


## Strategic Plan for a Sustainable Road Network

### Introduction

Kenya Roads Board (KRB) is a state corporation established under the Kenya Roads Board Act No. 7 of 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 Kenya Roads Board Fund and to advise the Cabinet Secretary for Roads and Transport on all matters related thereto.


### Highlights from KRB Strategic Plan 2023-2027

Kenya Roads Board in fulfillment of its obligations has formulated a Strategic Plan for the period 2023-2027. This Plan is a result of an in-depth examination of KRB's mandates, comprehensive situation analysis and extensive engagement with stakeholders culminating in objectives and strategies aimed at achieving a sustainable road network.



**“**The Government expects Kenya Roads Board and the Road Agencies to ensure not less than 220,000Kms of national trunk roads are maintained over the next five-years to ease connectivity and boost economic development in line with the Bottom Up Economic Transformation agenda.

*Hon. Kipchumba Murkomen, EGH,  
Cabinet Secretary  
Roads & Transport*




**“**It is noteworthy to observe from results of the Road Condition and Inventory Survey that roads categorized in good and fair condition increased from 57.9% in 2018 to 71% in 2022. The Ministry shall hold the Board responsible and will expect them to take appropriate measures to further enhance the network in good and fair condition to 86% by the year 2027

*Eng. Joseph Mungai Mbugua,  
Principal Secretary  
State Department of Roads*



**“**KRB will fully support the President's efforts to address the impacts of climate change by reducing over reliance on fossil fuels. During the plan period 2023-2027, the Board will spearhead laying of necessary groundwork, enacting legislation and implementing policy changes to facilitate the transition from traditional road user charges to smart green road user charges

*Hon. Ahmed Kolosh Mohamed,  
Chairman,  
Kenya Roads Board*



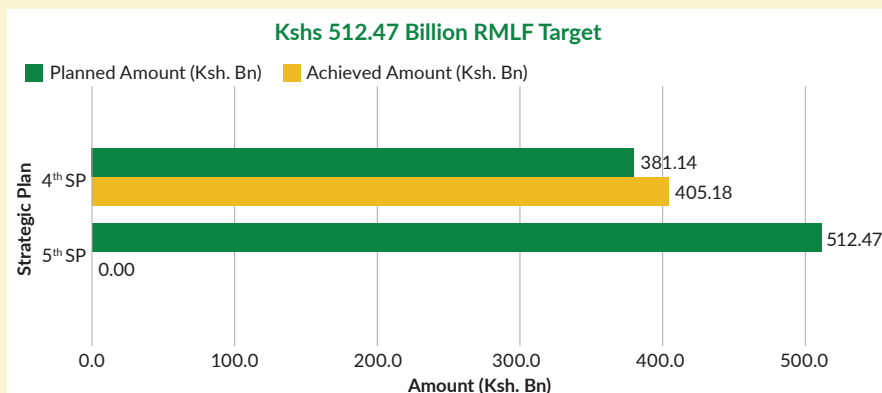
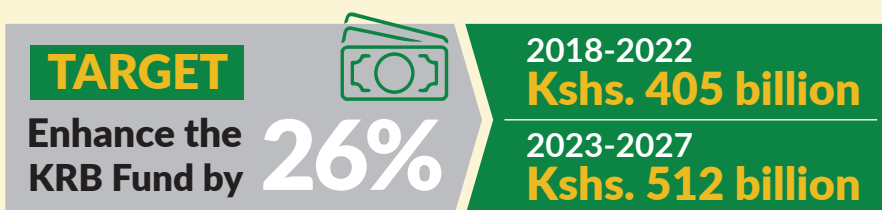
**“**The Board plans to deploy Kshs. 512 billion towards maintenance of roads in the country, representing an increase of 26% compared to the last five years' investment of Kshs. 405 billion. The Board will ensure these funds are utilized in a prudent manner for optimal returns and for realization of value for money.

*R. Mohamed, MBS  
Director General  
Kenya Roads Board*

## Key Result Areas | The Board has committed to 3 key result areas to achieve the next 5 years

### KRA 1: Management of the Road Fund

**Strategic Objectives:** Mobilize resources to meet the current and future demand for road maintenance, rehabilitation and development and ensure prudent and sustainable utilization of the Fund.



### KRA 2: Oversight and Coordination of the road network

The Board will facilitate planning and programming for maintenance, rehabilitation and development of the road network.

#### TARGET

Expand the maintained National Trunk Road network by additional **13,733 Kms**

**2018-2022**  
**206,267 Kms**

of national trunk roads maintained

**2023-2027**  
**220,000 Kms**  
to be maintained

#### TARGET

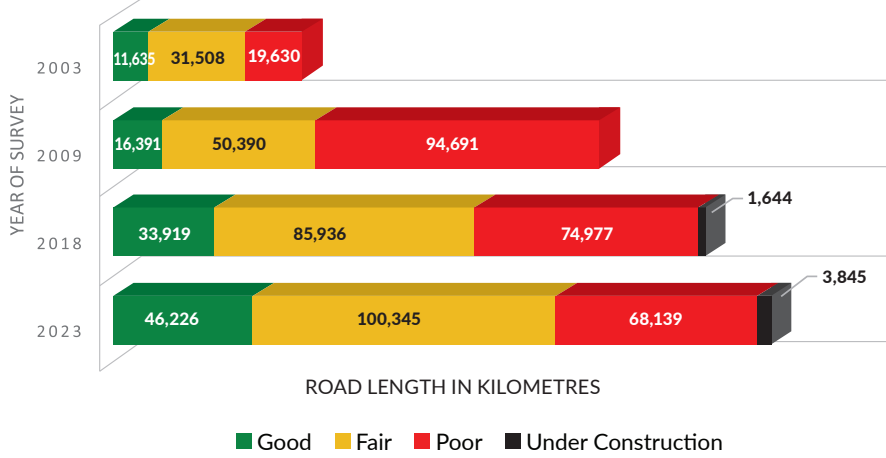
Achieve a **13.08%** improvement in roads in good and fair condition

**13.38%** reduction of roads in poor condition

#### Changes in Road Condition

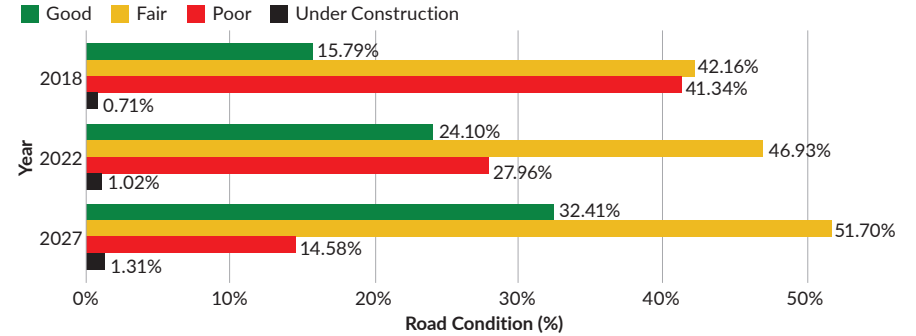
Road Condition	Road Condition - 2022	Expected Road Condition by 2027	% Change in Condition
Good	24.10%	32.41%	8.31%
Fair	46.93%	51.70%	4.77%
Poor	27.96%	14.58%	-13.38%
Under Construction	1.02%	1.31%	0.29%

#### Improvement of Surface Quality of Roads Over Time (2003-2023)



#### Road Condition by 2027

##### Expected Improvement on Road Condition by 2027



Under advisory to the Cabinet Secretary, the Board will:

- Develop and monitor implementation of the Road Sector Investment Programme (III)
- Complete the Road Condition and Inventory Survey for national and county roads

#### 4th Roads 2000 Strategic Plan Targets for the Period 2023-2027

ROAD AGENCY	PHYSICAL (KM)	BUDGET (KSHS MILL)	LABOUR ('000 PD)	WAGES (KSHS MILL)
KeNHA	53,651.50	55,338.56	5,844.68	4,481.19
KURA	20,489.88	61,527.05	15,381.76	9,229.06
KeRRA	59,345.45	195,870.13	372.53	372.53
KWS	9,109.48	3,215.18	893.10	779.15
<b>TOTAL</b>	<b>142,596.31</b>	<b>315,950.92</b>	<b>22,492.07</b>	<b>14,861.93</b>

#### Roads 2000

Roads 2000 is a road development and maintenance delivery mechanism that optimizes utilization of locally available resources where technical and economically feasible and in a socially responsible manner. The targeted outcomes include creation of job opportunities stimulating local economies and encouraging entrepreneurship.

Under the Third Strategic Plan (2018 - 2023), the R2000 program has improved 91,483km of both paved and unpaved roads and created 43.2 million person-days of employment of which 30% were women.

#### Achievement of road maintenance in Kms (2018-2023)

ROAD AGENCY	PHYSICAL (KM)												% achieved
	TARGET						ACTUAL						
	18/19	19/20	20/21	21/22	22/23	TOTAL	18/19	19/20	20/21	21/22	22/23	TOTAL	
KeNHA	5264	7,200	7,700	8,200	8,700	37,064.00	17,402.80	6,269.22	16,272.74	15,613.16	9,835.00	65,392.92	
KeRRA	2051	670	1,070	1,320	1,770	6,881.00	612.00	169.47	4,728.00	2,489.34	718.94	8,717.75	
KURA	2369	1,503	714	814	920	6,320.00	775.30	1,428.61	1,553.41	1,588.55	1,728.78	7,074.65	
KWS	115	2,597	2,862	3,183	3,605	12,362.00	0.00	1,971.97	3,427.95	2,571.15	2,326.15	10,297.22	
TOTAL	9,799	11,970	12,346	13,517	14,995	62,627.00	18,790.10	9,839.27	25,982.10	22,262.20	14,608.87	91,482.54	

#### Employment Creation

Under the Third Strategic Plan (2018 - 2023), from FY 2018/19 to half year of FY 2022/23, the R2000 program has improved 91,483km of both paved and unpaved roads and created 43.2 million person-days of employment of which 30% were women.

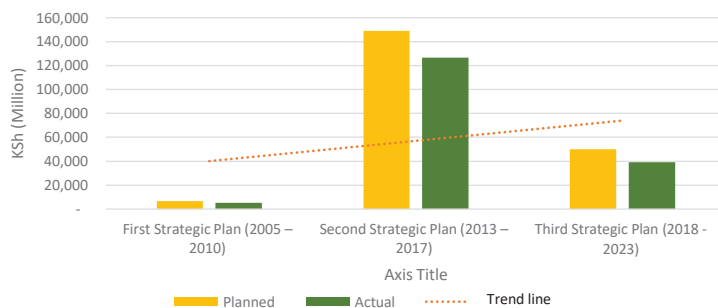
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(2018 - 2023)

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#### Physical Achievements



#### Financial Achievements



#### Employment Creation



#### KRA 3: Strengthen Institutional Capacity

The Board aims to:

- Promote operational efficiency and governance
- Achieve full establishment of Kenya Roads Board by expanding the staff complement from 131 to 222
- Increase the Board's regional presence from 4 to 9 regions

#### Corporate Social Responsibility



Plant 500,000 trees



Engage 150 graduate engineers in the Board's internship programme



Partner with 10 hospitals along major highways to support evacuation of road crash victims

