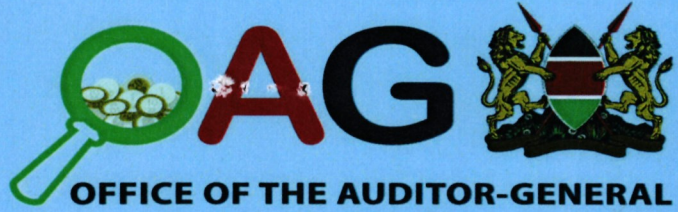
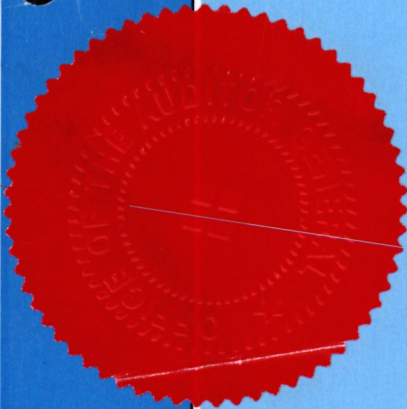



REPUBLIC OF KENYA



*Enhancing Accountability*



**REPORT**

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**ON**

**KENYA ROADS BOARD - OPERATIONS**

**FOR THE YEAR ENDED  
30 JUNE, 2020**



OFFICE OF THE AUDITOR GENERAL  
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## **KENYA ROADS BOARD - OPERATIONS**

### **ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE FINANCIAL YEAR ENDED  
JUNE 30, 2020**

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



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KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

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**Our Vision:**

*An efficient road network for a prosperous nation*

**Our Mission:**

*To fund, oversee and coordinate road maintenance, rehabilitation and development through optimal utilization of resources for a sustainable road network*

**Our Core Values:**

*(a) Professionalism*

*We shall maintain high standards and professional competence in the discharge of responsibilities and delivery of quality services. We shall abide to professional considerations on the methods, standards and procedures in our work and focus on achieving excellence with a view to exceeding the expectations of our clients and stakeholders.*

*(b) Passion for quality*

*We shall stand up for what we believe in; perform our roles with purpose, pride, enthusiasm and dedication in everything that we do. We are committed to providing and delivering high quality services.*

*(c) Customer Service Excellence*

*We are committed to uphold customer driven and focused service delivery by honoring commitments that we have made to our customers. We shall treat our customers with courtesy, respect and be sensitive to and deal with issues and situations in a proactive and timely manner, using flexible decision making processes. KRB shall ensure that every employee shares the same ideals in regard to the central position of the customer and as such continue to motivate its employees to be committed to high standards of service delivery to meet customers' requirements in a consistent manner.*

*(d) Integrity*

*We are committed to promoting transparency, accountability and professionalism in our work. We shall be impartial, honest, objective and unbiased in how we relate to each other and our stakeholders.*

*(e) Inclusiveness*

*We shall embrace inclusiveness and promote diversity in our organization and ensure adherence to constitutional requirements on gender, disability, minorities among others.*

*(f) Innovation*

*We shall endeavour to be innovative, creative and embrace technology to achieve efficiency and effectiveness in service delivery.*

**KEY ENTITY INFORMATION AND MANAGEMENT**

**a) Background Information:**

Kenya Roads Board (KRB) is a state body corporate established under Chapter 408 of the Laws of Kenya 'Kenya Roads Board Act' which came into effect under Legal Notice No. 7 of 1999. The Board was established in accordance with the Chapter 446 (State Corporations Act) of the Laws of Kenya, which is 'An Act of Parliament to make provision for the establishment of state corporations: for control and regulation of state corporations; and for connected purposes'.

The Board is domiciled and operates within the Republic of Kenya. The registered office is as set out on page 7.

**b) Principle Activity:**

As stipulated in the Kenya Roads Board Act, 1999 "The object and purpose for which the Board is established is to oversee the road network in Kenya and coordinate the maintenance, rehabilitation and development funded by the fund and to advise the Minister responsible for matters pertaining to roads on all matters related thereto."

**Specific Mandates:**

The mandates of KRB are provided for in the Kenya Roads Board Act, No. 7 of 1999 as hereunder:

- (a) *'coordinate the optimal utilization of the Fund in implementation of programmes relating to the maintenance, rehabilitation and development of the road network;*
- (b) *seek to achieve optimal efficiency and cost effectiveness in roadworks funded by the Fund;*
- (c) *manage the Fund;*
- (d) *based on a five year road investment programme approved by the Minister and the Minister for Finance, determine the allocation of financial resources from any other source available to the Board required by road agencies for the maintenance, rehabilitation and development of the road network to ensure that the allocation of funds is pegged to specific categories of roads and that not less than*
  - (i) *twenty two percent (22%), which shall be deposited into a special bank account to be called Constituency Road Fund Account to be maintained by every constituency of monies from the Fund is allocated equally to all Constituencies in the country to be administered by the Rural Roads Authority;*
  - (ii) *ten percent (10%) of the monies from the Fund is allocated for the maintenance or development of link roads between constituencies and to serve as Government counterpart funds in funding works on rural roads, to be administered by the Kenya Rural Roads Authority and that the said per centum shall be equally distributed to the constituencies where Kenya Rural Roads Authority has the mandate.*
  - (iii) *forty percent (40%) of the monies from the Fund is allocated in respect of the national roads to be administered by the National Highways Authority;*
  - (iv) *fifteen percent (15%) of the monies from the Fund is allocated in respect of the Urban Roads Authority;*
  - (v) *one percent (1%) of the monies from the Fund is allocated in respect of roads in national parks and reserves to be administered by the Kenya Wildlife Service, and*
  - (vi) *a maximum of two percent (2%) of the monies from the Fund is allocated in respect of recurrent expenditure of the Board under section 31(5).*

KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

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- (e) ensure that the remainder of the monies from the Fund (10%) described in paragraph (d) shall be allocated annually by the Board with the approval of the Minister to road investment programme derived from the five-year road investment programme approved by the Minister responsible for roads and the Minister for Finance.
- (f) ensure that a maximum of ten percent (10%) of all monies allocated to each road agency is utilized for development purposes by the said agency
- (g) monitor and evaluate, by means of technical, financial and performance audits, the delivery of goods, works and services funded by the Fund;
- (h) in implementing paragraph (g), pay due regard to public procurement and disposal regulations and additional guidelines issued or approved by the Minister;
- (i) recommend to the Minister appropriate levels of road user charges, fines, penalties, levies or any sums required to be collected under the Road Maintenance Levy Fund Act, 1993 and paid into the Fund;
- (j) recommend to the Minister such periodic reviews of the Fuel Levy as are necessary for the purposes of the Fund, and
- (k) identify, quantify and recommend to the Minister such other potential sources of revenue as may be available to the Fund for the development, rehabilitation and maintenance of roads.'

**c) Key Management:**

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

- Board of Directors
- Accounting officer/ Executive Director
- Management

**d) Fiduciary Management:**

The key management personnel who held office during the financial year ended 30th June 2020 and who had direct fiduciary responsibility were:

1. Executive Director - Eng. Jacob Z. Ruwa, OGW (Retired on 30<sup>th</sup> June 2020)
2. General Manager, Finance - CPA Rashid K. Mohamed, MBS  
(Ag. Executive Director from 7<sup>th</sup> May 2020)
3. General Manager, Technical Compliance - Eng. David O. Orwenyo
4. General Manager, Planning and Programming - Eng. Margaret W. Ogai
5. General Manager, Legal and Corporate Affairs - Ms. Lucy K. Gathika
6. Senior Manager, Human Resources and Administration - Mr. Hamoud M. Mguza

**e) Fiduciary Oversight Arrangements:**

The following committees provide fiduciary oversight over the management and activities of the Board;

- Audit and Risk Management Committee of the Board
- Finance Committee of the Board
- Technical Committee of the Board
- Human Resources and Management Committee of the Board

KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

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**f) Financial Statements:**

The Financial Statements herein represent the utilization of two percent (2%) of the monies from the Kenya Roads Board Fund which is allocated in respect of the recurrent expenditure of the Board.

Section 35(1) of the KRB Act stipulates that *"There shall be paid out of the Fund any expenditure incurred by the Board in the exercise of its powers or the performance of its functions under this Act"*

The Financial Statements of the Kenya Roads Board Operations have been presented separately as required by Section 26 of Chapter 5, Public Finance Management Act of 2012 which deals with administration of Special Funds.

**g) Registered Office/Headquarters:**

Kenya Re-Towers, 3rd Floor  
Off Ragati Road, Upper Hill  
P.O. Box 73718- 00200, City Square  
NAIROBI, KENYA

**h) Contacts:**

Tel. No.: 4980000, 2722865/6  
Fax No.: 254-020-2723161  
Website: [www.krb.go.ke](http://www.krb.go.ke)  
E-mail address: [info@krb.go.ke](mailto:info@krb.go.ke)

**i) Principal Bankers:**

Citibank N.A  
Citibank House, Upper Hill  
P.O Box 30711-00100, GPO  
NAIROBI, KENYA

**j) Independent Auditors:**

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

**k) Principal Legal Adviser:**

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

KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

**THE BOARD OF DIRECTORS**

The Board draws representatives from public and private stakeholders as set out in Section 7 of the Kenya Roads Board Act, 1999.

Board members in FY 2019/2020 include the following:-

<b>Representative</b>	<b>Organization</b>
Eng. Jacob Ruwa, OGW (Executive Director) (term expired on 30 <sup>th</sup> June 2020)	Kenya Roads Board
Ms. Rita Kavashe (Chairperson)	Automobile Association of Kenya
Prof. Arch. Paul M. Maringa, (PHD) CBS	PS, State Department of Infrastructure - Ministry of Transport, Infrastructure, Housing and Urban Development
Dr. Julius Monzi Muia, CBS	PS, The National Treasury
Mr Charles T. Sunkuli, CBS	PS, State Department for Devolution - Ministry of Devolution and the Arid and Semi-Arid Lands
Dr. Kevit Desai	PS, Ministry of East African Affairs, Labour and Social Protection, Commerce & Tourism
Mr. Solomon Kitungu	PS, State Department of Transport - Ministry of Transport, Infrastructure, Housing and Urban Development
Eng. John Nyaguti (up to November 2019; re-appointed in June 2020)	Institution of Engineers of Kenya
Mr. Wilson Ndirangu Kamau (up to November 2019; re-appointed in June 2020)	Institute of Surveyors of Kenya
CPA Charles Tirok (up to November 2019; re-appointed in June 2020)	Institute of Certified Public Accountants of Kenya
Dr. Mary Ragui (appointed in June 2020)	Kenya Association of Tour Operators

KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

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Alternate Board members in FY 2019/2020 include the following:

<b>Alternate Representative</b>	<b>Organization</b>
Mr. Abednego Etyang (up to December 2019; re-appointed in May 2020)	State Department of Infrastructure - Ministry of Transport, Infrastructure, Housing and Urban Development
Hon. Nelson Gaichuhie	The National Treasury
Mr. James Mwanzia	State Department for Devolution - Ministry of Devolution and the Arid and Semi-Arid Lands
Mr. Julius Mwabu	Ministry of East African Affairs, Labour and Social Protection, Commerce & Tourism
Mr. Paul King'ori	State Department of Transport - Ministry of Transport, Infrastructure, Housing and Urban Development

KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

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**MANAGEMENT TEAM**

Executive Director	-	Eng. Jacob Z. Ruwa, OGW (Retired on 30 <sup>th</sup> June 2020)
General Manager, Finance	-	Rashid K. Mohamed, MBS (Ag. Executive Director from 7 <sup>th</sup> May 2020)
General Manager, Technical Compliance	-	Eng. David O. Orwenyo
General Manager, Planning and Programming	-	Eng. Margaret W. Ogai
General Manager, Legal and Corporate Affairs	-	Ms. Lucy K. Gathika
Senior Manager, Human Resources and Administration -		Mr. Hamoud M. Mguza

## **CHAIRMAN'S STATEMENT**

On behalf of the Members of the Board, it is my pleasure to present the Annual Report and Financial Statements for Kenya Roads Board Fund for the year ended 30th June 2020.

### **General Economic Environment**

The COVID-19 global pandemic will have a large negative impact on the Kenyan economy. Even before being affected by the novel coronavirus, Kenya's economy had decelerated. The real GDP growth in 2019 was about 5.4%, down from 6.3 percent in 2018. The COVID-19 shock is expected to further reduce growth in 2020 with large impacts on services (transport, retail trade, tourism, events, leisure, etc.), industry (manufacturing and construction), and agriculture. The health system is facing an unprecedented challenge to contain the spread of COVID-19 and care for the infected. In addition, measures taken to slow down the rate of infection, including home confinement, travel restrictions, the closure of schools and entertainment spots, the suspension of public gatherings and conferences, and a nightly curfew, are expected to affect both production and consumption across the economy.

Kenya's medium-term growth prospects will be impacted by COVID-19, and much remains uncertain about the magnitude. The World Bank's GDP growth scenario for 2020 is for a baseline of 1.5 percent, before rebounding to about 5.6 percent over the medium term, on assumption that investor confidence will be restored soon after the COVID-19 pandemic is contained. Growth is also predicated on normal weather that should be supportive of agricultural output and that a swift and well targeted policy response to COVID-19, will support the economy's resilience. An adverse scenario of a recession of about -1.0 percent is also presented on assumption of significant supply and demand shocks with feedback stemming from each of these forces. To put the adverse scenario into context, it is expected that the shock will be larger and reduce growth below that of 2008, when Kenya grew by 0.2% (from 6.9 percent in 2007) as a result of post-election violence, drought, and the global financial crisis.

The widening of the fiscal deficit to accommodate the COVID-19 pandemic intervention measures is expected to increase Kenya's public debt stock. In FY2019/20, the primary balance is expected to stay at 3.7 percent of GDP, compared to a pre-COVID-19 target of 2.1 percent (representing an additional debt creating flow of 1.6 % of GDP). Gross public debt has increased from Ksh.5.0 trillion (53.8 percent of GDP) in 2015/16 to about Ksh.6.4 trillion (or 63.1 percent of GDP) in 2019/20.

Official statistics show that inflation picked up but stayed within the target range of 5±2.5 percent. In March 2020, inflationary pressures picked up to 6.1 percent (from 4.4 percent in March 2019) as a result of increased prices for foods in the CPI basket (vegetables, tomatoes and onions). Food inflation increased to 10.6 percent in March 2020 from 2.8 percent in March 2019, due to food supply chain disruptions.

Food security in Kenya is facing a twin shock from restrictions in place due to the COVID-19 crisis and the earlier locust attack-contributing to a spike in food prices. The increase in prices has been largely due to the disruptions to the food supply chain as a result of the imposition of a curfew.

**KENYA ROADS BOARD**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020**

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Trends in the NSE 20 index, which captures market expectations of the future earnings growth of the top 20 listed companies, shows tanking stock prices in line with developments in major global indices. This is consistent with large selloff by foreign investors due to uncertainty with COVID-19 pandemic.

A more subdued aggregate demand and rising uncertainty is likely to derail faster growth in private sector credit. The year-on-year private sector credit growth increased modestly to 7.7 percent in February 2020 (from 3.4 percent in February 2019). MSMEs could encounter greater challenges to access financing with reduced demand due to the COVID-19 containment measures.

### **National Agenda**

The 2020 Budget Policy Statement (BPS) is prepared against a background of a weak global economy. The policy measures outlined in the 2020 Budget Policy Statement prioritize investments in the “Big Four” Agenda and are anchored on the National Development Plan as outlined in the Third Medium Term Plan (MTP III) of Kenya Vision 2030. This being the third Budget Policy Statement since the onset of the “Big Four” Plan, the Government has made great strides in the implementation of the strategic interventions under the Plan which have contributed immensely to stimulating the economy and improving the lives of Kenyans. Building on these gains, the Government will strengthen implementation of programmes that make growth more inclusive and pursue measures that avail liquidity to private sector, including initiating innovative products to boost credit to Micro, Small and Medium Enterprises (MSME).

Implementation of the policies and programmes under these four pillars is expected to accelerate and sustain inclusive growth, create opportunities for productive jobs, reduce poverty and income inequality and provide a better future for all Kenyans.

### **Kenya Roads Board Strategy**

The Board’s Strategic Plan (2018 – 2022) targets to have 100% of maintainable roads (roads in good or fair condition) included in the APRP by the end of the plan period. The Board has continued to implement its five-year Strategic Plan, and formulated a Business Plan for FY 2019/20, from the Strategic Plan. The deliverables that were set out in the business plan and performance contract for FY 2019/20 were achieved.

Specifically, the Kenya Roads Board Fund collections exceeded the estimates; the APRP for FY 2019/20 was approved and implemented during the year; the Board carried out monitoring and evaluation of utilization of the KRB Fund; and the internal capacity was strengthened to ensure effective delivery of the Board’s mandates. Other achievements are enumerated in a different section of this report.

The Annual Public Roads Programme (APRP) for FY 2020/21 is aligned to the BPS 2020 and will contribute to maintenance and rehabilitation of roads in the medium term to spur economic growth and development. Further, the APRP will promote Roads 2000 strategy where applicable, through investments that utilize more local resources, create jobs, and thereby support the Government’s Local Content Policy.

KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

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**Corporate Governance**

Strong Corporate Governance is integral to the Board's long-term success and is essential in delivering the KRB's strategy. The Statement of Corporate Governance included in this report details the measures that the Board has undertaken to ensure a robust corporate governance environment.

**Future Outlook**

Kenya Roads Board shall continue to work closely with other sectors to improve the social and economic well-being of Kenyans. Accessibility across the country shall improve connectivity, efficiency, safety of road transport and regional integration. These, among others will lead to the realization of the 'Big Four' Agenda and Vision 2030.

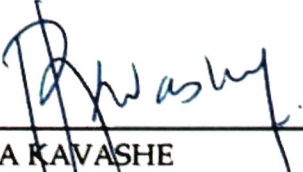
Kenya Roads Board shall provide world-class services in Road Fund management to make Kenya globally competitive and a prosperous nation.

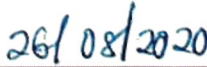
**Acknowledgement**

On behalf of KRB directors and staff, I express my sincere gratitude to the Government of Kenya, Ministry of Transport and Infrastructure, Road Agencies, taxpayers and other stakeholders for their continued support. This has gone a long way towards building a solid institution that is responsive to its mandates and stakeholders' expectations.

I also wish to thank my fellow directors for dedicating their time and effort to steer the Board. Their advice and guidance has played a key role in the attainment of the impressive results. Our management and staff have risen to the challenges with a great deal of resourcefulness, diligence, resilience and determination. We are proud of the team and greatly appreciate their ability and commitment towards achieving the Board's vision, mission and objectives.

I look forward to a promising financial year 2020/21. God Bless you all.

  
\_\_\_\_\_  
Ms. RITA KAVASHE  
CHAIRPERSON

  
\_\_\_\_\_  
DATE

**REPORT OF THE EXECUTIVE DIRECTOR**

**Overview**

Kenya Roads Board has continued to carry out its mandate of effectively and efficiently managing the Kenya Roads Board Fund. During the year under review, the Kenya Roads Board Act was amended, giving the Board powers to borrow funds. This provides the Board with a great opportunity to raise funds to address the road maintenance backlog in the country.

We are happy to note that the Board has achieved its ambitious performance targets set in the annual business plan for FY 2019/2020.

**The Road Sector Investment Programme**

The Road Sector Investment Programme (RSIP) is a medium term plan that outlines the development and maintenance priorities for the road network. It provides the framework to guarantee road network quality through systematic planning and budgeting and a rational approach to funding road subsector spending. Currently, the maintenance backlog in Kenya is estimated at Kshs. 700 billion, constituting of roads in poor conditions that need to be restored to good condition.

KRB coordinated the preparation of the 2nd Road Sector Investment Programme 2018 – 2022 (RSIP II) in line with the requirements of Section 34(1) of the Kenya Roads Act, 2007. Under the RSIP II, the total road network development and maintenance requirements over the next five years were determined.

Since 2017/18, the trend in road network coverage has been increasing and is expected to be sustained over the medium term. Under the Annual Public Roads Programme (APRP) for Financial year 2019/20, the road network coverage was 61,151 km (representing 61% of the current maintainable network), as shown in the table below.

***Historical Network Coverage***

<b>Financial Year</b>	<b>Network coverage (Km)</b>	<b>% Maintainable road network coverage</b>
FY 2010/11	73,780	74%
FY 2011/12	66,530	67%
FY 2012/13	62,890	63%
FY 2013/14	61,030	61%
FY 2014/15	52,911	53%
FY 2015/16	49,350	49%
FY 2016/17	46,077	46%
FY 2017/18	57,607	57%
FY 2018/19	58,500	58%
<b>FY 2019/20</b>	<b>62,151</b>	<b>61%</b>

**KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020**

The projected available funding for the 2<sup>nd</sup> Phase of the RSIP (2018 – 2022) was Kshs 806 billion and different interventions on the road network were prioritized as follows:

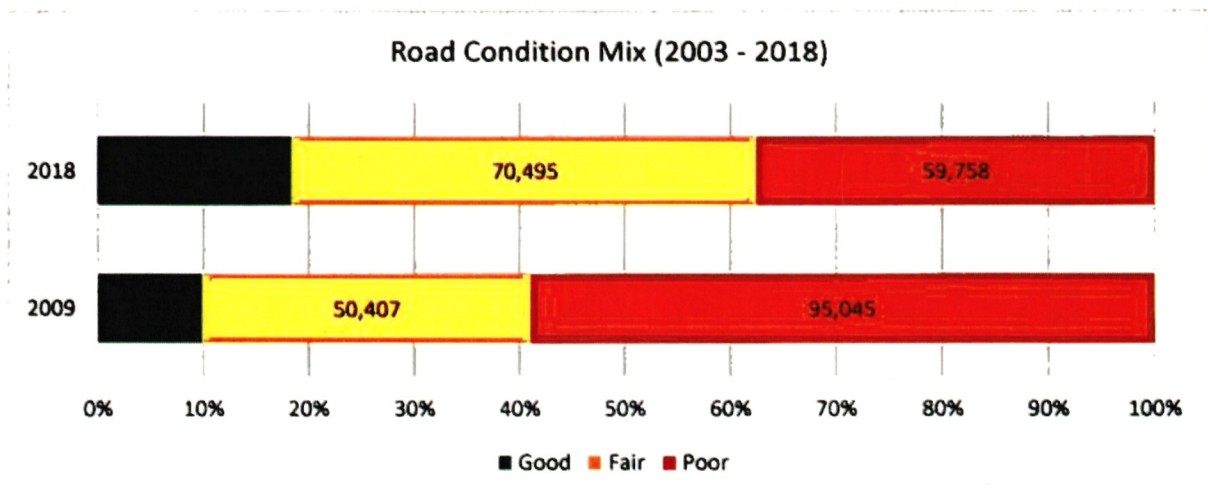
- i. Routine maintenance at a cost of KSh. 180.182 billion;
- ii. Periodic maintenance (overlay and reseal) of 2,600km of roads at a cost of KSh. 39.651 billion;
- iii. Spot gravelling of 13,000km of roads at a cost of KSh. 5.116 billion;
- iv. Reconstruction and rehabilitation of 2,800km of roads at a cost of KSh. 160.4 billion;
- v. Upgrading (Earth to Gravel) of 6,100km of roads at a cost of KSh. 28.422 billion;
- vi. Upgrading (Gravel to Bitumen) of 6,700km of roads at a cost of KSh. 314.706 billion;
- vii. New construction and capacity improvement 350km of roads at a cost of KSh. 77.747 billion;
- viii. An additional financial outlay of about KSh. 42.975 billion is recommended for, amongst others, construction of public transport facilities and road management issues (e.g. research and development, road safety, feasibility and design, climate change adaptation, axle load compliance, monitoring and evaluation, traffic management, mainstreaming of cross cutting issues etc.).

The Government is considering alternative road maintenance financing mechanisms such as infrastructure bonds, public private partnerships, introducing levies on motor vehicle insurance and annual licenses, and levies on outdoor advertisements. The current estimates indicate that some KShs. 60 billion could be generated annually from these potential sources.

**General Condition of Roads**

Over the last fifteen years, the Government has invested heavily in road development and maintenance. This has resulted in an overall improvement of the road conditions.

The condition of the road network was measured under three separate Road Inventory and Condition Surveys carried out in 2003, 2009 and 2018. The road network condition has improved as shown below:



The improvement in general road condition over the years is attributed to the increase in RMLF allocated to the Road Agencies and the surveillance carried out by KRB on the use of the RMLF.

KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

**Road Reclassification and Roads Inventory and Condition Survey (RICS)**

The transport sector is one of Kenya's most important pillars of economic development contributing 6% to the country's GDP. Road is the most predominant mode of transport and accounts for over 90% of all freight and passenger traffic. Moreover, road transport serves as an intermediary service to all sectors and is critical to economic growth and social wellbeing.

The country's road assets are estimated at over Kshs 2.5 trillion, and represent one of the country's largest public investments. Thus, there is need to entrench the road asset management in the country's development strategy so as to facilitate their development and maintenance in an effective manner.

Road Inventory and Conditions Survey (RICS), is the process by which a country acquires data on the road assets to enable them make evidence based decisions on how to invest in physical infrastructure. The data provides an insight into how the condition of their road assets can be affected by their financial decisions, and helps organizations to align maintenance and capital plans with a country's strategic goals.

The Government of Kenya through the Ministry in charge of roads undertakes Road Inventory and Condition Survey periodically (every 10 years), to update the RICS database that is managed by Kenya Roads Board. The first RICS was undertaken between 2001 and 2004 with financing from World Bank.

The 3<sup>rd</sup> RICS survey was carried out from August 2016 to December 2018, and the key findings were as follows:

- i. Conditions for the classified network were updated for the entire country except parts of Baringo, Lamu, West Pokot and Turkana. Further, approximately 34,654km of new roads were identified (road reserve greater than 9m).
- ii. Kenya's roads network has grown in quantity and quality over the last 10 years. 16,990km of the classified network and 666km of unclassified network are paved.
- iii. 60% of the paved network (16,990 km) and 62% of the unpaved roads are in a maintainable (good and fair) state.

ROAD TYPE	Paved	UNPAVED				Total Unpaved	km	% of Total
		Gravel	Earth	others	Total Unpaved			
<b>Classified Network</b>								
County Roads	4,245	49,116	66,366	2,094	117,576	121,821	75%	
National Roads	12,740	17,202	9,766	137	27,260	40,000	25%	
<b>Total Classified</b>	<b>16,985</b>	<b>66,318</b>	<b>76,132</b>	<b>2,231</b>	<b>144,836</b>	<b>161,821</b>	<b>100%</b>	
<b>Unclassified Network</b>								
Narrow Roads	199	9,392	39,306	1,385	50,084	50,282	59%	
New Roads	469	8,905	24,030	1,249	34,185	34,654	41%	
<b>Total Unclassified</b>	<b>667</b>	<b>18,297</b>	<b>63,337</b>	<b>2,634</b>	<b>84,935</b>	<b>84,935</b>	<b>100%</b>	
<b>GRAND TOTAL</b>	<b>17,652</b>	<b>84,614</b>	<b>139,469</b>	<b>4,722</b>	<b>229,105</b>	<b>246,757</b>	<b>100%</b>	

### **The Annual Public Roads Programme**

As per the Kenya Roads Board Act No. 7 of 1999, KRB has a mandate to oversee the road network in Kenya and coordinate the maintenance, rehabilitation and development funded by RMLF and to advise the Minister on all matters related thereto.

Section 19 (4) of the KRB Act requires KRB to review, individually, the Annual Road Works Programmes (ARWPs) submitted by Road Agencies and consolidate these ARWPs into an Annual Public Roads Programme (APRP). During the year, the Board allocated and released funds in accordance with the Annual Public Roads Programme (APRP).

The approved APRP FY 2019/2020 was fully funded and the APRP FY 2020/2021 has been compiled. The APRP funding reports for FY 2019/2020 have been published and publicized.

In addition to funding the APRP, Technical, Performance and Financial audits for FY 2018/2019 and half year FY 2019/2020 have been conducted. The terms of reference for audits have been reviewed to include value for money audits and staff sensitized on value for money audits. The procurement of the next series of Technical, Performance and Financial Audits was completed, and the audits are on-going.

### **Axle Load Control**

The establishment of axle load limits is an important aspect in the management of the road network. The Board is dedicated to ensure compliance with axle load limits.

The Board engaged a consultant to conduct a 15-month study that commenced in June 2019 and involves Quarterly monitoring, analysis and reporting in accordance with the stated specific objectives. The overall objective of this study is to independently monitor the effectiveness of axle load control operations in the country in order to enhance axle load compliance. The findings of this study shall inform policy making in the roads sector.

### **Performance Contracting**

Kenya Roads Board signed the FY 2019/2020 performance contract with the Government of Kenya through the Ministry of Transport, Infrastructure, Housing, Urban Development & Public Works.

The Key Performance Indicators outlined in the Performance Contract include financial & stewardship, service delivery, operational and qualitative indicators derived from the Medium Term Expenditure Framework, Vision 2030 and Sector Performance standards.

### **ISO 9001:2015 Certification**

The Board has been ISO 9001:2008 – Quality Management System (QMS) certified. The Board was certified in June 2010, and re-certified in August 2013 and June 2016. The Board and Staff of KRB endeavor to maintain and continuously improve the effectiveness of its quality management systems that meet the stakeholders' expectations in accordance with ISO 9001:2015 requirements.

Following the revision of the ISO Standard from 9001:2008 to 9001:2015, the Board reviewed its processes during the financial year, and obtained certification for ISO 9001:2015.

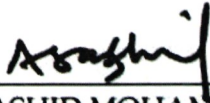
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**Appreciation**

I would like to thank the Board of Directors, Management and Staff of Kenya Roads Board for their continued support and dedication, without which our ambitious objectives could not have been achieved. I would also wish to extend our gratitude to the Government of Kenya, the Ministry of Transport, Infrastructure, Housing and Urban Development & Public Works, the National Treasury and Road Agencies for their co-operation and support.

Finally, I would like to thank all taxpayers and stakeholders, and assure them of our strong commitment to deliver outstanding value to Kenyans as a whole.



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RASHID MOHAMED, MBS  
Ag. EXECUTIVE DIRECTOR

26/08/2020

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DATE

**REVIEW OF KENYA ROAD BOARD'S PERFORMANCE FOR FY 2019/2020**

Section 81 Subsection 2 (f) of the Public Finance Management Act, 2012 requires the accounting officer to include in the financial statements, a statement of the national government entity's performance against predetermined objectives.

**1. Key Result Areas (KRA's)**

In line with KRB's Vision and Mission, three key result areas which reflect KRB's mandate were identified and formed the pillars of the Business Plan for FY 2019/20. The Key Result Areas were:

**KRA 1: Management of the Road Fund**

Proper management of the Road Fund would entail mobilizing resources to meet the current and future demand for road maintenance, rehabilitation and development for a sustainable road network and ensuring prudent and sustainable utilization of the Fund. To this end, KRB would enhance and safeguard Road Maintenance Levy Fund, source additional funds for road maintenance and also enlist support from development partners for KRB programmes.

**KRA 2: Oversight and Coordination of Road Network**

The Kenya Roads Board would ensure that all the roads in Kenya receive maintenance intervention over the next five years, and increase the length of roads under maintenance and development. This would be achieved by institutionalizing long term planning for road maintenance and development, enhancing coordination, monitoring and evaluation of the APRP. In addition, KRB would promote cost-effectiveness in delivery of road works by enhancing value for money in the application of the Fund, promoting the use of appropriate technology and resources in delivery of roadworks and promoting road safety within the road subsector.

**KRA 3: Institutional Capacity**

The Board would enhance institutional capacity to keep pace with the demands of the market and the sector. The key areas for institutional strengthening were recognized as human resource capacity, policies structures and systems and corporate governance. KRB would endeavor to implement cross cutting issues in various programmes. These issues include Gender mainstreaming, Drug and substance abuse, HIV Aids, Youth Empowerment, In recognition of the enormous potential accruing from technology, focus would remain on optimizing the use of technology within KRB.

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2. Strategic Objectives

The Key Result Areas would be achieved through the following strategic objectives:

No.	KRA	Strategic Objective	Strategies
1	Management of the Road Fund	To mobilize resources to meet the current and future demand for road maintenance, rehabilitation and development	Enhance and Safeguard Road Maintenance Levy
			Source additional Funds for road maintenance
			Enlist support from Development Partners for KRB programmes
		Develop a framework for transition to 3rd generation fund	
		To ensure prudent and sustainable utilization of the Fund	Strengthen Financial Reporting of KRB Fund
			Enhance Internal Controls
2	Oversight and coordination of road network	To facilitate maintenance of 161,451km National Trunk and County Roads	Institutionalize long term planning for the road maintenance and development
			Enhance coordination, monitoring and evaluation of APRP
		To promote cost effectiveness in delivery of road works	Enhance value for money in the application of the Fund
			Promote the use of appropriate technology and resources in delivery of roadworks
			Strengthen KRBs advisory role on all matters related to road maintenance and development
Promote road safety within the road subsector			
3	Institutional Capacity	To promote good Corporate Governance	Enhance Corporate Image and Customer Service
			Ensure Compliance with laws and policies
			Enhance Effectiveness of the Board of Directors
			Safeguard KRB assets
			Strengthen KRB systems and procedures
			Enhance effective supply chain management practices
		To attract, develop and retain human capital	Ensure Optimal staffing levels
			Strengthen Human Resource development
			Institutionalize knowledge management practices
			Institutionalize performance based management
Raise and sustain employee satisfaction			

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No.	KRA	Strategic Objective	Strategies
			Ensure conducive work environment
		To Institutionalize use ICT in KRB operations	Establish and maintain KRB integrated Management Information System
			Secure KRB ICT Systems and enhance efficiency in service delivery

**3. Key Performance Metrics**

The Business Plan 2019-2020 would deliver the following Key Performance Indicators;

Key Result Area		Key Performance Indicator
Management of the Road Fund	1	Increase RMLF funds from Kshs. 65 Billion to Kshs. 72 Billion
	2	Approval from National Treasury to issue infrastructure bond and launch Private Finance Initiatives
Oversight and coordination of road network	3	Improve the Performance of Road Agencies by raising their accountability index from 70% to 75%
	4	Ensure 62,000 Kms of national trunk and county roads receive maintenance interventions
Institutional Capacity	5	Raise customer satisfaction from 63% to 65%
	6	Raise employee satisfaction from 65% to 75%
	7	Roll out the ERP to 6 additional functional areas of the organization

**4. Performance Review for FY 2019-2020**

A performance review for FY 2019-2020 was undertaken and established an achievement of 85% of the Business Plan for the year. Here below are the key milestones achieved:-

- a) KRB collected KShs 74.713 Billion (103%) against an annual target of Kshs 72.53 (100%) Billion. This comprises of RMLF of Kshs. 62.401 Billion (Fuel Levy and Transit tolls) and Road Annuity Fund of Kshs 12.312 Billion and gain on sale of disposal of assets KShs 0.0021 Billion (21.716 million). Over collections was as a result of improved economic performance. This is 103% achievement;
- b) Received approval from the National Treasury to Raise Kshs. 150 Billion through Infrastructure Bond;
- c) KRB Act was amended to allow KRB to raise additional funds through borrowing and to receive development funds from the Parliament (Transition to 3rd Generation Road Fund);
- d) Road Reclassification Review report was approved by the Cabinet Secretary;
- e) RSIP II Policy brief and Report was approved by the Cabinet Secretary;
- f) The Cost estimation Manual 2019 was Developed;
- g) Monitoring and Evaluation report of County Governments FY 2018/2019 was submitted to the National Treasury;
- h) 100 No. Boda Boda Riders sensitized and 50 No. were trained and licensed;
- i) An Ambulance was donated to Naivasha Sub County District Hospital;
- j) Fifteen (15) No. Graduate Engineers were attached to the Road Agencies;
- k) Rules and Regulations for KRB Act weredeveloped;

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- l) Road Inventory and Condition Survey Report 2018 was launched by the Principal Secretary Infrastructure and an additional 5,000 km of roads were mapped;
- m) Road Management System for County Governments was developed and super-users trained on the same;
- n) Road Sector Investment Program (2019 - 2022) and Policy Brief was approved by the Cabinet Secretary, MOTIHUD and forwarded to the National Treasury for approval;
- o) Technical, Financial and Performance Audits for FY 2018/2019 were conducted and regional consultative workshops held;
- p) Baseline RMLF Impact assessment was conducted;
- q) Tenders of Kshs. 42 million were awarded to YWPD, representing 28% of the total procurement in the FY 2019/2020;
- r) Enhanced staff capacity through training of KRB staff and Directors;
- s) KRB Knowledge management policy, strategy and portal have been developed. 42 staff have been sensitized on knowledge management and champions appointed and trained;
- t) GIS Web based portal was developed and implemented.

## **CORPORATE GOVERNANCE STATEMENT**

### **5. Introduction**

The Board of Directors recognizes the importance of applying the highest standards of corporate governance as a key contributor to its long term success, long term value and prosperity.

This enables effective and efficient decision making and gives a structural aid for the Directors to discharge their duty to promote the success of KRB while taking into account the interest of stakeholders.

Effective governance is achieved through a combination of strong process and structures, underpinned by the right values and culture. The principles of corporate governance are contained in the Mwongozo Code of Conduct & Ethics.

### **6. The Board**

#### **Board Size and Composition**

The size, composition and appointments of the Members of the Board are prescribed in the Kenya Roads Board Act. Kenya Roads Board comprises of thirteen (13) independent non-executives board of directors of which eight (8) are from the private sector institutions and five (5) members representing the public sector. Each private member serves for a maximum of two terms of three (3) years each.

The Chairman of the Board is appointed by the President from among the eight members from the private sector. Names of all Board members and changes thereto are published in the Kenya Gazette.

The public sector representatives are the principal secretaries or designated alternates not below the level of deputy secretary from the ministries responsible for matters relating to roads, finance, local authorities, regional co-operation, transport & communications.

The representatives from the private sector are appointed by the Minister responsible for roads from among the three persons nominated by each organization specified in the First Schedule to the Kenya Roads Board Act.

The Board is well composed in terms of range and diversity of skills, knowledge, age and experience in various sectors which makes it effective and provides an appropriate balance for the oversight of the Board's mandate. On gender, the Board has three (3) women out of eight (8) members from the private sector.

The Executive Director's position is filled through public advertisement. The Executive Director is appointed by the Board in consultation with the Minister.

The Executive Director is an ex-official member of the Board but has no voting right at any meeting of the Board and is the secretary to the Board.

**Independence and Separation of Roles & Responsibilities**

The roles and responsibilities of the Chairman of the Board, the Executive Director and non-executive directors' remain distinct and separate which ensures a balance of power of authority and provides for checks and balances such that no one individual has unfettered powers of decision making. Their roles have been documented and are expected to be independent and free from conflict upon appointment.

The Chairman provides overall leadership to the Board without limiting the principles of collective responsibility for Board's decisions. The Chairman builds an effective board and sets the board agenda in consultation with the Secretary/Executive Director and ensures effective communication to stakeholders.

The Executive Director is responsible to the Board and takes the overall responsibility for the management of the Kenya Roads Board Fund and takes responsibility for effective and efficient day to day running of the affairs of the Board. The Executive Director recommends the strategy to the Board and implements it and makes operational decisions. Noting that the position also doubles as the secretary to the Board, the Executive Director ensures appropriate and timely information flows within the Board, its committees and management.

The non-executive directors are independent of management, they appoint the Executive Director and establish a framework for the delegation of authority and ensure succession planning for the executive director and senior management is in place. Their role is to advise, constructively challenge and monitor the success the management is delivering the agreed strategy within the risk appetite and control framework that is set out by the Board.

**Board Responsibilities**

The Board's responsibility is to promote the long term success of the Board. The Board provides leadership and concentrates its efforts on the strategic and governance issues. The Kenya Roads Board Act, the Board Charter and the Mwongozo Code of Ethics defines the governance parameters within which the Board exists and operates, the specific responsibilities to be discharged and powers of the Board, its committees and directors collectively, as well as certain roles and responsibilities incumbent upon directors as individuals.

The Board is charged with the following responsibilities:-

- a) Defining the purpose of the Kenya Roads Board, that is, its strategic intent and objectives, and its values which should be clear, concise and achievable;
- b) Strategy formulation and ensuring there are appropriate policies, systems and structures to effectively and successfully implement the strategies;
- c) Provide leadership within a framework of prudent and effective structures which enable risks to be assessed;
- d) Identify the opportunities as well as the principle risks in its operating environment including the preparation of the risk policy plans/risk management policies and

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implementation of appropriate measures to manage such risks or anticipated impact on the corporate business;

e) Review on a regular basis the adequacy and integrity of the internal controls, acquisition and divestures, management information systems including compliance with applicable laws and regulations;

f) In stewardship and in discharging its obligations, the Board assumes responsibility in the following areas:

- o *Retaining full and effective control over KRB, and monitoring management in implementing Board plans and strategies;*
- o *Ensuring ethical behavior and compliance with relevant laws and regulations, audit and accounting principles, and KRB's own governing documents and Code of Ethics; and*
- o *Defining levels of materiality, reserving specific powers to the Board and delegating other matters with the necessary written authority to management and instituting effective mechanisms that ensure Board responsibility for management performance of its functions; among other mandates and responsibilities as stipulated in the Kenya Roads Board Act.*

**Meetings Attended by Board Members**

Kenya Roads Board Act provides that the Board holds meeting at least once every month. The Board therefore holds regular scheduled meetings throughout the year and supplementary meetings are held as and when necessary. In case of non-attendance due to other commitments, such information was communicated to the chair prior to the date of the scheduled meeting.

REGULAR BOARD MEETINGS	Meetings Attended	% Attendance	Period Served in the year
MONIKA SOLANKI	5	45%	July to Nov 2019
CHARLES TIROK	5	45%	July to Nov 2019
ENG. JOHN NYAGUTI	7	64%	July to Nov 2019
THEODORA GICHANA	7	64%	Representative (Inspectorate)
MARY WAMBUGU	8	73%	Term ended in May 2020
MICHAEL KARANJA	6	55%	July to Nov 2019
WILSON N. KAMAU	7	64%	July to Nov 2019
ALFRED KITOLO	3	27%	July to Oct 2019
JULIUS MWABU	6	55%	Appointed Nov 2019
NELSON GAICHUHIE	6	55%	
PAUL KING'ORI	11	100%	
RITA KAVASHE	8	73%	
ABEDNEGO ETYANG	8	73%	July - Nov 2019 & May - June 2020
JAMES MWANZIA/EDWARD M. IRUNGU	9	82%	
MARY RAGUI	1	9%	Appointed June 2020
PETER ONDARI	3	27%	January - May 2020
<b>Total Number of Meetings during the year</b>	<b>11</b>		

### **Board Committees and Responsibilities**

The Board delegates certain functions to well-structured committees but without abdicating its own responsibilities. The Board has developed a committee structure that assists in the execution of its duties, powers and authorities. Each Committee is guided by a Committee Charter/Terms of Reference, which outlines its responsibilities as mandated by the Board and is reviewed on a yearly basis. The Committees are appropriately constituted drawing membership from amongst the board members with appropriate skills and experience.

The Chairman of the Board and external parties/advisors are required to attend the committee meetings only by invitation.

The committees are expected to operate transparently and full disclosure to the Board and also to conduct themselves within the rules and procedures set out by the board. Matters deliberated by the Committees are presented to the board by the respective chairman during the next board meeting.

The Board Committees are Audit & Risk Management, Finance, Human Resources and Management and Technical. The responsibilities and attendance of meetings during the year is as summarized below:-

#### **Finance Committee**

The Finance Committee assists the board in fulfilling its oversight responsibilities for funds collection and sourcing, funds allocation & disbursements, review of budgets and APRP and the implementation reports.

The responsibilities of the committee are as follows:-

- (a) Management of KRB Fund (Funds allocation, collections and disbursements)
- (b) Budgeting and Planning (Review of KRB Operations Budget and the APRP)
- (c) Identification and recommending other potential sources of Revenue
- (d) Recommending periodic reviews of the fuel levy
- (e) Recommending appropriate levels of road user charges
- (f) Financial Reporting
- (g) Compliance with Public Finance Management (PFM) Act and other related legislation
- (h) Review of funds utilization and absorption

#### **Audit & Risk Management Committee**

The Audit and Risk Management Committee assists the board in fulfilling its oversight responsibilities for the work's programming and monitoring as well as the advisory role to the Minister for Roads. The Audit and Risk Management committee has authority to conduct or authorize investigations into any matters within its scope of responsibility.

The committee has the following responsibilities:-

- (i) Ensures external audit recommendations are fully addressed; and
- (ii) Ensures that the quality of internal audit is of appropriate standard and that line management has full regard to internal audit recommendations.

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In particular, the Audit and Risk Management Committee shall be responsible for the review of the following areas:-

- (a) Risk Management and Compliance
- (b) Internal Audit
- (c) External Audit

**Human Resources and Management Committee**

The Management Committee oversees strategic planning, staff matters, performance contracting and general management oversight.

Specifically the committee is responsible for the following:-

- (a) Setting the policies and strategic direction of the organization;
- (b) Review the Strategic Plan and the Business Plan for approval by the Board;
- (c) Monitoring the implementation of the Strategic Plan;
- (d) Evaluation of the performance of the organization, Executive Director, staff and departments;
- (e) Negotiating the annual performance Contract between KRB and the Ministry of Roads;
- (f) Reviewing of the organization structure of KRB;
- (g) Reviewing KRB's staff terms and conditions of service;
- (h) Reviewing the various management policies aimed at enhancing staff performance;

**Technical Committee**

The Technical committee oversees the optimal utilization of the fund by Roads Agencies.

Specifically the committee is responsible for the following:-

- a) Coordinating the optimal utilization to achieve efficiency and cost effectiveness in road works;
- b) Monitor and evaluate by means of Technical, financial and performance audits the delivery of road works;
- c) Coordinate/Monitor implementation of road maintenance programmes;
- d) Implementation of the Road Sector Investment Programme;
- e) Research and Development in Roads sub sector;
- f) R2000 Strategy;
- g) Road Maintenance Management System(RMMS); and
- h) Advising the Cabinet Secretary on Road maintenance policies.

**7. Remuneration of the Board**

The non-ex-official Board members are paid taxable sitting allowance as approved by the Minister responsible for Roads following guidelines from the State Corporations Advisory Committee. The Chairman is paid honoraria at a rate approved by the Government.

Transport expenses are reimbursed on travel for Board business at the prevailing AA rates. The members are also entitled to outpatient and inpatient medical cover and a personal accident cover as applicable.

#### **8. Directors Induction and Training**

The Board develops induction and training programs designed to introduce new directors to the operations of the Board and related governance matters.

The programs are also aimed at deepening the understanding of the changes in risks, laws and business and political environment in which the Board operates.

#### **9. Board Effectiveness and Evaluation**

In order to assess and improve the capacity, functionality and effectiveness of the Board and its committees, an annual evaluation is undertaken in accordance with the widely accepted principles of corporate governance.

The self-evaluation reviews the capacity, functionality and effectiveness of its performance in the achievement of its goals and objectives. It assesses the performance and independence of the Board and committees jointly, individual members of the Board and the Executive Director.

The Executive Director is assessed in his roles as the CEO and the secretary to the Board. The Chairman's ability to add value, his performance against what is expected of his role and function, is also assessed.

The results of the evaluation form the basis on which action/work plans for the preceding year are formulated, assists to identify the training needs for directors and it also forms the basis of re-appointment.

#### **10. Conflict of Interest, Code of Conduct and Ethics**

The directors and employees of the Board have a fiduciary duty to act honestly and in the best interest of the Board. Business transactions with all parties must be carried out at arm's length and with integrity. The Board provides effective leadership based on ethical foundation and ensures all deliberations, decisions and actions are based on the Boards' core values underpinning good governance.

The Board has developed a Code of Conduct and Ethics Manual whose aim is to enhance relationships and fostering teamwork among board members and staff and to build respect, confidence and credibility with its citizens. The Code provides guidance to its members regarding ethical and behavioral considerations as they address their duties and obligations during their appointment and their term in KRB.

The Board has put various measures in place to ensure that there is no conflict of interest amongst its directors and staff. The Board has put in place Corruption Prevention and Code of Conduct & Ethics Policies that binds both the directors and the employees.

At the beginning of the financial year, all directors and employees signed a declaration of interest form declaring that they will disclose any interest that conflicts or possibly may conflict with the interests of the Board. At the commencement of any business to be transacted, all directors/staff are required to declare their interest, if any.

All staff and directors declared their wealth as required to the Public Service Commission.

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**During the year, the directors and employees demonstrated their commitment to the public service through professionalism, integrity, moral and ethical requirements, conflict of interest, and political neutrality through compliance with relevant laws as evident from the legal audit, internal audit, and external audit reports presented to the Board.**

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**MANAGEMENT DISCUSSION AND ANALYSIS**

**1. INCOME**

The Board received total income of Kshs. 1.48 billion during the review period against an annual budget of Kshs. 1.45 billion. This accounts for 102% of the annual budget (FY 2018/2019: Kshs. 1.41 billion) – as summarized in table 1 below;

**Table 1: Summarized Income**

		ACTUAL	ANNUAL	ACTUAL	VARIANCE:	PERCENTAGE
		PRIOR YEAR	REVISED	CURRENT	ACTUAL TO	OF ACTUAL TO
		FY 2018/2019	FORECAST	FY 2019/2020	ANNUAL	ANNUAL
			FY 2019/2020		FORECAST	FORECAST
		(KSHS)	(KSHS)	(KSHS)	(KSHS)	COL 3/COL 2
	<b>INCOME</b>					
1	Fuel Levy Fund	1,380,000,000	1,450,650,000	1,450,649,998	-2	100%
2	Interest Earned	33,322,237	7,500,000	16,537,475	9,037,475	220%
3	Sale of Tenders	500	60,000	0	-60,000	0%
4	Gain on disposal	133,344	500,000	21,716,948	21,216,948	4343%
		<b>1,413,456,081</b>	<b>1,458,710,000</b>	<b>1,488,904,421</b>	<b>30,194,421</b>	<b>102%</b>

Income from Road Maintenance Levy Fund (RMLF) amounted to Kshs. 1.45 billion (FY 2018/2019: Kshs. 1.38 billion). This accounts for 100% of the annual budget.

Bank interest income amounted to Kshs. 16.53 million compared to an annual budget of Kshs. 7.50 million.

Other Income from disposal of fully depreciated assets amounted to Kshs. 21.71 million resulting from the sale of 7 No. motor vehicles and assorted computer equipment.

**2. EXPENDITURE**

The Board incurred total recurrent expenditure of Kshs. 1.09 billion, compared to annual budget of Kshs. 1.33 billion. This accounts for 82% of budget utilization for the annual recurrent budget (FY 2018/2019: Kshs. 1.03 billion).

During the period, the surplus of recurrent budget over expenditure (before depreciation) amounted to Kshs. 395.55 million (FY 2018/2019: Kshs. 374.26 million) – as summarized in table below.

Operating surplus (net of depreciation) amounted to Kshs. 350.60 million (FY 2018/2019: 345.40 million).

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**Summarized Expenditure**

		ACTUAL	ANNUAL	ACTUAL	VARIANCE:	PERCENTAGE
		PRIOR YEAR	REVISED	CURRENT YEAR	ACTUAL TO	OF ACTUAL TO
		FY 2018/2019	FORECAST	FY 2019/2020	ANNUAL	ANNUAL
			FY 2019/2020		FORECAST	FORECAST
		(KSHS)	(KSHS)	(KSHS)	(KSHS)	COL 3/COL 2
	<b>EXPENDITURE</b>					
1	Directors Costs	64,352,199	88,065,764	75,425,917	12,639,847	86%
2	Staff Costs	308,968,174	370,362,000	348,971,271	21,390,729	94%
3	Operating Costs	576,186,479	657,697,772	491,260,782	166,436,990	75%
4	Audit Fees	2,900,000	2,900,000	2,900,000	0	100%
5	Dept. Costs	83,632,787	100,000,000	86,869,482	13,130,518	87%
6	C.S.R.	3,149,907	118,684,464	87,926,539	30,757,925	74%
	<b>TOTAL EXPENSES</b>	<b>1,039,189,547</b>	<b>1,337,710,000</b>	<b>1,093,353,991</b>	<b>244,356,009</b>	<b>82%</b>
	<b>Surplus from Operations - before Depreciation</b>			<b>395,550,430</b>		

**3. FINANCIAL POSITION**

At year end, the Non-Current assets amounted to Kshs. 77.25 million (FY 2018/19: Kshs. 65.11 million), representing an increase of Kshs. 12.13 million from the previous report period.

Current assets amounted to Kshs. 976.33 million (FY 2018/19: Kshs. 3.28 billion), representing a decrease of 2.30 billion from the previous report period.

Current liabilities amounted to Kshs. 261.10 million (FY 2018/19: Kshs. 136.62 million), representing an increase of 124.48 million from the previous report period. These mainly comprise accruals, provisions.

Non-Current liabilities (Reserves) decreased by Kshs. 2.14 billion - from Kshs. 3.20 billion on 1st July 2019 to Kshs. 0.792 billion on 30th June 2020.

The decrease is mainly attributed to a net decrease in KRB Capital fund amounting to Kshs. 2.16 billion, a net decrease in accumulated surpluses from operations amounting to Kshs. 257.86 million (which takes into account the current year's surplus of Kshs. 350.60 million). The decrease was partly mitigated by bank interest received from KRB Staff Funds amounting Kshs. 6.46 million.

**CORPORATE SOCIAL RESPONSIBILITY STATEMENT**

**1. Introduction**

The Board works with its staff and stakeholders to enrich public/community life and participate in charitable projects. The main activities carried out during the year were as follows:-

**2. Research and Development**

One of the mandates of KRB is to ensure optimal utilization of Road Maintenance Levy Fund and the coordination of the road maintenance, rehabilitation and development. To achieve this, it calls for a collaboration effort between KRB and MTRD on matters of innovations, research and development in the road sub-sector in order to keep up with emerging trends and technologies that could lead to more efficient road construction and maintenance methods. As a result, KRB has undertaken to support road related innovations and research in the application of emerging technologies such as cobblestones and Roads 2000 Strategy. KRB has therefore included the promotion of Innovations, Research and Development in its Performance Contracts with the Ministry.

KRB is committed to promoting research and development with the aim of improving road works delivery in the country and thus optimizing utilization of funds. To effectively advise the Cabinet Secretary on the impact of road development programmes there is need for such advice to be continuously informed by research.

In the FY2019-2020, KRB is supporting a research project on a trial 1Km Cobblestone Road Construction in Machakos County, as enumerated in the project brief below;

**Project Brief on the construction of Cobblestone Pavement Trial Section on Road L8\_Mua -Kaseve in Machakos County**

Kenya Roads Board (KRB) in collaboration with Kenya Institute of Highways and Building Technology (KIHBT) and the County Government of Machakos, are undertaking a pilot project on Road Construction using Cobblestones on Road L8\_Mavoko-Mua, in Machakos County. The project is financed by KRB through the research budget at a contract price of Kshs 24,676,970 and is expected to be completed in December, 2020.

The overall objective of the project is to promote uptake of Cobblestone Road Construction Technology through training and actual site construction of 1Km trial road section.

Cobblestone road construction has been identified under the Roads 2000 strategy as an effective road delivery method that maximizes the use of locally available resources in a socially responsive manner. Where economically feasible, cobblestone technology can be ideal for "Kazi Mtaani" Government initiative. Cobblestone roads are environmental friendly as the materials are sourced within the locality and are more durability compared to bituminous roads.

### **3. Roads 2000 (R2000) Strategy**

The Roads 2000 Strategy is a road development and maintenance delivery mechanism that optimizes utilization and development of locally available resources where technically and economically feasible, and in a socially responsible manner. The Roads 2000 Strategy was initiated with the vision of implementing the approach throughout Kenya by the year 2000, thus the nametag "Roads 2000".

The Board, through the R2000 Secretariat at KRB, has been coordinating the strategy since the start of the 2nd R2000 Strategic Plan in 2013. The main premise behind the "Local Resource Based Approach" is to deliver road infrastructure through cost-effective use of local skills, enterprises, labour and materials. The delivery process optimizes the social and economic impact of investments in infrastructure by ensuring that these investments are channeled through the local economy, thus creating job opportunities and stimulating local markets, entrepreneurship and industry, while safeguarding cost-effectiveness, quality and sustainable asset delivery.

The strategy aims to create short-term employment through the rehabilitation of rural access roads and other labour intensive projects. The strategy has been in place for approximately two decades during which it has had great impact in providing part-time employment opportunities to the marginalized groups such as women, youth and people living with disabilities. The strategy has also facilitated the training of several small to medium scale contractors on local resource-based methods.

Between 2013 and 2019, the Roads 2000 Strategy programme delivered some 100,770 km of roads both paved and unpaved, and created employment of some 23,750 person-days (31% for women). Improved road network condition, in areas where the Strategy has been used, has translated to enhanced community access to basic social services and economic development through improved market access and increased agricultural productivity.

A review of existing policies indicates that the objectives of the R2000 Strategy are in coherence with, and contributes to achievement of global, national and sectoral policies, such as the Kenya's Vision 2030, United Nations' Sustainable Development Goals, African Union's Agenda 2063, the Transport Sector's Integrated National Transport Policy, and the current Government's "Big Four Agenda".

Over the next 5 years, the Roads 2000 Strategic Plan intends to deliver over 73,000km of road network improvement, create over 22,500 equivalent full-time employment opportunities; provide over 3,300 internships and build the capacity of over 1,200 technicians and engineers.

### **4. Standard Chartered Marathon**

KRB staff and families participated in the 2018 Standard Chartered Marathon. The Marathon is the flagship project for the Standard Chartered Banks' "Seeing is Believing" community imitative that aims to raise funds for the needy in the community. To ensure sustainability, the annual Standard Chartered Marathon now forms an important part of the Board's calendar as the Board 'shares vision' with needy and disadvantaged persons.

5. Protecting the Environment

Environmental Conservation is one of the enablers to the Social Pillar in the country's economic blue print 'Vision 2030'. Road projects have the potential of damaging the natural resources upon which economies are based. The environment is the resource base for materials used in road construction. It assimilates road construction waste, hence affecting the lifespan of roads.

To minimize the negative environmental impact, the Board requires the Road Agencies to factor in mitigation measures at the planning stage, during and after construction for all rehabilitation and periodic maintenance projects. These measures include control of soil erosion through construction of gabions, tree planting, covering and enhancing borrow pits to provide water catchment areas for use by local residents.

**KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020**

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**REPORT OF THE DIRECTORS**

The Directors have the pleasure of presenting their report together with the audited financial statements for the year ended 30<sup>th</sup> June 2020, which show the state of the Board's affairs.

**PRINCIPAL ACTIVITIES**

The Board is primarily engaged in management of the Kenya Roads Board Fund together with other mandates specified in the Kenya Roads Board Act, 1999.

**RESULTS**

The results for the year ended 30<sup>th</sup> June 2020 are set out on page 40 to 68.

**DIRECTORS**

The Board of Directors who held office during the year is shown on pages 8 and 9.

In accordance with Section 7(4) of the Kenya Roads Board Act, 1999 *'the Chairman and members of the Board, other than ex-official members shall hold office for a period of three years from the date of appointment but shall be eligible for re-appointment for one further term of a period not exceeding three years.'* The appointment and vacation of office of any member of the Board shall be in accordance with Section 2 of the Second Schedule to the Kenya Roads Board Act, 1999.

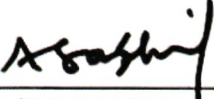
**FINANCIAL STATEMENTS**

At the date of this report, the Board was not aware of any circumstances which would have rendered the values attributed to the assets in the financial statements misleading.

**AUDITORS**

The Auditor General is responsible for the statutory audit of the Board's books of account in accordance with Article 229 of the Constitution of Kenya and the Public Audit Act 2015.

**BY ORDER OF THE BOARD**

  
\_\_\_\_\_  
RASHID MOHAMED, MBS  
SECRETARY TO THE BOARD

26/08/2020  
DATE

KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

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**STATEMENT OF THE BOARD'S RESPONSIBILITIES**

Section 81 of the Public Finance Management Act, 2012 and the Kenya Roads Board Act, 1999 require the Directors to prepare financial statements in respect of the Board, which give a true and fair view of the state of affairs of the Board at the end of the financial year and the operating results of the Board for that year. The Directors are also required to ensure that the Board keeps proper accounting records which disclose with reasonable accuracy the financial position of the Board. The Directors are also responsible for safeguarding the assets of the Board.

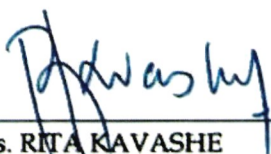
The Directors are responsible for the preparation and presentation of the Board's financial statements, which give a true and fair view of the state of affairs of the Board as at the end of the financial year ended on 30<sup>th</sup> June, 2020. This responsibility includes: (i) maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period; (ii) maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the entity; (iii) designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring that they are free from material misstatements, whether due to error or fraud; (iv) safeguarding the assets of the Board; (v) selecting and applying appropriate accounting policies; and (vi) making accounting estimates that are reasonable in the circumstances.

The Directors accept responsibility for the Board's financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Public Sector Accounting Standards (IPSAS), and in the manner required by the PFM Act, 2012 and the Kenya Roads Board Act, 1999. The Directors are of the opinion that the Board's financial statements give a true and fair view of the state of the Board's transactions during the financial year ended 30<sup>th</sup> June, 2020, and of the Board's financial position as at that date. The Directors further confirm the completeness of the accounting records maintained for the Board, which have been relied upon in the preparation of the Board's financial statements as well as the adequacy of the systems of internal financial control.

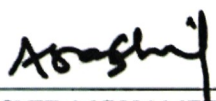
Nothing has come to the attention of the Directors to indicate that the Board will not remain a going concern for at least the next twelve months from the date of this statement.

**Approval of the Financial Statements**


The Kenya Roads Board Fund Financial Statements were approved by the Board on 26<sup>th</sup> August 2020 and signed on its behalf by:

  
Ms. RITA KAVASHE  
CHAIRPERSON  
KENYA ROADS BOARD

DATE: 26/08/2020

  
RASHID MOHAMED, MBS  
Ag. EXECUTIVE DIRECTOR  
KENYA ROADS BOARD

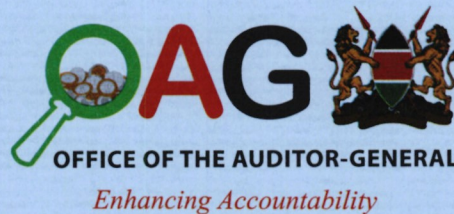
DATE: 26/08/2020

  
Dr. MARY RAGUI  
DIRECTOR  
KENYA ROADS BOARD

DATE: 26/08/2020

# REPUBLIC OF KENYA

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Website: www.oagkenya.go.ke



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

## **REPORT OF THE AUDITOR-GENERAL ON KENYA ROADS BOARD - OPERATIONS FOR THE YEAR ENDED 30 JUNE, 2020**

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### **REPORT ON THE FINANCIAL STATEMENTS**

#### **Opinion**

I have audited the accompanying financial statements of Kenya Roads Board - Operations set out on pages 40 to 68, which comprise the statement of financial position as at 30 June, 2020, statement of financial performance, statement of cash flows, statement of changes in net assets and the statement of comparison of budget and actual amount for the year then ended, and a summary of significant accounting policies and other explanatory information in accordance with provisions of Article 229 of the Constitution of Kenya, 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 Kenya Roads Board -Operations as at 30 June, 2020, 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 Kenya Roads Board Act, Cap 408 of Laws of Kenya 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 Kenya Roads Board Management in accordance with ISSAI 130 on Code of Ethics. I have fulfilled other ethical responsibilities in accordance with the ISSAI and in accordance with other ethical requirements applicable to performing audits 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, were of most significance in the audit of the financial statements. There were no key audit matters to report in the year under review.

### **REPORT ON LAWFULNESS AND EFFECTIVENESS IN USE OF PUBLIC RESOURCES**

#### **Conclusion**

As required by Article 229(6) of the Constitution, based on the audit procedures performed, I confirm that, nothing 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**

The audit was conducted in accordance with ISSAI 4000. The standard requires 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 are in compliance, 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 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, I confirm that, nothing has come to my attention to cause me to believe that internal controls, risk management and overall governance were not effective.

### **Basis for Conclusion**

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 control, 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 control 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 control, risk management and overall governance.

In preparing the financial statements, Management is responsible for assessing the Board's ability to continue to sustain services, disclosing, as applicable, matters related to sustainability of services and using the applicable basis of accounting unless Management is aware of the intention to terminate the Board or 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 are in compliance 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 financial reporting process, reviewing the effectiveness of how the Board 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 overall governance and risk management, and ensuring the adequacy and effectiveness of the control environment.

### **Auditor-General's Responsibilities for the Audit**

The audit objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion in accordance with the provisions of Section 48 of the Public Audit Act, 2015 and submit the audit report in compliance with Article 229(7) of the Constitution. 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 and weakness 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 addition to the audit of the financial statements, a compliance audit is planned and performed to express a conclusion about whether, 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 accordance with the provisions of Article 229(6) of the Constitution and submit the audit report in compliance with Article 229(7) of the Constitution.

Further, in planning and performing the audit of the financial statements and audit of compliance, I consider internal control in order to give an assurance on the effectiveness of internal controls, risk management and overall governance processes and systems in accordance with the provisions of Section 7(1)(a) of the Public Audit Act, 2015 and submit the audit report in compliance with Article 229(7) of the Constitution. My consideration of the internal control would not necessarily disclose all matters in the internal control that might be material weaknesses under the ISSAIs. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements caused by error or fraud in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions.

Because of its inherent limitations, internal control may not prevent or detect misstatements and instances of non-compliance. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies and procedures may deteriorate.

As part of an audit conducted in accordance with ISSAIs, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.
- Conclude on the appropriateness of the Management's use of the applicable basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board's ability to continue to sustain its services. If I conclude that a material uncertainty exists, I am required to draw attention in the auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my audit report. However, future events or conditions may cause the Board to cease to continue to sustain its services.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information and business activities of the Board to express an opinion on the financial statements.
- Perform such other procedures as I consider necessary in the circumstances.

I communicate with the Management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that are identified during the audit.

I also provide Management with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

  
**Nancy Gathungu**  
**AUDITOR-GENERAL**

**Nairobi**

**11 November, 2021**

KENYA ROADS BOARD  
 FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

**STATEMENT OF FINANCIAL PERFORMANCE  
 FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020**

	Note	KShs'000 2019/2020	KShs'000 2018/2019
<b>OPERATING REVENUE</b>	8	1,467,187	1,413,323
<b>OPERATING EXPENSES</b>			
Director Costs	9	75,426	64,352
Staff Costs	10	348,971	308,968
Field Activity Costs	11	86,869	83,633
Other Operating Costs	12	539,109	607,953
Corporate Social Responsibility	13	87,927	3,150
<b>TOTAL OPERATING EXPENSES</b>		1,138,303	1,068,056
<b>SURPLUS FROM OPERATIONS</b>		328,885	345,267
Gain on Disposal of Property & Equipment	18	21,717	133
<b>NET SURPLUS FOR THE YEAR</b>	14	350,602	345,400

The notes form an integral part of these financial statements.

KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

**STATEMENT OF FINANCIAL POSITION AS AT 30<sup>TH</sup> JUNE 2020**


		KShs'000	KShs'000
	Note	2019/2020	2018/2019
<b>ASSETS</b>			
<i>Current Assets</i>			
Cash and Cash equivalents	15	972,339	3,268,140
Work in Progress	16	0	9,766
Receivables	17	3,994	2,929
		<b>976,333</b>	<b>3,280,834</b>
<i>Non-Current Assets</i>			
Property & Equipment	18	77,255	65,118
<b>TOTAL ASSETS</b>		<b>1,053,588</b>	<b>3,345,952</b>
<b>LIABILITIES</b>			
<i>Current Liabilities</i>			
Payables	19	261,106	136,625
		<b>261,106</b>	<b>136,625</b>
<b>TOTAL NET ASSETS</b>		<b>792,482</b>	<b>3,209,328</b>

<b>NET ASSETS/EQUITY</b>			
<i>Reserves</i>			
KRB Staff Fund	20(a)	302,253	295,788
KRB Capital Fund	20(b)	58,313	2,223,753
Accumulated Surpluses	20(c)	431,916	689,786
<b>TOTAL NET ASSETS/EQUITY</b>		<b>792,482</b>	<b>3,209,328</b>

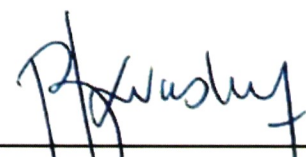
The notes form an integral part of these Financial Statements. The financial statements were submitted by the Board and signed on its behalf by:

  
RASHID MOHAMED, MBS (ICPAK No. 4801)  
Ag. EXECUTIVE DIRECTOR

26/08/2020  
DATE

  
Dr. MARY RAGUI  
DIRECTOR

26/08/2020  
DATE

  
Ms. RITA KAVASHE  
CHAIRPERSON

26/08/2020  
DATE

KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

**STATEMENT OF CHANGES IN NET ASSETS  
FOR THE YEAR ENDED 30TH JUNE 2020**

	Note	Accumulated Surpluses	Capital Fund	Staff Fund	Total
		KShs'000	KShs'000	KShs'000	KShs'000
<b>As at 1<sup>st</sup> July 2019</b>		689,786	2,223,753	295,788	3,209,328
Growth in Staff fund (Interest)	20(a)			6,465	6,465
Growth in Capital fund (Interest)	20(b)		2,964		2,964
Transfers to Capital fund	20(b)		55,349		55,349
Transfers to National Treasury	20(b)	(608,472)	(2,223,753)		(2,832,225)
Net Surplus for the year	20(c)	350,602			350,602
<b>As at 30th June 2020</b>		<b>431,916</b>	<b>58,313</b>	<b>302,253</b>	<b>792,482</b>

	Note	Accumulated Surpluses	Capital Fund	Staff Fund	Total
		KShs'000	KShs'000	KShs'000	KShs'000
<b>As at 1<sup>st</sup> July 2018</b>		444,386	1,420,952	287,877	2,153,214
Growth in Staff fund	20(a)			7,911	7,911
Growth in Capital fund (Interest)	20(b)		113,977		113,977
Growth in Capital fund (Transfer)	20(b)		588,824		588,824
Transfers to Capital fund	20(b)	(100,000)	100,000		-
Net Surplus for the year	20(c)	345,400			345,400
<b>As at 30th June 2019</b>		<b>689,786</b>	<b>2,223,753</b>	<b>295,788</b>	<b>3,209,328</b>

The notes form an integral part of these financial statements.

KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020**

	Notes	2019/20 KShs '000	2018/19 KShs '000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Net surplus from operating activities		350,602	345,400
<i>Adjustments for:</i>			
Depreciation	18	44,949	28,866
Interest Income	8	-16,537	-33,322
Gain on disposal of property and equipment	18	-21,717	-133
<b>Operating income before working capital changes</b>		<b>357,296</b>	<b>340,811</b>
<i>Changes in working capital balances:</i>			
(Increase)/Decrease in receivables		-1,065	2,727
(Increase)/Decrease in work in progress		9,766	
Increase/(Decrease) in Payables		124,481	6,922
<b>Net cash flows generated from operating activities</b>	<b>14</b>	<b>490,477</b>	<b>350,460</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Interest received	8	16,537	33,322
Purchase of property and equipment	18	-58,629	-47,833
Proceeds on disposal of equipment	18	21,717	133
Net Book Value of disposed assets		1,544	0
<b>Net cash (used in) investing activities</b>		<b>-18,831</b>	<b>-14,377</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Growth in KRB Staff fund (Interest)	20(a)	6,465	7,911
Growth in Capital Fund (Interest)	20(b)	2,964	113,977
Transfer to KRB Capital fund	20(b)	55,349	688,824
Transfer from Capital Fund to Nat. Treasury	20(b)	-2,223,753	0
Transfer from Acc. Reserves to Nat. Treasury	20(c)	-608,472	0
Transfer from Acc. Reserves to Capital Fund	20(c)	0	-100,000
<b>Net cash inflow from financing activities</b>		<b>-2,767,447</b>	<b>710,713</b>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>		<b>-2,295,801</b>	<b>1,046,795</b>
<b>MOVEMENT IN CASH AND CASH EQUIVALENTS</b>			
At the beginning of the year		3,268,140	2,221,344
Net increase in cash and cash equivalents		-2,295,801	1,046,795
<b>At the end of the year</b>	<b>15</b>	<b>972,339</b>	<b>3,268,140</b>

KENYA ROADS BOARD  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

**STATEMENT OF COMPARISON ON BUDGET AND ACTUAL AMOUNTS**

		COL 1	COL 2	COL 2	COL 4
		ANNUAL	ACTUAL	VARIANCE:	% OF
		FORECAST	YEAR	ACTUAL	ACTUAL
		FY 19/20	FY 19/20	TO	TO
		(KSHS'000)	(KSHS'000)	ANNUAL	ANNUAL
				FORECAST	FORECAST
<b>INCOME</b>	<b>Notes</b>				
Fuel Levy Fund		1,450,650	1,450,650	-0	100%
Interest Earned	a	7,500	16,537	9,037	220%
Sale of Tenders	b	60	0	-60	0%
Gain on disposal	c	500	21,717	21,217	1%
<b>TOTAL INCOME</b>		<b>1,458,710</b>	<b>1,488,904</b>	<b>30,194</b>	<b>102%</b>
<b>EXPENDITURE</b>					
Directors Costs		88,066	75,426	12,640	86%
Staff Costs		370,362	348,971	21,391	94%
Operating Costs		657,698	491,261	166,437	75%
Audit Fees		2,900	2,900	0	100%
Dept. Costs		100,000	86,869	13,131	87%
C.S.R.		118,684	87,927	30,758	74%
<b>TOTAL EXPENSES</b>	<b>d</b>	<b>1,337,710</b>	<b>1,093,354</b>	<b>244,356</b>	<b>82%</b>
Depreciation		0	44,949	0	N/A
<b>Operations Surplus/(deficit)</b>			<b>350,602</b>		

**Budget Notes:**

- a) Interest income amounted to Kshs. 16.53 million (FY 2018/19: Kshs. 33.32 million), which exceeds the annual forecast of Kshs. 7.50 million. This is mainly on account a decrease in cash assets held by the Board for its Operations.
- b) There was no income from sale of tenders during the year (FY 2018/19: Kshs. 500). Most of the tenders were downloaded from the KRB website by prospective bidders at no charge.
- c) Gains on disposal of fully depreciated assets amounted to Kshs. 21.71 million (FY 2018/19: Kshs. Kshs. 133,344) compared with an annual forecast of Kshs. 0.50 million. Resulting from the sale of 7 No. motor vehicles and assorted computer equipment. The motor vehicles and equipment were disposed to the highest quoted bidders.
- d) All expenses incurred during the period under review were within Budget.

**NOTES TO THE FINANCIAL STATEMENTS**

**1.0 GENERAL INFORMATION**

Kenya Roads Board (KRB) is a state body corporate established under Chapter 408 of the Laws of Kenya 'Kenya Roads Board Act' which came into effect under Legal Notice No. 7 of 1999. The Board is domiciled and operates within the Republic of Kenya.

As stipulated in the Kenya Roads Board Act, 1999 *"The object and purpose for which the Board is established is to oversee the road network in Kenya and coordinate the maintenance, rehabilitation and development funded by the fund and to advise the Minister responsible for matters pertaining to roads on all matters related thereto."*

**2.0 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 entity's financial statements have been prepared in accordance with and comply with International Public Sector Accounting Standards (IPSAS). The financial statements are presented in Kenya shillings, which is the functional and reporting currency of the entity. The accounting policies have been consistently applied to all the years presented.

The financial statements are prepared on accrual basis. The cash flow statement is prepared using the indirect method.

**3.0 ADOPTION OF NEW AND REVISED STANDARDS**

- i. **Relevant new standards and amendments to published standards effective for the year ended 30 June 2020**

<b>Standard</b>	<b>Impact</b>
<b>IPSAS 40:</b> Public Sector Combinations	<b>Applicable: 1<sup>st</sup> January 2019</b> The standard covers public sector combinations arising from exchange transactions in which case they are treated similarly with IFRS 3 (applicable to acquisitions only). Business combinations and combinations arising from non-exchange transactions are covered purely under Public Sector combinations as amalgamations.

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ii. **New and amended standards and interpretations in issue but not yet effective in the year ended 30 June 2020**

Standard	Effective date and impact:
<p><b>IPSAS 41:</b> Financial Instruments</p>	<p><b>Applicable: 1<sup>st</sup> January 2022:</b> The objective of IPSAS 41 is to establish principles for the financial reporting of financial assets and liabilities that will present relevant and useful information to users of financial statements for their assessment of the amounts, timing and uncertainty of an entity's future cash flows. IPSAS 41 provides users of financial statements with more useful information than IPSAS 29, by:</p> <ul style="list-style-type: none"> <li>• Applying a single classification and measurement model for financial assets that considers the characteristics of the asset's cash flows and the objective for which the asset is held;</li> <li>• Applying a single forward-looking expected credit loss model that is applicable to all financial instruments subject to impairment testing; and</li> <li>• Applying an improved hedge accounting model that broadens the hedging arrangements in scope of the guidance. The model develops a strong link between an entity's risk management strategies and the accounting treatment for instruments held as part of the risk management strategy.</li> </ul>
<p><b>IPSAS 42:</b> Social Benefits</p>	<p><b>Applicable: 1<sup>st</sup> January 2022</b> The objective of this Standard is to improve the relevance, faithful representativeness and comparability of the information that a reporting entity provides in its financial statements about social benefits. The information provided should help users of the financial statements and general purpose financial reports assess:</p> <ol style="list-style-type: none"> <li>(a) The nature of such social benefits provided by the entity;</li> <li>(b) The key features of the operation of those social benefit schemes; and</li> <li>(c) The impact of such social benefits provided on the entity's financial performance, financial position and cash flows.</li> </ol>
<p>Amendments to Other IPSAS resulting from IPSAS 41,</p>	<p><b>Applicable: 1st January 2022:</b></p> <ol style="list-style-type: none"> <li>a) Amendments to IPSAS 5, to update the guidance related to the components of borrowing costs which were inadvertently omitted when IPSAS 41 was issued.</li> </ol>

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Standard	Effective date and impact:
Financial Instruments	<p>b) Amendments to IPSAS 30, regarding illustrative examples on hedging and credit risk which were inadvertently omitted when IPSAS 41 was issued.</p> <p>c) Amendments to IPSAS 30, to update the guidance for accounting for financial guarantee contracts which were inadvertently omitted when IPSAS 41 was issued.</p> <p>Amendments to IPSAS 33, to update the guidance on classifying financial instruments on initial adoption of accrual basis IPSAS which were inadvertently omitted when IPSAS 41 was issued.</p>
Other Improvements to IPSAS	<p><b>Applicable: 1<sup>st</sup> January 2021:</b></p> <p>a) Amendments to IPSAS 13, to include the appropriate references to IPSAS on impairment, in place of the current references to other international and/or national accounting frameworks</p> <p>b) IPSAS 13, Leases and IPSAS 17, Property, Plant, and Equipment. Amendments to remove transitional provisions which should have been deleted when IPSAS 33, First Time Adoption of Accrual Basis International Public Sector Accounting Standards (IPSASs) was approved</p> <p>c) IPSAS 21, Impairment of Non-Cash-Generating Assets and IPSAS 26, Impairment of Cash Generating Assets. Amendments to ensure consistency of impairment guidance to account for revalued assets in the scope of IPSAS 17, Property, Plant, and Equipment and IPSAS 31, Intangible Assets.</p> <p>d) IPSAS 33, First-time Adoption of Accrual Basis International Public Sector Accounting Standards (IPSASs). Amendments to the implementation guidance on deemed cost in IPSAS 33 to make it consistent with the core principles in the Standard</p>

iii. **Early adoption of standards**

The entity did not early - adopt any new or amended standards in year 2019/2020.

**4.0 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The principle accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

**(a) Statement of Compliance**

The financial statements for the year ended 30<sup>th</sup> June 2020 have been prepared in accordance with and comply with International Public Sector Accounting Standards (IPSAS) as issued by International Public Sector Accounting Standards Board (IPSASB), the Public Finance Management Act, 2012, Public Audit Act, 2015 and Kenya Roads Board Act.

For the Public Finance Management Act, 2012, Public Audit Act, 2015 and Kenya Roads Board Act reporting purposes, in these financial statements the "balance sheet" / "statement of assets and liabilities" is represented by and is equivalent to the statement of "financial position" and the "profit and loss account" / "statement of income and expenditure" is presented in the statement of "financial performance".

**(b) Basis of Preparation**

The financial statements have been prepared under the historical cost convention, unless otherwise stated. The financial statements are presented in the functional currency, Kenya Shillings (Kshs.), and all values are rounded to the nearest thousands (Kshs. '000) except when otherwise indicated.

**(c) Presentation of Financial Statements**

The financial statements comprise of statement of financial performance, statement of financial position, statement of changes in net assets/equity and the statement of cash flows and the notes to the financial statements.

The Board classifies its expenditure by the nature of expense methodology.

The disclosure on risks are presented in the financial risk management objectives and policies contained in note 5.

The statement of cash flows shows the changes in cash and cash equivalents arising during the period from operating, investing and financing activities.

Starting 1<sup>st</sup> July 2010, Kenya Roads Board adopted the IPSAS 1 on Presentation of Financial Statements. In previous years the financial statements were prepared in accordance with the International Financial Reporting Standards (IFRSs). The change was necessitated by the reporting standards on public entities which are not Government Business Entities (GBE) as defined and required by IPSAS 1- '*Presentation of Financial Statements*' which states that the scope of application is for '*all public sector entities other than Government Business Enterprises*'.

The requirement by the Auditor General to present separate financial statements for the Kenya Roads Board Operations and the Kenya Roads Board Fund has led to reclassification of assets and liabilities including prior year to each set of financial statements.

**(d) Budget Information**

International Public Sector Reporting Standards allow for non-disclosure where (a) an entity is not required to disclose its budget information publicly and (b) the entity has elected not to present its approved budget publicly.

It is observed that the Approved KRB Operations Budget amounts for the year have not been exceeded.

**(e) Functional Currencies**

**(i) Functional and Presentation Currency**

The financial statements are presented in the functional currency, Kenya Shillings (Kshs.), which is the Board's presentational currency. The financial information is rounded to the nearest thousands (Kshs. '000) except when otherwise indicated.

**(ii) Transactions and Balances**

**a) Translation of Foreign Currencies**

Transactions in foreign currencies during the year are converted into the functional currency using the prevailing exchange rates ruling at the dates of the transactions. Assets and liabilities denominated in foreign currencies have been translated at the mean rates of exchange ruling at the end of the reporting period.

The foreign currency exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognized through the statement of financial performance in the year in which they arise.

**b) Translation of Foreign Operations**

The Board does not have any foreign operations.

**(f) Revenue Recognition**

Revenue is generally recognized in the Statement of Financial Performance on accrual basis.

Interest income from all interest bearing financial instruments is recognized in the Statement of Financial Performance on accrual basis using the effective interest method.

Other incomes are recognized as they accrue unless the collectability is in doubt.

**(g) Cash and Cash Equivalents**

For purposes of the cash flow statement, cash and cash equivalents comprise of cash and cash balances held at the bank with less than three months maturity from the statement of financial position date. These include notes and coins on hand and deposits held at call with banks.

**(h) Receivables**

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Board provides money or services directly to a debtor with no intention of trading the receivable.

Receivables are amounts due from the Kenya Roads Board Fund which are accrued in the ordinary course of business and there is no intention of trading the receivable.

Receivables are recognized initially at the fair value (transaction price/ carrying value less any discounts). They are subsequently measured at amortized costs using the effective interest method less provision for impairment.

A provision for impairment of receivables is made when there is objective evidence that the Board will not be able to collect all amounts due according to the original terms of receivables.

The carrying value less discounts and any impairment provision of impairment is assumed to approximate their fair values. For financial instruments such as short term receivables, no disclosure of fair value is required when the carrying amount is a reasonable approximation of fair value.

Receivables are classified as current assets if payment is due within one year or less (or in the normal operating cycle of business, if longer). If not, they are presented as non-current assets.

**(i) Inventories**

Given the nature of the Board's operations and mandates, items in stock relate to stationery. Stationery costs are recognized as an expense when deployed for utilization in the ordinary course of the Board's operations. As at 30<sup>th</sup> of June 2020, the Board did not have any inventory.

**(j) Property and Equipment and Depreciation**

All property and equipment are initially stated at cost and thereafter at historical cost less accumulated depreciation and any accumulated impairment loss. Historical cost comprises expenditure initially incurred to bring the asset to its location and condition ready for its intended use.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Board and the cost can be reliably

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measured. All other repairs and maintenance are charged to the Statement of Financial Performance during the financial year in which they are incurred.

Depreciation is calculated on straight line basis at annual rates estimated to write down the carrying value of the assets over their expected useful lives. The annual depreciation rates in use are:-

	<u>Rate</u>		
Computer Equipment	33 <sup>1</sup> / <sub>3</sub> %	Motor Vehicles	25.0%
Office Equipment	12.5%	Furniture & Fittings	12.5%

An item of property and equipment is de-recognized upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or losses on de-recognition of the asset is included in the Statement of Financial Performance in the year the asset is de-recognized.

**(k) Payables**

Payables include any obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers and may also include payments in respect social benefits where formal agreements for specific amounts exist.

Payables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method. The historical cost carrying amount of payables subject to the normal credit terms usually approximates fair value.

Payables are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of business if longer). If not, they are presented as non-current liabilities.

**(l) Leases**

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement and requires an assessment of whether the fulfillment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset.

Leases are classified as finance leases whenever the terms of the lease transfer substantially all risks and rewards of ownership to the Board as the lessee. All other leases are classified as operating leases.

Where the Board is the lessee, the total payments made under operating leases are charged to the statement of financial performance on a straight line basis over the period of the lease. When an operating lease is terminated before the expiry of the lease period, any payment required to be made to the lessor by way of penalty is recognized as expense in the year in which termination takes place.

Rentals payable under operating leases are amortized on the straight line basis over the term of the relevant lease.

***(m) Impairment of Non-financial Assets***

At each reporting period end, based on internal and external sources, the Board reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss.

Where it is not possible to estimate the recoverable amount of an individual asset, the Board estimates the recoverable value of the asset.

Any impairment losses are recognized as an expense in the Statement of Financial Performance whenever the carrying amount of an asset exceeds its recoverable amount. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of impairment loss is limited to the assets carrying amount that would have been determined had no impairment loss been recognized in prior years. A reversal of an impairment loss is credited to the Statement of Financial Performance in the year reversals are recognized.

***(n) Provisions***

Provisions are recognized when the Board has a present obligation (legal or constructive) as a result of a past event, it is probable that the Board will be required to settle the obligation, and a reliable estimate can be made of the amount of obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the reporting period end, taking into account the risks and uncertainties surrounding the obligation.

***(o) Retirement Benefit Obligations***

The Board operates a defined contribution provident fund for eligible employees. The fund is administered by an independent administration company and Trustees. It is funded by contributions from both the employer and employees.

The Board and its employees also contribute to the statutory pension scheme, the National Social Security Fund (NSSF). Contributions are determined by the local statute and are currently limited to Kshs. 200 per employee per month. The Board also sets aside on quarterly basis the gratuity for its employees who are on contract basis.

The Board's contributions in respect of staff retirement benefit costs are charged to the statement of financial performance, as they fall due or in case of service gratuity as they accrue to each employee.

***(p) Guarantees, Acceptances and Letters of Credit***

Guarantees are accounted for as off statement of financial position transactions and disclosed as contingent liabilities.

**(q) Subsequent Events**

There have been no subsequent events that would have an impact on the financial statements for the year ended 30th June 2020.

**(r) Comparatives**

Except otherwise required, all amounts are reported or disclosed with comparative information. Where necessary, comparative figures have been adjusted to conform to changes in presentation in the current year

**5.0 SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION  
UNCERTAINTY - (CRITICAL ACCOUNTING ESTIMATES, JUDGEMENTS  
AND ASSUMPTIONS)**

In the process of applying the Board's accounting policies, the directors have made estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities as at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on the directors' knowledge of current events and actions, actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

The key areas of judgments and sources of uncertainty in estimation are as set out below:

**(a) Critical Judgments in applying the Board's accounting policies**

In the process of applying the Board's accounting policies, judgments have been made in determining:-

- Whether the assets are impaired;
- The classification of financial assets;
- The going concern.

**(b) Critical Accounting Estimates and Assumptions**

**(i) Useful Lives of Property, Plant and Equipment**

The directors make estimates in determining the depreciation rates for property and equipment. The rates used are set out in the accounting policy (j) above for property and equipment.

The Board reviews the estimated useful lives of plant and equipment at the end of each reporting period. During the financial year, no changes to the useful lives were identified by the directors.

**(ii) *Contingent Liabilities***

As disclosed in these financial statements, the Board is exposed to various contingent liabilities in the normal course of business.

The Directors evaluate the status of these exposures on a regular basis to assess the probability of the Board incurring related liabilities. However, provisions are only made in the financial statements where, based on the directors' evaluation, a present obligation has been established.

**(iii) *Provision for Doubtful Debts***

The organization reviews its travel advances portfolio to assess the likelihood of impairment. Provision for impairment of receivables is established when there is objective evidence that the Board will not be able to collect all amounts due. Where necessary, an estimation of the amounts irrecoverable is made in that year. Provision for impairment shall be recognized upon approval by the Board of Directors.

**(iv) *Other Provisions***

Other provisions are recognized when the Board has legal or constructive obligation as a result of past events, for which it is probable that an outflow of economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

**(v) *Impairment Losses***

At each reporting period end, the Board reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss.

Where it is not possible to estimate the recoverable amount of an individual asset, the Board estimates the recoverable value of the asset. Any impairment losses are recognized as an expense immediately. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. A reversal of an impairment loss is recognized as income immediately.

## **6.0 SEGMENT REPORTING**

The Board does not have any branches/reporting segments. All the operations of the Board are managed from the registered office. The core business of the Kenya Roads

Board continues to be management of the Kenya Roads Board Fund together with other mandates as stipulated in the Kenya Roads Board Act.

There is no distinguished component of the Board that is engaged in providing an individual service that is subject to risks and returns that are different from the main mandates of the Board.

## **7.0 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES**

The Board has initiated and facilitated the process that will see the enhancement of risk management. The Board has an integrated risk management framework/strategy. The Board's approach to risk management is based on risk governance structures, risk management policies, risk identification, measurement, monitoring and reporting. The risk management policies and systems are reviewed regularly to ensure they are in tandem with the micro and macro environment, regulatory guidelines, industry practice, market conditions as well as the services offered.

The Board recognizes the critical role the risk management will continue to play in its endeavor to carry out its business in a dynamic environment. The Board is committed to ensure that corporate governance and risk management are deeply entrenched in the Board's strategy and culture. An elaborate risk management strategy that will provide direction on matters of policy and guide the implementation and control has been developed.

This risk management framework captures the following among other things:-

- The Board's risk appetite and parameters;
- The Board's risk matrix that highlights the rating of risks;
- The structure of managing risks and accountabilities
- The processes, procedures and reports that manage risks;
- The mitigating factors, prevention, contingency plans and controls.

The Board's core business involves major engagements with financial transactions and processes which pose certain risks. Three types of risks are reported as part of the risk profile namely operational, strategic and business continuity risks.

- a) Operational risks are events, hazards, variances or opportunities which could influence the achievement of the Board's compliance and operational objectives.
- b) Strategic risk is a significant unexpected or unpredictable change or outcome beyond what was factored into the organization's strategy and business model which could have an impact on the entity's performance.
- c) Business continuity risks are those events, hazards, variances and opportunities which could influence the continuity of the entity.

One of the key risks the Board has identified in both the operational and strategic areas is the sustainability of the Road Maintenance Levy in line with the Constitution. Financial risk as defined in IPSAS 15 and the management thereof, form part of this risk area.

The Members of the Board have the overall responsibility for the establishment and oversight of the Board's risk management framework. The Board has delegated its risk management to the 'Audit and Risk Committee'. One of the responsibilities of this

committee is to review risk management strategies in order to ensure business continuity and survival. Most of the financial risks arising from financial transactions and processes are managed by the 'Finance and Planning Committee' of the Board.

The Board's exposure to risks, its objectives, policies and processes for managing the risk and the methods used to measure it have been consistently applied in the years presented, unless otherwise stated. The Board aims therefore to achieve an appropriate balance between the risk and return and minimize potential adverse effects on its financial performance.

The financial management objectives and policies are as outlined below:-

**a) Liquidity Risk**

Liquidity risk is the risk that the Board will not have sufficient financial resources to meet its obligations when they fall due or will have to do so at excessive costs. This risk can arise from mismatches in the timing of cash flows from revenue and capital/ operational outflows, assets and liabilities according to their maturity profiles and can occur where cash flow streams have been discontinued, etc. Funding risk arises when the necessary liquidity to fund illiquid asset positions cannot be met at expected terms and when required.

The objective of the liquidity and funding management is to ensure that all foreseeable operational, capital and loan commitment expenditure can be met under both normal and stressed conditions and the mismatch is controlled in line with allowable risk levels.

The Board has adopted an overall balance sheet approach which consolidates all sources and uses of liquidity, while aiming to maintain a balance between liquidity, cash flows and interest rate considerations. The Board's liquidity and funding management process includes:-

- Projecting cash flows and considering the cash required and optimizing the short term requirements as well as the long term funding,
- Maintaining balance sheet liquidity ratios,
- Maintaining/ soliciting a diverse range of funding sources with adequate back up facilities,
- Managing the concentration and profile of debt maturities, where applicable,
- Maintaining liquidity and funding contingency plans.

The table shows the undiscounted cash flows on the Board's financial assets and liabilities on the earliest possible contractual/maturity date. The liquidity ratio in FY 2019/20 is 3.74 (FY 2018/19: 24.01)

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Financial Assets	Note	2019/20	2018/19
		KShs '000	KShs '000
Bank and Cash Balances	15	972,339	3,268,140
Work in Progress	16	0	9,766
Receivables	17	3,994	2,929
<b>Total Financial Assets</b>		<b>976,333</b>	<b>3,280,834</b>
<b>Financial Liabilities</b>			
Payables	19	261,106	136,625
<b>Total Financial Liabilities</b>		<b>261,106</b>	<b>136,625</b>
<b>NET LIQUIDITY</b>		<b>715,227</b>	<b>3,144,209</b>
<b>LIQUIDITY RATIO</b>		<b>3.74</b>	<b>24.01</b>

The Board has an established corporate governance structure and process of managing risks regarding guarantees and contingent liabilities. All guarantees issued are approved by the Members of the Board and are administratively managed by the finance department.

The primary sources of revenue for the Board are receipts from the Kenya Roads Board Fund, mainly receipts from fuel levy fund. The Board pursuing additional sources of revenue for which approval has been sought from Ministry of Finance.

**b) Market Risk**

Market risk is the risk that the fair value of future cash flows of financial instruments will fluctuate because of changes in foreign exchange rates, prices and interest rates. The objective of market risk management policy is to protect and enhance the Statements of Financial Position and performance by managing and controlling market risk exposures within acceptable parameters, and to optimize the funding of business operations and facilitate capital expansion. The Board is exposed to the following market risks:-

*(i) Currency Risk*

Currency risk arises primarily from purchasing imported goods and services from overseas or indirectly via local supplies. The currency risk is minimal as cash and cash equivalents held with banks are dominated in Kenya Shillings and there are minimal dealings in foreign currency.

*(ii) Price Risk*

The Board is exposed to the price risk of the fuel levy. The Board collects Kshs. 18 per liter of diesel/petrol imported into the country. The Board is exposed to the extent that the levy on diesel and petrol is reduced or eliminated due to changes in the international fuel prices, inflation or other macro indicators. The Road Maintenance Levy is backed up by an Act of Parliament; changes thereof require approval by Parliament.

*(iii) Interest Rate Risk*

The Board is exposed to various risks associated with effects of fluctuations in the prevailing levels of market interest rates on its financial position and cash flows.

Interest margin may increase as a result of such changes but may reduce losses in the event that unexpected movement arises.

The Board closely monitors interest rate movements and seeks to limit its exposure by managing the interest rate and maturity structure of assets and liabilities on the statement of financial position. The interest rates on call deposits held in financial institutions are fixed and agreed upon on monthly basis. The management is in regular contact with the approved banks in a bid to obtain the best interest rates and therefore able to plan for the resulting income.

The interest rate risk is minimal as the Board does not have any borrowings.

**c) Operational Risk**

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Board's processes, personnel, technology and infrastructure and from external factors other than credit, market and liquidity risks such as legal and regulatory requirements and generally acceptable standards of corporate behavior.

The Board seeks to ensure that key operational risks are managed in a timely and effective manner through a framework of policies, procedures and tools to identify, assess, monitor and report such risks.

The Board's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to the Board's reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity.

The primary responsibility for the development and implementation of controls to address operational risk is assigned to senior management. The responsibility is supported by the development of overall standards for the management of operational risk in the following areas:-

- Requirements for appropriate segregation of duties, including the independent authorization of transactions.
- Requirements for the reconciliation and monitoring of financial transactions
- Compliance with regulatory and legal requirements
- Documentation of controls and procedures
- Requirements for the yearly assessment of operational risks faced and the adequacy of controls and procedures to address the risks identified
- Requirement for the reporting of operational losses and proposed remedial action
- Development of Business Contingency Plans
- Training and professional development
- Ethical and business standards
- Risk mitigation, including insurance where it is effective.

Operational risks are documented in the 'Framework for Management Control' and are managed by the Internal Audit function established to spearhead and

coordinate risk management activities. The measures taken include proactively identifying, analyzing and mitigating risks in all facets of the business.

**d) *Compliance and Regulatory Risk***

Compliance and regulatory risk includes the risk of non-compliance with regulatory requirements. The Board has complied with all externally imposed requirements throughout the year.

**e) *Legal Risk***

Legal risks is the risk of unexpected loss, including reputational loss, arising from defective transactions or contracts, claims being made or some other event resulting in a liability or the loss for the Board, failure to protect the title to and liability to control the rights to assets of the Board (including intellectual property right), changes in law, or jurisdictional risk.

The Board manages legal risk through the 'Audit and Risk Committee', legal function, legal risk policies and procedures and the effective use of internal controls and external lawyers.

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NOTES TO THE FINANCIAL STATEMENTS (Continued)

8.0 OPERATING REVENUE

	2019/20	2018/19
Particulars	KShs '000	KShs '000
Revenue	1,450,650	1,380,000
Interest Earned	16,537	33,322
Other income	0	1
<b>Total Operating Revenue</b>	<b><u>1,467,187</u></b>	<b><u>1,413,323</u></b>

Revenue mainly represents the 2% portion from the Kenya Roads Board Fund which is allocated in accordance with Section 6(2) (e) of the Kenya Roads Board Act. Interest is earned on the balances held in the bank accounts.

The operating revenue is recognized in accordance with the accounting policy on revenue recognition set out in policy 2 (f) above.

The Board did not receive any transfers of any form, (including assets, gifts, donations, service-in-kind, advance receipts, pledges, expenses paid on behalf and concessionary loans) from national and local government, public entities, and government, donor & International development agencies.

9.0 DIRECTORS COSTS

	2019/20	2018/19
Particulars	KShs '000	KShs '000
Directors Emoluments	26,124	26,273
Insurance	404	406
Field Activities	17,117	21,962
Training	29,973	14,202
Board Evaluation/Induction	1,807	1,509
<b>Total Directors Costs</b>	<b><u>75,426</u></b>	<b><u>64,352</u></b>

Directors emoluments include members sitting allowances, lunches and executive remuneration.

10.0 STAFF COSTS

	2019/20	2018/19
Particulars	KShs '000	KShs '000
Staff Emoluments	253,767	215,868
Training & Development	58,018	59,073
Staff Insurance	24,305	23,078
Other Staff Costs	12,881	10,950
<b>Total Staff Costs</b>	<b><u>348,971</u></b>	<b><u>308,968</u></b>

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NOTES TO THE FINANCIAL STATEMENTS (Continued)

The average number of employees during the year was:-

No. of Employees	2019/20	2018/19
Permanent Employees	89	80
Contract Employees	18	3
<b>Total Employees</b>	<b>107</b>	<b>83</b>

11.0 FIELD ACTIVITY COSTS

	2019/20	2018/19
Departments/Sections	KShs '000	KShs '000
Planning & Programming	22,978	19,932
Technical Compliance	15,218	19,895
Finance	14,843	14,504
Human Resource & Administration	15,707	10,792
Legal & Corporate Affairs	12,500	11,762
Infor. Comm. & Tech.	3,766	3,847
Procurement	1,857	2,902
<b>Total Field Activities</b>	<b>86,869</b>	<b>83,633</b>

Field activity costs are incurred by departments and sections towards the realization of the Board's Strategic plan implementation and other routine functions of the Board.

12.0 OTHER OPERATING COSTS

	2019/20	2018/19
Particulars	KShs '000	KShs '000
Advertising & Publicity	41,276	53,359
Audit fees	2,900	2,900
Conferences & Seminars	44,998	60,125
Depreciation	44,949	28,866
Consultancies	254,362	338,693
Rent & Rates	53,233	52,283
Telephone, Postages & Internet	7,245	9,333
Travelling, Vehicle Maintenance & Repairs	23,073	17,459
Legal Fees	33,556	15,939
Other Operating Costs	33,517	28,996
<b>Total Other Operating Costs</b>	<b>539,109</b>	<b>607,953</b>

13.0 CORPORATE SOCIAL RESPONSIBILITY

The Board's contribution towards the Corporate Social Responsibility (CSR) amounted to Kshs 87.92 million (FY 2017/18: Kshs. 3.15 million).

These cost mainly related to costs incurred in the Graduate Engineers programme (Kshs. 4.49 million), Environmental Sustainability programme (Kshs. 1.93 million), Other CSR activities (0.49 million) and a provision for Road Maintenance interventions undertaken by the Board amounting to Kshs. 81.0 million.

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NOTES TO THE FINANCIAL STATEMENTS (Continued)

14.0 OPERATING SURPLUS

The Net operating surplus amounted to Kshs. 350.60 million (FY 2018/19: Kshs. 345.40 million), while the net cash flows generated from operating activities amounted to Kshs. 490.47 million (FY 2018/19: Kshs. 348.18 million) - as shown below;

		2019/20	2018/19
	Notes	KShs '000	KShs '000
Net surplus from operating activities	14	350,602	345,400
<i>Adjustments for:</i>			
Depreciation	18	44,949	28,866
Interest Income	8	-16,537	-33,322
Gain on disposal of property and equipment	18	-21,717	-133
<b>Operating income before working capital changes</b>		<b>357,296</b>	<b>340,811</b>
<i>Changes in working capital balances:</i>			
(Increase)/Decrease in receivables		-1,065	449
(Increase)/Decrease in work in progress		9,766	0
Increase/(Decrease) in receivables		<u>124,481</u>	<u>6,922</u>
<b>Net cash flows generated from operating activities</b>		<b><u>490,477</u></b>	<b><u>348,182</u></b>

15.0 CASH AND CASH EQUIVALENTS

(a) Analysis of bank and cash balances:

	Note	2019/20	2018/19
Particulars		KShs '000	KShs '000
Cash at Bank		609,030	745,097
Cash at in Hand		519	565
KRB Staff Fund	20(a)	302,253	295,788
Bank Term Deposit	20(b)	58,313	2,223,753
Cash Imprests and Advances		<u>2,224</u>	<u>2,937</u>
		<b><u>972,339</u></b>	<b><u>3,268,140</u></b>

The Board is not exposed to credit risk on cash and bank balances as they are held with sound financial institutions approved by Central Bank of Kenya. The carrying amounts of the Board's cash and cash equivalents are dominated in Kenya Shillings.

(b) Cash and cash equivalents:

For the purposes of the cash flow statement, cash and cash equivalents comprise balances with less than three months' maturity from the date of acquisition, including cash in hand, deposits held at call with banks and other short term highly liquid investments with original maturities of three months.

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NOTES TO THE FINANCIAL STATEMENTS (Continued)

16.0 WORK IN PROGRESS

In FY 2018/2019 Work in progress amounted to Kshs. 9.76 million and relates to the KRB Enterprise Management Programme (ERP). The ERP System "went live" in January 2019 and was fully implemented by the end of the 4<sup>th</sup> quarter of FY 2019/20.

17.0 RECEIVABLES

Receivables constitute short term liquid assets which are recoverable within one year. The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable mentioned above. The Board does not hold any collateral as security.

	2019/20	2018/19
Particulars	KShs '000	KShs '000
Prepayments & Deposits	3,994	2,929
	<u>3,994</u>	<u>2,929</u>

The aged analysis of receivables is as follows:

	0-3 months	3-12 months	Total
Particulars	KShs '000	KShs '000	KShs '000
Deposits & Prepayments	-	3,994	3,994
	<u>0</u>	<u>3,994</u>	<u>3,994</u>

18.0 PROPERTY AND EQUIPMENT

	COMPUTER EQUIPMENT	OFFICE EQUIPMENT	MOTOR VEHICLES	FURNITURE & FITTINGS	TOTAL
Depn. Rate	33.30%	12.50%	25.00%	12.50%	
<b>Cost:</b>					
Start of year	80,992,984	49,711,531	120,878,674	74,301,084	325,884,273
Disposals	-83,600		-60,805,077		-60,888,677
Additions	27,236,804	153,000	31,045,344	194,000	58,629,148
<b>Total Cost</b>	<b>108,146,188</b>	<b>49,864,531</b>	<b>91,118,941</b>	<b>74,495,084</b>	<b>323,624,743</b>
<b>Depreciation:</b>					
Start of year	65,378,857	42,395,961	88,899,209	64,091,943	260,765,969
Disposals	-83,600		-59,261,327		-59,344,927
For the period	20,208,550	1,596,444	20,357,460	2,786,190	44,948,643
<b>Total Depreciation</b>	<b>85,503,807</b>	<b>43,992,404</b>	<b>49,995,342</b>	<b>66,878,133</b>	<b>246,369,686</b>
<b>NBV 30th June 2020</b>	<b>22,642,381</b>	<b>5,872,127</b>	<b>41,123,600</b>	<b>7,616,951</b>	<b>77,255,058</b>
<b>NBV 30th June 2019</b>	<b>15,614,127</b>	<b>7,315,570</b>	<b>31,979,465</b>	<b>10,209,140</b>	<b>65,118,303</b>

The net book value of non-current assets amounted to Kshs. 77.25 (FY 2018/2019: 65.11) million in the review period. This is as a result of asset additions amounting to Kshs. 58.62 million, net of depreciation charge for the year amounting to Kshs. 44.94 million and disposals with accumulated cost of Kshs. 60.88 million (and depreciation of Kshs. 59.34 million).

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Gain on disposal of assets during the year ended 30th June 2020 amounted to Kshs. 21.71 million (FY 2018/19: Kshs. 0.133 million).

The Board is of the opinion that the net book values represent the fair value of the equipment.

### 19.0 PAYABLES

Payables are expected to be settled in KRBs normal operating cycle and within twelve months after the reporting period and are not attached to an unconditional right to defer payment of the liability for at least twelve months after the reporting period.

	2019/20	2018/19
Particulars	KShs '000	KShs '000
Provisions and accruals	261,106	133,245
Other Payables	0	3,380
	<u>261,106</u>	<u>136,625</u>

Provisions and accruals relate to accrued expenses during the year, while other payables relate to taxes payable to Kenya Revenue Authority. The payables are incurred in the normal course of business and were settled in the period subsequent to the report date.

The maturity analysis of payables is as follows:

	0-3 months	3-12 months	0-12 months
Particulars	KShs '000	KShs '000	KShs '000
Provisions and accruals	-	261,106	261,106
Other Payables	-	0	0
	<u>0</u>	<u>261,106</u>	<u>261,106</u>

### 20.0 NET ASSETS

The net assets are made of up of designated funds and accumulated reserve which are explained as follows:

#### 20 (a) KRB Staff Fund

	2019/20	2018/19
Particulars	KShs '000	KShs '000
Car Loan Staff Fund	56,040	55,481
Mortgage Scheme Fund	<u>246,213</u>	<u>240,307</u>
	<u>302,253</u>	<u>295,788</u>

The Board established independently managed Car Loan and Mortgage Scheme Funds for members of staff. Staff funds increased from Kshs. 295.78 million in prior period to Kshs. 302.25 million. The growth is represented by Kshs. 6.46 million being bank interest earned during the year.

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**20 (b) KRB Capital Fund**

The Board established a Capital Fund in FY 2009/10 for the purpose of purchase of office premises. Following a cash transfer to the National Treasury, the KRB Capital fund decreased by Kshs. 2.41 billion, from Kshs. 2.22 billion in prior period to Kshs. 58.31 million in the review period.

	<b>2019/20</b>	<b>2018/19</b>
<b>Particulars</b>	<b>KShs '000</b>	<b>KShs '000</b>
KRB Capital Fund	58,313	2,223,753
	<u>58,313</u>	<u>2,223,753</u>

**20 (c) Accumulated Reserves**

Accumulated reserves decreased from Kshs. 689.78 million in prior period to Kshs. 431.91 million in the review period. This is attributed to Net surplus for the current year amounting to Kshs. 350.60 million (FY 2018/19 - Kshs. 345.40 million) - which is net of a transfer of Kshs. 608.47 million to the National Treasury.

	<b>2019/20</b>	<b>2018/19</b>
<b>Particulars</b>	<b>KShs '000</b>	<b>KShs '000</b>
Accumulated reserves	431,916	689,786
	<u>431,916</u>	<u>689,786</u>

**21.0 CONTINGENT ASSETS & LIABILITIES**

**a) Guarantees**

Guarantees commit the Board to make payments on behalf of the guaranteed in the event of a specific act and carry a certain risk. In the year under review, the Board had not issued any guarantees.

**b) Legal matters**

Though the Board is involved in some legal proceedings, the directors believe, based on the information currently available, that the Board does not have any contingent liabilities which are likely to have a material effect on the results of the Board's operations, financial position or liquidity. Therefore no provision has been made in the financial statements.

**22.0 COMMITMENTS : OPERATING LEASE RENTALS**

Non-cancellable operating lease rentals are payable as follows:

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

	2019/20	2018/19
	KShs '000	KShs '000
Not later than one year	40,477	36,797
Later than one year and not later than five years	<u>202,389</u>	<u>183,990</u>
	<u>242,866</u>	<u>220,787</u>

The Board has leased office premises under an operating lease. The lease typically runs for 5 years with an option for renewal. Lease payments are increased accordingly to reflect market rentals. The Board does not have an option to purchase the leased asset at the expiry of the lease period. There are no contingent rents recognized in the Statement of Financial Performance.

**23.0 RETIREMENT BENEFITS SCHEME OBLIGATIONS**

The Board operates a defined contribution retirement benefit plan for eligible employees. The assets of the plan are held separately from those of the Board in funds under the control of trustees. The scheme is administered by an independent administration company and is funded by contributions from the Board and employees. The Board's obligations to the staff retirement benefits plan are charged to the Statement of Financial Position as they fall due or, in the case of service gratuity, as they accrue to each employee.

The Board also makes contributions to the statutory defined contribution scheme, National Social Security Fund. This is a defined contribution scheme registered under the National Social Security Act. The Board's obligations under the Scheme are limited to specific contributions legislated from time to time, which are currently at Kshs. 200 per employee per month.

The total pension expense recognized in the income statement of Kshs. 20.80 million (FY 2018/19: Kshs. 20.44 million) represents contributions payable to the plan by the Board at rates specified in the rules of the plan. The expense has been included within the staff pension costs under staff costs.

**24.0 FAIR VALUE**

The directors consider that there is no material difference between the fair value and carrying value of the company's financial assets and liabilities, where fair value details have not been presented.

**25.0 CAPITAL COMMITMENTS**

All capital commitments contracted for/authorized at the reporting period end have been recognized in the financial statements.

**26.0 POST BALANCE SHEET EVENTS**

The Directors are not aware of any matter or circumstances arising since the end of the financial year, not otherwise dealt with in the financial statements, which would significantly affect the financial position of Kenya Roads Board and results of its operation as laid out in these financial statements.

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FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> JUNE 2020

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**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**27.0 COMPARATIVES**

Where necessary, comparative figures have been adjusted to conform to changes in presentation of the Financial Statements as required by International Public Sector Accounting Standards and any amendment whenever necessary in the current year

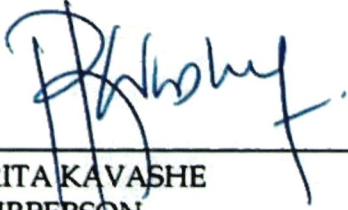
**28.0 CURRENCY**

The financial statements are presented in Kenya Shillings (Kshs.'000).

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**PROGRESS ON FOLLOW UP OF AUDITOR RECOMENDATIONS**

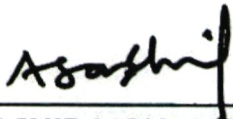
There are no audit issues that were carried forward from FY 2018/2019.



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Ms. RITA KAVASHE  
CHAIRPERSON

26/08/2020  
DATE



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RASHID MOHAMED, MBS  
Ag. EXECUTIVE DIRECTOR

26/08/2020  
DATE