



STRATEGIC PLAN

2023/24 - 2027/28



Trade Made Simple

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2023/24 - 2027/28

Kenya Trade Network Agency (KENTRADE) is a State Agency under the National Treasury & Economic Planning that is mandated to facilitate cross border trade and establish, manage and implement the National Electronic Single Window System.



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MISSION, VISION, CORE VALUES & TAGLINE

Vision

A Global Leader in Trade Facilitation

Mission Statement

To facilitate trade by simplifying, harmonizing and automating business processes through effective and efficient management of the National Electronic Single Window System and provision of related services for Kenya's global competitiveness.

Core Values

Customer-Centric, Integrity, Excellence, Innovation and One KenTrade

Tagline

Trade Made Simple

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• FOREWORD

BY THE CHAIRMAN OF BOARD OF DIRECTORS

The Board of Directors, Management and Staff of Kenya Trade Network Agency (KenTrade) are pleased to present the Fourth Strategic Plan for the period 2023/24 – 2027/28. This Strategic Plan comes at a time when the Government of Kenya is implementing 'The PLAN-The Bottom-Up Economic Transformation Agenda 2022-2027'. This Agenda is aimed at bringing down the cost of living, eradicating hunger, creating jobs, expanding the tax base, improving foreign exchange balance and inclusive growth.

These measures are aimed at social and economic transformation of our country in line with Vision 2030. The Agency through this Strategic Plan intends to play a role in the delivery of these commitments through its core mandate of trade facilitation and management of the National Electronic Single Window System and other value add services.

The Agency has just successfully implemented its Third Strategic Plan (2020/21-2022/2023), which laid emphasis on upgrading the National Electronic Single Window System to increase its efficiency for provision of related services for Kenya's global competitiveness and delivering Kenya's Vision 2030 and its attendant Medium-Term Plans.

The Agency was able to finalize the implementation of the National Electronic Single Window System and introduce value added products and services. The involvement of our stakeholders in the Third Strategic Plan resulted to full roll-out of the System which was upgraded to Trade Facilitation Platform (TFP) that was commissioned in August, 2021. The Agency also introduced a number of Value-Add services as well as onboarding of various Partner Government Agencies (PGAs).

The Fourth Strategic Plan is built on the foundation laid in the previous plan, we will continue to take into account the national priorities such as revamping the 'Blue Economy' sector and the Ease of Doing Business as well as promotion of Micro, Small and Medium Enterprise (MSME) and Digital Superhighway and Creative Economies as per the Government commitments.



We have also affirmed our Vision “A Global Leader in Trade Facilitation” and our Mission is ‘to facilitate trade by simplifying, harmonizing and automating business processes through effective and efficient management of the National Electronic Single Window System and provision of related services for Kenya’s global competitiveness’.

We have also affirmed our Vision “A Global Leader in Trade Facilitation” and our Mission is ‘to facilitate trade by simplifying, harmonizing and automating business processes through effective and efficient management of the National Electronic Single Window System and provision of related services for Kenya’s global competitiveness’. In line with this Mission, the Agency has done considerable self-reflection and carried out an analysis of the external environment to identify the current and future challenges. Informed by these challenges and with focused determination to remain true to our Mission, this plan identifies specific themes and priorities that will deliver the results.

These themes include: *Improving trade environment and ease of doing business, Solutions development and management, Financial sustainability, Visibility and organizational strengthening and customer service.* The Agency identified a set of values needed to successfully implement the strategy, and this will require all internal and external stakeholders’ support. The consultative process, through which this Plan has been developed, gives me the confidence that it is jointly owned by all stakeholders and will therefore get the necessary support in its implementation. The Board is confident that the Agency will deliver on this Plan and thus make a positive contribution to the economy of this country. The Board of Directors commits to offer the necessary support required for the successful implementation of this Strategic Plan.

Basil Criticos

CHAIRPERSON - BOARD OF DIRECTORS

• PREFACE AND ACKNOWLEDGEMENT



The implementation of the Third KenTrade Strategic Plan (2020/21 – 2022/23) saw the Agency make tremendous progress in the implementation of its policies, programmes and projects that were outlined in the Plan. Several achievements were registered including roll out of the Trade Facilitation Platform (TFP) to improve efficiency of the National Electronic Single Window System, finalization of the modules in the System, integration of various Partner Government Agencies into the System, introduction of Marine Cargo Insurance (MCI) and Maritime Single Window System (MSWS), enactment of the National Electronic Single Window System Act, 2022, ISO 9001:2015 Re- Certification, ISO/IEC 27001 Certification, staff capacity building, formulation and implementation of Agency policies and collaboration with various organizations among others. We have also been able to achieve full integration with the Kenya Revenue Authority (KRA) Integrated Customs Management System (iCMS) which has enabled the country to achieve full automation of the cargo release process. We have also achieved full integration with the new Kenya Bureau of Standards (KEBS) System. To enhance the National Electronic Single Window System (NESWS) performance, we have deployed an Application Performance Monitoring (APM) tool that will predict and prevent performance issues before they impact our System users.

The Fourth Strategic Plan builds on the earlier plans and it outlines the policies, programmes and projects that the Agency will be implementing during the period 2023/24 – 2027/28. The Plan is largely informed by the Kenya's Vision 2030, the Kenya Kwanza Manifesto, Trade Policies, Performance Contract guidelines and our past experience. Building on the gains made in the trade facilitation industry, the lessons learnt and experiences gained over the time, there is renewed confidence among stakeholders and citizens on the need to enhance

trade facilitation initiatives. The onboarding of Partner Government Agencies (PGAs) on the National Electronic Single Window System (NESWS) and the active involvement of the Private Sector has also ensured that the Agency is able to attain its mandate.

This Strategic Plan adopted a bottom-up approach in collecting views from stakeholders to come up with an all-inclusive document. The draft was taken through a rigorous review by KenTrade's Board, Management and all Staff before being subjected to stakeholders for validation.

This Plan will provide the basis for our annual planning and serve as the benchmark against which we shall constantly evaluate the extent to which our activities remain consistent with our vision and mission.

The Agency will continue to work with all stakeholders to ensure that the requisite and relevant measures are in place for the benefit of the trade logistics sector. This Strategic Plan presents an analysis of the internal and external environment using Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social, Technological, Environmental, Legal and Ethical (PESTELE) analysis. It identifies key stakeholders and their expectations, outlines the strategic objectives and how to achieve them. It gives priority to activities to be implemented under the strategies, and provides an implementation road map, a monitoring and evaluation framework, and a projection of resource requirements for implementation. Successful implementation of this Strategic Plan will be realized through total commitment of all the stakeholders, who are expected to embrace the core values. The Plan has also highlighted the various risk management and mitigation measures the Agency has put in place to ensure Business Continuity. Disaster Recovery Plan has also been put in place to caution the Agency in the unlikely event of technological accidents.

We sincerely thank all those who participated in the preparation of this Plan. In particular, our Parent Ministry The National Treasury and Economic Planning for the endless support in ensuring that we had the guidelines on time and a technical staff, Mr Taubman Olang to guide us, our Board for providing the direction while drafting the plan, Management who ensured that the strategic planning process was a success by formulation of strategic themes, objectives and strategies and staff who will be core in implementing the activities and all our stakeholders who will be critical to ensure successful implementation.


Ag. CHIEF EXECUTIVE OFFICER

• DEFINITION OF TERMS

Africa Agenda 2063 - A strategic framework for the socio-economic transformation of the continent over the next 50 years from 2013 to 2063. Aims to boost intra African trade in goods and services.

Agency - This refers to Kenya Trade Network Agency (KenTrade)

Disaster Risk Management - The substantial reduction of disaster risk and losses of data in the unlikely event of technological accident affecting the Agency's database.

Emerging Issues - This refers to recent occurrences /events /phenomena which might impact the trade sector negatively or positively. They include environmental, policy, legal, technological, economic, political, social and cultural factors.

Feasibility Study - A study undertaken to explore the technical, legal, economic, financial, social and environmental viability of undertaking a project.

Key Output - The overall product resulting directly from the implementation of activities.

MC12 Conference - 12th WTO Ministerial Conference held in Geneva, Switzerland.

Scope creep - The changes, continuous or uncontrolled growth in a project's scope, at any point after the project begins.

System - refers to the National Electronic Window System.

• LIST OF ABBREVIATIONS AND ACRONYMS

AAEC	African Alliance for E-Commerce
AFA	Agriculture and Food Authority
BeTA	Bottom Up Economic Transformation Agenda
BOD	Board of Directors
BPR	Business Process Re-engineering
CEO	Chief Executive Officer
CET	Common External Tariff
C&F	Clearing and Forwarding
CMS	Customs Management System
CRM	Customer Relationship Management
CS & CC	Customer Service and Contact Centre
CSR	Corporate Social Responsibility
DCS	Director Corporate Services
DITIIS	Director, IT Innovations & Information Security
DTF	Director Trade Facilitation
DSCBD	Director, Strategy Compliance & Business Development
EAC	East African Community
ERM	Enterprise Resource Management
GDP	Gross Domestic Product
GFC	Global Financial Crisis
GoK	Government of Kenya
HR	Human Resource
HODs	Heads of Division/Department/Directorates
ICT	Information and Communications Technology
IMS	Information Management System
ISO	International Organization for Standardization
IT	Information Technology
KEBS	Kenya Bureau of Standards
KENTRADE	Kenya Trade Network Agency
KEPHIS	Kenya Plant Health Inspectorate Service
KMA	Kenya Marine Authority
KNESWS	Kenya National Electronic Single Window System
KPA	Kenya Ports Authority
KPIs	Key Performance Indicators
KRA	Kenya Revenue Authority

LIST OF ABBREVIATIONS AND ACRONYMS

MCS&CC	Manager Customer Service and Contact Centre
MC12	12th WTO ministerial conference
M & E	Monitoring and Evaluation
M E & R	Monitoring, Evaluation and Reporting
MF	Manager Finance
MIA	Manager Internal Audit
MISD	Manager Innovations and Solutions Development
MITI	Manager Information Technology and Infrastructure
MP	Manager Projects
MPNCCC	Mombasa Port and Northern Corridor Community Charter
MSCM	Manager Supply Chain Management
MSCS	Manager Strategy, Compliance and Statistics
MTF&VAS	Manager Trade Facilitation & Value Add Services
MTP	Medium-Term Plan
MSMES	Medium, Small Micro Enterprises
NPG	National Payment Gateway
NPS	National Payments System
NESWS	National Electronic Single Window System
NTM	Non- tariff measures
OECD	Organization of Economic Cooperation and Development
PESTELE	Political, Economic, Social, Technological, Environmental, Legal and Ethical factors
PGAs	Partner Government Agencies
PMS	Performance Management System
PPB	Pharmacy and Poisons Board
RMS	Risk Management Standards
ROO	Rules of Origin
SLAs	Service Level Agreements
SWOT	Strengths, Weaknesses, Opportunities and Threats
SWS	Single Window System
TFA	Trade Facilitation Agreement
TFP	Trade Facilitation Platform
TNA	Training Needs Assessment
UN	United Nations
WFP	World Food Program



EXECUTIVE SUMMARY

Kenya Trade Network Agency (KenTrade) Fourth Strategic Plan for the period 2023/24 – 2027/28 comes at a time when the Government of Kenya is implementing its Fourth Medium Term Plan focusing on “The Bottom-Up Economic Transformation Agenda (BETA)”. This Agenda is aimed at bringing down the cost of living, eradicating hunger, creating jobs, expanding the tax base, improving foreign exchange balance and inclusive growth. The Plan succeeds the Third Strategic Plan (2020/21-2022/23) that was successfully implemented and the National Electronic Single Window System (NESWS) (Kenya Trade Facilitation Platform) that saw all the modules become fully implemented and forty-three (43) stakeholder institutions on-board the NESWS of which thirty-five (35) were permit issuing and eight (8) non permit issuing agencies.

The National Electronic Single Window System (NESWS) is an online platform that serves as a single-entry point for parties involved in international trade and transport logistics to log in and lodge documents electronically, for processing, approvals and to make payments electronically for fees, levies and duties due to the Government, on goods imported or exported in the country. The System was upgraded to the Trade Facilitation Platform (TFP) on 20th August 2021 to enhance efficiency and make the System user friendly.

The Fourth Strategic Plan lays emphasis on the efficiency of the TFP and the continued focus to deliver Kenya’s Vision 2030 and its attendant, MTP IV as well as the Government development ‘Bottom Up Economic Transformation Agenda.

The Agency’s contribution towards achieving the BETA goals will be focused on the ease of doing business by promotion of Micro, Small and Medium Enterprise (MSME) and Digital Superhighway. This will also cover Creative Sectors as per the Government commitments by eliminating the challenges associated with trade documentation. More emphasis will also be on the blue economy to ensure effective participation in the implementation of Regional/International frameworks and standards for sustainable use of aquatic and marine spaces including oceans, seas, coasts, lakes, rivers and underground water.

This Strategic Plan is organized into five chapters addressing different thematic areas as follows; Chapter One outlines the organizational background; mandate; development agenda and issues; Chapter Two reviews the level of implementation of the last strategic plan highlighting the achievements, challenges and lessons learnt as well as (SWOT), (PESTELE) and Stakeholder Analysis. Chapter Three identifies the strategic model including Vision; Mission; Core Values, Key Result Areas, objectives, and strategies; Chapter Four presents the implementation and coordination framework and resources required to implement the Plan and the possible risks; while Chapter Five details the Monitoring, Evaluation and Reporting Framework.

The Fourth Strategic Plan 2023/24–2027/28 highlights the Agency's achievements, challenges and lessons learnt as well as review of the situational analysis and how they affect the existing SWOT and PESTELE frameworks. The Confrontation Matrix framework has been designed to identify strategic issues that the Agency is faced with and to assist in determining the possible strategies to be implemented.

The vision, mission and core values have been revised to realign with the organization's objectives and strategic focus. Strategic themes highlighted in the Strategic Plan provide operational direction and enable the Agency to develop the strategic objectives. The thematic areas include:

- Improving trade environment and ease of doing business,
- Solutions development and management,
- Financial sustainability,
- Visibility and organizational strengthening, and
- Customer service.

The strategic objectives matrix developed illustrates the identified key objectives and strategies to enable the Agency to deliver its mandate. To address potential risks that the Agency may face in delivering its mandate, a risk matrix has been developed highlighting key potential risk areas and specific mitigation factors to address the risks. The targeted risk areas include operational, financial and technological.

To ensure the effective delivery of this plan, Implementation, Monitoring and Evaluation frameworks have been put in place to ensure that the objectives are being monitored. A mid-term review of this plan will be undertaken to ensure that the set targets are being met and to assist in determining any amendments that need to be made. A final review will be undertaken at the end of the plan period to determine the achievement of set targets and draw lessons in preparation for the next planning period.



CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter contains the background information on the Kenya Trade Network Agency (KenTrade), the mandate/functions as per the National Electronic Single Window System Act, 2022 and Executive Order No. 1 of 2022 on the Organization of the National Government and the Global, Regional and National Development issues specific to our mandate. In addition, the chapter describes the Agency's role vis-à-vis the National Development Agenda, the Bottom-Up Economic Transformation Agenda 2022 -2027, the Fourth Medium Term Plan, The Kenya Vision 2030 and the Sustainable Development Goals (SDGs).

1.1 Background

Kenya Trade Network Agency (KenTrade) is a State Corporation under The National Treasury and Economic Planning established in January 2011 under Legal Notice No 6 of 2011 and subsequently under the National Electronic Single Window System Act, 2022 (NESWS Act) that was enacted by the Parliament on 21st June 2022. The Agency is mandated to establish, implement and manage the National Electronic Single Window System (NESWS) and to facilitate trade. The National Electronic Single Window System (NESWS) is an online platform that serves as a single-entry point for parties involved in international trade and transport logistics to lodge documents electronically, for processing, approvals and to make payments electronically for fees, and levies due to the Government, on goods imported or exported in the country. The NESWS was upgraded into the Trade Facilitation Platform (TFP) to enhance the System efficiency and make it user friendly. Thirty five (35) Government Agencies have since been onboarded into the System.

The Agency headquarters is in Nairobi and currently it has five regional offices in Malaba, Busia, Namanga, Isebania and Mombasa. KenTrade is ISO 9001:2015 and ISO/IEC 27001 Certified.

1.2 The Mandate and Function of KenTrade

KenTrade derives its mandate from The National Electronic Single Window System Act, 2022 which provides for an institution to establish, implement and manage a National Electronic Single Window System (NESWS) and to facilitate trade. The National Electronic Single Window System serves as a single-entry point for parties involved in international trade and transport logistics to:

1. Lodge documents electronically including import or export documents for processing and approval; and
2. Facilitate the electronic payment for fees and levies, due to the Government, on goods imported or exported for transactions submitted through the System.

Arising from its Mandate, the KenTrade's core functions are to:

- a. Establish and manage the National Electronic Single Window (NESWS) System and to facilitate trade.
- b. Implement policies relating to the System.
- c. Integrate electronic systems of public and private entities involved in receipting, processing and approving documents relating to international trade transactions.
- d. Provide an electronic platform for issuance of permits or approvals through the system.
- e. Develop, manage, and promote interchange of electronic data for facilitation of trade.
- f. Undertake and co-ordinate research and surveys in electronic commerce aimed at simplifying and harmonizing trade documentation.
- g. Maintain an electronic database of all imported and exported goods and services and the levies, fees, duties and taxes charged on imported or exported goods and services.
- h. Collect and provide trade statistics.
- i. Plan, develop, implement, monitor and evaluate training programmes for all stakeholders to ensure conformity with international best practices; and
- j. Perform such other functions related to trade facilitation and other such duties as the Cabinet Secretary may, from time to time, assign to the Agency.

1.3 Kenya Development issues

1.3.1 Global issues

Global challenges implicitly or explicitly affect trade between countries or even within countries. The developing world faces hunger, poverty, unsustainable debt, and poverty above 70%. Farmers face droughts and floods, severe shortages of fertilizer which immensely affect food production, more so, the shrinking value of the currencies of most developing economies is driving up food and fuel prices in ways that could deepen the food and energy crises. Underinvestment

in such critical areas like energy and water further limits access to electricity and clean water. Impacts of Climate change makes these burdens worse.

According to the World Bank study on Commodity Markets Outlook published in October 2022, the world is unlikely to meet the goal of ending extreme poverty by 2030. The report shows that COVID-19 dealt the biggest setback to global poverty-reduction efforts.

As a result of the Russian and Ukraine crisis arising in February 2022 through the end of September 2022, the price of Brent crude oil in U.S. dollars fell nearly by 6%. However, because of currency depreciations, almost 60% of oil-importing emerging market and developing economies saw an increase in domestic currency oil prices during this period. Nearly 90% of these economies also saw a larger increase in wheat prices in local currency terms compared to the rise in U.S. dollars.

The year 2020 was marked by some of the largest reductions in trade and output volumes since World War II. The declines in both world industrial production and goods trade in the first half of 2020 were of similar depth to those at the trough of the Global Financial Crisis (GFC). The pandemic restrictions and economic shutdowns negatively affected trade output and volumes. According to International Monetary Fund (IMF), Global trade has bounced back after the COVID pandemic as it was 10% higher than pre-pandemic levels in May 2022. The pandemic did not spell the end of globalization but it called for more innovative ways to conduct business. This has led to the emergence of high levels of e-commerce globally.

In 2021 the Organization for Economic Cooperation and Development (OECD) estimated that full implementation of the Trade Facilitation Agreement (TFA) could reduce worldwide trade costs by up to 18%, with developing and least developed countries gaining the most. Recognizing the vital role trade facilitation can play, many governments are speeding up reforms to mitigate delays and reduce costs, identifying and removing impediments to cross-border trade. But much more remains to be done to streamline border processes. Currently, ineffective

A large, stylized number '6' in black with a green gradient, followed by a green percentage sign '%'. The background features a series of white, curved, wavy lines on a light blue background.

As a result of the Russian and Ukraine crisis arising in February 2022 through the end of September 2022, the price of Brent crude oil in U.S. dollars fell nearly by 6%.

A large, stylized number '70' in a metallic gold color, followed by a gold percentage sign '%'. The background features a series of white, curved, wavy lines on a light blue background.

The developing world faces hunger, poverty, unsustainable debt, and poverty above 70%.

A large, stylized number '18' in a dark purple color with a textured, wood-grain-like pattern, followed by a dark purple percentage sign '%'. The background features a series of white, curved, wavy lines on a light blue background.

In 2021 the Organization for Economic Cooperation and Development (OECD) estimated that full implementation of the Trade Facilitation Agreement (TFA) could reduce worldwide trade costs by up to 18%,

border processes and procedures mean food is still decaying at ports and vital medical supplies remain stockpiled in warehouses awaiting clearance. Traders face unnecessary costs and delays, with knock-on effects for consumers, while authorities waste scarce resources.

Hundreds of millions of people in poor economies are at risk of hunger and deprivation. Cooperation on trade will be critical to manage and mitigate food security impacts from the Ukraine crisis as well as from weather related reductions in crop yields. This is why it is so valuable that at the 12th WTO Ministerial Conference held in Geneva, Switzerland (MC12), WTO members pledged to make trade in food and agricultural inputs more predictable, recognizing the risks that come with export restrictions. They also agreed to exempt the World Food Programme's humanitarian food purchases from export restrictions, which the Nobel winning UN agency says will save it time and money when delivering relief to millions of the world's most vulnerable people.

According to the Kenya Economic Survey 2022, the world real Gross Domestic Product was estimated to have grown by 5.9 % in 2021 compared to a contraction of 3.1% in 2020. The growth was mainly attributed to easing of COVID-19 restriction measures which led to increased global trade and increased activities in both the industrial and service sectors. The growth was manifested in advanced economies, and Emerging Markets and Developed Economies which expanded by 5.0% and 6.5%, respectively, in the review period.

1.3.2 Regional issues

The African Continental Free Trade Area (AfCFTA) presents significant opportunities to increase agricultural trade among African countries, but disruptions caused by the COVID-19 pandemic and long-standing obstacles such as non-tariff barriers and high trade costs must be addressed to meet this potential. Majority of the African economies are focusing on processed agricultural goods as a focus area for growing trade, as well as the need for more high-quality trade data.

Studies indicate that African countries continue to specialize in unprocessed agricultural products. Most African economies are largely undiversified, with comparative advantage in a relatively small number of products.

Africa's trade competitiveness continues to be limited by both domestic factors such as low agricultural productivity and investment, poor transport and communications infrastructure, and inefficient customs procedures and global trade barriers. Non-tariff measures (NTMs), such as sanitary and phytosanitary measures, technical barriers to trade, and price and quantity controls, pose some of the biggest constraints on Africa's agricultural exports. For intra-African trade, NTMs are even more damaging than tariffs, calling for careful design to enhance rather than hinder trade.

The COVID-19 pandemic inflicted significant economic damage on the continent and worsened food insecurity and poverty. During the early stages of the pandemic, many countries instituted border closures or other movement

restrictions which significantly impeded intra-African trade including informal trade, which constitutes a primary income source for many families. According to the Kenya Economic Survey 2022, sub-Saharan Africa economy grew by 3.7 % in 2021, mainly due to favourable weather conditions in most of the countries in the region. East Africa Community economy grew by 4.9% in the same period compared to 1.0 % growth in 2020.

Cooperation in trade opening and development is one of the fundamental pillars of the EAC. Under the Treaty for the Establishment of the East African Community of 1999, the partner states agreed to establish among themselves a customs union, a common market subsequently a monetary union and, ultimately, a political federation, the goal being to liberalize and promote cross-border trade among them. According to Article 3 of the Protocol on the establishment of the East African Community Customs Union (2004), its objectives are to:

- further liberalize intra-regional trade in goods, on the basis of mutually beneficial trade agreements among the partner states
- promote efficiency in production within the EAC
- enhance domestic, cross-border and foreign investment in the EAC
- promote economic development and diversification in industrialization in the EAC.

The main trade policy instruments of the EAC Customs Union are contained in that Protocol, the EAC Customs Management Act 2004 and the EAC Customs Management Regulations 2006. Together, these provide for the implementation of a number of measures including, but not limited to, transitional measures and the gradual elimination of internal tariffs, establishment of a common external tariff (CET), introduction of EAC rules of origin (ROO) and other trade-related aspects and legal and institutional arrangements, a customs valuation system and harmonized customs laws, procedures and documentation. The partner states also agreed to put in place a mechanism for monitoring the removal of NTMs. Nevertheless, trade in the EAC is hampered by procedural obstacles imposed by individual countries. Although the Customs Union has made some progress in its implementation, there are indications that, in spite of the commitments made by the partner states to remove NTBs, they remain a serious obstacle to trade within the region. They continue to increase the cost of doing business across the EAC borders.

The region's economies would benefit from deeper regional integration, particularly through the rapid implementation of the African Continental Free Trade Agreement (AfCFTA). Eastern Africa continues to register social progress, but major challenges remain, in terms of tackling poverty, job creation, and undernourishment. The pace of poverty reduction and job creation is currently still too slow to meet the ambitious regional, continental and global targets. Climate change is becoming a major threat to economic growth and development within the region.

1.3.3 National issues

Kenya has built strong bilateral and multilateral trade relationships. Kenya is a member of the East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA), and the Africa Continental Free Trade Area (AfCFTA). This has put the country at a competitive edge when it comes to cross border trade within the member states.

The country's major agricultural exports are tea, coffee, cut flowers, and vegetables. Kenya's high rainfall areas constitute about 10% of Kenya's arable land and produce 70% of its national commercial agricultural output. This means that only 10% of the country contributes significantly to the GDP.

To gain from cross border trade, it is important to reduce transaction costs to trade. To reduce delays in clearance and to improve operations at the ports of Mombasa, Malaba/Busia and Namanga in handling both imports and exports, there is a need to increase port efficiency. This would imply, for instance, the improvement of ICT and energy infrastructure. This would entail computerizing all operations and retraining staff at these ports and also improving energy infrastructure, since with computerization, there is need for a constant flow of power as power failures can also lead to delays in clearance and inefficiency.

The Government of Kenya signed bilateral agreements to allow Kenyan goods access various markets duty free and quota free; and ratified African Continental Free Trade Area to provide market access for goods and services beyond EAC and COMESA. This was made to address the existing national challenges on trade facilitation. Due to the existence of these challenges, informal cross border trade remains an area of further interest for the government and policy makers.

1.4. The role of KenTrade in the Kenya's Development Agenda

1.4.1 The role of KenTrade

1.4.1.1 Role in Vision 2030, MTP IV and The Bottom-Up Transformation Agenda

KenTrade plays a key role in supporting the delivery of the aspirations of Vision 2030. The Agency's activities fall under the Economic pillar of the Vision 2030 Economic blueprint. From the eight (8) sectors under the Economic pillar, KenTrade's contribution is mainly under the manufacturing sector. The manufacturing sector has fourteen programmes cutting across the various players and KenTrade's activities fall under the "Ease of Doing Business" programme and the activities under this programme have relevance to the "Trade" Programme. The Agency plays a role in improving the cross-border trade by eliminating bottlenecks associated with trade documentation.

Another sector that is of relevance to the Agency activities is "Blue Economy" sector. Under MTP IV, this refers to sustainable use of aquatic and marine spaces including oceans, seas, coasts, lakes, rivers and underground water. It encompasses a range of productive sectors including fisheries, aquaculture, tourism, transport, shipbuilding, energy bio prospecting and under water mining and related activities. The MTP IV aims to hasten exploitation of opportunities that exists in the Blue Economy Sector as highlighted above.

The Blue Economy sector has fourteen programmes and the programme where KenTrade contributes is 'Cooperation and implementation of Regional/International frameworks and standards'. The programme objective is to comply with Kenya's international obligations and commitments touching on the sector.

Implementing and maintaining the operations of the Maritime Single Window will ensure that the country complies with the Convention on Facilitation of International Maritime Traffic (FAL Convention). The Convention's main objectives are to prevent unnecessary delays in maritime traffic, to aid co-operation between Governments, and to secure the highest practicable degree of uniformity in formalities and other procedures. In particular, the Convention reduces the number of declarations which can be required by public authorities.

Another activity under "Blue Economy" is integrating the Marine Cargo Insurance (MCI) into the NESW System. The Marine Cargo insurance module enables Kenya Revenue Authority (KRA) and other Partner Government Agencies (PGAs) to access MCI certificate electronically and reduces the time taken by clients to physically move the document from one point to another. The Marine Cargo Insurance module facilitates enforcement of the Government directive requiring importers to purchase Marine Cargo Insurance from local insurance companies. During this plan period we shall collaborate with Insurance Regulatory Authority (IRA) to ensure the uptake of MCI is improved in the Country.

The Agency will continue to promote the Digital Superhighway and Creative Economy by integrating the various PGAs systems into the TFP system. The Agency shall also promote the Micro, Small and Medium Enterprise (MSME) economy through innovation of various measures to facilitate trade and reduce the cost of doing business.

1.4.1.2 Role in the Sustainable Development Goals (SDGs)

The 2030 Agenda for Sustainable Development, was adopted by all United Nations Member States in 2015 to provide a shared blueprint for peace and prosperity for people and the planet for now and into the future. The Agenda 2030 for Sustainable Development has 17 Sustainable Development Goals (SDGs) as illustrated in figure 1, which are an urgent call for action by all countries both developed and developing in a global partnership. The SDGs recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth while tackling climate change and working to preserve our oceans and forests.

The SDGs are part of Resolution 70/1 of the United Nations General Assembly: "Transforming our World: the 2030 Agenda for Sustainable Development". The 17 Sustainable Development Goals, with their 169 targets, form the core of the 2030 Agenda. They balance the economic, social and ecological dimensions of sustainable development, and place the fight against poverty and sustainable development on the same agenda.

According to The Sustainable Development Goals Report 2022, cascading and interlinked crises are putting the 2030 Agenda for Sustainable Development in

SUSTAINABLE DEVELOPMENT GOALS



Figure 1: Sustainable Development Goals

grave danger, along with humanity's very own survival. The Report highlights the severity and magnitude of the challenges facing the achievements. The emergency of crises, dominated by COVID-19, climate change, and conflicts, are creating spin-off impacts on food and nutrition, health, education, the environment, and peace and security, and affecting all the Sustainable Development Goals (SDGs).

Under the Sustainable Development Goals, KenTrade plays a role under the following goals:

- i. **End poverty in all its forms everywhere:** Through its role in facilitating trade, and reducing the cost of doing business, this eventually results in Economic growth and poverty reduction.
- ii. **Decent Work and Economic Growth:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all: This is to be achieved through the following activities: Streamlining trade processes, business process re-engineering, automating trade processes and availing relevant trade information on the information for trade portal.
- iii. **Industry, innovation and infrastructure:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. Review of the organizational structure to among other things give prominence to innovations department. Other possible areas: Partnerships with Universities and other institutions in innovations.
- iv. **Life below water:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development. This is through the Blue economy related activities of MSW and MCI as earlier highlighted.

v. Partnerships for goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development. Partnerships and collaborations with other institutions. KenTrade will continue playing a role in the African Alliance for ECommerce (AAEC) which is an organization that brings together countries implementing the Single Window System in Africa to promote the Single Window concept; continue partnerships with TradeMark East Africa (TMEA) and UNCTAD in improving the information for Trade Portal, the Trade Logistics and Information Pipeline (TLIP) amongst other projects. The Agency will also participate in the EAC regional project on data exchange.

As one of the flagship projects under the Economic pillar of the Vision 2030, the National Electronic Single Window System (NESWS) has so far integrated a complex heterogeneous government agencies ecosystem into a single common platform as was envisioned when KenTrade was set up. As at the end of the 3rd Strategic Plan period, forty-three (43) stakeholder institutions were on board the NESWS of which thirty-five (35) were permit issuing and eight (8) non permit issuing agencies.

The future of the Single Window concept that KenTrade aims to achieve is a more elaborate Single Window environment as depicted in figure 2 below. This system incorporates all systems in the logistics chain and allows for the use of big data in decision making. It leverages on technology to lower the barrier for governments and businesses to better share data and collaborate digitally.

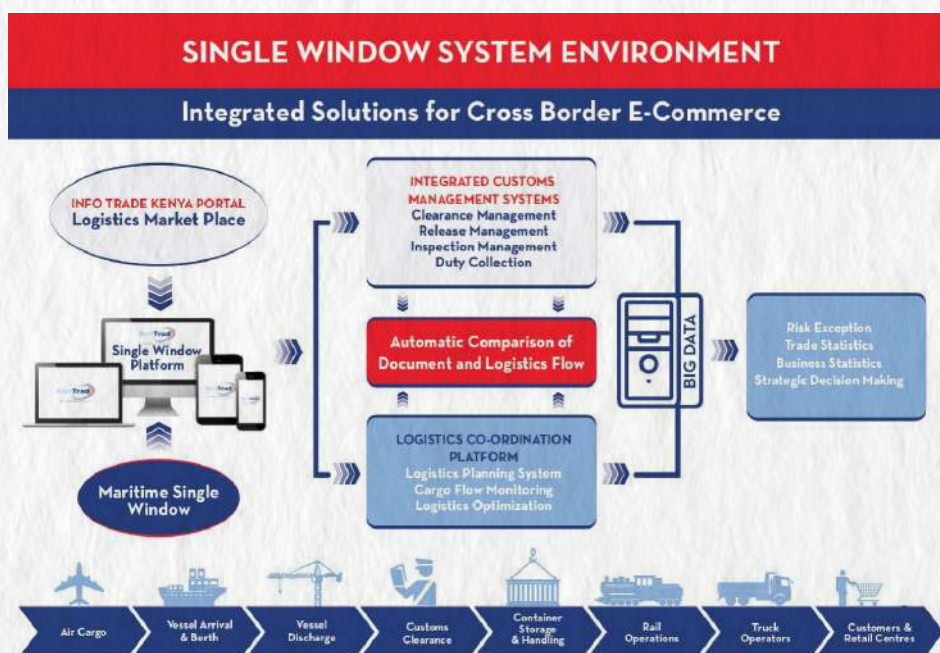


Figure 2: Single Window Environment

The Agency has developed Business Intelligence (BI) tool which went live on June 29, 2022. The tool is currently in use with twenty three (23) Partner Government Agencies already on Board, including Pharmacy and Poisons Board (PPB), Pest Control Products Board (PCPB), Department of Veterinary Services (DVS), and Kenya Dairy Board (KDB) among others. Each of these PGAs has been issued with one Power BI license to facilitate them to have access to reports and visualizations that cover their data. The Agency aims to onboard all the PGAs by the end of this plan period onto the BI. This will transform the turnaround time taken to process trade related data and statistics for decision making.



CHAPTER TWO

SITUATIONAL ANALYSIS

2.0 Overview

This Chapter presents a review of implementation of the previous strategic plan (2020/21 to 2022/23) which entails key achievements, challenges faced as well as the lessons learnt. In addition, it provides an analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT); Political, Economic, Social, Technological, Environmental, Legal and Ethical (PESTELE); Confrontation matrix and the Agency's stakeholders.

2.1 Review of Implementation of the Previous Strategic Plan

The review of implementation of the strategic plan for the period 2020/2021 – 2022/2023 reveals notable achievements in the targets set despite the challenges associated with COVID-19 pandemic and Ukraine-Russia crisis.

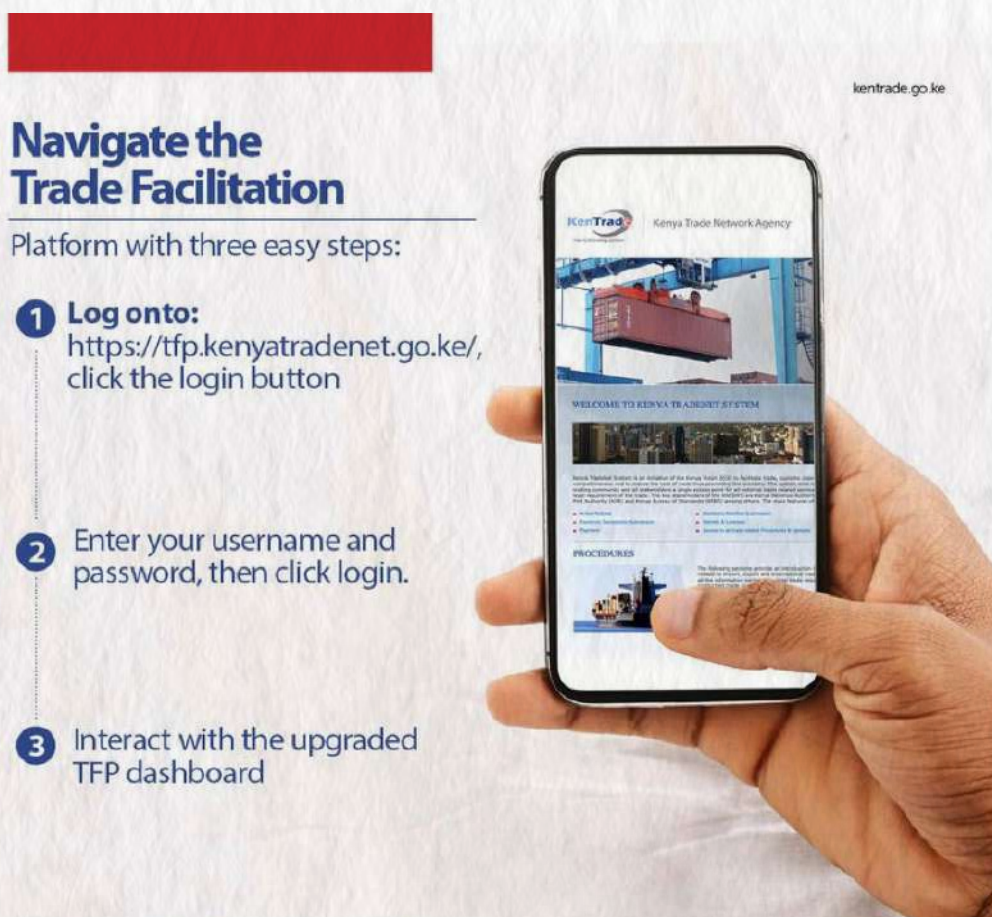
The Agency's Third Strategic Plan for the period 2020/21–2022/2023 focused on six strategic themes and twelve strategic objectives which provided a basis for monitoring the plan. The key achievements, challenges and lessons learnt are outlined below:

2.1.1 Key Achievements

During the 2020/21–2022/23 plan period, the following were the key achievements:

- a. The Agency was able to onboard forty-three (43) Partner Government Agencies (PGAs) to the NESWS of which thirty-five (35) PGAs are actively using the system as permit issuing agencies and eight (8) are non-permit issuing agencies.
- b. To simplify trade procedures, ninety eight (98) commodity procedures were documented and mapped on the information for trade portal. In addition, eight (8) commodity procedures were simplified to reduce number of steps required to get the service from PGAs.

- c. Through onboarding of PGAs, the objective of reducing cargo documentation processing time from the 3 days as at 2020 to an average of one (1) day by 2023 was largely achieved as several PGAs were able to achieve this target.
- d. The Agency fully implemented the System which saw the number of system users increase from 13,632 users at the beginning of the plan period to 17,788 users as at the end of the plan period.



Trade Facilitation Mobile Application developed to ease access to trade information.

- e. The transactions in the SWS grew from an average of 636,853 transactions per year at the beginning of the plan period to an average of 1,057,090 transactions per year as at the end of the plan period.
- f. The Agency managed to roll out the Single Window System to various borders namely Malaba, Busia, Namanga, Isebania and Oloitokitok.
- g. The Agency was able to maintain the system availability above 99%. This was supported by the set-up of a modern secondary hosting site for the System.
- h. The Agency upgraded the System to the Trade Facilitation System (TFP) which is more user friendly and efficient.
- i. Set up of elaborate change management framework to manage resistance from some government agencies.

Export Cereals From Kenya With Ease

Through the Port of Mombasa



☎ + 254 709 950 000 / 254 20 4965000
✉ customerservice@kentrade.go.ke
📱 kentradeG2B
🌐 @kenTrade_G2B
🌐 www.kentrade.go.ke

- 1 Register with Kenya Plant Health Inspectorate Service (KEPHIS)
- 2 Register with Kenya Electronic Single Window System (KESWS) (KENTRADE)
- 3 Obtain registration letter from Kenya Revenue Authority (KRA)
- 4 Obtain certificate of origin from KRA (depending on the export market i.e. EAC, EU, COMESA, AGOA or GSP)
- 5 Obtain Phytosanitary certificate from KEPHIS
- 6 Pre-clearance documentation (contract a registered Clearing Agent)
- 7 Obtain passed clearance entry from KRA
- 8 Obtain KEPHIS release
- 9 Obtain export health certificate from Port Health Services
- 10 Obtain Port Health Services release
- 11 Obtain KRA release
- 12 Obtain Kenya Ports(KPA) Authority release
- 13 Obtain export certificate from Kenya Revenue Authority

Simplification of trade procedures: Export of Cereals procedure from Kenya

- j. Implementation of Application Performance Monitoring (APM) Solution to assist in monitoring of the Single Window System was undertaken in partnership with International Finance Corporation (IFC) who provided the project funding.
- k. The Agency implemented several value-add services such as the i-Screen system, short messaging service and the information for trade portal.
- l. The Agency achieved high levels of customer satisfaction which stood at 83.28% as at the end of the plan period due to increased automation, implementation of customer relationship management techniques and on-boarding of more government agencies onto the System.
- m. The Agency enhanced internal systems such as the Customer Relationship Management (CRM) system and Avaya Systems amongst others to improve service delivery.
- n. The level of automation of government agencies improved following the upgrading and implementation of the System. This led to an increase in efficiency in the documentation processing which ultimately had an impact on the customer satisfaction levels.
- o. The Agency was able to build capacity to facilitate quality, efficient and effective services to the stakeholders.
- p. The Agency reviewed its organizational structure, undertook training needs assessment and implemented trainings on need basis due to financial constraints.

- q. The Human Resource Manual and related policies were also reviewed and implemented.
- r. The Agency in addition automated the performance management to strengthen its performance management process. The tool was automated in the ERP System.
- s. The Agency was also able to undertake a recertification audit and reviewed the Quality Management System leading to ISO 9001:2015 Re-Certified during the plan period. The Agency was also ISO/IEC 27001 Certified during the period.
- t. The Agency prepared and submitted to Parliament the National Electronic Single Window System Act (NESWS, Act 2022). The Act was approved by Parliament and assented by H.E The President on 21st June, 2022.
- u. The Agency prepared regulations on the National Electronic Single Window System Act, 2022 to ensure smooth implementation of the Act which were undergoing stakeholder validation as at the end of the plan period.

2.1.2 Challenges

During the implementation of the Third Strategic Plan 2020/21 – 2022/23, The Agency experienced the following challenges:

- a. Inadequate financial resources which hampered execution of some of the planned activities.
- b. Resistance to change by some stakeholders slowed the pace of the system onboarding and integration of new PGAs.
- c. Projects Scope Creep resulting in delay in the completion of projects, cost overruns and benefits realization.
- d. Conflicting legal mandates amongst Partner Government Agencies that impacted negatively on delivery of projects.
- e. High cost of ownership of ICT systems which was prohibitive thus demanding for more resources. This was also attributed to the over reliance on the vendors.
- f. Informal cross- border trade affected the trade data as the same was not recorded in the NESWS.
- g. Use of manual processes within some PGAs affected the trade data recorded in the NESWS.
- h. Pandemics and political conflicts globally impacted negatively on movement of goods and services, currency fluctuations and funding from development partners.
- i. Technological obsolescence.

2.1.3 Emerging issues

During the implementation of the previous strategic plan, the following issues arose affecting the achievements of planned targets;

- a. Implementation of Africa Continental Free Trade Area (AfCFTA) and Trade Facilitation Agreements (TFA) leading to easing of non-tariff barriers to trade.
- b. New technologies – Blockchain, Internet of Things (IOT), Data analytics necessitating investments in supportive infrastructure which has associated costs.

- c. Pandemics like COVID 19 resulting in accelerated uptake of technology e.g remote working.
- d. Evolving Cyber security threats.
- e. Data protection and privacy requirements.

2.1.4 Lessons Learnt

The Third Strategic Plan 2020/21 – 2022/23 implementation was a learning lesson for the Agency. The main lessons learnt included but not limited to:

- a. Continuous streamlining of Agency processes provides opportunities to improve its processes and offer gold standard services.
- b. Engagement of all stakeholders prior to introducing a new process, product, or service is necessary for successful implementation.
- c. Simulation and pilot runs should be undertaken prior to full rollout to better inform preparations for transitioning to new systems/processes/ functionalities.
- d. Adequate user support documentation on new products or service should be provided before product rollout to facilitate user familiarity and easier reference.
- e. A robust resource mobilization function within the Agency organization structure is important to foster collaborations and partnerships.
- f. Succession planning is critical at all levels in ensuring business continuity when staff exit the Agency.
- g. Comprehensive requirement gathering and stakeholder engagement can minimize scope creep. Scope creep in projects can delay projects completion and escalate project costs.
- h. Comprehensive feasibility study and market survey can accelerate the uptake of new products and services.
- i. Leveraging on technology is critical to mitigate against the impacts of pandemics like Covid-19.

2.2 Environmental Scanning

The Agency appreciates that there are internal and external factors that influence the implementation of projects/programme. An environmental scan was conducted through three models:

- i. Strengths, Weaknesses, Opportunities and Threats analysis (SWOT).
- ii. Political, Economic, Social, Technological, Environmental, Legal and Ethics analysis. (PESTELE).
- iii. Stakeholders Analysis.

2.2.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was carried out and a confrontation framework was also developed to map out how the Agency can leverage on its strengths and opportunities to better its operations while vividly checking on weaknesses and threats that could impede the operations.

The analysis of the internal environment entailed identification of issues within KenTrade that may positively (strengths) or negatively (weaknesses) affect the institution's delivery of services while the external environment identified factors outside KenTrade that may impact on the agency positively (opportunities) or negatively (threats).

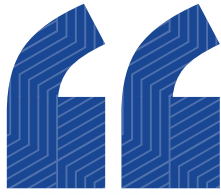
Table 2.1 below summarizes the SWOT analysis.

Table 2.1 SWOT analysis.

STRENGTHS	WEAKNESSES
a. Excellent performance management systems and culture.	a. Inadequate funds to effectively discharge our mandate.
b. Relatively young, vibrant skilled, professional and committed work force.	b. Low revenue generation.
c. Strong internal control systems.	c. Over reliance on exchequer for funding.
d. Supportive Board of Directors.	d. Staffing gaps due to staff turnover and slow staff replacement process.
e. Robust ICT infrastructure.	e. Reliance on consultants to manage systems.
f. Quality standards underpinned by ISO 9001:2015 & ISO/IEC 27001:2013 certification.	f. Low visibility and awareness of the KenTrade Brand.
g. Good working relationship with stakeholders.	g. Office space constraints and working tools.
h. Customer centric culture and good customer experience.	h. Lack of disaster recovery site.
i. Award winning innovations and recognition across Africa.	i. IT Infrastructure obsolescence due to rapid technological changes.
j. Experience gained in operating and managing the KESWS.	j. Slow uptake of KenTrade's Value-add products by stakeholders.
k. Expansive mandate of KenTrade i.e. Collection of trade statistics, research & surveys on ecommerce, Development of Value-Add Services.	k. Inadequate knowledge transfer on systems.
l. NESWS system upgrade.	
m. Income generation through introduction of Value-Add Services.	
n. Strong legal framework through NESWS Act 2022.	

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> a. Collaboration with PGAs & Other stakeholders like Shippers Council of East Africa, KIFWA, KAM. b. Political stability and good will. c. Availability of market for Value-Add Services; d. Implementation of SWS tariff structure. e. Support from Development partners; f. Avenues for Public Private partnerships. g. Disruptive technologies in use i.e. Block chain, Big Data/Data Mining, AI, Machine Learning, IoT. h. Regional integration. i. Regional Infrastructure development. j. Implementation of AfCFTA and WTO, TFA; k. Stakeholder training and e-Learning. l. Devolved system of Government. m. Availability of human resource capital in Kenya; n. Emerging technologies e.g. e-commerce; o. Availability of developed IT infrastructure in the country. p. Implementation of the Digital Master Plan (Digital superhighway). 	<ul style="list-style-type: none"> a. Emergence of competing systems, which seemingly overlap functions of NESWS. b. Dynamic / changing Legal and Regulatory environment. c. Resistance to change by stakeholders. d. Rapid technological changes leading to technological obsolescence. e. Competition for ICT personnel within the Job market. f. Cyber security threats, g. Conflicting PGAs legislation. h. Potential change in Government policy. i. System related litigation. j. Data privacy and protection risks. k. Budget cuts and austerity measures.





The Agency will continue to work with all stakeholders to ensure that the requisite and relevant measures are in place for the benefit of the trade logistics sector. This Strategic Plan presents an analysis of the internal and external environment using Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social, Technological, Environmental, Legal and Ethical (PESTELE) analyses and identifies key stakeholders and their expectations, outlines the strategic objectives and how to achieve them.



David Ngarama

Ag. CHIEF EXECUTIVE OFFICER

2.2.2 Political, Economic, Social, Technological, Environmental, Legal and Ethics (PESTELE) Analysis

Political, Economic, Social, Technological, Environmental, Legal and Ethics (PESTELE) analysis ensures that the institution operates within the realms of the various factors and take cognizance of the factors on how they influence achievement of the vision and mission of the organization. PESTELE analysis allows the Agency to focus on the environment in which it operates and appreciate the factors that will either support or impede the process of implementing the strategic plan. Table 2.2 below shows the PESTELE analysis:

Table 2.2: PESTELE analysis

CATEGORY	FACTORS	STRATEGIC IMPLICATION
Political	Political Goodwill	KenTrade operates within the political setting so as to attract the political goodwill and support. Changes in government policies may impact on the Strategic Plan depending on the priorities of the leadership in Government.
	Political Instability	The relative instability within the region and its impact on Kenya's security remains an issue of concern in the foreseeable future in terms of potential for negative impact towards Kenya's trade and investments.
	Devolved Government System	This has expanded trade within the country and especially MSMEs. However, the multiplicity of taxes and levies in counties affects intra-county trade. This also impacts on competitiveness of Kenyan goods due to high transaction costs.
Economic	Economic Stability	Trade facilitation aims to improve the value and volume of trade thus is a key ingredient in enhancing economic growth. In essence economic stability provides an environment for Trade facilitation to thrive. KenTrade is however cognizance that if mishandled it creates an avenue for disputes that may result into conflict.
	Austerity measures	Scarce resources coupled with competing priorities and austerity measures owing to Government revenue collection shortfalls has resulted in budget reduction which may affect implementation of strategic objectives.
	Globalization	Kenya is part of the global village, its economy is highly susceptible to international shocks, business trends and competition.
	Development of economic corridors – LAPSET, SGR, SEZ	The Development of economic corridors will promote regional integration and cross border trade. The new Mombasa port container terminal and ICD will result in increased cargo handling and port efficiency.

CATEGORY	FACTORS	STRATEGIC IMPLICATION
Social	Increased participation and access to Government services	There is increased public awareness on Government services and citizenry entitlement. This enhances public participation and feedback on services offered by the Agency. This will ultimately inform new product development and current systems enhancements to simplify trade processes.
	Literacy Levels	According to UNESCO, Kenya has an adult literacy rate of 78.73%. The Government's continued investment and reforms in the education sector will see literacy rates increase. The use of e-commerce in Kenya will then continue to grow significantly in future, especially among small and medium enterprises (SMEs).
	Social Activism	Social Activism is quickly spreading across the globe. Social activists may work to impede changes in Government policies or the Agency's processes. They may also disseminate inaccurate information on specific issues impacting on organization processes/services negatively impacting on the Agency's image. Stakeholder engagements will be key to minimize impact of social activism.
	Corporate Social Investment	The enhanced CSI by corporates in Kenya where they make it an integral part of their business culture to promote sustainable social development enables them have greater access to capital, attraction and retention of human resources and enhanced productivity and trade.
	Demographic (Education, Income, Age, Gender)	The 2019 Kenya Population and Housing Census noted that the Country now has nearly 50 million people majority of whom are youth. This can be a powerful force for economic development and increased trade if they are educated, healthy and availed suitable employment opportunities.
Technological	Advancement in technological development (Social Media Advancement/ Block Chain/Big Data/AI)	Technological innovations in the Fourth Industrial Revolution offer an exciting future for international trade. With the right governing approach, these innovations will usher in more inclusive and efficient trade growth in the years to come. E.g. Artificial Intelligence and Machine Learning can be used to optimize trade shipping routes, manage vessel and truck traffic at ports, and translate e-commerce search queries from one language into other languages and respond with translated inventory. Block Chain is being used to simplify the long and tedious process of obtaining a Letter of Credit (LoC).
	Rapid Change of technology	With the rapid development of the computer, mobile, and network technology, the Agency's IT systems and infrastructure risk obsolescence. The high costs of TFP System enhancement through the Second-Generation Single Window System and upgrading of redundant primary and secondary sites may negatively impact on Agency's liquidity.

CATEGORY	FACTORS	STRATEGIC IMPLICATION
	Digitalization	The Government has prioritized the expansion of Information Communication Technology (ICT) services in the entire Country, reaching all Kenyans, with internet connectivity being a key pillar. The technology sector is also one of the fastest growing business sectors in Kenya, and internet access rates are some of the highest in sub-Saharan Africa. The rise of 4G and 4G LTE services and the growth in smartphone usage is influencing growth in e-commerce and other e-based services and innovations. This will enhance intra county and regional trade.
	Cyber Security Threats	The downside of increased digitization of the economy and adoption of ecommerce solutions is increased risk of cybercrime. This is particularly important with respect to data misuse and credit/debit card frauds which may reduce ecommerce transactions. The TFP System is also exposed to hacking and unauthorized access which could disrupt the Agency's operations.
Environmental	Electronic Waste Management	Continued use of electronic and electrical equipment leads to increase in stockpiles of e-waste due to changing technology resulting in environmental and health problems.
	Climate Change	<p>Changes in the climate system and the increasing frequency of extreme events makes Supply, transport and distribution chains become more vulnerable to disruptions, Maritime shipping, which accounts for around 80% of global trade by volume, could experience negative consequences e.g. More frequent port closures due to extreme events.</p> <p>Other types of climate impacts, such as those on agriculture and labour productivity, may cause changes in production and specialization, which may also affect trade.</p>
	Green and Blue Economy	Trade opportunities offered by a global green economy can enhance economic growth. Countries will engage in the production and trade of environmentally sound goods and services, standards and certification, and the greening of global supply chains. This will stimulate economic diversification and trade.
Legal	Legal Framework	Conflicting legislation governing trade, customs, licensing and related documentation may also impact the Agency's trade facilitation efforts.
	<p>Change in International Trade Policies/Laws</p> <p>International commitments -FAL, TFA, Blue Economy</p>	There has been a significant increase in the number of bilateral and regional trade agreements (RTAs), and a significant number of the world's states are parties to such agreements. Trade agreements build bridges between countries by creating common legal frameworks for engaging in trade. This will standardize import/export business and ease of trade.

CATEGORY	FACTORS	STRATEGIC IMPLICATION
Ethical	International standards requirements -World Customs Organization (WCO)	There has been emerging trend in trade to outsource services, need for good working standards and conditions, workplace diversity and equal opportunity, child labor and human rights considerations. This will require the Agency to have strategies and policies for implementation of the requirements.
	Corruption	Corruption is insidious in nature and has damaging effects on the welfare of the country and its people. Corruption diverts funds away from their intended purpose. In Kenya, corruption remains an endemic problem, posing a major impediment to development in all sectors. Accordingly, promoting transparency, accountability and integrity in public service delivery is crucial to achieving sustainable development goals including improving public services access to the citizenry.

2.2.3 Confrontation Matrix

The confrontation framework as shown in table 2.3 below will assist the Agency identify how to leverage on existing strengths to take advantage of opportunities, overcome weaknesses to prevent missing opportunities and act on weaknesses to mitigate threats and to minimize impact of threats.

Table 2.3: Confrontational matrix

	OPPORTUNITIES	THREATS
STRENGTHS	<p>We will use our strengths to maximize on identified opportunities:</p> <ul style="list-style-type: none"> • Use of our robust ICT infrastructure to adapt to new and emerging technologies. • Use of the experience gained in operating and managing the SWS to support other EAC countries in regional integration. • Good working relationship with stakeholders to mobilize resources from Development Partners. • Take advantage of the implementation of the SWS tariff structure to ensure adequate funding of TFP System enhancement and maintenance. • Take advantage of emerging/ disruptive technologies and implementation of the digital superhighway to develop innovative ecommerce solutions. • Development of innovative income generating Value-Add Services by our Skilled, professional and committed staff. • Collaboration with PGAs and Other stakeholders to ensure full integration of SWS with key systems and realization of the expansive mandate of the Agency. • Use our excellent performance systems and culture to maintain quality standards certification and recognition globally. • Take advantage of political good will to fast track the approval of the NESWS Act Regulations. 	<p>We will use our strengths to minimize identified threats:</p> <ul style="list-style-type: none"> • Development of Value-Add Services to raise AIA to address budget constraints. • Capacity building our skilled, professional and committed staff to support ICT systems. • Control resistance to change by stakeholders through good working relationships and stakeholder training & eLearning. • Safeguard systems against cyber security threats through good ICT infrastructure and information security systems and standards. • Reduce reliance on the exchequer through financing of projects with support from Development partners. • Safeguard the Agency from the impact of change in Government policy & Mergers of MDAs by effectively executing the Agency's mandate and development of award-winning innovations recognized across Africa. • Compliance with our establishing legal framework NESWS Act 2022 and other Legal & Regulatory requirements to minimize potential system related litigation. • Mitigate against IT Infrastructure obsolesce due to rapid technological changes by adopting new technologies and continuously revamping our IT Infrastructure.
WEAKNESSES	<p>We will tackle our weaknesses to prevent us from missing on identified opportunities:</p> <ul style="list-style-type: none"> • Publicize award winning innovations and recognition across Africa to enhance brand awareness. • Take advantage of political goodwill stakeholder collaboration to fast track the approval of the NESWS Act Regulations and the SWS tariff structure. • Engagement of adequate staff and expedite the staff replacement process to ensure effective implementation of the expansive mandate of the Agency. • Explore support from development partners to augment available resources and ensure effective discharge of trade facilitation mandate. • Enhance office space and provision of adequate working tools to enhance the working environment and employee satisfaction. • Mitigate against infrastructure obsolesce through continuous implementation and maintenance of robust ICT infrastructure. 	<p>We will act on our weaknesses to avoid identified threats:</p> <ul style="list-style-type: none"> • Continuously upgrade existing IT infrastructure and information security systems to mitigate cyber security threats and IT Infrastructure obsolescence. • Lobby for approval and implementation of the SWS tariff structure to ensure adequate funding of TFP System maintenance. • Reduce reliance on consultants to manage systems through internal capacity building and knowledge transfer. • Enhanced branding and publicity of new products to enhance their uptake by stakeholders. • Periodically test our business continuity plans to maintain system availability to enhance customer experience.

2.2.4 Stakeholder Analysis

This is the analysis of the key stakeholders, their expectations as well as the institutional expectations from them. The process aligns to the realization that KenTrade does not work in isolation but is supported through collaboration with the various Stakeholders. Key stakeholders' expectations as well as the Agency's expectations are as shown in Table 2.4 below;

Table 2.4: Stakeholder Analysis

Name of stakeholder	Stakeholder's expectation	Expectation from the stakeholder
Government Ministries: <ul style="list-style-type: none"> • The National Treasury and Economic Planning, • Trade and Investments and Industry • Foreign Affairs and Diaspora Affairs • Ministry of EAC • Transport & infrastructure • Public service • Parliament /Legislature • Judiciary 	<ul style="list-style-type: none"> • Prudent utilization of resources and timely financial reporting • Professionalism, transparency and accountability in execution of the Agency's functions • Compliance with policies, regulations and other commitments. • Technical advice on the Single Window concept and related Value Add Services (VAS) 	<ul style="list-style-type: none"> • Timely release of funds. • Support KenTrade in implementing strategic and operational policies that includes trade and transport logistics IT platforms. • Cooperation and collaboration • Support KenTrade in implementation of the tariff structure to ensure sustainability of the System.
Partner Government Agencies (PGA) and Regulatory Agencies e.g. KRA, KEBS, KEPHIS, KPA, etc.	<ul style="list-style-type: none"> • System integrations, support and maintenance. • Effective management of the System. • Provision of trade data. • Faster and efficient services in trade and transport logistics by implementing System. • Systems availability. • Trade facilitation systems. 	<ul style="list-style-type: none"> • Support KenTrade in implementing strategic and operational policies that includes trade and transport logistics IT platforms. • Support KenTrade in implementation of the tariff structure to ensure sustainability of the System.
County Governments	<ul style="list-style-type: none"> • System integrations. • Capacity building on trade facilitation. • Automation of processes. • Simplification of processes 	<ul style="list-style-type: none"> • Partnership to facilitate domestic trade. • Harmonization of permits to promote local trade. • Availability of officers to train.
Shipping Agents	<ul style="list-style-type: none"> • Reliable and transparent document processing platform. • Stakeholder awareness. • Distribution of approved manifest and other documents. 	<ul style="list-style-type: none"> • Support KenTrade in implementing strategic and operational policies that includes trade and transport logistics IT platforms. • Support KenTrade in implementation of the tariff structure to ensure sustainability of the System.





The Agency was able to finalize the implementation of the National Electronic Single Window System and introduce value added products and services. The involvement of our stakeholders in the Third Strategic Plan resulted to full roll-out of the System which was upgraded to Trade Facilitation Platform (TFP) that was commissioned in August, 2021.

Basil Criticos

CHAIRPERSON - BOARD OF DIRECTORS

Name of stakeholder	Stakeholder's expectation	Expectation from the stakeholder
Clearing and Forwarding Agents	<ul style="list-style-type: none"> • Simplified documentation and monitoring process through the System and VAS. • Facilitation of electronic payment of charges. • System availability • Customer support • Efficient services 	<ul style="list-style-type: none"> • Support and comply with the Kenya TradeNet System operational requirements. • Give feedback on the Agency's performance. • Support KenTrade in implementation of the tariff structure to ensure sustainability of the System
Shippers	<ul style="list-style-type: none"> • Simplified documentation and monitoring process through the System and VAS. • Facilitation of electronic payment of charges. • System availability • Customer support 	<ul style="list-style-type: none"> • Support and comply with the System operational requirements. • Give feedback on the Agency's performance. • Support KenTrade in implementation of the tariff structure to ensure sustainability of the System
Exporters and importers	<ul style="list-style-type: none"> • Simplified documentation process through the System; • Facilitation of electronic payment of charges. • Minimum time lag in integration. • System availability • Customer support 	<ul style="list-style-type: none"> • Support and comply with the System operational requirements; and • Give feedback on the Agency's performance. • Support KenTrade in implementation of the tariff structure to ensure sustainability of the System.
Airlines operators and ground handlers	<ul style="list-style-type: none"> • Reliable and Transparent document processing platform. • Adequate stakeholder sensitization/ awareness. 	<ul style="list-style-type: none"> • Support KenTrade in implementing strategic and operational policies and programmes that includes trade and transport logistics. • Give feedback on the Agency's performance. • Support KenTrade in implementation of the tariff structure to ensure sustainability of the System.
Transporters	<ul style="list-style-type: none"> • Timely and structured release of cargo. • Efficient ports gate system. • Efficient tracking and monitoring of cargo. • System availability • Customer support • Efficient services 	<ul style="list-style-type: none"> • Compliance to operational requirements. • Efficient trucks. • Support KenTrade in implementation of the tariff structure to ensure sustainability of the System.

Name of stakeholder	Stakeholder's expectation	Expectation from the stakeholder
Pre-shipment permit organizations	<ul style="list-style-type: none"> Digitization of the issuance of permits. 	<ul style="list-style-type: none"> Conform to the re-engineered permit issuance procedure to comply with the requirements.
CFS – Container Freight Stations	<ul style="list-style-type: none"> High System availability 	<ul style="list-style-type: none"> Availability for training Implement electronic cargo documentation/clearing Systems .
Consolidators	<ul style="list-style-type: none"> High System availability 	<ul style="list-style-type: none"> Compliance with System operational requirements.
Banks	<ul style="list-style-type: none"> Facilitation of electronic payment for permits. Timely approval of Security Bonds. 	<ul style="list-style-type: none"> Timely execution of their responsibilities. Support KenTrade in implementation of the tariff structure to ensure sustainability of the System.
Insurance Companies	Timely approval of Security Bonds <ul style="list-style-type: none"> Availability of the system 	<ul style="list-style-type: none"> Timely execution of their functions
Business Partners	<ul style="list-style-type: none"> High System availability Access to trade statistics captured by the NESWS. 	<ul style="list-style-type: none"> Support and comply with KenTrade's requirements for operation. Provide feedback
Trade bodies/ associations – WTO, WCO, AAEC, WTO, AU	<ul style="list-style-type: none"> Operate in accordance with the trade agreements made under the WTO and during the EPA. 	<ul style="list-style-type: none"> Support KenTrade in implementing the various trade agreements
Business Associations KIFWA, CMA,KAM, KEPSA, SCEA	<ul style="list-style-type: none"> High System availability 	<ul style="list-style-type: none"> Assist KenTrade in sensitization and on- boarding new users Support KenTrade in implementation of the tariff structure to ensure sustainability of the System.
Development Partners	<ul style="list-style-type: none"> Prudent utilization of donor funds. Timely implementation of NESWS enhancement through the Second-Generation Single Window System and implementation of a Business Intelligence tool and MSW. Frequent feedback on the System enhancements implementation status. 	<ul style="list-style-type: none"> Provide technical assistance and advice. Ensure timely disbursement. Support KenTrade in implementation of the tariff structure to ensure sustainability of the System.
Technology partners e.g. Payment Gateway providers, CL, GAINDE 2000	<ul style="list-style-type: none"> Clear specifications Commitment to contractual obligations 	<ul style="list-style-type: none"> Provide up-to-date and supportive technologies Advice on technology trends/ development

Name of stakeholder	Stakeholder's expectation	Expectation from the stakeholder
Suppliers	<ul style="list-style-type: none"> • Clear specifications • Commitment to contractual obligations. • Prompt payment. 	<ul style="list-style-type: none"> • Timely delivery of goods and services as contracted • Provide Feedback • Quality goods and services.
Media	<ul style="list-style-type: none"> • Provision of information 	<ul style="list-style-type: none"> • Positive publicity • Accurate reporting • Feedback.
Board of Directors	<ul style="list-style-type: none"> • Prudent resource utilization. • Implementation of developed policies. • Achievement of the Agency's objectives. 	<ul style="list-style-type: none"> • Provision of policy direction in a timely manner. • Adherence to good corporate governance.
Staff	<ul style="list-style-type: none"> • Job security and sustainability of the Agency. • Professional development. • Competitive and equitable remuneration. • Healthy, safe and secure working environment. 	<ul style="list-style-type: none"> • Innovation, creativity and enhanced productivity • Adherence to set policies and procedures. • Commitment and loyalty.
General public	<ul style="list-style-type: none"> • Good corporate citizenship. • Adherence with the constitution and the law. 	<ul style="list-style-type: none"> • Availability for training and sensitization. • Public participation.

2.3 Strategic issues

The Agency will focus on the following strategic issues during the plan period;

- Implementation of the National Electronic Single Window System Act, 2022 and National Electronic Single Window System Regulations, 2023.
- Financial sustainability by seeking to have the tariff structure approved by the National Treasury and Economic Planning, the National Assembly, and all other state actors.
- Sensitization of stakeholders to onboard all trade related transactions for both cargo and services regarding imports and exports into the single window system.
- Upgrading the IT infrastructure to be up to date with the emerging technologies.
- Automation of the trade processes to ease the cost of doing business.
- Simplification of the trade processes to facilitate trade both locally and internationally.
- Collaboration with partner government agencies to onboard all PGAs in the TFP system.
- Capacity strengthening of the internal ICT staff to reduce overreliance to external vendors.
- Continued improvement of the BI Tool to provide accurate and timely trade data and statistics for decision making.



CHAPTER THREE

STRATEGIC MODEL

3.0 Overview

This chapter gives the strategic model guiding KenTrade towards delivery of its mandate. It provides the Vision, Mission, Core values, the Key Result Areas, Strategic objectives, and Strategies that will be employed to realize the planned goals.

3.1 Vision Statement, Mission Statement and Core Values

3.1.1 Vision

A Global Leader in Trade Facilitation.

3.1.2 Mission

To facilitate trade by simplifying, harmonizing, and automating business processes through effective and efficient management of the National Electronic Single Window System and provision of related services for Kenya's global competitiveness.

3.1.3 Tagline

Trade made simple

3.1.4 Core Values

In an endeavor to realize its vision and mission, the Agency upholds the following core values:

i. Customer centric

The Agency commits to provide the highest standards in service delivery and customer experience to all its stakeholders.

ii. Integrity

The Agency commits to act in an honest, transparent, and responsible manner in discharging its mandate whilst maintaining the highest degree of accountability.

iii. Excellence

The Agency commits to ensure that all its operations are undertaken in a manner that facilitates efficiency and effectiveness in service delivery.

iv. Innovation

The Agency will be a learning organization that embraces change and continuously integrates creativity and innovation in its business systems, processes, and services.

v. One KenTrade

The Agency commits to ensure that the staff and the Board of KenTrade work as a team and nurture a performance driven culture.

3.2 Strategic Themes, Strategic Objectives and The Strategies

The Agency will focus on five strategic themes or Key Results Areas to enable it to achieve its mission and vision and deliver value to its customers. The identified strategic themes for KenTrade for the planning period are:

- a. Improving trade environment and ease of doing business,
- b. Solutions development and management,
- c. Financial Sustainability,
- d. Visibility and organizational strengthening, and
- e. Customer Service.

3.2.1 Improving trade environment and ease of doing business

The Agency commits to improve trade environment and ease of doing business. This will be achieved by ensuring that the existing non-tariff barriers are managed. This is mainly through the simplification of the trade processes and procedures for imports and exports. The Agency shall engage the respective regulatory government agencies and stakeholders to ensure measures for achieving ease of doing business are identified and implemented. In addition, the Agency will continue automation of the manual export/import processes and onboarding of PGAs to the TFP.



The Agency commits to ensure excellence

in service delivery. To achieve this, the Agency will continue to improve staff productivity as well as strengthen the capacity of the staff through trainings and other initiatives.

3.2.2 Solutions development and management

To achieve the overall outcome of trade facilitation, the Agency commits to effectively and efficiently manage the National Electronic Single Window System to ensure maximum uptime. This will ensure that the relevant stakeholders have uninterrupted access to the System for them to launch their documentation into the system. The Agency shall also take into account the emerging developments in the cyber security space and ensure that the internal systems are up to date to prevent any emerging cyber security threat. The Agency shall continue to innovate on products and value add services to meet the needs of the stakeholders and raise revenue for the Agency..

3.2.3 Financial sustainability

The Agency strives to ensure that its able to finance its operations with minimal over reliance on the exchequer. This will be achieved mainly through the implementation of the NESWS Act which gives the Agency powers to charge for the SWS services. The Agency commits to ensure the charges to be applied support growth in trade volumes mainly by ensuring that the charges are affordable and sustainable especially among the Medium, Small and Micro Enterprises (MSMEs).

3.2.4 Visibility and organizational strengthening

The Agency commits to ensure excellence in service delivery. To achieve this, the Agency will continue to improve staff productivity as well as strengthen the capacity of the staff through trainings and other initiatives. Business continuity will be a key focus for the Agency to ensure that the stakeholders' expectations are met uninterruptedly. The Agency will identify risks which are likely to affect the operations and put mitigation measures in place to ensure that the impacts are low.

3.2.5 Customer service

The Agency will ensure that it offers the best customer experience within the trade logistics sector. This will be achieved by ensuring that the customer services are available and offered efficiently and effectively. The Agency will conduct customer surveys to identify the gaps which might be existing in its service delivery, the findings and recommendations of the survey will be implemented to ensure that the customer satisfaction levels are achieved.

Table 3.1 outlines the Strategic Themes, Strategic Objectives and the Strategies that the Agency will pursue during the Plan period to deliver on its mandate.

Table 3.1: Summary of Strategic themes, Strategic Objectives and Strategies

Strategic Theme/ Key Result Area	Objective	Strategies
1 Improving trade environment and Ease of doing business	To increase automation of cargo documentation and clearance processes from the current 95% to 99% by 2027/28.	<ul style="list-style-type: none"> a. Increase the number of borders using the Single Window System (SWS). b. Integrate the SWS System with stakeholder systems both in Private and Public Sectors. c. On board additional stakeholders & their processes on the National Electronic Single Window system. d. Implementation of Trade protocols/agreements. e. Monitor and report on compliance to the Service Level Agreements (SLAs).
	To simplify import and export cargo documentation and clearance processes from the current 8 to 18 by 2027/28.	<ul style="list-style-type: none"> a. Documentation of at least ten (10) commodity export and import procedures annually on trade portal. b. Simplification and Harmonization of trade procedures for at least two (2) commodities per year.
	To promote e-commerce by providing five online logistics services by 2027/28.	<ul style="list-style-type: none"> a. Implementation of an e-commerce platform. b. Maintain and improve on the KenTrade Mobile App and USSD based services. c. Undertake Research and Development in e-commerce
	To build capacity in trade facilitation by training at least 200 stakeholders annually.	<ul style="list-style-type: none"> a. Develop and implement a Trade Facilitation training curriculum (ACFTA, TFA and other international trade agreements). b. Establish strategic partnerships and collaboration with other stakeholders and institutions.
	To facilitate domestic trade by automating at least two domestic trade processes annually.	<ul style="list-style-type: none"> a. Partner with stakeholders in developing capacity for Counties in Trade facilitation. b. Collaborate with counties to map, simplify, and automate domestic trade procedures.

Strategic Theme/ Key Result Area	Objective	Strategies
2 Solutions development and management	To maintain 95% availability of automated services and 99.5% availability of systems.	<ul style="list-style-type: none"> a. Build internal capacity to develop, support and manage systems. b. Review, upgrade/replace and maintain Systems. c. Development and support of solutions. d. Set up a Disaster recovery for Single Window system and other business systems. e. Enhance security of all systems.
3 Financial Sustainability	Enhance revenue raising strategies to finance 80% of the Agency's budget by 2027/28.	<ul style="list-style-type: none"> a. To implement the fees component of the National Electronic Single Window Act and Regulations and other services. b. Enhance the Single Window System to increase services and users. c. Introduce new products and services through innovation. d. Review and implement the marketing strategy for all services. e. Expenditure control. f. Resource mobilization through partnership and collaboration. g. Monetize provision of trade statistics.
4 Visibility and organizational strengthening.	To increase operational efficiency in service delivery by 2027/28.	<ul style="list-style-type: none"> a. Enhance use of ICT based systems to improve business processes. b. Strengthen risk management and internal controls. c. Adoption and leverage on modern technologies d. Business Continuity Management e. Enhance IT service delivery through adoption of IT governance frameworks and best practices. f. Finalize and implement regulations on the National Electronic Single System Act. g. Compliance with legal and regulatory requirements e.g Data Protection Act, Public Finance Management Act, Mwongozo etc. h. Conduct a legal audit every two years and implement recommendations. i. Strengthen the Alternative Dispute Resolution (ADR) Mechanisms. j. Develop and implement a change management strategy.

	To increase productivity and enhance service delivery by training at least 50% of staff annually.	<ul style="list-style-type: none"> a. Review and implement organizational policies. b. Continuously develop staff capacity in area of specialization. c. Conduct HR audit and implement recommendations. d. Review the organizational structure and HR instruments. e. Conduct employee satisfaction and work environment survey annually and implement recommendations. f. Review and implement Balanced Score Card (BSC). g. Improve work environment by workspace improvement and provision of necessary tools of work. h. Review and implement a culture change program.
	Enhance Corporate Image by increasing brand visibility and awareness.	<ul style="list-style-type: none"> a. Re-brand the Agency and increase brand visibility and awareness. b. Enhance communication with all stakeholders in relevant channels. c. Increase Corporate Social Sustainability.
5	Customer Service	<p>To increase quality and timeliness of service delivery to stakeholders by increasing customer satisfaction by 3% from the current 83.28% to 86.28% by 2027/28.</p> <ul style="list-style-type: none"> a. Establish a commercial unit to improve service delivery. b. Review and implement the customer service policy. c. Develop and implement a service excellence centre. d. Conduct customer satisfaction surveys every two years and implement recommendations. e. Increase reach and presence of KenTrade. f. Operationalize the Business Outsourcing policy.



CHAPTER FOUR

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.0 Overview

This chapter provides information on the resources required to implement the strategic plan. This includes the Agency's human resource capacity needs, financial resource requirement, and proposed organization structure, strategies for resource mobilization, as well as performance and risk management strategy.

4.1 Structure of the Agency

The Agency is headed by the Board of Directors (BOD) in charge of providing leadership and strategic policy direction. Administratively, the Agency is headed by the Chief Executive Officer who runs the day-to-day operations of the Agency. The Management Team is composed of directors heading the directorates and Managers heading the various departments.

4.1.1 The Board of Directors

The role of the Board of Directors (BOD) is to provide policy and strategic guidance in discharging KenTrade's mandate. The responsibility of the Board is to establish and maintain full and effective control over the strategic, financial, operational and compliance matters of the Agency. The Board establishes committees as appropriate to enable it to fulfil its mandate efficiently. During the planning period the following committees will assist the board in discharging its role:

- Human Resource and Compliance Committee;
- Finance and General Purpose Committee;
- Strategy & Business Committee; and
- Audit and Risk Committee.

4.1.2 Office of The Chief Executive Officer

The Chief Executive Officer (CEO) is responsible for running the day-to-day operations, control of staff affairs and implementation of the Agency's long and short-term plans in accordance with its strategy. In addition, the CEO ensures proper and efficient management of the Agency under the policy guidance of the Board.

4.1.3 Organizational structure

The following is the organizational structure of the Agency;

4.1.4 Directorates and Departments

To effectively implement the strategies and activities identified in this Strategic Plan, the following organizational arrangements are in place. The Agency has the following directorates which reports directly to the Chief Executive Officer;

- a. Trade Facilitation Directorate,
- b. IT, Innovations and Information Security Directorate,
- c. Strategy, Compliance and Business Development Directorate, and
- d. Corporate Services Directorate.

In addition, the Agency has the following departments reporting directly to the CEO:

- a. Legal Services Department,
- b. Internal Audit Department, and
- c. Supply Chain Management Department.

The description of the functions of the directorates and departments are as follows:

4.1.5 Trade Facilitation Directorate

The main role of this directorate is to oversee the use and application of the National Electronic Single Window System and other Trade Facilitation services including providing stakeholder support and training. The directorate has the following departments: -

4.1.5.1 TradeNet and Value Add Services

The core functions of the department include:

- i. Coordination and formulation of trade facilitation policies and programmes in line with established corporate guidelines;
- ii. Coordination and direction of the Agency's trade facilitation activities and programmes;
- iii. Supporting and providing customer service with responsibility to ensure that the National Electronic Single Window System is accessible all over the country;
- iv. Facilitating training of personnel on changes in regulations, policies and new trade systems;

- v. Liaising with stakeholder organizations that facilitate trade, provide data on international trade and other information required;
- vi. Ensuring maintenance of accurate data and information on international trade;
- vii. Undertaking stakeholder capacity building on issues of international trade,
- viii. Generation and Management of trade statistics.

4.1.5.2 Customer Service and Contact Centre

The core functions of the department include:

- i. Formulating and implementing a customer service policy;
- ii. Implementing customer-service standards;
- iii. Ensuring efficient and prompt handling of all customers' inquiries / complaints whether relayed by phone, letter, e-mail or in person;
- iv. Provide system support to the System users through telephone, email or premise visits;
- v. Providing training to the System users on the business process and operations of the system;
- vi. Identify customer service trends, determine system improvements and implement desired change within agreed timelines;
- vii. Maintain detailed records of customer interactions and transactions, record details of inquiries, comments, complaints and of actions taken;
- viii. Determine customer service requirements by undertaking research and analyzing customer needs;
- ix. Ensuring that all relevant standards within the Customer Service department are met; and
- x. Creating and maintaining a positive, supportive, customer-oriented environment for all clients.

4.1.6 IT Infrastructure and Innovations Directorate

This directorate is responsible for ensuring that the Agency's IT infrastructure both hardware and software are up and running. The directorate has the following departments; -

4.1.6.1 Information Technology Infrastructure Department:

The core functions of the department include:-

- i. Formulation and implementation of ICT policies and procedures;
- ii. Development, implementation and management of computerized information system;
- iii. Provision of ICT services to transform KenTrade into an automated work environment that supports efficient and effective service delivery;
- iv. Provision of appropriate information and guidance on emerging trends and best practices in ICT to enable KenTrade optimize usage of technology;
- v. Ensuring well-coordinated information dissemination systems with sufficient controls to capture and process data;
- vi. Conducting and coordinating of System user training;

- vii. Development and maintenance of software and hardware;
- viii. Implementation, administration and maintenance of the network infrastructure including technology needs assessment and maintenance of network security; and
- ix. Administration of corporate Information Management Systems (IMS).

4.1.6.2 Innovations and Solutions Development Department:

The core functions of the department include:

- i. Delivering the innovation strategy and road-map in liaison with the respective business departments;
- ii. Participation in the development of innovative solutions using various project management disciplines and product process guidelines;
- iii. Provision of professional input in collaboration with the product teams in origination, to identify, validate and develop new products and service solutions for the Agency's clients;
- iv. Preparation of proposals for new business ideas, new lines of business and products;
- v. Monitoring and proactively analyzing all innovative ideas from internal and external partners;
- vi. Translation of business requirements information into system requirements;
- vii. Coordination of the collection of information to analyse and evaluate existing or proposed systems;
- viii. Identification of options for potential software solutions and assessment for technical and business suitability;
- ix. Coordinate system design, coding, testing, development, deployment and maintenance of software applications;
- x. Ensuring that the operating systems, software systems, and related procedures adhere to organizational policies and quality system;
- xi. Liaise with vendors, service providers in implementation of IT projects. The scope of liaison is on technical issues that arise from time to time during projects and operation of ICT infrastructure e.g. internet services, server hardware maintenance;
- xii. Develop the standards and procedures manual for systems analysts and design and software development;
- xiii. Provide second line of technical support to KenTrade staff and customers.

4.1.6.3 IT Security Department:

The core functions of the department include:

- i. Undertake the implementation of a comprehensive information security and privacy program for the Agency;
- ii. Undertake the implementation of and review of Agency's ICT security policies, standards, procedures and guidelines;
- iii. Undertake the design, implementation, operation and maintenance of the information security management system based on the ISO/IEC 27000 series standards, including certification against ISO/IEC 27001;

- iv. Facilitating the activities relating to contingency planning, business continuity management and IT disaster recovery in conjunction with relevant functions and third parties;
- v. Facilitating the implementation of an ongoing risk assessment program targeting information security matters;
- vi. Undertake collection and summarization of security events and data including preparing security reports and eventual remedies to be taken;
- vii. Administering ICT security tools, maintain security escalation and contact lists and security logs;
- viii. Facilitating internal management consultancy advice and practical assistance on information security risk and control matters throughout the organization; and
- ix. Undertaking information security awareness, training and educational activities.

4.1.7 Strategy, Compliance and Business Development Directorate

The directorate is responsible for coordinating the development and implementation of the corporate strategy, overseeing the management of projects, formulating and implementing a marketing and communication strategy. The directorate has the following departments: -

4.1.7.1 Strategy, Compliance and Statistics:

The core functions of the department include:

- i. Preparation, coordination and monitoring of the Agency's strategic plan implementation;
- ii. Coordinate the formulation and implementation of the corporate work plan;
- iii. Preparation and coordination of issues relating to the corporate performance contract within the Agency;
- iv. Overseeing effective periodic monitoring, evaluation and reporting of the Agency's activities as outlined in the strategic plan, corporate work plan and performance contract;
- v. Coordinate the identification, design and implementation of research and development initiatives in support of the Agency's mandate and business strategy;
- vi. Coordinate the implementation of the Quality Management System (QMS);
- vii. Collect, collate and analyze various statistics;
- viii. Risk monitoring and management;
- ix. Monitoring compliance with various legal and regulatory requirements; and
- x. Identification of key corporate issues and partnerships for policy advocacy and planning.

4.1.7.2 Project Management:

The core functions of the department include: -

- i. Management and leadership of a team of Business Analysts in process modelling in conducting Business Process Re-engineering (BPR) for different projects in KenTrade;
- ii. Serving as a liaison between KenTrade business community and technical business solution providers on issues relating to Business Processes;
- iii. Monitoring the systems requirement lifecycle to ensure that the delivered solutions meets business needs;
- iv. Planning projects and proactively monitoring their progress;
- v. Ensuring effective quality assurance and the overall integrity of the projects - focusing inwardly on the internal consistency of the projects, and outwardly on its coherence with infrastructure planning, interfaces with other projects;
- vi. Managing the projects' budgets on behalf of the Project Board, monitoring expenditure and costs against delivered and realized benefits as the programme progresses;
- vii. Managing vendors/third-party contributions to the projects;
- viii. Managing risks to ensure successful outcome of the projects;
- ix. Taking the lead on transition management, ensuring that business as usual is maintained during the transition and the changes are effectively integrated into the business; and
- x. Preparing periodical project progress reports to the management and board.

4.1.7.3 Marketing and Communication:

The core functions of the department include:

- i. Prepare and oversee the implementation of KenTrade's marketing and communication strategy by carrying out relevant marketing and communication activities;
- ii. Execution of media relations plans in line with KenTrade's strategic interests;
- iii. Identify and implement common themes across documentaries, publications (newsletters) relevant articles in the media to communicate KenTrade's mandate to our stakeholders;
- iv. Prepare and coordinate press releases and speeches;
- v. Develop and Implement the Corporate Social Responsibility (CSR) policy and coordinate CSR activities;
- vi. Coordinate all corporate events, corporate branding and stakeholder engagement activities;
- vii. Promote e-commerce initiatives and develop market strategies for KenTrade's products and services
- viii. Manage and monitor the application of communication in the respective communication channels that include website, intranet and social media (Facebook, Twitter, WhatsApp, LinkedIn etc);
- ix. Leverage on the National Electronic Single Window System to grow users and explore business development opportunities to enhance revenue.

4.1.8 Corporate Services Directorate

The directorate is responsible for the human resource, general administration and financial affairs of the Agency. The directorate has the following departments: -

4.1.8.1 Finance:

The core functions of the department include:

- i. Development and review of financial policies and ensuring adherence to the policies;
- ii. Implementation and maintenance of the financial system and sound internal controls;
- iii. Monitoring and advising on expenditure trends and projections to ensure controls are in place and adhered to;
- iv. Spearheading implementation of resource mobilization initiatives and project proposals; and
- v. Monitoring financial expenditure trends and projections and preparing required feedback reports.

4.1.8.2 Human Resource Management and Administration:

The core functions of the department include:

- i. Formulation and review of KenTrade's administration policies and procedures;
- ii. Ensuring availability of competent and adequate personnel who are appropriately deployed;
- iii. Development of human resource management policies and procedures which reflect best practices for KenTrade's effective performance;
- iv. Administration of staff remuneration and benefits; Ensuring compliance with labour laws and regulations;
- v. Overseeing employee welfare;
- vi. Planning and directing human resource development, performance management and career development processes and programs;
- vii. Preparing, implementing, and controlling the Human Resource and administration budget; and
- viii. Enforcing safety and security procedures.

4.1.9 Other key departments

In addition, the Agency will have the following departments reporting directly to the CEO:

4.1.9.1 Legal Services:

The core functions of the department include:

- i. Advising and ensuring compliance with legal and regulatory requirements;
- ii. Providing counsel on legal and legislative issues impacting on KenTrade and trade facilitation;
- iii. Taking custody of and ensuring safe keeping of legal documentation and Agency seal;
- iv. Ensuring provision of professional, timely and objective legal services to KenTrade;
- v. Drafting of legal documents, leases and contracts;
- vi. Undertaking research on various legal aspects and processes related to the mandate of KenTrade;
- vii. Ensuring appropriate representation of KenTrade in all legal matters; and
- viii. Carryout corporation secretarial functions.

4.1.9.2 Internal Audit Department:

The department will report administratively to the Chief Executive Officer and functionally to the Board through the Audit & Risk Committee. The core functions of the Department include:

- i. Providing assurance and advisory services on governance, risk mitigation, management processes and making appropriate recommendations for improvement;
- ii. Evaluating the application and effectiveness of the risk management processes and procedures within the Agency and making recommendations for improvement thereof;
- iii. Examination and evaluation of the adequacy and effectiveness of the internal control systems on the various operations and activities of the Agency;
- iv. Evaluating adherence to legal and regulatory requirements and to the approved KenTrade's policies and procedures;
- v. Assessment of operational efficiency by examining that resources are acquired economically, used efficiently and safeguarded adequately;
- vi. Reviewing the accuracy and reliability of the Agency's accounting records and financial reports and making appropriate recommendations;
- vii. Facilitating the development and implementation of Internal Audit Charter;
- viii. Developing an audit work plan, implementing and reporting on progress;
- ix. Providing secretariat services to the Audit & Risk Committee of the Board.

4.1.9.3 Supply Chain Management:

The core functions of the department include:

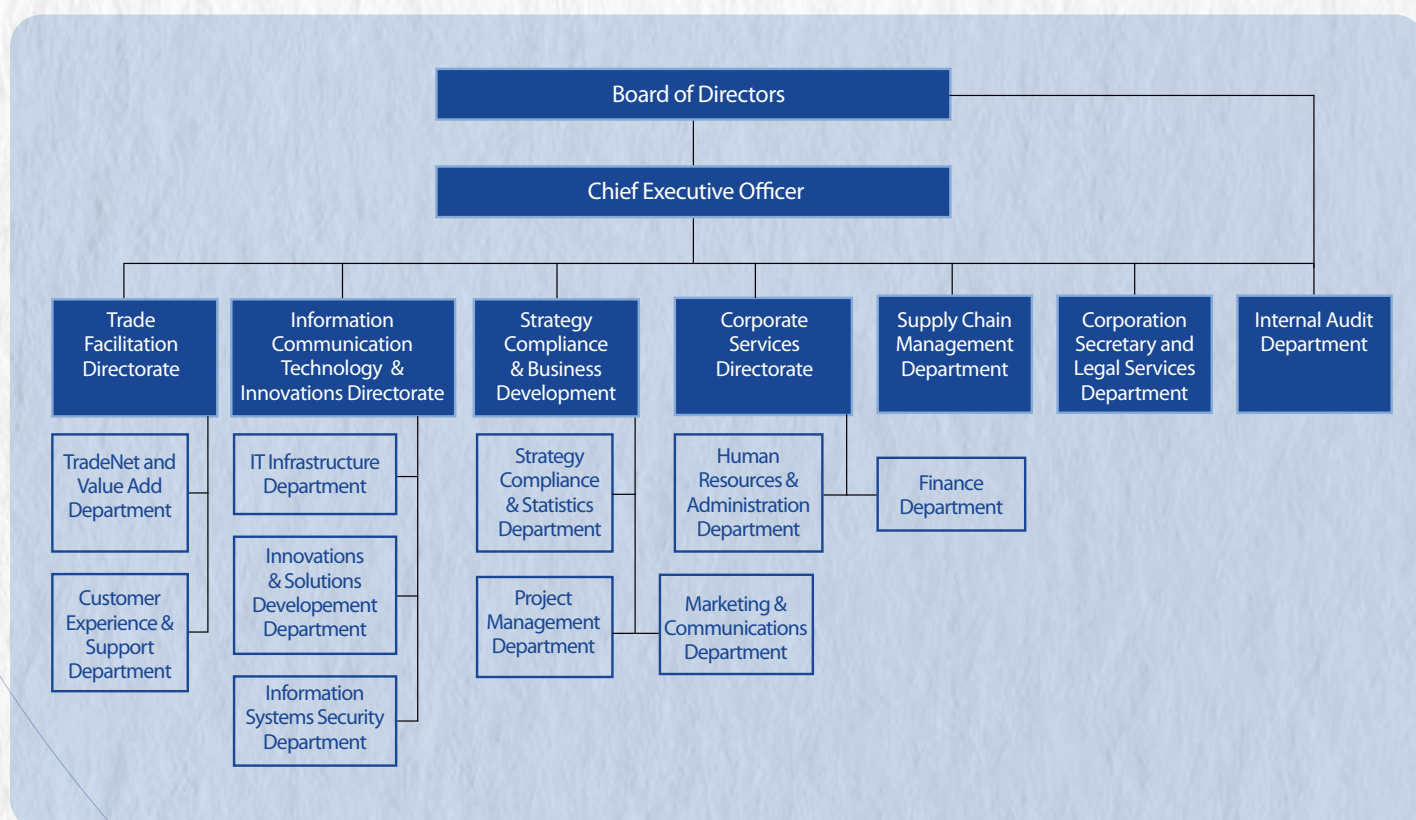
- i. Development, implementation and enforcement of procurement policies and regulations in line with procurement laws and regulations;
- ii. Preparation and implementation in liaison with respective user departments, the organization's procurement plan in order to realize the set objectives;
- iii. Managing and advising on asset disposal as and when required;
- iv. Facilitating implementation of the procurement and tender committees' decisions;
- v. Managing and monitoring contracts to ensure timely execution and renewals;
- vi. Monitoring all risks related to procurement and ensuring that appropriate controls are implemented to mitigate the risks;

The institutional structure is depicted in the organogram presented in section 4.2, figure 3.

4.2 KenTrade Organogram

The Agency's organogram is as illustrated in figure 3 below.

Figure 3: Organogram



4.2.1 Staff Establishment

To implement this strategic plan, the Agency will need to increase its staff complement from the current 118 to 166. The Agency proposes a staff establishment of 166 to be able to deliver on this strategic plan. The current staff comprises of 90 while 76 are to be filled during the plan period subject to availability of funds. The staff establishment is as detailed in the Table 4.1 below:

Table 4.1: Staff Establishment

Designation	KTNA Grade	Proposed Establishment	In post	Variance
Chief Executive Officer	1	1	0	-1
Director	2	4	4	0
Senior Deputy Director	3	13	12	-1
Deputy Director	4	20	11	-9
Assistant Director	5	24	9	-15
Principal Officer	6	36	23	-13
Officer/Senior Officer	7&8	35	13	-22
Assistant Officer	8&9	2	0	-2
Executive Assistant	9&8	25	14	-11
Principal Driver	8	1	0	-1
Senior Driver	9	3	3	0
Senior Office Assistant	10	1	1	0
Driver 11/I	11/10	1	0	-1
Total		166	90	-76

The Agency is committed to ensure that the staff establishment is optimally staffed to ensure efficiency in service delivery.

The Agency will continue to seek budgetary support and approval to fill the vacant positions during the plan period.

4.2.2 Human Resource Capital Management and Development Strategies

The Agency will seek approval from the Parent Ministry to staff the existing staffing gaps. The training needs assessment will be accessed on annual basis and the identified gaps planned for training. New staff will undergo thorough induction programmes to ensure that they are equipped with the necessary understanding of the Agency.

4.3 Financial Resources

4.3.1 Financial Resources Requirements

The financial resources requirements have been projected in line with the Key Result Areas and other relevant budget items for each financial year. This summary is presented in Table 4.2 below;

Table 4.2 Financial Resources Requirements

Cost Area	Projected Resource Requirements Ksh. Mn					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Personnel Emoluments	368.6	388.5	407.93	427.93	447.93	2,040.89
Operational Costs (Rent, insurances, security, cleaning and electricity)	84.84	96.55	100.22	105	110	496.61
Other recurrent budget items	303.66	467.93	491.40	520.69	532.5	2,316.18
Total Recurrent	757.1	952.98	999.55	1053.62	1090.43	4,853.68
Capital Cost	271.4	300.25	325.29	388.25	408.23	1,693.42
Grand Total	1,028.50	1,253.23	1,324.84	1,441.87	1,498.66	6,547.10

4.3.2 Resource Gaps.

The sub-section indicates the identified resource gaps which are likely to be experienced in the implementation of this Strategic Plan. This sub-section is summarised in the Table 4.3 provided below.

Table 4.3: Resource Gaps

Year	Requirement Ksh. Mn	Estimated Resource Allocations Ksh. Mn	Variance Ksh. Mn
Year 1	1,375.4	1,028.50	346.90
Year 2	1,382.51	1,253.23	129.28
Year 3	1,533.43	1,324.84	208.59
Year 4	1,721.17	1,441.87	279.30
Year 5	1,866.15	1,498.66	367.49
Total	7,878.66	6,547.10	1,331.56

The Resource allocations for the first three (3) years are guided by the Medium-Term Expenditure Framework (MTEF) Budget estimates, while for the other two (2) outer years are projected based on planned activities.

4.3.3 Resource Mobilization Strategies

The Agency plans to seek approval to implement the charging module in the Trade Facilitation Platform to raise more revenue. The enactment of the National Electronic Single Window System Act, 2022 and the formulation of the regulations will be crucial in ensuring that the fees and charges are determined and imposed. The Agency will approach development partners to fund some of the strategies identified to achieve its mandate. The Agency will continue to collaborate with Partner Government Agencies (PGAs) to achieve economies of scale in implementation of some of its strategies.

The Agency will continue negotiating with The National Treasury for adequate recurrent and development expenditure funding. The Agency shall also continue expanding its value-add services and products to generate more revenue. Finally, the Agency will continue developing funding and partnership proposals in support of capacity building and capital-intensive projects.

4.3.4 Resource management

The Agency has put in place measures that ensure prudent and efficient utilization of resources. These include cost saving measures, resource planning systems through implementation of Enterprise Resource Planer (ERP), adopting of paperless working environment to reduce usage of stationery, use of virtual technology to conduct its business among others. The Internal Audit department shall also be strengthened to ensure internal checks and balances.

4.4 Business Process Re-Engineering

The Agency has put in place strategies geared towards promoting creativity and innovations in implementation of the strategic plan to ensure efficiency and effectiveness in service delivery. During the plan period, the Agency shall continue to use the Business Intelligence (BI) tool to ensure timely production and sharing of data for planning and decision-making purposes. The Agency will also continuously review and re-engineer existing processes and systems for efficiency and effectiveness.

4.5 Risk Analysis and Mitigation Measures

Under each strategic objective, the Agency has identified risks that may hinder the realization of the strategic plan. The description of risks and their categorization has also been provided. Risks shall be categorized and prioritized based on the likelihood of occurrence and expected impact with suggested actions for mitigation, giving planned actions for mitigation, monitoring and reporting of those risks. This sub-section is summarised in Table 4.4 provided next;

Table 4.4: Risk Register Matrix

Key Result Area 1: Improving trade environment and ease of doing business

Strategic Objective	Risks	Mitigation Measures	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level	Risk Owner
To increase automation of cargo documentation and clearance processes from the current 95% to 99% by 2027/28.	User aversion	<ul style="list-style-type: none"> a. Increase the number of borders using the Single Window System (SWS). b. Integrate the SWS System with stakeholder systems. c. On board the remaining stakeholders on the National Electronic Single Window system. d. Implementation of Trade protocols/ agreements. e. Monitor implementation of the MOU/SLAs between KenTrade and PGAs 	Medium	Medium	Medium	DTF
	Partner Government Agencies slow SWS system Uptake.	<ul style="list-style-type: none"> a. Enhanced stakeholder engagement. b. Training of stakeholders on SWS. 	Medium	Medium	Medium	DTF
	Unsupportive / Uncollaborative stakeholders for Agency product launch.	<ul style="list-style-type: none"> a. Enhanced stakeholder engagement 	Medium	Medium	Medium	DTF
	Multiplicity of Systems developed.	<ul style="list-style-type: none"> a. SWS enhancement to adopt new technologies i.e. Block chain, Big Data/Data Mining, AI, Machine Learning, IoT. b. Continuous engagement with parent ministry and other stakeholders. c. On-Boarding more Partner Government Agencies and integration with their systems. 	Medium	Medium	Medium	DTF/ DITIIS
To simplify import and export cargo documentation and clearance processes from the current 8 to 18 by 2027/28.	Ambiguous/ complex/ outdated PGA trade procedures.	<ul style="list-style-type: none"> a. Documentation of at least ten (10) commodities annually on trade portal. b. Simplification and Harmonization of trade procedures for at least two (2) commodities per year. 	Medium	Low	Medium	DTF

Strategic Objective	Risks	Mitigation Measures	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level	Risk Owner
	Duplication & complexity in trade processes. Complex and ambiguous PGA business processes on InforTradeKe					
To promote e-commerce by providing five online logistics services by 2027/28.	Producing inaccessible, expensive TFP products.	a. Implementation of the digital logistics marketplace platform. b. Maintain and improve on the mobile App uptake and utilization.	Low	Medium	Medium	DTF& VAS/ DSCBD/ DITIIS
	Launch of inefficient products/ products that do not meet customer needs.	a. Undertake feasibility studies to gather the customer needs. b. Undertake customer sensitizations on usage of the products.	Low	Medium	Medium	DTF& VAS/ DSCBD/ DITIIS
	Poor promotion of our products.	a. Enhanced marketing strategy.				
To build capacity in trade facilitation by training at least 200 stakeholders annually.	Changes of stakeholder requirements/ systems/business environment.	a. Develop and implement a Trade Facilitation training curriculum (ACfTA, TFA and other international trade agreements). b. Implement targeted stakeholder education & training framework. c. Establish strategic partnerships and collaboration with other stakeholders and institutions	Medium	Medium	Medium	DTF& VAS/ DSCBD
To facilitate domestic trade by automating at least two trade domestic processes annually.	Changes of stakeholder requirements/ systems/business environment	a. Partner with Stakeholders in developing capacity of Counties in Trade facilitation. b. Collaborate with counties to map, simplify, and automate their trade procedures.	Medium	Medium	Medium	DTF& VAS/

Key Result Area 2: Solutions development and management

Strategic Objective	Risks	Mitigation Measures	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level	Risk Owner
To maintain 95% availability of automated services and 99.5% availability of systems.	To maintain 95% availability of automated services and 99.5% availability of systems.	<ul style="list-style-type: none"> a. Review, upgrade/replace and maintain Systems. b. Re-engineer systems for alignment with changing operating environment. c. Set up a Disaster recovery for Single Window system and other business systems. d. Build internal capacity to develop, support and manage systems. e. Enhance security of all systems. f. Adopt new and emerging technologies. g. Adopt local expertise on the maintenance of the Single Window System. 	High	Medium	High	DITIIS/CS&MLA
	Inadequate disaster recovery plan/Cyber Security Threats	<ul style="list-style-type: none"> a. Develop and test DRP & DRS. b. TFP System hosting infrastructure and information security systems enhancement to mitigate against cyber security threats. c. Periodic vulnerability assessment to determine effectiveness of Cyber Security Controls. 	Medium	High	High	DITIIS/DSCBD

Key Result Area 3: Financial Sustainability

Enhance revenue raising strategies to finance 80% of the Agency's budget by 2027/28.	Inadequate budget for projects implementation. Low uptake of NESWS products and services.	<ul style="list-style-type: none"> a. To implement the NESWS Act and Regulations on the charging provisions for Single Window System services and other value add services. b. Enhance the Single Window System to increase services and users. c. Introduce new products and services through innovation. d. Review and implement the marketing strategy for all services. e. Expenditure control. f. Resource mobilization through partnership and collaboration. 	High	High	High	DCS
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Strategic Objective	Risks	Mitigation Measures	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level	Risk Owner
To increase operational efficiency in service delivery by 2027/28.	Stakeholders' dissatisfaction	<ul style="list-style-type: none"> a. Enhance use of ICT based systems to improve business processes. b. Strengthen risk management and internal controls. c. Adoption and leverage on modern technologies d. Business Continuity Management e. Enhance IT service delivery through adoption of IT governance frameworks and best practices. f. Develop and implement regulations on the National Electronic Single System Act. g. Compliance with legal and regulatory requirements e.g Data Protection Act, Public Finance Management Act, Mwongozo etc. h. Conduct a legal audit every two years and implement recommendations. i. Strengthen the Alternative Dispute Resolution (ADR) Mechanisms. j. Develop and implement a change management strategy. 	Medium	Medium	Medium	ALL HODS
	Legal changes at WTO and WCO	Participate in international forums e.g. UNCEFACT meetings.	Low	Medium	Medium	DSCBD
	Change in Government Policy	<ul style="list-style-type: none"> a. Effective implementation of NESWS, Act 2022. b. Full implementation of International Trade Policies/Laws and other international commitments i.e., FAL, TFA. c. Effective and efficient management of the SWS System and related VAS. 	Low	High	Medium	CS/LAM

Strategic Objective	Risks	Mitigation Measures	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level	
	Mergers of State Agencies	a. Effective trade facilitation through the SWS and other ecommerce innovations. b. Self-sustainability through generation of income by KenTrade. c. Onboarding many Users to attract Government support.	Low	Medium	High	DTF/ DSCBD
	Non-compliance to Data Protection Laws	a. Registration of the Agency as a Data Processor and Data Controller with the Office of the Data Commissioner. b. Data mapping and categorization of the Agency's data. c. Appointment of a Data Protection Officer and a Data Compliance Committee. d. Developed a Data Protection Policy	Medium	High	High	CS&MLA/ DITIIS/ DSCBD
	Limited Human Capital Inadequate technical staff and exit of experienced staff	a. Recruit technical and experienced staff to have high numbers for adequate succession planning. b. Develop staff retention techniques. c. Continuously enhance technical capacity and competence of Staff.	Medium	Medium	Medium	DCS
To increase productivity and enhance service delivery by training at least 50% of staff annually.	High staff turnover. Ineffective staff retention initiatives. Inadequate performance management tools	a. Review and implement organizational policies. b. Continuously develop staff capacity in area of specialization. c. Conduct HR audit and implement recommendations. d. Review the organizational structure and HR instruments. e. Conduct employee satisfaction and work environment survey annually and implement recommendations. f. Review and implement Balanced Score Card (BSC).	Medium	Medium	Medium	DCS

Strategic Objective	Risks	Mitigation Measures	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level	Risk Owner
		g. Improve work environment by workspace improvement and provision of necessary tools of work. h. Review and implement a culture change program.				
Enhance Corporate Image by increasing brand visibility and awareness.	Reputation risk	a. Re-brand the Agency and increase brand visibility and awareness. b. Enhance communication with all stakeholders in relevant channels. c. Increase Corporate Social Sustainability.	Medium	Medium	Medium	DSCBD
Key Result Area 5: Customer service						
To increase quality and timeliness of service delivery to stakeholders by increasing customer satisfaction by 3% from the current 83.28% to 86.28% by 2027/28.	User aversion	a. Upgrade the current systems to improve service delivery. b. Review and implement the customer service policy. c. Conduct customer satisfaction surveys every two years and implement recommendations. d. Increase reach and presence of KenTrade.	Medium	Medium	Medium	DTF

*** Risk owner- The person with responsibility of managing the risk.**

4.5.1 Mitigation, Monitoring and Reporting of Risks

The effects of the risks identified on the implementation of this Strategic Plan, will be addressed through an enterprise risk management framework anchored on leadership and commitment based on ISO 31000: 2018 Risk Management Standard (RMS). This will ensure risk management is integrated into the governance of KenTrade including the decision-making process. The components of KenTrade framework shall encompass designing, integrating, implementing, monitoring and evaluating to improving risk management across the Agency as depicted in figure 4 below.



Figure 4: KenTrade Risk Management Framework

KenTrade Management shall implement a monitoring and review process including planning, gathering and analyzing information, recording results and providing feedback throughout all the stages of the risk management process. The results of monitoring and review shall be incorporated throughout KenTrade performance management, measurement and reporting activities.

An appropriate management information system of recording and reporting risk management process and outcomes shall be implemented. The system shall:

- a. Communicate risk management activities and outcomes across the organization;
- b. Provide timely information for decision-making;
- c. Improve risk management activities; and
- d. Assist interaction with stakeholders, including those with responsibility and accountability for risk management activities.

4.6 Accountability

The key to successful implementation of a Plan is the efficient mobilization and timely deployment of resources as well as effective monitoring, evaluation and reporting of the entire process. To enhance implementation, the Agency shall:

- i. Effectively communicate the plan to all staff and other stakeholders to ensure clarity of vision and purpose.
- ii. Assign and communicate roles and responsibilities to the various implementing actors;
- iii. Mobilize and allocate resources as per prioritized activities identified in the Plan;
- iv. Develop and communicate annual work plans for directorates, departments and individuals in line with the Strategic Plan;
- v. Ensure annual work plans are tied to budgetary provisions; and
- vi. Build staff capacity to implement the strategy as necessary.



CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING

5.0 Overview

This chapter presents the monitoring, evaluation and reporting framework of the Strategic Plan. This will involve a systematic and continuous process of collecting and analyzing information based on the output/outcome indicators, and targets as provided for in the Strategic Plan. The results of M&E will be used to make corrective actions, improve implementation of activities and also inform future plans of the Agency. An implementation matrix with clear outcomes, outputs, output indicators and targets for the five-year duration plan is annexed to facilitate monitoring and evaluation of the Plan.

5.1 Monitoring, Evaluation and Reporting Framework

Monitoring is an important aspect of strategy implementation that involves taking a periodic look at how the plan is progressing. This helps to ensure that:

- the Agency's efforts conform to the strategic plan;
- the plan accomplishes its objectives ;
- it encourages improved performance; and
- it allows corrective action in case of deviation.

Monitoring implementation of the Strategic Plan shall constitute systematic tracking of activities and actions to assess progress. Progress will be measured against specific targets included in the Plan. The following ME&R framework will be put in place by KenTrade in order to enhance successful implementation of the strategic plan:

- i. Establish ME&R structures including ME&R committees to champion implementation of the strategic plan both at the management level and the Board level;
- ii. The ME&R committee should hold quarterly meetings to review the status of the strategic plan implementation. Also, areas requiring strategy change should be identified.;
- iii. The ME&R committee shall avail periodic progress reports to the Management and the Board respectively on the progress made towards attainment of the strategic goals;
- iv. Annual work plans shall be developed to guide the annual implementation of the strategic plan. The work plan shall highlight the annual targets and resources available and shall be linked to the Performance Contract; and
- v. The strategic plan will be reviewed annually so as to ensure the necessary changes in objectives, strategies and activities are effected.

The ME&R framework will be a results-based framework measuring results at different levels. The baseline values to be used in this strategic plan will have been derived from the previous strategic plan, periodic reports from reputable organizations, e.g. World Bank, KNBS e.t.c., amongst other sources as shall be deemed necessary. A detailed ME&R plan for the strategic plan shall be developed to guide the implementation process.

5.1.1 Mid-term Review

KenTrade will carry-out a mid-term review of the Strategic Plan to examine the progress towards achieving set targets. This review will ensure that necessary changes in the objectives, strategies and activities are effected, informed by new information regarding the Agency or the environment. The review will ensure that the plan remains relevant, feasible and delivers outputs that contribute to trade facilitation. The evaluation will be spearheaded internally by the Agency's management. This will be undertaken in the financial year 2025/2026.

5.1.2 End-term Evaluation

This involves reviewing the successes and failures of the plan. End-term evaluation will be conducted at the end of the Strategic Plan period and the achievements, challenges, lessons learnt and recommendations will inform the next cycle of the strategic planning process for the Agency. The evaluation mechanism will entail:

- i. Measuring actual performance against set targets in terms of outputs and outcomes and establishing any variation(s) in performance;
- ii. Identifying and addressing the casual factors of variance; and
- iii. Identifying and recommending appropriate remedial measures including a review of objectives, strategies and/or activities.

5.1.3 Ad hoc Evaluation

Ad hoc evaluation may be commissioned by the Board in case of significant and unexplained variance between the planned and achieved performance targets. Such variances will be identified through the regular quarterly and annual reports.

5.2 Learning

The Agency shall provide a description on documentation of best practices and dissemination for learning purposes. The Agency has development an intranet and SharePoint platform where all the information is stored for reference purposes internally. For our external stakeholders, the Agency has an up-to-date website with depository of the relevant information for their reference.

The learning process shall also be geared towards enhancing performance and ensuring better implementation results in the implementation of the next cycle of Agency's Strategic Plan.

5.3 Projected Key Performance Indicators

Table 5.1 below shows the projected key performance indicators.

Table 5.1: Key Performance indicators

Indicator	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Baseline	Target				
1 Percentage of automation of cargo documentation and clearance processes	95%	95%	96%	97%	98%	99%
2 Number of processes simplified for import and export cargo documentation and clearance.	8	10	12	14	16	18
3 Number of e-commerce online logistics services	0	1	1	1	1	1
4 Number of stakeholders trained on trade facilitation. (200 annually)	200	200	200	200	200	200
5 Export and Import Trade processes automated (in Nos.) 2 annually	98	100	102	104	106	108
6 Commodity export and import procedures harmonized and simplified (in Nos.)	10	12	14	16	18	20
7 Domestic Trade processes automated (in Nos.) 2 annually	0	2	4	6	8	10
8 Percentage availability of systems.	98%	99.5%	99.5%	99.5%	99.5%	99.5%
9 Percentage availability of automated services.	95%	99%	99%	99%	99%	99%
10 Customer Satisfaction Index	83.28%	83.28%	-	84.78%	-	86.28%
11 Employee satisfaction Index	73%	-	-	77%	-	83%
12 Implementation of the Customer Service Charter	100%	100%	100%	100%	100%	100%
13 To increase productivity and enhance service delivery by training at least 50% of staff annually.	100%	100%	100%	100%	100%	100%
14 Utilization of the CRM System	100%	100%	100%	100%	100%	100%
15 Proportion of budgetary resources internally generated. (in %).	2%	30%	50%	60%	70%	80%

APPENDIX

1

IMPLEMENTATION MATRIX

This section presents the implementation matrix, which covers Key Result Area, strategic objectives, strategies, Key activities, expected output, output indicators, target and time frame, estimated budget and implementing actors. The matrix below provides detailed implementation plan.

IMPLEMENTATION MATRIX

Key Result Area	Strategic objective	Strategy	Key Activities	Expected output	Output indicators	Target for 5 yrs	Target					Budget (Kshs. Mn)					Risk Owner
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1. Improving trade environment and Ease of doing business.	To increase automation of cross-border cargo documentation and clearance processes from the current 95% to 99% by 2027/28.	a. Increase the number of new borders using the Single Window System (SWS).	i. Identify new offices within borders to roll out the National Electronic Single Window system and other agency's products.	Increased usage of the system and other agency's products.	i. Number of new offices within the borders.	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	DTF
					ii. Number of users using the system.	5000	1000	1000	1000	1000	1000	0.5	0.5	0.5	0.5	0.5	DTF
					iii. Number of transactions in the system.	5m	1m	1m	1m	1m	1m	0.5	0.5	0.5	0.5	0.5	DTF
			ii. Sensitize & train stakeholders on the National Electronic Single Window system and other agency's products.		iv. Number of stakeholders sensitized.	3000	600	600	600	600	600	0.5	0.5	0.5	0.5	0.5	DTF
		b. Integrate the SWS System with stakeholder systems.	i. Identify systems to integrate ii. Develop an integration plan and requirements. iii. Implement the integration.	Improved import & Export cargo documentation and clearance processes.	i. Number of systems identified	5	1	1	1	1	1	2	2	2	2	2	DTF
					ii. Approved integration plan.												
		c. On board additional stakeholders & their processes on the National Electronic Single Window system.	i. Identify new stakeholders.	i. Increased usage of the system and other agency's products. ii. improved import & Export cargo documentation and clearance process.	iii. Number of new PGAs onboarded	5	1	1	1	1	1	1	1	1	1	1	DTF

Key Result Area	Strategic objective	Strategy	Key Activities	Expected output	Output indicators	Target for 5 yrs	Target					Budget (Kshs. Mn)					Risk Owner
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		d. Implementation of Trade protocols/ agreements.	i. Analyze various trade protocols /agreements and identify at least one relevant provisions to be implemented. ii. Identify resources and partners.	i. improved compliance with Trade protocols and Agreements ii. Improved trade facilitation.	i. Number of Trade protocols and agreements implemented. ii. ii)Number of partners identified	3	-	1	-	1	1	1	1	1	1	1	DTF
		e. Monitor and report on compliance to the SLAs	Monitoring and reporting of SLAs with PGAs	improved import & Export cargo documentation and clearance times.	Quarterly reports provided	20	4	4	4	4	4	0.4	0.4	0.4	0.4	0.4	DTF
	To simplify import and export cargo documentation and clearance processes from the current 8 to 18 by 2027/28.	a. Documentation of at least ten (10) commodities annually on trade portal.	i. Sign off and publish the procedures on the Portal. ii. iii)Sensitize stakeholders on the documented procedure.	Published commodities procedures for import and exports on the infortrade kenya portal	Number of published procedures for import and exports on the infortradekenya portal.	50	10	10	10	10	10	1	1	1	1	1	DTF
		b. Simplification and Harmonization of trade procedures for at least two (2) commodities per year.	i. Sign off and publish simplified procedures in the E-portal. ii. Sensitize stakeholders on the simplified procedures.	Published Simplified procedures for import and exports on the infortrade kenya portal.	Number of published simplified procedures for import and exports on the infortrade Kenya portal.	10	2	2	2	2	2	1	1	1	1	1	DTF

Key Result Area	Strategic objective	Strategy	Key Activities	Expected output	Output indicators	Target for 5 yrs	Target					Budget (Kshs. Mn)					Risk Owner
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	To promote e-commerce by providing five online logistics services by 2027/28.	a. Implementation of a ecommerce platform.	i. Identify services to be included in the ecommerce platform and requirements. ii. Configure the requirements and services. iii. Roll out and market the services. iv. Improve the services offered.	5 services rolled out	i. Number of services rolled out. ii. Number of transactions done in the system. iii. Number of users using the system.	5	1	1	1	1	1	10	20	20	5	5	DTF
		b. Maintain and improve on the KenTrade Mobile App and USSD based services.	i. Review the performance of the App. ii. Identify additional services to be included in the App. iii. Enhance the App	Enhanced Mobile App	Number of services offers on the App	5	1	1	1	1	1	1	1	1	1	1	DTF
		c. Undertake research and development in e-commerce	i. Conduct research ii. disseminate findings	Research paper	Number of research conducted	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	DTF
	To build capacity in trade facilitation by training at least 200 stakeholders annually.	a. Develop and implement a Trade Facilitation training curriculum (ACFTA, TFA and other international trade agreements).	i. Conduct stakeholder training needs assessment ii. Develop training curriculum. iii. Develop training materials. iv. Incorporate the materials on the e-Learning tool. v. Conduct and monitor the trainings.	Approved training curriculum.	i. Number of stakeholders trained ii. Number of trainings configured on the eLearning tool.	5	1	1	1	1	1	5	5	5	5	5	DCS
		b. Establish strategic partnerships and collaboration with other stakeholders and institutions	v. Enter into MOUs with the partners. vi. Implement, Monitor and report on implementation.	MOUs and partner ships entered into.	Number of MOUs and partnerships.	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	DTF

Key Result Area	Strategic objective	Strategy	Key Activities	Expected output	Output indicators	Target for 5 yrs	Target					Budget (Kshs. Mn)					Risk Owner
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	To facilitate domestic trade by automating one trade process annually.	a. Partner with Stakeholders in developing capacity for Counties in Trade facilitation.	i. Identify areas of capacity building for counties in domestic trade. ii. identify counties to engage with iii. identify/mobilize resources iv. Implement the plan	Approved workplan.	i. Number of counties identified. ii. Number of officers trained.	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	DTF
		b. Collaborate with counties to map and simplify and automate domestic trade procedures	i. Identify counties and their products processes to be simplified. ii. Mobilize resources for the engagement. iii. Engage the counties jointly with stakeholders. iv. Map the AS IS processes, identify in inefficiencies. v. Map the TO BE processes. vi. Develop a BPR & SRS report. vii. Develop and implement/ configure in the system. viii. Train stakeholders ix. Support the system	i. Approved BPR & SRS reports ii. Working system.	i. Number of counties identified ii. Number of trade procedures simplified.	5	1	1	1	1	1	1	1	1	1	1	DTF

Key Result Area	Strategic objective	Strategy	Key Activities	Expected output	Output indicators	Target for 5 yrs	Target					Budget (Kshs. Mn)					Risk Owner
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
2. Solutions development and management	To maintain 95% availability of automated services and 99.5% availability of systems.	a. Build internal capacity to develop, support and manage systems.	Evaluate internal systems to determine the resource requirement for support and management.	Skilled personnel Reduced over reliance to external vendors.	Percentage of training and persons trained.	100%	100%	100%	100%	100%	100%	5	5	5	5	5	DITIIS
			Evaluate capacity and skills gap in current establishment.	Skilled personnel Skills gap report	Percentage of training and persons trained.	100%	100%	100%	100%	100%	100%	5	5	5	5	5	DITIIS
			Recruit and acquire needed skills to bridge the gaps.	Skilled personnel	Number of skilled personnel recruited.	100%	100%	100%	100%	100%	100%	5	5	5	5	5	DITIIS
		b. Review, upgrade/replace and maintain systems.	i. Conduct review of at least two systems against business requirement and make recommendations on system to be upgraded. ii. Identify emerging technologies for improved business processes. iii. Implement, monitor and report on systems performance.	Upgraded systems	Number of systems upgraded.	100%	100%	100%	100%	100%	100%	150	150	150	150	150	DITIIS
		c. Development and support of solutions.	support and maintain the developed solutions.	Solutions developed	Number of solutions developed.	2	-	1	-	1	-	-	20	-	20	-	DITIIS
		d. Set up a Disaster recovery site for Single Window system and other business systems	i. Develop requirements specifications for Hosting and Infrastructure. ii. Implement the Disaster Recovery (DR).	Specifications developed. DR site in place	Number of specifications developed.	1	1	1	1	1	1	100	30	30	30	30	DITIIS
		e. Enhance security of all systems	i. Develop and implement a five-year cyber security strategy. ii. Conduct data privacy impact assessment.	Cyber security strategy developed. Audit reports for the systems audit.	Cyber security strategy developed Number of systems audit report documented.	100%	100%	100%	100%	100%	100%	100	100	100	100	100	DITIIS

Key Result Area	Strategic objective	Strategy	Key Activities	Expected output	Output indicators	Target for 5 yrs	Target					Budget (Kshs. Mn)					Risk Owner
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3. Financial Sustainability	Enhance revenue raising strategies to finance 80% of the Agency's budget by 2027/28.	a. To implement the fees component of the National Electronic Single Window Act and Regulations and other services.	Set up necessary framework for revenue collection/management including enhancing the billing module in the TFP.	Approved charging model	Amount of revenue raised	80%	10%	30%	40%	60%	80%	1	1	1	1	1	DCS
		b. Review and implement the marketing strategy for all services.	Review and implement marketing strategy.	Reviewed marketing strategy.	Amount of revenue raised.	80%	10%	30%	40%	60%	80%	1	1	1	1	1	DSCBD
		c. Enhance the Single Window System to increase services and users.	i. Identify additional revenue generating services/products to be provided in the SWS. ii. Develop and implement the enhanced or new services.	New services identified.	Number of services introduced.	3	1	-	1	-	2	2	2	2	2	2	DTF
		d. Introduce new products and services.	i. Identify stakeholder needs. ii. Develop implementation proposal. iii. Design and develop the solution. iv. Support and maintain the developed solutions.	Developed solutions and enhanced solutions.	Number of new products/services introduced.	3	1	-	1	-	1	5	5	5	5	5	DITIIS
		e. Expenditure control.	Compliance with statutory and regulatory requirements on financial management.	Approved financial statements	Approved financial reports	100%	100%	100%	100%	100%	1	1	1	1	1	1	DCS
		f. Resource mobilization through partnership and collaboration.	i. Identify areas of partnership. ii. identify strategic partners. iii. Implement, monitor and report on, the plans.	Collaboration/ partnership MOU signed.	Amount of revenue raised.	50m	100m	100m	100m	100m	2	2	2	2	2	2	DSCBD
		g. Monetize provision of trade statistics.	i. Benchmark with other organizations on monetizing trade statistics ii. Implement the statistics policy iii. Enhance the BI Tool to provide additional reports to raise revenue.	Published trade statistics reports. Revenue generated from BI Tool.	Amount of revenue generate from BI Tool.	80%	10%	30%	40%	60%	80%	1	1	1	1	1	DSCBD

Key Result Area	Strategic objective	Strategy	Key Activities	Expected output	Output indicators	Target for 5 yrs	Target					Budget (Kshs. Mn)					Risk Owner
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
4. Visibility and organizational strengthening.	To increase operational efficiency in service delivery by 2027/28.	a. Enhance use of ICT based systems to improve business processes.	i. Identify Manual Processes and automate as per business needs.	All internal systems integrated.	Number of systems integrated	15	3	3	3	3	3	20	10	10	10	10	DITIIS
		b. Strengthen risk management and internal controls.	i. Maintain ISO 9001:2015 certification. ii. Transition and maintain ISO 27001:2022 certification iii. Maintain and improve the Enterprise Risk Management Framework. iv. Carry out periodic audits to provide assurance on the effectiveness of risk management, internal controls & governance structures. v. Acquire and implement an audit management system for enhanced audit efficiency.	Compliance reports Effective risk management and internal controls framework Quality Management Systems	i. ISO 9001:2015 & ISO 27001:2018 certification ii. Audit Review reports iii. Audit Management System	10	2	2	2	2	2	15	15	15	15	15	DSCBD
		c. Business Continuity Management	Develop and implement an organization wide Business Continuity Plan (BCP). ii) Develop and implement the Disaster Recovery Plan (DRP).	Business Continuity & Disaster Recovery Plans	i. Business Continuity Plan ii. Disaster Recovery Plan iii. Tested BCP and	100%	100%	100%	100%	100%	100%	5	3	3	3	3	DTIS
		d. Enhance IT service delivery through adoption of IT governance frameworks and best practices.	Conduct IT system audit biennial and implement the recommendations.	Availability of systems	Systems availability reports	2	1	-	-	1	-	15	-	-	15	-	DITIIS

Key Result Area	Strategic objective	Strategy	Key Activities	Expected output	Output indicators	Target for 5 yrs	Target					Budget (Kshs. Mn)					Risk Owner
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		e. Finalize and implement regulations on the National Electronic Single System Act	conduct awareness activities to sensitize stakeholders on the Regulations	Final Regulations passed by Parliament and Gazetted. charging model approved	i. No. of public participation forums held ii. No. of sensitization forums held iii. Amount collected through the charging model		3	2	2	1	2	2	2	1	0.5	-	CSMLA
		f. Compliance with legal and regulatory requirements e.g Data Protection Act, Public Finance Management Act, Mwongozo etc.	conduct sensitization activities on new legal and regulatory requirement.	sensitizations held.	Number of sensitizations held.	5	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	CSMLA
		g. Conduct a legal audit biennially and implement recommendations	Conduct the legal and governance audit and implement recommendations.	legal and governance audit report.	Number of legal and governance audits conducted.	3	1	-	1	-	1	1.5	1.5	1.5	1.5	1.5	CSMLA
		h. Strengthen the Alternative Dispute Resolution (ADR) Mechanisms.	Create awareness on the available ADR mechanism	Sensitizations held.	Number of sensitizations held.	5	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	CSMLA
		i. Develop and implement an enterprisewide change management strategy	i. Capacity building of the implementors. ii. Implement the plan and monitor KPIs iii. Integration of change management and QMS.	Approved strategy and workplan	The Approved plan Number of people trained. Status reports.	100%	20	20	20	20	20	10	10	10	10	10	DSCBD

Key Result Area	Strategic objective	Strategy	Key Activities	Expected output	Output indicators	Target for 5 yrs	Target					Budget (Kshs. Mn)					Risk Owner
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	To increase productivity and enhance service delivery by training at least 50% of staff annually.	a. Review and implement organizational policies.	Annually review any policies that are due for revision.	Enhanced compliance and policy implementation.	Number of revised policies	25	5	5	5	5	5	3	3	3	3	3	DCS
		b. Continuously develop staff capacity in area of specialization.	Conduct TNA every other year (Biennially):	Enhanced productivity and employee	TNA reports; Training Certificates; Skills	3	1	-	1	-	1	2.5	-	3	-	3.5	DCS
			Annually sponsor at least 50% of staff for training as per TNA;	e engagement	Audit Report	100%	100%	100%	100%	100%	100%	15	20	25	25	25	DCS
			Conduct a Skills Audit during the period.			1	1					5	-	-	-	-	DCS
		c. Conduct HR audit and implement recommendations.	Conduct HR audit and implement recommendations.	Enhanced compliance	HR Audit Report; Implementation Matrix	1	-	-	1	-	-	-	-	4	-	-	DCS
		d. Review the organizational structure and HR instruments.	Implement the approved HR Instruments: align relevant Policies with the revised HR Instruments.	Enhanced compliance and service delivery	Revised HR Instruments	100%	100%	100%	100%	100%	100%	2	2	2	2	2	DCS
		e. Conduct employee satisfaction and work environment survey annually and implement recommendations.	i. Develop TORs for the survey. ii. Undertake the survey. iii. Implement the findings and recommendations of the survey.	Enhanced employee engagement and retention.	Survey reports	5	1	1	1	1	1	2	2.5	2.8	3.3	3.5	DCS
		f. Review and implement Balanced Score Card (BSC).	i. Develop TORs and procure consultant to review the BSC. ii. Align the BSC to performance Management System.	BSC aligned to employee performance.	Employee performance contracts	100%	100%	100%	100%	100%	100%	10	10	10	10	10	DCS

Key Result Area	Strategic objective	Strategy	Key Activities	Expected output	Output indicators	Target for 5 yrs	Target					Budget (Kshs. Mn)					Risk Owner
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		g. Review and implement a culture change program	i. Conduct a Culture audit. ii. Implement a culture change program.	Enhanced employee engagement	Culture Audit Report; Culture Change Programme/ workplan	1	1	-	-	-	-	5	2	2	2.5	2.5	DCS
	Enhance Corporate Image by increasing brand visibility and awareness.	a. Re-brand the Agency and increase brand visibility and awareness.	i. Undertake brand Audit every three years.	Enhanced visibility & awareness.	vii. Brand audit report.	2	-	-	1	-	1	-	-	3	-	3	DSCBD
			ii. Develop a rebranding strategy.	Enhanced visibility & awareness.	Approved rebranding strategy.	1	1	1	1	1	-	10	10	10	10	-	DSCBD
			iii. Conduct a website audit every three years.	Improve stakeholder efficiency on access to information and usability.	Improved website.	1	-	-	1	-	-	1	1	1	1	1	DSCBD
			iv. Carry out stakeholder sensitization	Enhanced stakeholder awareness	Number of stakeholders	2500	500	500	500	500	500	3	3	3	3	3	DSCBD
		b. Enhance communication with all stakeholders in relevant channels.	Review and Implement the marketing and Communication Strategy every three years.	Increased public awareness and brand visibility.	Brand perception report	2	-	1	-	-	1	-	2	-	-	2	DSCBD
		c. Increase corporate social sustainability	Review and implement CSR policy.	Enhanced brand reputation.	Percentage of implemented CSR activities.	100%	100%	100%	100%	100%	100%	3	3	3	3	3	DSCBD

Key Result Area	Strategic objective	Strategy	Key Activities	Expected output	Output indicators	Target for 5 yrs	Target					Budget (Kshs. Mn)					Risk Owner
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
5. Customer Service	To increase quality and timeliness of service delivery to stakeholders by increasing customer satisfaction by 3% from the current 83.28% to 86.28% by 2027/28.	a. Upgrade the current systems to improve service delivery.	i. Undertake a market survey on development of a commercial unit. ii. Establish and operationalize a Commercial Unit with the necessary systems and structures. iii. Operationalize BPO policy.	Developed commercial section. Report of market research	Number of staff recruited for the commercial unit. Report of the market research.	1	-	-	-	-	-	10	20	20	20	20	DTF
		b. Review and implement the customer service policy.	Biennially review and sensitize on the customer service policy.	Revised customer service policy.	Number of products and services developed. Revised customer service policy.	1	1	1	1	1	1	1	1	1	1	1	DTF
		c. Develop and implement a service excellence centre.	i. Enhance the utilization of the multi-channel system. ii. Undertake sensitization of the channels.	Enhanced services delivery	Percentage of customer satisfaction.	100%	100%	100%	100%	100%	100%	0.2	0.2	0.2	0.2	0.2	DTF
		d. Conduct customer satisfaction surveys every two years and implement recommendations	i. Develop the CSS TORs. ii. Identify consultant and undertake the survey iii. Implement recommendations.	Report of the customer satisfaction survey.	Number of reports Number of recommendations implemented	2	-	1	-	-	1	5	-	5	-	5	DTF
		e. Operationalize the Business Outsourcing policy	i. Benchmark with other BPO operators and make recommendations. ii. Design an implementation plan iii. Prepare business proposals for implementation iv. Mobilize resources v. Implement approved proposals	BPO services	Number of BPO services implemented	2	0	1	0	1	0	0	2	0	2	0	DSCBD

APPENDIX 2

OUTCOME PERFORMANCE MATRIX



Key Result Area	Outcome	Key Performance indicator	Baseline		Target	
			Value	Year	Mid-Term period Target	End of Plan Period Target
1. Improving trade environment and ease of doing business	Improved trade due to Increased automation of cargo documentation and clearance processes.	Percentage of automation of cargo documentation and clearance processes	95%	2022/2023	97%	99%
	Increased ease of doing business	Time taken for document approval	2 days	2022/2023	1.5 days	1 days
	Knowledgeable users in trade processes and procedures.	Number of users using the system.	17,788	2022/2023	19,788	21,788
	Digitization of domestic trade	Number of counties using automated system. Number of	0	2022/2023	20	47
		domestic trade processes automated/ digitized	0	2022/202	4	8
2. Solutions development and management	Efficiency and effectiveness of the services and systems.	Percentage availability of systems	99.5%	2022/2023	99.5%	99.5%
		Percentage availability of services	95%	2022/2023	97%	99%

Key Result Area	Outcome	Key Performance indicator	Baseline		Target	
			Value	Year	Mid-Term period Target	End of Plan Period Target
3. Financial Sustainability	Enhanced ability to finance the Agency's budget	Proportion of budgetary resources internally generated.	2%	2022/2023	40%	80%
4. Visibility and organizational strengthening.	Improved organizational effectiveness.	Status of implementation of the strategies	100%	2022/2023	100%	100%
	Enhanced staff productivity	Employee satisfaction index.	73%	2022/2023	77%	83%
	Increased brand visibility and awareness.	Level of awareness of KenTrade brand and products	70%	2022/2023	90%	100%
	Increased stakeholder awareness on prioritized change initiatives, willingness to support, knowledge and skills to adopt and use, utilization and sustain/reinforce	Percentage of people aware of prioritized change initiatives	N/A	2022/2023	50%	70%
5. Customer Service	Improved customer satisfaction.	customer satisfaction index	83.28%	2022/2023	84.78%	86.28%



Trade Made Simple

Kenya Trade Network Agency (KENTRADE) is a state Agency under the National Treasury & Economic Planning that is mandated to facilitate cross border trade and establish, manage and implement the National Electronic Single Window System.



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