

CHAPTER 11

IMPLEMENTATION

The purpose of this chapter is to highlight proposals whose implementation is considered key to attainment of the MPET's objectives. The implementation schedule below comprises 11 strategic areas, each structured into programmes and specific activities. The schedule also suggests an implementation time frame and agencies to take the lead - mainly GoK ministries and statutory bodies.

The schedule deliberately avoids cost estimation. To an extent, this is a reflection of time constraints in the preparation of the MPET. However, more important is the MPET's thrust towards conceptualising development of E&T not as comprising isolated albeit costed investment projects, but as a comprehensive approach aiming at improvement through integrated manipulation of the most important variables such as financial inputs; prioritising needs; management structures; human resource capacities; and practices that - by enabling broader stakeholder participation - enhance commitment and accountability. There will be need for more detailed analysis of the financial requirements of the MPET, but such analysis will reflect the comprehensive development of E&T in the context of macro fiscal policy. While further analysis is expected to identify needs for additional resources, the implementation is expected to place emphasis on improvements attained through more efficient utilisation of available resources. In this regard, many of the targets proposed in the schedule are seen as achievable within existing budgets.

Reflecting a major emphasis in the earlier chapters, the implementation schedule pays considerable attention to the need to base improvements in E&T on a new, streamlined and rationalised management system. The first strategy in the schedule is on the E&T legal and regulatory framework as an essential initial step in improving management. In other words, success in pursuing strategies 2 to 11 will to a large extent be dependent on having in place the legal and regulatory framework proposed strategy 1. Particularly important is the enactment of laws that facilitate coordination at the national level, as well as permitting decentralisation.

The schedule envisages a rapid transition from development of the MPET to the implementation stage. For instance some of the programmes proposed under strategies 2, 9 and 10 have time frames that indicate the need for immediate action. This underscores the importance of strengthening the structures and development of human resource capacity within implementing agencies. Rather than adopting the current practice of using special units to implement E&T projects, the implementation of the MPET is conceptualised as a part and parcel of the functions of the relevant departments. This not only avoids conflicts between established departments and special units but more important ensures long term sustainability. This implementation approach will call for (i) setting up ad hoc implementation committees with representatives from several departments; and (ii) on-the-job training of the staff involved; and may require selective use of technical assistance, particularly in planning and carrying out the proposed action research.

IMPLEMENTATION SCHEDULE

STRATEGY	PROGRAMME / ACTIVITY	TIME FRAME	IMPLEMENTOR
1. Improve the management of education and training by streamlining the legal and regulatory framework so as to facilitate (a) coordination across subsectors; and (b) decentralisation to the local level and institutions	1.01 <i>Draft a cabinet paper as a basis for a Sessional Paper on the MPET.</i>	September - October 1997	MoE, MRTTT, MCSS
	1.02 <i>Enact an Education and Training (ETA) Act to replace the BAE and Education Acts.</i>	Sept 1997 - July 1998	MoE, MRTTT, MCSS, A-G, National Assembly
	1.03 <i>Establish the National Education and Training Commission (NETC).</i>	Sept 1998	OP, National Assembly
	1.04 <i>Enact into law the bills on the governance of CHE and the public universities, published in May 1997.</i>	1997 - 1998	A-G, CHE, National Assembly
	1.05 <i>Prepare a detailed schedule for implementation of the MPET's recommendations on tertiary E&T.</i>	1998	CHE, Universities, MRTTT
	1.06 <i>Amend TSC Act to reflect the reality created by the new Education and Training Acts.</i>	Sept 1997 - Sept 1998	MoE, MRTTT, MoLG, A-G, National Assembly
	1.07 <i>Review the KNEC, KASNEB and Industrial Training Acts in order to harmonise the conduct of examinations and certification.</i>	January - March 1998	KNEC, CHB, KASNEB, DIT
	1.08 <i>Amend the Local Government Act to give local authorities management and financial responsibilities for school education and youth polytechnics.</i>	Sept 1997 - Sept 1998	MoLG, MoE, MRTTT, MoF, National Assembly
	1.09 <i>Amend the Industrial Training Act to enable greater participation of private industries in training.</i>	Sept - Dec 1997	MRTTT, MoCI, CHE, A-G, National Assembly
	1.10 <i>Enact into law the Children's Bill to provide for coordination of children's rights.</i>	1998	MoHA&NH, A-G, National Assembly
	1.11 <i>Streamline the membership and functions of the ECCDE Implementation Committee.</i>	1997	MoE
	1.12 <i>Set up a committee under NETC with representatives from GoK, donors, NGOs to coordinate the provision of E&T for the disabled.</i>	Jan. 1999	NETC, MoE, MCSS, MRTTT

STRATEGY	PROGRAMME / ACTIVITY	TIME FRAME	IMPLEMENTOR
	1.13 <i>Harmonise the development of curriculum across all subsectors e.g. through appointment of representative curriculum panels.</i>	Begin 1997	MoE, MRTTT, MCSS, CHE, KNEC
2. Improve the professional and financial management of schools and youth polytechnics through establishment of norms and development of decentralised systems.	2.01 <i>Study current status and establish potential of participation in the programmes:</i> (a) estimate suitable unit costs; (b) develop intervention measures to reduce gender and other regional disparities; (c) evaluate current practices and develop new approaches in the provision of instructional materials.	1997/98	MoE, MRTTT, MCSS
	2.02 <i>Investigate and make recommendations on the development of the YP system through:</i> (a) a tracer study of former YP graduates; (b) a survey of existing YPs with regard to management, financing, curriculum, its outputs and outcomes.	1988 1997	MRTTT
	2.03 <i>Liberalise textbook market:</i> (a) issue an appropriate circular to institutions; (b) strengthen consultations with producers of instructional materials.	1997	MoE

STRATEGY	PROGRAMME / ACTIVITY	TIME FRAME	IMPLEMENTOR
	<p>2.04 <i>Pilot the development of DEIBs in 15 districts and replicate elsewhere in the rest of the country:</i></p> <ul style="list-style-type: none"> (a) rationalise schemes of service; (b) strengthen MIS for improved management of all resources (e.g. human and financial); (c) provide facilities and equipment for science teaching-learning; (d) provide facilities and equipment for YPs; (e) set up schemes for the provision of textbooks and other instructional materials; (f) develop double shifts to ease pressure on physical facilities; (g) develop multi-grade teaching where appropriate; (h) devolve teacher management; (i) develop school mapping; (j) strengthen the management of institutions by BoGs and school committees. 	1997-2010	MoLG, NBTC, MoE, MRTTT, MCSS, LGAs
3. Develop and improve programmes for providing E&T for out-of-school youth.	<p>3.01 <i>Study issue of out-of-school youth as a basis for detailed planning, and establish:</i></p> <ul style="list-style-type: none"> (a) population of youth in need of special programmes; (b) type and nature of current provision regarding location, costs, providers, curriculum, teachers and GOK role; (c) stakeholders' aspirations. 	1998 - 1999	MoE
	3.02 <i>Give existing programmes legal recognition.</i>	1997 - 1998	MoE

STRATEGY	PROGRAMME / ACTIVITY	TIME FRAME	IMPLEMENTOR
	3.03 <i>Include the programmes in the planning and implementation of DETB pilots.</i>	1997 - 2005	MoE, MRTTT, MoLG, DETBs
	3.04 <i>Develop coordination among all providers.</i>	1998	NETC
	3.05 <i>Develop an examination equivalent to the KCPE for EPOSY</i>	1999	MoE, KNEC
4. Enhance the provision of E&T to the disabled.	4.01 <i>Study the of provision of E&T to the disabled and gifted/talented learners:</i>		MoE, MRTTT, MCSS, MoH, MoLG
	(a) carry out a survey to establish the extent of disparity in enrolment between the handicapped and other children;	1998	
	(b) estimate suitable unit costs by disability;	1998	
	(c) adjust curricula to suit the needs of the disabled and the gifted/talented;	Begin 1998	
	(d) give more priority to the development and implementation of vocation- oriented learning activities for disabled children who are unlikely to benefit from the curricula for other learners.	Begin 1998	
	4.02 <i>Expand both Diploma and short course teacher intake at KISE.</i>	1998/99	MoE
	4.03 <i>Incorporate pedagogy for the disabled in regular teacher training curricula.</i>	1999 - 2001	MoE
5. Raise efficiency and effectiveness in middle-level VOC-TEC training	5.01 <i>Establish a database through:</i>	1998 - 1999	NETC, MRTTT, MLMD, MPND, CHE, MoCI
	(a) survey of Institutions' capacity;		
	(b) an MIS;		
	(c) creation of a Labour Market Information and Monitoring System (LMIMS).		

STRATEGY	PROGRAMME / ACTIVITY	TIME FRAME	IMPLEMENTOR
	<p>5.02 <i>Establish a technology supply and maintenance unit for E&T to:</i></p> <ul style="list-style-type: none"> (a) keep E&T updated on technological change; (b) organise for bulk purchase of specialised tools, equipment and machinery for institutions; (c) ensure regular maintenance of plant; (d) provide for major repair services of equipment and tools; (e) produce some instructional tools and equipment; (f) provide user training in operational skills, maintenance and minor repairs of equipment. 	Begin July 1998	MRTTT, DIT, MoE
	5.03 <i>Establish a unit to manage industrial training attachments.</i>	1997-1998	MRTTT, CHE, Private Industry
	5.04 <i>Introduce flexibility in TEP curricula and provide for staggered course completion.</i>	Start with the 1999 public exams	MRTTT, KNEC, CHE
6. Raise efficiency and effectiveness in Adult Literacy Programmes (ALP).	<p>6.01 <i>Incorporate ALP programmes into the ministry that is in charge of basic education:</i></p> <ul style="list-style-type: none"> (a) carry out a study to establish comprehensive data and information for further development of ALP; (b) coordinate the provision of adult education with the school system; (c) plan and implement amalgamation with regard to teacher development, curriculum and assessment. 	Begin 1998	MCSS, MoE, NETC, DETBs

STRATEGY	PROGRAMME / ACTIVITY	TIME FRAME	IMPLEMENTOR
7. Raise efficiency and effectiveness in the allocation of resources	7.01 <i>Develop norms for allocation of resources e.g.</i> (a) pupils to teacher ratio; (b) operations and maintenance, i.e. physical facilities and instructional materials. (c) location of accountability.	1997 - 1998	MoE, MRTTT, MoLG, MoF
	7.02 <i>Develop professional human capacity:</i> (a) define functions and relate establishment to them; (b) establish criteria for professional development.	Begin July 1998	MoE, MRTTT, MoLG, MoF, OP
	7.03 <i>Decentralise financing and management of E&T:</i> (a) decentralise to LGAs and institutions recruitment, deployment, professional development, promotion, discipline, grievance procedures and remuneration; (b) give autonomy to LGAs on budgetary allocation; (c) make LGAs and institutions accountable for outputs and proper utilisation of funds.	July 1998-2005	MoE, MRTTT, MoLG, MoF
8. Raise equity in provision of education and training at all levels.	8.01 <i>Improve funding mechanisms for E&T:</i> (a) develop a unit grant system for education and training based on established norms;	Begin 1998	MoE, MRTTT, MoLG, MoF
	(b) develop database on households as the smallest unit of governance;	Begin 1998	MPND
	(c) develop subsidiary databases on learners in institutions for targeting loans, bursaries and scholarships.	Begin 1998	MoE, MRTTT, CHE, HELB, Universities

STRATEGY	PROGRAMME / ACTIVITY	TIME FRAME	IMPLEMENTOR
9. Make curricula relevant, manageable and less expensive.	9.01 <i>Review school curricula:</i> (a) specify skills to be developed; (b) reduce and eliminate duplication in syllabus content; (c) initiate curriculum development at the local level.	Begin 1997	MoE, KNEC DETBs, institutions
	9.02 <i>Pilot flexible timing (day, week and term) curriculum approaches.</i>	Begin 1998	MoE, DETBs
	9.03 <i>Reduce examination subjects:</i> (a) KCPE: English, Kiswahili, math, science and General Paper; (b) KCSE: For subjects see Chapter 5. <i>Reduce examinable subjects to a minimum of seven but a maximum of nine.</i>	For the 1998 examination For the 1999 examination	MoE, KNEC
	9.04 <i>Improve examinations and assessment:</i> (a) develop exams that give emphasis to measurement of skills development as opposed to mastery of content; (b) pilot development of educational measurement skills to cater for certification and selection at the local level; (c) develop sample based national assessment in primary and secondary English, math and science.	Begin 1998 First Form I selected on local examinations in 2005 First assessment in English in 1999	MoE, KNEC MoE, KNEC, DETBs NETC, MoE, KNEC

STRATEGY	PROGRAMME / ACTIVITY	TIME FRAME	IMPLEMENTOR
	9.05 <i>Review teacher training system:</i>		
	(a) building on current approaches, regularise the training of heads of institutions and members of SC and BoGs;	1998 - 2010	MoE, CHE, MRTTT, TSC, KSSHA, DETBS.
	(b) initiate development of criteria/norms recruitment and professional progression for all teachers;	1998 - 1999	MoE, MRTTT, CHE, Universities, LGAs
	(c) review B.Ed programme and replace it with an academic degree plus post graduate diploma in Education;	1999 - 2010	MoE, CHE, Universities
	(d) develop training of YP instructors in skills and pedagogy through programmes based in TTIs and ITs;	1999	MRTTT
	(e) utilise current additional capacity in primary teachers colleges to train teachers for the disabled, ECCDE, and for conducting in-service courses for all categories of teachers;	1999 - 2010	MoE, MCSS
	(f) develop technical teachers / lecturers at degree level;	1999	CHE, Universities
	(g) develop regular teacher inservice courses at all levels.	1999-2010	MoE, MRTTT, MCSS
	9.06 <i>Review teacher education curriculum, give emphasis to:</i>	Begin 1998	MoE, MCSS
	(a) guidance and counselling, gender dimensions in teaching and learning; <i>HIV/AIDS education</i>		
	(b) special skills in guiding the learning of the handicapped including pedagogy for adults;		
	(c) the role of the teacher as the main curriculum developer.		

STRATEGY	PROGRAMME / ACTIVITY	TIME FRAME	IMPLEMENTOR
10. Develop an efficient management structure, with qualified managers and professional staff at the central government, LGA and institutional levels.	10.01 <i>Develop a rationalised scheme of service, to include:</i> (a) a clear mission statement for each E&T programme or management unit; (b) description of the organisation, its functions, job descriptions and job specifications for each organisational component, with clear lines of responsibilities and staffing requirements; (c) policies on human ^{development} resource planning, criteria for recruitment and career progression;	1998 - 1999	NETC, MoE, MRTTT, MCSS, OP, <u>MoE/MD</u>
	10.02 <i>Provide professional development through establishment of:</i> (a) clear criteria for promotion from one grade to another; (b) formal and certificated training programmes to cover all cadres.	1998 - 2001	NETC, MoE, MRTTT, MCSS, CHB, Universities
	10.03 <i>Develop a common scheme of service for school teachers, and tutors in primary teachers' colleges.</i>	1998 - 1999	NETC, MoE, TSC, MoE, LGAs,
	10.04 <i>Develop a scheme of service for the quality assurance staff under NETC and in DEIBs.</i>	1998 - 2005	NETC, MoE, LGAs, <u>MCSS</u>
11. Develop sustainable health and nutrition programmes.	11.01 <i>Set up an intersectoral committee to address the issues of:</i> (a) coordination among providers; (b) sustainable programmes for achieving food security for the whole population; (c) nutrition and health throughout the school system.	Begin 1998	NETC, MoE, MoH, MALDM, MoF, MPND, LGAs

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APPENDIX I: KEY INFORMANTS

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B. PARTICIPANTS IN FIELD AND INSTITUTIONAL WORKSHOPS

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| 97. Wachira E (Mr) | Nyeri |

Coast Province

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| 98. Karim K A (Mrs) | Provincial Director of Education |
| 99. Badawy S A (Mr) | District Education Officer, Kwale |
| 100. Dima J G (Mr) | District Education Office, Tana River |
| 101. Jira H M (Mr) | Galana Secondary School, Malindi |
| 102. Kisame E L (Mr) | Principal Mombasa Polytechnic |
| 103. Kugula A M (Mr) | District Education Officer, Kilifi |
| 104. Lenjou C K (Mr) | District Education Officer, Malindi |
| 105. Mambo I K (Mr) | Principal Bandari College, Mombasa |
| 106. Mazrui K A (Mr) | Sheikh Khalifa Secondary School, Mombasa |
| 107. Mumba M (Mr) | Clerk, Kilifi County Council |
| 108. Munemo M N (Mr) | Provincial Education's Office, Mombasa |
| 109. Mursal B H (Mr) | Principal Mombasa Technical Training Institute |
| 110. Musyoka J M (Mr) | District Inspector of Schools, Taita-Taveta |
| 111. Mwakeli M (Mr) | DICECE, Matuga |
| 112. Ndegwa C (Mr) | District Education Officer, Taita-Taveta |
| 113. Nduni H B (Mr) | Muhaka Islamic Centre, Kwale |
| 114. Nduro H K (Mr) | HM Mombasa Sec Sch for Physically Handicapped |
| 115. Okiya J D P (Mr) | Catholic Diocese of Mombasa |
| 116. Omar Kai A (Mr) | Headmaster Lamu Boys Primary School |
| 117. Omara S W (Mr) | Headmaster, Likoni Secondary School, Mombasa |
| 118. Shake S M (Mr) | Headmaster, St. Mary's High School, Wundanyi |
| 119. Somji N (Mr) | Aga Khan Education Service, Mombasa |
| 120. Thoya S J (Rev) | Church of the Province of Kenya, Mombasa |
| 121. Tsuma H (Mr) | Provincial Technical Training Officer, Coast |
| 122. Tuja J K (Ms) | Headmistress Matuga Girls School |
| 123. Tunje R (Mr) | Headmaster, Mtomondoni Primary School, Mtwapa |
| 124. Tuva C C (Mr) | District Education Officer, Lamu |
| 125. Twahir M S (Mr) | Municipal Education Officer, Mombasa |
| 126. Zani N N (Mr) | Retired Education Officer, Mombasa |

Eastern Province

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|------------------------|----------------------------------|
| 127. Baya F (Mr) | Provincial Commissioner |
| 128. Kavuludi J M (Mr) | Provincial Director of Education |

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|----------------------------|--|
| 129. Mondoh A (Mr) | District Commissioner, Machakos |
| 130. Adano S A (Mr) | District Education Office, Isiolo |
| 131. Fundi E H (Mr) | District Education Office, Embu |
| 132. Gaceru J K (Mr) | Provincial Technical Training Officer, Embu |
| 133. Gaconde S R (Mr) | District Education Office, Embu |
| 134. Gakumo S M K (Mr) | Headmaster Nguvu Secondary School |
| 135. Gicovi J N (Mr) | Councillor, Embu Municipal Council |
| 136. Kaara M N (Mr) | Early Assessment & Rehabilitation Centre, Embu |
| 137. Kariuki J M (Mr) | Provincial Inspector of Schools, Embu |
| 138. Karugano J N (Mr) | Councillor Embu County Council |
| 139. Kathambara P S N (Mr) | Chairperson, KSSHA Eastern Province Branch |
| 140. Kathama G (Mr) | Headmaster St Michael Primary School Embu |
| 141. Kathima A M (Mr) | District Education Officer, Makueni |
| 142. Kilundo J N (Mr) | Provincial Education Office, Embu |
| 143. Kinyua B N (Mr) | Assistant Town Clerk, Embu Municipal Council |
| 144. Kisome T K (Mr) | Member, Board of Governors, Kitui |
| 145. Kithae F M (Mr) | St Angelas Girls' Secondary School PTA Kitui |
| 146. Kithaka S (Mrs) | Headmistress, Kangaru Girls Secondary School |
| 147. Kitunguu D M (Mr) | District Education Officer, Mwingi |
| 148. Kivi J N (Mr) | Councillor, Embu County Council |
| 149. Kobia G G (Mr) | District Education Officer, Chuka |
| 150. Magare P (Mr) | Deputy Accounts Officer, Machakos |
| 151. Malombe J (Mr) | District Inspector of Schools, Machakos |
| 152. Marangu B P (Mr) | Provincial Education Office, Embu |
| 153. Marete N K (Mr) | Embu Vocational Rehabilitation Centre |
| 154. Monari B (Mr) | Provincial Education Office, Embu |
| 155. Mugambi N (Mr) | Provincial Applied Technology Officer, Embu |
| 156. Mugo J (Rev) | School Committee, Embu Urban Primary School |
| 157. Mugo D (Mr) | Councillor, Embu County Council |
| 158. Mugo G M (Mr) | DI CECE, Embu |
| 159. Muindi A (Mr) | District Education Officer, Machakos |
| 160. Mukuthu J N (Mr) | District Education Office, Nyambene |
| 161. Muriu J (Mr) | District Personnel Officer (TSC), Embu |
| 162. Muriuki H K (Mr) | District Education Officer, Mbeere |
| 163. Murungi E J N (Mr) | District Education Officer, Embu |
| 164. Musomba J (Mr) | Principal, Rwika Technical Institute, Embu |
| 165. Muthathai P K (Mr) | Chairperson, KSSHA Embu Branch |
| 166. Muthoni A (Ms) | Mayor, Embu Municipality |
| 167. Muthuri W G (Rev) | Provincial Education Office, Embu |
| 168. Muting'au J K (Mr) | District Education Officer, Kitui |
| 169. Mutini S (Mr) | District Adult Education Officer, Embu |
| 170. Ndwiga J (Mr) | Chairperson BoG Kavutiri, Embu |
| 171. Ngunjiri I (Mr) | District Education Office, Meru |
| 172. Njiru K (Mr) | Member BoG St Paul's High, Kevote |
| 173. Njoka D M (Mr) | Councillor, Embu County Council |
| 174. Njoka G N (Mr) | Chuka Youth Polytechnic |
| 175. Njue E (Mr) | Councillor, Embu Municipal Council |
| 176. Nkonge F (Mr) | Chairperson BoG Ngaita Girls Sec. Sch., Chogoria |

- 177. Ntarara S N (Mr)
- 178. Nyallo F (Mr)
- 179. Rintari N M (Mr)
- 180. Shiundu S N (Mr)
- 181. Shiundu S (Mr)
- 182. Wambua S M (Mr)

Chairperson PTA, Ikuu High School, Tharaka-Nithi
 District Adult Education Officer, Nyambene
 Councillor, Embu County Council
 District Education Office, Machakos
 District Education Office, Embu
 Chairperson PTA, Makueni

Nairobi Province

- 183. Kiugu E M (Mr)
- 184. Cherotich I (Mr)
- 185. Griffin G (Mr)
- 186. Kavilondo J N (Mr)
- 187. Kangethe J (Mr)
- 188. Killeen M (Sr)
- 189. Kiriro A K (Mr)
- 190. Homeh M A (Mrs)
- 191. Thiong'o M (Mrs)
- 192. Male G M (Mr)
- 193. Muchira L M (Mr)
- 194. Musyimi P W (Mr)

Provincial Director of Education
 Deputy Director, P I U, MoE
 Director, Starehe Boys' Centre
 Principal, Kabete Technical Training Institute
 Headmaster, Kiboro Primary School, Nairobi
 Mukuru Project, Nairobi
 St. Paul's Secondary School, Nairobi
 Lecturer, Kenya Science Teachers College, Nairobi
 City Education Department, Nairobi
 Deputy Director, City Education
 Provincial Education Office, Nairobi
 Centre for Early Childhood Education, Nairobi

North Eastern Province

- 195. Makhanu M (Mr)
- 196. Abdi A M (Mr)
- 197. Abdramin S H (Mr)
- 198. Abdullah A S (Mr)
- 199. Abdullahi M (Mr)
- 200. Abdullahi H (Mr)
- 201. Aden E H (Mr)
- 202. Ali A (Mr)
- 203. Ali F N (Ms)
- 204. Austine Y (Mr)
- 205. Baldacchino F (Fr)
- 206. Bakorda A A (Mr)
- 207. Dahiye K A (Mr)
- 208. Gure H (Mr)
- 209. Gure M A (Mr)
- 210. Ibrahim A M (Mr)
- 211. Ibrahim O (Mr)
- 212. Issak I M (Mr)
- 213. Kasina R (Mr)
- 214. Keinan J (Ms)
- 215. Kike A M (Mr)
- 216. Kimotho J M (Mr)
- 217. Murage J N (Mr)
- 218. Mwangi M (Mr)

Provincial Commissioner
 Headmaster, Garissa High School
 North Eastern Wefy, Garissa
 District Education Office, Garissa
 Provincial Education Office, Garissa
 Mahubiri Dini ya Islam, Garissa
 Headmaster Umasalama Girls' School, Garissa
 Headteacher Young Muslims Pri Sch, Garissa
 Headmistress, NEP Girls' Sec Sch, Garissa
 Deputy Headmaster, County High School, Garissa
 Catholic Church, Garissa
 Young Muslims Association, Garissa
 Principal, NEP Technical Training Institute
 Councillor, Garissa County Council
 Walfaya, Garissa
 District Education Officer, Wajir
 Garissa
 Young Muslims Association, Garissa
 Provincial Education Office, Garissa
 Headteacher, Hunga Girls, Garissa
 District Education Officer, Mandera
 District Education Office, Garissa
 Deputy Principal, Garissa Teachers' College
 Life Ministry, Garissa

219. Nure H (Mr)
 220. Nzoya H N (Mr)
 221. Shin-Mi (Mr)
 222. Shuria O A (Mr)

Provincial Education Office, Garissa
 District Inspector of Schools, Wajir
 Life Ministry, Garissa
 Kadhi, Garissa

Nyanza Province

223. Kaguthi J (Mr)
 224. Onyuka R (Mrs)
 225. Amunga G (Mr)
 226. Andere P O (Mr)
 227. Atalitsa M (Ms)
 228. Diang'a J (Mr)
 229. Dimaco J P A (Mr)
 230. Gundara J (Mr)
 231. Imbo F (Mr)
 232. Kenyanya D K (Mr)
 233. Kirui C (Mr)
 234. Lijodi E B (Mr)
 235. Magara Z (Mr)
 236. Maori O (Mr)
 237. Matoke T O (Mr)
 238. Menya M (Mrs)
 239. Mirwoba D K (Mr)
 240. Mitha (Mr)
 241. Mithiga M K (Mr)
 242. Motuka N (Mr)
 243. Muma L (Ms)
 244. Ndinyo S (Mr)
 245. Nyamogo V L O (Mr)
 246. Obambo N (Mr)
 247. Ochengo J (Mr)
 248. Ojiambo R B (Ms)
 249. Okumu W A (Mr)
 250. Omoi J N (Mr)
 251. Ong'ande W A (Mr)
 252. Onyango E N (Mr)
 253. Ouma J M (Mr)
 254. Owuor A K (Mr)
 255. Resa E O (Mr)
 256. Sinam J (Mr)
 257. Ungaya J (Mr)
 258. Wasonga S O (Mr)

Provincial Commissioner
 Provincial Director of Education
 Provincial Inspector of Schools
 Principal, Abero Multi-Purpose Training Institute
 Inspector of Schools
 Kisumu
 District Education Officer, Homa Bay
 Kisumu
 Principal, Mawego Technical Training Institute
 Schools Auditor
 District Education Officer, Migori
 District Education Officer, Nyamira
 District Education Officer, Kisii
 Nyamira
 Deputy District Inspector of Schools, Kisii
 Headmistress Kuja School for the Deaf, Rongo
 Education Officer, Kisumu
 Director, Aga Khan Education Service, Kisumu
 Headmaster Lake Primary School, Homa Bay
 Deputy Schools Auditor
 Headmistress Kisumu Girls
 Chairperson Aga Khan Primary School, Kisumu
 Headmaster Mbita High School
 Senior Inspector of Schools
 Provincial Education Office, Kisumu
 Kisumu
 District Education Officer, Kuria
 District Education Officer, Siaya
 Education Officer, Kisumu
 District Adult Education Officer, Kuria
 Headteacher, Kisumu
 Kisumu Municipal Council
 Deputy District Inspector of Schools, Migori
 Director, Aga Khan Education Service, Kisumu
 Provincial Education Office, Kisumu
 District Education Officer, Suba

Rift Valley Province

259. Haji Y M (Mr)
 260. Amidany A (Mr)

Provincial Commissioner
 Provincial Director of Education

261. Alosa M (Mr)	District Education Office, Nakuru
262. Arigi L (Mr)	Councillor, Nakuru Municipal Council
263. Bargoret W K (Mr)	District Education Office, Koibatek
264. Bissem J K (Mr)	District Education Office, Uasin Gishu
265. Chanzu R I M (Mr)	District Education Officer, Bomet
266. Chepkonga J (Mr)	Divisional Education Officer, Molo
267. Cherongis G M (Mr)	District Education Office, Trans Mara
268. Cheror (Mr)	District Education Officer, West Pokot
269. Cheruiyot Z K (Mr)	Headmaster, Kericho Day Secondary School
270. Chesoli R (Mr)	Deputy Youth Training Officer, Trans Nzoia
271. Chumo I (Major, Rtd)	Chairperson BoG Olenguruone Secondary School
272. Gathii S (Mr)	Headmaster, Naivasha Boarding School
273. Gatunduh N (Mr)	District Inspector of Secondary Schools, Nakuru
274. Gitahi S K (Mr)	Chairperson BoG and DEB Member, Nakuru
275. Gitau M C (Mrs)	Provincial Education Office, Nakuru
276. Guleid N J (Mr)	District Education Officer, Narok
277. Gutu D L K (Mr)	Comm. Dev. Officer, Nakuru County Council
278. Gweyani D (Mr)	Deputy HM, Menengai High School, Nakuru
279. Jackton L (Mr)	Deputy HM Tartar Secondary School, Kapenguria
280. Kaguri D (Mr)	Treasurer, Nakuru County Council
281. Kariuki M (Mr)	Member BoG, Naivasha Girls Secondary School
282. Keino P S (Mr)	Provincial Technical Training Officer, Nakuru
283. Kerio S B A (Mr)	District Education Office, Koibatek
284. Kilonzo J (Sr)	Headmistress, Bahati Girls, Nakuru
285. Kihiko J (Mr)	Executive Secretary, KNUT, Nakuru Branch
286. Kimondo E (Mr)	Member BoG, Naivasha Girls Secondary School
287. Kipkurui Sar (Mr)	District Education Officer, Kericho
288. Kiplagat F K (Mr)	District Education Officer, Keiyo
289. Kiptugen B J (Mr)	Provincial Staffing Officer, Nakuru
290. Koitien A N (Mr)	District Education Officer, Laikipia
291. Kore J K (Mr)	District Adult Education Officer, Marakwet
292. Lengala S (Mr)	District Education Officer, Samburu
293. Langat A C (Mr)	Municipal Education Officer, Nakuru
294. Lugongo S (Mr)	Municipal Education Office, Kitale
295. Marilalo S (Mr)	Headmaster, Kilgoris Secondary School
296. Menjo F Z K (Mr)	Principal, Rift Valley Institute of Technology
297. Misoi E M (Mr)	Provincial Education Office, Nakuru
298. Muriuki M (Mr)	District Adult Education Officer, Nakuru
299. Mutuku S K (Mr)	District Education Office, Trans-Mara
300. Mwangi G M (Mr)	Headmaster, Michinda High School
301. Ndero G K (Mr)	Deputy Personnel Officer (TSC), Nakuru
302. Ngocholi E J (Mr)	Municipal Education Officer, Nakuru
303. Ngure J M (Mr)	PRISM Coordinator, Provincial Ed. Office, Nakuru
304. Ngugi S M (Mr)	Inspector of Schools, Nakuru
305. Njehia P (Mr)	Education Secretary, Catholic Diocese of Nakuru
306. Njeru V M (Mrs)	Provincial Education Office, Nakuru
307. Njoroje J (Mr)	Divisional Education Office, Naivasha
308. O'hara R M A (Ms)	Inspector of Special Education, Nakuru

309. Ogweni J (Mr)	Member BoG, Flamingo Secondary School, Nakuru
310. Ole Kingi S M (Mr)	District Education Officer, Kajiado
311. Ondedo V L (Mr)	Chairperson, Nakuru Municipal Council
312. Onga P A (Mr)	Headmaster, Molo Academy
313. Ongau C (Mr)	Chairperson BoG, Njoro Boys High School
314. Parkar A (Mr)	Chairperson BoG, Menengai High School, Nakuru
315. Ruttoh J K (Mr)	District Education Officer, Nakuru
316. Sango M O (Mr)	Deputy HM, Nasokol Primary School, Kapenguria
317. Siele D K (Mr)	Provincial Inspector of Schools
318. Sigli D K (Mr)	Provincial Education Office, Nakuru
319. Soi E K (Mr)	Principal, Nakuru High School
320. Suter G C (Mr)	District Education Office Marakwet
321. Towett R (Mr)	Member of Nakuru DEB
322. Wabaru J (Mr)	Nakuru Municipal Council
323. Wandera T H (Mr)	Planning Officer, Nakuru County Council

University of Eastern Africa - Baraton

324. Adeogun M (Ms)	Librarian
325. Angwenyi N (Mr)	Lecturer, Agriculture
326. Bayeta B A (Mr)	Senior Lecturer
327. Bett S J (Mr)	Food Services Manager
328. Dube E T (Mr)	Lecturer, Management Department
329. Kenea H (Dr)	Dean, School of Business
330. Kessio H (Ms)	Lecturer, Education Foundation
331. Kessio J K A (Mr)	Director, Finance and Administration
332. Maiyo B (Mr)	Lecturer, History and Geography
333. Maradufu A (Dr)	Dean, School of Science & Technology
334. Mbungu D (Mr)	Senior Lecturer, Biological Sciences
335. Moyo G S (Mr)	Registrar, Academic Services
336. Musvosvi T (Mrs)	Lecturer, Home Economics
337. Musvosvi D (Mr)	Curriculum and Technology
338. Mwesa J A (Mr)	Chairperson Music Department
339. Njagi E E (Dr)	School of Humanities and Social Sciences
340. Poblete A C (Dr)	Senior Lecturer, Physical Science and Math Dept

Egerton University

341. Kiptoon J C (Prof)	Vice Chancellor
342. Asilla W J (Mr)	Senior Assistant Registrar
343. Barasa M N (Dr)	Assistant Dean, Faculty of Education
344. Mandindon T (Dr)	Assistant Dean, Faculty of Science
345. Onyango C A (Prof)	Deputy Vice-Chancellor (Research and Extension)
346. Shibira A N (Mr)	Deputy Registrar (Planning)
347. Tuitork J K (Dr)	Dean, Faculty of Agriculture

Western Province

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|-------------------------|--|
| 348. Kiilu P (Mr) | Provincial Commissioner |
| 349. Cheloti J S (Mr) | Provincial Director of Education |
| 350. Anunda S B (Mr) | Registrar, Bukura Agricultural College |
| 351. Chebiegon C K (Mr) | District Education Officer, Teso |
| 352. Egessa N (Mr) | District Education Officer, Kakamega |
| 353. Gachoka J M | Building Department, WECO, Kakamega |
| 354. Kamonde J (Mr) | Registrar, WECO of Advanced Technology |
| 355. Kasayi L K (Mr) | Headmaster, Tande Secondary School, Malava |
| 356. Kisika H (Mr) | Inspector of Schools, Bungoma |
| 357. Kubiyo L (Mr) | Vice-Chairperson PTA, Malava |
| 358. Lucheli J M (Mr) | Member BoG, Malava |
| 359. Machuki A F O (Mr) | Principal, WECO of Advanced Technology |
| 360. Mackenzie C (Mr) | Estates Officer WECO |
| 361. Mambili C (Mr) | Member BoG, Malava |
| 362. Muchika J (Mr) | Member PTA, Malava |
| 363. Mudola E A (Mr) | Provincial Education Office, Kakamega |
| 364. Mukolwe B (Mr) | Chairperson BoG, Webuye |
| 365. Munala J P (Mr) | District Education Officer, Busia |
| 366. Olwenda J (Mr) | Assistant Chief Inspector of Schools, Kakamega |
| 367. Omollo A (Mr) | Dean of Students WECO |
| 368. Oporia N O (Mr) | Headmaster, Moding Secondary School, Teso, |
| 369. Oigut L K (Mr) | Chairperson BoG, Malava |
| 370. Shitanda J (Mr) | Assistant Chief, Butali, Malava |
| 371. Shitubi J W (Mr) | District Education Office, Bungoma |
| 372. Shivutse J (Ms) | Deputy Principal WECO |
| 373. Simoro G (Mr) | Member PTA, Malava |
| 374. Wanaswa E T (Mr) | District Education Officer, Vihiga |
| 375. Yamo M (Mr) | Building Department WECO |

Institutions visited

KENYA
SOPET

APPENDIX II: PRIMARY SCHOOL COMMITTEES

1. Membership	Number
1.1 Parents' representatives (elected by peers during first PTA meeting; only one parent per household allowed to vote)	8
1.2 Sponsors or representatives	2
1.3 District Education and Training Board secretariat officer	1
1.4 Representatives of grassroots community council	2
1.5 Representative of a local women's organisation	1
1.6 Headteacher (committee secretary)	1
1.7 Coopted member	1
TOTAL	16

2. **Chairperson:** Elected by the PTA during a general meeting.
3. **Quorum:** The quorum at any meeting of the committee shall be ten members.
4. **Functions:**
 - 4.1 Overall responsibility for planning, developing and managing the school.
 - 4.2 Budgeting, mobilising, managing and accounting for the school's resources.
 - 4.3 Collaborating with the DETB in the management of the teaching force.
 - 4.4 Recruitment and management of non-teaching staff.
 - 4.5 Working with the DETB in the local development of the school's curriculum including out-of-class activities and development of pupils' social values and beliefs.

APPENDIX III: SECONDARY SCHOOL BOARD OF GOVERNORS

1. Membership	Number
1.1 Parents' representatives (elected by peers during first PTA meeting; only one parent per household allowed to vote)	6
1.2 Sponsors or representatives	2
1.3 District Education and Training Board secretariat officer	1
1.4 Representative of a local women's organisation	1
1.5 Elected official of a local cooperative society	1
1.6 Representative of old students' association	1
1.7 Head of school (BoG secretary)	1
1.8 Coopted members (identified in a BOG meeting)	2
TOTAL	15
2. Chairperson: Elected by the PTA during a general meeting	
3. Quorum: The quorum at any meeting of the BoG shall be seven members.	
4. Functions:	
4.1 Overall responsibility for planning, developing and managing the school, including budgeting, mobilising, managing and accounting for the school's resources.	
4.2 Collaborating with the DETB in the management of the teaching force, e.g. with regard to staff establishment, appointments, and discipline and grievance procedures.	
4.3 Recruitment and management of non-teaching staff.	
4.4 Local development of the school's curriculum including out-of-class activities and development of students' social values and beliefs.	

APPENDIX IV: YOUTH POLYTECHNIC BOARDS OF GOVERNORS

1.	Membership	Number
1.1	Parents' representatives (elected by peers during first PTA meeting; only one parent per household allowed to vote)	6
1.2	Sponsor or representative	1
1.3	District Education and Training Board secretariat officer	1
1.4	Representative of a local women's organisation	1
1.5	Office bearers in local <i>Jua Kali</i> / industry association	2
1.6	Office bearer in a local cooperative society	1
1.7	Coopted members (elected during the first BoG meeting)	2
1.8	Principal of youth polytechnic (BoG secretary)	1
	TOTAL	15

2. **Chairperson:** Elected by the PTA during a general meeting.

3. **Quorum:** The quorum at any meeting of the BoG shall be seven members.

4. **Functions:**

- 4.1 Overall responsibility for planning, developing and managing the school, including budgeting, mobilising, managing and accounting for the school's resources.
- 4.2 Collaborating with the DETB in the management of the teaching force, e.g. with regard to staff establishment, appointments, and discipline and grievance procedures.
- 4.3 Recruitment and management of non-teaching staff on terms and conditions of service approved by the DETB.
- 4.4 Local development of the YP's curriculum including development of practical training and income generating activities, co-curricular activities, and students' social values and beliefs.

**APPENDIX V: GOVERNING COUNCILS FOR MIDDLE LEVEL VOC-TEC
TRAINING INSTITUTIONS**

TTI AND NP COUNCIL

1. Membership	Number
1.1 FKE, KAM, National Jua-Kaliassociation representatives	3
1.2 Representative of a relevant university faculty / department	1
1.3 Representative of CHE	1
1.4 Representative of HELB	1
1.5 Parents' representatives	2
1.6 Representative of relevant central GoK ministry	1
1.7 Students' union representatives	2
1.8 Coopted members (elected during the first council meeting from among people in business and industry)	3
1.9. Principal of institution (council secretary)	1
TOTAL	15

2. **Chairperson:** The council will elect one of its members to be it chairperson.

IT COUNCIL

1. Membership	Number
1.1 FKE, KAM, National Jua-Kaliassociation representatives	3
1.2 Representative of a relevant university faculty / department	1
1.3 Representative of CHE	1
1.4 Representative of HELB	1
1.5 Parents' representatives	2
1.6 Representative of relevant central GoK ministry	1

1.7	Students' union representatives	2
1.8	Representative of the Board of Trustees	2
1.9	Coopted members (elected during the first council meeting from among people in business and industry)	2
1.10	Principal of institution (council secretary)	1
	TOTAL	16

Chairperson: The council will elect one of its members to be its chairperson.

FUNCTIONS OF TTI, NP AND IT COUNCILS

The Council will be responsible:

- * Institution's budgetary and professional planning;
- * Recruitment and promotions of teaching staff and non-teaching staff;
- * To appoint heads of departments and units;
- * To regulate and direct, after considering the views of the heads of the respective departments or units, the instruction, teaching and courses of study within the institute;
- * To provide and maintain the buildings, libraries, laboratories, premises, furniture, operation and other facilities needed for carrying out the work of the institute;
- * To formulate and establish the education and training policy of the institute and advise the National Industrial Development Council (NIDC) on the provision of facilities to carry out the policy;
- * The council will be the chief training and academic authority of the institute and be responsible for all academic and training programmes and shall organise, control and direct academic matters, both teaching and training and take such measures and act in such manner as it thinks proper for the advancement of the institute as a place of technical education;
- * To make, amend and revoke regulations for the conduct and discipline of the students;
- * To exercise all such other functions as may be conferred or directed by the NIDC;

- * Subject to the provisions of the constitution and regulations, the council shall have powers to deal with all matters relating to the maintenance of discipline and order in the institute as the IT may deem appropriate; and
- * The council may remove any member of the teaching and administrative staff, whether permanent or temporary, in accordance with the terms of his contract or in exercise of powers of disciplinary control as provided under the constitution or the regulations.

APPENDIX VI: THE NATIONAL EDUCATION AND TRAINING COMMISSION

The Commission will operate through three organs, the Commission, committees, and a secretariat.

1. THE COMMISSION

1.1 Membership. The following 15 members will constitute the commission:

- (i) Chairperson
- (ii) Vice-chairperson
- (iii) Secretary, CHE
- (iv) Executive Director, FKE
- (v) Permanent Secretary, Ministry of Finance
- (vi) Director, Ministry of Planning and National Development
- (vii) Director, Education
- (viii) Secretary, ALGAK
- (ix) Secretary General, KNUT
- (x) Secretary General, COTU
- (xi) Secretary, KAM
- (xii) 3 coopted members.

1.2 The Chairperson will be the chief executive of the Commission and head of the secretariat. The person appointed to this post should be well qualified both academically and professionally (preferably at the Ph.D. level) in the field of human resource development and/or development economics. The incumbent should have long experience in teaching, research and management related to education.

2. COMMITTEES

The Commission will establish a number of standing committees, whose membership will include no-commission members. Key committees will include:

- 2.1. education development and budgeting;
- 2.2. coordination of public and non-public provision;
- 2.3. quality assurance.

3. SECRETARIAT

The Commission will be served by a secretariat with experts in the E&T sector and suitably qualified management staff.

JICA