



PBORA

Public Benefit Organizations
Regulatory Authority



ANNUAL PBO SECTOR REPORT 2023/2024





ANNUAL PBO SECTOR REPORT 2023/2024

About the Authority

The Public Benefit Organizations Regulatory Authority (PBORA) is a State corporation established under Section 34 of the Public Benefit Organizations (PBO) Act (CAP 134). The Act was operationalised on May 14, 2024, effectively repealing the Non-Governmental Organizations (NGOs) Co-ordination Act No. 19 of 1990, and setting the stage for an expanded and inclusive regulatory framework for all charitable Non-Profit Organizations (NPOs) in Kenya.

The Authority is broadly responsible for the registration and regulation of all PBOs operating in Kenya.

Section 42 and 43A of the PBO Act mandates the Authority to:

- a) Register and de-register PBOs;
- b) Maintain a register of registered PBOs with the precise sectors, affiliations, and locations of their activities;
- c) Interpret the national policy on PBOs so as to assist in its smooth implementation and observance by Government ministries, departments, and agencies at various levels;
- d) Receive and review annual reports of PBOs;
- e) Advise the Government on the activities of PBOs and their role in development within Kenya;
- f) Guidance to the sector through issuance of forms, instructions, and model documents;
- g) Facilitate information sharing and networking between PBOs and the Government;
- h) Institute inquiries to determine if the activities of PBOs do not comply with the PBO Act or any other law; and
- i) Provide advice and training to PBOs.
- j) Oversight and monitor PBOs that are at risk of terrorism financing abuse.

Foreword



The Annual Public Benefit Organizations (PBO) Sector Report is a key publication of the Authority. This report highlights the contribution of PBOs to national development and their vital role in supporting diverse sectors, generating employment, and improving livelihoods for marginalized and vulnerable communities. The report serves to document how PBOs complement national development efforts through their impactful work across the country.

In accordance with our mandate to advise the government on PBO's activities, this report is disseminated annually to serve as a primary point of reference for sector stakeholders. Its publication reflects our commitment to facilitating access to information, as enshrined in Article 35 of the Constitution of Kenya and the Access to Information Act, 2016.

I am pleased to be associated with this report, which highlights the operations of both national and international PBOs within the country. It is encouraging to see the PBO sector continue to thrive despite global reductions in donor aid. The sector remains committed to implementing projects aligned with the Bottom-Up Economic Transformation Agenda (BETA) and other national development plans.

I am confident that the PBO Act provides a robust regulatory framework that ensures efficient and effective service delivery. By advocating for self-regulation, the Act establishes a fundamental pillar for a strong and sustainable PBO sector.

I would like to express my gratitude to the Board of Directors for their ongoing support. I also wish to commend the management team for the diligent efforts that led to the successful publication of this report.

Hon Mwambu Mabongah
CHAIRMAN

“

I am confident that the PBO Act provides a robust regulatory framework that ensures efficient and effective service delivery. By advocating for self-regulation, the Act establishes a fundamental pillar for a strong and sustainable PBO sector.

”

Preface



This reporting period marks a significant milestone for Public Benefit Organizations (PBOs) following the operationalization of the PBOs Act (CAP 134) on May 14, 2024. This legislation establishes a new legal and regulatory framework for the registration, coordination, and oversight of PBOs in Kenya, effectively repealing the NGOs Co-ordination Act of 1990.

This report provides comprehensive insights regarding PBO sector growth, its contribution to national development, and employment trends. To date, the Authority has registered 13,602, including national, regional, and international entities.

During the reporting period, the PBO sector contributed KES 210 billion to the national economy, fulfilling its complementary role to government efforts across various sectors. This contribution highlights the importance of PBOs in supporting national development priorities through service delivery, strategic partnerships with government institutions, and collaboration with other stakeholders. PBOs employ diverse approaches, including policy advocacy, research and training, public awareness campaigns, and information and communication initiatives.

The sector has continued to play a vital role as a source of employment, providing engagement opportunities for a range of personnel, including salaried staff, volunteers, and interns. Majority of the workforce were Kenyans, reflecting continued progress in strengthening local capacity within the sector.

However, PBO compliance levels in the submission of annual reports remain low. The Authority continues to do everything within its power to improve compliance and service delivery within the sector. I am confident that with the expanded mandate under the PBO Act, the Authority will open more regional offices to monitor, facilitate, and create a conducive environment for the organizations to thrive.

I extend my sincere gratitude to all stakeholders for the support to the Authority. I also wish to acknowledge the Board of Directors for their excellent leadership, which made the development of this report possible. I am equally grateful to our stakeholders for their invaluable contributions in enriching the content of this report, and to our staff for their dedication and commitment in preparing it.

Dr. Laxmana P. Kiptoo, PhD, OGW
DIRECTOR/CEO

Acknowledgements

The Public Benefit Organizations Regulatory Authority (PBORA) is grateful to all the individuals who participated in the conceptualisation, development, and publication of the Annual PBO Sector Report 2023/2024.

We acknowledge the Board of Directors led by the Chairman, Hon Mwambu Mabongah, the Director/CEO Dr Laxmana P. Kiptoo, PhD, OGW and the Ag. Director Operations Mr Isaiah Sang and Director Corporate Services Ms Joyce Yiaile, for providing leadership and oversight in the preparation of the report.

We acknowledge the immense contribution of the technical team that developed the report, including data collection, analysis, and report writing. Team members included: Bernadette Nzomo, Zilpah Angwenyi, Josephine Wanjala, Amina Matheka, Yvonne Isichi, Eric Waithaka, Rukia Noor, and Keneth Guantai.

Gratitude goes to Richard Chesos and Paul Kimweli for editing and proofreading the report.

To the data entry team, we thank you. We are also grateful to the various heads of departments and Authority staff for providing invaluable support to ensure the timely submission of datasets necessary for the completion of the report.

The Authority also wishes to thank and appreciate PBOs that availed the data used in developing this report. We also acknowledge the contribution of sector stakeholders who provided vital insights, especially during the validation workshop of this report.

Abbreviations and Acronyms

AGM	Annual General Meetings
CBO	Community-Based Organizations
CSA	Climate-Smart Agriculture
CSO	Civil Society Organization
FBO	Faith-Based Organizations
FY	Financial Year
HIV/AIDs	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
ICM	Institute of Charity Management
ICT	Information Communication Technology
IFRS	International Financial Reporting Standards
IGA	Income Generating Activity
ISBN	International Standard Book Number
KES	Kenya Shillings
OSI	Overall Sustainability Index
PBORA	Public Benefit Organizations Regulatory Authority
PBOs	Public Benefit Organizations
UHC	Universal Health Coverage
USAID	United States Agency for International Development

Definition of Terms

PBO Act	Public Benefit Organizations Act, 2013
Authority	Public Benefit Organizations Regulatory Authority established under section 34
Sector of Operation	A thematic area in which a PBO focuses its work
Counties of Operation	Geographical areas within Kenya where a PBO is actively conducting its programmes and activities
Registration Form	The registration form used for new applications and changes of officials
Annual Reports Form	The statutory form filled and submitted by each PBO within a specified period subsequent to the end of its financial year.
Sustainability	Meeting our own needs without compromising the ability of future generations to meet theirs.
Sector Growth	It is an area of an economy that experiences a higher-than-average growth rate compared to others
PBO Sector	It is an area of economy within a country where non-profit groups function independently of any government, as specified in the registration document (Form 3)
Kenyan	A person with citizenship rights of Kenya, acquired legally or by birth
Foreign National	A person from a different country other than Kenya
Funding	The act of providing resources to finance an organisation or programme/project
PBOs Governance:	This includes the process of developing strategic decisions, evaluating the performance, and ensuring that there is accountability and transparency within an organisation.

Table of Contents



06

About The Authority	ii
Foreword	iii
Preface	iv
Acknowledgements	v
Abbreviations And Acronyms	vi
Definition Of Terms	vii
List Of Tables	ix
List Of Figures	x
Executive Summary	xii
<hr/>	
CHAPTER ONE:	1
1.1 Background	1
1.2 Scope	1
1.3 Objectives	1
1.4 Limitations	1

CHAPTER TWO:	2
2.1 Sector Growth	2
2.2 Changes in the PBOs register	2
2.3 Annual Reports	5
2.4 PBOs Funding Trend	7
<hr/>	
CHAPTER THREE:	8
3.1 Sector Contribution to National Development	8
3.2 Sectors of Operation for Newly Registered PBOs	9
3.3 Utilisation of Funds on Projects	9
3.4 Leading PBOs in the Utilisation of Funds on Projects	13
3.5 Leading Sector Players	17
3.6 Bottom-up Economic Transformation	24
3.7 Employment Creation	30
3.8 Collaborations and Networking	32
<hr/>	
CHAPTER FOUR:	34
4.1 Funds Received	34
4.2 Utilisation of Funds	42
4.3 Sector Sustainability	44
4.4 Institute of Charity Management	49
4.5 Major Events During the Year	54
<hr/>	
CHAPTER FIVE:	56
5.1 Conclusion	56
5.2 Recommendations	57
<hr/>	
LIST OF TABLES	
Table 1: Summary of the Register	5
Table 2: Utilisation of Funds in Kenya per Sector (KES)	10
Table 3: Comparative Utilisation of Funds in Kenya per Sector (KES)	11
Table 4: Counties of Operations for Newly Registered PBOs	13

Table 5: Project Implementation per County	13
Table 6: Leading International PBOs in Utilisation of Funds on Projects	14
Table 7: Leading National PBOs in Utilisation of Funds on Projects	16
Table 8: Leading Sector Players in FY 2023/2024	18
Table 9: Volunteers and Interns	31
Table 10: Summary of Workforce Engagement	31
Table 11: Sources of Funds by Donor Type	36
Table 12: Continental Distribution of Funds Received	39
Table 13: Leading International PBO by Funds Received	39
Table 14: Leading National PBO by Funds Received	41
Table 15: Expenditure Breakdown	43
Table 16: Sustainability Dimensions	45
Table 17: ICM Participants from Various Organizations	50

LIST OF FIGURES

Figure 1: Number of PBOs Registered per Year	3
Figure 2: Cumulative Registrations 2014/2015 – 2023/2024	3
Figure 3: Trend on Submission of Annual Reports 2014/2015– 2023/2024	6
Figure 4: Trend on PBO Funding	7
Figure 5: Preferred Sectors of Operation for Newly Registered PBOs	9
Figure 6: Illustration of the Five-Year Trend in Salaried Employment Among Kenyan and Expatriate Staff within the PBO Sector	30
Figure 7: Illustrates the Five-Year Trend in the Engagement of Volunteers and Interns Across the NGO Sector in Kenya	31
Figure 8: Types of Collaboration	33
Figure 9: Nature of Collaboration	33
Figure 10: Funds Source Type	37
Figure 11: Comparative Changes in Funds Received (FY 2022/2023-2023/2024)	37
Figure 12: Expenditure in Kenya and Other Countries	43
Figure 13: Utilisation of Funds Within Kenya	44
Figure 14: Overall Sustainability Index	48



Executive summary

Numbers



2,988

Data were drawn from 2,988 PBOs that submitted their annual reports. An additional 527 PBOs were newly registered during the period.



KES 210 billion

PBOs received a total of KES 210 billion. This represents an increase from KES 196 billion reported in the previous financial year.

KES 123 billion

PBOs spent more than KES 123 billion in project activities, with KES 111 billion of the funds being utilized within the country.



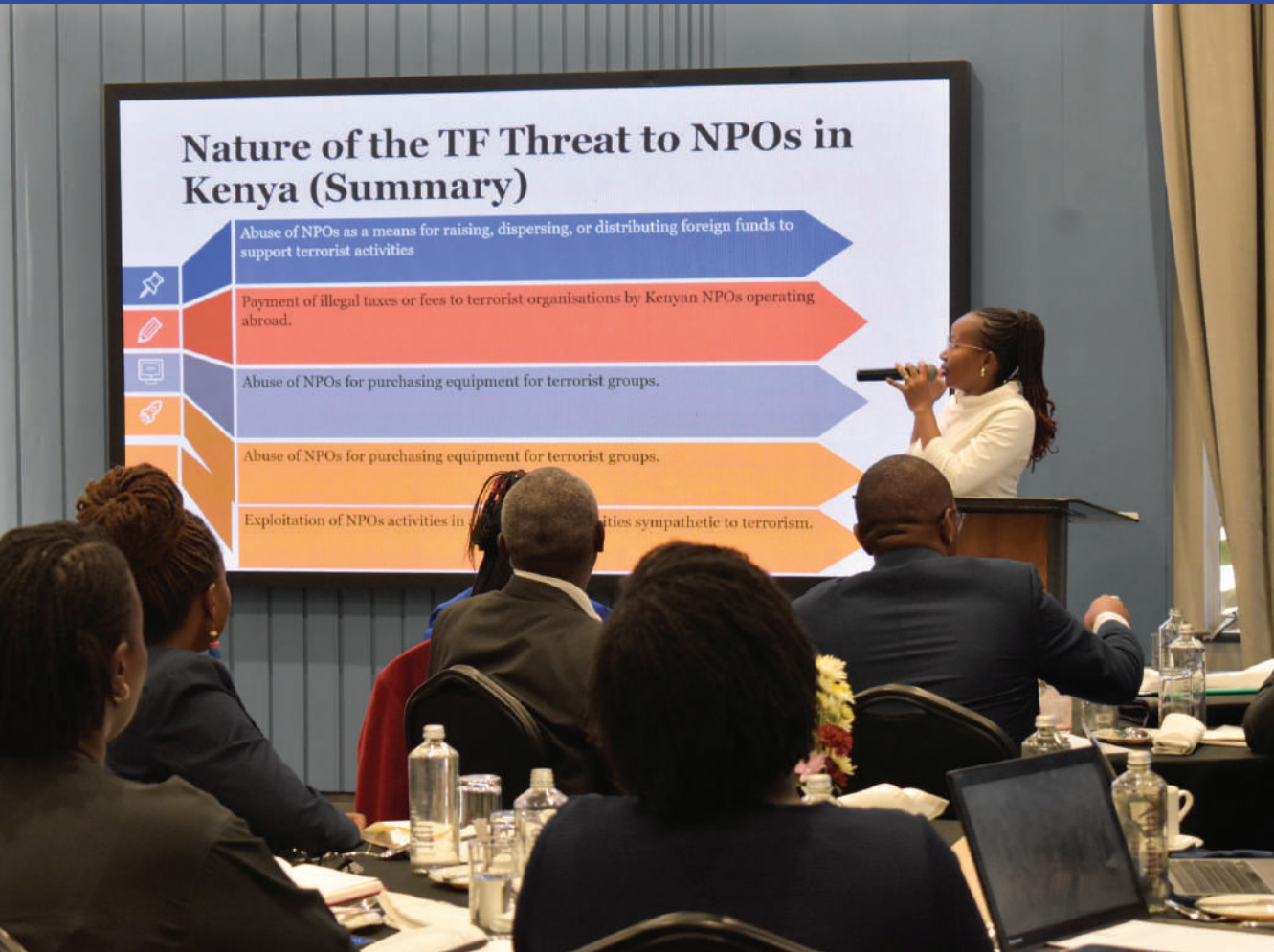
The Annual Public Benefit Organizations (PBO) Sector Report for the Financial Year (FY) **2023/2024** provides a detailed overview of the performance, contribution, and financial position of the PBO sector in Kenya. The data were drawn from 2,988 PBOs that submitted their annual reports, representing a steady improvement in compliance compared to the previous year. An additional 527 PBOs were newly registered during the period.

The findings show that the sector has continued to grow, with the total number of registered PBOs being 13,602. Of these, 11,236 are active, reflecting a strong level of operational engagement across the country. The number of PBOs submitting audited financial statements also increased, in line with the requirements of the PBOs Act and the International Financial Reporting Standards (IFRS).

During the reporting period, PBOs received a total of **KES 210 billion**. This represents an increase from **KES 196 billion** reported in the previous financial year. The sector continues to depend significantly on resources from outside the country, with North America and Europe contributing more than 70 % of the total funds received. However, local resource mobilisation improved, particularly through self-generated income and contributions from members and directors.

This report highlights the sector's strong contribution to national development. PBOs spent more than **KES 123 billion** in project activities, with **KES 111 billion** of the funds being utilized within the country. Health, disaster response, education, environmental management, water and sanitation, agriculture, and community welfare were the main sectors.

The sector also remained a key employer, providing opportunities for 60,698 personnel, including salaried



Nature of the TF Threat to NPOs in Kenya (Summary)

Abuse of NPOs as a means for raising, dispersing, or distributing foreign funds to support terrorist activities

Payment of illegal taxes or fees to terrorist organisations by Kenyan NPOs operating abroad.

Abuse of NPOs for purchasing equipment for terrorist groups.

Abuse of NPOs for purchasing equipment for terrorist groups.

Exploitation of NPOs activities in communities sympathetic to terrorism.

staff, volunteers, and interns. Kenyan citizens accounted for the vast majority of the workforce, showing continued progress in local capacity development.

The report affirms that PBOs continue to play an important role in improving the quality of life, promoting social welfare, and supporting national development priorities.

“

This report highlights the sector’s strong contribution to national development. PBOs spent more than KES 123 billion in project activities, with KES 111 billion of the funds being utilized within the country.

”



CHAPTER 01

1.1 Background

The Public Benefit Organizations Regulatory Authority (PBORA) is mandated, among other functions, to receive and review the annual reports submitted by PBOs. In line with this, the Authority develops and disseminates the PBO Sector Report annually.

The report highlights the contribution of PBOs to national development, the growth and distribution of the sector, areas of intervention, and the level of compliance. It also demonstrates funding trends, organisational sustainability, and the projects implemented during the year.

In addition, the report outlines the capacity-building conducted by the Authority’s training arm, Institute of Charity Management (ICM), as well as major events undertaken throughout the year. It also identifies opportunities for improvement within the sector, thereby informing policy development and enhancing public access to information.

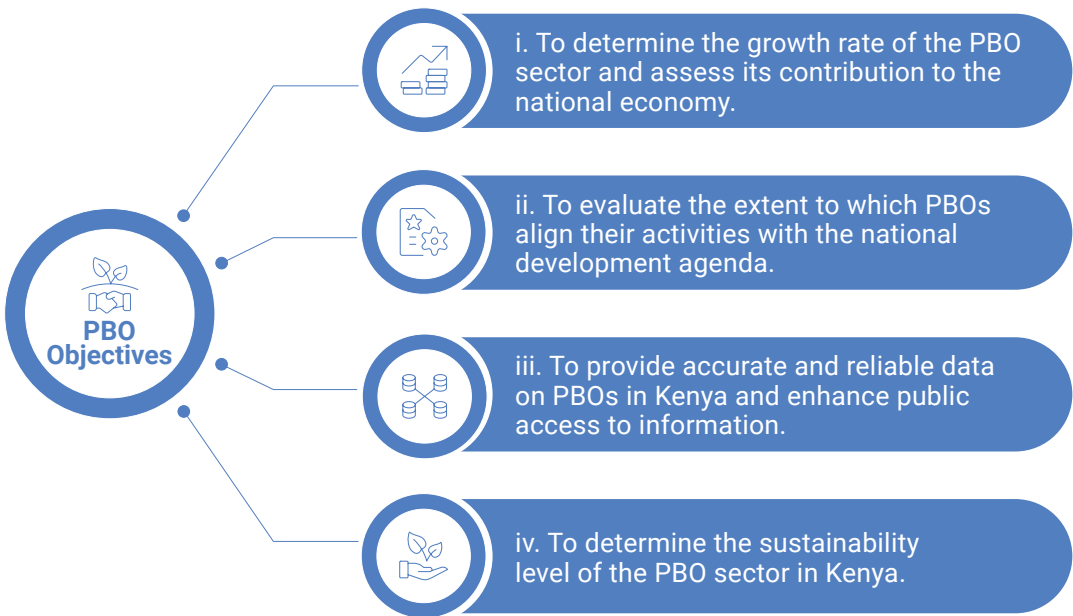
1.2 Scope

This report is based on data submitted by 2,988 PBOs that filed their annual reports, and 527 PBOs registered during the reporting period. The main data sources include annual reports and registration forms. Additional information was drawn from post-registration services and PBOs, which implemented projects aligned to the Bottom-up Economic Transformation Agenda (BETA).

1.3 Objectives

This report has been prepared in accordance with Section 42 of the PBO Act, which outlines the Authority’s mandate to advise the Government on matters pertaining to the activities of PBOs and their contribution to national development, and its twin-policy advisory role.

The report sought to achieve the following objectives:



1.4 Limitations

The analysis presented in this report is based primarily on data from 2,988 PBOs that submitted their annual reports and 527 PBOs that were registered during the year.



CHAPTER 02

2.1 Sector Growth

This refers to the overall change in the Authority’s register and total PBO funding. It also includes changes as a result of registration, deregistration, reinstatement, and dissolution of PBOs, as well as funding support to the charitable organizations.

2.2 Changes in the PBOs register

2.2.1 Registered PBOs in FY 2023/2024

The Authority registered 527 PBOs within the year. Out of this, 420 were national, and 107 international. Cumulatively,

a total of 13,602 PBOs have been registered with the Authority.

Figures 1 and 2 illustrate the trends of registration and those of cumulative registrations for the past ten years.

Figure 1: Number of PBOs Registered per Year

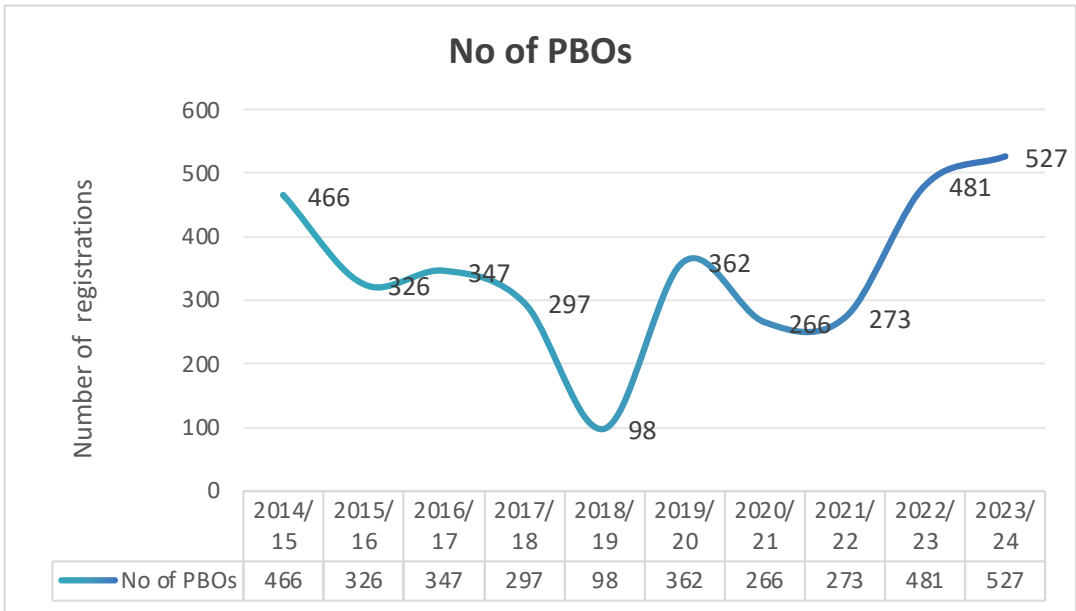
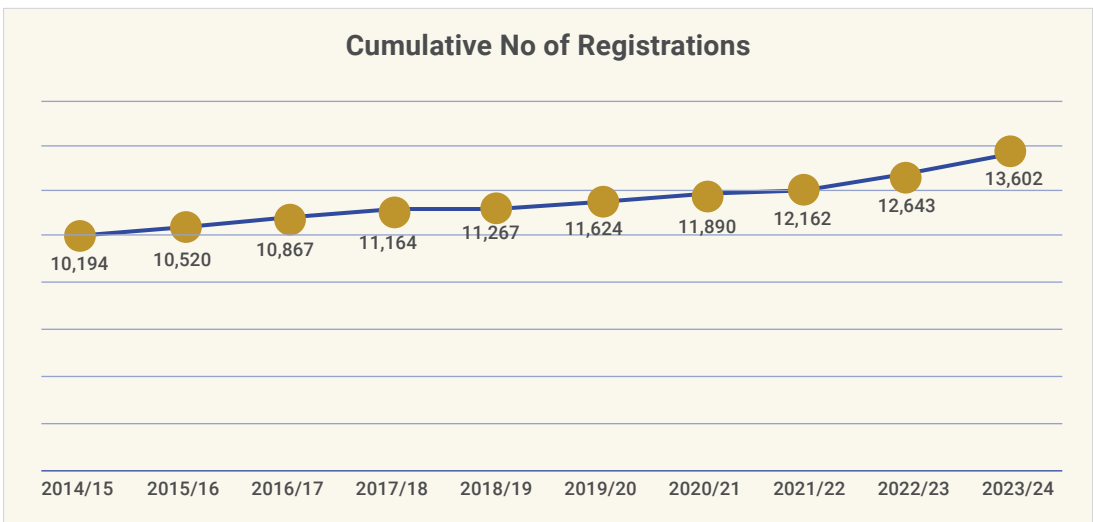


Figure 2: Cumulative Registrations 2014/2015 – 2023/2024

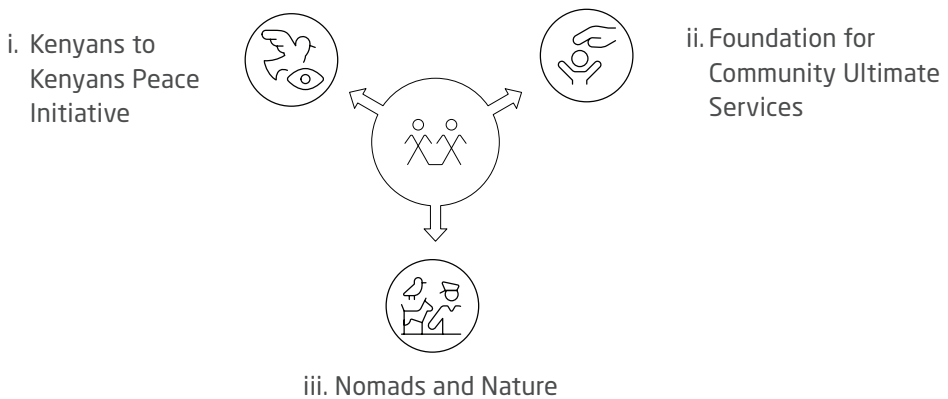


2.2.2 Deregistration

A PBO may be deregistered for violating the PBO Act, the Regulations, Code of Conduct, or the Terms and Conditions attached to its Certificate of Registration. During the year under review, the Authority did not deregister any PBO. However, cumulatively, 2,468 PBOs have been delisted under the NGOs Co-ordination Act No. 19 of 1990 (Table 1).

2.2.3 Reinstatement

Reinstatement is the process through which a PBO or its certificate of registration, having been revoked or suspended under the PBO Act, is restored to legal status and returned to the official register upon meeting the required conditions or upon a successful appeal. Cumulatively, 139 PBOs have been reinstated (Table 1), including three that were restored during the year under review. These are:



2.2.4 Dissolution

This is the voluntary winding up of a PBO operation as outlined in the PBO Regulations. Thirty-seven (37) PBOs have been dissolved (Table 1), including the five (5) PBOs that wound up their operations during the reporting period in FY 2023/2024. The five were:

- i. Flock Keepers Organisation
- ii. International Education and Sports Consultants
- iii. Appropriate Technology Development Centre (CAST Worldwide)
- iv. Chalmers International East Africa
- v. Oikocredit Ecumenical Development Organisation

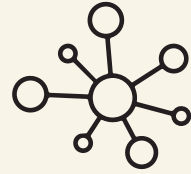
2.2.5 Active PBOs Register

The Authority’s register reflects a cumulative total of 13,602 PBOs that have been registered since inception. This includes all PBOs issued with valid Certificates of Registration, as well as those reinstated during the reporting period.

Of the total registered PBOs, some 2,468 have been de-registered for non-compliance, while 139 were reinstated following successful review and fulfilment of regulatory requirements. In addition, 37 PBOs were voluntarily dissolved during the period.

Currently, the number of active PBOs is 11,236, representing 81 per cent of all PBOs cumulatively registered. This is illustrated in Table 1.

Numbers



13,602

The Authority’s register reflects a cumulative total of 13,602 PBOs that have been registered since inception.

Table 1: Summary of the Register

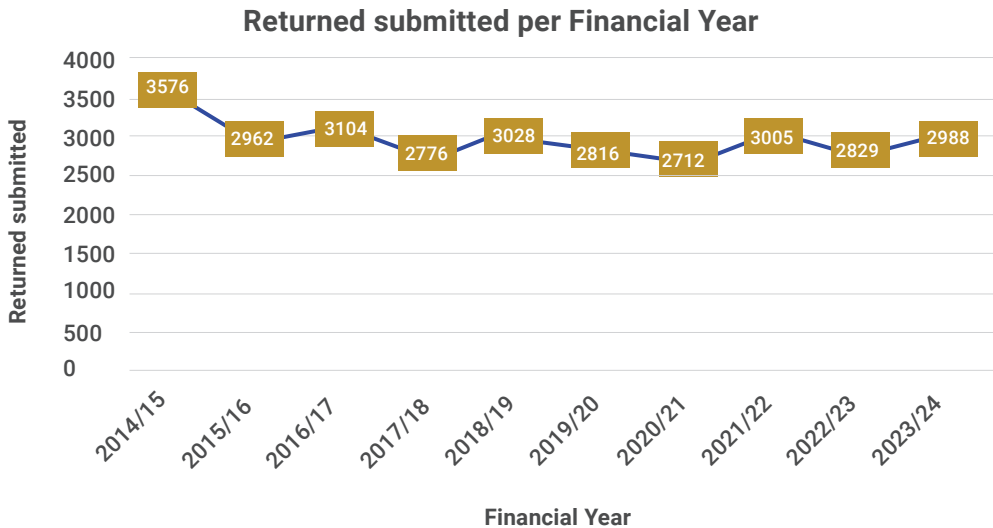
Status	Number
Number of registered PBOs	13,602
De-registered PBOs	2,468
Re-instated PBOs	139
Dissolved PBOs	37
Active PBOs	11,236

2.3 Annual Reports

The Authority is mandated to receive and review annual reports of PBOs. The PBOs are required to submit the reports in a statutory form within six months after the end of their financial year, as provided for in the PBOs Act.

2.3.1 Submission of Annual Reports

A total of 2,988 PBOs filed their annual reports compared to 2,829 in the previous year, representing an increase of six per cent. Over the past decade, the Authority has recorded a fluctuating trend in the number of PBOs submitting reports (Figure 3).

Figure 3: Trend on Submission of Annual Reports 2014/2015– 2023/2024

2.3.2 Audited Accounts

In the repealed NGOs Co-ordination Act, PBOs whose income or expenditure exceeded KES 1 million in a financial year were required to file their annual reports with audited financial statements. However, in the PBO Act, all PBOs are required to file their annual reports with audited financial statements. These audit reports should be prepared by a certified auditor in good standing with the Institute of Certified Public Accountants of Kenya (ICPAK). In addition, all audited financial statements are required to comply with the International Financial Reporting Standards (IFRS).

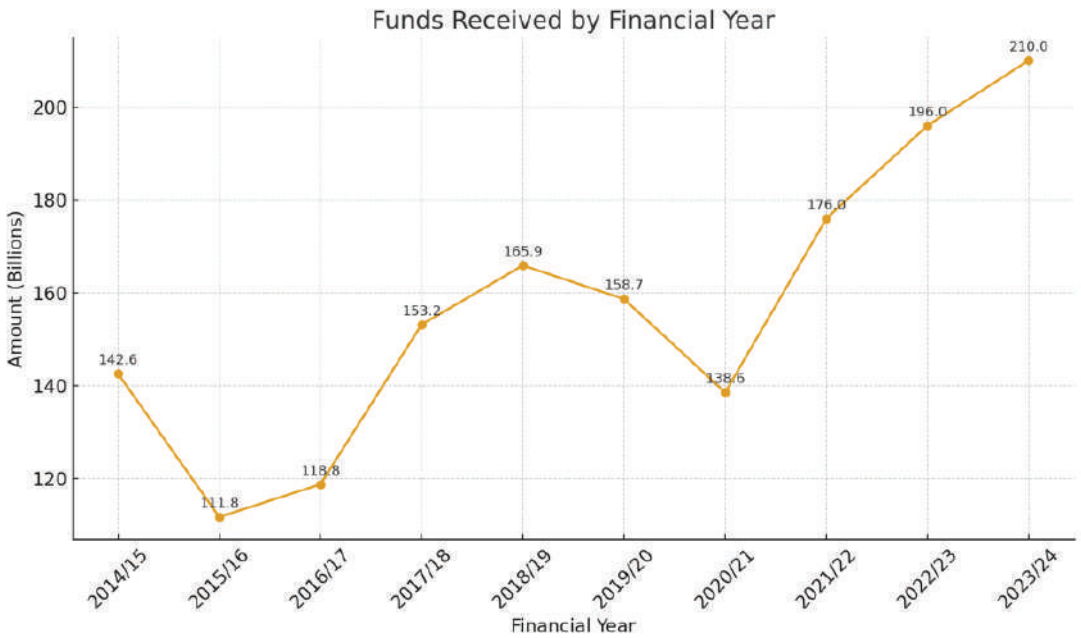
During the year, a total of **1,295** PBOs submitted their audited accounts.



2.4 PBOs Funding Trend

PBOs received a total of **KES 210 billion** compared to **KES 196 billion** in the previous year, representing a growth of seven per cent (Figure 4).

Figure 4: Trend on PBO Funding





CHAPTER 03

3.1 Sector Contribution to National Development

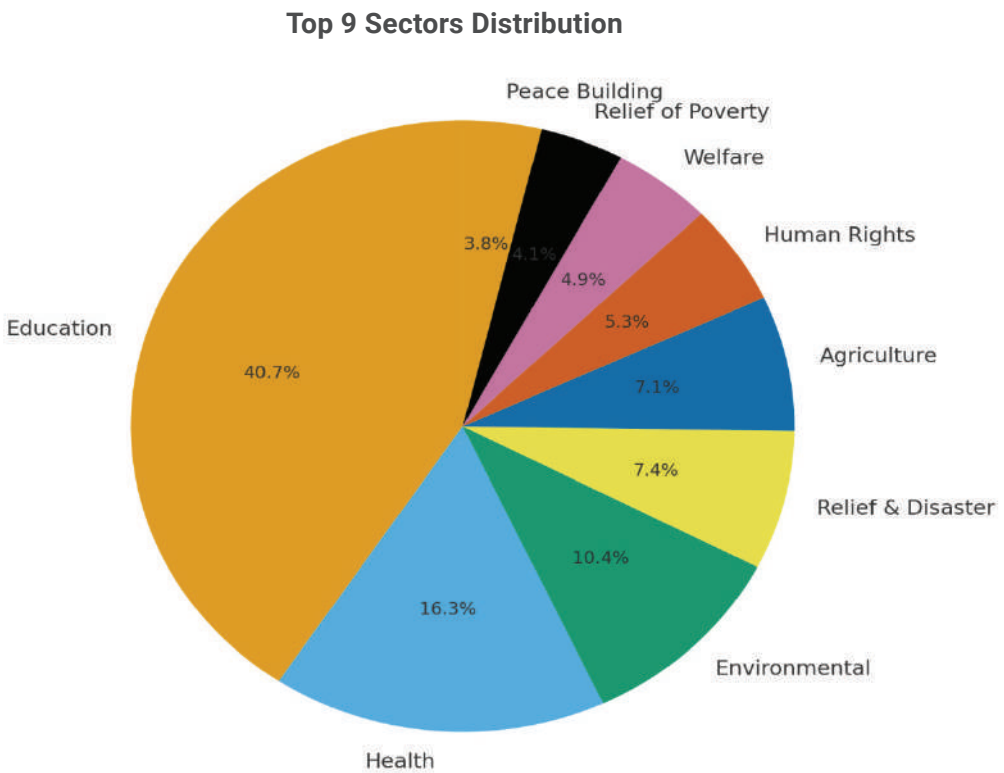
PBOs play a crucial role in advancing charitable initiatives and complementing government endeavours in service delivery to the public. In doing so, PBOs invest substantial financial resources annually.

This report explores the contribution of PBOs to national development, focusing on their operational areas in various projects, thereby generating employment opportunities and enhancing overall livelihoods.

3.2 Sectors of Operation for Newly Registered PBOs

Majority of the newly registered PBOs preferred to operate in the Education sector, at 14.98% (248), followed by Health at 11.84% (196) and Environmental Conservation at 11.54% (191) as illustrated in Figure 5.

Figure 5: Preferred Sectors of Operation for Newly Registered PBOs



3.3 Utilisation of Funds on Projects

PBOs spent a total of KES 123,645,966,693.58 in implementing projects, of which KES 111,011,244,294.58 (90%) was spent within Kenya, while KES 12,634,722,399 (10%) was expended in other countries.

Spending was strategically prioritised in addressing Kenya’s developmental and humanitarian needs. The Health sector was leading at 36.23%, Relief and Disaster Management at 16.95%, and the Children sector at 8.29%, respectively (Table 2).

Table 2: Utilisation of Funds in Kenya per Sector (KES)

No.	Sector Name	Project Spending	Contribution (%)
1	Health	40,215,142,210.24	36.23%
2	Relief/Disaster Management	18,811,090,315.70	16.95%
3	Children	9,198,155,578.20	8.29%
4	Education	7,779,512,385.70	7.01%
5	Environment	7,142,336,268.47	6.43%
6	Water and Sanitation	5,934,571,416.17	5.35%
7	Agriculture	5,704,730,921.49	5.14%
8	Youth	2,392,984,414.48	2.16%
9	Governance	2,357,287,853.32	2.12%
10	Gender	1,879,057,122.07	1.69%
11	Peace Building	1,541,157,430.51	1.39%
12	Refugees	1,391,674,896.76	1.25%
13	Disability	1,199,439,613.66	1.08%
14	Welfare	1,173,152,559.59	1.06%
15	Micro-Finance	1,074,290,625.79	0.97%
16	Development	625,794,673.00	0.56%
17	Informal Sector	528,638,564.00	0.48%
18	Research	386,686,273.00	0.35%
19	Human Rights	376,955,028.00	0.34%
20	Advocacy and Empowerment	279,515,026.68	0.25%
21	Animal Welfare	212,523,618.00	0.19%
22	Information	137,670,234.52	0.12%
23	Old Age Care	130,369,049.96	0.12%
24	Housing and Settlement	110,486,473.00	0.10%
25	ICT	99,047,091.70	0.09%
26	Capacity Building	77,929,841.57	0.07%
27	Transportation	46,706,260.00	0.04%
28	Multi - Sectoral	37,627,965.00	0.03%
29	Culture	29,183,854.00	0.03%
30	Energy	23,850,675.00	0.02%
31	Drug and Alcohol Addiction	11,805,784.00	0.01%
32	Sports	10,596,270.00	0.01%
33	Religion	10,518,742.00	0.01%
34	Road Safety	4,219,756.00	0.00%
	TOTAL	111,011,244,294.58	100%

Table 3 shows a comparative analysis of project spending in Kenya between the current and the previous financial years. Findings indicate that there was 1% increase in project expenditure in Kenya (111 billion) compared to the previous year (109 billion). The Research, Energy, and Development sectors recorded significant growth, while the ICT and Religion sectors were among those that experienced a decline.

Table 3: Comparative Utilisation of Funds in Kenya per Sector (KES)

Sector	FY 2023/2024	FY 2022/23	Percentages
Research	386,686,273.00	867,972.00	44451%
Energy	23,850,675.00	715,330.00	3234%
Development	625,794,673.00	52,160,757.00	1100%
Transportation	46,706,260.00	4,391,440.00	964%
Human Rights	376,955,028.00	68,214,210.35	453%
Advocacy and Empowerment	279,515,026.68	113,622,057.40	146%
Informal Sector	528,638,564.00	246,119,950.50	115%
Information	137,670,234.52	67,557,927.76	104%
Welfare	1,173,152,559.59	672,403,859.12	74%
Relief/Disaster Management	18,811,090,315.70	11,189,110,950.25	68%
Sports	10,596,270.00	6,599,778.00	61%
Capacity Building	77,929,841.57	49,778,998.00	57%
Disability	1,199,439,613.66	864,840,389.78	39%
Micro-Finance	1,074,290,625.79	868,840,469.17	24%
Gender	1,879,057,122.07	1,576,408,197.73	19%
Agriculture	5,704,730,921.49	4,801,202,372.57	19%
Environment	7,142,336,268.47	6,175,493,952.74	16%
Health	40,215,142,210.24	36,561,312,345.41	10%
Water and Sanitation	5,934,571,416.17	5,542,663,641.72	7%
Road Safety	4,219,756.00	4,137,441.00	2%
Education	7,779,512,385.70	7,731,067,803.58	1%
Animal Welfare	212,523,618.00	218,143,829.00	-3%
Housing and Settlement	110,486,473.00	119,496,479.00	-8%

Table 3: Comparative Utilisation of Funds in Kenya per Sector (KES) CONTINUED

Sector	FY 2023/2024	FY 2022/23	Percentages
Governance	2,357,287,853.32	2,650,112,419.13	-11%
Youth	2,392,984,414.48	2,898,003,711.16	-17%
Refugees	1,391,674,896.76	1,753,929,507.15	-21%
Children	9,198,155,578.20	12,199,654,082.08	-25%
Old Age Care	130,369,049.96	176,309,720.95	-26%
Peace Building	1,541,157,430.51	2,351,819,533.54	-34%
Culture	29,183,854.00	47,386,047.70	-38%
ICT	99,047,091.70	268,311,477.80	-63%
Religion	10,518,742.00	109,866,024.00	-90%
Multi - Sectoral	37,627,965.00	10,013,759,846.49	-100%
Drug and Alcohol Addiction	11,805,784.00	-	
TOTAL	111,011,244,294.58	109,404,302,522.08	

3.3.1 Counties of Operations for Newly Registered PBOs

In the year under review, Nairobi County was the most preferred location for operation (284 PBOs), followed by Kiambu (106 PBOs) and Kisumu (101 PBOs). The distribution of PBOs across different counties is detailed in Table 4.



Table 4: Counties of Operations for Newly Registered PBOs

No.	Counties	No. of Projects	No.	Counties	No. of Projects
1	Nairobi	284	25	Makueni	34
2	Kiambu	106	26	Mandera	34
3	Kisumu	101	27	Samburu	32
4	Kajiado	93	28	Meru	30
5	Nakuru	85	29	Narok	30
6	Mombasa	71	30	Tana River	30
7	Turkana	71	31	Bungoma	28
8	Homa Bay	58	32	Nyandarua	28
9	Machakos	54	33	Busia	27
10	Garissa	53	34	Nyeri	27
11	Kilifi	53	35	Trans Nzoia	24
12	Isiolo	51	36	Taita Taveta	22
13	Kakamega	46	37	Nyamira	21
14	Uasin Gishu	45	38	Kwale	20
15	Wajir	42	39	Embu	19
16	Baringo	41	40	Elgeyo Marakwet	17
17	Kisii	41	41	Vihiga	17
18	Marsabit	41	42	Bomet	16
19	West Pokot	38	43	Kericho	15
20	Laikipia	36	44	Kirinyaga	15
21	Migori	36	45	Lamu	12
22	Murang'a	36	46	Nandi	7
23	Siaya	35	47	Tharaka Nithi	7
24	Kitui	34			

3.3.2 Project Implementation per County

Table 5: Project Implementation per County

No.	Counties	No. of Projects	No.	Counties	No. of Projects
1	Nairobi	352	25	Isiolo	49
2	Kisumu	157	26	Murang'a	49
3	Busia	122	27	Marsabit	45
4	Kakamega	117	28	Samburu	45
5	Siaya	113	29	Tana River	45
6	Nakuru	108	30	Elgeyo-Marakwet	44
7	Kiambu	102	31	Kwale	43
8	Mombasa	101	32	Laikipia	40

9	Homa Bay	97	33	Nyeri	40
10	Machakos	93	34	Kirinyaga	38
11	Kajiado	91	35	Mandera	37
12	Vihiga	91	36	Taita-Taveta	37
13	Bungoma	71	37	Embu	36
14	Kilifi	71	38	Makueni	36
15	Baringo	68	39	Meru	36
16	Turkana	67	40	Wajir	35
17	Kitui	66	41	Nyamira	34
18	Migori	63	42	Lamu	32
19	Garissa	59	43	Kericho	29
20	Narok	57	44	Bomet	26
21	Uasin Gishu	57	45	Nyandarua	24
22	West Pokot	56	46	Nandi	23
23	Kisii	55	47	Tharaka Nithi	17
24	Trans Nzoia	55			

3.4 Leading PBOs in the Utilisation of Funds on Projects

PBOs continue to play an important role in advancing the national development agenda and providing timely responses to humanitarian needs across the country. This section presents an analysis of the top 50 PBOs based on their utilisation of funds towards project implementation, covering both International and National organisations (Tables 6 and 7).

Table 6: Leading International PBOs in Utilisation of Funds on Projects

No.	Name of Organisation	Amount Spent
1	Amref Health Africa in Kenya	9,573,758,890.00
2	Catholic Relief Services	1,930,825,126.00
3	Birdlife International	1,609,565,900.00
4	Concern Worldwide	1,301,339,905.02
5	Lutheran World Federation Department for World Services	1,285,663,393.00
6	Centre for Health Solutions - Kenya	1,199,636,749.00
7	Africa Christian Health Associations	970,799,665.00
8	African Wildlife Foundation	878,373,530.00
9	Action Against Hunger Kenya	711,377,901.86
10	African Institute for Development Policy (AFIDEP)	565,485,586.00
11	Ananda Marga Universal Relief Team	543,822,424.89
12	Centrale Humanitaire Medico - Pharmaceutique	444,403,156.00
13	Bible Translation and Literacy (E.A.)	407,959,311.00

No.	Name of Organisation	Amount Spent
14	Lwala Community Health Centre	401,385,790.00
15	Danish Refugee Council	360,276,458.00
16	Beacon of Hope	298,758,149.00
17	AVSI Foundation	280,279,853.00
18	Action Against Hunger - Horn & Eastern Africa Region	277,157,573.00
19	Aids Healthcare Foundation, Kenya	255,676,296.00
20	Barhostess Empowerment & Support Programme	245,828,517.00
21	African Mission Healthcare - Kenya	237,948,772.21
22	CESVI - Cooperazione Sviluppo	223,261,295.00
23	Konnnect Youth Consortium	223,186,336.00
24	Kenya Drylands Education Fund (KDEF)	219,275,626.00
25	Kenya Pediatric Research Consortium	215,309,389.00
26	Christian Aid Kenya	190,611,650.00
27	Center For International Health, Education, and Biosecurity -Kenya	185,023,776.26
28	Kenya Aids PBO's Consortium	177,668,917.00
29	African Development Solutions	164,280,213.68
30	Cap Youth Empowerment Institute - Kenya	158,396,386.00
31	Life And Peace Institute	154,955,628.00
32	African Institute for Health and Development	154,329,382.18
33	Cheshire Disability Services Kenya	141,731,444.00
34	Arche Nova- East Africa	139,916,877.00
35	Center for Research in Therapeutic Sciences (Creates)	133,662,172.00
36	Carolina for Kibera Organisation	131,285,623.82
37	Danchurchaid	128,811,444.00
38	Community Road Empowerment	126,152,000.00
39	African Centre for Clinical Trials	117,359,210.00
40	Kenya Human Rights Commission	110,000,909.00
41	Consortium Of Cooperating Partners	108,651,485.00
42	Living Room International	102,407,585.00
43	Centre For Rights Education and Awareness	97,380,203.00
44	Kenya Legal and Ethical Issues Network on HIV/AIDS	96,393,938.00
45	Africa Network for Animal Welfare	93,956,545.00
46	Africa Harvest Biotech Foundation International	92,333,026.00
47	Catholic Agency for Overseas Development	91,127,910.00
48	Lotus Kenya Action for Development Organisation	90,719,551.00
49	Al-Maktoum Foundation	86,326,570.00
50	Catholic Relief Services	83,262,221.00

Table 7: Leading National PBOs in Utilisation of Funds on Projects

No.	Name of Organisation	Amounts Spent
1	World Vision Kenya	12,971,656,055.00
2	Center For International Health, Education, and Biosecurity -Kenya	7,200,578,185.14
3	LVCT Health	3,116,972,363.29
4	Save The Children International (Kenya)	2,248,373,027.00
5	Programme For Appropriate Technology In Health (PATH)	2,246,736,537.00
6	World Wide Fund For Nature Kenya (WWF-Kenya)	1,952,819,424.39
7	Samaritans Purse International Relief	1,655,142,510.98
8	German Agro Action	1,629,618,850.60
9	OXFAM Gb	1,504,300,287.00
10	Mercy Corps	1,397,424,252.05
11	Rural Agency for Community Development and Assistance (RACIDA)	1,306,569,338.00
12	GiveDirectly Kenya	1,146,332,828.00
13	Islamic Relief - Kenya	943,919,386.26
14	Self Help Africa	890,521,295.00
15	Shining Hope for Communities	888,490,774.00
16	The African Academy of Sciences (AAS)	858,944,913.00
17	The Boma Project	820,992,745.00
18	SOS-Children's Village Kenya	742,873,485.00
19	Action Against Hunger Kenya	711,377,901.86
20	Hope Worldwide Kenya	683,596,384.00
21	Médecins Sans Frontières - Switzerland	603,975,442.00
22	Mkomani Clinic Society	596,566,170.00
23	Act Change Transform	559,313,760.00
24	Pastoralist Community Initiative Development and Assistance	541,418,990.00
25	Practical Action	500,535,623.00
26	Population Services Kenya	498,840,691.00
27	The Global Development Incubator Inc	462,937,248.00
28	Impact Research And Development Organisation	433,013,113.00
29	Finn Church Aid Kenya	430,586,853.00
30	The Fred Hollows Foundation Kenya	428,596,533.00
31	Sight Savers International	420,770,319.00

Table 7: Leading National PBOs in Utilisation of Funds on Projects CONTINUED

No.	Name of Organisation	Amounts Spent
32	Médecins Sans Frontières - France	420,398,896.00
33	Power Shift Africa	414,567,772.28
34	Washington State University - Global Health Kenya	395,937,891.00
35	National Empowerment Network of People Living With HIV/ AIDS In Kenya	389,464,622.00
36	Windle International - Kenya	388,104,960.80
37	Strategies For Northern Development	361,230,639.00
38	Marie Stopes Kenya	295,498,660.00
39	Equality Now	280,532,032.00
40	Relief, Reconstruction and Development Organisation	279,854,291.00
41	Ipas Africa Alliance	264,320,656.80
42	Adventist Development and Relief Agency - Kenya	255,564,969.00
43	Special Olympics Kenya	238,711,511.00
44	Peace Winds Japan	232,923,736.00
45	Refugee Point International	232,090,411.00
46	Terre Des Hommes Foundation	230,644,854.00
47	Handicap International	230,136,187.00
48	Untold Kenya	229,576,205.00
49	Urgent Action Fund	222,658,412.00
50	Helping Hand for Relief and Development	214,351,127.00

3.5 Leading Sector Players

In regard to the leading sector players in the utilisation of funds, Table 8 provides a ranking of the top five (5) PBOs in each thematic area.

Table 8: Leading Sector Players in FY 2023/2024

No.	Name of the Organisation	Amount (KES)
HEALTH		
1	Amref Health Africa in Kenya	8,266,016,819.00
2	Center for International Health, Education, and Biosecurity –Kenya	7,385,601,961.40
3	LVCT Health	3,116,972,363.29
4	Programme For Appropriate Technology In Health (PATH)	2,246,736,537.00
5	Centre For Health Solutions – Kenya	1,199,636,749.00
CHILDREN		
1	World Vision Kenya	2,922,351,149.00
2	Save The Children International (Kenya)	1,056,031,710.00
3	SOS-Childrens Village Kenya	742,873,485.00
4	Catholic Relief Services	564,455,072.00
5	Save The Children International (Kenya)	338,065,404.00
EDUCATION		
1	The African Academy of Sciences (AAS)	858,944,913.00
2	Windle International –Kenya	388,104,960.80
3	World Vision Kenya	314,819,718.00
4	Finn Church Aid Kenya	277,684,373.00
5	Handicap International	230,136,187.00
RELIEF AND DISASTER MANAGEMENT		
1	World Vision Kenya	7,069,929,941.00
2	Samaritans Purse International Relief	1,464,402,404.41
3	Lutheran World Federation Department for World Services	1,285,663,393.00
4	GiveDirectly Kenya	1,146,332,828.00
5	OXFAM Gb	842,098,944.00
AGRICULTURE		
1	Self Help Africa	890,521,295.00
2	World Vision Kenya	546,320,113.00
3	Practical Action	341,891,610.00
4	Action Against Hunger Kenya	291,412,358.38
5	The Global Development Incubator INC	283,793,783.00
ENVIRONMENT		
1	Birdlife International	1,609,565,900.00
2	World Wide Fund for Nature Kenya (WWF-Kenya)	1,527,823,380.00

Table 8: Leading Sector Players in FY 2023/2024 CONTINUED

No.	Name of the Organisation	Amount (KES)
3	African Wildlife Foundation	878,373,530.00
4	World Vision Kenya	581,642,331.00
5	Power Shift Africa	414,567,772.28
	REFUGEES	
1	Danish Refugee Council	360,276,458.00
2	Peace Winds Japan	232,923,736.00
3	Finn Church Aid Kenya	152,902,480.00
4	Danchurchaid	128,811,444.00
5	Arid Lands Development Focus, Kenya (ALDEF-Kenya)	79,793,764.62
	WATER & SANITATION	
1	Amref Health Africa in Kenya	1,307,742,071.00
2	Rural Agency for Community Development and Assistance (RACIDA)	1,158,123,035.00
3	World Vision Kenya	1,024,741,184.00
4	German Agro Action	362,790,369.70
5	Catholic Relief Services	219,152,288.00
	GENDER	
1	Equality Now	280,532,032.00
2	Urgent Action Fund	222,658,412.00
3	Ujamaa Na Watoto Wenye Haki Initiative	149,924,040.00
4	OXFAM Gb	107,101,247.00
5	Shining Hope for Communities	80,703,212.00
	GOVERNANCE	
1	OXFAM Gb	555,100,096.00
2	Act Change Transform	182,020,289.00
3	Electoral Law and Governance Institute in Africa	159,684,161.00
4	German Agro Action	152,477,530.90
5	Kenya Human Rights Commission	110,000,909.00
	DISABILITY	
1	Catholic Relief Services	291,352,598.00
2	Sight Savers International	275,336,750.00
3	Cheshire Disability Services Kenya	141,731,444.00
4	Special Olympics Kenya	123,678,900.00

Table 8: Leading Sector Players in FY 2023/2024 CONTINUED

No.	Name of the Organisation	Amount (KES)
5	Salus Oculi Kenya (Eye Health)	75,760,982.00
	YOUTH	
1	Mercy Corps	482,971,253.75
2	Shining Hope for Communities	269,634,521.00
3	The Global Development Incubator Inc	179,143,465.00
4	Ananda Marga Universal Relief Team	171,733,397.33
5	Cap Youth Empowerment Institute – Kenya	158,396,386.00
	PEACE BUILDING	
1	Act Change Transform	377,293,471.00
2	Mercy Corps	156,072,673.70
3	Life And Peace Institute	154,955,628.00
4	Faith To Action Network	110,866,149.00
5	Pact INC	78,654,980.00
	ICT	
1	Health Workforce Training and Research, Kenya	34,507,212.00
2	Islamic Relief – Kenya	22,481,280.00
3	Good News Productions International-Africa	9,414,088.00
4	Mpala Research Centre	8,619,664.00
5	Kenya Association for the Intellectually Handicapped	4,226,051.00
	MICRO-FINANCE	
1	The Boma Project	820,992,745.00
2	Joyful Women Organisation	62,387,584.00
3	Central Rift Community Development Program	37,963,150.00
4	German Sparkassenstiftung Eastern Africa - Kenya (DSIK)	29,988,917.53
5	Shining Hope for Communities	20,602,596.00
	WELFARE	
1	Refugee Point International	232,090,411.00
2	Concern Worldwide	158,479,091.84
3	We Effect	146,312,768.00
4	Africa Network for Animal Welfare	93,956,545.00
5	CESVI - Cooperazione Sviluppo	80,869,125.00
	OLD AGE	
1	Helpage International	63,867,674.56

Table 8: Leading Sector Players in FY 2023/2024 CONTINUED

No.	Name of the Organisation	Amount (KES)
2	Mama Ibado Charity	24,087,203.00
3	Maahad Daawah Organisation	10,258,224.00
4	Community Action for Nature Conservation	7,592,222.00
5	AL-IMDAAD Foundation Kenya	4,700,400.00
HUMAN RIGHTS		
1	Protection International Africa	98,722,450.00
2	Centre For Rights Education and Awareness	97,380,203.00
3	Article 19: Global Campaign for Free Expression	31,473,165.00
4	Awareness Against Human Trafficking	27,051,771.00
5	Forum CIV	24,388,501.00
INFORMATION		
1	The International Service for the Acquisition of Agri - Bio-tech Applications (ISAAA Africenter)	63,608,883.00
2	Community Initiatives Support Services	27,006,071.00
3	Agency For Technical Co-Operation and Development Kenya (Acted-Kenya)	14,730,023.00
4	Go and Grow International	5,800,000.00
5	Africa Higher Education Research Institute (AHERI)	5,571,940.00
INFORMAL SECTOR		
1	Shining Hope for Communities	299,381,035.00
2	Technoserve Kenya	80,481,358.00
3	Kounkuey Design Initiative INC	46,453,653.00
4	Action Africa Help International	26,172,863.00
5	Empowering Lives International – Kenya	17,012,828.00
ANIMAL WELFARE		
1	The Brooke Hospital for Animals East Africa	202,025,566.00
2	Agency for Cross-Border Pastoralists Development	7,430,922.00
3	Support for Tropical Initiatives on Poverty Alleviation	3,067,130.00
CULTURE		
1	Forum CIV	18,173,156.00
2	Pan African Living Culture Alliance	9,000,000.00
3	African Propoor Tourism Development Centre	1,439,398.00
4	Ogiek Peoples Development Programme	253,700.00
5	Thiiri Cultural Centre	167,600.00

Table 8: Leading Sector Players in FY 2023/2024 CONTINUED

No.	Name of the Organisation	Amount (KES)
DEVELOPMENT		
1	Bible Translation and Literacy (E.A)	407,959,311.00
2	Community Road Empowerment	126,152,000.00
3	The Global Development Incubator Inc	36,300,121.00
4	Expansion International Africa	31,327,135.00
5	Well Of Hope International	13,014,438.00
CAPACITY BUILDING		
1	Pastoralist Community Initiative Development and Assistance	26,516,731.00
2	Islamic Relief – Kenya	20,325,575.57
3	Swahilipot Hub Foundation	19,674,451.00
4	Stahili Foundation Kenya	2,625,305.00
5	Net Foundation West Kenya (NFWK)	2,315,550.00
SPORTS		
1	Sweden - Mutomo Projects International	4,181,966.00
2	Wellness For Greatness – Kenya	2,734,173.00
3	Help Mission Development Services	1,576,923.00
4	Angaza Sports And Development Centre	985,250.00
5	Sports Aid Africa	955,958.00
ADVOCACY AND EMPOWERMENT		
1	African Development Solutions	164,280,213.68
2	The Global Development Incubator Inc	72,410,854.00
3	Diakonia Sweden	24,077,729.00
4	Womankind Kenya	8,258,089.00
5	Chepkitale Indigenous People Development Project	6,304,228
HOUSING AND SETTLEMENT		
1	Qatar Charity	62,741,078.00
2	Gapeka Childrens Hope Centre	29,184,395.00
3	AL-IMDAAD Foundation Kenya	18,561,000.00
RELIGION		
1	Direct Aid	8,114,302.00
2	Special Ministries	2,188,040.00
3	World Hope International Kenya	175,000.00

Table 8: Leading Sector Players in FY 2023/2024 CONTINUED

No.	Name of the Organisation	Amount (KES)
ENERGY		
1	Gethsemane Garden of Hope for Africa INC	12,945,408.00
2	Lotus Kenya Action for Development Organisation	10,905,267.00
ALCOHOL AND DRUG ABUSE		
1	Teen Challenge of Kenya	10,192,585.00
2	Alcohol and Drug Abuse Prevention and Treatment	1,573,199.00
ROAD SAFETY		
1	Safe Way Right Way	4,219,756.00
RESEARCH		
1	African Institute for Development Policy (AFIDEP)	282,492,278.00
2	Shining Hope for Communities	87,799,889.00
3	Mpala Research Centre	13,751,935.00
4	Centre for Research and Innovations in East Africa	1,621,230.00
5	International Committee for the Development of Peoples	915,347.00
TRANSPORTATION		
1	Sustainable Transport Africa	43,010,151.00
2	Stahili Foundation Kenya	3,021,772.00



Numbers



30 million

Amref Health Africa is a leading PBO delivering health services and training to over 30 million people annually across 35 African countries.



47

Amref operates in all 47 counties in Kenya, focusing on hard-to-reach areas and aligning its corporate strategy with the government's BETA and Universal Health Coverage Strategy.



25%

All 47 counties allocate at least 25% of their budgets to the health sector.

3.6 Bottom-up Economic Transformation

3.6.1 Leading Contributors to Bottom-up Economic Transformation-Related Projects

This section provides information on how the top PBOs in each Bottom-up Economic Transformation (BETA) pillar implemented projects/programmes during the year. The pillars include Healthcare, Agricultural Transformation, Digital Superhighway, Creative Industry, Micro, Small, and Medium Enterprise (MSME) Economy, and Housing and Settlement.

3.6.1.1 Healthcare (Universal Health Coverage)

Amref Championing the Bottom-Up Transformation Agenda

Amref Health Africa, founded in 1957 and headquartered in Kenya, is a leading PBO delivering health services and training to over 30 million people annually across 35 African countries. With a vision of Lasting health change in Africa and a mission to catalyse and drive community-led and people-centered primary health care (PHC) systems while addressing social determinants of health, Amref has refined its approach over 65 years, emphasizing a community-based last-mile delivery model. The PBO boasts strong partnerships with governments, policymakers, and multi-sectoral collaborators. Amref operates in all 47 counties in Kenya, focusing on hard-to-reach areas and aligning its corporate strategy with the government's BETA and Universal Health Coverage Strategy.

Primary Health Care: Amref has been a trailblazer in PHC, supporting the development of legislation and policies, implementing and monitoring the implementation, specifically:

Support Policy Change and Adoption to Increase and Optimize Financing for Primary Healthcare: In pursuing policy change and adoption for enhanced and optimized financing for PHC, Amref has continued to play a central



Photo/Amref

role in strengthening health sector financing and public financial management across the 47 counties. Through embedded Technical Assistance (TA) at the Council of Governors, we convened health and finance executives as well as county assembly health and budget committee chairpersons to conduct dialogue on the importance of allocating adequate resources to health. As a result, all 47 counties now allocate at least 25% of their budgets to the health sector. To complement Exchequer allocations, Amref spearheaded national efforts to advance health facility autonomy. Through sustained technical assistance, 45 counties enacted or adopted Facility Improvement Financing (FIF) legislation, enabling health spending units to retain and utilize their own-source revenues.

Policy Formulation: Amref played a pivotal role in shaping Kenya's health policy landscape by driving the development, refinement, and implementation of critical national and county-level frameworks. Our technical assistance was instrumental in operationalising the Primary Health Care (PHC) Act, 2023 through the drafting of its regulations which is at public participation stage and strengthening PHC governance by refining the PHC Strategic Framework to align with UHC priorities. The PBO revitalized the PHC Technical Working Group to ensure coordinated, evidence-based decision-making across PHC workstreams and supported the review of the Essential Benefits Package through comprehensive costing of services. At the subnational level, we accelerated the adoption of Facilities Improvement Financing legislation, enabling 45 counties to retain and utilize their own-source revenues, and supported the development of a national

Financial Procedures and Operational Manual for health spending units, now adopted as the standard reference by counties. The manual has since been used to capacity build over 2400 health facility in-charges in 26 counties through a cascade model. Our contributions further extended to developing national guidelines for engaging and remunerating Community Health Promoters (CHPs), integrating Continuous Quality Improvement (CQI) into the maternal health policy agenda, and co-creating climate-malaria adaptation roadmaps and One Health Strategic Plans, positioning Amref as a key driver of Kenya's health policy reforms.

Establishment of Primary Health Care Networks (PCNs): Amref facilitated the establishment of 72 PCNs, representing 30% of nationally established PCNs, and supported their functionality through multidisciplinary team visits, integrated service delivery, and digital innovations such as the PCN Observatory. These networks are central to delivering people-centred care and improving health outcomes at the community level.

Community Health Services (CHS) Support: Amref continued to strengthen community health systems as a cornerstone of Primary Health Care. Beyond training 10,641 Community Health Promoters (CHPs) on pandemic preparedness and surveillance and digitising the CHP curriculum for blended learning rollout in 2025, we advanced several strategic initiatives to enhance the effectiveness and sustainability of community health services. A key milestone was the development of Career Progression Guidelines for Community Health Personnel. Amref convened a multi-stakeholder workshop bringing together the Ministry of Health, the Ministry of Public Service, county health focal persons, and partners to finalize these guidelines. Once approved by the Public Service Commission, the guidelines will institutionalize structured career pathways for over 107,000 CHPs, improving professionalism, morale, and retention while ensuring quality service delivery at the last mile. To address competency gaps among Community Health Extension Workers (CHEWs), Amref supported the State Department for Public Health and KMTC in reviewing and aligning the CHEW curriculum with current policies and emerging health priorities. This effort is particularly critical for the 373 Community Health Assistants (CHAs) already deployed by counties who lack basic medical pre-service training. The revised curriculum will bridge these gaps and strengthen the capacity of frontline health workers. Additionally, Amref participated in a national bottleneck analysis of community health programs, a diagnostic exercise aimed at identifying systemic inefficiencies and delays within service delivery. Insights from this analysis will inform strategies to improve productivity, streamline processes, and enhance the overall performance of community health initiatives. Furthermore, Amref has supported the Ministry of Health and the Ministry of Cooperatives to develop and deploy the health entrepreneurship curriculum for Community Health Promoters, reaching over 2,000 CHPs so far.



Photo/Amref

Human Resource for Health (HRH) Optimisation: Amref has been a key player in developing a fit-for-purpose health workforce in Kenya, focusing on both pre-service and in-service training. Through Amref International University (AMIU) and partnerships with institutions such as the Kenya Medical Training College (KMTTC), Amref has supported scholarships and curriculum development to enhance pre-service training for health professionals.

On in-service capacity building, Amref has adopted a comprehensive approach across all levels of care. At the community level, it trained over 20,000 Community Health Promoters (CHPs) and 5,200 Community Health Assistants (CHAs) on the new basic curriculum, while 2,356 CHAs completed e-learning modules through the MoH Virtual Academy.

To ensure continuous professional development, Amref has digitised learning content for CHAs and developed e-learning modules for NCDs and life-course health topics, including mental health, cancer, disability, and healthy ageing. These modules are delivered through blended learning platforms such as Jibu, Leap, and AMIU Online Blended Learning (OBL), alongside technical assistance for redesigning and content development for the MoH Virtual Academy. Additionally, Amref has supported adaptive leadership training for national and county health officials and upskilled multidisciplinary teams (MDTs) and referral facility staff, including oncology nurses, to strengthen PHC service delivery.

Integrated Health Information System: Amref has strongly emphasised digital transformation internally and in collaboration with the MoH to enhance service delivery and performance management. Through partnerships with various stakeholders, we digitised professional development content for Community Health Assistants (CHAs), creating flexible learning pathways that support continuous skill enhancement and quality service delivery. Complementing these efforts, the organisation deployed a Community Health Worker (CHW) registry, which has already captured socio-demographic details of over 101,000 CHPs across four counties, providing a robust foundation for workforce planning and management.

Numbers



20,000

Amref trained over 20,000 Community Health Promoters (CHPs) and 5,200 Community Health Assistants (CHAs) on the new basic curriculum.



101,000

Number of socio-demographic details of over 101,000 CHPs across four counties captured in a Community Health Worker (CHW) registry.



Amref also supported the development/ enhancement of the digital superhighway through the Digital Health Agency (DHA). The systems strengthened or enhanced include the Primary care networks (PCN) and Community health workers registry, dashboard for the Taifacare electronic medical records (EMR), Community health unit registry and referral loop between eCHIS and EMRs, while also making the systems interoperable. The enhanced Taifacare was deployed in Turkana with the County Department of Health and the Digital Health Agency, supported training of health workers on Taifa Care HMIS (Health Management Information System). A total of 295 health workers were trained.

Effective Supply Chain of HPTs for Commodity Security:

Amref, in partnership with the Council of Governors, the Ministry of Health and other stakeholders, with funding from The Global Fund, has made significant progress in strengthening Kenya's oxygen infrastructure across Level 3, 4 and 5 health facilities. During the reporting period, Amref installed 14-tonne liquid oxygen tanks across 12 counties, increasing national storage capacity. It also delivered about 746,794 kg of liquid oxygen and 50,396 cylinders of compressed medical oxygen to counties, ensuring life-saving therapy for millions of Kenyans affected by severe pneumonia, severe malaria, cardiac disease and other critical conditions.

“

Amref also supported the development/ enhancement of the digital superhighway through the Digital Health Agency (DHA). The systems strengthened or enhanced include the Primary care networks (PCN) and Community health workers registry, dashboard for the Taifacare electronic medical records (EMR), Community health unit registry and referral loop between eCHIS and EMRs, while also making the systems interoperable.

”

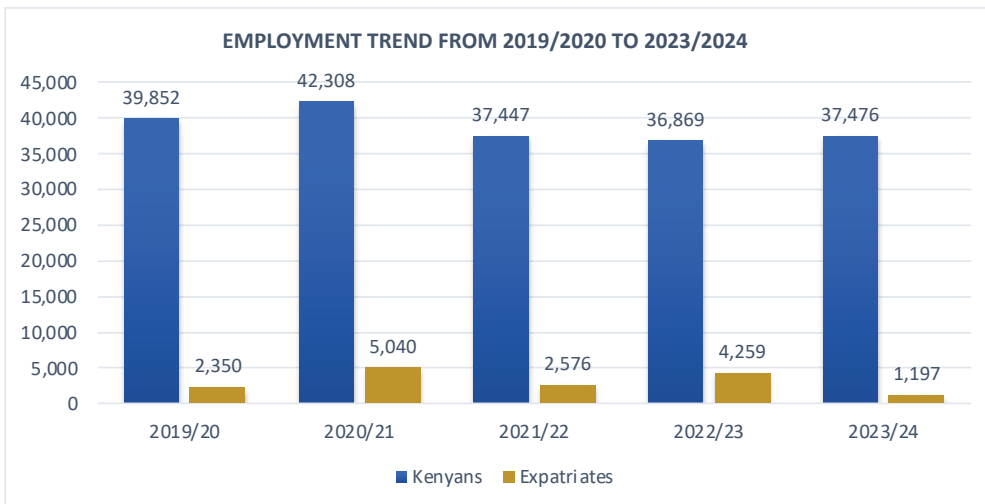
3.7 Employment Creation

During the 2023/2024 financial year, the PBO sector continued to demonstrate its role as an employer by engaging a total of 60,698 personnel. Thirty-eight thousand six hundred and seventy-three (38,673) were salaried employees. Of these, 37,476 were Kenyan, representing 97% of the salaried workforce, while 1,197 were expatriates, accounting for 3% (Figure 6).

The salaried employees for the reporting period declined by 6%, compared to the previous year, when the sector employed 41,128 salaried staff (36,869 Kenyans and 4,259 expatriates). This reduction is largely driven by a significant decrease in expatriate engagement from 4,259 to 1,197 in the current year (Figure 6).

A review of the five-year trend shows the employment pattern. Salaried Kenyan employees ranged between 36,869 and 42,308, while expatriates varied significantly from 1,197 to 5,040, with the highest expatriate engagement recorded in 2020/2021 (Figure 6).

Figure 6: Illustration of the Five-Year Trend in Salaried Employment Among Kenyan and Expatriate Staff within the PBO Sector



3.7.1 Engagement of Volunteers and Interns

During the 2023/2024 financial year, the sector engaged a total of 22,025 volunteers and interns, comprising 21,262 (96%) Kenyan nationals and 763 (4%) foreign nationals. This translates to 42% decrease compared to the 2022/2023 period, when the sector engaged 38,222 volunteers and interns, of which 36,132 were Kenyans, and 2,090 were foreigners (Figure 7, Tables 9 and 10).

This trend may be attributed to several factors, including reduced project activity, completion of short-term programme cycles, or budget realignments by implementing organisations.

Figure 7: Illustrates the Five-Year Trend in the Engagement of Volunteers and Interns Across the NGO Sector in Kenya

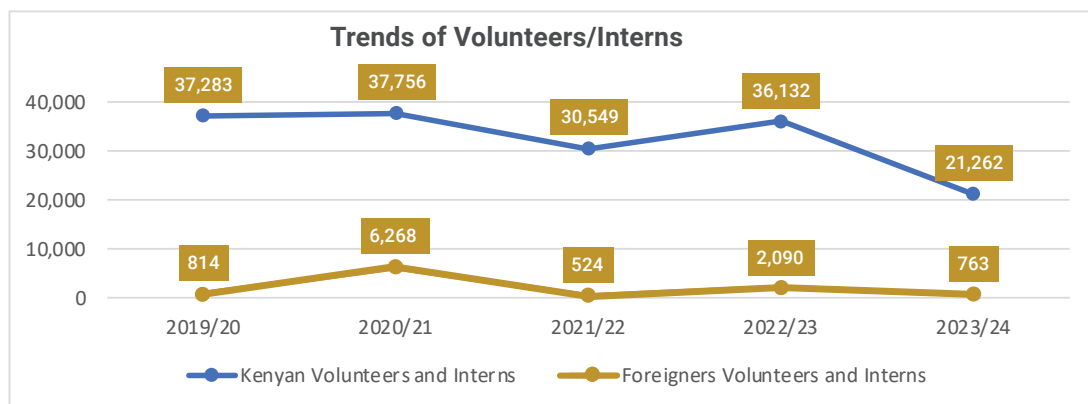


Table 9: Volunteers and Interns

Fy	Stationed in Kenya		Stationed in Other Countries		Stationed in Kenya	
	Salaried				Volunteers and Interns	
	Kenyans	Expatriates	Kenyans	Expatriates	Kenyans	Foreign Nationals
2019/20	33,143	1,513	6,709	837	37,283	814
2020/21	38,555	3,845	3,753	1,195	37,756	6,268
2021/22	34,636	978	2,811	1,598	30,549	524
2022/23	33,150	2,887	3,719	1,372	36,132	2,090
2023/24	29,474	487	8,002	710	21,262	763

Table 10: Summary of Workforce Engagement

Summary of Workforce Engagement (2023/24)		
Category	Amount	(%)
Salaried Employees	38,673	63%
Volunteers & Interns	22,025	37%
Total Workforce Engaged	60,698	100%

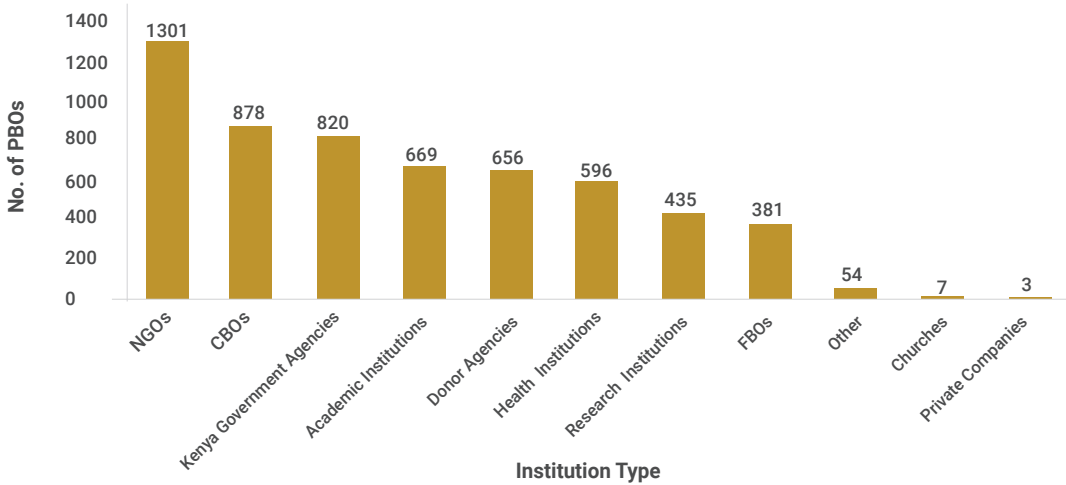


3.8 Collaborations and Networking

In a world where societal challenges are increasingly becoming interconnected, collaboration and networking are no longer optional, as they play a critical role in the operations of PBOs. By working together, PBOs could leverage on collective strengths, create more inclusive and sustainable solutions, and ultimately achieve greater impact. Effective collaboration not only enhances operational efficiency but also strengthens the broader civil society ecosystem.

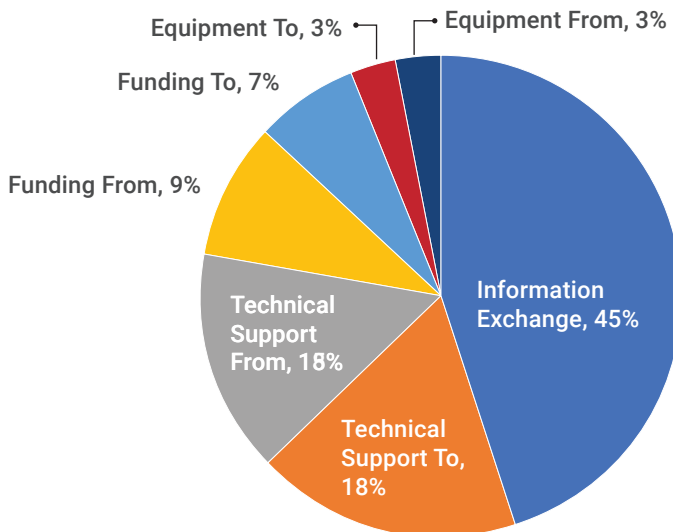
During the reporting period, majority of the PBOs (83%) that submitted annual reports indicated participation in a wide range of collaborative initiatives. These partnerships comprised 1,301 collaborations with other PBOs, 878 with Community-Based Organisations (CBOs), 820 with government agencies, 669 with academic institutions, 656 with donor agencies, 596 with health institutions, 435 with research institutions, 381 with FBOs, seven with churches, and three with private companies (Figure 8).

Figure 8: Types of Collaboration



Information exchange emerged as the predominant form of collaboration and networking, accounting for 45% of all engagements. This was followed by the provision of technical support to other PBOs at 18%, thus advocating knowledge-sharing and capacity-building. Technical support received from other PBOs represented 15% of the collaborations. Funding obtained from partner PBOs constituted 9%, while the allocation of funds to other PBOs accounted for 7%, highlighting ongoing financial partnerships. Equipment support both to and from other PBOs was comparatively limited, each representing 3% of all collaborative activities (Figure 9).

Figure 9: Nature of Collaboration





CHAPTER 04

This chapter details information on NGO funding for FY 2023/2024. This includes sources of funds, expenditure breakdown and sustainability of the sector. An organisation is considered sustainable if it continues to fulfil its mission, hence meeting the needs of its stakeholders, particularly the beneficiaries.

4.1 Funds Received

During the FY 2023/24, some 2,988 PBOs submitted annual reports, translating to 5.62% increase compared to the 2,829 submissions recorded in 2022/2023. The total funds received by PBOs increased to KES 210 billion from KES 196 billion in the previous year (Table 11).

Numbers



200,000

The highest proportion of resources was mobilised from PBOs, CBOs, foundations and trusts, which contributed 26.36%, followed closely by affiliate PBOs at 26.03%.



10%

Funding from individual donors decreased by 10%, while contributions from foreign government agencies declined by 11%, consistent with shifts in global development priorities.

4.1.1 Sources of Funds by Donor Type

In the FY 2023/24, PBOs funding continued to be driven largely by external and affiliate sources. The highest proportion of resources was mobilised from PBOs, CBOs, foundations and trusts, which contributed 26.36%, followed closely by affiliate PBOs at 26.03%. Foreign government agencies remained a major partner, accounting for 19.90% of total inflows.

Additional support was derived from self-generated income (7.08%), United Nations agencies (6.24%), and individual donors, who contributed 5.71%. Smaller but notable contributions were recorded from affiliate Faith-Based Organisations (2.40%), research and academic institutions (2.04%), corporate entities (2.14%), and Kenya government agencies provided 0.76%. Internal financing through members and directors accounted for 1.03%, while unspecified sources represented 0.31% of the total funding received.

A review of annual funding trends shows significant shifts within the sector's financing landscape. Funding from Kenya government agencies registered the highest increase at 182%, demonstrating strengthened collaboration between PBOs and the public institutions. Contributions from members and directors contributions grew by 139%, corporate funding recorded 110% increase, while self-generated income rose by 84%. Support from UN agencies also increased by 39%.

Conversely, a decline was observed in several categories. Funding from individual donors decreased by 10%, while contributions from foreign government agencies declined by 11%, consistent with shifts in global development priorities. The steep decline of 99% on unspecified sources is attributed to improved reporting and classification by PBOs.

Generally, the sector continues to diversify its funding sources, with international and affiliate sources remaining dominant even as domestic and internally generated contributions show steady growth. Further details are as indicated in Table 11.

Table 11: Sources of Funds by Donor Type

FY 2023/2024		Contribution (%)	FY 2022/2023	Contribution (%)
Affiliate FBOS	5,043,887,204.67	2.40	4,482,463,444.32	2.29%
Affiliate PBOs	54,679,998,652.25	26.03	54,052,847,345.73	27.58%
Agency of Kenya Government	1,603,481,687.09	0.76	2,574,504,719.00	1.31%
Contribution from members and directors	2,158,606,336.32	1.03	1,934,942,452.95	0.99%
Corporates	4,493,479,497.53	2.14	6,955,478,278.90	3.55%
Foreign Government Agency	41,791,942,919.93	19.90	41,509,898,705.43	21.18%
Individual donors	11,987,672,020.33	5.71	4,469,103,092.63	2.28%
PBOs, CBO, Foundation & Trusts	55,361,444,255.19	26.36	50,564,486,068.20	25.80%
Research/Academic Institution	4,288,991,361.14	2.04	4,637,955,784.79	2.37%
Self-generated income	14,866,847,390.07	7.08	12,188,322,772.01	6.22%
United Nations Agency	13,104,970,398.01	6.24	12,620,229,328.15	6.44%
Unspecified Sources	644,031,733.01	0.31	14,653,633.00	0.01%
TOTAL	210,025,353,455.50		196,004,885,625.11	

Figure 10: Funds Source Type

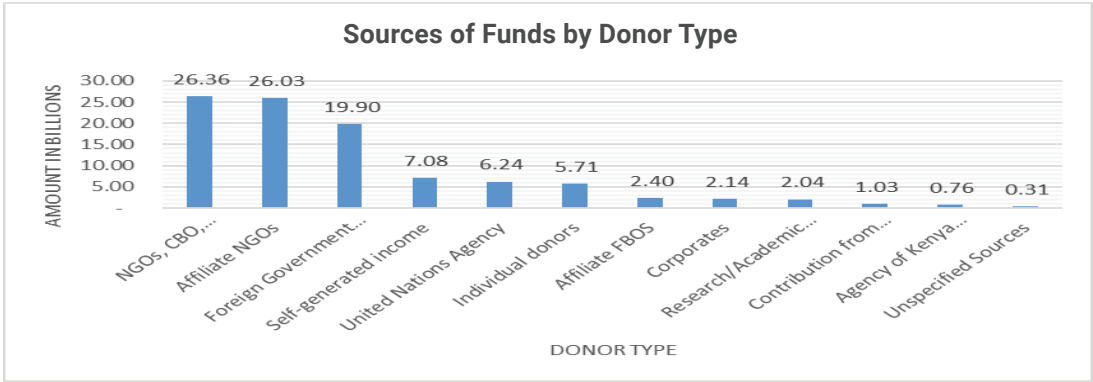
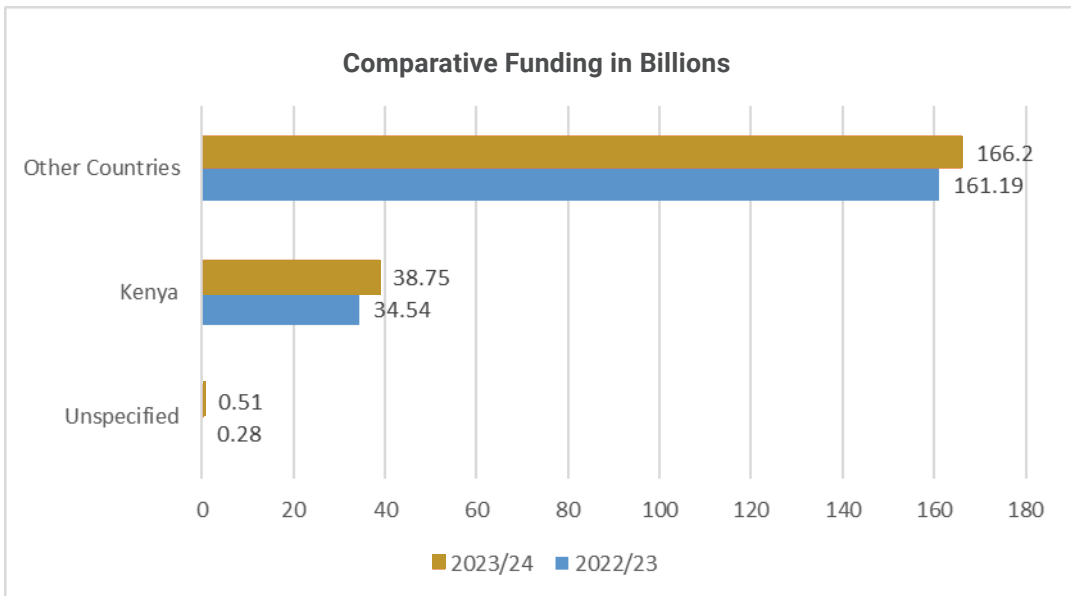
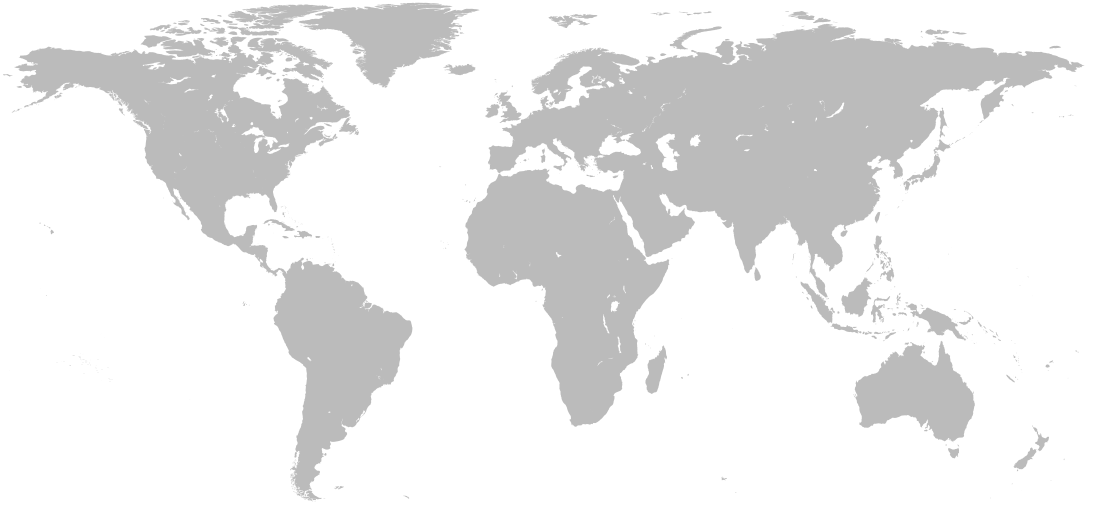


Figure 11 shows that, although the sector recorded an overall increase in funds received during the period, its financing structure remains largely externally driven. The continued predominance of foreign funding presents a structural vulnerability, as it exposes PBOs to fluctuations in global aid flows and external policy shifts. Despite this, the sector realised notable progress in domestic resource mobilisation, with locally raised funds increasing by 33% (KES 8.48 billion) compared to the previous year. This growth indicates that internal sources are improving, but it is still insufficient to substantially reduce dependency on external funding. The data, therefore, point to a sector that is expanding financially but whose sustainability remains contingent on its ability to diversify and strengthen domestic revenue streams.

Figure 11: Comparative Changes in Funds Received (FY 2022/2023-2023/2024)





4.1.2 Sources of Funds by Continent

The geographical distribution of funds received reflects a continued concentration of financing from a limited number of regions, with North America emerging as the single largest contributor. During the period, North America accounted for approximately 40.7% of total funding inflows, highlighting the significant role played by philanthropic foundations, bilateral agencies, and international organisations based in the region. Europe contributed a further 31.3%, bringing the combined share of Western partners to over 72% of all funds received.

Africa contributed 21.8%, indicating growing regional engagement and support from affiliates and networks based on the continent. Contributions from other regions remained relatively modest: Asia accounted for 3.7%, Oceania for 1.7%, and South America for 0.4% of total funding inflows. An additional 0.4% of funds were from unspecified geographical regions as per Table 12.



Table 12: Continental Distribution of Funds Received

Continent	Amount (Kes)
North America	85,541,632,442.70
Europe	65,602,734,503.84
Africa	45,680,042,799.30
Asia	7,831,122,943.08
Oceania	3,590,035,157.57
South America	930,412,998.00
Unspecified	849,372,611.00
Total	210,025,353,455.50

4.1.3 Leading PBOs by Funding

Tables 13 and 14 illustrate the leading PBOs on funds received for both International and National PBOs for the FY 2023/24.

Table 13: Leading International PBO by Funds Received

No.	Name of Organisation	Amount
1	World Vision Kenya	15,565,210,290.00
2	Amref Health Africa in Kenya	12,272,763,046.00
3	Catholic Relief Services	6,732,486,273.00
4	Samaritans Purse International Relief	5,305,863,411.00
5	Save The Children International (Kenya)	4,076,050,211.00
6	Trocaire	3,480,097,356.00
7	Médecins Sans Frontières - Holland (Artsen Zonder Grenzen - Holland)	3,450,512,576.00
8	Islamic Relief - Kenya	3,442,888,480.00
9	Programme For Appropriate Technology in Health (PATH)	3,326,544,896.00
10	African Development Solutions	3,218,799,210.00
11	Mercy Corps	3,066,142,464.00
12	African Wildlife Foundation	2,616,428,750.00
13	Shining Hope for Communities	2,384,528,784.00
14	World Wide Fund For Nature Kenya (WWF-Kenya)	2,317,444,864.00
15	Alight Kenya	2,125,529,676.00
16	Concern Worldwide	2,121,474,898.00
17	Danish Refugee Council	2,049,511,202.00

Table 13: Leading International PBO by Funds Received CONTINUED

No.	Name of Organisation	Amount
18	Veterinaires Sans Frontières (VSF-Germany)	1,906,435,155.00
19	German Agro Action	1,754,722,060.00
20	Urgent Action Fund	1,751,913,201.00
21	Oxfam Gb	1,748,831,360.00
22	GiveDirectly Kenya	1,724,406,776.00
23	Médecins Sans Frontières - Switzerland	1,697,747,096.00
24	Action Africa Help International	1,660,923,069.00
25	Lutheran World Federation Department for World Services	1,629,659,242.00
26	Aids Healthcare Foundation, Kenya	1,497,805,669.00
27	The Boma Project	1,434,860,842.00
28	Adventist Development and Relief Agency International (Somalia Projects)	1,375,821,310.50
29	Forum For African Women Educationalists	1,253,607,810.00
30	The African Academy of Sciences (AAS)	1,193,975,365.00
31	African Institute for Development Policy (AFIDEP)	1,173,323,742.00
32	Marie Stopes Kenya	1,112,250,240.00
33	Agricultural Commodities Development International Voluntary Community Associations	1,104,199,182.00
34	Africa Christian Health Associations	1,021,308,761.00
35	Association Of Christian Resource Organisation Serving Sudan	1,000,325,865.00
36	Médecins Sans Frontières - France	990,320,709.00
37	Oxfam Novib	938,654,592.00
38	Handicap International	933,165,365.00
39	SOS-Children's Village Kenya	922,817,714.00
40	Elizabeth Glaser Pediatric Aids Foundation	901,008,166.00
41	Act Change Transform	889,839,788.00
42	Médecins Sans Frontières Belgium	847,466,176.00
43	Finn Church Aid Kenya	833,959,784.00
44	Washington State University - Global Health Kenya	802,111,154.00
45	Save Somali Women and Children	795,280,952.00
46	Ananda Marga Universal Relief Team	793,546,184.00
47	Practical Action	733,789,854.00
48	The Global Development Incubator Inc	713,987,593.00
49	Population Services International Kenya	701,242,990.00
50	African Women's Development and Communication Network	667,035,170.00

Table 14: Leading National PBO by Funds Received

No.	Name of Organisation	Amount (Kes)
1	Center For International Health, Education and Biosecurity -Kenya	5,595,227,547.00
2	LVCT Health	5,144,746,740.00
3	Kenya Good Neighbors	4,353,577,160.00
4	Agency For Technical Co-Operation and Development Kenya (ACTED-Kenya)	2,172,090,686.00
5	Centre For Health Solutions - Kenya	1,831,074,296.00
6	Rural Agency for Community Development and Assistance (RACIDA)	1,752,543,870.00
7	Pastoralist Community Initiative Development and Assistance	1,007,667,763.00
8	Lwala Community Health Centre	982,281,597.00
9	Population Services Kenya	968,774,688.00
10	Hope Worldwide Kenya	963,116,599.00
11	Mkomani Clinic Society	957,283,060.00
12	Power Shift Africa	709,673,638.00
13	Shalom Centre for Conflict Resolution and Reconciliation	673,353,235.00
14	Impact Research and Development Organisation	643,938,486.00
15	Sight Savers International (Royal Commonwealth Society for the Blind)	639,831,816.00
16	Strategies For Northern Development	639,111,403.00
17	African Mission Healthcare - Kenya	528,028,167.00
18	Untold Kenya	461,808,679.00
19	Joyful Women Organisation	448,868,272.00
20	Kenya Legal and Ethical Issues Network on HIV/AIDS	443,762,720.00
21	Beacon of Hope	443,368,184.00
22	African Institute for Health and Development	427,513,722.00
23	African Conservation Center	425,785,974.00
24	National Organisation of Peer Educators	423,473,667.00
25	Sustainable Approaches for Communities (SAPCONE)	414,868,436.00
26	Bible Translation and Literacy (E.A)	412,190,965.00
27	National Empowerment Network of People Living with HIV/AIDS in Kenya	403,418,414.00
28	Lotus Kenya Action for Development Organisation	345,496,089.00
29	New Life Mission Kenya	336,684,052.00

Table 14: Leading National PBO by Funds Received CONTINUED

No.	Name of Organisation	Amount (Kes)
30	Forum For African Women Educationalists - Kenya Chapter	331,870,335.50
31	Kenya Pediatric Research Consortium	325,736,995.00
32	Kenya Drylands Education Fund (KDEF)	325,315,724.00
33	Africa Harvest Biotech Foundation International	311,368,877.00
34	Kenya Human Rights Commission	308,275,237.00
35	Kenya Aids PBO's Consortium	301,749,322.00
36	Rhino Ark- Kenya Charitable Trust	301,617,106.00
37	Swahilipot Hub Foundation	283,063,774.50
38	Gold Star Kenya	250,550,435.00
39	Socio-Economic Development and Human Rights Organisation	250,340,157.00
40	Kenya Young Men's Christian Association	241,843,906.00
41	Mildmay International- Kenya	233,298,535.00
42	Muslim Education and Welfare Association	232,279,736.00
43	Centre for Rights Education and Awareness	231,959,034.00
44	Ujamaa Na Watoto Wenye Haki Initiative	224,058,055.00
45	The Peoples Action for Learning Network (PAL)	220,540,260.00
46	Electoral Law and Governance Institute in Africa	208,600,744.00
47	Marys Meals Kenya	197,986,720.00
48	Power Learn Project	196,495,447.00
49	National Democratic Institute for International Affairs	191,188,592.00
50	Cheshire Disability Services Kenya	184,442,087.00

4.2 Utilisation of Funds

In the FY 2023/2024, PBOs continued to channel resources towards programme implementation, staff costs and administrative operations in line with their mandates and donor requirements. The utilisation of funds reflects the sector's commitment to transparency, accountability, and efficient delivery of services to beneficiaries.

4.2.1 Expenditure Breakdown

The sector adhered to the recognised best-practice benchmark for allocating the bulk of resources to programme implementation. During the period, PBOs spent a total of KES 193.08 billion, with KES 118.8 billion directed towards project implementation and KES 74.2 billion spent on administrative, staffing, and operational costs.

Project costs remained the largest expenditure line, amounting to KES 118.8 billion, followed by local staff costs at KES 43.9 billion. Administration costs accounted for KES 15.8 billion, while international staff expenditure stood at KES 4.4 billion. PBOs also invested KES 3.8 billion in tangible assets, and a further KES 6.3 billion in other running costs. The distribution is as detailed in the Table 15.

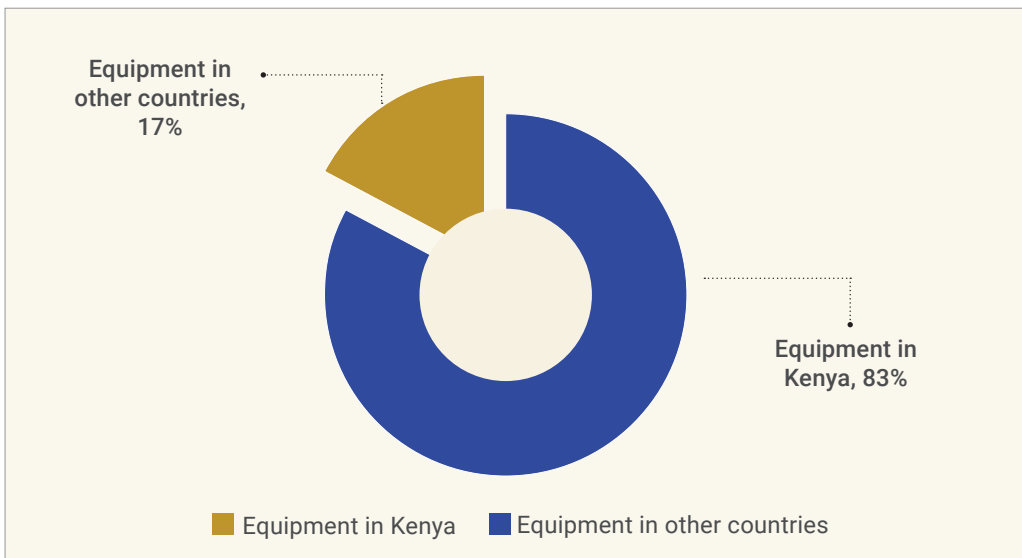
Table 15: Expenditure Breakdown

Expense Line	Expenditure in Kenya	Expenditure in Other Countries	Total
Project Cost	96,912,444,386.43	21,890,343,573.91	118,802,787,960.34
Local Staff	38,878,272,131.09	5,026,902,332.80	43,905,174,463.89
Administration Costs	12,854,454,954.64	2,964,852,934.60	15,819,307,889.24
International Staff	1,924,598,402.48	2,501,296,841.17	4,425,895,243.65
Purchase of Tangible Assets	3,703,909,217.13	125,161,174.16	3,829,070,391.29
Other Running Costs	5,901,251,921.69	391,806,021.90	6,293,057,943.59
Total	160,174,931,013.46	32,900,362,878.54	193,075,293,892.00

4.2.2 Expenditure in Kenya and Other Countries

Majority of PBOs reported to have spent a total of KES 160.17 billion (83%) in Kenya, compared to those with regional presence who spent KES 32.90 billion (17%) in other countries (Figure 12).

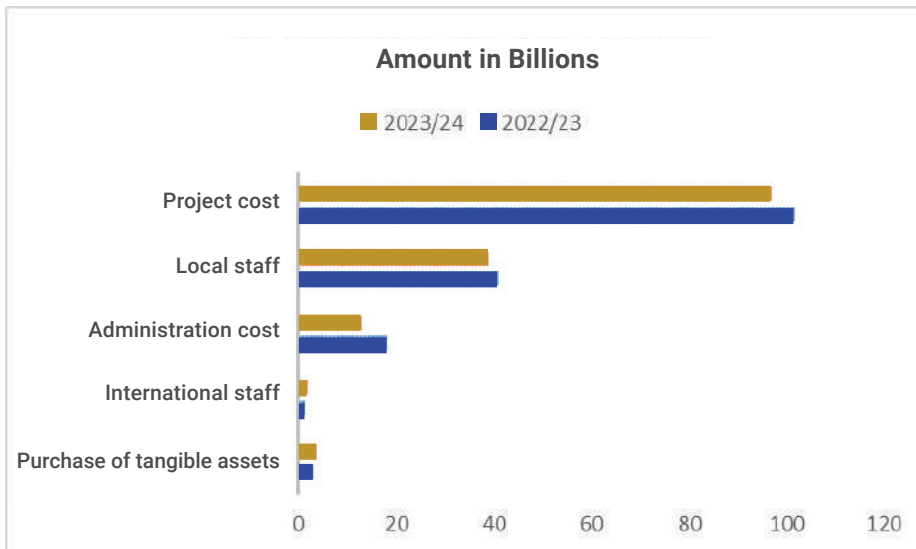
Figure 12: Expenditure in Kenya and Other Countries



4.2.3 Utilisation of funds within Kenya

A total of KES 160.17 billion was spent within Kenya during the period. The bulk of this expenditure, KES 96.9 billion, was directed towards project costs, demonstrating that PBOs continue to invest in programme delivery. Expenditure on local staff amounted to KES 38.9 billion, affirming the sector's reliance on locally engaged personnel and its contribution to employment and capacity development (Figure 13).

Figure 13: Utilisation of Funds Within Kenya



4.2.4 Utilisation of Funds Outside Kenya

PBOs with regional presence and cross-border activities spent a total of KES 32.90 billion outside Kenya. Of this amount, KES 21.89 billion was allocated to project implementation, while KES 5.03 billion was spent on staff emoluments. Additional expenditure included international staff costs, administration, and operational support to facilitate programme delivery across neighbouring countries and regional hubs.

4.3 Sector Sustainability

This refers to the sector's capacity to build its overall institutional strength to sustain activities among the target population over time. It also decreases financial vulnerability, develops diverse sources of institutional and financial backing, and maximises impact by providing high-quality interventions (USAID, 2012).

The Overall Sustainability Index (OSI) involves analysing various aspects of the PBO sector. This index reflects a country's political and economic growth, which influences the

viability of the PBO sector. The CSO Sustainability Index adopted in this report was developed by USAID.

The adaptation of the index is based on three interrelated dimensions: organisational capacity, financial viability, and collaboration & networking, with various indicators for each dimension. The dimensions have different indicator scores for each indicator that were averaged together to come up with the overall PBO sustainability index. The total PBO sustainability index determines the sector’s sustainability stage: Sustainability Enhanced (70%–100%), Sustainability Evolving (40%–69.9%), and Sustainability Impeded (0% and 39.9%).



The Overall Sustainability Index (OSI) involves analysing various aspects of the PBO sector. This index reflects a country’s political and economic growth, which influences the viability of the PBO sector. The CSO Sustainability Index adopted in this report was developed by USAID.



Table 16: Sustainability Dimensions

Variable	Organisational Capacity	Financial Viability	Collaboration and Networking
1.	PBOs governance	Diversity of income sources	Existence of information exchange
2.	PBOs staffing	Local support	Access to technical support
3.	ICT capacity	Income generating activities	Access to equipment support
4.		Ownership of non-current assets	

This analysis was based on a random sample of 320 organisations, assuming a normally distributed population at 95% confidence interval from the PBOs that filed annual reports.

4.3.1 Summary Findings

4.3.1.1 Organisation Capacity

This dimension includes the organisations’ governance structures in terms of the existence of a substantive board, separation of powers between the governance structures, and distinct outlined functions between the board and management. It also includes the Annual General Meetings (AGMs), the number of staff engaged by



63%

This analysis revealed that 63% of the sampled organisations have adhered to the components of organisational capacity

the PBOs, staff turnover, the number of employees trained within the year, and the ICT resources available to the PBOs.

This analysis revealed that 63% of the sampled organisations have adhered to the components of organisational capacity, indicating that they have distinct governance structures with clear roles, enhancing transparency and accountability.

PBO Governance: This is the process of developing strategic decisions, evaluating performance, promoting accountability and transparency within a PBO; good governance thrives when there is an established board and management with distinct roles.

The analysis revealed that majority of the organisations sampled (99%) reported to have distinct roles for the board and management, hence strong governance. All PBOs are legally required to hold Annual General Meetings (AGMs) to review their past performance, present financial reports, appoint auditors, plan for the future and conduct elections among other activities. Eighty-five per cent (85%) of the organisations sampled conducted AGMs within the year.

PBO Staffing: The sector engages employees on a contractual basis due to the nature of their operations. This implies that the sector certainly experiences a huge turnover, which negatively impacts on the longevity of the organisations, hence lower sustainability levels. In the financial year 2023/24, 25% of the PBOs reported having experienced a staff turnover.

Forty-one per cent (41%) reported having invested in building the capacity of their staff by equipping them with relevant skills through in-house training, seminars, and workshops. Further, forty per cent (40%) of the organisations reported to have engaged volunteers in their activities, with 94% of them being locals, while 6 % were foreign nationals.

4.3.1.2 Financial Viability

This is the ability of a PBO to generate income and resources to fulfill its responsibility for the purposes of this reporting. The Authority identified five indicators: diversity of income sources, financial management systems, community contributions, income generating activities, and ownership of non-current assets. Further analysis of these factors is outlined below:

Diversity of income sources: About half of the sampled organisations reported having received funding from multiple sources during the year. However, continued support from these sources was not guaranteed. This uncertainty increases short-term financial risk and threatens the long-term sustainability of a PBO. Some organisations rely on a single donor or on contributions from directors and members. Lack of diversified sources of funding may result from the absence of a fundraising strategy, insufficient resource mobilisation capacity, or reluctance to adopt alternative fundraising approaches.

Local support: Local community support is a key aspect in the sustainability of any project. Therefore, organisations should clearly communicate their presence and areas of intervention to enhance community awareness and acceptance.

This analysis revealed that 29% of the PBOs received support from the local community, totalling KES 135.3 million. Forty-six per cent (46%) of the total amount received was in the form of financial support amounting to KES 63 million, while in-kind contributions, including materials and labour, made up 54%, valued at KES 72 million.

Income Generating Activities: In response to the declining donor funding and the need to strengthen sustainability, many PBOs have increasingly turned to income-generating activities. These initiatives may be integrated into the organisation's core operations or managed through affiliated entities such as Companies Limited by Guarantee (CLGs), with the proceeds contributing to the PBO's long-term financial stability. Common examples include selling products, offering hospitality services, and providing training.

From the analysis, 11 per cent of the PBOs reported having generated income from a range of activities, including renting out buildings, offering consultancy services in research, engaging in farming, operating schools and hospitals, among others. In total, the sector generated KES 525 million internally during the year.

Ownership of Non-Current Assets: The analysis revealed that 9% of sampled organisations own land, while 1.2% have invested in bonds. PBOs invest in bonds to earn interest as an alternative source of revenue and to reduce reliance on donors in the wake of dwindling donor aid. However, the ability of a PBO to invest in instruments such as bonds is largely dependent on the availability of non-designated or unrestricted funds.

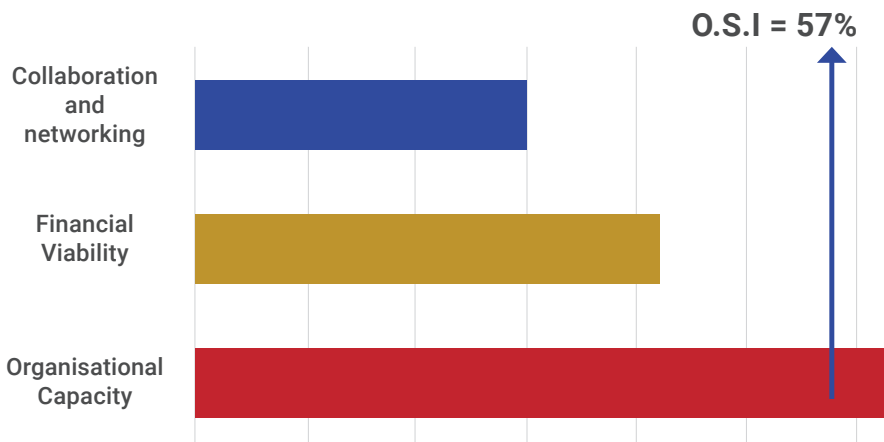
4.3.1.3 Collaboration and Networking

This is essential for PBOs, as it creates opportunities for wider reach, more resources, increased innovation, new funding opportunities, and enhanced sustainability through shared knowledge. In FY 2023/2024, 58% of the organisations engaged in information exchange with various institutions. Thirty-two (32%) of the PBOs received technical support from partners, and 9.4% received equipment from partners.

4.3.1.4 Overall Sustainability Index

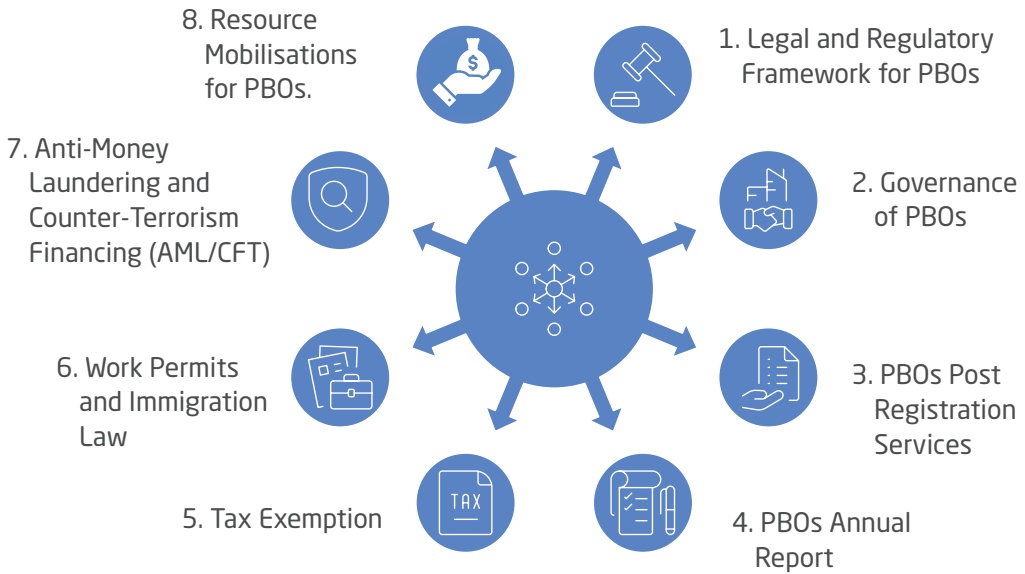
The overall sector sustainability index was 57%, implying that the sector is still at the evolving stage, consistent with previous years. However, the Overall Sustainability Index increased from 45% in 2022/2023 to 57% in the current year.

Figure 14: Overall Sustainability Index



4.4 Institute of Charity Management

The Institute of Charity Management (ICM), a training arm of the Authority, was established in 2016 to build the capacity of PBOs with the aim of enhancing compliance and sustainability in the sector. The Institute offers customised training programmes for the board members and management of PBOs. It offers the following courses periodically:



Besides addressing the training needs of sector players, the ICM capacity building workshops also serve as an important platform for PBOs to engage with the Authority’s staff, as well as experts from other Government agencies, on key thematic areas such as compliance, taxation, and immigration.

The ICM offers two distinct training formats: a one-day programme tailored for board members and directors, and a two-day joint training programme designed for management-level staff. During the reporting period, the following organisations participated in the training sessions.

Table 17: ICM Participants from Various Organizations

Date and Venue	Joint Management Training	List of Organisations Trained
	No.	Organisation
28 TH & 29 TH NOVEMBER, 2023, PRIDEINN PARADISE BEACH	1	Care International in Kenya
	2	Ellin Community Centre
	3	Amref Health Africa in Kenya
	4	Community Against Drug Addiction (CADA)
	5	Intersos
	6	Center for International Health, Education, And Biosecurity (CIHEB)-Kenya
	7	Finn Church Aid
	8	Population Services International
	9	Helen Keller International
	10	Missions International
	11	Akili Dada
	12	Women's Global Education Project (WGEP)
	13	Jard Foundation
	14	Legal Education Forum
	15	Kesho Kenya
	16	Valley of Truth Care Centre
	17	Lamu Foundation
	18	Cup of Uji
	19	Foundation for Community Development and Sustainability (FCDS)
	20	Cana Family Life HIV/AIDS Program
	21	Christian Mission Aid
	22	Deaf Support Program in Kenya
	23	The Borabu Foundation
	24	IDN Kenya
	25	Holder International
	26	Norda
	27	Human Quality Assessment Services
	28	Mary's Meal
	29	Seed Of Empowerment for African Partners
	30	Lutheran World Federation (LWF)
	31	Rafiki Mwema
	32	Victoria Biomedical Research Institute
	33	Comid Kenya

Table 17: ICM Participants from Various Organizations CONTINUED

Date and Venue	Joint Management Training	List of Organisations Trained
	No.	Organisation
	34	African Indigenous Women Organisation
	35	Action Against Hunger
	36	Indigenous Information Network
	37	Jifunze International
	38	Gai Needy Students Project
	39	Chepkitale Indigenous People Development Project
	40	Mara Action Aid - Kenya
	41	Chepkitale Indigenous People Development Project
	42	Misori Japuonj Foundation
	43	Dream Achievers Youth Organisation (DAYO)
	44	Marie Stopes Kenya
	45	Kuhenza for the Children
	46	International Fellowship Kenya (Interfelk)
	47	Action Against Hunger
	48	Integrated Development Network (IDN Kenya)
	49	Net Foundation W - Kenya
	50	Hennet (Health PBOs Network)
	51	Marginalized Communities Advocacy Network (MCAN)
	52	She Saves a Nation
	53	Undugu Society of Kenya
	54	Anidan Children's Home
	55	Article 19
	56	Agriculture Improvement Support Services (AGRISS)
	57	Hopeco
	58	Al letisam Development Organisation
	59	Lift The People
	60	Charitable Aid for Peace and Development Organisation (CAPDO)
	61	Al letisam Development Organisation
	62	Mutungu Masika & Associates
	63	British Institute in Eastern Africa
	64	Kiini Sustainable Initiative
	65	In My Background
	66	Support For Community Response
	67	Hopeco Kenya
	68	IDDEF Kenya

Table 17: ICM Participants from Various Organizations CONTINUED

Date and Venue	Joint Management Training	List of Organisations Trained
	No.	Organisation
	69	Gender And Child Initiative (GCI)
	70	Global Health Innovations
	71	University Of Washington G.A.P - Kenya (UW-Kenya)
	72	Gapeka Children's Hope Centre
	73	Medical Response for Diplomatic Corps (MRDC) International
	74	British Institute in Eastern Africa
	75	Diaspora Outreach Developments Foundation Inc
	76	Center For Health Solution -Kenya (CHS)
26 TH & 27 TH SEPTEMBER 2023 – OLE KEN HOTEL, NAKURU	77	Social Economic Empowerment Women Organisation (Seewo)
	78	World Renew
	79	Elizabeth Glaser Paediatric Aids Foundation
	80	Nawiri Child Development Programme
	81	Solid Rock Foundation
	82	Lift Up the Vulnerable
	83	Heir International
	84	Philia Mission Kenya
	85	Feed The Children Kenya
	86	Chepkitale Indigenous People Development Project (CIPDP)
	87	Action Transformation Organisation
	88	Imani Tumaini Upendo
	89	Ads-Cr
	90	Imani Tumaini Upendo
	91	Expansion International Africa
	92	Philia Mission Kenya
	93	Isra Aid Kenya
	94	Mago Foundation
	95	Acted
	96	Indiana Institute for Global Health - Kenya (IIGH-K)
	97	World Renew
	98	Into Abbas Arms
	99	Victoria Biomedical Research Institute
	100	Action Against Hunger

Table 17: ICM Participants from Various Organizations CONTINUED

Date and Venue	Joint Management Training	List of Organisations Trained
	No.	Organisation
	101	Imani Tumaini Upendo
	102	Rose Women's Foundation
	103	Christian Aid Ministries
	104	Elizabeth Glaser Paediatric Aids Foundation
	105	Elizabeth Glaser Paediatric Aids Foundation
	106	Upendo Tena Initiative
	107	Marie Stopes Kenya
	108	The Luigi Footprints Foundation
	109	Transform Empowerment for Action Initiative-Team
	110	Let's End Fistula Initiative
	111	Precious Hope for Children
	112	Isra Aid Kenya
	113	Transformation Leadership Africa
	114	Victoria Biomedical Research Institute
	115	Imani Tumaini Upendo
	116	Chepkitale Indigenous People Development Project (CIPDP)
	117	Gathuthi-Ini Hope Foundation
	118	Nellie Muthui Foundation
	119	Transform Empowerment for Action Initiative
	120	British Institute of East Africa
	121	Victoria Biomedical Research Institute
	122	Deniz Feneri Foundation
	123	African Institute for Development Programme
	124	Chepkitale Indigenous People Development Project (CIPDP)

4.5 Major Events During the Year

4.5.1 The Annual PBOs Week, 2024

Introduction

The Authority convenes ‘The Annual PBOs Week’, a premier signature partnership and networking forum designed to celebrate the critical role and impact of PBOs, strengthen tripartite collaboration among the Government, PBOs, and the private sector, and foster an enabling environment for PBOs to effectively and sustainably complement national development efforts. The seventh edition, the Annual PBOs Week 2024, was held in June 2024 under the overarching theme “Building Synergy for a Sustainable Future.”

Context and Rationale

The Annual PBOs Week 2024 showcased the potential of PBOs and the power of collective action in promoting inclusive, sustainable, and equitable socioeconomic growth. The event aimed to highlight the value of PBOs in addressing development priorities and to enhance cooperation between development actors. The Week featured interlinked activities, including the launch of the Annual PBO report, exhibitions, capacity-building engagements, knowledge-sharing forums, and extensive media coverage.

Objectives

The event aimed to achieve the following: assess the significant role and contribution of the PBO sector to the national economy, development agendas, and the Sustainable Development Goals (SDGs); showcase PBO sector priorities, achievements, and impact to enhance funding and resource mobilisation opportunities; foster knowledge exchange, strategic linkages, and collaborations among Government, PBOs, & private sector stakeholders; strengthen PBO compliance, transparency, accountability & credibility and to promote an enabling environment for sustainable PBO sector growth.

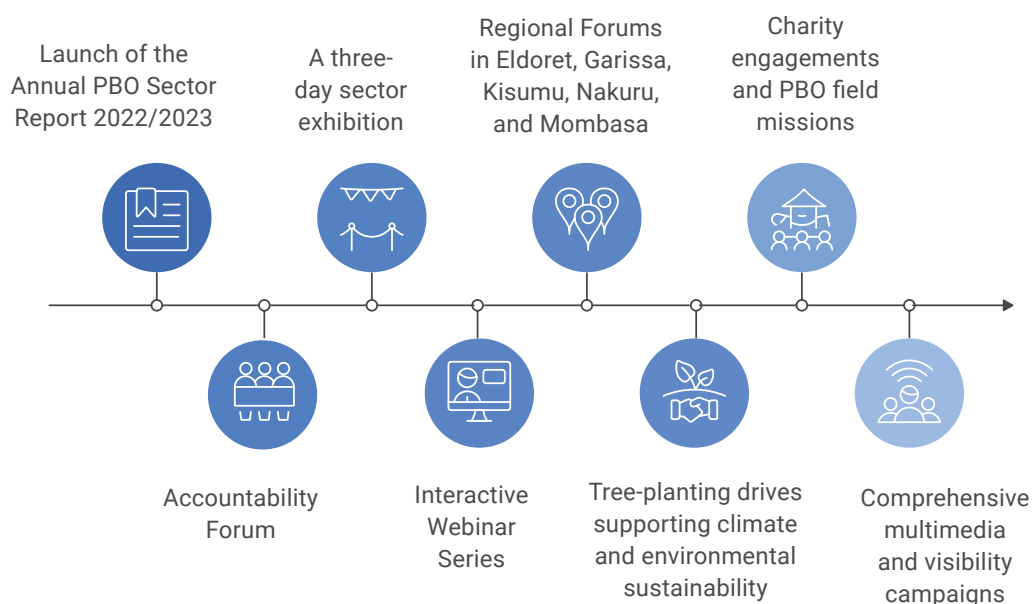
“

The Authority convenes ‘*The Annual PBOs Week*’, a premier signature partnership and networking forum designed to celebrate the critical role and impact of PBOs, strengthen tripartite collaboration among the Government, PBOs, and the private sector, and foster an enabling environment for PBOs to effectively and sustainably complement national development efforts.

”

Event Activities and Structure

The event was held between 18–22 June 2024, and the activities included:



Operationalisation of the Public Benefit Organisations (PBO) Act, 2013

In May 2024, the Government of Kenya formally operationalised the Public Benefit Organisations (PBO) Act, 2013, marking a major advancement in the governance and regulation of the Public Benefit Organisation sector. Although enacted in 2013, the Act had remained dormant for over a decade until the Cabinet Secretary for Interior and National Administration issued Legal Notice No. 78 of 2024, which appointed 14 May 2024 as its commencement date. This step followed extensive consultations and policy reviews aimed at modernising the PBO regulatory framework and aligning it with constitutional provisions, evolving development priorities, and international best practices. With its commencement, the PBO Act replaced the outdated NGO Co-ordination Act of 1990, providing a clearer and more contemporary legal foundation for the sector.

The implementation of the Act demonstrates the Government's commitment to establishing a transparent, predictable, and facilitative environment for PBOs. It responds to emerging sector realities, including increased demands for accountability, changes in donor landscapes, and the need for strengthened governance structures. By introducing a self-regulatory framework, the PBO Act enhances the contribution of civil society organisations to the national development and the attainment of the Sustainable Development Goals (SDGs). Continued sensitisation, capacity building, and structured stakeholder engagement will be essential for ensuring a smooth transition and achieving the full benefits envisioned under the Act.



CHAPTER 05

5.1 Conclusion

In summary, the report demonstrates continued growth, improved compliance levels and a strengthened contribution to national development. Public Benefit Organisations remain key partners in advancing government priorities in health, education, emergency response, environmental management, agriculture, governance, and community development.

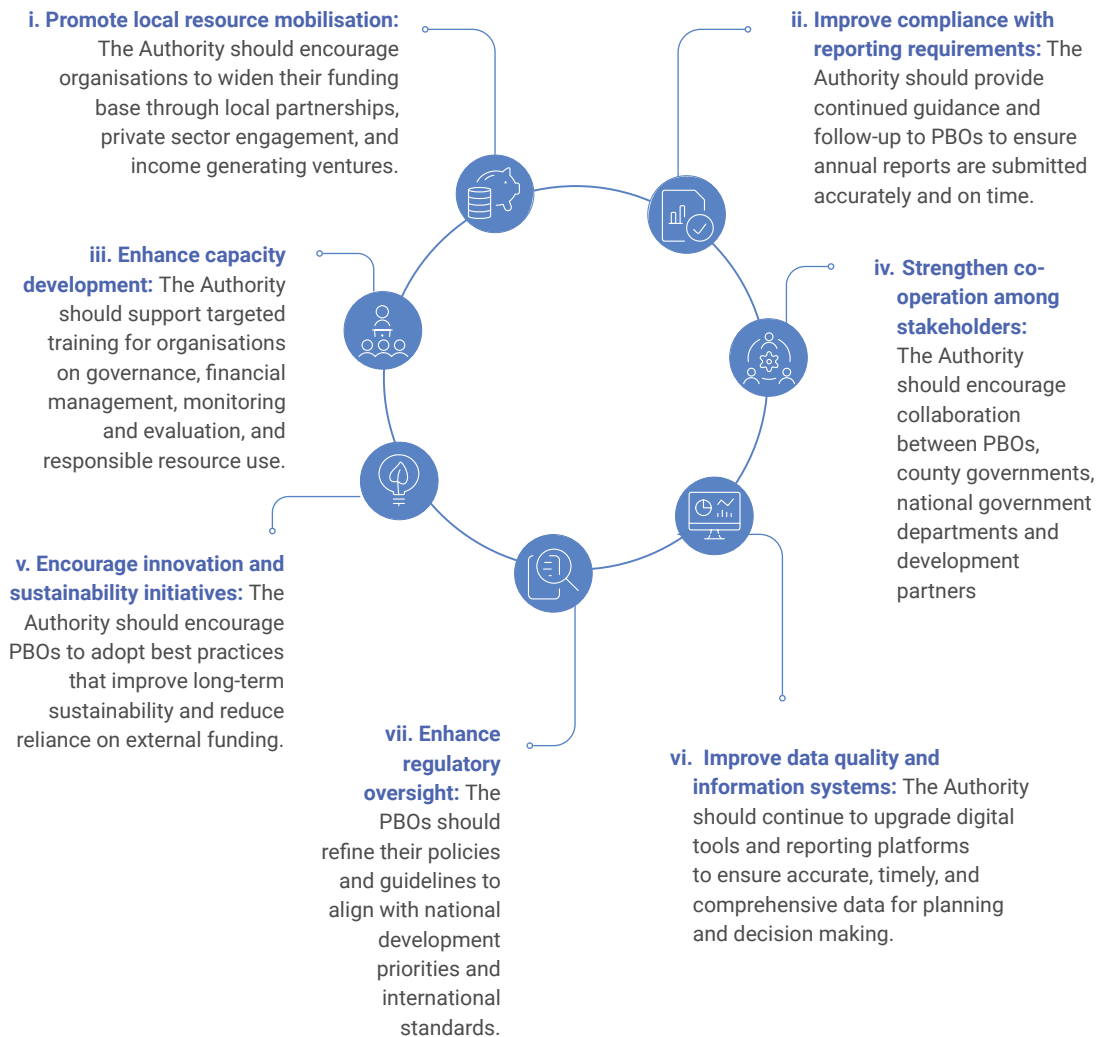
The findings also identify key challenges that require sustained attention, which include: the sector's high dependence on foreign funding, reduced volunteer engagement, and inconsistencies in reporting among some organisations. Addressing these challenges requires

coordinated action between the regulator, development partners, and the PBOs.

The overall outlook of the sector remains positive despite the challenges identified. The increase in total funding, growth in local resource mobilisation, and strengthened compliance practices demonstrate a growing sector that is increasingly adopting sound governance and accountability measures.

5.2 Recommendations

In view of the findings of this report, the following are the proposals for consideration to strengthen the PBO sector in Kenya:





Public Benefit Organizations Regulatory Authority

Co-operative Bank House, 15th Floor, Haile Selassie Avenue.
P.O BOX 441617 – 00100 Nairobi, Kenya

Telephone: +254 (0) 111053310, (020) 2214044, (020) 2214813,
(020) 2213938

Email: info@pbora.go.ke

Website: www.pbora.go.ke