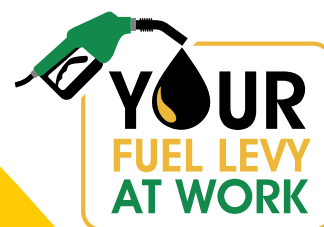




# ANNUAL REPORT

& FINANCIAL STATEMENTS FOR THE YEAR  
2020 / 2021









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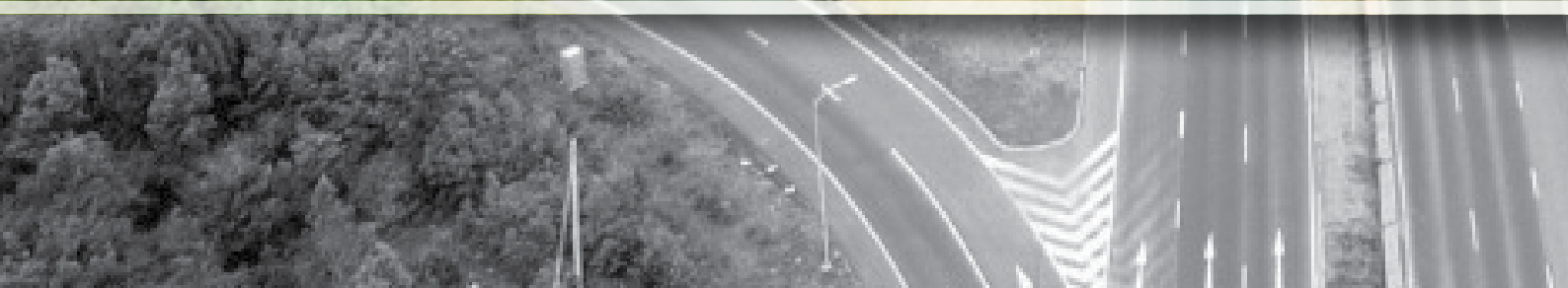
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An aerial photograph of a winding asphalt road through a lush green landscape. In the background, there is a dense forest and a small cluster of buildings. The foreground shows a grassy area and a concrete drainage ditch. A semi-transparent white box with rounded corners is overlaid on the right side of the image, containing the title and table of contents. A yellow circle with a black number '1' is positioned to the left of the title.

# 1

## Key Highlights

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## KRB Fund Collections for Road Maintenance

RECEIPTS	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Fuel levy	63,000,000,000	68,446,000,000	71,872,500,000	75,709,000,000
Transit tolls	473,600,000	550,000,000	660,000,000	550,000,000
<b>Total RMLF</b>	<b>63,473,600,000</b>	<b>68,996,000,000</b>	<b>72,532,500,000</b>	<b>76,259,000,000</b>



**35,335.4 Kms**

Maintained across the country during the year

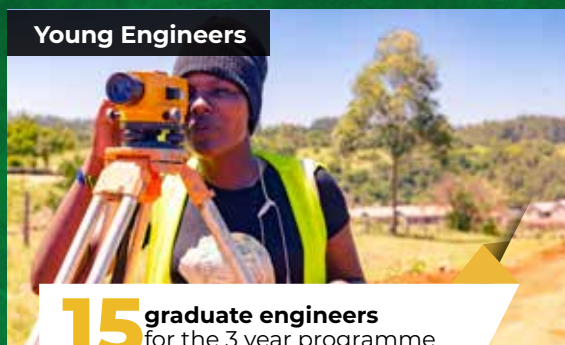
### Jobs Created under Roads 2000



**23,874**  
full time jobs

(61% of target)  
with **25% being women**

### Young Engineers



**15** graduate engineers  
for the 3 year programme

### Reclaiming our Forests



MOU Signed with KFS for Upgrade of  
**10 Hectares in Uplands Forest,**  
Kiambu County

### Boda Boda Outreach



**300** Boda Boda Operators  
Sensitized and **100 Trained**  
and Licensed





## 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

- Professionalism
- Passion for quality
- Customer Service Excellence
- Integrity
- Inclusiveness
- Innovation



## ENTITY INFORMATION

### Background:

Kenya Roads Board (KRB) is a state corporation established under the Kenya Roads Board Act which came into effect under Legal Notice No. 7 of 1999.

### Mandate:

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).*
- (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.'*





**Registered Office/Headquarters:**

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

**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)

**Principal Bankers:**

Central Bank of Kenya  
Haile Selassie Avenue  
P.O Box 60000-00200,  
NAIROBI, KENYA

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

**Independent Auditors:**

**Auditor General**

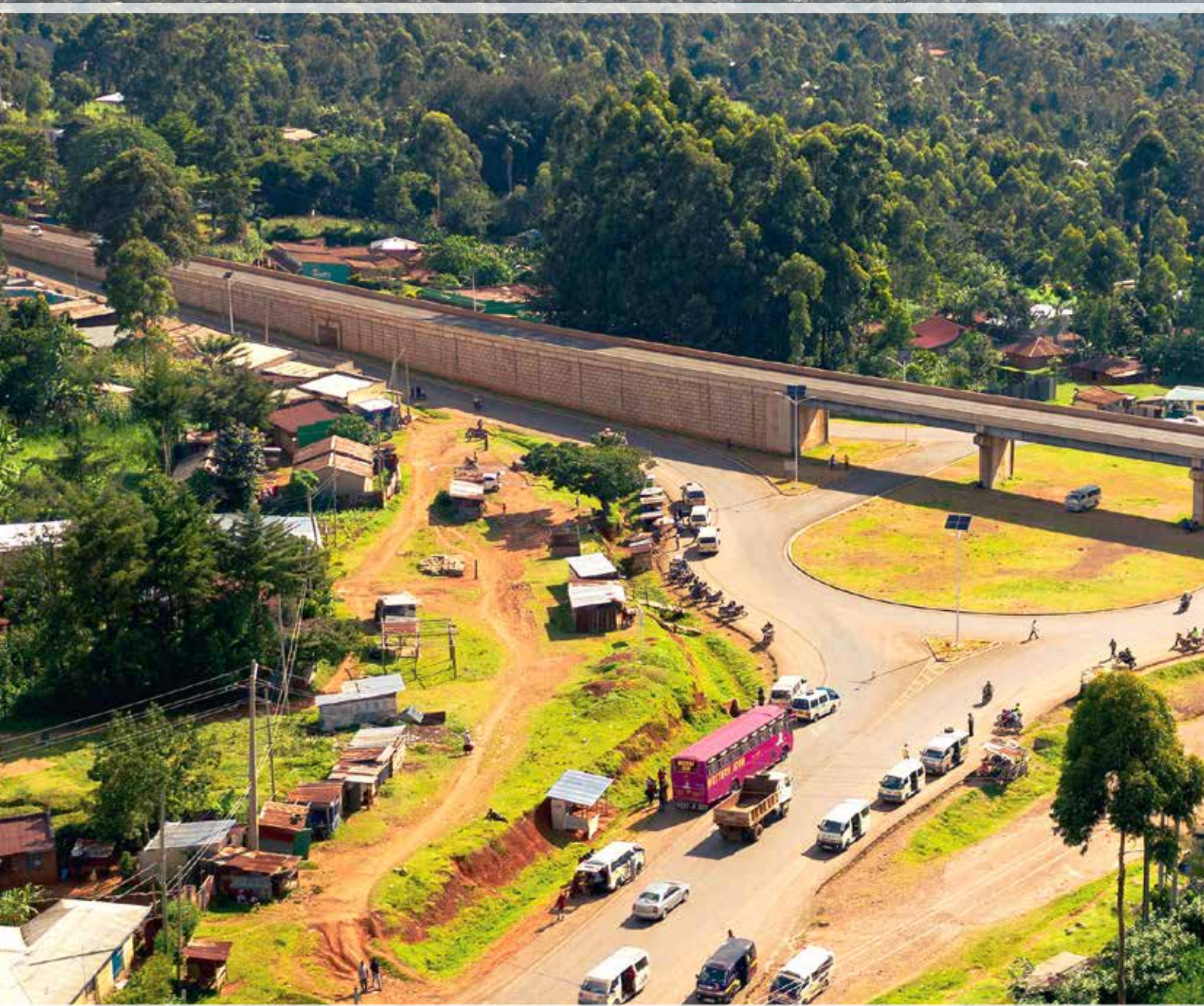
Office of the Auditor General  
Anniversary Towers, University Way  
P.O. Box 30084, GPO 00100  
Nairobi, Kenya

**Principal Legal Advisor:**

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











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## Business Review

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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 2020/2021 include the following:-



**Ms. Rita Kavashe - Chairperson** *(term expired on 8<sup>th</sup> June 2021)*

Ms. Kavashe holds a Masters in Business Administration and Bachelor of Education degree from Moi University. She has over 15 years experience in the automotive industry and is the current Chief Executive Officer of Isuzu East Africa. She has key skills in organizational leadership, marketing and sales.



**CPA. Rashid Mohamed, MBS** *(Director General & Secretary to the Board)*

The Director General holds a Masters in Business Administration from Oxford University, United Kingdom and a Bachelor of Commerce from the University of Nairobi. He is a registered member of the Institute of Certified Public Accountants of Kenya (ICPAK) and has served in the Council of ICPAK.

The Director General has over 25 years managerial experience in finance in both public and private sector institutions and has been engaged in public policy and governance matters. He is a highly respected thought leader with exposure in advocacy, strategy, risk management, private equity and resource mobilization initiatives. He was recognized for his exemplary service to the nation and conferred with the prestigious Moran of the Order of the Burning Spear (MBS) award.



**Prof. Arch. Paul M. Maringa, (PHD) CBS**

Prof. Maringa holds a Doctor of Philosophy in Environmental Planning, Masters of Arts in Planning (Urban & Regional Planning) and Bachelor's degree in Architecture and Environmental Design from the University of Nairobi. Prior to his appointment as Principal Secretary, Prof. Maringa was the Strategic Advisor for Planning & Project Management of Workforce Development Authority in Kigali, Rwanda. He has also served as the Vice Chancellor of Kigali Institute of Science & Technology (KIST). He is credited with having pioneered the School of Architecture and Building Sciences at Jomo Kenyatta University of Technology and the Faculty of Architecture and Environmental Design at KIST in Rwanda.





### **Dr. Julius Monzi Muia, CBS**

Dr. Muia holds Doctor of Philosophy (PhD) and a Masters in Finance, Bachelors degree in Accounting from the University of Nairobi. He is a Certified Public Accountant (CPA-K), Certified Public Secretary (CPS-K) and a Members of the Institute of Bankers. He is also an Associate of Chartered Institute of Arbitrators and a Certified Coach.

Dr. Muia has previously served as the Director General, Vision 2030 Delivery Secretariat where he facilitated the implementation of Vision 2030. He has also served as the Secretary, National Economic and Social Council in the Office of the President.

Dr. Muia has over 25 years' experience in leadership in the private sector in Kenya and United Kingdom. He serves as a non-executive board member in several companies and a not for profit organizations



### **Mr Charles T. Sunkuli, CBS**

Mr. Sunkuli holds two Executive Masters Degree in Business (EMBA) from Eastern and Southern Africa Management Institute (ESAMI) and Maastricht School of Management (MSM) Netherlands, A Bachelor of Education Degree (B.Ed Arts) from Moi University.

Prior to his appointment as the Principal Secretary, Mr. Sunkuli worked with Ewaso Ng'iro South River Development Authority (ENSDA) where he rose through the ranks to become the Managing Director from 2010-2016.

He has a wealth of experience in Public Service spanning over 18 years. He is an experienced management strategist with a solid background in Administration, Planning, Management and Leadership.



### **Dr. Kevit Desai**

Dr. Desai is the Chairman of the Social and Political Pillar of the Vision 2030 Board Committee (2018) and a Trustee of KENET Board of Trustees. He is also the Chairman of the Permanent Working Group on TVET in Kenya. He has championed linkages between the private sector, TVET, government and development partners towards transformation of Kenya's technical and vocational training platform.

Dr. Desai has over 15 years experience in both public and private sectors.



### **Eng. John O. Nyaguti**

Eng. Nyaguti is currently the Managing Director at GEDO Associations where he doubles up as the Senior Irrigation & Drainage Engineer. Prior to this, he was an Operations Manager in Irrigation at GIBB Africa Limited and a Superintending Irrigation Engineer at the Ministry of Agriculture.

Eng. Nyaguti holds a Masters and a Bachelors degree in Agricultural Engineering from the University of Nairobi. He has over 30 years experience in the field of irrigation and drainage in small, medium and large scale projects which cover design and implementation of projects





### Mr. Wilson Ndirangu Kamau

Mr. Ndirangu holds a Bachelor of Science degree in Surveying and Photogrammetry from the University of Nairobi, a Post Graduate Diploma in Digital Data Acquisition through Photogrammetry and Remote Sensing from ITC in Netherlands and a Post Graduate Diploma in Surveying and Mapping from GSI, Japan.

Mr. Ndirangu is a licensed surveyor as well as a Chartered Land Surveyor. He is an Environmental Impact Assessment and former Chairman of the Land Surveyors Board.



### CPA Charles Tirok

Mr. Tirok is the Finance Manager at Mabati Rolling Mills (MRM) and has over 20 years experience in different market regions. He holds a Masters in Business Administration (Strategic Management) and a Bachelor of Commerce degree both from the University of Nairobi and is a Certified Public Accountant. Mr. Tirok has previously worked as a Finance/Country Manager of Bamburi Cement Limited and KPMG. Mr. Tirok is a committee member at the Institute of Certified Public Accounts of Kenya (ICPAK) and also represents ICPAK at the Kenya School of Government. He has previously served as a Trustee Board Member at the Bamburi Cement Staff Retirement and Benefits Scheme. He is also an expert in translating strategy into management objectives with measurable key business indicators



### Dr. Mary Ragui

Dr. Ragui has over 22 years experience in the Horn, Central, Eastern and Southern Africa covering a range of thematic areas from organizational policy development, change management, human resource management, strategic planning, capacity building and sustainability strategies.

She holds a PhD in Business Administration (Strategic Management) from Jomo Kenyatta University of Agriculture and Technology and a Bachelor of Commerce (General Management) from the University of South Africa. She is a member of the Association of Business Consultants, Kenya, Strategic Management Consultants, Women Entrepreneurs Association of Kenya and Mentors Club

#### Alternate Representative

#### Organization

Mr. Abednego Etyang

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

State Department for EAC - Ministry of EAC and Regional Development

Mr. Paul King'ori

State Department of Transport - Ministry of Transport, Infrastructure, Housing and Urban Development







The key management personnel who held office during the financial year ended 30th June 2021 and who had direct fiduciary responsibility were:



### **R. Mohamed, MBS - *Director General & Secretary to the Board***

The Director General holds a Masters in Business Administration from Oxford University, United Kingdom and a Bachelor of Commerce from the University of Nairobi. He is a registered member of the Institute of Certified Public Accountants of Kenya (ICPAK) and has served in the Council of ICPAK. The Director General joined the Board as a Financial Controller and was appointed the Director Finance in 2008 on return from the University of Oxford. He briefly served as the inaugural Director Corporate Services in Kenya National Highways Authority and was instrumental in setting up the institution during its formative years.

The Director General has over 25 years managerial experience in finance in both public and private sector institutions and has been engaged in public policy and governance matters. He is a highly respected thought leader with exposure in advocacy, strategy, risk management, private equity and resource mobilization initiatives. He was recognized for his exemplary service to the nation and conferred with the prestigious Moran of the Order of the Burning Spear (MBS) award.

The Director General is also involved in various social enterprise initiatives in Northern Kenya targeting the youth and women.



### **Eng. David Orwenyo - *Director - Highways***

Eng. Orwenyo holds a Master of Science in Civil Engineering from Moscow State University of Civil Engineering. He is a registered engineer with the Engineers Board of Kenya and a member of the Institution of Engineers of Kenya.

Eng. Orwenyo has over 30 years experience encompassing road management; design, construction supervision, maintenance, monitoring and evaluation of roadworks programmes, contract management and procurement of civil works and selection of consultants in the Public Sector. He has also served as an adjunct lecturer at JKUAT and Moi Universities.



**CPA Martin Agumbi** - *Director - Finance & Fund Management*

CPA Martin Agumbi holds a Bachelor of Science in Commerce from the University of Nairobi and is a registered member of the Institute of Certified Public Accountants of Kenya (ICPAK).

CPA Martin has over 20 years' experience in financial management, audit, financial reporting, Strategic Planning and budgeting. He has gained experience in borrowing and financial market structuring gained in both the Public and Private sectors. CPA Martin has attended leadership programmes in Strategic Development, Enterprise Risk Management, Ethics & Governance and Performance Budgeting.

**Eng. Tom Omai** - *Director – Policy & Planning*

Eng. Omai holds a Masters in Project Planning & Management and a Bachelor of Science in Civil Engineering from the University of Nairobi. He is a registered engineer with the Engineers Board of Kenya and a member of the Institution of Engineers of Kenya.

Eng. Omai has over 15 year's practical experience in Strategic Planning, Project management, Performance Based Contracting, Procurement of Roadworks and services, Highway designs and management using computer aided tools and Road Management Systems, Roadworks Cost Estimation Systems, Road Transport Policy formulation and Research & Development.

**Ms. Lucy K. Gathika** - *Director, Legal & Board Services*

Ms. Gathika holds a Masters in Business Administration and Bachelor of Laws (LLB) from the University of Nairobi. She is an Advocate of the High Court of Kenya and a Member of Law Society of Kenya and the Institute of Certified of Public Secretaries of Kenya.

Ms. Gathika has over 20 years experience in litigation, legal advisory, governance, board secretarial services and strategic planning.











On behalf of 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 2021.

### General Economic Environment

Prior to the outbreak of Covid-19 pandemic, Kenya's economy was strong and resilient despite the challenging global environment. In FY 2020/2021, the Kenyan economy was adversely affected by the outbreak of Covid-19 Pandemic which disrupted the normal lives and livelihoods, but also to a greater extent businesses and economic activities. As a result, our economy is estimated to slow down in the short term.

The COVID-19 shock is expected to have large impacts on services (transport, retail

**Kenya Roads Board will support the Government acceleration of implementation of the "Big Four" Agenda which has gained traction over the past three years**

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.

The economy continues to register macroeconomic stability with low and stable interest rates and a competitive exchange rate that supports exports. Year-on-year overall inflation remained within the Government target range of 5±2.5 percent in January 2021 at 5.7 percent from 5.8 percent in January 2020. The low inflation was mainly supported by a reduction in food prices and muted demand pressures. The

reversal of tax measures in January 2021 are expected to have modest impact on overall inflation.

### National Agenda

The 2021 Budget Policy Statement (BPS) was prepared against a background of a weak global economy. The policy measures outlined in the 2021 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.

To respond to the current challenges and cushion Kenyans and businesses from the adverse effects of the Pandemic, the Government is currently implementing an Economic Stimulus Programme - whose objective is to return the economy to the pre Covid-19 growth trajectory by increasing demand for local goods and services, cushioning vulnerable Kenyans, securing household food security for the poor, and creating employment and incomes. Great gains have been realized under the Programme including: job creation for our youth under the "Kazi Mtaani" Programme; enhanced liquidity to support businesses through monetary measures that were introduced; and enhanced cash transfers to the vulnerable and the emerging urban vulnerable as a result of the Pandemic.

Building on the gains made, the Government will implement the Post Covid-19 Economic Recovery Strategy (ERS) which will mitigate the adverse impact of the Pandemic on the economy and further re-position the economy on a steady and sustainable growth trajectory. Successful implementation of the Post Covid-19 ERS is predicated on faster implementation of policy, legal and institutional reforms that are necessary for effective implementation of the Strategy.

Further, Kenya Roads Board will support the Government acceleration of implementation of the "Big Four" Agenda which has gained traction over the past three years. The Agenda is designed to help achieve the social and economic pillars of our Vision 2030 and the development aspirations espoused in the Kenyan Constitution.







### 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 2020/21, from the Strategic Plan. The deliverables that were set out in the business plan and performance contract for FY 2020/21 were achieved.

Specifically, the Kenya Roads Board Fund collections exceeded the estimates; the APRP for FY 2020/21 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 2021/22 is aligned to the BPS 2021 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.

### 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 2021/22. God Bless you all.

**ENG. JOHN NYAGUTI**  
FOR: CHAIRPERSON

# 100%

**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**

## World-class services

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



## 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 additional 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 out in the annual business plan for FY 2020/2021. Despite the challenging economic environment brought about by the COVID-19 pandemic, the Board realized RMLF collections of Kshs. 87 billion in FY 2020/21 against a target of Kshs. 76 billion. These funds were disbursed to

**Kenya Roads Board by virtue of its mandate carries out periodic reviews of the classification system in consultation with road authorities and other stakeholders on behalf of the Ministry**

the road agencies in accordance with the approved disbursement programme, thus ensuring that the APRP for the year was fully funded.

## 4th Road inventory and conditions survey (RICS)

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 RICS periodically (every 10 years), to update the database that is managed by Kenya Roads Board. The first and second RICS were undertaken between 2001 – 2004 and 2007 - 2009 with financing from World Bank.

The 3<sup>rd</sup> RICS survey was carried out from August 2016 to December 2018 and demonstrated a marked improvement in the condition of the road network since 2009. While this is a significant improvement compared to the situation in 2009, about a third of the road network is in poor condition. This means that the network still requires consistent and massive investment to bring it to good condition. We are in the process of procuring a consultant to undertake a 4<sup>th</sup> cycle of countrywide road inventory and conditions survey.

## Road Reclassification

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. 3 trillion representing one of the country's largest public investments.

The Minister for roads, under the Kenya Roads Act No 2, 2007 Section 48(2) is required to publish an inventory of classified roads in the Kenya Gazette. Kenya's current road register of 161,451km was published on 22nd January 2016. The reclassification of the roads and publication of the register followed the promulgation of Constitution 2010, which assigned management of roads to the National and County Governments.

Kenya Roads Board by virtue of its mandate carries out periodic reviews of the classification system in consultation with road authorities and other stakeholders on behalf of the Ministry. Periodic reviews are to ensure that the classification system is aligned with the country's needs for mobility, access and safety.

In the last 2 years, the Board has been reviewing the classification system with the aim of gazetting an updated register. The Cabinet Secretary approved a preliminary list of reclassified roads in 2020, thus mandating the road authorities to plan for the newly assigned network. The updated roads register is in the process





of being finalized for submission to the Inter-Governmental Relations Technical Committee (IGRTC) for gazettelement.

### 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 the Board to review individually the annual road programmes submitted by the road agencies and consolidate the annual roads programme into annual public roads programme which shall:-

- (a) Specify the amount allocated for the maintenance, rehabilitation and development of each class of roads;
- (b) Match the cost of implementing the annual roads programme with revenues collected or estimated to be collected by the and within the Fund; and
- (c) Identify roads requiring maintenance, rehabilitation or development in order of priority, taking into account social and economic requirements of the country or any part thereof in which roads are located.

Further, Section (5) of the Act requires the Board to submit the APRP to the Cabinet Secretaries for Roads and Finance for approval. The approved APRP shall form the basis for funds allocation and auditing of works by the Board and shall not be varied by the road agency without the prior written approval by the Board.

The approved APRP FY 2020/2021 was published and fully funded for implementation by the Road Agencies and County Governments.

The APRP FY 2021/2022 was compiled and submitted for signing by the CS Transport and National Treasury in June, 2021. This is great improvement in our work-planning cycle that will ensure timely procurement and implementation of works by the Road Agencies.



In addition to funding the APRP, Technical, Performance and Financial audits for FY 2019/20 and half year FY 2020/2021 were conducted through consultants. The current series of audit consultancies shall come to an end after the current financial year 2020/2021 audits from July to September 2022.

For the next cycle of audits, the terms of reference have been reviewed to include value for money audits. Further, the audits shall be agency based as opposed to regional based to enhance effectiveness.

### Promoting Research in the Road Sector

To promote cost effectiveness in delivery of road works, The Board collaborates with the Materials Testing & Research Division (MTRD), Research Institutions and other Government Agencies to undertake various Research Initiatives.

During the year under review, the Board undertook a research on Cobblestone Technology in collaboration with the County Government of Machakos and Kenya Institute of Building & Highways Technology. The research determined that the technology is economically feasible for spot improvements, drive-ways, and on urban streets of lengths not more than



## Kshs. 3 trillion

The country's road assets are estimated at over Kshs. 3 trillion representing one of the country's largest public investments





**161,451Km**

Kenya's current road register of 161,451km was published on 22nd January 2016

200 meters where accessibility or parking is a consideration as opposed to mobility.

### Monitoring of Axle Load Control Operations in Kenya

As the financiers of maintenance programmes in the country, the Board is interested in the effectiveness of Axle Load Control in the country to protect the road asset. The board conducted an independent study to monitor the effectiveness of axle load control operations in the country undertaken by road agencies in order to enhance axle load compliance. This was finalized.

The study revealed that Kshs.4.3 billion is being lost on National Trunk Roads (NTR) per year due to overloading with the highest overloads being on the unmanned networks. The main recommendation of the study was establishment of additional

Axle Load Control and roadside stations to prevent overloading.

### Performance Contracting

Kenya Roads Board signed the FY 2020/2021 performance contract with the Government of Kenya through the Ministry of Transport, Infrastructure, Housing, and 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.

Performance self-evaluation for the FY 2020/2021 stood at 2.9603 (Very Good). Nine (9) targets were rated as 'excellent' while twenty-one (21) targets rated 'Very







Good'. Two targets were rated as 'good' and 'fair' respectively. We should also review this performance to see where we excelled so as to maintain the same momentum as well as be alert on areas of improvement.

### 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 and obtained certification for ISO 9001:2015.

### 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.

**R. MOHAMED, MBS**  
DIRECTOR GENERAL



**KRB has a mandate to oversee the road network in Kenya and coordinate the maintenance, rehabilitation and development funded by RMLF**



## 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 2020/21. The Key Result Areas and their corresponding indicators were:

Key Result Area		Key Performance Indicator
<b>Management of the Road Fund</b>	<b>1</b>	Increased RMLF fund collections
	<b>2</b>	Raising additional Road Maintenance Funds through issuance of an infrastructure bonds and other financial initiatives
<b>Oversight and coordination of road network</b>	<b>3</b>	Improved Performance of Road Agencies by raising their accountability index
	<b>4</b>	Ensured national trunk and county roads received maintenance interventions
<b>Institutional Capacity</b>	<b>5</b>	Raised customer satisfaction
	<b>6</b>	Raised employee satisfaction
	<b>7</b>	Rolled out the ERP to additional functional areas of the organization

## Road Network

The Minister responsible for roads, under the Kenya Roads Act No 2, 2007 Section 48(2) is required to publish an inventory of classified roads in the Kenya Gazette. Kenya's current road register of 161,451km was published on 22nd January 2016.

Between 2016-2018, KRB with support from the World Bank conducted a 3<sup>rd</sup> countrywide Road Inventory and Condition Survey (RICS) to update the RICS Database and established the inventory as follows:



## Network length in km (RICS 2018)

ROAD CLASS	2018		
	Paved	Unpaved	Grand Total
<b>Classified</b>			
A	4,696.66	3,109.22	7,805.88
Au	177.68	2.73	180.41
B	3,638.14	6,868.60	10,506.75
Bu	728.13	1,292.43	2,020.56
C	3,446.85	15,902.20	19,349.05
Cu	53.58	86.12	139.69
<b>Total National Trunk Roads</b>	<b>12,741.04</b>	<b>27,261.30</b>	<b>40,002.34</b>
D-G (County Roads)	4,243.42	117,575.74	121,819.15
<b>Total Classified Roads</b>	<b>16,986.45</b>	<b>144,837.03</b>	<b>161,821.48</b>
NEW	468.64	34,185.06	34,653.70
NARROW ROADS	198.98	50,083.09	50,282.07
<b>Total Unclassified</b>	<b>667.62</b>	<b>84,268.16</b>	<b>84,935.77</b>
<b>Grand Total</b>	<b>17,652.07</b>	<b>229,105.19</b>	<b>246,757.26</b>

The 2018 survey showed improvement in condition of roads in good and fair condition. However, about a third of the network still remained in poor condition and requires huge capital outlay to bring them to maintainable condition.

The Road Sector Investment Plan (RSIP II) estimated the maintenance backlog at Kshs. 590 Billion, being the amount required to bring the roads in poor condition to maintainable standards. 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.

## Road Maintenance Funding

The RMLF funding allocation has gradually increased from Kshs. 63 Billion in FY 2017/2018 to the current allocation of Kshs. 76 billion as shown in the table below:



**Road Maintenance Funding**

RECEIPTS	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Fuel levy	63,000,000,000	68,446,000,000	71,872,500,000	75,709,000,000
Transit tolls	473,600,000	550,000,000	660,000,000	550,000,000
<b>Total RMLF</b>	<b>63,473,600,000</b>	<b>68,996,000,000</b>	<b>72,532,500,000</b>	<b>76,259,000,000</b>

The table below shows the actual allocation that goes towards various maintenance interventions, development and annuity programmes having deducted the administrative components of the fund.

Works Categories	FY 2018/19		FY 2019/20		FY 2020/21	
	Amount	%	Amount	%	Amount	%
Routine & Periodic Maintenance	47,092,675,500	78.5%	44,323,950,707	70.5%	50,605,284,215	77.1%
Upgrading	2,100,000,000	3.5%	6,825,000,000	10.9%	2,717,930,785	4.1%
Annuity Programme	10,804,500,000	18.0%	11,739,175,000	18.7%	12,326,000,000	18.8%
<b>Total RMLF for Works</b>	<b>59,997,175,500</b>		<b>62,888,125,707</b>		<b>65,649,215,000</b>	





## Annual Public Roads Programme (APRP) FY 2020/2021

### Budgets

The Annual Public Roads Programme (APRP) for financial year 2020-2021 was prepared based on projected collections of the Kenya Roads Board Fund (KRB-F) as approved by The National Treasury & Planning and in accordance with the KRB Act and County Allocation of Revenue Act as per the table below:

### RMLF allocation to Road Agencies and County Governments

RMLF Allocation	Amount (Ksh.)
	Previous FY 2020-21
KeNHA ( Road Classes S,A,B)	25,252,579,592
KeNHA Transit	539,000,000
<b>KeNHA Total Funds</b>	<b>25,791,579,592</b>
KRB Board/CS Allocation	6,349,596,619
KWS (Roads within National Parks & Game Reserves)	631,314,490
KeRRA –( Road Class C)	13,754,596,544
KURA – Urban Roads( Road Classes UA,UB&UC)	6,447,467,130
County Governments (County roads-Road Classes D & below)	9,433,265,625
Kenya Roads Board Operations	1,525,180,000
Road Annuity Fund	12,326,000,000
<b>TOTAL</b>	<b>76,259,000,000</b>



Taking into account the priorities set out in the Road Sector Investment Plan (2018 – 2022), KRB-F works planning guidelines and alignment to the Government Medium Term Expenditure Framework, the Road Agencies prepared and submitted the Work Plans accordingly. As shown below, the net amount under APRP FY 2020/2021 for road works is KShs. 53,323,215,000:-

### Distribution between Roadworks and Administration Expenses.

Agency	Road Works (KShs)	Admin. Exp. (KShs)	% Admin Expenses	Total (KShs)
KeNHA	22,763,219,592	3,028,360,000	4%	25,791,579,592
KURA	4,555,217,130	1,892,250,000	2.5%	6,447,467,130
KeRRA	9,590,601,544	4,163,995,000	5.5%	13,754,596,544
KWS	631,314,490	-	-	631,314,490
County Governments	9,469,717,347	-	-	9,469,717,347
CS/ Board Allocation	6,313,144,897	-	-	6,313,144,897
<b>Total</b>	<b>53,323,215,000</b>	<b>9,084,605,000</b>	<b>14.55%</b>	<b>62,407,820,000</b>



The network to be covered in FY2020/21 APRP is 56,182km out of which 41,182kms are planned by the National Road Agencies and 15,000km by the County Governments. This represents 35% of the entire road network (161,451km) and 56% of the maintainable road network (101,173km in good or fair condition).

### Achievements

The deployment of KShs 53,323,215,000 resulted in the following outputs with summary achievement at 56%. The remaining works were expected to be completed within the first quarter of FY 2021/2022. Table below shows the level of achievement per agency:

#### APRP FY 2020/2021 outputs for all the Agencies and County Governments as at 30<sup>th</sup> June, 2021

Road Agency	Road Network	Total Length Planned (Km)	Achieved Kms	Budget (KShs)	Value of Contracted works	Payments Made	Progress (%)
KENHA	18,102	15,890	12,888.5	22,763,219,592	18,574,998,510	9,127,585,897	57%
KURA	2,364	1,934	860	4,555,217,130	3,863,909,240	1,304,326,528	53%
KeRRA	19,529	21,048	8,185.4	9,590,601,543	7,256,582,919	3,844,053,879	34%
KWS		2,310	1,837.8	631,314,490	468,090,166	279,679,833	64%
COUNTIES	121,456	15,000	7,534	9,469,717,347	9,010,431,376	4,007,450,404.9	63%
Board/ CS Allocation		<b>3,897</b>	<b>3,468.6</b>	6,313,144,898	6,346,325,733	5,547,770,331.0	62%
<b>TOTAL</b>	<b>161,451</b>	<b>60,079</b>	<b>35,335.4</b>	<b>53,323,215,000</b>	<b>45,520,337,944</b>	<b>9,127,585,897</b>	<b>56%</b>

### Road Accountability Index

The Accountability Index is a quantitative and qualitative assessment of road maintenance efforts by Road Agencies that gives a picture of the Agencies' performance as an index on a scale of 0 – 100%.

An end of year review audit for FY 2020/21, done by Kenya Roads Board (KRB) shows that Road Authorities of Kenya National Highways Authority (KeNHA), Kenya Urban Roads Authority (KURA) and Kenya Rural Roads Authority (KeRRA) are on the upward trend in terms of road maintenance accountability.

The achievement, measured in terms of Road Maintenance Accountability Index, was obtained through technical and financial audits of the Road Authorities done by KRB and its Consultants.

Every financial year, the Board conducts technical, financial and performance audits of the road agencies funded from the Kenya Roads Board Fund (KRBF). The audits are done based on technical and financial objectives developed to capture KRB's obligation to the Government and road users.

The Board's target for FY 2020/21 for the Performance of the RAs on the accountability index scale was 72 percent. The achievement for FY 2020/21 was assessed to be 77 percent as an average for all the three RAs.

KeNHA returned the highest accountability at 82.52 percent with KURA and KeRRA achieving 79.85 percent and 67.36 percent respectively. KURA and KeNHA achievements were above the target.

### Study to monitor Axle Load Control Operations in Kenya

In order to protect the road infrastructure assets from premature failure caused by overloading, axle load controls (ALC) in the country have been operational since the 1970s and currently being implemented by Road Agencies in their respective networks. Most of the Axle Load Control Facilities are on the national trunk roads and managed by KeNHA including 10 static weighbridge stations and virtual weighbridge stations.

As the financiers of maintenance programmes in the country, the Board is interested in the effectiveness of Axle Load Control in the country to protect the road asset and financed axle load control operations by Road Agencies to the tune of Kshs. 1.6 Billion in FY 2020/2021. This included the installation of an initial 9No. virtual weighbridges across the country with 13No. Expected to be installed in FY 2021/2022

Further to this, the Board concluded the vehicle loading trends study to independently monitor the effectiveness of ALC operations in the country in order to advise the Government on required actions to enhance axle load compliance and protect the road asset.

#### The specific objectives of the assignment were to:

- Independently review the effectiveness of axle load control measures being undertaken by the Road Agencies and to make recommendations to enhance compliance;
- To determine the level of pavement damage caused by overloading and associated costs; and





- (iii) Recommend policy direction on Axle Load management in the country and develop a comprehensive ALC framework.

**The key findings were:**

- a) Overloading on the Gross Vehicle Weights ranged from a low of 15.37% in 1st Quarter to a high of **35.35%** in the 3rd quarter. **The highest overloads were on the unmanned networks**
- b) In order to address 2nd objective of the study, findings show that **Kshs. 4.3 billion is being lost on National Trunk Roads per year due to overloading.** This is based on the current levels of overloading.
- c) The most overloaded Cargo Type during the study are **Construction Materials** such as sand, gravel, hardcore and ballast.
- d) The pattern of rampant overloading has shifted from long distance trucks to smaller trucks operating over shorter haulage distances making it important to address Axle Load Control at County levels.
- e) Some Heavy Goods Vehicles such as FAW, HOWO and SHACKMAN have high unladen weight which leads to most of them being overloaded.
- f) The Executive Orders No.1 and 2 of 2019 on Axle Load Management have not been implemented and have caused confusion in Axle Load Management and leading to laxity by some agencies from whom Axle Load Control function was transferred.

**The policy recommendations were:**

- g) Institutional Arrangement:  
Policy recommendation: The Government to implement the Executive Order No.2 of 2019 as directed and create an Axle Load Unit/Committee under the State Department for Infrastructure to oversee and coordinate axle load control activities.
- h) Legal Arrangement:  
Policy recommendation: The government will amend the legal arrangement that focuses on: institutional mandate; legal load limits and overloading fines; control of vehicle loads; operations of weighing and weighing stations; and enforcement in order to efficiently and effectively address axle load control activities
- i) Weighbridge Infrastructure and Equipment:  
Policy Statement: Government will continue to identify suitable weighbridge locations, invest on state of art weighbridge equipment's, develop an enabling infrastructure operation and (iv) development a network for overload control stations located at strategic points on both local and regional corridors road network.
- j) Management and operations:  
Policy statement: Government will continue directly or indirectly through private sector collaboration oversee weighbridge management, operations and development of rest stops to enhance efficiency and effective axle load control.



- k) Awareness and Stakeholder Engagement:  
Policy Statement: The government will continuously stimulate public awareness in support of a more complete enforcement by responsible agencies' staff; and discourage recurring problems of non-compliance in order to reduce road damage and associated economic consequences.
- l) Monitoring and evaluation  
Policystatement: The government will continuously engage stakeholders on comprehensive monitoring and evaluation of axle load control activities in order to reduce non-compliance and preserve road quality.

### Towards Cost effectiveness through Cost Estimation Manual

Under Vision 2030, cost reduction in roadworks has been identified as one of the measures that Government will pursue to ensure there is cost-effectiveness and responsible use of public resources in services delivery.

Towards this end, some groundwork has been achieved especially with the first cost estimation manual for road maintenance works being developed by the Ministry of Roads and Infrastructure (MoTI) in association with Japanese International Cooperation Agency (JICA) and which was published in November, 2011. Two updates of the CEM have since been done in 2017 and 2019. The purpose of the Cost Estimation Manual (CEM) is to provide guidance to Road Agencies (RA) for consistent development of project cost estimates. In addition, a web-based cost estimation system, iCOSTES was also developed under the JICA project. KRB was appointed as the administrator for iCOSTES and was also charged with responsibility updating the CEM every two years.

The Cost Estimation procedure uses a scientific Cost Estimation Method using cost break down sheets and standardized estimation procedures. The cost estimation includes survey methods required for revisions and updates of various parameters such as Standard Resource Usage per Unit Quantity (SRUQ), Productivity Ratio (P/R) and important cost items such as unit rates. Productivity rates of the work items are determined through a survey that sets to determine the output rates of machine based and labour based works.

KRB has developed ToR for the engagement of a consultant in the next financial year 2021/2022 to update the cost estimation manual. Moreover an online portal to for use by the Roads Authorities and other sector players, iCOSTES has been developed and hosted on the Kenya Roads Board Website.

### Promoting Research through Collaborations

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, research institutions and other government agencies on matters of innovation, research and development in the road sub-sector. As a result.

The Board 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.

Previously, the Board supported the fabrication of a pilot Emulsion Treated Base (ETB) mixer equipment to the tune of KShs 1.25 million through a collaboration with Jomo Kenyatta University of Agriculture and Technology (JKUAT) and Materials Testing & Research Division (MTRD). The Mixer equipment was expected to improve productivity by 50%-60%.

In the FY2020-2021, KRB supported a research project on a trial 1Km Cobblestone Road Construction in Machakos County in collaboration with Kenya Institute of Highways and Building Technology (KIHBT) and the County Government of Machakos.

The overall objective of the project was to promote uptake of Cobblestone Road Construction Technology through training and actual site construction of 1Km trial road section. **Kshs 9 million (40%)** of project cost was paid as wages while **Kshs 6 million (20%)** was paid to local suppliers of quarry stones and gravel materials. This translates to **60% overall** local resources utilization.

From the findings, Cobblestone technology cannot be upscaled countrywide and on major highways. This is due to high surface roughness, scarcity of cobblestone quarries and slow chiseling process. However, cobblestone technology is economically feasible for spot improvements, driveways/vehicle parkings and on urban streets of lengths not more than 200m, where accessibility or parking is a consideration as opposed to mobility. Availability of local labour and approved quarries for cobblestones is also a key requirement for deployment of the technology.

### Job Creation through 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 Government adopted the strategy for full National implementation in 2005. Since then, the strategy has gone through two complete planning cycles. The 3rd Strategic plan for the period 2018-2023 is currently being implemented.

The targets of the 3rd R2000 Strategic plan for the five years include periodic, routine maintenance and Performance Based Contracting, of over 73,000 km of roads, creation of over 190,810 full time jobs and training of Road Agency and Contractors’ staff among others.

R2000 strategy implementation in FY 2020/2021 developed and maintained a total of 25,982 Km of roads which was 210.4% target achievement. The Strategy created **23,874 full time jobs (61% of target) with 25% being women**. The wages paid were **KES 6 billion representing 77.5% of R2000 wages budget** utilization.

In addition, the Board carried out Phase I of R2000 training for Road Agencies’ R2000 Desk officers and other staff involved in the implementation of R2000 strategy on planning, works packaging and reporting of R2000 projects, as per the newly developed Roads 2000 curriculum.

Higher achievements were recorded in FY 2020/21 due to inclusion of the Kazi Mtaani projects that were introduced to cushion the disadvantaged citizens

against economic effects of Covid 19 pandemic. This was in compliance with the Government’s initiative on Post-Covid Economic Stimulus.

### **Ensuring quality roads in our parks**

Timely utilization of maintenance funds help prevent further deterioration of the road network thus enhancing value for money and improves the quality of lives of citizens. KRB also encourages Road Agencies to submit work plans and submit reports in good time to allow for timely disbursement of road maintenance fund. This was underscored during the KRB’s directors road inspection tour of Kenya Wildlife Services roads in the Nairobi, Amboseli, Tsavo East and Tsavo West National parks.

The assignment involved the assessment on the utilization of Road Maintenance Levy it administers to the road agencies. As per KRB, one percent of the monies from the Fund is allocated in respect of roads in national parks and reserves to the administered by the Kenya Wildlife Service.

KWS manages approximately 4,583 kms of roads in various national parks and reserves. Approximately 2,500kms comprises the classified network which is maintained from the fuel levy funds while the balance is maintained and developed through other funds.

The Director General KWS Brigadier John Waweru noted that the fuel levy funds had assisted KWS to improve accessibility and mobility within the parks which in turn has increased tourism numbers and



improved revenues. The improvement of the network has also supported conservation efforts from faster security response to emergencies and incidences within the parks.

KRB is committed to working with KWS to ensure services were delivered to the people of Kenya.

### Spatial Web Map Portal Development

You can now access Kenya Roads Board (KRB) georesources which include data, maps and infographics through KRB's web portal. The Board has been working to automate most of its data processing and services and in July 2020, it deployed a Spatial Web Map Portal to enable users' access to road asset georesources.

A Spatial web Map portal is an organized gateway to discover and access georesources. It aggregates content and delivers them in an easy to use interactive interface and supports simple tasks like querying on the database, data downloading and printing of maps. The web maps can be opened in standard web browsers, mobile devices,

The portal can host up to 20 maps that tell the story of Kenya's road network and how it has evolved over time. The Road network map contains network information as per the gazetted road register of 2016. Listed per class, the map provides an insight into the network that has grown from a meagre 62000 km at independence to over 161,000km of classified network.

The Road Conditions, Development and Reconstruction projects, Annual public roads programmes and Road sector investment programmes maps are special thematic maps dedicated to bringing to the fore particular aspect of the network. Users can get more of the maps at : <https://maps.krb.go.ke/kenyaroards-board12769/maps/>

### Automation for Efficiency

Innovation and use of ICT has become a key driver of world economies and technological changes are moving at very fast pace. Over the last 2 years since the implementation of the Board's Enterprise Resource Programme, a number of processes including Finance and Procurement modules have been automated.

This has reduced manual processing by a significant margin which comes timely as the Board tries to stem the spread of the coronavirus. Most recently, the performance appraisal system was automated and the staff performance appraisals for FY 2020/2021 were conducted through the system. The procurement process has also been automated and will provide an end to end paperless service from procurement requisition to completion of contracts and eventual payments.

As automation is enhanced, the Board shall prioritize and invest in enhancing security of its systems to ensure that data and information is safe while maintaining privacy of all users.



## RECEIPTS

The Board recorded income of Kshs. 87.05 billion from Fuel Levy, Transit Tolls and Interest income, compared to a target of Kshs. 76.26 billion. The receipts are analyzed below:

	FY 2019/20 (12 Months) (KSHS)	FY 2020/21 (12 Months) (KSHS)	Change (KSHS)	Change %
Fuel Levy Receipts	73,810,917,934	84,561,782,270	10,750,864,337	15%
Transit Tolls	902,825,527	1,010,830,867	108,005,340	12%
<b>Sub-total</b>	<b>74,713,743,461</b>	<b>85,572,613,138</b>		
Interest Income	1,871,454,682	1,474,684,923	(396,769,759)	-21%
<b>TOTAL RECEIPTS</b>	<b>76,585,198,142</b>	<b>87,047,298,061</b>		

## Fuel Levy Receipts and Transit Tolls

The Board received fuel levy of Kshs 84.56 billion, compared to collections of Kshs 73.81 billion for FY 2019/20 (i.e. a 15% increase). During the 4<sup>th</sup> quarter, the Board collected fuel levy as follows:

	ACTUAL FY 2019/20 (3 Months) (KSHS)	ACTUAL FY 2020/21 (3 Months) (KSHS)	Change (KSHS)	Change %
Fuel Levy Collections	14,352,399,324	20,927,547,253	6,575,147,928	46%

The government imposed lockdowns in Nairobi and Mombasa from April to June 2020, resulting in a significant reduction in fuel levy collections. The collections normalized in July 2020 with the lifting of travel restrictions.

## Interest Income

The Board earned interest as follows during the period under review:

	FY 2019/20 Kshs	FY 2020/21 Kshs
Interest Earned	2,308,360,871	2,099,306,445
Tax Withheld at Source	(436,906,190)	(312,310,761)
Income Tax Paid	-	(312,310,761)
<b>NET</b>	<b>1,871,454,682</b>	<b>1,474,684,923</b>

The decline in interest income is due to reductions in the CBR rate from 9% in FY 2019/20 to 7% in the year under review. The Board earned interest above the 91-day T-Bill rate, which averaged 7.13% during the quarter.



## DISBURSEMENTS

In the 4<sup>th</sup> quarter, the Board collected fuel levy of Kshs 20.93 billion and transit tolls of Kshs 294.6 million. Funds totaling to Kshs 1.25 billion were allocated to the road agencies in line with the approved Disbursement Programme for FY 2020/21 as shown in the following table:

Road Agency	ANNUAL CEILING FY 2020/21	TOTAL DISBURSEMENTS TO MAR 2021	10th TRANCHE APRIL 2021	TOTAL
KeNHA	25,791,579,592	24,710,560,589	1,081,019,003	25,791,579,592
KeRRA	13,754,596,544	13,754,596,544	-	13,754,596,544
KURA	6,447,467,130	6,447,467,130	-	6,447,467,130
KWS	631,314,490	481,770,380	149,544,110	631,314,490
County Governments	9,433,265,625	9,433,265,625	-	9,433,265,625
Kenya Roads Board	1,525,180,000	1,508,714,957	16,465,043	1,525,180,000
10% Allocations by KRB/CS	6,349,596,619	6,349,596,619	-	6,349,596,619
Roads Annuity Fund	12,326,000,000	12,326,000,000	-	12,326,000,000
<b>TOTAL</b>	<b>76,259,000,000</b>	<b>75,011,971,843</b>	<b>1,247,028,156</b>	<b>76,259,000,000</b>

The Board disbursed 100% of the budget ceilings for all the road agencies by April 2021.

## FINANCIAL POSITION

The total funds held by the Board as at 30<sup>th</sup> June 2021 amounted to Kshs 35.06 billion. These funds mainly comprise the road agency and annuity funds, and prior year over-collections.



## INCOME

The Board received total income of Kshs. 1.533 billion during the year against an annual budget of Kshs. 1.533 billion. This accounts for 100% of the annual budget (FY 2019/2020: Kshs. 1.488 billion) – as shown in the table below;

**Table: Income**

	COL 1	COL 2	COL 3	COL 4	COL 5
	Actual Previous Year FY 2019/2020 (Kshs)	Annual Forecast FY 2020/2021 (Kshs)	Annual Current Year FY 2020/2021 (Kshs)	Variance: Actual to Annual Forecast (Kshs)	Percentage of Actual to Annual Forecast Col 3/Col 2
<b>INCOME</b>					
Fuel Levy Fund	1,450,649,998	1,525,180,000	1,525,180,000	0	100%
Interest Earned	16,537,475	7,500,000	11,044,546	3,544,546	147%
Gain on disposal of Assets	21,716,948	500,000	319,251	-180,749	64%
Unrealized Gain/(Loss) on Foreign Exchange Transactions			-2,708,911	-2,708,911	
<b>TOTAL INCOME</b>	<b>1,488,904,421</b>	<b>1,533,180,000</b>	<b>1,533,834,886</b>	<b>654,886</b>	<b>100%</b>

Income from Road Maintenance Levy Fund (RMLF) amounted to Kshs. 1.525 billion (FY 2019/2020: Kshs. 1.450 billion). This accounts for 100% of the annual budget.

Bank interest income amounted to Kshs. 11.04 million in the period under review compared to Kshs. 16.53 million in FY 2019/20. The reduction is mainly attributed to lower cash holdings and a reduction in interest rates.

Other Income from disposal of fully depreciated assets

amounted to Kshs. 319,251 resulting from the sale of assorted computer and office equipment.

During the year, there was an unrealized foreign exchange loss of Kshs. 2.70 million.

## EXPENDITURE

The Board incurred recurrent expenditure totaling to Kshs. 1.433 billion, compared to annual budget of Kshs. 1.481 billion. This accounts for 97% of budget utilization for the year – as summarized in table 2 below;





**Table: Summarized Expenditure**

	Actual Prior Year FY 2019/2020 (Kshs)	Annual Budget FY 2020/2021 (Kshs)	Annual Current Year FY 2020/2021 (Kshs)	Variance: Actual to Annual Forecast (Kshs)	Percentage of Actual to Annual Budget (Kshs)
<b>EXPENDITURE</b>					
Directors Costs	62,001,255	46,500,000	44,512,686	1,987,314	96%
Staff Costs	348,971,271	422,056,870	407,548,710	14,508,160	97%
Operating Costs	491,260,782	421,923,130	396,375,970	25,547,160	94%
Audit Fees	2,900,000	2,900,000	2,900,000	0	100%
Dept. Costs	100,294,144	60,000,000	53,817,257	6,182,743	90%
C.S.R.	87,926,539	528,150,000	528,031,080	118,920	100%
<b>TOTAL EXPENSES</b>	<b>1,093,353,991</b>	<b>1,481,530,000</b>	<b>1,433,185,702</b>	<b>48,344,298</b>	<b>97%</b>

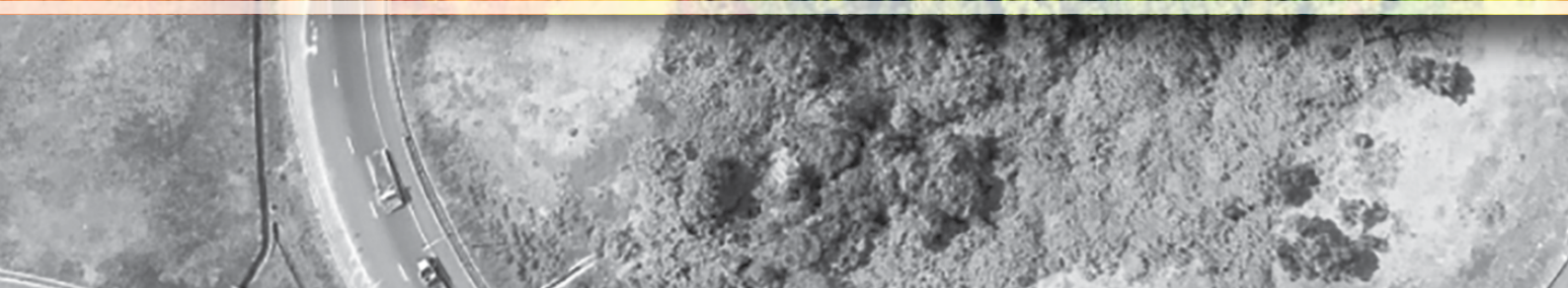
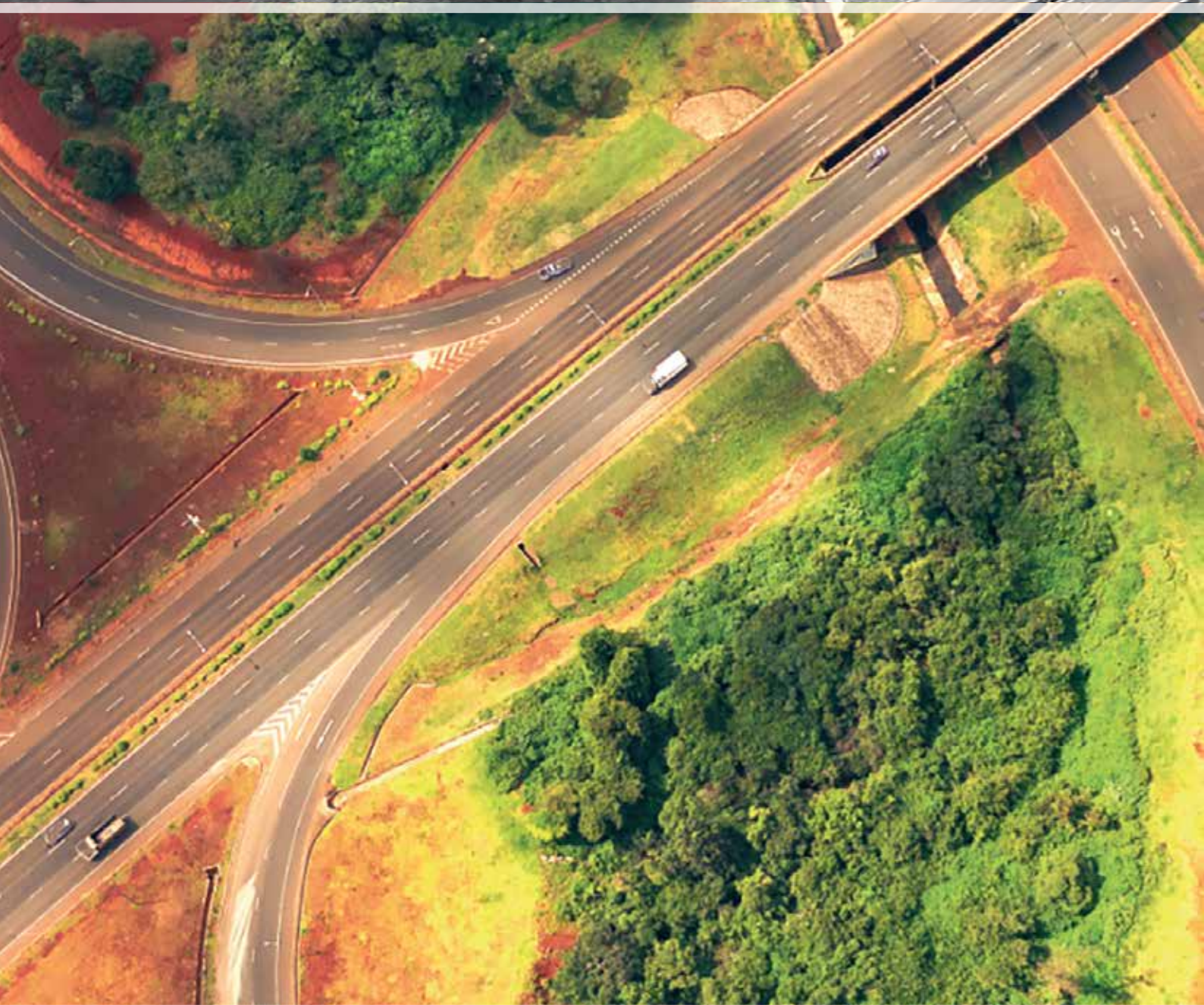
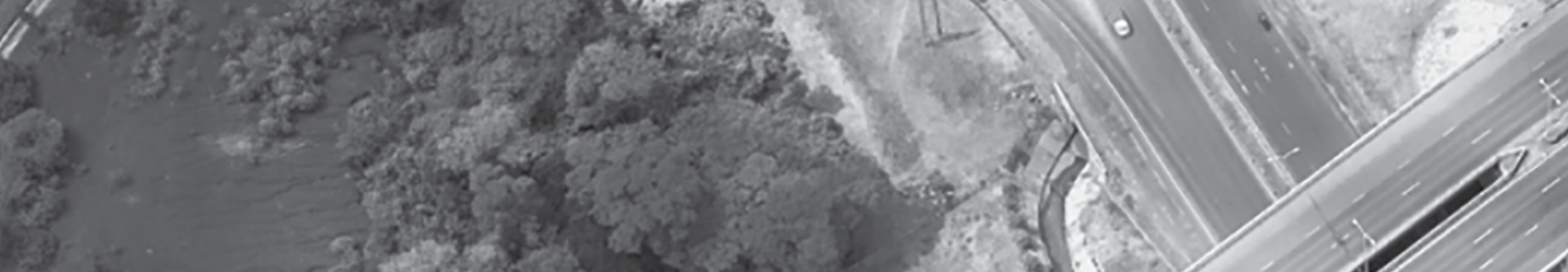
During the period, the surplus of recurrent budget over expenditure amounted to Kshs. 65.75 million (FY 2019/2020: Kshs. 350.60 million).

## FINANCIAL POSITION

As at 30th June 2021 the Board held:

- Current assets amounting to Kshs. 618.64 million (FY 2019/20: Kshs. 976.33 million).
- Non-Current assets amounting to Kshs. 52.35 million (FY 2019/20: Kshs. 77.25 million).
- Current liabilities amounting to Kshs. 154.41 million (FY 2019/20: Kshs. 261.10 million).
- Non-Current liabilities (Reserves) amounting to Kshs. 516.58 million (FY 2019/20: Kshs. 792.48 million).







An aerial photograph of a multi-lane highway interchange. The road is paved in a reddish-brown color. The surrounding landscape is a mix of green trees and yellowish-brown scrubland. A large, semi-transparent white shape with a yellow circle containing the number 3 is overlaid on the right side of the image.

# 3

## Governance & Corporate Responsibility

Corporate Governance Statement

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Corporate Social Responsibility Statement

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The Board 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.

### 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-executive 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 Director General's position is filled through public advertisement. The Director General is appointed by the Board in consultation with the Minister.

The Director General 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 Director General and non-Director General s' 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/Director General and ensures effective communication to stakeholders.

The Director General 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 Director General 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 Director General ensures appropriate and timely information flows within the Board, its committees and management.

The non-executive directors are independent of management, they appoint the Director General and establish a framework for the delegation of authority and ensure succession planning for the Director General 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 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:
- *Retaining full and effective control over KRB, and monitoring management in implementing Board plans and strategies;*
  - *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*
  - *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 quarter. 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
Dr. Mary Ragui	10	100%
Charles Tirok	10	100%
Eng. John Nyaguti	10	100%

REGULAR BOARD MEETINGS	Meetings Attended	% Attendance
Wilson N. Kamau	9	90%
Julius Mwabu	10	100%
Nelson Gaichuhie	10	100%
Paul King'ori	9	90%
Rita Kavashe	10	100%
<i>Term Ended On 8<sup>th</sup> June 2021</i>		
Abednego Etyang	10	100%
James Mwanzia	9	90%
Theodora Gichana	2	20%
<i>(Rep: Inspectorate of State Corporations)</i>		
<b>Total Number of Meetings during the year</b>	<b>10</b>	

### Fiduciary Oversight Arrangements

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

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

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.

## CORPORATE GOVERNANCE STATEMENT

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.

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, Director General, 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;





of its goals and objectives. It assesses the performance and independence of the Board and committees jointly, individual members of the Board and the Director General.

The Director General 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. In the FY 2020/2021, the Board conducted a self assessment and peer assessment with an overall performance of 97.36%.

- f) R2000 Strategy;
- g) Road Maintenance Management System(RMMS); and
- h) Advising the Cabinet Secretary on Road maintenance policies.

#### **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.

#### **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. The Board was facilitated with programmes on corporate governance, Board leadership, risk based operational decision making, performance based contracting and sensitization on new and existing legislations.

#### **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

#### **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.

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.

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:- The Board is desirous to develop, impact and maintain mutual relationships with communities and KRB's stakeholders while addressing issues that affect them.

**5,000**  
riders have  
been trained

**3,000**  
helmets were  
provided

**10,000**  
reflective jackets  
were donated

### **Saving Lives by improving safety among Boda Boda operators**

Kenya Roads Board has been supporting road safety initiatives in the country for the last 10 years. These initiatives are aimed at driving behaviour change among road users, mitigating factors causing road safety crashes and supporting response and evacuation of victims of road crashes. Some of the support programmes funded in the past include rehabilitation of Nairobi Spinal Injury Hospital and supply of ripple mattresses, donation of a fully fitted modern ambulance to Naivasha Sub County Referral hospital, road safety audits, funding redesign of black spot areas, training boda boda operators and provision of motorcycle riding gear.

In the last 8 years, KRB has conducted training and sensitization of boda boda operators in 14 Counties of Kisumu, Kisii, Migori, Kilifi, Busia, Nyeri, Malindi, Machakos, Nakuru, Narok, Nyamira, Kakamega and Elgeyo, Marakwet and Kajiado counties. A total 5,000 riders have been trained, provided 3,000 helmets, 10,000 reflective jackets and first aid kits among others. Further, the Board has trained 150 riders in Nakuru, Nyamira and Kakamega Counties who sat licensing examination by NTSA and passed. The sensitisation includes creating awareness on safe driving skills, safe evacuation of crash victims, traffic laws, regulations and enforcement and importance of personal protective equipment

During the financial year 300 operators were sensitized in Kajiado while 100 were trained for licensing

KRB's support to the Boda Boda industry to improve road safety is aligned to the Sustainable Development Goals to reduced road traffic crashes by 30% by the year 2030.







## KRB's Graduate Engineers Programme (KGEP) presents new promise for Graduate Engineers Route to Professional Engineering

The Kenya Roads Board (KRB) has implemented a structured professional training programme whose aim is to enable young graduates gain hands-on professional experience under close supervision by senior registered professional members of the profession.

**U**nder the Graduate Engineers Internship Programme (GEIP), trainee engineers are expected to undergo professional training, following training guidelines specific to one's field of engineering practice and also on non-technical areas.

KGEP is intended to ensure that trainee engineers are equipped to pursue their professional careers with precision and confidence thereby becoming competitive and able to effectively play their roles in national development.

In the last one year, 37 graduate engineers (7 Female and 29 Male) from local universities have benefited from the KGEP programme and have been posted to KRB and our partner Road Agencies (KENHA, KERRA, KURA and KWS) on completion of a 3 year programme, the graduate engineers will apply for registration as engineers with the Engineers Board of Kenya and enter into the professional engineering field.



"I am still gathering the relevant experience required and I am grateful to KRB for all the support it is giving to ensure that I am registrable in the shortest time possible."

Lynnette Kimani

"KRB is facilitating my placement in an actual project where I will do road designs and supervision of projects."

Venesia Manka

"I am deployed in KERRA, Mochokos, I am confident that through this programme I would get registered which was my ultimate goal."

Caleb Mutua Mathuva

"The main purpose of this training is to gain professional experience as well as knowledge and be register with the Engineering Board."

Arthur Kasili Salim

"I am privileged to work with Horn of Africa Gateway Development Project, it focuses on improving the connectivity and access to social services to communities in Isiolo-Mandera region."

Judith Achieng Odhiambo

Financing Roads, Enhancing Connectivity

www.krb.go.ke

## Preparing Graduate Engineers for Professional Registration

The Board has designed a structured professional training programme whose aim is to enable young civil engineering graduates to gain hands on experience under close supervision by senior professional engineers. Under this programme, graduate engineers undergo professional training following guideline. The training is intended to ensure that graduate engineers are equipped to pursue their professional careers with precision and confidence thereby becoming competitive and able to effectively play their roles in national development. the training enables graduate engineers to gain professional competence in their areas of training in a structured manner and to gain registration with the Engineers Board of Kenya

To achieve this, the Board will work with the Road Agencies to provide placement for the graduate engineers.

During the financial year 2020/2021 the Board engaged and attached 15 graduate engineers for the 3 year programme

## Reclaiming our Forests through Strategic Collaboration

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.

In a bid to support government's efforts to increase and achieve 10 per cent forest cover in the country, the Board entered into a collaborative framework with Kenya Forest Service (KFS) which has seen the Board adopt 10 hectares of the degraded Uplands Forest for rehabilitation. Through this framework, the Board will plant 10,000 tree seedlings at the forest. The collaboration is part of our Corporate Social Responsibility Pillars of contributing to the social and environmental aspects of the community and wider region, we are also keen on Kenya Vision 2030 which places the environmental sector in the social pillar and emphasizes the need to conserve natural resources to support economic growth. The Board is also committing to protect the adopted forest site from any damage in collaboration with Community Forest Association (CFA). The Board believes that involvement of communities and building ownership of forest resources is a firm foundation to sustainable forest management.











# 4

## Financial Review

Kenya Roads Board Fund Financial Statements	49-72
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# **KENYA ROADS BOARD FUND**

## **ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE FINANCIAL YEAR ENDED  
30<sup>TH</sup> JUNE 2021**

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



## INTRODUCTION

The Financial Statements herein represent the utilization of 100 percent (100%) of the monies from the Kenya Roads Board Fund.

The Financial Statements of the Kenya Roads Board Fund 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.

## 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 2021, 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 2021.

## DIRECTORS

The Board of Directors who held office during the year are shown on these Financial Statements.

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



**R. MOHAMED, MBS**  
Director General

## 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, 2021. 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, 2021, 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 6<sup>th</sup> August 2021 and signed on its behalf by:



**ENG. JOHN NYAGUTI**  
*Chairman*



**R. MOHAMED, MBS**  
*Director General*



**Dr. MARY RAGUI**  
*Director*



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 NAIROBI

## REPORT OF THE AUDITOR-GENERAL ON KENYA ROADS BOARD FUND FOR THE YEAR ENDED 30 JUNE, 2021

### PREAMBLE

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

- A. Report on the Financial Statements that considers whether the financial statements are fairly presented in accordance with the applicable financial reporting framework, accounting standards and the relevant laws and regulations that have a direct effect on the financial statements.
- B. Report on Lawfulness and Effectiveness in Use of Public Resources which considers compliance with applicable laws, regulations, policies, gazette notices, circulars, guidelines and manuals and whether public resources are applied in a prudent, efficient, economic, transparent and accountable manner to ensure government achieves value for money and that such funds are applied for intended purpose.
- C. Report on Effectiveness of Internal Controls, Risk Management and Governance which considers how the entity has instituted checks and balances to guide internal operations. This responds to the effectiveness of the governance structure, the risk management environment, and the internal controls developed and implemented by those charged with governance for orderly, efficient and effective operations of the entity.

An unmodified opinion does not necessarily mean that an entity has complied with all relevant laws and regulations, and that its internal control, risk management and governance systems are properly designed and were working effectively in the financial year under review.

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

### REPORT ON THE FINANCIAL STATEMENTS

#### Opinion

I have audited the accompanying financial statements of Kenya Roads Board Fund for the year ended 30 June, 2021, set out on pages 48 to 67, which comprise the statement

*Report of the Auditor-General on Kenya Roads Board Fund for the year ended 30 June, 2021*

of financial position as at 30 June, 2021, and the statement of financial performance, statement of cash flows and statement of comparative budget and actual amounts for the year then ended, and a summary of significant accounting policies and other explanatory information in accordance with the provisions of Article 229 of the Constitution of Kenya and Section 35 of the Public Audit Act, 2015. I have obtained all the information and explanations which, to the best of my knowledge and belief, were necessary for the purpose of the audit.

In my opinion, the financial statements present fairly, in all material respects, the financial position of Kenya Roads Board Fund as at 30 June, 2021 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 Act, Cap 408 of the 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 Fund 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 judgment, are 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 governance.

In preparing the financial statements, Management is responsible for assessing the Fund's ability 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 Fund or to cease operations.

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

In addition to the responsibility for the preparation and presentation of the financial statements described above, Management is also responsible for ensuring that the activities, financial transactions and information reflected in the financial statements 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 Fund's financial reporting process, reviewing the effectiveness of how the Fund monitors compliance with relevant legislative and regulatory requirements, ensuring that effective processes and systems are in place to address key roles and responsibilities in relation to governance and risk management, and ensuring the adequacy and effectiveness of the control environment.

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

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 review of compliance, I consider internal control in order to give an assurance on the effectiveness of internal controls, risk management and governance processes and systems in accordance with the provisions of Section 7 (1)(a) of the Public Audit Act, 2015 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 Fund's 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 Fund'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 Fund 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 Fund 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.

  
CPA Nancy Gathunge, CBS  
**AUDITOR-GENERAL**

Nairobi

01 February, 2022

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*Report of the Auditor-General on Kenya Roads Board Fund for the year ended 30 June, 2021*

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30TH JUNE 2021

	Note	2020/21 KShs'000	2019/20 KShs'000
Receipts	8	87,047,298	76,585,198
Disbursements	9	(76,259,000)	(72,532,500)
Net Assets Available for Distribution		10,788,298	4,052,698

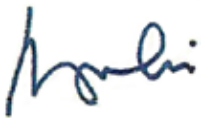
The notes form an integral part of these financial statements.



**STATEMENT OF FINANCIAL POSITION AS AT 30TH JUNE 2021**

<b>ASSETS</b>	<b>Note</b>	<b>2020/21 KShs'000</b>	<b>2019/20 KShs'000</b>
<b>CURRENT ASSETS</b>			
Cash and Cash Equivalents	10	35,063,643	26,669,201
<b>TOTAL ASSETS</b>		<b>35,063,643</b>	<b>26,669,201</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Payables	11	14,452,811	14,975,213
<b>TOTAL LIABILITIES</b>		<b>14,452,811</b>	<b>14,975,213</b>
<b>TOTAL NET ASSETS</b>		<b>20,610,832</b>	<b>11,693,988</b>
<b>NET ASSETS</b>			
Net Assets Available for Distribution	12	<b>20,610,832</b>	<b>11,693,988</b>
<b>TOTAL NET ASSETS</b>		<b>20,610,832</b>	<b>11,693,988</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:



**CPA MARTIN AGUMBI (ICPAK No. 8983)**  
Director, Finance & Strategy



**R. MOHAMED, MBS**  
Director General



**Dr. MARY RAGUI**  
Director

## STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 30TH JUNE 2021

Description	Notes	Accumulated surplus KShs '000
<b>Prior Year</b>		
Balance as at 1 July 2019		9,028,952
Surplus for the year		4,052,698
Disbursement of Prior Year Funds		(1,387,661)
<b>Balance as at 30 June 2020</b>		<b>11,693,989</b>
<b>Current Year</b>		
Balance as at 1 July 2020		11,693,989
Surplus for the year		10,788,298
Disbursement of Prior Year Funds		(1,871,455)
<b>Balance as at 30 June 2021</b>		<b>20,610,832</b>

The notes form an integral part of these financial statements.



**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30TH JUNE 2021**

	Note	2020/21 KShs'000	2019/20 KShs'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Net Cashflows from/(to) operations	13	10,265,897	(5,642,496)
Disbursements of prior year funds		(1,871,455)	(1,387,661)
<b>Net cash from/(to) operating activities</b>		<b>8,394,442</b>	<b>(7,030,157)</b>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>		<b>8,394,442</b>	<b>(7,030,157)</b>
<b>MOVEMENT IN CASH AND CASH EQUIVALENTS:</b>			
At the beginning of the year		26,669,201	33,699,358
Net increase/(decrease) in cash and cash equivalents		8,394,442	(7,030,157)
<b>At the end of the year</b>	10	<b>35,063,643</b>	<b>26,669,201</b>

## STATEMENT OF COMPARISON ON BUDGET AND ACTUAL AMOUNTS

	BUDGET 2020/21 KShs'000	ACTUAL 2020/21 KShs'000	VARIANCE KShs'000	VARIANCE %
<b>Receipts</b>				
Road Maintenance Levy	76,259,000	87,047,298	10,788,298	14%
	-	-	-	-
<b>Total Receipts</b>	<b>76,259,000</b>	<b>87,047,298</b>	<b>10,788,298</b>	<b>14%</b>
<b>Disbursements</b>	<b>(76,259,000)</b>	<b>(76,259,000)</b>	<b>-</b>	<b>0%</b>
<b>Net Assets</b>	<b>-</b>	<b>10,788,298</b>	<b>10,788,298</b>	

The positive variance in Road Maintenance Levy collections may be attributed to improved economic activity following the lifting of travel restrictions imposed to curb the spread of Covid-19.



## 1. 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. 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. ADOPTION OF NEW AND REVISED STANDARDS

i. Relevant new standards and amendments to published standards effective for the year ended 30 June 2021.

Standard	Impact
Other Improvements to IPSAS	<p><b>Applicable: 1<sup>st</sup> January 2021:</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>

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:
<b>IPSAS 41:</b> Financial Instruments	<p><b>Applicable: 1<sup>st</sup> January 2023:</b></p> <p>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.</p> <p>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>
<b>IPSAS 42:</b> Social Benefits	<p><b>Applicable: 1<sup>st</sup> January 2023</b></p> <p>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>
Amendments to Other IPSAS resulting from IPSAS 41, Financial Instruments	<p><b>Applicable: 1<sup>st</sup> January 2023:</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> <li>b) Amendments to IPSAS 30, regarding illustrative examples on hedging and credit risk which were inadvertently omitted when IPSAS 41 was issued.</li> <li>c) Amendments to IPSAS 30, to update the guidance for accounting for financial guarantee contracts which were inadvertently omitted when IPSAS 41 was issued.</li> </ol> <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>

iii. Early adoption of standards

The entity did not early – adopt any new or amended standards in year 2020/2021.



#### 4. 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 2021 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.

(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) **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.

(i) **Subsequent Events**

There have been no subsequent events that would have an impact on the financial statements for the year ended 30th June 2021.

(j) **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. 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:-

- The classification of financial assets;
- The going concern.

## 6. 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 2020/21 is 2.43 (FY 2019/20: 2.28)

	Note	2020/21 KShs '000	2019/20 KShs '000
<b>Financial Assets</b>			
Cash & Cash Equivalents	8	35,063,643	26,669,201
<b>Total Financial Assets</b>		<b>35,063,643</b>	<b>26,669,201</b>
<b>Financial Liabilities</b>			
Payables	9	14,452,811	14,975,213
<b>Total Financial Liabilities</b>		<b>14,452,811</b>	<b>14,975,213</b>
<b>NET LIQUIDITY</b>		<b>20,610,832</b>	<b>11,693,988</b>
<b>LIQUIDITY RATIO</b>		<b>2.43</b>	<b>2.28</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.

## 8. RECEIPTS

	2020/21 KShs '000	2019/20 KShs '000
Road Maintenance Levy	85,572,613	74,713,743
Interest Income	1,474,685	1,871,455
<b>Total Receipts</b>	<b>87,047,298</b>	<b>76,585,198</b>

Revenue represents receipts of Road Maintenance Levy and Transit tolls from the Kenya Revenue Authority, and Interest Income.

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

## 9. DISBURSEMENTS OF FUNDS

The Board allocates funds to the road agencies in accordance with the allocation criteria set out in the Kenya Roads Board Act, 1999, and in line with the Constitution of Kenya, 2010 which includes funding to County Governments as shown below:

Road Agency:	Particulars/ Class of Roads	Allocation
Kenya Roads Board	Administration	2%
Kenya National Highways Authority	National Trunk Roads	40%
Kenya Rural Roads Authority	National Rural Roads	22%
Kenya Urban Roads Authority	National Urban Roads	10%
Kenya Wildlife Service	Park Roads	1%
County Governments	County Roads	15%
Allocation by Kenya Roads Board/Ministry	Development of Roads	10%
<b>Total</b>		<b>100%</b>



Effective July 2015, the Board began collecting funds for the Roads Annuity Program. Based on the above criteria, the Board disbursed funds as follows during the year:

Agency	2020/21 KShs '000	2019/20 KShs '000
Kenya Roads Board	1,525,180	1,450,650
Kenya National Highways Authority	25,791,580	24,604,300
Kenya Rural Roads Authority	13,754,597	13,049,191
Kenya Urban Roads Authority	6,447,467	6,116,809
Kenya Wildlife Service	631,314	598,938
Allocation by Kenya Roads Board/Ministry	6,349,597	5,989,375
County Governments	9,433,266	8,984,063
Roads Annuity Programme	12,326,000	11,739,175
<b>Total Disbursements</b>	<b>76,259,000</b>	<b>72,532,500</b>

## 10. CASH AND CASH EQUIVALENTS

### (a) Analysis of Bank and Cash balances:

These represent cash held at various banks, as follows:

	2020/21 KShs '000	2019/20 KShs '000
Amounts held in local currency	35,063,643	26,669,201
Amounts held in foreign currency	-	-
<b>Total</b>	<b>35,063,643</b>	<b>26,669,201</b>

The Board is not exposed to credit risk on cash and bank balances as the funds are held with sound financial institutions approved by the Central Bank of Kenya.

### (b) Cash and cash equivalents

For 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.

Analysis of cash and cash equivalents is as set out below:-

	2020/21 KShs '000	2019/20 KShs '000
Bank and Cash Balances	35,063,643	26,669,201

## 11. PAYABLES

These represent funds due to the road agencies and Roads Annuity Programme, but not released as at 30th June 2021, as follows:-

	2020/21 KShs '000	2019/20 KShs '000
Road Agency Funds	5,133,807	7,193,223
Roads Annuity Funds	8,180,550	7,481,166
Other Road Activities	1,138,455	300,824
<b>Total</b>	<b>14,452,811</b>	<b>14,975,213</b>

## 12. NET ASSETS AVAILABLE FOR DISTRIBUTION

These represent cumulative reserves (i.e. amounts received over and above the approved budget over the years, as follows:

	2020/21 KShs '000	2019/20 KShs '000
As at 1 <sup>st</sup> July	11,693,989	9,028,952
Surplus for the Year	10,788,298	4,052,698
Disbursement of Prior Year Funds	(1,871,455)	(1,387,661)
<b>As at 30<sup>th</sup> June</b>	<b>20,610,832</b>	<b>11,693,989</b>

The funds are allocated to the road agencies in the subsequent year in accordance with the Kenya Roads Board Act, 1999.

## 13. CASH GENERATED FROM OPERATIONS

Reconciliation of Net Cash Flows from Operating Activities to Surplus for the year:

	2020/21 KShs '000	2019/20 KShs '000
Net assets available for distribution	10,788,298	4,052,698
<i>Changes in working capital balances:</i>		
Decrease in Road Agency Funds	(522,401)	(9,695,194)
<b>Net cashflows (to)/from operating activities</b>	<b>10,265,897</b>	<b>(5,642,496)</b>

## 14. CONTINGENT LIABILITIES

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.



**15. 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.

**16. 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 Fund and results of its operation as laid out in these financial statements.

**17. 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.

**18. CURRENCY**

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

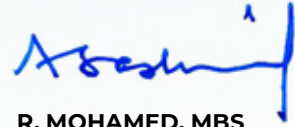


**PROGRESS ON FOLLOW UP OF AUDITOR RECOMENDATIONS**

There are no audit issues that were carried forward from FY 2019/2020.



**ENG. JOHN NYAGUTI**  
*Chairman*



**R. MOHAMED, MBS**  
*Director General*











# **KENYA ROADS BOARD OPERATIONS**

## **ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE FINANCIAL YEAR ENDED  
30<sup>TH</sup> JUNE 2021**

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



## INTRODUCTION

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.

## 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 2021, 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 2021.

## DIRECTORS

The Board of Directors who held office during the year are shown on these Financial Statements.

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



**R. MOHAMED, MBS**  
Director General

## 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, 2021. 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.

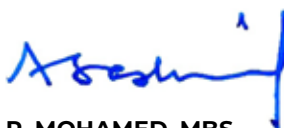
The Directors accept responsibility for the Board's financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Public Sector Accounting Standards (IPSAS), and in the manner required 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, 2021, 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.

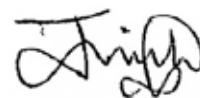
**Approval of the Financial Statements** - The Kenya Roads Board Fund Financial Statements were approved by the Board on 6<sup>th</sup> August 2021 and signed on its behalf by:



**ENG. JOHN NYAGUTI**  
*Chairman*



**R. MOHAMED, MBS**  
*Director General*



**CHARLES TIROK**  
*Director*



## REPUBLIC OF KENYA

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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, 2021

### PREAMBLE

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

- A. Report on the Financial Statements that considers whether the financial statements are fairly presented in accordance with the applicable financial reporting framework, accounting standards and the relevant laws and regulations that have a direct effect on the financial statements.
- B. Report on Lawfulness and Effectiveness in Use of Public Resources which considers compliance with applicable laws, regulations, policies, gazette notices, circulars, guidelines and manuals and whether public resources are applied in a prudent, efficient, economic, transparent and accountable manner to ensure Government achieves value for money and that such funds are applied for intended purpose.
- C. Report on Effectiveness of Internal Controls, Risk Management and Governance which considers how the entity has instituted checks and balances to guide internal operations. This responds to the effectiveness of the governance structure, the risk management environment, and the internal controls developed and implemented by those charged with governance for orderly, efficient and effective operations of the entity.

An unmodified opinion does not necessarily mean that an entity has complied with all relevant laws and regulations, and that its internal controls, risk management and governance systems are properly designed and were working effectively in the financial year under review.

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

### REPORT ON THE FINANCIAL STATEMENTS

#### Opinion

I have audited the accompanying financial statements of Kenya Roads Board - Operations, set out on pages 49 to 78, which comprise the statement of financial position as at 30 June, 2021, and the statement of financial performance, statement of changes in net assets, statement of cash flows and the statement of comparison of budget and actual amounts for the year then ended, and a summary of significant accounting policies

*Report of the Auditor-General on Kenya Roads Board - Operations for the year ended 30 June, 2021*

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

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Kenya Roads Board - Operations as at 30 June, 2021, 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 the 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 judgment, are 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 Opinion**

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.

*Report of the Auditor-General on Kenya Roads Board - Operations for the year ended 30 June, 2021*



### **Basis for Opinion**

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 Board's financial reporting process, reviewing the effectiveness of how Management monitors compliance with relevant legislative and regulatory requirements, ensuring that effective processes and systems are in place to address key roles and responsibilities in relation to 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

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*Report of the Auditor-General on Kenya Roads Board - Operations for the year ended 30 June, 2021*




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.

  
CPA Nancy Gatironga, CBS  
AUDITOR-GENERAL

Nairobi

21 July, 2022

**STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30TH JUNE 2021**

	Note	KShs'000 2020/2021	KShs'000 2019/2020
<b>OPERATING REVENUE</b>	8	1,533,516	1,467,187
<b>OPERATING EXPENSES</b>			
Director Costs	9	44,513	75,426
Staff Costs	10	407,549	348,971
Field Activity Costs	11	53,817	86,869
Other Operating Costs	12A	399,276	494,161
Depreciation	12B	34,895	44,949
Corporate Social Responsibility	13	528,031	87,927
<b>TOTAL OPERATING EXPENSES</b>		<b>1,468,081</b>	<b>1,138,303</b>
SURPLUS FROM OPERATIONS		65,435	328,885
Gain on Disposal of Property & Equipment	17	319	21,717
<b>NET SURPLUS FOR THE YEAR</b>	<b>14</b>	<b>65,754</b>	<b>350,602</b>

The notes form an integral part of these financial statements.



# STATEMENT OF FINANCIAL POSITION AS AT 30TH JUNE 2021

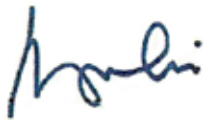
		KShs'000 2020/2021	KShs'000 2019/2020
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash equivalents	15	616,772	972,339
Receivables	16	1,869	3,994
		<b>618,641</b>	<b>976,333</b>
<b>Non-Current Assets</b>			
Property & Equipment	17	52,357	77,255
<b>TOTAL ASSETS</b>		<b>670,999</b>	<b>1,053,588</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	18	154,413	261,106
		<b>154,413</b>	<b>261,106</b>
<b>TOTAL NET ASSETS</b>		<b>516,586</b>	<b>792,482</b>

## NET ASSETS/EQUITY

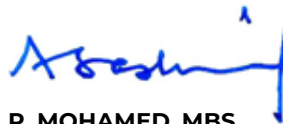
### Reserves

KRB Staff Fund	19 (a)	308,085	302,253
KRB Capital Fund	19 (b)	0	58,313
Accumulated Surpluses	19 (c)	208,500	431,916
<b>TOTAL NET ASSETS/EQUITY</b>		<b>516,586</b>	<b>792,482</b>

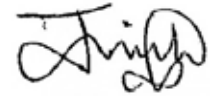
The notes form an integral part of these Financial Statements. The financial statements were submitted by the Board and signed on its behalf by:



**CPA MARTIN AGUMBI (ICPAK No. 8983)**  
Director, Finance & Strategy



**R. MOHAMED, MBS**  
Director General



**CHARLES TIROK**  
Director

# STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 30TH JUNE 2021

	Note	Accumulated Surpluses KShs'000	NCBA Fixed Deposit KShs'000	Staff Fund KShs'000	Total KShs'000
<b>As at 1<sup>st</sup> July 2020</b>		<b>431,916</b>	<b>58,313</b>	<b>302,253</b>	<b>792,482</b>
Growth in Staff fund (Interest)	19(a)			5,832	<b>5,832</b>
Growth in Fixed Deposit (Interest)	19(b)		3,119		<b>3,119</b>
Transfer of Fixed Deposit to Surplus	19(b)	61,432	(61,432)		-
Road Maintenance interventions	19(b)	(350,602)			<b>(350,602)</b>
Net Surplus for the period	19(c)	65,754			<b>65,754</b>
<b>As at 30th June 2021</b>		<b>208,500</b>	<b>0</b>	<b>308,085</b>	<b>516,586</b>

	Note	Accumulated Surpluses KShs'000	Capital Fund KShs'000	Staff Fund KShs'000	Total KShs'000
<b>As at 1<sup>st</sup> July 2019</b>		<b>689,786</b>	<b>2,223,753</b>	<b>295,788</b>	<b>3,209,328</b>
Growth in Staff fund (Interest)	19(a)			6,465	<b>6,465</b>
Growth in Capital fund (Interest)	19(b)		2,964		<b>2,964</b>
Transfers to Capital fund	19(b)		55,349		<b>55,349</b>
Transfers to National Treasury	19(b)	(608,472)	(2,223,753)		<b>(2,832,225)</b>
Net Surplus for the year	19(c)	350,602			<b>350,602</b>
<b>As at 30th June 2020</b>		<b>431,916</b>	<b>58,313</b>	<b>302,253</b>	<b>792,482</b>

The notes form an integral part of these financial statements.



	Notes	2020/2021 KShs '000	2019/2020 KShs '000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Net cash flows generated from operating activities</b>	<b>14</b>	<b>-15,282</b>	<b>490,477</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Interest received	8	11,045	16,537
Purchase of property and equipment	17	-10,010	-58,629
Proceeds on disposal of equipment	17	319	21,717
Net Book Value of disposed assets		13	1,544
<b>Net cash (used in) investing activities</b>		<b>1,367</b>	<b>-18,831</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Increase/(Decrease) in KRB Staff fund (Interest)	19(a)	5,832	6,465
Increase/(Decrease) in Capital Fund (Interest)	19(b)	3,119	2,964
Increase/(Decrease) to KRB Capital fund	19(b)	-61,432	55,349
Increase/(Decrease) in Accumulated surpluses	19(c)	61,432	0
Increase/(Decrease) in Accumulated surpluses	19(c)	-350,602	0
Transfer from Capital Fund to Nat. Treasury	19(b)		-2,223,753
Transfer from Acc. Reserves to Nat. Treasury	19(c)		-608,472
<b>Net cash inflow from financing activities</b>		<b>-341,651</b>	<b>-2,767,447</b>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>		<b>-355,566</b>	<b>-2,295,801</b>
<b>MOVEMENT IN CASH AND CASH EQUIVALENTS</b>			
At the beginning of the year		972,339	3,268,140
Net increase in cash and cash equivalents		-355,566	-2,295,801
<b>At the end of the year</b>	<b>15</b>	<b>616,772</b>	<b>972,339</b>

## STATEMENT OF COMPARISON ON BUDGET AND ACTUAL AMOUNTS

		COL 1 ANNUAL FORECAST FY 2020/2021 (KSHS'000)	COL 2 ACTUAL YEAR FY 2020/2021 (KSHS'000)	COL 2 VARIANCE: ACTUAL TO ANNUAL FORECAST	COL 4 % OF ACTUAL TO ANNUAL FORECAST
<b>INCOME</b>	<b>Notes</b>				
Fuel Levy Fund		1,525,180	1,525,180	0	100%
Interest Earned	<b>a</b>	7,500	11,045	3,545	147%
Gain on disposal	<b>b</b>	500	319	-181	1%
Unrealized Gain/(Loss) on Foreign Exchange Transactions	<b>c</b>		-2,709	-2,709	
<b>TOTAL INCOME</b>		<b>1,533,180</b>	<b>1,533,835</b>	<b>655</b>	<b>100%</b>
<b>EXPENDITURE</b>					
Directors Costs		46,500	44,513	1,987	96%
Staff Costs		422,057	407,549	14,508	97%
Operating Costs		421,923	396,376	25,547	94%
Audit Fees		2,900	2,900	0	100%
Dept. Costs		60,000	53,817	6,183	90%
C.S.R.		528,150	528,031	119	100%
<b>TOTAL EXPENSES</b>	<b>d</b>	<b>1,481,530</b>	<b>1,433,186</b>	<b>48,344</b>	<b>97%</b>
Depreciation/CAPEX		-51,650	34,895	0	N/A
<b>Operations Surplus/ (deficit)</b>			<b>65,754</b>		

### Budget Notes:

- Interest income amounted to Kshs. 11.04 million (FY 2019/20: Kshs. 16.53 million), which exceeds the annual forecast of Kshs. 7.50 million. This is mainly on account of interest earned on cash assets held by the Board for its Operations.
- Gains on disposal of fully depreciated assets amounted to Kshs. 0.319 million (FY 2019/20: Kshs. 21.71 million) compared with an annual forecast of Kshs. 0.50 million. Resulting from the sale assorted computer and office equipment.
- Gains/(Losses) on Foreign exchange transactions amounted to Kshs. 2.709 million
- All expenses incurred during the period under review were within Budget.



## 1. 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. 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. ADOPTION OF NEW AND REVISED STANDARDS

### i. Relevant new standards and amendments to published standards effective for the year ended 30 June 2021.

Standard	Impact
Other Improvements to IPSAS	<p><b>Applicable: 1<sup>st</sup> January 2021:</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>

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:
<b>IPSAS 41:</b> Financial Instruments	<p><b>Applicable: 1<sup>st</sup> January 2023:</b></p> <p>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.</p> <p>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>
<b>IPSAS 42:</b> Social Benefits	<p><b>Applicable: 1<sup>st</sup> January 2023</b></p> <p>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>
Amendments to Other IPSAS resulting from IPSAS 41, Financial Instruments	<p><b>Applicable: 1<sup>st</sup> January 2023:</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> <li>b) Amendments to IPSAS 30, regarding illustrative examples on hedging and credit risk which were inadvertently omitted when IPSAS 41 was issued.</li> <li>c) Amendments to IPSAS 30, to update the guidance for accounting for financial guarantee contracts which were inadvertently omitted when IPSAS 41 was issued.</li> </ol> <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>

iii. Early adoption of standards

The entity did not early – adopt any new or amended standards in year 2020/2021.



#### 4. 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 2021 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 exceed.

##### (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 2021, 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 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:-

	Rate		Rate
Computer Equipment	33 $\frac{1}{3}$ %	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.

Depreciation is charged in full in the year of acquisition of an item of property and equipment while nil depreciation is charged in the year of disposal.

#### (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 2021.

**(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. 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. 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. 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 2020/21 is 4.01 (FY 2019/20: 3.74)

	Note	2020/21 KShs '000	2019/20 KShs '000
<b>Financial Assets</b>			
Bank and Cash Balances	15	616,772	972,339
Receivables	16	1,869	3,994
<b>Total Financial Assets</b>		<b>618,641</b>	<b>976,333</b>
<b>Financial Liabilities</b>			
Payables	18	154,413	261,106
<b>Total Financial Liabilities</b>		<b>154,413</b>	<b>261,106</b>
<b>NET LIQUIDITY</b>		<b>464,228</b>	<b>715,227</b>
<b>LIQUIDITY RATIO</b>		<b>4.01</b>	<b>3.74</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.

## 8. OPERATING REVENUE

Particulars	2020/21 KShs '000	2019/20 KShs '000
Revenue	1,525,180	1,450,650
Interest Earned	11,045	16,537
Unrealized Gain/(Loss) on Foreign Exchange transactions	(2,709)	0
<b>Total Operating Revenue</b>	<b>1,533,516</b>	<b>1,467,187</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. DIRECTORS COSTS

	2020/21 KShs '000	2019/20 KShs '000
Directors Emoluments	29,598	26,124
Insurance	373	404
Field Activities	4,675	17,117
Training	8,914	29,973
Board Evaluation/Induction	953	1,807
<b>Total Directors Costs</b>	<b>44,513</b>	<b>75,426</b>

Directors' emoluments include members sitting allowances, lunches, and executive remuneration. Field activity costs include costs incurred for directors' field activities and transport & accommodation.

## 10. STAFF COSTS

Particulars	2020/21 KShs '000	2019/20 KShs '000
Staff Emoluments	329,101	253,767
Training & Development	39,748	58,018
Staff Insurance	35,328	24,305
Other Staff Costs	3,373	12,881
<b>Total Staff Costs</b>	<b>407,549</b>	<b>348,971</b>

Other Staff Costs include staff welfare costs and staff recruitment & surveys costs.

The average number of employees during the year was:-

No. of Employees	2020/21	2019/20
Permanent Employees	89	89
Contract Employees	34	18
<b>Total Employees</b>	<b>123</b>	<b>107</b>

## 11. FIELD ACTIVITY COSTS

Departments/Sections	2020/21 KShs '000	2019/20 KShs '000
Executive	9,600	0
Planning & Programming	9,802	22,978
Technical Compliance	9,157	15,218
Finance	7,015	14,843
Human Resource & Administration	9,914	15,707
Legal & Corporate Affairs	5,549	12,500
Infor. Comm. & Tech.	2,087	3,766
Procurement	694	1,857
<b>Total Field Activities</b>	<b>53,817</b>	<b>86,869</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. a) OTHER OPERATING COSTS**

Particulars	2020/21 KShs '000	2019/20 KShs '000
Advertising & Publicity	25,233	41,276
Audit fees	2,900	2,900
Conferences & Seminars	26,374	44,998
Consultancies	210,841	254,362
Rent & Rates	57,682	53,233
Telephone, Postages & Internet	10,006	7,245
Travelling, Vehicle Maintenance & Repairs	18,618	23,073
Legal Fees	6,274	33,556
Other Operating Costs	41,347	33,517
<b>Total Other Operating Costs</b>	<b>399,276</b>	<b>494,161</b>

General Operating Costs include; general office expenses, stationery & office printing costs, general insurance costs, security costs, and bank charges.

**b) DEPRECIATION COSTS**

Particulars	2020/21 KShs '000	2019/20 KShs '000
Depreciation	34,895	44,949
<b>Total Other Operating Costs</b>	<b>34,895</b>	<b>44,949</b>

**CORPORATE SOCIAL RESPONSIBILITY**

The Board's contribution towards the Corporate Social Responsibility (CSR) amounted to Kshs 528.03 million (FY 2019/20: Kshs. 87.92 million).

These costs mainly related to Road Maintenance interventions undertaken by the Board amounting to Kshs. 501.15 million, and the Graduate Engineers programme and Other CSR activities amounting to a total of Kshs. 26.88 million.

### 13. OPERATING SURPLUS

The Net operating surplus amounted to Kshs. 65.75 million (FY 2019/20: Kshs. 350.60 million), while the net cash flows generated from operating activities amounted to Kshs. -12,573 million (FY 2019/20: Kshs. +490.47 million) – as shown below;

	Notes	2020/21 KShs '000	2019/20 KShs '000
Net surplus from operating activities	14	65,754	350,602
<i>Adjustments for:</i>			
Depreciation	17	34,895	44,949
Interest Income	8	-11,045	-16,537
Gain on disposal of property and equipment	17	-319	-21,717
<b>Operating income before working capital changes</b>		<b>89,285</b>	<b>357,296</b>
<i>Changes in working capital balances:</i>			
(Increase)/Decrease in receivables		2,125	-1,065
(Increase)/Decrease in work in progress		0	9,766
Increase/(Decrease) in payables		-106,692	124,481
<b>Net cash flows generated from operating activities</b>		<b>-15,282</b>	<b>490,477</b>

### 14. CASH AND CASH EQUIVALENTS

#### (a) Analysis of bank and cash balances:

Particulars	Note	2020/21 KShs '000	2019/20 KShs '000
Cash at Bank		305,788	609,030
Cash at in Hand		620	519
KRB Staff Fund	19 (a)	308,085	302,253
Bank Term Deposit	19 (b)	0	58,313
Cash Imprests and Advances		2,279	2,224
		<b>616,772</b>	<b>972,339</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.

### 15. 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.



Particulars	2020/21 KShs '000	2019/20 KShs '000
Prepayments & Deposits	1,869	3,994
	<b>1,869</b>	<b>3,994</b>

The aged analysis of receivables is as follows:

Particulars	0-3 months KShs '000	3-12 months KShs '000	Total KShs '000
Deposits & Prepayments	-	1,869	1,869
	<b>0</b>	<b>1,869</b>	<b>1,869</b>

## 16. PROPERTY AND EQUIPMENT

	Computer Equipment	Office Equipment	Motor Vehicles	Furniture & Fittings	Total
Depn. Rate	<b>33.30%</b>	<b>12.50%</b>	<b>25.00%</b>	<b>12.50%</b>	
<b>Cost:</b>					
Start of year	108,146,188	49,864,531	91,118,941	74,495,083	323,624,743
Disposals	-10,781,964	-516,029			-11,297,993
Additions	7,141,253	685,399	0	2,183,482	10,010,133
<b>Total Cost</b>	<b>104,505,476</b>	<b>50,033,900</b>	<b>91,118,941</b>	<b>76,678,565</b>	<b>322,336,882</b>
<b>Depreciation:</b>					
Start of year	85,503,807	43,992,405	49,995,341	66,878,133	246,369,686
Disposals	-10,769,021	-516,029			-11,285,050
For the period	15,510,456	1,188,570	15,185,579	3,010,219	34,894,824
<b>Total Depreciation</b>	<b>90,245,242</b>	<b>44,664,947</b>	<b>65,180,920</b>	<b>69,888,352</b>	<b>269,979,460</b>
<b>NBV 30th June 2021</b>	<b>14,260,234</b>	<b>5,368,954</b>	<b>25,938,021</b>	<b>6,790,213</b>	<b>52,357,422</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>

The net book value of non-current assets amounted to Kshs. 52.35 million (FY 2019/2020: Kshs. 77.25 million) in the review period. This is as a result of asset additions amounting to Kshs. 10.01 million, net of depreciation charge for the year amounting to Kshs. 34.89 million and disposals with accumulated cost of Kshs. 11.297 million (and depreciation of Kshs. 11.285 million). Gain on disposal of assets during the year ended 30th June 2021 amounted to Kshs. 0.319 million (FY 2019/20: Kshs. 21.71 million).

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

## 17. 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.

Particulars	2020/21 KShs '000	2019/20 KShs '000
Provisions and accruals	144,641	261,106
Other Payables	9,772	0
	<b>154,413</b>	<b>261,106</b>

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:

Particulars	0-3 months KShs '000	3-12 months KShs '000	0-12 months KShs '000
Provisions and accruals	-	144,641	144,641
Other Payables	9,772	0	9,772
	<b>9,772</b>	<b>144,641</b>	<b>154,413</b>

#### NET ASSETS

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

#### 18 (a) KRB Staff Fund

Particulars	2020/21 KShs '000	2019/20 KShs '000
Car Loan Staff Fund	56,603	56,040
Mortgage Scheme Fund	251,482	246,213
	<b>308,085</b>	<b>302,253</b>

The Board established independently managed Car Loan and Mortgage Scheme Funds for members of staff. Staff funds increased from Kshs. 302.25 million in prior period to Kshs. 308.08 million. The growth is represented by Kshs. 5.83 million being bank interest earned during the year.

#### (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 in FY 2019/20, the KRB Capital fund decreased by Kshs. 2.41 billion, from Kshs. 2.22 billion in FY 2018/19 period to Kshs. 58.31 million in FY 2019/20. Consequently, the balance of Kshs. 58.31 million was placed with NCBA Bank as a fixed deposit.

Upon maturity, the funds were transferred to accumulated surpluses.

Particulars	2020/21 KShs '000	2019/20 KShs '000
KRB Capital Fund	0	58,313
	<b>0</b>	<b>58,313</b>



**(c) Accumulated Reserves**

Accumulated reserves decreased from Kshs. 431.91 million in prior period to Kshs. 208.50 million in the review period. This is attributed to Net surplus for the current year amounting to Kshs. 65.74 million (FY 2019/20 – Kshs. 350.60 million), Bank interest on reserves amounting to Kshs. 8.95 million, which is net of an expenditure of Kshs. 350.60 million on Road Maintenance Interventions.

Particulars	2020/21 KShs '000	2019/20 KShs '000
Accumulated reserves	208,500	431,916
	<b>208,500</b>	<b>431,916</b>

**19. 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.

**20. COMMITMENTS : OPERATING LEASE RENTALS**

Non-cancellable operating lease rentals are payable as follows:

	2020/21 KShs '000	2019/20 KShs '000
Not later than one year	44,525	40,477
Later than one year and not later than five years	222,628	202,389
	<b>267,153</b>	<b>242,866</b>

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.

**21. 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. 27.74 million (FY 2019/20: Kshs. 24.78 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.

## **22. 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.

## **23. CAPITAL COMMITMENTS**

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

## **24. 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.

## **25. 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

## **25. CURRENCY**

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



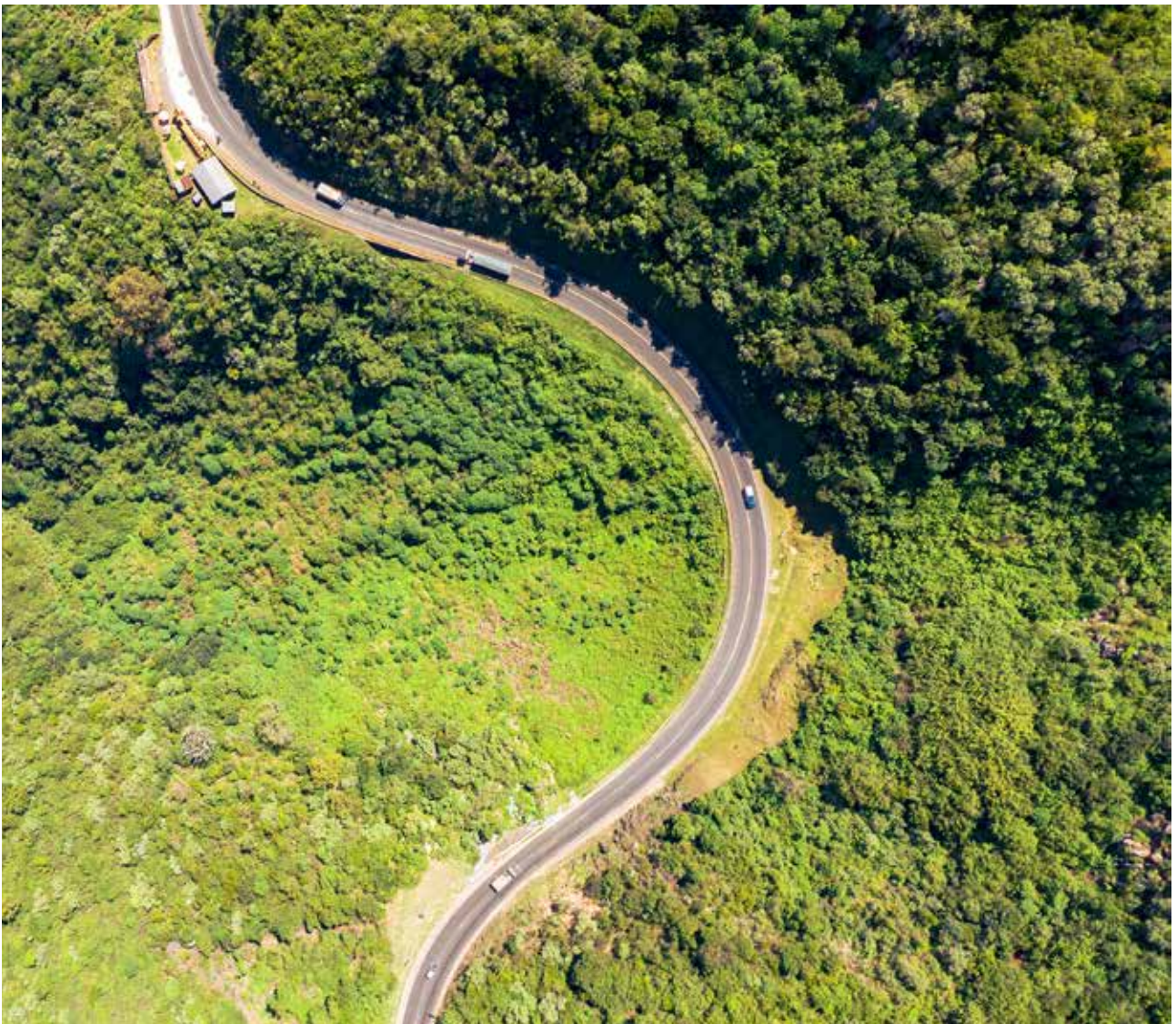
There are no audit issues that were carried forward from FY 2019/2020.



**ENG. JOHN NYAGUTI**  
*Chairman*



**R. MOHAMED, MBS**  
*Director General*



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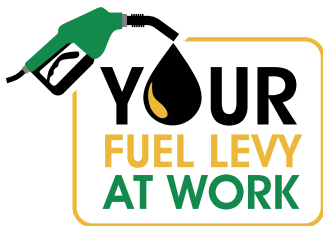


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