



Kenya Urban Roads Authority

Motto

“Enhancing Urban Mobility”

Vision

“A World Class Urban Road Network for Sustainable Development”.

Mission

“To Provide and Manage Quality, Safe and Adequate Urban Road Network”.

Core Values

Commitment
Professionalism
Teamwork
Integrity
Excellence
Equity



FORWARD

On behalf of my fellow Board Members and the entire staff of Kenya Urban Roads Authority (KURA), I am pleased to present the revised 2018 - 2022 Strategic Plan for the Authority. This is the Five Year Strategic Plan which is aligned to Kenya Vision 2030, Medium Term Plan III (MTP III), as well as the Big Four agenda.

KURA is a State Corporation established through the Kenya Roads Act, 2007 with a mandate to manage, develop, rehabilitate, and maintain all National Urban Trunk roads in Kenya. The Authority currently manages a network of about 3,945 Km of Roads. This Strategic Plan is aligned to vision, mission, and strategic objectives of the Authority. In addition, the plan identifies three strategic objectives that succinctly express its mandate across all organizational functions. These outcome-oriented objectives clearly reflect how specific Authority activities help drive the success of the plan.

The urban road network is vital to Kenya's transportation system and enhances urban mobility and enables it meet socio-economic needs of the urban communities and the nation. The Kenya Vision 2030 seeks to make the country a middle-income, quickly industrializing by the year 2030. Infrastructure development in general and roads infrastructure in particular forms a key foundation and enabler of the Vision 2030.

To realize the mandate of the Authority, the Strategic Plan, 2018-2022 has been reviewed to ensure that resources are well deployed and to address emerging challenges. It is worth noting that the Authority ensured its strategic planning processes are in line with Government's Strategic and Annual planning framework, which emphasizes on the outcomes-oriented monitoring and evaluation methodology.

The 2018 -2022 reviewed Strategic Plan builds on the significant social and economic achievements of the previous Strategic Plans of 2008 -2012 and 2013 -2017. This five-year strategic plan is another major milestone in building a prosperous Kenya, characterized by sustainable economic growth, greater social inclusion and balanced urban development.

On behalf of the Board of Directors, I particularly appreciate the management and staff for their tireless efforts. The Board shall endeavour to engage the Government and development partners in resource mobilization and providing a conducive environment for its implementation. It is our utmost desire to oversee the effective implementation of this Strategic Plan 2018 -2022 and its alignment to the Constitution of Kenya (2010), Vision 2030, MTP III and the 'Big Four' Agenda.

This reviewed KURA Strategic Plan provides a clear road map in guiding the Authority towards the achievement of our vision, mission, mandate and strategic objectives.

Henry Musamale Murwa
Board Representative



PREFACE

Kenya Urban Roads Authority (KURA) was formally established as an independent statutory body under the Kenya Roads Act, 2007 and started its operations on 11th April, 2008 with its first five-year Strategic Plan clearly setting out objectives and goals to be achieved within the plan period. In that first period, the Authority spent over Kshs. 35 Billion implementing the Strategic Plan which expired on 30th December 2013.

In the 2nd strategic plan 2013–2017 the Authority spent Kshs. 40 Billion maintaining approximately 10,140km of roads and construction of new 177km of roads. However, the remarkable successes reported for the period has not been without challenges. Some of the drawbacks suffered by the Authority during the implementation of our Strategic Plan 2013-2017 included: encroachment on our road reserves, inadequate funding of the road works and high cost of land acquisition among others.

We commend the Government of Kenya through the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works (MoTIHUD&PW) for the incremental funding allocations. This has enabled KURA to improve the status of road infrastructure in all urban area road network in Kenya. KURA also extends appreciation to Development Partners who have contributed towards improving our roads. Specific credit goes to the People's Republic of China, the Government of Japan through its Agency Japan International Cooperation Agency (JICA), the World Bank (WB), the Africa Development Bank (AfDB), the European Union (EU), among others for their support in the last five years.

The review of the 2018 – 2022 strategic plan was necessitated by the need to align the Authority's strategic direction to the identified national policies and development priority areas of Agenda 4 (manufacturing, food and nutrition, security, universal healthcare and affordable housing).

This strategic Plan 2018-2022 was formulated in consultations with our key stakeholders and in line with the devolved systems of governance as provided for by the Constitution of Kenya (2010). It has the following key corporate strategic objectives:

- ☆ Planning, development and management of world-class urban roads and attendant infrastructure;
- ☆ Development and deployment of latest technological solutions in road planning, design, development, and management; and
- ☆ Implement institutional capacity and corporate governance principles that support execution of KURA's strategy.

The planned measurable core targets in the Revised Strategic Plan 2018 -2022 include the following:

- ☆ Design 2,000 km of new roads, 4,000km of NMT facilities, 120 Footbridges and 30 No. river-crossing bridges;
- ☆ Construction of 1,000km of NMT facilities;
- ☆ Maintenance of 4,000km of NMT facilities;



- ☆ Construction of 500Km of new roads;
- ☆ Construction of fifty (50 No.) foot bridges and 10 No. river bridges or box culverts;
- ☆ Routine Maintenance of 7,500 kms of roads; Rehabilitation of 200km of existing roads;
- ☆ Periodic maintenance of 1,000 km of existing roads;
- ☆ Construction of (3) interchanges;
- ☆ Design and construction of two (2) BRT Routes in Nairobi; and
- ☆ Design and construction of 1. No. Viaduct and enforcement of axle load compliance and protection of the road corridor in all urban roads.

During this review period, the Authority has undertaken numerous Projects among them being:- Construction of Missing Link Roads and Non-Motorised Transport (NMT) facilities, Nairobi Outer Ring Road Improvement Project, upgrading of Upper Hill Roads, dualling of Ngong Road Phase I, II and III, Construction of Waiyaki Way - Redhill Link Road, Ngong Road - Kibera - Kungu Karumba - Langata link Road, Meru Bypass Roads, Construction of Annex Loop Roads and Upper Elgon View Loop Roads in Uasin Gishu county), Kamuyu - Kinunga Road Phase I and II in Nyeri County, Mandera Town roads, Flyover across the Northern Bypass and approaches at Kahawa West, Kericho, Nyahururu and Thika Bypasses, Construction of Roads under the Low Volume Seal Roads Programme, Traffic Management Innovations (Pilot ITS for Nairobi Western Ring Roads Project in Nairobi County) and Bus Rapid Transit (BRT) system routes among other roads in urban areas.

In the remaining strategic period, KURA will continue collaborating with other agencies and Development Partners such as NAMATA, World Bank, AfDB, JICA, NMS, among others in implementing projects to improve public transport.

While the Authority requires an estimated budget of three hundred billion shillings to fully implement the strategy, it has only secured part of the funding from the exchequer and is in consultations with development partners to finance some of the projects in the reviewed Strategic Plan. The Authority is also implementing the Public Private Partnership (PPP) form of project financing with the aim of diversifying the sources of funding and bridge the fiscal financing gap for road infrastructure development currently being experienced in the country. The Authority is committed to building its internal capacity through recruitment, training of staff and enhancement of Information Technology.

Eng. Silas M. Kinoti, MBS
Director General



ABBREVIATIONS & ACRONYMS

ACAL	Alpex Consulting Africa Ltd
AfDB	African Development Bank
BCP	Business Continuity Plan
BoD	Board of Directors
BRT	Bus Rapid Transit
CBK	Central Bank of Kenya
CC	Corporate Communications
CoG	Council of Governors
CoK	Constitution of Kenya
D- RA&CM	Directorate of Road Asset and Corridor Management
D- URD	Directorate of Urban Roads Development
D- URP&D	Directorate of Urban Roads Planning and Design
DG	Director General
EBK	Engineers Board of Kenya
EMCA	Environmental Management and Coordination Act
ERP	Enterprise Resource Planning
ESIA	Environmental and Social Impact Assessment
FY	Financial Year
GDPR	General Data Protection Regulation
GoK	Government of Kenya
HoD	Head of Department
HQ	Headquarter
ICT	Information Communication and Technology
IFMIS	Integrated Financial Management Information System
INTP	Integrated National Transport Policy
ISMS	Information Security Management System
ISO	International Organization for Standardization
ITS	Intelligent Transport System
KAM	Kenya Association of Manufacturers
KBS	Kenya Bureau of Standards
KeNHA	Kenya National Highways Authority
KeRRA	Kenya Rural Roads Authority
KES	Kenya Shillings
KM	Kilometres
KPLC	Kenya Power and Lighting Company
KRA	Kenya Revenue Authority
KRB	Kenya Roads Board
KURA	Kenya Urban Roads Authority
Kv2030	Kenya Vision 2030
LVC	Land Value Capture



M&E	Monitoring and Evaluation
MTIHUD &PW	Ministry of Transport, Infrastructure, Housing Urban Development and Public works
MTP	Medium Term Plan
NaMATA	Nairobi Metropolitan Area Transport Authority
NCA	National Construction Authority
NEMA	National Environment Management Authority
NMIMT	Non-Motorized and Intermediate Means of Transport
NMS	Nairobi Metropolitan Services
NMT	Non- Motorised Transport
NRRDPs	Nairobi Road Rapid Decongestion Programme
NTSA	National Transport and Safety Authority
NUDP	National Urban Development Policy
PC	Performance Contracting
PESHTEL	Political, Economic, Social, Health, Technological, Legal and Environmental
PPADA	Public Procurement and Asset Disposal Act
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
RAS	Road Authorities
RLMF	Road Levy Maintenance Fund
RSIP	Road Sector Investment Plan
SACCO	Savings and Credit Cooperative Organization
SDG	Sustainable Development Goals
SGR	Standard Gauge Railway
SMART	Specific, Measurable, Achievable, Relevant and Time bound
SWOT	Strengths Weaknesses Opportunities and Threats analysis
TNA	Training Needs Analysis
ToR	Terms of Reference
WB	World Bank



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Outering Road



EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

Kenya Urban Roads Authority (KURA) was established under the Kenya Roads Act, 2007 with the mandate to manage, develop, rehabilitate, and maintain all National Urban Roads in Kenya. The Authority's mandate is guided by five-year strategic plans. KURA has overtime successfully implemented two strategic plans (2008 - 2012 and 2013 - 2017). The Authority is implementing its third strategic plan (2018 -2022) which has undergone a comprehensive review. The main purpose for reviewing this Strategic Plan (SP) was to align its strategies with the national development policy and agenda and assess the extent of its execution. This SP further communicates the Authority's goals and objectives as well as the actions that need to be undertaken to achieve these goals.

In order to design appropriate strategic objectives and strategies, an analysis of both the internal and external environment of the Authority was undertaken through a participatory process where among other issues, the underlying strengths, weaknesses, opportunities and threats were identified. The areas of strength included availability of a clear mandate founded in law, commitment and support from Government and dedicated staff. Areas of weakness identified included limited funding and low visibility amongst stakeholders. On the other hand, rapid urbanization was identified as a key opportunity. Encroachment on the roads asset was identified as a huge potential threat. From the stakeholder analysis, it was noted that the Authority has a wide range of stakeholders. These include the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works (MoTIHUD&PW), Kenya Roads Board (KRB), Kenya National Highways Authority (KeNHA), Kenya Rural Roads Authority (KeRRA) and the County Governments among many road users. Other stakeholders include regulatory institutions, industry associations and professional bodies such as Engineers Board of Kenya (EBK), National Construction Authority (NCA), Kenya Power and Lighting Co. Ltd (KPLC), media companies, resident associations, Institution of Engineers Kenya (IEK), service providers including contractors, media, Water Service Boards, Water and Sewerage companies, the general public amongst others.

The Authority has developed a vision to guide its operations for the next five years as "A world class urban road network for sustainable development". Likewise, the Mission developed for the same purpose is "To provide and manage quality, safe and adequate urban road network". To achieve this Vision and Mission, the Authority's operations will be based on three key strategic goals namely; planning, development and management of world-class urban roads and attendant infrastructure; development and deployment of latest technological solutions in the road planning, design, construction and management of roads, and implement institutional capacity and corporate governance principles that support execution of KURA's strategy.

The KURA Board will be incharge of policy formulation and overseeing the general implementation of the plan. The Director General (DG) with the Management Team will be responsible for the execution of the day-to-day operations of the Authority. The Directorate of Policy Strategy and Compliance will be responsible for the Strategic Plan monitoring, evaluation and implementation. Similarly, the Directorate will document all lessons learnt with a view of replicating best practices and providing a feedback mechanism within the Authority. In addition, the Directorate will prepare appropriate data and information collection templates and procedures to measure performance. The Authority will be seeking to raise a total sum of three hundred and eighteen , six hundred and fifty billion for the implementation of the SP over the five-year plan.

Waiyaki way, Redhill - Ling road



ORGANIZATION OF THE STRATEGIC PLAN



ORGANIZATION OF THE STRATEGIC PLAN

The Strategic Plan is organized into eight (8) chapters.

Chapter one (1), looks at the background and overview of the transport sector and roads sub-sector. It highlights KURA's background, mandate and past strategic performance. It further discusses the rationale for the preparation of the strategic plan (2018 - 2022) as well as the context and the methodology used in preparing this revised plan.

While Chapter two (2) gives an overview of the Authority's policy, legal, and institutional framework, Chapter three (3) presents the situational analysis providing an analytical performance snapshot of the preceding (2013 - 2017) strategic plan in view of informing lessons learnt, appreciating the key success factors and challenge areas. It further details an analysis of the Authority's operating environment, SWOT analysis and stakeholder analysis.

Chapter four (4) presents the Authority's five-year strategic direction by including the vision, mission, core values, strategic issues, pillars, goals and a summary of strategic targets. Chapter five (5) discusses the plan's implementation that includes the implementation framework, the implementation matrix and the staff establishment at KURA.

Chapter six (6) presents a strategic risk management model which outlays the key strategic risks that could affect successful implementation of this strategic plan. It describes and ranks these risks and further provides planned actions for mitigation, monitoring and due reporting.

Chapter seven (7) discusses the monitoring and evaluation framework and the high-level key performance indicators. Chapter eight (8) discusses resource mobilization and financial requirements looking at the current funding and funding gaps as well as the resource mobilization strategies that the Authority seeks to put in place. The last part comprises of annexes of reference and supporting information and documentation.

Ngong Road



CHAPTER 1

STRATEGIC PLAN



CHAPTER 1:

SETTING THE CONTEXT OF THE STRATEGIC PLAN

1.1. Overview

Kenya's socio-economic development agenda since 2007 has been guided by the Vision 2030 that defines the country's strategies towards becoming a "globally competitive and prosperous Kenya". The Vision 2030 thus is a vehicle for accelerating transformation of the country into a rapidly industrializing middle-income nation by 2030. The Vision aspires for a country that is firmly interconnected through railways, ports, airports, waterways and telecommunication. It particularly stipulates the importance of scaling up the network coverage and quality of roads. In addition, it singles out the roads component for institutional capacity building for improved management.

The Kenyan Roads Sector is considered one of the most critical drivers of this national agenda. It is widely accepted that attainment of Kenya Vision depends largely on the quality of road network. Road transport is cardinal in Kenya's transportation sector as it carters for over 93% of all freight and passenger traffic in the country. With the implementation of the roads sub-sector investment programme and strategy, Kenya stands to reap immense benefits as a result of high-quality road networks.

In the second Medium Term Plan (MTP II, 2013-2017), a total of 1,304 km of new roads were constructed, 535 km rehabilitated and 154,212 kms were periodically maintained. In addition, the design of 1092Km of new roads and construction of forty-one (41 No.) bridges were completed. It is expected that during the Third Medium Term Plan (MTP III, 2018-2022), all projects initiated in MTP II will be completed. These include the Roads 10,000 programme of Low Volume Sealed Roads and the Road Annuity Programme.

The Third Medium Term Plan (MTP III) of the Vision 2030 envisages priority to enhancing and developing foundations or enablers including infrastructure over the 2018 - 2022 plan period. It is therefore expected that the roads sector will play a key role in stimulating the growth of Housing, Agriculture, Manufacturing and health care as envisioned under the "Big Four" Government development agenda.

It is anticipated that increased budgetary resources will be allocated to development spending over the course of the Plan period. This will ensure that key infrastructure projects initiated during the Second MTP period are completed and the new infrastructure projects planned for implementation during the Third MTP period are adequately funded.

The roads sector in Kenya has undergone many changes over the past five decades and has reached arguably its most illustrious period yet. This has led to the creation of specialized institutions with specific mandates on roads development and management. In particular, there is the Kenya Roads Board (KRB) the Kenya National Highways Authority (KeNHA) and Kenya Rural Roads Authority (KeRRA) and the Kenya Urban Roads Authority (KURA).



1.2. KURA's Role and Mandate

1.2.1. Background

Kenya Urban Roads Authority (KURA) was established under the Roads Act, 2007 and its operations started in the FY 2007/2008. The Authority has an approved staff establishment of 639 employees who are divided between the head office and ten (10) regional offices: Nairobi, Coast, Central, Lower Eastern, Upper Eastern, North Rift, North Eastern, Nyanza, South Rift and Western.

The mandate of the Authority as defined in the Kenya Roads Act, 2007 and as read together with Subsidiary Legislation on Road Classification of 2016 and Urban Areas and Cities (Amendment) Act, 2019 is to Manage, Develop, Rehabilitate, and Maintain all National Urban Roads. The Authority has a vision of 'A World Class Urban Road Network for Sustainable Development' and a mission to "Provide and Manage Quality, Safe and Adequate Urban Road Network".

The specific functions of the Authority include the following;

- i. Constructing, upgrading, rehabilitating and maintaining roads under its jurisdiction;
- ii. Controlling urban road reserves and access to roadside developments;
- iii. Implementing roads policies in relation to urban roads;
- iv. Ensuring adherence by motorists to the rules and guidelines on axle load control prescribed under the Traffic Act and under any regulations under this Act Roads Act, 2007;
- v. Ensuring that the quality of road works is in accordance with such standards as may be defined by the Minister in collaboration with the Ministry responsible for transport and the Police Department overseeing the management of traffic and road safety on urban roads;
- vi. Monitoring and evaluating the use of urban roads; planning the development and maintenance of urban roads;
- vii. Collecting and collating all such data related to the use of urban roads as may be necessary for efficient forward planning under this Act Roads Act, 2007;
- viii. Preparing the road works programmes for all urban roads; and
- ix. Liaising and coordinating with other road authorities in planning and on operations in respect of roads and advising the Minister on all issues relating to urban roads and performing such other functions related to the implementation of the Roads Act, 2007 as may be directed by the Minister.



1.2.2. Road Network Under KURA

KURA road network was until January, 2016 12,549 Km when a new classification was gazetted. Due to re-classification, the road network under KURA reduced to 3,923.21 km of road. The reclassification was in line with the provisions of the Constitution of Kenya 2010 that provides for National and County Roads. After re-classification, KURA's mandate was expanded to cover all counties in line with Article 6(3) of the Constitution of Kenya, 2010. The total paved roads are estimated at 470.79 Km while those that are unpaved are 3,452.42 Km. These roads are in various levels of condition as shown in **Table 1** below.

Table 1: Road Condition Mix under KURA

Surface Type	Total Length (km)	Good		Fair		Poor/U - C	
		Km	%	Km	%	Km	%
Total Paved	470.79	200.88	42.68	194.58	41.33	75.33	16.00
Total - Unpaved	3,452.42	647.33	18.75	1906.77	55.23	897.98	26.01
Total	3,923.21	848.21	61.43	2,101.35	96.56	973.31	42.01

1.2.3. Review of KURA's Past Strategic Performance

KURA implemented the second five-year Strategic Plan (2013-2017) under the MTP II plan period. The SP was geared towards entrenching KURA in the new constitutional dispensation. The Authority's interventions were mainly governed by key policy, legal and regulatory documents including the Sessional Paper of 2012 on Integrated National Transport Policy, the Kenya Roads Act 2007, Road Sector Investment Program (RSIP), among others. Faced with the challenges of reduced efficiency in urban roads, dilapidated infrastructure, changes in the governance and operational environment brought about by devolution and increased urbanization. During this period, the Authority successfully achieved the following:

- Enhanced alignment of the KURA mandate and functions with the Constitution of Kenya 2010 by establishing and implementing transition mechanisms mainly through capacity building and implementing road works within the devolved government systems;
- Effective oversight and coordination of planning, development, rehabilitation and maintenance of the mandated road network. The Authority successfully surpassed the set targets within each of the mentioned areas; and
- Strengthened internal capacity to effectively deliver on the mandate by effectively enhancing Human Resource utilization and productivity, providing physical facilities and equipment, enhancing of ICT infrastructure and support as well as ensuring optimal cost management and full integration of cross cutting issues such as alcohol/substance & drug abuse, gender mainstreaming and disability, HIV/AIDS, Corruption and governance by developing clear policies and conducting organization wide trainings and surveys.



1.2.4. Emerging Issues, Challenges and Lessons Learnt

Emerging Issues

- i. Increased urbanization and infrastructure needs;
- ii. Policy and Constitutional amendments;
- iii. Road user behaviour and low levels of road safety;
- iv. The dynamic nature of technological advancement in traffic management; and
- v. Increased demand for NMT facilities in urban areas and Climate proofing of road infrastructure and Innovative infrastructure funding models such as Public Private Partnership (PPP).
- vi. Effects of Covid - 19.

Challenges

- I. Delays in implementation of projects due to inadequate and delayed funding;
- ii. Delay and high costs in land acquisition and relocation of utilities; and
- iii. Inadequate technical staff and Unplanned and informal urban settlement and Low technical capacity among local contractors.

Lessons Learnt

- I. There is need for lobbying in addressing the policy gap in preserving and securing the urban road network and NMT development;
- ii. There is need for the Authority to undertake a more robust resource mobilization strategies, i.e. thorough engagement with development partners, financing projects via PPP model, commercializing the Traffic parks and undertaking fines for overloaded vehicles;
- iii. Undertaking advance acquisition of land and resettlement of project affected persons before start of works which reduces cost and delays in project implementation;
- iv. Integration of Risk Management in projects and operations has significantly improved service delivery by mitigating against the effects of unforeseen events;
- v. For the delivery of projects within planned time and cost, contract management should be handled effectively with an integrated approach and technical staff to be trained in Contract Management;
- vi. All new road construction projects should adopt Performance Based Maintenance Contracts in order to maintain high service levels while reducing the cost of maintenance;
- vii. Automation and integration of the Authority's processes through tools such as ERP and EDMS are key in enhancing service delivery;
- viii. The adoption of technology in management of the road network such as installation of virtual weigh stations enhanced the surveillance, enforcement of axle load compliance and traffic data collection; and
- ix. The utilization of the GIS system in management of the road assets improved monitoring of the road network and storage & reclamation of inventory of road data and stakeholder's engagement and collaboration with key leadership is critical in controlling encroachments, securing of Land assets and protection of road infrastructure.



1.3. Rationale for Review of KURA Strategic Plan

KURA implemented its second strategic plan (2013-2017) in accordance with its statutory mandate and in line with the Second Medium Term Plan (2013-2017). In accordance with the KURA ISO Procedure for Strategic Plan Implementation and Review (KURA/PE/OP/001), the Authority is required to review its strategic plan annually and develop a new strategic plan every five years. Under the MTP III (2018-2022) KURA is implementing its third RSIP and Agenda 4 amidst the presence of Covid -19 Pandemic. The Authority aims at providing world class urban road network and enhance urban mobility in Kenya. The Plan seeks to implement the provisions of the Medium Term III and the Big Four Agenda for Government of the Republic of Kenya.

The review of this strategic plan is necessitated by a number of factors including the following;

- i. Changes in the operating environment such as socio-economic, political-legal, technological developments, and ecological/climatic conditions;
- ii. Increased travel demand resulting from rapid urbanization and motorization greatly enhancing the need for improved traffic management such Intelligent Transport System (ITS) in urban areas;
- iii. Increasing negative effects of transportation such as traffic congestion, decreased road safety and environmental pollution;
- iv. Increasing demand for sustainable urban infrastructure for smart cities such as NMT;
- v. The need to review the achievements made by the Authority in order to guide the future operations of the Authority;
- vi. Developments in the legal, policy and regulatory framework provide a need for KURA to review its strategic direction in view of revised provisions and requirements. Some of these include the Kenya Vision 2030, the Big Four Agenda, the Kenya Roads Bill, 2017 and the Roads Sector Investment Programme (RSIP).
- vii. The lapse of second MTP of Kenya Vision 2030 hence need for review and realignment of goals in tandem with the third MTP III (2018-2022) targets for Kenya Vision 2030;
- viii. The introduction of the National Development Agenda creates the need for the Authority to align its strategic direction to the identified priority areas of manufacturing, food and nutrition, security, health and housing;
- ix. The Constitution of Kenya, 2010 and in particular the devolution of governance structures has brought with it new opportunities for the Authority to participate more actively in shaping and implementing development initiatives. The vesting of the management of cities, urban areas and municipalities in County Governments call for a collaboration and cooperation between KURA and various County Governments; and
- x. Emerging issues such as traffic congestion and urbanization in cities, urban areas and Covid-19 has necessitated the Authority to critically review the SP and realign all its initiatives, targets and funds towards solving this challenge and with the establishment of the County Governments and emergence of several new municipalities, the Authority is therefore obliged to ensure that road network in all the County headquarters and Municipalities are improved to increase on service delivery to the people.



1.4. Approach and Methodology

The preparation and review of this strategic plan was both consultative and participatory and involved the following key processes: -

- I. Appointment of a review committee to guide the process
- ii) Strategic planning workshop with the Board of Directors to discuss performance, challenges, policy and legal implications as well as reviewal of the Vision, Mission, Clarion Call, Core Values and the desired strategic direction for KURA;
- iii. Strategic planning meetings with the Top Management at KURA to build consensus on approach, methodology, work plan, and stakeholders;
- iv. Data collection from the stakeholders including staff, other roads agencies, government departments, private sector, county governments and other interested parties. The data collection exercise got the views of stakeholders on KURA's performance, opportunities as well as areas for strategic focus; and
- v. The Management Team reviewed the strategies and initiatives which was aimed at achieving the strategic direction and strategic plan validation with the Board of Directors and key stakeholders.

Ngong Road



CHAPTER 2

POLICY, LEGAL & INSTITUTIONAL FRAMEWORK



2. POLICY, LEGAL & INSTITUTIONAL FRAMEWORK

2.1. Introduction

KURA operates within an environment of policies, legal and institutional frameworks that affect delivery of its mandate. The Kenyan Road Network comprises of a total of 163,407.38Kms that includes 41,587.01Kms of National Trunk Roads and 121,820.3Kms of County Roads. This national Network is managed by three Government Agencies as based in the Constitution of Kenya 2010, the Roads Act 2007, the Kenya Roads Board (Amendment) Act 2019, subsidiary legislation on Road Classification of February 2016. The key management agencies include the Kenya Urban Roads Authority (KURA), Kenya National Highways Authority (KeNHA), Kenya Rural Roads Authority (KeRRA) and County Governments. Other agencies include Nairobi Metropolitan Area Transport Authority (NaMATA) and Nairobi Metropolitan Services (NMS).

The network institutional arrangement is summarized in the **Table 2** below: -

Table 2: Institutional arrangements and roads classification

Institution	Functional Classification	Length (Km)	Proportion (%)	Remarks
KURA	U_A to U_C	3,923.21	2.4	Major Urban Arterials and Collectors
KeNHA	S, A & B	18,317.0	11.2	National Trunk Roads
KeRRA	C	19,346.8	11.8	Secondary National Trunk Roads
County Government	D, E, F, G	121,820.3	74.6	To be managed by 47 Counties
Grand Total	-	163,407.38	100	-

The Road classification enables effective delivery of road transport infrastructure among the road agencies. Based on the classification above, the Authority will partner with County Governments to ensure efficient urban roads. This presents an opportunity for the Authority to work with all the County Governments to enhance road network design, development, and management.

2.2. Policy framework

The establishment of the Authority is supported by Government policies, legislations and existing institutional frameworks including SDGs, CoK 2010, Vision 2030 among others as discussed below.



2.2.1. Sustainable Development Goals (SDGs)

Kenya like the rest of the world is working towards meeting the seventeen Sustainable Development Goals (SDGs). The SDG Nos. 9, 11 and 13 envisage resilient infrastructure that promotes inclusivity, sustainable industrialization and fosters innovation; making cities and human settlements inclusive, safe, resilient, and sustainable; and taking urgent action to combat climate change and its impacts.

Sustainable Development Goal 9 recognizes that investments in infrastructure and innovation are crucial drivers of economic growth and development. The goal recognizes that since over half the world population are now living in cities, mass transport and renewable energy are becoming ever more important, as are the growth of new industries and information and communication technologies. United Nations Sustainable Development Goal 9: Industry, Innovation and Infrastructure affirms that basic infrastructure like roads, information and communication technologies, sanitation, electrical power and water remains scarce in many developing countries like Kenya.

On the other hand, quality infrastructure is positively related to the achievement of social, economic and political goals. As a result, inadequate infrastructure leads to a lack of access to markets, jobs, information and training, creating a major barrier to doing business. Besides that, undeveloped infrastructure limits access to health care and education. The existent constraints regarding infrastructure affect firm productivity by around 40 per cent. SDG 11 envisages making cities and human settlements inclusive, safe, resilient and sustainable. KURA provides road infrastructure in urban areas hence contributing to their safety and sustainability.

Technological progress is also key to finding lasting solutions to both economic and environmental challenges, such as providing new jobs and promoting energy efficiency. Promoting sustainable industries, and investing in scientific research and innovation, are all important ways to facilitate sustainable development. More than 4 billion people still do not have access to the Internet, and 90 percent are from the developing world. Bridging this digital divide is crucial to ensure equal access to information and knowledge, as well as foster innovation and entrepreneurship.

The Authority's Strategic Plan for 2018 – 2022 considers projects and programmes that aim to address transport affordability, convenience and safety; environmental sustainability; increased accessibility to public services and industries; and access to wider pool of labour. The strategic plan has also integrated these SDGs for example elimination of poverty and hunger and access to health and life on land which is largely environmental.

2.2.2. The Constitution of Kenya 2010

Kenya's national values, as enshrined in Article 10 of the Constitution, are critical and core in the pursuit of economic, social and political aspirations of Kenyans. The Authority's Strategic Plan for 2018 – 2022 has therefore mainstreamed national values and principles of governance, including; equity, equality, social justice, inclusiveness and protection of the marginalized among others.



Under Article 10 of the Constitution, sustainable development is one of the national values and principles of governance. It binds all state organs, state officers, public officers and all persons whenever any of them: applies or interprets the Constitution; enacts, applies or interprets any law; or makes or implements public policy decisions such as this strategic plan.

At the same time, under Article 6 of the Constitution, the governments at the national and county levels are distinct and inter-dependent, but conduct their mutual relations on the basis of consultation and cooperation. In that regard, national state organs like KURA must ensure reasonable access to its services in all parts of the country. KURA therefore has a duty under the Constitution to manage, develop, rehabilitate and maintain national urban trunk roads in all parts of the country.

Article 204 of the Constitution requires the national government to use the Equalization Fund only to provide basic services including water, roads, health facilities and electricity to marginalized areas to the extent necessary to bring the quality of those services in those areas to the level generally enjoyed by the rest of the nation, so far as possible.

Further, the Fourth Schedule to the Constitution allocates the national government the following transport and communications functions including, in particular: road traffic; the construction and operation of national roads; standards for the construction and maintenance of other roads by counties. For this reason, KURA as an organ of the national government has a key role in implementing the national transport function as allocated by the Fourth Schedule.

Despite the Fourth Schedule, Article 187 permits a function or power of government at one level to be transferred to a government at the other level by agreement between the governments if the function or power would be more effectively performed or exercised by the receiving government; and the transfer is not prohibited by the legislation under which it is to be performed or exercised.

Lastly and relevant to this analysis, Article 184 of the Constitution anticipates national legislation setting out: criteria for classifying areas as urban areas and cities; principles of governance and management of urban areas and cities; and participation by residents in the governance of urban areas and cities as in Cities and Urban areas Act, 2012.

2.2.3. Kenya Vision 2030

The Kenya Vision 2030 is being implemented in successive five-year Medium-Term Plans. The first plan (MTP I) whose objective was to raise the economic growth of the country to 10% and initiate the transformative agenda of the country covered the period 2008 – 2012. The focus of the second (MTP II) covering the period 2013 – 2017 was to sustain and expand physical infrastructure to ensure that it can support a rapidly-growing economy.



The objective of the third (MTP III) covering the period 2018 – 2022, is to prioritize policies, programmes and projects which generate broad based inclusive economic growth, as well as faster job creation, reduction of poverty and inequality, take into account climate change impacts, among others. The Authority's Strategic Plan for 2018 – 2022 responds directly to the provisions of the MTP III and proposes programmes that will support in the realization of the goals.

2.2.4. The Big Four National Development Agenda

The National Development Agenda, also referred to as "The Big Four" details the National priorities and actions for a five-year period covering 2018 to 2022. This agenda is structured along four key pillars which are: enhancing manufacturing, food security and nutrition, universal health coverage and affordable housing. All these pillars have highlighted the roads sector as a key enabler providing the Authority with various opportunities to play a key role in the agenda's execution. Some of these opportunities are highlighted below.

The manufacturing pillar aims at increasing manufacturing from 9% to 15% of GDP by 2022. The pillar identifies roads as a key enabler towards achieving this target. KURA is therefore a key player with regards to the direct or indirect design, development and management of roads to facilitate various proposed manufacturing projects such as the Kenya Leather Park Machakos, Naivasha Industrial Park as well as SGR parks.

The food and nutrition pillar aims at achieving 100% food and nutrition security across the country over the next five years. A key initiative that will drive the achievement of this is the provision of consistent and comprehensive urban roads network. Additionally, in a bid to reduce the cost of food, KURA will play a key role in enhancing the road network which in turn will improve the market and distribution infrastructure. There is an opportunity for the Authority to play a role in the design, development and management of roads to producer and agricultural markets. The housing pillar targets to develop one million homes across the country by the year 2022 presenting an opportunity to design, develop and maintain access roads.

2.2.5. The National Urban Development Policy

The anticipated demographic, social and economic changes brought about by rapid urbanization have prompted the Government to prepare the National Urban Development Policy (NUDP) whose objectives are to strengthen urban governance and management, development planning, urban investment and the delivery of social and physical infrastructure in urban areas. The long-term goal of NUDP is to accelerate economic development, eradicate poverty, promote equity and help the nation to achieve the Vision 2030. In transportation, the NUDP lists long traveling times, poor safety, high operation costs, limited modal integration, inappropriate modal split, and lack of urban transport policy as some of the challenges hindering efficient and effective urban transport.



The policy recommends among others that all urban areas and cities should prepare and implement an appropriate transportation strategy with emphasis on mass transport, pedestrian and cycling modes. The programmes in this strategic plan address issues to do with traffic congestion, road safety and mass transportation among others in line with the dictates of the NUDP as well as the NMT policy developed by the Nairobi County Government.

2.2.6. The Integrated National Transport Policy (INTP) 2012

The Session Paper of 2012 on Integrated National Transport Policy identifies several challenges inhibiting the transport sector in Kenya from performing optimally and includes inappropriate modal split. The Paper proposes a new framework for transport sector management that encompasses the integration of Non-Motorized and Intermediate Means of Transport (NMT) as well as consolidation of urban public transport through encouraging a shift to high occupancy vehicles. The Authority's Strategic Plan for 2018 – 2022 has been designed to include projects and programmes that are aimed at enhancing use of NMT as well as promotion of mass transit within urban areas.

2.2.7. The Roads Sector Investment Programme (RSIP), 2018

The Government has developed a Roads Sector Investment Programme (RSIP), 2018 that seeks to guide road development in the country up to the year 2024. The RSIP aims to achieve the following goals among others:

- i. Timely routine and periodic maintenance;
- ii. Elimination of maintenance backlog through rehabilitation and reconstruction;
- iii. All National and Urban roads to be of bitumen standards;
- iv. Roads connecting county headquarters; commercial and administrative centers to be connected by bitumen roads;
- v. Eliminate urban traffic congestion by dualling, road widening, junction improvement and new construction;
- vi. Roads within agricultural and productive centers; National Parks, game reserves and tourist facilities to be all-weather; and
- vii. Effective axle load management and control.

2.3. Legal Framework

2.3.1. The Kenya Roads Act, 2007

The Kenya Roads Act, 2007 establishes KURA as a State Corporation under the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works (MoTIHUD & PW) Section 10(1) of the Act confers on KURA the responsibility for management, development, rehabilitation and maintenance of all National Urban Roads. Further, the Roads Act, 2007 defines "urban roads" according to the classification in the First Schedule.



Specifically, KURA has responsibility over the following road classes:

- i. Urban Arterials - Class UA;
- ii. Urban collectors including primary distributors, district distributors – Class UC; and
- iii. Urban local roads including minor distributors, local streets, residential stand accesses, commercial and industrial stand accesses, shopping streets – Class UL.

2.3.2. The Kenya Roads Board (Amendment) Act, 2019

The Act establishes Kenya Roads Board whose mandate is to oversee the road network in Kenya and thereby coordinate its development, rehabilitation and maintenance and to be the Principal advisers to the government on the matters related thereto.

The Act is an amendment of the Kenya Roads Act, 1999. It seeks to exempt development budget and any funds raised through borrowing from the funds allocation formula specified in the Act. The amendments further give the Kenya Roads Board power to borrow and leverage on the Kenya Roads Fund. The amendments will affect the funds allocation criteria in the roads sub-sector.

2.3.3. Urban Areas and Cities (Amendment) Act, 2019

The Act establishes a legislative framework for: classification of areas as urban areas or cities; governance and management of urban areas and cities; participation by the residents in the governance of urban areas and cities; and for related purposes. Under section 6 of the Act, the capital city, Nairobi is required to provide infrastructure necessary to sustain efficient transport network connecting to rural areas, towns and other local, regional and international cities. Moreover, under section 6(5) the two levels of government are required to enter into an agreement regarding the performance of functions and delivery of services by the capital city. Additionally, the Act vests the management of cities, towns and municipalities in boards created under the Act.

2.3.4. Traffic amendment Act, Revised 2014

The Traffic Bill 2014 seeks to amend the Traffic Act, Cap 403 Laws of Kenya, by introducing safety measures and enforcement mechanisms such as ensuring that traffic routes in the vicinity of the designated zones are maintained with safety features that include but are not limited to wide pavements, footpaths, cycle-tracks, roadside barriers, pedestrian crossings and underpasses and footbridges with appropriate signs and markings.

2.3.5. Land Value (Amendment) Act, 2019

The act establishes a legislative framework for compulsory land acquisition for use to promote public benefit which is considered necessary in the interest of defence, public safety, public order, public morality, public health, town and country planning or the development or utilization of any property. The Act provides for the assessment of land value index in respect of compulsory acquisition of land; and for connected purposes. It enhances efficiency and expedites the process of compulsory land acquisition.

2.4. Institutional Frameworks

Kenya Urban Roads Authority is complemented by other institutions such as KeNHA, KeRRA, NMS, among others in the delivery of its mandate.

Outering Road



CHAPTER 3 SITUATIONAL ANALYSIS



3. SITUATIONAL ANALYSIS

3.1. Introduction

This Chapter addresses KURA's current operating environment including performance in the last strategic plan. An analysis of internal and external operating environment to reveal the Strengths, Weaknesses, Opportunities and Threats (SWOT) and stakeholders' analysis is discussed.

3.2. Strategic Achievements (2013- 2020)

The Authority's Strategic Plans 2013-2017 and 2018 – 2022 were formulated and reviewed in consultation with key stakeholders and in line with the devolved systems of governance as provided for by the Constitution of Kenya 2010 and in compliance with the MTP II and III.

The Strategic Objectives that guided the Authority in the implementation of the Strategic Plan (2013 – 2017) are as follows: -

- i. Align KURA's mandate and functions with the Constitution of Kenya 2010;
- ii. Offer effective oversight and coordination of planning, development, rehabilitation and maintenance of the road network;
- iii. Strengthen internal capacity of KURA to effectively deliver on its mandate; and
- iv. Fully finance the Strategic Plan and ensure full integration of cross cutting issues.

The following are the strategic objectives under the 2018 – 2022 Strategic Plan;

- I. Planning, development and management of world class urban roads and attendant infrastructure;
- ii. Develop and deploy latest technological solutions in the planning, design, construction and management of roads; and
- iii. Implement Institutional capacity and corporate governance principles that support execution of KURA's strategy.

An analysis of the Authority's performance depicts a good rating, considering the budgetary provisions and staffing position as summarised in **Table 3** over leaf.

During the assessment of performance (2013 – 2017), stakeholders rated the performance of the Authority in various aspects of the strategic plan. The rating is summarized in Annex 3. On the key performance objectives, the Authority rated an average of good performance.



Table 3. KURA's Performance on Core Mandate

Financial Year	Designs (KM)		New Construction (Lane KM)		Upgrading and Rehabilitation (Lane KM)		Bridges (No.)		Footpaths (KM)		Periodic Maintenance (Lane KM)		Routine Maintenance (Lane KM)	
	Targets	ACHVs	Targets	ACHVs	Targets	ACHVs	Target	ACHVs	Target	ACHVs	Target	ACHVs	target	ACHVs
2013/14	69	71.3	46.3	44.3	17.79	54.9	4	4	31.7	33.4	92	63.3	3113.1	1,088.4
2014/15	32.6	23.2	51	53.76	20.05	24.02	2	5	36.25	36.11	34.8	53.39	2364.4	3,445.24
2015/16	45.5	49.5	53.98	25.97	18.98	35.02	4	2	47.6	28.77	4.0	75.28	2925	2,928.5
2016/17	85.3	76	89	108.17	15.8	33.4	16	25	28	29.93	225.7	180.7	3171.3	3,119.56
2017/18	40.90	61.70	37.40	46.66	86.40	80.20	11	12	94.5	109.91	366.67	469.14	2535.10	2598.80
2018/19	433.68	291	197.64	158.8	127	139	12	12	160.40	118.45	605.84	611.64	1761.20	1955.51
2019/20	68.9	69	180.51	122.05	163.84	64.45	10	9	193.71	174.03	557.82	488.33	2505.28	2544.64
Total	775.88	641.7	655.83	559.71	449.86	430.99	59	69	592.16	530.6	1886.83	1941.78	18,375.38	17680.65



The **Table 4** below highlights the key achievements, against the set strategic objectives, made by the Authority over the 2013 – 2017 implementation period.

Table 4: KURA Performance against Strategic Objectives (2013- 2017)

Strategic Objective	Key Strategies	Commentary
Objective 1: To align KURA's mandate and functions with the Constitution of Kenya 2010 by 2015	Establish and implement transition mechanisms	☆ Undertook capacity building to Counties through the provision of technical assistance
	Implement road works within the devolved government systems	☆ Carried out monitoring and evaluation exercises for urban roads and prepared several reports. ☆ Initiated the development of Konza City Special Economic Zones to ensure that it is equipped with a road network. Provided technical assistance to Turkana and Mandera. ☆ Initiated several road development at County Headquarters.
Objective 2: Effective oversight and coordination of planning, development, rehabilitation and maintenance of the mandated road network.	SUMMARY IN TABLE 3	
Objective 3: Strengthen internal capacity to effectively deliver on the mandate;	To enhance Human Resource Utilization and Productivity	☆ Job satisfaction surveys disseminated. ☆ Developed requisite policies on HRD/HRM Strategy. ☆ Reviewed and enhanced organization structure. ☆ Employ additional staff. ☆ Conducted Training Needs Assessment (TNA) and developed training programme & reports
	To Provide physical facilities & equipment to enhance efficiency & effectiveness	☆ Undertook centralization & computerization of Registry.
	Enhancement of ICT Infrastructure	☆ Developed and implemented ICT Policy. ☆ Undertook standardization of ICT Equipment.



Strategic Objective	Key Strategies	Commentary
	Enhancement of Business Systems and Equipment	☆ Procured priority ICT systems and continually ensured maintenance. ☆ ICT trainings conducted. ☆ ISO-QMS certification obtained. ☆ Key KURA processes documented. ☆ ERP, Autocad civil 3D, Traffic Management Centre (ITS).
Objective 3: Strengthen internal capacity to effectively deliver on the mandate; and	Enhancement of ICT Support Services	☆ Fully established of ICT Department. ☆ Developed and utilised ICT Helpdesk System. ☆ ICT Tools available.
	Design and implementation of Business continuity Plan	☆ BCP implementation not done.
	Selection of Suppliers for service provision	☆ Continuous formulation of selection criteria, advertisement, evaluation and due diligence.
	Timely Procurement of goods works and services	☆ Linked procurement to the ERP system. ☆ Timely preparation of Annual Procurement Plan (APP)
	Cost reduction and savings	☆ Posting of tender documents online. ☆ Increased supplier base.
	Timely Disposal of idle Assets	☆ Identification of idle assets done and listing generated.
	Enhance Communication in KURA	☆ Training of field staff conducted. ☆ Communication Policy and Strategy not completed.
	Enhance KURA Corporate Image	☆ Customer Satisfaction Survey conducted. ☆ Corporate branding memorabilia developed. ☆ Reviewed and implemented Service Charter/Resolved Charter. ☆ Public Complaints Resolution reports done.



Strategic Objective	Key Strategies	Commentary
	Enhance & sustain media relations	☆ Training of media journalists on reporting on infrastructure done. ☆ Carried out road safety campaign. ☆ Draft communication plan developed.
Objective 4: Financing the strategic plan	Align budgeting process to strategic activities	☆ Appointed Budget Committee. ☆ Documented annual activities. ☆ Timely annual budget development and approval. ☆ Funding prioritization based on RSIP.
	Identify and tap alternative sources of funding	☆ Identified potential sources of funding. ☆ Developed project proposals for funding. ☆ Carried out feasibility studies on proposed roads viabilities. ☆ Adopted PPP and Annuity.
	Investing in short term opportunities	☆ Not done.
	Develop long term project funding framework for infrastructure bonds	☆ Identified and sourced transaction advisers
Objective 5: Full integration of cross cutting issues	Enhance compliance to Performance Contract requirements on cross cutting issues	☆ Implemented alcohol/substance & drug abuse policy. ☆ Conducted gender mainstreaming and disability research surveys.
	HIV/ AIDs awareness	☆ Organizational HIV/AIDS policy developed.
	Enhance corruption eradication	☆ Corruption and governance perception survey disseminated. ☆ Policy developed.



During the implementation period, the following challenges were encountered:

- i. Inadequate funding;
- ii. Increased encroachment on road reserves and corridors;
- iii. Low contracting capacity;
- iv. Inadequate institutional capacity;
- v. Political risks, including the impending road sub sector reforms;
- vi. Insecurity in some parts of the Country;
- vii. Poor institutional coordination and collaboration;
- viii. Exogenous costs and delays associated with land acquisition, encroachments and resettlement, relocation of services, and court cases; and
- ix. Solid waste disposal on pavements within drains and road verges and general road infrastructure backlog.
- x. Pandemic like covid-19 disrupting lives

3.3. SWOT Analysis

A SWOT Analysis of the Authority reviews that it has various strengths and opportunities that it can build on in undertaking its mandate. The Political, Economic, Social, Technological, Environmental and Legislation (PESTEL) analysis was used for external analysis. The analysis is based on participatory stakeholder's workshops organized during the plan preparation process.

3.3.1. Key Strengths and Weaknesses

Among the many strengths that the Authority has is a clear legal foundation – Roads Act 2007 and subsequent legislation, policy and regulations. The provisions under the legislation has ensured that KURA's mandate has no overlaps with the mandates of her sister institutions. In addition to the legislation reasonable staffing with competent and professional staff, capacity building programs and an elaborate and robust Corporate Social Responsibility programmes remains Authority's strength .

A major weakness of the Authority is the limited budgetary reliance on GOK budgetary allocations. The limited funding sources subjects the Authority to frequent budgetary cuts that inhibits the operations of the Authority. Similarly, the Authority suffers from limited capacity to enforcement of Legal mandate as well as limited visibility. Similarly, it lacks approved Design Manuals for urban areas. The Institutions strengths and weanesses are summarized in the **Table 5** below.

Table 5: Key Strengths and Weaknesses

Strengths	Weaknesses
☆ Clear legal foundation –Roads Act 2007 and subsequent legislation, policy and regulations. ☆ Well defined mandate and road network. ☆ Competent and professional staff. ☆ Established physical infrastructure –offices, ICT, vehicles.	☆ Limited technical staff numbers against workload. ☆ Inadequate funding. ☆ Lack of a defined communication strategy. ☆ Inadequate visibility of the Authorityamong stakeholders.



Strengths	Weaknesses
☆ Well established and functional organizational structure. ☆ Good will from the National Government Development Partners. ☆ Established operational systems - ISO certified, operating software, manuals, policies, customer service charter, Countrywide representation / regional reach, comprehensive and effective employee social welfare support programmes and policies. ☆ Robust Corporate Social Responsibility Programmes	☆ Lack of approved design manuals for urban areas . ☆ Limited resource mobilization strategies. ☆ Overloading of pavements

3.3.2. Key Opportunities

The key opportunities are as highlighted **Table 6** below:

Table 6: Key Opportunities

PESTEL Factor	Opportunity and Implication to KURA
Political	☆ Vision 2030 identifies the road infrastructure as a key foundation/ enabler for the Vision's pillars thus raising good will
	☆ Big Four Developmental Agenda of the Government: Road infrastructure is a key support for the realization of the agenda thus having the necessary political support. A key opportunity lies in the aspect of enhancing accessibility which is considered as a key enabler to achieving the success of the four pillars.
	☆ Regional integration –creates new markets and opens up the country and road network.
	☆ Collaboration with the County Governments in the areas of capacity building, technical assistance and development of County Headquarters and other urban centers.
	☆ Commercialization of KURA services in planning, design and supervision of road development programmes will bring additional revenues.



PESTEL Factor	Opportunity and Implication to KURA
Economic	☆ Vibrancy of Devolution creating opportunities for development of more road infrastructure in cities and urban areas.
	☆ Utilization of Public Private Partnerships (PPP) or Land Value Capture (LVC) to access additional resources.
	☆ Discovery of oil –increased revenues and improved economy of the country and more funding for roads.
	☆ RSIP provides for sourcing of additional/alternative funding for roads development and maintenance.
	☆ Availability of a pool of Development Partners where KURA can source for funding.
	☆ Specific SDG on sustainable Cities, availability of Health facilities accessibility provides opportunities for network expansion.
	☆ Enhanced road network efficiency via BRT infrastructure development, NMT and Road Safety Infrastructure.
Social	☆ Implementation of Corporate Social Responsibility Programmes to boost visibility and promote stakeholder engagement through projects like improve markets, schools, wellness centres, bus parks, etc.
	☆ Provision Traffic Safety Parks in counties.
	☆ Provision of internship, industrial attachments and other training opportunities for the youth.
	☆ Development of roads in informal settlements.
	☆ Population increase and more educated Kenyans-Access to a large pool of skilled manpower in the local labour market.
	☆ Increase number of skilled labour.
Health	☆ Increased demand for NMT infrastructure due to associated health benefits.
	☆ The adoption of design-for-all concept that caters for the needs of differently enabled persons.
Technological	☆ Availability of modern design and surveying software.
	☆ Availability of modern road construction technologies (equipment, materials and methodologies).
	☆ ITS design and implementation.

PESTEL Factor	Opportunity and Implication to KURA
Environmental	☆ Climate change and rapid developments in urban areas demanding for improved road and drainage systems.
Legal	☆ Proposals to the amendment of the Kenya Roads Act 2007 for increased funding allocation due to rapid urbanization demand for transport.
	☆ Change in legislation that introduced national urban roads.
	☆ Abolition of the NEMA and NCA fees has released more funds for development and maintenance of urban roads.
	☆ Enactment of the Public Private Partnership Act 2013 offers an opportunity for KURA to access additional resources for road development.

3.3.3. Key Threats

The key threats are as illustrated table 7 below:

Table 7: Key Threats

Threat	Implication	Mitigation
Reduced budgets	☆ Reduced capacity to implement projects.	☆ Explore alternative sources of funding.
Increase in change of land use	☆ Increased cost of road design, construction, management and maintenance. ☆ Inadequacy of already provided facilities.	☆ Partner with counties to ensure proper planning in urban areas. ☆ Proper Planning and development control.
Encroachment on the road reserves	☆ High cost of road development and maintenance. ☆ Reduced functionality of the road and poor quality of works.	☆ Establishment of road corridor and enforcement team. ☆ Enforcement of Chapter 6 of the Constitution 2010. ☆ Mapping and demarcation of road corridor.
Corruption	☆ Low return on investments.	☆ Setting up of a corruption prevention framework.
Failure to adopt the emerging technologies in the design, construction and management of roads	☆ High cost of design, construction and management of roads. ☆ Low competitiveness.	☆ Adaptation of modern technology. ☆ Research and innovations.
Political Interference	☆ skewed distribution of resources. ☆ None adherence to the RSIP.	☆ Strict implementation of RSIP.



Threat	Implication	Mitigation
Damping of waste in road reserves, storm drainage and vandalism of road assets	☆ High cost of road construction, maintenance and management. ☆ Destruction of constructed road facilities.	☆ Road asset and corridor management.
Degradation of the environment, Climate change and depletion of construction materials.	☆ Unpredictable floods. ☆ Overtopping of drainage facilities. ☆ Stoppage of works. ☆ Death.	☆ Establish emergency response unit. ☆ Development of redundant facilities. ☆ Periodic assessment of facilities. ☆ Development of early warning controls. ☆ Research and
Unplanned urban development	☆ Costly land compensation and payment for relocation of services and encroachment.	☆ Secure road assets including all corridors.
Micro economic instability (interest rates, inflation and forex fluctuations)	☆ Increased cost of road construction.	☆ Secure long-term funding for roads; develop cheaper construction technologies. ☆ Utilise PPP and infrastructure bond.
Donor Fatigue, Global Economic Recession and Covid - 19 Pandemic	☆ Reduced funding for roads.	☆ Seek alternative funding sources; develop internally generated revenues.
Road accidents / Incidents	☆ Loss of life and property.	☆ Road safety measures and public awareness with NTSA.

3.4. Key Stakeholder Analysis

Stakeholder mapping was done through power influence analysis. Their roles and KURA's obligation are summarized in **Table 8** below.

Table 8: Key Stakeholder Analysis

Stakeholder	Role	Obligation of KURA to Stakeholder
MOTIHUD & PW	Policy formulation and oversight	☆ Full implementation of the policies and regulations. ☆ Regular and accurate reporting.
Kenya Roads Board	Oversee the road network in Kenya and thereby coordinate its development, rehabilitation and maintenance and to be the principal adviser to the Government on all matters related there to.	☆ Prudence in utilization of allocated funds. ☆ Timely and accurate reporting.



Stakeholder	Role	Obligation of KURA to Stakeholder
Other Road Agencies	Management of the various classes of roads	☆ Collaboration in development and management of roads ☆ Information sharing
National Environmental Management Authority (NEMA)	NEMA is responsible for coordinating the implementation of all policies relating to environment.	☆ Compliance with environmental requirements in the development, maintenance and rehabilitation of the National Urban Road Network.
Ministry of Lands	Development, management and implementation of the National Land Policy for sustainable management of the land resource for socio-economic development.	☆ Identification of roads during land demarcation and subdivision.
National Land Commission	Custodian of public land	☆ Timely provision of land acquisition plan. ☆ Partnerships in acquiring and securing land. ☆ Consultation in resettlements and compensation of PAPs.
County Governments	Implementation of County Governments functions as defined in the fourth schedule of the constitution.	☆ Collaboration on planning and development of urban roads.
The National Treasury	Formulate, implement and monitor macro-economic policies involving expenditure and revenue	☆ Prudent utilization of allocated resources. ☆ Prioritization of programmes.
Utility providers	Providers of water, power and data services	☆ Partnership in service relocation. ☆ Provision of service ducts.
National Government Ministries, Departments and Agencies	Development and implementation of policies at the national level	☆ Compliment in implementing the National Government development agenda.
Contractors, suppliers and consultants	Support in supply of goods and services	☆ Prudent contract management; timely facilitation during execution of road contracts; capacity building. ☆ Timely payment.
The Public	Users of road infrastructure	☆ Provide quality and efficient urban road infrastructure. ☆ Public participation. ☆ Excellence service
Staff	Facilitate the implementation of the Authority's mandate	☆ Provide conducive work



3.5. Critical Success Factors

Based on the situational analysis, several factors that are critical in the successful implementation of the new strategy have been identified. The critical success factors for KURA are listed in **Table 9** below.

Table 9: Critical Success Factors

Critical Success Factor	Action Area
STRATEGIC FOCUS (Leadership, Management, Planning)	A defining vision bold enough to inspire; a mission that brings the best out of everyone.
PEOPLE (Personnel, Learning and Development)	KURA will ensure that staff:- ☆ Are carefully hired based on talent and personal strengths. ☆ Are given opportunities to develop their valuable skills and knowledge. ☆ Understand overall organization strategy and what is expected of them. ☆ Are rewarded for desirable performance. ☆ Provision of a staff separation strategy.
OPERATIONS (Processes and Workflow)	KURA's processes and work will: ☆ Be aligned to deliver superior customer value. ☆ Be documented, measured and controlled with full staff input. ☆ Encourage innovation and collaboration throughout the organization. ☆ Have well defined Standard operating procedures and instructions. ☆ Adopt modern technology in work processes.
CUSTOMER FOCUS (Stakeholder engagement and Customer Satisfaction)	To ensure customer satisfaction and stakeholder engagement, KURA will; ☆ Continuously monitor customer needs, values and satisfaction. ☆ Engage stakeholders with targeted communications.
FINANCES (Funding, Assets, Facilities and Equipment)	To maintain financial prudence, KURA will: ☆ KURA will put in place adequate controls in financial management while implementing the strategic plan some of which will be embedded in the ERP system. ☆ Regular financial reports will be shared with the management to facilitate rational decision making.



Critical Success Factor	Action Area
	☆ The Authority will aggressively seek alternative sources of income by developing and following up on the funding proposals with development partners. ☆ Beyond corporate facilities, employees will be provided with equipment and tools needed to enhance their productivity.

3.6. Key Lessons Learnt

- i. Setting of high targets challenges the Authority to stretch its performance;
- ii. Annual work plans, performance contract and the budget should be aligned to the strategic plan;
- iii. Enhance visibility of the Authority;
- iv. Interrogate the shrinking road network;
- v. Cascade the strategic plan to all levels within KURA;
- vi. There is need to improve the resource mobilization strategy and process;
- vii. Low annual deficits translate to less funding from exchequer;
- viii. Consider having rolling budgets to ensure continuity of project life cycles;
- ix. Consider implementing projects in all urban centres;
- x. Enhance monitoring and evaluation within the Authority; and
- xi. KURA to have new design concepts for BRT, NMT and informal settlement infrastructure development to take advantage of political goodwill and uncoordinated physical planning hampers proper development of the roads in urban areas.

Eastern Bypass



CHAPTER 4

STRATEGIC MODEL

4. STRATEGIC MODEL

4.1. Introduction

The Strategic Model presents the direction for KURA for the next five years and beyond. Guided by a long-term vision and mission, the model identifies key strategic issues that have arisen from KURA's mandate and the operating environment. Strategic objectives have also been identified in the strategic model. The objectives present specific outcomes that KURA must achieve in the next five years towards realizing its vision for Kenya.

4.2. Strategic Vision

"A world class urban road network for sustainable development"

4.3. Mission Statement

"To provide and manage quality, safe and adequate urban road network"

4.4. Organizational Core Values



Figure 1: Core Values



These organizational core values are as defined in **Table 10** below:

Table 10: Organizational Core Values

CORE VALUE	DEFINITION
Commitment	Persistently dedicated to effectively meet stakeholder needs
Professionalism	Competency of staff in efficient and effective service delivery through peak performance and passion
Teamwork	Working together diligently towards collective achievement of our vision and mission
Integrity	Promoting transparency, accountability, objectivity, social justice and environmental stewardship in our work
Excellence	Exceeding customers expectations
Equity	Embracing fairness, diversity and inclusiveness in the delivery of our mandate

4.5. Strategic Issues

Table 11: Key Strategic Issues

STRATEGIC OBJECTIVES	STRATEGIC ISSUES
Planning, development and management of world - class urban roads and attendant infrastructure.	Key issues identified include increased congestion, inadequate road safety, encroachment on road reserve, higher amounts of air pollution, poor waste disposal, more increased inadequate infrastructure for pedestrians and other non-motorized transport facilities. Additionally, there is need for enhanced management and maintenance of the urban road network and attendant infrastructure, clarity on classification of urban roads, improved enforcement to enhance protection of the roads asset.
Development and deployment of latest technological solutions in road planning, design, development, and management	The issues identified under this focus area include lack of updated data on road condition, the urban road network; poor application of technology in road design, construction and development and general lack of modern standards for road design, construction, and attendant developments.
Implement institutional capacity and corporate governance principles that support execution of KURA's strategy	The key issues around institutional capacity and corporate governance include; inadequate management of information, limited funding for projects, low staff numbers, suboptimal organizational culture, work ethics and volatile risk universe.

4.6. Strategy House and Strategic Goals

The strategy house presents the strategic focus for KURA showing the key pillars which the strategy is built on. At the apex is the Vision, supported by three main pillars of planning and development of urban roads, research and development, and optimal management and protection of the road asset and attendant infrastructure. Institutional capacity and corporate governance form the foundational pillar for the strategic plan.

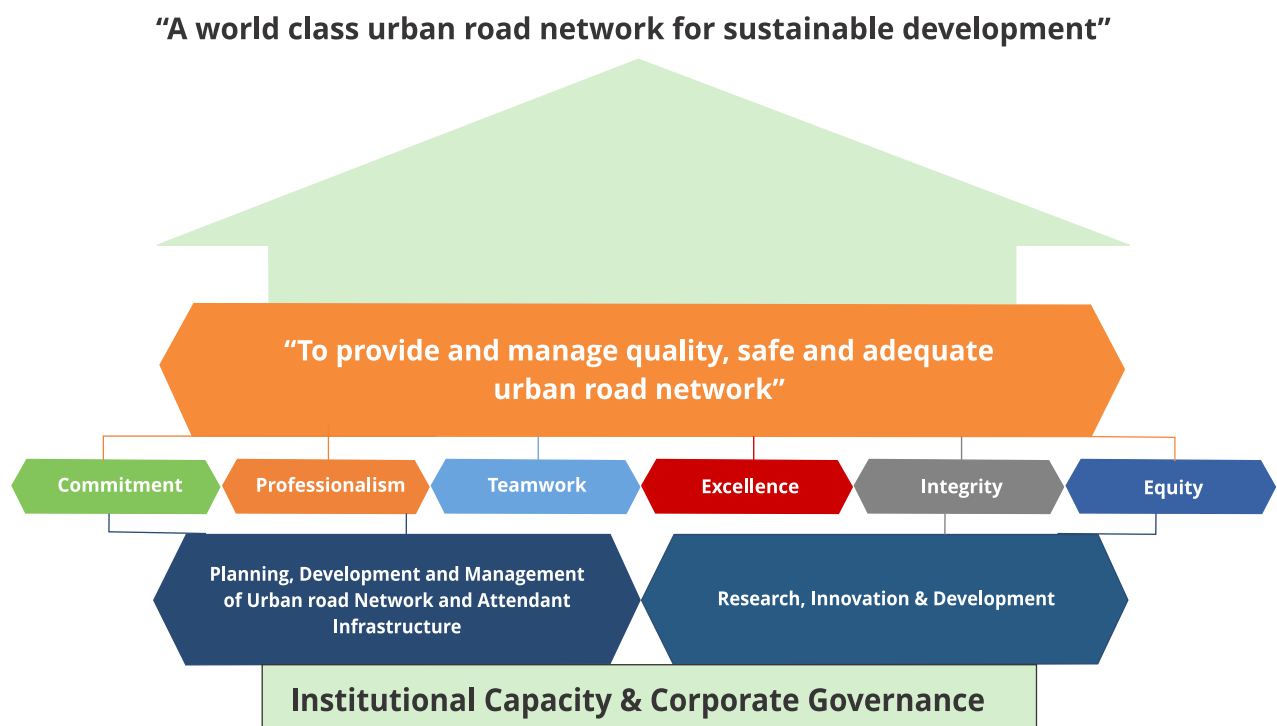


Figure 2: KURA's Strategic Model

The development of this strategic plan will support KURA in the realization of its long term goals which include: -

- i. Provision of urban road network for efficient urban mobility;
- ii. To improve accessibility to industries, markets and pools of labor so as to spur economic growth and job creation;
- iii. To enhance transport affordability and sustainability through rapid expansion and maintenance of NMT and mass transit facilities;
- iv. To ensure timely maintenance to enhance the network's sustainability;
- v. To uphold and enhance national values and principles of governance through balancing of regional distribution of urban road network and to work towards people first and seek meaningful involvement.



4.7. Strategic Objectives

For each of the strategic pillars identified in the Strategy House, overarching goals and strategic targets were developed that will provide a road map on how each will be achieved ultimately leading to the realization of the vision. These are summarized in the **Table 12** below:

Table 12: Summary of Strategic Goals and Objectives

Pillar	Overarching Goal	Strategic Targets
Planning, development and management of world class Urban Roads Network	Planning and development of world class urban roads and attendant infrastructure	☆ Reduce travel time. ☆ Improve road safety. ☆ Increase network coverage to include all counties. ☆ Provide and improve adequate drainage system. ☆ Reduce pollution on the roads. ☆ Provide well maintained roads. ☆ Improve implementation and monitoring environmental and social safeguards. ☆ To prioritize projects with high impacts.
	Robust legal and regulatory regime that supports sustainable urban roads development	☆ Enhance legal scope and clarity. ☆ Propose updating of urban roads register. ☆ To effectively enforce axle load control ☆ To ensure full control of the road corridor. ☆ To seek harmonization of the PPADA provisions with the Civil Engineering Project Management Standard (FIDIC).
Research, Innovation and Development	Develop and deploy latest technological solutions in the planning, design, construction and management of roads	☆ Use of modern technology in the collection of data on Urban Roads condition. ☆ Adoption of intelligent traffic management systems. ☆ Adoption and maintenance of current applications. ☆ Adopt sustainable technology for management of urban roads. ☆ Establish research collaborations and linkages with institutions. ☆ Propose review of standards for roads design, construction and attendant infrastructure. ☆ MOU with relevant academic institution on the research.



Pillar	Overarching Goal	Strategic Targets
Institutional Capacity and Corporate Governance	Institutional and corporate governance structures and practices that support execution of KURA's strategy	☆ To have a clear communication framework for stakeholders. ☆ To comply with Chapter 6 of the Constitution and Integrity Act. ☆ Diversify sources of funds. ☆ To achieve optimal staffing ☆ To continuously develop staff. ☆ To carry out effective succession planning Strengthen an institutional value system. ☆ To continually ensure compliance with relevant laws and regulations. ☆ Integrate a risk-based approach to all projects and processes.

Ngong road



CHAPTER 5 STRATEGIC PLAN IMPLEMENTATION



5. STRATEGIC PLAN IMPLEMENTATION

5.1. Introduction

This section presents the implementation of the strategic model. It outlines the implementation framework, the implementation matrix and the organizational structure. These are discussed in the various subheadings below.

5.2. Implementation Framework

To achieve the above stated objectives, there is need for a robust implementation framework that will comprise of multi-stakeholder involvement and actions. The Successful implementation of a strategic plan requires linkage of objectives to implementation framework. Such a framework entails linking activities and resources to desired results. In ensuring that the strategic priorities are implemented, an appropriate methodology has been developed based on the following three areas:

- i. Performance Objectives - What strategy must be achieved and what is critical to its success?
- ii. Measure - How will success be measured and tracked?
- iii. Target – What will be the performance expectations?

To achieve desired outcomes, KURA has identified short, medium and long term actions that are required in the strategic plan. Short term actions will be implemented within the first year of the plan, while medium term action will take up to three years and long term actions will take up to five years. These are summarized in the implementation matrix overleaf mentioned in **Table 13, 14 & 15**.



Table 13: Strategic Pillar 1: Planning, Development and Management

STRATEGIC PILLAR 1: PLANNING, DEVELOPMENT AND MANAGEMENT OF WORLD-CLASS URBAN ROADS AND ATTENDANT INFRASTRUCTURE				
Objective	Key Performance Indicator	Target	Initiatives	Output
Increase urban road network coverage	% average reduction in travel time due to increased 4 URTMPs network		Preparation of Urban Roads Transportation Master Plans (URTMP)	Eldoret, Kisumu, Nakuru and Meru (Roads, ITS, BRT)
			Design of urban road network	2000 Kms of new roads
				120 footbridges
				15 interchanges
				30 No. river crossing bridges
				3 No. BRT routes in Nairobi
				2 No. BRT routes in Mombasa
				3000 kms of footpaths incorporating a network approach
				1000kms of cycle tracks incorporating a network approach
			Junction improvement	60 No. of Junctions improved through NRRDP
			Design of comprehensive Urban Roads drainage Systems.	6 No. master plans in Nairobi, Mombasa, Eldoret, Kisumu, Nakuru and Narok
			Develop new roads, bridges & interchanges	300 Kms of New Roads constructed
				200 Kms of Roads rehabilitated
				50 new footbridges constructed
				3 new interchanges constructed



STRATEGIC PILLAR 1: PLANNING, DEVELOPMENT AND MANAGEMENT OF WORLD-CLASS URBAN ROADS AND ATTENDANT INFRASTRUCTURE				
Objective	Key Performance Indicator	Target	Initiatives	Output
		Development		1 No. viaduct constructed
				10 No. River Bridges /Box Culverts constructed.
				2 No. BRT Routes in Nairobi constructed
			Development and improvement of integrated non-motorized transport networks in 5 No. cities and major towns (Nairobi, Kisumu, Mombasa, Eldoret and Nakuru) with output being the No. of NMT networks completed	500 kms of footpaths constructed (isolated)
				500 km length of cycle tracks constructed (isolated)
			Develop urban road networks in satellite towns	200 Kms of Roads constructed or rehabilitated in satellite towns
Provide and improve adequate urban road storm water drainage	%age of the urban road network with improved drainage	100% drainage coverage for new and maintained urban roads	Develop access roads to institutions, economic zones and dedicated project sites in support of the government development agenda	50km length of roads accessing institutions developed
			Develop and improve urban road networks in 20 No. County Headquarters	200 kms developed @ 10kms per county except Nairobi
			Develop and maintain Comprehensive storm water drainage system in urban areas	Improve urban road storm water drainage in 5 No. counties (Narok, Nairobi, Mombasa, Eldoret and Kisumu)



STRATEGIC PILLAR 1: PLANNING, DEVELOPMENT AND MANAGEMENT OF WORLD-CLASS URBAN ROADS AND ATTENDANT INFRASTRUCTURE				
Objective	Key Performance Indicator	Target	Initiatives	Output
Maintained urban road network	Kms of road network maintained	100% coverage of the urban road network under maintenance	Continuous maintenance of urban road network using innovative approaches	7500 Kms of Roads under routine maintenance
Improve road safety	%age reduction in road accidents frequency & severity		NMT facilities	1000 Kms of roads under periodic maintenance
			Road marking, signage and school zones	4000 Kms of NMT facilities
			Develop safety parks in county HQs	300 Kms of existing roads fitted with road marking/signage
			Public awareness	5 No. of safety parks developed
				5 No. road safety campaigns
				4 No. TV shows annually
				50 No. radio shows annually
				1 No. print media campaign annually
			Safety Audit	1 No. e-media campaign annually
				Safety Audits conducted for all new projects and accident - prone spots
			Plant and maintain trees and grass on urban road reserves	30,000 trees and grass planting
				Mainstream maintenance of trees and grass in PBMC
				RA&CM
				RA&CM
				RA&CM
				URP&D
				URP&D
				PSC
				PSC
				PSC
				PSC
				PSC
				URP&D
				URP&D
				RA&CM



STRATEGIC PILLAR 1: PLANNING, DEVELOPMENT AND MANAGEMENT OF WORLD-CLASS URBAN ROADS AND ATTENDANT INFRASTRUCTURE				
Objective	Key Performance Indicator	Target	Initiatives	Output
Improve aesthetics of existing network	% age of urban roads with improved aesthetics		Improve aesthetics of existing roads, road furniture and structures	Improvement of existing structures (50 No footbridges and 15 No. interchanges with improved aesthetics)
Improve implementation and monitoring of social and environmental safeguards	% age of projects with socio-environmental safeguards integrated		Sensitization	100% of PAPs sensitized
			Impact studies (pre and post)	100% of impact studies for all new projects
			Continuous social & environmental management	100% in new projects
			Integration of social safeguards in all projects	100% of new projects
			Social and environmental audits	100% of all projects
To create Legal Certainty for KURA	Express provisions in the Roads Bill 2017 on Road Agencies	New Roads Act in place by 2019	Enhance strategic engagements with stakeholders in both National and County Government: Conferences/ workshops, Media briefs, Documentaries	No. of stakeholders engaged in passage of Roads Bill
Propose Updating of Urban Road Register	%age inclusion of the urban road network	Increase the responsibility of the agency to be in line with the Kenya Roads Act (2007) Section 10	Annual road inventory and condition surveys in consultation with stakeholders	47 No. consultation meetings with county governments
			Propose review of all public roads in urban areas in consultation with stakeholders	Annual road classification meetings
			Effectively participate during spatial planning for urban areas	Participation in key urban area physical planning
				Submit proposals for review
				DG
				DG



STRATEGIC PILLAR 1: PLANNING, DEVELOPMENT AND MANAGEMENT OF WORLD-CLASS URBAN ROADS AND ATTENDANT INFRASTRUCTURE				
Objective	Key Performance Indicator	Target	Initiatives	Output
				Submit proposals for review of the Physical and Land - use Planning Act 2022
				Assigned Responsibility
				DG
To effectively Enforce Axle Load Control	Increase by 50% the frequency of axle load monitoring in all 10 regions		Develop a policy to enable direct fining of Axle Load violations	Regulations in Place by June 2019
				RACM
			Build the capacity of the Road Asset department on road asset and corridor protection	Road Asset department fully functional by Dec 2022
				RACM
			Develop and implement a policy and regulations on the installation of utilities and roadside developments within the road corridor	Policy and Regulations on installation of utilities and implementation framework in place by Dec 2022
				RACM
To ensure full Control of the Road Corridor	Fully decentralized Road Asset Protection activities to the regional level			Quarterly monitoring
				RACM
			Prevention and clearance of Encroachments within the road corridors	2000 km of road network mapped, marked and landscaped
				RA&CM
				Encroachments identified and cleared on 2000km of road network
				RA&CM



STRATEGIC PILLAR 1: PLANNING, DEVELOPMENT AND MANAGEMENT OF WORLD-CLASS URBAN ROADS AND ATTENDANT INFRASTRUCTURE				
Objective	Key/Performance Indicator	Target	Initiatives	Output
To seek harmonization of the PPADA provisions with the Civil Engineering Project Management Standard (FIDIC)	Harmonized legislation	By 2022	Lobby (with) the stakeholders and the PPRA for the amendment of the PPADA to accommodate the provisions of FIDIC in Contract Management	Participate in review of PPADA by June 2022
				URD

STRATEGIC PILLAR 2: Develop and deploy latest technological solutions in the planning, design, construction and management of roads				
Objective	Key Performance Indicator	Target	Initiatives	Output
				Training staff on:
				1. Autodesk
				2. Midas infrastructure design software
				3.HDM4
				4. Prince II project management
				5.SPSS
				6.ISMS
			Training of staff on modern application	CS
			Use of modern technology in the collection of data on Urban Roads condition	100% number of new advanced data collection methods adopted
				RACM

Table 14: Strategic Pillar 2: Develop and deploy latest technological solutions in the planning, design, construction and management of roads



Strategic Pillar 2: Develop and deploy latest technological solutions in the planning, design, construction and management of roads				
Objective	Key Performance Indicator	Target	Initiatives	Output
Adopt sustainable technology for development and maintenance of urban roads	Level of integration of technology	100% of all interventions	Upgrading of the current technology systems in KURA	100% of systems upgraded
			Adoption and maintenance of current application	New design software adopted by 2019 January
			Development of Kenya Urban Roads Integrated Information Management System	A KURIIMS in place and in use by July 2020
			Adoption of Intelligent traffic management systems	Construct a Traffic Management Centre (TMC)
			Adoption of modern technologies on road maintenance	By 2022, 100% of maintenance by use of modern technology
			Enhance contractor capacity- identify key critical gaps, develop capacity building plan.	No. of contractors evaluated
				No. of contractors trained
				RACM
				RACM



Strategic Pillar 2: Develop and deploy latest technological solutions in the planning, design, construction and management of roads				
Objective	Key Performance Indicator	Target	Initiatives	Output
Enhance efficiency and cost optimization in design, construction and maintenance of urban roads	Improved quality and reduced cost of road works	20%	Establish and operationalize a research and innovation department	Functional Research and Innovation Department in place by 2020 Dec
			Formulating and implementing the Authority's research and innovation framework	Developed and approved policy framework
			Establish Collaboration and partnership with research institutions	No. of research collaboration and partnerships
			Research and document appropriate and sustainable technology for management of urban roads.	No. of adopted research findings
Propose review of manuals and	Submission of Review proposal report	2022	Liaise with the Service Providers on mapping of services within the Urban Roads reserves	100% of utilities on road reserves mapped by 2022
			Development of review proposals	Proposed standards and specification review report



Table 15: Strategic Pillar 3: Implement institutional capacity

Strategic Pillar 3: Implement institutional capacity and corporate governance principles that support execution of KURA's Strategy				
Objective	Key Performance Indicator	Target	Initiatives	Output
Improve internal and external communication	Enhanced communication	Communication strategy	Develop and implement a Communication Strategy	Robust and effective Communication
	Increased Publicity and brand visibility	Brand all projects	Branding of National Urban Road Assets to enhance publicity Development and implementation of a strategy and manual	Increased visibility of KURA projects Strong Brand positioning & Consistency in branding
		Adopting a value-based approach in the delivery of our mandate	Mainstreaming of national values & Authority Core Values	Culture change
				Increased awareness of National Values and the Authority Core values
				Improved corporate identity and reputation
				Positive public perception
				A value based approach in the delivery of our mandate
				Improved stakeholder relations
				Improved stakeholder relations and positive stakeholder perception
Reputation management		1	Development and implementation of a CSR Policy	Effective and efficient communication
		1	Development and implementation of a Stakeholder Engagement Policy	Improved corporate image and reputation
		1	Review and implementation of the reviewed Communication policy	Positive and objective media coverage.
		5	Implementation of five strategic Corporate Social Responsibility initiatives	
	100 media engagements		Media Engagement	



Strategic Pillar 3: Implement institutional capacity and corporate governance principles that support execution of KURA's Strategy				
Objective	Key Performance Indicator	Target	Initiatives	Output
		20	Identify strategic publicity forums for stakeholder engagement	Improved Publicity and visibility
		100	Development and implementation of branding and communication plans for strategic Urban Road projects	Enhanced awareness of initiatives geared towards the delivery of our mandate
		5	Develop and implement strategies to improve service delivery and Customer satisfaction in the Authority	Improved level of customer satisfaction
Improve on Accountability and Ethics	Compliance with Integrity Act and Chapter 6 of the Constitution		Develop an anticorruption policy	Policy in Place by Dec 2018
Set up functional departmental structures	Compliance with Integrity Act and Chapter 6 of the Constitution		Constitute the Corruption Prevention Committee	Committee in place by Dec 2018
			Carry out inspections against policy to check compliance	Inspections conducted annually
			Set up of Enforcement, Research & Development Departments	Department to be fully functional by 2022
Diversify revenue sources	Amount in KES of additional funding generated Improved HR Capacity		Develop proposals to donors for funding	10 number of concepts and proposals developed annually
			Explore PPP opportunities	Identified PPP opportunities



Strategic Pillar 3: Implement institutional capacity and corporate governance principles that support execution of KURA's Strategy					
Objective	Key Performance Indicator	Target	Initiatives	Output	Assigned Responsibility
			Explore consultancy services on Urban Roads – e.g. counties and donor programs; county trainings	Trainings	URP&D
Enhance HR capacity	Improved HR Capacity	100%	Capacity needs assessments on person to role matching	To align job description with staff skills for optimal performance	CS
		90% of staff recruited	Recruitment of staff to fill vacant established positions	staff recruited by 2022	CS
		100% of staff trained	Carry out annual TNA and develop & implement training program	Annual TNA Reports	CS
		Support employees to maintain professional membership	I. Payment of professional membership	Train all staff once every year Number of employees supported to maintain professional membership	CS



Strategic Pillar 3: Implement institutional capacity and corporate governance principles that support execution of KURA's Strategy					Assigned Responsibility
Objective	Key Performance Indicator	Target	Initiatives	Output	
		Enhance organizational culture.	Develop and implement a clear Succession Plan	Groom all potential successors at least one successor for each position	CS
			Identify possible successors through acting appointments and mentorship		
			To carry out an organizational culture change program		
			review of HR Policies	Culture baseline Survey report	CS
			Continuously implement ISO9001 Standards.	Capacity building for staff to embrace desirable culture	
			Review and implement the procurement policy	Continuously retained certification	PSC
Improve on procurement functions	Compliance with procurement regulations	100%	Monitoring of procurement plan	New procurement policy in place by 2019 June	SCM
			Undertake feasibility studies	Delivery of procured goods works and services	SCM
Prioritize high impact projects	Number of high impact projects undertaken		Institutionalize monitoring and evaluation	15 Studies Undertaken Annually	PSC
Prioritize high impact projects	Number of high impact projects undertaken			M&E Reports	PSC
Prioritize high impact projects	Number of high impact projects undertaken			Effective and impactful project implementation.	PSC



Strategic Pillar 3: Implement institutional capacity and corporate governance principles that support execution of KURA's Strategy				
Objective	Key Performance Indicator	Target	Initiatives	Output
			Undertake quality assurance.	Established Organization wide Monitoring and Evaluation Framework.
			Undertake a risk audit (assessment) in all the projects and at organizational level	Quality assurance reports for all projects
Integrate Risk Management in KURA Projects	Percentage of project integrating risk based management	100%	Develop and implement Enterprise Risk Management (ERM) Framework	Potential risks identified
Integrate Risk Management in KURA Projects	Percentage of project integrating risk based management	100%	Operationalize the ERM Department	ERM Framework in place by 2018 December
	Fully operationalized governance structures	100%	Corporate governance training	Fully fledged ERM department/Section by June 2020
Enhance Governance in KURA			Ensure Compliance with Mwongozo guidelines	Governance Audit report
			Undertake governance trainings	100% compliance with Mwongozo
			Fill Vacant Positions in the organization	100% compliance with Mwongozo
Enhance Governance in KURA	Fully operationalized governance structures	100%	Review the organization structure	90% number of positions filled
				Organizational Structure review report.



5.3. Structure of KURA

An institutional/ corporate structure is key to the effective execution of a strategic plan as it enhances the following critical aspects:

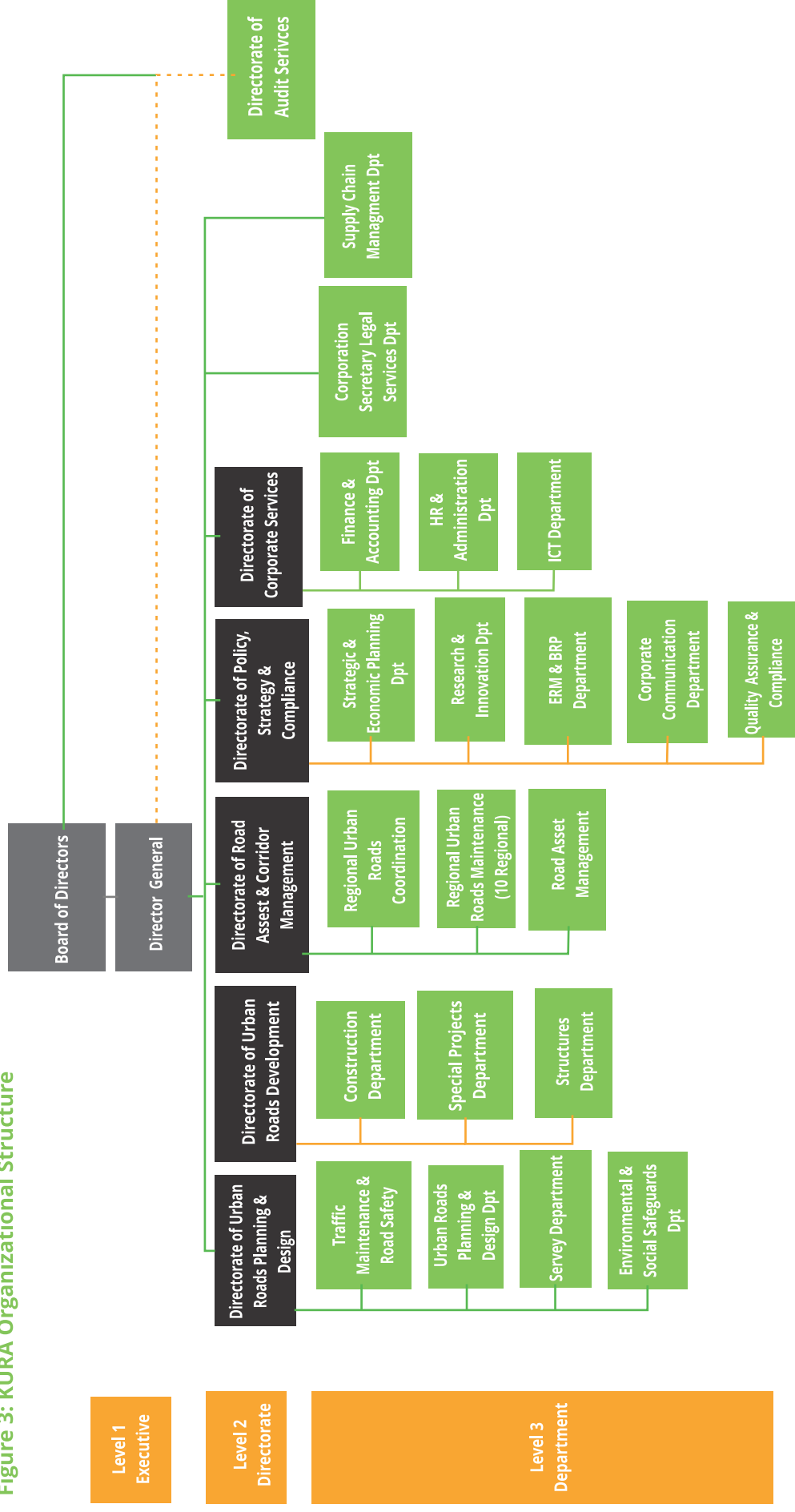
- i. Strategic focus, support and alignment
- ii. Facilitating culture, leadership & governance
- iii. Decision making & role clarity
- iv. People development & accountability
- v. Flow of work (processes & systems)

The **figure 3** provides an overview of the Authority's Organisation structure.

The structure is aligned to the new five year strategic direction and is in tune with the plan's implementation matrix. There is need to fill any key vacant positions within the structure as well as matching staffing to growth needs and timely commitment and allocation of adequate resources to support strategy implementation. Additionally, there is need to operationalize the research and development function as outlined in the plan. The monitoring and evaluation framework is aligned to this structure to ensure systematic strategy implementation which in turn enables departments and individual employees own the new strategic direction.



Figure 3: KURA Organizational Structure



Hospital road



CHAPTER 6

RISK MANAGEMENT



6: RISK MANAGEMENT

6.1. Risk Analysis and Management

Enterprise risk management is an integral part of strategic management in any organization and ensures long-term viability and sustainability. (KURA) is aware that its operations are faced with uncertainties that present numerous internal and external risks and opportunities, with the potential to erode or enhance value as it pursues its Objectives. Management's challenge is to determine how much uncertainty it is prepared to accept as determined through the established Risk Appetite Statements (RAS) while striving to grow stakeholder value. These risks have the potential to disrupt the achievement of KURA's strategic and operational objectives. The Authority has an established Corporate Risk Management department and approved Enterprise Risk Management (ERM) framework policy developed in September 2016.

One of the overarching strategies will be to nurture the risk management culture at the Authority and preside over its maturity level to Risk Managed status. To achieve this risk maturity level, the Authority will fully operationalize an Enterprise Risk Management department and adopt relevant Risk Management Strategy, policy, and tactical Annual Risk Management work plans. The Authority will revamp the Enterprise Risk Management Committee (ERMC) with defined risk-related roles and responsibilities to complement the Finance, Risk, and Strategy Committee of the Board.

During the Strategic Plan period, the Authority shall use an enterprise-wide approach to manage its risks. The Board shall monitor the effectiveness of the management system and ensure follow-up on all significant risks. Among others, the Board will have oversight responsibility to review risk management policies, processes, and accountabilities within the Authority and the adequacy and effectiveness of the overall programs set up by Management to manage risks. In line with this and the approved ERM framework policy, the Management considers that making a strategic plan involves making some assumptions while identifying strategic objectives. Most of these assumptions are associated with some uncertainties and require risk analysis before adopting the same.

Upon carrying out a risk analysis on the key assumptions, the Management resolved to drop or enhance some of the objectives and strategies to ensure that they are achievable and support the overall KURA mandate within the established risk appetite level. Besides, the Management has identified the following 6no strategic risks inherent to the Plan with their respective key risk indicators and broad mitigation strategies as detailed in Table 16 over leaf.

The Authority aims to continue using enterprise risk management to make better-informed decisions and improve the probability of achieving its objectives. Given this, the Management shall further continue to identify more risks from the four approved risk categories of strategic, operational, project, and financial that will affect the strategic objectives herein identified in **Table 16** overleaf.



Table 16: Strategic Risk Matrix

	Risk Event	Strategic Objectives affected	Risk Sources	Risk Weight	Current Controls	Mitigation Strategies	Risk Owner
1	Cash flow constraint	Diversify revenue sources	Withholding of disbursements by KRB	HIGH	There is certainty of RMLF funds	Lobby for increased government support towards timely budget funding	DG
		Prioritize high impact projects	Delayed disbursement by the National Treasury		Quarterly reports on revenue/expenditure, Stakeholder engagements, progress reports on payments		
		Improve on Accountability and Ethics				Erraticcash flow- Development projects	Adequate preparation for development projects
		Overpricing of procured goods and services			Carrying out market survey on prices; Use of Market price index from PPOA	DD-SCM	
		Uncontrolled spending patterns.	Carrying out market survey on prices; Use of Market price index from PPOA		Adherence to the approved budget lines	DD-Fin	
2	Inadequate project management and implementation	Champion and lobby for the review and updating of the standards and specifications for Roads and Bridges	Political interferences	HIGH	stakeholders’ consultative meetings	stakeholders’ consultative meetings	all DDs (URD, URPD, RACM, PSC)
		Enhance efficiency and cost optimization in design, construction and maintenance of urban roads	Variations of work plans			Conducting feasibility studies	all DDs (URD, URPD, RACM, PSC)
		Improve internal and external communication	Contractors with inadequate capacity		Conducting feasibility studies	Use of qualification criteria in tender documents, conducting mandatory	all DDs (URD, URPD, RACM, PSC)



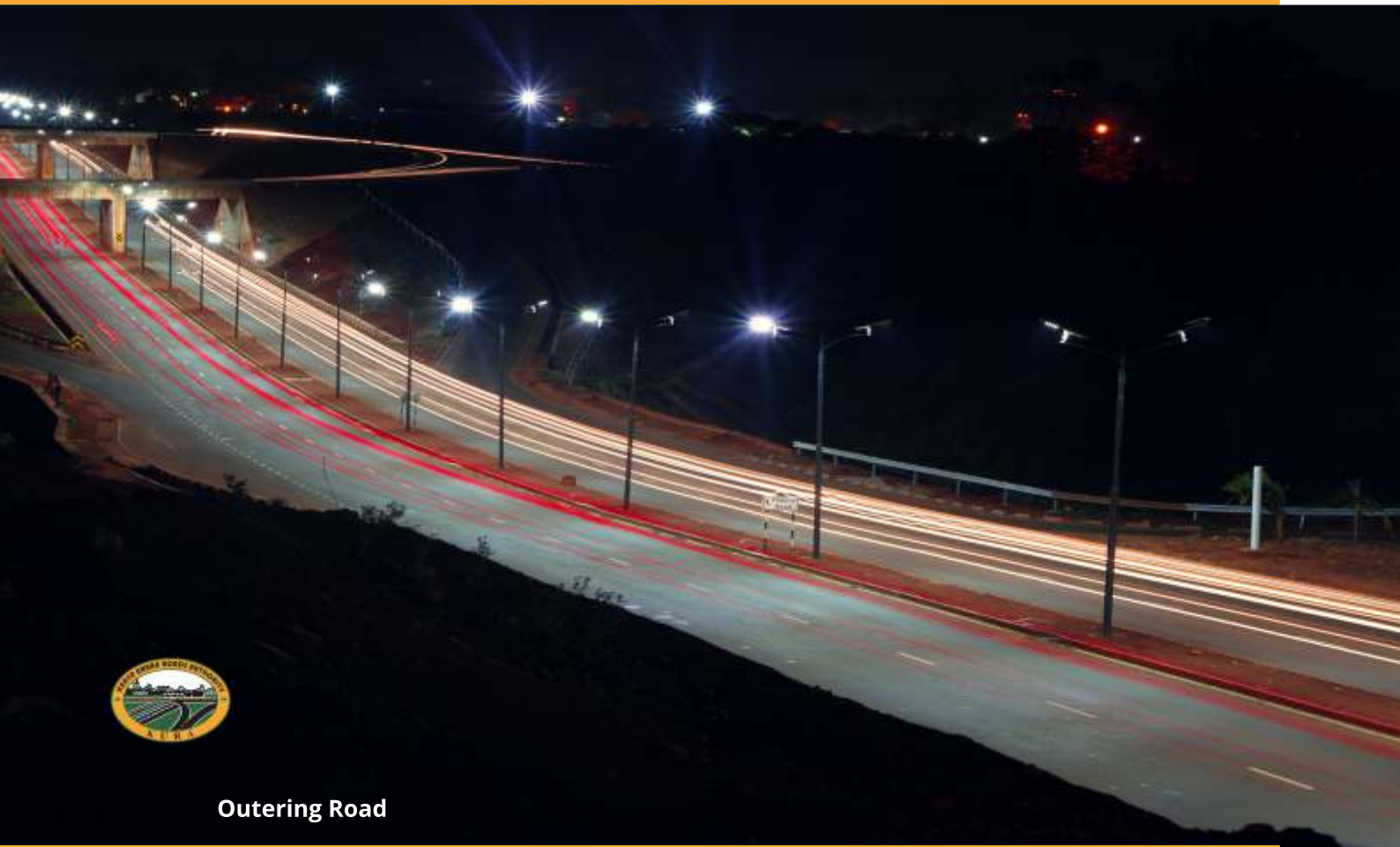
	Risk Event	Strategic Objectives affected	Risk Sources	Risk Weight	Current Controls	Mitigation Strategies	Risk Owner
						Diligence on shortlisted contractors and consultant before award	
			Delay in relocation of services e.g., KPLC, Water services, ISP			Coordination with other inter-governmental agencies	all DDs (URD, URPD, RACM, PSC)
			Inadequate environmental impact analysis		Use of qualification criteria in tender documents, conducting mandatory diligence on shortlisted contractors and consultant before award	Develop register of all Projects requiring ESIA	all DDs (URD, URPD, RACM, PSC)
			Insecurities faced during project implementation			Develop an environmental compliance register for Projects	all DDs (URD, URPD, RACM, PSC)
			Uncoordinated key stakeholder e.g., PPRADA & FIDIC		Coordination with other inter-governmental agencies	Coordination with other inter-governmental agencies	all DDs (URD, URPD, RACM, PSC)
			Inadequate monitoring and evaluation of projects			Automation of Monitoring and Evaluation Exercise	all DDs (URD, URPD, RACM, PSC)
3	Ineffective procurement process	To seek harmonization of the PPADA provisions with the Civil Engineering Project Management Standard (FIDIC) Improve internal and external communication.	Conflict of interest in procurement	HIGH	Conflict of interest declaration for staff in committees as well as tenderers, Adherence to PPDA Act and Regulations	Conflict of interest declaration for staff in committees as well as tenderers, Adherence to PPDA Act and Regulations	DD-SCM
			Inadequate procurement policy to support the PPADA			Review the procurement policy to include the new PPADA regulations	DD-SCM



	Risk Event	Strategic Objectives affected	Risk Sources	Risk Weight	Current Controls	Mitigation Strategies	Risk Owner
			Procurement plan not supporting the Strategic Plan	HIGH	adherence to the PPADA,	Board approval of the Procurement plan	DD-SCM
			Lack of procurement strategy and criteria for the use of non-competitive tenders				DD-SCM
			Cost overruns		Board approval of the Procurement plan	Request for more funds in regards to development projects	DD-SCM
4	Cyber attacks	1. Ensure sustainable technology for development and maintenance of urban roads	Email spoofing	HIGH	Passwords, access rights, firewalls, information sharing on current IT security threats & trends	Capacity build employees on Cybersecurity.	DD-ICT
			Malware attacks			Implement network segmentation and application of firewalls.	DD-ICT
			Ransomware		Passwords, access rights, firewalls, information sharing on current IT security threats & trends	Develop and enforce policies on unauthorized hardware/ software	DD-ICT
			Hacking			Capacity build employees on Cybersecurity	DD-ICT



	Risk Event	Strategic Objectives affected	Risk Sources	Risk Weight	Current Controls	Mitigation Strategies	Risk Owner
5	Low Absorption Funds as stipulated	Diversify revenue sources Prioritize high impact projects Improve on Accountability and Ethics	Court injunctions affecting commencement of works	HIGH	Regular reporting on budget and funds absorption	Stakeholders engagements before commencement of the project	DD-LS
			Delayed procurement process		Board approval of the Procurement plan	Streamline the procurement/contracting process to be within the financial year (Prepare a work schedule for all projects)	DD-SCM
			Late disbursement		Scheduled reporting to the relevant bodies, Quarterly reporting as per PFM act	Engage with the ministry and donors on timely allocation of funds	DD-FIN
			Delay in issuance of IPC		Prompt preparation and processing of IPCs	Carry out monthly analysis on funds absorption rate.	DD-FIN
			Delay in project implementation.		Constitution of project management teams.	Consider incorporating payment tracking system reflecting timelines in the ERP system	all DDs (URD, URPD, RACM, PSC)
6	Inadequate roads legal framework	Increase road network coverage	Bureaucracy in review of roads laws	HIGH	Support from Government of Kenya	Consultative engagement with departmental committee of transport, public works and housing and other Government agencies	Director General
		To create Legal Certainty for KURA To update Classification of Urban Roads	Un harmonized county roads rules/by laws		Good working relationship with county govts	Seek engagements from	Director General



Outering Road

CHAPTER 7 MONITORING AND EVALUATION



7. MONITORING AND EVALUATION

7.1. Overview

Monitoring and Evaluation is a vital process in implementation of the Strategic Plan. The Authority will monitor and evaluate the activities and outputs to ensure that the objectives of the Plan are met within the allocated time.

7.2. Monitoring

Monitoring, Evaluation and Reporting processes will be undertaken both at the Board, Management and Committee levels.

7.3. Board Level

Quarterly review meetings at the Management and Board levels shall assemble to receive reports on implementation of the Strategic Plan. Board will review the Strategic Plan Implementation progress reports from the Director General indicating overall progress made on the implementation of the Strategic Plan objectives. The Board shall oversee the implementation of the Plan.

7.4. Management Level

The Management will take full responsibility for overseeing the implementation of the Strategic Plan over the entire Strategic Planning period and advise the Board of Directors accordingly on strategies, activities and outputs and offer suitable strategic solutions to challenges being faced by the Authority.

The Management will also ensure that the Strategic Plan is cascaded to all directorates/departments, regions and all staff through the Annual work plans and performance management tools. The Departments will monitor programmes and projects managed within their respective prerogatives and submit quarterly and Annual Monitoring reports to the Directorate of Strategy and Compliance which is assigned with coordinating reporting, technical support and facilitating M&E capacity building.

7.5. Monitoring and Evaluation Committee

The M&E committee will hold quarterly meetings to review the status of the strategic plan implementation as it relates to their respective roles. And also avail quarterly progress reports to the Management and Board respectively on the progress made towards the attainment of the goals.

7.6. Review of the Strategic Plan

The strategic plan will be reviewed annually so as to ensure that necessary changes in the objectives, strategy, activities, etc. (informed by new information regarding the sector or the changes in global, regional and local environments) are effected. The review will be carried out to determine the relevance, efficiency, effectiveness, gaps, challenges, lessons learnt, mitigation measures, sustainability and impact of the strategies.



The following outcome indicators shall be tracked on quarterly and annual basis: -

1. % Average reduction in travel time;
2. % reduction in road accidents as a result of road condition;
3. Kms of NMT Facilities constructed;
4. % increase in network coverage per region;
5. No. of Counties covered by KURA projects;
6. % of the urban road network with improved drainage;
7. % of roads with improved aesthetics;
8. Kms of road network maintained;
9. No. of projects with social safeguards integrated;
10. Time taken to have road design and construction standards complete and in use;
11. Express provisions in the Roads Bill 2018 on Road Agencies;
12. New Road Classification by 2019;
13. Level of integration of technology in design, construction and maintenance of urban roads;
14. Road Corridor fully managed;
15. Participation in harmonized legislation in procurement of road work;
16. Reduction in axle load violations;
17. Robust and effective communication;
18. Compliance with regulatory and statutory requirements;
19. Amount in KES of additional funds generated;
20. Improved HR Capacity;
21. Number of high impact projects undertaken; and
22. Percentage of projects integrating risk-based management and fully operationalized governance structures;

Outering road



CHAPTER 8

RESOURCE MOBILIZATION AND FINANCIAL REQUIREMENTS

8: RESOURCE MOBILIZATION AND FINANCIAL REQUIREMENTS

8.1. Financial Requirements

The five year and annual estimate budgetary requirements for implementation of the strategic plan is summarized in **Table 17** below: -

Table 17: Urban Roads Development Requirements

Initiatives	Output	Qty	Annual Budget Estimate (KES 000,000)					TOTAL (KES)
			2018/19	2019/20	2020/21	2021/22	2022/23	
Preparation of integrated urban transportati on master plans (Roads, ITS, BRT) for all major towns	Urban Roads Transport Masterplan for Eldoret, Kisumu, Nakuru and Meru	4	-	-	-	275	325	600,000,000
Design of urban road network	2,000 Km length of urban roads designed	2000	120	111	100	229	271	831,000,000
	120 No. footbridges designed	120	50	80	60	275	325	790,000,000
	15 No. Interchange s designed	15	35	42	50	103	122	352,000,000
	30 No. river crossing Bridges designed	30	140	200	100	69	81	590,000,000
	3 No.BRT Routes in Nairobi designed	3	0	0	10	206	244	460,000,000



Initiatives	Output	Qty	Annual Budget Estimate (KES 000,000)					TOTAL (KES)
			2018/19	2019/20	2020/21	2021/22	2022/23	
	2 No. BRT Routes in Mombasa	2	0	0	0	137	163	300,000,000
	3,000 Km length of footpaths (as a component of road network)	LS	5.2	6.3	8	6	7	32,500,000
	1000 Km length of cycle tracks designed (as part of road network)	LS	4.5	3.9	5	6	7	26,400,000
Junction improvements (NRRDP)	60 No. of Junctions improved through NRRDP	60	425	280	200	550	650	2,105,000,000
Design Comprehensive storm water drainage master plan in major urban areas in liaison with county governments	Comprehensive Storm Water Drainage Master plans for Nairobi, Mombasa, Eldoret, Kisumu, Nakuru and Narok	6	0	0	0	137	163	416,000,000
Road marking, signage and school zones	300 Km of existing roads fitted with new road marks / signage	300	25	12.1	20	69	81	207,100,000



Initiatives	Output	Qty	Annual Budget Estimate (KES 000,000)					TOTAL (KES)
			2018/19	2019/20	2020/21	2021/22	2022/23	
Develop safety parks in county HQs	5 No. of safety parks developed	5	45.8	24.3	25	115	136	346,100,000
Adoption of Intelligent traffic management systems	80 No. intersections signalized within Nairobi	80	0.00	23.30	27	4,030	4,770	8,850,300,000
TOTAL			851	783	605	6,207	7,345	15,906,400,000

Table 18: Urban Roads Development Requirements

Initiatives	Output	Qty	Annual Budget Estimate (KES000,000)					
			18/19	19/20	20/21	21/22	22/23	Total
Develop new roads, bridges and interchanges	300 Km length of New Roads constructed	300	10,258	9,656	5,790	6,870	8,130	40,704,000,000
	200 Km length of roads rehabilitated	200	145	100	120	2,290	2,710	5,365,000,000
	50 No. new footbridges constructed	50	572	656	772	916	1,084	4,000,000,000
	3 No. Interchanges constructed	3	958	300	1,158	1,374	1,626	5,416,000,000



Initiatives	Output	Qty	Annual Budget Estimate (KES000,000)					Total
			18/19	19/20	20/21	21/22	22/23	
	1 No. Viaduct constructed	1	0	0	2	2,290	2,710	5,002,000,000
	10 No. Bridges constructed	10	143	212	193	229	271	1,048,000,000
	2 No. BRT Routes in Nairobi constructed	2	0	0	0	27,480	32,520	60,000,000,000
	500 Km length of footpaths constructed (isolated)	500	658	410	483	573	678	2,802,000,000
	500 Km length of cycle tracks constructed (Isolated)	500	200	410	483	573	678	2,344,000,000
Identify and develop satellite towns	200 Km length of roads constructed	200	625	480	600	4,580	5,420	11,705,000,000
Access to all public institutional facilities and economic zones in line with big four agenda	50 Km length of roads accessing institutions developed	50	715	615	965	1,145	1,355	4,795,000,000



Initiatives	Output	Qty	Annual Budget Estimate (KES000,000)					Total
			18/19	19/20	20/21	21/22	22/23	
Improved road network in all county HQs (20 Counties)	200 Km length of roads developed at all County HQs except Nairobi (10Km per County)	200	1,895	1,225	1,500	4,580	5,420	14,620,000,000
Develop and maintain Comprehensive storm water drainage system in urban areas in liaison with county governments	5 No. of counties supported to improve storm water drainage (Narok)	5	0	0	0	573	678	1,251,000,000
			16,169	14,064	12,066	53,473	63,280	159,052,000,000



Table 19: Road Asset & Corridor Management Requirements

Initiatives	Output	Qty	Annual Budget Estimate (KES000,000)					TOTAL(KES)
			2018/19	019/20	020/21	2021/22	2022/23	
Continuous maintenance of KURA road network using modern methodologies	7500 Km of Roads under routine maintenance	7500	2,097.80	1,147.30	900.00	1,000.00	1,100.00	6,245,100,000
	1000 km of road network under periodic maintenance	550	3,185.92	3,770.90	3,660.00	3,722.90	3,983.20	18,322,900,000
	4,000 Km of NMT Facilities maintained	4000	12.80	14.40	16.00	17.60	19.20	80,000,000
Prevention and clearance of Encroachments within the road corridors	2,000 Km of road network mapped, marked and landscaped	2000	11.20	10.50	200.00	220.00	240.00	681,700,000
	Encroachments identified and cleared on 2,000 Km of road network	2000	13.00	18.00	40.00	44.00	48.00	163,000,000



Initiatives	Output	Qty	Annual Budget Estimate (KES000,000)					TOTAL(KES)
			2018/19	019/20	020/21	2021/22	2022/23	
Improve aesthetic of existing roads, furniture and structures	Improvement of existing structures (50 footbridges and 15 interchanges with improved aesthetics)	65	3.12	3.51	3.90	4.29	4.68	19,500,000
	Improvement of existing structures (ramps)	5	8.00	9.00	10.00	11.00	12.00	50,000,000
			5,331.82	4,973.61	4,829.90	5,019.79	5,407.08	25,562,200,000

Table 20: Other Key & Cross cutting Functions (A)

Initiatives	Output	Annual Budget Estimate (KES000,000)					TOTAL(KES)
		2018/19	2019/20	2020/21	2021/22	2022/23	
	Fill Vacant Positions in the organization - 110 staff recruited by 2022	23	72.03	132.60	172.44	224.15	624,220,000



Initiatives	Output	Annual Budget Estimate (KES000,000)					TOTAL(KES)
		2018/19	2019/20	2020/21	2021/22	2022/23	
Enhance HR Capacity	Carry out annual TNA and develop, implement training programmes- 100% implementation of TNA Reports	34.33	23	45.00	50.00	55.00	207,330,000
	Support professional registration to professional bodies 100% of eligible staff registered to professional bodies	0.90	0.90	1.00	1.00	3.00	6,800,000
	To carry out an organizational culture change programme, new performance culture integrated	0	5	10.00	5	5	25,000,000
	Review the organization structure- revised organization structure	0	0.5	.05	5.00	0	5,550,000
Identify conflicting legislation across framework	Legal audit report and implemented recommendations	0	5.00	0	5.00	0	10,000,000
Enhance Governance in KURA	100% of the staff trained on the code of conduct	1.50	1.5	1.50	1.5	1.5	7,500,000
		59.73	107.93	190.15	239.94	288.65	886,400,000



Table 21: Other Key & Crosscutting Functions (B)

Initiatives	Output	Annual Budget Estimate (KES000,000)					TOTAL (KES)
		2018/19	2019/20	2020/21	2021/22	2022/23	
Integrate Risk Management in KURA Projects	Project Risk Register	0	0	5	5	10	20,000,000
Undertake Enterprise risk assessment	Enterprise Risk Register	1.68	2.4	2	4.50	6	16,580,000
Review the Enterprise Risk Management (ERM) Framework policy and align it to ISO 31000-2018	Revised ERM Framework in place by December 2021						
Develop and implement Business Process Re-engineering framework	Business Process Re-Engineering Framework by December 2021	0	0	3	3	4	10,000,000
Carry out business process re-engineering to improve efficiency, productivity and customer service	Business process re-engineering on selected processes						
		1.68	2.4	10.0	12.50	20.00	46,580,000



Table 22: Other Key & Crosscutting Functions (C)

Initiatives	Output	Annual Budget Estimate (KES000,000)					TOTAL(KES)
		FY18/19	2019/20	2020/21	2021/22	2022/23	
Training of staff on modern application software	100% of staff trained on current and upcoming software	Nil	Nil	5	5	5	15,000,000
Upgrading of the current technology systems in KURA	100% of systems upgraded	Nil	24.7	70.25	75.25	80.25	250,450,000
Adoption and maintenance of road design software	Current design software adopted and maintained	5	5	5	12	12	39,000,000
Development of Kenya Urban Roads Integrated Information Management System" (RMMS, Project Management, RICS mobile data collection, Contract Management)	KURA Integrated Information Management System: (RMMS, Project Management, RICS mobile data collection, Contract Management)	N/A	N/A	4.2	5	5	14,200,000
Total		5	29.7	84.45	97.25	102.25	318,650,000



8.2. Current Sources of Funds

The organization's strategy will be realized through several revenue streams available to the Authority namely;

- i. GOK Exchequer funds;
- ii. GOK Grants - Road Maintenance Levy Funds;
- iii. Internally Generated funds;
- iv. Development Partners – Grants & Loans;
- v. Public Private Partnerships;
- vi. Annuity Funding and collaborations with other Government Agencies and Counties.

The Funding options available are,

1. GOK Exchequer funding

Table 23: GoK Exchequer Funds. (Millions)

Source	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
GoK	8,494	14,503	12,702	25,000	28,000

Key Assumption:

Sustained strategic focus on infrastructure by the government.

2. Maintenance Levy Funds.

These are fuel levy funds administered by Kenya Roads Boards. Allocation to the Authority is based on the amount of road network allocated to the Authority according to class.

Table 24: GOK Grants - Road Maintenance Levy Funds.

Source	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Road Maintenance Allocation	5,141.17	5,141.44	4,560.08	4,722.90	5,083.26	24,648.85
Administrative & Operations Allocation	2,099.91	2,100.03	1,862.57	1,929.07	2,076.26	10,067.84
Total	7,241.08	7,241.47	6,422.65	6,651.97	7,159.52	34,716.69



Key Assumptions:

- (I) The Roads Maintenance levy fund allocation to the Authority will remain at the projected 10.2% of the collections of fuel levy.
- (ii) Strategy changes by the government.
- (iii) The road projects are given by KRB.

3. Internally generated funds

The Authority is seeking to fund the full implementation of the strategic plan through supplementing government and donor funding by employing various sources of income generated internally. These initiatives are not limited to interest income, levies and penalties/Liquidated damages, revenues from permits, Revenue from use of Authority's road corridor and bridges in advertising.

Table 25: internally generated funds

Project	FY 18/19	FY 19/20	FY 20 /21	FY 21/22	FY 22/23
Interest Income	160.01	212.89	70.00	70.00	70.00
Levies and penalties/Liquidated damages	12.60	14.24	15.00	20.00	25.00
Revenues from Sale of Tenders/Other Incomes	2	0.5	1	1	1
Revenue from use of Authority's road corridor and bridges in advertising and Placement facilities	Nil	Nil	Nil	10	10
Commercialization of children safety parks	Nil	Nil	Nil	10	13
TOTAL	174.61	227.63	86	111	119

Key Assumption;

- i) Enactment of specific legislations and regulations on income generations.



4. Development Partnerships.

The Authority will endeavour to mobilize resources to achieve its strategic plans by engaging development partners for loans and grants to fund programs. We will seek continued partnerships with Japan International Corporations Agency, African development bank, European Union, Peoples Government of China, Export Import Bank, World bank and South Korea Government. Some the projects undertaken by the aforementioned partners are listed below.

Table 26: Development Partnerships.

Project	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Nairobi Intelligent Transportation Systems Phase I	0	0	0	2,000	3,000
Nairobi Intelligent Transportation Systems Phase II	0	0	0	3,000	4,000
Nairobi Viaduct Project (HaileSELLASSIE ~ Enterprise Road)	0	0	0	2,000	3,000
Dualling Of Nairobi Eastern and Northern Bypass	0	0	200	8,000	10,000
Total	0	0	200	15,000	20,000

Key Assumption;

Continued and sustained resource mobilization by the institution.

Bilateral relationships between the Government and strategic International Development Partners.

5. Public Private Partnerships.

The Authority is collaborating with the National Treasury to finalize the engagement of a consortium for the 2nd Nyali Bridge in Mombasa County. The Authority is in the process of identifying other PPP opportunities. The projections for the PPP funding is listed below.



Fund	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Internally generated funds (Table 3)	174.61	227.63	86	111	119	718.24
Development Partnerships. (Table 4)	0	0	200	15,000	20,000	35,200
Public Private Partnerships. (Table 5)	0	0	0	8,000	15,000	23,000
Road Annuity Programme (Table 6)	0	0	0	40	2,000	2,040
Collaborations with other Government Agencies and Counties (Table 7)	800	120	700	1,000	2,000	4,620
Total	16,709.69	22,092.1	20,110.65	65,802.97	76,278.52	200,993.93

8.3 Financial Plan

The Authority has identified key cost units/departments to spearhead the delivery of specific, desired, measurable outputs in the strategic plan. These cost Centre's are the key drivers in the implementation of the plan in **Table 30** below.

Table 30: Six Year Financial Plan

	Kshs ' Millions'					
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2022/23
Strategic Plan Requirements						
Strategic Plan Initiatives	22,418.23	19,960.64	17,785.50	65,049.48	76,442.98	201,656.83
Resource Mobilization						
Financing Strategies	16,709.69	22,092.1	20,110.65	65,802.97	76,278.52	200,993.93
Surplus/Deficit	- 5,708.54	2,131.46	2,325.15	753.49	- 164.46	- 662.9

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ANNEX



Table 27: Public Private Partnerships.

Project	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
2nd Nyali Bridge	0	0	0	8,000	15,000

Road Annuity Programme

The Annuity Financing Mechanism will involve engagement of private entities to Finance, Design, Build Maintain and Transfer roads for a specified period (the "Concession Period") based on agreed periodical payments by the Government (Annuities). The Authority is finalizing the two road annuity programmes as mentioned below.

Table 28: Road Annuity Programme

Project	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Lot 12	0	0	0	20	1,000
Lot 18	0	0	0	20	1,000
Total	0	0	0	40	2,000

6. Collaborations with other Government Agencies and Counties.

The Authority has continued to make collaborations with other government agencies and county government in the development and rehabilitation of roads. Key among them is Nairobi Metropolitan services, Nairobi City County, Mandera County and Kisii County. During this period, the Authority will seek to strengthen partnerships with Kenya Railways Corporation and Nairobi Metropolitan Services in expending the road network.

The expected resource basket to implement the strategic plan is tabled below;

Table 29: Collaborations with other Government Agencies and Counties.

Fund	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
GOK Exchequer funds (Table 1)	8,494	14,503	12,702	35,000	30,000	100,699
Road Maintenance Levy Funds. (Table 2)	7,241.08	7,241.47	6,422.65	6,651.97	7,159.52	34,716.69



Annex 1

Legal and Policy Documents
Ministry of National Planning Guidelines
Kenya Roads Act, 2007
The National Development Agenda– Big Four (2018 to 2022)
Sessional Paper No. 5 of 2006 on Sustainable Management and Development of the Roads Sector
V2030 Third Term Medium Plan (MTP III) (2018 – 2023)
The Integrated National Transport Policy (INTP) 2012
The National Urban Development Policy (NUDP)
Roads 2000 Strategic Plan (R2000 Program)
Road Sector Investment Programme (RSIP)
The Traffic Act
The Roads Bill 2017 (Road sector reforms)
Road sector investment plan
National Spatial Plan
KURA Reports to the Board
Relevant ministry policy documents
Economic Recovery Strategy for Wealth & Employment Creation (2003- 2007)
KURA Documents
Current strategic plan (2013- 2017)
Strategy review/performance data e.g. financial and operational KPIs and achievements
Authority's Service Charter
Annual/quarterly/monthly departmental and staff work plans (Performance contracts at organizational and HOD levels)
Departmental plans/ scorecards
Updated organizational structure
Departmental and regional office performance data (if any)
Current/ past corporate budgets (5 years)
Past 5 year financial statements



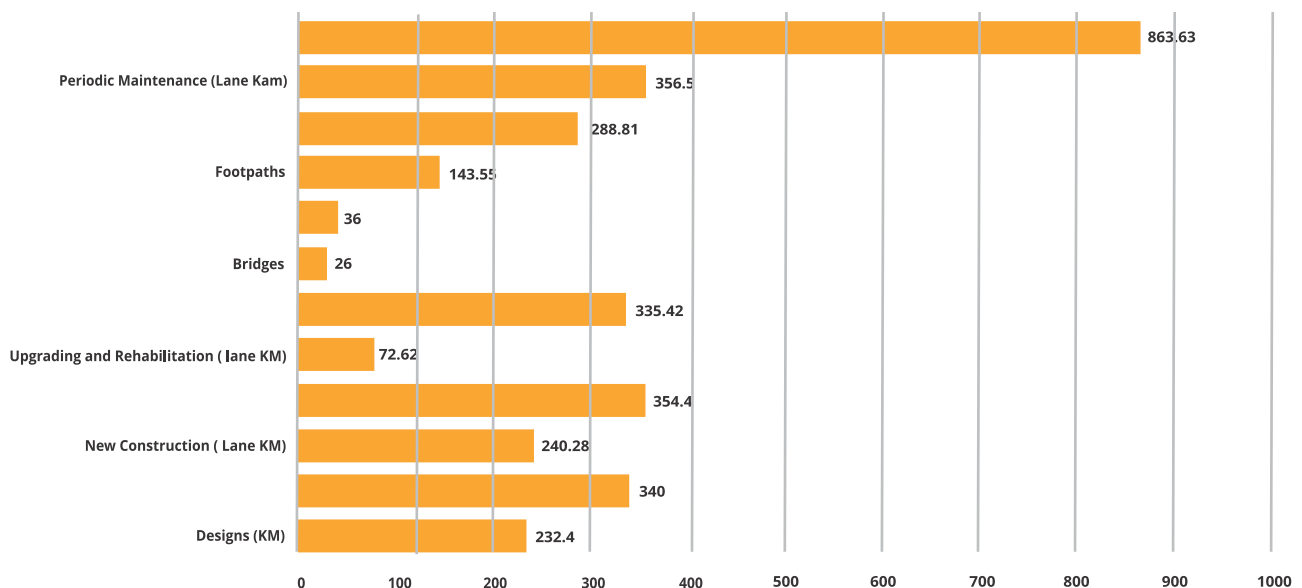
Annex 2: Key External Stakeholders

Stakeholder Group	Stakeholder
Ministry of Transport and Infrastructure	State Department of Infrastructure
Road Agencies (RAs)	KeRRA
	KeNHA
	KRB
	NTSA
Other Departments within the Ministry of Transport and Infrastructure	NEMA
	KPLC
Other related Government Ministries and oversight institutions	Ministry of Devolution and Planning
	National Lands Commission
	National Construction Authority
	Engineers Registration Board
	NTSA
Development Partners	World Bank
	Public Private Partnership Unit
	JICA
General Public	Matatu Owners Association
	KAM
Suppliers and Contractors	Key contractors (Sample)
Strategic partners	KBS
County Authorities	Governors and related committees
	CoG



Annex 3: Key Achievements on Core Mandate

The Authority's major accomplishments in core functions for the last four years (2014 – 2017)



Key stakeholder rating on past strategic performance based on key indicators

KEY PERFORMANCE AREA	PERFORMANCE RATING				
	Excellent	V. Good	Good	Fair	Poor
Implementation of road works in all counties				√	
Establishment and implementation of transition mechanisms			√		
Institute sound urban road and transportation infrastructure management plans			√		
Enhanced Environmental and Social Impacts		√			
Improve road safety on urban roads			√		
Design of roads and Bridges			√		
Construction of new roads and bridges			√		
Rehabilitation of roads			√		



KEY PERFORMANCE AREA	PERFORMANCE RATING				
	Excellent	V. Good	Good	Fair	Poor
Enhance the road life and improve level of service			√		
Restore road condition and service under Emergency interventions			√		
Improve on security and Road Safety			√		
Improve on economic empowerment through job-creation		√			
Enhanced external Communication			√		
Enhancement of ICT Infrastructure and support services			√		
Corporate Governance		√			
Funding for Projects			√		
Adoption and implementation of policy on cross-cutting issues including environment, gender and disability mainstreaming, HIV/AIDS , poverty reduction		√			
To enhance Human Resource utilization and productivity			√		
To provide physical facilities & equipment to enhance efficiency & effectiveness			√		
Enhance Internal and External Communication in KURA:			√		
Enhance KURA corporate image		√			
Enhancement of ICT Infrastructure and support services			√		
Enhancement of business support systems and equipment			√		
Optimal utilization of allocated funds			√		
Design and implementation of Business Continuity Plan (BCP)			√		
Effective selection of suppliers for provision of KURA Services			√		
Fully funding the Strategic Plan		√			
Implement the Strategic Plan			√		



KEY PERFORMANCE AREA	PERFORMANCE RATING				
	Excellent	V. Good	Good	Fair	Poor
Align all KURA operations with the Strategic Plan			√		
Align budgeting process to the strategic activities		√			
Identify and tap alternative sources of funding (short term and long term)		√			
Enhance KURA's Human Resource capacity			√		
Enhance Efficient and timely budget allocation and disbursement			√		
Enhance Efficient and timely budget allocation and disbursement			√		

