



**REPUBLIC OF KENYA**  
**MINISTRY OF ROADS AND TRANSPORT**  
**STATE DEPARTMENT FOR ROADS**

**SUB-SECTOR REPORT**  
**VOTE NO.1091**

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## ABBREVIATIONS AND ACRONYMS

|             |                                                                                           |
|-------------|-------------------------------------------------------------------------------------------|
| AIA         | Appropriation-in-Aid                                                                      |
| BETA        | Bottom-up Economic Transformation Agenda                                                  |
| EBK         | Engineers Board of Kenya                                                                  |
| ESIA        | Environmental Social and Impact Assessment                                                |
| FY          | Financial Year                                                                            |
| GDP         | Gross Domestic Product                                                                    |
| GoK         | Government of Kenya                                                                       |
| HoAGDP      | Horn of Africa Gateway Development Project                                                |
| ICT         | Information Communication Technology                                                      |
| KeNHA       | Kenya National Highways Authority                                                         |
| KeRRA       | Kenya Rural Roads Authority                                                               |
| KIHBT       | Kenya Institute of Highways and Building Technology                                       |
| KETRB       | Kenya Engineering Technology Registration Board                                           |
| KM          | Kilometers                                                                                |
| KPI         | Key Performance Indicator                                                                 |
| KRB         | Kenya Roads Board                                                                         |
| KTSSP       | Kenya Transport Sector Support Project                                                    |
| KURA        | Kenya Urban Roads Authority                                                               |
| LAPSSET     | Lamu Port South Sudan Ethiopia Transport Corridor Project                                 |
| MDA         | Ministries Departments and Agencies                                                       |
| MTD         | Mechanical and Transport Division                                                         |
| MTEF        | Medium-Term Expenditure Framework                                                         |
| MTP         | Medium-Term Plan                                                                          |
| MTRD        | Materials Testing and Research Division                                                   |
| NCITP       | Northern Corridor Improvement Transport Project                                           |
| NIMES       | National Integrated Monitoring and Evaluation System                                      |
| NUTRIP      | National Urban Transport Improvement Project                                              |
| SAGAs       | Semi-Autonomous Government Agencies                                                       |
| SS-EARTTDFP | South Sudan Eastern Africa Regional Transport, Trade and Development Facilitation Project |

## **EXECUTIVE SUMMARY**

The State Department for Roads is responsible for development, maintenance, rehabilitation and management of the road network for socio-economic development. It also oversees formulation and implementation of the road policies, institutional and regulatory frameworks.

The Kenya Vision 2030 recognizes the enabling role roads play in realization of the overarching vision of a globally competitive and prosperous nation by 2030. The continued improvement of the road network remains critical in accelerating economic growth and development. The realization of The National long-term Vision is boosted greatly by the Bottom-up Economic Transformation Agenda initiatives namely: Agriculture; Micro, Small and Medium Enterprise (MSME) Economy; Housing and Settlement; Healthcare; and Digital Superhighway and Creative Economy. The initiative commits to complete all roads under construction and prioritizes upgrading and maintenance of rural access roads. It further promises to improve roads infrastructure in informal settlements and improve critical national and regional trunk roads that have the greatest immediate economic impact. The sub-sector programmes and projects are also geared toward realization of the Sustainable Development Goals (SDGs) and Africa Union (AU) Agenda 2063.

This report therefore details the review of the targets and outputs for the State Department for Roads and provides trend analysis of expenditures for the three-year period (2022/23 - 2024/25). It identifies the cross-sector linkages, outlines the emerging issues/challenges and recommendations during the implementation period. It also presents output priorities and the financial requirements to implement programmes and projects over the next three years based on current and future challenges and opportunities on road development as outlined in the Kenya Vision 2030, the Fourth Medium Term Plan, the Bottom-up Economic Transformation Agenda and other development strategies.

During the period under review (2023/24-2025/26), Ksh 587,889 million was invested in the road sub-sector. This translates to Ksh 211,294 million for recurrent expenditure and Kshs.376,595 million for Development expenditure. This has facilitated the construction of 2,089.25kms of roads, construction of 48 bridges, rehabilitation of 189.83 kms, Routine Maintenance of 95,791.45 kms of roads, Periodic maintenance of 1,380.45kms and Performance Based Contracts (PBC) of 10,925.11kms.

The State Department plans to construct 4,080.19kms roads, rehabilitation of 293kms, periodic maintenance of 2,597.59kms, routine maintenance of 107,407.61kms of roads as well as 10,768.56Kms under Performance Based Contracts (PBC) over the 2027/28-2029/30 MTEF period. The resource requirements for the sub-sector for the Period (2026/27-2028/29) is Ksh.584,639 million, Ksh.554,545 million and Ksh.434,894 million respectively out of which Development expenditure will be Ksh 524,067 million, Ksh.492,568 million and Ksh. 371,582 million respectively while recurrent expenditure will be Ksh. 60,572 million, Ksh. 61,977 million, Ksh. 63,312 million respectively.

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## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background**

The Roads Sub-sector is a key enabler of Kenya's socio-economic development and supports the achievement of the three pillars of Kenya Vision 2030 through the provision of world-class infrastructure. Kenya Vision 2030 seeks to transform the country into a globally competitive and prosperous nation with a high quality of life. Infrastructure development is one of the foundations supporting the Economic, Social and Political Pillars of the Vision. The Sub-sector also contributes to the implementation of the Fourth Medium-Term Plan (MTP IV) 2023–2027, which is aligned to the Bottom-Up Economic Transformation Agenda (BETA), as well as Kenya's commitments under Agenda 2063 and the Sustainable Development Goals (SDGs).

The State Department for Roads is mandated to design, construct, rehabilitate, manage, and maintain safe, secure, effective road networks for enhanced socio-economic development. It also develops, monitors, and reviews the implementation of national road development policies and standards aimed at creating a competitive, user-friendly, and long-term sustainable road infrastructure. Further, the State Department ensures the development of quality roads through continued material testing and enforcing axle load control. The implementation of this integrated road infrastructure network enhances connectivity locally, regionally, and internationally by facilitating both domestic and international trade.

During the review period, the sub-sector implemented policies, programmes, and projects aligned with the MTP IV goals and the Bottom-Up Economic Transformation Agenda. This included the construction of access roads to affordable housing facilities, informal settlements, and rural areas through the Roads 10,000 programme, which aims to increase connectivity in productive areas. Investment in road construction has created employment and spurred economic growth by stimulating consumption within the economy, enhancing exports, safeguarding livelihoods, jobs, and businesses, and promoting industrial recovery.

The Road sub-sector aims to prioritize the implementation of MTP IV (2023-2027) and drive the five core pillars of the Bottom-Up Economic Transformation Agenda namely; Agriculture; Micro, Small, and Medium Enterprise (MSME) Economy; Housing and Settlement; Healthcare; and Digital Superhighway and Creative Economy. The Road sub-sector aims to implement the Government manifesto through completion of all ongoing roads under construction, prioritize upgrading and maintenance of rural access roads as well as the improving road infrastructure in urban informal settlements and critical national and regional trunk roads that have high immediate economic impact.

To ensure inclusivity for marginalized communities, the sub-sector is implementing various projects such as the South Sudan Eastern Africa Regional Transport, Trade and Development Facilitation Project (SS-EARTTDFP) and the Horn of Africa Gateway Development Project (HoAGDP). There is a growing demand for road infrastructure development, leading to a significant financing gap. The government has adopted alternative financing methods, including Public-Private Partnerships (PPP) and the Annuity program, to enhance infrastructure development.

The State Department for Roads implements one programme, Road Transport, comprising the following five sub-programmes:

- i. General Administration, Planning and Support Services;
- ii. Construction of Roads and Bridges;
- iii. Rehabilitation of Roads and Bridges;
- iv. Maintenance of Roads and Bridges; and
- v. Design of Roads and Bridges.

## **1.2 Sub- Sector Vision and Mission**

### **1.2.1 Vision**

A Global Leader in the Provision of Road Infrastructure and Services for Sustainable Socio-Economic Development.

### **1.2.2 Mission**

To Provide Affordable, Safe, Efficient, and Integrated Road Systems, and Services for Sustainable Development.

### **1.3 Strategic Goal and Strategic Objectives of the Sub-Sector**

The goal of the Road Sub-sector is to provide seamless connectivity for sustainable socio-economic development.

The main overriding strategic objectives of the State Department are:

To formulate and/or review and coordinate implementation of requisite policies, legal, regulatory and institutional framework for road infrastructure systems

To expand, modernize and maintain sustainable integrated, efficient and sustainable road infrastructure systems

To improve the quality of infrastructure, services, safety and security in service delivery

To align with global initiatives to ensure compliance with socio-environmental sustainability

To enhance research, development and innovation in road infrastructure systems;

To strengthen and ensure availability of requisite skills, competences and institutional productive capacity

To mobilize adequate funding for the road infrastructure sector programmes

### **1.4 Mandate of the Sub-Sector**

The Mandate of the State Department for Roads as stipulated in the Fourth Schedule of the Constitution of Kenya, 2010 and Executive Order No. 1 of June 2025 is to formulate and implement road policies, develop the regulatory framework, and standards, develop, maintain, and manage road transport infrastructure facilities for sustainable socio-economic development.

Under Executive Order No. 1 of June 2025 on the Organization of the Government of the Republic of Kenya, the State Department for Roads was placed under the Ministry of Roads and Transport and its functions are as follows: National Roads Development Policy; Development, Standardization and Maintenance of Roads; Materials Testing and Advise on Usage; Protection of Road Reserves; Maintenance of Security Roads; Administration

of Mechanical and Transport Fund; Registration of Engineers; Provision of Mechanical and Transport Services; and Enforcement of Axle Load Control.

### **1.5 Semi-Autonomous Government Agencies (SAGAs)**

The State Department for Roads has six Semi-Autonomous Government Agencies (SAGAs) namely;

#### **1.5.1 Kenya Roads Board (KRB)**

Kenya Roads Board is established under the Kenya Roads Board Act No. 7 of 1999 and is mandated to oversee and coordinate the development, maintenance and rehabilitation of the road network in Kenya through the Road Maintenance Levy Fund and to advise the Cabinet Secretary on all matters related thereto. It is also in charge of approving Annual Roads Work Programme, technical and financial audits and road classification.

#### **1.5.2 Kenya National Highways Authority (KeNHA)**

Kenya National Highways Authority is established under the Kenya Roads Act, Cap 408 and is mandated to manage, develop, rehabilitate and maintain national trunk roads classified as A, B and C. In addition, the authority advises the Ministry on technical issues such as standards, axle load, research and development.

#### **1.5.3 Kenya Rural Roads Authority (KeRRA)**

Kenya Rural Roads Authority is established under the Kenya Roads Act, Cap 408 and is mandated to develop, rehabilitate, maintain and manage national secondary trunk road network (Class D - W) to reduce transport cost and journey times for enhanced socio-economic development.

#### **1.5.4 Kenya Urban Roads Authority (KURA)**

Kenya Urban Roads Authority is established under the Kenya Roads Act Cap 408 and is mandated to manage, develop, rehabilitate and maintain the National urban road network in Kenya.

#### **1.5.5 Engineers Board of Kenya (EBK)**

Engineers Board of Kenya is established under Section 3(1) of the Engineers Act, Cap 530. The Board is mandated to develop and regulate engineering practices in Kenya. It

regulates standards in the engineering profession and builds capacity for individual engineers and engineering firms. It also registers engineers and engineering firms and regulates their conduct for improved performance of the engineering profession.

#### **1.5.6 Kenya Engineering Technology Registration Board (KETRB)**

Kenya Engineering Technology Registration Board is established under the Engineering Technology Act, Cap 503A. The Board is mandated to regulate the practice and set standards for engineering technologists and technicians. The Board registers and issues licenses Engineering Technologists and Technicians including Craft-persons and Artisans.

## **CHAPTER TWO**

### **2.1 Review of the Sub-Sector Programme Performance for FY 2023/24-2025/26**

During the review period, the State Department for Roads recorded notable achievements in several areas. A total of 2,089.25 km of roads were constructed against a target of 1,251.28 km, largely due to RMLF securitization, which enabled payment of pending certificates and accelerated project implementation. Routine road maintenance also exceeded target, with 95,791.45 km maintained against a planned 91,020.87 km, supported by increased RMLF allocations and savings from completed works. Additionally, for Road 2000 Programme, 120.62 km against 120.4 km was maintained.

Road and bridge design also surpassed target, with 3,178.47 km designed against 3,139 km planned, supported by completion of designs carried over from the previous MTEF period and effective use of in-house design capacity.

Capacity building also performed well, with 7,014 technicians and artisans trained against a target of 6,320, reflecting strong demand for this training. The Materials Research and Testing Directorate achieved or exceeded its targets across research studies, materials testing and monitoring and evaluation reports attributed to increase compliance with the reviewed road construction manuals and from the affordable housing programme. The Engineers Board of Kenya (EBK) recorded strong performance, developing 15 engineering training curricula against a target of 12, recognizing 22 engineering programmes against 20 planned, and licensing 5,455 engineers against a target of 4,850, supported by improved stakeholder collaboration, greater university compliance and digitization of the licensing process.

## **2.2 Analysis of Sub-Sector Expenditure Trends for the FY 2023/24-2025/26**

The State Department for Roads approved recurrent budget for FY 2023/2024, 2024/25 and 2025/26 was Kshs. 70,307 million Kshs 71,926 million and Kshs. 71,628 million, respectively. The actual expenditure for the respective years was Kshs. 67,956 million Kshs. 71,835 million and Kshs. 71,503 million. The absorption of the allocated funds has remained steady over the period with 96% for FY2023/24, 99% in FY2024/25 and 99% in FY 2025/26.

The approved development budget for FY 2023/2024 2024/25 and 2025/26 was Kshs. Ksh 107,752 million Kshs. 124,671 million and 182,745 million, respectively and actual expenditure for the respective years was, Kshs. 82,308 million, Kshs. 120,773 million, and Kshs. 173,514 million. The absorption rate over the period was 76% in FY 2023/24 96% in FY 2024/25 and 95% in FY 2025/26

## CHAPTER THREE

### MEDIUM TERM PRIORITIES AND FINANCIAL PLAN (MTEF 2027/28-2029/30)

This chapter sets out the sub-sector's forward-looking agenda defining the programmes and projects prioritized for funding, what they aim to achieve and how success will be measured over the next three fiscal years.

#### Prioritization of Programmes and Sub-Programmes

The Road Sub-sector has prioritized one major Programme (Road Transport) with five (5) sub-programmes to be implemented during the MTEF (2027/28-2029/30) period to ensure development of high-quality transport infrastructure that supports socio-economic transformation.

The Sub-programmes are: Construction of Roads and Bridges; Rehabilitation of Roads and Bridges; Maintenance of Roads and Bridges; Design of Roads and Bridges; and General Administration, Planning and Support Services.

#### 3.1 Programme and Objective

Table 3.1: Programmes and Objectives

| No. | Programme      | Objective                                                                    | Strategic Contribution                                                                                                                                                                          |
|-----|----------------|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Road Transport | To provide seamless connectivity for sustainable socio-economic development. | Facilitates trade, improves agricultural productivity, creates jobs, and attracts investment, while also serving as a critical enabler of regional integration through key transport corridors. |

#### 3.2 Programme Matrices (Outcomes, Outputs and KPIs)

Table 3.2 explains the Road transport Programme as composed of Sub-Programmes, linking them to high-level outcomes they drive, specifies tangible outputs and assigns performance indicators for monitoring and evaluation as below.

**Table 3.2: Programme/Sub-Programme Outcome, Outputs and Key Performance Indicators**

| Programme                                                                            | Delivery Unit       | Key Outputs                                             | Key Performance Indicators               | Target 2025/26 | Actual Achievements 2025/26 | Target Baseline (2026/27) | Target 2027/28 | Target 2028/29 | Target 2029/30 |
|--------------------------------------------------------------------------------------|---------------------|---------------------------------------------------------|------------------------------------------|----------------|-----------------------------|---------------------------|----------------|----------------|----------------|
| <b>1091: STATE DEPARTMENT FOR ROADS</b>                                              |                     |                                                         |                                          |                |                             |                           |                |                |                |
| <b>Name of Programme: Road Transport</b>                                             |                     |                                                         |                                          |                |                             |                           |                |                |                |
| <b>Programme Outcome: Improved road network for effective and efficient mobility</b> |                     |                                                         |                                          |                |                             |                           |                |                |                |
| S. P1.1 Construction of Roads and Bridges                                            | KeNHA, KURA & KeRRA | Roads                                                   | Number of Kilometers constructed         | 663.13         | 786                         | 733                       | 989            | 979            | 1,062          |
|                                                                                      | KeNHA, KURA & KeRRA | Bridges                                                 | Number of bridges constructed            | 20             | 2                           | 11                        | 5              | 7              | 9              |
|                                                                                      | KURA                | Bus Rapid Transport (BRT) along Outering Road, Nairobi. | BRT Kms Constructed                      | -              | -                           | -                         | 6              | 4              | 2              |
| SP1. 2 Rehabilitation of Roads and Bridges                                           | KeNHA & KeRRA       | Roads & Bridges                                         | Km of roads rehabilitated                | 210            | 38.76                       | 160                       | 60             | 69             | 80             |
| SP1. 3 Maintenance of Roads and Bridges                                              | KeNHA, KURA & KeRRA | Roads and Bridges                                       | Km Maintained under Periodic             | 480            | 176.15                      | 420                       | 384.56         | 470.47         | 567.56         |
|                                                                                      |                     |                                                         | Km Maintained under Routine              | 28,327.00      | 31,105.56                   | 25,690                    | 33,470.70      | 34,081.48      | 34,785.42      |
|                                                                                      | KeNHA & KURA        | Roads                                                   | Kms maintained under PBC                 | 10,075         | 10,925.11                   | 10,153                    | 10,423.72      | 10,580.47      | 10,768.56      |
|                                                                                      | KeRRA               | Roads                                                   | Km Maintained under Road 2000 Programme  | 120.4          | 120.6                       | 180                       | 140            | 150            | 165            |
|                                                                                      | KURA                | Nairobi Intelligent Transportation System (ITS)         | No. of ITS signaled Junctions Maintained | -              | -                           | 20                        | 20             | 20             | 50             |
|                                                                                      |                     |                                                         | No. of junctions under ITS phase I       | -              | -                           | 5                         | 20             | -              | -              |
|                                                                                      |                     |                                                         | No. of junctions under ITS Phase II      | -              | -                           | -                         | 10             | 40             | 10             |

| Programme                                                     | Delivery Unit                         | Key Outputs                                                    | Key Performance Indicators                             | Target 2025/26 | Actual Achievements 2025/26 | Target Baseline (2026/27) | Target 2027/28 | Target 2028/29 | Target 2029/30 |
|---------------------------------------------------------------|---------------------------------------|----------------------------------------------------------------|--------------------------------------------------------|----------------|-----------------------------|---------------------------|----------------|----------------|----------------|
|                                                               |                                       |                                                                | No. of junctions under ITS Phase III                   | -              | -                           | 25                        | 75             | 25             | -              |
|                                                               | KRB                                   | Annual Public Road Programme (APRP)                            | Annual Report                                          | 1              | 1                           | 1                         | 1              | 1              | 1              |
| S.P 1.4 General Administration, Planning and Support Services | KIHBT                                 | Road construction skills                                       | No. of Plant operators trained                         | 1,930          | 1,163                       | 1,850                     | 1,250          | 1,270          | 1,290          |
|                                                               |                                       |                                                                | No. of Contractors Trained                             | 1,300          | 1,156                       | 1,500                     | 1,165          | 1,175          | 1,185          |
|                                                               |                                       |                                                                | No. of technicians/ Artisan Trained                    | 2,120          | 2,273                       | 2,550                     | 2,275          | 2,330          | 2,375          |
|                                                               | Materials Research & Testing Division | Research Undertaken                                            | No. of research Report                                 | 3              | 3                           | 3                         | 3              | 3              | 3              |
|                                                               |                                       | Construction materials tests                                   | No. of materials tests reports                         | 4              | 4                           | 4                         | 4              | 4              | 4              |
|                                                               | EBK                                   | Engineer's profession regulations                              | No. of Engineering Training Curricula Developed        | 6              | 7                           | 6                         | 7              | 7              | 7              |
|                                                               |                                       |                                                                | No. of Graduate Engineers Interned                     | 250            | 171                         | 300                       | 198            | 698            | 1,091          |
|                                                               |                                       |                                                                | No. of engineering programmes recognized               | -              | 2                           | 4                         | 5              | 6              | 8              |
|                                                               |                                       |                                                                | No. of professional engineers registered               | 800            | 93                          | 800                       | 850            | 900            | 950            |
|                                                               |                                       |                                                                | No. of engineers licensed                              | 2,450          | 2,948                       | 2,450                     | 3,000          | 3,050          | 3,100          |
|                                                               | KETRB                                 | Engineering technologists and technicians' Regulation services | No. of Engineering Technologists Registered            | 400            | 408                         | 600                       | 400            | 500            | 600            |
|                                                               |                                       |                                                                | No. of Engineering Technicians Registered              | 450            | 879                         | 600                       | 450            | 600            | 700            |
|                                                               |                                       |                                                                | No. of professional Engineering Technologists licensed | 400            | 309                         | 550                       | 400            | 500            | 600            |
|                                                               |                                       |                                                                | No. of certified Engineering Technicians licensed      | 300            | 284                         | 450                       | 300            | 400            | 500            |

| Programme                          | Delivery Unit       | Key Outputs           | Key Performance Indicators                        | Target 2025/26 | Actual Achievements 2025/26 | Target Baseline (2026/27) | Target 2027/28 | Target 2028/29 | Target 2029/30 |
|------------------------------------|---------------------|-----------------------|---------------------------------------------------|----------------|-----------------------------|---------------------------|----------------|----------------|----------------|
|                                    |                     |                       | No. of Engineering Technology Curricula certified | 12             | 23                          | 12                        | 12             | 15             | 15             |
| SP1. 5 Design of Roads and Bridges | KeNHA, KURA & KeRRA | Road & Bridge Designs | Kilometers of roads designed                      | 1,009          | 1,472.07                    | 2,790                     | 3,793.40       | 4,248.08       | 4,845.70       |
|                                    | KeNHA & KURA        |                       | No. of Bridges designed                           | 13             | 12                          | 17                        | 15             | 18             | 27             |

### 3.3 Sub–Sector Resource Allocation

This section highlights analysis of programme-level resource requirements (Current and Capital) by year, allocation schedules showing approved budget and MTEF allocations and Economic classification of resource requirements and allocations.

**Table 3. 3: Sub-Sector Recurrent Requirements/Allocations (Amount KSh. Million)**

| Description               | Approved<br>Estimates | REQUIREMENT |         |         | ALLOCATION |          |          |
|---------------------------|-----------------------|-------------|---------|---------|------------|----------|----------|
|                           | 2026/27               | 2027/28     | 2028/29 | 2029/30 | 2027/28    | 2028/29  | 2029 /30 |
| Gross                     | 57,802                | 60,529      | 61,916  | 63,274  | 59,993     | 61,279   | 62,575   |
| AIA                       | 56,370                | 58,495      | 59,724  | 60,978  | 58,495     | 59,724   | 60,978   |
| NET                       | 1,432                 | 2,034       | 2,192   | 2,296   | 1,498.00   | 1,555.00 | 1,597.00 |
| Compensation to Employees | 1,318                 | 1,397       | 1,425   | 1,453   | 1,326.00   | 1,370.00 | 1,398.00 |
| Grants & Transfers        | 55,954                | 58,361      | 59,703  | 60,978  | 58,070     | 59,305   | 60,565   |
| Other Recurrent           | 530                   | 771         | 788     | 843     | 597        | 604      | 592      |

**Table 3.4: Sub-Sector Development Requirement/Allocations (Amount Ksh. Millions)**

| Description | Approved Estimates | REQUIREMENT |         |         | ALLOCATION |         |         |
|-------------|--------------------|-------------|---------|---------|------------|---------|---------|
|             | 2026/27            | 2027/28     | 2028/29 | 2029/30 | 2027/28    | 2028/29 | 2029/30 |
| Gross       | 167,085            | 471,538     | 488,990 | 381,041 | 182,620    | 210,857 | 221,660 |
| GoK         | 65,997             | 323,350     | 326,878 | 219,263 | 68,230     | 72,542  | 59,882  |
| Loans       | 34,347             | 82,529      | 96,611  | 94,973  | 48,731     | 72,814  | 94,973  |
| Grants      | 3,927              | 1,668       | 229     | 229     | 1,668      | 229     | 229     |
| Local AIA   | 62,814             | 63,991      | 65,272  | 66,576  | 63,991     | 65,272  | 66,576  |

## **CHAPTER FOUR**

### **CROSS SECTOR LINKAGES AND EMERGING ISSUES/CHALLENGES**

#### **4.1 Emerging Issues**

##### **i. Climate Change and Resilience**

Roads are increasingly exposed to extreme weather events such as flooding, heatwaves, and landslides, raising the need for climate-resilient designs and sustainable materials.

##### **ii. Funding and Sustainability of Financing Models**

Declining public budgets, growing demand for roads, and high maintenance costs have made financing a critical issue, pushing for innovative models like Public-Private Partnerships (PPPs) and road tolling.

##### **iii. Technological Advancements**

Adoption of digital tools such as Building Information Modelling (BIM), Geographic Information Systems (GIS), drones, and smart sensors is transforming planning, construction monitoring, and maintenance practices.

##### **iv. Environmental and Social Safeguards**

There is growing pressure to minimize environmental degradation, protect biodiversity, and ensure that road projects are socially inclusive and respect community rights.

##### **v. Quality and Durability of Materials**

Concerns over substandard materials and poor workmanship are driving research into innovative, eco-friendly, and cost-effective alternatives such as recycled plastics and cold-mix asphalts.

#### **4.2 Challenges**

During the period under review the Sub-sector faced the following challenges:

1. Financial constraints and funding deficits for maintenance backlogs and delayed payments to contractors.

2. Delays in land acquisition, wayleave clearance and compensation of Project Affected Persons (PAPs)
3. Non-compliance with axle-load limits by heavy commercial trucks leading to accelerated wear and tear on major national highways.
4. Climate Change and Extreme Weather Events making climate-resilient engineering an expensive and urgent necessity.
5. Infrastructure Vandalism through theft of critical road assets which poses severe safety hazards and drains public resources for constant replacement.

### 4.3 Risks Opportunities Coordinated Response & Mitigation Mechanisms

| Aspect                          | Risks                                                                                                                                                                      | Opportunities                                                                                                                                    |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Resource Use                    | -Inadequate budget for projects leading to implementation delays and cost overruns.<br>-High cost of projects leading to unsustainable fiscal burden and deferred projects | Implementation of projects through Public Private Partnership, enhanced development partners' funding and other innovative financing mechanisms. |
| Policy & Governance             | Policy gaps due to inadequate/outdated Policy, Legal and Regulatory Frameworks                                                                                             | Development of harmonized and integrated policies, laws and regulations for efficient and effective projects implementation.                     |
| Climate vulnerability.          | Extreme weather events damage infrastructure, thus affecting emergency response, supply chains, and access to facilities and services.                                     | Development and implementation of green and climate-resilient infrastructure.                                                                    |
| Cybersecurity Threats           | Exposure to cyberattacks leading systemic failure of e-government service delivery.                                                                                        | Inter-sectoral collaboration in intelligence sharing and innovation.                                                                             |
| Technology Adoption             | Delayed uptake of smart transport/ICT systems weakens synergies                                                                                                            | Smart infrastructure, digital tolling, and real-time traffic management                                                                          |
| Project and Contract Management | Prolonged litigation/court awards cause projects delays and cost overruns.                                                                                                 | Litigations/court awards lead institutions to strengthen accountability and transparency frameworks.                                             |

| Aspect   | Risks                                                                                                                                               | Opportunities                                                                                                                  |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Security | Insecurity disrupts project implementation and free movement of goods and services thereby increasing costs, and endangering lives and investments. | EII Sector facilities and services enhance security presence, spur local economic stability, and open up marginalized regions. |
| Social   | Vandalism of facilities and infrastructure                                                                                                          | Community engagement to inculcate a sense of ownership, increased surveillance, education and awareness                        |

## **CHAPTER FIVE: CONCLUSION**

The road sub-sector plays a pivotal role in the realization of Kenya's Vision 2030 and the Fourth Medium Term Plan (MTP IV) 2023–2027. As part of the country's broader development agenda, the road sector is recognized as a key enabler for economic transformation through the expansion of infrastructure, promotion of regional integration, and facilitation of trade and mobility. Under Vision 2030, the sub-sector is expected to support the economic, social, and political pillars by improving connectivity between production zones, markets, and urban centers, as well as enhancing access to basic services such as healthcare, education, and security. The sub-sector has prioritized development and maintenance of strategic road networks, including completion of ongoing projects, upgrading of rural access roads, and the implementation of intelligent transport systems (ITS) to improve efficiency. Flagship projects such as the dualling of key highways, construction of urban expressways, and expansion of border and regional corridor roads are intended to accelerate regional trade under the African Continental Free Trade Area (AfCFTA) and boost local economic activity. The plan also emphasizes public-private partnerships (PPPs) for sustainable road financing, integration of climate-resilient designs, and job creation through labor-based construction methods.

However, to fully realize these priorities, tighter performance monitoring is required in several key areas. First, there is a need for enhanced project management and delivery timelines, as delays in road construction and rehabilitation continue to inflate costs and reduce economic returns. Second, quality assurance mechanisms must be strengthened to ensure roads meet design standards and are resilient to weather and heavy use, especially in rural and flood-prone areas. Third, maintenance frameworks require consistent funding and execution to prevent rapid deterioration of completed roads. Lastly, data-driven monitoring and evaluation systems should be institutionalized to track progress, evaluate impact, and inform timely decision-making across national and county levels. Strengthening governance, transparency in procurement, and citizen engagement will also be essential to ensure that road sector investments deliver inclusive and sustainable development outcomes as envisioned in Vision 2030 and MTP IV.

## **CHAPTER SIX**

### **6.1 RECOMMENDATIONS**

To facilitate achievement of greater value for money, improve infrastructure delivery timelines, and support national development goals more effectively, the following recommendations are proposed:

1. Adopt sustainable Financing and Alternative Funding Models such as Public-Private Partnerships (PPPs).
2. Strengthen inter-agency coordination with NLC, NEMA, utility providers and County Governments through joint inspection and sign-off protocols.
3. Fully operationalize and automate weighbridges across key transport corridors to curb non-compliance and heavily penalize overloaded commercial vehicles, and intensify sensitisation of judicial and prosecutorial officers.
4. Integrate climate risk assessments into road engineering to build resilient infrastructure capable of withstanding extreme weather and flash floods and ensure Strict Material and Construction Compliance
5. Enforce stringent legal penalties for the theft and destruction of road infrastructure and partner with local communities to secure public assets.