Republic of Kenya

PSASB
PUBLIC SECTOR ACCOUNTING STANDARDS BOARD (KENYA)

GOVERNMENT OF KENYA

DRAFT TRANSPORT MANAGEMENT AUDIT PROGRAMS FOR NATIONAL GOVERNMENT ENTITIES

SEPTEMBER 2026

Republic of Kenya

PSASB
PUBLIC SECTOR ACCOUNTING STANDARDS BOARD (KENYA)

TRANSPORT MANAGEMENT PROCESSES

(To be customised for each Program)

Audit Program No.:	**Period Under Review:**	**Department:**
Prepared By:		
Reviewed By:		

Sub-Process: Governance

Audit Objective: Confirm establishment of policies and procedures for transport management processes in line with laws, regulations, government directives and the entity's mandate and strategy.	
Risk: Noncompliance with laws, regulations, government directives and alignment with the entity's mandate.	
Controls	**Tests**
Relevant Circulars/Directives issued on transport management. Approved Transport	**Test of Design** • Establish key requirements of policies and procedures for transport management processes in line with laws, regulations, government directives and the entity's mandate. • Establish clear roles and responsibilities are well defined and align with the entity's structure and mandate. • If the control is not documented, enquire from process owner how it is meant to be executed.

management policy and procedures. Entity's structure. NTSA Act 2012	**Test of Implementation** • Obtain the approved Transport management policy and procedure • Confirm that the design documented under TOD is implemented as documented. • Walk through and document the process flow/ map. Note any gaps in implementation **Test of Operating Effectiveness** • Confirm that the Transport management policy and procedures is approved and signed off • Confirm that Transport management policy captures elements of regulations, government directives as issued and is aligned to the entity's mandate. • Carry out other tests of operating effectiveness aligned to specific entity policies, procedures, service delivery standards, minutes of meetings and strategic plans.
Risk: Non reviewed and updated transport policy and procedure	
Control	**Test**
Approved Transport management policy and procedures. Guidelines on policy review	**Test of Design** • Establish existence and key requirements of guidelines on policy and procedure review • Establish review and update of the policy and procedure • If the control is not documented, enquire from process owner how it is meant to be executed. **Test of Implementation** • Confirm that the design documented under TOD is implemented as documented. • Walkthrough and document the process flow/ map. Note any gaps in implementation. **Test of Operating Effectiveness** • Confirm Policy and procedure reviews and updates as per the approved frequency or need. • Confirm approval and sign off of the reviews • Confirm involvement of management and board in the review process.

Risk: inadequate staff information and communication on the policy and procedure	
Control	**Tests**
-Transport management policy -Communication Policy	**Test of Design** • Establish whether trainings and sensitizations are being conducted on the policy and procedure • If the control is not documented, enquire from process owner how it is meant to be executed **Test of Implementation** • Confirm that trainings and sensitizations were conducted on the policy and procedure. • Walkthrough and document the process flow/ map. Note any gaps in implementation **Test of Operating Effectiveness** • Obtain trainings and sensitization reports on the policy and procedure • Obtaining training attendance sheets and training/sensitization materials. • Sample staff to confirm awareness of the policy and procedure
Sub Process – Fuel management **Audit Objective**: Confirm adequacy and effectiveness of fuel management	
Risk: Unauthourised transports.	
Control	**Tests**
Transport approval procedures	**Test of Design** • Establish the key requirements indicated for authorization of transport. • If the control is not documented, enquire from process owner how itis meant to be executed. **Test of implementation**

	• Obtain a sample file and confirm that the design documented under TOD is implemented as documented. Walkthrough and document the process flow/ map. Note any gaps in implementation. **Test of Operating Effectiveness** • Confirm that transport requests were duly authorised. • Confirm that transport was to the actual purpose, location and persons as authorised • Carry out other tests of operating effectiveness aligned to specific entity policies, procedures, service delivery standards, minutes of meetings and strategic plans.
Risk: Inefficient fuel utilization	
Control	**Tests**
Transport approval procedure Fuel records Work tickets	**Test of Design** • Establish the key requirements for approval of transport. • Establish usage of fuel as per estimated budget and card approvals • If the control is not documented, enquire from process owner how it is meant to be executed. **Test of Implementation** • Obtain a sample of the transport requests, work tickets and fuel records. • Confirm that the design documented under TOD is implemented as documented. • Walkthrough and document the process flow/ map.Note any gaps in implementation **Test of Operating Effectiveness** • Confirm utilization of fuel as per approval,estimated budget and reasons for variances provided. • Compare -Fuel consumption vs mileage -Expected vs actual usage • Review fuel policy and controls • Analyze fuel consumption trends by vehicle • Compare fuel usage against mileage benchmarks

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	• Review fuel card system:
	  - Authorization controls
	  - Transaction limits
	• Verify fuel receipts and reconciliations
	• Investigate unusual patterns:
	  - High consumption
	  - Fueling outside normal routes
	• Confirm supplier contracts and pricing
	• Confirm how variances and anomalies were managed.
	• Verify the accuracy of the records indicated on the work tickets and fuel records.
	• Carry out other tests of operating effectiveness aligned to specific entity policies, procedures, service delivery standards, minutes of meetings and strategic plans.

Risk: Inadequate monitoring and reporting of fuel usage.	
Control	**Tests**
Periodic fuel reports on usage and monitoring.	**Test of Design** • Establish key requirements for fuel utilization, monitoring and reporting procedures. • If the control is not documented, enquire from process owner how it is meant to be executed. **Test of Implementation** • Obtain the fuel utilization and monitoring reports • Confirm that the design documented under TOD is implemented as documented. • Walkthrough and document the process flow/ map. Note any gaps in implementation **Test of Operating Effectiveness** • Confirm samples of regular monitoring and reporting of fuel usage • Verify existence and use of GPS tracking systems. • Confirm existence of fuel reports on utilization and monitoring. • Carry out other tests of operating effectiveness aligned to specific policies, procedures, service

	delivery standards, minutes of meetings and strategic plans.

Sub-Process: Transport Records management

Audit Objective: To establish proper documentation and record keeping	
Risk: Incomplete and inaccessible records	
Control	**Tests**
Approved transport policy and procedure	**Test of Design** • Establish key requirements for record management of transport processes. • If the control is not documented, enquire from processowner how it is meant to be executed. **Test of Implementation** • Obtain a sample of records on transport processes. • Confirm that the design documented under TOD is implemented as documented. • Walkthrough and document the process flow/ map. Note any gaps in implementation **Test of Operating Effectiveness** • Confirm that transport records are kept, filed and complete • Confirm completeness of transport records • Confirm proper filing of logbooks, fuel records, maintenance records. • Assess ease of accessibility of the records. • Carry out other tests of operating effectiveness aligned to specific policies, procedures, service delivery standards, minutes of meetings and strategic plans.

Sub-process: Maintenance of vehicles

Audit Objective: To establish safety, maintenance, and operational reliability of vehicles	
Risk: Poor maintenance and repair of vehicles	
Control	**Tests**
Vehicle Maintenance & Repair procedures	**Test of Design** • Establish key requirements for vehicle maintenance processes and procedures **Test of Implementation** • Obtain the approved vehicle maintenance process and procedures. • Confirm that the design documented under TOD isimplemented as documented. • Walkthrough and document the process flow/ map. • Note any gaps in implementation. **Test of Operating Effectiveness** • Confirm that vehicle maintenance as scheduled • Confirm vehicle repairs are promptly done. • Confirm maintenance schedules (preventive & reactive). • Verify adherence to service intervals. • Inspect service records for each vehicle • Review of repair invoices: • Compare with approved work orders Check for duplicate or inflated charges • Verify vendor selection process • Conduct physical inspection of selected vehicles

	• Assess downtime and frequency of breakdowns • Carry out other tests of operating effectiveness aligned to processes and procedure
Risk: Inadequate insurance on vehicles.	
Control	**Tests**
Approved transport policy and procedure. Risk management procedures	**Test of Design** • Establish key requirements for adequate insurance of vehicles. • If the control is not documented, enquire from process owner how it is meant to be executed. **Test of Implementation** • Obtain vehicle insurance records. • Confirm that the design documented under TOD isimplemented as documented. • Walk-through and document the process flow/ map. • Note any gaps in implementation. **Test of Operating Effectiveness** • Confirm the vehicles are insured as per policy and procedures. • Verify insurance coverage for all vehicles: • - Validity period • - Adequacy of coverage • Check: • Inspection certificates • Road licenses • Review claims history and settlement process • Confirm compliance with national transport regulations. • Carry out other tests of operating effectiveness alignedto processes and procedure.
Risk : Inadequate vehicle safety measures	

Control	Tests
Transport policy and procedure **Health Safety policy**	**Test of Design** • Establish safety processes and procedures for vehicle and driver. **Test of Implementation** • Review a sample of accident logs and reports • Assess root cause analysis and corrective actions • Verify availability of: - First aid kits - Fire extinguishers • Review driver safety training programs. • Check compliance with environmental regulations (e.g., emissions) • Confirm that the design documented under TOD isimplemented as documented. • Walk-through and document the process flow/ map. • Note any gaps in implementation. **Test of Operating Effectiveness** • Confirm that safety measures are implemented. • Carry out other tests of operating effectiveness alignedto processes and procedure
Risk : Inadequate driver management measures	
Control	**Tests**
Transport policy and procedure **Insurance policy**	**Test of Design** • Establish processes and procedures for driver management. **Test of Implementation** • Verify driver records: - Valid driving licenses

	- Certifications (where applicable) • Review driver assignment records • Assess training programs (defensive driving, safety) • Review of disciplinary records and incident reports • Check compliance with working hours and overtime policies • Confirm that the design documented under TOD is implemented as documented. • Walk-through and document the process flow/ map. • Note any gaps in implementation. **Test of Operating Effectiveness** • Confirm that adequate measures on driver management and safety. • Carry out other tests of operating effectiveness aligned to processes and procedure

Sub-Process: Vehicle acquisition & disposal

Audit Objective: To ascertain vehicle acquisition and disposal are compliant to entitys policies and procurement regulations	
Risk: Non compliance to entitys policies and procurement regulations.	
Control	**Tests**
Procurement laws & regulations Records on acquired & disposed vehicles. Asset Register	**Test of Design** • Establish the key requirements of laws, regulations,policies and procedures on vehicle acquisition and disposal. **Test of Implementation** • Obtain records on vehicles acquired and disposed. • Review procurement process for compliance with procurement laws and regulations

	• Verify: - Needs assessment documentation - Approved budgets - Tendering process and evaluation reports • Compare purchase prices with market benchmarks • Inspecting asset register for completeness and accuracy • Review disposal process: - Approval documentation - Valuation reports. - Transparent disposal methods (auction, tender) • Confirm that the design documented under TOD isimplemented as documented. • Walk-through and document the process flow/ map. • Note any gaps in implementation. **Test of Operating Effectiveness** • Ascertain that vehicles acquired or disposed aligned with the entity's policies ,laws and regulations. • Carry out other tests of operating effectiveness aligned to processes and procedure

Sub-Process: Vehicle management

Audit Objective: Confirm adequacy and effectiveness in use of vehicle	
Risk: Misuse of vehicle	
Control	**Tests**
Transport management policy Guidelines on asset & Liability management 2020	**Test of Design** • Establish the key requirements of laws, regulations, policies and procedures on vehicle acquisition and disposal. **Test of Implementation**

	• Obtain records on vehicles management • Confirm that the design documented under TOD is implemented as documented. • Walk-through and document the process flow/ map. • Note any gaps in implementation **Test of Operating Effectiveness** • Confirm that vehicle requests have been made and approved prior to use • Confirm that allocation of driver and vehicle has been done and approved. • Check that vehicle hand over has been done in case of transfers. • Confirm that vehicle have trackers. • Confirm that requests made for vehicle have been utilised as per approved timelines, location and persons. • Carry out other tests of operating effectiveness aligned to processes and procedure