

REPUBLIC OF KENYA

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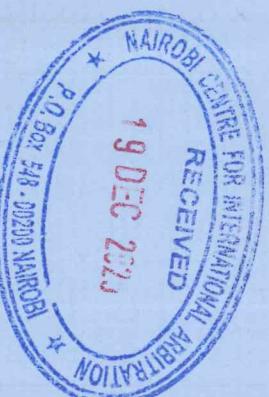


HEADQUARTERS
Anniversary Towers
Monrovia Street
P.O Box 30084-00100
NAIROBI

Ref: OAG/GJL/AUD/1/2/2024/2025 (36)

18 December, 2025

Dr. Henry Murigi, PhD
Registrar/ Chief Executive Officer,
Nairobi Centre for International Arbitration,
Cooperative Bank House 8th Floor,
Haile Selassie Avenue,
P.O. Box 548 - 00200,
NAIROBI



Dear **Dr. Murigi**,

REPORT OF THE AUDITOR-GENERAL ON NAIROBI CENTRE FOR INTERNATIONAL ARBITRATION FOR THE YEAR ENDED 30 JUNE, 2025

Your Responses dated 25 November, 2025 in respect of the draft audit report for the financial year ended 30 June, 2025 refers.

The additional information and evidence provided in the responses have been examined and issues that have not been satisfactorily explained or supported are now included in the audit report.

Enclosed herewith please find two (2) sets of the Report of the Auditor-General on Nairobi Centre for International Arbitration for the year ended 30 June, 2025 duly certified and with the seal affixed thereon for your use and retention.

Yours

Dinnerly

Timothy | Francis

*Take note and
urgently deal*

*AK
6 Jan 2026*

Cheboiwo K. Philip

FOR: AUDITOR-GENERAL



REPORT

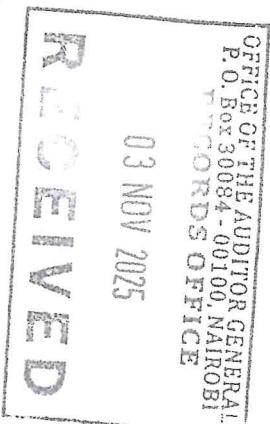
OF

THE AUDITOR-GENERAL

ON

NAIROBI CENTRE FOR
INTERNATIONAL ARBITRATION

FOR THE YEAR ENDED
30 JUNE, 2025



RECEIVED

NAIROBI CENTRE FOR INTERNATIONAL ARBITRATION

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED
30TH JUNE 2025

Prepared in accordance with the Accrual Basis of Accounting Method under the
International Public Sector Accounting Standards (IPSAS)

Nairobi Centre for International Arbitration
Annual Report and Financial Statements
for the year ended 30th June 2025

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**Nairobi Centre for International Arbitration
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1. Acronyms and Definition of Key Terms

A: Acronyms and Abbreviations

AALCO	Asian African Legal Consultative organization
ADR	Alternative Dispute Resolution
AfGAC	African German Arbitration Cooperation
AGPO	Access to Government Procurement Opportunities
A-i-A	Appropriation In Aid
BETA	Bottom-Up Economic Transformation Agenda.
BPR	Business Process Reengineering
CEO	Chief Executive Officer
CIArb-K	Chartered Institute of Arbitrator Kenya Branch
CPA-K	Certified Public Accountants of Kenya
CS	Certified Secretary
CSR	Corporate Social Responsibility.
DIFC	Dubai International Financial Centre Court
DoB	Date of Birth
EAIAC	East Africa International Arbitration Conference
EACJ	East African Court of Justice
ESG	Environment and Social Governance
GPA	Group personal Accident cover
GRI	Global Reporting Initiative
ERP	Enterprise Resource Planning
FY	Fiscal Year
ICSID	International Centre for Settlement of Investment Disputes
ICTA	Information Communication Technology Authority
ICC	International Chamber of Commerce
ICPAK	Institute of Certified Public Accountants of Kenya
ICT	Information Communication Technology
IIA	Institute of Internal Auditors of Kenya
IT	Information Technology
LCIA	London Court of Arbitration

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LRA	Legislative Review and Accreditation
LSK	Law Society of Kenya
MAC	Mediation Accreditation Committee
NAW	Nairobi Arbitration Week
NITA	National Industrial Training Authority
NCIA	National Centre for International Arbitration
NDCs	Nationally Determined Contributions
NT & P	National Treasury and Planning
ODPP	Office of Director of Public Prosecution
PC	Performance Contract
PFM	Public Finance Management
PPADA	Public Procurement & Assets Disposal Act.
PPIP	Public Procurement Information Portal
PPRA	Public Procurement regulatory Authority
PSC	Public Service Commission
PWDs	Youth, Women, and Persons with Disabilities
SBTi	Science-Based Targets Initiative
SDG	<i>Sustainable Development Goals</i>
SCAC	State Corporation Advisory Committee
SLDP	Strategic Leadership Development Course
SDGs	Sustainable Development Goals
SMC	Senior Management Course
TCFD	Task Force on Climate-related Financial Disclosures
UNEA	UN Environment Assembly
UNAFEI	United Nations Asia and Far East Institute
UNCITRAL	United Nations Commission on International Trade laws
UNFCCC	UN Framework Convention on Climate Change
USA	United State of America
USIU-A	United States International university Africa.
KSL	Kenya School of Law

B: Definition of Key Terms

**Nairobi Centre for International Arbitration
Annual Report and Financial Statements for the year ended June 30, 2025.**

Fiduciary Management	: Members of Management directly entrusted with the responsibility of financial resources of the organization.
Board	: Means the Nairobi Centre for International Arbitration Board of Directors.
Centre	: Means the Nairobi Centre for International Arbitration.
Comparative	: Means the prior period.
Rules	: Means the NCIA arbitration rules, 2015 Revised 2019.
Neutrals	: Means an impartial or unbiased person that is an arbitrator or mediator.

2. Key Entity Information and Management

(a) Background information

The Nairobi Centre for International Arbitration (NCIA) is a state corporation established as a Centre for promotion of international commercial arbitration and other forms of dispute resolution vide the NCIA Act No. 26 of 2013. The Centre is under the Office of the Attorney General & Department of Justice and is domiciled at Cooperative Bank house 8th floor, Haile Selassie Avenue, Nairobi. The Centre offers a neutral venue for the conduct of international and domestic arbitration, and institutional support to the arbitral process.

(b) Mandate

The Centre is mandated to carry out the following functions:

- a) Promote, facilitate and encourage the conduct of international commercial arbitration in accordance with this Act;
- b) Administer domestic and international arbitrations as well as alternative dispute resolution techniques under its auspices;
- c) Ensure that arbitration is reserved as the dispute 'resolution process of choice';
- d) Develop rules encompassing conciliation and mediation processes;
- e) Organize international conferences, seminars and training programs for arbitrators and scholars;
- f) Coordinate and facilitate, in collaboration with other lead agencies and non-State actors, the formulation of national policies, laws and plans of action on alternative dispute resolution and facilitate their implementation, enforcement, continuous review, monitoring and evaluation;
- g) Maintain proactive co-operation with other regional and international institutions in areas relevant to achieving the Centre's objectives;
- h) in collaboration with other public and private agencies, facilitate, conduct, promote and coordinate research and dissemination of findings on data on arbitration and serve as repository of such data;
- i) Establish a comprehensive library specializing in arbitration and alternative dispute resolution;

Nairobi Centre for International Arbitration
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j) Provide ad hoc arbitration by facilitating the parties with necessary technical and administrative assistance at the behest of the parties;

k) Provide advice and assistance for the enforcement and translation of arbitral awards;

l) Provide procedural and technical advice to disputants;

m) Provide training and accreditation for mediators and arbitrators;

n) Educate the public on arbitration as well as other alternative dispute resolution mechanisms;

o) Enter into strategic agreements with other regional and international bodies for purposes of securing technical assistance to enable the Centre to achieve its objectives;

p) Provide facilities for hearing, transcription and other technological services; and

q) Manage and apply the Fund In accordance with the provisions of this Act; and

r) Perform such other functions as may be conferred on it by this Act or any other written law.

Vision

"The Premier Centre of Choice for Alternative Dispute Resolution".

Mission

"To be recognized as a Centre for International Commercial Arbitration and Alternative Dispute Resolution through provision of quality and innovative processes".

Core Values

Fairness and Impartiality; Confidentiality; Integrity; and Efficiency and Effectiveness.

The Centre's day-to-day management is under the following key organs:

i. Board of Directors

The Board of Directors is composed of professionals. The Directors are accomplished practitioners with multiple skills that assure the proper functioning and administration of the Centre. They are as listed in table 1 below:

Table 1: Board of Directors

No.	Designation	Name
1.	Chairperson	Jacqueline Oyuyo Githinji
2.	Member	Samuel Mbirini Nderitu
3.	Member	Aisha Abdallah
4.	Member	Kanunu Mutea
5.	Member	Linnet Vitisia
6.	Member	Kanini Nthiga
7.	Member	Judith Omange
8.	Member	Laura Lusiji
9.	*Secretary	Lawrence N. Muiruri
10.	**Secretary	Dr. Henry Murigi, PhD

* Lawrence. N. Muiruri – former Registrar/CEO term ended 31st January 2025*

Dr. Henry Murigi, PhD – Current Registrar/CEO term started on 25th February 2025

ii. Accounting Officer/ Chief Executive Officer

The Accounting Officer of the Centre is Dr. Henry Murigi, PhD who is the Registrar and Chief Executive Officer effective from 25th February 2025.

iii. Management Team

Daily management of NCIAC is tasked to the Registrar/CEO and a team of professionals who head various departments at the Centre. They are as listed in table 2 below:

Table 2: Management Team

**Nairobi Centre for International Arbitration
Annual Report and Financial Statements for the year ended June 30, 2025.**

No.	Designation	Name
1.	*Registrar/CEO	Lawrence. N. Muiruri
2.	** Registrar/CEO	Dr. Henry Murigi, PhD.
2.	Manager Case Management	Joy Maina.
3.	Manager Business Development	Millicent Shitakha.
4.	Manager Corporate Support Services	Timothy Kambuni

* Lawrence. N. Muiruri –former Registrar/CEO term ended 31st January 2025*

Dr. Henry Murigi, PhD – Current Registrar/CEO term started on 25th February 2025

(d) Fiduciary Management

The key management personnel who held office during the financial year ended 30th June 2025 and who had direct fiduciary responsibility were:

Table 3: Fiduciary Management

No.	Designation	Name
1.	**Registrar/ CEO	Lawrence N. Muiruri
2.	**Registrar/ CEO	Dr. Henry Murigi, PhD.
3.	Manager Case Management	Joy Maina
4.	Manager Business Development	Millicent Shitakha
5.	Manager Corporate Support Services	Timothy Kambuni
6.	Principal HR & Officer	Judy Agala
7.	Principal Communication & marketing Officer	David Wambua
8.	Principal Supply Chain Management Officer	Anne Kago
9.	Principal Internal Auditor	Francis Ngure
10.	Senior Finance/Accounts Officer	Moses Owili
11.	Senior ICT Officer	Mercy Wambua
12.	Senior Corporate Strategy Officer	Dominic Khamala
13.	Senior Capacity Building Officer	Martin Buya
13.	Senior Case Counsel	Godliphias Barasa
		Dickson Khisa

(e) Fiduciary Oversight Arrangements

In discharging of its mandate, the Centre under the leadership of the Registrar/CEO establishes such committees as are necessary for the performance of its duties. In the 2024-2025 financial year the following committees were constituted to undertake specific functions as indicated below:

i. Public Finance Management Standing Committee

This committee was formed pursuant to the Public Finance Management (PFM) Act 2012 and the Public Finance Management (PFM) Regulations 2015 and Office of the President Circular No. OP/CAB. 6/1A of 13 September 2023. Its mandate is to ensure that there is prioritization on resources allocated to the centre, smooth implementation of the entity's mission, strategy, goals, risk policy plans and objectives. In FY 2024/25 the membership of this committee was as indicated below:

Table 4: *Public Finance Management Standing Committee*

No.	Designation	Name
1	Chairperson	Timothy Kambuni
2	Co-Chairperson	Millicent Shitakha
3	Secretary	Moses Owili
4	Member	Joy Maina
5	Member	David Wambua
6	Member	Judith Agala
7	Member	Francis Ngure
8	Member	Anne Kago
9	Member	Dominic Khamala
10	Member	Oscar Gathura
11	Member	Mercy Wambua
12	Member	Martin Buya

ii. Strategic Planning Implementation Committee

This committee was established to develop the Centre's annual work plan, oversee implementation of the strategic plan and report quarterly to the Board on the progress of the strategic plan implementation. During the financial year ended 30th June 2025 the following were the members of this committee:

Table 5. Strategic Planning Implementation Committee

No.	Designation	Name
1	Chairperson	Millicent Shitakha
2	Secretary	Martin Buya
3	Member	Timothy Kambuni
4	Member	Joy Maina
5	Member	Moses Owili
6	Member	David Wambua
7	Member	Judith Agala
8	Member	Francis Ngure
9	Member	Anne Kago
10	Member	Dominic Khamala
11	Member	Oscar Gathura
12	Member	Mercy Wambua
13	Secretariat	Joshua Juma

iii. Performance Contracting Committee

This committee was established to prepare, periodically monitor and report to the Board on the implementation of the 2024/2025 Centre's Performance Contract. During the financial year ended 30th June 2025 the following were the members of this committee:

**Nairobi Centre for International Arbitration
Annual Report and Financial Statements for the year ended June 30, 2025.**

Table 6: Performance Contracting Committee

No.	Designation	Name
1	Chairperson	Millificent Shitakha
2	Secretary	Joshua Juma
3	Member	Timothy Kambuni
4	Member	Joy Maina
5	Member	Moses Owili
6	Member	David Wambua
7	Member	Judith Agala
8	Member	Francis Ngure
9	Member	Anne Kago
10	Member	Dominic Khamala
11	Member	Oscar Gathura

iv. Public Complaints Committee

This committee was established in accordance with the Commission on Administrative Justice Act 2011 with the mandate to promote the sensitization of staff and other stakeholders on complaints handling; receive, process and oversee the resolution of complaints; coordinate complaints handling activities in the organization; and ensure compliance with the guidelines of the Commission on resolution of public complaints, as may be issued from time to time. During the financial year ended 30th June 2025 the following were the members of this committee:

Table 7: Public Complaints Committee

No.	Designation	Name
1	Chairperson	David Wambua
2	Secretary	Sarah Mutheu
3	Member	Judith Agala
4	Member	Buya Martin
5	Member	Anne Kago
6	Member	Oscar Gathura

**Nairobi Centre for International Arbitration
Annual Report and Financial Statements for the year ended June 30, 2025.**

v. Environmental Social Governance Committee

This committee was established with the mandate to define the Centre's corporate environmental and social obligations as a responsible citizen and oversee its conduct in the context of those obligations; develop and recommend for acceptance by the board policies on all key areas of Environmental, Social and Governance; develop and support the activities necessary to convert Environmental, Social and Governance policies into an effective plan for implementation across the Centre and to agree a programme of specific Corporate Social Responsibility activities; and ensure that appropriate communications policies are in place and working effectively to build and protect the Centre's reputation both internally and externally. During the financial period ended on 30th June 2025 the following were the members of this committee:

Table 8:Environmental Social Governance Committee

No.	Designation	Name
1	Chairperson	David Wambua
2	Secretary	Sarah Mutheu
3	Member	Moses Owili
4	Member	Mary Machani
5	Member	Anne Kago
6	Member	Godwin Radiro
7	Member	Michael Maloba

vi. Human Resources Advisory Committee.

This committee was established under Section 2.14.1 of the NCIA Human Resource Policies and Procedures Manual to advise the Registrar/CEO on issues relating to human resource management and development. During the financial period ended on 30th June 2025 the following were the members of this committee:

**Nairobi Centre for International Arbitration
Annual Report and Financial Statements for the year ended June 30, 2025.**

Table 9: Human Resources Advisory Committee.

No.	Designation	Name
1	Chairperson	Timothy Kambuni
2	Secretary	Judith Agala
3	Co- Secretary	Mary Machani
4	Member	Joy Maina
5	Member	Milicent Shitakha
6	Member	Moses Owili
7	Member	Anne Kago
8	Member	Dominic Khamala
9	Member	Martin Buya

vii. Risk Management Committee.

This committee was established in accordance with Section 2.2.3 of the Risk Management Policy. The Committee provides oversight and direction to the risk management processes within the Centre and makes its reports and recommendations to the Board through the Board's Audit, Risk and Governance Committee. During the financial period ended on 30th June 2025 the following were the members of this committee:

Table 10: Risk Management Committee.

No.	Designation	Name
1	Chairperson	Dr. Henry Muriqi, PhD
2	Co- Chairperson	Timothy Kambuni
3	Secretary	Francis Ngure
4	Member	Joy Maina
5	Member	Milicent Shitakha
6	Member	Moses Owili
7	Member	David Wambua
8	Member	Judith Agala
9	Member	Martin Buya
10	Member	Anne Kago
11	Member	Dominic Khamala

Nairobi Centre for International Arbitration
Annual Report and Financial Statements for the year ended June 30, 2025.

12	Member	Oscar Gathura
13	*Secretariat	Eric Kipsaat
*Erick Kipsaat – Left the centre on 30 th September 2024		

viii. Ethics and Integrity Committee.

This committee was established to steer and coordinate corruption prevention efforts in the Centre. During the financial period ended on 30th June 2025 the following were the members of this committee:

Table 11: Ethics and Integrity Committee.

No.	Designation	Name
1	Chairperson	Dr. Henry Murigi, PhD.
2	Co- Chairperson	Timothy Kambuni
3	Secretary	Francis Ngure
4	Member	Joy Maina
5	Member	Millicent Shitakha
6	Member	David Wambua
7	Member	Judith Agala
8	Member	Anne Kago
9	Member	Dominic Khamala
10	Secretariat	Eric Kipsaat

ix. ICT Steering Committee.

This committee was established pursuant to Section 6 of the ICTA Governance Standard to ensure that NCIA derives value from its Information Technology investment, assist to define the IT mission and goals aligned with the strategic direction of NCIA; authorize and direct the development of the services and operation plans. During the financial period ended on 30th June 2025 the following were the members of this committee:

Table 12: ICT Steering Committee.

No.	Designation	Name
1	Chairperson	Dr. Henry Murigi, PhD.
2	Co- Chairperson	Timothy Kambuni
3	Secretary	Dominic Khamala
4	Member	Joy Maina

**Nairobi Centre for International Arbitration
Annual Report and Financial Statements for the year ended June 30, 2025.**

5	Member	Millicent Shitakha
6	Member	Moses Owili
7	Member	David Wambua
8	Member	Judith Agala
9	Member	Anne Kago
10	Secretariat	Michael Maloba

x. Productivity Mainstreaming Committee.

Table 13: Productivity Mainstreaming Committee.

No.	Designation	Name
1	Chairperson	Timothy Kambuni
2	Secretary	Judith Agala
3	Member	Joy Maina
4	Member	Millicent Shitakha
5	Member	Sarah Mutheu
6	Member	Moses Owili
7	Member	Anne Kago
8	Member	Dominic Khamala
9	Member	Michael Maloba
10	Secretariat	Victor Oketch

xi. Assets and Liability Management Committee.

This committee was established pursuant to Public Finance Management (National Government) Act 2012, the Public Finance Management (National Government) Regulations 2015 and National Treasury and Planning on assets and liabilities management guidelines.

Table 14: Assets and Liability Management Committee.

No.	Designation	Name
1	Chairperson	Timothy Kambuni
2	Co- Chairperson	Judith Agala
3	Secretary	Mercy Wambua

**Nairobi Centre for International Arbitration
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4	Member	Moses Owili
5	Member	Oscar Gathura
6	Member	Francis Ngure
7	Member	Anne Kago
8	Member	Dominic Khamala

xii. National Cohesion and Values Committee

This committee was established to spearhead the implementation of National Cohesion and Values pursuant to article 10(2).

Table 15: National Cohesion and Values Committee

No.	Designation	Name
1	Chairperson	Judith Agala
2	Secretary	Martin Buya
3	Member	Moses Owili
4	Member	Oscar Gathura
5	Member	Eric Kipsaat
6	Member	Joshua Juma

**Nairobi Centre for International Arbitration
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Key Entity Information and Management (continued)

(a) Entity Headquarters

Nairobi Centre for International Arbitration
8th Floor, Co-operative Bank Building
Haile Selassie Avenue
Nairobi, Kenya

(b) Entity Contacts

Nairobi Centre for International Arbitration
P.O. Box 548-00200
Nairobi, Kenya
Office Telephone: (254) 2224029/2240377
Office Mobile: (254) 771293055
E-mail: info@ncia.or.ke
Website: www.ncia.or.ke

(c) Entity Bankers

KCB Group Limited
Kenyatta International Convention Centre Branch
P. O. Box 48400-00100
Nairobi, Kenya

(d) Independent Auditor

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

(e) Principal Legal Adviser

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

**Nairobi Centre for International Arbitration
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3. The Profiles of the NCIA's Board of Directors

Ref	Directors	Details
1.	Jacqueline Oyuyo Githinji Chairperson 	<p>Ms. Jacqueline Oyuyo Githinji (DoB: 16/10/1975) is the Managing Partner at Umsizi LLP and has gained considerable experience in a broad range of commercial and family matters in her close to 20 years of practice.</p> <p>Kenya's third female Chartered Arbitrator, she is a Fellow of the Chartered Institute of Arbitrators and a Certified and Court-Accredited Mediator and holds an MBA in Global Technology Management. Jacqueline serves as Non-Executive Director on various Boards, notably the Nairobi Centre for International Arbitration (NCIA).</p>
2.	Ms. Kananu Mutea Member 	<p>Ms. Kananu Mutea (DoB: 09/02/1982) is the Head of Dispute Resolution at Gikera & Vadgama Advocates, with experience in arbitration and mediation. She has work experience at top tier firms in London and Nairobi.</p> <p>She is an active member of the Chartered Institute of Arbitrators, Kenya Branch and the Law Society of Kenya, Nairobi Branch by virtue of her extensive technical expertise in dispute resolution. Through her participation she has delivered demonstrable output in improvement of policy and Legislation.</p> <p>Ms Mutea holds an LLB from Nagpur University, India. She is an alumnus of The</p>

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<p>3.</p> <p>Mr. Samuel Mbiriri Nderitu Member</p>		<p>Kenya High School, has trained in leadership and mediation from Strathmore Business School and is certified as an arbitrator, as a member of the Chartered Institute of Arbitrators, Kenya Branch.</p> <p>Mr. Samuel Nderitu (DoB: 03/02/1979) is an advocate in the Kenyan Bar and holds a Diploma in International Commercial Arbitration and Domestic Arbitration from CIArb London, among other qualifications. He is a highly skilled and experienced litigator and ADR practitioner as arbitrator, mediator, party representative in both arbitration and mediation.</p> <p>He is a Fellow of the Chartered Institute of Arbitrators, CIArb, London, Fellow of the Malaysian Institute of Arbitrators (FMIArb) and a fellow of the Arbitrators' and Mediators Institute of New Zealand (FAMINZ). He is the immediate past Chair of CIArb (Kenya Branch), a Director of the National Committee, International Chamber of Commerce (ICC), Kenya, an accredited Mediator by CIArb and the Mediation Accreditation Committee (MAC) of the Judiciary, Kenya.</p>
<p>4.</p> <p>Hon. Lady Justice Judith Omange Member</p>		<p>Hon. Judith Omange (DoB: 04/07/1973) is a Judge of the Environment and Land Court.</p> <p>She is a law graduate from the University of Nairobi with training on Judicial</p>

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<p>5.</p> <p>Ms. Aisha Abdallah Member</p> 	<p>Ms. Aisha Abdallah (DoB: 19/07/1975) heads the Disputes Resolution department at Anjarwalla & Khanna. Her practice focuses on commercial litigation, with a particular emphasis on fraud, economic crime and disputes over land, the environment, and natural resources. Aisha is dual qualified as an Advocate of the High Court of Kenya and Solicitor of England and Wales. She was appointed to the MARC Court in 2017. She is also a member of the Africa Users Group for the Singapore International Arbitration Centre, member of International Association for Defence Counsel, African Arbitration Association and Delos Dispute Resolution Board of Advisors.</p>
<p>6.</p> <p>Ms. Linnet Vitisia Member</p> 	<p>Ms. Linnet Vitisia (DoB: 08/12/1971) is a Deputy Accountant General attached to the Directorate of Public Debt Management</p>

 <p>She has previously served in various capacities as an Accountant at the Ministry of Foreign Affairs and served in the Missions of Brussels and Stockholm. Linnet has thirty (30) years' work experience. She is a qualified accountant, a holder of Master of Business Administration and a recent graduand of the National Defence College of Kenya.</p>	 <p>Ms. Laura Lusiji (DoB: 15/03/1990) is a Director at JMiles & Co., an Advocate of the High Court of Kenya, and a Fellow of the Chartered Institute of Arbitrators, with over seven (7) years' experience in dispute resolution, with particular focus on international arbitration matters.</p>
<p>She has represented clients and sat as Tribunal Secretary in international arbitrations under the auspices of LCIA, DIIFC-LCIA, UNCITRAL ad-hoc arbitrations and FOSFA international rules.</p> <p>She sits on the Law Society of Kenya's Alternative Dispute Resolution Committee (2022 – 2024) and was recently elected to serve as a member of the Law Society of Kenya's taskforce for policy and legal reforms</p>	<p>Office at the National Treasury and Economic Planning. She currently heads the Disbursement Unit, a position she has held for the last five (5) years.</p>

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8.	Ms. Kanini Nthiga Member	 <p>Ms. Kanini Nthiga (DoB: 29/09/1985) is the alternate to the Hon. Attorney General. She holds LLB (University of Nairobi), Post-graduate Diploma in Law (KSL). She is an advocate of the High Court of Kenya and a Principal State Counsel in the Office of the Attorney General and Department of Justice with over Twelve (12) years' experience in public litigation.</p> <p>She has represented the government in various matters before domestic and regional courts including the East African Court of Justice (EACJ). She was part of the team that represented the Government of Kenya in the annulment proceedings by Cortec Mining Kenya Limited before the International Centre for Settlement of Investment Disputes (ICSID). Currently, she is handling commercial and contractual disputes lodged against the government before arbitral tribunals as well as domestic and regional courts and is involved in various negotiations involving disputes against the government. Before joining NCIA, she served as alternate director to the Hon. Attorney General at the Kenya Medical Research Institute (KEMRI) for a period of three (3) years.</p>
9.	Dr Henry Kinyanjui Murigi, PhD Board Secretary	<p>Dr. Henry Murigi (DoB: 04/07/1982) is an accomplished legal expert and the Chief Executive Officer of the Centre, with over a decade of experience in ADR, mediation, arbitration, and litigation. He has held key</p>

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roles including Principal Prosecution Counsel at ODPP and Partner at Daniel Henry & Company Advocates.

He holds a PhD in International Relations (USIU-A), an MA in Peace and Conflict Studies (Kenyatta University), and a Postgraduate Diploma in Law (KSL). A published author and member of the Chartered Institute of Arbitrators and LSK, Dr. Muriuki is passionate about promoting access to justice and positioning Nairobi as a global arbitration hub. He also mentors youth, serves on boards, and actively supports community initiatives.

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4. The Profiles of NCIA's Accounting Officer and Key Management.

Management	Details
1. Dr Henry Kinyanjui Murigi, PhD Registrar/ CEO	 <p>Dr. Henry Murigi is an accomplished legal expert and the Chief Executive Officer of the Centre, with over a decade of experience in ADR, mediation, arbitration, and litigation. He has held key roles including Principal Prosecution Counsel at ODPP and Partner at Daniel Henry & Company Advocates.</p> <p>He holds a PhD in International Relations (USIU-A), an MA in Peace and Conflict Studies (Kenyatta University), and a Postgraduate Diploma in Law (KSL). A published author and member of the Chartered Institute of Arbitrators and LSK, Dr. Murigi is passionate about promoting access to justice and positioning Nairobi as a global arbitration hub.</p> <p>He also mentors' youth, serves on boards, and actively supports community initiatives.</p>
2. Ms. Joy Maina Manager Case Department	<p>Ms. Joy Maina is the Centre's Manager, Case Management Department. She oversees the</p>

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<p>4.</p> <p>CPA Timothy Mabeta Kambuni Manager Corporate Support</p>	<p>CPA Timothy Mabeta Kambuni, holds a bachelor's degree in actuarial science from the University of Nairobi and a Master of Commerce from Strathmore University. He is a Certified Public</p>	<p>Case Administration Unit, Case Quality Assurance and Advisory Unit, and the Case Records Management Unit.</p> <p>She holds a bachelor's degree in law (LLB) from the University of Nairobi and a post graduate Diploma from Kenya School of Law as well as a master's degree in Energy Law (LLM).</p> <p>She is an advocate of the High Court of Kenya with more than ten (10) years post admission experience.</p>
		<p>Ms. Millicent Shitakha is the Manager Business Development Department at NCIA. She oversees the Corporate Strategy Unit, the Capacity Building Unit, the Communication and Marketing Unit and the Client Relations Unit.</p> <p>She holds a Bachelor of Arts in Economics and an MBA (Finance) both from the University of Nairobi.</p>



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	<p>Accountant (CPA-K), a Certified Secretary (CS) in addition to holding a Senior Management Course (SMC), Strategic Leadership Development Course (SLDP), and Project Planning and Management certificate from the Kenya School of Government. He is a member of the Institute of Certified Public Accountants of Kenya (ICPAK), Institute of Internal Auditors of Kenya (IIA), and Institute of Certified Secretaries of Kenya.</p>
5	<p>Francis Ngure Head of Internal Audit</p>  <p>Francis Ngure serves as the Principal Internal Audit Officer at NCIA. He holds a Bachelor of Business Management (Finance & Banking) from Moi University and an MBA in Finance from the University of Embu. His academic qualifications are complemented by his memberships in two prestigious professional bodies: the Institute of Certified Public Accountants of Kenya (ICPAK) and the Institute of Internal Auditors of Kenya (IIA).</p>



Jacqueline Oyuyo Githinji
NCIA Board Chairperson

The Nairobi Centre for International Arbitration (NCIA) has made significant progress in the 2024/2025 financial year, aligning its efforts with its strategic objectives of promoting alternative dispute resolution (ADR), digitalizing services, and ensuring organizational growth and sustainability.

During the year, the Centre successfully organized the second edition of the Nairobi Arbitration Week (NAW) 2025, a flagship event that brought together ADR stakeholders to discuss emerging issues and trends in Arbitration. The Centre also expanded its panel of neutrals by approving empanelment requests and contributed to ADR thought leadership through the publication of the fourth edition of the NCIA Journal and research papers. Our collaborative efforts included hosting webinars and engaging stakeholders in consultations on draft legislation, which included call for comments on the Dispute Resolution Bill 2025 and the Arbitration (Amendment) Bill 2025. Training remained a cornerstone of the Centre's activities, with sessions conducted for arbitrators and mediators, alongside specialized programs in partnership with African German Arbitration Cooperation (AFGAC). The inaugural Domestic Arbitration Moot, held during NAW 2025, further underscored the Centre's commitment to capacity building.

Organizational growth was another highlight, with approval of Human Resources instruments by the Public Service Commission (PSC). This enhances compliance with public

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sector standards and strengthening governance frameworks. Financial management remained robust, with timely submissions of cash flow and procurement plans, including a 30% allocation for Youth, Women, and Persons with Disabilities. The Centre also diversified its funding sources, securing sponsorships for key initiatives and recording a significant growth in own source revenue generation. A zero-fault audit report further attested to the Centre's sound internal controls and risk management practices.

Despite these successes, the Centre faces challenges *inter alia*; the need for sustained funding diversification, the ongoing integration of digital solutions, and the imperative to expand its reach to underserved sectors. Looking ahead, the Centre remains committed to advancing its mission through continued stakeholder engagement, innovation in service delivery, and the consolidation of its position as a leader in international commercial arbitration and ADR. With the unwavering support of the Board, management, staff, and partners, the NCIA is poised for even greater achievements in the coming years.

In closing, the Centre expresses its profound gratitude to all stakeholders for their dedication and collaboration, which have been instrumental in its success. Together, we will continue to drive excellence in dispute resolution and uphold the highest standards of governance and service.



Jacqueline Oyuyo Githinji

CHAIRPERSON

BOARD OF DIRECTORS, NAIROBI CENTRE FOR INTERNATIONAL ARBITRATION

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5 B. Taarifa ya Mwenyekiti



**Jacqueline Oyuyo Githinji
Mwenyekiti Bodi ya NCIA**

Kituo cha Nairobi Centre for International Arbitration (NCIA) kimepata maendeleo makubwa katika mwaka wa fedha wa 2024/2025, kwa kuoanisha juhud zake na malengo yake ya kimkakati ya kukuza utatuza mbadala wa migogoro (ADR), huduma za kidijitali, na kuhakikisha ukuaji na uendelevu wa shirika.

Katika mwaka huo, Kituo kilifanikiwa kuandaa toleo la pili la Wiki ya Usuluhishi ya Nairobi (NAW) 2025, tukio kuu liliowaleta pamoja wadau wa ADR kujadili masuala ibuka na mielekeo ya Usuluhishi. Kituo pia kilipanua jopo lake la wasioegemea upande wowote kwa kuidhinisha maombi ya huruma na kuchangia uongozi wa mawazo ya ADR kupitia uchapishaji wa toleo la nne la Jarida la NCIA na karatasi za utfitii. Juhudi zetu za ushirikiano zilijumuisha kukaribisha mifumo ya mtandao na kushirikisha washikadau katika mashauriano kuhusu rasimu ya sheria, ambayo ilijumuisha wito wa maoni kuhusu Mswada wa Utatuza wa Migogoro wa 2025 na Mswada wa Usuluhishi (Marekebisho) wa 2025. Mafunzo yalibaki kuwa msingi wa shughuli za Kituo, na vikao viliyofanywa kwa wasuluhishi na wapatanishi, pamoja na programu maalum za Ushirikiano wa Afrika kwa Ushirikiano wa AfrikaAFGAC Mkutano wa kwanza wa Usuluhishi wa Ndani, uliofanayika wakati wa NAW 2025, ulisitiza zaidi dhamira ya Kituo cha kujenga uwemo.

Ukuaji wa shirika ulikuwa kivutio kingine, kwa idhini ya zana za Rasili mali Watu na Tume ya Utumishi wa Umma (PSC). Hii huongeza uzingatiaji wa viwango nya sekta ya umma na kuimarisha mifumo ya utawala. Usimamizi wa fedha uliendelea kuwa thabiti, na mawasilisho ya mtiririko wa fedha na mipango nya ununuza kwa wakati, ikijumuisha mgao wa 30% kwa

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Vijana, Wanawake na Watu Wenyewe Ulemau. Kituo pia kilibadilisha vyano vyake vya ufadhlili, kupata ufadhlili kwa mipango muhimu na kurekodi ukuaji mkubwa katika uzalishaji wa mapato ya vyano vyake. Ripoti ya ukaguzi isijo na makosa ilithibitisha zaidi udhibiti bora wa ndani wa Kituo na mbinu za udhibiti wa hatari.

Pamoja na mafanikio hayo, Kituo kinakabiliwa na changamoto pamoja na mambo mengine; hitajji la mseto endelevu wa ufadhlili, ujumuishaji unaoendelea wa suluhihso za kidjitali, na umuhimu wa kupanua ufkiaji wake kwa sekta ambazo hazijahudumiwa. Tukiangalia mbeleni, Kituo kinasalia na nia ya kuendeleza dhamira yake kwa kuendelea kuwashirikisha washikadau, uvumbuzi katika utoaji wa huduma, na uimarishaji wa nafasi yake kama kiongozi katika usuluhishi wa kibiasahara wa kimataifa na ADR. Kwa usaidizi usiroyumba wa Bodi, wasimamizi, wafanyakazi, na washirika, NCIA iko tayari kupata mafanikio makubwa zaidi katika miaka ijayo.

Kwa kumalizia, Kituo kinatoa shukrani zake za dhati kwa wadau wote kwa kujitolea na ushirikiano wao, ambao umekuwa muhimu katika mafanikio yake. Kwa pamoja, tutaendelea kuendeleza ubora katika utatuza wa migogoro na kuzingatia viwango vyya juu zaidi vya utawala na huduma.



**Jacqueline Oyuyo Githinji
Mwenyekiti Bodi ya Wakurugenzi wa NCIA**

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6 A. Report of the Chief Executive Officer



**Dr. Henry Muriuki PhD
REGISTRAR/CEO**

The Nairobi Centre for International Arbitration (NCIA) is honoured to present the 2024/2025 Annual Report and Financial Statements, prepared in accordance with Section 20 of the NCIA Act, 2013. These documents reflect the Centre's unwavering commitment to advancing international commercial arbitration and alternative dispute resolution (ADR) mechanisms, aligning with its strategic goals of promoting ADR services, digitalizing processes, and ensuring organizational growth and sustainability.

****Promotion and Administration of Alternative Dispute Resolution Services****

Under this strategic pillar of, the Centre has made significant strides. It successfully organized the second edition of the Nairobi Arbitration Week (NAW) 2025 from March 17th to 21st, 2025, and approved four requests for empanelment on its panel of neutrals.

The Centre also published the fourth edition of the NCIA Journal series and three research papers on ADR. Collaborative efforts with stakeholders included hosting three webinars to deepen the use of ADR in dispute resolution. Additionally, the Centre conducted a call for comments on draft bills under Sessional Paper No. 4 of 2024, which included the Dispute Resolution Bill 2025, the Arbitration (Amendment) Bill 2025, and the Construction Payments Adjudication Bill 2025.

Training initiatives were robust, with the ratification of the annual ADR training calendar with the Centre undertaking 14 training sessions for arbitrators and mediators, which attracted 201 participants. Two ad hoc training sessions were also held in partnership with the African

Additionally, the Centre hosted the first Domestic Arbitration Moot from March 19th to 21st, 2025, as part of the Nairobi Arbitration Week 2025 side event, drawing 109 participants from 14 local universities.

****Digitalization and Automation of Cutting-Edge ADR Services****

In this pillar, the Centre has leveraged technology to enhance its services. It reengineered the transaction workflow for four core services, including online transactions for capacity building, hiring of hearing facilities, case administration, and conference registration fees. Additionally, three core services and four non-core services were digitalized and integrated into the ERP system, streamlining operations and improving efficiency.

****Organizational Growth and Sustainability****

This strategic pillar has seen the Centre optimize its capacity through various initiatives. Human resource development was prioritized, with the implementation of recommendations from the Training Needs Assessment, enabling staff to undertake strategic leadership and management courses. A comprehensive induction program was conducted for the new Registrar/CEO and staff, and placements were facilitated for attaches and interns from the National Industrial Training Authority (NITA), ICTA, and the Public Service Commission (PSC).

During the period under review, the Centre received the approved Human Resources instruments from the Public Service Commission (PSC) for implementation. This approval ensures compliance with policies and guideline thus enhancing the Centre's governance and operational efficiency. It formalizes staff recruitment, retention, performance management, and career development frameworks, aligning NCIA with public sector best practices. This step strengthens institutional capacity, promotes transparency, and supports sustainable growth in delivering world-class arbitration and ADR services.

On sound financial management, the Centre prepared and submitted the FY 2024/2025 cash flow plan and financial statements to relevant authorities including The National Treasury, Office of the Attorney General as the parent ministry, and Office of the Auditor General.

In line with the section 53 of PPR Act 2015, the Centre prepared and uploaded the FY 2024/2025 Consolidated Annual Procurement Plan on the Public Procurement Information

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Portal (PPIP), with 30% procurement budget allocations benefiting Youth, Women, and Persons with Disabilities (PWDs).

On diversification of funding sources, the Centre submitted proposals for sponsorships of the second edition of Nairobi Arbitration Week 2025, capacity-building programs, equipping of the library, and sustainability goals. The Centre also strengthened its corporate governance culture by reinforcing institutional risk and audit management frameworks, achieving zero-fault audit reports through rigorous internal controls and generated Ksh. 10,119,445 A-i-A from the approved revenue stream.

In conclusion, the Centre successfully achieved its performance targets for the FY 2024/2025, demonstrating alignment with its strategic objectives. The Centre extends its sincere appreciation to the Board of Directors, management, staff, and all stakeholders for their unwavering support and dedication. Together, the Centre is well-positioned to advance its mission and achieve greater success in the years ahead.


Dr. Henry Murigi, PhD
REGISTRAR/CEO
NAIROBI CENTRE FOR INTERNATIONAL ARBITRATION

6 B. Ripoti ya Afisa Mkuu Mtendaji



**Daktari. Henry Murigi PhD
Msajili/Mkurugenzi Mtendaji**

Nairobi Centre for International Arbitration(NCIA) yajivunia kuwasilisha Ripoti ya Mwaka na Taarifa za Fedha za 2024/2025, iliyotayarishwa kwa mujibu wa Kifungu cha 20 cha Sheria ya NCIA, 2013. Hati hizi zinaonyesha dhamira isiyoyumba ya Kituo cha kuendeleza taratibu za usuluhishi wa kibashara wa kimataifa na utatuzi mbadala wa migogoro (ADR), ikiwiana na malengo yake ya kimkakati ya ukuaji wa kidijitali, kuendeleza michakato ya ukuaji wa kidijitali na kuendeleza ADR.

Ukuaji na Utawala wa Huduma Mbadala za Utatuzi wa Migogoro

Chini ya nguzo hii ya kimkakati, Kituo kimepiga hatua kubwa. Ilifanikiwa kupanga toleo la pili la Wiki ya Usuluhishi ya Nairobi (NAW) 2025 kuanzia Machi 17 hadi 21, 2025, na kuidhinisha maombi manne ya kufadiliwa kwa jopo lake la wasioegemea upande wowote.

Kituo pia kilichapisha toleo la nne la safu ya Jarida la NCIA na karatasi tatu za utafiti juu ya ADR. Juhudi za ushirikiano na washikadu zilijumuisha kukaribisha mifumo mitatu ya wavuti ili kuimarisha matumizi ya ADR katika utatuzi wa migogoro. Zaidi ya hayo, Kituo kilitoa mwito wa maoni kuhusu rasimu ya miswada chini ya Waraka wa Kikao Na. 4 wa 2024, ambao ulijumuisha Mswada wa Utatuza wa Migogoro wa 2025, Mswada wa Usuluhishi (Marekebisho) wa 2025, na Muswada wa Sheria ya Uamuzi wa Malipo ya Ujenzi wa 2025. Juhudi za mafunzo zilikuwa thabiti, na kuridhiwa kwa kalenda ya mafunzo ya kila mwaka ya ADR huku Kituo kikifanya vipindi 14 vya mafunzo kwa wasuluhishi na wapataniishi, ambawyo vilivutia washiriki 201. Viko viwili vya matunzo ya muda pia vilifanyika kwa ushirikiano na AFGAC, huku majaji na mawakili 87 wakihudhuria. Zaidi ya hayo, Kituo kilianaa Mkutano wa kwanza wa Usuluhishi wa Ndani kuanzia tarehe 19 hadi 21 Machi 2025, kama sehemu ya tukio la upande wa Wiki ya Usuluhishi ya Nairobi 2025, na kuwavutia washiriki 109 kutoka vyuo vikuu 14 vya humu nchini.

Uwekaji Dijitali na Uendeshaji wa Huduma za ADR

Katika nguzo hii, Kituo kimetumia teknolojia kuimarishe huduma zake. Illoresha upya mtiririko wa shughuli za muamala kwa huduma nne za msingi, ikiijmuisha miamala ya mtandaoni kwa ajili ya kujenga uwezo, kukodisha vifaa vyta kusikilizwa, usimamizi wa kesi na ada za usajili wa mkutano. Zaidi ya hayo, huduma tatu za msingi na huduma nne zisizo za msingi ziliwekwa kidjitali na kuunganishwa katika mfumo wa ERP, kurahisisha utendakazi na kuboresha ufanisi.

Ukuaji wa Shirika na Uendelevu

Nguzo hii ya kimkakati imewezesha Kituo hicho kuongeza uwezo wake kupitia mijango mbalimbali. Uendelezaji wa rasilimali watu ulipewa kipaumbele, na utekelezaji wa mapendekazo kutoka kwa Tathmini ya Mahtajii ya Matunzo, kuwezesha wafanyakazi kufanya kozi za uongozi na usimamizi wa kimkakati. Programu ya kina ya utangulizi ilifanywa kwa Msajili/Mtendaji Mkuu Mtendaji mpya na wafanyakazi, na upangaji kazi ultiweseshwa kwa washiriki na wahitimu kutoka NITA, ICTA na PSC.

Katika kipindi kinachoangaziwa, Kituo kilipokea zana zilizoidhinishwa za Rasilimali Watu kutoka Tume ya Utumishi wa Umma (PSC) kwa ajili ya utekelezaji. Uidhinishaji huu unahakikisha utiifu wa sera na miongozo hivyo basi kuimarishe utawala bora na ufanisi wa uendeshaji wa Kituo. Inarasisimisha uajiri wa wafanyakazi, uhifadhi, usimamizi wa utendakazi, na mifumo ya maendeleo ya kazi, ikipatanisha NCIA na mbinu bora za sekta ya umma. Hatua hii inaimarisha uwezo wa kitaasisi, inakuza uwazi, na inasaidia ukuaji endelevu katika kutoa huduma za usuluhishi za kiwango cha kimataifa na ADR.

Kuhusu usimamizi mzuri wa fedha, Kituo kilitayarisha na kuwasilisha mpango wa mtiririko wa fedha wa mwaka 2024/2025 na taarifa za fedha kwa mamlaka husika zikwemo Hazina ya Taifa, Ofisi ya Mwanasheria Mkuu wa Serikali kama wizara mama, na Ofisi ya Mkauguu Mkuu wa Hesabu za Serikali.

Kwa mujibu wa kifungu cha 53 cha Sheria ya PPRA ya mwaka 2015, Kituo kilitayarisha na kupakia Mpango Jumuishi wa Mwaka wa Fedha wa 2024/2025 kwenye PPIP, na mgao wa bajeti ya manunuza ya asilimia 30 ukinuifaisha Vijana, Wanawake na Watu Wenye Ulemau (PWDs).

Kuhusu mseto wa vyando wa ufadhilli, Kituo kiliwasilisha mapendekazo ya ufadhilli wa toleo la pili la Viki ya Usuluhishi ya Nairobi 2025, programu za kujenga uwezo, kuandaa maktaba na malengo endelevu. Kituo pia kilimarishe utamaduni wake wa usimamizi wa shirika kwa kuimarishe mifumo ya usimamizi wa hatari na ukaguzi wa kitaasisi, kufikia ripoti za ukaguzi zisizo na makosa kupitia udhibiti mkali wa ndani na kuzalisha Ksh. 10,119,445 A-i-A kutoka kwa mkondo wa mapato ulioidhinishwa.

Kwa kumalizia, Kituo kilifanikiwa kufikia malengo yake ya utendaji kwa Mwaka wa Fedha wa 2024/2025, na kuonyesha upatanishi na malengo yake ya kimkakati. Kituo kinatoa shukran zake za dhati kwa Bodi ya Wakurugenzi, wasimamizi, wafanyakazi, na wadau wote kwa

usaizidi wao usiroyumba na kujitolea. Kwa pamoa, Kituo kimejipanga vyema kuendeleza dhamira yake na kupata mafanikio makubwa zaidi katika miaka ijayo.

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Daktari. Henry Muriqi, PhD
Msajili/Mkurugenzi Mtendaji

The Centre develops its annual work plan based on the above-mentioned themes. The assessment of the Centre's performance against its annual work plan is reviewed on a quarterly basis, and by the end of the period under review, it had implemented the following key activities based on commitments of FY 2024/2025 approved workplan as shown in table 17 bellow.

Table 17: Assessment of performance against annual work plan

Strategic Theme	Objective	KPIs	Activities	Achievements
Promotion and Administration of Alternative Dispute Resolution Services	To increase access to credible and reliable ADR services	ADR Policy monitoring and evaluation framework	Advocate for adoption of a National ADR Policy	Invited submissions of comments on proposed Bills under Sessional Paper No. 4 of 2024. Proposing amendments to the Arbitration Act 2025, Construction Payments Adjudication Bill 2025 and the Dispute Resolution Bill 2025).
Fasttrack approval of the revised NCIA Adjudication Rules 2025	Adapt and deliver additional ADR services	Reviewed the NCIA Arbitration Rules 2015(Revised 2019) vide the NCIA Arbitration (Amendment) Rule 2024. The Amendment Rules were considered by the LRA committee and forwarded to the Office of the Attorney General for approval on 24th October 2024.	Thirteen (13) new requests were registered, fifty-six	Receive and Process requests for registration of
ADR dispute administered				

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Strategic Theme	Objective	KPIs	Activities	Achievements
Updated Database of ADR practitioners	Process Accreditation of qualified neutrals	Design and implement Training Curricula	Conducted fourteen (14) trainings in mediation and arbitration. The trainings attracted a total of (201) participants. Developed NCIA capacity building training policies and reviewed the training fees.	claims under four (4) ADR Mechanisms (56) were claims ongoing from previous years, and four (4) claims were finalized and closed.
Expanded institutionalize d use of ADR within Public Sector	Develop panel standards and Code of Conduct for conciliation and adjudication	Developed Panel Standards and Codes of Conduct for Adjudicators and Conciliators.	Partnered with the CIArb-K to host the Nairobi arbitration week 2025.	Five (5) requests were received, four (4) were approved, while only one (1) under mediation was declined.
Negotiate new and actualize existing MOUs	Transform ADR practice from silbed to collaborative	Partnered with Hamburg chamber of commerce in an AfGAC framework and trained 87 judges and senior lawyers.	Partnered with the CIArb-K to host the Nairobi arbitration week 2025.	claims under four (4) ADR Mechanisms (56) were claims ongoing from previous years, and four (4) claims were finalized and closed.

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Strategic Theme	Objective	KPIs	Activities	Achievements
To enhance leadership in international arbitration and ADR in Kenya	Research papers undertaken and published	Initiate and promote research in ADR emerging areas and trends	Published three research papers with the following titles: - <i>Mediation Ecosystem in Kenya: Current Trends and Future Prospects</i> , published. - <i>Arbitration Unpacked: Weighing into Time, Cost and Quality</i> , published - <i>Analysis of Ere Building System</i> , published.	Hosted a breakfast meeting in partnership with Women in ADR on together with other 45 participants focusing on Securing the participation of Women in International Dispute Resolution
To enhance institutional visibility and	Colloquial events, Seminars,	Network and select participation in	Presented during the 62nd annual session of the	Hosted Webinar in partnership with LSK Coast Region titled: Drafting an effective Dispute Resolution Clause'.

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Strategic Theme	Objective	KPIs	Activities	Achievements
uptake of NCIAs services	Workshops, conferences on topical ADR issues	local, regional, and international ADR events	attended, presented and moderated.	Asian African Legal and Consultative organization (AALCO): held in Bangkok, Thailand
Digitalization and Automation of ADR Services	To deploy cutting-edge digital enabled arbitration and ADR service transformation	Operational digital and service programs implemented, integrated and maintained	Participated in ICCA and the Kigali International Arbitration Centre (KIAC) conference held at the Kigali Convention Centre Rwanda.	Presented at the East Africa International Arbitration Conference (EAIAAC), in Addis Ababa.
Organizational growth and sustainability	To optimize capacity for growth and sustainability	Strengthen Human resources of Training Needs Assessment.	Created awareness on centre services and engaged stakeholders in thirteen (13) countries.	Re-engineered transaction workflow of four (4) core services.

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Strategic Theme	Objective	KPIs	Activities	Achievements
Sound finance administration	Staff entitlement implemented	Undertake replacement of exited staff.	Replaced seven (7) staff who exited service.	
Own source revenue generated	Implement effective planning, monitoring, and reporting	Collect revenue from the four approved revenue streams.	Prepared Financial Statement report and submitted to NT&P.	Developed and implemented annual Budget estimates, developed Cash flow plan report and submitted to Office of the Attorney General.
2024/25 FY Performance Contract signed and implemented	Implement the PC 21 st Cycle Guidelines	The PC was vetted, signed, and cascaded to delivering units. Implemented and reported on quarterly basis to PSPMU.	Monitored implementation of the Strategic Plan through the quarterly work plan progress reports.	

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Strategic Theme	Objective	KPIs	Activities	Achievements
To Good corporate governance culture	Sound Supply Chain management	Publish procurement proceedings on the Centre's website and in Public Procurement Information Portal	Implemented affirmative action by awarding Kshs. 11,023,265.16 to special groups (AGPO).	Prepared and uploaded Annual Procurement Plan.
	Institutional risk and audit management framework.	Carry out risk based Internal Controls and Processes reviews.	Allocated Kshs. 26,683,398.16 Buy Kenya Build Kenya internal controls and audit reviews conducted on the following: <ul style="list-style-type: none"> – Monthly Bank reconciliation process. – Payroll and benefits reviews. – Review of tenders and quotations. 	

8. Corporate Governance Statement

The Board is committed to ensuring that the Centre's obligations, roles and responsibilities to its various stakeholders are fulfilled through its corporate governance practices. The Members and Management undertake to perform their duties with impartiality, honesty, transparency, accountability, professionalism,

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integrity, care and due diligence. They are dedicated to act in good faith and in the best interests of the public. The Board is also committed to ensuring that the Centre complies with all applicable laws and statutes.

i. The NCIA Board

The Board is established under Section 6 of the NCIA Act No. 26 of 2013 and comprise of a non-executive Chairperson appointed by the President on the recommendation of the Cabinet Secretary; the Attorney General or his representative; the Principal Secretary in the ministry for the time being responsible for matters relating to finance or his representative; Chief Registrar of the High Court or his representative; three members, not being public officers, nominated by domestic arbitration bodies within the East African region, appointed by the Cabinet Secretary; One person each nominated by the following bodies: the Kenya National Chamber of Commerce & Industry, the Law Society of Kenya, the Kenya Association of Manufacturers and the Chartered Institute of Arbitrations Kenya Branch. The Registrar/CEO is an ex-officio Member and Secretary of the Board.

a) The Role of the Board

Members of the Board are responsible for the overall management of the Centre. In addition, the Members are responsible for drawing up strategies for the long-term success of the Centre as well as carrying out the fiduciary duty of monitoring and overseeing the activities of the Management. To actualize the aforementioned, the Board Members meet regularly to make determinations/decisions. The Board provides the Strategic direction of the Centre and overseeing the Centre's compliance with statutory and regulatory obligations. The Chairperson is primarily responsible for providing leadership to the Board including Chairing of Board meetings. The Chairperson also ensures that the Board is supplied with timely and sufficient information to enable it to discharge its duties effectively. The Registrar/Chief Executive Officer is the Board Secretary.

b) Board Charter

The Board Charter is a commitment by the Directors to discharge the Mandate of the Centre. It outlines the rules that guide them and does not in any way purport to

ii. Committees of the Board

The Board has four (4) standing Committees established with formal written terms of reference and which observe the same rules of conduct and procedure as the full Board. These Committees are as follows:

a) Business Development Committee

The Committee's responsibilities are as follows:

- a. Advice the Board on the Centre's proposal for strategies on corporate marketing, communication and capacity development.
- b. Review the Centre's proposal for corporate image building and branding and make recommendations to the Board as necessary.
- c. Review the Centre's proposal for collaboration and cooperation frameworks and make recommendations to the Board as necessary.
- d. Advice the Board on resource mobilization strategies for funded projects and programmes for marketing and capacity development.
- e. Advice the Board on the Centre's proposal for training policy, recognition and accreditation of training programs and service providers.
- f. Advice the Board on the Centre's proposal for communication policy, protocols and guidelines on handling client information and feedback and complaints mechanism.
- g. Review the Annual work plans and performance of the Business Development Department make appropriate recommendations to the Board and ensure action points identified are implemented.
- h. Establish the content and process for the development of the five-year Strategic Plan providing for the full participation of members of the Board.
- i. Report to the Board on a regular basis on the committee's activities.

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j. Perform any such other function as the Board may from time to time assign to the Committee.

The membership of the Committee in 2024/2025 was as follows:

Table 18:Business Development Committee

IS/No.	Designation	Director
1.	Chairperson	Kanunu Muteba
2.	Member	Kanini Nthiga
3.	Member	Hon. Judith Omange
4.	Member	Linnet Vitisia
5.	Secretary	Millicent Shitakha

b) Legislative Review and Accreditation Committee

The Committee's responsibilities are as follows:

- a. Review rules, procedures and guidelines for conduct of Alternative Dispute Resolution processes under the auspices of the Centre and make recommendations to the Board as necessary.
- b. Advise and recommend strategies to the Board to ensure Alternative Dispute Resolution processes adopted by the Centre are responsive to global trends and developments.
- c. Review criteria and procedure for accreditation and removal of practitioners listed on the Centre's panel and make recommendations to the Board as necessary.
- d. Exercise general oversight on processes for accreditation and removal of practitioners listed on the Centre's panel and recommend to the Board a framework for monitoring and evaluation.
- e. Review and advise the Board on the Centre's proposal for recognition of institutions for purposes of equivalence accreditation of practitioners to the Centre's list.
- f. Review standards and code of Conduct for practitioners appointed to undertake the role of neutrals or representatives of parties in disputes referred for resolution under the rules of the Centre and make recommendations to the Board as necessary.

g. Review and advise the Board on proposals for formulation, implementation, and enforcement, continuous review of a National Policy, laws and plans of action on

Alternative Dispute Resolution.

h. Review the Annual work plans and performance of the Case Management Department make appropriate recommendations to the Board and ensure action points identified are implemented.

i. Report to the Board on a regular basis on the committee's activities.

j. Perform any such other function as the Board may from time to time assign to the Committee.

The membership of the Committee in 2024/2025 was as follows:

Table:19 Legislative Review and Accreditation Committee

S/No.	Designation	Director
1.	Chairperson	Ms. Aisha Abdallah
2.	Member	Ms. Kananu Mutea
3.	Member	Mr. Samuel Mbiriri Nderitu
4.	Member	Ms. Laura Lusiji
5.	Secretary	Joy Maina

c) Finance and Administration Committee

The Committee's responsibilities are as follows:

- a) Review the Centre's proposal for Annual Estimates of revenue and expenditure and make recommendations to the Board.
- b) Review the Annual Financial Statements for the Centre and make recommendations to the Board as necessary.
- c) Review on a quarterly basis the period management accounts of the Centre and make any necessary recommendations to Board.

d) Ensure that the books and records of accounts and income of the Centre are maintained, and the expenditure and assets of the Centre are prudently managed and properly recorded.

e) Review and advise the Board on the Annual plans for procurement of goods, works and services and disposal of assets by the Centre in accordance with the Public Procurement and Disposal laws and regulations.

f) Advise the Board in relation to the Centre's policies, procedures, guidelines, manuals and other process for internal management of affairs and staff of the Centre.

g) Advise the Board in relation to Board affairs and welfare.

h) Review the Annual work plans and performance of the Corporate Support Services Department make appropriate recommendations to the Board and ensure action points identified are implemented.

i) Liasise with other Committees of Board as may be required and where appropriate advise Board, the Audit, Risk and Governance Committee and other Committees of the Centre as appropriate.

j) Report to the Board on a regular basis on the committee's activities.

k) Perform any such other function as the Board may from time to time assign to the Committee.

The membership of the Committee in 2024/2025 was as follows:

d) Audit, Risk and Governance Committee

The Committee's responsibilities are as follows:

Table 20:Finance and Administration Committee

S/No.	Designation	Director
1.	Chairperson	Mr. Samuel Mbiriri Nderitu
2.	Member	Ms. Aisha Abdallah
3.	Member	Ms.Linnet Vitisia
4.	Member	Ms. Laura Lusiji
5.	Secretary	Mr. Timothy Kambuni

- a. Evaluate adequacy of management procedures regarding issues relating to risk management, control and governance and advise the Board as necessary.
- b. Review the internal and external audit findings and recommendations including Public Accounts and Public Investment Committee' recommendations and propose corrective and preventive action where necessary.
- c. Review the systems established to ensure sound public financial management and internal controls, as well as compliance with policies, laws, regulations, procedures, plans, code of conduct and ethics and advise the Board as necessary.
- d. Initiate special audit or investigation on any allegations, concerns and complaints regarding corruption, lack of accountability and transparency in consultation with the Chief Executive Officer.
- e. Review the Annual work plans and performance of the Internal Audit Unit make appropriate recommendations to the Board and ensure action points identified are implemented.
- f. Liaise with other Committees of Board as may be required and where appropriate advise the Board and other Committees of the Centre as appropriate.
- g. Report to the Board on a regular basis on the committee's activities.
- h. Perform any such other function as the Board may from time to time assign to the Committee.

The membership of the Committee in 2024/2025 was as follows:

Table 21: Audit, Risk and Governance Committee

S/No.	Designation	Director
1.	Chairperson	Ms. Linnet Vitilia
2.	Member	Ms. Kanini Nthiga
3.	Member	Hon. Judith Omange
4.	Member	Kanini Nthiga
5.	Secretary	Mr. Francis Ngure

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iii. Board Committee Meetings

During the year 2024/2025 the Board held five (5) regular meetings. There were other meetings during the year as need arose. These included meetings where members were engaged with various stakeholders including the Office of the Attorney General and Department of Justice, the Law Society of Kenya, the Judiciary of Kenya among others. The summary of number of Board and Board Committee meetings held is presented below:

Table 22: Board Committee Meetings

No.	Board / Board Committee	No. of Meetings Held
1.	Regular Board Meeting	5
2.	Audit, Risk and Governance	4
3.	Finance and Administration Committee	5
4.	Legislative Review and Accreditation Committee	3
5.	Business Development Committee	4
6.	Other meetings	20

Board Members Committee Meetings

The summary of attendance of Board and Board Committee meetings by members is presented below:

Table 23: Board Committee Meetings

NAME	DESIGNATION	ARG COMMITTEE	BD COMMITTEE	F&A COMMITTEE	LRA COMMITTEE	OTHER MEETING	REGULAR BOARD
JACQUELINE OYUYO GITHINJI	CHAIRPERSON	-	-	-	-	16	5
AISHA ABDALLAH	MEMBER	-	-	5	2	10	5
JUDITH OMANGE	MEMBER	3	3	-	-	7	4
KANANU MUTEA	MEMBER	-	4	-	2	20	4
KANINI NTHIGA	MEMBER	4	2	-	-	15	5
LAURA LUSIJI	MEMBER	-	-	3	3	11	4
LINNET VITISIA	MEMBER	4	2	5	-	8	3
SAMUEL NDERITU	MEMBER	-	-	5	3	16	5
*LAWRENCE MUIRURI	SECRETARY	-	2	4	-	11	4
**DR. HENRY MURIGI(PhD)	SECRETARY	-	2	1	-	2	1
LILIAN OBUO OKUMU	CO-OPTED MEMBER (SCAC)	-	-	-	-	3	-
MATHEW TUITOEK	CO-OPTED MEMBER (SCAC)	-	-	-	-	2	-
WINFRED NJOROGE	CO-OPTED MEMBER (SCAC)	-	-	-	-	1	1
Grand Total		11	15	23	10	122	41

* Mr. Lawrence Muiruri replaced by Dr. Henry Murigi, PhD **

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iv. Board Training

During the year 2024/2025, the Registrar Dr. Henry Murigi, PhD and three directors, Ms. Karanu Mutea, Mr. Samuel Nderitu and Ms. Laura Lusiji facilitated to attend a SCAC induction that was held between 27th and 29th March 2025 at the Lake Naivasha Resort.

v. Board Performance Results

In the year under review, performance of the board was measured by officers drawn from State Corporation Advisory Committee. The board evaluation exercise was conducted on 8th July 2024. The Board evaluation report was presented to the Board in its meeting of 24th October 2024.

vi. Conflict of Interest

During the year ended 30th June 2025 there was no conflict of interest reported by members of the board in the conduct of their functions. As required, before commencement of each meeting held, every board member was given an opportunity to declare any conflict of interest in the matters for consideration.

vii. Remuneration

Payment of Honoria and allowances to the Chairperson and other allowances to the other members of the Board were made in accordance with Guidelines on Terms and Conditions of Service for State Corporations' Chief Executive Officers, Chairmen and Board Members, Management Staff and unionisable Staff. The total expenses incurred in relation to Board activities was Kshs. 6,692,794.00.

viii. Removal from Office

Section 2 of the Schedule to the NCIA Act 2013 provides for the instances in which a board member, other than an ex-official member would leave office. These instances include the following:

- a) at any time resign from office by notice in writing to the Cabinet Secretary;

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b) be removed from office by the Cabinet Secretary on recommendation of the Board if the member –

- i. has been absent from three consecutive meetings of the Board without its permission;
- ii. is adjudged bankrupt or enters into a composition or scheme of arrangement with his creditors;
- iii. is convicted of a corruption or economic crime or other criminal offence involving dishonesty, fraud or moral turpitude or any other criminal offence under any law punishable with imprisonment that amounts to a felony under the Laws of Kenya;
- iv. is of unsound mind or is incapacitated by prolonged physical or mental illness for a period exceeding six months; or
- v. is otherwise unable or unfit to discharge his functions.

9. Management Discussion and Analysis

The Centre is currently executing its second Strategic Plan, structured around three core pillars: the Promotion and Administration of Alternative Dispute Resolution (ADR) Services; the Digitalization and Automation of Cutting-Edge ADR Services; and Organizational Growth and Sustainability. These pillars underpin the Centre's aspirations and key commitments for FY 2024/25 including digital transformation and service modernization, strengthening ADR practices and thought leadership, case administration and capacity building, environmental sustainability initiatives, and stakeholder engagement to enhance institutional brand visibility.

Digital Transformation and Service Modernization

During the reporting period, NCIA advanced its commitment to integrating ICT solutions to optimize service delivery. Key milestones included the identification and prioritization of five core services for Business Process Reengineering (BPR), notably the Training and Case Administration modules, others included were corporate planning, Human Resources module, Finance module, and Supply Chain Management modules which were all integrated into the ERP gateway and linked to the e-Citizen platform. Additionally, four citizens facing services involving capacity building, hearing room bookings, case administration, and conference registration were reengineered to enable end-to-end virtual transactions, enhancing transparency and efficiency.

Furthermore, eight citizen-facing services were onboarded onto the e-Citizen platform to facilitate seamless access to training applications, panel registrations, hiring of hearing facilities, and conference attendance. By 30 June 2025, 117 transactions had been successfully processed.

Strengthening ADR Practices and Thought Leadership

The Centre entrenched its role in advancing ADR by aligning with government initiatives to improve access to justice. The Centre reviewed and amended the NCIA Arbitration Rules (2015), submitting the revised framework to the Attorney General's office on 24th October 2024. In bid to ensure access to quality ADR services, the Centre increase the pool of enlisted neutrals by approving four new arbitrators and mediators.

To augment thought leadership, NCIA actively participated in high-profile conferences within the auspices of ADR, including the ICCA-KIAC Conference in June 2025 and the AALCO Annual Session held in September 2024. We also published the fourth NCIA Journal and three research papers addressing mediation trends, arbitration efficiency, and legal analysis.

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Lastly our collaborative efforts with the Law Society of Kenya (LSK) and the African German Arbitration Cooperation (AfGAC) yielded training initiative for 87 Judges, advocates, and students of law, alongside a webinar on dispute resolution clauses and a Women in ADR forum.

Case Administration and Capacity Building

Section 5 of the NCIA's establishing Act, mandate the Centre to administer disputes under ADR mechanisms and build capacity for future practitioners. During the period under review, the Centre registered 13 new claims, administered 56 ongoing cases, and finalized four disputes thus releasing over Kshs. 349,262,908 locked in dispute back to circulation.

In our desire to expand access to credible ADR services, the Centre conducted 14 trainings in mediation and arbitration, attracting 201 future practitioners. We also hosted inaugural NCIA Domestic Arbitration Moot in March 2025 and engaged 109 students from 14 local universities. This was geared towards building capacity of students in their quest for future practice.

Brand Visibility and Stakeholder Engagement

The Centre amplified its institutional presence through strategic partnerships and outreach stakeholders. We therefore partnered with CIArb-K to host Nairobi Arbitration Week 2025 under the banner "*Arbitrating in the Age of Sustainability*". The week attracted 270 diverse professionals from within and outside the jurisdiction. Still on this key result area, we embarked on regional awareness campaigns reaching out to stakeholders from 13 counties in a framework dubbed "*county visits*". These engagements embodied counties in North Rift and Western Kenya regions, essential to solidified NCIA's advocacy for adoption of ADR as preferred option for settlement of commercial disputes.

Environmental Sustainability Initiatives

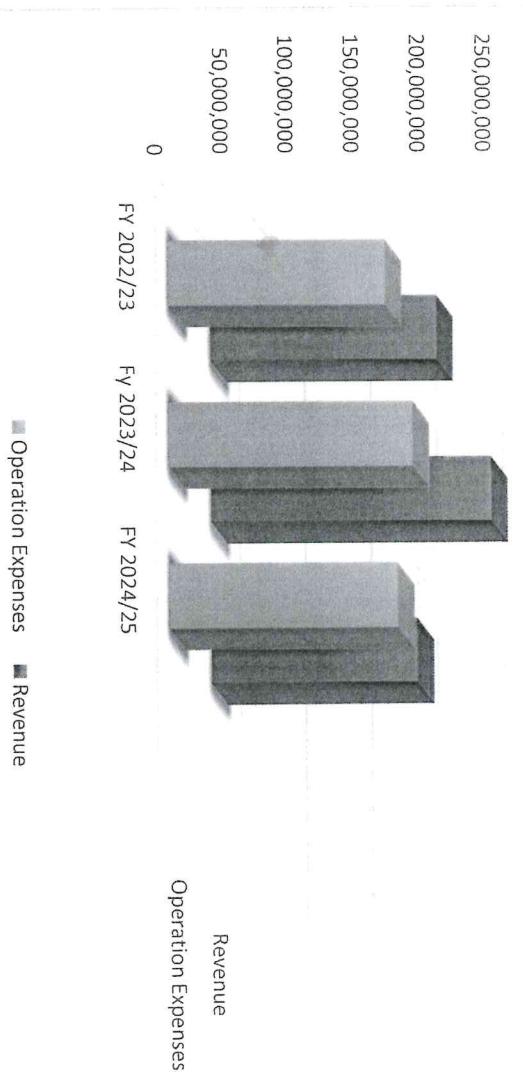
Under green growth conversation, the centre complied with presidential directives on forest cover expansion. As such, we mobilized internal stakeholder and planted 250 trees in Ngong Forest near Kibera and 650 seedlings in Kijabe along Nairobi - Nakuru highway. A subsequent initiative in Kakamega Forest, in partnership with the Kakamega Heritage Foundation, saw 1,000 seedlings planted, with progress reports submitted in January and July 2025.

On the Centre's Financial Performance

The graphs on figure 1 below presents a comparative analysis of revenue over the last three fiscal years. In FY 2022/23, the Centre revenue reached Kshs. 171,988,537, followed by a significant increase to Kshs. 213,062,767 in FY 2023/24. This upward trend could be

attributed to the robust resource mobilization strategy and lobbying through the sector working groups avenues. However, we experienced a drastic drop to Kshs. 156,566,782.00 in FY 2024/2025 due to the austerity measures. This progression reflects consistent growth, demonstrating improved financial performance over year. The data also highlights a positive trajectory, underscoring the organization's ability to enhance revenue generation across the reported periods. The detailed figures are visually represented in the accompanying graph for further clarity and analysis.

Figure 1: NCIA's Revenue and Utilization trend.



Again, the figure 1 above reveals a comparative analysis of operating expenses over the last three years, as illustrated in the accompanying graph. In the fiscal year 2022/23, operating expenses amounted to Kshs. 164,783,943. The following year, FY 2023/24, saw an expanded expenditure to Kshs. 185,387,913.00. However, in FY 2024/25, operating expenses declined to Kshs. 173,555,812.00. This trend highlights consistency in expenditure and can be traced back to fluctuations in exchequer allocation across the observed period.

10. Environmental and Sustainability Reporting

Sustainability is no longer a peripheral concern as it has become central to political decision-making, economic resilience, and long-term societal well-being. Navigating climate change, resource scarcity, and social inequalities requires a coordinated global effort, with countries and institutions integrating international best practices into local development agendas. Governments, institutions, and businesses are increasingly expected to have their operations centred* on integrity, innovation, and inclusive strategies that advance sustainability for current and future generations.

The Centre's through the Board of Directors holds the highest responsibility for these initiatives, including approving policies and ensuring adequate budgetary support for environmental programs. It also provides oversight to guarantee effective policy implementation in accordance with the Centre's CSR framework and executive directives. The Centre remains firmly committed to environmental conservation and sustainability. Through the Environmental Social Governance Committee, the Centre actively participates in ecological protection initiatives, including a structured tree planting program that promotes biodiversity.

The Centre's Environment and Social Governance (ESG) Policy is grounded in the following core principles:

a) Commitment to Environmental Stewardship and Sustainability:

The Centre recognizes that environmental responsibility is an integral part of public service and is committed to positively impacting stakeholders and the wider society by actively promoting sustainable practices.

b) Staff Engagement and Empowerment:

Our staff are well-informed and actively involved in the Centre's environmental and sustainability initiatives. Their participation supports the Centre's strategic goals, enhances organizational reputation, and fosters a sense of ownership, which has contributed towards boosting morale and workplace productivity.

c) Promotion of Corporate Citizenship:

Employees are encouraged to uphold and promote NCIA's image as a socially and environmentally responsible institution, thus contributing to the Centre's standing as a good corporate citizen.

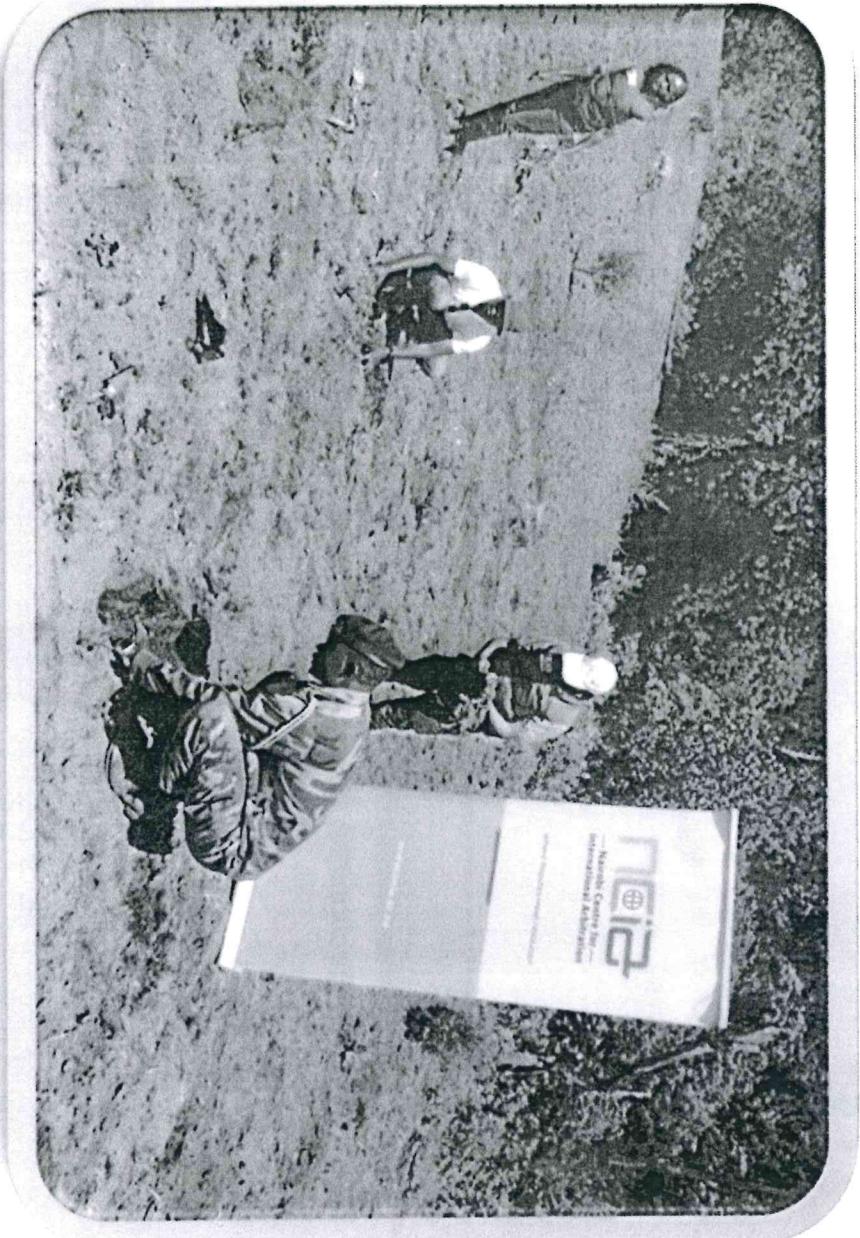
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d) Transparency and Stakeholder Communication:

The Centre ensures that stakeholders have easy access to clear, relevant, and engaging information about its environmental and sustainability activities and policies.

The Centre strives to be a good corporate citizen in all aspects of its operations and activities and to this end, it has formulated and put in place a ESG policy that guides its environmental and sustainability initiatives. The Centre through its initiatives continues to enhance value by promoting social and environmental sustainability, as well as social welfare of the society.

The Centre holds the view that sustained socio-economic growth cannot be achieved without social progress and the well-being of the environment and the community. It is against this background that the Centre considers it its responsibility to undertake Corporate Social Responsibility with the aim of benefiting those whose lives it impacts. The Centre remains committed to environmental conservation and sustainability and in this regard takes part in various activities aimed at protecting the ecosystem such as tree planting, donation of tree seedlings, environmental clean-ups, beautification, and landscaping among other sustainability initiatives.

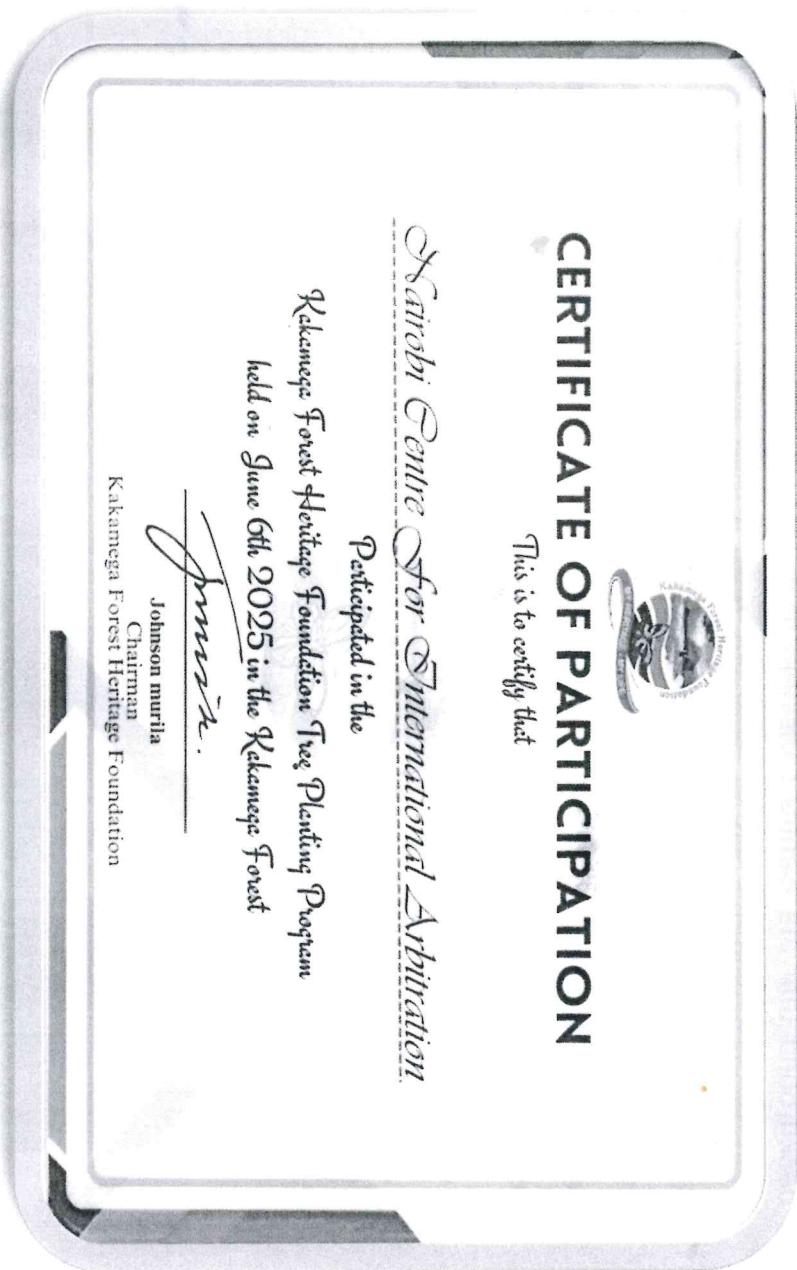


Centre staff during a tree planting session along Kijabe Naivasha highway in collaboration with Kenya Forest Service (KFS)

The Centre remains committed to adopting ICT practices that can lead to more environmentally friendly and ecologically responsible decisions and lifestyles, which will further help protect the environment and sustain its natural resources for current and future generations.

e) Revised Guiding Principles of NCIA Corporate Social Responsibility Policy

In alignment with the Presidential directive to achieve a 10% national tree cover, NCIA partners with both state and non-state actors to promote tree planting and nurture a culture of environmental consciousness within communities.



Certificate of recognition during the Kakamega Forest Tree planting

The Centre is also determined to become paperless organisation by automating its processes to contain and avoid the spread of waste in the environment. Pollution of solid waste affects the quality of life by creating an environment for pathogens and pests which can present risks of possible spread of diseases.

In alignment with the Presidential directive to achieve a 10% national tree cover, NCIA partners with both state and non-state actors to promote tree planting and nurture a culture

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of environmental consciousness within communities. During the financial year, the Centre in collaboration with the Kenya Forest Service and Kakamega Heritage Foundation and communities living in the respective areas planted a total of 2100 tree seedlings.

The Centre is also determined become paperless organisation by automating its processes to contain and avoid the spread of waste in the environment. Pollution of solid waste affects the quality of life by creating an environment for pathogens and pests which can present risks of spread of diseases.

f) Employee welfare

The Centre has a Human Resource policy that subscribes to the tenets of public service values and principles in the recruitment of staff, as provided in Article 232 of the constitution. Staff are subjected to a fair performance appraisal whose output, amongst other aspects, is the identification of areas of improvement and training.

The office space is certified by the Ministry of Labour as a registered place of work, and thus, it is in conformity with the requirements of the Occupational Safety and Health Act, 2007.

Further, the Centre provides medical insurance, WIBA and GPA cover for Members of staff as per the terms and conditions of service.

g) Market place practices-

(i) Responsible competition practice.

The Public Procurement and Disposal Act, 2015 (Amended 2022) lays emphasis on the need to undertake market surveys while undertaking procurement processes, to provide guidance to the user department and the procurement unit. To underscore the importance of transparency and efficiency in the procurement process, the Public Procurement Regulatory Authority (PPRA) has enhanced the Public Procurement Information Portal for suppliers to easily access information on procurement opportunities and contract awards. The Centre adopted e-Procurement in line with the existing public procurement information system and has consistently complied with PPDA, 2015.

(ii) Responsible Supply chain and supplier relations

The Centre maintained Access to Government Procurement Opportunities (AGPO) above the minimum 30% (Kshs. 11,023,265.16) threshold, as prescribed by the Public Procurement and Asset Disposal Act, 2015, and Public Procurement and Asset Disposal Regulations, 2020. The Centre awarded 30.7% of its total procurement spending on tenders to special interest groups (Youth, Women & PWDs). In line with the principles of good governance, the Centre ensured transparency and accountability by publishing all tenders and contracts on the Public Procurement Information Portal (PPIP). Additionally, under the Local Content initiative (Buy Kenya, Build Kenya), the Centre achieved 68% (26,683,398.16) local content procurement as compared to the 40% target. These contracts were duly reported to the State Department of Industry.

The Centre has actively leveraged e-procurement platforms. This promotes fair competition by advertising procurement opportunities widely through platforms such as the Public Procurement Information Portal (PPIP) where all suppliers are given equal opportunity to compete for tenders based on transparent evaluation criteria. This approach discourages favouritism, ensures value for money, and enhances the quality of goods and services procured. These systems have improved transparency, efficiency, and accessibility, boosted supplier confidence and reinforced the Centre's reputation as a reliable and responsible procurement partner. The use of e-procurement platforms further enhances transparency, allowing suppliers to track procurement opportunities, submissions, and outcomes in real time.

Approach to Service Stewardship

The Centre's procurement strategy is underpinned by commitment to sustainable, user-focused, and high-quality service delivery, guided by the following principles:

Alignment with User Needs

Procurement is driven by the specific requirements of user departments, reducing waste and ensuring optimal resource use.

Social and Environmental Considerations

Supplier selection criteria incorporate sustainability and social impact, ensuring that procurement decisions contribute to long-term development goals.

Commitment to Quality and Safety

The Centre prioritizes the procurement of high-quality, safe products from reputable suppliers, protecting the interests of end-users.

Inspection and Regulatory Compliance

All goods and services undergo rigorous inspection to meet user specifications and comply with regulatory standards.

Supplier Engagement and Market Responsiveness

Strong relationships with reputable suppliers enhance responsiveness to the Centre's needs and promote a competitive, dynamic procurement environment.

Commitment to Good Business Practices and Responsible Supplier Engagement

The Centre is firmly committed to upholding ethical, transparent, and fair business practices throughout its procurement processes. This commitment is reflected in how it manages supplier relationships, honours contractual obligations, and fosters a competitive procurement environment.

Honouring Contracts and Commitments

The Centre maintains the highest standards of integrity by strictly adhering to the terms and conditions outlined in all contractual agreements. Contracts are executed transparently, with clear deliverables, timelines, and performance expectations which foster trust and long-term collaboration.

Respect for Payment Practices

Timely and accurate payment is a core principle of the Centre's procurement policy. The Centre ensures that all verified supplier invoices are processed promptly in accordance with the agreed payment terms. This promotes financial stability for suppliers and demonstrates the Centre's reliability and financial discipline.

Supplier Engagement and Feedback

The Centre maintains open lines of communication with suppliers, encouraging feedback and continuous improvement. By treating suppliers as valued partners, the Centre cultivates a procurement environment based on mutual respect, accountability, and performance excellence.

(iii) Responsible marketing and advertisement or Responsible engagement with the citizens.

To promote visibility of procurement opportunities, advertisement is done both in print, website and social media platforms. The seamless communication has enhanced suppliers' confidence of the Centre's procurement processes leading to high responsiveness of tenders.

(iv) Product stewardship or Awareness creation

NCIA's evaluation criteria always take into cognizance social and environmental considerations in choosing best suppliers' products and services. Further, the buying process is driven by the user department needs, thus eliminating product waste. The Centre endeavours to procure safe products from reputable suppliers to safeguard consumer rights and interests. The Centre constitutes inspection and acceptance committees for each procurement as prescribed in the Public Procurement and Disposal Act to enable it to comply with both user specifications and regulatory requirements in having the requisite skills and in-depth product knowledge. In instances where the Centre has limited technical skills on complex procurements, it engages external technical skills from relevant bodies to ensure procured products are above board.

h) Community Engagements/ Corporate Social Responsibility

The core mandate of the Nairobi Centre for International Arbitration (NCIA), as stipulated in Section 5 of the NCIA Act, 2013, is to promote international commercial arbitration and other forms of alternative dispute resolution (ADR). In alignment with this mandate, the Centre conducts Corporate Social Responsibility (CSR) initiatives such as the NCIA Moot Competition which offers students a platform to engage in simulated arbitration or mediation proceedings.

As part of its CSR strategy, the Centre sponsors Moot Competitions—an initiative that has proven to be an invaluable educational experience. These competitions provide aspiring ADR practitioners with a forum to critically analyse emerging issues in arbitration or mediation and confidently articulate their arguments before a panel of judges. It also enhances the capacity and skills of legal practitioners, arbitrators and other stakeholders in the field of Arbitration.



Winners of the Domestic Arbitration Moot Competition, African Nazarene University showing off their winner's trophy.

In the past year, the Centre sponsored a domestic Arbitration moot competition in collaboration with Africa Nazarene University. This event brought together 14 universities and offered participating students the opportunity to develop their advocacy skills and tackle real-world arbitration challenges. The experience also deepened their understanding of contemporary ADR issues, broadened their perspectives, and honed their research, writing, and oral advocacy skills.



1st Runners up of the Domestic Arbitration Moot Competition, Kabarak University pose with NCIA management

RATIONALE FOR SPONSORING MOOT COMPETITIONS

Alternative Dispute Resolution Moot Competitions play a critical role in the holistic development of future ADR practitioners. Regular participation in these forums enables students to familiarize themselves with actual ADR hearing procedures and enhances their competency as future professionals. The rationale behind hosting the first Arbitration Moot in partnership with 14 universities was anchored in the following objectives:

1. To promote arbitration as a preferred dispute resolution mechanism.
2. To build capacity among emerging ADR practitioners.
3. To enhance legal research and writing skills.
4. To instil confidence in budding advocates.
5. To provide practical exposure and knowledge in arbitration processes.
6. To foster teamwork among future ADR professionals.
7. To facilitate internship opportunities with leading ADR firms and partner institutions.
8. To offer a networking platform for students from various regions and universities, expanding their professional horizons.

7. Statement of Performance against Predetermined Objectives for FY 2024/2025

The Centre is currently implementing the second cycle of its strategic plan covering the period between FY 2022/23 to FY 2026/27. The plan is anchored on six strategic goals consolidated into three thematic pillars as envisioned in the strategic plan. From the six broad long-term aims, the Centre pursued six (6) strategic goals as the foundation of its workplan encompassing specific, measurable steps that guide the Centre to achieve its broader goals presented on table 16 below.

Table 16: Themes, Strategic Goals and Objectives.

Themes	Strategic Goals	Objectives.
Promotion and Administration of Alternative Dispute Resolution Services	Establishing and implementing a unified and standardized approach to ADR practices to enhance consistency, reliability, and effectiveness.	To increase access to credible predictable and reliable ADR services
Digitalization and Automation of Cutting-Edge ADR Services	Building and enhancing expertise in emerging international commercial and investment dispute resolution to position NCI/A as a leading authority in this field.	To enhance Leadership in international arbitration and ADR in Kenya
Organizational growth and sustainability	Increasing public awareness and improve the perception of ADR to enhance its adoption and trust.	To enhance institutional visibility and uptake of NCI/A's services
	Upgrading and modernize NCI/A's ADR services by leveraging advanced technologies to improve efficiency, accessibility, and client satisfaction.	To deploy cutting-edge digital enabled arbitration and ADR service transformation
	Strengthening NCI/A's capacity to effectively fulfil its mandate and enhance service delivery.	To optimize capacity for growth and sustainability
	Strengthening NCI/A's corporate governance framework to enhance its operations and decision-making processes.	To Good corporate governance culture

**Nairobi Centre for International Arbitration
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11. Statement of Directors Responsibilities

The Nairobi Centre for International Arbitration (NCIA) is honoured to publish the 2024/2025 Annual Report and Financial Statements. The financial governance and accountability framework outlined in Section 81 of the PFM Act, 2012, and Section 20 of the NCIA Act, no. 26 of 2013, aligns with the principles of transparency, integrity, and compliance that the NCIA upholds in its own financial and administrative operations. The requirement for the Nairobi Centre for International Arbitration (NCIA) to prepare financial statements that provide a true and fair view of its financial position and operational results reflects the same standards of accountability that the Centre adheres to in its financial reporting.

The Chairperson and Board members are mandated to ensure proper accounting records, accurate financial disclosures, and the safeguarding of assets, a responsibility that mirror the fiduciary duties of the Centre's Board of Directors. These obligations include maintaining effective financial management systems, robust internal controls, and appropriate accounting policies in line with International Public Sector Accounting Standards (IPSAS), which are also key pillars of the Centre's financial governance framework.

The Chairperson and Members of the Board further affirm the completeness and accuracy of the financial records, the effectiveness of internal controls, and the organization's status as a going concern - a declaration consistent with the Centre's commitment to financial sustainability and regulatory compliance. The Centre similarly ensures that its financial statements are prepared with due diligence, prudent judgment, and adherence to statutory requirements, reinforcing confidence in its financial integrity.

In line with the PFM Act and the Centre's establishing Act, the Centre recognizes the importance of transparent financial stewardship, proper record-keeping, and accountability in public institutions. The assurances provided by the Centre's leadership resonate with its own governance practices, which prioritize legal compliance, accurate financial reporting, and the safeguarding of institutional assets to maintain trust and credibility in its arbitration and dispute resolution mandate.

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

Nairobi Centre for International Arbitration
Annual Report and Financial Statements for the year ended June 30, 2025.

Approval of the financial statements

The Centre's financial statements were approved by the Board on 28/05/2025 2025 and signed on its behalf by:



Jacqueline Oyoyo Gitinjji
Chairperson of the Board



Dr. Henry Murigi, PhD
Registrar/CEO

REPUBLIC OF KENYA

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HEADQUARTERS
Anniversary Towers
Monrovia Street
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NAIROBI

REPORT OF THE AUDITOR-GENERAL ON NAIROBI CENTRE FOR INTERNATIONAL ARBITRATION FOR THE YEAR ENDED 30 JUNE, 2025

PREAMBLE

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

- A. Report on Financial Statements that considers whether the financial statements are fairly presented in accordance with the applicable financial reporting framework, accounting standards and the relevant laws and regulations that have a direct effect on the financial statements;

- B. Report on Lawfulness and Effectiveness in the Use of Public Resources which considers compliance with applicable laws, regulations, policies, gazette notices, circulars, guidelines and manuals and whether public resources are applied in a prudent, efficient, economic, transparent and accountable manner to ensure the Government achieves value for money and that such funds are applied for the intended purpose; and,

- C. Report on Effectiveness of Internal Controls, Risk Management and Governance which considers how the entity has instituted checks and balances to guide internal operations. This responds to the effectiveness of the governance structure, risk management environment and internal controls, developed and implemented by those charged with governance for orderly, efficient and effective operations of the entity.

An Unmodified Opinion is issued when the Auditor-General concludes that the financial statements are fairly presented in accordance with the applicable financial reporting framework. The Report on Financial Statements should be read together with the Report on Lawfulness and Effectiveness in the Use of Public Resources, and the Report on Effectiveness of Internal Controls, Risk Management, and Governance.

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

REPORT ON THE FINANCIAL STATEMENTS

Opinion

I have audited the accompanying financial statements of Nairobi Centre for International Arbitration set out on pages 1 to 34, which comprise of the statement of financial position as at 30 June, 2025, and the statement of financial performance, statement of changes in net assets, statement of cash flows and the statement of comparison of budget and actual amounts for the year then ended and a summary of significant accounting policies

and other explanatory information in accordance with the provisions of Article 229 of the Constitution of Kenya and Section 35 of the Public Audit Act, 2015. I have obtained all the information and explanations which, to the best of my knowledge and belief, were necessary for the purpose of the audit.

In my opinion, the financial statements present fairly, in all material respects, the financial position of Nairobi Centre for International Arbitration as at 30 June, 2025, and of its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (Accrual Basis) and comply with the National Centre for International Arbitration Act No.26 of 2013 and the Public Finance Management Act, 2012.

Basis for Opinion

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

Key Audit Matters

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

Other Matter

Unresolved Prior Year Matters

In the prior year audit report, two issues were raised under the Report on Lawfulness and Effectiveness in the Use of Public Resources and Report on Effectiveness of Internal Controls, Risk Management and Governance, respectively. These include failure to constitute the Board of Directors and failure to fill vacancies as per staff establishment. Review of the status during the audit of the Centre in 2024/2025 financial year revealed that only the issue on failure to fill vacancies remained unresolved.

Other Information

The Management is responsible for the Other Information set out on page ix to lxxi, which comprise of Key Entity Information and Management, Chairperson's Statement, Report of the Chief Executive Officer, Statement of the Centre Performance Against Predetermined Objectives, Corporate Governance Statement, Management Discussion and Analysis, Environmental and Sustainability Reporting, Statement of the Directors' Responsibilities. The Other Information does not include the financial statements and my audit report thereon.

In connection with my audit on the Centre's financial statements, my responsibility is to read the Other Information and in doing so, consider whether the Other Information is

materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If based on the work I have performed, I conclude that there is a material misstatement of this Other Information, I am required to report that fact. I have nothing to report in this regard.

My opinion on the financial statements does not cover the Other Information and accordingly, I do not express an audit opinion or any form of assurance conclusion thereon.

REPORT ON LAWFULNESS AND EFFECTIVENESS IN THE USE OF PUBLIC RESOURCES

Conclusion

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

Basis for Conclusion

Non-Compliance with Climate Change Regulatory Requirements

Review established that the Centre did not comply with the provisions of the Climate Change Act, 2016 and The National Treasury Circular CONF/MOF/36/021/ C/ (39) of 1 July, 2020 on tracking and reporting of climate finance flows and Climate Change related expenditures as follows:

- a) The Centre did not develop or integrate Climate Change action plan into its institutional strategies, policies, or operational frameworks as required under Section 15(5)(a) of the Act;
- b) There was no designated Climate Change unit, nor has a senior officer appointed to coordinate climate-related mandates, contrary to Section 15(5)(c) of the Act;
- c) The Centre did not report on its sectoral greenhouse gas emissions nor submitted annual reports to the Climate Change Council, in breach of Sections 15(5)(b) and 15(5)(f) of the Act;
- d) There was no evidence of regular monitoring or review of Climate Change functions as required by Section 15(5)(d) of the Act;
- e) The Centre did not incorporate climate-related disaster risk reduction strategies into its budgets or operations as required by Section 18 of the Act; and,
- f) The Centre did not submit quarterly climate-related expenditure reports to The National Treasury contrary to the requirements outlined in the Circular.

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

The audit was conducted in accordance with ISSAI 3000 and ISSAI 4000. The standards require that I comply with ethical requirements and plan and perform the audit to obtain assurance about whether the activities, financial transactions and information reflected in the financial statements comply in all material respects, with the authorities that govern

them. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

REPORT ON THE EFFECTIVENESS OF INTERNAL CONTROLS, RISK MANAGEMENT AND GOVERNANCE

Conclusion

As required by Section 7(1)(a) of the Public Audit Act, 2015, based on the audit procedures performed, except for the effects of the matter described in the Basis for Conclusion on Effectiveness of Internal Controls, Risk Management and Governance section of my report, I confirm that nothing else has come to my attention to cause me to believe that internal controls, risk management and governance were not effective.

Basis for Conclusion

Failure to Fill Vacancies in the Staff Establishment

Review of the Centre's staff establishment as at 30 June, 2025 revealed thirty-seven (37) unfilled vacancies out of an approved staff establishment of fifty-seven (57). The staff consists of twenty (20) permanent staff and seven (7) contract staff, which is less than half of the required workforce. Further, during the year, four (4) employees left the Centre, aggravating the staff deficit. The continued failure to substantively fill key positions has forced the Centre to rely on contract appointments for several critical roles.

In the circumstances, the understaffing may hinder effective service delivery to the public.

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

Responsibilities of Management and the Board of Directors

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

In preparing the financial statements, Management is responsible for assessing the Centre's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management is aware of the intention to cease operations.

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

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

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

Auditor-General's Responsibilities for the Audit

My responsibility is to conduct an audit of the financial statements in accordance with Article 229(4) of the Constitution, Section 35 of the Public Audit Act, 2015 and the International Standards of Supreme Audit Institutions (ISSAIs). The standards require that, in conducting the audit, I obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error and to issue an auditor's report that includes my opinion in accordance with Section 48 of the Public Audit Act, 2015. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

In conducting the audit, Article 229(6) of the Constitution also requires that I express a conclusion on whether or not in all material respects, the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities that govern them and that public resources are applied in an effective way. In addition, I consider the entity's control environment in order to give an assurance on the effectiveness of internal controls, risk management and governance processes and systems in accordance with the provisions of Section 7(1)(a) of the Public Audit Act, 2015.

Further, I am required to submit the audit report in accordance with Article 229(7) of the Constitution.

Detailed description of my responsibilities for the audit is located at the Office of the Auditor-General's website at: <https://www.oagkenya.go.ke/auditor-generals-responsibilities-for-audit/>. This description forms part of my auditor's report.


FCPA Nancy Gathungu, CBS
AUDITOR-GENERAL

Nairobi

15 December, 2025

Nairobi Centre for International Arbitration
Annual Report and Financial Statements for the year ended June 30, 2025.

13. Statement of Financial Performance for the year ended 30 June 2025

		Period ended 30/06/2025	Comparative Period ended 30/06/2024
	Notes	Kshs	Kshs
Revenue from non-exchange transactions			
Transfers from other governments entities	6	145,045,938	201,999,998
		145,045,938	201,999,998
Revenue from exchange transactions			
Rendering of services	7	10,119,445	10,745,088
Other Income	8	1,401,398	317,680
Total revenue		156,566,782	213,062,766
 Expenses			
Employee costs	9	77,068,036	70,245,591
Remuneration of directors	10	6,692,794	6,525,001
Depreciation and amortization expense	11	11,000,555	7,627,109
Repairs and maintenance	12	2,557,305	1,506,393
Contracted Services	13	1,934,911	1,567,065
Uses of goods & services	14	74,302,211	97,916,754
 Total expenses		173,555,812	185,387,913
Other Gains/Losses			
Loss on foreign exchange transactions	15c	(14,380)	(1,121,744)
 Surplus/(deficit) for the period/year		(17,003,410)	26,553,109

**Nairobi Centre for International Arbitration
Annual Report and Financial Statements for the year ended June 30, 2025.**

The notes set out on pages 9 to 30 form an integral part of these Financial Statements. The Financial Statements set out on pages 1 to 8 were signed on behalf of the Board of Directors by:



.....
Dr. Henry Murigi, PhD
Registrar/CEO



.....
Jacqueline Oyoyo Githinji
Chairperson Board of
Directors



.....
CPA. Timothy M. Kambuni
Manager Corporate Services
ICPAK M/No.: 21355

Nairobi Centre for International Arbitration
Annual Report and Financial Statements for the year ended June 30, 2025.

14. Statement of Financial Position as at 30 June 2025

		Period ended	Audited
	Notes	30/06/2025	2023-2024
		Kshs	Kshs
Assets			
Current Assets			
Cash and cash equivalents	15a	27,340,046	35,410,805
Receivables from exchange transactions	16a	4,147,488	2,648,150
Prepayments	16b	7,990,366	7,503,740
Total Current Assets		39,477,900	45,562,695
Non-Current Assets			
Property, plant and equipment	17a	29,556,430	39,560,812
Intangible assets	17b	-	996,172
Total Non-Current Assets		29,556,430	40,556,984
Total Assets		69,034,330	86,119,679
Liabilities			
Current Liabilities			
Refundable deposits from customers	18	3,664,412	5,144,591
Trade and other payables	19	2,695,372	1,297,133
Gratuity provision	20	-	-
Total Current Liabilities		6,359,784	6,441,724
Non-Current Liabilities			
		-	-
Total Liabilities		6,359,784	6,441,724
Net Assets		62,674,546	79,677,955
Capital Fund	21	6,282	6,282
Accumulated surplus	22	59,118,263	76,121,673
Revaluation reserves	24	3,550,000	3,550,000
Net Assets		62,674,545	79,677,955

Table 24: Statement of Financial Position as at 30 June 2025

Nairobi Centre for International Arbitration Annual Report and Financial Statements for the year ended June 30, 2025.

The financial statements set out on pages 1 to 7 were signed on behalf of the Board of Directors by:

Jacqueline Oyuyo Githinji
Chairperson Board of
Directors

CPA, Timothy M. Kambuni
Manager Corporate Services
ICPAK M/NO.: 21355

Nairobi Centre for International Arbitration
 Annual Report and Financial Statements for the year ended June 30, 2025.

	Period ended 30/06/2025	Audited 2023-2024
	Kshs	Kshs
Cash flows from operating activities		
Receipts		
Transfers from other governments entities	6b	145,045,938
Rendering of services	7b	10,927,324
Other Income	8	1,401,398
Loss on Foreign Exchange Transactions	15b	(14,380)
Total Receipts	157,360,281	212,253,874
Payments		
Employee costs	9b	77,035,539
Remuneration of directors	10b	6,694,465
Repairs and maintenance	12b	1,639,512
Contracted Services	13b	2,180,558
Uses of goods & services	14b	76,400,786
Total Payments	163,950,860	189,813,403
Net cash flows from operating activities	24	(6,590,579)
Cash flows from investing activities		
Purchase of property, plant, equipment	17a	-
Net cash flows used in investing activities	-	(17,590,896)
Cash flows from financing activities		
Increase in deposits	18	(1,480,180)
Net cash flows used in financing activities	(1,480,180)	803,425
Net increase/(decrease) in cash & cash equivalents	(8,070,760)	5,653,000
Cash and cash equivalents at 1st JULY	35,410,805	29,757,805
Cash and cash equivalents at 30th June	15b	27,340,046
Cash and cash equivalents at 30th June	15b	35,410,805

Table 26: Statement of Cash Flows for the year ended 30TH June 2025

17. Statement of Comparison of Budget and Actual amounts for the year ended 30th June 2025

	Original annual Budget	Adjustments	Final Annual budget	Actual Cumulative to date	Performance difference	% Utilization
	A	b	c=a+b	D		
	Shs	Shs	Shs	Shs		Shs
Revenue						
Government grants & subsidies	145,045,940	-	145,045,940	145,045,938	2	100.0
Rendering of services	7,000,000	-	7,000,000	10,119,445	(3,119,445)	145
Balance B/F	-	17,000,000	17,000,000	17,000,000	-	100
Total Income	152,045,940	17,000,000	169,045,940	172,165,383	-3,119,443	102
Expenses						
Compensation of employees	83,893,847	(6,597,510)	77,296,337	77,068,036	228,301	100
Remuneration of directors	5,500,000	1,284,000	6,784,000	6,692,794	91,206	99
Repairs and maintenance	1,650,000	-	1,650,000	2,557,305	10,488	99
Contracted services	2,217,108	-	2,217,108	1,934,911	282,197	87
Use of goods and services	75,784,985	4,766,510	80,551,495	74,302,211	6,249,284	92
Capital expenditure	-	-	-	-	-	-
Total Expenditure	169,045,940	-	168,498,940	162,555,257	5,943,683	96
Surplus/Deficit) for the Period	-	-	-	9,610,127	-	

Table 27: Statement of Comparison of Budget and Actual amounts for the year ended 30th June 2025

EXPLANATION OF DIFFERENCE BETWEEN SURPLUS ON STATEMENT OF FINANCIAL PERFORMANCE AND STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS.

Particulars	Amount
Surplus as per statement of comparison of budget	9,610,127
Bal B/F	(17,000,000)
Other income	1,401,398
Depreciation and amortization expense	(11,000,555)
Forex Loss	(14,380)
Capital expenditure	
	(17,003,410)

Table 28:Explanation of difference between surplus on statement of financial performance and statement of comparison of budget and actual amounts

The Centre uses accrual basis of accounting in the preparation of its financial statements as required under IPSAS 1(2) and 1(7), which results in either a surplus or a deficit at the end of a reporting period. In arriving at this, several non-cash items like depreciation, accrued expenses, provisions, and prepayments are taken into consideration.

Notes

- 1. Government grants & subsidies:** The exchequer releases were received fully as at 30th June 2025.
- 2. Rendering of services:** The over achievement recorded under rendering of services was due to the NAW 2025 Arbitration conference and enhanced capacity building trainings undertaken during the year.
- 3. Remuneration of Directors:** The vote was well utilised as the allocated budget.
- 4. Compensation of employees:** This vote was utilised as per the allocated budget.
- 5. Repairs & maintenance:** The variance under repairs & maintenance is attributed to prepayments and accrued expenses reversed during the year. The actual cash payment/commitment under repairs & maintenance was kshs.1,639,512 as per note 12b below.

Nairobi Centre for International Arbitration
 Annual Report and Financial Statements for the year ended June 30, 2025.

Description	2024-2025	2023-2024
	KShs	KShs
Total repairs and maintenance	2,557,305	1,506,393
Motor Vehicle Fuel, oil & lubricants - prepayment	-	1,017,000
Transport Services accruals	-	366,121
Transport & Insurance charge for the year	(1,950,047)	-
Prepaid Motor Vehicle General Insurance charge	-	(35,316)
Prepayment for the year	1,032,254	-
Motor Vehicle Fuel, oil & lubricants fuel charge	-	-
Prepaid Motor Vehicle Fuel	-	(259,866)
Prepaid Motor Vehicle General Insurance	-	(23,543)
Prepaid Motor Vehicle Fuel charge	-	(325,774)
Prepaid Motor Vehicle General Insurance	-	(137,377)
Prepaid Motor Vehicle General Insurance	-	399,403
VAT on Repairs & maintenance	-	42,042
Total repairs and maintenance	1,639,512	2,107,638

6. **Contracted Services:** The variance of KES 282,197 under contracted services was due to the savings made because of the lowest bidders for cleaning and internet services who quoted favorable price as compared to that of last financial year.

7. **Use of Goods and services:** The variance of KES 6,249,284 under use of goods and services is attributed to delayed receipt of the external audit fee invoices for the past two consecutive financial years

18. NOTES TO THE FINANCIAL STATEMENTS

1. Establishment

The Nairobi Centre for International Arbitration is established by an Act of parliament, the NCIA Act No. 26 of 2013 and derives its authority and accountability from the Nairobi centre for International Arbitration Act. The entity is wholly owned by the Government of Kenya and is domiciled in Kenya. The entity's principal activity is alternative dispute resolution.

2. Statement of compliance and basis of preparation

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

The financial statements have been prepared and presented in Kenya Shillings, which is the functional and reporting currency of the NCIA. The financial statements have been prepared in accordance with the PFM Act, the NCIA Act, and International Public Sector Accounting Standards (IPSAS). The accounting policies adopted have been consistently applied to all the years presented.

Notes to the financial statements (continued)

3. Adoption of new and revised standards

i. New and amended standards and interpretations in issue effective in the year ended 30 June 2025.

There were no new and amended standards issued in the financial year.

ii. New and amended standards and interpretations in issue but not yet effective in the year ended 30 June 2025

Table 29: Adoption of new and revised standards

Standard	Effective date and impact:
IPSAS 43: Leases	Applicable 1st January 2025 The standard sets out the principles for the recognition, measurement, presentation, and disclosure of leases. The objective is to ensure that lessees and lessors provide relevant information in a manner that faithfully represents those transactions. This information gives a basis for users of financial statements to assess the effect that leases have on the financial position, financial performance and cashflows of an Entity. The new standard requires entities to recognise, measure and present information on right of use assets and lease liabilities.
IPSAS 44: Non-Current Assets Held for Sale and Discontinued Operations	Applicable 1st January 2025 The Standard requires, Assets that meet the criteria to be classified as held for sale to be measured at the lower of carrying amount and fair value less costs to sell and the depreciation of such assets to cease and: Assets that meet the criteria to be classified as held for sale to be presented separately in the statement of financial position and the results of discontinued operations to be presented separately in the statement of financial performance. <i>For NCIA, this means any property, equipment, or other long-term assets intended for disposal must be clearly disclosed. This improves transparency and allows stakeholders to better understand NCIA's strategic asset decisions.</i>
IPSAS 45: Property Plant and Equipment	Applicable 1st January 2025 The standard supersedes IPSAS 17 on Property, Plant and Equipment. IPSAS 45 has additional guidance/ new guidance for heritage assets, infrastructure assets and measurement. Heritage assets were previously excluded from the scope of IPSAS 17 in IPSAS 45, heritage assets that satisfy the definition of PPE shall be recognised as assets if

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<p>IPSAS 46: Measurement</p> <p>The objective of this standard was to improve measurement guidance across IPSAS by:</p> <ol style="list-style-type: none"> Providing further detailed guidance on the implementation of commonly used measurement bases and the circumstances under which they should be used. Clarifying transaction costs guidance to enhance consistency across IPSAS. Amending where appropriate guidance across IPSAS related to measurement at recognition, subsequent measurement and measurement related disclosures. <p>The standard also introduces a public sector specific measurement bases called the current operational value. NCIA did not apply the standard during the period under review.</p> <p>Applicable 1st January 2025</p> <p>This standard supersedes IPSAS 9- Revenue from exchange transactions, IPSAS 11 Construction contracts and IPSAS 23 Revenue from non- exchange transactions. This standard brings all the guidance of accounting for revenue under one standard. The objective of the standard is to establish the principles that an entity shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flow arising from revenue transactions.</p> <p>The Centre will continue to implement the standard in the subsequent periods to ensure compliance with IPSAS 47</p> <p>IPSAS 48: Transfer Expenses</p> <p>The objective of the standard is to establish the principles that a transfer provider shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of expenses and cash flow arising from transfer expense transactions. This is a new standard for public sector entities geared to provide guidance to entities that provide transfers on accounting for such transfers.</p> <p>The Centre will continue to implement the standard in the subsequent periods to ensure compliance with IPSAS 48</p> <p>IPSAS 49: Retirement Benefit Plans</p> <p>The objective is to prescribe the accounting and reporting requirements for the public sector retirement benefit plans which provide retirement to</p>	<p>they meet the criteria in the standard. IPSAS 45 has an additional application guidance for infrastructure assets, implementation guidance and illustrative examples. The standard has clarified existing principles e.g. valuation of land over or under the infrastructure assets, under-maintenance of assets and distinguishing significant parts of infrastructure assets.</p> <p>By applying IPSAS 45, NCIA will improve the transparency, proper management of any heritage assets, apply systematic depreciation methods to its PPE.</p> <p>Applicable 1st January 2025</p> <p>The objective of this standard was to improve measurement guidance across IPSAS by:</p> <ol style="list-style-type: none"> Providing further detailed guidance on the implementation of commonly used measurement bases and the circumstances under which they should be used. Clarifying transaction costs guidance to enhance consistency across IPSAS. Amending where appropriate guidance across IPSAS related to measurement at recognition, subsequent measurement and measurement related disclosures. <p>The standard also introduces a public sector specific measurement bases called the current operational value. NCIA did not apply the standard during the period under review.</p> <p>Applicable 1st January 2026</p> <p>This standard supersedes IPSAS 9- Revenue from exchange transactions, IPSAS 11 Construction contracts and IPSAS 23 Revenue from non- exchange transactions. This standard brings all the guidance of accounting for revenue under one standard. The objective of the standard is to establish the principles that an entity shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flow arising from revenue transactions.</p> <p>The Centre will continue to implement the standard in the subsequent periods to ensure compliance with IPSAS 47</p> <p>Applicable 1st January 2026</p> <p>The objective of the standard is to establish the principles that a transfer provider shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of expenses and cash flow arising from transfer expense transactions. This is a new standard for public sector entities geared to provide guidance to entities that provide transfers on accounting for such transfers.</p> <p>The Centre will continue to implement the standard in the subsequent periods to ensure compliance with IPSAS 48</p> <p>Applicable 1st January 2026</p> <p>The objective is to prescribe the accounting and reporting requirements for the public sector retirement benefit plans which provide retirement to</p>
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	<p>public sector employees and other eligible participants. The standard sets the financial statements that should be presented by a retirement benefit plan.</p> <p>The Centre will continue to implement the standard in the subsequent periods to ensure compliance with IPSAS 49</p>
IPSAS 50: Exploration For & Evaluation of Mineral Resources	<p>Applicable 1st January 2027</p> <p>The objective of this Standard is to specify the financial reporting for the exploration for and evaluation of mineral resources. The Standard requires:</p> <ul style="list-style-type: none">i. Limited improvements to existing accounting practices for exploration and evaluation expenditures.ii. Entities that recognize exploration and evaluation assets to assess such assets for impairment in accordance with this Standard and measure any impairment in accordance with IPSAS 26.iii. Disclosures that identify and explain the amounts in the entity's financial statements arising from the exploration for and evaluation of mineral resources and help users of those financial statements understand the amount, timing and certainty of future cash flows from any exploration and evaluation assets recognized. <p>This standard is not applicable to the Centres settings</p>

iii. Early adoption of standards

The Centre did not early – adopt any new or amended standards in year 2024 and year 2025.

Notes to the financial statements (continued)

4. Summary of significant accounting policies

a. Revenue Recognition

i. Revenue from Non-Exchange Transactions

Transfers from other government entities

Revenues from non-exchange transactions with other government entities are measured at fair value and recognized on obtaining control of the asset if the transfer is free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the entity and can be measured reliably. Recurrent grants are recognized in the statement of financial performance. Grants are recognized in the statement of financial position and realised in the statement of financial performance over the useful life of the assets that has been acquired using such funds

ii. Revenue from Exchange Transactions

Rendering of services

The Centre recognizes revenue from rendering of services by reference to the stage of completion when the outcome of the transaction can be estimated reliably.

b. Budget Information

The original budget for FY 2024-2025 was approved by the NCIA Board on 28th July 2024. The Centre's budget is prepared on a different basis to the actual income and expenditure disclosed in the financial statements.

A comparison of budget and actual amounts, prepared on a comparable basis to the approved budget, is then presented in the statement of comparison of budget and actual amounts.

In addition to the basis difference, adjustments to amounts in the financial statements are also made for differences in the formats and classification schemes adopted for the presentation of the financial statements and the approved budget. A statement to reconcile the actual amounts on a comparable basis included in the statement of comparison of budget and actual amounts and the actuals as per the statement of financial performance has been presented under pg.7 of these financial statements.

c. Taxes

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The Centre is a non-profit making state corporation that is not obliged to pay corporation tax

Notes to the Financial Statements (Continued)

d. Property, Plant and Equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. When significant parts of property, plant and equipment are required to be replaced at intervals, the entity recognizes such parts as individual assets with specific useful lives and depreciates them accordingly. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in surplus or deficit as incurred. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration the asset is initially measured at its fair value

Depreciation on property, plant and equipment is calculated using the straight-line method to write down the cost of each asset to its residual value over its estimated useful life. Depreciation is done annually using the following annual rates.

Assets	Rates (%)
Motor vehicles	25.00
Furniture and fittings	12.50
Computers	33.33
Plant and Equipment	12.50
Software	20.00

Contingent liabilities

The Centre's contingent liability is pending litigations which may arise. In the current financial year there are no pending litigations.

Contingent assets

The Centre does not have any assets whose occurrence or non-occurrence of one or more uncertain future events are not wholly within the control of the entity

e. Changes in Accounting Policies and Estimates

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

Notes to the financial statements (continued)

Summary of significant accounting policies (continued)

f. Employee Benefits

Retirement Benefit Plans

The Centre provides retirement benefits for its employees who are on a permanent and pensionable basis. Defined contribution plans are post-employment benefit plans under which the Centre pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The contributions to fund obligations for the payment of retirement benefits are charged against income in the year in which they become payable.

g. Foreign Currency Transactions

Transactions in foreign currencies are initially accounted for at the ruling rate of exchange on the date of the transaction. Exchange differences arising from the incomes received at rates different from those at which they were initially recorded during the period, have been recognized as incomes in the period in which they arise.

h. Related Parties

The Centre regards a related party as a person or an entity with the ability to exert control individually or jointly, or to exercise significant influence over the Entity, or vice versa. Members of key management are regarded as related parties and comprise Directors, Registrar/CEO and Heads of Departments.

i. Cash and Cash Equivalents

Cash and cash equivalents comprise cash at bank. Bank account balances include amounts held at Kenya Commercial Bank accounts at the end of the financial year.

j. Comparative Figures

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

k. Subsequent Events

There have been no events subsequent to the financial year end with a significant impact on the financial statements for the year ended June 30, 2025.

Notes to the Financial Statements (Continued)

5. Significant judgments and sources of estimation uncertainty

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

Estimates and assumptions

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

Useful lives and residual values

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

The condition of the asset based on the assessment of experts employed by the centre.

1. The nature of the asset, its susceptibility and adaptability to changes in technology and processes,
2. The nature of the processes in which the asset is deployed,
3. Availability of funding to replace the asset,
4. Changes in the market in relation to the asset.

Notes to the Financial Statements (Continued)

6. Transfers from ministries, departments and agencies

Name of the Entity sending the grant	Amount recognized to Statement of Financial performance	Amount deferred	Amount recognized in capital fund.	Total Transfers 2024-2025	Prior year 2023-2024
				KShs	KShs
OAG&DOJ	145,045,938	-	-	145,045,938	201,999,998
Total	145,045,938	-	-	145,045,938	201,999,998

Table 30: Transfers from ministries, departments and agencies

7. Rendering Of Services

Description	2024-2025	2023-2024
	KShs	KShs
Hiring of rooms	66,120	20,700
NCIA Arbitrator Panel – Domestic application fee	-	-
NCIA Arbitrator Panel – Domestic registration fee	115,000	60,000
NCIA Arbitrator Panel – Annual	250,000	160,000
NCIA Arbitrator Panel - International application	-	13,334
NCIA Arbitrator Panel - International-Annual	74,862	328,330
NCIA Mediator Panel – Registration	25,000	20,000
NCIA Mediator Panel – Domestic Application	-	258,894
NCIA Mediator Panel – Annual	-	70,000
Case Admin. - Domestic - Registration	25,000	15,000
Case Admin.- Domestic - Administration	777,303	124,372
Capacity Building	5,971,197	6,073,709
ADR Conference Registration	2,768,252	3,591,749
Disposal of assets	46,711	9,000
Total revenue from rendering of services	10,119,445	10,745,088

Table 31: Rendering Of Services

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Notes to the Financial Statements (Continued)

7b. Cashflow on rendering of services

Description	2024-2025	2023-2024
	KShs	KShs
Total revenue from rendering of services	10,119,445	10,745,088
Outstanding Accounts Receivable	(399,600)	(77,087)
VAT Output	1,207,479	389,939
Total revenue from rendering of services	10,927,324	11,057,940

Table 32: 7b. Cashflow on rendering of services

8. Other income

Description	2024-2025	2023-2024
	KShs	KShs
Recovery of pension & payroll related liabilities	1,362,256	317,680
Sale of Tender	-	-
Donation toward Strategic Planning Launch	-	-
Income from NITA	39,142	-
Total other income	1,401,398	317,680

Table 33: Other income

9. Employee costs

Description	2024-2025	2023-2024
	KShs	KShs
Salaries and wages	65,523,827	59,962,811
Pension contribution	5,985,343	5,618,013
Gratuity	5,558,866	4,664,767
Total Employee costs	77,068,036	70,245,591

Table 34: Employee costs

9b. Cashflow on employee costs

	2024-2025	2023-2024
	KShs	KShs
Total Employee costs	77,068,036	70,245,591
Salary advance	-	865,538
Accrued Gratuity	(32,497)	8,505,479
Total Employee costs	77,035,539	79,616,608

Table 35: 9b. Cashflow on employee costs

Notes to the Financial Statements (Continued)

10. Board expenses

Description	2024-2025 KShs	2023-2024 KShs
Chairis's Honoraria	1,059,660	1,054,440
Directors' emolument	3,958,500	3,373,900
Other Board Expenses	1,674,634	2,096,661
Total director emoluments	6,692,794	6,525,001

Table 36: Board expenses

10b. Cash flow on board expenses

Description	2024-2025 KShs	2023-2024 KShs
Total Remuneration of directors	6,692,794	6,525,001
VAT on remuneration of directors	1,671	35,292
Total director emoluments	6,694,465	6,560,293

Table 37: 10b. Cash flow on Board expenses

11. Depreciation and amortization expense

Description	2024-2025 KShs	2023-2024 KShs
Property, plant and equipment	10,004,383	6,630,936
Intangible assets amortization	996,172	996,173
Total depreciation and amortization	11,000,555	7,627,109

Table 38: Depreciation and amortization expense

12. Repairs and maintenance

Description	2024-2025 KShs	2023-2024 KShs
Transport Services	2,557,305	1,506,393
Total repairs and maintenance	2,557,305	1,506,393

Table 39: Repairs and maintenance

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12b. Cash flow on repairs and maintenance

Description	2024-2025	2023-2024
	KShs	KShs
Total repairs and maintenance	2,557,305	1,506,393
Motor Vehicle Fuel, oil & lubricants - prepayment	-	1,017,000
Transport Services accruals	-	366,121
Transport & Insurance charge for the year	(1,950,047)	-
Prepaid Motor Vehicle General Insurance charge	-	(35,316)
Prepayment for the year	1,032,254	-
Motor Vehicle Fuel, oil & lubricants fuel charge	-	-
Prepaid Motor Vehicle Fuel qtr1 charge	-	(259,866)
Prepaid Motor Vehicle General Insurance	-	(23,543)
Prepaid Motor Vehicle General Insurance	-	(325,774)
Prepaid Motor Vehicle General Insurance	-	(137,377)
VAT on Repairs & maintenance	-	399,403
Total repairs and maintenance	1,639,512	2,107,638

Table 40: 12b. Cash flow on repairs and maintenance

13. Contracted Services

13b. Cash flow on contracted services

Description	2024-2025	2023-2024
	KShs	KShs
Cleaning Services	1,311,240	873,448
Internet Broadband and Networks	623,671	693,617
Total Contracted Services	1,934,911	1,567,065

Table 41: Contracted Services

Table 42: 13b. Cash flow on contracted services

Notes to the Financial Statements (Continued)

14. Use of goods & services

Description	2024-2025 KShs	2023-2024 KShs
Administrative Cost	13,799,488	11,600,638
Advertising Expenses	3,406,316	5,282,236
Bank Charges	200,019	209,130
Conferences and Delegations	7,783,986	1,944,835
Consumables	1,441,725	2,146,022
Financial Reporting and Audit Expenses	4,122,870	2,265,934
Insurance	10,347,134	8,013,732
Rent and Rates	20,069,663	21,018,880
Subscriptions	178,694	207,362
Telecommunication and ICT Expenses	8,399,529	9,374,719
Training and Development	4,552,787	8,136,251
VAT Inputs	-	-
Total use of goods and services	74,302,211	70,199,739

Table 43.14 Use of goods & services

14b. Cash flow on use of goods

Description	2024-2025 KShs	2023-2024 KShs
Total Use of goods and services	74,302,211	97,916,754
Charge Group medical insurance	(6,289,509)	(1,849,102)
Prepaid Group medical insurance	7,694,996	6,085,278
Rent accrued	-	4,715,320
Standing & temporary imprest	-	(63,079)
Prepaid medical insurance	-	(1,849,104)
Prepaid medical insurance	-	(1,232,734)
VAT Claimable on use of goods	2,060,813	-
ICT Infrastructure and softwares-Accruals	(48,000)	-
Statutory Reporting	(1,160,000)	-
Preventive maintenance & SLA	269,275	-
International NCIA conference	(219,000)	-
Training on ADR	(210,000)	-
Total use of goods and services	76,400,786	103,723,334

Table 44.14b. Cash flow on use of goods

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15. Cash and cash equivalents

(a) Summary

Description	2024-2025	2023-2024
	KShs	KShs
Kshs. Current account	23,226,138	29,941,224
USD. Current Account*	449,496	324,990
Kshs. Client Trust Account	3,664,412	5,144,591
Total cash and cash equivalents	27,340,046	35,410,805

Table 45: 15a Cash and cash equivalents

***Exchange Rate:**

(b). Detailed Analysis

Description	2024-2025	2023-2024
	KShs	KShs
Kshs. Current account	23,226,138	29,941,224
USD. Current Account*	449,496	324,990
Kshs. Client Trust Account	3,664,412	5,144,591
Total cash and cash equivalents	27,340,046	35,410,805

Table 46: 15(b). Detailed Analysis

(c). Gain/Loss on foreign exchange transactions

Description	2024-2025	2023-2024
	KShs	KShs
Daily USD exchange rates	(14,380)	(1,121,744)
Total Gain /Loss on Foreign Exchange Transaction	(14,380)	(1,121,744)

Table 47: (c). Gain/Loss on foreign exchange transactions

Notes to the Financial Statements (Continued)

16. Receivables and other prepayments

(a). Receivables from exchange transactions

Description	2024-2025 KShs	2023-2024 KShs
VAT Claimable	3,670,801	2,571,063
Receivable	476,687	77,087
Total	4,147,488	2,648,150

Table 48: 16 (a). Other Receivables from exchange transactions

(b). Prepayments

Description	2024-2025 KShs	2023-2024 KShs
Group Medical Insurance.	7,694,996	6,289,508
Motor Vehicle General Insurance.	248,880	262,027
Motor Vehicle Fuel, oil & lubricants	46,489	952,205
Total	7,990,366	7,503,740

Table 49: 16(b). Prepayments

(c) Ageing analysis for Receivables from exchange transactions

Description	2025-2025		20223-2024	
	Kshs	Kshs	Current FY	% of the total
Less than 1 year	399,600	84%	77,087	100%
Between 1- 2 years	77,087	16%	-	0%
Total (a+b)	476,687	100%	77,087	100%

Table 50: 16(c). Aging analysis from exchange transactions

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17. Property, Plant and Equipment

(a). Tangible Assets

	Motor vehicles	Furniture and fittings	Computers	Plant and equipment	Total
Cost	Shs	Shs	Shs	Shs	Shs
At 1st July 2023	14,621,750	48,366,915	14,583,313	6,740,218	84,312,196
Additions during the Year	13518000	82202	3,801,546	-	17,401,748
Disposals during the year	-	-	-	-	-
Revaluation	-	-	-	-	-
As at 30th June 2024	28,139,750	48,449,117	18,384,859	6,740,218	101,713,944
Additions during the period	-	-	-	-	-
Disposals during the year	-	-	-	-	-
As at 30th June 2025	28,139,750	48,449,117	18,384,859	6,740,218	101,713,944
Depreciation and impairment					
As at 1st July 2023	(11,071,750)	(25,321,436)	(13,706,507)	(5,422,503)	(55,522,196)
Depreciation for the year 2023/2024	-	(6,045,864)	(404,064)	(181,008)	(6,630,936)
As at 30th June 2024	(11,071,750)	(31,367,300)	(14,110,571)	(5,603,511)	(62,153,132)
Depreciation for the year FY 2024/2025	(3,379,500)	(4,942,196)	(1,501,679)	(181,008)	(10,004,383)
As at 30th June 2025	(14,451,250)	(36,309,496)	(15,612,249)	(5,784,519)	(72,157,514)
Net Book Values					
As at 30th June 2025	13,688,500	12,139,621	2,772,610	955,699	29,556,430
As at 30th June 2024	17,068,000	17,081,817	4,274,288	1,136,707	39,560,812

Table 51: 17(a). Tangible Assets

Notes to the Financial Statements (Continued)

17b. Intangible Assets

Description	2023-2024	2023-2024
	KShs	KShs
Cost		
At beginning of the year 1st July	8,947,660	8,947,660
Additions	-	-
At end of the year	8,947,660	8,947,660
Additions—internal development	-	-
At end of the year 30th June 2025	8,947,660	8,947,660
Amortization and impairment		
At beginning of the year 1st July 2024	7,951,488	6,955,315
Impairment loss	996,172	996,173
At end of the year 30th June 2025	8,947,660	7,951,488
NBV 30th June 2025	-	996,172

Table 52: 17b. Intangible assets

18. Refundable Deposits From Customers

Description	2024-2025	2023-2024
	KShs	KShs
Client fees account	3,664,412	5,144,591
Total refundable deposits from customers	3,664,412	5,144,591

Table 53: Refundable deposits from customers

19. Trade and Other Payables

Description	FY 2024-2025	Comparative Period 2023-2024	
		KShs	KShs
Trade payables	2,662,875	1,297,133	
Employee payables	32,497	-	
Total trade and other payables	2,695,372	1,297,133	
Ageing analysis: (Trade and other payables)	FY 2024-2025	% of the Total	Comparative FY 2023-2024
Under one year	1,398,239	52%	1,297,133
1-2 years	1,297,133	48%	-
Total (tie to above total)	2,695,372	1,297,133	0%

Table 54: Trade and Other Payables

Notes to the Financial Statements (Continued)

20. Gratuity Provision

Description	2024-2025	2023-2024
	KShs	KShs
Balance B/F	-	9,371,017
Provision for the year	-	-
Reversal of gratuity provision	-	(8,505,479)
Reversal of gratuity provision	-	(865,538)
Total trade and other payables	-	-

Table 55: *Gratuity provision*

21. Capital Fund

Description	2024-2025	2023-2024
	KShs	KShs
Balance B/F	6,282	1,120,226
Depreciation transfer to accumulated surplus	-	(1,113,944)
Total trade and other payables	6,282	6,282

Table 56: *Capital fund*

22. Accumulated Surplus

Description	2024-2025	2023-2024
	KShs	KShs
Balance B/F	76,121,673	48,454,619
Surplus / Deficit	(17,003,410)	26,553,110
Depreciation transferred from capital fund	-	1,113,944
Adjusted gratuity prepaid	-	-
Total Accumulated surplus	59,118,263	76,121,673

Table 57: *Accumulated surplus*

23. Cash Generated From Operations

Description	2024-2025	2023-2024
	KShs	KShs
Surplus for the year before tax	(17,003,410)	26,553,110
Adjusted for:		
Depreciation	11,000,555	7,627,109
VAT input on capital expenditure	-	189,149

Working capital adjustments			
Decrease in prepayments		(486,625)	(1,204,880)
Increase in Receivables		(1,499,338)	(2,648,150)
Increase in payables		-	1,295,150
Decrease in payables		1,398,239	-
Gratuity adjustment		-	(9,371,017)
Net cash flow from operating activities		(6,590,579)	22,440,470

Table 58: generated from operations

24. Revaluation Reserve

Description	2024-2025	2023-2024
	KShs	KShs
Revaluation	3,550,000	3,550,000
Total Revaluation	3,550,000	3,550,000

Table 59: Revaluation reserve

25. Financial Risk Management

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

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

i. Liquidity Risk Management

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

ii. Capital Risk Management

The objective of the Centre's capital risk management is to safeguard the Centre's ability to continue as a going concern. The entity capital structure comprises of the following funds:

Description	2024-2025	2023-2024
	KShs	KShs
Retained earnings	59,118,263	76,121,673
Total funds	59,118,263	76,121,673
Total borrowings	-	-
Less: cash and bank balances	27,340,046	35,410,805
Net debt/(excess cash and cash equivalents)	(27,340,046)	(35,410,805)
Gearing	-	-

Table 60: Capital Risk Management

- The Centre's gearing level is at 0% since it has no Borrowings/Debt.

iii. Market risk

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

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

The Internal Audit Unit is responsible for co-ordinating development of risk management policies (subject to review and approval by Risk Management Committee) and for the day-to-day implementation of those policies. There has been no change to the entity's exposure to market risks or the manner in which it manages and measures the risk.

	Other currencies (USD)	Total
	Kshs	Kshs
As at 30 June 2024		
Financial assets		
Cash & Cash equivalent	- 449,496	324,990
Total financial assets	- 449,496	324,990
Net foreign currency asset/(liability)	- 449,496	324,990

Table 61: Market risk

iv. Foreign Currency Sensitivity Analysis

The following table demonstrates the effect on the entity's statement of comprehensive income on applying the sensitivity for a reasonable possible change in the exchange rate of the three main transaction currencies, with all other variables held constant. The

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reverse would also occur if the Kenya Shilling appreciated with all other variables held constant.

	Change in currency rate	Effect on Performance before tax	Effect on Equity/Net assets
	Kshs	Kshs	Kshs
2023-2024			
USD	(18.57)	(1,121,744)	(1,121,744)
2024-2025			
USD	(0.09)	(14,380)	(14,380)

Table 62: Foreign Currency Sensitivity Analysis

26. Related Party Balances

a. Nature of Related Party Relationships

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

The Centre is related to:

- i. Government of Kenya;
- ii. Office of the Attorney General and Department of Justice;
- iii. Board of Directors; and
- iv. Key Management.

Table 63: Transactions with Related Parties

	2024-2025	2023-2024
	Kshs	Kshs
a) Grants from the Government		
Grants from National Government	145,045,938	201,999,998
Total	145,045,938	201,999,998
b) Board of Directors Compensation		
Directors' emoluments	6,692,794	6,525,001
Total	6,692,794	6,525,001
c) Key Management Compensation		
Compensation to Registrar/CEO	5,230,000	5,910,000
Compensation to Key Management	15,518,190	11,380,833
Total	20,748,190	17,290,833

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27. Taxation

The centre is a non-profit making state corporation and is exempted from taxation.

28. Events after the reporting period

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

29. Ultimate and holding entity

Nairobi Centre for International Arbitration is a state corporation under the Office of the Attorney General and Department of Justice. Its ultimate parent is the Government of Kenya.

30. Currency

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

19. APPENDICES

APPENDIX I: IMPLEMENTATION STATUS OF AUDITOR-GENERAL'S RECOMMENDATIONS

The following is the summary of issues raised by the external auditor, and management comments that were provided to the auditor. We have nominated focal persons to resolve the various issues as shown below with the associated time frame within which we expect the issues to be resolved.

Reference No. on the external audit Report	Issue / Observations from Auditor	Management Comments	Focal Point person to resolve the issue (Name and designation)	Status: (Resolved / Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)
1	Failure to Transfer Excess AIA to The National Treasury	We have considered observations and recommendations made by the office of the Auditor General. The statement of financial performance reflects income from rendering of services and other income of Kshs. 7,281,546 and Kshs. 2,866,991 collected during the period 30th June 2023 as highlighted below; disclosed in Notes 7 and 8 respectively all totalling to Kshs. 10,148,537. Under Rendering of services, The amount is in relation to the Centre collected Appropriation in Aid (AIA). Examination of State Law Office and Department of Justice budget revealed that the Centre budgeted for AIA was Kshs. 7,000,000. However, the AIA of Kshs. 3,148,537. The excess AIA was not surrendered to the exchequer as required by Regulation	Registrar/CEO	Not Resolved	30 th June 2026

19. APPENDICES

APPENDIX I: IMPLEMENTATION STATUS OF AUDITOR-GENERAL'S RECOMMENDATIONS

The following is the summary of issues raised by the external auditor, and management comments that were provided to the auditor. We have nominated focal persons to resolve the various issues as shown below with the associated time frame within which we expect the issues to be resolved.

Reference No. on the external audit Report	Issue / Observations from Auditor	Management Comments	Focal Point person to resolve the issue (Name and designation)	Status: (Resolved / Not Resolved)	Timeframe: (Put a date when you expect the issue to be resolved)
1	Failure to Transfer Excess AIA to The National Treasury The statement of financial performance reflects income from rendering of services and other income of Kshs. 7,281,546 and Kshs. 2,866,991 as disclosed in Notes 7 and 8 respectively all totalling to Kshs. 10,148,537.	We have considered observations and recommendations made by the office of the Auditor General reflecting income from rendering of services and other income of Kshs. 7,281,546 and Kshs. 2,866,991 as disclosed in Notes 7 and 8 respectively all totalling to Kshs. 10,148,537. Under Rendering of services, the Centre collected Kshs. 7,281,546 comprising of income from Dispute Justice budget revealed that the Centre budgeted for AIA was Kshs. 7,000,000 compared with the actual collection of Kshs. 10,148,537 resulting in excess AIA of Kshs. 3,148,537. However, the excess AIA was not surrendered to the exchequer as required by Regulation Other Income, under this category the Centre collected	Registrar/CEO	Not Resolved	30 th June 2026

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	84 of the Public Finance Management kshs.2,866,991 comprising of (National Government) Regulations, pension recoveries from seconded 2015 which states that not later than 31st staff, sale of tender, donations and January each year, each Accounting bond security. Officer shall surrender to the National Exchequer Account unexpended voted. The Centre sought an authority money or excess Appropriations in Aid from National Treasury and as confirmed by Auditor-General in the planning through State Law Office audit report. to utilize excess amounts collected In the circumstances, Management was over and above the approved AIA in breach of the law. vide the letter dated			

Dr. Henry Murigi, PhD

Registrar/CEO



Signature: Date 28/08/2025

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APPENDIX II: INTER-ENTITY TRANSFERS

	ENTITY NAME:	Nairobi Centre for International Arbitration	
Break down of Transfers from the Office of the Attorney General and Department of Justice			
	FY 2024/2025		
a.	Recurrent Grants		
		<u>Bank Statement Date</u>	<u>Amount (KShs)</u>
			Indicate the FY to which the amounts relate
		06/08/2024	12,087,161
		30/08/2024	12,087,161
		02/10/2024	12,087,161
		31/10/2024	12,087,161
		29/11/2024	12,087,161
		03/01/2025	12,087,161
		07/02/2025	12,087,163
		13/03/2025	12,087,161
		08/04/2025	12,087,163
		29/04/2025	12,087,162
		09/06/2025	12,087,163
		27/06/2025	12,087,160
		Total	145,045,938
b.	Development Grants		
		<u>Bank Statement Date</u>	<u>Amount (KShs)</u>
			Indicate the FY to which the amounts relate
		N/A	-
		Total	-

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c.	Direct Payments			
		<u>Bank Statement Date</u>	<u>Amount (KShs)</u>	Indicate the FY to which the amounts relate
		N/A	-	-
d.	Donor Receipts	<u>Bank Statement Date</u>	<u>Amount (KShs)</u>	Indicate the FY to which the amounts relate
		N/A	-	-
		Total	-	-

The above amounts have been communicated to and reconciled with the Office of the Attorney General and Department of Justice.

Manager, Corporate Support Services
 NCIA

Head of Accounting Unit
 OAG & DOJ

Sign -----

Sign-----

APPENDIX IV: RECORDING OF BOARD AND COMMITTEE MEETINGS

CATEGORY	NAME	DATE	DESCRIPTION
ARG COMMITTEE	LINNET VITISIA	4/7/2024	22ND ARG COMMITTEE
ARG COMMITTEE	JUDITH OMANGE	4/7/2024	22ND ARG COMMITTEE
ARG COMMITTEE	KANINI NTHIGA	4/7/2024	22ND ARG COMMITTEE
OTHER MEETING	JACQUELINE OYUYO GITHINJI	8/7/2024	8TH SPECIAL BOARD
OTHER MEETING	SAMUEL NDERITU	8/7/2024	8TH SPECIAL BOARD
OTHER MEETING	JUDITH OMANGE	8/7/2024	8TH SPECIAL BOARD
OTHER MEETING	LINNET VITISIA	8/7/2024	8TH SPECIAL BOARD
OTHER MEETING	AISHA ABDALLAH	8/7/2024	8TH SPECIAL BOARD
OTHER MEETING	KANANU MUTEA	8/7/2024	8TH SPECIAL BOARD
OTHER MEETING	LAURA LUSIJI	8/7/2024	8TH SPECIAL BOARD
OTHER MEETING	KANINI NTHIGA	8/7/2024	8TH SPECIAL BOARD
OTHER MEETING	LILIAN OBUE OKUMU (SCAC)	8/7/2024	8TH SPECIAL BOARD
OTHER MEETING	MATHEW TUITOEK (SCAC)	8/7/2024	8TH SPECIAL BOARD
OTHER MEETING	LAWRENCE MUIRURI	8/7/2024	8TH SPECIAL BOARD
OTHER MEETING	LILIAN OBUE OKUMU (SCAC)	8/7/2024	BOARD EVALUATION
OTHER MEETING	MATHEW TUITOEK (SCAC)	8/7/2024	BOARD EVALUATION
F&A COMMITTEE	LAWRENCE MUIRURI	11/7/2024	42ND F & A COMMITTEE
F&A COMMITTEE	SAMUEL NDERITU	11/7/2024	42ND F & A COMMITTEE
F&A COMMITTEE	LINNET VITISIA	11/7/2024	42ND F & A COMMITTEE
F&A COMMITTEE	AISHA ABDALLAH	11/7/2024	42ND F & A COMMITTEE
F&A COMMITTEE	LAURA LUSIJI	11/7/2024	42ND F & A COMMITTEE
OTHER MEETING	JACQUELINE OYUYO GITHINJI	24/07/2024	SG MEETING

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OTHER MEETING	SAMUEL NDERITU	24/07/2024	SG MEETING
OTHER MEETING	KANINI NTHIGA	24/07/2024	SG MEETING
OTHER MEETING	JUDITH OMANGE	24/07/2024	SG MEETING
REGULAR BOARD	LAWRENCE MUIRURI	25/07/2024	52ND FULL BOARD
REGULAR BOARD	JACQUELINE OYUYO GITHINJI	25/07/2024	52ND FULL BOARD
REGULAR BOARD	SAMUEL NDERITU	25/07/2024	52ND FULL BOARD
REGULAR BOARD	JUDITH OMANGE	25/07/2024	52ND FULL BOARD
REGULAR BOARD	AISHA ABDALLAH	25/07/2024	52ND FULL BOARD
REGULAR BOARD	KANANU MUTEA	25/07/2024	52ND FULL BOARD
REGULAR BOARD	LAURA LUSIJI	25/07/2024	52ND FULL BOARD
REGULAR BOARD	KANINI NTHIGA	25/07/2024	52ND FULL BOARD
CATEGORY	NAME	DATE	DESCRIPTION
OTHER MEETING	KANANU MUTEA	9/8/2024	NAW PREPARATIONS MEETING
OTHER MEETING	KANANU MUTEA	16/08/2024	6TH JOURNAL EDITORIAL BOARD
CATEGORY	NAME	DATE	DESCRIPTION
OTHER MEETING	AISHA ABDALLAH	9/9/2024	LONG LISTING
OTHER MEETING	SAMUEL NDERITU	9/9/2024	LONG LISTING
OTHER MEETING	LAURA LUSIJI	9/9/2024	LONG LISTING
OTHER MEETING	JUDITH OMANGE	9/9/2024	LONG LISTING
OTHER MEETING	LAWRENCE MUIRURI	9/9/2024	LONG LISTING
OTHER MEETING	KANANU MUTEA	13/09/2024	NAW PREPARATIONS MEETING
F&A COMMITTEE	LAWRENCE MUIRURI	17/09/2024	43RD F & A COMMITTEE
F&A COMMITTEE	SAMUEL NDERITU	17/09/2024	43RD F & A COMMITTEE
F&A COMMITTEE	LINNET VITISIA	17/09/2024	43RD F & A COMMITTEE
F&A COMMITTEE	AISHA ABDALLAH	17/09/2024	43RD F & A COMMITTEE
BD COMMITTEE	JUDITH OMANGE	19/09/2024	29TH BDC MEETING

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BD COMMITTEE	KANANU MUTEA	19/09/2024	29TH BDC MEETING
BD COMMITTEE	LAWRENCE MUIRURI	19/09/2024	29TH BDC MEETING
OTHER MEETING	LINNET VITISIA	24/09/2024	SHORT LISTING
OTHER MEETING	JACQUELINE OYUYO GITHINJI	24/09/2024	SHORT LISTING
OTHER MEETING	KANANU MUTEA	24/09/2024	SHORT LISTING
OTHER MEETING	KANINI NTHIGA	24/09/2024	SHORT LISTING
OTHER MEETING	LAWRENCE MUIRURI	24/09/2024	SHORT LISTING
REGULAR BOARD	LAWRENCE MUIRURI	26/09/2024	53RD FULL BOARD
REGULAR BOARD	JACQUELINE OYUYO GITHINJI	26/09/2024	53RD FULL BOARD
REGULAR BOARD	SAMUEL NDERITU	26/09/2024	53RD FULL BOARD
REGULAR BOARD	AISHA ABDALLAH	26/09/2024	53RD FULL BOARD
REGULAR BOARD	KANANU MUTEA	26/09/2024	53RD FULL BOARD
REGULAR BOARD	LINNET VITISIA	26/09/2024	53RD FULL BOARD
REGULAR BOARD	KANINI NTHIGA	26/09/2024	53RD FULL BOARD
REGULAR BOARD	WINFRED NJOROGE (SCAC)	26/09/2024	53RD FULL BOARD
CATEGORY	NAME	DATE	DESCRIPTION
OTHER MEETING	KANANU MUTEA	4/10/2024	NAW PREPARATIONS MEETING
OTHER MEETING	SAMUEL NDERITU	7/10/2024	AD HOC COMMITTEE
OTHER MEETING	KANANU MUTEA	7/10/2024	AD HOC COMMITTEE
OTHER MEETING	LINNET VITISIA	7/10/2024	AD HOC COMMITTEE
OTHER MEETING	LAWRENCE MUIRURI	7/10/2024	AD HOC COMMITTEE
OTHER MEETING	AISHA ABDALLAH	7/10/2024	AD HOC COMMITTEE
ARG COMMITTEE	LINNET VITISIA	8/10/2024	23RD ARG COMMITTEE
ARG COMMITTEE	KANINI NTHIGA	8/10/2024	23RD ARG COMMITTEE
F&A COMMITTEE	SAMUEL NDERITU	14/10/2024	44TH F & A COMMITTEE
F&A COMMITTEE	LINNET VITISIA	14/10/2024	44TH F & A COMMITTEE

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F&A COMMITTEE	AISHA ABDALLAH	14/10/2024	44TH F & A COMMITTEE
F&A COMMITTEE	LAWRENCE MUIRURI	14/10/2024	44TH F & A COMMITTEE
LRA COMMITTEE	SAMUEL NDERITU	17/10/2024	37TH LRA COMMITTEE
LRA COMMITTEE	LAURA LUSIJI	17/10/2024	37TH LRA COMMITTEE
LRA COMMITTEE	KANANU MUTEA	17/10/2024	37TH LRA COMMITTEE
REGULAR BOARD	LAWRENCE MUIRURI	24/10/2024	54TH FULL BOARD
REGULAR BOARD	JACQUELINE OYUYO GITHINJI	24/10/2024	54TH FULL BOARD
REGULAR BOARD	SAMUEL NDERITU	24/10/2024	54TH FULL BOARD
REGULAR BOARD	AISHA ABDALLAH	24/10/2024	54TH FULL BOARD
REGULAR BOARD	JUDITH OMANGE	24/10/2024	54TH FULL BOARD
REGULAR BOARD	LINNET VITISIA	24/10/2024	54TH FULL BOARD
REGULAR BOARD	KANINI NTHIGA	24/10/2024	54TH FULL BOARD
REGULAR BOARD	LAURA LUSIJI	24/10/2024	54TH FULL BOARD
OTHER MEETING	AISHA ABDALLAH	29/10/2024	LONG LISTING
OTHER MEETING	SAMUEL NDERITU	29/10/2024	LONG LISTING
OTHER MEETING	LAURA LUSIJI	29/10/2024	LONG LISTING
OTHER MEETING	LAWRENCE MUIRURI	29/10/2024	LONG LISTING
CATEGORY	NAME	DATE	DESCRIPTION
OTHER MEETING	JACQUELINE OYUYO GITHINJI	4/11/2024	SHORT LISTING
OTHER MEETING	KANINI NTHIGA	4/11/2024	SHORT LISTING
OTHER MEETING	KANANU MUTEA	4/11/2024	SHORT LISTING
OTHER MEETING	LINNET VITISIA	4/11/2024	SHORT LISTING
OTHER MEETING	LAWRENCE MUIRURI	4/11/2024	SHORT LISTING
OTHER MEETING	JACQUELINE OYUYO GITHINJI	11/11/2024	9TH SPECIAL BOARD
OTHER MEETING	KANANU MUTEA	11/11/2024	9TH SPECIAL BOARD
OTHER MEETING	SAMUEL NDERITU	11/11/2024	9TH SPECIAL BOARD

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OTHER MEETING	AISHA ABDALLAH	11/11/2024	9TH SPECIAL BOARD
OTHER MEETING	JUDITH OMANGE	11/11/2024	9TH SPECIAL BOARD
OTHER MEETING	LINNET VITISIA	11/11/2024	9TH SPECIAL BOARD
OTHER MEETING	KANINI NTHIGA	11/11/2024	9TH SPECIAL BOARD
OTHER MEETING	LAURA LUSIJI	11/11/2024	9TH SPECIAL BOARD
OTHER MEETING	WINFRED NJOROGE (SCAC)	11/11/2024	9TH SPECIAL BOARD
OTHER MEETING	LAWRENCE MUIRURI	11/11/2024	9TH SPECIAL BOARD
OTHER MEETING	JUDITH OMANGE	12/11/2024	OAG ENTRY MEETING
OTHER MEETING	LINNET VITISIA	12/11/2024	OAG ENTRY MEETING
OTHER MEETING	KANINI NTHIGA	12/11/2024	OAG ENTRY MEETING
OTHER MEETING	LAWRENCE MUIRURI	12/11/2024	OAG ENTRY MEETING
OTHER MEETING	LILIAN OBWO OKUMU (SCAC)	22/11/2024	BOARD EVALUATION REPORT
OTHER MEETING	LAWRENCE MUIRURI	27/11/2024	MEETING WITH AG
OTHER MEETING	JACQUELINE OYUYO GITHINJI	27/11/2024	MEETING WITH AG
OTHER MEETING	KANINI NTHIGA	27/11/2024	MEETING WITH AG
CATEGORY	NAME	DATE	DESCRIPTION
OTHER MEETING	JACQUELINE OYUYO GITHINJI	5/12/2024	10TH SPECIAL BOARD
OTHER MEETING	LAURA LUSIJI	5/12/2024	10TH SPECIAL BOARD
OTHER MEETING	KANINI NTHIGA	5/12/2024	10TH SPECIAL BOARD
OTHER MEETING	KANANU MUTEA	5/12/2024	10TH SPECIAL BOARD
OTHER MEETING	SAMUEL NDERITU	5/12/2024	10TH SPECIAL BOARD
OTHER MEETING	AISHA ABDALLAH	5/12/2024	10TH SPECIAL BOARD
OTHER MEETING	LAWRENCE MUIRURI	5/12/2024	10TH SPECIAL BOARD
BD COMMITTEE	LAWRENCE MUIRURI	6/12/2024	30TH BDC MEETING
BD COMMITTEE	JUDITH OMANGE	6/12/2024	30TH BDC MEETING
BD COMMITTEE	KANANU MUTEA	6/12/2024	30TH BDC MEETING

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BD COMMITTEE	KANINI NTHIGA	6/12/2024	30TH BDC MEETING
LRA COMMITTEE	AISHA ABDALLAH	11/12/2024	38TH LRA COMMITTEE
LRA COMMITTEE	SAMUEL NDERITU	11/12/2024	38TH LRA COMMITTEE
LRA COMMITTEE	LAURA LUSIJI	11/12/2024	38TH LRA COMMITTEE
CATEGORY	NAME	DATE	DESCRIPTION
F&A COMMITTEE	LAWRENCE MUIRURI	14/01/2025	45TH F & A COMMITTEE
F&A COMMITTEE	SAMUEL NDERITU	14/01/2025	45TH F & A COMMITTEE
F&A COMMITTEE	LINNET VITISIA	14/01/2025	45TH F & A COMMITTEE
F&A COMMITTEE	LAURA LUSIJI	14/01/2025	45TH F & A COMMITTEE
F&A COMMITTEE	AISHA ABDALLAH	14/01/2025	45TH F & A COMMITTEE
ARG COMMITTEE	KANINI NTHIGA	15/01/2025	24TH ARG COMMITTEE
ARG COMMITTEE	LINNET VITISIA	15/01/2025	24TH ARG COMMITTEE
ARG COMMITTEE	JUDITH OMANGE	15/01/2025	24TH ARG COMMITTEE
REGULAR BOARD	LAWRENCE MUIRURI	23/01/2025	55TH FULL BOARD
REGULAR BOARD	JUDITH OMANGE	23/01/2025	55TH FULL BOARD
REGULAR BOARD	KANANU MUTEA	23/01/2025	55TH FULL BOARD
REGULAR BOARD	KANINI NTHIGA	23/01/2025	55TH FULL BOARD
REGULAR BOARD	LINNET VITISIA	23/01/2025	55TH FULL BOARD
REGULAR BOARD	JACQUELINE OYUYO GITHINJI	23/01/2025	55TH FULL BOARD
REGULAR BOARD	AISHA ABDALLAH	23/01/2025	55TH FULL BOARD
REGULAR BOARD	SAMUEL NDERITU	23/01/2025	55TH FULL BOARD
REGULAR BOARD	LAURA LUSIJI	23/01/2025	55TH FULL BOARD
OTHER MEETING	LAURA LUSIJI	31/01/2025	11TH SPECIAL BOARD
OTHER MEETING	KANINI NTHIGA	31/01/2025	11TH SPECIAL BOARD
OTHER MEETING	KANANU MUTEA	31/01/2025	11TH SPECIAL BOARD
OTHER MEETING	JACQUELINE OYUYO GITHINJI	31/01/2025	11TH SPECIAL BOARD

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OTHER MEETING	AISHA ABDALLAH	31/01/2025	11TH SPECIAL BOARD
OTHER MEETING	LINNET VITISIA	31/01/2025	11TH SPECIAL BOARD
OTHER MEETING	JUDITH OMANGE	31/01/2025	11TH SPECIAL BOARD
OTHER MEETING	LAWRENCE MUIRURI	31/01/2025	11TH SPECIAL BOARD
OTHER MEETING	KANANU MUTEA	31/01/2025	NAW PREPARATIONS MEETING
CATEGORY	NAME	DATE	DESCRIPTION
OTHER MEETING	JACQUELINE OYUYO GITHINJI	25/02/2025	INTROCUCTION OF CEO
CATEGORY	NAME	DATE	DESCRIPTION
OTHER MEETING	DR. HENRY MURIGI(PhD)	6/3/2025	12TH SPECIAL BOARD
OTHER MEETING	JUDITH OMANGE	6/3/2025	12TH SPECIAL BOARD
OTHER MEETING	KANANU MUTEA	6/3/2025	12TH SPECIAL BOARD
OTHER MEETING	KANINI NTHIGA	6/3/2025	12TH SPECIAL BOARD
OTHER MEETING	LINNET VITISIA	6/3/2025	12TH SPECIAL BOARD
OTHER MEETING	JACQUELINE OYUYO GITHINJI	6/3/2025	12TH SPECIAL BOARD
OTHER MEETING	AISHA ABDALLAH	6/3/2025	12TH SPECIAL BOARD
OTHER MEETING	SAMUEL NDERITU	6/3/2025	12TH SPECIAL BOARD
OTHER MEETING	LAURA LUSIJI	6/3/2025	12TH SPECIAL BOARD
OTHER MEETING	JACQUELINE OYUYO GITHINJI	17/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	KANANU MUTEA	17/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	KANINI NTHIGA	17/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	SAMUEL NDERITU	17/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	JACQUELINE OYUYO GITHINJI	18/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	SAMUEL NDERITU	18/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	KANANU MUTEA	18/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	JACQUELINE OYUYO GITHINJI	19/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	SAMUEL NDERITU	19/03/2025	NAIROBI ARBITRATION WEEK

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OTHER MEETING	KANINI NTHIGA	19/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	AISHA ABDALLAH	19/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	JACQUELINE OYUYO GITHINJI	20/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	SAMUEL NDERITU	20/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	KANANU MUTEA	20/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	KANINI NTHIGA	20/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	AISHA ABDALLAH	20/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	JACQUELINE OYUYO GITHINJI	21/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	SAMUEL NDERITU	21/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	KANANU MUTEA	21/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	KANINI NTHIGA	21/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	LAURA LUSIJI	21/03/2025	NAIROBI ARBITRATION WEEK
OTHER MEETING	LAURA LUSIJI	27/03/2025	SCAC BOARD INDUCTION
OTHER MEETING	KANANU MUTEA	27/03/2025	SCAC BOARD INDUCTION
OTHER MEETING	SAMUEL NDERITU	27/03/2025	SCAC BOARD INDUCTION
OTHER MEETING	LAURA LUSIJI	28/03/2025	SCAC BOARD INDUCTION
OTHER MEETING	KANANU MUTEA	28/03/2025	SCAC BOARD INDUCTION
OTHER MEETING	SAMUEL NDERITU	28/03/2025	SCAC BOARD INDUCTION
OTHER MEETING	LAURA LUSIJI	29/03/2025	SCAC BOARD INDUCTION
OTHER MEETING	KANANU MUTEA	29/03/2025	SCAC BOARD INDUCTION
OTHER MEETING	SAMUEL NDERITU	29/03/2025	SCAC BOARD INDUCTION
CATEGORY	NAME	DATE	DESCRIPTION
BD COMMITTEE	KANINI NTHIGA	3/4/2025	31ST BDC MEETING
BD COMMITTEE	LINNET VITISIA	3/4/2025	31ST BDC MEETING
BD COMMITTEE	KANANU MUTEA	3/4/2025	31ST BDC MEETING
BD COMMITTEE	DR. HENRY MURIGI(PhD)	3/4/2025	31ST BDC MEETING

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ARG COMMITTEE	JUDITH OMANGE	9/4/2025	25TH ARG COMMITTEE
ARG COMMITTEE	LINNET VITISIA	9/4/2025	25TH ARG COMMITTEE
ARG COMMITTEE	KANINI NTHIGA	9/4/2025	25TH ARG COMMITTEE
F&A COMMITTEE	DR. HENRY MURIGI(PhD)	15/04/2025	46TH F & A COMMITTEE
F&A COMMITTEE	AISHA ABDALLAH	15/04/2025	46TH F & A COMMITTEE
F&A COMMITTEE	LINNET VITISIA	15/04/2025	46TH F & A COMMITTEE
F&A COMMITTEE	LAURA LUSIJI	15/04/2025	46TH F & A COMMITTEE
F&A COMMITTEE	SAMUEL NDERITU	15/04/2025	46TH F & A COMMITTEE
LRA COMMITTEE	AISHA ABDALLAH	16/04/2025	39TH LRA COMMITTEE
LRA COMMITTEE	SAMUEL NDERITU	16/04/2025	39TH LRA COMMITTEE
LRA COMMITTEE	LAURA LUSIJI	16/04/2025	39TH LRA COMMITTEE
LRA COMMITTEE	KANANU MUTEA	16/04/2025	39TH LRA COMMITTEE
REGULAR BOARD	JACQUELINE OYUYO GITHINJI	24/04/2025	56TH FULL BOARD
REGULAR BOARD	SAMUEL NDERITU	24/04/2025	56TH FULL BOARD
REGULAR BOARD	JUDITH OMANGE	24/04/2025	56TH FULL BOARD
REGULAR BOARD	KANINI NTHIGA	24/04/2025	56TH FULL BOARD
REGULAR BOARD	KANANU MUTEA	24/04/2025	56TH FULL BOARD
REGULAR BOARD	AISHA ABDALLAH	24/04/2025	56TH FULL BOARD
REGULAR BOARD	LAURA LUSIJI	24/04/2025	56TH FULL BOARD
REGULAR BOARD	DR. HENRY MURIGI(PhD)	24/04/2025	56TH FULL BOARD
CATEGORY	NAME	DATE	DESCRIPTION
OTHER MEETING	JACQUELINE OYUYO GITHINJI	29/05/2025	COURTESY CALL WITH AG
OTHER MEETING	KANINI NTHIGA	29/05/2025	COURTESY CALL WITH AG
OTHER MEETING	DR. HENRY MURIGI(PhD)	29/05/2025	COURTESY CALL WITH AG
CATEGORY	NAME	DATE	DESCRIPTION
BD COMMITTEE	DR. HENRY MURIGI(PhD)	19/06/2025	32ND BDC MEETING

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BD COMMITTEE	KANANU MUTEA	19/06/2025	32ND BDC MEETING
BD COMMITTEE	LINNET VITISIA	19/06/2025	32ND BDC MEETING
BD COMMITTEE	JUDITH OMANGE	19/06/2025	32ND BDC MEETING

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