917
Deficit for the year	-	(42,912,337)	(42,912,337)
Account Activation Deposit	500		500
At June 30, 2021	64,487,496	20,620,584	85,108,080
At July 1, 2021	64,487,496	20,620,584	85,108,080
Prior Year Adjustment		(116)	(116)
Deficit for the year		(63,707,625)	(63,707,625)
At June 30, 2022	64,487,496	(43,087,157)	21,400,340

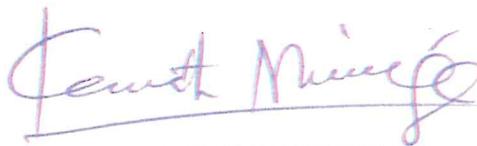
The prior year adjustment relates to an understatement of account payable in the previous year on a transaction that was erroneously posted. This has been correctly restated.

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**16. Statement of Cash Flows for the year ended 30 June 2022**

		2021-2022	2020-2021 Restated	2020-2021
	Note	KShs	KShs	
Deficit for the year before tax		(63,707,624)	(42,912,453)	(42,912,333)
<b>Adjusted for:</b>				
Depreciation	15	5,333,452	2,472,856	2,472,856
Increase in receivables	14	(1,991,266)	(1,369,877)	(1,369,877)
Increase in payables	17	4,231,286	(540,702)	(540,811)
<b>Net cash flow from operating activities</b>		<b>(56,134,152)</b>	<b>(42,350,176)</b>	<b>(42,350,176)</b>
<b>Cash flows from investing activities</b>				
Purchase of property, plant, equipment and intangible assets	15	(18,001,488)	(3,771,580)	(3,771,580)
<b>Net cash flows used in investing activities</b>		<b>(18,001,488)</b>	<b>(3,771,580)</b>	<b>(3,771,580)</b>
<b>Cash flows from financing activities</b>				
Account Activation Deposit		-	500	500
<b>Net cash flow from financing activities</b>		<b>-</b>	<b>500</b>	<b>500</b>
Net increase in cash and cash equivalents		(74,135,640)	(46,121,256)	(46,121,256)
<b>Cash and cash equivalents at 1 JULY</b>		<b>94,099,167</b>	<b>140,220,423</b>	<b>140,220,423</b>
<b>Cash and cash equivalents at 30 JUNE</b>		<b>19,963,527</b>	<b>94,099,167</b>	<b>94,099,167</b>

The financial statements set out on pages 1 to 25 were signed on behalf of the Board of Directors by:



Name: KENNETH MWIGE  
 Director General

Date: 14/10/2022



Name: DAVID NYAMAI  
 Head of Finance  
 ICPAK M/No:8114

Date: 14/10/2022



Name: CAROLE KARIUKI, MBS  
 Chairman of the Board

Date: 14/10/2022

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17. Statement of Comparison of Budget and Actual Amounts for the year ended 30 June 2022

RECURRENT REVENUE	Original budget	Adjustments	Final budget	Actual on comparable basis	Performance difference	% of utilization
	2021 - 2022	2021 - 2022	2021 - 2022	2021 - 2022	2021 - 2022	2021 - 2022
Revenue	Kshs	Kshs	Kshs	Kshs	Kshs	%
Government grants	219,210,000	-	219,210,000	219,210,000	-	100
Other Income	900,000	-	900,000	1,394,191	(494,191)	155
Retained Earnings	-	63,250,000	63,250,000	63,250,000	-	100
<b>Total Income</b>	<b>220,110,000</b>	<b>63,250,000</b>	<b>283,360,000</b>	<b>283,854,191</b>	<b>(494,191)</b>	
<b>Expenses</b>						
Employment cost	132,996,150	(31,007,359)	101,988,791	115,396,239	(13,407,448)	113
Directors' emoluments	7,000,000	6,800,000	13,800,000	16,673,279	(2,873,279)	121
Use of goods and services	73,663,850	70,457,996	144,121,846	141,599,034	2,522,812	98
Depreciation and amortization expense	-	5,333,452	5,333,452	5,333,452	-	100
Repairs and maintenance	4,500,000	900,000	5,400,000	5,309,809	90,191	98
Capital Expenditure	1,950,000	16,099,363	18,049,363	18,001,488	47,875	100
	<b>220,110,000</b>	<b>68,583,452</b>	<b>288,693,452</b>	<b>302,313,302</b>	<b>(13,667,725)</b>	
<b>Surplus/Deficit</b>		-		(18,459,111)		

Variance Explanations

- Other Income:** This was due to additional interest earned through short term investment of funds on call account
- Expenses of Board & Committees:** The variance of 21 percent was occasioned by error of omission in provisioning for the outgoing Board Chairperson honoraria
- Employment Cost:** The performance difference is due to staff gratuity provision amounting to Ksh.13,407 million for the financial year 2021/2022

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## **18. NOTES TO THE FINANCIAL STATEMENTS**

### **1. GENERAL INFORMATION**

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

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

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

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

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

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

#### **i. New and amended standards and interpretations in issue effective in the year ended 30<sup>th</sup> June 2022.**

IPSASB deferred the application date of standards from 1<sup>st</sup> January 2022 owing to Covid 19. This was done to provide entities with time to effectively apply the standards. The deferral was set for 1<sup>st</sup> January 2023.

#### **ii. New and amended standards and interpretations in issue but not yet effective in the year ended 30 June 2022**

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Standard	Impact
<b>IPSAS 41: Financial Instruments</b>	<p><b>Applicable: 1<sup>st</sup> January 2023:</b></p> <p>The objective of IPSAS 41 is to establish principles for the financial reporting of financial assets and liabilities that will present relevant and useful information to users of financial statements for their assessment of the amounts, timing and uncertainty of an Entity's future cash flows.</p> <p>IPSAS 41 provides users of financial statements with more useful information than IPSAS 29, by:</p> <ul style="list-style-type: none"> <li>• Applying a single classification and measurement model for financial assets that considers the characteristics of the asset's cash flows and the objective for which the asset is held;</li> <li>• Applying a single forward-looking expected credit loss model that is applicable to all financial instruments subject to impairment testing; and</li> <li>• Applying an improved hedge accounting model that broadens the hedging arrangements in scope of the guidance. The model develops a strong link between an Entity's risk management strategies and the accounting treatment for instruments held as part of the risk management strategy.</li> </ul>

Standard	Effective date and impact:
<b>IPSAS 42: Social Benefits</b>	<p><b>Applicable: 1<sup>st</sup> January 2023</b></p> <p>The objective of this Standard is to improve the relevance, faithful representativeness, and comparability of the information that a reporting Secretariat provides in its financial statements about social benefits. The information provided should help users of the financial statements and general-purpose financial reports assess:</p> <ol style="list-style-type: none"> <li>a) The nature of such social benefits provided by the Secretariat;</li> <li>b) The key features of the operation of those social benefit schemes; and</li> <li>c) The impact of such social benefits provided on the Secretariat's financial performance, financial position and cash flows.</li> </ol>
<b>Amendments to Other IPSAS resulting from IPSAS 41, Financial Instruments</b>	<p><b>Applicable: 1<sup>st</sup> January 2023:</b></p> <ol style="list-style-type: none"> <li>a) Amendments to IPSAS 5, to update the guidance related to the components of borrowing costs which were inadvertently omitted when IPSAS 41 was issued.</li> <li>b) Amendments to IPSAS 30, regarding illustrative examples on hedging and credit risk which were inadvertently omitted when IPSAS 41 was issued.</li> <li>c) Amendments to IPSAS 30, to update the guidance for accounting for financial guarantee contracts which were inadvertently omitted when IPSAS 41 was issued.</li> </ol> <p>Amendments to IPSAS 33, to update the guidance on classifying financial instruments on initial adoption of accrual basis IPSAS which were inadvertently omitted when IPSAS 41 was issued.</p>

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Other improvements to IPSAS	<p><b>Applicable 1<sup>st</sup> January 2023</b></p> <p><i>IPSAS 22 Disclosure of Financial Information about the General Government Sector.</i></p> <p>Amendments to refer to the latest System of National Accounts (SNA 2008). <i>IPSAS 39: Employee Benefits</i></p> <p>Now deletes the term composite social security benefits as it is no longer defined in IPSAS.</p> <p><b>IPSAS 29: Financial instruments: Recognition and Measurement</b></p> <p>Standard no longer included in the 2021 IPSAS handbook as it is now superseded by IPSAS 41 which is applicable from 1<sup>st</sup> January 2023.</p>
IPSAS 43	<p><b>Applicable 1<sup>st</sup> January 2025</b></p> <p>The standard sets out the principles for the recognition, measurement, presentation, and disclosure of leases. The objective is to ensure that lessees and lessors provide relevant information in a manner that faithfully represents those transactions. This information gives a basis for users of financial statements to assess the effect that leases have on the financial position, financial performance and cashflows of an Entity.</p> <p>The new standard requires entities to recognise, measure and present information on right of use assets and lease liabilities.</p>
IPSAS 44: Non-Current Assets Held for Sale and Discontinued Operations	<p><b>Applicable 1<sup>st</sup> January 2025</b></p> <p>The Standard requires,</p> <p>Assets that meet the criteria to be classified as held for sale to be measured at the lower of carrying amount and fair value less costs to sell and the depreciation of such assets to cease and:</p> <p>Assets that meet the criteria to be classified as held for sale to be presented separately in the statement of financial position and the results of discontinued operations to be presented separately in the statement of financial performance.</p>

**iii. Early adoption of standards**

The Entity did not early – adopt any new or amended standards in year 2021/2022.

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**4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**a) Revenue recognition**

**i. Revenue from non-exchange transactions Transfers from other government entities**

Revenues from non-exchange transactions with other government entities are measured at fair value and recognized on obtaining control of the asset (cash, goods, services and property) if the transfer is free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the Secretariat and can be measured reliably. Recurrent grants are recognized in the statement of comprehensive income. Development/capital grants are recognized in the statement of financial position and realized in the statement of comprehensive income over the useful life of the assets that has been acquired using such funds.

**ii. Revenue from exchange transactions Interest income**

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

**b) Budget information**

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

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

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

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**c) Taxes**

**Sales tax**

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

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

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

**d) Property, plant and equipment**

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

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

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

**e) Intangible assets**

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

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

**f) Financial instruments**

**a) Financial assets**

***Initial recognition and measurement***

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

**Loans and receivables**

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

**Impairment of financial assets**

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

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

**b) Financial liabilities**

**Initial recognition and measurement**

Financial liabilities within the scope of IPSAS 29 are classified as financial liabilities at fair value through surplus or deficit or loans and borrowings, as appropriate. The Secretariat determines the classification of its financial liabilities at initial recognition. All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings, plus directly attributable transaction costs.

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

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

**g) Provisions**

Provisions are recognized when the Entity has a present obligation (legal or constructive) because of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Where the Secretariat expects some or all a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognized as a separate asset only when the reimbursement is virtually certain.

The expense relating to any provision is presented in the statement of financial performance net of any reimbursement.

**h) Contingent liabilities**

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

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

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

**j) Employee benefits**

**Retirement benefit plans**

The Secretariat provides retirement benefits for its employees and directors. Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The contributions to fund obligations for the payment of

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

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

retirement benefits are charged against income in the year in which they become payable.

**k) Foreign currency transactions**

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

**l) Related parties**

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

**m) Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and cash at bank, short-term deposits on call and highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value. Bank account balances include amounts held at the Central Bank of Kenya and at various commercial banks at the end of the financial year. For the purposes of these financial statements, cash and cash 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 THE FINANCIAL STATEMENTS (Continued)**

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

**n) Comparative figures**

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

**o) Subsequent events**

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

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

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

**Estimates and assumptions**

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

**Useful lives and residual values**

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

- a) The condition of the asset based on the assessment of experts employed by the Secretariat;
- 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; and
- e) Changes in the market in relation to the asset.

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

**5. SIGNIFICANT JUDGMENTS AND SOURCES OF ESTIMATION  
UNCERTAINTY (Continued)**

**Provisions**

Provisions were raised, and management determined an estimate based on the information available. Provisions are measured at the management's best estimate of the expenditure required to settle the obligation at the reporting date and are discounted to present value where the effect is material.

**6. TRANSFERS FROM GOVERNMENT**

Name of the Entity sending the grant	Amount recognized to Statement of Comprehensive Income	Amount deferred under deferred income	Amount recognized in capital fund.	Total grant income during the year	2020-2021
	KShs	KShs	KShs	KShs	KShs
				2021-2022	
National treasury	219,210,000	-	-	219,210,000	219,210,000
<b>Total</b>	<b>219,210,000</b>	-	-	<b>219,210,000</b>	<b>219,210,000</b>

**7. FINANCE INCOME - EXTERNAL INVESTMENTS**

Description	2021-2022	2020-2021
	KShs	KShs
Interest income from fixed deposits	960,055	3,921,233

**8. OTHER INCOME**

Description	2021-2022	2020-2021
	KShs	KShs
Income from miscellaneous	434,136.00	-
<b>Total other income</b>	<b>434,136.00</b>	<b>-</b>

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**9. EMPLOYEE COSTS**

<b>Description</b>	<b>2021-2022</b>		<b>2020-2021</b>	
	<b>KShs</b>	<b>KShs</b>	<b>KShs</b>	<b>KShs</b>
Salaries and wages	52,124,486		47,063,237	
Employee related costs	18,392,933		16,100,234	
Travel, motor car, accommodation, and other allowances	16,240,701		15,225,301	
Housing benefits and allowances	13,770,500		11,346,000	
Staff medical cover	8,875,164		6,784,432	
Staff welfare	5,992,455		5,715,373	
<b>Employee costs</b>	<b>115,396,239</b>		<b>102,234,577</b>	

**10. BOARD EXPENSES**

<b>Description</b>	<b>2021-2022</b>		<b>2020-2021</b>	
	<b>KShs</b>	<b>KShs</b>	<b>KShs</b>	<b>KShs</b>
Honoraria - Chairman	2,880,000.00			
Sitting Allowance	7,565,000.00		4,274,229	
Travelling and Accommodation	5,813,369.00			
Conference facilities	414,910.00			
<b>Total Board expenses</b>	<b>16,673,279</b>		<b>4,274,229</b>	

**11. USE OF GOODS AND SERVICES**

<b>Description</b>	<b>2021-2022</b>		<b>Restated 2020-2021</b>		<b>2020-2021</b>	
	<b>KShs</b>	<b>Kshs</b>	<b>Kshs</b>	<b>Kshs</b>	<b>Kshs</b>	<b>Kshs</b>
<b>Operating Expenses</b>						
Communication, advertisement, and awareness	27,101,745		28,543,937		28,543,821	
Enabling fund for project	35,095,496		43,658,173		43,658,173	
Workshop, conference, and Seminars	13,622,624		11,481,880		11,481,880	
Professional services	1,364,000		1,828,870		1,828,870	
Subscriptions	372,315		1,645,707		1,645,707	
Computers and accessories	2,012,465		3,422,499		3,422,499	
Audit fees	464,000		464,000		464,000	
Insurance	32,083		159,219		159,219	
Printing and stationery	5,089,456		4,867,518		4,867,518	
Hire charges	2,729,267		2,737,280		2,737,280	
Rental	19,031,669		26,068,172		26,068,172	
Bank charges	316,676		267,000		267,000	
Telecommunication	4,973,787		4,182,751		4,182,751	
Training	352,460		1,054,456		1,054,456	
Travelling - Internal	17,537,058		21,713,534		21,713,534	
Travelling - External	11,503,933		-		-	
<b>Total use of goods and services</b>	<b>141,599,034</b>		<b>152,094,996</b>		<b>152,094,880</b>	

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**12. REPAIRS AND MAINTENANCE**

Description	2021-2022	2020-2021
	KShs	KShs
Vehicles	2,944,450.00	3,953,870
Maintenance Building, Plant Machines	2,365,359.48	1,013,158
<b>Total repairs and maintenance</b>	<b>5,309,809.48</b>	<b>4,967,028</b>

**13. CASH AND CASH EQUIVALENTS**

Description	2021-2022	2020-2021
	KShs	KShs
Current account	19,963,527	94,099,167
<b>Total cash and cash equivalents</b>	<b>19,963,527</b>	<b>94,099,167</b>

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

Financial institution	Account number	2021-2022	2020-2021
		KShs	KShs
a) Current account			
Cooperative Bank Of kenya	011141161619200	18,744,929	93,080,569
Cooperative Bank Of kenya	01141161619201	1,218,598	1,018,598
<b>Grand total</b>		<b>19,963,527</b>	<b>94,099,167</b>

**14. RECEIVABLES FROM NON-EXCHANGE TRANSACTIONS**

Description	2021-2022	2020-2021
	KShs	KShs
Prepayments	2,976,793	3,631,762
Receivable	2,764,360	118,125
Deposit	2,047,296	2,047,296
<b>Total current receivables</b>	<b>7,788,449</b>	<b>5,797,183</b>

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

**15. PROPERTY, PLANT AND EQUIPMENT**

	EQUIPMENT Kshs.	FURNITURES & FITTINGS Kshs.	COMPUTERS & PERIPHERALS Kshs.	MOTOR VEHICLES Kshs.	TOTAL
<b>Cost / Valuation</b>					
As at 1st July 2020	7,643,362	30,286,130	13,251,036	18,331,425	69,511,953
Additional for the period	1,518,731	297,495	1,955,354	-	3,771,580
<b>As at 30th June 2021</b>	<b>9,162,093</b>	<b>30,583,625</b>	<b>15,206,390</b>	<b>18,331,425</b>	<b>73,283,533</b>
<b>Depreciation</b>					
As at 1st July 2020	6,950,904	24,630,462	12,895,730	18,331,425	62,808,522
Charge for the period	331,537	1,228,087	913,232	-	2,472,856
<b>As at 30th June 2021</b>	<b>7,282,441</b>	<b>25,858,549</b>	<b>13,808,962</b>	<b>18,331,425</b>	<b>65,281,378</b>
<b>As at 1st July 2021</b>					
Charge for the period	7,282,441	25,858,551	13,808,961	18,331,425	65,281,378
<b>As at 30th June 2022</b>	<b>296,593</b>	<b>1,234,374</b>	<b>802,485</b>	<b>3,000,000</b>	<b>5,333,452</b>
<b>NBV as at 30th June 2022</b>	<b>7,579,034</b>	<b>27,092,925</b>	<b>14,611,445</b>	<b>21,331,425</b>	<b>70,614,829</b>
<b>NBV as at 30th June 2021</b>	<b>1,782,033</b>	<b>5,240,674</b>	<b>4,647,485</b>	<b>9,000,000.00</b>	<b>20,670,191</b>
<b>NBV as at 30th June 2022</b>	<b>1,879,652</b>	<b>4,725,076</b>	<b>1,397,428</b>	<b>-</b>	<b>8,002,156</b>

Note: The motor vehicles have been revalued during the FY 2022/23 and the revaluation amount will be in the year's accounts

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

**16. INTANGIBLE ASSETS- SOFTWARE**

<b>Description</b>	<b>2021-2022</b>		<b>2020-2021</b>
	<b>KShs</b>	<b>KShs</b>	
Cost			
At beginning of the year	13,796,310	13,796,310	
Additions	-	-	
At end of the year	13,796,310	13,796,310	
Amortization and impairment			
At beginning of the year	13,796,310	12,868,563	
Amortization	-	927,747	
<b>At end of the year</b>	<b>13,796,310</b>	<b>13,796,310</b>	
Net book values	-	-	

Note: The intangible assets had no economic value accruing to the Secretariat.

**17. TRADE AND OTHER PAYABLES**

<b>Description</b>	<b>2021-2022</b>		<b>Restated 2020-2021</b>	<b>2020-2021</b>
	<b>KShs</b>	<b>Kshs</b>		<b>KShs</b>
Trade payables	24,297,394	-	20,780,152	20,780,036
Other payables	2,724,434	-	2,010,390	2,010,390
<b>Total trade and other payables</b>	<b>27,021,828</b>		<b>22,790,542</b>	<b>22,790,426</b>

**18. FINANCIAL RISK MANAGEMENT**

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

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

**i. Credit risk**

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

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

**ii. Financial Risk Management**

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

	<b>Total amount</b>	<b>Fully performing</b>	<b>Past due</b>	<b>Impaired</b>
	<b>Kshs</b>	<b>Kshs</b>	<b>Kshs</b>	<b>Kshs</b>
<b>At 30 June 2022</b>				
Receivables	7,788,449	7,788,449	-	-
Bank balances	19,963,527	19,963,527	-	-
<b>Total</b>	<b>27,751,976</b>	<b>27,751,976</b>	<b>-</b>	<b>-</b>
<b>At 30 June 2021</b>				
Receivables	5,797,183	5,797,183	-	-
Bank balances	94,099,167	94,099,167	-	-
<b>Total</b>	<b>99,896,350</b>	<b>99,896,350</b>	<b>-</b>	<b>-</b>

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

**iii. Liquidity risk management**

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

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

	<b>Less than 1 month</b>	<b>Between 1-3 months</b>	<b>Total</b>
	<b>Kshs</b>	<b>Kshs</b>	<b>Kshs</b>
<b>At 30 June 2022</b>			
Trade payables	20,381,335	3,916,059	24,297,394
<b>At 30 June 2021</b>			
Trade payables	19,176,471	1,603,681	20,780,152

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**iv) Market risk**

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

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

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

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

**a) Foreign currency risk**

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

**b) Interest rate risk**

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

**c) Management of interest rate risk**

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

**19. RELATED PARTY DISCLOSURES**

**i. Nature of related party relationships**

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

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**Government of Kenya**

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

**Other related parties include:**

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

<b>Transactions with related parties</b>	<b>2021-2022</b>	<b>2020-2021</b>
	<b>Kshs</b>	<b>Kshs</b>
<b>a) Grants from the Government</b>		
Grants from National Govt	219,210,000	219,210,000
Donations in kind	200,000	-
<b>Total</b>	<b>219,410,000</b>	<b>219,210,000</b>
<b>b) Key management compensation</b>		
Directors' emoluments	16,673,279	4,274,229
Compensation to the CEO		
Compensation to key management		
<b>Total</b>	<b>16,673,279</b>	<b>4,274,229</b>

**20 EVENTS AFTER THE REPORTING PERIOD**

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

**21 ULTIMATE AND HOLDING ENTITY**

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

**22 CURRENCY**

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

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

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

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

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Reference No.on the external auditReport	Issue/Observations from Auditor	Management Comments	Status: (Resolved/ Not Resolved)	Timefra me: (Put a date when you expect the issue to be resolved)
2. Employee Cost	<p>The employee cost of Kshs. 90,702,688 for the year ended 30 June 2018 include inappropriate payments to staff amounting to Kshs. 488,136 in respect of special duty allowance paid for a period of one year contrary to Section C.15(4) of Public Service Commission Human Resource Policies which restrict the payment of this allowance to a maximum of six months. The reason for this over-payment of Kshs. 488,136 has not been explained.</p>	<p>The management takes note of the payments of special duty for over six months. This resulted from lack of full establishment in the staff complement requiring certain staff to hold vote for certain positions. Approvals for payment of the allowance had been sought from the Director General before he vacated the office. A job evaluation exercise was ongoing in the period under audit to cover the deficiencies of the staff establishment.</p> <p>In the absence of a Director General, the Secretariat could not fill in the positions which were vacant at the time. This matter was brought to the attention of the board for resolution and is being handled at the board level. The management will endeavor to comply with such requirement going forward.</p>	Resolved	

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

<b>Reference No. on the external audit Report</b>	<b>Issue/Observations from Auditor</b>	<b>Management Comments</b>	<b>Status: (Resolved/ Not Resolved)</b>	<b>Timeframe: (Put a date when you expect the issue to be resolved)</b>
1. Non Compliance with International Public Sector Accounting Standards No.3 (IPSAS 3) Accounting Policies, Changes in Accounting Estimates and Errors	The statement of changes in net assets reflects a prior year adjustments of Kshs. 2,236,545 under capital reserves. The amount has been described as an error due to some payments made in the previous year in respect of intangible assets. This has not been satisfactorily explained as to why it is processed under capital reserves. Consequently, the <del>any</del> of capital reserves balance of Kshs. 66,723,541 as at 30 June 2019 could not be ascertained.	The management takes note of the above error in prior year adjustment and correct treatment has been done in the financial statements in accordance with the International Public Sector Accounting Standards No.3 Final corrected accounts availed.	<b>Resolved</b>	

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<p>2. Unconfirmed value of Advertising Expenses</p>	<p>Operating expenses of Kshs. 83,300,016 as reported on note 12 of financial statements includes Kshs. 64,238,920 in respect of communication advertisement and awareness. The amount includes payments totaling Ksh17,072,090 paid to consultancy firm for activation services towards the 10th Anniversary celebration of the secretariat whose contract that was running from 1 April 2018 and ending on 31 March 2019 was for a contract sum of Kshs. 49,511,700 with settlement milestones as detailed below:</p>			<p>The contract for Inter-Management Group ended within the March 2019 period and below are the various steps which VDS undertook towards termination of the contract:</p> <ol style="list-style-type: none"> <li>1. VDS shared with PS - State Department for Planning - an update on activities and spend for the Commemorations in August which showed an anticipated reduction of the expenditure to Kshs. 71M down from the originally approved budget of Kshs. 800M. This was received and noted</li> <li>2. VDS engaged with IMG following the termination of the contract in November 2018 where a proposal was shared by VDS deemed to be a fair appraisal of fees due to IMG. A formal letter was shared indicating the amount due and requesting for an acknowledgement of the same to enable final dues settlement. IMG did not respond formally.</li> <li>3. On consultation with a government lawyer, we were advised to follow the contract and settle dues as the vendor did not engage VDS within the duration of the contract - ending March 2019. VDS paid the final dues in June 2020</li> <li>4. VDS was requested to breakdown the calculation of the final management fee calculations. The costs were based on the structured excel workings that IMG shared with VDS which detailed the costs structure for each proposed activity as per the tender documents. This is what has been captured in the attached excel worksheet.</li> </ol>	<b>Resolved</b>
	Milestone	%	Amount (Kshs)		
	Issuance Inception Report	20	9,902,340		
	Completion of 50% County Engagement and Issuance of Report	30	14,853,510		
	Completion of Final 50% of County Engagement and Issuance of Report	30	14,853,510		
	Issuance of End Term Report	20	9,902,340		
<b>Total</b>			<b>49,511,700</b>		

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	<p>Although management has explained that the activities were scaled down due to funding challenges, no negotiation minutes and revised contract has been availed to enable us verify milestones achieved against the expenditure made so far totaling Kshs. 35,165,830. In addition, the billing has not been done in line with the contract and therefore payments made have not been adequately supported.</p>																																		
	<p>Further, records maintained by the Secretariat indicated that Inter Management Group Kenya Ltd was paid Kshs. 3,744,468.00 vide voucher number 172. However, verification of payment documents showed that only Kshs. 1,000,000.00 was paid against the voucher instead of the full amount. It's not clear how the balance of Kshs. 2,744,468 was paid off and accounted for in the financial statements presented for audit. Consequently, the accuracy, propriety and validity of the operating expenses figure of Kshs. 83,300,016 for the year ended 30 June 2019 could not be ascertained.</p>	<p>The Voucher No. 172 of Ksh 3,744,468 was addressed to Inter Management Group Ltd in respect to 2<sup>nd</sup> Universal Health Care conference held in Nyeri. This was made of two invoices 1601 and 1605 of Ksh 3,095,968 and Ksh 648,500 respectively. These costs were for both hiring the conference facilities and also the management fees for the agency. Upon further consideration, VDS chose to pay the agency for the management fees and procure the facilities directly. A deposit for the organizing agency of Ksh 1 million was paid. The other payments after payment of the Ksh. 1,000,000 was as follows:</p> <table border="1" data-bbox="674 1156 1135 1829"> <thead> <tr> <th>Date</th> <th>P V No</th> <th>PAYEE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>12/09/2018</td> <td>173</td> <td>Green Hills Hotel</td> <td>1,200,000</td> </tr> <tr> <td>12/09/2018</td> <td>174</td> <td>Legend Hotel Ltd</td> <td>300,000</td> </tr> <tr> <td>5/11/2018</td> <td>262</td> <td>Green Hills Hotel</td> <td>523,350</td> </tr> <tr> <td>23/11/2018</td> <td>312</td> <td>Inter Management Group Kenya</td> <td>550,363</td> </tr> <tr> <td>18/12/2018</td> <td>251</td> <td>Legend Hotel Ltd</td> <td>26,700</td> </tr> <tr> <td>2/10/2018</td> <td>200</td> <td>Queenspark Guest House</td> <td>30,000</td> </tr> <tr> <td colspan="3"><b>Total</b></td><td><b>2,630,413</b></td></tr> </tbody> </table>	Date	P V No	PAYEE	Amount	12/09/2018	173	Green Hills Hotel	1,200,000	12/09/2018	174	Legend Hotel Ltd	300,000	5/11/2018	262	Green Hills Hotel	523,350	23/11/2018	312	Inter Management Group Kenya	550,363	18/12/2018	251	Legend Hotel Ltd	26,700	2/10/2018	200	Queenspark Guest House	30,000	<b>Total</b>			<b>2,630,413</b>	<b>Resolved</b>
Date	P V No	PAYEE	Amount																																
12/09/2018	173	Green Hills Hotel	1,200,000																																
12/09/2018	174	Legend Hotel Ltd	300,000																																
5/11/2018	262	Green Hills Hotel	523,350																																
23/11/2018	312	Inter Management Group Kenya	550,363																																
18/12/2018	251	Legend Hotel Ltd	26,700																																
2/10/2018	200	Queenspark Guest House	30,000																																
<b>Total</b>			<b>2,630,413</b>																																

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

*(Indicate actual name of the entity)*

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**PROGRESS ON FOLLOW UP OF AUDITOR RECOMMENDATIONS**

**2019/2020**

	<b>Issue/Observations from Auditor</b>	<b>Management Comments</b>	<b>Status: (Resolved/Not Resolved)</b>	<b>Timeframe: (Put a date when you expect the issue to be resolved)</b>
1	<b>Lack of Internal Audit Function</b>  Contrary to the provisions of Section 73 of the Public Finance Management Act,2012, Management has not established an internal audit function. Consequently, the Secretariat lacks an Independent and objective value - adding internal review system for improved operations.	The Audit and Governance Board Committee is one of the Committees of the Vision Delivery Board. The position of Chief Internal Auditor was advertised, and interview process is complete. This has paved way for the Audit and Governance Committee of the Board to be operationalized.	Pending	<b>30<sup>th</sup> October 2022</b>

(Indicate actual name of the entity)  
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**PROGRESS ON FOLLOW UP OF AUDITOR RECOMMENDATIONS**

**2020/2021**

	<b>Issue/Observations from Auditor</b>	<b>Management Comments</b>	<b>Status: (Resolved/Not Resolved)</b>	<b>Timeframe:(Put a date when you expect the issue to be resolved)</b>
1	<p><b>Omitted Chairman's Sitting Allowances and Honoraria</b></p> <p>The statement of financial performance reflects directors' emoluments amounting to Kshs. 4,274,229, as disclosed in Note 10 to the financial statements. However, these expenses excludes payment of sitting allowances and honoraria to the board chairperson since her appointment in September, 2019, contrary to Section 11 of the guidelines on terms and conditions of service for state corporations chief executive officers, board chairman, board members, management and unionisable staff of state corporations, dated November, 2004. Further, no disclosure relating to the payments was made in the financial statements. In view of the above exclusion, the board expenses and the trade and other payables may be understated. Consequently, the accuracy and validity of the directors' emoluments could not be confirmed.</p>	<p>The Management engaged the Vision 2030 Delivery Board Chairperson on the payment of outstanding Board Meetings and Honoraria allowances, and have agreed to process the payments in arrears due to financial constraints given that it had not initially been allocated. The Secretariat received the Chairpersons Bank Account details to facilitate the payment process which were previously not available.</p>	Partly Resolved	31 <sup>st</sup> December 2022
2	<p><b>Late Exchequer Releases</b></p> <p>The statement of financial performance reflects Exchequer releases amounting to Kshs. 219,210,000 as disclosed in Note 6 to the financial statements. Included in this figure is Kshs. 18,267,500 relating to exchequer released by The National Treasury to the Secretariat for the 4<sup>th</sup> Quarter, on 25 June, 2021.</p> <p>The delayed Exchequer releases may have affected the Secretariat's ability to implement its planned programmes and possible underutilization of the budget, resulting to negative impact on service delivery to the public.</p>	<p>The management has taken note of the above matter. The Secretariat undertakes to engage the National Treasury through the State Department for Planning to impress upon the risks of late exchequer releases. However, the exchequer release for the fourth quarter of the year under review did not affect the implementation of planned programmes since the Secretariat had an approval from the National Treasury and Planning vide letter Ref. No. DGIPE/FB/172(113) dated 27TH May 2021 to utilize roll over funds realized in FY 2019/2020.</p>	Partly Resolved	Continuous
3	<p><b>Budget Over-Expenditure</b></p> <p>The statement of comparison of budget and actual amounts reflects final receipts</p>	<p>The Under and Over Absorption of the Budget</p>	Resolved	Continuous

(Indicate actual name of the entity)

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	<p>budget and actual on comparable basis of Kshs. 290,553,000 and Kshs. 293,474,233 respectively resulting to an over-funding of Kshs. 2,921 ,233 of the budget. Similarly, the Secretariat spent Kshs. 266,043,569 against an approved budget of Kshs.262, 181 ,000 resulting to an over-expenditure of Kshs. 3,862,569 of the budget.</p> <p>No approval for the over expenditure was provided for audit review. Further, the statement of comparison of budget and actual amounts reflects over-absorption of the budget totaling Kshs. 45,785,000 under various budget items. There was no evidence that the Secretariat sought and obtained approval to reallocate funds across the various budget lines reflected in the above table, contrary to Section 43(2) of the PFM Act, which requires such approval to be sought and received.</p> <p>Consequently, the Secretariat may have failed to implement its planned programmes, which may have affected delivery of services to the Public.</p>	<p>under various Budget items has been explained under each line as indicated in the final Report.</p> <p>The Secretariat's planned Programmes and Projects were not affected significantly by the under absorption of the above budget items since most of them were not part of operational budgetary items which supports the implementation of Secretariats core mandate.</p>		
4	<p><b>Lack of Internal Audit Function</b></p> <p>As previously reported, the Secretariat does not have an Internal Audit function in place, contrary to Section 73(1)(a) of the Public Finance Management Act, 2012 which requires the Secretariat to have in place arrangements for conduct of internal audit of its operations. According to Management, recruitment of the chief internal auditor was underway and at an advanced stage of finalization. However, by the time of this audit in March, 2022, this process was yet to be finalized.</p> <p>Consequently, the Secretariat lacks an independent and objective value-adding internal review system, for risk management and improved operations.</p>	<p>The Audit and Governance Board Committee is one of the six (6) Committees of the Vision Delivery Board. The position of Chief Internal Auditor was advertised, and interviews completed in December 2021. This will pave way for the operationalization of Audit and Governance Committee of the Board. The Management commits to Fastrack the operationalization of the internal Audit Department and Board Committee to ensure value addition in its internal review system for risk management and improved operations.</p>	Partly Resolved	

(Indicate actual name of the entity)  
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**APPENDIX II: INTER-ENTITY TRANSFERS**

<b>ENTITY NAME: KENYA VISION 2030 DELIVERY SECRETARIAT</b>			
<b>Breakdown of Transfers from the State Department for Planning</b>			
<b>FY 2021/2022</b>			
<b>a. Recurrent Grants</b>			
	Bank Statement Date	Amount (KShs)	Indicate the FY towhich the amounts relate
State Department for Planning	08/02/2021	18,267,500	2021-2022
	09/03/2021	18,267,500	2021-2022
	10/04/2021	18,267,500	2021-2022
	10/28/2021	18,267,500	2021-2022
	12/01/2021	18,267,500	2021-2022
	12/28/2021	18,267,500	2021-2022
	02/01/2022	18,267,500	2021-2022
	03/01/2022	18,267,500	2021-2022
	04/01/2022	18,267,500	2021-2022
	04/28/2022	18,267,500	2021-2022
	06/02/2022	17,510,834	2021-2022
	06/27/2022	19,024,166	2021-2022
	<b>Total</b>	<b>219,210,000</b>	
<b>b. Donor Receipts</b>			
	Bank Statement Date	Amount (KShs)	Indicate the FY towhich the amounts relate

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

**Head of Finance**  
 Kenya Vision 2030 Delivery Secretariat

ICPAK M/No:8114

Signature:



**Head of Accounting Unit**  
 State Department for Planning

Signature: