



THE PARLIAMENTARY NETWORK

On The World Bank & International Monetary Fund

REPORT PARLIAMENTARIANS IN THE FIELD PROGRAMME

KENYA

20-23 FEBRUARY 2017



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About

The *Parliamentarians in the Field* program gives members of parliament unique access to a World Bank/IMF country office and its development programs and affiliates, including the host country's parliament. During visits, delegates are briefed on World Bank and IMF in-country activities by the local field office. Visiting members of parliament meet with the host-country's parliament, local NGOs, civil society organizations, diplomats and development partners, as well as private sector representatives and small business owners to discuss development priorities. More than 175 MPs from 50 countries have participated in over 20 visits to countries in Africa, Asia, the Balkans, Latin America and the Middle East since the program's inception in 2001. For donor-country parliamentarians, the program represents an opportunity to see development cooperation in practice. Borrowing-country members of parliament can use field visits as a benchmarking exercise and opportunity to exchange views and experiences.



Executive summary

A delegation of the Parliamentary Network (PN) visited Kenya from 20-23 February 2017 as part of the *Parliamentarians in the Field* programme. The delegation was composed of 5 Board Members of the Parliamentary Network and Members of Parliament (MPs) coming from Belgium, Benin, Burundi, Cameroon, Canada, France, Liberia, Madagascar, Pakistan, Senegal, Sweden, Tanzania, Tunisia, Turkey and Uganda.

The purpose of the visit was to give parliamentarians the opportunity to see first-hand the impact of the work of the World Bank Group (WBG) and the International Monetary Fund in a *blend* country¹ and learn about the two institutions' dialogue and collaboration with Kenyan authorities and other development stakeholders. For MPs coming from borrowing countries, the visit offered a platform to exchange views and experiences with their peers on successful development policies. For MPs from donor countries, the visit presented an opportunity to see development cooperation in practice.

During the visit, the parliamentary delegation met with several development partners such as the World Bank Group (WBG), the International Monetary Fund (IMF), officials from the Kenyan government and relevant ministries (National Treasury, Central Bank, Ministry of Public Services, Youth and Gender), the Speaker of both the National Assembly and the Senate, the Kenya Institute for Public Policy Research and Analysis, civil society representatives, as well as diplomats.

The visit focused on the following key development priorities in Kenya:

- **The new institutional framework set by the 2010 Constitution:** the delegation had the opportunity to discuss the implications of the Kenya new constitution which was approved by referendum in 2010, thus replacing the 1963 independence constitution. At the core of the changes established by the new constitution, lies the devolution process which aims at better representativeness. 47 governors and assemblies were consequently elected for each county, with decentralized power, functions, and funds. Gender-balanced assemblies are promoted for each county which may be required to nominate women if men alone are elected. Devolution has had consequences on parliamentary oversight leading to a repartition of oversight functions between the Senate which supervises the counties activities while the National Assembly is in charge of reviewing the national government funds. Devolution is one of the three focus areas of the World Bank Country Partnership Strategy in Kenya.
- **Macroeconomic performance and debt management:** Kenya has been experiencing a 6% economic growth rate over the last two years, reflecting strong performance in light of the global economic situation and of the regional impact of the drop in commodity prices. The Kenyan authorities shared with the delegation their intent to reach a 10% growth rate target and to meet the policy challenges in poverty reduction. On the infrastructure front, the yearly gap is estimated at 2 billion USD, which is why the government is looking at public investments with the financial support of the World Bank and IMF, as well as at fostering private investment, especially in the energy and renewable sector. On January 25, 2017, the IMF completed the first review of Kenya's economic program supported by the Stand-By

¹ According to the World Bank Group classification, *blend* countries are eligible for the International Development Association (IDA) loans but also for the International Bank for Reconstruction and Development (IBRD) loans, because they are considered as financially creditworthy



Arrangement (SBA) and the Standby Credit Facility (SCF). This precautionary arrangement provides a policy anchor for continued macroeconomic and institutional reform.

- **Good governance and anti-corruption efforts:** Corruption has been unanimously cited by the stakeholders as one of the main obstacles for Kenya's development. The World Bank and the IMF have openly addressed the issue with the government so that when a case of corruption arises, the government is asked to reimburse the amount lent. Parliament also uses its oversight functions, namely through the works of its public account committees and of its parliamentary budget office. In confirmed cases of corruption, the 2010 Constitution grants Parliament the power to impeach corrupt civil servants. In addition to corruption, tax exemption and evasion have been highlighted as a major area of concern by civil society actors such as Oxfam.

The visit included three on-the-ground projects:

- **The East African School of Aviation (EASA):** Established in 1954, the EASA welcomes students from all African countries and provides training in air traffic services, aeronautical information management, communication navigation, engineering, aviation safety and emergency training. The EASA benefits from the support of the World Bank International Development Association (IDA), which allowed for the school to expand capacity and invest in quality equipment.
- **Nairobi Huduma Centre:** Part of the Kenya Vision 2030, the Huduma Centre is the first one-stop service delivery shop offering over 45 types of government services to the citizens ranging from: business registration, pension claims, payment for utilities, request for ID cards to confidential complaints. It aims at setting high and uniform standards for service delivery in order to meet the citizens' expectations.
- **Bidii Primary School:** Bidii Primary School is a public school counting over 1900 enrolled children and 32 teachers. With the support of local NGOs, including KANCO, the School developed an Early Childhood Development (ECD) department with 6 teachers in charge of 193 pupils under 6 years old. Focusing on ECD is crucial because children under 6 years old are in their formative years, developing their language, motor and social skills. The school also has a nutrition programme: it buys local food and grows fresh vegetables for the children.



Introduction

A founding member of the East African Community, the Republic of Kenya has an ethnically diverse population of over 46 million inhabitants. Over the past decade, Kenya has made important reforms, at the structural and economic levels, contributing to sustained economic growth. The country's main development challenges include poverty-reduction, climate-change mitigation, and building resilience to internal and external economic shocks.

The 2010 Constitution has significantly changed the Kenyan institutional landscape. The new text replaced the 1963 independence Constitution and established a bi-cameral legislative structure composed of a National Assembly and a Senate. However, the biggest alteration is brought by devolution which has begun to profoundly transform the country's governance system, now managed by 47 county governors. Inscribed in a movement for greater accountability and more efficient public service delivery, devolution should enable greater representativeness with more decisions being progressively made closer to the people.

In 2008, Kenya has embarked in Kenya Vision 2030, an ambitious development programme with the objective of transforming Kenya into a newly industrializing and middle-income country that provides high quality of life to its citizens. While devolution fits in the Kenya Vision 2030 political pillar of having a more people-centered and accountable democratic system, the programme is also set to engender just, cohesive and equitable social development by 2030 (social pillar) and to achieve an average economic growth rate of 10% (economic pillar).

Despite rising global risks and financial sector concerns, the outlook for Kenya's economy is deemed positive. Real GDP growth is estimated to have reached 6 percent in 2016 according to the IMF and the World Bank. Increased public investment in energy and transportation, a dynamic services sector, monetary stability, a growing middle-class, rising incomes, low fuel prices, and surging remittances count among the factors for growth. Kenya has furthermore met a few Millennium Development Goals targets - including the reduction of child mortality, near primary school enrolment and narrowing gender gaps in education - and its economic robustness has made it a "blended" country, by the World Bank standards, meaning that the country is now eligible to both International Development Association (IDA) and International Bank for Reconstruction and Development (IBRD) funds. Kenya's engagement with the World Bank is guided by the County Partnership Strategy (2014-2018). The country also engages with the IMF, in the framework of a 12-month cycle for Article IV consultations and precautionary arrangements, providing a policy anchor for continued macroeconomic and institutional reform, and which helps mitigate the impact of potential exogenous shocks.



Thematic focuses and recommendations

The new institutional framework set by the 2010 Constitution

Relevant agenda items: Meeting with the National Assembly; Welcome and briefing session with the World Bank Group and IMF; Courtesy call to the Speaker of the Senate; Breakfast with private sector representatives; Field visit to the Huduma Centre; Field Visit to the Bidii Primary School

The new constitution of Kenya was approved by referendum in 2010 and established devolution as a core principle. As of March 2013, 47 governors and assemblies were elected for each county, with decentralized power, functions, and funds. Each county therefore has a county assembly in which additional women may be nominated should the gender-balance not be respected. Counties also receive funds from the national budget (up to 15%), through the National Government Constituencies Development Fund which has the purpose of ensuring their timely and efficient allocation; they use it to deliver services such as health, education, and basic infrastructures. Although devolution represents a big challenge for Kenya and is too recent of a process to draw definite conclusions on its successes and failures, it constitutes a major step towards better representativeness and less inequality. It indeed helped erase the marginalization of some counties, which were previously neglected, and, as explained by the Speaker of the Senate, devolution allowed for decisions to be progressively made closer to the people.

“Devolution has made the role of counties important; which is good because decisions are now progressively being taken where the people are”

Hon. Ekwee Ethuro,
Speaker of the
Kenyan Senate



The World Bank has been supporting devolution as one of the three focus areas of the Country Partnership Strategy². The parliamentary oversight function evolved to meet the need for supervising the devolution regime, namely thanks to strengthened parliamentary committees. With regards to

² The World Bank Group Country Partnership Strategy with Kenya was signed in 2014 and is valid through to 2018. Other areas of focus include: improving the economy’s competitiveness and sustainability to support growth; and the promotion of protection to ensure all groups share prosperity



World Bank and IMF supported projects and programmes which are initially negotiated at the executive level, members of relevant parliamentary committees are entitled to summon and question project managers for clarifications. The Senate oversees the activities and functions of the counties while the National Assembly is in charge of reviewing the funds allocated at the national level, including the funds from World Bank projects or IMF programmes.

Among the challenges raised by devolution, the Kenya Private Sector Alliance (KEPSA) underscored the duplication of taxes and administrative procedures faced by businesses because counties, in addition to the national government, now need to generate their own revenue and implement their regulation. More generally, and because devolution is being implemented at a rapid pace, the big challenge for institutions is to coordinate and deliver quality service across the territory. The Kenyan government’s response to the challenge includes the setting up of the Huduma Kenya Programme, in the framework of Kenya Vision 2030. The delegation had the opportunity to visit the Huduma Centre of Nairobi, a “one-stop-shop” channel of service delivery offering over 45 types of government services to the citizens ranging from: business registration, pension claims, payment for utilities, requests for ID cards to confidential complaints. Jointly coordinated by the Ministry of Public Service, Youth and Gender Affairs and the Ministry of Interior and National Government Coordination, the Huduma Center of Nairobi is one of the 41 fully operational centers, out of the 47 counties. Cabinet Secretary HE Sicily Kariuki explained to the delegation that the programme significantly contributed to the improvement of the Ease of Doing Business Index through the devolution of services like search and reservation of business names and predictable Government service turnaround times in Huduma Centers.



“It is very enriching for us to visit projects like the Huduma Centers of Nairobi, Kenya, because we can learn from a public service-delivery success story, closer to the citizens”

Parliamentary Network
Vice-Chair Hon. Olfa Soukri Cherif

The 2010 Constitution also brought important changes with regards to primary education by stating that every child is entitled to compulsory free basic education in its article 53. Education is an important item and mobilizes all stakeholders, including the government, the devolved county governments and the parliament. Because some regions have historically been marginalized, there is still ongoing work on the part of all three actors to ensure that the necessary funding goes to education and its infrastructure. The delegation’s visit to Bidii Primary School in Nairobi, allowed parliamentarians to witness the implementation of early childhood development initiatives translated into the concrete creation of pre-unit classes for children under 6 years old and the cultivating of a vegetable patch to provide pupils with quality food and nutriment. It also highlighted the pressure borne by public schools whose infrastructure cannot fit the increasing numbers of registration since free education has become the norm.





Key issues

- Implementing new devolved institutions
- Ensuring quality public service delivery across the country
- Primary education reform

Recommendations

- Fostering greater citizen engagement and public authorities oversight to create a *devolution dividend*
- Enhancing the decentralization of service delivery at the country level
- Investing in education infrastructure and early childhood development



Macroeconomic performance and debt management

Relevant agenda items: Welcome and briefing session with the World Bank Group and IMF; Meeting with the Parliamentary Budget Office; Joint meeting with the Ministry of Finance and the Central Bank; Breakfast with private sector representatives; Roundtable policy discussion with the Kenya Institute for Public Policy Research and Analysis (KIPPRA); IMF technical assistance and capacity building in East Africa; Project visit to the East African School of Aviation (EASA)

Kenya has been experiencing a 6% economic growth rate over the last two years which reflects, as stressed by the Cabinet Secretary for National Treasury, strong performance in light of the global economic situation and the regional impact of the drop in commodity prices; a performance acknowledged by the IMF who confirmed a positive outlook for the Kenyan economy. Despite not reaching the 10% growth rate objective yet, the Kenyan authorities expressed their intent to reach this target in order to meet the country's policy challenges of reducing poverty through investment in strategic sectors. On the infrastructure front, the yearly gap is estimated at 2 billion USD and the government is currently investing in the expansion of the country's international airport as well as the development of the seaport in Mombasa. When visiting the World Bank supported East African School of Aviation (EASA), parliamentarians were given a concrete overview of the methods used to build capacity for enhanced safety, quality and performance of the regional aviation industry and infrastructure.



“Air transport has become increasingly important to Kenya’s economy; the challenge is that the civil aviation infrastructure and aviation safety inspection capacity have not kept pace with the quality of the air transport service”

The Kenya Civil Aviation Authority team

The EASA provides training in air traffic services, aeronautical information management, communication navigation, engineering, aviation safety and emergency training; thanks to the support from the World Bank International Development Association (IDA), the school expanded its capacity and invested in higher quality equipment. Public and private investments are also made in other important infrastructure projects such as the road linking Mombasa to Nairobi and in the energy sector in order to expand, with the support of the World Bank and the African Development Bank, Kenya's energy capacity, especially renewable. The modernization of agriculture is another example of a priority sector.

With the help of the International Finance Corporation, the government was also involved in improving the business environment and worked on shaping a better legal framework for the private sector. As representatives of the private sector explained to the delegation, it is vital for businesses to benefit from better access to services, infrastructure (e.g. transport or water supply) and business licenses; other administrative processes need to be faster to attract more investors. The important



level of investment required raising of revenue, through the reform of tax (e.g. VAT) and an increased level of debt. The World Bank and the IMF provide most of the external financial support; as a *blend* country, Kenya is now eligible to both International Development Association (IDA) and International Bank for Reconstruction and Development (IBRD) funds. The Kenyan authorities have good working relationship with both the World Bank and the IMF and the government is keen on looking at how to improve some of the programmes that have been approved so far, especially at a time when the country is subject to strikes and heading toward a general election.

“The World Bank is a big deposit. For the sake of the people, we need to reconcile the demands of the World Bank and to recover from the loans contracted”

Hon. Edward Dagoseh,
Senator, Liberia



Replying to the parliamentarians’ concerns on the high debt level, a concern shared by the parliamentary budget office, the National Treasury and experts from the KIPPRA Institute explained that such level is manageable given the important investments made into infrastructure which are expected to generate future revenues and the current low domestic interest rates. Provided it manages to overcome the obstacle of high informality, the government plans to expand its fiscal base by expanding the tax up to 20% GDP and has already embarked in efforts to improve tax administration. Hervé Joly, Coordinator for the IMF East Africa Regional Technical Assistance Center, highlighted the integration for the Kenyan economy in the international market as an asset, compared to other East African economies that are more dependent on international aid.

On January 25, 2017, the IMF completed the first review of Kenya’s economic programme supported by the Stand-By Arrangement (SBA) and the Standby Credit Facility (SCF). This precautionary arrangement provides a policy anchor for continued macroeconomic and institutional reform, and helps mitigate the impact of potential exogenous shocks. The IMF provides supports to the Kenyan economy through technical assistance and training, namely in the areas of public financial management reforms, public debt, tax policy and administration, and banking supervision. The MPs were eager to hear more on the work done by the IMF on macroeconomic stability and called the institution for greater engagement and cooperation with parliaments



“We now need the member of the Parliamentary Network in our respective countries, to have meetings and briefings organized with the IMF so that they can share the expertise with their peers. Many MPs do not understand the so-called benefits highlighted by the IMF, nor do they have a good perception of the institution.”

Hon. Zitto Kabwe, MP Tanzania



Key issues

- Bridging the infrastructure gap
- Improving the business environment
- Maintaining a sustainable debt level

Recommendations

- Investing in infrastructure that will foster income-generating activities
- Improving the tax administration for an expanded fiscal base and a strengthened revenue-earning potential of counties. Fiscal consolidation should also enable further debt sustainability



Anti-corruption and good governance efforts

Relevant agenda items: Meeting with the National Assembly; Welcome and briefing session with the World Bank Group and IMF; Courtesy call to the Speaker of the Senate; Breakfast with private sector representatives; Roundtable policy discussion with the Kenya Institute for Public Policy Research and Analysis (KIPPRA); Meeting with civil society representatives

Corruption has been unanimously cited by the stakeholders as one of the main obstacle for Kenya's development. For donor countries and development partners, corruption poses a serious risk of seeing their contribution to Kenya's development embezzled. "These are things that are openly talked about" said World Bank Country Director Diarietou Gaye, explaining that both the World Bank and the IMF openly address the issue with the government so that when a case of corruption arises, the government is asked to reimburse the amount lent. In the framework of its projects, the World Bank can further control the eligibility of expenditure by the means of yearly audits and discussion with the auditor general of the government. When the expenditure proves to be ineligible, the World Bank and the auditor general settle on an amount that the government then reimburses. Audits are often lengthy but the government does take measures and the World Bank gets reimbursed.



"From a donor country point of view, the debt level, corruption, and the scope of the informal sector in Kenya are a concern"

Hon. Åsa Eriksson, MP Sweden

"Corruption reaches levels that affect life and business and it seems impossible to eradicate completely", worried KEPSA private sector representatives before expressing their wish to see Parliament increasingly involved against corruption in order to facilitate business and provide a fairer environment where small businesses are not impeded to grow into medium-sized companies. By virtue of their oversight functions, the National Assembly and the Senate have a role to play in fighting corruption. Parliament hosts public account committees who hear reports on the budget use from the auditor general. Both houses also benefit, in this mission, from the expertise produced by the parliamentary budget office, a non-partisan and professional office of the Kenyan Parliament whose primary mission is to enhance the oversight role of legislators by creating the necessary capacity for scrutiny of the national budget.



“The Kenya Parliamentary Budget Office exercise is very interesting, it shows that the Parliament does not have to blindly trust the figures provided by the government”

Hon. El Hadji Mansour Sy, MP
Senegal



The 2010 Constitution indeed requires that budget implementation is scrutinized every four months in the form of a report and provides that committees can question the relevant programme managers on their use of the budget. In extreme cases, it can intervene by impeaching civil servants for corruption. “It is upon the MPs to build the strength of their committees to make sure that budget reports do get the required attention” insisted Hon. Justin Muturi, Speaker of the National Assembly. Other stakeholders contribute to anti-corruption efforts; it is the case of the KIPPRA institute who is developing tools and indexes to help the relevant authority better capture the scope of the phenomenon and, therefore, to better address it.

In addition to corruption, tax exemption and evasion has been highlighted as a major area of concern by civil society actors such as Oxfam who try to raise awareness on the phenomenon. Despite the fact that tax exemptions for corporations already represent twice the health budget (around 1.1 billion USD), it is not considered as a major concern for most of the Kenyan population at the moment.

Key issues

- Fighting corruption
- Reducing tax evasion

Recommendations

- Making full use of parliamentary oversight functions and of the parliamentary budget office and partner agencies to identify irregularities and addressing it
- Improving accountability in spending and scrutiny through the development and use of tools and accurate data
- Raising popular awareness on corruption and tax evasion levels and on the shortfall it represents



Conclusion

The delegation had intensive and informative discussions with a wide range of primary development stakeholders in Kenya including: parliamentarians from both the National Assembly and the Senate; high-level government officials from the National Treasury, the Central Bank and the Ministry of Public Services, Youth and Gender; World Bank Group and IMF country teams; diplomats and development agencies; as well as civil society organizations and private sector representatives. Through debates and visits of three ongoing projects related to aviation training, public service delivery, and early childhood development (among which two supported by the World Bank Group), the programme yielded a full overview of the key players in Kenya's development successes and in the challenges that remain for the country.



“Our role as MPs is to ensure that the relationship and projects implemented with the World Bank and IMF go stronger”

Hon. Ekwere Ethuro, Speaker of the Kenyan Senate

The Parliamentarians in the Field programme provided the participants with examples of parliamentary involvement for Kenya's development. Devolution has led to a re-shuffling of parliamentary oversight in order to meet the new supervision needs. At the national level, the Senate is in charge of overseeing the counties activities and functions while the National Assembly maintains its function of reviewing the national government funds. In addition, each county has a local assembly ensuring oversight responsibilities over the county's operations. Kenya's development has been supported by the work of the World Bank Group and IMF, which requires an increasing collaboration with members of parliaments for effective development policy implementation. As highlighted by Parliamentary Network Vice-Chair Hon. Alain Destexhe (Senator, Belgium), as a platform for dialogue, “the Parliamentary Network can play a role to facilitate discussions on difficult issues for the country - such as debt management - between parliamentarians, on the one hand, and the executive along with the World Bank and IMF, on the other.”





THE PARLIAMENTARY NETWORK
On The World Bank & International Monetary Fund



WORLD BANK GROUP

Programme

Field Visit to Kenya, 20 – 23 February 2017

Venues

Hotel: Fairmont The Norfolk Hotel, Harry Thuku Rd, Nairobi, Kenya

World Bank Country Office: Delta Center Menengai Road, Upper Hill, PO Box 30577-00100 Nairobi, Kenya

International Monetary Fund Resident Representative Office: Delta Centre Building, 12th Floor Menengai Road, Upper Hill - Telephone: +254-20-2934064

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Programme

Sunday, 19 February 2017

Upon arrival	Check-in at the hotel	Venue: Fairmont The Norfolk Hotel, Harry Thuku Rd, Nairobi, Kenya
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Monday, 20 February 2017

8:00 am – 9:00 am	<i>Breakfast at the hotel</i>	Venue: Fairmont The Norfolk Hotel, Harry Thuku Rd, Nairobi, Kenya
9:15 am	<i>The delegation will be meeting in the lobby at 9:00 Bus departing from the hotel</i>	

10:00 am - 12:00 pm	Meeting with the National Assembly of Kenya	Venue: Parliament Buildings P.O.Box 41842 Nairobi
12:00 pm – 1:00 pm	<i>Bus departing from the National Assembly</i>	
1:00 pm - 3:00 pm	Project Visit : Kenya Civil Aviation Authority (IDA funded project) <i>Lunch boxes will be served in the bus</i>	Venue: Embakasi airport
3:00 pm	<i>Bus departing from the Kenya Civil Aviation Authority</i>	
4:00 pm – 6:00 pm	Welcome and Briefing Session <ul style="list-style-type: none"> • Diarietou Gaye, Country Director, World Bank Group • Alain Destexhe, Senator, Belgium; Vice-Chair, the Parliamentary Network • Joy Gwendo, Senator, Kenya; Board Member, the Parliamentary Network • Armando Morales, Resident Representative, Kenya, IMF • Samba Thiam, Resident Representative, Somalia, IMF • Manuel Moses, International Finance Corporation • Johan Mistiaen, Programme Leader, World Bank Group <p>Discussion (1 hour)</p>	Venue: World Bank Country Office Room 045
	<i>Free evening for participants</i>	

Tuesday, 21 February 2017

7:45 am – 8:45 am	<i>Breakfast at the hotel</i>	Venue: Fairmont The Norfolk Hotel, Harry Thuku Rd, Nairobi, Kenya
9:30 am	<i>The delegation will be meeting in the lobby at 9:15am Bus departing from the hotel</i>	
9:35 am – 10:30 am	Visit to the National Museums (optional)	Venue: National Museums Of Kenya Nairobi National Museum, Kipande Rd, Nairobi, Kenya

11:00 am	<i>Bus departing from the Museum</i>	
11:10 am	<i>Bus departing from the hotel</i>	Venue: Fairmont The Norfolk Hotel, Harry Thuku Rd, Nairobi, Kenya
11:30 am - 12:30 pm	Courtesy call to the Speaker of the Senate	Venue: Parliament Buildings P.O.Box 41842 Nairobi
12:30 pm – 1:30 pm	Meeting with the Parliamentary Budget Office	Venue: Parliament Buildings P.O.Box 41842 Nairobi
1:30 pm – 2:30 pm	<i>Lunch at the Senate</i>	Venue: Parliament Buildings P.O.Box 41842 Nairobi
2:30 pm – 2:45 pm	Senate Session	Venue: Parliament Buildings P.O.Box 41842 Nairobi
3:00 pm	<i>Bus departing from the Parliament</i>	
3:30pm – 5:00 pm	Joint meeting with the Ministry of Finance and the Central Bank <ul style="list-style-type: none"> • Mr. Henry K. Rotich, Cabinet Secretary for the National Treasury, Ministry of Finance, Kenya • Central Bank official <p><i>Moderator:</i> Olfa Soukri Cherif, MP, Tunisia; Vice-Chair the Parliamentary Network</p>	Venue: Ministry of Finance
	<i>Free evening for participants</i>	

Wednesday, 22 February 2017

7:30 am – 8:30 am	<i>Breakfast with private sector representatives</i>	Venue: Fairmont The Norfolk Hotel, Harry Thuku Rd, Nairobi, Kenya Tatu Patio
09:00 am	<i>Bus departing from the hotel</i>	
09:30 am – 11:00 am	<i>Roundtable Policy Discussion with the Kenya Institute for Public Policy Research and Analysis (KIPPRA)</i>	Venue: 2 nd Floor, Bishops Garden Towers, Bishops Road
11:00 am	<i>Bus departing from the KIPPRA Institute</i>	

11:30 am - 12:30 pm	Meeting with civil society representatives	Venue: World Bank and IMF Offices Room 1105 (11 th floor)
12:30 pm	<i>Bus departing from the World Bank and IMF offices</i>	
12:35 pm - 1:30 pm	<i>Lunch with development partners</i>	Venue: Radisson Blu Hotel, Larder Restaurant Terrace
1:30 pm	<i>Bus departing from the Radisson Blu Hotel</i>	
2:00 pm – 3:00 pm	Project Visit: Kenya’s Huduma Centers (IDA funded project)	
3:00 pm	<i>Bus departing</i>	
3:30 pm – 4:30 pm	IMF’s new areas of work <ul style="list-style-type: none"> • Glenn Gottselig, Senior Communications Officer, IMF IMF technical assistance and capacity building in East Africa <ul style="list-style-type: none"> • Hervé Joly, Center Coordinator, East Africa Regional Technical Assistance Center, IMF, Tanzania 	Venue: World Bank and IMF Offices Room 1105 (11 th floor)
4:30 pm – 5:30 pm	Debriefing session	Venue: World Bank and IMF Offices Room 1105 (11 th floor)
	<i>Free evening for participants</i>	

Thursday, 23 February 2017 (optional)		
7:30 am – 8:30 am	<i>Breakfast with the press</i>	Venue: Fairmont The Norfolk Hotel, Harry Thuku Rd, Nairobi, Kenya North Ballroom
8:30 am	<i>Bus departing from the hotel</i>	
9:00 am – 12:00 am	Project Visit: Bidii Primary School Early Childhood Development centre and St John’s Green House	
	<i>Departure of delegates</i>	

THE IMF AND KENYA

Fund Relations: On January 25, 2017, the Executive Board completed the first review under the 24-month precautionary SBA/SCF that was approved by the Board on March 14, 2016 (\$1.5 billion of access, 196 percent of quota).

Recent economic developments and policies: Despite rising risks from global headwinds and financial sector concerns, the outlook for Kenya's economy remains positive. Real GDP growth is estimated to have reached 6 percent in 2016. Inflation—7 percent in January 2017—has stayed within the authorities' target range (5 ± 2.5 percent). After completion of the Mombasa-Nairobi Standard Gauge Railway, a reduction of the fiscal deficit in coming years consistent with fiscal consolidation should support debt sustainability. The authorities have embarked in an effort to improve tax administration, laying the ground for a strengthening of the revenue-earning potential of counties, a streamlining of the wage bill through salary scale harmonization and public sector rationalization, and the strengthening of the public investment management systems. By contrast, the recent amendments to the Banking law to control interest rates are expected to have an impact on growth, financial intermediation, and financial access by individuals and SMEs.

SBA/SCF Arrangements: The current precautionary arrangements provide a policy anchor for continued macroeconomic and institutional reform, and helps mitigate the impact of potential exogenous shocks were they to materialize.

Fund Technical Assistance: The Fund complements financial support with intense technical assistance and training to help the government achieve its policy commitments, especially in the area of public financial management reforms; public debt management; tax policy and tax administration; banking supervision; AML/CFT framework; and national account statistics.

The IMF Resident Representative Office: The IMF Office in Nairobi has supported the work of the Washington-based team for several decades. It interacts with different government departments for coordination and technical discussions consistent with policies conducted with the country team. It follows up on the implementation of advice provided by technical assistance teams; coordinates with other development partners in key areas; disseminates the work of the Fund to other constituencies, including civil society organizations; provides views on macro developments and policies consistent with the assessment of the country team to the media, investors and researchers, among others; and represents the Fund in different fora.

AT A GLANCE

IMF Resident Representative in Kenya:
Armando Morales

Kenya joined the Fund in February 3, 1964;
Article VIII

Total Quotas: 271.40 Million (As of February
28 2015)

Loans outstanding: Stand-by Arrangement
SDR 352.82 Million SCF Arrangements SDR
135.70 Million

Kenya is on the 12-month cycle for Article IV
consultations. The last Article IV consultation
was concluded on September 22, 2014 (IMF
Country Report No. 14/302, published
October 02, 2014)

CONTACT INFORMATION

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World Bank Country Overview: Kenya

CONTEXT

The East African nation of Kenya has a population estimated at 46.1 million, which increases by an estimated one million a year. With support of the World Bank Group (WBG), International Monetary Fund (IMF) and other development partners, Kenya has made significant structural and economic reforms that have contributed to sustained economic growth in the past decade. Development challenges include poverty, inequality, and vulnerability of the economy to internal and external shocks.

Political Context

Devolution is rated the biggest gain from the August 2010 constitution, which ushered in a new political and economic governance system. It is transformative and has strengthened accountability and public service delivery at local levels. The government's agenda is to deepen implementation of devolution and strengthen governance institutions, while addressing other challenges including land reforms and security to improve economic and social outcomes, accelerate growth and equity in distribution of resources, reduce extreme poverty, and youth employment.

Economy

The World Bank's most recent [Kenya Economic Update \(KEU\)](#) March 2016 projected a 5.9% growth in 2016, rising to 6% in 2017. The report attributed the positive outlook to low oil prices, good agriculture performance, supportive monetary policy, and ongoing infrastructure investments.

According to the latest Kenya National Bureau of Statistics (KNBS) quarterly report, Kenya's economy expanded by 6.2% in the second quarter compared to 5.9% in the same period in 2015. This growth was mainly supported by agriculture, forestry and fishing; transportation and storage; real estate; and wholesale and retail trade. Manufacturing, construction, financial and insurance sectors slowed down during this quarter while accommodation and food services, mining and quarrying; electricity and water supply; and information and communication sectors recorded improvements.

In August of 2016, the President of Kenya signed into law, an amendment to the 2015 Banking Bill which capped lending interest rates. The law caps the maximum lending interest rate at 4% above the base rate set by the Central Bank of Kenya. Interest rate spreads in Kenya in the past

have been considered to be generally higher than that of its peers. The effects of the rate regulation remains to be seen and could vary from the intended affordable loans to the low income households and small businesses, to reduced profitability for the banking sector and increased charges on commercial bank products.

Inflation in 2016 has remained within the government target rate, largely driven by food inflation. Kenya continues to benefit from low fuel prices and good rains, a stable macroeconomic environment, and good monetary policy action, which has ensured inflation remained contained in the first half of 2016.

Social Developments

Kenya has met a few of the [Millennium Development Goals \(MDGs\)](#) targets, including reduced child mortality, near universal primary school enrolment and narrower gender gaps in education. Interventions and increased spending on health and education are paying dividends. Devolved health care and free maternal health care at all public health facilities will improve health care outcomes and develop a more equitable health care system.

Development Challenges

Kenya has the potential to be one of Africa's great success stories from its growing youthful population, a dynamic private sector, a new constitution, and its pivotal role in East Africa. Addressing challenges of poverty, inequality, governance, low investment and low firm productivity to achieve rapid, sustained growth rates that will transform lives of ordinary citizens, will be a major goal for Kenya.

STRATEGY

The World Bank Group's (WBG) strategy for Kenya is to support the government's strategy of ending extreme poverty and increasing shared prosperity. WBG's [Kenya Country Partnership Strategy FY14-18 \(CPS\)](#) focuses on improving the economy's competitiveness and sustainability, protecting and helping the vulnerable to develop their potential, and building consistency and equity through devolution. During the CPS period, the WBG plans investment of \$1 billion a year, through the International Development Association (IDA), International Finance Corporation (IFC) and Multilateral Investment Guarantee Agency (MIGA)

The current International Development Association (IDA) portfolio amounts to \$6 billion in 29 national (\$4.7 billion) and seven regional (\$1.3 billion) projects. This includes new commitments: [National Agricultural and Rural Inclusive Growth Project](#) (\$200 million); [Transforming Health Systems for Universal Care Project](#) (\$150 million); [Electricity Expansion Project - Additional Financing](#) (\$68 million); Eastern and Southern Africa Higher Education Centers of Excellence (\$18 million), and the [Kenya Youth Employment and Opportunities](#) (\$150 million). The biggest investments are in infrastructure namely; transport, energy, water, and urban development, followed by the social sectors (health and social protection). Other sectors comprise: education; private sector development; ICT; agriculture; and justice, law and order, knowledge, and analytic work.

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IFC

IFC supports Kenya's private enterprises through direct investments, advisory services and capital from global financiers.

Since it started operating in Kenya, IFC has invested \$1 billion in the country's agribusiness, infrastructure, financial markets, health and education. IFC has invested in Kenya Airways, the Kipeto wind farm, Bridge International Academies, National Cement, AAR Healthcare and Vegpro.

IFC's clients and partners are tackling pressing development challenges, including access to power, healthcare and food. Small businesses are engines for Kenya's growth, creating jobs and providing essential goods and services, but entrepreneurs are often unable to access finance.

IFC's Africa Micro, Small, and Medium Enterprise Finance Program helps banks increase business with the SME sector. IFC invests directly in banks to increase lending to entrepreneurs, and advises them on how to tailor their financial services for SMEs.

Its partners in Kenya include Equity Bank, Gulf African Bank, Bank of Africa, Diamond Trust Bank and Kenya Commercial Bank. IFC and the World Bank also work closely with the government to improve business regulation through reforms in registering businesses, getting credit and other areas.

Multilateral Investment Guarantee Agency (MIGA)

MIGA is providing investment guarantees of \$302 million in support of projects in Kenya's infrastructure, power, agribusiness and service sectors. Working closely with the Bank and IFC, it helps to leverage financing for construction of privately operated power plants to diversify Kenya's energy mix in line with the government's least cost power development plan. MIGA is receiving increasing interest from other investors and sectors in the country.

RESULTS

The World Bank Group (WBG) has contributed to Kenya's development in all major economic and social sectors including the following:

Energy

- Through International Development Association (IDA) support, 280MW new geothermal capacity has been commissioned, increasing Kenya's developed geothermal capacity to 579MW from 241MW in 2013
- The current 400 MW of geothermal energy production on stream in Olkaria, and the new power is already reaching millions of homes, and the price of electricity has fallen by 30% over the past year. Besides, over half of Kenya's energy is drawn from climate-friendly sources.
- Over 2,146,701 new customers had been connected to electricity supply by June 2015 compared to the 285,000 targeted. 150,000 households in the informal settlements were connected to legal power in just one year (2015) up from 5,000 households in 2014.

Urban Sector

- 200,000 Kenyans got access to paved roads, drainage systems, high mast flood lights, and improved water and sanitation services
- 1.3 million people have access to improved water sources, and 100,000 of these live in informal settlements.

Social Protection

- Presently, over 2.6 million individuals are benefiting from cash transfer support through the [National Safety Net Program](#), up from 1.7 million in 2013.

- Over 150,532 additional households have been enrolled in the [National Safety Net Program](#) since July 2013.

Transport

- Independent roads entities have been created while aviation sub-sector institutions now have financial autonomy and strengthened oversight on aviation security and safety.
- Construction of new terminal at Jomo Kenyatta International Airport with capacity of 2.5 million passengers annually doubled the capacity for existing facilities.
- Kisumu airport was elevated to an international airport and can now handle 500,000 passengers annually.

PARTNERS

The World Bank Group has established strong partnerships for knowledge and resources with other development partners, researchers and agencies that contribute to Kenya's development. These include European Union, European Investment Bank, African Development Bank, France's Agence Française de Développement, United Kingdom's Department for International Development, German Development Bank, Japan International Cooperation Agency and China.

Brief on the Parliament of Kenya

History of the Parliament of Kenya

Kenya became independent as a member of the Commonwealth in 1963, and was proclaimed a republic in December 1964. Constitutional changes approved in December 1991 allowed for multiparty politics after a period of effectively single-party rule since 1964. The new constitution was approved by referendum in August 2010. Parliament is one of the key arms of the government in addition to the Executive and Judiciary. Kenya had a presidential system of government with the President as head of state and. The cabinet is appointed by the president.

Parliament Structure:

Kenya has a bicameral Parliament made up of the National Assembly and the Senate. Current members of Parliament were elected in March 2013 and their term ends on 8 August 2017; the date of the next elections. The National Assembly (Bunge), was expanded to 350 members: 290 members are directly elected, 47 seats are reserved for women, directly elected from each county, 12 members are nominated pro rata by political parties to represent special interests including youth, persons with disabilities and workers, and the speaker is a member ex officio. The Senate is new and was created by the 2010 constitution primarily to protect the interests of counties and county governments. It has 68 members: 47 members are directly elected from each county, 16 seats are reserved for women, nominated pro rata by political parties, 4 members are nominated to represent youth and persons with disabilities, and the speaker is a member ex officio. Members of both houses serve five-year terms.

Composition Senate:

Last election was held on March 4, 2013. Key players include; Forum for the Restoration of Democracy Kenya (FORD, Kenya); Kenya African National Union (KANU); National Rainbow Coalition (NARC); Orange Democratic Movement (ODM); The National Alliance (TNA); United Democratic Forum (UDF); United Republican Party (URP); Wiper Democratic Movement (WDM, formerly the Orange Democratic Movement Kenya, (ODM Kenya). President Uhuru Kenyatta narrowly won the 2013 presidential election in the first round. He was sworn in on 9 April.

Composition National Assembly:

Last election was held on March 4, 2013. Lower house (National Assembly): Jubilee Coalition (led by TNA, NARC and URP) 135 seats; Coalition for Reforms and Democracy (led by ODM, WDM and FORD Kenya) 117 seats; Amani Coalition (led by UDF and KANU) 18 seats; others 20 seats; reserved 60 seats.

Today following recent alliances, the Upper house (Senate) is made up of the following: Jubilee Coalition 21 seats; Coalition for Reforms and Democracy 20 seats; Amani Coalition 4 seats; others 2 seats; reserved 21 seats.

In the 2013 legislative elections the Jubilee Coalition became the largest bloc in both houses.

Composition of the Executive/Government:

On 10 April 2013, the newly inaugurated President Uhuru Kenyatta dismissed all ministers from the outgoing cabinet. He began nominating his new cabinet on 22 April. Most ministers were sworn in on 15 May, and the foreign minister four days later. The cabinet was completed when the nominees for the interior and Labour portfolios, announced on 23 May, were approved on 5 June and sworn in the following day. The minister for the interior and co-ordination of the national government was replaced on 2 December 2014.

World Bank Engagement with Parliament in Kenya:

Over the last five years, the World Bank engaged with the Senate's Committee on Devolved Government and the Ministry for Devolution and Planning to develop the Public Participation Guidelines in April, 2016.

In 2013, the World Bank held a number of consultations to establish how to best support the Center for Parliamentary Studies and Training (CPST) to develop a curriculum on social accountability for parliamentarians. It emerged that another development partner; DFID was already supporting the initiative through the State University of New York. It was agreed that the World Bank would focus on support to the executive arm of the Kenyan Government.

In June 2015, the CPST also participated in the 18th Quarterly Economic Roundtable for the launch of the Kenya Economic Update Edition 12 which focused on Public Participation.

Background for Visit to Kenya Civil Aviation Authority (KCAA) HQ

1. Current Transport Sector Portfolio in Kenya at a Glance

LENDING PROJECTS:

Project Name	Net Commitment Amt (\$m)
Kenya Transport Sector Support Project	503.50
Kenya National Urban Transport Improvement	300.00
EA Regional Transport and Trade Facilitation project	500.00
Total	1,303.50

PIPELINE PROJECTS

Project Name	Net Commitment Amt (\$m)
Kenya Rural Roads	185.00
Aviation Modernization Project	285.00
Mass Rapid Transit Systems Improvement Project	200.00
North Eastern Transport Improvement project	502.00
Total	1,172.00

Implementing Agencies in the sector for above projects:

- Kenya National Highways Authority
- Kenya Railways Corporation
- Ministry of Transport, Infrastructure, Housing and Urban Development
- **Kenya Civil Aviation Authority (KCAA)**
- Kenya Airports Authority
- Kenya Urban Roads Authority
- National Transport Safety Authority
- Information and Communications Authority
- Kenya Rural Roads Authority

2. Air transport has become increasingly important to Kenya's economy, as it sustains the tourism industry and has facilitated entry into the global fresh flower and horticulture markets. Nairobi's Jomo Kenyatta International Airport (JKIA) is now a regional hub. The challenge is that the civil aviation infrastructure and aviation safety inspection capacity has not kept pace with the quality of the air transport services and JKIA is now facing capacity constraints.

4. We are providing a total of US\$ 22.7 m support to Kenya Civil Aviation Authority (KCCA)

- (a) Provision of technical assistance for aviation safety and oversight capacity;
- (b) Technical assistance to support the restructuring of KCAA and separation of its regulatory responsibilities from its service provision functions;
- (c) Construction of an office block for KCAA headquarters at JKIA; **(we shall be visiting this facility)**
- (d) Supervision of construction of works;
- (e) Upgrading KCAA's ICT facilities;

- (f) Provision of equipment to upgrade and modernize air navigation systems; and Training manpower in safety, security and oversight in the civil aviation industry including other African countries

-Most of the above activities under KCAA are completed.

5. Cost of KCAA Head Quarter Building –

Item	Category	Cost (Ksh)	Status
Design and Supervision	Consultancy	82.034m	Complete
Construction	Works	950.054m	Complete
Palisade Fence	Works	26.58m	Complete

6. The KCAA Head Quarter



BRIEF ON KEPSA

1. GENERAL OVERVIEW OF KEPSA

The Kenya Private Sector Alliance (KEPSA) is the voice of the private sector in Kenya and is the umbrella body for private sector associations and corporate bodies in all sectors of the economy including trade associations. Our mission is to ensure year on year improvement in the overall business environment by engaging with the Kenyan government (both local and national), regional and global partners, and all like-minded stakeholders.

KEPSA has over 100,000 members through business member organizations and companies. It provides a platform for the private sector to engage in Public Private Dialogue at a Local, National and International level. KEPSA offers information, advisory and networking opportunities for members and is a key partner to government and other stakeholders in the formulation and implementation of policies and strategies geared towards spurring economic growth, wealth creation and national development.

Our strategic focus since 2013 is pursuing an enabling business environment in Kenya by ensuring Year-on-Year improvement on key global business rankings, which include:

- a) Moving Kenya from position 137 in 2014 in the Ease of Doing Business Index global ranking to 50 and below by 2024;
- b) Moving Kenya from position 96 in the Global Competitiveness Index in 2013 to 50 and below by 2017; and
- c) Improving Kenya's rank in the Corruption Perception Index from 146 in 2013 to 100 and below by 2024;

KEPSA seeks to achieve all these objectives by working together in partnership with the government, development partners, civil society and indeed all like-minded stakeholders.

2. PUBLIC-PRIVATE DIALOGUE PLATFORMS

In order to achieve the above mentioned objectives we formed a set of structured Private-Public Dialogue platforms at various levels with the Executive, the Legislature, and Judiciary as well as with Development Partners, and EAC Organs.

Our PPD platforms include:

- a) Presidential Roundtable (PRT): where we meet with the President at least twice a year to present issues that cross-sectorial and requires the president's intervention. PRT is our highest level PPD platform.
- b) Ministerial Stakeholders Forum (MSF): We use this platform to meet with the Cabinet Secretaries to present sector specific issues that require their intervention. The MSFs are held every two months and at times on need basis.
- c) Speaker's Round Table (SPRT): This platform brings together the private sector and the speakers of both houses of Parliament that is both the Speaker of the Senate and the National Assembly. This platform addresses issues of legislative and nature.
- d) Council of Governor's Summit: This platform came about after the new Constitution of Kenya to enable the private sector meet with the Governors and address issues requiring their intervention. This platform is convened annually.
- e) Chief Justice Forum: Like the Council of Governor's roundtable, the private sector meets with the Chief Justice annual to advocate for issues that require the Chief justice's intervention.
- f) The Sector Board's: We have 16 sector boards, which match respective government ministries to ease engagement and channelling of issues. They act as the internal platform where issues emerge, tabled, and harmonised for advocacy by respective members. Our members belong to these sector boards based on their advocacy interests
- g) Other platforms include: Regional Ministerial Stakeholder's Forum, Development Partners Roundtable and Regular engagement with all other Government Agencies including: Attorney General (AG), Kenya Revenue Authority (KRA), among others

3. THE NATIONAL BUSINESS AGENDA (NBA-II)

To have a common voice in policy advocacy, our issues are structured in the National Business Agenda (NBA II). The NBA maps the private sector purpose in a 5 year agenda, currently we are in implementing the NBA II. The National Business Agenda II (NBA), whose five year strategic focus is aligned to the overall goals of the National Vision 2030, which is Kenya's development blueprint. The NBA comprises strategic business issues which inform business consultation with other stakeholders and Public-Private Dialogue to address

strategic and cross-cutting issues aimed at improving business environment and the economy

4. KEY LEGAL ACHIEVEMENTS

Through our engagement with the Legislature through the Speakers Roundtable and other strategic partners, KEPSA has been able to participate and push for the enactment of business related legislations, the most recent ones include:

- ⇒ Anti-counterfeit Bill: Outlawing production of counterfeit
- ⇒ Competition Act: Setting a level playing field for business and curbing anti-competitive practices
- ⇒ Kenya Citizens and foreign Nationals management service Act which provides for dual citizenship
- ⇒ PPP Act which provides framework for private sector participation in financing government projects
- ⇒ The MSME Act that sets the legal framework for management and growth of SMEs in Kenya
- ⇒ The company Act 2015
- ⇒ The Insolvency Act 2015
- ⇒ Special Economic zones Act 2015
- ⇒ The Insolvency Act 2015
- ⇒ The Business Registration Service Act 2015
- ⇒ The Anti-Bribery Act which sets mechanisms to curb corruption

REPUBLIC OF KENYA



THE PRESIDENCY

MINISTRY OF PUBLIC SERVICE, YOUTH AND GENDER AFFAIRS



huduma
KENYA
service excellence

BRIEF ON THE HUDUMA KENYA PROGRAMME

17th February, 2017

IMPLEMENTATION STATUS OF THE HUDUMA KENYA PROGRAMME AND PLANS TO CASCADE THE SERVICES TO ALL COUNTIES

1.0 BACKGROUND

1. Huduma Kenya Programme is a Kenya Vision 2030 flagship project captured under the Medium Term plan for 2013 – 2017.
2. Programme was launched by H.E the President on 7th November, 2013 which simultaneously saw the launch of the first Huduma Centre in Kenya at GPO Nairobi.
3. Objective is to transform public service delivery by setting uniform and high quality standards of service delivery that meet citizen expectations.
4. The Programme has adopted the Integrated Service Delivery model with 5 “one-stop-shop” channels of service delivery namely; Huduma Centers (Citizen Service Delivery Centers), Online Service Portal, Mobile Service Platform, Contact Centre and Integrated Payment Gateway including Huduma Card.
5. Huduma Kenya is managed through a Governance Framework gazetted by H.E. the President vide Gazette Notice No. 2177 of 4th April 2014. The Governance Framework includes the Service Delivery Summit, Technical Committee and Secretariat
6. Ministry of Public Service, Youth and Gender Affairs is coordinating implementation of the Programme jointly with the Ministry of Interior and National Government Coordination.

2.0 PROGRAMME STATUS: OPERATIONAL HUDUMA CENTERS

1. Forty- five (45) Huduma Centres are now fully operational in 41 out of the 47 Counties in Kenya. By June 2017 The Ministry will be working to establish Huduma Centers in the remaining six (6) counties.
2. Huduma Contact Centre – is fully operational and the no. is **020 69 00020**: The contact centre provides Government customer service/ information using a toll free single dialing prefix
3. Online and mobile electronic service channels are at advanced stages of development and are scheduled to go live on a pilot basis before June, 2017.
4. The Huduma Smart Service and Payment Card is already rolled out and has been issued to 120,000 users on a pilot basis.

3.0 ACHIEVEMENTS OF THE HUDUMA KENYA PROGRAMME

1. To date the Huduma Kenya Programme has won over ten Global Awards (Number 1 in all the Awards). including the 2015 United Nations Public Service Award in the category improving the Delivery of Public Services.
2. The 45 Operational Huduma Centers are serving more than 40,000 people per day and more than 9 Million people have been served to date.
3. The Programme has contributes significantly to the improvement of the Ease of Doing Business Index through the devolution of services like search and reservation

of business names and predictable Government service turnaround times in Huduma Centers.

4. High Customer satisfaction - Customer satisfaction from the Electronic Customer Feedback Units in Huduma Centers stands at 95%. Customers have lauded the courtesy, guidance and information points at the Centre.
5. Each Huduma Centre has a Service Menu of over 60 Services offered end to end.

Early Childhood Development Centers in Nairobi

Early Childhood Education Centers in Nairobi County are run by through standalone ECD Centers as well as those attached to primary schools. Currently there are 21 standalone ECDE centers distributed across the county. Of the primary schools also having an ECD center, none has a baby class unit, 17 have nursery classes while 178 have pre-unit classes.

BIDII PRIMARY SCHOOL

Bidii Primary school is a **public** school with over 1,974 children with an ECD center of 184 Kids. The school is located in Makadara Constituency and with 5 ECD teachers, who are trained by the government. The school has a school feeding program as a safety net and children from kindergarten to primary school receive food at school every day. The ECD center also promotes kids development and growth with playing a sizable playing ground and playing equipment.

Special needs education: The school has an Enrolment of children with disabilities as one of the few schools integrating special education.

Local Agriculture: The school buys food locally, which benefits local farmers and the whole community while enhancing the sustainability of the program, the school has over 0.5 ha of fresh vegetables growing through kitchen Gardening used to feed the children

