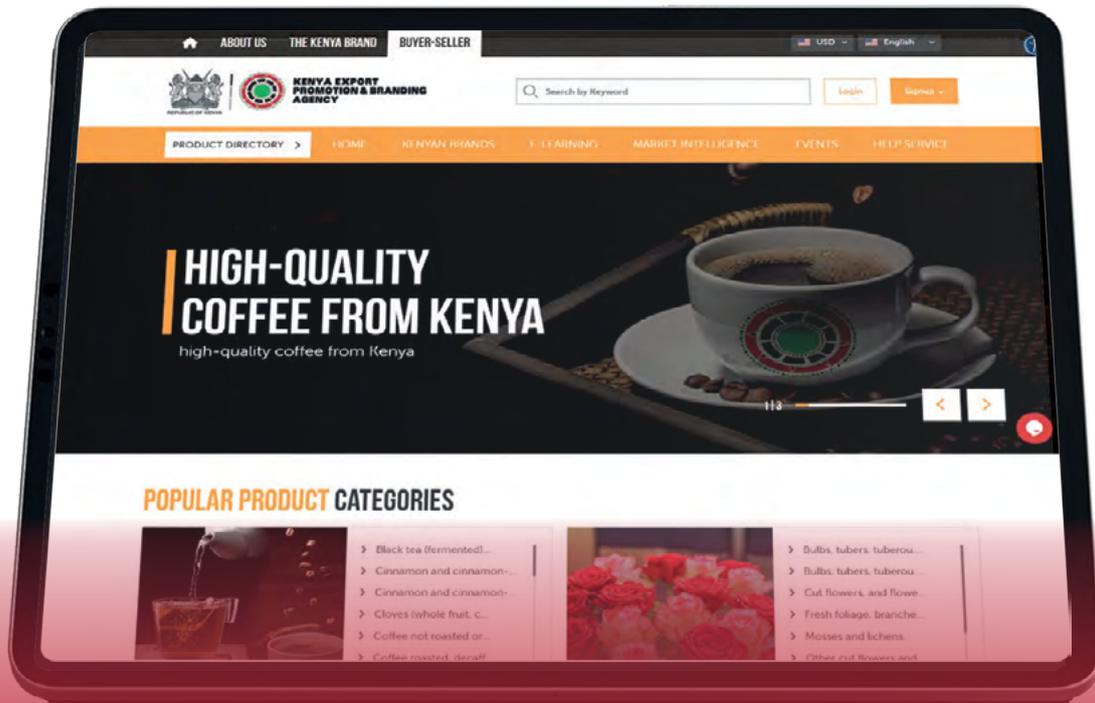




**KENYA EXPORT
PROMOTION & BRANDING
AGENCY**

ANNUAL REPORT 2021-2022





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ACCRONYMS AND ABBREVIATIONS

AfCFTA - African Continental Free Trade Area Agreement

B2B - Business to Business

CEO - Chief Executive Officer

COMESA - Common Market for Eastern and Southern Africa

CRM - Customer Relations Management

EAC - East African Community

ERP - Enterprise Resource Planning

FPC- K - Fresh Produce Consortium of Kenya

FPEAK - Fresh Product Association of Kenya

GDP - Gross Domestic Product

ICT - Information and communication Technology

ITC - International Trade Centre

JETRO - Japan External Trade Organization

KAM - Kenya Association Manufacturers

KEPHIS - Kenya Plant Health Inspectorate Service

KEPROBA - Kenya Export Promotion Branding Agency

KEPSA - Kenya Private Sector Alliance

KENTRADE - Kenya Trade Network Agency

KNBS - Kenya National Bureau of Statistics

KNCCI - Kenya National Chamber of Commerce and Industry

Kshs - Kenya Shillings

MDAs - Ministries, Departments and Agencies

MITI - Ministry of Investments, Trade, and Industry

MoU - Memorandum of Understanding

NBDMC - Nation Brand Development, Marketing and Communication

PMDD - Product Market Development Directorate

SADC - Southern African Development Community

SDT - State Department of Trade

SGR - Standard Gauge Railway

TFTA - Tripartite Free Trade Area

UAE - United Arab Emirates

UK - United Kingdom

USA - United States of America

USD - United States Dollar

WTO - World Trade Organization

Contents

ACCRONYMS AND ABBREVIATIONS.....	3	Corporate Governance Statement	37
ORGANIZATIONAL PROFILE	5	Management Discussion And Analysis	40
1. Background Information.....	5	Environmental And Sustainability Reporting	40
2. Principal Activities.....	5	Risk Management And Internal Controls	46
3. Corporate Mantra.....	6	CHAPTER 5: 48	
4. Activities, Brands, Products And Services	7	STAKEHOLDER ENGAGEMENT	48
Ownership Of Legal Form	8	CHAPTER 6: 60	
Key Management.....	10	REPORTING PRACTICES	60
Fiduciary Management	10	Report Of The Directors	60
Markets Of Interest (Prioritized Markets)	14	Statement Of Directors' Responsibilities	61
5. Human Capital.....	15	Statement Of Changes In Net Assets For The Year Ended 30 June 2022	64
CHAPTER 2 17		Statement Of Cash Flows For The Year Ended 30 June 2022.....	65
THE YEAR THAT HAS BEEN	17	Statement Of Comparison Of Budget And Actual Amounts For The Year Ended 30 June 2022	66
Chairman's Statement	17	Notes To The Statement Of Comparison Of Budget And Actual Amounts.....	66
Chief Executive Officer's Statement.....	19	APPENDICES	87
GENERAL PERFORMANCE, KEY ACHIEVEMENTS, CHALLENGES, OPPORTUNITIES AND OUTLOOK.....	21	Appendix 1: Progress On Follow-Up Of Auditor Recommendations	87
Export And Brand Performance For Fy 2021/2022 ..	21	Appendix 2: Projects Implemented By The Agency	87
Key Achievements	23	Appendix 3: Inter-Entity Transfers	87
Key Misses In Programme Implementation In Fy 2021/2022.....	26	Appendix 4: Recording Of Transfers From Other Government Entities.....	88
Challenges Hindering Implementation Of The Agency's Programs	26	Appendix 5: Reporting Of Climate Relevant Expenditures.....	88
Opportunities In Export And Brand Development ..	26		
Keproba's Outlook	27		
CHAPTER 4: 29			
GOVERNANCE STRUCTURE	29		
The Board Of Directors.....	29		
Management Team.....	33		

CHAPTER 1

ORGANIZATIONAL PROFILE

1. BACKGROUND INFORMATION

Kenya Export Promotion and Branding Agency (KEPROBA) is a state corporation under the State Department for Trade and Enterprise Development in the Ministry of Industrialization, Trade and Enterprise Development which was established under the State Corporations Act Cap 446 by the Kenya Export Promotion and Branding Agency Order, 2019 Legal Notice No. 110 of 9th August 2019 after the merger of the former Export Promotion Council and Brand Kenya Board. The Agency is domiciled in Kenya.

2. PRINCIPAL ACTIVITIES

The Agency's principal activities are implementing export development and promotion activities through providing export assistance to promote Kenyan goods and services globally, distributing trade related and international export standards information and carrying out export market research. The Agency is also mandated to manage the Kenya Nation Brand and country's image through coordinating nation branding initiatives and trade fairs, providing branding guidelines for Kenya Missions Abroad, marketing and providing positive information about Kenya and its products.

2019

KEPROBA was established under the State Corporations Act Cap 446, 2019 Legal Notice No. 110 of 9th August 2019 after the merger of the former Export Promotion Council and Brand Kenya Board.



VISION

Transform Kenya into a top global brand



MISSION

Brand Kenya, Export Kenyan, Build Kenya



TAGLINE

Inspiring Global Trade



CORE VALUES

Passionate about the Kenyan brand

Innovative: Creativity and resilience

Energetic: Willingness to work as a team

Customer Centric: The willingness to support our existing and emerging exporters.

Collaborative: Building impact driven team

3. CORPORATE MANTRA

As a branding Agency with a huge mandate, we cannot achieve our goals if we do not collaborate and integrate our strengths as a team to build a strong corporate brand. Therefore, as an institution we derive our capacity to deliver through the **REVIDO** mantra

Re

RELEVANCE

Let us always ask ourselves; "Does this meet the important needs of Kenyans and our export market.



Vi

VISIBILITY

Let us seek to connect, engage, inspire and make meaningful connections with Kenyans and our exporters.

Do

DOMINANCE

Let us seek to create such a strong emotional connection with Kenyans and our export market so that they rally behind Kenya and our exports.



4. ACTIVITIES, BRANDS, PRODUCTS AND SERVICES

Activities

The Agency's mandate is to implement export promotion and nation branding initiatives and policies to promote Kenya's export of goods and services. The Agency's core activities include;

1. Product, Market Development and Promotion
2. Nation Branding of the country and export products
3. Research, Innovation and Market Intelligence
4. Export Trade Information and E-Commerce
5. Enterprise and Product development

Brands

The Agency owns the following brands;

1. Made in Kenya
2. Grown in Kenya
3. A touch of Kenya
4. Make It Kenya
5. Proudly Kenyan



Services

Kenya Export Promotion and Branding Agency offers the following services;

1. Export Trade Information Services



Business counselling session at Anniversary Towers

The Agency collects, collates, stores, analyses, and disseminates trade information to support enterprise competitiveness. In addition to the market research findings, the Agency obtains export market information from credible sources such as the International Trade Centre (ITC), World Trade Organization (WTO), trade promotion organizations including the Japan External Trade Organization (JETRO), Centre for Promotion of Imports from Developing Countries (CBI), among others.

Through the Resource Centre, the Agency provides business counselling services to potential and existing exporters. The Agency also promotes the use of digital platforms to enhance brand exposure and export transactions for Kenyan enterprises in the international markets.

2. International Market Development and Promotion

The Agency identifies export market opportunities for Kenyan products and formulates appropriate market entry and penetration strategies. This is realized through informed market research and survey findings, trade missions, contact promotion programmes, buyer/seller meetings, trade fairs and exhibitions and inward buying missions. On an annual basis the Agency develops the Kenya Export Market Development Programme (KEMDP) which lists prioritized promotional events to guide its export market development activities.



Value added products for the export market

3. Enterprise and Product Development

The Agency enhances competitiveness, expansion, and diversification of Kenya's exports through interventions in product development and adaptation such as product design, value added processing, packaging, labelling, branding, and enhancement of exporting skills at both sectoral and firm levels. The Agency also facilitates the mainstreaming of export-

oriented producer groups particularly the youth, women, and other marginalized segments of the community into the export process.



KEPROBA staff at an Export Processing Zone dealing with nuts

4. Market Research and Surveys

The Agency conducts research and surveys in prioritized markets to identify export opportunities. In response to the market survey findings, supply surveys are carried out to determine the supply capacity in the country for the identified export opportunities. These findings inform the appropriate export promotion strategies to be employed in the target markets. These findings are crucial in providing actionable market intelligence which is disseminated through the Resource Centre.



Kaya Nuts is a Made in Kenya adoptee targeting the nuts export market



Coffee tasting at a coffee factory

5. Nation Branding

The Agency facilitates nation branding activities aimed at stimulating Kenya’s exports, attracting tourism and investment capital, attracting a talented and creative workforce, and positioning its cultural and political influence in the world. The Agency has developed

a 3-year Integrated Marketing Communications (IMC) Strategy for export promotion, nation branding and institutional positioning to undertake various campaigns.

The Agency is implementing public service branding for Government Ministries, Departments and Agencies (MDA’s), the Made in Kenya campaign under the Buy Kenya Build Kenya initiative to increase uptake of the Made in Kenya brandmark for locally made products, a products campaign targeting various export markets and the Kenya Sihami campaign that inspires patriotism among Kenyans.

OWNERSHIP OF LEGAL FORM

Kenya Export Promotion and Branding Agency is a state corporation fully owned by the Government of Kenya under the State Department of Trade in the Ministry of Investments, Trade, and Industry.

Functions of the Agency

The Agency functions are:

1. To advocate, coordinate, harmonize and implement export promotion and Nation branding initiatives and policies to promote Kenyan goods and services in export markets
2. To collect, collate, disseminate, and serve as a repository of trade and Kenya brand information
3. To provide nation branding guidelines for stakeholders’ initiatives including Kenya missions abroad

4. To advocate, promote and facilitate the development and diversification of Kenya' export trade
5. To promote and brand Kenyan exports through knowledge-based support and information to exporters and producers including export procedures and documentation, market entry requirements and marketing techniques
6. To encourage and monitor the observance of international standards and specifications by exporters
7. To provide cooperation to the export inspection agencies on quality control and reshipment inspection of export products to ensure observance of international standards and specifications
8. To promote and brand Kenya as a supplier of high-quality goods and services
9. To ensure the harmonized application of the national mark of identity for Kenyan goods and services
10. To formulate and implement strategies for improved balance of trade foreign exchange earnings and retention
11. To offer advice to Kenyan exporters including in technology upgrading, quality and design improvement, standards and product development, and innovation
12. To provide export assistance services, such as distribution of trade-related information to exporters, foreign country market research, and counselling to exporters
13. To co-ordinate Kenya's participation in trade promotion events including trade fairs and buyer-seller meets
14. To provide market intelligence through research, analysis and monitoring of trends and opportunities in international markets that Kenyan exporters can take advantage of to increase or diversify exports
15. To provide Kenyans with positive information about Kenya to promote national unity, patriotism and national pride
16. To establish an integrated approach within Government and private sector towards international marketing and branding of Kenya
17. To build national support for the nation brand with other Government Agencies, non-governmental organizations, and the private sector
18. To provide customized advisory services
19. To do any other thing necessary or expedient for the discharge of its functions under this order

3

The Agency has developed a 3-year Integrated Marketing Communications (IMC) Strategy for export promotion, nation branding and institutional positioning to undertake various campaigns.

18

The Number of Key functions the Agency is undertaking

Strategic Objectives

The following strategic objectives will guide the Agency's strategies and activities over the next 3 years.

1. To develop, diversify and brand Kenya Export Products
2. To develop and diversify Kenya's Export Market
3. To Manage the image and reputation of the Kenya Brand
4. To Strengthen the Agency's institutional capacity to deliver on its mandate

KEY MANAGEMENT

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

1. Board of Directors
2. Chief Executive Officer
3. Management

FIDUCIARY MANAGEMENT

The key management personnel who held office during the financial year ended 30th June 2022 and who had direct fiduciary responsibility were:

NO.	DESIGNATION	NAME
1.	Chief Executive Officer	Dr. Wilfred Marube
2.	Director Corporate Services	Ms. Christine Mwaka
3.	Director, Resource Mobilization and Stakeholder Management	Ms. Floice Mukabana
4.	Ag. Director, Product and Market Development	Mr. Austin Macheso
5.	Ag. Director, Nation Brand Development, Marketing and Communication	Ms. Maureen Mambo
6.	Ag. Director, Research, and Innovation	Mr. Peter Ochieng
7.	Ag. Director, Resource Centre	Mr. Reuben Wanjala
8.	Ag. Director Corporate Strategy, Planning & Quality Assurance	Ms. Celestine Rono
9.	Manager, Supply Chain Management	Mr. Domnick Ariro
10.	Manager, Internal Audit	Mr. Victor Odindo
11.	Corporation Secretary and Manager, Legal Services	Ms. Frida Mbugua

4

The Number of Strategies and activities that will guide the Agency over the next 3 years

Fiduciary Oversight Arrangements

The Board has formed three (3) principal committees which meet under well-defined terms of reference set by the Board members. These committees comprise of the following members:

Finance, Human Resource and Administration Committee

1. Jacqueline Muga - Chairperson
2. Kathleen Kihanya
3. Oliver Konje
4. Leah Baraza
5. Veronica Okoth

Strategy, Marketing, Communication and Quality Assurance Committee

1. Kathleen Kihanya - Chairperson
2. Jacqueline Muga
3. Mark Bichachi
4. Oliver Konje
5. Leah Baraza
6. Veronica Okoth

Audit, Risk and Governance Committee

1. Mark Bichachi - Chairperson
2. Kathleen Kihanya
3. Oliver Konje
4. Leah Baraza
5. Veronica Okoth

The committees were formed to assist the board to effectively and efficiently carry out its functions. The following comprise the terms of reference for the three committees:

Finance, Human Resources and Administration Committee.

Its functions include but are not limited to:

1. KEPROBA Financial oversight.
2. Budget approvals.
3. Human Resource development.
4. Work environment policies.
5. Internal and external stakeholder engagements.
6. Resource mobilization policy development and implementation.
7. Organizational Culture and change management

Strategy and Quality Assurance Committee

Its functions include but are not limited to; Strategic Plan development and implementation oversight.

1. Performance management and appraisals.
2. ISO certification.
3. Performance Contracts (PC) development and Implementation.
4. Export promotion and Nation Brand Programmes.

Audit and Governance Committee

Its functions include but are not limited to;

1. Internal controls.
2. Governance.
3. Organizational Risks and compliance

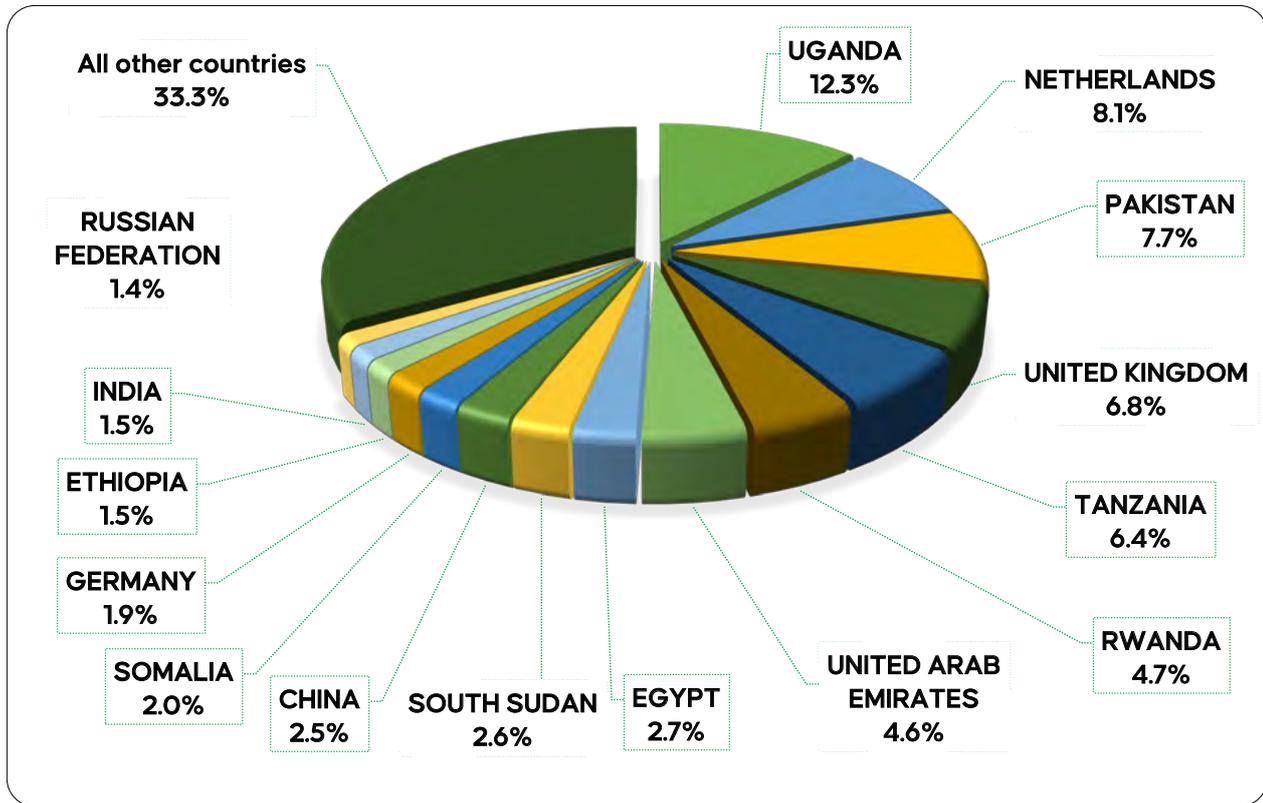
Markets served

Uganda has been the lead export destination for Kenyan products for more than a decade accounting for 12.3% in 2021-2022 of total exports.

The composition of the top 5 lead export destinations comprised the following countries (Uganda, Netherlands, Pakistan, United Kingdom, and Tanzania) in 2021.

Rank	Destination	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	FY 2021-2022 Total	Share
		Value in KSHS Billion													%
1	UGANDA	7.1	7.8	4.1	9.2	9.6	7.1	5.2	7.8	7.7	5.4	9.3	9.6	85.7	12.3%
2	NETHERLANDS	4.8	4.3	4.6	4.8	5.9	4.8	6.0	6.1	6.4	5.8	5.9	5.8	55.9	8.1%
3	PAKISTAN	4.1	4.1	3.0	4.5	6.0	5.7	5.5	5.9	5.4	5.1	4.7	4.7	53.6	7.7%
4	UNITED KINGDOM	3.9	3.4	3.4	4.1	4.2	3.8	4.2	4.5	4.3	3.4	4.1	3.5	47.2	6.8%
5	TANZANIA	4.0	3.7	5.1	6.2	4.1	4.2	3.0	5.5	5.4	4.2	4.3	4.7	44.4	6.4%
6	RWANDA	2.6	2.7	1.8	3.0	2.6	5.0	1.8	2.5	3.3	3.2	3.9	3.7	32.5	4.7%
7	UNITED ARAB EMIRATES	2.2	2.8	2.9	2.7	3.3	3.4	3.4	2.6	4.3	3.7	4.8	4.8	31.8	4.6%
8	EGYPT	1.1	1.8	1.5	1.5	1.9	2.2	2.1	2.5	2.9	2.1	2.4	2.6	19.0	2.7%
9	SOUTH SUDAN	1.6	1.0	1.2	1.0	1.4	1.6	1.7	2.1	2.8	2.6	1.4	2.6	18.2	2.6%
10	CHINA	1.1	1.7	1.2	2.9	1.1	2.8	1.7	3.0	1.3	1.3	3.6	3.0	17.5	2.5%
11	SOMALIA	1.1	1.6	1.3	1.1	1.1	1.3	0.9	1.2	1.4	0.9	1.1	1.0	13.7	2.0%
12	GERMANY	0.9	1.1	1.0	0.9	1.1	1.0	1.5	1.2	1.5	1.6	1.3	1.2	13.3	1.9%
13	ETHIOPIA	1.5	2.4	1.0	0.5	0.9	0.7	1.1	1.2	1.3	1.1	1.2	1.6	10.7	1.5%
14	INDIA	0.7	0.7	1.1	0.8	0.9	0.6	0.9	0.4	0.6	0.5	0.7	0.7	10.4	1.5%
15	RUSSIAN FEDERATION	0.8	0.8	0.9	1.0	0.8	0.8	1.0	1.6	0.3	0.5	0.8	0.6	9.4	1.4%
16	FRANCE	0.8	1.0	0.8	0.7	0.6	0.6	0.8	0.7	0.8	0.9	0.9	0.8	9.2	1.3%
17	SAUDI ARABIA	0.6	0.6	0.7	0.6	0.6	0.7	1.1	0.8	1.3	1.0	1.1	1.0	8.2	1.2%
18	BURUNDI	0.4	1.2	0.9	0.7	0.6	0.4	0.4	0.4	0.7	0.6	0.7	0.7	7.5	1.1%
19	BELGIUM	1.1	0.6	0.6	0.7	0.5	0.9	0.8	1.0	1.0	0.9	1.0	0.6	7.1	1.0%
20	SUDAN	0.6	0.7	0.7	0.2	0.0	0.7	1.0	0.4	0.7	0.4	0.7	0.7	6.5	0.9%
21	ZAMBIA	0.7	0.6	0.4	0.6	0.6	0.5	0.5	0.4	0.6	0.6	0.6	0.6	6.1	0.9%
22	JAPAN	0.4	1.8	0.5	0.4	0.3	0.4	0.3	0.2	1.0	0.3	0.5	0.4	5.8	0.8%
23	MALAWI	0.3	0.4	0.7	0.5	0.5	0.8	0.3	0.6	0.7	0.6	0.5	0.6	5.5	0.8%
24	SPAIN	0.8	0.4	0.3	0.4	0.5	0.3	0.5	0.3	0.6	0.7	0.7	0.7	5.3	0.8%
25	YEMEN ARAB REPUBLIC	0.2	0.3	0.4	0.3	0.4	0.6	0.5	0.7	0.6	0.9	0.6	0.6	4.7	0.7%
	All other countries	15.9	13.8	13.8	15.7	14.7	15.2	14.5	16.6	20.1	20.6	20.8	23.9	275.7	39.7%
	Grand Total	59.4	61.3	54.0	64.9	64.2	66.1	60.4	70.3	77.1	69.0	77.5	80.9	805.0	115.9%

Source: KNBS Database, Compiled by KEPROBA



Source: KNBS Database, Compiled by KEPROBA

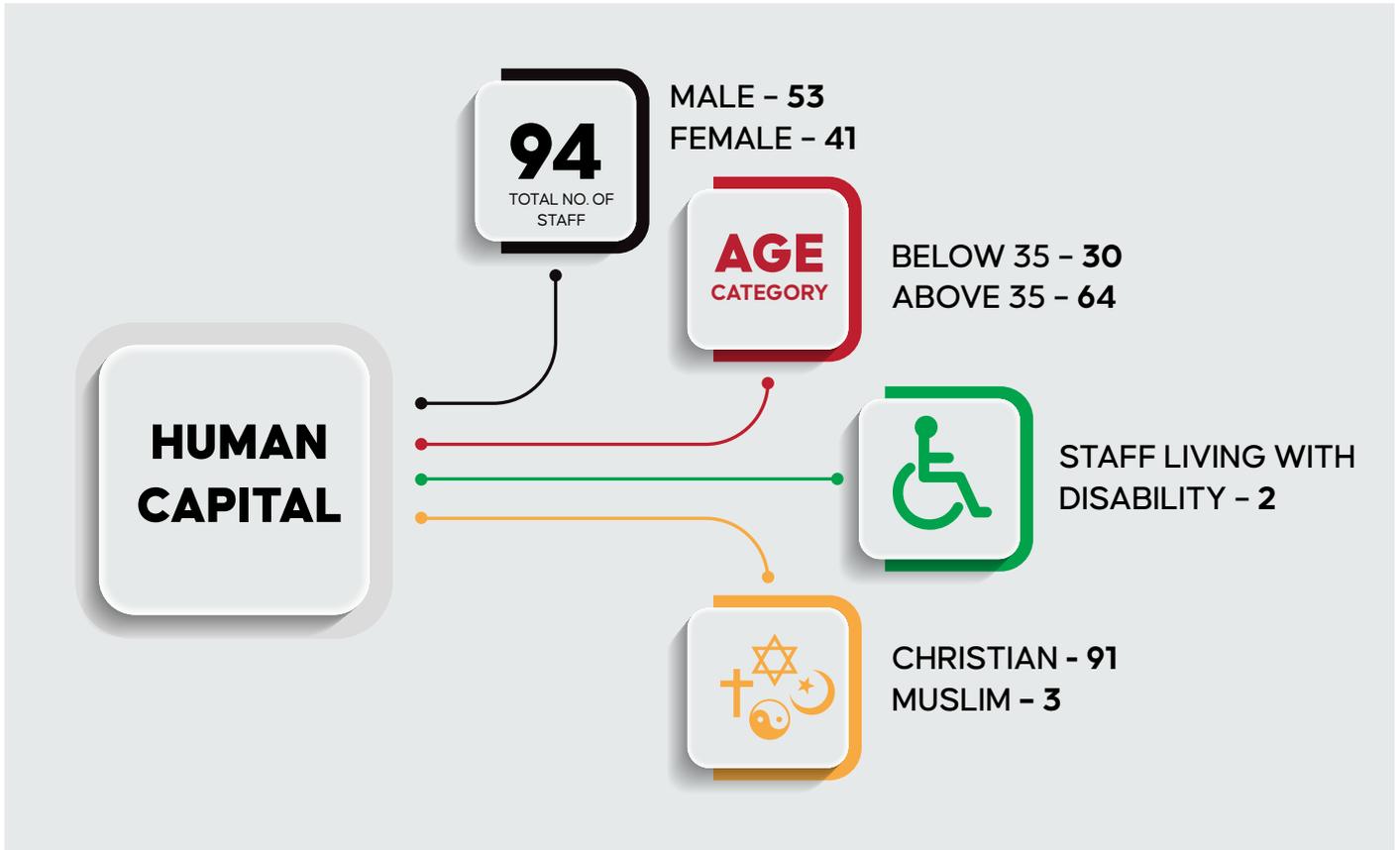


MARKETS OF INTEREST (Prioritized markets)

RANK	Importers	2017	2018	2019	2020	2021(Projection base line)	Average value (2017-2021)	PROJECT-ED EXPORT (15%GROWTH 2026)
		Value in USD Million						
1	Uganda	597.9	610.5	624.1	674.6	831.9	667.8	956.70
2	Netherlands	424.5	457.6	470.1	458.0	562.5	474.6	646.82
3	USA	457.2	467.3	508.5	464.1	543.3	488.1	624.76
4	Pakistan	619.6	586.2	443.4	513.7	485.0	529.6	557.74
5	United Kingdom	372.9	396.7	392.0	469.2	450.6	416.3	518.16
6	Tanzania	275.9	293.5	329.5	295.0	409.8	320.7	471.22
7	United Arab Emirates	255.1	345.5	379.3	323.6	315.2	323.7	362.49
8	Rwanda	165.6	176.0	227.3	237.0	278.4	216.9	320.12
9	DRC	182.6	149.8	132.0	134.4	223.1	164.4	256.51
10	China	96.7	109.9	148.6	139.0	199.6	138.8	229.57
11	Egypt	183.8	198.6	185.6	178.4	193.1	187.9	222.11
12	Germany	113.6	110.2	110.8	136.6	130.1	120.3	149.66
13	Somalia	190.2	148.8	116.0	106.9	122.5	136.9	140.90
14	Ethiopia	67.5	62.6	63.8	74.0	106.1	74.8	122.03
15	Russian Federation	77.4	84.6	62.2	75.3	95.5	79.0	109.77
16	Japan	43.6	50.1	53.6	45.0	61.3	50.7	70.45
17	Kazakhstan	33.2	29.1	31.6	35.6	34.6	32.8	39.82
18	Nigeria	25.6	22.0	27.5	37.8	33.1	29.2	38.09
19	Italy	33.0	39.2	34.1	33.7	29.7	33.9	34.20
20	Qatar	35.9	57.9	60.8	32.3	28.3	43.0	32.52
21	Poland	21.4	21.9	26.0	22.3	21.9	22.7	25.20
22	Ghana	5.2	12.4	5.9	8.6	10.3	8.5	11.84
	22 prioritized markets	4,278.4	4,430.4	4,432.7	4,495.1	5,165.8	4,560.5	5,940.68
	World	5,746.8	6,049.2	5,836.0	6,025.4	6,751.4	6,081.8	7,764.07

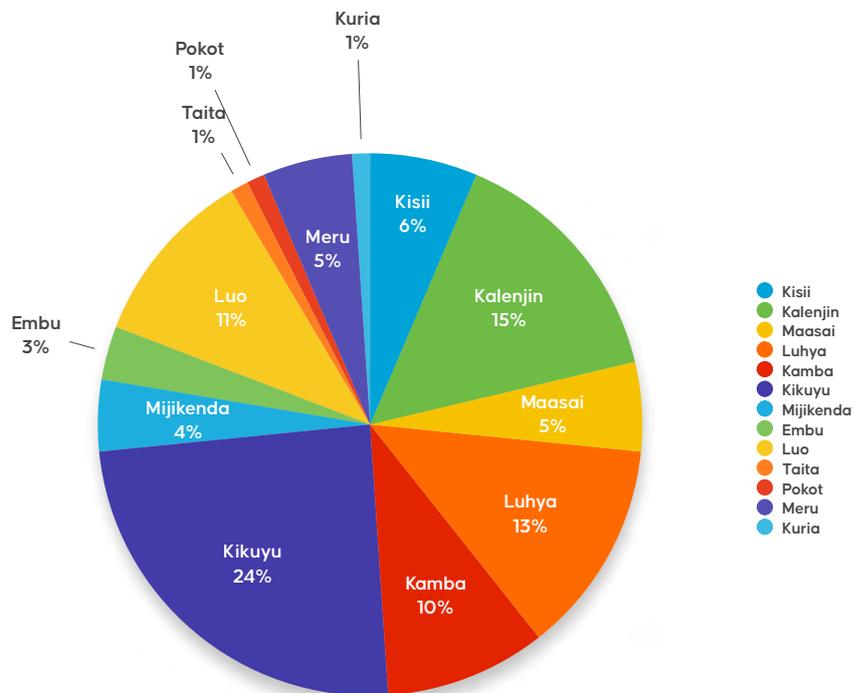
Source: Kenya Export Promotion and Branding Agency (KEPROBA)

5. HUMAN CAPITAL



KEPROBA Regional Diversity

REGIONAL DIVERSITY	Number
Kisii	6
Kalenjin	14
Maasai	5
Luhya	12
Kamba	9
Kikuyu	23
Mijikenda	4
Embu	3
Luo	10
Taita	1
Pokot	1
Meru	5
Kuria	1



Headquarters

Kenya Export Promotion and Branding Agency
Anniversary Towers 1st and 16th Floor
University Way
P. O. Box 40247 – 00100

Nairobi, Kenya

Contacts

Tel: +254-20-2228534-8
Office Mobile: +254-722-205875, +254-734-228534
Fax: +254 -20-2228539/
Email: chiefexe@brand.ke

1. Entity Bankers

Kenya Commercial Bank Limited
University Way Branch
P.O. Box 7206 - 00100

Nairobi, Kenya

Kenya Commercial Bank
Capital Hill Branch
NHIF Building
P.O. Box 46360 - 00100

Nairobi, Kenya

Housing Finance Limited

Rehani House

P.O. Box 20691 - 00100

Nairobi, Kenya

2. Independent Auditors

Auditor - General

Office of the Auditor General

Anniversary Towers, University Way

P.O. Box 30084 - 00100

Nairobi, Kenya

3. Principal Legal Adviser

The Attorney General

State Law Office

Harambee Avenue

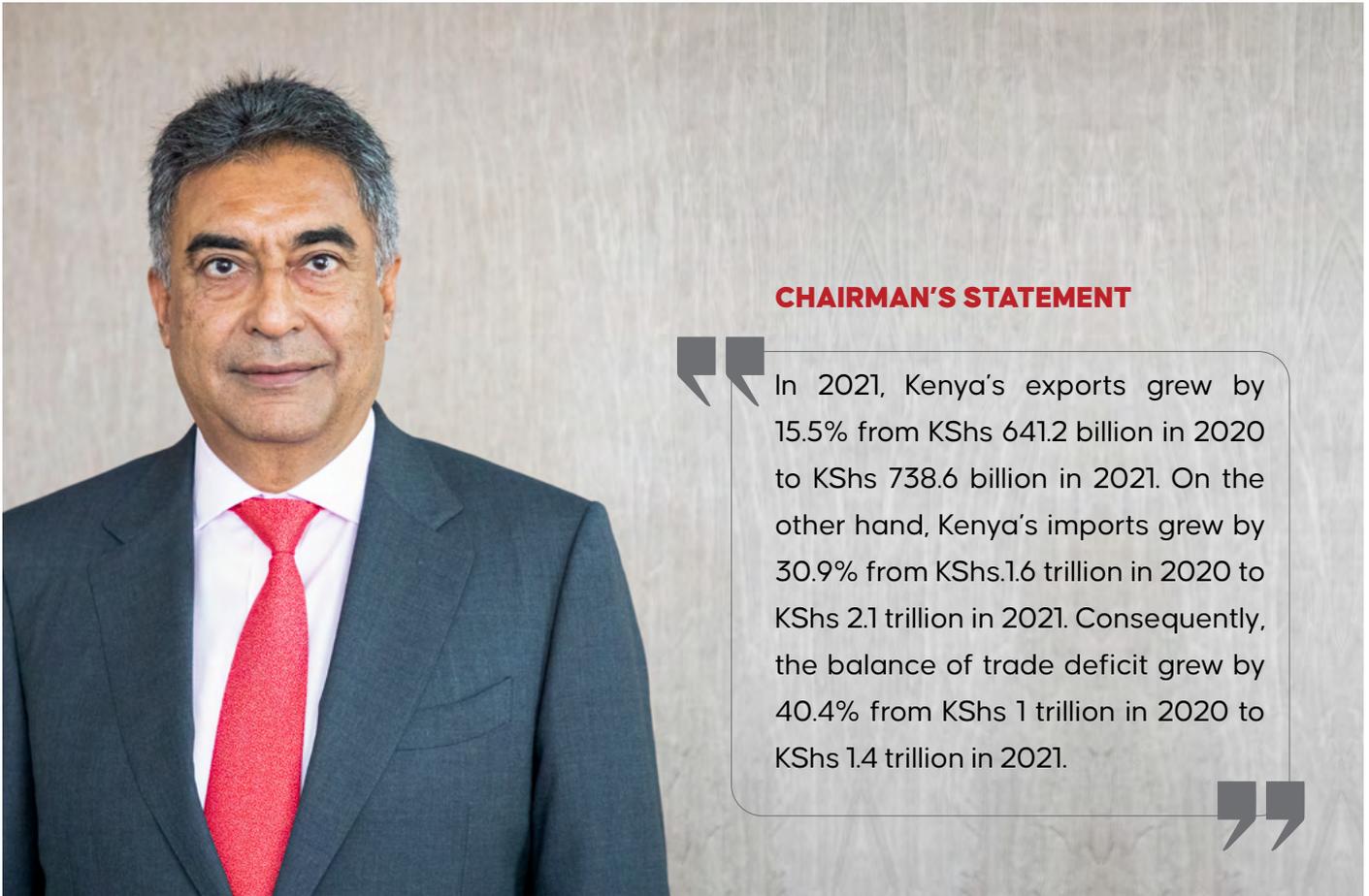
P.O. Box 40112 - 00200

City Square

Nairobi, Kenya

CHAPTER 2

THE YEAR THAT HAS BEEN



CHAIRMAN'S STATEMENT

In 2021, Kenya's exports grew by 15.5% from KShs 641.2 billion in 2020 to KShs 738.6 billion in 2021. On the other hand, Kenya's imports grew by 30.9% from KShs.1.6 trillion in 2020 to KShs 2.1 trillion in 2021. Consequently, the balance of trade deficit grew by 40.4% from KShs 1 trillion in 2020 to KShs 1.4 trillion in 2021.

I am pleased to forward the Annual and Financial Report for the 2021-2022 Financial Year.

Kenya has experienced steady export growth over the last three years despite the uncertainty in the business environment that was brought about by the global Covid-19 pandemic in 2020 and the associated containment measures.

Exports have been driven by steady supply of agricultural products including tea, horticulture products (flowers, fruits, and vegetables) coffee beans that has over years enjoyed global comparative. Manufactured products including black tea, textiles, fast moving consumer goods as well as pharmaceutical products.

In 2021, Kenya's exports grew by 15.5% from KShs 641.2 billion in 2020 to KShs 738.6 billion in 2021. On the other hand, Kenya's imports grew by 30.9% from KShs.1.6 trillion in 2020 to KShs 2.1 trillion in 2021. Consequently, the balance of trade deficit grew by 40.4% from KShs 1 trillion in 2020 to KShs 1.4 trillion in 2021.

Uganda continues to be the leading destination market for Kenya's exports both in 2020 and 2021 with export value of KShs 72.2 billion and KShs 90.4 billion respectively. Recording a percentage increase of 25% in 2021 compared to 2020 for the same period.

In 2021, the Kenya Export Promotion and Branding Agency (KEPROBA) coordinated Kenya's participation in the World Expo 2020 Dubai, a global event that was hosted by the Government of the United Arab Emirates (UAE). More than half a million visitors were received at the Kenya Pavilion and were provided with opportunities for trade, investment, and tourism in Kenya.

During this Expo, Kenya's private sector was facilitated to exhibit their products and engage in Business-to-Business interactions with buyers in UAE and other participating nations. Sales and business deals worth KShs 582.2 million were realized by Kenya's private sector. Further, investment leads in various sectors including health, transport and logistics, housing and blue economy were realized. This demonstrates appreciation and elevation of Kenya's brand profile.

Some of the key partners who worked with the Agency for the implementation of the World Expo 2020 Dubai include Athletics Kenya, Kenya Airways, Kenya Flower Council, Kenyatta International Convention Centre, among others.

Additionally, the UAE Minister of State for Foreign Trade, Dr. Thani bin Ahmed Al Zeyoudi paid a visit to Kenya and signed a joint statement with Betty Maina, Cabinet Secretary, Ministry of Industrialization, Trade and Enterprise Development to start negotiations on a Comprehensive Economic Partnership Agreement (CEPA) between the two countries.



The economic integration between the two nations will open huge business opportunities to the importers and exporters in both countries and while the Kenyan companies can benefit from the strategic geographic and logistical position of the United Arab Emirates, the UAE companies can leverage the vast agricultural and other natural resources of Kenya.

The Agency continues to position Kenya's export products as high-quality and preferred products in the market (both locally and internationally) through the Made in Kenya Initiative where 97 companies adopted the Made in Kenya mark in the financial year 2021/2022 against the annual target of 100. Further to this, 248 products were branded with the mark of identity.

In the financial year ended, we successfully participated in regional and international fairs and exhibitions such as the Expo 2020 Dubai, the Kenya Portugal Blue Economy Business Forum, the Jua Kali- Nguvu Kazi Exhibition in Mwanza Tanzania, among others. The Agency also continues to leverage on existing e-commerce sites through promoting Made in Kenya products on digital platforms such as Alibaba, Tradeln.com, DUBUY, among others, all aimed at increasing and diversifying Kenya's exports.

The Agency is also embracing and investing in technology to deliver on our mandate through the development of the E-Portal that will be a linkage between Kenyan exporters and the international buyers. Other nitty-gritties towards adequate utilization of the portal will be undertaken in the subsequent financial year.

To strengthen institutional capacity for KEPROBA to deliver on its mandate, the Agency developed an Enterprise

Resource Planning System (ERP) aimed at improving efficiency by streamlining the Agency's business processes. Staff were trained on the use of the ERP in preparation for implementation of the priority modules (Human Resource, Finance and Procurement). The priority modules have been developed and tested. The payroll has been done through the ERP system since January 2022 after testing with data since July 2021.

Despite the successful year, the Agency is still facing a few challenges that are hindering fully implementation of its programmes and activities. The two major challenges include, understaffing and limited budgetary allocation.

To fully implement the Agency's operations, the Agency has developed various resource mobilization strategies and will continue to engage the relevant Government Agencies for increased funding for priority programmes, through the parent Ministry.

The Agency will also set aside resources for capacity building and continuous staff learning and growth to ensure successful implementation of programmes and activities.

I would like to recognize the MAD (Make a Difference) team that is the KEPROBA staff for all their hard work, commitment and dedication geared towards achieving our mandate as an organization.

As an Agency, we are committed to continue providing exemplary services to our stakeholders as we all work towards growing Kenya's export sector.

MR. JASWINDER (JAS) BEDI, EBS, MBS

CHAIRMAN

CHIEF EXECUTIVE OFFICER'S STATEMENT

Some of the top export markets for Kenyan products include Uganda, Netherlands, USA, UK, Pakistan, Tanzania, United Arab Emirates, Democratic Republic of Congo, Rwanda as well as Egypt.



The export sector remains a key part of Kenya's economy despite the challenges that were brought about by Covid-19 related complications since 2020. Kenya has continued to experience a steady growth trend in the past ten (10) years considering the challenges in the international business environment.

Kenya's exports grew by 15.5% from KShs.641.2 billion in 2020 to KShs 738.6 billion in 2021. Markets that registered increase (of more than KShs 2 billion) include: Uganda (KShs 14 billion), Netherlands (KShs. 13 billion), D.R.C (KShs 10 billion), U.S.A (KShs 7 billion), Tanzania (KShs 5 billion), China (KShs 4 billion), India (KShs 4 billion), Ethiopia (KShs 3 billion), Zambia (KShs 3 billion) and Egypt (KShs 2 billion).

Some of the top export markets for Kenyan products include Uganda, Netherlands, USA, UK, Pakistan, Tanzania, United Arab Emirates, Democratic Republic of Congo, Rwanda as well as Egypt.

Key export products include horticulture, tea, apparel and clothing, coffee, mineral ores, petroleum oil products, animal and vegetable fats, machinery and parts, iron, and steel products as well as pharmaceuticals.

In the 2020/ 2021 Financial Year, the Kenya Export Promotion and Branding Agency (KEPROBA) participated in several development and promotional events. These were in

two broad categories i.e. product development and market development.

The Agency also participated in activities to manage the business environment aimed at alleviating the constraints that have been overbearing on the performance of exports. In the product development category, the Agency identified promising enterprises, supported them in understanding the product designs, standardization as well as branding. The Agency further engaged with the producers and manufacturers of various products that have access in the international market and enabled delivery of a robust product development programme whereby several businesses were sensitized on the intricacies of the demands of the external markets.

On export market development, the Agency managed to engage in export development activities as follows;

1. The World Expo 2020 Dubai

The Kenya Export Promotion and Branding Agency engaged with various global actors to create linkages on market access and gave information on the various aspects of Kenya as a unique sourcing region for the world. Within the Expo 2020 Dubai, the Kenya Export

Promotion and Branding Agency held one major business forum that attracted global businesses and specifically those from the Gulf Cooperation Council of States such as Oman, Qatar, and UAE. During the event, there were engagements on attracting investments to Kenya as well as exporting into the Gulf Cooperation Council.

The Kenya Export Promotion and Branding Agency also engaged with the counties with a view to opening new areas for collaboration and producing for exports. The Agency engaged with 8 counties on production as well as to introduce the economic operators from such counties to engage in export market.



5. Sustainable Blue Economy Investment Forum

The Agency also partnered with key stakeholders to expand the horizons of the sectors that supply exports and specific mention goes to the blue economy where we engaged with the various actors in the blue economy sector including Kenya Maritime Authority, Kenya Ports Authority, Kenya Investment Authority, and fisheries groups that are in Kenya’s blue economy space as well as transporters within the blue economy. The deliberations led to the first forum on blue economy that was held between Kenya and Portugal to understand how to attract investments in Kenya’s blue economy.

Some of the pain areas that the agency has identified that need maximum attention include High-Cost Business Environment; Local Restrictions and Regulatory Requirements; Value Chain Weaknesses and raw materials inadequacy; Infrastructure Challenges; Market Competition and Terms of Trade; Inadequate market Information and Promotion; Stringent standards in the International Markets; and Slow adoption of Technology.

The Agency continues to engage with the actors and regulators to alleviate the export constraints through the Pain Areas Alleviation Programme that has supported the various endeavors through removal of tariff and non-tariff barriers that are affecting the export sector.

The year was by and large successful and as we go into the Financial Year 2022/2023, we look forward to another prosperous year, a continuation of the effort that has so far led to the successful growth in exports by 14%

DR. WILFRED MARUBE
CHIEF EXECUTIVE OFFICER

2. 21st EAC MSME Trade Fair in Mwanza, Tanzania

The Agency engaged in regional trade by participating in the Jua Kali Nguvu Kazi Exhibition that took place in Mwanza Tanzania. This event managed to expose over 200 potential Micro Small and Medium Enterprises (MSMEs) from diverse sectors who showcased the country’s innovative and creative products and established business contacts from potential importers within the region.

The Agency also used the opportunity to identify appropriate freight logistics, negotiate Kenya’s participation at the 46th Dar es Salaam International trade fair as well as provide market intelligence for the 48 successful companies in the 2021-2022 product development and branding programme and strengthen the working relationship between KEPROBA and the Kenya High Commission in Dar es Salaam.

3. 46th Dar es Salaam International Trade Fair (DITF)

The Agency spearheaded Kenya’s participation at the 46th Dar es Salaam International Trade Fair where Fifteen (15) Kenyan companies exhibited at the Trade Fair that attracted over 180 foreign companies and 3,200 Tanzanian firms.

The event provided a platform for Kenya’s exporters to create market linkages and secure buyers for their products to deepen Kenya’s presence in the Tanzanian market which is a key market for Kenyan products.

4. County Engagement

CHAPTER 3:

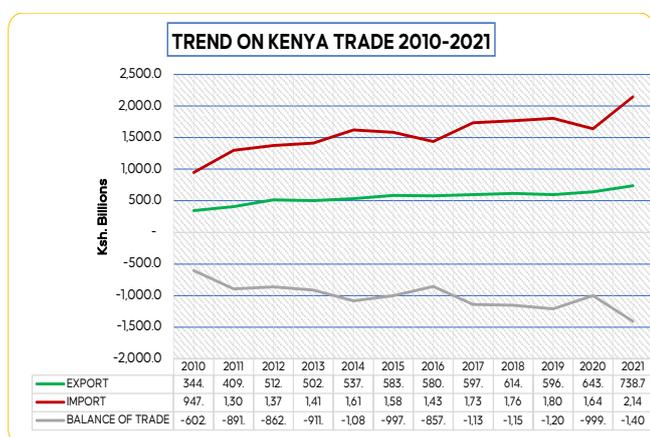
GENERAL PERFORMANCE, KEY ACHIEVEMENTS, CHALLENGES, OPPORTUNITIES AND OUTLOOK

EXPORT AND BRAND PERFORMANCE FOR FY 2021/2022

The emergence of Covid-19 presented unprecedented negative and positive phenomena to the world trade arena. The lock down introduced as a measure to control spread of the pandemic disrupted physical movement of people and rendered logistics chain for goods and services complicated. The last quarter of the period under reporting saw the world recovering from the COVID-19 attritions. This was characterized by relaxation of measures put in place to control spread of COVID-19 following reduction of infection rate and slow return in normalcy in trade though cautiously. This positively impacted on growth in global trade.

In the year 2021, Kenya's exports grew by 15.5% from Kshs 641.2 billion in 2020 to Kshs 738.6 billion in 2021. On the other hand, Kenya's imports grew by 30.9% from Kshs 1.6 trillion in 2020 to Kshs 2.1 trillion in 2021. Consequently, the balance of trade deficit grew by 40.4% from Kshs 1.0 trillion in 2020 to Kshs 1.4 trillion in 2021.

Fig 1: Kenya's balance of trade trends (2010-2021)

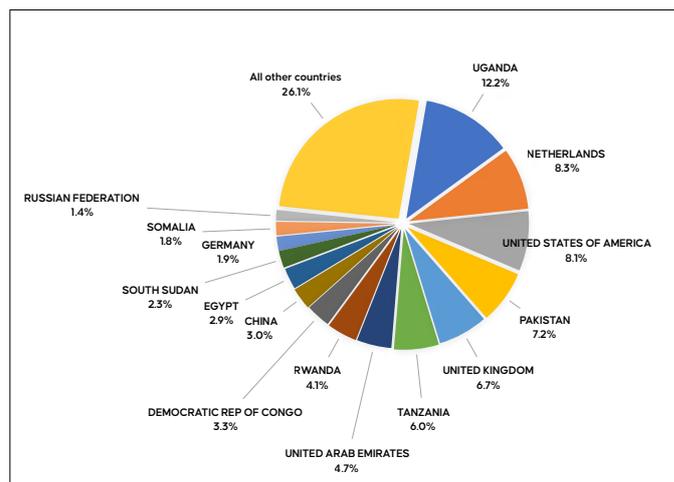


Source: Kenya National Bureau of Statistics, compiled by KEPROBA

The leading destination for Kenya's exports in the year 2021 included Uganda (12.2%), Netherlands (8.3%), United States of America (8.1%), Pakistan (7.2%), United Kingdom (6.7%), Tanzania (6.0%), United Arab Emirates (4.7%) and Rwanda

(4.1%). Markets that registered increase (of more than Kshs 2 billion) in imports from Kenya included Uganda, Tanzania, Netherlands, Democratic Republic of Congo, United States of America, China, Rwanda, Ethiopia, Zambia, India, Russia, Egypt, and Somalia. The top ten Kenya's export destinations in 2021 accounted for 73.5% share of Kenya's total exports, up from 73.3% share in 2020. This calls for implementation of market penetration and consolidation strategies to diversify and deepen Kenya's export markets.

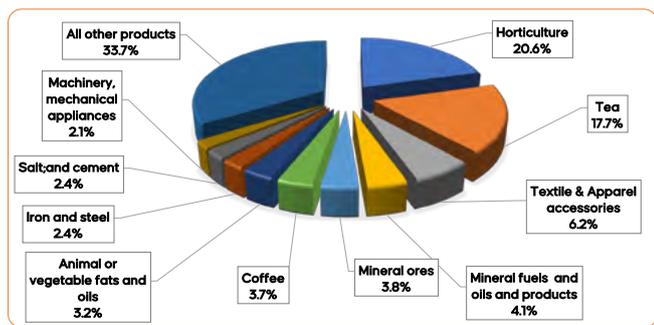
Fig 2: Share of Kenya's exports in the leading Kenya's export destinations in 2021



Source: Kenya National Bureau of Statistics, compiled by KEPROBA

On the other hand, Kenya's leading export products in 2021 included horticulture (20.6%), tea (17.7%), Textile and apparel (6.2%), mineral fuels and oils (4.1%), mineral ores (3.8%) and coffee (3.7%). Kenya's export products that registered increase in exports of more than Kshs 2 billion include Horticultural products, textile and apparel, salt and cement, machinery and mechanical appliances, ores slags and ash, coffee, iron and steel, animal and vegetable fats and oils, plastics, soaps, and electrical equipment. The top ten Kenya's export products accounted for 66.7% in the year 2021, compared to the 66.3% share registered in 2020.

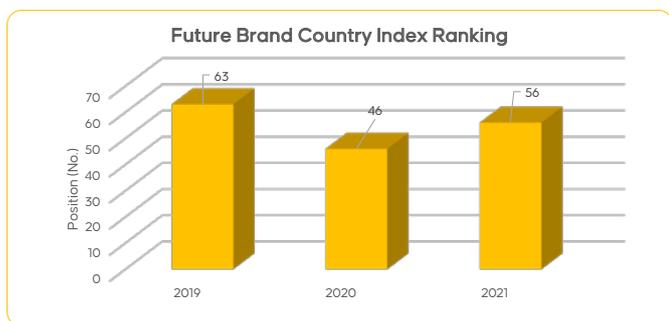
Fig 3: Share of Kenya's exports in the leading Kenya's export products in 2021



Source: Kenya National Bureau of Statistics, compiled by KEPROBA

The Agency, in collaboration with stakeholders continued to implement initiatives geared towards enhancing the Country's global image. According to the report by the Future Brand Country Index, Kenya's global ranking improved from 63rd in 2019 to 46th in 2020 before deteriorating to position 56 in 2021. Further, Kenya's ranking in Africa improved from 8th in 2019 to 5th in 2020 but declined to position 7 in 2021. This deterioration in performance could be attributed to anxiety because of heightened political temperatures towards the year 2022 when the Country would hold the General elections.

Fig 4: Kenya's Global Brand Rank (2019-2021)



Source: Future Brand Country Index Report 2019, 2020, 2021

STATEMENT OF KEPROBA'S PERFORMANCE AGAINST PREDETERMINED OBJECTIVES FOR FY 2021/2022

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

The Kenya Export Promotion and Branding Agency has four (4) strategic objectives within the current Strategic Plan period 2019-2023. These strategic objectives are as follows:

- ✓ **Strategic Objective 1:** To develop, diversify and brand Kenya's export products
- ✓ **Strategic Objective 2:** To develop and grow Kenya's export markets
- ✓ **Strategic Objective 3:** To manage image and reputation of the Kenya Brand.
- ✓ **Strategic Objective 4:** To strengthen institutional capacity for KEPROBA to deliver on its mandate

The Agency develops its annual work plans based on the above four (4) strategic objectives. Assessment of the Board's performance against its annual work plan is done on a quarterly basis. The Agency achieved its performance targets set for the FY 2021/2022 period for its four strategic pillars, as indicated in the diagram below:

The Agency is committed to fulfil and perhaps exceed expectations in the implementation of commitments made in the Agency's performance contracting framework as directed by the government. The core mandate section of the performance contract derives its activities from the Annual work plan and so by implementing the workplan, the agency implements and fulfil the targets set in the Performance Contract.

KEY ACHIEVEMENTS

EXPO 2020 DUBAI

The World Expo 2020 Dubai, dubbed as “the World’s Greatest Show” was held in the United Arab Emirates, Dubai from 1st October 2021 to 31st March 2022 under the theme ‘Connecting Minds, Creating the Future.’ The Expo aimed to inspire visitors to make a conscious effort to think and live



Hon. Raila Odinga visited the Kenyan pavilion at Expo 2020 Dubai. He was accompanied by Hon. Junet Mohamed.

Objectives of Kenya’s participation in the Expo 2020 Dubai

The objectives of Kenya’s participation in the World Expo 2020 Dubai included the following:

1. Project a positive image of the country as an exporter of high-quality products, and provider of unique tourism experiences; and great opportunities for investment.
2. Demonstrate Kenya’s capacity and capability as a reliable source and supplier of high-quality exportable products and services; and
3. Generate one hundred leads that will lead to signing of 10 deals per sector (trade, tourism, and investment) worth KShs 3.0 billion (1.0 billion per sector) within 1 year after completion of the Expo.

Kenya National Day at the Expo 2020 Dubai

The National Day of Honour refers to a special day given to each Country participating in the Expo during which Country celebrates and showcase opportunities in their Countries to the World.

Kenya celebrated her National Day of Honour at the Expo on 16th February 2022. During this day, the country’s rich culture was in full display courtesy of the Bomas of Kenya dancers. The leader of the Kenya delegation was H.E President Uhuru Kenyatta, EGH and his host, H.E Sheikh Nahyan bin Mubarak Al Nahyan, the Minister of Tolerance and coexistence delivered keynote speeches at the dome-shaped Al-Wasl Plaza; the heart of the Expo. H.E the President Uhuru

Kenyatta reiterated Kenya’s intention to strengthen trade ties with countries in the Gulf region.



H.E. President Uhuru Kenyatta, Cabinet Secretary Betty Maina and other guests during the Kenya Day celebrations

The Kenya pavilion attracted more than half a million visitors from various Countries in the regions of Africa, Asia, America, and Europe, Far East and Australia and Oceania. These visitors were taken through Kenya’s product offerings leading to increased awareness on Kenya and her opportunities and capabilities in the areas of trade, tourism, investment, innovations, culture, and people. Expo 2020 Dubai received a total of 24 million Visitors in the 6-month period out of which 2.2% visited the Kenya Pavilion and led to enhanced positive image of the Country across the globe.



The Kenya Safari Sevens visited the Kenya Pavilion at Expo 2020 Dubai

Kenya participated in the Dubai Run and Expo Run to demonstrate and enhance awareness on Kenya’s position as an undisputed champion in the world of athletics. The Expo run attracted more than 4,000 participants while the Dubai run which was flagged off by the Crown Prince of Dubai was attended by more than 150,000 expo

participants thus creating the visibility for Kenya in the world of athletics. The runs were relayed on live channels in Middle East television channels and were published in the following media outlets: KBC, Daily Nation, Al Arabiya English, Dubai New Style, Brand.ke, Africa foot united.com, the people daily and Taifa Leo. Public Relations Value **worth KShs 14.2 million** was generated from the print media, while many times more was derived from the live coverage of the events.



Kenyan athletes at the Dubai Expo Run

Kenya demonstrated her capacity and capability as a reliable source and supplier of high-quality exportable goods and services at the Kenya pavilion through showcasing the vast potential Kenya holds on exportable products from the tea, coffee, horticultural products and services including financial, education, telecommunication, tourism and energy. The pavilion also manifested the infrastructure, transport & logistics, and technological innovations in the country that stood to benefit investors in the manufacturing, production, and services sectors among others. The pavilion also demonstrated the opportunities in the Big Four Agenda and the rich cultural diversity in the country.



Fan moments at the Kenyan Pavilion

Kenya held a successful business forum with public and private sector in the UAE and other GCC member states and other Countries participating in the Expo on 15th February 2022 at the Hotel Raffles in Dubai, UAE.



CAS Hon. David Osiany held a meeting with investors interested in investing in Kenya at the Global Business Forum

H.E Uhuru Kenyatta, EGH, was the Chief Guest to the forum which had representatives from 19 countries which included United Arab Emirates, Oman, Egypt, Malta, Tanzania, Italy, Poland, Qatar, Lebanon, Russia, Kazakhstan, Bermuda, United Kingdom, Denmark, South Korea, Brazil, Latvia, and Finland.

During this forum, Kenya showcased its opportunities in agriculture, energy and mining, blue economy, tourism, health, ICT and innovations, manufacturing, services (financial, labor, insurance, and banking) and infrastructure (transport, logistics and housing). Business to business (B2B) forums were also held between Kenya's private and public sectors and their counterparts from the participating countries on the sectors.



Kenya shared her beautiful flowers with the rest of the world

The discussions paved the way for bilateral engagements between Kenya and the United Arab Emirates leading to announcement by the UAE Government to establish an innovation and entrepreneurship centre in Kenya through the UAE's Khalifa Fund. This initiative would support empowerment of Kenya's existing and potential entrepreneurs to introduce innovation in their entrepreneurial ventures to significantly contribute to the growth of the Country's economy. This initiative would further strengthen the economic partnerships between the two Countries.



H.E. President Uhuru Kenyatta addressing guests at the Dubai high-level business forum

46th Dar-es-salaam International Trade Fair

The Agency participated in the Dar-es-salaam Trade Fair whose theme was “Industrialization for job creation and sustainable development” between 28th June and 13th July 2022. The objective of Kenya’s participation was to enhance intra-regional trade within the East African Community and the African Continental Free Trade Area. The Agency identified five (5) buyers who expressed their interest. Two (2) business deals were signed with value of orders under negotiations for Glerian Limited (KShs 1.89M) and Bata Company (KShs 37M). Additionally, two (2) leads were generated for Glerian Limited and Revital Healthcare.



The KEPROBA Team at the Dar-es-salaam International Trade Fair

9th Africities Summit and Exhibition

The Agency, in conjunction with the State Department for Trade, participated in the 9th edition of the Africities Summit that was held in Kisumu. The theme of the summit was “The

role of intermediary cities in Africa in the implementation of the UN agenda 2030 and the AU agenda 2063”. During the 5-day summit, KEPROBA increased its visibility by sharing information on its mission, vision and programs, export procedures, product development and international market access. Enterprises which have benefitted from the Made-In-Kenya initiative displayed their products at the exhibition



KEPROBA staff with Dorothy Nyong'o at the Africities Exhibition in Kisumu

Implementation of the Enterprise Resource Planning (ERP) System

The Agency developed and launched an ERP system. Implementation of the four prioritized modules, Finance, HR, Administration and Supply Chain Management, has been on-going during the year running parallel with the old system in readiness for full deployment in the new financial year. Other modules touching on all the functional areas of the Agency will be deployed in the new year. The system will improve efficiency across the agency by automating core business processes and encouraging inter-departmental synergy.



Presentation during an ERP Training Session

KEY MISSES IN PROGRAMME IMPLEMENTATION IN FY 2021/2022

During the period under reporting, the Agency fell short in implementing the following programmes under the following strategic objectives:

1. To Develop, Diversify and Brand Kenya's Export Products

- ✓ The Agency could not undertake Supply Surveys for Kenyan goods. Consequently, the Agency could not develop the Sector-led product catalogues and engage with BMOs to generate contacts of exporters. Tools for undertaking the survey were however developed for utilization in undertaking the survey in the next financial year.
- ✓ The Agency developed draft sessional paper on alleviation of constraints in the export system. This was not finalized. Plans were initiated for finalization of the sessional paper in the next financial year.
- ✓ The Agency could not pursue engagement with KEBS to promote use of the "made in Kenya" mark. Engagements were initiated for follow up and finalization in the next financial year.
- ✓ The Agency could not develop a register of issues leading to interception of Kenyan products. Failure to identify these issues jeopardized the agency's engagements with BMO's and Accreditation bodies to formulate interventions to address the issues and train their members on Export Standards.
- ✓ The Agency could not undertake a supply Survey for the Medical services sector as committed.

2. To Develop and Diversify Kenya's Export Markets

- ✓ The Agency could not undertake mini exhibition and test marketing of the newly developed products due to unavailability of budget. This was however planned for implementation in the next financial year.
- ✓ The Agency could not organize matchmaking and B2B virtual forums due to slower response rate of commercial attaches in the Countries such as China, India, Japan, USA, and South Korea. Engagements have since been firmed for execution of the program in the next financial year.
- ✓ The Agency could not Profile and promote trade in Services for Export.

3. To manage image and reputation of the Kenya Brand

- ✓ The Agency continued advocating for the adoption on the PSB Guidelines by Government Agencies starting with the parent Ministry. Only a few MDAs against the ambitious target adopted the guidelines.

4. To strengthen institutional capacity for KEPROBA to deliver on its mandate.

- ✓ The Agency could not organize and conduct the Kenya Exporters of the Year Awards (KEYA) to recognize and reward excellence in the export sector. Plans were however initiated for implementation of the program in the next financial year.

CHALLENGES HINDERING IMPLEMENTATION OF THE AGENCY'S PROGRAMS

While implementing its programmes, the Agency encountered the following challenges:

- i. Limited budgetary allocation to implement the Agency's programmes.
- ii. Delayed implementation of programmes and activities due to restrictive measures to control spread of COVID-19.

OPPORTUNITIES IN EXPORT AND BRAND DEVELOPMENT

- i. Political goodwill to support promotion and growth of exports and improvement of the Country brand.
- ii. Existence of credible and reliable partners in promoting trade. These include the International Trade Centre, Ministries Departments and Agencies.
- iii. Kenya's strategic location as an economic hub in the East African Community and Africa at large.
- iv. Existence of high untapped potential for the Kenya's export products. For instance, black tea, cut flowers and buds, coffee, avocados, soaps, medicaments, nuts, salts flat rolled products of alloy or non-alloy steel, food preparation and prepared or preserved pineapples together presents an untapped potential worth USD 1.82 billion.
- v. Existence of bilateral and multilateral trade agreements that provide favorable terms of trade such as the following
- vi. East African Community - Allows Partner States to establish free trade (or zero duty imposed) on goods and services amongst themselves and agreed on a common external tariff (CET). Admission of Democratic Republic of Congo (DRC) into the EAC enhances the size of the EAC market.
- vii. African Growth Opportunity Act (AGOA) - provides opportunity for Kenya alongside other African Countries to export more than 6,000 product tariffs to the United States of America on duty free terms.

- viii. European Union Economic (EU-EPA) that allows export to European Union member states on favorable terms of trade.
- ix. African Continental Free Trade Agreement (AfCFTA) that consolidates the African markets and open it to the African member states.
- x. Kenya-United Kingdom Trade and Economic Partnership Agreement TEPA: allows Kenya and the United Kingdom to trade with United Kingdom on favorable terms of trade following exit of UK from European Union (BREXIT)
- xi. COMESA – Kenya is a member of COMESA trading bloc and is therefore able to trade with other COMESA member states in a favorable term.
- xii. Other agreements include Special Status Agreement between Kenya and Ethiopia, Agreement on Export Cooperation (2005) and Agreement to establish the Brazil-Kenya Joint Commission (2005) signed between Kenya and Brazil, bilateral trade agreement signed in 1983 between Kenya and Pakistan, just to mention but some.

KEPROBA'S OUTLOOK

The Agency is committed to continually improve delivery of services to ensure continual growth of exports and improvement of the Country brand.

The agency is cognizant of the focus areas enshrined in the manifesto of the new administration and commits to fully align with, to deliver on the Governments goals while at the same time deliver on the Agency's mandate. In so doing, the Agency endeavors to undertake the following:

1. Development, diversification, and branding of Kenya's export products.

- ✓ The Agency endeavors to embrace value chain approach to exporting to ensure optimal uptake of opportunities along value chain. This includes advocacy and promotion of value addition initiatives that will create job opportunities along the value chain and lead to premier earnings. This will in turn widen the Kenya's export basket to increase the Country's foreign exchange.
- ✓ The Agency look forward to undertaking supply surveys to establish Kenya's capacity on various exportable products. This will inform development of policies to ensure growth and sustenance of Kenya's export capacity.
- ✓ Continue advocating for creation of best environment for business by addressing of supply and demand side constraints. This will be done

through continuous engagement with regulators and stakeholders in the various sectors. The Agency will finalize and process sessional paper on alleviation of constraints in the export system through the National Assembly's committee relevant for trade.

- ✓ The Agency will continue running the "Made in Kenya" program to ensure branding of the Kenyan export products to communicate on the originality of the Kenya's export products and to position the Country as a source of high-quality products. The Agency will further profile and promote these products under the "Buy Kenya, Build Kenya" initiative.
- ✓ Offer updated and relevant trade and brand information to enhance awareness and knowledge on exporting.

2. Development and diversification of Kenya's export markets

Under this area, the Agency endeavors to undertake the following:

- ✓ Conduct Market research to generate market intelligence on market requirements to be complied with in exporting to these markets and highlight opportunities for uptake by the Kenyan Exporters. These reports will include strategies for entry and consolidation of Kenya's export products in these markets to ensure growth of exports.
- ✓ Develop and ensure utilization of an Exporters portal which serves to connect Kenyan exporters with international buyers of Kenya's products.
- ✓ Establishment and running of the Exporters readiness program to build capacity of the Kenyan SMEs to become new exporters.
- ✓ Development and implementation of market specific strategies to ensure entry and consolidation of Kenya's exports in the regional and international markets.
- ✓ Coordinate and participate in trade promotional events such as solo exhibitions, trade fairs and Expos to promote Kenyan goods and services and to position the Country brand.
- ✓ Organize an international trade promotion event in the Country.
- ✓ Establishment of warehouses and distribution networks for Kenyan goods in key markets.
- ✓ Enhance commercial representation in Kenya's key export markets.
- ✓ Explore and exploit opportunities in the African Continental Free Trade Agreement (AfCFTA).

3. Management of image and reputation of the Kenya Brand.

Under this area, the Agency looks forward to implementing the following:

- ✓ Run global and local campaigns to position the Kenya brand
- ✓ Develop branding manuals and advocate for adoption of the same to ensure a uniform look and feel of the MDA's and Kenyan embassies and missions abroad.
- ✓ Roll out media engagements in Key markets.
- ✓ Brand, promote and position authentic and high-quality Made in Kenya products.
- ✓ Undertake media trainings to encourage positive reporting about the Country to improve on visibility and branding.
- ✓ Implement interventions to ensure enhancement of pride and patriotism among the citizens.
- ✓ Roll out citizen engagement campaigns

4. Strengthen institutional capacity for KEPROBA to deliver on its mandate

Under this area, the Agency seek to undertake the following:

- ✓ Pursue partnerships and collaborations to ensure successful implementation of interventions and delivery on the Agency's mandate.
- ✓ Hold the Kenya of the year award to recognize, celebrate and encourage excellence by the Kenyan exporters.
- ✓ Position the agency as a thought leader in the export and trade sector.



CHAPTER 4:

GOVERNANCE STRUCTURE

THE BOARD OF DIRECTORS



D.O.B. 15/01/1963

Mr. Jas Bedi is a seasoned leader whose business acumen has been recognized by various Governments worldwide and presidents of the Republic of Kenya. He is a Textile Graduate and has attended numerous executive business courses at the Harvard Business School, IMD and IIM.

He has been tirelessly involved in developing export market opportunities in trading blocs such as EAC, COMESA, SADC, TFTA, AfCFTA, USA and the European Union.

He is the managing director, Bedi Investments Limited and the executive director, Fine Spinners Uganda Limited. He has previously served in other boards as chairman or director including Kenya Association of Manufacturers, Export Promotion Council, Export Processing Zones Authority, Federation of Kenya Employers, Kenya Private Sector Alliance, African Cotton & Textile Industries Federation, International Textile Manufacturers Federation among others.



MR. OLIVER KONJE

Alt. to PS, State Department for Trade

D.O.B. 25/04/1963

Mr. Konje holds a Bachelor of Commerce- Marketing and Master of Science Entrepreneurship degrees. He is the Deputy Director External Trade at the State Department for Trade and currently the Acting Director of External Trade. He has formerly served as a Senior Lecturer at the Kenya Institute of Business Training and as a Commercial Attaché in Germany.

He is a member of the following Board Committees: Finance, Human Resource & Administration Committee, Strategy, Marketing, Communication & Quality Assurance Committee and Audit, Risk & Governance Committee.



MRS. VERONICA OKOTH

Alt. to PS, The National Treasury

D.O.B. 25/05/1980

Veronica is the Director, Public Private Partnerships (PPP) at the National Treasury.

She holds a bachelor's degree in economics from Moi university, Master's degree in Economic policy and management from Makerere University, Uganda, Post Graduate Diploma in Rural Development and Devolved Systems from the National Institute of Rural Development, India.

She has vast experience in managing high impact public sector projects in both National and County levels of Government for over 15 years having served as a District Development Officer, a County Executive Committee for Economic Planning, Commerce and Industry in Trans-Nzoia County and as a Director, Economic Pillar at the Vision 2030 Delivery Secretariat.

She is a member of the following Board Committees: Finance, Human Resource & Administration Committee; Strategy, Marketing, Communication & Quality Assurance Committee; and Audit, Risk & Governance Committee.



MS. LEAH AYWAH BARAZA

Alt. to the Attorney General

D.O.B. 21/06/1972

Leah is the Chief State Counsel at the Office of the Attorney General and Department of Justice. She holds a Bachelor of Laws, Master of International Relations and Master of International Trade and Commercial Law.

She is an International Trade Law Expert and has represented Kenya in the COMESA-EAC-SADC, Free Trade Area negotiations as well as the Africa Continental Free Trade Area negotiations. She has over 20 years post admission experience.

She is a member of the following Board Committees: Finance, Human Resource & Administration Committee; Strategy, Marketing, Communication & Quality Assurance Committee; and Audit, Risk & Governance Committee.



MS. KATHLEEN KIHANYA
Independent Director

D.O.B. 18/05/1962

Ms. Kihanya is the Managing Director of Sundales International, founder and CEO of XQUE Communications Ltd.

She holds a Bachelor of Business Administration, Marketing Major from the University of Texas, USA, and an MBA from United States International University.

She is a marketing consultant and brand strategist, a corporate culture and personal branding trainer and a guest lecturer at the United States International University.

She was the Chairperson of the Strategy, Marketing, Communication & Quality Assurance Committee and a member of the Finance, Human Resource & Administration Committee as well as the Audit, Risk & Governance Committee.

(Resigned on 8th February 2022)



MR. MARK BICHACHI
Independent Director

D.O.B. 01/04/1984

Mr. Bichachi is a communication strategist. He holds a Bachelor of Science in Instrumentation and Control Engineering.

He is the founder and Managing Director of Dia Group of Companies, Dia Consult Limited and a Director of Clouds Digital, Tanzania.

He is the chairperson of the Audit, Risk and Governance Committee and a member of the Strategy, Marketing, Communication and Quality Assurance Committee of the Board.



MS JACQUELINE MUGA
Independent Director

D.O.B. 06/06/1977

Ms. Muga holds a Bachelor of Arts Degree in Economics & Sociology and a Master of Business Administration - Finance. She is a Certified Investment and Financial Analyst (CIFA) and a member of the Institute of Certified Investment and Financial Analysts (ICIFA). She also has post graduate qualifications in strategic leadership and corporate governance.

She is the General Manager at Eliud & Associates Management Consultants. She formerly worked for Cooperative Bank of Kenya.

She is the chairperson of the Finance, HR and Administration Committee and a member of the Strategy, Marketing, Communication and Quality Assurance Committee of the Board.



DR. WILFRED MARUBE
Chief Executive Officer

D.O.B. 10/02/1974

Dr. Wilfred Marube holds a PhD in Communications Studies, Master of Arts (Linguistics) and Bachelor of Education (English and Literature). He also holds an Executive Diploma in Marketing and a Diploma in Public Relations Management.

He has previously served as Head of Public Relations and Communications at the Office of the Auditor-General from 2013 to 2020. Prior to that he was the Chief Public Relations Officer at the City Council of Nairobi from 2007 to 2013 and at the Teachers Service Commission from 1997 to 2007.

He is currently a board member of the International Trade Centre (ITC) Advisory Board. He has previously served as the vice president and president of the Public Relations Society of Kenya. He is also a former board member of the Global Alliance for Public Relations and Communication Management Board and as the delegate-at-large for Africa.



MS. FRIDA MBUGUA
Corporation Secretary

D.O.B. 17/08/1984

Frida holds a Master of Arts Degree in International Studies and a Bachelor of Laws from the University of Nairobi. She has a Post Graduate Diploma in Law from the Kenya School of Law and a Higher Diploma in Human Resource Management from the Institute of Human Resource Management.

She is an Advocate of the High Court of Kenya and a Certified Public Secretary and a member of the Institute of Certified Public Secretaries of Kenya. She is also a trained Arbitrator, Governance and Public Policy Expert.

She has a wealth of experience having worked in the manufacturing and agricultural sectors, export trade and Nation Branding.

(Resigned on 6th November 2021)

MANAGEMENT TEAM



DR. WILFRED MARUBE Chief Executive Officer

Dr. Wilfred Marube holds a PhD in Communications Studies, Master of Arts (Linguistics) and Bachelor of Education (English and Literature). He also holds an Executive Diploma in Marketing and a Diploma in Public Relations Management.

He has previously served as Head of Public Relations and Communications at the Office of the Auditor-General from 2013 to 2020. Prior to that he was the Chief Public Relations Officer at the City Council of Nairobi from 2007 to 2013 and at the Teachers Service Commission from 1997 to 2007.

He is currently a board member of the International Trade Centre (ITC) Advisory Board. He has previously served as the vice president and president of the Public Relations Society of Kenya. He is also a former member of the Global Alliance for Public Relations and Communication Management Board and as the delegate-at-large for Africa.



MS. CHRISTINE MWAKA Director, Corporate Services

Christine holds a Master of Business Administration in Finance. She is currently pursuing her PhD.

She is a Certified Public Accountant of Kenya (CPA(K)) and a full member of the Institute of Certified Public Accountants of Kenya, a member of the Kenya Institute of Management and the Institute of Directors.

She has over 20 years' experience in Financial Management and Accounting attained in the Public Sector, Private Sector and Non-Profit Sector in senior positions.

(Resigned on 28th February 2022)



MS. FLOICE MUKABANA Director, Resource Mobilization and Stakeholder Management

Floice holds an Executive MBA from Jomo Kenyatta University of Agriculture and Technology and Bachelor of Law from the University of Nairobi.

She is a member of the Institute of Certified Financial Analysts (ICIFA), Institute of Certified Public Accountants of Kenya (ICPAK), Institute of Certified Public Secretaries of Kenya (ICPSK) and the Law Society Kenya (LSK).

She has vast experience in financial management attained in both the Public and private sectors where she has worked in various capacities.



MR. AUSTIN MACHESO
Ag. Director, Product and Market Development

Mr. Macheso holds a master's degree in International Business Management MIM (International Marketing), from Pondicherry University, a bachelor's degree in Economics, Sociology & History from Agra University among other professional trainings.

He is a qualified Product Development and Export Promotion expert with over 15 years' experience in Export Market Development and Promotion. He is a member of the Marketing Society of Kenya



MS. MAUREEN MAMBO
Ag. Director, Nation Brand Development, Marketing and Communication

Maureen is a Strategic Communications and Media Relations expert with over 16 years of experience in the industry. She holds a Master of Development Communications and a Bachelor of Arts Degree in Communications from Daystar University (Kenya).

She has managed client communications and engaged with high level media across international, Pan African and local outlets. She has supported clients from the private and public sector in various sectors including Agriculture, Extractives, Infrastructure, Health, Banking, Oil and Gas among others. She has previously worked for Africappractice EA Ltd, a Pan-African strategy and communications consultancy and the Kenya Broadcasting Corporation.



MR. PETER OCHIENG
Ag. Director, Research, and Innovation

Mr. Ochieng holds a Master of Economics and Business from the University of Zagreb and a post Graduate Diploma in International Relations from the University of Nairobi.

He also has certificates in Trade Promotion Policy, Tourism Management and Negotiations. He has professional experience spanning over twenty-five years in Tourism Management, Trade Development and Promotion and in Diplomacy where he has served Kenya as a commercial Attaché.



MR. REUBEN WANJALA
Ag. Director, Resource Centre

Mr. Wanjala holds a master's degree in Information System and a Bachelor of Commerce (Management Science) both from the University of Nairobi and a National Diploma in Computer Studies. He also holds several certifications in leadership, Microsoft systems and virtualization.

He has close to 20 years' experience in the ICT industry having worked in both private and public sectors. He is a member of the Computer Society of Kenya and Information Society of Kenya.



MS. CELESTINE RONO
Ag. Director, Strategy, Planning & Quality Assurance

Celestine holds a Master of Business Administration (Strategic management) and a Bachelor of Business Administration (Accounting). She is a Certified Public Accountant of Kenya (CPA(K), a Certified Monitoring and Evaluation Professional and a Certified Secretary of Kenya (CS)(K).

She is a full member of the Institute of Certified Public Accountants (ICPAK), Institute of Certified Secretaries (ICSK) and Kenya Institute of Management (KIM), all in good standing.

She has previously worked with the Anti-Counterfeit Agency, Kenya Women Finance Trust and Eastern Produce Kenya Limited.



MR. DOMNICK ARIRO
Manager, Supply Chain Management

Mr. Ariro holds a Master of Science Degree in Procurement and Logistics, a Bachelor of Purchasing and supplies Management Degree from Jomo Kenyatta University of Agriculture and Technology and a diploma in supplies management from Nairobi Technical Training Institute.

He is a licenced supplies practitioner and a registered member of the Kenya Institute of Supplies management. He has over 12 years' experience in public procurement.



MR. VICTOR ODINDO

Manager, Internal Audit

Mr. Odindo holds a Master of Commerce (Forensic Accounting) and a Bachelor of Commerce (Finance). He is a certified Public Accountant of Kenya (CPA (K)) and a member of the Institute of Certified Public Accountants of Kenya (ICPAK). He is also a Certified Information Systems Auditor (CISA).

He has over 13 years' experience in audit, risk and quality assurance.



MS. FRIDA MBUGUA

Corporation Secretary

Frida holds a Master of Arts Degree in International Studies and a Bachelor of Laws from the University of Nairobi. She has a Post Graduate Diploma in Law from the Kenya School of Law and a Higher Diploma in Human Resource Management from the Institute of Human Resource Management.

She is an Advocate of the High Court of Kenya and a Certified Public Secretary and a member of the Institute of Certified Public Secretaries of Kenya. She is also a trained Arbitrator, Governance and Public Policy Expert.

She has a wealth of experience having worked in the manufacturing and agricultural sectors, export trade and Nation Branding.

(Resigned on 5th November 2021)

CORPORATE GOVERNANCE STATEMENT

The Kenya Export Promotion and Branding Agency (KEPROBA) was established on 9th August 2019 through Legal Notice No.110 of 2019 for purposes of promoting exports and nation branding. Paragraph 5 of the Legal Notice (Kenya Export Promotion and Branding Agency Order, 2019) established the Board of the Agency and on the same day the Board Chairperson and three independent Directors were gazetted vide Gazette Notice No. 7394 and Gazette Notice No. 7397 respectively.

The Agency follows the Mwongozo Code of Governance for State Corporations established to ensure effective and efficient use of public resources to achieve our vision and mission.

The Board of Directors of the Kenya Export Promotion and Branding Agency is responsible for the governance of the Agency and is accountable to the government and stakeholders in ensuring compliance with the relevant laws governing its operation, best practice, and the highest standards of business ethics. Accordingly, the Directors attach great importance to the need to conduct the business and operations of the Agency with integrity, professionalism and has embraced the internationally developed principles and code of best practice of good corporate governance.

The Board in the performance of its functions is guided by the provisions of the Constitution, the Kenya Export Promotion and Branding Agency Order 2019, the State Corporations Act Cap 446, Mwongozo code of governance for state corporations among other laws. The Board and management have continued to uphold the core values

of the Agency and in line with these laws, the board championed the development of the Strategic Plan 2019 – 2022 which focuses on enabling market access for Kenyan produced goods and services. Following the merger of the Brand Kenya Board and the Export Promotion Council to establish the Kenya Export Promotion and Branding Agency, there was need to develop a new strategic plan aligned to the mandate and functions of the Agency. The strategic plan will be a working document which will provide direction for implementation by the Board of Directors and the staff of the Agency.

Board Charter

There is in place a Board Charter which is critical to the Agency's governance framework as it defines the Board's roles and responsibilities as well as functions and structures in a way that supports the members in carrying out their strategic oversight function.

The Charter has been adopted by the Agency, acting in accordance with Mwongozo, Code of Governance for State Corporations ('the Code'), and is complementary to the requirements regarding of Board and Board members contained in applicable Kenyan laws and regulations. In particular, the principles and policies contained in the Charter are in addition to and are not intended to change or interpret any statute, law, or regulation.

Board of Directors Composition

The Agency is run through the strategic direction of the Board of Directors. The Board comprises of nine (9) members, namely:

No.	BOARD POSITION	NAMES	GENDER	DATE OF APPOINTMENT	DATE OF EXPIRY
1.	Chairman	Mr. Jaswinder Bedi, EBS, MBS	Male	9 th August 2019	8 th August 2022
2.	Member (resigned on 8 th February 2022)	Ms. Kathleen Kihanya	Female	9 th August 2019	8 th August 2022
3.	Member	Mr. Mark Bichachi	Male	9 th August 2019	8 th August 2022
4.	Member	Ms. Jacqueline Muga	Female	9 th August 2019	8 th August 2022
5.	Alternate to the Attorney General	Ms. Leah Aywah Baraza	Female	25 th September 2019	31 st October 2022
6.	Alternate to Permanent Secretary Trade	Mr. Oliver Konje	Male	1 st November 2019	31 st October 2022

¹ Ms Kathleen Kihanya Ceased to be a Board Member following her resignation on 8th February 2022.

No.	BOARD POSITION	NAMES	GENDER	DATE OF APPOINTMENT	DATE OF EXPIRY
7.	Alternate to Principal Secretary National Treasury	Ms. Veronica Okoth	Female	17 th July 2020	16 th July 2023
8.	Ex Officio Member	Dr. Wilfred Marube	Male	-	-
9.	Ex Officio Member	Frida Mbugua	Female		²

Appointment of Directors

The President and the Commander-in-Chief of the Kenya Defence Forces, in exercise of the powers conferred by section 5 (1) (a) of the Kenya Export Promotion and Branding Agency Order, appoints the Chairperson of the Board. The appointment is by name and by a notice in the Kenya Gazette.

The Cabinet Secretary Ministry of Industrialization, Trade and Enterprise Development in exercise of the powers conferred by section 5 (1) (e) of the Kenya Export Promotion and Branding Agency Order, appoints three (3) persons from the private sector. The appointments are by name and by notice in the Kenya Gazette.

Removal of Directors

Any person shall cease to be a Board member if he/she; -

1. Serves the appointing authority with a written notice of resignation.
2. Is absent, without the permission of the Chairperson, from three consecutive meetings.
3. Is convicted of an offence and sentenced to imprisonment for a term exceeding six months or to a fine exceeding twenty thousand shillings.
4. Is incapacitated by prolonged physical or mental illness from performing his duties as a member of the Board
5. Conducts himself in a manner deemed by the appointing authority to be inconsistent with membership of the Board.

Any removal of a Board member under any of the above, is through formal revocation. The Corporation Secretary ensures that a record of the appointment letter, gazette notice and written acceptance by the Board member are kept in the personal file of the Board member.

Separation of Powers & Duties of the Chairman and CEO

The separation of functions between the Chairman and the CEO has ensured requisite balance of power, increased accountability, clear definition of responsibilities and improved decision making. The Chairperson's responsibilities include the operation, leadership, and governance of the board. The Chief executive officer's role includes the day-to-day management of the Agency's business and overseeing the implementation of the strategies and policies approved by the board.

Duties of Directors

The Legal Notice No.110 of 2019 establishing the Agency provides for functions of the board members under paragraph 6 to include:

1. Provide strategic advice and direction to the Agency;
2. Approve policies that shall facilitate the development of the Agency;
3. Recruit and appoint the Chief Executive Officer on such terms and conditions as the Board shall determine with the advice of the Salaries and Remuneration Commission;
4. Receive, on behalf of the Agency, grants-in-aid, gifts, donations, fees, subscriptions or monies;
5. Administer the property and funds of the Agency in such a manner and for such purpose as shall promote the functions of the Agency; and
6. Perform such other functions as may be incidental to the foregoing.

² Ms. Frida Mbugua Ceased to be an Ex-officio member following her resignation on 5th November 2021

Board and Committee Meetings

The Board has formed three (3) principal committees which meet under well-defined terms of reference set by the Board members. The committees were formed to assist the board to carry out its functions effectively and efficiently. These committees are as follows:

1. Finance, Human Resource and Administration Committee (FHRAC)

2. Strategy, Marketing, Communications and Quality Assurance Committee (SMCQA)

3. Audit, Risk and Governance Committee

The Board and Committee meetings are held while special board meetings are called when it is deemed necessary to do so. During the 2020/2021 financial year, the Board and its Committee held the following meetings:

Member	Full Board	Special Full Board	FHRA Committee (including special)	SMCQA Committee (including special)	Audit, Risk & Governance Committee (including special)	Ad Hoc Committee Meeting on Expo 2020 Dubai
Mr. Jaswinder Singh Bedi	4	2	0	0	0	0
Ms. Kathleen Kihanya	3	2	2	3	3	1
Ms. Jacqueline Muga	4	2	5	4	0	2
Mr. Mark Bichachi	4	2	2	4	6	3
Ms. Leah Baraza	4	2	5	4	6	3
Mr. Oliver Konje	4	2	4	4	5	3
Ms. Veronica Okoth	3	2	5	4	6	3
Dr. Wilfred Marube	4	2	4	3	0	2

Conflict of Interest

The Board charter contains provisions on conflict of interest. The board of Directors are obligated to disclose to the board, any real or potential conflict of interest during the beginning of each meeting. This is a statutory duty to avoid situations where a director may have interest which conflict with those of the Agency. In the event conflict of interest is declared, the Board member shall abstain from decisions where the conflict exists.

The Corporation Secretary keeps a record of conflicts of interest declared, for accountability purposes.

Board Remuneration

The board members are paid a sitting allowance for every meeting attended in line with the guidelines as set by the Salaries and Remuneration Commission on payment of allowances to board members. The Chairperson is also issued a chairman's honoraria as well as a sitting allowance.

Ethics and code of conduct

The Agency's Board is required to act with integrity, honesty, and fairness in all their dealings and decisions with respect to the Agency. On appointment, the Directors sign an acceptance that they shall abide by the provisions of Article

10 of the Constitution, the Executive Order Number 6 on Ethics and Integrity in Public Service and the Executive Order number 7 on the implementation of Mwongozo, the code of Governance for State Corporations.

Board and Member performance

The Board carries out an annual evaluation to appraise its performance. The Board evaluation exercise provides an opportunity for Board members to identify strengths, collective skill gaps and individual areas of improvement. The Board evaluation exercise is also in fulfilment of a statutory requirement under Mwongozo which is the Code of Governance for State Corporations where it states that Board of Directors in State Corporations must carry out annual performance evaluation and file a report with the parent ministry and State Corporations Advisory Committee.

The evaluation exercise is facilitated by the State Corporations Advisory Committee who are present during the evaluation exercise to offer guidance. During the Board Evaluation exercise for the Financial Year 2021/2022, the board had an overall rating of **87.40%**.

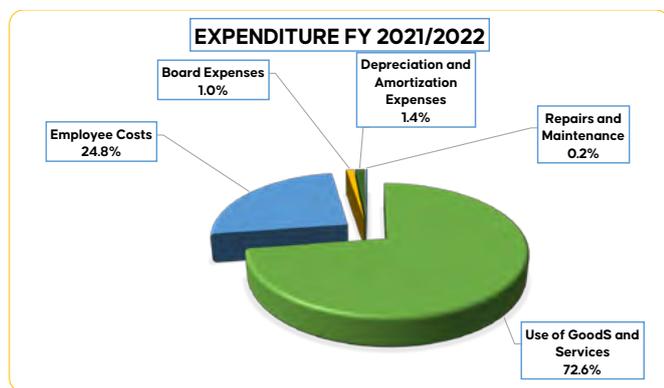
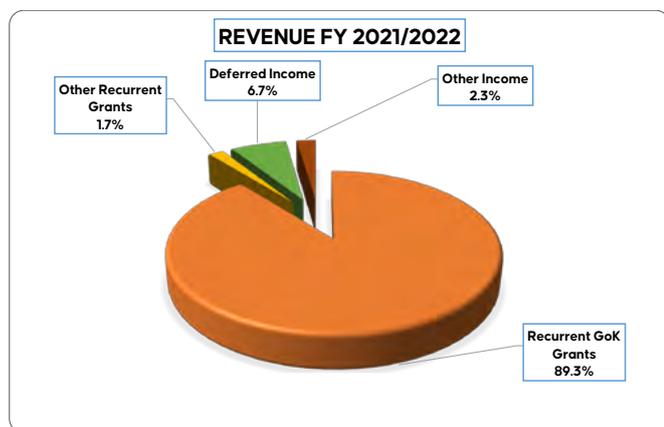
The overall rating of the board evaluation for the three years that the board has been in operation has been as follows: -

1. Year 1: Financial Year 2019/2020 - 89.04%
2. Year 2: Financial Year 2020/2021- 87.40%
3. Year 3: Financial Year 2021/2022 - 87.40%

MANAGEMENT DISCUSSION AND ANALYSIS

The Agency's Financial Performance

The Agency's total annual revenue was KSh.755,099,711 against a total annual expenditure of KSh. 951,453,030 resulting to an annual operating deficit of KSh.196,353,319. The excess expenditure over revenue was funded by deferred income and from reserves.



The Agency's Compliance with Statutory Requirements

The Agency follows various laws and regulations. Management is not aware of any non-compliance that may expose the entity to potential contingent liabilities. The Agency does not have any material arrears in statutory and other financial obligations.

The Agency's Operational Performance

Kenya has enjoyed a decade of strong economic growth, allowing the country to access the status of a middle-income country in 2016. The country was one of the fastest-growing economies in Sub-Saharan Africa until the outbreak of the Covid-19 pandemic. After contracting by -0.3% in 2020, GDP growth rebounded to an estimated 5.9% in 2021, and is forecast to remain strong in 2022 (5.8%) and 2023 (5.5%) (IMF, latest estimates). Private consumption will be the main driver of growth. According to Focus Economics downside risks include the country's reliance on foreign loans for infrastructure and the rise in its external debt levels.

Kenya's economy suffered from the consequences of the COVID-19 pandemic, mainly the fall in tourism, but showed remarkable resilience and recovered in 2021. According to IMF report the authorities pursued a reform program aiming at responding to the pandemic, supporting economic recovery, and addressing debt vulnerabilities. As revenues dropped and social and health expenditure increased, the budget deficit declined, but fiscal consolidation efforts managed to stabilize it. Public deficit reached -8.2% of the GDP in 2021 and is expected to remain at that level in 2022. Public debt continued to grow from 63% of the GDP in 2020 to 67.9% of the GDP in 2021 and is expected to stabilize at 71.2% of the GDP in 2022 and 2023. As a large part of the debt is owed to international creditors in foreign currency, public finances are vulnerable to exchange rate movements. Fueled by higher energy prices, inflation increased from 5.2% in 2020 to 6.4% in 2021 and is expected to decrease to 5.8% in 2022 and 4.8% in 2023.

Kenyan authorities remain committed to the 38-month program under the Extended Fund Facility (EFF) and Extended Credit Facility (ECF) arrangements (worth USD 2.34 billion) approved by the IMF in April 2021. This program aims to reduce debt vulnerabilities by raising tax revenues and tightly controlling spending, while safeguarding resources to protect vulnerable groups (IMF). Expanding the Covid-19 vaccination program, supporting the state-owned enterprises reform, responding to the drought in the northern regions and tackling security issues are the priorities. The government will also pursue the previously launched Big 4 development agenda. This program, which is part of the long-term development plan of the country, Vision 2030, will prioritize four major areas: manufacturing, universal healthcare, affordable housing, and food security.

ENVIRONMENTAL AND SUSTAINABILITY REPORTING

The Kenya Export Promotion and Branding Agency's mandate is to implement export promotion and nation branding initiatives and policies to promote Kenya's export of goods and services. This is our purpose; the driving force

behind everything we do. It is what guides us to deliver our strategy, putting the customer/citizen first, delivering relevant services, and improving operational excellence. Below is an outline of the organization's policies and activities that promote sustainability.

Sustainability Strategy and Profile

The Agency is committed towards participating in community-based projects that have a positive impact on the society. Through our stakeholder engagement activities, we have been able to identify areas of collaboration that give back to society. We recognize that we must integrate our corporate values and services to improve Kenya's Image and meet the expectations of stakeholders.



The Agency donated over 600 books and pens to the pupils of Daystar Mulandi Transformational Primary School in a bid to encourage them to work hard in school

The Agency's social, economic, and environmental responsibilities to her stakeholders are integral to the Agency's focus areas. Through the various activities organized by the Agency, we are committed to demonstrate our responsibilities through actions and within the corporate policies. We are open and honest in communicating our strategies, targets, performance, and governance to our stakeholders in our continual commitment towards creating a sustainable corporate social responsibility.

The results of our commitment to sustainability are demonstrated through our support for, and quantifiable impact on businesses with innovative sustainable solutions. As an Agency, we prioritize delivery of solutions with a long - term focus while leveraging on short term success. We are driven by an individual purpose to offer solutions that accommodate the welfare of the society by taking responsibility for the impact they make to our clients, our nation, and the world.

We not only engage to deliver on our mandate and functions, but we also have a high appreciation of collaboration as a

sustainable practice. Our team has taken deliberate initiatives to promote a culture of innovation and transparency through open communications with all key stakeholders.

This is built on high levels of information disclosure, clarity, and accuracy - as well as an openness to recognizing faults and improving practices. With sustainability at the heart of our activities, we understand the value of keeping our promises. On this premise, we have installed mechanisms to continuously monitor and evaluate our progress, to ensure we remain aligned to our mandate, signal when to celebrate our successes and rectify our deviations.

1. Environmental Performance

The Agency has developed recyclable marketing collateral including giveaways bags - which could be re-used by our clients. The agency avoided the use of plastic bags in developing our marketing collateral and limited printing by utilizing our digital platforms to disseminate our publications including newsletters and magazines.



The Agency has developed recyclable marketing collateral including giveaways bags which can be re-used by our clients

Reduction of Carbon footprint through the Roll out of ERP System - The Agency has been promoting a paperless culture through the introduction of an ERP System. All departmental operations will be conducted through the system thereby reducing waste within and outside the office environment. The Agency is going paperless!

2. Employee Welfare

The process of developing a policy on recruitment is on course, however, the Agency HR Manual sets the guidelines on recruitment and selection of members of staff, management, and development of human resource in the Agency. The hiring process is undertaken based on fair competition and merit; representation of Kenya's diverse communities; adequate and equal opportunities to all gender, youth, members of all ethnic groups, persons with

disabilities and minorities. In the Financial year 2021/2022 the Agency recruited three (3) officers on permanent, two (2) officers on long term contract and fifteen (15) officers on short term contract. The hiring process were aligned to the provisions of the Constitution of Kenya 2010 as well as the by the Public Service Diversity Policy, May 2016.

Stakeholders being are our strongest resource provide a fountain of valuable experience, insight, and knowledge into the recruitment as well as into the vision and culture of the organization. As an Agency, we get the stakeholders involved early in the recruitment process to provide valuable insight into what they need and to take ownership, thereby making them to be more receptive in the process.

KEPROBA recognizes the need for training and development of employees. To ensure continuous up-grade of staff core competencies, knowledge, skills, and attitudes to enable them to create, and seize opportunities for social advancement, economic growth, and individual fulfilment. The Agency has an elaborate program that ensures that an Officer is afforded at least 5 days training in a calendar year. In FY 2021/2022, we sponsored 28 CPD Trainings and 78 other Professional courses / trainings. Further, the Agency in partnership with its stakeholder endeavor to equip staff identified from its various departments with critical skills to prepare them to handle any emerging issues. In addition, all newly recruited and transferred officers are taken through a robust induction process within a reasonable period. While all staff were trained on Customer and Media engagement training, Retirement, and wellness.



Staff undergoing Customer Service and Media engagement Training at KICD, Nairobi.

The surest way to adapt to the changing demands of a dynamic economy is through Career Management. Consequently, the HR unit continue to match the employees and the organization's needs. The process has embraced various concepts: Posting internal job advertisements, lateral moves to create cross functional experience, secondments, deployments, formal education as part of career development, retirement preparation programs, mentoring and performance appraisal as a basis of career planning.

On appraisal and reward systems, the current system in place lacks a distinct criteria/parameter for measuring performance and productivity and therefore it becomes difficult to hold individuals accountable. The management has embarked on reviewing its performance management instruments and implementing a metric that will be effective in measuring performance as part of its workplan for FY 2022/2023. The implementation of the performance system will inform the reward policy.

The Agency has completed its registration process with OSHA offices and has been issued with a certificate.

3. Responsible Supply Chain and Supplier Relations

Supply chain facilitates and supports Procurement of goods, works and services in compliance with Public Procurement and Asset Disposal Act 2015 and Regulations of 2006, respectively. This calls for best practices coupled with integrity and honesty in the processes for staff and external customers. It is imperative that procurement and disposal decisions at all levels are made in a corporate and structured manner to ensure transparency and fairness to all suppliers.

The Agency commits to pay suppliers promptly for goods and services delivered after inspection has been done for quality confirmation.

4. Responsible Marketing and Advertisement

The Agency put in place several measures to promote responsible marketing and advertising including;

- ✓ Putting the customer first - in all our communication and marketing efforts, we put our customers first by clearly stating how our clients could reach out to us for further clarifications and enquiries. As a result, we received a 27% increase in messages received through our social media platforms where we were able to engage with our audiences.
- ✓ To enhance effectiveness in our marketing efforts, we applied digital advertising in reaching out to our audiences abroad. This was in line with the data privacy regulations provided across various platforms. We were able to reach over nine million people across our digital platforms both locally and internationally.
- ✓ To promote corporate social responsibility, the agency facilitated the planting of 1000 trees at Daystar Mulandi School in Athi River. This is in line with our commitment to promote national values and a sustainable environment as part of our day-to-day activities. Over 20 members of staff were involved in the activity together with the Daystar Mulandi students.



Students and Staff from KEPROBA pose for a photo at the tree planting exercise at Daystar Mulandi School in Athi River

- ✓ The agency also developed recyclable marketing collateral including give away bags – which could be re-used by our clients. The agency avoided the use of plastic bags in developing our marketing collateral and limited printing by utilizing our digital platforms to disseminate our publications including newsletters and magazines.



The Agency has developed recyclable give away bags which can be re-used by our clients

- ✓ Reduction of Carbon footprint through the Roll out of ERP System – The Agency has been promoting a paperless culture through the introduction of an ERP System. All departmental operations will be conducted through the system thereby reducing waste within and outside the office environment. The Agency is going paperless!



KEPROBA staff at the launch of the ERP System in Nairobi

5. Corporate Social Responsibility / Community Engagements

The Kenya Export Promotion and Branding Agency (KEPROBA) has embraced the true spirit of Corporate Social Responsibility in its strategic plan of activities. The Agency is committed towards participating in community-based projects that give back to the society. Through our stakeholder engagement activities, we have been able to identify areas of collaboration that give back to society. We recognize that we must integrate our corporate values and services to improve Kenya’s Image and meet the expectations of stakeholders.

Our social, economic, and environmental responsibilities to our stakeholders are integral to the Agency’s focus areas. Through the various activities organized by KEPROBA, we are committed to demonstrate our responsibilities through actions and within the corporate policies. We are open and honest in communicating our strategies, targets, performance, and governance to our stakeholders in our continual commitment towards creating a sustainable corporate social responsibility.

In the 2021/2022 Financial Year, the Agency undertook the following CSR activities based on Our key targeted sectors and societal need(s).

6. Sports

In a bid to enhance nation branding and as part of the Agency’s Corporate Social Responsibility, the Agency participated in the inaugural Nairobi Expressway Marathon (Uhuru Classic) which was held on May 8, 2022, on the new express highway in Nairobi, Kenya. The Marathon was billed as the highest paying marathon in Africa and was flagged off by his excellency President Uhuru Kenyatta and First Lady Margaret at Nyayo National Stadium.

Twenty (20) KEPROBA staff members participated in the 5km race and wore branded caps, t-shirts, and reflector



KEPROBA staff participants at Nyayo Stadium for the Uhuru Classic Marathon



KEPROBA staff, teachers, and pupils from Daystar Mulandi Primary School plant trees during the tree planting exercise



KEPROBA staff, teachers, and pupils from Daystar Mulandi Primary School plant trees during the tree planting exercise

7. Environmental sustainability

The Kenya Vision 2030 blueprint set a goal for the country to increase the area under forest to 10 percent by 2030 and sustainably manage natural forests for environmental protection and enhanced economic growth. As a State Corporation under the Ministry of Industrialization, Trade and Enterprise Development, Kenya Export Promotion and Branding Agency is taking a leading role in planting trees across the country.

In this year's tree planting project, the Agency partnered with Daystar Mulandi Transformational Primary School, a community development school started by community development and social work students from Daystar University.

The Agency donated over 1000 trees to Daystar Mulandi Transformational Primary School which were planted by the local community, teachers, and pupils to increase the school's tree cover and to provide shade to the pupils as they play or take their lunch.

Besides donating and planting over 1,000 trees at the school, the Agency donated over 600 books and pens to the pupils in a bid to encourage them to work hard in school and in environmental conservation. The Agency also donated 20,000 litres of water and 10 litres of paint to be used in painting the newly constructed dining hall.

The school caters for the educational needs of less privileged pupils from Mavoko area and children from nearby Children's homes.

8. Economic Sustainability

a. Reserved Tender Opportunities

The Agency reserves 30% of its procurement to the special groups which as per the Public Procurement & Assets and Disposal Act 2015 includes women, youth, and People Living with Disabilities (PWDs). These procurement opportunities have created diverse financial benefits for the special groups as well as enhancing the GDC corporate image and reputation. The Agency will also undertake Procurement Sensitization to these special Groups so that they successfully participate in the tendering process.

b. Small and Medium Enterprises Empowerment

The Agency empowers small and medium enterprises through the Product Development and Branding Programme carried out annually. The programme offers export training to Enterprises in the 47 counties across the country aimed at enhancing the competitiveness of export products through quality product development and value addition to help enlarge Kenya’s supply base of exportable products. Selected enterprises and groups are facilitated to improve the quality of their products, packaging, expand the product range as well as meet regional and international market standards.



KEPROBA staff at a shoe factory inspecting the quality of the products

c. Supporting Made in Kenya Products

The Agency supports the Buy Kenya - Build Kenya Initiative. The initiative seeks to enhance competitiveness and consumption of locally produced goods and services. The Agency promotes this through adoption of the mark of identity and profiling these products on its social media platforms. A successful campaign of purchasing made in Kenya goods and services and building confidence in them will create wealth for citizens and for the country.



FoodPot Delivery have adopted the Made in Kenya mark of identity and are using it to brand their products



RISK MANAGEMENT AND INTERNAL CONTROLS

Major Risks Facing the Agency

NO	RISK FACTOR	OBJECTIVES AFFECTED	PRIORITY	MITIGATION MEASURES
1.	Inadequate budgets caused by low Government allocations, and inflation. Allocated budget this year was KShs. 600 million which left several activities under-funded.	All objectives	High	<ol style="list-style-type: none"> 1. Implementing Resource Mobilization strategy. This was successful for such donors as COMESA RIP and TFO Canada 2. Evaluate projects to identify Income generating activities. This was implemented in the Public Service Branding programme 3. Adherence to the Public Finance Management Act. 4. Adherence to Public Procurement and Disposal Act. 5. Efficient use of available financial Resources.
2.	Inadequate quality products and overpricing	<p>Develop, diversify, and brand Kenya's export products</p> <p>Manage the Image and Reputation of the Kenya Brand</p>	High	<ol style="list-style-type: none"> 1. <i>The agency plans to identification of products for exhibitions, trade fairs and EXPOS five years in advance and working with the exporters to improve quality and reduce cost of production</i> 6. The agency plans to research and advise exporters of competitive prices in preparation for exhibitions, EXPOs, and trade fairs
3.	Covid 19 affecting in person EXPOS, Trade Fairs and Exhibition	Develop, diversify, Kenya's export Markets	High	<ol style="list-style-type: none"> 2. Adherence to World Health Organization guidelines and Protocols issued by Specific countries
4.	Worldwide inflation and a fall in disposable incomes leading to governments e.g., Pakistan considering lower imports of Kenyan tea	Contribute to 6.5% increase in exports	High	<ol style="list-style-type: none"> 7. Export Promotion should spread the risk by looking at other markets for Kenyan tea 8. Engage with the affected countries on a government-to-Government Level to protect the export market
5.	Narrow Basket of exportable products compounded by inadequate production especially of manufactured products (Industry contribution to GDP fell by 1.7% in 2021 compared to 2020) and iconic products like coffee. According to KNBS Kenya exported 35,163MT of coffee in 11 months of 2021 compared to 40,980 MT in 2020. The fall was due to uprooting of coffee and a change of land use	Contribute to 6.5% increase in exports	High	<ol style="list-style-type: none"> 3. The Agency plans to conduct advocacy activities to contribute to the next governments economic agenda in-order to boost production in manufacturing. 4. Engaging with the affected counties given the prices of coffee went up from USD 4.2 to 5.1 per Kilo in 2021 compared to 2020

NO	RISK FACTOR	OBJECTIVES AFFECTED	PRIORITY	MITIGATION MEASURES
6.	Historic negative effect of elections on the economy. According to the institute of economic Affairs, GDP growth falls in election years averaging 2.58% since 1992	Develop, diversify, and brand Kenya's export products and manage the nation brand	High	As at 30 June 2022, the agency was planning to conduct the Kenya Si Hami campaign
7.	Export of primary products , which are low in value e.g., Fruits vegetables, bulk tea	Contribute to 6.5% increase in exports	High	Identify hinderances to structured value addition and follow through with relevant government agencies
8.	Reputation risk for Kenyan products arising from emerging issues e.g., Limits in use of pesticides in Europe, Phytosanitary issues in Australia	Contribute to 6.5% increase in exports	High	<p>5. Create Exporter awareness on the new requirements</p> <p>6. Look for new markets to spread the risk</p>
9.	Low level of automation	Strengthen the capacity of the agency to deliver on its mandate	Medium	Leveraging on technology for example development of the E-Portal and enterprise Resource Planning
10.	Inadequate succession planning and knowledge management	Strengthen the capacity of the agency to deliver on its mandate	Medium	<p>1. Development of Procedure manuals across for all agency functions to define agency workflows</p> <p>2. Training of staff to manage higher responsibilities</p>
11.	Shortage of staff	Strengthen the capacity of the agency to deliver on its mandate	Medium	<p>7. Secondment of staff from other government agencies,</p> <p>8. Employment of staff on contract</p>



CHAPTER 5:

STAKEHOLDER ENGAGEMENT

The attainment of the Agency's Strategic Goals is largely undertaken through our stakeholders mainly because the Agency plays a facilitative role in export trade and nation branding. It has thus become imperative to seek ways in which to successfully engage stakeholders.

Stakeholder Identification

The Stakeholder Engagement Department identified stakeholders in the Public sector, Private Sector, BMOs, Development Partners, Media, Exporters, County Governments, Academia, and Foreign Embassies. The Agency workplan activities entailed the development of a stakeholder engagement plan which outlines areas of collaborations, agreed interventions, expected output and a summary of analyzed issues.



The Agency identified stakeholders in the tea sector and collaborated with the Tea Board of Kenya to offer a 3-day capacity building training for tea companies in Mombasa County

Stakeholder Engagement Tactics

The identified stakeholders have been engaged through various platforms which include;

1. Collaborative events or projects
2. Panel or Round table discussions
3. Facilitated events
4. Exhibitions
5. Forums

6. Meetings
7. Networking sessions
8. Surveys
9. Advisory committees or groups
10. Export clinics



KEPROBA Staff and exporters at an Export Trade Training session in Nairobi County

Status report on the collaborative frameworks that the Agency undertook in 2021/2022

1. Sensitized management on the Stakeholder Engagement Policy and Strategy

The Stakeholder Engagement policy was developed, reviewed, and approved by the management. The policy seeks to aid in the institutionalization of the Stakeholder Engagement function in the Agency and provide guidance to the staff in their interactions with Stakeholders in accordance with the Stakeholder Engagement Standard AA1000 (2015).

2. Stakeholder Engagement Forums

The Stakeholder Engagement Department participated in the Commonwealth Businesswomen Forum (CBWN). The Agency through the department engaged CBWN to mobilize a delegation to participate in the Forum both virtually and physically to strengthen the capacity of women owned businesses. This was done to foster the relationship between both institutions to better leverage on each other's strengths.

The Agency enhanced collaboration with Kenya Flower Council members through a series of County Forums in Uasin Gishu, Nairobi, Naivasha and Nanyuki.



Stakeholder Engagement Forum in Machakos County

3. Coffee Webinar Forums

The Director Stakeholder Engagement facilitated a coffee stakeholder webinar between the China fraternity and Kenya's coffee stakeholders for the China market. The aim of the webinars was to create awareness of coffee sector and its potential in the China market.

4. Commercial attaché Engagement Strategy

The department developed a working framework with commercial attachés to bolster partnerships and networking opportunities to set expectations and be actively involved in boosting Kenyan exports of goods and Services as well as bring in investments.

The department also held a training session with Commercial Attachés on how to engage with the Agency to support our programs. The objective of the workshop was to build the capacity of staff to understand policies, procedures, tactics, and operations in Stakeholder Engagement in implementation of their Annual Work Plan.

5. Stakeholder Perception and Satisfaction Survey

The Stakeholders targeted for this survey included Government Ministries, State Corporations and Agencies, Business Member Organizations, Suppliers, Exporters and exporting enterprises, Export value chain players (airline freight, ports); County Governments; and the public.

The survey sought the following: -

- i. To determine stakeholders' perception of how well the Agency meets their service expectations

and requirements.

- ii. To develop a stakeholder satisfaction index for Kenya Export Promotion and Branding Agency.
- iii. To estimate the current satisfaction level of the KEPROBA stakeholders.
- iv. To make proposals for a suitable stakeholder satisfaction strategy

The survey identified the following recommendations for follow up in the next Financial Year: -

- i. Intensify activities to market and position the Kenyan National Brand and Made in Kenya mark;
- ii. Work with other partners to increase use of e-commerce for exports and train/guide exporters on the same;
- iii. Improved in-county presence models and
- iv. Develop a signature CSR activity associated with an export development competition and popularize the Exporter of the Year Award.

6. National Parliamentarian Committee for Trade, Industry and Cooperatives

The Agency scheduled a collaboration retreat with National Members of Parliament Committee for Trade Industry and Cooperatives to discuss areas of concern that will facilitate the Agency to execute its mandate with ease. This was the first direct engagement between the Agency and the Committee.

The three-day forum sought to meet the following objectives:

- i. To appraise members of the committee about the progress, interventions, and challenges that the Agency has made in the development and diversification of export market and products and in the management of the image and reputation of the nation brand.
- ii. To provide members with information on the Agency's funding and budgetary requirements for the current Midterm expenditure framework.
- iii. To establish common ground with the Committee and by extension the legislative arm of the Government on the funding and budgetary requirements of the Agency.

This engagement led to development of a sessional

paper on alleviation of constraints in Export Trade system and bridging the financing gap for the Expo Dubai 2020.

7. Quality Management System (QMS) procedures for Stakeholder Engagement

The purpose of the Quality Management System is to outline procedures within the Stakeholder

Engagement Department. The document has been established to assist and guide all members of the department to carry out their activities efficiently and effectively in accordance with ISO 9001:2015 International Standard. The document defines all the activities carried out within the Stakeholder Engagement Department.

Analysis of Stakeholder Issues

ISSUES	STAKEHOLDER	PRIORITY
Market access and capacity building	Dubai Chamber, KEPHIS, FPEAK, KEPSA, FPCK, KAM, Vision 2030, FPCK, Sunripe, Nyandarua County, KNCCI	High
Sharing trade information and market research	Dubai Chamber, KNCCI, KFC, KEPSA, FPCK, AFA, KAM	High
Trade Missions and Integrated Marketing Communication (IMC) Programmes	Dubai Chamber, KNCCI, FPEAK, KFC, KEPSA, FPCK, AFA, KAM	High
Investment opportunities in export market value chains	Dubai Chamber, KEPSA, FPEAK	High
Jointly implement government bilateral and trade agreements and chamber trade MOU	KNCCI, KAM, Dubai Chamber of Commerce	High
Export product and market diversification	FPEAK, AFA, KFC, KEPSA	High
Export product competitiveness and value addition	KEPHIS, FPCK, AFA, KAM	High

Press Releases and Planned Interviews

The Agency shared press releases with mainstream media houses on topical issues in the export sector. Planned interviews were conducted on selected topics geared towards enhancing visibility of the Agency and its mandate.



Mr. Peter Ochieng' Ag. Director Research and Innovation addressing the media after a successful Blue Economy Engagement Forum in Mombasa County



Media Coverage (Reported Issues)

MEDIA OUTLETS	HEADLINE	SUMMARY	LINK
KBC	Optimism In EAC After Entry Of DRC	<p>The Kenya Export Promotion and Branding Agency (KEPROBA) has lauded the entry of the Democratic Republic of Congo (DRC) into the East African Community (EAC) terming it as a win for the region from a trade perspective.</p> <p>Speaking during an engagement forum between exporters and the county government of Mombasa, Peter Ochieng, Director Research, and Innovation at KEPROBA alluded those exports have experienced exponential growth with markets being very protective especially after recovering from the advent of the ravages of COVID-19.</p> <p>“The balance of trade has increased at an astronomical rate and for us to bridge that balance of trade we must ensure we increase our exports,” said Ochieng.</p>	https://www.capitalfm.co.ke/business/2022/06/optimism-in-eac-after-entry-of-drc/
KBC	Kenya exports 134.4 metric tons of coffee to South Korea	<p>A South Korea based coffee company received a consignment of seven containers of approximately 134.4 metric tons of Kenyan coffee from the Kikpelion District Cooperative Union Limited.</p> <p>The direct export to, Good Bean Coffee company, is a reprieve to Kenyan farmers who for a long time have seen dwindling returns on coffee due to price strangulation by intermediaries in the sector.</p> <p>The breakthrough is a result of Kenya’s participation and marketing initiatives during the Coffee Expo Seoul which took place in July 2021 where Kenya was a portrait country.</p> <p>Kenya’s main aim at Coffee Expo Seoul was to establish direct linkages for coffee export into South Korea which is the fourth largest consumer of Kenyan coffee after Belgium, Germany, and the United States.</p> <p>The Kenya Export Promotion and Branding Agency (KEPROBA), Kenya Investment Authority, Coffee Directorate, State Department of Trade and the Kenyan Embassy in Seoul represented the farmers who could not travel to the Coffee Expo Seoul due to Covid-19 restrictions experienced in 2021.</p>	https://www.kbc.co.ke/kenya-exports-134-4-metric-tons-of-coffee-to-south-korea/
The Star	Uhuru hails direct coffee export by farmers	<p>“This is a lucrative industry that Kenyan farmers can take advantage of in terms of market diversification for coffee. Our focus now should be driven toward value addition,” Kenya Export Promotion and Branding Agency CEO Wilfred Marube said.</p>	https://www.the-star.co.ke/business/kenya/2022-06-02-uhuru-hails-direct-coffee-export-by-farmers/

MEDIA OUTLETS	HEADLINE	SUMMARY	LINK
Kenya News Agency	Residents urged to adopt The Dollar Mashinani programme	<p>John Okumu has been making furniture out of water hyacinth on the shores of Lake Victoria in Kisumu County for decades but access to ready market for his products has eluded him.</p> <p>The capital- and labor-intensive initiative almost killed his entrepreneurship spirit, wondering how and where to get financial capital to boost the business as he fought off stiff competition.</p> <p>However, lady luck came his way with Kenya Export Promotion and Branding Agency (KEPROBA) decentralizing its Export and Business Solution (Dollar Mashinani) programme to the lakeside city to sensitize residents on available business potential.</p> <p>The programme seeks to increase wealth among the business fraternity in Western Kenya region in line with Kenya's 2010 Constitution which ushered in the devolved system of governance.</p>	https://www.kenyanews.go.ke/residents-urged-to-adopt-the-dollar-mashinani-programme/
The Standard	Agency to train women in business	<p>The Kenya Export Promotion and Branding Agency (KEPROBA) has signed a training deal with the Commonwealth Businesswomen's Network (CBWN).</p> <p>The agreement signed during a summit in Nairobi this week will help grow women-owned businesses through providing market support, especially on international trade.</p> <p>"KEPROBA exists to handhold Kenyan entrepreneurs and provide all the necessary information for their benefit," said KEPROBA Chief Executive Wilfred Marube.</p> <p>CBWN works with women in business by connecting governments and the private sector to embed their economic empowerment and leadership.</p>	https://www.standardmedia.co.ke/business/news/article/2001440052/agency-to-train-women-in-business
Capital FM	Kenya's pavilion at Expo 2020 Dubai attracting up to 3,000 visitors daily	<p>Kenya's pavilion at the Expo 2020 Dubai is attracting up to 3,000 visitors daily, the Kenya Export Promotion and Branding Agency (KEPROBA) CEO Wilfred Marube said noting that it has had more than 50,000 people since its launch a month ago.</p> <p>Marube, who spoke to Capital Business, said that the agency targets to have at least 7.5 million visitors by March 2022 when the six-month event is set to end.</p>	https://www.capitalfm.co.ke/business/2021/11/kenyas-pavillion-at-expo-2020-dubai-attracting-up-to-3000-visitors-daily/

MEDIA OUTLETS	HEADLINE	SUMMARY	LINK
KBC	Kenya's exports performance grows amid COVID 19 restrictions	<p>Kenya has recorded a 15.5 per cent increase in total exports for the months of January to August 2021. Total exports stood at Kshs 490 billion from Kshs 424 billion recorded during the same period in 2020.</p> <p>This is largely owed to the country's effort to decrease its dependence on volatile agricultural markets.</p> <p>"The growth of exports by a 15 per cent margin shows Kenya is a resilient trade partner with the world. The easing of COVID 19 restrictions in our export destination markets has also been a blessing," said Dr Wilfred Marube, Chief Executive Officer, Kenya Export Promotion and Branding Agency.</p> <p>According to the Agency, Kenya has attempted to diversify its exports, adding horticultural products, clothing, cement, soda ash, and fluorspar among other key export products which include tea, apparel and clothing, coffee, mineral ores, petroleum oil products, animal and vegetable fats, machinery and parts, iron, and steel products as well as pharmaceuticals.</p>	https://www.kbc.co.ke/kenyas-exports-performance-grows-amid-covid-19-restrictions/
Capital FM	KEPSA recruits first beneficiaries of Kenya-US trade initiative	<p>The Kenya Private Sector Alliance (KEPSA) has announced the recruitment of the first cohort of twenty-five businesses in the Kenya-US Small and Medium Enterprises Trade Initiative.</p> <p>The twenty-five local SMEs, looking to either scale up globally or grow exports to the US market, will be provided with sector-specific information on business opportunities in the US markets.</p> <p>Present at the event was Jaswinder Bedi, Chairman, Kenya Export Promotion & Branding Agency (KEPROBA), and Vice-Chair KEPSA. Others were Sam Mwale, KEPSA Advisor, and US Representative and Miguel Estien, National Director, Minority Business Development Agency (MBDA), and SMEs among other attendees from Kenya and the US.</p>	https://www.capitalfm.co.ke/business/2022/03/kepsa-recruits-first-beneficiaries-of-kenya-us-trade-initiative/
KBC	Expo 2020 Run: Kenyan athletes showcase country as a sports destination	<p>Bethwel Yegon and Jonathan Maiyo Friday depicted the Kenyan spirit as they led six other Kenyans into victory in different categories of races at the Expo 2020 Run.</p> <p>The six other athletes who lead up to 5,000 runners in the sold-out event at the Expo site included Africa's fastest man Ferdinand Omanyala, two-time Olympic Gold Medalist and four-time World Champion Ezekiel Kemboi; former 800 metres world champion Janeth Jepkosgei; 2013 London Marathon winner Priscah Jeptoo; Bethwel Yegon, who finished second in this year's Berlin Marathon and 2010 Nagpur half-marathon winner Hellen Nzemi.</p> <p>Jepkosgei in addition lauded the Kenya Export Promotion and Branding Agency (KEPROBA) for highlighting sports at the Dubai 2020 Expo calling it a privilege to be part of the Kenyan team and a unifying factor among people.</p>	https://www.kbc.co.ke/expo2020run-kenyan-athletes-showcase-country-as-a-sports-destination/

MEDIA OUTLETS	HEADLINE	SUMMARY	LINK
KBC	Kenya named guest country at Korea Coffee Expo	<p>The four-day Expo that kicks off on Wednesday 14th July to 17th July 2021, will position Kenya as a leading coffee producer and exporter.</p> <p>As a guest country in this year's show, Kenya will be the country of focus at the expo having been given prime location and preference in all side events.</p> <p>Kenya Export Promotion and Branding Agency which is charged with the promotion of Kenya exports will take advantage of this expo to profile Kenya Coffee as unique and of high quality and enhance preference among Korean consumers.</p>	https://www.kbc.co.ke/kenya-named-guest-country-at-korea-coffee-expo/
Capital FM	Kenya's participation In Expo Dubai 2020 projected to add USD1.5 Bn value to economy	<p>Kenya's participation in the Expo 2020 Dubai is projected to add USD 1.5bn immediate value to the economy through business leads in investments, tourism, and exports, the Kenya Export Promotion, and Branding Agency (KEPROBA) CEO Wilfred Marube said.</p> <p>In an interview with Capital Business, Marube said that Kenya is banking on the expo to diversity its export markets, identify opportunities and create connections with importers.</p> <p>"We see the immediate benefits amounting to Kshs 1.5 bn in terms of what we anticipate of wide-range investment and exports. We are looking for opportunities in tourism, sales, and exports, by participating in the Expo, Kenya will enhance its profile and image in the United Arab Emirates and the Middle East, while at the same time push the Kenya brand to the world and increase awareness of Kenya's tourism, trade, and investment opportunities," he said.</p>	https://www.capitalfm.co.ke/business/2021/11/kenyas-participation-in-expo-dubai-2020-projected-to-add-sh1-5-bn-value-to-economy/
Business Daily	Textile export earnings rise by Sh8 billion	<p>Earnings from textile and apparel accessories grew by Sh8 billion in the nine months to September last year, boosted by higher sales to the United States (US) and the Netherlands.</p> <p>Data from the Kenya Export Promotion and Branding Agency (KEPROBA) shows that revenue for textile firms rose to Sh33.7 billion in the review period compared to Sh25.7 billion a year earlier. This represented a 31.1 percentage growth.</p> <p>KEPROBA's Chief Executive Officer, Dr. Wilfred Marube said in the report that the Netherlands and US were Kenya's largest export markets in the period.</p>	https://www.businessdailyafrica.com/bd/markets/commodities/textile-export-earnings-rise-by-sh8-billion-3707186

MEDIA OUTLETS	HEADLINE	SUMMARY	LINK
Business Daily	State talks open doors for New KCC to supply milk to Oman	<p>New KCC has initiated talks with the Azim Milk Company of Oman in a deal that would see Kenya's milk export increase by Sh100 million per annum.</p> <p>The deal is to supply lactose-free milk to Oman for an initial five years.</p> <p>According to Jaswinder Bedi, chairperson of Kenya Export Promotion and Branding Agency (KEPROBA) Board of Directors, Kenya must increase exports to the UAE to create a more favorable trade balance.</p> <p>"The agreement between Azim and New KCC is just one of the opportunities we expect this year.</p> <p>"More deals are coming, especially because now that we have had several fruitful business-to-Business engagements taking place for vegetables, fruits, nuts, tea, coffee, meat, dairy and flowers," said Dr. Wilfred Marube, KEPROBA's Chief Executive Officer.</p>	https://www.businessdailyafrica.com/bd/economy/state-talks-open-doors-for-new-kcc-to-supply-milk-to-oman-3723534
Kenya News Agency	Gov't keen on transforming smallholder agriculture into a modern sector	<p>CS Betty Maina highlighted that the SME sector in Kenya is the life force of the Country's economy constituting about 98 percent of all the businesses in the country employing about 15 million Kenyans and generate 80 percent of new jobs annually.</p> <p>She said that some key agencies within her ministry that are actively supporting agricultural, and its value addition chain include the Kenya Export Promotion and Branding Agency (KEPROBA), the Micro and Small Enterprises Authority (MSEA), the Kenya Industrial Estates (KIE), the Kenya Industrial Research and Development Institute (KIRDI) and the Kenya Bureau of Standards (KEBS) amongst others.</p>	https://www.kenyanews.go.ke/govt-keen-on-transforming-smallholder-agriculture-into-a-modern-sector/
Business Daily	Kenya eyes direct flower exports to Gulf countries	<p>Kenya is looking to create a direct linkage of fresh flower cuts from farmers to United Arab Emirates and the other five Gulf Cooperation Council (GCC) member countries as it seeks to diversify exports.</p> <p>"We are looking at huge opportunities at GCC region. There is huge consumer power and buying opportunities in this part of the world," Kenya Export Promotion and Branding Agency (KEPROBA) chairman Jaswinder Bedi said during the ongoing Expo 2020 Dubai.</p> <p>"We are holding a GCC business forum, and we hope to achieve partnership through business-to-business matches."</p>	https://www.businessdailyafrica.com/bd/markets/commodities/kenya-eyes-direct-flower-exports-to-gulf-countries-3717840

MEDIA OUTLETS	HEADLINE	SUMMARY	LINK
KBC	Kenya pavilion attracts 20,000 plus visitors at Dubai 2020 Expo	<p>The Kenyan pavilion at the ongoing Dubai 2020 Expo has welcomed well over 20,000 visitors since the international exhibition kicked off last month.</p> <p>For instance, on October 21st, the pavilion welcomed a total of 6,379 visitors, recording the highest number of daily visitors since the Expo began.</p> <p>The Commissioner-General and CEO of the Kenya Export Promotion and Branding Agency Dr. Wilfred Marube who is leading the Kenya delegation said he “aspires to create a meaningful legacy and experience for Kenyans seeking to explore opportunities to expand and consolidate win-win partnerships, spanning many areas from innovations and architecture to friendships and business opportunities.”</p>	https://www.kbc.co.ke/kenya-pavilion-attracts-20000-plus-visitors-at-dubai-2020-expo/
The African Logistics	DP World e-commerce platform DUBUY enters Kenya	<p>DP World in collaboration with the Kenya National Chamber of Commerce & Industry (KNCCI), Kenya Export Promotion & Branding Agency (KEPROBA), National Bank and African Salihiya Cargo Clearing have today launched the DUBUY.com in Kenya.</p> <p>In partnership with KEPROBA, KNCCI continues to facilitate Kenya’s participation in the ongoing Expo 2020 Dubai and ensuring that Kenyan businesses are well profiled in the global market. In partnership with the UAE Trade Centre, KNCCI will act as a link between Kenya and UAE throughout the Dubai Expo to promote Kenya’s exports in 2021.</p> <p>In attendance were CEO KEPROBA Dr. Wilfred Marube, CAS Ministry of Industrialization & Trade Honorable David Osiany, Managing Director National Bank Mr. Paul Russo and CEO UAE Trade Centre Kenya Mr. Walid Hareb Alfalahi.</p>	https://www.theafricalogistics.com/2021/11/12/dp-world-e-commerce-platform-dubuy-enters-kenya/
Capital FM	Kenya seeking to position itself as a top coffee producer at Korea Coffee Expo	<p>Kenya Export Promotion and Branding Agency which is charged with promotion of Kenya exports will take advantage of this Expo to profile Kenya Coffee as unique and of high quality and enhance preference among Korean consumers.</p>	https://www.capitalfm.co.ke/business/2021/07/kenya-seeking-to-position-itself-as-a-top-coffee-producer-at-korea-coffee-expo/
The Star	Kenya and China launch commerce lobby	<p>The Kenya-China Chamber of Commerce (KCCC) has officially been launched with an aim of building long-lasting relationships with businesses and traders in both countries.</p> <p>Speaking at a launch event in Nairobi, KCCC Chairman, Tim Chen said that the non-profit organization will go a long way to accelerate bilateral trade between the two countries.</p> <p>The launch comes at a time when trade between the two countries has been growing.</p> <p>Exports to the Asian nation, stood at Sh4billion in the eight months to August, according to the Kenya Export Promotion and Branding Agency.</p>	https://www.the-star.co.ke/business/kenya/2021-11-17-kenya-and-china-launch-commerce-lobby/

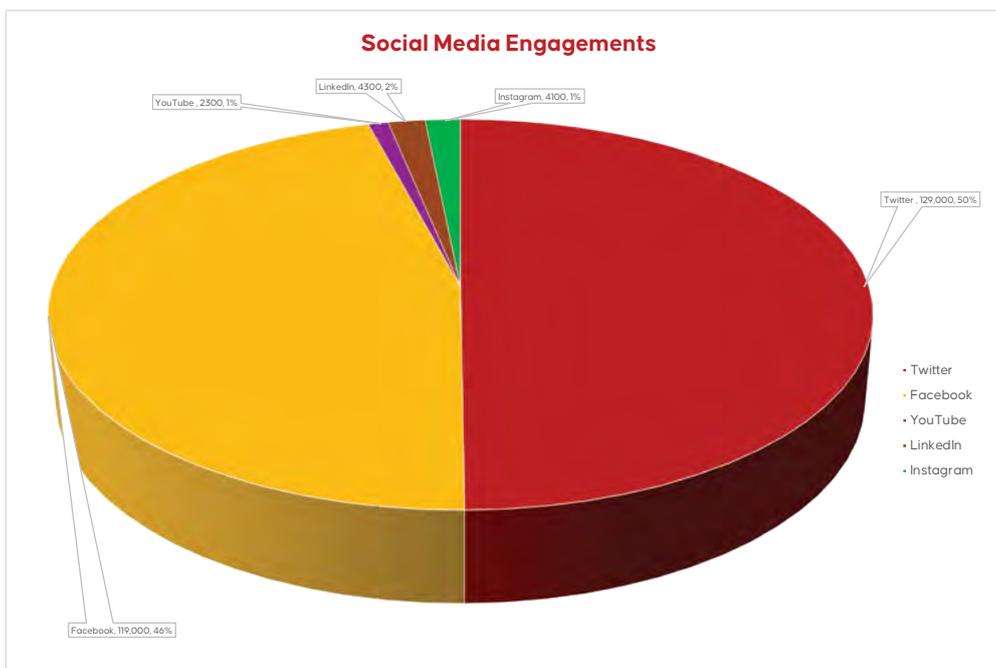
MEDIA OUTLETS	HEADLINE	SUMMARY	LINK
KBC	Expo 2020 Dubai: Lord Mayor of the City of London visits the Kenya Pavilion	<p>The Kenya Pavilion Monday hosted the Rt Hon William Russel the 692nd Lord Mayor of the City of London.</p> <p>The Lord Mayor was accompanied by the Mayoress Hilary Chaplin, the incoming Lord Mayor, Vincent Keaveny who will step into the role on November 12th, 2021, among other dignitaries from the City of London and the UK Pavilion.</p> <p>Kenya's delegation was led by the Consul General to Dubai, His Excellency, Ambassador Peter Mwendwa HSC, Commissioner General Kenya Pavilion and CEO Kenya Export Promotion and Branding Agency (KEPROBA) Dr Wilfred Marube, KEPROBA Board Directors Leah Aywah and Veronicah Okoth among other Kenya Pavilion staff.</p>	https://www.kbc.co.ke/expo-2020-dubai-lord-mayor-of-the-city-of-london-visits-the-kenya-pavilion/
Capital FM	Kenya Eyes New Market, Investment Opportunities in Expo Dubai 2020	<p>Kenya is looking to attract new investors and expand its export market during the World Expo Dubai 2020 that was rescheduled for dates starting October 1, 2021, to March 31, 2022.</p> <p>Kenya Pavilion Director for Expo Dubai 2020 Austin Macheso said the event organizers already created a road map for various exhibitors and traders to hold talks on new market and investment opportunities globally.</p> <p>"We have initiated what we call pro-expo programs where we have already approached the main players within the Gulf Cooperation Council region for us to start discussing and engaging collaborations such as forums to plan how we can engage more," said Macheso.</p> <p>Macheso was speaking on Sunday during the flag off the 1st batch of the goods worth Sh63million to Dubai by the Kenya Export Promotion and Branding Agency.</p>	https://www.capitalfm.co.ke/business/2021/07/kenya-eyes-new-market-investment-opportunities-in-expo-dubai-2020/
The Standard	Raila Odinga praises Kenya's exhibition at the Dubai expo	<p>Raila Odinga has said Kenya diverse culture plays a critical role in the tourism front.</p> <p>Raila on Monday said the diverse culture has placed the country at par with other international countries.</p> <p>The AU Special Envoy for Infrastructure spoke when he visited Kenya's pavilion at the Dubai 2020 Expo.</p> <p>The Expo is a world expo, currently hosted by Dubai in the United Arab Emirates from October 1, 2021, to March 31, 2022.</p> <p>Kenya's pavilion is managed by the Kenya Export Promotion and Branding Agency - KEPROBA</p>	https://www.standardmedia.co.ke/business/business/article/2001427885/raila-odinga-praises-kenyas-exhibition-at-the-dubai-expo

MEDIA OUTLETS	HEADLINE	SUMMARY	LINK
KBC	Expo 2020 Dubai hands over the Kenya Pavilion to CS Maina	<p>Kenya's pavilion is themed "Feel the Energy" a representation of the dynamic spirit, love, innovative thirst and patriotic energy elicited by the Kenyan people in building Brand Kenya.</p> <p>Kenya will leverage this global expo to showcase its Trade, Investment and Tourism opportunities to the world, including visitors to the Kenya Pavilion and the UAE business community.</p> <p>It is hoped that this initiative will go a long way in enhancing the country's efforts of consolidating and diversifying its market share in the UAE market.</p> <p>The Kenya Export Promotion and Branding Agency is the Responsible National Authority (RNA), spearheading Kenya's participation while positioning it as a land of unlimited opportunities.</p>	https://www.kbc.co.ke/expo-2020-dubai-hands-over-the-kenya-pavilion-to-cs-maina/
Capital FM	Kakuzi Scores Five Nominations Ahead of The Kenya Avocado Excellence Awards	<p>Agri-business firm Kakuzi Plc has been nominated for five awards in the forthcoming Kenya Avocado Excellence Awards (KAEA) set for this Friday.</p> <p>The KAEA awards, now in their 2nd edition, are a strategic initiative of the Avocado Society of Kenya designed to celebrate stakeholders in the sector for the advancement of excellent service delivery and overall industry development.</p> <p>Other nominees in the Individual subcategory are Murang'a County Governor Mr Mwangi wa Iria, Avoil Industries CEO Mr Sunil Savla and the Kenya Export Promotion and Branding Agency (KEPROBA) CEO Dr. Wilfred Marube.</p>	https://www.capitalfm.co.ke/business/2021/12/kakuzi-scores-five-nominations-ahead-of-the-kenya-avocado-excellence-awards/
Business Daily	Kenyan SMEs tap global markets at Dubai Expo	<p>Kenya's small and medium-size enterprises (SMEs) who are selling their products at the Global Village in Dubai, United Arab Emirates (UAE) are recording high sales, buoyed by the ongoing Dubai 2020 Expo.</p> <p>The Global Village, which starts every October and ends in April, brings together the world's largest tourism, leisure, shopping, and entertainment players under one roof.</p> <p>Kenya Export Promotion & Brand Agency (KEPROBA) helped SMEs transport the goods to Dubai</p>	https://www.businessdailyafrica.com/bd/corporate/enterprise/kenya-smes-tap-global-markets-dubai-expo-3643326
The Nairobiian	Anthony Muthungu: Maker of USB chargers has big dreams	<p>Meet Anthony Muthungu, 28, the founder of TotoSci Holdings Limited, an SME located at the Kenya Industrial Estate in Sagana, Kirinyaga County.</p> <p>TotoSci built its brand around "mindfully sourced raw materials" such as copper wires, connectors, ferrite, fiberglass, wood composite, recycled paper, and a fabric blend made from reclaimed cotton and hemp.</p> <p>The chargers have been approved and certified by both the Kenya Bureau of Standards and Kenya Export Promotion and Branding Agency as an authentic made in Kenya product.</p>	https://www.standardmedia.co.ke/thenairobiian/money/2001422835/anthony-muthungu-maker-of-usb-chargers-has-big-dreams

MEDIA OUTLETS	HEADLINE	SUMMARY	LINK
KBC	Valentine's Day: Kenya's aggressive push for middle eastern flower market	<p>The Kenya pavilion at the Expo 2020 Dubai has been the main centre of attraction as the world marks Valentine's Day with half a million roses gifted to those attending the trade fair in United Arab Emirates.</p> <p>The demand for flowers has continued to recover after collapse of the European auction due to logistics hiccups related to COVID - 19 as the council seeks new markets and cut dependance on EU which accounts for 70% of total flower exports annually on average.</p> <p>"What we are looking at is a huge opportunity in the GCC region. Our current exports to the GCC are not massive. We are looking at a market of 54 million people and \$3.5 trillion in GDP which is bigger than the size of the entire African economy. That's a huge consumer power in this part of the world. For example, the floriculture sector, we export flowers into this region directly but that is 10% of what they buy, and they are buying a lot of our flowers from the rest of world," added Jaswinder Bedi, KEPROBA Chairman.</p> <p>Besides cut flowers, the Kenyan pavilion hosted by the Kenya Export Promotion and Branding Agency (KEPROBA) is also showcasing tourism products, coffee, tea, energy, and ICT opportunities.</p>	https://www.kbc.co.ke/valentines-day-kenyas-aggressive-push-for-middle-eastern-flower-market/

Social Media Engagements

During this financial year, the Agency remained active on social media platforms as summarized below. Content shared on the digital platforms focused on export products, positive narratives about Kenya, ongoing events and courtesy calls made to stakeholders.



CHAPTER 6:

REPORTING PRACTICES

REPORT OF THE DIRECTORS

The Directors submit their report together with the audited financial statements for the year ended June 30, 2022, which show the state of the Agency's affairs.

Principal Activity

The Agency's principal activities are implementing export development and promotion activities through providing export assistance to promote Kenyan goods and services globally, distributing trade related and international export standards information and carrying out export market research. The Agency is also mandated to manage the Kenya Nation Brand and country's image through coordinating Nation Branding initiatives and Trade fairs, providing branding guidelines for Kenya Missions Abroad, marketing and providing positive information about Kenya and its products.

Directors

The members of the Board of Directors who served during the year are shown on page 51 to 56. During the year Ms. Kathleen Kihanya resigned as an independent director on 8th February 2022.

Auditors

The Auditor-General is responsible for the statutory audit of the Agency in accordance with Article 229 of the Constitution of Kenya and the Public Audit Act 2015 for the year ended June 30, 2022.

By Order of the Board

.....

Corporation Secretary

.....

Signature

.....

Date

STATEMENT OF DIRECTORS' RESPONSIBILITIES

Section 81 of the Public Finance Management Act, 2012 and section 14 of the State Corporations Act, require the Directors to prepare financial statements in respect of the Agency, which give a true and fair view of the situation of the Agency at the end of the financial year and the operating results of the Agency for that year. The Directors are also required to ensure that the Agency keeps proper accounting records which disclose with reasonable accuracy the financial position of the Agency. The Directors are also responsible for safeguarding the assets of the Agency.

The Directors are responsible for the preparation and presentation of the Agency's financial statements, which give a true and fair view of the situation of the Agency for and as at the end of the financial year ended on June 30, 2022. This responsibility includes:

- ✓ Maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period.
- ✓ Maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Agency.
- ✓ Designing, implementing, and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring that they are free from material misstatements, whether due to error or fraud.
- ✓ Safeguarding the assets of the Agency
- ✓ Selecting and applying appropriate accounting policies
- ✓ Making accounting estimates that are reasonable in the circumstances.

The Directors accept responsibility for the Agency's financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Public Sector Accounting Standards (IPSAS), and in the manner required by the PFM Act, 2012 and the State Corporations Act. The Directors are of the opinion that the Agency's financial statements give a true and fair view of the state of the Agency's transactions during the financial year ended June 30, 2022, and of the Agency's financial position as at that date.

The Directors further confirm the completeness of the accounting records maintained for the Agency, which have been relied upon in the preparation of the Agency's financial statements as well as the adequacy of the systems of internal financial control.

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

Approval of the Financial Statements

The Agency's financial statements were approved by the Board of Directors on 30th September 2022 and signed on its behalf by:



MR. JASWINDER BEDI, EBS, MBS
CHAIRMAN



DR. WILFRED MARUBE
CHIEF EXECUTIVE OFFICER

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2022

2021/2022 2020/2021

Revenue from Non-Exchange Transactions	Notes	KShs.	KShs.
Transfer from Government Institutions – Recurrent Grants	6	674,100,000	401,600,000
Other Recurrent Grants			
Deferred Income	7	13,000,000	10,000,000
	8	50,811,213	81,000,000
Revenue from Exchange Transactions			
Other Income	9	<u>17,188,498</u>	<u>12,533,043</u>
Total Revenue		755,099,711	505,133,043
Expenses			
Use of Goods and Services	10	690,674,558	287,766,758
Employee Costs	11	236,145,751	217,095,614
Board Expenses	12	9,680,599	14,936,772
Depreciation & Amortization Expenses	13	13,038,097	13,467,918
Repairs and Maintenance	14	1,914,025	2,334,745
Total Expenses		951,453,030	535,601,807
Deficit for the Year		<u>(196,353,319)</u>	<u>(30,468,764)</u>



CPA Albanus Mumo
Manager, Fin & Accounts
ICPAK Member No. 7968

Date.....



Dr. Wilfred Marube
Chief Executive Officer

Date.....



Mr. Jaswinder Bedi, EBS, MBS
Chairman

Date.....

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022

	Notes	2021/2022 KShs.	2020/2021 KShs.
Assets			
Current Assets			
Cash and Cash Equivalents	15	436,865,690	574,537,379
Receivables from Exchange Transactions	16	54,102,749	30,858,831
Receivables from Non-Exchange Transactions	17	46,533,406	150,888,236
		537,501,845	756,284,446
Non-Current Assets			
Property, Plant and Equipment	18	25,258,487	25,859,035
Intangible Assets	19	1,376,041	3,680,138
		26,634,528	29,539,173
Total Assets		564,136,373	785,823,619
Liabilities			
Current Liabilities			
Trade Payables from Exchange Transactions	20	122,703,493	66,690,177
Payables from Non-Exchange Transactions	21	102,531,689	202,160,014
Current Provisions	22	27,181,430	8,900,346
Total Liabilities		252,416,612	277,750,537
Net Assets		311,719,761	508,073,082
Reserves	25	311,719,761	508,073,082

The Financial Statements set out on pages 1 to 40 were signed on behalf of the Board of Directors by:



CPA Albanus Mumo
Manager, Fin & Accounts
ICPAK Member No. 7968



Dr. Wilfred Marube
Chief Executive Officer



Mr. Jaswinder Bedi, EBS, MBS
Chairman

Date.....

Date.....

Date.....

STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 30 JUNE 2022

	Reserves		Total
	General Reserve	Revaluation Reserve	
	KShs.	KShs.	
Balance as at July 1, 2020	529,144,347	9,397,500.00	538,541,847
Deficit for the Year	(30,468,764)		(30,468,764)
Balance as at June 30, 2021	498,675,582	9,397,500.00	508,073,082
Deficit for the Year	(196,353,319)		(196,353,319)
Balance as at June 30, 2022	302,322,263	9,397,500.00	311,719,763



STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2022

	JUNE 2022	JUNE 2021
	KShs.	KShs.
Deficit for the year	(196,353,319)	(30,468,764)
Adjustments for: -		
Depreciation of Property Plant and Equipment	10,606,399	11,339,766
Amortization	2,431,697	2,128,152
Operating Deficit before working capital changes	(183,315,223)	(17,000,486)
Decrease/(increase) in Accounts Receivable	81,110,912	(122,347,101)
Increase/(decrease) in Accounts Payable	(25,333,925)	57,976,010
Net Cash flows utilized in operating activities	(127,538,236)	(81,371,937)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property & equipment and Intangible Assets	(10,133,452)	(13,173,158)
Net cash flows utilized in investing activities	(10,133,452)	(13,173,158)
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS	(137,671,689)	(94,545,095)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	574,537,379	669,082,474
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	436,865,690	574,537,379



.....
CPA Albanus Mumo

Manager Finance

ICPAK Member No. 7968

Date.....



.....
Dr. Wilfred Marube

Chief Executive Officer

Date.....



.....
Mr. Jaswinder Bedi, EBS, MBS

Chairman

Date.....

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 30 JUNE 2022

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 30TH JUNE 2022							
No.	Details	Original Budget	Adjustments	Consolidated Budget	Consolidated Actuals	Performance Variance	% Of Utilization
Revenue							
10.50	Transfer from Government Institutions - GOK Recurrent Grants	551,600,000	122,500,000	674,100,000	674,100,000	0	100%
10.60	Development Partners - Recurrent Grants	15,000,000	0	15,000,000	13,000,000	(2,000,000)	115%
10.70	Deferred Funds/ Rolled Over Funds B/F	255,610,931		206,422,144	206,422,144	0	100%
	Sinking Fund B/F	27,474,000	-	27,474,000	27,474,000	0	100%
10.80	A-in-A	15,000,000		15,000,000	17,188,498	2,188,498	87%
	Total Income	864,684,931	122,500,000	937,996,144	938,184,642	188,498	100%
Expenses							
10.90	Use of Goods & Services - Admin Expenses	169,230,974		169,230,974	168,658,078	572,896	100%
10.90	Use of Goods & Services - Other Operating Expenses (Core Mandate Programmes)	431,513,443	109,400,000	540,913,443	522,016,480	18,896,963	97%
10.10	Staff Costs	247,478,514	0	247,478,514	236,145,751	11,332,763	95%
10.11	Board Expenses	14,962,000		14,962,000	9,680,599	5,281,401	65%
	Depreciation & Amortization	0	13,100,000	13,100,000	13,038,097	61,903	100%
10.12	Repairs & Maintenance	1,500,000		1,500,000	1,914,025	-414,025	128%
				0	0		
	Total Expenditure	864,684,931	122,500,000	987,184,931	951,453,031	35,731,901	96%
	Surplus for the Period	0	0	(49,188,787)	(13,268,389)	(35,543,403)	

NOTES TO THE STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

The Annual Budgets are prepared on Cash basis accounting. Actual GOK grants received in the year ended 30th June, 2021 is **KShs 674.1M**, Other Donors **COMESA RIIP Program KShs 13M**, Deferred funds (Rolled over funds) **KShs 233.9** and Cost Recoveries of **KShs 17.2M**, therefore Annual Income for the year is **KShs 938.2M**.

1.0 Revenues

1.2 Development Partners - Recurrent Grants

The variance of **KShs (2M)** is attributed to revision of Planned donors support budget which changed during the financial year 2020/2021.

1.3 A-in-A

The variance of **KShs 2.2M** is attributed to over collection of A-in-A from Kenya Participation in Expo 2020 Dubai.

2.0 Expenses

2.2 Use of Goods & Services - Other Operating Expenses (Core Mandate Programmes)

The variance of **KShs 18.9M** relates to Planned Projects which are on-going i.e., Enterprise Resource Planning (ERP), E-Portal.

2.3 Employee Costs

Staff Costs variance of **KShs (11.3M)** is attributed to staff natural attrition in the financial year.

2.4 Directors Expenses

The variance of **KShs 5.2M** is attributed to allocation of more resources to the Board budget line as previously planned in the FY 2020/2021.

2.6 Repairs & Maintenance

Repairs & Maintenance variance of **KShs (0.4M)** is attributed to repairs on computers and Photocopiers.

1. GENERAL INFORMATION

Kenya Export Promotion and Branding Agency (KEPROBA) is a state corporation under the State Department for Trade and Enterprise Development in the Ministry of Industrialization, Trade and Enterprise Development which was established under the State Corporations Act Cap 446 by the Kenya Export Promotion and Branding Agency Order, 2019 Legal Notice No. 110 of 9th August 2019 after the merger of the former Export Promotion Council and Brand Kenya Board.

The Agency's principal activities are implementing export development and promotion activities through providing export assistance to promote Kenyan goods and services globally, distributing trade related and international export standards information and carrying out export market research. The Agency is also mandated to manage the Kenya Nation Brand and country's image through coordinating Nation Branding initiatives and Trade fairs, providing branding guidelines for Kenya Missions Abroad, marketing and providing positive information about Kenya and its products.

2. STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION

The Agency's financial statements have been prepared on a historical cost basis except for the measurement at revalued amounts of certain items of property, plant and equipment, marketable securities and financial instruments at fair value, impaired assets at their estimated recoverable amounts and actuarially determined liabilities at their present value. The preparation of financial statements in conformity with International Public Sector Accounting Standards (IPSAS) allows

the use of estimates and assumptions. It also requires management to exercise judgement in the process of applying the Agency's accounting policies. The areas involving a higher degree of judgement or complexity, or where assumptions and estimates are significant to the financial statements, are disclosed in note 4.

The financial statements have been prepared and presented in Kenya shillings, which is the functional and reporting currency of the Agency.

The financial statements have been prepared in accordance with the PFM Act, the State Corporations Act, Kenya Export Promotion and Branding Agency Order No. 110 of 9th August 2019 and International Public Sector Accounting Standards (IPSAS). The accounting policies adopted have been consistently applied to all the years presented.

3. ADOPTION OF NEW AND REVISED STANDARDS

i. *New and amended standards and interpretations in issue effective in the year ended 30 June 2022.*

IPSASB deferred the application date of standards from 1st January 2022 owing to Covid 19. This was done to provide entities with time to effectively apply the standards. The deferral was set for 1st January 2023.

ii. *New and amended standards and interpretations in issue but not yet effective in the year ended 30 June 2022.*

Standard	Effective Date and Impact
IPSAS 41: Financial Instruments	<p>Applicable: 1st January 2023</p> <p>The objective of IPSAS 41 is to establish principles for the financial reporting of financial assets and liabilities that will present relevant and useful information to users of financial statements for their assessment of amounts, timing, and uncertainty of an entity's future cash flows.</p> <p>IPSAS 41 provides users of financial statements with more useful information than IPSAS 29 by:</p> <ol style="list-style-type: none"> 1. Applying a single classification and measurement model for financial assets that considers the characteristics of the asset's cash flows and the objective for which the asset is held; 2. Applying a single forward-looking expected credit loss model that is applicable to all financial instruments subject to impairment testing; and 3. Applying an improved hedge accounting model that broadens the hedging arrangements in scope of the guidance. The model develops a strong link between an entity's risk management strategies and the accounting treatment for the instruments held as part of the risk management strategy.
IPSAS 42: Social Benefits.	<p>Applicable: 1st January 2023</p> <p>The objective of this standard is to improve the relevance, faithful representativeness, and comparability of the information that a reporting entity provides in its financial statements about social benefits. The information provided should help users of financial statements and general-purpose financial reports assess:</p> <ol style="list-style-type: none"> 1. The nature of such social benefits provided by the entity; 2. The key features of the operation of those social benefit schemes; and 3. The impact of such social benefits provided on the entity's financial performance, financial position, and cash flows.

Standard	Effective Date and Impact
Amendments to other IPSAS resulting from IPSAS 41, Financial Instruments	<p>Applicable: 1st January 2023</p> <ol style="list-style-type: none"> 1. Amendments to IPSAS 5, to update the guidance related to the components of borrowing costs which were inadvertently omitted when IPSAS 41 was issued. 2. Amendments to IPSAS 30, regarding illustrative examples on hedging and credit risk which were inadvertently omitted when IPSAS 41 was issued. 3. Amendments to IPSAS 30, to update the guidance for accounting for financial guaranteed contracts which were inadvertently omitted when IPSAS 41 was issued. 4. Amendments to IPSAS 33, to update the guidance on classifying financial instruments on initial adoption of accrual basis IPSAS which were inadvertently omitted when IPSAS 41 was issued.
Other improvements to IPSAS	<p>Applicable: 1st January 2023</p> <ol style="list-style-type: none"> 1. IPSAS 22 Disclosure of Financial Information about the general government sector. Amendments to refer to the latest System of National Account (SNA 2008). 2. IPSAS 39: Employee Benefits Now delete the term composite social security benefit as it is no longer defined in IPSAS. 3. IPSAS 29: Financial instruments: Recognition and Measurement Standard no longer included in the 2021 IPSAS handbook as it is now superseded by IPSAS 41 which is applicable from 1st January 2023.
IPSAS 43	<p>Applicable: 1st January 2025</p> <p>The standard sets out the principles for the recognition, measurement, presentation, and disclosure of leases. The objective is to ensure that the lessees and lessors provide relevant information in a manner that faithfully represent those transactions. This information gives a basis for users of financial statements to assess the effect that leases have on the financial position, financial performance and cashflows of an entity.</p> <p>The new standard requires entities to recognize, measure and present information on right of use assets and lease liabilities.</p>
IPSAS 44: Non-Current Assets Held for Sale and Discontinued Operations	<p>Applicable: 1st January 2025</p> <p>The standard requires;</p> <p>Assets that meet the criteria to be classified as Held for Sale to be measured at the lower of carrying amount and fair value less costs to sell and the depreciation of such assets to cease and;</p> <p>Assets that meet the criteria to be classified as Held for Sale to be presented separately in the statement of financial position and the result of discontinued operations to be presented separately in the statement of financial performance.</p>

3. Early Adoption of Standards

The Agency did not early-adopt any new or amended standards in year 2021/2022.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a) Revenue Recognition

i. Revenue from Non-Exchange Transactions

Transfers from Other Government Entities

Revenues from non-exchange transactions with other government entities are measured at fair value and recognized on obtaining control of the asset (cash, goods, services and property) if the transfer is free from conditions and it is probable that the economic benefits or service potential related to the asset will flow to the Agency and can be measured reliably. Recurrent grants are recognized in the statement of comprehensive income. Development/capital grants are recognized in the statement of financial position and realized in the statement of comprehensive income over the useful life of the assets that has been acquired using such funds.

Other non-exchange revenues are recognized when it is probable that the future economic benefits or service potential associated with the asset will flow to the Agency and the fair value of the asset can be measured reliably.

ii. Revenue from Exchange Transactions

Rendering of Services

The Agency recognizes revenue from rendering of services by reference to the stage of completion when the outcome of the transaction can be estimated reliably. The stage of completion is measured by reference to labor hours incurred to date as a percentage of total estimated labour hours.

Where the contract outcome cannot be measured reliably, revenue is recognized only to the extent that the expenses incurred are recoverable.

Sale of Goods

Revenue from the sale of goods is recognized when the significant risks and rewards of ownership have been transferred to the buyer, usually on delivery of the goods and when the amount of revenue can be measured reliably, and it is probable that the economic benefits or service potential associated with the transaction will flow to the Agency.

Interest Income

Interest income is accrued using the effective yield method. The effective yield discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount. The method applies this yield to the principal outstanding to determine interest income each period.

b) Budget Information

The original budget for FY 2021/2022 was approved by the National Assembly in June 2021 and assented by the H.E. The President on 30th June 2021. Subsequent revisions or additional appropriations were made to the approved budget in accordance with specific approvals from the appropriate authorities. The additional appropriations are added to the original budget upon receiving the respective approvals to conclude the final budget. Accordingly, the Agency recorded additional appropriations of KShs 122,500,000 on the 2021/2022 budget following the board's approval.

The Agency's budget is prepared on a different basis to the actual income and expenditure disclosed in the financial statements. The financial statements are prepared on accrual basis using a classification based on the nature of expenses in the statement of financial performance, whereas the budget is prepared on a cash basis. The amounts in the financial statements were recast from the accrual basis to the cash basis and reclassified by presentation to be on the same basis as the approved budget. A comparison of budget and actual amounts, prepared on a comparable basis to the approved budget, is then presented in the statement of comparison of budget and actual amounts.

In addition to the Basis difference, adjustments to amounts in the financial statements are also made for differences in the formats and classification schemes adopted for the presentation of the financial statements and the approved budget.

A statement to reconcile the actual amounts on a comparable basis included in the statement of comparison of budget and actual amounts and the actuals as per the statement of financial performance has been presented under section 17 of these financial statements.

c) Taxes

i. Current Income Tax

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in the area where the Agency operates and generates taxable income. Current income tax relating to items recognized directly in net assets is recognized in net

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

assets and not in the statement of financial performance. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

d) Property, Plant and Equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. When significant parts of property, plant and equipment are required to be replaced at intervals, the entity recognizes such parts as individual assets with specific useful lives and depreciates them accordingly. Likewise, when a major replacement is performed, its cost is recognized in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognized in surplus or deficit as incurred. Where an asset is acquired in a non-exchange transaction for nil or nominal consideration the asset is initially measured at its fair value.

Revaluation will be done every five years and assets stated at valuation less accumulated depreciation and impairment losses. Any accumulated depreciation will be eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset. Decreases that offset previous increases of same assets will be charged against the revaluation reserve. Increase in carrying amount on revaluation will be credited to a revaluation reserve in the accumulated fund. The carrying amount of replaced asset will be derecognized.

Depreciation is calculated on the straight-line basis at annual rates to write off the cost of assets over their estimated useful lives by equal annual instalments at the following rates;

1. Motor Vehicles	25%
2. Office Equipment	12.5%
3. Furniture & Fittings	12.5%
4. Computers	33.33%

e) Leases

Operating leases are leases that do not transfer substantially all the risks and benefits incidental to ownership of the leased item to the Agency. Operating lease payments are recognized as an operating expense in surplus or deficit on a straight-line basis over the lease term.

f) Intangible Assets

Intangible assets acquired separately are initially recognized at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses. Internally generated intangible assets, excluding capitalized development costs, are not capitalized and expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred.

The useful life of the intangible assets is assessed as either finite or indefinite. Amortization is calculated on a straight-line basis at 33.33% per annum.

g) Research and Development Costs

The Agency expenses research costs as incurred. Development costs on an individual project are recognized as intangible assets when the Agency can demonstrate:

1. The technical feasibility of completing the asset so that the asset will be available for use or sale.
2. Its intention to complete and its ability to use or sell the asset;
3. How the asset will generate future economic benefits or service potential;
4. The availability of resources to complete the asset; and
5. The ability to measure reliably the expenditure during development.

Following initial recognition of an asset, the asset is carried at cost less any accumulated amortization and accumulated impairment losses. Amortization of the asset begins when development is complete, and the asset is available for use. It is amortized over the period of expected future benefit. During the period of development, the asset is tested for impairment annually with any impairment losses recognized immediately in surplus or deficit.

h) Financial Instruments

Financial Assets

Initial Recognition and Measurement

Financial assets within the scope of IPSAS 29 Financial Instruments: Recognition and Measurement are classified as financial assets at fair value through surplus or deficit, loans and receivables, held-to-maturity investments, or

available-for-sale financial assets, as appropriate. The Agency determines the classification of its financial assets at initial recognition.

Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial measurement, such financial assets are subsequently measured at amortized cost using the effective interest method, less impairment.

Amortized cost is calculated by considering any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. Losses arising from impairment are recognized in the surplus or deficit.

Held-to-Maturity

Non-derivative financial assets with fixed or determinable payments and fixed maturities are classified as held to maturity when the Agency has the positive intention and ability to hold it to maturity. After initial measurement, held-to-maturity investments are measured at amortized cost using the effective interest method, less impairment. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The losses arising from impairment are recognized in surplus or deficit.

Impairment of Financial Assets

The Agency assesses at each reporting date whether there is objective evidence that a financial asset or a part of financial assets is impaired. A financial asset or a part of financial assets is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the asset (an incurred 'loss event') and that loss event has an impact on the estimated future cash flows of the financial asset or the entity of financial assets that can be reliably estimated. Evidence of impairment may include the following indicators:

1. The debtors or a part of debtors are experiencing significant financial difficulty;
2. Default or delinquency in interest or principal payments;
3. The probability that debtors will enter bankruptcy or other financial reorganization; and
4. Observable data indicates a measurable decrease in estimated future cash flows (e.g., changes in arrears or economic conditions that correlate with defaults).

Financial Liabilities

Initial Recognition and Measurement

Financial liabilities within the scope of IPSAS 29 are classified as financial liabilities at fair value through surplus or deficit or loans and borrowings, as appropriate. The Agency determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings, plus directly attributable transaction costs.

Loans and Borrowing

After initial recognition, interest bearing loans and borrowings are subsequently measured at amortized cost using the effective interest method. Gains and losses are recognized in surplus or deficit when the liabilities are derecognized as well as through the effective interest method amortization process.

Amortized cost is calculated by considering any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate.

i) Provisions

Provisions are recognized when the Agency has a present obligation (legal or constructive) because of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Where the Agency expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognized as a separate asset only when the reimbursement is virtually certain. The expense relating to any provision is presented in the statement of financial performance net of any reimbursement.

Contingent Liabilities

The Agency does not recognize a contingent liability but discloses details of any contingencies in the notes to the financial statements unless the possibility of an outflow of resources embodying economic benefits or service potential is remote.

Contingent Assets

The Agency does not recognize a contingent asset but discloses details of a possible asset whose existence is contingent on the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Agency in the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

Contingent assets are assessed continually to ensure that developments are appropriately reflected in the financial statements. If it has become virtually certain that an inflow of economic benefits or service potential will arise and the asset's value can be measured reliably, the asset and the related revenue are recognized in the financial statements of the period in which the change occurs.

j) Nature and Purpose of Reserves

The Agency creates and maintains reserves in terms of specific requirements.

1. Retained Earnings

This is the portion of net income of the Agency that is retained by the corporation. If the Agency incurs a loss, then that loss reduces the corporation's retained earnings balance.

2. Revaluation Reserve

This represents surplus on revaluation of property, plant, and equipment. Three motor vehicles that had been fully depreciated were revalued in a previous financial year to reflect their current market value.

3. Capital Reserve (Sinking Fund)

The Agency makes provision for the renewal of depreciating assets by maintaining a sinking fund with balances sufficient to replace the assets on a need basis.

k) Changes in Accounting Policies and Estimates

The Agency recognizes the effects of changes in accounting policy retrospectively. The effects of changes in accounting policy are applied prospectively if retrospective application is impractical.

l) Employee Benefits

Retirement Benefit Plans

The Agency provides retirement benefits for its employees. Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The contributions to fund obligations for the payment of retirement benefits are charged against income in the year in which they become payable.

The Agency currently contributes to a defined contribution pension scheme at the rate of 20% of basic pay and to the National Social Security Fund (NSSF) as provided in the relevant statute.

Employee Entitlements

The estimated monetary liability for accrued employee annual leave entitlement at the statement of financial position reporting date is recognized as an expense in the statement of financial performance and accrued in the statement of financial position. Employee's entitlement to gratuity is recognized when they accrue and a provision for the liability is made in the statement of financial position.

m) Foreign Currency Transactions

Transactions in foreign currencies are initially accounted for at the ruling rate of exchange on the date of the transaction. Trade creditors or debtors denominated in foreign currency are reported at the statement of financial position reporting date by applying the exchange rate on that date. Exchange differences arising from the settlement of creditors, or from the reporting of creditors at rates different from those at which they were initially recorded during the period, are recognized as income or expenses in the period in which they arise.

n) Related Parties

The Agency regards a related party as a person or an entity with the ability to exert control individually or jointly, or to exercise significant influence over the Agency, or vice versa. Members of key management are regarded as related parties and comprise the directors, CEO and senior managers.

o) Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and cash at bank, short-term deposits on call and highly liquid investments with an original maturity of three months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value. Bank account balances include amounts held at the Kenya Commercial Bank and Housing Finance Limited at the end of the financial year.

p) Comparative Figures

Where necessary comparative figures for the previous financial year have been amended or reconfigured to conform to the required changes in presentation.

q) Subsequent Events

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

There have been no events after the financial year end with a significant impact on the financial statements for the year ended June 30, 2021.

1. SIGNIFICANT JUDGMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

The preparation of the Agency's financial statements in conformity with IPSAS requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

1. Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Agency based its assumptions and estimates on parameters available when the financial statements were prepared. However, existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Agency. Such changes are reflected in the assumptions when they occur (IPSAS 1.140).

2. Useful Lives and Residual Values

The useful lives and residual values of assets are assessed using the following indicators to inform potential future use and value from disposal:

1. The condition of the asset based on the assessment of experts employed by the Agency;
2. The nature of the asset, its susceptibility and adaptability to changes in technology and processes;
3. The nature of the processes in which the asset is deployed;
4. Availability of funding to replace the asset; and
5. Changes in the market in relation to the asset.

3. Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions is included in Note 22.

Provisions are measured at the management's best estimate of the expenditure required to settle the obligation at the reporting date and are discounted to present value where the effect is material.

4. Revenue

Transfer from Ministries, Departments and Agencies

Name of Entity Sending the Grant	Amount recognized to the Statement of Comprehensive Income	Amount deferred under deferred Income	Amount recognized in capital fund	Total grant income during the FY 2021/2022	FY 2020/2021
	KShs.	KShs.	KShs.	KShs.	KShs.
State Department for Trade & Enterprise Development	674,100,000	-	-	674,100,000	501,600,000
Sub-Total	674,100,000	-	-	674,100,000	501,600,000
Less Deferred Funds (Expo 2020 Dubai)	-	-	-	-	(100,000,000)
Total	674,100,000	-	-	674,100,000	401,600,000

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

5. Other Donor Recurrent Grants

Description	2021/2022	2020/2021
	KShs.	KShs.
COMESA RIIP	13,000,000	10,000,000
Total	13,000,000	10,000,000

6. Deferred Income

Description	2021/2022	2020/2021
	KShs.	KShs.
Funds carried forward from the previous FY	100,000,000	81,000,000
Total	100,000,000	81,000,000

7. Other Income

Description	2021/2022	2020/2021
	KShs.	KShs.
Bank Interest Income	10,971,429	12,533,043
Participation Fees	5,409,568	-
Sundry Income	807,500	-
Total	17,188,498	12,533,043

USE OF GOODS AND SERVICES	KShs.	KShs.
	2021/2022	2020/2021
1. ADMINISTRATIVE EXPENSES		
Office Rent and Service Charge	39,656,840	42,706,075
Travelling Expenses	2,282,859	3,515,019
Medical Insurance Expenses	31,722,849	35,349,823
Recruitment and Training	16,759,990	21,637,091
Telephone	956,368	963,684
Printing and Stationery	3,032,550	1,847,992
Motor Vehicle Expenses	4,586,754	4,762,099
General Insurance	3,426,552	1,235,420
Postal and Internet Expenses	3,854,192	2,073,732
Legal and Professional Fees	1,774,954	1,790,908
Professional Membership Subscriptions	707,454	-
Newspapers and Magazines	289,911	142,350
External Auditors' Fees	757,500	348,000
Club Subscriptions	1,129,670	3,591,275
Entertainment Expenses	1,381,515	271,545
Catering Expenses	5,277,916	2,503,576

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

USE OF GOODS AND SERVICES	KShs.	KShs.
Cleaning Services	3,426,359	1,678,892
Internal Audit	3,004,400	90,915
Advertising	1,065,570	2,496,013
Staff Induction and Merger Expenses	1,464,503	13,443,663
Database Development	6,627,148	5,150,748
Computer Software Upgrade	7,340,533	681,929
Computer Licenses	4,033,103	4,499,424
Registry/Library Expenses	5,911,031	335,400
Corporate Social Responsibility	5,000	314,962
Covid -19 Expenses	282,822	1,390,353
Procurement Costs	338,645	844,038
Finance and Budgeting	1,800,449	49,200
Office Relocation costs	2,420,754	777,600
Bank charges	789,690	438,865
Corporation Tax Expense	12,550,194	
Sub-Total	168,658,078	154,930,589

2. OTHER OPERATING EXPENSES		
Expo expenses	356,359,326	25,378,813
Fairs and exhibitions	23,128,163	25,294,326
Trade promotion, Export Research, and publicity	73,050,876	17,386,672
Kenya Trade Week and KEYA Awards and Advertising	-	-
Nation Brand Development, Marketing and Communication	43,486,709	40,575,089
ISO Certification	3,080,474	1,158,480
Performance Contracting Expenses	368,965	432,000
CBIK Expenses	2,050,113	1,925,820
Stakeholders Management	9,784,102	10,669,846
Strategic Plan Development, Evaluation & Review	10,707,752	10,015,124
Provision for Doubtful Debt	-	-
Sub-Total	522,016,480	132,836,169
Total	690,674,558	287,766,758

EMPLOYEE COSTS		
Basic Pay	132,309,197	120,847,851
Other Remunerative Allowances	52,384,432	50,631,096

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

USE OF GOODS AND SERVICES	KShs.	KShs.
Other Personnel Costs	9,251,690	1,169,297
Leave Allowance	2,826,835	2,934,169
Staff Welfare Costs	3,978,898	2,046,898
Casual, Internship & Industrial Attachment Costs	-	100,000
Pension Costs	29,401,217	13,186,990
Gratuity Costs	-	18,490,685
Staff Telephone Allowance	5,993,482	5,864,679
Provision for Accrued Leave	-	-
Group Life Insurance	-	1,606,950
Social Security Costs	-	217,000
Total	236,145,751	217,095,615
BOARD EXPENSES		
Chairman's Honoraria and Telephone Allowance	981,350	1,054,853
Board Sitting Allowances	5,875,325	11,573,599
Travel, Accommodation and Other Expenses	2,823,924	2,308,320
Total	9,680,599	14,936,772
Depreciation and Amortization		
Depreciation of Property, Plant and Equipment	10,606,400	11,339,766
Amortization of Intangible Assets	2,431,697	2,128,152
Total	13,038,097	13,467,918
Repairs and Maintenance		
Repairs and Maintenance - Office Equipment		
Repairs and Maintenance - Furniture & Fittings	1,914,025	2,334,745
Repairs and Maintenance - Computers		
Repairs and Maintenance - software		
Sub total	1,914,025	2,334,745

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

8. Cash and Cash Equivalents

Description	2021/2022	2020/2021
	KShs.	KShs.
Investment in Call Deposit	797,891	797,891
Bank and Cash Balances	436,067,799	573,739,488
Total	436,865,690	574,537,379

Detailed Analysis of the Cash and Cash Equivalents

Financial Institution	Account Number	2021/2022	2020/2021
		KShs.	KShs.
1. Kenya Commercial Bank (Brand Kenya Board)	1110627041	289,266,371	498,303,038
2. Kenya Commercial Bank (Main)	1104822008	129,912,956	63,152,647
3. Kenya Commercial Bank (CBIK)	1104823411	1,991,051	5,568,192
4. Kenya Commercial Bank (Participation)	1104715384	741,593	747,173
5. Kenya Commercial Bank (DANIDA)	1104823934	14,007,769	5,818,373
6. Kenya Commercial Bank (Dollar)	1129327957	14,903	15,905
7. Kenya Commercial Bank (Euro)	1129328007	17,454	18,456
8. Housing Finance- Call Deposit Account	SD 200-0001013	797,891	797,891
9. Cash in Hand (Petty Cash)	-	115,702	115,704
Total		436,865,690	574,537,379

The cash is held in Kenya Commercial Bank, University Way and Capital Hill Branches and Housing Finance Company.

9. Receivables from Exchange Transactions

Description	2021/2022	2020/2021
	KShs.	KShs.
State Department of Trade	4,548,870	4,548,870
Prepayments	47,810,029	26,309,961
Rent Deposit - NHIF	1,743,850	-
Total	54,102,749	30,858,831

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

10. Receivables from Non-Exchange Transactions

Description	2021/2022	2020/2021
	KShs.	KShs.
Travel Imprest and Other Advances	20,958,502	17,192,130
Staff Car Loans	25,574,904	33,696,106
Supplementary GoK Grant Receivable	-	100,000,000
Total	46,533,406	150,888,236

11. Property, Plant & Equipment

	Office Equipment	Computers	Furniture & Fittings	Motor Vehicles	Total
Cost/Valuation	KShs.	KShs.	KShs.	KShs.	KShs.
As at 1 July 2020	34,531,899	64,795,764	48,713,313	79,677,842	227,718,817
Additions	5,312,078	5,602,920	517,880	-	11,432,878
Disposals	-	-	-	-	-
At 30 June 2021	39,843,977	70,398,684	49,231,193	79,677,842	239,151,695
Additions	3,159,626	5,604,600	1,241,626	-	10,005,852
At 30 June 2022	43,003,603	76,003,284	50,472,819	79,677,842	249,157,547
Depreciation					
At 1 July 2020	29,216,977	56,008,923	42,844,714	73,882,281	201,952,894
Depreciation	1,895,514	5,301,626	1,366,751	2,775,875	11,339,766
Disposals	-	-	-	-	-
At 30 June 2021	31,112,491	61,310,549	44,211,465	76,658,156	213,292,660
Depreciation	2,739,662	4,864,848	1,231,390	1,770,500	10,606,400
At 30 June 2022	33,852,153	66,175,397	45,442,854	78,428,656	223,899,060
Net Book Values					
At 30 June 2022	9,151,450	9,827,887	5,029,965	1,249,186	25,258,487
At 30 June 2021	8,731,486	9,088,135	5,019,728	3,019,686	25,859,035

12. Intangible Assets - Software

Description	2021/2022	2020/2021
	KShs.	KShs.
Cost		
At Beginning of the Year	24,735,295	22,995,014
Additions	127,600	1,740,280
At the End of the Year	24,862,895	24,735,294
Amortization		
At Beginning of the Year	21,055,156	18,927,004
Additions	2,431,697	2,128,152
At the End of the Year	23,486,853	21,055,156
NBV	1,376,041	3,680,138

The Agency has software that cost KShs. 24,862,895 which is has net book value of KShs. 1,376,041.

13. Trade and Other Payables from Exchange Transactions

Description	2021/2022	2020/2021
	KShs.	KShs.
Trade Payables	122,703,493	66,690,177
Total	122,703,493	66,690,177

14. Payables from Non-Exchange Transactions

Description	2021/2022	2020/2021
	KShs.	KShs.
Payroll Liabilities	66,381	515,739
Deferred Income	-	100,000,000
Staff Car Loan & Mortgage Scheme	102,465,308	101,644,275
Total	102,531,689	202,160,014

15. Current Provisions

Description	2021/2022	2020/2021
	KShs.	KShs.
Current Provisions (Leave)	4,562,621	4,562,621
Provision for Staff Gratuity	22,618,810	4,337,725
Total	27,181,431	8,900,346

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

16. Deferred Income

Description	2021/2022	2020/2021
	KShs.	KShs.
National Government	-	100,000,000
International Funders	-	-
Public Contributions and Donations	-	-
Total Deferred Income	-	100,000,000

The deferred income movement is as follow:

	National Govern- ment	International Funders	Public Contribu- tions & Donations	Total
	KShs.	KShs.	KShs.	KShs.
Balance Brought Forward	100,000,000	-	-	100,000,000
Additions	-	-	-	-
Transfer to Capital Fund	-	-	-	-
Transfer to Income Statement	(100,000,000)	-	-	(100,000,000)
Other Transfers	-	-	-	-
Balance Carried Forward	-	-	-	-

17. Cash Generated from Operations

	2021/2022	2020/2021
	KShs.	KShs.
Deficit for the Year Before Tax	(196,353,319)	(30,468,764)
Adjusted for:		
Depreciation	10,606,400	11,339,766
Amortization	2,431,697	2,128,152
Working Capital Adjustments		
Decrease in Receivables	81,110,912	(122,347,101)
Decrease in Payables	(25,333,925)	57,976,010
Net Cash Flow from Operating Activities	(127,538,236)	(81,371,937)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

18. Reserves

Description	General Fund	Revaluation Reserve	Total Reserves
	KShs.	KShs.	KShs.
Balance Brought Forward 1st July 2020	529,144,347	9,397,500	538,541,847
Deficit for the Financial Year 2020/2021	(30,468,764)	-	(30,468,764)
Balance as at 30th June 2021	498,675,583	9,397,500	508,073,082
Deficit for the Financial Year 2021/2022	(196,353,319)	-	(196,353,319)
Total	302,322,263	9,397,500	311,719,763

Financial Risk Management

The Agency's activities expose it to a variety of financial risks including credit and liquidity risks and effects of changes in foreign currency. The Agency's overall risk management programme focuses on unpredictability of changes in the business environment and seeks to minimize the potential adverse effects of such risks on its performance by setting acceptable levels of risk. The Agency does not hedge any risks and has in place policies to ensure that credit is only extended to customers with an established credit history.

The Agency's financial risk management objectives and policies are detailed below;

1. Credit Risk

The Agency has exposure to credit risk, which is the risk that a counterparty will be unable to pay amounts in full when due. Credit risk arises from cash and cash equivalents, and deposits with banks, as well as trade and other receivables and available-for-sale financial investments.

Management assesses the credit quality of each customer, considering its financial position, past experience and other factors. Individual risk limits are set based on internal and external assessment in accordance with limits set by the directors. The amounts presented in the statement of financial position are net allowances for doubtful receivables, estimated by the Agency's management based on prior experience and their assessment of the current economic environment.

The carrying amount of financial assets recorded in the financial statements representing the Agency's maximum exposure to credit risk without taking account of the value of any collateral obtained is made up as follows;

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

	Total Amount	Fully Performing	Past Due	Impaired
At 30 June 2022	KShs.	KShs.	KShs.	KShs.
Receivables from Exchange Transactions	54,102,749	54,102,749	-	-
Receivables from Non-Exchange Transactions	46,533,406	46,533,406	-	-
Bank Balances	436,865,690	436,865,690	-	-
Total	537,501,845	537,501,845	-	-
At 30 June 2021				
Receivables from Exchange Transactions	30,858,831	30,858,831	-	-
Receivables from Non-Exchange Transactions	150,888,236	150,888,236	-	-
Bank Balances	574,537,379	574,537,379	-	-
Total	756,284,446	756,284,446	-	-

The customers under the fully performing category are paying their debts as they continue operating. The credit risk associated with these receivables is minimal and the allowance for uncollectible amounts that the Agency has recognized in the financial statements is considered adequate to cover any potentially irrecoverable amounts.

The Board of Directors sets the Agency's credit policies and objectives and lays down parameters within which the various aspects of credit risk management are operated.

2. Liquidity Risk Management

Ultimate responsibility for liquidity risk management rests with the Agency's directors who have built an appropriate liquidity risk management framework for the management of the Agency's short, medium and long-term funding and liquidity management requirements. The Agency manages liquidity risk through continuous monitoring of forecasts and actual cash flows. The table below represents cash flows payable by the Agency under non-derivative financial liabilities by their remaining contractual maturities at the reporting date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

	Less than 1 Month	Between 1 – 3 Months	Over 3 Months	Total
At 30 June 2022	KShs.	KShs.	KShs.	KShs.
Trade Payables	122,703,493	-	-	122,703,493
Employee Benefit Obligations	27,181,430	-	-	27,181,430
Total	149,884,923	-	-	149,884,923
At 30 June 2021				
Trade Payables	66,690,177	-	-	66,690,177
Employee Benefit Obligations	8,900,346	-	-	8,900,346
Total	75,590,523	-	-	75,590,523

Market Risk

The Agency has put in place an internal audit function to assist it in assessing the risk faced by the entity on an ongoing basis, evaluate and test the design and effectiveness of its internal accounting and operational controls.

Market risk is the risk arising from changes in market prices, such as interest rate, equity prices and foreign exchange rates which will affect the Board's income or the value of its holding of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return. Overall responsibility for managing market risk rest with the Audit and risk Management Committee.

The Agency's Risk & Quality Assurance Department is responsible for the development of detailed risk management policies (subject to review and approval by Audit and Risk Management Committee) and for the day-to-day implementation of those policies. There has been no change to the Agency's exposure to market risks or the way it manages and measures the risk.

1. Foreign Currency Risk

The Agency has transactional currency exposures. Such exposure arises through purchases of goods and services that are done in currencies other than the local currency. Invoices denominated in foreign currencies are paid after 30 days from the date of the invoice and conversion at the time of payment is done using the prevailing exchange rate.

2. Interest Rate Risk

Interest rate risk is the risk that the Agency's financial condition may be adversely affected because of changes in interest rate levels. The Agency's interest rate risk arises from the bank deposits. This exposes the Agency to cash flow interest rate risk. The interest rate risk exposure arises mainly from interest rate movements on the Agency's deposits. To manage the interest rate risk, management has endeavored to bank with institutions that offer favorable interest rates.

Fair Value of Financial Assets and Liabilities

Financial Instruments Measured at Fair Value

IPSAS 30 specifies a hierarchy of valuation techniques based on whether the inputs to those valuation techniques are observable or unobservable. Observable inputs reflect market data obtained from independent sources; unobservable inputs reflect the Agency’s market assumptions.

The Agency does not hold any financial instruments

hence no disclosure of fair values of financial instruments not measured at fair value has been made.

3. Capital Risk Management

The objective of the Agency’s capital risk management is to safeguard the Agency’s ability to continue as a going concern. The Agency’s capital structure comprises of general fund and revaluation reserve as follows;

Description	2021/2022	2020/2021
	KShs.	KShs.
General Fund	302,322,263	498,675,855
Revaluation Reserve	9,397,500	9,397,500
Total Funds	311,719,763	508,073,355
Total Borrowings	-	-
Less: Cash and Bank Balances	436,865,690	574,537,379
Net Debt (Excess Cash and Cash Equivalents)	436,865,690	574,537,379
Gearing	-	-

4. Related Party Balances

Nature of Related Party Relationships

Entities and other parties related to the Agency include those parties who have ability to exercise control or exercise significant influence over its operating and financial decisions. Related parties include management personnel, their associates and close family members.

Government of Kenya

The Agency is a state corporation fully owned by the Government of Kenya under the Ministry of Industrialization,

Trade and Enterprise Development. The Agency received recurrent grants of KShs 674,100,000 from the National Treasury through the State Department for Trade and Enterprise Development.

Other related parties include;

1. Ministry of industrialization, Trade and Enterprise Development
2. County Governments
3. Other State Corporations and SAGAs
4. Board of Directors
5. Key Management

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

	2021/2022	2020/2021
Transactions with related parties	KShs.	KShs.
1. Grants from the Government		
Grants from National Government	674,100,000	501,600,000
2. Key Management Compensation		
Directors Emoluments & Other Expenses	9,680,599	14,936,772
Compensation to Key Management	81,655,190	100,678,821
Total	91,335,789	115,615,593

19. Events after the Reporting Period

There were no material adjusting and non-adjusting events after the reporting period.

20. Currency

The financial statements are presented in Kenya Shillings (KShs)

21. Contingent Liabilities

The Agency did not have any known contingent liabilities as at the end of the financial year.

22. Capital Commitments

The Agency has capital commitments for development and implementation of an e-portal and ERP system.

Capital Commitments	2021/2022	2020/2021
	KShs.	KShs.
Authorized and contracted for e-portal development	34,974,000	34,974,000
Authorized and contracted for ERP system development	24,049,443	24,049,443
Total	59,023,443	59,023,443

23. Ultimate and Holding Entity

The Agency is a State Corporations under the Ministry of Industrialization, Trade and Enterprise Development.

APPENDICES

APPENDIX 1: PROGRESS ON FOLLOW-UP OF AUDITOR RECOMMENDATIONS

Ref. No. on External Audit Report	Issue/ Observations from Auditor	Management Comments	Focal Point Person to Re-solve the Issue.	Status	Timeframe
N/A	N/A	N/A	N/A	N/A	N/A

W. Marube



Dr. WILFRED MARUBE
CHIEF EXECUTIVE OFFICER

MR. JASWINDER BEDI, EBS, MBS
CHAIRMAN, BOARD OF DIRECTORS

DATE:

DATE:

APPENDIX 2: PROJECTS IMPLEMENTED BY THE AGENCY

There were no projects implemented by the Agency which were funded by development Partners.

Project Title	Project Number	Donor	Period/Duration	Donor Commitment	Separate Donor Reporting Required as per the Donor Agreement	Consolidated in these Financial Statements
N/A	N/A	N/A	N/A	N/A	N/A	N/A

APPENDIX 3: INTER-ENTITY TRANSFERS

Kenya Export Promotion and Branding Agency				
Break Down of Transfers from the State Department for Trade and Enterprise Development FY 2020/2021				
1.	Recurrent Grants	Bank Statement Date	Amount (KShs.)	FY to which Amounts Relate
		28/10/2021	137,900,000	2021/2022
		03/09/2021	137,900,000	2021/2022
		07/02/2022	137,900,000	2021/2022
		23/05/2022	137,900,000	2021/2022
		30/06/2022	120,000,000	2021/2022
		04/07/2022	2,500,000	2021/2022
		Total	674,100,000	

The above amounts have been communicated to and reconciled with the Parent Ministry.

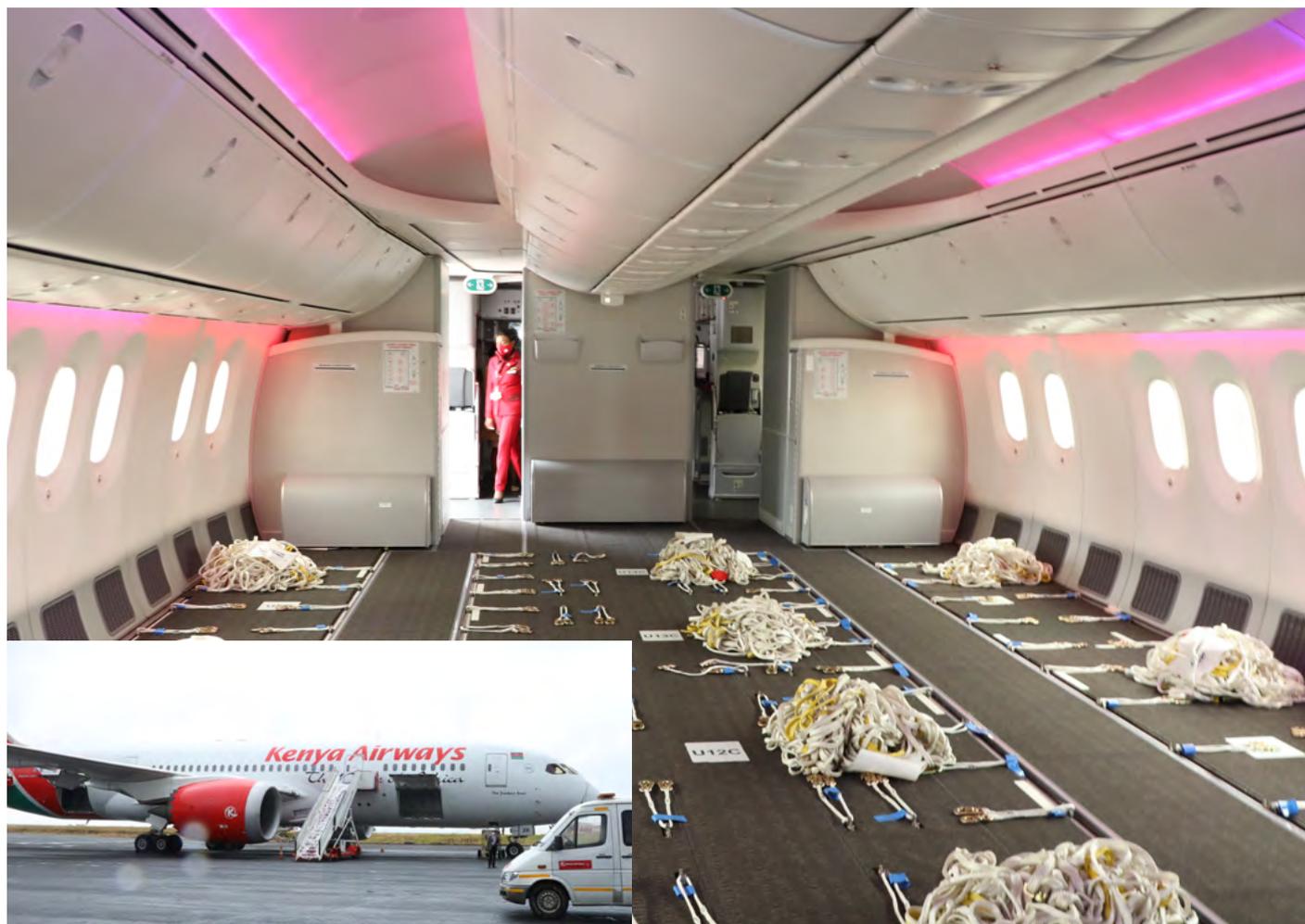
APPENDIX 4: RECORDING OF TRANSFERS FROM OTHER GOVERNMENT ENTITIES

Name of MDA / Donor Transferring the Funds	Date Received as per Bank Statement	Nature: Recurrent / Development / Others	Total Amount (KShs.)	Where Recorded	Total Transfers During the Year
N/A	N/A	N/A	NIL	N/A	NIL

There were no transfers from other government entities in the FY 2021/2022.

APPENDIX 5: REPORTING OF CLIMATE RELEVANT EXPENDITURES

Project Name	Project Description	Project Objectives	Project Activities	Source of Funds	Implementing Partners
N/A	N/A	N/A	N/A	N/A	N/A



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