

REPUBLIC OF KENYA



Enhancing Accountability

REPORT

OF

THE AUDITOR-GENERAL

ON

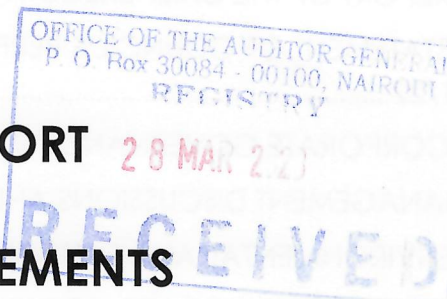
**KENYA LEATHER DEVELOPMENT
COUNCIL**

**FOR THE YEAR ENDED
30 JUNE, 2022**



KENYA LEATHER DEVELOPMENT COUNCIL

ANNUAL REPORT AND FINANCIAL STATEMENTS



FOR THE PERIOD ENDED 30TH JUNE, 2022

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

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LIST OF ABBREVIATIONS

AGPO	Access to Government Procurement Opportunities
CEO	Chief Executive Officer
CETP	Common Effluent Treatment Plan
CMF	Common Manufacturing Facility
CPA	Certified Public Accountant
CS	Cabinet Secretary
DOB	Date of Birth
EPZA	Exporting Processing Zones Authority
ERP	Enterprise Resource Planning
FY	Financial Year
HR	Human Resources
ICPAK	Institute of Certified Public Accountants of Kenya
ICT	Information Communication Technology
IFRS	International Financial Reporting Standards
IPSAS	International Public-Sector Accounting Standards
ISC	Inspectorate of State Corporation
KAM	Kenya Association of Manufacturers
KIPPRA	Kenya Institute of Public Policy Research and Analysis
KLDA	Kenya Leather Development Authority
KLDC	Kenya Leather Development Council
LPO	Local Purchase Order
LSO	Local Service Order
MAC	Management Advisory Committee
MLD	Million Litre per Day
MoU	Memorandum of Understanding
MSMEs	Micro, Small & Medium Enterprises
NCCG	Nairobi City County Government
PFM	Public Finance Management
PIA	Principal Internal Auditor
PS	Principal Secretary
PSASB	Public Sector Accounting Standard Board
PSC	Public Service Commission
SCAC	State Corporations and Advisory Committee
SM	Square Meters
TBA	To be Advised
TOTs	Trainers of Trainees
TPCSI	Training & Production Centre for Shoes Industry
UoN	University of Nairobi

1. KEY COUNCIL INFORMATION AND MANAGEMENT

(a) Background information

The Kenya Leather Development Council (KLDC) is a State Corporation established by the Government of Kenya under the Kenya Leather Development Council Order, 2011 (Legal Notice No. 114 of the Kenya Gazette supplement No. 113 of 9th September 2011, under the State Corporation Act (Cap 446), laws of Kenya. The Council was initiated as a specialized agency to drive the Government's agenda on the development of leather industry. To achieve this, the Council is expected to regulate and facilitate the growth of the industry. The principal mandate of the Council is to drive the transformation of the leather value chain in the Country from a raw material/semi-processed export driven sector to a finished leather product manufacturing industry. KLDC is therefore a key driver of the "Big Four" Agenda under the Manufacturing Pillar. The roadmap to this success is embedded on strategic objectives which specifically address the key challenges facing it. The strategic objectives are aligned to the Council's mandate.

(b) Principal Activities

The principal activity/function of the Council as mandated by Kenya Leather Development Council Order, 2011 (Legal Notice No. 114 of the Kenya Gazette supplement No. 113 of 9th September 2011, under the State Corporation Act (Cap 446), laws of Kenya are:

- i) To provide advisory services to the Cabinet Secretary on matters relating to processing of and trade in hides, skins, leather and leather goods for planning purpose;
- ii) To promote, direct, coordinate, regulate, and harmonize all activities in the leather sector;
- iii) To oversee licensing in the leather sector;
- iv) To undertake research and development activities in the leather industry;
- v) To Enforce compliance with set standards in collaboration with other relevant institutions in the industry.
- vi) To Mobilize technical and financial support for the leather sector.
- vii) To Collect, store, analyze, and disseminate data on leather.
- viii) To Perform any other function, as the Cabinet Secretary may consider necessary.

Vision

To be a leading agency in transforming and promoting excellence in development of leather value chain to make it globally competitive

Mission

To provide leadership and policy direction in creating an integrated, competitive and sustainable leather sector that promotes employment creation and economic growth

Core Values

Transparency and Accountability, Professionalism, Honesty and Integrity, Teamwork, Social Responsibility, Creativity and Innovativeness, Customer Focus, Environmental Sustainability

(c) Key Management

The Council's day-to-day Management was under the following key organs:

1. Board of the Council
2. Chief Executive Officer/Secretary
3. The Secretariat

(d) Fiduciary Management

The Key Management Personnel who held office during the financial year ended 30th June 2022 and who had direct fiduciary responsibility are:

No.	Designation	Name
1.	Chief Executive Officer	Dr. Issack M. Noor, PhD
2.	Director, Technical Services	Mr. Charles Ndungu
3.	Director, Corporate Services	Mr. Mohammednoor A. Isacko
4.	Corporation Secretary /Head of Legal	Ms Njeri Chege
5.	Ag. Manager, Finance & Accounts	CPA Justus Emeri
6.	Principal Supply Chain Management Officer	Mr. Erick Rithaa Kinoti
7.	Principal Internal Auditor	CPA Albert Aliku

(e) Fiduciary Oversight Arrangements

The Board of Directors are the governing body for the Council providing oversight functions. In discharging its duties, the Board delegates its role to various committees: Finance & Governance, Human Resource, Risk & Compliance, Technical & Strategy and Audit. The resolutions of the Board are implemented by the Management.

COUNCIL BANKER

Kenya Commercial Bank
P. O. Box 14959- 00800
NAIROBI, KENYA

REGISTERED OFFICE

Kenya Leather Development Council
P.O. Box 14480-00800
CPA Centre 5th Floor
Along Thika Highway
NAIROBI-KENYA.

INDEPENDENT AUDITORS

Auditor General
Office of the Auditor General
Anniversary Towers, University Way
P.O. Box 30084-00100
NAIROBI, KENYA.




PRINCIPAL LEGAL ADVISOR




The Attorney General
State Law Office -Harambee Avenue
P.O. Box 40112 -00200
NAIROBI, KENYA.




COUNCIL CONTACT

Cell-Phone: 0704617705/0709386000
Email: info@leathercouncil.go.ke
<http://www.leathercouncil.go.ke>

2. BOARD OF DIRECTORS OF THE COUNCIL




1.	 <p>Mr Francis Munywoki Chairperson of the Board</p>	<p>Mr. Francis Munywoki was appointed Chairman of KLDC Board on 6th October 2021. He holds an MBA from London Business School (UK) and The Wharton School (USA). He also holds a degree in Electrical & Communications Engineering from Moi University (Kenya). He is a professional with extensive experience leading operations, strategy and business programmes that leveraged revenue growth, influenced society and improved lives. His experience spans across Fast Moving Consumer Goods (FMCG), Banking, Information Technology (IT), and Media industries in Africa, Europe and Asia. Francis is a Board member at Madison General Insurance and had previously served in the Boards of Kenya Private Sector Alliance (KEPSA) and East African Business Council (EABC).</p> <p>He is Culturally sensitive, commercially astute, results driven and a true believer of Africa Integration and prosperity.</p>
2.	 <p>Ms Elizabeth Kamau Member</p>	<p>M/s Elizabeth is a fashion and interior Designer with many years and wide experience in Kenya and East Africa. She holds a Diploma in Fashion and Interior Design and is also a business person.</p>
3.	 <p>Mr Vincent Marube Member</p>	<p>Mr. Vincent Marube was appointed to the KLDC, Board of Directors by the Cabinet Secretary, Ministry of Agriculture, Livestock, Fisheries & Co-operatives vide Gazette Notice No. 11495 of 29th October 2021. He holds a BSC, Information Technology and an MBA from the National American University, USA. He brings on board extensive leadership, strategic, and entrepreneurship skills.</p>




4.	 <p>Mrs Silvana Kaparo Member</p>	<p>Mrs. Silvana Kaparo was appointed to the KLDC, Board of Directors by the Cabinet Secretary, Ministry of Agriculture, Livestock, Fisheries & Co-operatives vide Gazette Notice No. 11495 of 29th October 2021. Mrs. Kaparo, holds a BSc Communication (major) from Moi University and a Masters in International Studies from the University of Nairobi. She has over fifteen (15) years working experience in the banking industry. She currently also serves as a director in the Board of Fortune Credit Limited, a micro-finance company, in which she chairs the social impact and climate change committee.</p>
5.	 <p>Mr Joseph N. Mbogo Rep. PS State Department of Livestock</p>	<p>Mr. Mbogo holds a Master's of Science degree in Leather Technology (University of Northampton-UK, 2005), Bachelors of Science degree (University of Nairobi, 1990). He has served in government in various positions starting as a high school teacher with the TSC, lecturer at both Ahiti-Kabete and University of Nairobi, a researcher at Kenya Industrial Research and Development Institute (KIRDI). He is currently the Director of Leather Development, State Department of Livestock and alternate Director KLDC to the Principal Secretary, State Department of Livestock.</p>
6.	 <p>Mrs Florence Hegarty Member</p>	<p>Mrs. Florence Hegarty was appointed to the KLDC, Board of Directors by the Cabinet Secretary, Ministry of Agriculture, Livestock, Fisheries & Co-operatives vide Gazette Notice No. 11495 of 29th October 2021. She holds a masters in Rural Development from the National University of Ireland, Galway, Certificate in HR management from the Kenya Institute of Human Resource, and a postgraduate diploma in peace and conflict studies from the Africa Nazarene University. She has wide experience in project management, planning & administration, leadership & governance and mediation having worked at the Jomo Kenyatta University of Agriculture and Technology, Africa Nazarene University amongst many others institutions.</p>


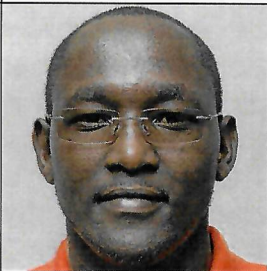

7.	 <p>Mr Kagiri Kamatu Member</p>	<p>Mr. Kagiri Kamatu was appointed to the KLDC, Board of Directors by the Cabinet Secretary, Ministry of Agriculture, Livestock, Fisheries & Co-operatives vide Gazette Notice No. 11495 of 29th October 2021. Mr. Kagiri holds an MBA from the University of Nairobi. He has vast experience in business, strategy and leadership. He has served the country in many capacities, including as the Chairperson of the Tea Taskforce, 2015, as a Board member of the Kenya Institute of Mass Communication amongst many others.</p>
8.	 <p>Mr Johnson M. Mwangi Rep CS, National Treasury</p>	<p>Mr. Johnson Mwangi is currently a Senior Deputy Director, Macro and Fiscal Affairs Department in the National Treasury. He has served as an Economist for 26 years in various Government Ministries including in the Office of the Vice President and Ministry of planning and National Development, Ministry of Environment and Natural Resources, Ministry of Education, Science and Technology, Ministry of Health and the National Treasury. He holds a Bachelor of Arts (BA) in Economics and Master of Arts (MA) in Economics degrees from the University of Nairobi.</p>
9.	 <p>Mr Joseph Mwago Member</p>	<p>Mr. Joseph Mwago was appointed to the KLDC, Board of Directors by the Cabinet Secretary, Ministry of Agriculture, Livestock, Fisheries & Co-operatives vide Gazette Notice No. 11495 of 29th October 2021. He is trained and qualified in intelligence, criminology and security from the University of Nairobi and in Israel. He brings on board vast experience in leadership having worked at the Ministry of Interior for 26 years. He has also served as an elected civic leader at the County Council of Thika. He is currently the Chairman of Gachege Tea Factory.</p>

10.	 <p>Mr. Jilo Komora Member</p>	<p>Mr. Jilo Komora was appointed to the KLDC, Board of Directors by the Cabinet Secretary, Ministry of Agriculture, Livestock, Fisheries & Co-operatives vide Gazette Notice No. 11495 of 29th October 2021. Mr. Komora holds a Bachelor of Science degree in mathematics & physics and is currently undertaking his executive MBA. Mr. Komora is an astute businessman, with expansive experience in Board leadership. He has previously served as the chairperson of the Kenya Sugar Research Foundation, chairperson of the Coast Water Services Board and as a director of the Board of Kenya Ports Authority.</p>
11.	 <p>Dr. Issack M. Noor Secretary/Chief Executive Officer</p>	<p>Dr. Noor holds a PhD in Livestock Production Systems, Egerton University, (2013), MSc (Animal Production), University of Nairobi, (2009), BSc (Animal Health) Egerton University (1995) and a Certificate (Animal Health) Ahiti- Nyahururu, (1990). He has over 35 years of public service experience with veterinary department, teaching, research, and administration.</p>
12.	 <p>Ms Njeri Chege Corporate Secretary/ Head of Legal</p>	<p>Ms. Chege holds a Bachelor of Laws (LL.B) (Hons) degree from the U.O.N (Parklands) 2003, and a post graduate diploma from the Kenya School of Law. She is an Advocate of the High Court of Kenya, with over fifteen (15) years of experience in the legal field and a member of the Law Society of Kenya. She is a Certified Public Accountant of Kenya C.P.A (K) and Certified Public Secretary of Kenya CPS(K).</p> <p>She is passionate about the rule of law and prudent management of public resources and sound public governance policies.</p>

3. MANAGEMENT TEAM

No	Name	Key Academic & Professional Qualification	Area of Responsibility
1.	 Dr Issack M. Noor, PhD	<p>Dr. Noor holds a PhD in Livestock Production Systems, Egerton University, (2013), MSc (Animal Production), University of Nairobi, (2009), BSc (Animal Health) Egerton University (1995) and a Certificate (Animal Health) Ahiiti- Nyahururu, (1990).</p> <p>He has over 35 years of public service experience with veterinary department, teaching, research, and administration.</p>	Chief Executive Officer/ Secretary
2.	 Mr Charles M. Ndungu	<p>Mr. Ndungu holds a BSc Leather Technology degree (2004), Certificate in Hides and Skins Improvement (1981). He has attended courses in Cluster Management, Leather Finishing, and Business Incubation.</p>	Director, Technical Service
3.	 Mr Mohammednoor A. Isacko	<p>Isacko has a wealth of HR professional experience spanning over 14 years in various organisations, including County Public Service Board of Marsabit as Board Secretary/Chief Executive Officer, Kenya Meat Commission as Chief Human Resource & Administration Manager. Isacko has held various portfolio as Human Resources Officer in various organization.</p> <p>A Human Resource Professional with vast experience in management, Isacko holds Masters in Business Administration from the University of Nairobi and a Bachelor of Commerce (Human Resource Management) from the same university. He holds higher national diploma from Institute of Human Resource Management and Diploma in Public Administration from Institute of Galilee (Israel).</p>	Director, Corporate Service

No	Name	Key Academic & Professional Qualification	Area of Responsibility
4.	 <p>Ms Njeri Chege</p>	<p>Ms. Chege holds a Bachelor of Laws (LL.B) (Hons) degree from the U.O.N (Parklands)2003, and a post graduate diploma from the Kenya School of Law. She is an Advocate of the High Court of Kenya, with over fifteen (15) years of experience in the legal field and a member of the Law Society of Kenya. She is a Certified Public Accountant of Kenya C.P.A (K) and Certified Public Secretary of Kenya CPS(K).</p> <p>She is passionate about the rule of law and prudent management of public resources and sound public governance policies.</p>	Corporation Secretary /Head of Legal
5.	 <p>Mr Paul M. Ephantus</p>	<p>Paul is a former Employee of State Department of Livestock as an Acting Director Leather Development. BSc. (Hons.) Materials Technology (Leather) from the University of Northampton (UK) and MSc. Environmental Legislation and Management -ongoing</p> <p>He is a Visionary, Strategic and Transformative Leader and an expert in formulating Environmental and Leather Policies, Developing Leather Strategies and Enacting Environmental Legislations. He is the founder & chairman of Kenya Association of Leather Technologist and Scientists (KALTS), a professional body for Leather Development Professionals.</p>	Manager, Capacity Building
6.	 <p>Dr Ahmed A. Hassan, PhD</p>	<p>Holds a BSc (Hons) from Northampton University U.K. Masters in Business Administration (MBA) Strategic Management option from Kenya Methodist University and Doctor of Philosophy in Business Administration (Strategic Management option from Jomo Kenyatta University of Agriculture Technology, Nairobi Kenya.</p> <p>Holds a thirty-five years' experience in the leather industry.</p>	Manager, Quality Assurance & Compliance

No	Name	Key Academic & Professional Qualification	Area of Responsibility
7.	 Mr John Otieno Okumu	John holds MSc in Environmental Planning & Management - Maseno University, BSc in Material Science (Leather) - University of Northampton, Certificate in Hides & Skins Improvement - AHITI Kabete, KCE certificate from Mawego Technical School. A leather professional with over 34 years of experience.	Manager, Promotions & Marketing
8.	 Mrs Yvonne K. Nkoiboni	Yvonne is a Human Resource practitioner with over 10 years of experience. She has vast experience in recruitment, training, discipline, employee relations, performance management and rewards management. She has a bachelor's degree in Human Resource Management and is a member of the Institute of Human Resource Management.	Manager, Human Resources & Administration
9.	 CPA Justus Emeri	Justus holds MSc in Logistics Management - University of Lincoln (UK), a finalist student of MSc Development Finance (Strathmore University) and B. Com (Finance) from JKUAT. He is an astute professional with vast knowledge and experience in Public Finance, accounting, auditing & assurance and operations management. He is a Certified Accountant and a member of the Institute of Certified Public Accountants of Kenya (ICPAK) and Institute of Internal Auditors (IIA).	Ag. Manager, Finance & Accounts
10.	 Mr Erick Rithaa Kinoti	Eric is the head of procurement and supply chain management function at the Council. He is seasoned professional in supply chain management and governance in both public and private sector. He is a finalist Master of business administration and a bachelor of commerce degree (procurement and supply chain Management) holder, with CPA part II certification. He is a member of the Kenya Institute of Supplies Management (KISM).	Principal Supply Chain Management Officer

4. CHAIRMAN'S STATEMENT

It is an honour to present the annual report and financial statements for the financial year (FY) 2021/2022. This report is a reflection of the commitment of the newly reconstituted Board and management in striving to achieve impactful interventions to grow the leather industry. The industry is expected to continue to be a priority sector for industrialization under the next Government administration and magnify the central role of the Kenya Leather Development Council (KLDC) in the sector's development and promotion of the value chain.

The Board and the management have ensured that the Council discharges its mandate through the realization of the strategic objectives set in the strategic plan FY 2017/2018-2021/2022. The focus for the Council has therefore been to facilitate excellence in the leather industry; enhance leather sector infrastructure; promote leather processing and product manufacturing; and promote leather marketing. These objectives are designed to transform Kenya towards becoming a leather manufacturing hub. The Board has also taken leadership in the formulation of the subsequent strategic plan FY 2022/2023- 2026/2027, with enhanced objectives with regard to strengthening the Council and conquering local and international markets, it is projected that the plan shall be launched in early months of the FY 2022/2023.

The Council has continued to work in collaboration with critical partners locally and internationally and has also benefited from the support given by the Ministry of Agriculture, Livestock, Fisheries and Co-operatives, the National Treasury, other Government departments and agencies. In addition, the Board has revived a robust stakeholder engagement initiative as stipulated in Chapter six (6) of the Code of Governance of State Corporations, Mwongozo, 2015. These efforts have been critical in the induction of the newly appointed directors, identifying industry challenges and focus areas for the Board during their term in office.

Core Mandate

In the financial year, the challenges arising from the Covid-19 pandemic were significantly reduced, although it continued to be a factor in operations. There was therefore an increase in the implementation of critical activities, programs and projects with a notable increase in capacity building of industry players outreach programmes, stakeholder engagement, Board and staff training.

The objective of enhancing the leather sector infrastructure was met through the continued development of the Kenya Leather Industrial Park (KLIP). Notably, the construction of the Common Effluent Treatment Plant (CETP) has progressed well as the machinery installation is almost complete. However, the completion has been curtailed by the nuances of joint implementation with the Export Processing Zones Authority (EPZA) and lack of sufficient funding from the National Treasury.

Construction of the four (4) leather industrial warehouses which are expected to provide a "plug and play" incentivised facility for investors is at an advanced stage, but lack of adequate funding is a challenge. The enablers of the project such as the Ministry of Roads, Kenya Power, Tanathi Water Works Development Agency and The Ministry of ICT are at various stages in the implementation of their respective components. Construction of the road network to access the park and within the park has begun. Tanathi Water Works Development Agency has also commenced development of the infrastructure necessary for water provision. Since the development of these critical infrastructure and utilities will bolster the competitiveness of the Leather Park, the management continues to pursue the implementation of all components, including ICT infrastructure and security. As the operationalization of the KLIP becomes a reality, the Board has considered the first draft Investor Occupation Criteria which shall be approved in the next financial year for approval and advertisement.

With respect to the Council's objective of promotion of leather processing and product manufacturing, significant strides have been made in the operationalization of the Kariokor CMF which is expected to bolster local footwear and leather goods competitiveness. Since the handing over of the facility on the 14th of July, 2021 to KLDC by the Nairobi City County Government, the customization of the facility is complete, as well as the installation, testing, training and commissioning of the machinery. The Board has also approved the initial Karikori Business Model which is expected to be the blueprint for operations. Progress has also been made with regard to the mapping and engagement with the potential beneficiaries from the Kariokor leather cluster. It is projected that the facility will be operational in the first-half of the FY 2022/2023.

KLDC has continued to nurture the Training and Production Centre for Shoe Industry (TPCSI), Thika, in order to ensure that it achieves its strategic objective of supporting growth in the leather sector through appropriate skills development. The installation and operationalization of thirty-three machines in the facility was completed and is expected to enhance incubation for the Micro-Small Enterprises (MSEs) in the leather sector. The Board took cognizance of the challenges regarding the registered ownership of the facility and now receives quarterly reports for the financial and social impact parameters of TPCSI, which will inform strategic decisions with regard to the Centre's future.


I am pleased to report that, in the financial year, the Kenya Leather Development Policy which is intended to provide a dedicated roadmap for development of the sector was successfully subjected to validation by stakeholders on the 2nd of December, 2021. It has now been forwarded to the PS, State Department of Livestock for consideration and onward transmission to Cabinet and the National Assembly. It is our hope that given the importance of the leather sector, the policy shall be finalised and adopted before the end of the next financial year.

Good Governance & Human Resource Capital

The Directors have in their first few months since appointment given exemplified service to the Nation. They have benefited from induction through the State Corporations Advisory Committee (SCAC) seminar, stakeholder engagement, site inspections and benchmarking throughout the country and in Ethiopia. This comprehensive induction has equipped the Board to ably discharge its oversight duty, understand the principles of good governance, the code of governance of state corporations (Mwongozo) and their role and responsibilities.

The Board is committed in guiding the management in realisation of the Council's key performance indicators contained in the performance contract. The Board has overseen the posting of staff to the Council's projects at TPCSI, Kariokor and the Leather Pak (Kenanie) to enhance effectiveness. Human resource gaps have also been noted in the areas of corporate communications, engineers, amongst others. There are plans, subject to availability of funds, to achieve the full staff establishment currently at one hundred and twenty-eight (128).

I am indeed hopeful that, as the country transitions to a new political dispensation, the prioritization of the leather industry will continue. This will sustain the momentum in leather sector development and promotion of the value chain. By doing so, the sector shall contribute significantly towards wealth creation, income generation opportunities and have an important social impact in improving the lives and livelihoods of Kenyans.



Mr. Francis M. Munywoki
Chairman of the Board

5. REPORT OF THE CHIEF EXECUTIVE OFFICER

I present the Annual Report and Financial Statements for Kenya leather Development Council for the year ended 30th June 2022. The Council has continued to execute its mandate of driving the transformation of the leather value chain in the Country from a raw material/semi-processed export-driven sector to a finished leather product manufacturing industry. KLDC is therefore a key driver of the "Big Four" Agenda under the Manufacturing pillar.

During the FY 2021/2022, the Council has continued to facilitate a value driven and sustainable leather industry as stipulated in Kenya's Vision 2030 and the establishing legal instrument, with the primary focus being the quality of leather & leather products for both local and export markets.

In the Financial Year, the Council's approved budget is Kshs. 251.5 million. The actual expenditure is Kshs. 247.5 million which translate to a positive absorption rate of 98 per cent, enabling the Council to achieve a high implementation rate for its planned activities for the financial year.

To optimize output among the staff, individual employees sign Performance Contracting (PC) refocusing the Council to be keen on rewarding high performance while at the same time building on the values of the Council. Employee engagement remains a key priority going forward as we aim to improve on the culture of our work environment. We aim to build a dynamic Council which supports our strategy and growth and to achieve this end, the Council continues to invest in proper and efficient operational systems aimed at optimizing performance and capturing opportunities. The realization of these dreams has seen the Council grow its human resource base as well as acquire an Enterprise Resource Planning (ERP) tool to enhance productivity and efficiency of internal operations during the year.

In a bid to modernize operations that is aimed at enhancing provision of common manufacturing services, the Council has completed the long delayed installation and commissioning of modern machinery/equipment at the Training and Production Centre for Shoe Industry (TPCSI), Thika, and Kariokor Common Manufacturing Facility (KCMF), Nairobi.

During the year under review, the draft Kenya Leather Development Policy has been validated by the stakeholders and has been submitted to the parent Ministry for further processing. The validation exercise of the Policy is a critical precursor to the enactment of the Kenya Leather Development Authority (KLDA) Bill.

I am pleased to report a remarkable progress in the construction, installation and equipping of the Common Effluent Treatment Plant (CETP), jointly implemented by the Council and the Export Processing Zones Authority (EPZA), by the Contractor at the Kenya Leather Industrial Park, Kenanie, Machakos County. The plant is now at 75% completion rate.

In view of the foregoing development, the Council has awarded contracts for construction of modern state-of-the-art leather industrial warehouses measuring 5,000 square meters and 2,500 square meters for tanneries and leather products manufacturing, respectively, for 'plug and play' faster occupation of the park by investors.

The Council has also initiated the review of its five-year Strategic Plan for the period FY 2022/23 – 2026/27, which is set to be subjected to various stakeholders before adoption.

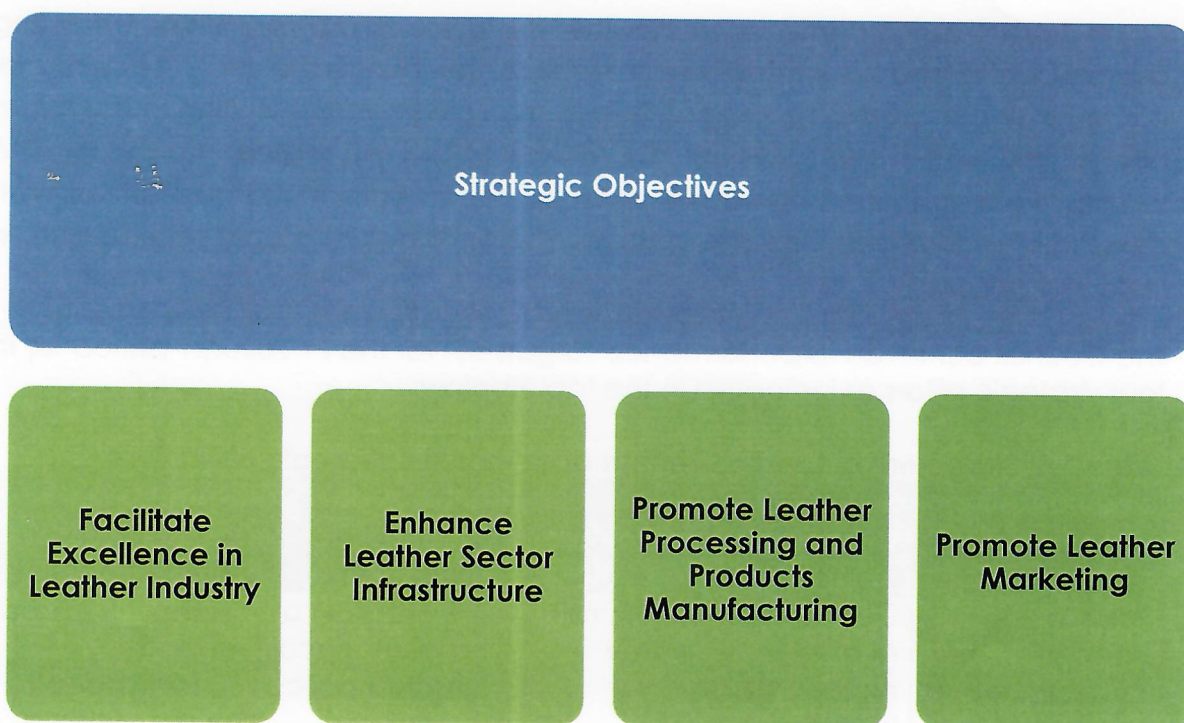
I thank the Board of Directors for their leadership and guidance throughout the year and the members of staff for their commitment towards achievement of the set targets. I also thank our stakeholders for their support and look forward to cordial working relationship.



Dr. Issack M. Noor, PhD
Chief Executive Officer

6. STATEMENT OF COUNCIL'S PERFORMANCE AGAINST STRATEGIC OBJECTIVES FOR FY 2021/22

The Council's activities and projects are in pursuant of realizing the four strategic objectives of the current five-year strategic plan 2018 – 2022 and the national objective of transforming the leather industry into an internationally competitive regional leather and leather products manufacturing hub. Each strategic objective addresses particular requirements for continuous improvement of performance of the leather sector at raw material production, leather processing and product manufacturing. These strategic objectives are:



In the drive towards the realization of these objectives, the Council is implementing various projects and programs that inform the planning of the annual activities. The planned activities for each year build on the achievements of the preceding year as well as lessons learned or any new dynamic that comes into play in the course of the year.

The current projects and programs include: -

- i) Development of the Kenya Leather Industrial Park in Kinanie Machakos County.
- ii) Establishment of a Common Manufacturing Facility (CMF) at Kariokor Nairobi County.

- iii) Upgrading of Training and Production Centre for Shoe Industry (TPCSI) Thika, Kiambu County.
- iv) Development of national leather policy.
- v) Hides and skins quality improvement program.

During the Financial Year 2019/2020, issues of quality of hides and skins were identified as a major challenge in the development of the sector and the Council initiated the development and implementation a national program for quality improvement.

Apart from the interventions under the strategic objectives, other emerging dynamics affected the performance of the sector. During the year, the outbreak of Covid 19 pandemic had negative effects on the sector resulting in shutdown across the world that slowed the consumption of leather products. The international economic slowdown reduced the country's main exports of wet-blue/crust leather affecting the local raw hides and skins supply systems due to reduced prices.

The Council achieved its performance targets set for the FY 2020/21 period for its four strategic pillars as indicated in the table below:

Table 1.0: Statement of Council Performance against strategic objectives

Strategic objective	Specific Objective	Key performance indicators	Activities	Achievements
Pillar 1: Facilitate Excellence in Leather Industry	Development of a national leather policy	Final draft policy	Finalization of draft national leather policy	Draft finalized and forwarded to the Ministry
	Improvement of hides, skins and leather quality	Number of Counties Facilitated	Training and sensitization of 10 counties (5 high livestock & 5 high slaughter) identified	Enhanced skills to improve quality in 12 Counties
		Number of flayers trained	Train 200 flayers	210 flayers trained

		Number of hides and skins producers/ traders sensitized	Sensitize 50 hides and skins traders	48 producers sensitized
				12 TOTs sensitized on quality production
Pillar 2: Enhance Leather Sector Infrastructure	Provide a modern Common Effluent Treatment Plant (CETP)	% Completion	Construction of a CETP and other related works	70% Complete machine and equipment installation ongoing.
	Provision of plug and play industrial warehouses	% Completion	Construction of 4 industrial warehouses (2 of 2500SM & 2 of 5000SM)	60% Complete
Pillar 3: Promote Leather Processing and Product Manufacturing	Operationalize Kariokor Common Manufacturing facility	% Completion	Completion of Kariokor warehouse	100% complete
		Number of Machines delivered and installed	Delivery and Installation of 65 machines/ equipment	65 machines/ equipment delivered and fully installed and operators trained.
	Upgrade of Training and Production Centre for Shoe Industry (TPCSI)	Number of machines Installed	Installation of 33 machines	44 machines installed
		Number of operators trained	Training of 15 machine operators conducted	23 operators trained
Pillar 4: Promotion of Leather Marketing	Enhance access to markets	Market survey report	Carryout market survey of leather products	One market survey done
		Number of MSMEs promoted	Promote 10 MSMEs product	Products of 13 MSEs promoted

		through the website	through KLDC website	
	Enhance footwear and leather goods competitiveness	Number of MSMEs accessing TPCSI facility	Facilitate 25 MSMEs to access TPCSI common manufacturing facility	27 MSMEs accessed
		Number of MSMEs trained on compliance to standards	Train 50 MSMEs manufacturing leather products on standards compliance.	56 MSMEs trained

7. CORPORATE GOVERNANCE STATEMENT

The principal mandate of the Kenya Leather Development Council (KLDC) is to undertake leather sector development and promotion of the leather value chain. The Council discharges its mandate in accordance with the provisions in the Kenya Leather Development Council (Order) L.N. No. 114 of 2011, under the State Corporations Act (Cap) 446 of the Laws of Kenya. The Council's strategic objectives are geared towards driving the transformation of the leather value chain in the Country from a raw material/semi-processed export driven sector to a finished leather products manufacturing industry.

KLDC is a key driver of the **"Big Four"** Agenda under the manufacturing pillar of Vision 2030. The roadmap to achieve success is embedded in the Strategic Plan for FY 2017/18- FY 2021/22. The strategic objectives address the key challenges facing the leather sub-sector and are aligned to the Council's mandate. The design of the Council's next Strategic Plan for the FY 2022/2023 - FY 2026/2027 is at an advanced stage and is expected to be launched in the next financial year.

The Council is parented by the Ministry of Agriculture, Livestock, Fisheries and Cooperatives, under the State Department of Livestock (SDL). The Board is the apex organ and was reconstituted by the appointment of Mr. Francis M. Munywoki as the Chairman of the Board with effect from the 6th October, 2021 and the appointment of the following six independent Directors with effect from 28th October, 2021;

- i. Mr. Vincent Marube;
- ii. Mrs. Silvana Kaparo;
- iii. Mrs. Florence M. Hegarty;
- iv. Mr. Kagiri Kamatu;
- v. Mr. Joseph Mwago; and
- vi. Mr. Jilo Komora.

The Board underwent extensive induction conducted by the State Corporations Advisory Committee (SCAC) as well as an industry-based induction. This has equipped the Board to understand and uphold the principles of good corporate governance and discharge their oversight role envisaged in the provisions of Section (15) of the State Corporations Act (Cap) 446 of the Laws of Kenya and KLDC's enabling statute. The section provides that the Board shall be responsible for the proper management of the affairs of a state corporation and shall be accountable for the moneys; the financial business and the management of the entity.

The Board delegates its roles to the Council's management led by the Chief Executive Officer who is the accounting officer. He is accountable to the National Assembly in accordance to Section (68) of the Public Finance Management

(PFM) Act of 2012, in ensuring that the public resources are used in a way that is lawful and authorised; effective and efficient; economical and transparent.

Corporate Governance Principles

In pursuit of the corporate objective, we have committed to the highest level of good governance. KLDC strives to foster a culture that upholds the Constitution of Kenya (2010), values and rewards exemplary performance within clear ethical standards, corporate integrity, upholding respect for all and safeguarding national interest.

The Board discharges its role and functions in compliance with the enabling law, the State Corporations Act and the requirements contained in Mwongozo (The code of Governance for State Corporations) and all other applicable laws, rules and regulations. Mwongozo identifies the roles and functions of the Board which should be exercised collectively. The roles and functions include determination of the organization's vision, mission, purpose and core values; to set and oversee the overall strategy and approve policies of the Council; approve the annual budget; monitor the organization's performance and ensure sustainability; hire the CEO and approve the appointment of senior management staff; and ensure effective communication with stakeholders.

The Board governs the Council consistent with the stated business strategy indicated in the Council's values of equity, team work, meritocracy, accountability and probity all contributing to the commitment to transparency and high-quality governance system.

Constitution of the Board of Directors

The Chairperson of KLDC is appointed by the President of the Republic of Kenya. The Principal Secretary of the Parent Ministry and National Treasury appoint one alternate each to the Board. The Cabinet Secretary (CS) of the Parent Ministry appoints seven (7) independent Board members and the CEO is appointed by the CS upon recommendation by the Board.

Size and composition of the Board

The Board of Directors during the reporting year consisted of a chairperson; seven (7) independent members; and two alternates- one to the PS of the Parent Ministry and the other the CS National Treasury. The inspectorate of State Corporations (ISC) was also represented in the Board by Mr. Isaac O. Odek.

The skills matrix for the Board consists of individuals who possess extensive experience in various disciplines, which are applicable in the overall governance of the Council and achieved the right balance of skills and experience necessary in decision making.

Table 1.1: Details of the Board members during the financial year

	Name	Designation	Date of appointment	Date of expiry	Term	Qualification	County
1.	Mr. Francis Munywoki	Chairperson	06.10.2021	05.10.2024	1 st	Masters	Kitui
2.	Mr. Joseph Mbogo	Alt. PS SDL	06.07.2020	TBA	N/A	Masters	Kirinyaga
3.	Mr. Johnson Mwangi	Alt. CS Treasury	17.07.2020	TBA	N/A	Masters	Nyeri
4.	Ms. Elizabeth Kamau	Member	21.10.2019	20.10.2022	2 nd	Diploma	Kiambu
5.	Mr. Vincent Marube	Member	28.10.2021	27.10.2024	1 st	Masters	Kisii
6.	Mrs. Silvana Kaparo	Member	28.10.2021	27.10.2024	1 st	Masters	Samburu
7.	Mrs. Florence Hegarty	Member	28.10.2021	27.10.2024	1 st	Masters	Kajiado
8.	Mr. Kagiri Kamatu	Member	28.10.2021	27.10.2024	1 st	Masters	Kirinyaga
9.	Mr. Joseph Mwago	Member	28.10.2021	27.10.2024	1 st	Masters	Gatundu
10.	Mr. Jilo Komora	Member	28.10.2021	27.10.2024	1 st	Masters	Tana River
11.	Ms. Amina Wario	Member	20.09.2018	19.09.2021	Expired	Diploma	Isiolo
12.	Mr. Stephen Karume	Member	20.09.2018	19.09.2021	Expired	Masters	Kirinyaga
13.	Ms. Anne Lengerded	Member	20.09.2018	19.09.2021	Expired	Bachelor's	Samburu
14.	Mr. Isaac Odek	Rep. ISC	TBA	TBA	N/A	Masters	Kisumu
15.	Dr. Issack M. Noor	CEO	01.08.2021	31.07.2026	2 nd	Doctorate	Mandera
16.	Ms. Njeri Chege	Corp. Sec.	01.11.2019	31.10.2024	1 st	Master(En)	Kiambu

The Board conducts its business through four committees; the Finance and Governance Committee; the Technical and Strategy Committee; the HR, Risk & Compliance Committee; and the Audit Committee. A chairperson was appointed for each committee from the independent members and each director served in at least two (2) committees.

Induction and Evaluation

The Council facilitated the induction of the new Board members which was conducted by the State Corporations Advisory Committee (SCAC). The Directors familiarized themselves with the Council's operations including the inspection of the key Council's projects which are at the Kenya Leather Industrial Park (KLIP), the Kariokor Common Manufacturing Facility (KCMF) and the Training and Production Centre for Shoe Industry (TPCSI). In addition, the Board undertook stakeholder engagement and surveyed operations in key segments of the value chain such as the tanneries, leather footwear and products manufacturers amongst others so as to identify focus areas to be addressed by the Board. A part of the Board also undertook a study-tour in March 2022 in Ethiopia to benchmark with the thriving Ethiopian leather industry.

The annual SCAC Board self-evaluation for the FY 2021/2022 was conducted on the 28th of July 2022 in the State Corporations Management Information System (SCMIS) with the guidance of SCAC officers. The results shall be submitted in the subsequent financial year.

Board Meetings

The newly constituted Board convened for its inaugural meeting on 10th of February, 2022 at which the committees were reconstituted. Subsequently the Board in compliance with the directives by the Public Service Commission and the guidelines by SCAC held Board committee meetings and a full Board meeting at least once in every quarter. Special meetings were occasionally convened to address urgent matters.

The regular meetings ensured that the Board was able to exercise its oversight role, undertake continuous assessment of performance of the management and ensure alignment with the Council's strategic objectives. The committees of the Board considered the agenda in detail and made recommendations for adoption in the full Board meetings. The Directors received sufficient notice as prescribed in Mwongozo and board papers were shared in advance to enable them prepare for the meetings.

The newly constituted Board held its inaugural full Board meeting on 10th of February 2022 which was treated as the deferred 2nd quarter regular full Board meeting and two (2) full Board meetings, it did not convene for any special meetings. Each of the newly constituted Committees held two quarterly meetings except the Technical and Strategy Committee which convened for one special committee meeting.

The previous Board which was not quorate after the expiry of the term of three Directors on the 19th of September, 2021, held the 1st quarter committee meetings and the 1st quarter full Board meeting. In addition, they held two (2) special meetings on the 18th of August 2021 (virtual) and on the 13th September 2021, this meeting was adjourned for lack of quorum to the 16th of September 2021.

Table 1.2: Board meetings held in the FY 2020/2021

MEETING	Planned No. of Meetings	Actual No. of meetings
Full Board	4	6
Finance and Governance	4	4
Audit	4	3
Human Resource and Risk Compliance	4	3
Technical and Strategy	4	4
Ad hoc Committee	0	0

Composition of Board Committees

The Board has established four (4) standing committees that assist to discharge its functions. With the newly constituted Board, the committees' members during the year were as shown:

Table 1.4: Board Committees membership

	Name of the Committee	Members
1.	Finance and Governance	1.Mr. Vincent Marube -Chairperson 2.Mrs. Silvana Kaparo -Member 3.Mr. Kagiri Kamatu -Member 4.Mr. Johnson Mwangi -Member 5.Mr. Joseph Mbogo -Member 6.Dr Issack M. Noor -CEO/Secretary 7.Ms. Angela Chege -Corp Secretary
2.	Audit	1.Mr. Jilo Komora -Chairperson 2.Mr. Joseph Mwago -Member 3.Ms. Florence Hegarty -Member 4.Ms. Elizabeth Kamau -Member 5.Mr. Johnson Mwangi -Member 6.Mr. Albert Aliku -PIA/Secretary
3.	Human Resource and Risk Compliance	1.Ms. Florence Hegarty -Chairperson 2.Ms. Elizabeth Kamau -Member 3.Mrs. Silvana Kaparo -Member 4.Mr. Vincent Marube -Member 5.Dr Issack M. Noor -CEO/Secretary 6.Ms. Angela Chege -Corp Secretary
4.	Technical and Strategy	1.Mr. Joseph Mwago -Chairperson 2.Mr. Mr. Jilo Komora -Member 3.Mr. Mr. Kagiri Kamatu -Member 4.Mr. Joseph Mbogo -Member 5.Dr Issack M. Noor -CEO/Secretary 6.Ms. Angela N. Chege -Corp Secretary

Financial Management

During the FY 2021/2022 the Board's financial management was executed by the CEO.

The Board on the recommendation of the Finance & Governance Committee, considered, deliberated, gave directions, amendments and approved the quarterly financial statements that were submitted to National Treasury.

The Board acknowledges the need for strategic partnerships and encourages the participation of the private sector in our financial matrix. The pressing needs for additional financing to complete the ongoing projects and the clear need for transparency makes engagement with and reporting to the government and other stakeholders critical. The increasing requirement for prudent financial management has heightened the level of interest in the Council's approach to risk management and assurance.

The Council incurred a total expenditure of **Kshs. 15.4 million** in facilitating the Board meetings and activities which includes the statutory gross monthly honorarium of KShs 87,000 paid to the chairman.

Table 1.5: The Board gross expenditure

DIRECTOR	HONORARIA	SITTING	DSA	MILEAGE	TRAINING	MEDICAL	FOREIGN TRAVEL	OTHER EXPENSES	TOTAL
Mr Francis Munywoki	768,742	480,000	143,200	-	-	-	504,198	-	1,896,140
Mrs Elizabeth Kamau	-	320,000	64,400	-	-	-	-	-	384,400
Mr Vincent Marube	-	240,000	382,000	120,000	-	-	524,198	-	1,266,198
Mrs Silvana Kaparo	-	240,000	382,000	120,000	-	-	524,198	-	1,266,198
Florence Hegarty	-	240,000	325,400	45,555	-	-	514,032	-	1,124,987
Mr Kagiri Kamatu	-	260,000	109,000	-	-	-	-	-	369,000
Mr Joseph Mwago	-	260,000	420,400	10,150	-	-	505,648	-	1,196,198
Mr Komora Jillo	-	20,000	38,400	20,000	-	-	-	-	78,400
Mr Joseph Mbogo	-	460,000	159,200	-	-	-	-	-	619,200
Mr Isaac Odec	-	420,000	74,400	-	-	-	-	-	494,400
Mr Johnson Mwangi	-	420,000	149,575	-	-	-	-	-	569,575
Ms Amina Wario	-	140,000	196,000	80,000	-	-	-	-	416,000
Mrs Anne Lengerded	-	140,000	132,400	80,000	-	-	-	-	352,400
Mr Stephen Karume	-	120,000	194,000	80,000	-	-	-	-	394,000
Other Board Expenses	-	307,500	621,905	-	382,800	670,096	1,712,102	1,304,030	4,998,433
TOTAL	768,742	4,067,500	3,392,280	555,705	382,800	670,096	4,284,376	1,304,030	15,425,529

9. MANAGEMENT DISCUSSIONS AND ANALYSIS

This annual report captures the overall performance of the Council based on its key interventions and performance indicators in line with the performance contract. The report highlights the operational and financial performances, challenges in relation to performance management and major risks carried out during the year.

A. The Council's operational and financial performance

The Council continues to deliver on its key mandate of undertaking leather sector development and promotion of the leather value chain. The operations of the Council are based on the strategic plan 2017-2022 and the performance contract. Presented below are the discussion and analysis of Council performance for the period under review:

i) Financial Performance

The overall financial performance of the Council was more than optimal compared to previous financial year. There was significant increase in expenditure due to increase in operationalization of the Council as a result of placement of the key personnel. The Comparative analysis of revenue and expenditure in the last two years are as presented below:

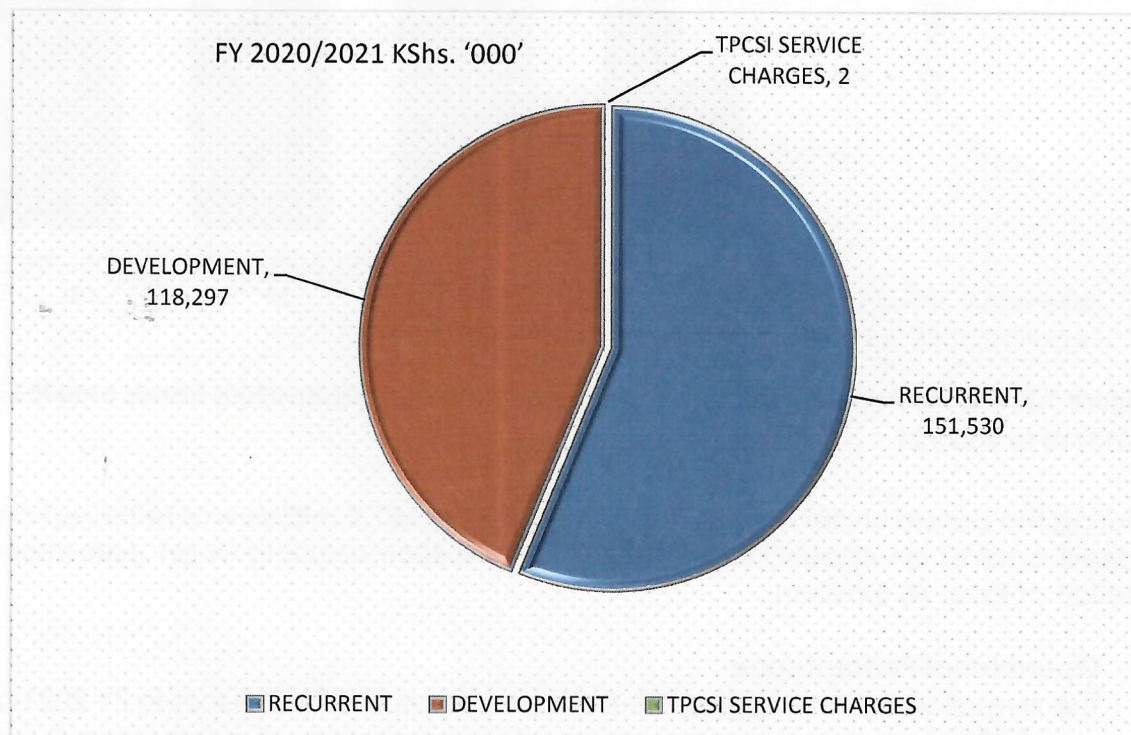


Figure 1.0: A graphical presentation showing income trends over the period 2020/21

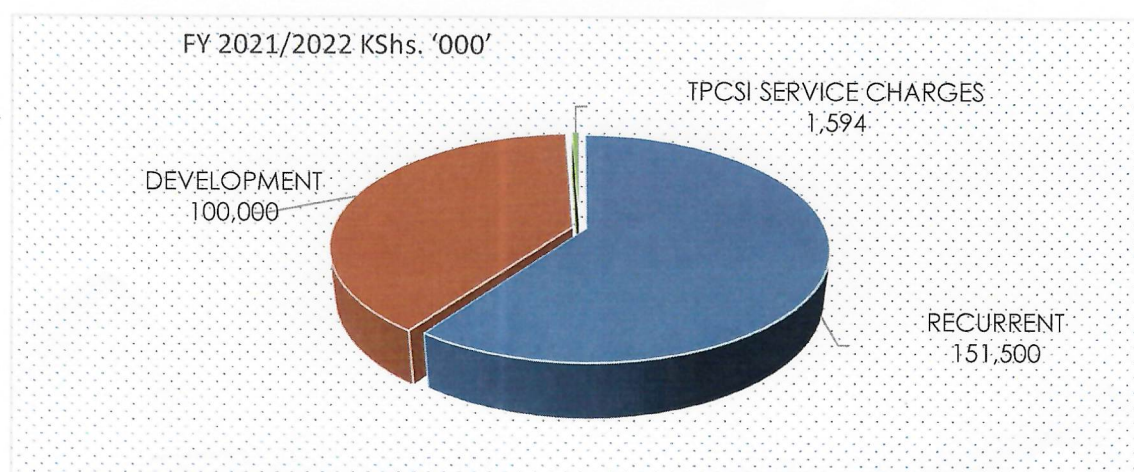


Figure 1.1: A graphical presentation showing income trends over the period 2021/2022

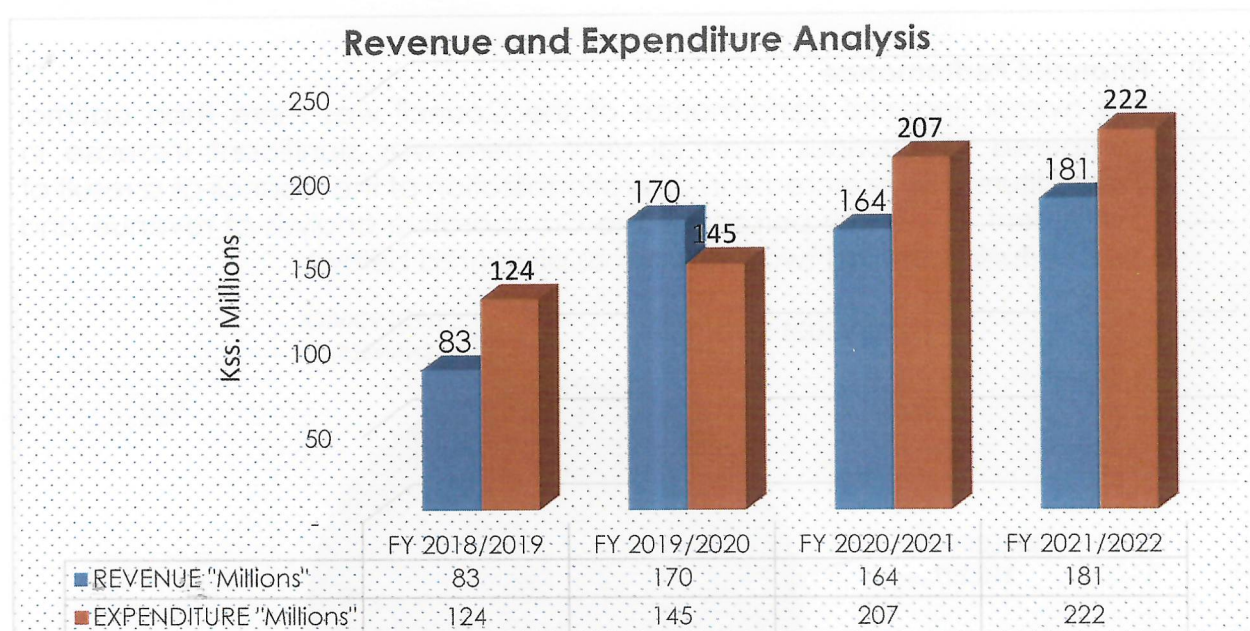


Figure 1.2: A graphical presentation showing revenue and expenditure trends over the period 2017/18 to 2020/21

During the period under review, a revenue of **Kshs.181.4 million** was received and raised against an expenditure of **Kshs. 221.9 million** resulting in an operational deficit of Kshs. 40.5 million.

ii) Operational Performance

The overall weighted aggregate performance score for Council in FY 2021/22 was 57% which is in the range of good. The summary of achievement is as presented in the figure 3 below:

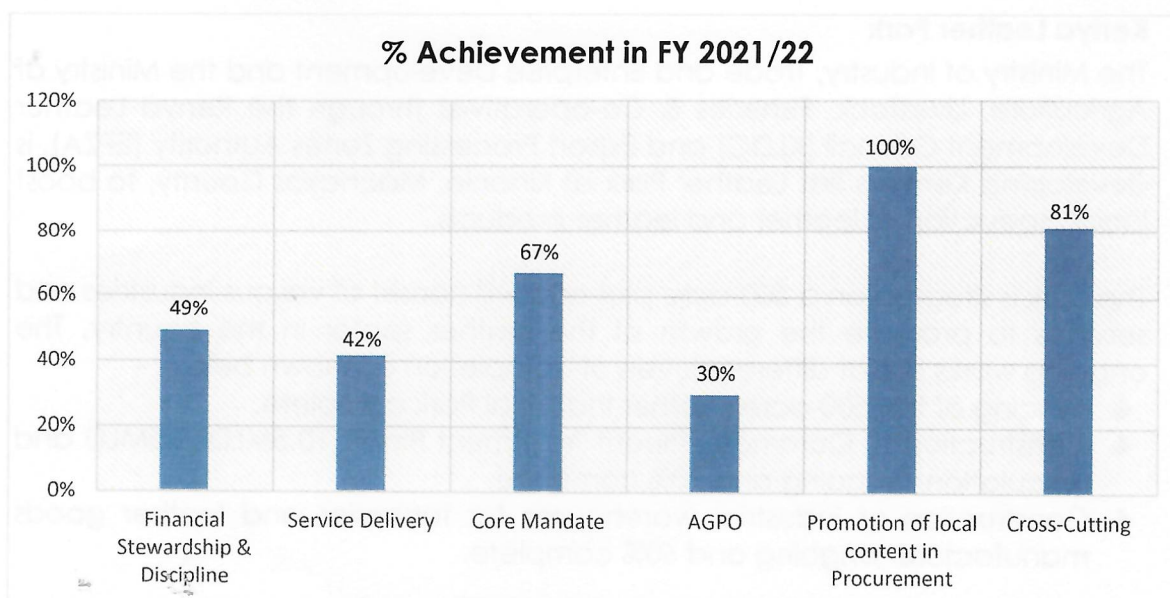


Figure 1.3: A graphical presentation of operational performance for FY 2021/22

It is important to note that there was a decrease in operational performance in the year under review as compared to prior year of 64%. This can be attributed to the placement of initial critical staff for service delivery. The performance could have been even more if it were not the disruption caused by the emergence of Covid-19 which led to scaling down of activities to curb the spread of the pandemic. This has resulted in delay in commencement of planned activities. This is due to the measures taken by governments on conduct of businesses resulting in minimal movement of people and goods, affecting delivery services at the Council headquarters and TPCSI, Thika.

B. Council's compliance with statutory requirements

During the year under review, the Council complied with all its statutory obligations including compliance to public procurement regulations, remittance of P.A.Y.E, NHIF, NSSF, NITA and HELB within the stipulated deadlines. KLDC Board commits to implement internal control mechanisms in line with the Ethics and Anti-Corruption Commission Act No. 22 of 2011 and Leadership and Integrity Act of 2012. The Council does not foresee any potential for contingent liabilities arising from non-compliance with statutory obligations.

C. Key projects and investment decisions the Council is planning/implementing

The Council plans to continue implementing its projects as per the Strategic Plan 2017-2022. This financial year, the Council is undertaking the following projects:

i) Kenya Leather Park

The Ministry of Industry, Trade and Enterprise Development and the Ministry of Agriculture, Livestock, Fisheries & Co-operatives through the Kenya Leather Development Council (KLDC) and Export Processing Zones Authority (EPZA), is developing Kenya's first Leather Park at Kinanie, Machakos County, to boost local production of leather and leather products.

The Park is situated on a 500-acre plot and will consist of various industries and services to promote the growth of the leather sector in the country. The ongoing works are at different levels of completion as shown below: -

- ✚ Fencing of the 500-acre Leather Industrial Park complete.
- ✚ Construction of Common Effluent Treatment Plant (10.5MLD, 2.5MLD and reticulation)-ongoing and 70% complete.
- ✚ Construction of industrial warehouses for tanneries and leather goods manufacture- ongoing and 60% complete.

The overall works is at 62% complete. Meanwhile, other government Enablers (Roads, Power, Water, ICT and Security) have been engaged to fast-track their contribution towards realization of the park.

ii) Kariokor Common Manufacturing Facility

The Kariokor Common Manufacturing facility houses over 200 stalls with over 6000 entrepreneurs/employees. It is a major producers of leather products (footwear and leather goods). To improve both the quantity and quality of the leather products, the Council in collaboration with the Nairobi County Government is upgrading the cluster through provision of both production technology and skills development.

The MOU between the Council and Nairobi City County Government have been signed. The Management Advisory Committee (MAC) for smooth implementation of the project has been put in place. The three stakeholders (i.e the Council, the County Government and the beneficiaries) have each appointed three (3) Members to the Committee. The facility has been handed over to the Council and installation of the machinery ongoing.

iii) Upgrading of Training and Production Centre for Shoe Industry (TPCSI)

TPCSI is a training institute designed to support the development of the leather sector through skills development and common manufacturing facility. To achieve the objectives, the Centre is well equipped with both human resource and machinery. The Council has procured modern leather manufacturing equipment and machinery to enhance capacity building and offer common manufacturing facilities to MSMEs. The outcome of this effort is to create employment and improve micro-economic stability for citizens. The upgrade is fully funded by the Government.

iv) Replication of Common Manufacturing Model in the Counties

KLDC is mapping other manufacturing clusters with the intention of replicating the Common Manufacturing model in the Counties. Some of the Counties identified for mapping include Nakuru, Malindi, Eldoret, Kisumu, Meru and Mombasa.

D. Major risks facing the Council and mitigation measures

- i) Financial risk** – insufficient funding is hampering delivery of the set targets. To mitigate this, the Council will implement Resource Mobilization Strategy through appeals to National Treasury and generate more income internally.
- ii) Legal/Compliance Risk** – The existing regulatory and policy framework lacks sufficient enforcement backing (KLDC is on a legal notice). To mitigate this, the Council has developed the Kenya Leather Development Policy and a draft KLDA bill which are currently at different stages of completion.
- iii) Information Security Risk** – The current manual system is prone to errors, inadvertent loss of data and cyber-attack that would adversely affect our brand identity and reputation. To mitigate this, The Council is implementing Enterprise Resources Plan (ERP) to automate and house the processes and secure data.
- iv) Reputational Risk** – the Council brand identity is critical and failure to protect this would result in deterioration of our reputation and potential loss of businesses. To mitigate this, the Council continues to reinforce its value, policies and processes with its stakeholders, business partners and employees. The Council shall take robust action where necessary, to protect its trademarks, brand and reputation. The Council shall also be committed to development of communication strategy and stakeholder engagement programmes.

E. Material arrears in statutory/financial obligations

During the period under review, the Council has no any material arrears in statutory deductions or any historical pending bill.

F. The Council's financial probity and serious governance issues

The Audit Committee of the Board and the Auditor General regularly review the Council's internal control systems to ensure accuracy of financial reports, efficiency and effectiveness of operations and compliance to rules and regulations. In the FY 2021-2022, the Council strictly adhered to the code of ethics especially being honest in all financial matters including those relating to collections and its funding. The oversight bodies have not reported any financial improbity or any governance issues.

10. ENVIRONMENTAL AND SUSTAINABILITY REPORTING

The Council exists to transform lives through the mandate of driving the transformation of the leather value chain in the Country from a raw material/semi-processed export driven sector to a finished leather product manufacturing industry. The strategic objectives guide the Council to deliver on its mandate. Below are outline of the Council's policies and activities that promote sustainability:

a) Sustainability strategy and profile

The Council is a state corporation established under the Kenya Leather Development Council Order, 2011 (Legal Notice No. 114 of 9th September, 2011) with its functions spelt out to drive the government's agenda on the development of leather industry. The Council espouses the principles relating to public finance, bill of rights, national values as well as principles of good governance, to the extent that they apply to Public Financial Management (PFM). KLDC plays a significant role in promoting and advancing accountability, development, service delivery and equity through its activities and policy recommendations. The Council was established to provide an objective and independent framework for regulation and facilitation of industry growth. The Council has managed to sustain its operations using the annual Exchequer allocations. Further, it supplements the GoK funding with its Internally generated income for services at TPCSI, Thika and donor support from time to time besides prioritizing expenditure on need basis and in line with its core mandate.

All over the world, overexploitation of natural resources required to achieve economic growth and development has had negative impacts on the environment while also causing these resources to become scarcer and costlier. Commitment to develop three quarters of Kenya's semi-arid land area to support beef ranching leads to increased livestock products. Value addition of these products impacts positively on economic and community social status. In Kenya, the meat processing plants are on the increase to support the meat value chain. The Council supports the development of hides, skins and leather value chain within the country.

b) Environmental Performance

Environmental performance at the Council is guided by the Environmental Management and Coordination Act, which informed the establishment of National Environmental Management Authority whose mandate is to support

Institutions on environmental matters. The Council as a State Corporation complies with this Act and supports NEMA in meeting its core mandate. This is seen in the way the Council disposes waste as well as discourage the use of plastic bottles in its offices and working leather facilities.

KLDC supports and advocates for an enabling environment that supports industrialization in Kenya. Competitive and sustainable local manufacturing calls for adequate, reliable and affordable factors of production. These are anchored on its sustainable policies to ensure that it meets the needs of the current generation without jeopardizing the lives of future generations. The council's interventions in support to the private sector by developing infrastructures specifically Common Effluent Treatment Plant at the Kenya Leather Industrial Park is aimed to improve environmental performance in terms of efficiency in resource utilization, recycling and reduction of pollution, waste & emissions.

c) Employee welfare

The Council has a Human Resource Policy and Procedures Manual guiding recruitment and selection, terms and conditions of employment and retention strategies. The manual provides for affirmative action e.g age, gender, regional balances, ethnicity and persons living with disabilities. The Council promotes gender and disability mainstreaming, and handles staff grievances in line with the requirement of the manual. The Council also adheres to Article 234 (1) (g,h,i), (2) (b), of the Constitution, Section 5 (3 a and b) of the Employment Act 2007 and Section 36 (c) PSC Act 2017 guiding the hiring process.

The Council has a Performance Management Policy in place which details the appraisal, rewards and sanctions system. The Council also carries out a Training Needs Assessment every year and recommends staff for competency development. The Council is in compliance with Occupational Safety and Health Act of 2007, OSHA. In addition, the Council has a Group Personal Accident for all employees.

d) Market place practices

Marketplaces' most important value proposition is to deliver the quality demanded to providers and high-quality supply to buyers in the most efficient and effective manner. The COVID pandemic changed the normal marketing

system and caused shoppers to flock online. It's been an unprecedented opportunity for e-commerce brands, but it has not been without its challenges. One of the biggest and hardest to overcome is the growing importance of a brands' handling of customers' data and privacy.

i. Responsible competition practice

Kenya Leather Development Council procurement function has an established system of competitive and responsible business practices anchored on the Kenyan Constitution 2010, the Public Procurement and Asset Disposal Act 2015 and the Public Procurement and Asset Disposal Regulations 2020. The Council maintains a corrupt free, apolitical and competitive procurement system. Towards this end, the Council:

- Advertises for procurement opportunities through the print media (MyGov) and further publishes the available procurement opportunities in the Governments' public procurement information portal; **tenders.go.ke**, its website; **www.kldc.go.ke** and noticeboards within the institution. Open tendering is the preferred method of major procurement opportunities in the Council.
- The Council enforces the requirement on preference and reservation schemes for the critical sectors of the society by offering at least 30% of procurement opportunities to the Youth, Women, Persons Living with Disabilities (PWDs) and marginalized suppliers through an open and competitive process.
- The Enforcement of Local Content (Buy Kenya Build Kenya) purchases ensures that at least 40% of all procurement opportunities is allocated to local suppliers. This promotes competition for local goods and services and thus the growth of the local industry.
- Prequalification and registration of suppliers is done through open advertisement where all potential suppliers are given an opportunity to participate. The Council ensures that the qualified suppliers are registered in the various categories of suppliers. The list gives exclusive preference to the Youth, Women, PWDs and the marginalized groups for specific procurements to ensure inclusivity and equity. The prequalification list is published on the Council's website for openness and public information.
- To ensure that the pricing for goods, works and services are within the market trends, the Council conducts market surveys and further seeks professional advice from experts depending on the procurement needs.

ii. Responsible Supply Chain and Supplier Relations

The Council maintains a responsible supply chain and supplier relations through various interventions. These include:

- The Council makes prompt payment to its suppliers once the goods, services and works have been certified. There are no pending invoices from previous contracts.
- The Council at all times offers contracts and LPO(s)/LSO(s) to its suppliers to signify contractual obligation between the two parties. The Council has at no time breached any of its contractual obligations with its suppliers.
- The Council ensures that there is a cordial relationship with its suppliers through an open customer service line during working hours and a procurement email where suppliers engage the Council on procurement issues.

iii. Responsible marketing and advertisement

Kenya Leather Development (KLDC) ensures responsible marketing as an approach that ensures the MSME's are not only meeting customers' needs but also having a positive impact on them and the community they're part of. In Medium, Small and Micro Enterprises' (MSMEs') leather products, the Council maps the them to get data on their particulars such as their contact details, the quality of their products and their production volume capabilities.

KLDC then connects consumers with the mapped and approved MSMEs by placing product photos and contact details in their website.

iv. Product stewardship

KLDC promotes environmental management strategy by engaging its MSMEs on product after sales strategy such as whoever designs, produces, sells, or uses a product takes responsibility for minimizing the product's environmental impact throughout all stages of the products' life cycle, including end of life management. The greatest responsibility lies with whoever has the most ability to affect the full life cycle environmental impacts of the product.

7. REPORT OF THE BOARD OF THE COUNCIL

The Board of the Council submits its annual report together with the unaudited financial statements for the year ended June 30, 2022, which shows the state of the Council's affairs.

i) Principal activities

The principal mandate of the Council is to drive the transformation of the leather value chain in the Country from a raw material/semi-processed export driven sector to a finished leather product manufacturing industry. KLDC is therefore a key driver of the "Big Four" Agenda under the Manufacturing Pillar. The roadmap to this success is embedded on strategic objectives which specifically address the key challenges facing it. The strategic objectives are aligned to the Council's mandate. While the management carries out the day-to-day activities of the Council, the Board of Council is responsible for the policy direction and evaluation of the activities through the various committees and Board approvals.

ii) Results

The results of the Council for the year ended June 30, 2022 are set out on page 1

iii) The Board of Directors

The Appointment of the Board is in accordance to Section 4 of The Kenya Leather Development Council Order, 2011. The members of the Board of Council who served during the year are shown from page vi to vii.

iv) Surplus Remission

The Council did not make any surplus during the FY 2021/22 and hence no remittance to the Consolidated Fund.

v) Auditors

The Auditor General is responsible for the statutory audit of the Council in accordance with the Section 16(2) of the Kenya Leather Development Council Order, 2011 and Article 229 of the Constitution of Kenya and the Public Audit Act 2015.

By Order of the Board of Directors


Dr. Issack M. Noor, PhD
Chief Executive Officer

8.STATEMENT OF THE DIRECTORS' RESPONSIBILITIES

Section 81 of the Public Finance Management Act, 2012 and Section 13, 14, 15, 16, 17 and 18 of The Kenya Leather Development Council Order, 2011, requires the Directors to prepare financial statements in respect of the Council, which gives a true and fair view of the Council at the end of the financial year and the operating results of the Council for the year ended 30th June, 2022.

The Directors' responsibilities include: -

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

The Directors accepts responsibility for the Council'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 Public Finance Management (PFM) Act, 2012 and the State Corporations Act. The Directors are of the opinion that the Council's financial statements give a true and fair view of the state of its transactions during the financial year ended June 30, 2022, and of the financial position as at that date. The Directors further confirm the completeness of the accounting records maintained, which have been relied upon in the preparation of the 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 Council 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 Council's financial statements were approved by the Board on _____ and signed on its behalf by:

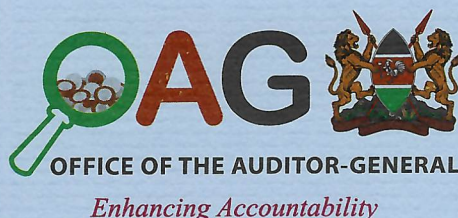


Dr. Issack M. Noor, PhD
Chief Executive Officer

Mr Francis Munywoki
Chairman of the Board

REPUBLIC OF KENYA

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Email: info@oagkenya.go.ke
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HEADQUARTERS
Anniversary Towers
Monrovia Street
P.O. Box 30084-00100
NAIROBI

REPORT OF THE AUDITOR-GENERAL ON KENYA LEATHER DEVELOPMENT COUNCIL FOR THE YEAR ENDED 30 JUNE, 2022

PREAMBLE

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

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

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

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

REPORT ON THE FINANCIAL STATEMENTS

Qualified Opinion

I have audited the accompanying financial statements of Kenya Leather Development Council set out on pages 1 to 31, which comprise of the statement of financial position as at 30 June, 2022, and the statement of financial performance, statement of changes in net assets, statement of cash flows and statement of comparison of budget and actual

Report of the Auditor-General on Kenya Leather Development Council for the year ended 30 June, 2022

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

In my opinion, except for the effect of the matters described in the Basis for Qualified Opinion section of my report, the financial statements present fairly, in all material respects, the financial position of the Kenya Leather Development Council as at 30 June, 2022, and of its financial performance and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (Accrual Basis), and comply with the Public Finance Management Act, 2012.

Basis for Qualified Opinion

1. Land Without Ownership Documents

The statement of financial position reflects property plant and equipment net book value balance of Kshs.1,875,662,877 and as disclosed in Note 19 to the financial statements. However, and as previously reported, the balance includes land valued at Kshs.44,000,000 where the Training and Production Centre for Shoe Industry (TPCSI) is located in Thika Town, which was acquired by the Council from Kenya Research and Development Institute (KIRDI). Review of the handing over report indicated that TPCSI campus was located on a 0.1096-hectare (0.271 acre) plot of land, as per the Trustee Deed made on 25 February, 1994 and certificate of title issued on 25 April, 1996. However, the ownership documents had not been transferred to the Council as at 30 June, 2022.

In the circumstances, the accuracy and completeness of the property, plant and equipment balance totaling of Kshs.1,875,662,877 and ownership by the Council of the land on which TPCSI is located could not be confirmed.

2. Unsupported Board Allowances

The statement of financial performance reflects Board expenses of Kshs.11,143,153 as disclosed in Note 10 to the financial statements. The amount includes sitting allowances of Kshs.4,067,500, daily subsistence allowances of Kshs.3,394,280 and other Board expenses of Kshs.1,304,030. Review of records revealed that payments amounting to Kshs.2,235,435 paid as sitting allowances, travel allowances and other Board expenses were not attributable to any Board Member and details of the beneficiaries were not provided.

In the circumstances, the value for money and propriety of the expenditure of Kshs.2,235,435 for year ended 30 June, 2022 could not be confirmed.

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). I am independent of the Kenya Leather Development Council Management in accordance with ISSAI 130 on Code of Ethics. I have fulfilled other ethical responsibilities in accordance with the ISSAI and in accordance with other ethical requirements applicable to performing audits of financial statements in Kenya. I believe

that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, are of most significance in the audit of the financial statements. There are were no key audit matters to report in the year under review.

REPORT ON LAWFULNESS AND EFFECTIVENESS IN USE OF PUBLIC RESOURCES

Conclusion

As required by Article 229(6) of the Constitution, based on the audit procedures performed, I confirm that, nothing has come to my attention to cause me to believe that public resources have not been applied lawfully and in an effective way.

Basis for Conclusion

The audit was conducted in accordance with ISSAI 4000. The standard requires that I comply with ethical requirements and plan and perform the audit to obtain assurance about whether the activities, financial transactions and information reflected in the financial statements are in compliance, in all material respects, with the authorities that govern them. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

REPORT ON EFFECTIVENESS OF INTERNAL CONTROLS, RISK MANAGEMENT AND GOVERNANCE

Conclusion

As required by Section 7(1)(a) of the Public Audit Act, 2015, based on the audit procedures performed, except for the matter described in the basis for conclusion on effectiveness of internal controls, risk management and governance section of my report, I confirm that, nothing else has come to my attention to cause me to believe that internal controls, risk management and overall governance were not effective.

Basis for Conclusion

Board Composition

Audit review of the Board composition revealed that the team lacked a member with qualifications in financial management or accounting who is a bona-fide member of a professional body regulating the accountancy profession contrary to provisions of Chapter 1 of the Mwongozo code of governance on governance parameter 1.1 (6) on governance practices which require that at least one Board member should be a financial expert, meaning that he or she has the necessary qualifications and expertise in financial management or accounting and is a bona-fide member of a professional body regulating the accountancy profession.

In the circumstances, the Board's oversight role on financial matters may not be effective.

The audit was conducted in accordance with ISSAI 2315 and ISSAI 2330. The standards require that I plan and perform the audit to obtain assurance about whether processes and systems of internal controls, risk management and overall governance were operating effectively, in all material respects. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

Responsibilities of Management and Board of Directors

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards (Accrual Basis) and for maintaining effective internal controls as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error and for its assessment of the effectiveness of internal controls, risk management and overall governance.

In preparing the financial statements, Management is responsible for assessing the Council's ability to continue to sustain its services, disclosing, as applicable, matters related to sustainability of services and using the applicable basis of accounting unless Management is aware of the intention to terminate the Council or to cease operations.

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

In addition to the responsibility for the preparation and presentation of the financial statements described above, the Management is also responsible for ensuring that the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities which govern them, and that public resources are applied in an effective way.

The Board of Directors is responsible for overseeing the Council's financial reporting process, reviewing the effectiveness of how Management monitors compliance with relevant legislative and regulatory requirements, ensuring that effective processes and systems are in place to address key roles and responsibilities in relation to governance and risk management, and ensuring the adequacy and effectiveness of the control environment.

Auditor-General's Responsibilities for the Audit

The audit objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion in accordance with the provisions of Section 48 of the Public Audit Act, 2015 and submit the audit report in compliance with Article 229(7) of the Constitution. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement and weakness when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could

reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

In addition to the audit of the financial statements, a compliance audit is planned and performed to express a conclusion about whether, in all material respects, the activities, financial transactions and information reflected in the financial statements are in compliance with the authorities that govern them and that public resources are applied in an effective way, in accordance with the provisions of Article 229(6) of the Constitution and submit the audit report in compliance with Article 229(7) of the Constitution.

Further, in planning and performing the audit of the financial statements and audit of compliance, I consider internal controls in order to give an assurance on the effectiveness of internal controls, risk management and governance processes and systems in accordance with the provisions of Section 7(1) (a) of the Public Audit Act, 2015 and submit the audit report in compliance with Article 229(7) of the Constitution. My consideration of the internal controls would not necessarily disclose all matters in the internal controls that might be material weaknesses under the ISSAIs. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements caused by error or fraud in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions.

Because of its inherent limitations, internal control may not prevent or detect misstatements and instances of non-compliance. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies and procedures may deteriorate.

As part of an audit conducted in accordance with ISSAIs, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.
- Conclude on the appropriateness of the Management's use of the applicable basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue to sustain its services. If I conclude that a material uncertainty exists, I am required to draw attention in the auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my audit

report. However, future events or conditions may cause the Council to cease to sustain its services.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information and business activities of the Council to express an opinion on the financial statements.
- Perform such other procedures as I consider necessary in the circumstances.

I communicate with the Management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that are identified during the audit.

I also provide Management with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.


CPA Nancy Gathungu, CBS
AUDITOR-GENERAL

Nairobi

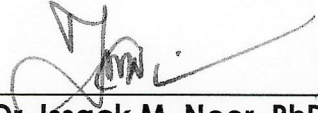
25 April, 2023

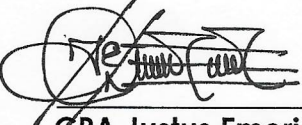
10. STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2022

Revenue	Notes	2021-2022 Kshs	2020-2021 Kshs
Revenue from non-exchange transactions			
G.o.K Grant -Recurrent	6(a)	151,500,000	151,530,000
G.o.K Grant -Development	6(b)	100,000,000	10,877,848
Total		251,500,000	162,407,848
Revenue from exchange transactions			
Sundry Income: Services fee at TPCSI	7	1,594,069	1,546,550
Total Revenue		253,094,069	163,954,398
Expenses			
Goods and Services	8	54,451,665	76,471,458
Employee Costs	9	107,794,728	89,714,881
Board Expenses	10	11,143,153	17,509,718
Depreciation and Amortization	11	14,351,726	17,264,973
Repairs and Maintenance	12	979,908	2,387,517
Finance Cost	13	52,367	38,378
Operating Expenses Relating to Core Mandate	14	4,050,940	3,018,220
Total Expenses		192,824,487	206,405,146
Surplus/(Deficit) before Tax		60,269,582	(42,450,748)
Taxation		-	-
Surplus/(Deficit) for the Period		60,269,582	(42,450,748)

The notes set out on pages 6 to 30 form an integral part of these financial statement.

The financial statements set out on page 1 to 5 were signed on behalf of the Board of Directors by:


Dr. Issack M. Noor, PhD
Chief Executive Officer

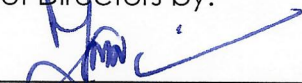

CPA Justus Emeri
Ag. Manager, Finance & Accounts
ICPAK No.22547



Mr Francis Munywoki
Chairman

11. STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022

ASSET	Notes	2021-2022 Kshs	2020-2021 Kshs
Current Assets			
Cash and Cash Equivalents	15	176,953,364	684,899,486
Receivables from exchange transactions	16	5,729,826	628,205
Receivables from non-exchange transactions	17	239,099,721	548,138,817
Inventories	18	9,028,490	6,818,387
Total Current Assets		430,811,401	1,240,484,895
Non-Current Assets			
Property, Plant and Equipment	19	1,875,662,877	958,876,995
Intangible Assets	20	8,619,681	312,637
Total Non- Current Assets		1,884,282,557	959,189,633
Total Assets		2,315,093,958	2,199,674,528
LIABILITIES			
Current Liabilities			
Trade and Other Payables from exchange transactions	21	464,000	1,392,000
Refundable Deposit from customers	22	152,016,000	95,938,152
Total		152,480,000	97,330,152
Non-Current Liabilities			
Long term Borrowings		-	-
Non-Current Employee Benefits Obligations		-	-
Total Liabilities		152,480,000	97,330,152
Net Assets		2,162,613,958	2,102,344,376
RESERVES			
Capital Reserve		1,879,490,664	1,879,490,664
Revenue Reserve		234,241,478	173,971,896
Revaluation Reserve		48,881,816	48,881,816
Total Reserves		2,162,613,958	2,102,344,376

The financial statements set out on page 1 to 5 were signed on behalf of the Board of Directors by:


Dr. Issack M. Noor, PhD
Chief Executive Officer


CPA Justus Emeri
Ag. Manager, Finance & Accounts
ICPAK No.22547


Mr Francis Munywoki
Chairman

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

	Revenue Reserve	Capital Reserve	Revaluation Reserve	Total
As at 30 June 2020	216,422,644	1,772,071,278	48,881,816	2,037,375,738
Surplus/(deficit) for the period	(42,450,748)	-	-	(42,450,748)
Transfers to Revaluation reserves	-	-	-	-
Transfer of depreciation on revaluation	-	-	-	-
Capital grants received during the year	-	107,419,386	-	107,419,386
As at 30 June 2021	173,971,896	1,879,490,664	48,881,816	2,102,344,376
Surplus/(deficit) for the period	60,269,582	-	-	60,269,582
Transfers to Revaluation reserves	-	-	-	-
Transfer of depreciation on revaluation	-	-	-	-
As at 30 June 2022	234,241,478	1,879,490,664	48,881,816	2,162,613,958

Note:

i) Revenue Reserve

This represents the net worth of the Council for the period ended 30th June, 2022 and forms the retained earnings.

ii) Capital Reserve

This represents the net worth of the Council for the period ended 30th June, 2022 and forms the Capital Reserve.

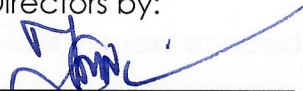
13. STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2022

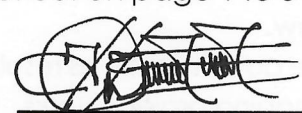
Cash Flows from operating Activities		2021-2022	2020-2021
Receipt		Kshs	Kshs
Government Grants	6(d)	196,882,500	106,147,500
Sundry Income: Services fee at TPCSI	7	1,594,069	1,546,550
Total Receipts		198,476,569	107,694,050
Board Expenses	10	11,143,153	17,509,718
Repairs and maintenance	12	979,908	2,387,517
Finance Cost	13	52,367	38,378
Operating Expenses Relating to Core Mandate	14	4,050,940	3,018,220
Employee costs	23	107,794,728	86,836,339
Goods and Services	24	77,217,746	70,494,047
Total Payments		201,238,842	180,284,220
Net Cash Flows from Operating Activities		(2,762,273)	(72,590,170)
Cash Flows from Investing Activities			
Purchase of Property, Plant, Equipment	25	(596,522,818)	(618,757,391)
Purchase of Intangible Assets	20	(8,661,031)	-
Net Cash Flows Used in Investing Activities		(605,183,849)	(618,757,391)
Cash flows from financing activities			
Capital Grants	6(b)	100,000,000	118,297,234
Net cash flows used in financing activities		100,000,000	118,297,234
Net Increase/(Decrease) in Cash and Cash Equivalents		(507,946,122)	(573,050,326)
Cash and Cash Equivalent at 1 July 2021		684,899,486	1,257,949,812
Cash and Cash Equivalent as at 30 June 2022		176,953,364	684,899,486

Note:

The Cash flow statement is prepared on the actual receipts and payments, hence excludes any accrued amount.

The financial statements set out on page 1 to 5 were signed on behalf of the Board of Directors by:


Dr. Issack M. Noor, PhD
Chief Executive Officer


CPA Justus Emeri
Ag. Manager, Finance & Accounts
ICPAK No. 22547


Mr. Francis Munywoki
Chairman

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

	Original budget	Adjustments	Final budget	Actual on comparable basis	Performance difference	Absorption Rate (%)	Notes to material variances
	2021-2022	2021-2022	2021-2022	2021-2022	2021-2022	2021-2022	
Revenue	Kshs	Kshs	Kshs	Kshs	Kshs		
Recurrent Capitation	151,530,000	37,152,567	188,682,567	188,652,567	(30,000)	100%	(a)
Development Capitation	100,000,000	597,242,890	697,242,890	697,242,890	-	100%	(b)
Other Income	1,720,000	-	1,720,000	1,594,069	(125,931)	93%	
Total income	253,250,000	634,395,457	887,645,457	887,489,526	(155,931)	100%	
Recurrent Expenditure							
Employee Costs	107,670,707	5,772,136	113,442,843	107,794,728	5,648,115	95%	
Board Expenses	10,204,000	1,900,000	12,104,000	11,143,153	960,847	92%	
Use of Goods & Services	30,075,293	29,255,431	59,330,724	54,451,665	4,879,059	92%	
Finance Cost	50,000	5,000	55,000	52,367	2,633	95%	
Operating Expenses Relating to Core Mandate	4,200,000	200,000	4,400,000	4,050,940	349,060	92%	
Repairs and Maintenance	1,050,000	20,000	1,070,000	979,908	90,092	92%	
Sub-Total	153,250,000	37,152,567	190,402,567	178,472,761	11,929,806	94%	
Development Expenditure							
Project Administrative Expenses	33,680,591	17,219,081	50,899,672	36,300,711	14,598,961	71%	(c)
Kariokor Cluster Project	6,621,218	-2,000,000	4,621,218	1,154,330	3,466,888	25%	(d)
Revitalization of TPCSI	10,789,809	-8,846,809	1,943,000	1,869,906	73,094	96%	
Development of Kenya Leather Park	48,908,382	590,870,618	639,779,000	636,847,775	2,931,225	100%	
Sub-Total	100,000,000	597,242,890	697,242,890	676,172,722	21,070,168	97%	
Total Expenditure	253,250,000	634,395,457	887,645,457	854,645,483	32,999,974	96%	
Surplus/(Deficit) for the period	-	-	-	32,844,043	-33,155,905		

Explanation of material variance

- Recurrent Capitation** – The adjustment is as a result of delay in release of exchequer grant for the 4th Quarter and hence carry-over of some activities to the financial year under review.
- Development Capitation** – The adjustment is as result balance brought forward from previous years for the ongoing project works.
- Project administrative expenses**- The Variance is because of ongoing implementation of ERP system.
- Kariokor Cluster Project**- The variance is favourable due to delay in operationalization of the facility as a result of ongoing installation of machineries by the Contractor.

15. NOTES TO THE FINANCIAL STATEMENTS

1. GENERAL INFORMATION

KLDC is established by and derives its authority and accountability from State Corporations Act (CAP 446, Legal Notice No.114 of 9th September 2011). The entity is wholly owned by the Government of Kenya and domiciled in Kenya. The entity's principal mandate is to drive the transformation of the leather value chain in the Country from a raw material/semi-processed export driven sector to a finished leather product manufacturing industry.

2. STATEMENT OF COMPLIANCE AND BASIS OF PREPARATION

The Council's financial statements have been prepared based on historical cost, unless stated otherwise. The preparation of financial statements in conformity with International Public-Sector Accounting Standards (IPSAS) allows the use of estimates and assumptions. The areas involving a higher degree of judgement or complexity or where assumptions and estimates are significant to the financial statements, are disclosed under note 5 of these financial statements. The financial statements are presented in Kenya shillings, which is the functional and reporting currency of the Council. The accounting policies have been consistently applied to all the years presented. The cash flow statement is prepared using the direct method. The financial statements are prepared on accrual basis in accordance with IPSAS and PFM Act.

3. ADOPTION OF NEW AND REVISED STANDARDS

The Council did not adopt any new or amended standard in the year 2021/22

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 Council and can be measured reliably.

The Council recognizes revenues from exchequer allocations when the monies are received and the asset recognition criteria are met. To the extent that there is a related condition attached that would give rise to a liability to repay the amount, deferred income is recognized instead of revenue. Other non-exchange revenues are recognized when it is probable that the future

NOTES TO THE FINANCIAL STATEMENTS (Continued)

economic benefits or service potential associated with the asset will flow to the Council and the fair value of the asset can be measured reliably.

The Council's policy is to recognize apportion of development fund to be used for project administration to the statement of financial performance and the balance of Development fund to statement of changes in net assets under capital reserve and subsequently to statement of financial position. Recurrent Revenue are fully recognized to the statement of financial performance.

ii) Revenue from Exchange Transactions

Rendering of Services

The Council recognises 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 labour hours incurred to date as a percentage of total estimated labour hours.

Where the contract outcome cannot be measured reliably, revenue is recognised only to the extent that the expense incurred are recoverable. The Council recognizes the revenue from rendering of services as an internally generated income in statement of financial performance.

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. Council shall recognise any interest earned on accrual basis in the statement of financial performance and cash flow statement.

b) Budget information

The original budget for FY 2021-2022 was recommended by National Treasury on 30th June, 2021 and approved by the Board of Directors on 28th July, 2021 and subsequently by the state Department of Livestock. Consequent 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 by the entity upon receiving the respective approvals in order to conclude the final budget.

The Council's budget is prepared on the accrual basis, that is, all planned costs and income are presented in a single statement to determine the needs of the Council. As a result of the adoption of the accrual basis for budgeting purposes, there are no basis, timing or differences that would require reconciliation between the actual comparable amounts and the amounts presented as a separate additional financial statement in the statement of comparison of budget and actual amounts.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

a) Taxes

Corporation tax

The Council is exempted from the payment of corporation tax as stipulated in section 219 (3) of the PFM Act regulation 2015. However, the Council complies with all other statutory obligations like the PAYE and withholding taxes.

Sales tax

Expenses and assets are recognized net of the amount of sales tax, except:

- i) When the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case, the sales tax is recognized as part of the cost of acquisition of the asset or as part of the expense item, as applicable
- ii) When receivables and payables are stated with the amount of sales tax included. The net amount of sales tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position. Council recognises expenses and assets at gross value.

b) Investment property

Investment properties are measured initially at cost, including transaction costs. The carrying amount includes the replacement cost of components of an existing investment property at the time that cost is incurred if the recognition criteria are met and excludes the costs of day-to-day maintenance of an investment property.

Investment property acquired through a non-exchange transaction is measured at its fair value at the date of acquisition. Subsequent to initial recognition, investment properties are measured using the cost model and are depreciated over a 30-year period.

Investment properties are derecognized either when they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit or service potential is expected from its disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognized in the surplus or deficit in the period of de-recognition. Transfers are made to or from investment property only when there is a change in use.

c) 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 Council recognizes such parts as individual

NOTES TO THE FINANCIAL STATEMENTS (Continued)

assets with specific useful lives and depreciates them accordingly. Likewise, when a major inspection 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.

The Council adopts a straight-line depreciation policy as follows;

Motor Vehicles	25%
Computers	30%
Furniture, Fittings and Equipment	12.5%
Plant and Machinery	33.3%
Building	2%

Free hold land and Capital work in progress are not depreciated. Depreciation of work in progress shall commence when the assets are ready for their intended use.

d) Leases

Finance leases

Finance leases are leases that transfer substantially all the risks and benefits incidental to ownership of the leased item to the Council. Assets held under a finance lease are capitalized at the commencement of the lease at the fair value of the leased property or, if lower, at the present value of the future minimum lease payments. The Council also recognizes the associated lease liability at the inception of the lease. The liability recognized is measured as the present value of the future minimum lease payments at initial recognition.

Subsequent to initial recognition, lease payments are apportioned between finance charges and reduction of the lease liability to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are recognized as finance costs in surplus or deficit.

An asset held under a finance lease is depreciated over the useful life of the asset. However, if there is no reasonable certainty that the Council will obtain ownership of the asset by the end of the lease term, the asset is depreciated over the shorter of the estimated useful life of the asset and the lease term.

Operating lease

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

The Council has a six (6) years leases with CPA Centre whereby we pay rent on quarterly basis. The rights of ownership have not been conveyed to the Kenya Leather Development Council.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

e) 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 finite and intangible assets are amortized at 25% per annum on straight-line basis. The intangible assets recognized in the Councils books relate to software's and brandings.

f) Research and Development costs

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

- i) The technical feasibility of completing the asset so that the asset will be available for use or sale
- ii) Its intention to complete and its ability to use or sell the asset
- iii) How the asset will generate future economic benefits or service potential
- iv) The availability of resources to complete the asset
- v) 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.

g) Financial instruments

a) 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 Council 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 taking into account any discount or premium on acquisition and fees or costs that are an integral part of

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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 Council 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 Council assesses at each reporting date whether there is objective evidence that a financial asset of the Council is impaired. A financial asset of the Council 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 Council of financial assets that can be reliably estimated. Evidence of impairment may include the following indicators:

- i) The debtors of the Council are experiencing significant financial difficulty
- ii) Default or delinquency in interest or principal payments
- iii) The probability that debtors will enter bankruptcy or other financial reorganization
- iv) Observable data indicates a measurable decrease in estimated future cash flows (e.g., changes in arrears or economic conditions that correlate with defaults)

b) 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 Council 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. The intangible assets are amortized at 25% of the initial cost.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

h) Inventories

Inventory is measured at cost upon initial recognition. To the extent that inventory was received through non-exchange transactions (for no cost or for a nominal cost), the cost of the inventory is its fair value at the date of acquisition.

Costs incurred in bringing each product to its present location and conditions are accounted for, as follows:

- i) Raw materials: purchase cost using the weighted average cost method
- ii) Finished goods and work in progress: cost of direct materials and labor and a proportion of manufacturing overheads based on the normal operating capacity, but excluding borrowing costs

After initial recognition, inventory is measured at the lower of cost and net realizable value. However, to the extent that a class of inventory is distributed or deployed at no charge or for a nominal charge, that class of inventory is measured at the lower of cost and current replacement cost. Net realizable value is the estimated selling price in the ordinary course of operations, less the estimated costs of completion and the estimated costs necessary to make the sale, exchange, or distribution.

Inventories are recognized as an expense when deployed for utilization or consumption in the ordinary course of operations of the Council.

i) Provisions

Provisions are recognized when the Council has a present obligation (legal or constructive) as a result 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 Council 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.

j) Contingent liabilities

The Council 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. In the year under review there were no any contingent liabilities.

k) Contingent assets

The Council 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 Council in the notes to the financial statements. 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

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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.

l) Nature and purpose of reserves

Reserves are created and maintained in terms of specific requirements. The Council's capital and revenue reserves are maintained for purpose of development projects, contingent liabilities and capital commitments that become payable. Revaluation Reserves are the changes in fixed assets since last revaluation in 2020.

m) Changes in accounting policies and estimates

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

n) Employee benefits

Retirement benefit plans

Defined benefit plans are post-employment benefit plans other than defined-contribution plans. The defined benefit funds are actuarially valued tri-annually on the projected unit credit method basis. Deficits identified are recovered through lump sum payments or increased future contributions on proportional basis to all participating employers. The contributions and lump sum payments reduce the post-employment benefit obligation.

The Council operates a defined contribution and defined benefit scheme for its employees. The defined contribution scheme is administered by a trustee and is funded from contribution from both the employee and employer at 7.5% and 15% of the basic salary respectively. The contributions to fund obligations for the payment of retirement benefits are charged against income in the year in which they become payable.

o) 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. Currently there are no foreign exchange transactions done.

p) Borrowing costs

Borrowing costs are capitalized against qualifying assets as part of property, plant and equipment. Such borrowing costs are capitalized over the period during which the asset is being acquired or constructed and borrowings have been incurred. Capitalization

NOTES TO THE FINANCIAL STATEMENTS (Continued)

ceases when construction of the asset is complete. Further borrowing costs are charged to the statement of financial performance.

q) Related parties

The Council 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 Entity, or vice versa. Members of key management are regarded as related parties and comprise the Board of directors, the CEO, divisional directors, senior managers and head of various departments within the Council.

r) Service concession arrangements

The Council analyses all aspects of service concession arrangements that it enters into in determining the appropriate accounting treatment and disclosure requirements. In particular, where a private party contributes an asset to the arrangement, the Council recognizes that asset when, and only when, it controls or regulates the services the operator must provide together with the asset, to whom it must provide them, and at what price.

In the case of assets other than 'whole-of-life' assets, it controls, through ownership, beneficial entitlement or otherwise – any significant residual interest in the asset at the end of the arrangement. Any assets so recognized are measured at their fair value. To the extent that an asset has been recognized, the Council also recognizes a corresponding liability, adjusted by a cash consideration paid or received.

s) 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 Central Bank of Kenya and at various commercial banks at the end of the financial year. It is the policy of the Council to disclose the financial institutions where such amounts are held.

t) Comparative figures

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

u) Subsequent events

There have been no events subsequent to the financial year end with a significant impact on the financial statements for the year ended June 30, 2022.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

5. SIGNIFICANT JUDGMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

The preparation of the Council'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.

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 Council based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. However, existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond Control of the Council. Such changes are reflected in the assumptions when they occur (IPSAS 1.140)

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:

- a) The condition of the asset based on the assessment of experts employed by the Council
- b) The nature of the asset, its susceptibility and adaptability to changes in technology and processes
- c) Availability of funding to replace the asset
- d) The nature of the processes in which the asset is deployed
- e) Changes in the market in relation to the asset

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. The only provision disclosed is on audit fees, which is specific.

Project administrative Expenses

The Council's policy is to recognize the whole GoK Grant relating to capital project under development vote to the statement of financial performance and the surplus realized to the statement of changes in net assets under revenue reserve. During the financial year under review an amount of

NOTES TO THE FINANCIAL STATEMENTS (Continued) Kshs. 100,000,000 relating to development income was fully recognized in line with this policy and subsequently to statement of financial position.

6. GOVERNMENT GRANTS AND CAPITATION

a) RECURRENT GRANTS

Qtr	Month	Description	2021-2022 Kshs	2020-2021 Kshs
1st	Sep-20	Quarterly Capitation	25,250,000	35,632,500
2nd	Dec-21	Quarterly Capitation	37,875,000	35,632,500
3rd	Feb-22	Quarterly Capitation	37,875,000	34,882,500
4th	Apr-22	Quarterly Capitation	37,875,000	-
	Jun-22	Quarterly Capitation	12,625,000	-
	Jul-21	Quarterly Capitation	-	45,382,500
Total			151,500,000	151,530,000

b) G.O.K GRANT-DEVELOPMENT

	2021-2022 Kshs	2020-2021 Kshs
Development		
State Department of Livestock	100,000,000	107,419,386
Development Fund- Project administration	-	10,877,848
Sub-Total	100,000,000	118,297,234

c) G.O.K GRANT – RECURRENT (CASHFLOW)

Qtr	Month	Description	2021-2022 Kshs	2020-2021 Kshs
1st	Sep-20	Quarterly Capitation	25,250,000	35,632,500
2nd	Dec-21	Quarterly Capitation	37,875,000	35,632,500
3rd	Feb-22	Quarterly Capitation	37,875,000	34,882,500
4th	Apr-22	Quarterly Capitation	37,875,000	-
	Jun-22	Quarterly Capitation	12,625,000	-
	Jul-21	Quarterly Capitation	-	45,382,500
Total			151,500,000	151,530,000

7. RENDERING OF SERVICES

Description	2021-2022 Kshs	2020-2021 Kshs
Services fee at TPCSI	1,594,069	1,546,550
Sub-Total	1,594,069	1,546,550

NOTES TO THE FINANCIAL STATEMENTS (Continued)

8. USE OF GOODS AND SERVICES

Description	2021-2022 Kshs	2020-2021 Kshs
Electricity	1,134,856	1,159,097
Water	37,365	54,388
Telephone Expenses	-	9,000
Courier and Post age	28,360	9,450
Daily Subsistence Allowance	7,923,702	8,121,991
Printing and Stationeries	1,873,154	8,352,208
Newspaper Subscription	233,460	252,300
Advertisement, Awareness & Publicity	205,045	1,276,615
Office Rent	21,044,451	20,433,673
Training Expenses	633,160	747,720
Medical Insurance	11,504,859	9,692,409
Hospitality, Supplies and Services	1,380,022	3,073,494
Consultancy Services	1,445,909	3,377,221
Motor Vehicle Insurance	457,048	476,746
General Office Supplies	74,669	5,983,522
Security Guard Services	2,236,944	1,715,484
Sanitary & Cleaning Services	1,731,325	1,890,864
Motor Vehicle Fuel and Oil	1,080,272	443,261
Subscription & Membership fees	132,460	113,760
Audit Fees	464,000	464,000
Purchase of Uniforms	-	50,000
Internet Connections	690,604	347,802
Corporate Social Responsibility	100,000	-
ICT systems expenses	-	2,142,867
Strategic Plan, Business Plan & ISO Certification	40,000	6,283,586
Total	54,451,665	76,471,458

NOTES TO THE FINANCIAL STATEMENTS (Continued)

9. EMPLOYEE COSTS

Description	2021-2022 Kshs	2020-2021 Kshs
Basic Salaries	59,006,410	53,669,599
House Allowance	19,660,320	17,609,384
Commuter Allowance	8,332,886	7,598,227
Leave Allowance	4,657,083	4,851,177
Other Remunerative Allowance	867,053	1,024,718
Pension & NSSF Employer Contribution	15,270,976	4,961,776
Total	107,794,728	89,714,881

10. BOARD EXPENSES

Description	2021-2022 Kshs	2020-2021 Kshs
Chairman's Honoraria	768,742	957,000
Sitting Allowances	4,067,500	6,284,000
Daily Subsistence, Travelling & Accommodation Allowance	3,394,280	6,811,620
Millage Allowance	555,705	1,507,807
Training expenses	382,800	960,000
Medical Insurance	670,096	644,385
Other board expenses	1,304,030	344,906
Total	11,143,153	17,509,718

11. DEPRECIATION AND AMORTIZATION

Description	2021-2022 Kshs	2020-2021 Kshs
Buildings	2,161,151	2,161,151
Furniture and Fittings	10,936,437	10,870,072
Computer and Printers	900,151	4,032,638
Intangible Asset	353,988	201,113
Total	14,351,726	17,264,973

NOTES TO THE FINANCIAL STATEMENTS (Continued)

12. REPAIRS AND MAINTENANCE

Description	2021-2022 Kshs	2020-2021 Kshs
Motor Vehicle Maintenance	602,289	1,194,712
Maintenance of office furniture & equipment	208,400	81,597
Maintenance of Comps, Software and Internet	169,219	390,126
Maintenance of plant and Machinery	-	26,700
Refurbishment of Buildings	-	694,382
Total	979,908	2,387,517

13. Finance Costs

Description	2021-2022 Kshs	2020-2021 Kshs
Bank Charges	52,367	38,378
Total	52,367	38,378

14. OPERATING EXPENSES RELATING TO CORE MANDATE

Description	2021-2022 Kshs	2020-2021 Kshs
Hides & Skin Quality Improvement Programme	1,366,540	675,400
Capacity Building for Sector Stakeholders	1,353,760	2,342,820
Promotion & Marketing	1,330,640	-
Total	4,050,940	3,018,220

NOTES TO THE FINANCIAL STATEMENTS (Continued)

15. CASH AND CASH EQUIVALENTS

Description	2021-2022 Kshs	2020-2021 Kshs
Current Account	176,905,017	684,897,014
Cash in Hand	48,347	2,472
Total	176,953,364	684,899,486
a) Current account		
Financial institution		
KCB Recurrent Account	3,794,474	1,671,907
KCB Development Account	20,795,079	587,242,890
KCB Deposit Account	152,315,464	95,982,217
Total	176,905,017	684,897,014

16. RECEIVABLES FROM EXCHANGE TRANSACTIONS

Description	2021-2022 Kshs	2020-2021 Kshs
Prepayments		
Fuel	416,546	536,818
Motor Vehicle Insurance	141,373	91,387
Office Rent	5,171,907	-
Total	5,729,826	628,205

17. RECEIVABLES FROM NON-EXCHANGE TRANSACTIONS

Description	2021-2022 Kshs	2020-2021 Kshs
Kenya Leather Park Advance Payments	239,099,721	502,756,317
GoK Recurrent Grant	-	45,382,500
Total	239,099,721	548,138,817

18. INVENTORIES

Description	2021-2022 Kshs	2020-2021 Kshs
General office stationeries	2,229,759	1,874,352
ICT Consumables	4,834,335	3,553,430
Detergents, Disinfectant & Soaps	506,208	275,555
Technical Materials	788,635	809,200
Production Materials	669,553	305,850
Total	9,028,490	6,818,387

NOTES TO THE FINANCIAL STATEMENTS (Continued)

19. PROPERTY, PLANT AND EQUIPMENT

	Land	Building	Motor vehicles	Furniture, fittings & Equipments	Computers, Copiers & Printers	Plant & Machinery	Capital Work In Progress	Total
Cost			KShs	KShs	KShs	KShs	KShs	KShs
At end of year - June 2019	44,000,000	-	31,166,392	10,435,289	12,215,571	101,048,816	267,350,976	466,217,044
Additions	-	-	-	49,054,916	8,848,800	-	25,718,920	83,622,636
Transfers/adjustments	-	108,057,543	-	26,321,549	-	-	(108,057,543)	26,321,549
Revaluation Gain	-	-	-	-	-	-	-	-
As at 30 June 2020	44,000,000	108,057,543	31,166,392	85,811,754	21,064,371	101,048,816	185,012,353	576,161,229
Additions	-	-	-	1,148,824	431,460	-	565,592,877	567,173,161
Transfers/adjustments	-	-	-	-	-	-	-	-
Revaluation Gain	-	-	-	-	-	-	-	-
As at 30 June 2021	44,000,000	108,057,543	31,166,392	86,960,578	21,495,831	101,048,816	750,605,230	1,143,334,390
Additions	-	-	-	530,914	3,000,502	-	927,252,204	930,783,620
Transfers/adjustments	-	-	-	-	-	-	-	-
Revaluation Gain	-	-	-	-	-	-	-	-
As at 30 June 2022	44,000,000	108,057,543	31,166,392	87,491,492	24,496,333	101,048,816	1,677,857,433	2,074,118,009
Depreciation and impairment								
Depreciation as at 30.06.2020	-	2,161,151	31,166,392	15,553,982	17,463,193	101,048,816	-	167,393,534
Depreciation/Amortization for the year	-	2,161,151	-	10,870,072	4,032,638	-	-	17,063,861
Depreciation as at 30.06.2021	-	4,322,302	31,166,392	26,424,054	21,495,831	101,048,816	-	184,457,395
Depreciation/Amortization for the year	-	2,161,151	-	10,936,437	900,151	-	-	13,997,738
Depreciation as at 30.06.2022	-	6,483,453	31,166,392	37,360,490	22,395,982	101,048,816	-	198,455,133
NET BOOK VALUES								
As at 30 June 2021	44,000,000	103,735,241	-	60,536,524	-	-	750,605,230	958,876,995
As at 30 June 2022	44,000,000	101,574,090	-	50,131,002	2,100,351	-	1,677,857,433	1,875,662,877

Note:

- The Council carried out valuation of its motor vehicles in the year 2018/2019. In the current year, this class is also fully depreciated and valuation can be done once in every three years in line with IPSAS 17 and hence the NBV for FY 2018/2019 forms the depreciation value for the year under review.
- The Plant and Machinery is also fully depreciated and valuation shall be in the next financial year.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

20. INTANGIBLE ASSETS

COST/VALUATION	Software	Branding	WIP	Total
As at 30 June 2020	562,600	241,850		804,450
Additions	-	-		-
As at 30 June 2021	562,600	241,850		804,450
Additions	728,000	-	7,933,031	8,661,031
As at 30 June 2022	1,290,600	241,850	7,933,031	9,465,481
Amortization & IMPAIRMENT				
Depreciation as at 30.06.2020	140,650	150,050		290,700
Amortization for the year	140,650	60,463		201,113
Depreciation as at 30.06.2021	281,300	210,512		491,813
Amortization for the year	322,650	31,338	-	353,988
Depreciation as at 30.06.2022	603,950	241,850	-	845,800
NET BOOK VALUES				
As at 30 June 2021	281,300	31,338	-	312,637
As at 30 June 2022	686,650	-	7,933,031	8,619,681

21. TRADE AND OTHER PAYABLES FROM EXCHANGE TRANSACTIONS

Description	2021-2022 Kshs	2020-2021 Kshs
Audit Fees	-	928,000
Provision of Audit Fees	464,000	464,000
Total	464,000	1,392,000

22. REFUNDABLE DEPOSIT FROM CONTRACTORS

Description	2021-2022 Kshs	2020-2021 Kshs
Kenya Leather Park	152,016,000	83,465,787
Plant and Machinery	-	8,382,231
Pension	-	4,090,134
Total	152,016,000	95,938,152

NOTES TO THE FINANCIAL STATEMENTS (Continued)

23. EMPLOYEE COSTS (Cashflow)

Description	2021-2022 Kshs	2020-2021 Kshs
Basic Salaries	59,006,410	52,710,085
House Allowance	19,660,320	17,609,384
Commuter Allowance	8,332,886	7,598,227
Leave Allowance	4,657,083	4,851,177
Other Remunerative Allowance	867,053	1,024,718
Pension & NSSF Employer Contribution	15,270,976	3,042,748
Total	107,794,728	86,836,339

24. USE OF GOODS AND SERVICES (Cashflow)

Description	2021-2022 Kshs	2020-2021 Kshs
Electricity	1,134,856	1,159,097
Water	37,365	54,388
Telephone Expenses	-	9,000
Courier and Postage	28,360	9,450
Daily Subsistence Allowance	7,923,702	8,121,991
Printing and Stationeries	3,718,304	7,752,500
Newspaper Subscription	233,460	252,300
Advertisement, Awareness & Publicity	205,045	1,276,615
Office Rent	26,216,358	15,350,938
Training Expenses	633,160	747,720
Medical Insurance	11,504,859	9,692,409
Hospitality, Supplies and Services	1,380,022	3,073,494
Contracted Professional Services	-	-
Purchase of coffins	-	-
Consultancy Services	1,445,909	3,377,221
Motor Vehicle Insurance	507,034	265,017
General Office Supplies	2,957,717	6,258,344
Security Guard Services	2,236,944	1,715,484
Sanitary & Cleaning Services	1,731,325	1,890,864
Motor Vehicle Fuel and Oil	960,000	549,200
Subscription & Membership fees	132,460	113,760
Audit Fees	928,000	-
Purchase of Uniforms	-	50,000
Internet Connections	690,604	347,802
Corporate Social Responsibility	100,000	-
ICT systems expenses	-	2,142,867
Strategic Plan, Business Plan & ISO Certification	40,000	6,283,586
Release of Pension	4,090,134	-
Release of Retention	8,382,128	-
Total	77,217,746	70,494,047

25. Purchase of Property Plant and Equipment: Additions

Description	2021-2022 Kshs	2020-2021 Kshs
Property Plant and equipment: Additions	(665,127,023)	(685,071,002)
Less: Retention for the period	(68,604,205)	(66,313,611)
Total	(596,522,818)	(618,757,391)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

Note: The difference in figure of use of goods and services under statement of financial performance and cashflow statement is as a result of inclusion of prepayment of Kshs 5,101,621, accrual of provision for Audit fees of Kshs. 464,000, release of pension and retention of Kshs.12,472,262 and inventories of Kshs. 2,728,198 under printing & stationeries and General office supplies.

26. Financial Risk Management

The Council's activities expose it to a variety of financial risks including credit and liquidity risks. The Council's overall risk management programme focuses on unpredictability of changes in the business environment and seeks to minimise the potential adverse effect of such risks on its performance by setting acceptable levels.

of risk. The Council does not hedge any risks and has in place policies to ensure that these risks are minimised. The Council's financial risk management objectives and policies are detailed below:

i) Liquidity risk management

Ultimate responsibility for liquidity risk management rests with the Board to the Council who have built an appropriate liquidity risk management framework for the management of the Council's short, medium and long-term funding and liquidity management requirements. The Council manages liquidity risk through continuous monitoring of forecasts and actual cash flows. Insufficient budgetary allocations are a major risk as liabilities will not be settled as scheduled.

	Less than 1 month Kshs'000'	Between 1-5 months Kshs'000'	Over 5 months Kshs'000'	Total Kshs'000'
At 30 June 2022				
Trade payables	-	-	-	-
Current portion of borrowings	-	-	-	-
Provisions	-	464	-	464
Deferred income	-	-	-	-
Employee benefit obligation	-	-	-	-
Total	-	464	-	464
At 30 June 2021				
Trade payables	-	464	928	1,392
Current portion of borrowings	-	-	-	-
Provisions	-	-	-	-
Deferred income	-	-	-	-
Employee benefit obligation	-	-	-	-
Total	-	464	928	1,392

ii) Market risk

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

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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 Council's income or its purchasing power. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return. Overall responsibility for managing market risk rests with the Audit and Risk Management Committee.

The Council's Internal Audit 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 Council's exposure to market risks or the manner in which it manages and measures the risk.

iii) Foreign currency risk

The Council does not engage in foreign currency transactions and therefore no transactional currency exposures. Such exposure arises through purchases of goods and services that are done in currencies other than the local currency.

iv) Interest rate risk

Interest rate risk is the risk that the Council's financial condition may be adversely affected as a result of changes in interest rate levels. Its interest rate risk arises from bank deposits. This exposes the Council to cash flow interest rate risk. The interest rate risk exposure arises mainly from interest rate movements on the Council's deposits.

Management of interest rate risk: - To manage the interest rate risk, management has endeavoured to bank with institutions that offer favourable interest rates.

Fair value of financial assets and liabilities

a) Financial instruments measured at fair value

Determination of fair value and fair values hierarchy. IFRS 7 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 entity's market assumptions. These two types of inputs have created the following fair value hierarchy:

- o Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities. This level includes listed equity securities and debt instruments on exchanges.
- o Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).
- o Level 3 – inputs for the asset or liability that are not based on observable market data (unobservable inputs). This level includes equity investments and debt instruments with significant unobservable components. This hierarchy requires the use of observable market data when available. The entity considers relevant and observable market prices in its valuations where possible.

The following table shows an analysis of financial and non- financial instruments recorded at fair value by level of the fair value hierarchy:

NOTES TO THE FINANCIAL STATEMENTS (Continued)

	Level 1	Level 2	Level 3	Total
At 30 June 2022				
Financial Assets	-	-	-	-
Quoted equity investments	-	-	-	-
Non- financial Assets	-	-	-	-
Investment property	-	-	-	-
Land & Building	-	145,574,090	-	145,574,090
Total	-	145,574,090	-	145,574,090
At 30 June 2021				
Financial Assets	-	-	-	-
Quoted equity investments	-	-	-	-
Non- financial Assets	-	-	-	-
Investment property	-	-	-	-
Land & Building	-	147,735,241	-	147,735,241
Total	-	147,735,241	-	147,735,241

There were no transfers between levels 1, 2 and 3 during the year.

v) Capital Risk Management

The objective of the entity's capital risk management is to safeguard the Council's ability to continue as a going concern. The entity capital structure comprises of the following funds:

	2021-2022	2020-2021
Revaluation reserve	48,881,816	48,881,816
Revenue Reserve	133,200,379	173,971,896
Capital reserve	1,951,137,580	1,879,490,664
Total funds	2,133,219,775	2,102,344,376
Total borrowings	0	0
Less: cash and bank balances	176,953,364	684,899,486
Net debt/(excess cash and cash equivalents)	(176,953,364)	(684,899,486)
Gearing	0%	0%

27. Related Party Transactions

a) Nature of related party relationships

Entities and other parties related to the Council 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. The Council is related to:

- i) The National Government;
- ii) The Parent Ministry: Ministry of Industry, Trade and Cooperatives
- iii) Board Members
- iv) Export Processing Zones Authority (EPZA)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

- v) Nairobi City County Government (NCCG)
- vi) Key Management

b) Related party transfers

There were no transfers made to/and from the top management staff.

c) Due from related parties

There were no dues from the top management or from the council members during the year under review.

d) Due to related parties

There were no dues to and from ministries or other departments during the period under review.

28. Segment information

The Council operates with County Governments and specifically in the proximity of Nairobi and does have branch in Thika. Hence IPSAS 18 on segment reporting is not applicable

29. Contingent assets and contingent liabilities

At the close of business on 30th June, 2022, the Council did not have any contingent asset or liability.

30. Capital Commitments

At the close of business on 30th June 2022, the Council did not have any capital commitments

31. Events after the reporting period

There was no material adjusting events after the reporting period.

32. Ultimate and Holding Council

The Council is a State Corporation/ or a Semi- Autonomous Government Agency under the Ministry of Industry, Trade & Cooperatives. Its ultimate parent is the Government of Kenya.


33. The Reporting Currency

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

APPENDIX I: PROGRESS ON FOLLOW UP OF AUDITOR RECOMMENDATIONS

The following is the summary of issues raised by the external auditor, and management comments that were provided to the auditor. We have nominated focal persons to resolve the various issues as shown below with the associated time frame within which we expect the issues to be resolved.

Ref No.	Issue / Observations from Auditor	Management comments	Focal Point person	Status	Time frame
1.	FY 2019/2020 Property, Plant and Equipment Land title deed at TPCSI not yet transferred to Council though several correspondences made	TPCSI land had a title deed in the name of the original trustees. The process of transferring to the Government is on-going as evidenced by our numerous communications with Kenya Association of Manufacturers (KAM) as attached.	CEO	Not Resolved	FY 2022/23
2.	Construction of Modern Common Effluent Treatment Plant at Kenya Leather Park - Kenanie, Machakos Country Lack of final agreement after the redesigning of the project. It is not possible to ascertain whether the contract price still remains the same as before to avoid future litigations between the EPZA, KLDC and the Contractor	The Contract works for 10MLD and 2.5MLD effluent treatment plants have not changed after relocated to a higher ground. The only component which will slightly reduce is the effluent relocation lines. The contractor has submitted request for change proposal and the same is being reviewed by the State Department of Public Works and the Joint Employer.	CEO	Not Resolved	FY 2022/23


Dr. Issack M. Noor, PhD
Chief Executive Officer

APPENDIX II: PROJECTS IMPLEMENTED BY THE COUNCIL

The projects which the Council undertook during the year under review were fully funded by the Government of Kenya, through the Ministry of Agriculture, Livestock, Fisheries & Co-operatives; State Department of Livestock.

I. PROJECT DETAILS

S/No.	Project title	Project Number	Donor	Period/duration	Donor commitment	Separate donor reporting required (yes/no)	Consolidated in these financial statements (yes/no)
					Kshs 'Million'		
1	Development of Kenya Leather Industrial Park	1	GoK	2017-Date	4,809	No	yes

II. STATUS OF PROJECTS COMPLETIONS

S/No.	Project title	Total project Cost	Total expended to date	Completion % to date	Budget	Actual	Sources of Fund
		Kshs 'Million'	Kshs 'Million'	Kshs 'Million'	Kshs 'Million'	Kshs 'Million'	
1	Development of Kenya Leather Industrial Park	4,809	2,966	62%	100	100	GoK
	Total	4,809	2,966	-	100	100	

APPENDIX III: INTER-ENTITY TRANSFERS

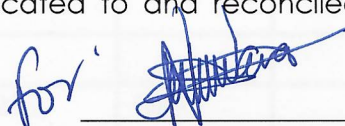
The transfers which the Council received during the year under review were all from the National Treasury, through the Ministry of Agriculture, Livestock, Fisheries & Co-operatives; State Department of Livestock.

Details	Bank Statement Date	Financial Year	
		FY 2021/2022	FY 2020/2021
		Kshs.	Kshs.
Recurrent Grants	Sep-21	25,250,000	35,632,500
	Dec-20	37,875,000	35,632,500
	Feb-22	37,875,000	34,882,500
	Apr-22	37,875,000	-
	Jun-22	12,625,000	-
	Jul-21	-	45,382,500
Total		151,500,000	151,530,000
Development Grants	Sep-21	50,000,000	118,297,234
	May-22	50,000,000	-
Total		100,000,000	118,297,234
Grand Total		251,500,000	269,827,234

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



CPA Justus Emeri
Ag. Manager, Finance & Accounts
Kenya Leather Development Council
ICPAK No. 22547



CPA Joseph Nyamora
Deputy Accountant General
State Department of Livestock
ICPAK No. 7770