



COLLABORATE • ENGAGE • TRANSFORM

Annual Report 2025








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Meet the Team




Board of Directors

-  Marion Deudon
-  Jason Lakin
-  Grace Maingi
-  Fred Riaga
-  Abraham Rugo

Bajeti Hub Staff

-  Abraham Rugo
-  John Kinuthia
-  Abraham Ochieng
-  Jostine Wambui
-  FaithAnn Kinyanjui
-  Kipkorir Biegon
-  Christopher Yator
-  Evans Kibet
-  Irene Wambua
-  Nancy Ndanu
-  Elias Kipchumba
-  John Ngoka
-  Neema Wangui
-  Cherotich Kirui
-  Sandra Amonga
-  Collins Muniu
-  Malone Alando
-  Susan Makau

Org Members

-  Jason Lakin
-  Mokeira Nyagaka
-  Vivian Ntinyari

Letter from our Board Chair



Marion Deudon
Board Chair,
2021-2025

It is with great pleasure that we share this report, reflecting on our progress through 2025 and our vision for the future. The year 2025 was an exciting period as we firmly established the Bajeti Hub brand.

I am deeply grateful to the Bajeti Hub team, whose unwavering dedication has been instrumental in advancing our mission. Our work is pivotal in shaping the landscape of public finance in Kenya and the region, and we remain committed to being locally rooted and globally connected.

At Bajeti Hub, we believe our growth is grounded in the strength of our team and Board. As we expanded our impact, we also prioritised diversifying and localising Board representation to ensure our governance is strategically anchored.

In 2025, we welcomed new members—Vivian Ntinyari, Mokeira Nyagaka, and Dr. Jason Lakin—and retired our initial sole member, IBP. We also recruited two new directors, Ms. Grace Maingi and CPA Fredrick Riaga, whose expertise and contextual knowledge will be invaluable to Bajeti Hub’s continued progress. In the coming year, Grace will become Chair of the Board, while Fred will take on the role of Treasurer. Our achievements would not have been possible without their invaluable support. While we have made significant strides, in the coming years we are committed to onboarding additional directors, with the goal of ensuring that voices from the communities we serve are meaningfully represented at the highest level of decision-making.

The Bajeti Hub team and Board are committed to implementing our new strategy for the period 2026–2035, which is designed to deliver five key outcomes:

Enhanced Inclusion, Voice, and Budget Agency for Marginalised Groups: By 2035, historically marginalised groups—including women, children, and persons with disabilities—will have strengthened knowledge, capacity, and access to recognised platforms, enabling them to meaningfully influence budget processes at both national and county levels

resulting in more equitable and inclusive service delivery for these targeted groups.

More Predictable, Sustainable, and Equitable Revenue and Expenditure Frameworks: By 2035, systemic inequalities in Kenya’s fiscal framework will be significantly reduced, leading to more predictable, sustainable, equitable, and accountable allocation and use of public resources ensuring that budgets are credible and sufficiently invested in essential services.

Strengthened Local Budget Advocacy Ecosystems: By 2035, the local budget advocacy ecosystem will be strengthened through the support of independent, community-rooted budget organisations recognised for their leadership, strategic advocacy, and innovative approaches in influencing public finance at both county and national levels.

Increased Impact of Bajeti Hub’s Work Through Strategic Communication and Dissemination of Bajeti Hub’s Work: By 2035, Bajeti Hub’s knowledge and evidence are widely disseminated, accessible, and used to shape public finance debates, policies, and practices in Kenya and beyond.

A Bajeti Hub Positioned for Growth and Resilience: By 2035, Bajeti Hub is financially resilient, operationally sound, and equipped with strong governance, leadership, and institutional capacity to deliver sustained impact.

Letter from the ED



Dr. Abraham Rugo, ARMS
Executive Director

What a year it has been for all of us and especially the staff team at Bajeti Hub.

After transitioning to Bajeti Hub in 2024, 2025 was a year of setting the systems necessary to grow to the next level. Leading the team through the year has been a joy and a challenge too. A joy for the great input each of them brings to work. It’s a joy to see colleagues grow and take up more initiative in making the country better. The challenge has been to ensure that each team member is adequately supported, that our work is responsive to the realities of the context we work in, and that as funding dynamics shift, we still have sufficient resources to do our work. This has not only grown my capacity to lead but has equally inspired me to seek better for it does exist. Looking back on the year, I have three observations that remain inspiring into the future.

First, the people, their capacity, competencies and character remain central to the growth of the work. Working with colleagues who believe in the work and are willing to skill up for any task has made me appreciate it.

Secondly, adopting the context even as we work to change it, is a better way to bring change. Our work plays in a dynamic, if not uncertain social, economic and political context. We have found many instances when we had to appreciate the context, for instance continuing to engage with the parliament even as we call it out to be a neutral arbiter of the people.

Thirdly, trusting the process has been self-evident. In a space that often demands quick and easy answers, we have learnt that there must be a process through which results are pursued, verified, and utilised for the greater good. We are thus working to create effective

processes of work even as we apply emerging technologies that lighten the burden without compromising the quality.

In the coming year we are excited to see our work get to new levels. First, we will be rolling out our outcome-based strategy in which we aim to deepen the work with communities even as we expand our focus to systems of government. Secondly, we are going to expand the team from the current 14 to 19 in appreciation of the expansion of the work. Thirdly, we are working to strengthen our sustainability in all ways and mainly financially. We will thus roll out our investment strategy in the coming year.

I am excited as we continue to contribute to making Kenya and the region a place where public finance decisions are open and the resulting actions equitable for all.

Where We Work and Who We Work With

About Bajeti Hub

Bajeti Hub is a Kenyan non-profit organisation committed to promoting open, inclusive, and equitable public budgeting. Our vision is a Kenya where **public finance management systems** and **decision-making spaces** are reformed to promote lasting **transparency, inclusion, accountability, and equitable development** for all citizens.

Where We Work and Who We Work With

Bajeti Hub's operational model is anchored in the Regional Budget Hubs, which brings together practitioners committed to promoting transparency and accountability in public finance.

These hubs serve as vital platforms for collaboration, peer learning, and knowledge sharing, thereby strengthening collective advocacy and deepening citizen engagement at both subnational and national levels.

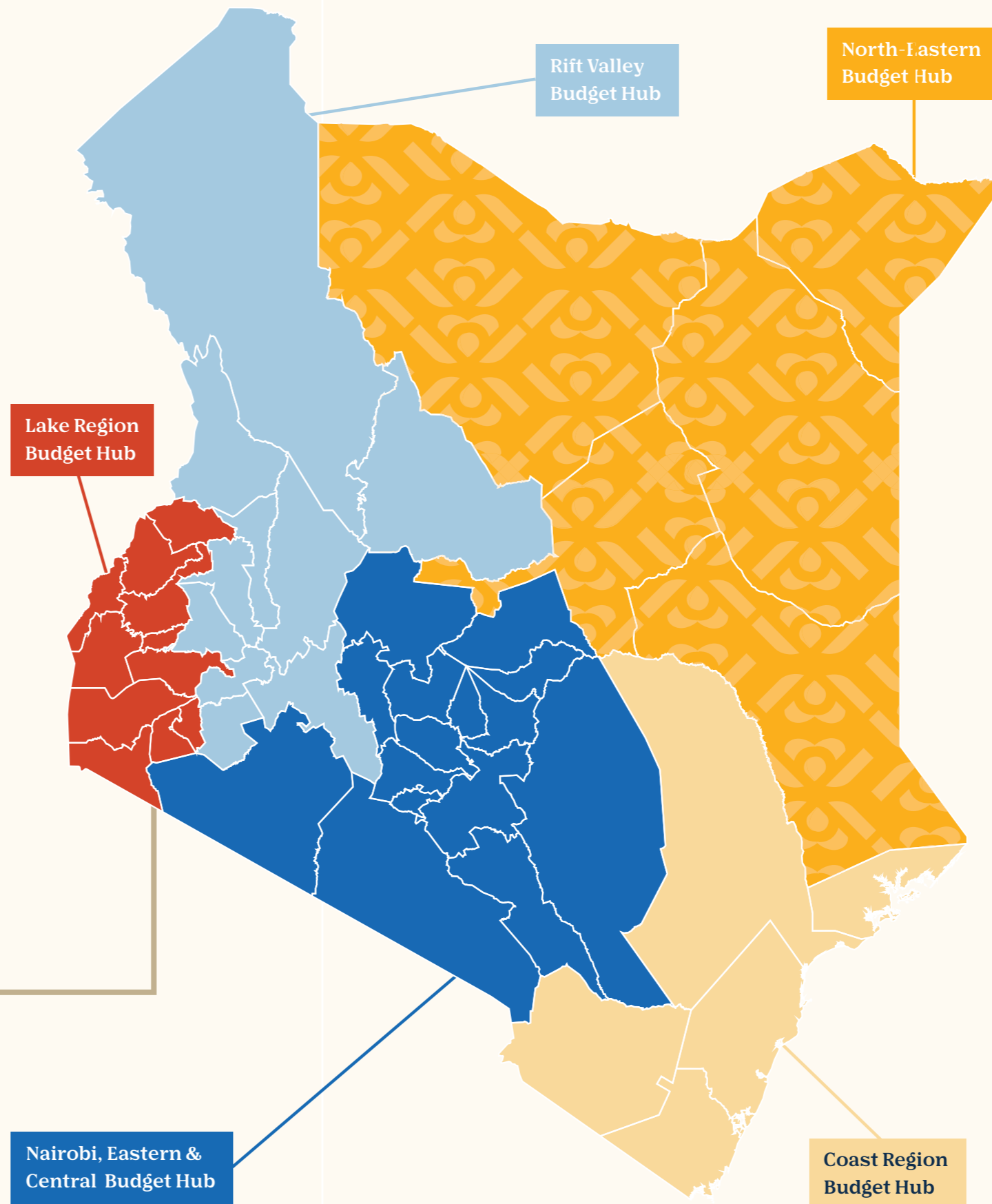
Currently, there are five regional hubs: Rift Valley, Lake Region, Nairobi Eastern and Central, Coast, and Northern Budget Hubs.

In 2025, efforts focused on establishing the Northern Region Hub to support programmatic work and enhance public engagement in North-Eastern Kenya, including support for the Wajir Civil Society Consortium as the host organisation.

Additionally, we undertook targeted initiatives in Samburu County focused

on building a public finance advocacy presence in the area.

Looking ahead, Bajeti Hub and its regional partners are dedicated to enhancing the long-term impact of the regional hubs by focusing on their sustainability and building on the strong foundation already established. This commitment includes diversifying funding sources and investing in advanced skills development for hub members to further strengthen public financial management advocacy.



About our Work

In 2025, our efforts were dedicated to deepening and expanding our impact through more targeted, sector-specific interventions, particularly in the health and education sectors. We also broke new ground in public debt advocacy and strengthened our engagement with marginalised groups—including women, youth, children, and persons with disabilities.

Moving into 2026, this work will be firmly rooted in our new organisational strategy, guided by defined pillars, rigorous evidence-based analysis, and a clear vision for the outcomes we aim to achieve by 2035. Bajeti Hub is committed to a more strategic and evidence-driven approach, ensuring every intervention is meaningful, scalable, and aligned with our long-term goals, while continuing to foster strong partnerships across the wider public financial management ecosystem.

Partnerships and Collaboration

Bajeti Hub’s work and impact are enhanced and amplified through strategic partnerships. This collaborative approach allows for a more comprehensive understanding of the challenges and opportunities within the public finance space.

In 2025, our achievements have been made possible by the generous support and strategic partnership of several esteemed organisations dedicated to enhancing governance, public accountability, and citizen empowerment. We are honored to have received funding from the Gates Foundation, Co-Impact, the National Endowment for Democracy (NED), the Royal Norwegian Embassy, Diakonia, UNICEF Kenya, UN Women, UNDP, and the World Bank. The commitment of these partners was instrumental in enabling us to implement impactful programmes that have strengthened the effectiveness of public budgeting for the benefit of all.

BajetiHub recognises the transformative power of collective action and is committed to fostering strong partnerships within the public finance and governance sector. We actively collaborate with peer organisations to amplify our collective voice, enhance influence, and maximise impact. Our partnerships span a range of initiatives, including joint advocacy, collaborative research, and capacity-building efforts. We continue to pride ourselves on the good work undertaken in coalitions in the civic space, that is, OKOA UCHUMI, CSPEN, among others and the strong partnerships we share with other peer organisations.

Bajeti Hub has maintained robust engagement with key government institutions and parliamentary committees, such as the Budget and Appropriations Committee, Public Debt and Privatisation Committee in the National Assembly, the Senate’s Finance and Budget Committee,

and the Commission on Revenue Allocation, among others. In 2025, a notable accomplishment was the formation of a strategic partnership with the Council of Governors, furthering our commitment to supporting devolution efforts across the country. Our work centres on bridging the divide between citizens and government through evidence-based advocacy and constructive dialogue. We are dedicated to promoting policy and budget processes that are inclusive, transparent, and attuned to the needs of all Kenyans, reinforcing accountability and citizen participation at every level.

Bajeti Hub values the vital role of academic collaboration in shaping effective governance. Through our partnership with the Institute of Public Policy and Governance (IPPG) at Strathmore Business School, we convened an executive programme on devolution and public finance. This

initiative brought together accomplished professionals to exchange ideas and explore sustainable financing models for devolved units, reinforcing a collective commitment to public service. Our ongoing engagement with academic institutions reflects both our dedication to evidence-based policymaking and our belief in the positive impact of bridging research and practice.

By creating platforms where academic expertise informs governance reforms and citizen empowerment, Bajeti Hub is helping to build a more inclusive, informed, and responsive public sector—benefiting communities across the country.

Our Partners





Deputy ED, John Kinuthia making a keynote speech at The Institute of Chartered Accountants of India – Kenyan Chapter Conference

APPROACH:

Collaborative Research and Evidence Generation

Research and Evidence generation remains a foundational cornerstone in our work at Bajeti Hub, providing a factual basis that informs other parts of our work; advocacy, capacity strengthening for both citizens and Government. Through generating evidence in different themes, we continue to establish Bajeti Hub as a thought leader and trusted voice in the Public Finance Management space.

In 2025, Bajeti Hub made significant progress in generating evidence for informing and influencing public finance decisions. This strengthened our position as a thought leader in Public Finance and a trusted voice in Public Financial Management (PFM). With an expanding research team, we are better equipped and well-positioned to offer evidence-based alternatives, especially amid Kenya's fiscal consolidation and slow tax base growth.

Over the year, we reviewed and refined our research strategy to ensure alignment with Bajeti Hub's goals and for effective execution. To enhance the quality of our evidence, the team evaluated all tools, including the research strategy, concept protocols, research matrix, internal capacity, and dissemination plans. Our approach now addresses every stage of the research process to maximise impact and drive change.

Budgeting For Impact – A Focus on Financing of Social Sectors

In our ongoing efforts to strengthen evidence generation within social sectors—including health, water and sanitation, agriculture and food security, social protection, and education—we remain committed to advocating for reduced underspending and prioritising critical services. Our strategy is to ensure that every shilling spent is directly aligned with providing essential services to poor and marginalised populations.

In 2025, we broadened our sectoral research to uncover systemic challenges impacting service delivery across various social sectors. For instance, the issue of [pending bills](#) has persisted, with accumulated amounts continuing to rise rather than decline, thereby undermining service delivery particularly at the county level in Kenya. Similarly, budget credibility remains a significant challenge, primarily due to inadequate planning, delayed disbursements, and frequent budget adjustments. Bajeti Hub's study, "[Kenya's Budget Credibility: Expectations and Realities](#)," highlights that as demand for public services increases—particularly among the poor—budget credibility concerns, such as underspending, deprive citizens of essential services. Therefore, it is imperative for the government to enhance improved budget reliability and credibility to ensure effective service delivery.

Similarly, the health sector continues to face major challenges, primarily due to poor financial management. Although Primary Health Care is central to Universal Health Coverage, misalignment between facility-level planning and budgeting undermines its implementation and service delivery. A Bajeti Hub and Health Systems Insight study—"Between Policy and Practice: Tracking Budgets and Expenditures in Kenya's Decentralised Primary Healthcare"—identified key bottlenecks in budget execution and recommended county-level policy reforms to improve resource allocation and healthcare outcomes.

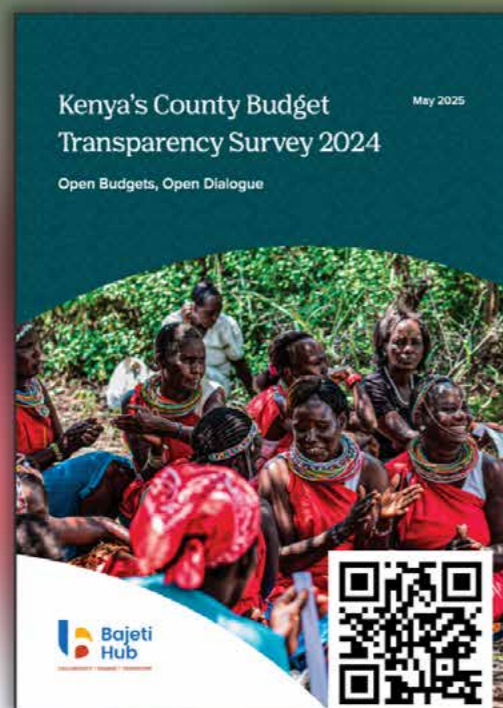
Despite mental health being a fundamental right, up to 75% of Kenyans still lack access to mental health care, with at least four people dying by suicide each day. Stigma and limited public funding both contribute to these gaps. Our research, "[PFM as a Response to Kenya's Silent Mental Health Crisis](#)," found that many counties do not have mental health care budget lines, meaning they do not allocate funds for mental health. Considering the strained fiscal space, we recommend establishing sustainable funding that aligns with international standards to improve service delivery.

Lastly, Bajeti Hub recognises that public participation remains a crucial pillar to ensure that citizens' voices are heard and that marginalised groups have their inputs considered. In 2025, Bajeti Hub began exploring a study on women's participation in the budgeting process in select counties. Through this longitudinal study, we aim to understand the dynamics affecting women's participation in governance issues and provide options and strategies for effectively involving women in budgeting, considering diverse social, cultural, and political factors.

Open Budgets, Open Dialogue - CBTS 2024

In 2025, we launched our annual flagship study, the [2024 County Budget Transparency Survey, Open Budgets, Open Dialogue](#). The study highlighted notable improvements in budget transparency across counties while identifying persistent gaps in the accessibility and quality of key budget documents, underscoring areas for continued focus. The survey continues to spark conversations, providing stakeholders with a basis to assess budget transparency and opportunities to hold the government accountable.

2024's modular study examined [motivations behind county budget transparency](#), offering three nuanced insights for counties and non-state actors on factors driving transparency, including legal, administrative, and political elements. Looking ahead, we plan to provide more direct technical assistance to county governments and develop models of good practice through guidelines for each key budget document.



Unpacking the Social Cost of Public Debt

Amid a gap between the government's fiscal consolidation rhetoric and its actions, Bajeti Hub conducted in-depth research on Kenya's rising public debt, which threatens social sectors such as health, education, and social protection.

The study analysed over three decades of data to assess the social costs of public debt and governance's role in the debt-social spending relationship. Findings showed a

negative link between debt growth and social spending: a 1% increase in debt repayments reduces spending in sectors such as education by 3%, both in the short term (within a year) and the long term (over a year).

The study also found that governance quality significantly affects the impact of debt on social spending. Improved governance can reverse the negative effects of debt, supporting better social sector spending.



Looking Forward

Bajeti Hub remains committed to building its credibility as a leading think tank in public finance through groundbreaking research and evidence generation. Moving forward, we aim to strengthen not only our internal research capacity but also that of our regional partners, enabling them to produce evidence that influences public financial management decisions and policies.

In 2026, we will be advancing innovative work in health by developing a PFM Health Index to assess the transparency and sustainability of health financing at both subnational and national levels. Additionally, we will collaborate with regional budget hubs to conduct *Kenya's first citizen-led social accountability audit on debt-funded projects*, with a particular focus on funding and implementation within the social sector.

APPROACH:

Communicating for Impact

At Bajeti Hub, we recognise that effective communication bridges the gap between our internal work and our broader goals, informing, influencing, and leading in public finance. In 2025, we established a strategic communications approach to engage diverse audiences and shape public finance conversations. By leveraging a mix of communication channels, we have consistently promoted public education and set up the agenda for PFM discourse.

Bajeti Hub in the Media

Our media appearances in 2025 spanned TV, radio, print, and digital platforms, enabling us to reach diverse audiences nationwide and beyond. These engagements covered a wide range of public finance management themes and provided a platform to spotlight our programmatic work and its impact.

We made major TV and Radio appearances during key budget decision periods to discuss and give expert perspectives on the budget policy statement, the Budget Estimate and the Finance Bill, among others.

To continually provide thought leadership in public finance, we published several Articles giving our expert

insights on various PFM issues. Internal publications included [Financing and Closing Gaps for SDG Realisation at the Community Level](#), [Less Than Half Eligible? Addressing Kenya's Persistent Pending Bills Challenge](#) and [zero budgeting](#).

We also partnered with media houses and peer organisations to produce opinion editorials (Op-Ed) that broadened the reach and depth of conversations on hot public finance topics. Each engagement was intentionally designed to deliver evidence-based insights and foster a well-informed citizenry.



Cherotich live on Radio Maisha FM



Dr. Rugo at NTV Fixing the Nation



Dr. Rugo in The Star newspaper

An Informed Citizen is an Empowered Citizen: Building Citizen Capacities in Public Finance

To make public finance information more accessible, simplified, and available for continuous public reference, we launched an online self-paced course dubbed Navigating Public Budgets in collaboration with TISA.

The course available on Bajeti Hub's YouTube channel provides a flexible learning platform where citizens can engage with budget concepts at their own pace and revisit materials as needed. This builds on the success of our 2024 Open Public Virtual Course, which saw over 500 participants graduate after completing a series of interactive webinar sessions, demonstrating the growing demand for structured public finance literacy.

Additionally, we carried out a series of social media campaigns to inform and educate citizens on matters of public debt. With the current surge and debt management crisis in Kenya, we sought to empower the common mwananchi to understand what public debt is, how it comes about, the positive and negative effects of debt and most importantly, how they can influence public debt decisions in Kenya.

The Campaign took two phases, first we conducted random street interviews to gauge the understanding of Kenyans on public debt, then we developed a series of animated videos to educate Kenyans on Key Public debt issues. The campaign, dubbed **#Knowyourdebt** was a joint initiative with Mzalendo Trust and TISA (The Institute of Social Accountability).



Navigating Public Budgets Course



Colleagues recording a Bajeti Speaks podcast session

Bajeti Speaks

Lastly, we revived our podcast **Bajeti Speaks** with our first episodes on [mental health financing](#) and Budget Credibility, which further unpacked our analysis on the critical topics. The podcasts have offered an engaging and interactive platform to further unpack our research findings, serving as a strategic tool to widely disseminate our research products and make public finance topics accessible to a broader audience.

Telling the Stories That Shape Our Journey

In 2025, we became intentional about documenting and communicating our successes and experiences in PFM advocacy. This effort began with capturing four stories of change, highlighting Bajeti Hub's unique approaches and impact—showcasing the Regional Budget Hubs model, our engagement with women and persons with disabilities in public finance, and our work in tracking SDG financing. Moving forward, we are committed to continually documenting and sharing our advocacy journey to inspire and inform broader public finance management efforts.

Highlight of Key Events in 2025:

PFM Conversations in the People Dialogue Festival

The People’s Dialogue Festival is an annual open event fostering candid conversations among citizens, civil society, government, and experts on key issues. In March 2025, we partnered with Budget Talk Global to organise the PFM Village, bringing together diverse audiences to address challenges in Kenya’s public finance management. Bajeti Hub contributed evidence-based insights during panel discussions and engaged visitors at our booth, sharing our work and encouraging citizen participation in the budgeting process.



Our panel session at the People’s Dialogue Festival, PFM Village

Devolution Conference 2025

Devolution remains central to improving services for marginalised groups in Kenya. At the devolution conference, Bajeti Hub hosted a side event reflecting the devolution journey, key challenges, and lessons learnt. Discussions focused on equitable resource distribution, the role of zero-based budgeting, and prioritising development outcomes over political interests in budget decisions.



Panel session at the Devolution Conference

PUBLIC DEBT CONFERENCES

Amid calls for homegrown solutions to Africa’s debt crisis, Bajeti Hub participated in three key conferences in 2025, focusing on global and African debt issues, with a particular emphasis on the impact of debt in Kenya.

World Bank and IMF Annual General Meeting Side Event: Debt Decisions that Deliver

Our Deputy director John Kinuthia was a panelist in an informative roundtable discussion on debt decisions and their impact on citizens, during the World Bank and IMF Annual General Meeting October. He highlighted the key role of CSOs in strengthening citizens’ oversight in public debt and influencing debt decisions to ensure equity of the utilisation of public debt.



Deputy John Kinuthia’s panel session at the IMF World Bank Meeting

Africa Debt Conference in Ghana

In 2025, Bajeti Hub hosted its first international side event, “Beyond Reparations,” at AFRODAD’s Fifth African Conference on Debt and Development in Accra, Ghana. Panelists from Kenya and Ghana discussed governance and the politics of African debt crises, highlighting issues like elite capture and political interference. The session underscored that reparations alone are insufficient—resilient institutions and active citizen engagement are crucial for lasting progress.



“Beyond Reparations” side session in AFRODAD’s Debt Conference, Ghana



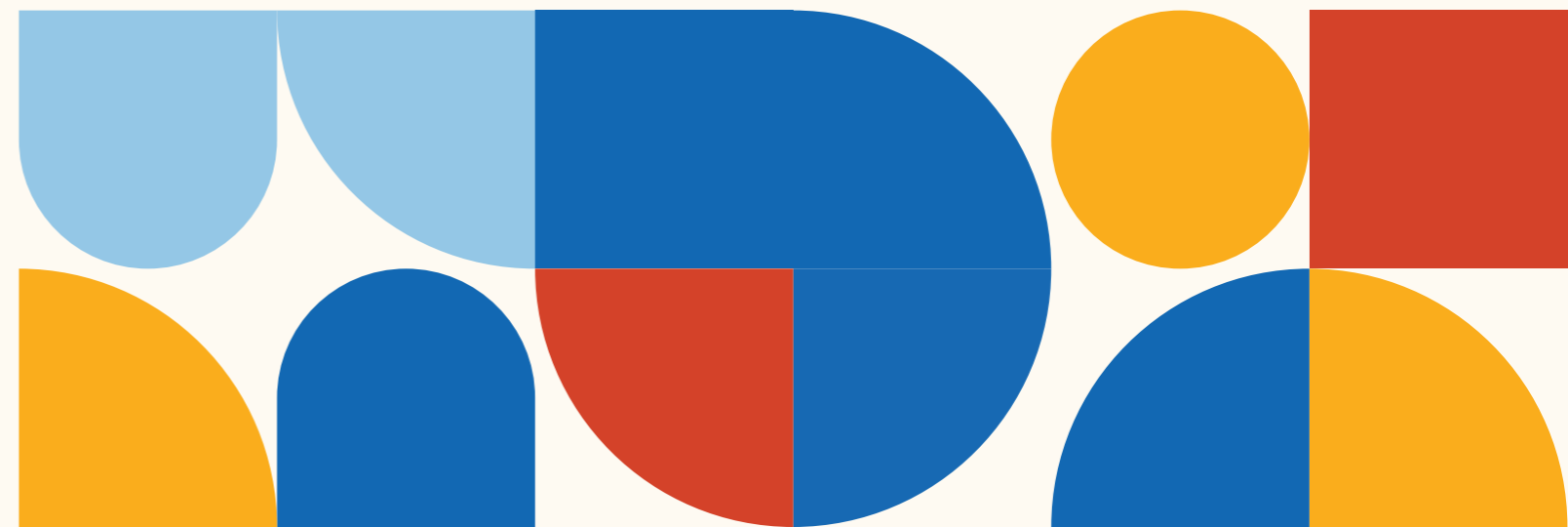
Partners at the Okoa Uchumi Debt Conference, Nairobi, Kenya

The Debt Conference (Kenya)

As members of Okoa Uchumi, we participated in Kenya’s Public Debt Conference, which convened diverse stakeholders to examine the country’s debt situation and seek solutions for better service delivery and economic justice. Dr. Abraham Rugo’s keynote highlighted the need to link debt decisions to socio-economic outcomes. On a panel, Bajeti Hub’s Deputy Executive Director, John Kinuthia, emphasised the importance of balancing public and private spending for sustainable growth and stability.

Looking Forward

Moving forward, Bajeti Hub aims to move beyond informing the public to influence decisions anchoring our work and voice in shaping the agenda in the public finance space.



SPECIAL FEATURE

Documentation of the Regional Hubs Model

Bajeti Hub has been dedicated to empowering citizens to participate meaningfully in the budgeting process and build a critical mass of skilled budget practitioners. Since 2016, Bajeti Hub has trained civil society members in budget advocacy through its Budget Facilitators Training Programme, graduating over 100 facilitators and cultivating a network of more than 1,000 budget champions nationwide by 2025.

In 2020, while virtually training the fourth cohort of Budget Facilitators, Bajeti Hub observed a challenge with unsustained advocacy and engagement among graduates. This highlighted the need for an innovative, coordinated support system, leading to the creation of Regional Budget Hubs.

The Budget Hubs provide a platform for ongoing collaboration, sharing best practices, addressing common challenges, and promoting continuous citizen participation in public finance at subnational, regional, and national levels. Over five years, the Regional Budget Hubs have grown significantly, demonstrating measurable impact on budget advocacy across social sectors. Their unique structure and results have led Bajeti Hub to document their success through a comprehensive case study as a model for sustainable citizen engagement.



Women Budget Cell discussion session in Baringo

To capture and share the lessons from the Regional Budget Hubs' success, Bajeti Hub undertook a comprehensive three-phase process. This began with a case study analysing the unique features that make the hubs an effective and sustainable model for citizen participation. Insights from the case study guided the creation of a detailed guidance document, outlining best practices and strategies for establishing, managing, and sustaining citizen engagement networks. Drawing on years of practical experience, the document serves as a roadmap for civil society organisations and other groups aiming to develop robust social accountability platforms and drive effective public finance management reforms. The case study also underscored the Regional Hubs'

intentional and innovative approach to inclusive citizen engagement, especially for women and persons with disabilities (PWD). Noteworthy initiatives include the creation of a dedicated PWD Hub within the NEC Hub and the women-only and PWD-only budget cells in Baringo County. These tailored platforms enable members to learn about the budgeting process, collaborate on budget analysis, and conduct targeted advocacy.

This structured support has empowered advocates in Baringo to achieve meaningful outcomes. To highlight these achievements, Bajeti Hub produced a series of videos showcasing how the Regional Hubs foster inclusive participation in budget processes.

APPROACH:

Strategic Advocacy

Strategic Advocacy is a key approach we use to influence the public finance space. Our approach combines evidence-based research and targeted engagement to amplify citizen voices and shape policy conversations.

In 2025, our advocacy focused on both budget process engagements and broader policy dialogues convened by state and non-state actors, where our insights and evidence contributed meaningfully to shaping discussions around the public finance space.



Bajeti Hub and Regional Budget Hub members in the Sector Hearings, 2025

Citizens Shaping the Budget: Strengthening Citizens' Participation in Sector Hearings

To support our thematic partners in engaging with sector hearings late last year, Bajeti Hub convened a national meeting that brought together partners from the regional hubs and thematic groups, including Organisations of Persons with Disabilities and the Health NGOs Network (HENNET Kenya), in preparation for the National Sector Hearings. This initiative aimed to ensure effective participation in these hearings, a critical decision point in the budget formulation process that shapes government priorities and sectoral allocations.

Subsequently, Bajeti Hub and the regional hubs participated in sector discussions, focusing on environment protection, water and natural resources, social protection, culture and recreation, as well as gender-responsive budgeting, education, and health. Bajeti Hub remained committed to creating, strengthening, and facilitating spaces for regional hubs to participate in both national and sub-national dialogues, ensuring equitable and predictable service delivery outcomes.

Beyond the Numbers: Advancing Citizen Oversight in Budget Implementation

Budget implementation is a crucial phase in the budget process, as it is the point at which allocated funds are transformed into real services for citizens. Despite its importance, public attention and oversight have traditionally focused on the formulation and approval stages, with limited citizen involvement during implementation. Our analyses over the years have revealed that insufficient oversight at this stage often leads to poor budget execution and, consequently, inadequate service delivery.

To address this gap, Bajeti Hub convened a breakfast meeting in September 2025, bringing together government officials, civil society representatives, and citizens to discuss key issues and opportunities related

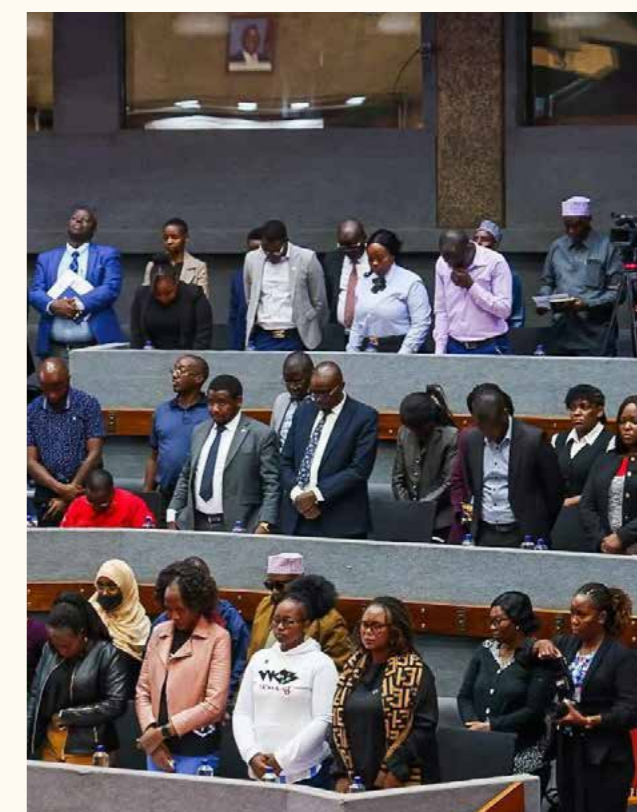
to budget execution. The dialogue emphasised the need to strengthen citizens' capacity to understand and participate in budget implementation, highlighted Parliament's pivotal role in fostering public participation, and underscored the importance of ongoing collaboration between state and non-state actors to drive effective budget engagement and improve service delivery.



Breakfast advocacy meeting on Budget Implementation, 2025

The People's Perspective: Engaging Kenya's Debt Decision-Makers

In December 2025, budget facilitators from the NEC and Lake hubs, supported by Bajeti Hub, were invited to meet the Director General of the Public Debt Management Office and PDMO staff during the public sector hearings in Nairobi. Representing diverse communities and civil society, the facilitators engaged in substantive dialogue on Kenya's fiscal strategy and debt management. The National Treasury acknowledged the challenges of increasing domestic and commercial borrowing, while expressing optimism for future stabilisation. The meeting demonstrated greater openness from the Treasury, with commitments to enhanced public participation, the development of a citizen-facing debt website, and improved collaboration to ensure value-for-money in debt projects at the county level.



Sector hearings in November 2025

APPROACH:

Capacity Building and Learning

An informed citizen is the greatest accountability holder in the PFM space. Bajeti Hub acknowledges the importance of building a critical mass of Citizen groups with strengthened budget capacity, to ensure that they are well equipped to sustainably engage in PFM space.

In 2025, Bajeti Hub targeted its efforts to more thematically inclined capacity strengthening approaches. This was done in collaboration with stakeholders such as the five Regional Hubs, Organisations of People with Disabilities, and sector-specific organisations among others.



Kitui budget champion training community members on Members on Budgets

Learning: Regional Budget Hubs Learning Exchange in Nyeri

The Annual Learning Exchange serves as a space/platform where budget facilitators and budget champions come together in one of the counties to share and consolidate lessons from their regions/contexts. In 2025, the learning exchange was hosted in Nyeri county under the NEC regional budget hub.

A key aspect of the learning exchanges are the field visits to various points of service delivery that have been targets for advocacy. In Nyeri, we had three groups each visiting different service delivery points. These were:

Group 1 visited the Kiamabara Health Centre, where they engaged with Community Health Promoters (CHPs), the Sub-County Health Management Team, and individuals living with mental health challenges. This visit served as a continuation of ongoing mental health budget advocacy efforts and also served as a follow-up on overall service delivery at the facility given that this was one of the facilities in the health research conducted in 2024.

Group 2 visited the Nyeri Health Service Fund Office and held discussions with the County Health Management Team (CHMT) and the Chief Officer. The group also visited Mt. Kenya Level IV Hospital and a Level III health facility to better understand service delivery at different levels of care.

Group 3 engaged with the Department of Lands, which is overseeing the implementation of the KISIP II Conditional Grant. Their visit included a visit to the Chorong'i Informal Settlement, one of the areas currently benefiting from this grant.

Dialogue between Budget Facilitators and Champions with Nyeri County Government Representatives on one of the days emphasised equitable service delivery, data-driven decision-making, and inclusive planning and further reaffirmed that meaningful change starts with people – communities equipped and empowered to hold systems accountable. The learning exchange reminded us that progress is possible when we create space for honest conversations, courageous questions, and collaborative action.

Technical Assistance for County Governments to Institutionalise Inclusive Public Participation Mechanisms

In 2024, we played a key role in revising the county public participation guidelines, which was officially signed In 2025. The revised public participation guidelines reflect years of practice and progress made towards meaningful public participation particularly in budgeting processes.

Following this success, we began a series of engagements to disseminate the guidelines, providing technical assistance to county governments to adopt and localise the guidelines.

Looking ahead, Bajeti Hub is committed to continue providing targeted technical assistance to county governments to improve Citizen engagements.

Building Local Capabilities for Tracking the Financing of SDGs at the Sub-National Level

Adopted by world leaders in September 2015, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda aim to end poverty, reduce inequality, and address climate change, ensuring that no one is left behind. Achieving these goals requires robust financing from both public and private sources. To monitor Kenya's progress on SDGs with public financial management components, we partnered with UNDP, UNICEF, UN Women, and the Regional Budget Hubs to localise SDG financing and advocacy at the sub-national level.

In 2025, Bajeti Hub developed a tool to assess and track budget allocations and spending in key social service sectors—including social protection, health, WASH, and education—with a focus on gender responsiveness. Piloted in eight counties during the 2025/2026 budgeting cycle, the tool revealed critical gaps in SDG visibility within county budgets, largely because budgets are presented in ways that obscure them. Moving forward, we will refine the tool and expand the initiative to advocate for equitable SDG financing across all counties in Kenya.

Strengthening the PFM Capacity of Education Advocates

In 2025, Bajeti Hub partnered with Food for Education and two regional hubs—the Nairobi Eastern and Central Region Budget Hub and the Coast Region Budget Hub—to conduct a four-day training in Machakos County. This programme focused on public financial management (PFM) advocacy within the education sector, equipping participants to connect public finance concepts with real-world education outcomes, such as school meals, infrastructure, and student retention.

The engagement extended beyond the training, with Food for Education staff joining the Bajeti Hub Implementation Budget Café to collaborate with other education stakeholders. These ongoing interactions underscore the importance of collective advocacy platforms in strengthening sector impact. Bajeti Hub remains committed to advancing inclusive, transparent, and effective public finance systems that address the evolving needs of learners and communities.

Bajeti Hub x Strathmore: Executive Education Programme

To cultivate public finance leadership among professionals, Bajeti Hub in partnership with Strathmore Business School's Institute of Public Policy and Governance (IPPG), rolled out its inaugural Executive Education Programme on Devolution and Public Finance Management.

The programme convened a diverse cohort from government, consulting, and non-profit sectors for an immersive five-day experience where participants engaged in in-depth exploration of the theory, history, and governance of devolution, anchored

by a case study on Universal Health Coverage in Kenya. Bajeti Hub remains dedicated to advancing this initiative through continued collaboration with academic institutions, offering additional courses in public finance management and devolution.

“The course met and severely exceeded my expectations.”

PARTICIPANTS' FEEDBACK



Devolution and Public Finance Executive Course

Strengthening the Capacity of Organisations of Persons with Disabilities (OPDs)

In 2024, aligned with Bajeti Hub's commitment to inclusive budgeting—especially for marginalised groups—Bajeti Hub initiated engagement with Organisations of Persons with Disabilities (OPDs) to deliver tailored training programmes in nine target counties. These programmes focused on budget analysis and advocacy for persons with disabilities, resulting in increased interest and participation in budget advocacy among OPD members.

In 2025, we enhanced our support by providing direct, hands-on technical assistance to OPD members, enabling them to participate more effectively in budget advocacy throughout the budgeting process, particularly in social protection, health, and education. Notably, trained members in Kitui and Narok successfully advocated for improved services for persons with disabilities in their regions. A key achievement in Kitui was the successful advocacy for the purchase of a BERA (Brainstem Evoked

Response Audiometry) machine for the Kitui County Referral Hospital, significantly improving access to hearing checkup services for individuals with hearing impairments across the central region counties. This success has inspired other OPDs to embrace budget advocacy as well.

Looking ahead, we aim to integrate trained participants into the Regional Hubs, providing them with greater voice and agency on established advocacy platforms. This will ensure sustained, county-focused support and further strengthen their influence on inclusion issues at both national and county levels.



Baringo PWD budget cell members

SPOTLIGHT STORY

Championing Change for Persons With Disabilities in Narok County

As historically marginalised groups continue to remain a foundation of our advocacy, we are deepening our engagement with Persons with Disabilities (PWD) through technical support and documenting their work.

This is a spotlight story of Emily Naanyu, a person with disability budget champion from Trans Mara, Narok County. In partnership with UNICEF Kenya, United Disabled Persons of Kenya (UDPK)



Emily Naanyu, PWD budget champion from Narok County

Tell us a little about who Emily is

My name is Emily Naanyu, a Budget Champion from Trans Mara, Narok County. I am a wife, a mother of five, a person with a disability, a teacher, and a mentor. In my community, I lead conversations on safeguarding against gender-based violence and conduct budget advocacy training for women of all ages.

What sparked your interest in budgets?

With a good education, I have always felt compelled to share my knowledge at the grassroots level. While I often engage with the Narok County Government, my journey into budget advocacy began about three years ago. I attended political campaign meetings where local leaders promised improved roads and schools. At first, I was just a listener, but over time, I realized that many promises were forgotten once those leaders assumed office. This realisation inspired me to join World Vision's Community Voice and Action programme, where I learnt about government projects and the power of community ownership. The experience opened my eyes to the vital role I could play in making sure public resources are used as intended.

How was your advocacy before being trained on budget advocacy?

After this training, I started attending public participation forums consistently, as my children had grown and I had more time. Initially, I did not understand budget documents or realise I had the right to speak up. As a person with a disability, I also felt the stigma—often being viewed by officials as a complainer. I stayed quiet, fearing embarrassment if I could not answer questions. Our engagement with the county government was minimal beyond these forums.



How did your advocacy change after the training in 2024?

Things changed after I attended the OPD training. The journey was challenging, especially for many in Narok, who faced barriers like limited education. But those of us who completed the training were determined to share what we learnt. We began tracking the county budget process more closely, making regular visits to county offices to follow up on projects and policies affecting persons with disabilities. Over time, we formed meaningful relationships with officials. At the community level, we focused on capacity building—translating what we learnt at the Maanzoni training into local languages so everyone could understand. When we hit roadblocks, the Bajeti Hub team always supported us, whether by phone or email.

Before the training, many of us viewed ourselves and were viewed by others with pity. We realized this mindset was holding us back. We made a conscious effort to shift our advocacy toward fact-based, evidence-driven engagement rather than emotion or complaints.

Our network of persons with disabilities (PWDs) has grown stronger, with members across Trans Mara, Narok East, and beyond. We communicate regularly, often meeting at the village level for accessibility and affordability. Sometimes, we contribute our own funds for tea or transport. For local projects, members follow up on the ground and share updates through WhatsApp or calls, as not everyone has a smartphone.

Thanks to Bajeti Hub and its partners, the county government is now more responsive. While challenges remain, such as delays in document sharing, county officials are open to our questions. I can now reach out directly to the CEC for Finance or Chief of Staff for project clarifications. Understanding the budget cycle and documents has been a highlight for me. We also learnt memo and policy brief writing, which we now use to formally express our concerns in county budget documents. We continue to work with the Narok County Budget Facilitator to make submissions to the government.



Emily Naanyu telling her budget advocacy story to Bajeti Hub staff

What challenges do you and the PWD Network in Narok face in your advocacy?

Stigma is still a major issue. Many persons with disabilities, especially women, remain hidden—sometimes by caregivers—making it hard to mobilise and affecting data collection, which impacts budget allocations. There's also a capacity gap in understanding the budget process and advocating confidently. We continue to fight for PWD-friendly schools and safer roads with better pavements to reduce accidents.

Another issue is that the county budget often groups PWDs under broad categories like gender and youth, making it difficult to track specific allocations for our needs.

Tell us a little more about the Rift Valley Budget Hub and how it has supported your work.

The Rift Valley Regional Hub has played a huge role in strengthening our network, especially by building our capacity. Their recent in-person training in Narok focused on budget analysis and memo writing, empowering us to see that PWDs have a legitimate voice in the budget cycle. The training emphasised attending public participation forums as the main way to exercise our rights and amplify our voices.

Looking ahead, I am optimistic about the continued growth of our network with support from Bajeti Hub and the Rift Valley Budget Hub. There is goodwill from the county government, and although challenges remain, we are relentless in expanding our network and impact.

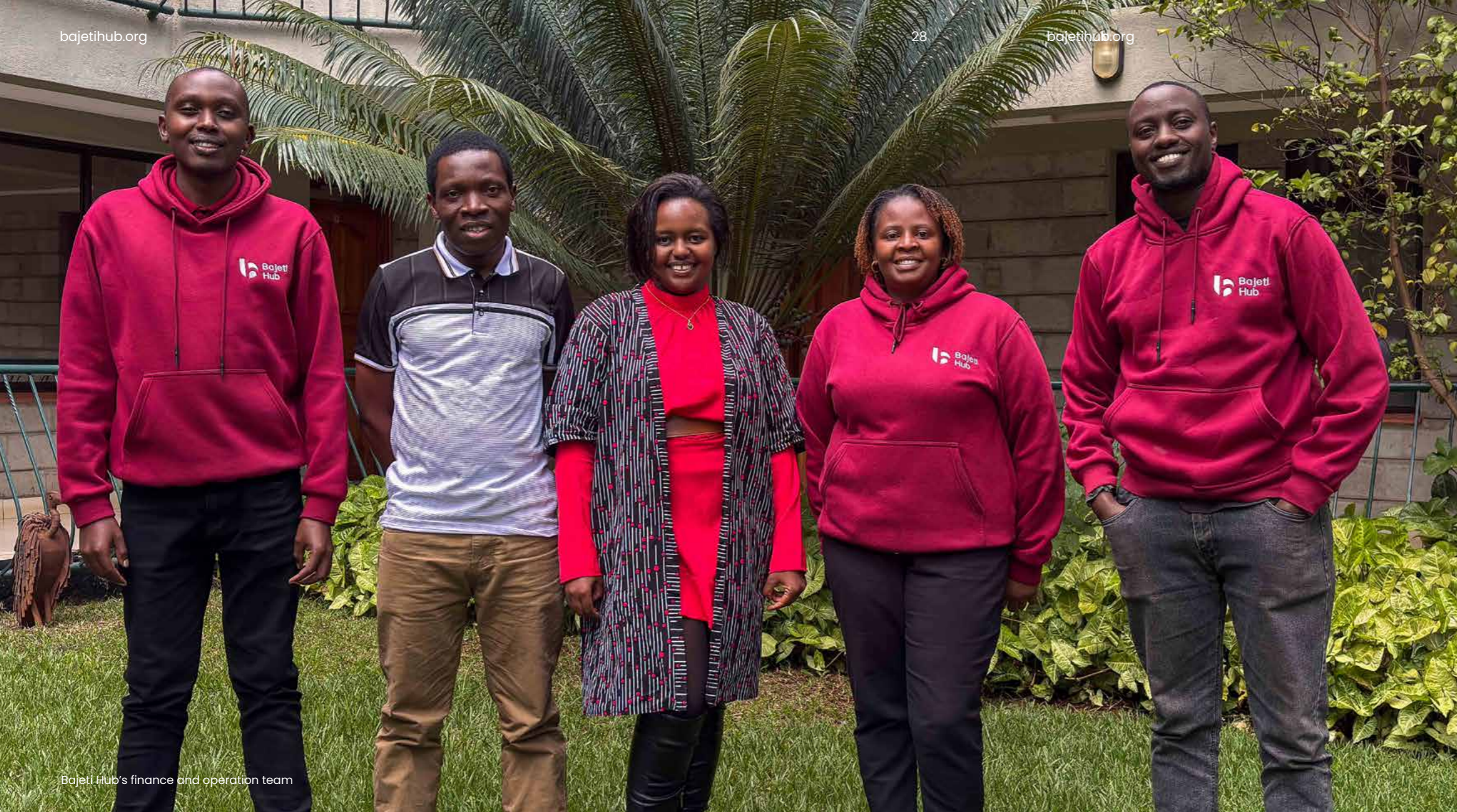


Emily and her budget champion at Oleleshwa Dispensary

This article was not only aimed at documenting and sharing our work with the county PWD budget champions, but to also celebrate the grassroots champions.

What Next?

Bajeti Hub's capacity development approach is evolving toward more targeted and impactful support. As sectoral budget advocacy and systems change work advance, efforts are shifting to tailor capacity building for greater effectiveness. While previous initiatives emphasised citizen-driven accountability, there is now a deliberate focus on providing technical assistance to the government to strengthen supply-side accountability.



Bajeti Hub's finance and operation team

To bridge identified gaps, we launched several high-impact learning initiatives designed to empower staff at all levels:

- A monthly series led by our Executive Director, Dr. ARMS, focusing on book discussions and public speaking to build an internal leadership pipeline.
- Partnering with Ronalds LLP, we launched a four-part training series to improve financial literacy across the team, enhancing our project management and decision-making.
- An expert session helped equip the team with a deeper understanding of the political factors influencing governance and public budgets.
- Internal development of design skills to modernise our communications.

Strategy is not just about numbers; it is about the environment. We are proud to have approved our Diversity, Equity, Inclusion, and Belonging (DEIB) Policy. This followed a rigorous audit and the creation of an actionable roadmap to ensure Bajeti Hub remains an inclusive workspace where belonging is a lived experience. While our strategic direction is clear, we are currently finalising a risk framework and detailed resource costing to support our 10-year strategy.

Organisational Development

This year, Bajeti Hub deliberately broke away from the standard strategic planning process. Instead of developing a complete, static 10-year plan behind closed doors, we adopted a modular approach. We believe a strategy is only as strong as the people who execute it. We also anchored our framework in a comprehensive Internal Skills Mapping exercise.

By identifying our technical excellence and acknowledging our gaps first, we ensured our Strategic Framework for FY 2025–2035 is built on a solid lived reality rather than abstract goals. This framework is currently a live operational document, allowing us to test our direction before finalising the framework.

A core focus of our strategy is Outcome Area 5: A Bajeti Hub Positioned for Growth and Resilience. To define what sustainability looks like for us, we conducted a two-pronged assessment of our internal skills.

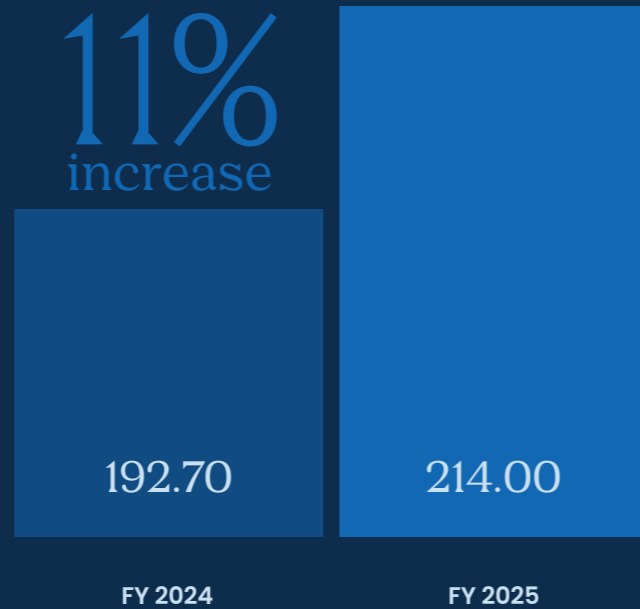
We have established excellence in civic engagement, capacity building, PFM analysis, and strategic communications. Our team is technically robust, with 78% of staff assessing their skills at Intermediate or Advanced levels. To deepen our impact over the next five years, we are prioritising growth in macro-economic and Political Economy analysis, coordinating our Regional Budget Hubs, and diversifying our financial base.



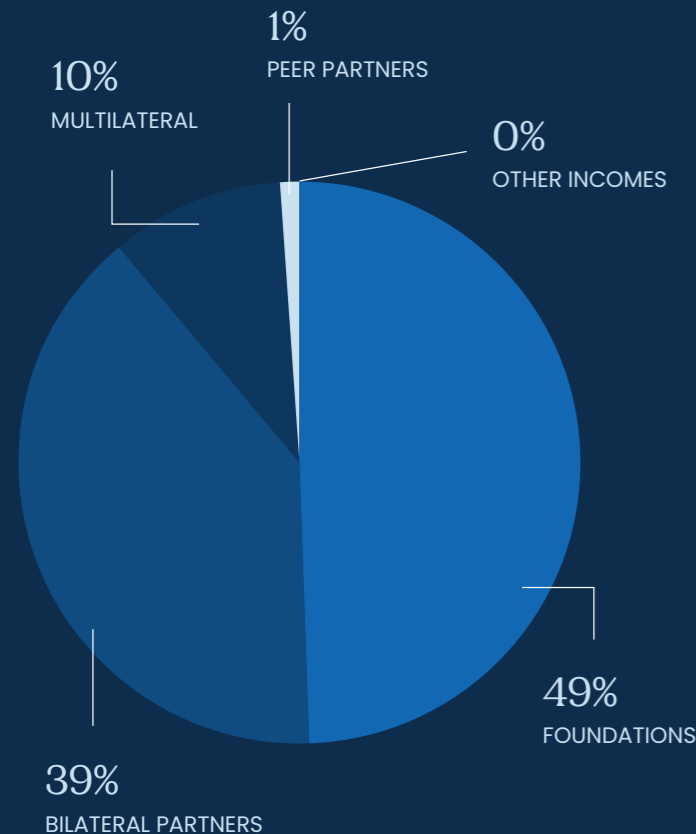
Finance Report

In fiscal year 2025, Bajeti Hub achieved full independence as a locally registered non-profit organisation, marking our first year of complete autonomy in fundraising, resource mobilisation, and financial management.

This transition has been highly successful, as evidenced by a steady increase in resources—from KES 192.7 million in 2024 to KES 214 million in 2025—representing an 11% growth in revenue.



WHO FUNDED US IN 2025?

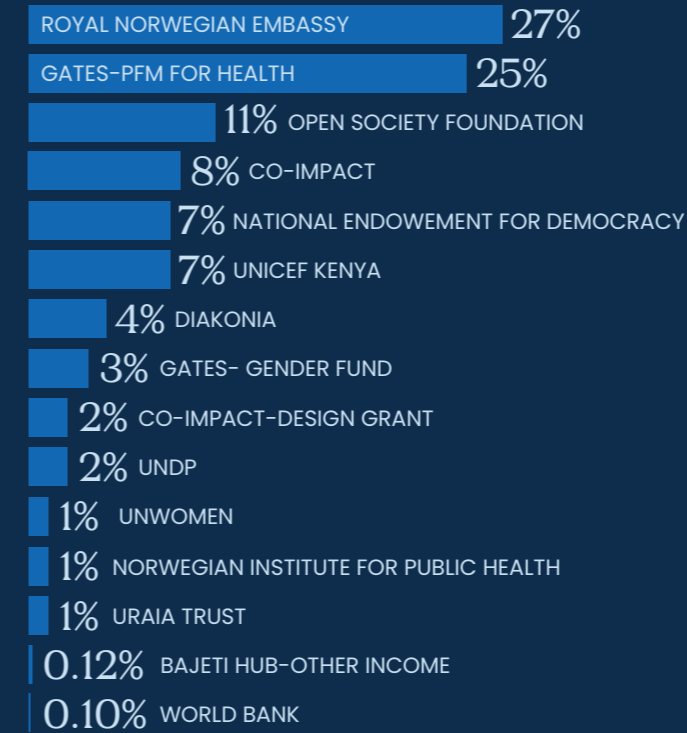


Bajeti Hub continues to attract diverse funding sources, reflecting strong recognition and appreciation for our work. Foundations contributed the largest share of our income at 49%, with significant support from the Gates Foundation (BMGF), Open Society Foundation, and Co-Impact. Bilateral partners accounted for 39% of our funding, including the National Endowment for Democracy (NED), the Royal Norwegian Embassy on behalf of the Norwegian Ministry for Foreign Affairs (RNE), and Diakonia on behalf of the Swedish International Development Agency. Multilateral organisations contributed 10% of our income, with support from UNICEF Kenya, UNDP Kenya, UN Women Kenya, and the World Bank. Additionally, our local NGO peer partner, URAIA Trust, made a valuable contribution, representing 1% of our total income.

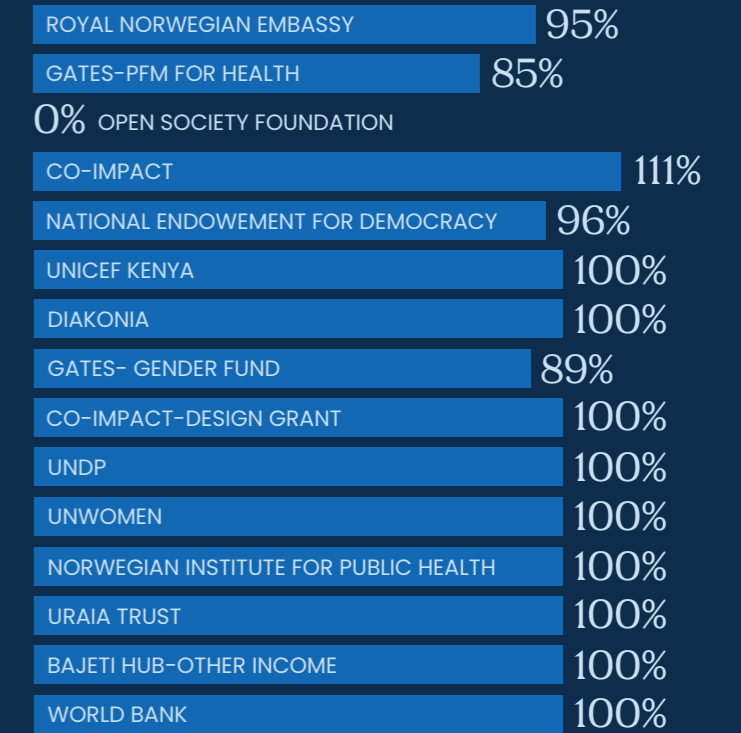
Sources of our Finances and Utilisation Rate Per Source

By year-end, we had utilised KES 180.7 million, achieving an absorption rate of 84%, primarily as a result of grants signed in the final quarter. This performance highlights our enhanced capacity to manage resources effectively and convert them into meaningful outcomes. With this strong financial foundation, we are well-positioned to realise over 50% confirmed revenue growth in 2026.

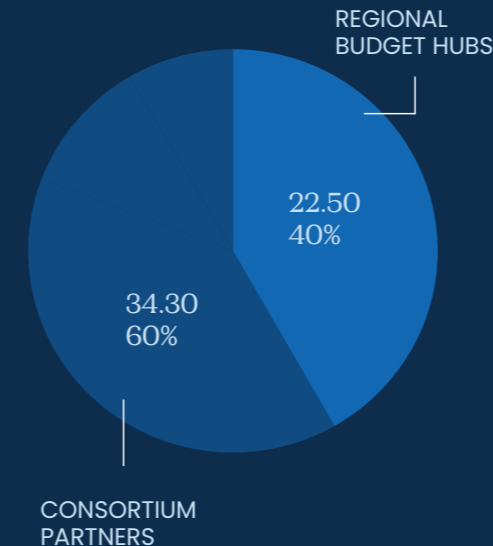
2025 FUNDING BY SOURCE



UTILISATION RATE PER SOURCE OF FUNDING



SUBGRANTS 2025



Bajeti Hub's Sub-Grant Report

Despite the challenging donor landscape in 2025, Bajeti Hub sustained its sub-grant allocations to partners—Regional Budget Hubs—, totaling KES 56 million. This reflects our strong commitment to promoting partnerships and fostering collaboration at both national and county levels. Of this amount, KES 34.3 million was sub-granted to our consortium partners, with Bajeti Hub serving as the lead host organisation for the second consecutive year.

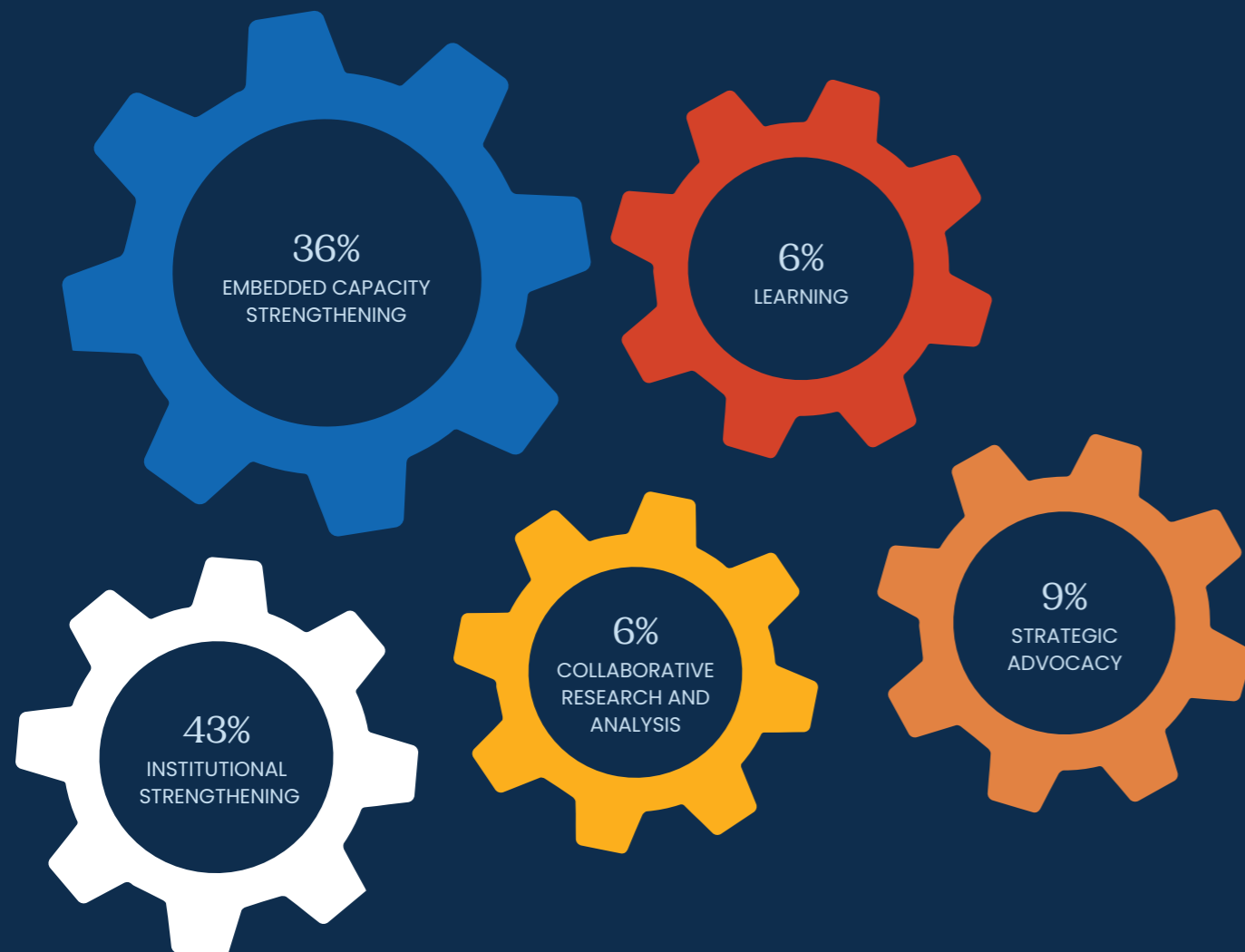
In our efforts to establish and ground the Northern Regional Budget Hub, we continued to provide direct support to this Hub, while all other hubs received sub-grants through their respective host organisations. This marked the first year of full grant implementation for the Northern Hub, covering six counties in the region. Through its own initiatives, the hub successfully utilised KES 2.5 million in 2025—an impressive achievement, particularly considering the significant groundwork being undertaken during this period.

Our Spending in 2025 According to Approaches of Work

As this was the final year our work was structured around five key approaches—Embedded Capacity Strengthening, Collaborative Research and Analysis, Learning, and Institutional Strengthening—here is an overview of how we allocated our resources across these pillars.

SPENDING PER APPROACH OF WORK

SPENDING (% OF 180.7M)



Approach 1: Collaborative Research and Analysis

To promote various evidence generation research and analysis, Bajeti Hub utilised 6% of its overall spending on several activities to support evidence generation to support the work.

Approach 2: Embedded Capacity Strengthening

During the year, 36% was spent in developing citizens and civil society capacities to deliberate on budget decisions and engage with governments and duty bearers. A significant portion of these resources also went to supporting the regional hubs across the 47 counties.

Approach 3: Learning

At Bajeti Hub, we always take a step back and rethink the work that we do, why we do it and how we do it thus 6% of our spending in 2025 went to ensure that we are documenting our progress and learning across all our approaches of work

Approach 4: Strategic Advocacy

In Fiscal 2025, Bajeti Hub spent 9% of its total spending on ensuring that we engage with a range of state and non-state actors to promote inclusiveness, transparency and accountability over public funds.

Approach 5: Staff and Institutional Capacity Strengthening

Improvement is part of how we deliver our work hence our commitment to this was reflected by our 43% spending in 2025. Bajeti Hub continues to recognise that PEOPLE are the most invaluable resource within the organisation.

What Next?

Looking ahead, Bajeti Hub is proactively securing funding for its 2026–2035 strategy through long-term donor partnerships. In parallel, we are advancing a sustainability strategy aimed at building our endowment through targeted investments and dedicated resource mobilisation. Internally, we continue to optimise our systems and operations to ensure we deliver maximum impact.

Outlook

The world has become more unpredictable and more people around the world are facing economic and social challenges.

However, even as the countries around the world including Kenya are constantly evaluating options to navigate these fast-evolving contexts, public finance management will remain a key lever especially to protect the most vulnerable populations.

The context within which Bajeti Hub will continue to operate in 2026 continues to evolve. First, Kenya's debt position has slightly eased but the impact will continue to affect the ability of the government to fund critical services. However, the government is exploring different ways to ease that pressure with steps such as private capital, securitisation and selling off state owned enterprises. These alternative approaches to funding government spending will require different approaches of technical and advocacy engagement.

The cost of living is a key contextual issue and a lens that the public is increasingly using to review government PFM decisions. This means that as Bajeti Hub continues to pursue a PFM framework that works for all, the impact it has at the household level will be an important reflection point in our work and a way to build ownership of Bajeti Hub's work. This year will see the full rollout of Bajeti Hub's strategy that will guide our work for the coming five years and with long term impact goals of 10 years. At

the centre of the strategy is to expand our inclusive PFM work that will focus to centre the voice, platforms and equity of service access to key marginalised groups. The strategy places emphasis on strengthening our work on expenditure accountability but with a focus on strengthening PFM systems and frameworks that improve budgets for social sectors of health, education, social protection, water and sanitation and food security. Secondly, the strategy demands greater work for Bajeti Hub in budget financing with a focus on more predictable and equitable funding for social services and reduction of negative impact on disposable incomes for households. Thirdly, we will be making deeper investments technically and resource-wise in local, sub-national PFM ecosystems that ensure that our work remains grounded in the frontlines of service delivery.

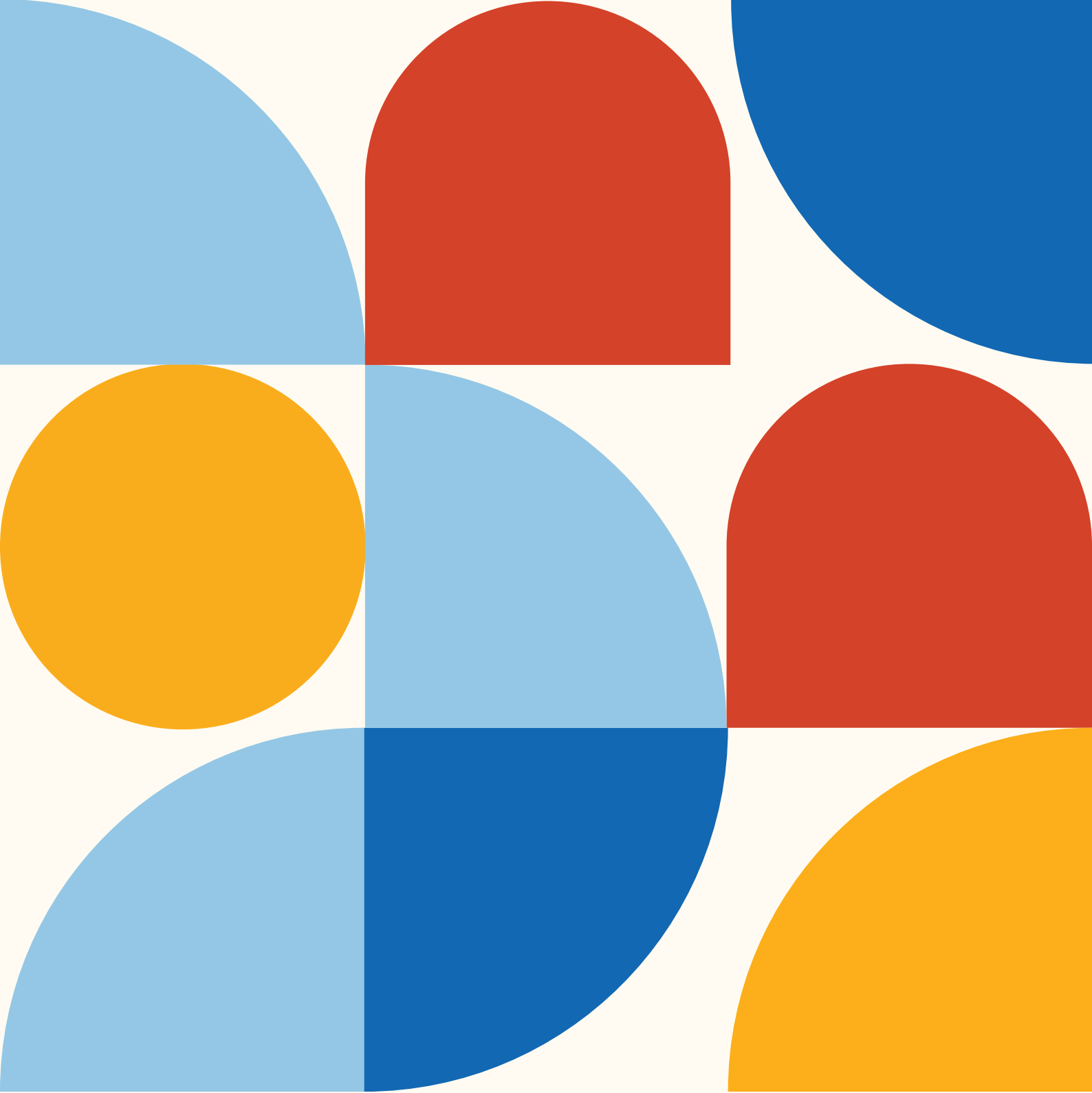
In 2026, Bajeti Hub's research work will expand to include a PFM lab that will allow us to test PFM alternatives through research and real-life simulations of options in PFM frameworks and possible PFM reforms. This Lab will be open to Bajeti Hub partners, academia and government actors keen on contributing to the field. Therefore, in 2026 we will spend time setting up the lab and its structures including a multi-disciplinary advisory board, a feasible protocol of how work will be done through the lab and various conservation with other labs around the world that have such platforms.

The rapid advancement of Artificial Intelligence presents significant opportunities for strengthening Public Finance Management (PFM). In 2026, Bajeti Hub, in partnership with IDInsight, will pilot the use of AI to support citizen participation in sub-national budgeting processes.

At the core of this initiative is a commitment to equity, ensuring that all voices are meaningfully represented in budget decisions, including within community-led spaces. This work will explore how accessible technologies can broaden participation, improve the aggregation of citizen priorities, and ultimately enhance the inclusiveness and responsiveness of budgeting processes.

As we look ahead, we remain both realistic about the challenges before us and confident in the role that Bajeti Hub and our partners can play in shaping better outcomes. The evolving fiscal and social landscape calls for sharper thinking, stronger collaboration, and a continued commitment to equity, better access to social services, accountability and systemic PFM reforms. We are encouraged by the growing momentum around more inclusive and responsive public finance systems, and by the opportunity to contribute practical ideas, evidence, and partnerships that can make a difference where it matters most, at the level of households and communities. With a clear strategy, a strengthened network of partners, and a forward-looking approach to innovation, we step into 2026 with purpose and optimism, committed to advancing a public finance system that works for all.





COLLABORATE • ENGAGE • TRANSFORM

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