STRATEGIC PLAN

(2020/21-2022/23)

JUNE 2020

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CHAIRMAN'S MESSAGE (FORWARD)

On behalf of the Board of Directors, Management and Staff of Kenya Trade Network Agency (KenTrade), I am happy to present the Third Strategic Plan for the period 2020/21 – 2022/23. This Strategic Plan comes at a time when the Government of Kenya is implementing the Big Four Agenda namely food security, affordable housing, manufacturing and affordable health care, which 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 Kenya TradeNet System and other value add services.

The Agency has just gone through its Second Strategic Plan (2015/16- 2019/2020), which was aimed at finalizing the implementation of the Kenya TradeNet System and introducing value-added products and services. The involvement of our stakeholders in the Second Strategic Plan resulted in more clarity of the Agency's mission statement and vision. During this phase, the Agency was able to fully roll-out the TradeNet System and introduced a number of Value Add services.

As we enter into the new Strategic Plan period, which builds 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. We will pursue this through collaboration with other stakeholders such as our active participation in the Mombasa Port and Northern Corridor Community Charter (MPNCCC), National Trade Facilitation Committees amongst other stakeholder forums in order to address the challenges that act as barriers to trade while being primarily guided by the Vision 2030.

We have also revised our Vision which will see us make a difference in trade facilitation. Our Mission is now '*to facilitate trade by simplifying, harmonizing and automating business processes through management of the TradeNet 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 priorities include Trade facilitation, Management of the TradeNet System and other Business Systems, Financial Sustainability, Institutional Capacity strengthening, Customer Service, Legal and Regulatory Framework. Through this process, 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. I have every confidence that we will deliver on this Plan and thus make a positive contribution to the economy of this country. As a Board, we offer our full commitment its implementation.

Suleiman Shabhal
CHAIRMAN

June 2020

CEO'S MESSAGE

During the past five years, KenTrade has made tremendous progress in the implementation of its policies, programmes and projects that were outlined in its second Strategic Plan (2015/16 – 2019/20). Several achievements were registered including finalization of the modules in the Kenya TradeNet System, launch of the i-ScreenKenya portal, attainment of ISO 9001:2015 Certification, staff capacity building, formulation and implementation of Agency policies and collaboration with various organizations.

The 2020/2021 – 2022/2023 builds on the earlier plans and it outlines the policies, programmes and projects that the Agency will be implementing during the period 2020/21 – 2022/23. The Plan is largely informed by the Kenya's Vision 2030, the Big 4 Agenda, 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 overwhelming interest by the Private Sector has also motivated us to stay on track towards attainment of our mandate.

In documenting this Strategic Plan, we 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 Management and Board before being subjected to stakeholders for validation. It will provide the basis for our annual planning and also serve as the benchmark against which we shall constantly evaluate the extent to which our activities remain consistent with the mission and our vision.

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 and Legal (PESTEL) analyses and identifies key stakeholders and their roles, 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.

I sincerely thank all those who participated in the preparation of this Plan. In particular, our Parent Ministry The National Treasury and Planning for the endless support, our Board for providing the direction while drafting the plan, Management who have gained a better understanding of the strategic planning process which will inform such future initiatives and staff who will be core in implementing the activities and all our stakeholders who will be critical to ensure success implementation.

Amos Wangora
CHIEF EXECUTIVE OFFICER

June 2020

EXECUTIVE SUMMARY

KenTrade is embarking on its 3rd Strategic Planning phase following successful implementation of the 2nd Strategic Plan and implementation the National Electronic Single Window System (Kenya TradeNet) that saw all the modules become fully implemented and a total of 36 Government Agencies Systems integrated into the Kenya TradeNet System. The Agency also launched two trade facilitation platforms namely the Information for Trade in Kenya (InfoTradeKenya) Portal and iScreenKenya System.

Under the 3rd Strategic Plan which lays emphasis on upgrading the Kenya TradeNet system to increase its efficiency, we will continue to focus on delivering Kenya's Vision 2030 and its attendant Third Medium Term Plan (MTP III) as well as the Big Four Agenda.

The Agency's contribution towards achieving these goals will be focused on the ease of doing business under the Manufacturing sector of the Big Four Agenda to eliminate 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.

The 2020/21 – 2022/23 Strategic Plan highlights our achievements, challenges and lessons learnt as well as review of the situational analysis and how they affect the existing SWOT and PESTEL frameworks. The Confrontation Matrix framework has been done to identify strategic issues that the Agency is faced with and to assist in determining the possible solutions to be explored.

The vision, mission and core values have been revised to align with the organizations objectives and strategic focus. Strategic themes have also been highlighted to provide direction and enable the Agency to develop and target strategic objectives. The thematic areas include;

- Trade facilitation
- Management of the TradeNet System and other business systems
- Financial Sustainability

- Customer Service
- Institutional Capacity strengthening
- Legal and Regulatory Framework

The strategic objectives have been highlighted in a matrix developed to indicate the identified key objectives and strategies to enable the Agency 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 implementation of this plan, a monitoring and evaluation framework has 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.

LIST OF ABBREVIATIONS AND ACRONYMS

AAEC	-	African Alliance for E-Commerce
AFA	-	Agriculture and Food Authority
BOD	–	Board of Directors
BPR	-	Business Process Re-engineering
CEO	-	Chief Executive Officer
C&F	-	Clearing and Forwarding
CMS	-	Customs Management System
CRM	-	Customer Relationship Management
CS & CC	-	Customer Service and Contact Centre
CSR	-	Corporate Social Responsibility
EAC	-	East African Community
ERM	-	Enterprise Resource Management
GDP	-	Gross Domestic Product
GoK	-	Government of Kenya
HR	-	Human Resource
HODs	-	Heads of Division/Department
ICT	-	Information and Communications Technology
IMS	-	Information Management System
ISO	-	International Standards Organization
IT	-	Information Technology
KEBS	-	Kenya Bureau of Standards
KENTRADE	-	Kenya Trade Network Agency
KEPHIS	-	Kenya Plant Health Inspectorate Service
KIFWA	-	Kenya International Freight and Warehousing Association
KMA	-	Kenya Marine Authority
KNESWS	-	Kenya National Electronic Single Window System
KPA	-	Kenya Ports Authority

KPIs	-	Key Performance Indicators
KRA	-	Kenya Revenue Authority
MCS&CC	-	Manager Customer Service and Contact Centre
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
MPCC	-	Mombasa Port 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
NPG	-	National Payment Gateway
NPS	-	National Payments System
NESWS	-	National Electronic Single Window System
PESTEL	-	Political, Economic, Social, Technological, Environmental and Legal factors
PMS	-	Performance Management System
PPB	-	Pharmacy and Poisons Board
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
SWS	-	Single Window System
TNA	-	Training Needs Assessment
UN	-	United Nations
WTO	-	World Trade Organization

CHAPTER ONE

INTRODUCTION

1.1 ORGANIZATIONAL BACKGROUND

1.1.0 Background

Kenya Trade Network Agency (KenTrade) is a State Corporation under The National Treasury and Planning established in January 2011 under Legal Notice No 6 of 2011 to establish, implement and manage the National Electronic Single Window System (Kenya TradeNet System) and to facilitate trade. The Kenya TradeNet System 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, levies, duties and taxes due to the Government, on goods imported or exported in the country. Its headquarters is in Nairobi and currently has five regional offices. KenTrade is ISO 9001:2015 Certified.

1.1.1 The mandate and function of KenTrade

KenTrade derives its mandate from the Legal Notice No. 6 of 2011 which provides for the establishment of 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:

i. Lodge documents electronically, for processing and approval; and
ii. Make payments electronically for fees, levies, duties and taxes due to the government, on goods imported or exported in the country.

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

a) Implement, in consultation with the Minister for Finance, policies relating to the National Electronic Single Window System;

b) Integrate electronic systems of public and private entities involved in receipting, processing and approving documents relating to international trade transactions;
c) Develop, manage, and promote interchange of electronic data for facilitation of trade;
d) Undertake and co-ordinate research and surveys in electronic commerce aimed at simplifying and harmonizing trade documentation;
e) 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;
f) Collect trade statistics;
g) Plan, develop, monitor and evaluate training programs for all stakeholders to ensure conformity with international best practices; and
h) Perform such other functions related to trade facilitation and other such duties as the Minister may, from time to time, assign to the Agency.

1.2 KENYA DEVELOPMENT CHALLENGES

1.2.1 Global Challenges

The World Bank Global Economic Prospects publication for January 2020 indicates that global growth decelerated markedly in 2019, with continued weakness in global trade and investment. This weakness was widespread, affecting both advanced economies, particularly the Euro Area—and emerging markets and developing economies (EMDEs). Various key indicators of economic activity declined in parallel, approaching their lowest levels since the global financial crisis. In particular, global trade in goods was in contraction for a significant part of 2019, and manufacturing activity slowed markedly over the course of the year. To a lesser extent, services activity also moderated. A broad range of economies experienced feeble growth, with close to 90 percent of advanced economies and 60 percent of EMDEs going through varying degrees of deceleration in 2019.

Against this international context, global growth weakened to an estimated 2.4 percent in 2019, the lowest rate of expansion since the global financial crisis. With some recent data pointing to an incipient stabilization of economic conditions, global growth was earlier projected to edge up to 2.5 percent in 2020, 0.2 percentage point below previous forecasts, as investment and trade

gradually recover. In particular, global trade growth—which is estimated to have slowed sharply from 4 percent in 2018 to 1.4 percent in 2019.

The slowdown in trade and manufacturing stems from a variety of factors. Weakening demand in Europe and Asia, in particular for trade-intensive automobiles and technology products, and the slowdown in investment growth have been important drags. Protectionist measures implemented by G20 countries since 2018 have affected over $1 trillion worth of trade flows, or nearly 7 percent of global goods trade. The number of regulatory restrictions affecting foreign direct investment flows has also been on the rise, increasing by more than a third in 2018 (UNCTAD 2019a).

Additionally, despite recent moderation, global trade policy uncertainty remains near historic highs (Ahir, Bloom, and Furceri 2018; Baker, Bloom, and Davis 2019). Trade tensions between the United States and China escalated throughout most of 2019, and new tariffs were implemented on the majority of their bilateral trade. These tensions, and the ensuing increase in policy uncertainty, have resulted in sizable aggregate losses for world trade; while they have also had a positive impact on some EMDEs through trade diversion, this impact has been relatively small. Trade frictions have also risen elsewhere, including between the United States and some of its other trading partners such as the European Union (EU), as well as between Japan and the Republic of Korea.

With the Covid-19 pandemic, growth in the year 2020 is likely to go lower than the levels experienced during the global financial crisis.

1.2.2 Regional Challenges

A report by the United Nations Economic Commission of Africa (UNECA) postulates that despite remaining the fastest growing region in Africa, the pace of economic transformation in Eastern Africa is currently too slow to ensure the achievement of the Sustainable Development Goals by 2030. 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.

Sustaining an average growth rate of 6.6% between 2014 and 2018, Eastern African economies have been growing at double the rate of the African continent. This impressive economic performance declined slightly in 2019, with regional GDP expanding by an estimated 6.1%, but was earlier forecast to rise again to 6.6% in 2020 before the Covid-19 global pandemic. The high growth rate was earlier projected to continue, with improvements in agricultural production, buoyant domestic consumption and infrastructure investment sustaining growth; meanwhile, the resolution of the political conflict between Eritrea and Ethiopia promises to provide a boost to development prospects for the Horn of Africa.

The strong economic performance has been accompanied by marked improvements in a selected number of social indicators. The report highlights achievements such as life expectancy, which has increased in the region by an unprecedented 6.7 years over the past decade. There has also been progress in the political empowerment of women in some countries.

Nonetheless, the report stresses that the region needs to confront some major challenges going forward. 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, and social challenges, such as violence against women and higher quality education, require greater attention by authorities.

1.2.3 National Challenges

On the domestic scene, Kenya's economic growth has remained strong and resilient. According to the Economic Survey for 2020, the real Gross Domestic Product (GDP) is estimated to have expanded by 5.4 per cent in 2019 compared to a growth of 6.3 per cent in 2018. The growth was spread across all sectors of the economy but was more pronounced in service-oriented sectors. Agriculture, Forestry and Fishing sectors accounted for a sizeable proportion of the slowdown, from 6.0 per cent growth in 2018 to 3.6 per cent in 2019. This was mainly on account of suppressed long rains that disrupted the normal planting season in key agricultural zones. Similarly, the manufacturing sector grew by 3.2 per cent in 2019 compared to 4.3 per cent growth in 2018, partly owing to constrained supply of raw materials from agricultural

activities. Performance in service activities was boosted by accelerated growths in Financial and Insurance (6.6 per cent) and Real Estate activities (5.3 per cent).

Under international trade, the Economic survey shows that in 2019, the balance of trade deteriorated by 5.2 per cent to a deficit of KSh 1,209.7 billion. This was occasioned by the decline of 2.9 per cent in value of exports and an increase by 2.4 per cent in the value of imports. Value of total trade transactions increased from KSh 2,378.8 billion in 2018 to KSh 2,403.0 billion in 2019. The value of exports decreased to KSh 596.7 billion in 2019 from KSh 614.4 billion in 2018. Horticulture; tea; articles of apparel and clothing accessories; coffee; and iron and steel, remained leading export earners, collectively accounting for 59.0 per cent of the total value of domestic export. On the other hand, imports increased to KSh 1,806.3 billion in 2019 from KSh 1,764.5 billion in 2018. Major imports included: petroleum products; industrial machineries; iron and steel; road motor vehicles; plastics in primary and non-primary form; and pharmaceutical products, which collectively accounted for 49.5 per cent of the total import bill.

The Kenyan economy still faces challenges that continue to threaten the rate of growth. These challenges include but are not limited to high reliance on rain fed agriculture; low and stagnant share of manufacturing and exporting sectors; low domestic savings and investment relative to GDP; weak project selection and prioritization affecting productivity of investments; low absorption of development partner funds in the development budget slowing down project implementation; high unemployment levels especially among the youth; high energy costs – industrial power costs, security concerns among others.

1.3 The role of KenTrade in the Kenya's Development Agenda

1.3.1 Kenya's development agenda

Kenya's development agenda is anchored on The Kenya Vision 2030 blueprint, which aims to transform Kenya into an industrialized upper middle income economy offering a high quality of life to all its citizens by 2030. The Vision is being implemented through successive five-year Medium Term Plans (MTPs), currently on the third plan, MTP III. The MTP III outlines the programmes and projects that the Government plans to implement during the period 2018-2022.

The Plan prioritizes policies, programmes and projects which will support the implementation of the "Big Four" initiatives namely:

(i) Increasing manufacturing share to GDP from 9.2% to 15%
(ii) Providing affordable houses across the country
(iii) Enhancing Food and Nutrition Security
(iv) Achieving 100% Universal Health Coverage

The implementation of the "Big Four" initiatives is expected to contribute to broad based inclusive sustainable economic growth, faster job creation and reduction of poverty and inequality. The MTP III has mainstreamed in its implementation the 17 Global Sustainable Development Goals (SDGs) as outlined in the United Nations 2030 Agenda for Sustainable Development. The Plan is further aligned to the Africa's Agenda 2063 which constitute the strategic framework for social-economic transformation of the African continent by the year 2063. The plan also targets to improve Kenya's ranking in the Ease of Doing Business indicator from position 80 to 45 out of 189 by the end of the plan period.

1.3.2 The role of KenTrade

1.3.2.1 Role in Vision 2030, MTP III and Big Four

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 blue print. 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 III, 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 Blue Economy sector has fourteen programmes and the programme where KenTrade makes a contribution 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 TradeNet 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.

1.3.2.2 Role in the Sustainable Development Goals (SDGs)

Sustainable Development Goals (SDGs) are a collection of 17 global goals set by the United Nations General Assembly in 2015. 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. 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. Blue economy related activities as discussed above (MSW and MCI).

(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 E-Commerce (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) (Kenya TradeNet System) 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 plan period, forty one (41) stakeholder institutions were on board the TradeNet System of which thirty six (36) are Government Agencies.

The future of the Single Window concept that KenTrade aims to achieve is a more elaborate Single Window environment as depicted in figure 1 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.

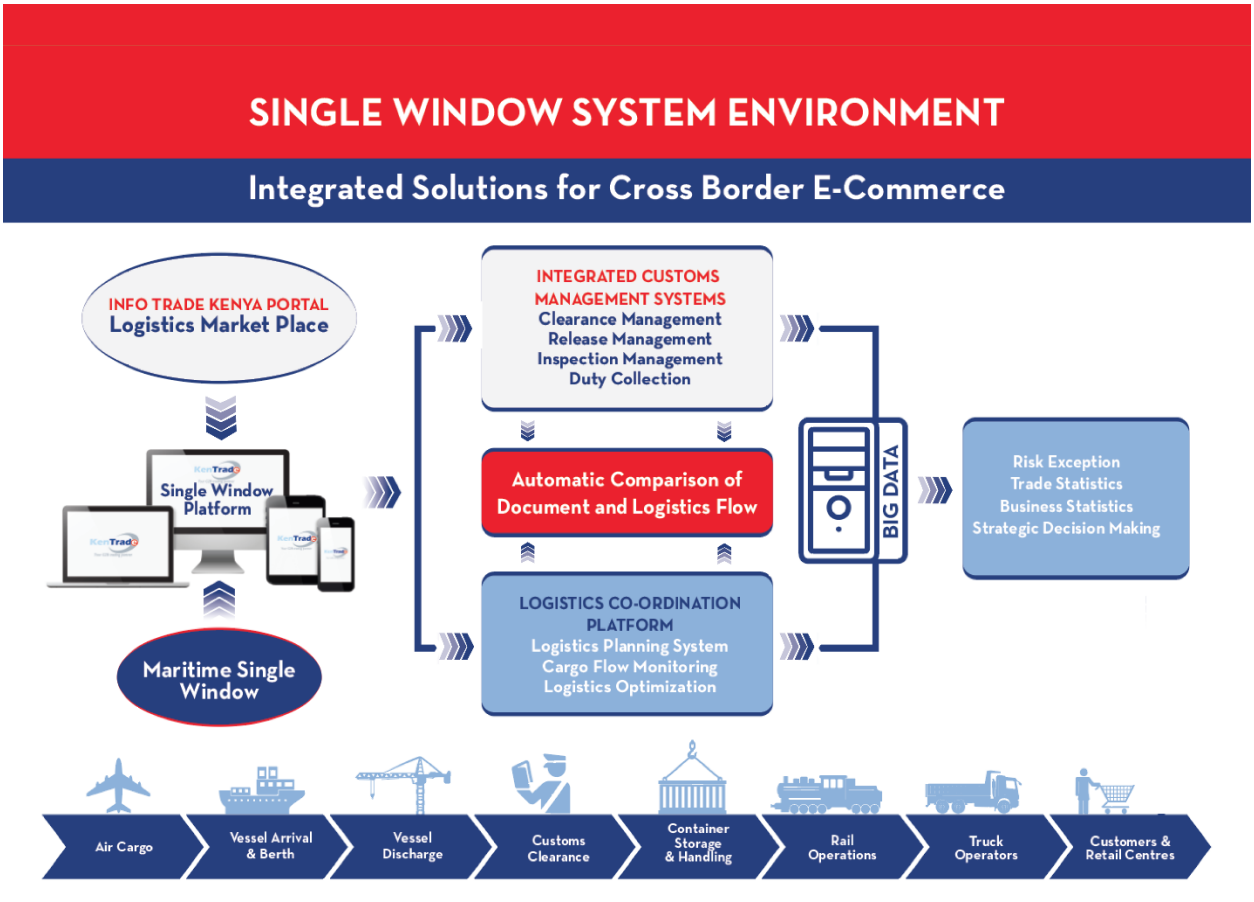

Figure 1: Single Window Environment

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 EVALUATION OF KENTRADES PAST PERFORMANCE

The Agency's second corporate plan for the period 2015/16 – 2019/2020 focused on six strategic themes and eight strategic objectives which provided a basis for monitoring the plan. A review of KenTrade's past performance was undertaken in order to isolate those factors that have contributed to favourable or unfavourable results. The results of the review are as follows:

2.1.1 Legal and regulatory framework

The main objective under this theme was to strengthen the legal and corporate governance framework for the KenTrade. The Agency prepared and submitted to The National Treasury a draft Bill on the National Electronic Single Window System. The draft Bill was approved both by The National Treasury and the Attorney General and was submitted to Parliament for enactment. The work carried out also identified conflicting legislation whose amendment was included in the draft bill. In addition, the Agency commenced work on the preparation of regulations on the National Electronic Single Window System.

The main challenges experienced in this theme were delays occasioned by the lapse of the term of the Board of Directors which led to delay in approval of the draft bill before submission to The National Treasury. In addition, there were delays in the review of the bill by the Attorney General and the submission of the same to Cabinet and the National Assembly. The delays had an impact on the drafting of the regulations that had to be underpinned by the Bill.

2.1.2 Management of the National Electronic Single Window System

This theme had two objectives with the first objective being the maintenance of at least 99.982% availability of the TradeNet System. To a large extent the Agency was able to maintain the system availability above 95%. This was supported by the set-up of a modern Secondary hosting site for the TradeNet System which was later converted to a Primary site. During the first half of implementing the plan, the primary site was also upgraded but over time the equipment at the Primary site became uneconomical to maintain and the site was declared obsolete. The Agency also commenced work on the development and implementation of a Second Generation Single Window System by procuring the service provider, conducting a gap analysis and developing the system.

The Primary site faced Technology obsolescence resulting in the closure of the site with the Secondary site being converted into the Primary Site. Due to resource constraints, the Agency was unable to commission another Secondary site.

On the other hand, upgrade of the TradeNet System experienced delays in commencing the project occasioned by lengthy consultation with various Government institutions including the Ministry of ICT, the office of the Attorney General, the PPOA and the National Treasury as per the procurement guidelines. In addition, the budget to upgrade the system was limited as the Agency was not adequately provided.

The second objective under this theme was to facilitate reduction in cargo documentation time to maximum average of one day by 2020. A number of Government Agencies were able to achieve this target while others fell short. Under this objective the Agency was able to carry out all the necessary work to fully operationalize the Kenya TradeNet System. By the end of the plan period, thirty-five government agencies were on board the TradeNet System with over 12,000 users using the system with annual transactions running to a high of 700,000 per year. The agency also managed to roll out the system to the borders of Moyale and Loitokotok.

The main challenge in realizing this objective was resistance from various Government Agencies which was addressed through an elaborate Change management framework that was set up at the Agency, scope creep, numerous change requests amongst others.

2.1.3 Customer service

Through increased automation, implementation of customer relationship management techniques and on-boarding of more Government Agencies onto the TradeNet System, the Agency achieved high levels of Customer satisfaction which stood at 81.4% as at the end on the plan period. In order to improve delivery of services to the Customers, the Agency enhanced internal systems such as the Customer Relationship Management (CRM) system and Avaya Systems amongst other. The level of automation of Government Agencies improved from a low of 27% at the beginning of the plan period to about 90% as per a report by the World Bank released in 2019 following the implementation of the TradeNet System. This led to an in increase in efficiency in the documentation processing which ultimately had an impact on the customer satisfaction levels.

2.1.4 Business Development and Marketing:

The main objective under this theme was to raise internally generated funds to finance at least 20% of the Agency's operating budget by 2020. The Agency intended to achieve this through: the introduction of charges for the TradeNet System services and introduction of value add services. The Agency introduced a number of value add services such as the i-Screen system, short messaging service and the information for trade portal. The Agency carried out detailed work in developing user fee for the Single Window services and received approval to charge for the Single Window Services. The revenues generated from the charging of the fees was expected to cater for 20% of the Agency's operating budget. However, this was not realized as the approval to commence charging was revoked. This approval was later withdrawn making it difficult for the Agency to raise the projected revenue. Additionally, the products that were intended to raise revenues for the Agency were at the introductory stage of the product life

cycle and therefore did not attract a lot of demand from the target market and therefore did not raise the anticipated revenues.

The main challenge in realizing this objective was the delay experienced in securing approval for the user fees which took about four years to secure. Change in Government policy also led to the withdrawal of the approval for the User fee while the large number of stakeholders to be consulted slowed down the process.

2.1.5 Institutional capacity building

The Agency planned to build capacity to facilitate quality, efficient and effective services to the stakeholders. The Agency reviewed its organizational structure, undertook training needs assessment and implemented trainings on need basis due to financial constraints. Similarly, the implementation of the Organization structure was based on availability of funds and the business needs. The Human Resource Manual and related Policies were also reviewed and implemented. The Agency in addition put in place a performance management tool in a bid to strengthen its performance management. The Agency also put in place a Quality Management System that included documenting all processes and procedures and was ISO 9001:2015 Certified during the plan period.

The main challenge in implementing this thematic area was lack of sufficient funds which compromised the ability of the Agency to train staff. In addition, a freeze on recruitment in the public sector also impacted on the hiring of staff.

2.1.6 Trade facilitation

The strategic objective under this theme was to establish stakeholder collaboration through sharing data and increasing trade across the Northern Corridor. This was to be achieved through three main strategies: implementation of a Logistics Coordination Platform which proved to be a challenge to implement due to budget constraints; establishment of an information for Trade Portal which was implemented successfully with support from UNCTAD

and TMEA and implementation of a Maritime Single Window System that was implemented with support from TMEA.

2.2 CHALLENGES

During the implementation of the 2015/16-2019/20 Strategic Plan, KenTrade faced the following challenges:

1. Delay in project commencement due to long approval processes for some projects that required approval from various Government offices.
2. Limited financial resources which hampered execution of some of the planned activities.
3. Delay in the appointment of the Board which resulted in delays in the necessary approvals.
4. Resistance to change by some stakeholders slowed the pace of the system implementation.
5. Project Scope Creep that delayed the completion of projects
6. Conflicting legal mandates amongst Partner Government Agencies that impacted negatively on delivery of projects
7. High cost of ownership of ICT systems which is prohibitive thus demanding for more resources.

2.3 LESSONS LEARNT

During the implementation of the 2015/16-2019/20 KenTrade learnt numerous lessons and the following are the main lessons learnt:

1) Projects that involve international vendors especially ICT related projects require numerous approvals from various Government agencies. It is therefore important for proper project planning.
2) Financial self-sustainability is critical for service delivery thus there is need for KenTrade to implement income generating initiatives to supplement government funding.

3) Succession planning is critical in ensuring business continuity when staff exit the Agency. Staffing gaps impact service delivery and the implementation of the Strategic Plan and there is need to ensure that the organization structure allows for this.
4) Board support is important for the successful implementation of the Strategic Plan. In this case, staggered board appointments will ensure that the Agency does not operate for an extended period without a Board in place.
5) Scope creeps in projects can delay projects completion and escalate cost impeding on the implementation of the Strategic plan. There is need to minimize scope changes and creep during project implementation. Projects should be well conceptualized, adequately resourced & with proper criteria for starting and closure.
6) Stakeholder preparedness and buy-in is key in achieving the Agency's mandate thus there is need for continuous stakeholder sensitization on the mandate of the Agency, its functions and the likely impact of its activities on their operations. In addition, there is need to identify the most critical stakeholders and engage them in various processes.
7) Change management is critical for the successful implementation of the Kenya TradeNet System and thus KenTrade will need to continue with the change management program as it continues with implementation of all the projects.
8) Teamwork among staff is key in ensuring effective discharge of KenTrade's mandate. Thus the Agency will continue to work as a team to enhance quality service delivery.
9) Political good will is critical and there is need for KenTrade to ensure good rapport with the Government.
10) Legal backing is important therefore the need for KenTrade to fast track enactment of the KenTrade Bill.

2.4 ENVIRONMENTAL SCANNING

KENTRADE appreciates that there are internal and external factors that will influence the implementation of this Strategic Plan. An environmental scan was conducted through three models:

(i) SWOT - Strengths, Weaknesses, Opportunities and Threats analysis. A confrontation framework was also developed on how the Agency can leverage on its strengths and external opportunities.

(ii) PESTEL - Political, Economic, Social, Technological, Environmental and Legal analysis.

(iii) Stakeholders Analysis to analyze the key stakeholders, their expectations as well as our expectations from them.

2.4.1 SWOT ANALYSIS

An analysis of the Agency's internal and external operating environment was undertaken by carrying out a SWOT analysis. Analysis of the internal environment entailed identification of issues within KenTrade that may positively (strengths) or negatively (weaknesses). An analysis of the external environment identified factors outside KenTrade that may impact on the agency positively (opportunities) or negatively (threats).

Table 2.1 below summarizes the current SWOT analysis.

STRENGTHS	WEAKNESSES
1. Good performance management systems and culture; 2. Young vibrant work force; 3. Strong internal control systems; 4. Skilled, professional and committed staff; 5. Good ICT infrastructure; 6. Quality standards underpinned by ISO certification; 7. Good Organizational culture; 8. Use of ICT and Automation of processes; 9. Good working relationship with stakeholders; 10. Good customer-service; 11. Award winning innovations and recognition across Africa; 12. Experience gained in operating and managing the KESWS; 13. Innovation of new products and services;	1. Inadequate funds to effectively discharge our mandate; 2. Staff turnover; 3. Low rate of staff replacement; 4. Limited human capital; 5. Reliance on consultants to manage systems; 6. Inadequate use of Enterprise resource planning systems to increase efficiency and improve productivity; 7. Low visibility and awareness of the KenTrade Brand; 8. Inadequate office space; 9. Lack of a disaster recovery and business continuity plan; 10. Weak legal framework; 11. Infrastructure obsolescence; 12. Inadequate R&D framework.

14. Expansive mandate of KenTrade i.e. Collection of trade statistics, research & surveys on ecommerce, Development of Value-Add Services; 15. SWS system upgrade.	
OPPORTUNITIES	**THREATS**
1. Collaboration with PGAs & Other stakeholders like Shippers Council, KIFWA, KAM; 2. Political good will; 3. Income generation through introduction of Value-Add Services; 4. Implementation of SWS tariff structure; 5. Support from Development partners; 6. Public Private partnerships; 7. Disruptive technologies in use i.e. Block chain, Big Data/Data Mining, AI, Machine Learning, IoT; 8. Regional integration; 9. Regional Infrastructure development; 10. Implementation of AfCFTA and WTO TFA; 11. Stakeholder training and e-Learning; 12. Devolved system of Government; 13. Availability of human resource capital in Kenya; 14. Emerging technologies e.g. e-commerce; 15. Availability of developed IT infrastructure in the country.	1. Slow uptake of KenTrade's products by stakeholders; 2. Development of systems, which seemingly take over functions of TradeNet system i.e. iCMS; 3. Dynamic / changing Legal and Regulatory environment; 4. Delays in enactment of legislation on the Single Window System; 5. Lack of knowledge transfer on systems; 6. Resistance to change by stakeholders; 7. Reliance on exchequer for funding; 8. Technological obsolescence; 9. Cyber security threats; 10. Conflicting PGAs legislation; 11. Potential change in Government policy; 12. Mergers of state Agencies; 13. Litigation.

2.4.2 PESTEL ANALYSIS

PESTEL (Political, Economic, Social, Technological, Environmental and Legal) analysis allows the Agency to assess the wider operation environment during this plan period. Table 2.3 below shows the PESTEL analysis:

Table 2.2: PESTEL analysis

Category	Issue	Strategic Implication
Political	Political Goodwill	Changes in government leadership would have an impact on the Strategic Plan depending on the priorities of the new leadership.
	Change of Government Policies/Agenda/ Presidential Directives	The Government policy to increase efficiency and cut on wage bill in public service may result in Presidential Directives to merge parastatals or realign Government Ministries. This may disrupt operations during the plan period.
	Political Instability	The next General Election expected to be held on the second Tuesday of August in 2022 may impact the import / export business which may affect revenue projections to support implementation of strategic plan objectives. The relative instability in Somali 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	The multiplicity of taxes and levies in counties affects intra-county trade. This also impacts on competitiveness of Kenyan goods due to high costs of production resulting in reduced export business.
Economic	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.
	Economic Stability	Non realization of economic growth projections and subdued private sector investment could drag down growth in the near-term. This may result in reduction in import/ export business.
	Globalization	Since 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	Issue	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.

Category	Issue	Strategic Implication
		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 TradeNet System enhancement through the Second-Generation Single Window System and upgrading of redundant primary and secondary sites may negatively impact on Agency's liquidity.
	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 smart-phone 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 TradeNet 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 stock piles of e-waste due to changing technology resulting in environmental and health problems.
	Climate Change	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. Other types of climate impacts, such as those on agriculture and labour productivity, may cause changes in production and specialization, which may also affect

Category	Issue	Strategic Implication
		trade.
	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	The inadequate legal and regulatory framework on KNESWS may impact on effective execution of the Agency's mandate. Conflicting legislation governing trade, customs, licensing and related documentation may also impact the Agency's trade facilitation efforts.
	Change in International Trade Policies/Laws International commitments -FAL, TFA , Blue Economy	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.

2.4.3 CONFRONTATION MATRIX

The confrontation framework as shown in table 2.2 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	**We will use our strengths to maximize on identified opportunities** • Use of the good ICT infrastructure in place to adapt to new and emerging technologies. • Use of the experience gained	**We will use our strengths to minimize identified threats** • Development of Value Add Services to address budget constraints. • Capacity building our skilled, professional and committed staff

	Opportunities	Threats
	in operating and managing the KNESWS 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 TradeNet System enhancement and maintenance.	to support ICT systems. • Take advantage of political good will to fast track enactment of the KNESWS bill. • Control resistance to change by stakeholders through good working relationship and customer-service. • Safeguard systems against cyber security threats through good ICT infrastructure and information security systems and standards.
Weaknesses	**We will tackle our weaknesses to prevent us from missing on identified opportunities** • Publicize award winning innovations and recognition across Africa to enhance brand awareness. • Engage adequate staff members to ensure seamless implementation of the tariff structure. • Create a robust legal framework on SWS operations to enhance collaboration with PGAs and Other Stakeholders • Explore support from development partners to augment available resources and ensure effective discharge of trade facilitation mandate.	**We will act on our weaknesses to avoid identified threats** • Continuously upgrade existing IT infrastructure and information security systems to mitigate cyber security threats. • Implement the SWS tariff structure to ensure adequate funding of TradeNet 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.

2.4.4 STAKEHOLDER ANALYSIS

A stakeholder is any person, group or institution that has an interest in the operations of KenTrade. The Agency's key stakeholders are as identified in the table 2.5 below.

Table 2.4: Stakeholder Analysis

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
Government Ministries: • The National Treasury and Planning, • Industry, Trade and Cooperatives • Foreign Affairs • Ministry of EAC • Transport & infrastructure • Public service • Parliament /Legislature • Judiciary	• Adequate funding/resources • Policy guidance • Provision of accurate and timely information • Supporting legal framework • Facilitate technical assistance • Clarify conflicting mandates	• Prudent utilization of resources • 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)	• Prudent use of resources • Proper internal policies • Stakeholder engagement • Implement relevant articles of the WTO TFA, EAC and AfCTFA • Effective and efficient management of the Kenya TradeNet System and related VAS. • Lobby for enactment of KNESWS bill.	• Provide resources • 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. • Support KenTrade in lobbying for enactment of KNESWS bill.

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
Partner Government Agencies (PGA) and Regulatory Agencies e.g. KRA, KEBS, KEPHIS, KPA, etc.	• Verification of documents • Approval • Issuance of permits for exports and imports • Enforcement	• System integrations • Effective management of the TradeNet System • Provision of trade data • Faster and efficient services in trade and transport logistics by implementing Kenya TradeNet System. • Systems availability • Trade facilitation systems	• TradeNet System enhancement through the Second-Generation Single Window System • Enhancement of the TradeNet System Payment Gateway • Implement VAS	• 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. • Support KenTrade in lobbying for enactment of the KNESWS bill.

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
Shipping Agents	• Lodging and submission of sea manifests. • Receipt of payments from Clearing and Forwarding (C&F) Agents. • Issue of delivery orders to C & F Agents. • Receipt of documents from C & F Agents.	• Reliable and transparent document processing platform. • Stakeholder awareness. • Distribution of approved manifest and other documents.	• Ensure efficient and effective management of the Kenya TradeNet System. • Actively participate in EAC and international fora on Single Window.	• 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. • Support KenTrade in lobbying for enactment of the KNESWS bill.

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
Clearing and Forwarding Agents	• Opening of consignment files. • Payment of all levies and charges. • Processing cargo clearance documents	• Simplified documentation and monitoring process through the Kenya TradeNet System and VAS. • Facilitation of electronic payment of charges.	• Simplified documentation and monitoring process through the Kenya TradeNet System and VAS. • Enhancement of the TradeNet System Payment Gateway	• 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. • Support KenTrade in lobbying for enactment of the KNESWS bill.
Shippers	• Cargo owners (Importers/exporters)	• Simplified documentation and monitoring process through the Kenya TradeNet System and VAS. • Facilitation of electronic payment of charges.	• Simplified documentation and monitoring process through the Kenya TradeNet System and VAS. • Enhancement of the TradeNet System Payment Gateway	• 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. • Support KenTrade in lobbying for enactment of the KNESWS bill.

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
Exporters and importers	• Opening of consignment files; • Payment of all levies and charges; goods collection. • Lodging of cargo clearance document through Kenya TradeNet System.	• Simplified documentation process through the Kenya TradeNet System; • Facilitation of electronic payment of charges. • Minimum time lag in integration.	• Simplified documentation process through the Kenya TradeNet System; and • Facilitate electronic payment of charges. • Minimum system interruptions	• Support and comply with the Kenya TradeNet 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. • Support KenTrade in lobbying for enactment of the KNESWS bill.
CFS – Container Freight Stations	• Cargo handling, warehousing and clearing	• High System availability	• Effective and efficient management of System • Other systems	• Availability for training • Implement electronic cargo documentation/clearing Systems • Feedback

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
Airlines operators and ground handlers	• Lodging/Submission of air manifest	• Reliable and Transparent document processing platform. • Adequate stakeholder sensitization/ awareness.	• Ensure efficient and effective management of the Kenya TradeNet System.	• 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. • Support KenTrade in lobbying for enactment of the KNESWS bill.
Transporters	• Transport of cargo	• Timely and structured release of cargo. • Efficient ports gate system. • Efficient tracking and monitoring of cargo.	• Integration with KWATOS System. • Implementation of a logistics platform	• Compliance to operational requirements. • Efficient trucks. • Support KenTrade in implementation of the tariff structure to ensure sustainability of the System. • Support KenTrade in lobbying for enactment of the KNESWS bill.
Pre-shipment permit organizations	• Issue of pre-shipment permits.	• Digitization of the issuance of permits. • Availability of a dynamic risk	• Facilitate online issuance of permits. • Provide dynamic risk	• Conform to the re- engineered permit issuance procedure to comply with the Kenya

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
		management system	module for targeting cargo.	TradeNet System. • Support KenTrade in implementation of the tariff structure to ensure sustainability of the System. • Support KenTrade in lobbying for enactment of the KNESWS bill.
Consolidators	• Group different cargo into one shipment.	• High System availability	• Effective and efficient management of the TradeNet System.	• Compliance with KenTrade's operational requirements.
Banks	• Collection of payments • Approval of bonds	• Facilitation of electronic payment for permits. • Timely approval of Security Bonds	• Facilitate online issuance of permits • Facilitate online application of Security Bonds	• Timely execution of their chores • Support KenTrade in implementation of the tariff structure to ensure sustainability of the System.
Insurance Companies	• Approval of bonds • Marine Cargo insurance	• Timely approval of Security Bonds • Availability of the system	• Facilitate online application of Security Bonds • Avail system	• Timely execution of their functions

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
Business Partners	• Collaborate with KenTrade to ensure smooth trade processes	• High System availability • Access to trade statistics captured by the TradeNet System	• Effective and efficient management of the TradeNet System. • Provide trade statistics to business partners.	• Support and comply with KenTrade's requirements for operation. • Feedback
Trade bodies/associations – WTO, WCO, AAEC, WTO, AU	• Facilitate the implementation of multilateral trading arrangements as well as the EPA and AfCTFA.	• Operate in accordance with the trade agreements made under the WTO and during the EPA.	• Implement the agreements made during the EPA and the trade agreements with WTO.	• Support KenTrade in implementing the various trade agreements
Business Associations – KIFWA, KAM, KEPSA	• Collaborate with KenTrade in member sensitization and on-boarding	• High System availability	• Effective and efficient management of the TradeNet System.	• Assist KenTrade in sensitization and on-boarding new users • Support KenTrade in implementation of the tariff structure to ensure sustainability of the System. • Support KenTrade in lobbying for enactment of the KNESWS bill.

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
Development Partners	• Provision of Technical and financial support.	• Prudent utilization of donor funds. • Timely implementation of TradeNet System enhancement through the Second-Generation Single Window System and implementation of a Business Intelligence tool and MSW. • Frequent feedback on the TradeNet System enhancements implementation status.	• Conform to agreed implementation timelines and procedures. • Develop an effective monitoring, evaluation & reporting framework.	• Provide technical assistance and advice. • Ensure timely disbursement • Support KenTrade in implementation of the tariff structure to ensure sustainability of the System. • Support KenTrade in lobbying for enactment of the KNESWS bill.
Board of Directors	• Policy direction • Support in resource mobilization • Good corporate governance	• Prudent resource utilization • Implementation of developed policies • Achievement of the Agency's objectives	• Effective and efficient management of the TradeNet System • Adherence to policy guidelines	• Provision of policy direction in a timely manner • Adherence to good corporate governance

Stakeholder	Role/Functions of the Stakeholder	Stakeholders' expectations from KenTrade	What KenTrade should do to meet stakeholders' expectations	What the stakeholder should do to assist KenTrade
Staff	• Innovation, creativity and optimal productivity • Commitment to the Agency's mandate • Efficiency and effectiveness in service delivery	• Job security and sustainability of the Agency • Professional development • Competitive and equitable remuneration • Healthy, safe and secure working environment	• Implementation of best practices in financial and human resource management	• Innovation, creativity and enhanced productivity • Adherence to set policies and procedures.
Technology partners e.g. Payment Gateway providers, CL, GAINDE 2000	• Provide up-to-date and supportive technologies • Advice on technology trends/development	• Clear specifications • Commitment to contractual obligations	• Provide clear specifications • Commitment to contractual obligations	• Provide up-to-date and supportive technologies • Advice on technology trends/development
Suppliers	• Provide goods and services	• Clear specifications • Commitment to contractual obligations • Prompt payment	• Provide clear specifications • Commitment to contractual obligations • Pay promptly	• Timely delivery of goods and services as contracted. • Feedback (all)
General public	• Create an environment where KenTrade's system can work efficiently.	• Good corporate citizenship • Adherence with the constitution and the law	• Uphold good corporate Citizenship • Uphold Good corporate governance	• Availability for training and sensitization • Public participation

CHAPTER THREE

STRATEGIC MODEL

3.0 OVERVIEW

In this chapter, the strategic model that will guide the Agency towards delivering on its mandate is defined. This includes the Vision, Mission, Core Values, Key Result Areas or Strategic themes, Strategic Objectives and the strategies that will be deployed to release the goals.

3.1 VISION STATEMENT, MISSION STATEMENT AND CORE VALUES

3.1.1 Vision

Making a difference in Trade Facilitation.

3.1.2 Mission

To facilitate trade by simplifying, harmonizing and automating business processes through management of the TradeNet System and provision of related services for Kenya's global competitiveness.

3.1.3 Core Values

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

i. **Customer centric**

We commit to provide the highest standards in service delivery and customer experience to all our stakeholders.

ii. **Transparency**

We commit to act in an honest, transparent and responsible manner in discharging our mandate whilst maintaining the highest degree of accountability.

iii. Excellence

We commit to ensure that all our 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 staff and the Board of KenTrade shall work as a team and nurture a performance driven culture.

3.2 STRATEGIC THEMES, STRATEGIC OBJECTIVES AND THE STRATEGIES

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

1. Trade facilitation
2. Management of the TradeNet System and other business systems
3. Financial Sustainability
4. Customer Service
5. Institutional Capacity strengthening
6. Legal and Regulatory Framework

Table 3.1 below 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

	Thematic area	Strategic Objective	Strategies
1.	**Trade facilitation**	Reduce cargo documentation processing time from the current 3 days to an average of one (1) day by 2023	a) Full implementation of the Trade Facilitation Platform b) Roll out the TradeNet System to the borders c) Integrate the Kenya TradeNet System with stakeholder systems. d) On board the remaining stakeholders on the TradeNet System e) Establish stakeholder collaboration through sharing of data and increasing trade across the Northern Corridor f) Documentation of at least ten (10) commodities annually on trade portal g) Simplification and Harmonization of trade procedures for at least two (2) commodities per year h) Implementation of Business Intelligence platform i) Implementation of the digital logistics market place platform j) Implementation of Trade protocols/agreements. k) Monitor implementation of the MOU/SLAs between KenTrade and PGAs
		To build capacity of stakeholders (Training and sensitization)	a) Partnering with relevant training institutions to develop and administer training curriculum b) Review the Agency's training curriculum to focus on industry needs c) Development and implementation of e-learning platform
		To facilitate domestic trade.	a) Expand KenTrade's systems to cover domestic Trade Facilitation b) Mapping trade procedures for counties. c) Provision of trade statistics
2.	**Management of the TradeNet System and other**	To maintain at least 99.5% availability of systems.	a) Set up the TFP primary hosting site b) Implement and operationalize the secondary hosting environment for Kenya TradeNet System. c) Review, upgrade/replace and maintain

	Thematic area	Strategic Objective	Strategies
	Business Systems		internal Systems
3.	**Financial Sustainability**	To finance 25% of the Agency's operating budget by year 2023	a) Review and implement the marketing strategy b) Review tariffs c) Enhance the TradeNet System - increase services and users d) Develop and implement framework to monetize trade statistics e) Develop and implement framework for new product development through R&D. f) Introduce new products and services.
4.	**Institutional Capacity strengthening**	To increase operational efficiency in service delivery by 2023	a) Improve business processes b) Enhance use of ICT based solutions c) Strengthen risk management and internal controls d) Maintenance of the Quality Management System e) Expenditure control
		To increase productivity and enhance service delivery by continuously developing the human capital of the Agency.	a) Automate the performance management system b) Review and implement HR policies c) Continuously develop staff capacity d) Conduct HR audit and implement recommendations e) Review the Organizational structure and HR instruments f) Conduct employee satisfaction and work environment survey annually and implement recommendations
		To institutionalize Research and development by 2021	Development and implementation of R&D policy
		Enhance Corporate Image	a) Enhance stakeholder communication and engagements b) Enhance presence in the media c) Increase Brand visibility and awareness
		Business Continuity	a) Develop and implement an Organization wide Business Continuity Plan b) Implement and maintain Information Security Management System (ISMS) Framework.

	Thematic area	Strategic Objective	Strategies
			c) Put in place a risk management framework d) Review and implement the Business Model e) Develop and implement an enterprise architecture framework
5.	**Customer Service**	To increase quality and timeliness of service delivery to stakeholders by increasing customer satisfaction by 1% annually from the current customer satisfaction index 81.3%.	a) Benchmarking with the industry for best practices and implement recommendations b) Enhance the current systems to improve service delivery c) Review and implement the customer service policy d) Develop and implement the BPO policy e) Conduct customer satisfaction surveys every two years and implement recommendations
6.	**Legal and Regulatory Framework**	To continuously strengthen the legal and Corporate Governance frameworks in place.	a) Implement the National Electronic Single Window System Act b) Implement regulations on the National Electronic Single System Act c) Compliance with Mwongozo guidelines d) Compliance with other legal and regulatory requirements e) Conduct a legal audit every two years and implement recommendations f) Develop and implement a policy on alternative dispute resolution.

CHAPTER FOUR

INSTITUTIONAL STRUCTURE AND FUNCTIONS

KenTrade will maintain the following structure and functions to facilitate the effective and efficient execution of the Strategic Plan.

4.1 BOARD OF DIRECTORS

The role of the BOD is to provide policy guidelines 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 fulfil its mandate efficiently. During the planning period the following committees will assist the board in discharging its role:

i. Human Resource and Compliance Committee;
ii. Finance and General Purpose Committee;
iii. Strategy & Business Committee; and
iv. Audit and Risk Committee

4.2 OFFICE OF THE CHIEF EXECUTIVE OFFICER

The responsibility of the office of the CEO is providing leadership in the management of the Agency 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.

4.3 DIRECTORATES AND DEPARTMENTS

In order to effectively implement the strategies and activities identified in this Strategic Plan, the following organizational arrangements are in place:

1) Trade Facilitation Directorate
2) IT, Innovations and Information Security Directorate
3) Strategy, Compliance and Business Development Directorate

4) Corporate Services Directorate

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

1) Legal Services Department
2) Internal Audit Department
3) Supply Chain Management Department

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

4.3.1 Trade Facilitation Directorate

This trade facilitation directorate has the following departments:-

a) Trade Facilitation 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 Kenya TradeNet 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.
ix. Liaise with stakeholders to increase usage of the Kenya TradeNet System and related trade facilitation Systems

b) 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 Kenya TradeNet System users through telephone, email or premise visits;

v) Providing training to Kenya TradeNet 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.

4.3.2 IT Infrastructure and Innovations Directorate

a) Information Technology Infrastructure: 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 user training;

vii. Maintenance of the KenTrade's website;

viii. Development and maintenance of software and hardware;

ix. Implementation, administration and maintenance of the network infrastructure including technology needs assessment and maintenance of network security; and

x. Administration of corporate Information Management Systems (IMS).

(b) 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 Bank'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. Development of system requirements specifications to facilitate tendering;

ix. Identification of options for potential software solutions and assessment for technical and business suitability;

x. Coordinate system design, coding, testing, development, deployment and maintenance of software applications;

xi. Ensuring that the operating systems, software systems, and related procedures adhere to organizational policies and quality system;

xii. 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;

xiii. Develop the standards and procedures manual for systems analysts and design and software development;

xiv. Provide second line of technical support to KenTrade staff and visitors;

4.3.3 Strategy, Compliance and Business Development Directorate

This strategy, compliance and business development directorate has the following departments:-

a) 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 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
vii) Collect, collate and analyze various statistics
viii) Risk monitoring and management
ix) Monitoring compliance with various legal and regulatory requirements
x) Identification of key corporate issues and partnerships for policy advocacy and planning.

b) 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. Resolving issues affecting projects and initiating appropriate corrective action

vi. 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.

vii. Facilitating the appointment of individuals to project teams.

viii. Defining the programme's governance arrangements.

ix. Managing the projects' budgets on behalf of the Project Board, monitoring expenditure and costs against delivered and realized benefits as the programme progresses.

x. Ensuring the delivery of new products or services from projects is to the appropriate level of quality, on time and within budget, in accordance with the programme plan and programme governance arrangements.

xi. Managing vendors/third-party contributions to the projects.

xii. Managing communications with all stakeholders affected by the Project.

xiii. Managing both the dependencies and the interfaces between Projects.

xiv. Managing risks to the projects successful outcome.

xv. Working with the user departments on the transition to the new business as usual position.

xvi. Initiating extra activities and other management interventions wherever gaps within projects are identified or issues arise.

xvii. 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.

xviii. Preparing affected stakeholders and business areas for transition to new ways of working.

xix. Ensure that ownership and usage of the system is reinforced and successes recognized and celebrated.

xx. Reporting the progress of the projects at regular intervals to the Project Board.

c) **Marketing and Communication:** The core functions of the department include:

i. Prepare and oversee the implementation of the Agency's Communication strategy

ii. Execution of the media relations plans which are in line with the KenTrade's strategic interests;

iii. Identifying and implementing common themes to communicate KenTrade's agenda including preparation of KenTrade's documentaries and publications such as newsletters and articles in journals;
iv. Management of the relationship with media houses;
v. Preparation and coordination of press releases and speeches.
vi. Preparation of the CSR policy and coordination of CSR activities
vii. Coordinate all stakeholder engagement activities
viii. Promote KenTrade e-commerce initiatives and develop market strategies for KenTrade Value Add services
ix. Corporate event management and corporate branding
x. Manage the application of various communication channels including website, intranet and social media (facebook, twitter, Instagram etc)
xi. Develop and implement a marketing strategy for the Agency
xii. Continuously asses the current business environment with a view to growing the revenue base
xiii. Scout for business opportunities leveraging on the already rolled out TradeNet System
xiv. Formulating marketing and business development programs as required;
xv. Carrying out all marketing, communication, branding and advertising activities

4.3.4 Corporate Services Directorate

The Corporate Services Division has the following departments:-

a) Finance: The core functions of the department include:

i. Development and review of financial policies and ensuring adherence to the same;
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.

b) 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;
v. Ensuring compliance with labour laws and regulations;
vi. Overseeing employee welfare;
vii. Planning and directing human resource development, performance management and career development processes and programs;
viii. Preparing, implementing and controlling the Human Resource and administration budget; and
ix. Enforcing safety and security procedures.

4.3.5 Other key departments

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

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;
   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; and
   vii. Ensuring appropriate representation of KenTrade in all legal matters.
   viii. Carryout Corporation Secretarial functions.

2. **Internal Audit Department:** The department will report administratively to the CEO and functionally to the Board through the Audit Committee. The core functions of the department include:

i. Carrying out timely and continuous audits, verifying and monitoring all financial transactions;
ii. Liaising with external auditors on matters relating to management on all final audit queries;
iii. Monitoring and evaluating procedures and processes of receiving, recording and banking of cash;
iv. Reviewing of the internal controls to ensure compliance with the set policies, procedures and governing legislation, and advising on improvements to the same;
v. Ensuring accuracy of internal management reports;
vi. Evaluating the risk and compliance levels at each functional level of the organization; and
vii. Devising and implementing mechanisms that mitigate risk exposure and enhance compliance and risk preparedness in the Agency.

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 4.4.

4.4 KENTRADE ORGANOGRAM

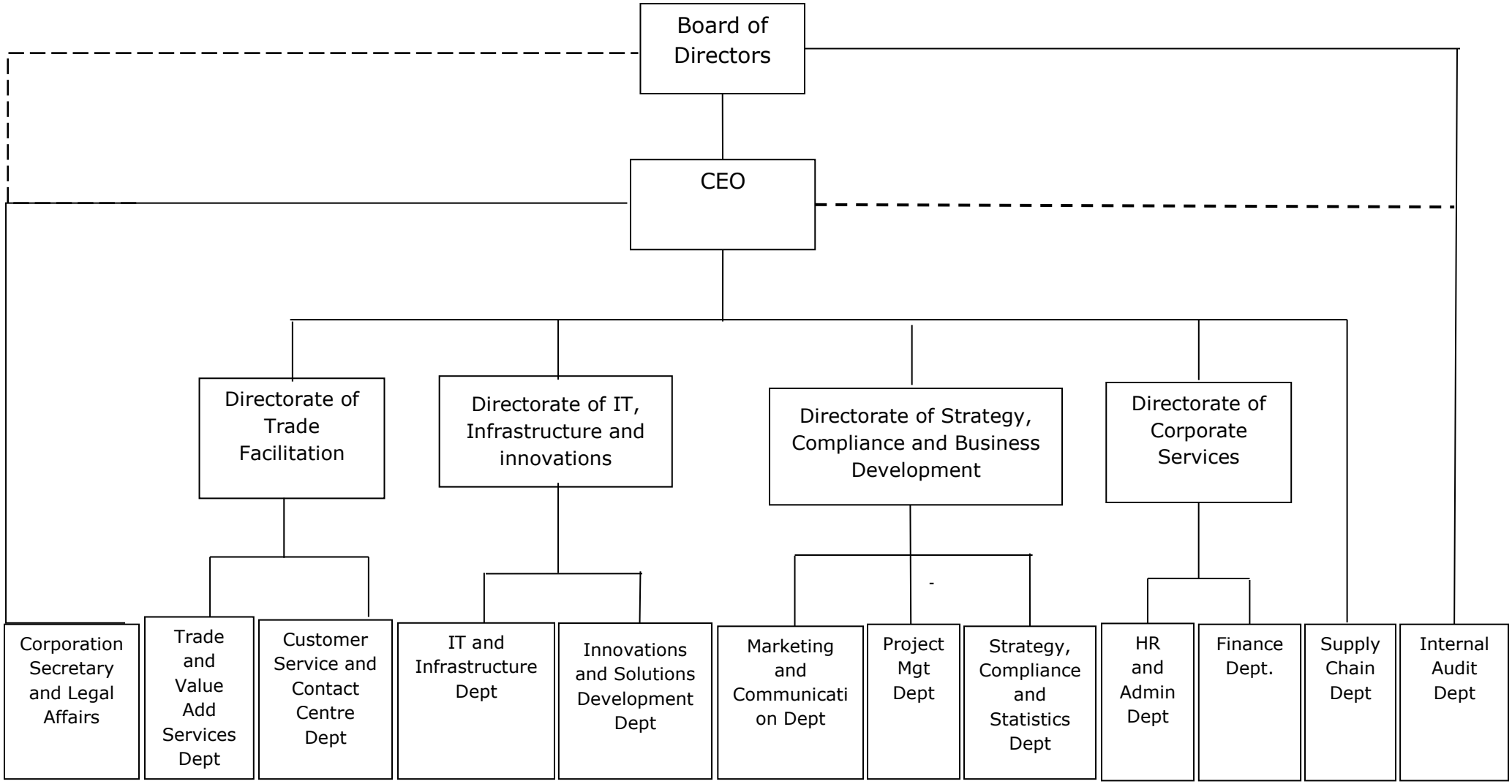

Figure 2: Organogram

CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING

5 OVERVIEW

This chapter outlines the monitoring, evaluation and reporting framework for the Strategic Plan. The ME&R framework will enable KenTrade to periodically measure performance against set standards and evaluate the achievement of the set objectives.

The ME&R framework will involve preparation of annual work plans by departments. The work plans will be linked to the objectives, strategies and activities as contained in the implementation matrix. In addition, divisional/departmental work plans will be cascaded to individual work plans which will be linked to KenTrade's Performance Management System.

5.1 MONITORING, EVALUATION AND REPORTING FRAMEWORK

Monitoring is an important part 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
- 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.

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 Monitoring and Evaluation

A management M&E committee will be established comprising of the Agency CEO, Heads of Directorates and Departments to oversee the implementation of the strategic plan. The M&E committee will hold quarterly meetings to review the status of the strategic plan implementation as it relates to their respective directorates and departments. Quarterly departmental progress reports shall be submitted and discussed during the meetings. In addition, areas requiring strategy change shall be identified and appropriate action taken. The M&E team will be reporting on a quarterly basis to the Board on the progress made towards the attainment of the objectives.

5.1.2 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.

5.1.3 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.

5.2 ACCOUNTABILITY AND RISK

5.2.1 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 divisions, 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.

5.2.2 Risk Analysis

Implementation of this Plan is prone to various risks among them, operational, financial, strategic and technological. The specific risks under each of these categories are outlined below:

5.2.2.1 Strategic Risks

The key strategic risks likely to impact on realization of the strategic objectives during the Plan period have been identified and the initiatives to mitigate the same outlined in table 2.4 below.

Table 5.1: Risk matrix

KEY STRATEGIC RISKS	MITIGATIONS
Inadequate legal and regulatory framework on KNESWS	• Lobby for the enactment of the KNESWS bill by parliament
Limited funding for activities/budgetary constraints	• Design and implement viable Value Add Services • Implement the SWS tariff structure to ensure adequate funding of TradeNet System maintenance. • Engaging Development partners
Legal changes at WTO and WCO	• Participate in international forums eg UNCEFACT meetings
Multiplicity of Systems developed - similar to the TradeNet System (eg ICMS)	• Enhance SWS to 2nd GSWS. • Continuous engagement with parent ministry and other stakeholders • On- Board more government agencies
Change in Government Policy	• Effective implementation of KNESWS and on-boarding many Users to attract government support
Mergers of State Agencies	• Effective trade facilitation through the SWS and other ecommerce innovations • Self-sustainability through generation of income Generation of income by KenTrade
Over-reliance on third party support for core System	• Build internal capacity. • Incorporation of capacity building as a key deliverable in the second-generation SW contract
Limited Human Capital: Inadequate technical staff and Exit of experienced staff	• Recruit technical and experienced staff • Develop staff retention techniques • Enhance technical capacity and competence of staff
Lack of enforcement mechanisms for on the uptake of SWS	• Propose amendments to legislation to provide for sanctions with regards non implementation of the single window system by the PGAs
Lack of Disaster recovery &	• Develop and test DRP & BCP

KEY STRATEGIC RISKS	MITIGATIONS
business continuity plans / Cyber Security Threats	• TradeNet System enhancement through the Second-Generation Single Window System • Cyber Security Controls

5.2.2.2 Operational Risks

i. Lack of support from key stakeholders.

ii. Inability to synchronize disbursement with work plans and procurement plans.

iii. External and sometimes internal customers not understanding the operational procedures may hinder successful implementation.

5.2.2.3 Financial Risks

i. Inadequate funding may affect the implementation of the Agency's programs.

ii. Misappropriation of funds.

iii. Lack of support by development partners.

5.2.2.4 Technological Risks

i. Failure to equip the Agency with the relevant ICT equipment and systems.

ii. Inability to manage information security.

iii. The Agency not keeping pace with the rapid ICT changes.

iv. Resistance to adopt new technological changes by members of staff and stakeholders.

5.2.3 Mitigation, Monitoring and Reporting of Risks

To mitigate the effects of the above risks on this Plan, the Agency will put in place a risk management framework that will involve developing a risk policy and carrying out quarterly risk monitoring, assessment and reporting. The Agency will in addition implement the following measures:

i. Strategic- Effective implementation of programs and sharing of successes and challenges.

ii. Financial- Project-based allocation and prudent management of funds.

iii. Operational-Put in place strategies to attract and retain qualified staff and outsource non-core activities.

iv. Technological-keep abreast with changes in technology, undertake regular training of staff on ICT and upgrading of equipment in accordance with ICT trends.

v. Enhancing ME&R for early detection and management of any risk.

5.3 PROJECTED KEY PERFORMANCE INDICATORS

Table 5.1 below shows the projected key performance indicators.

Table 5.1: Key Performance indicators

Indicator	2019/20	2020/21	2021/22	2022/23
	Baseline	Target		
Kenya TradeNet System uptime.		99.5%	99.5%	99.5%
Reduction in cargo documentation time to an average of one day by 2023	3 days	2.5 days	2 days	1 days
All (relevant) government and private sector players connected to KNSW	70%	80%	90%	100%
Paperless ship, cargo, crew and passenger electronic facilitation (FAL convention) Adoption of the Maritime Single Window	0%	100%	100%	100%
Commodity export procedures documented (in Nos.)	58	68	78	88
Commodity import procedures documented (in Nos.)	68	78	88	98
Commodity export procedures harmonized and simplified (in Nos.)	4	6	8	10
Commodity import procedures harmonized and simplified (in Nos.)	0	2	4	6
Customer Satisfaction Index	81.3%	82.3%	83.3%	84.3%
Employee satisfaction	76%	78%	80%	82%
Implementation of the Customer Service Charter	100%	100%	100%	100%
Stakeholder awareness at the Port community	70%	80%	100%	100%
Utilization of the CRM System	60%	70%	80%	100%
Proportion of budgetary resources internally generated.	0.5%	5%	15%	25%

CHAPTER SIX

IMPLEMENTATION PLAN

This chapter presents the implementation matrix, which covers strategic objectives, strategies, activities, implementing actors, time frame, expected outcomes and output indicators.

Table 6.1 Implementation matrix

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
Theme 1: Trade Facilitation													
1. To reduce cargo documentation processing time from the current 3 days to an average of one (1) day by 2023	i. Full implementation of the Trade Facilitation Platform	Customization & Development of the TFP	Customized requirements and prototype	Reduced cargo documentation & clearance time Reduced cost of doing business in the country	Signed off requirements Modules customized	Quarterly	2	1	1	10	10	10	**DTF** **MTF& VAS**
		User Acceptance Testing (UAT)	Tested and accepted system		Signed user acceptance test certificate Modules tested	Quarterly	2	1	1	2	2	2	
		Training & sensitization	Stakeholders awareness created and uptake		Number of trained stakehol	Quarterly	500	500	500	10	10	10	

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
					ders								
		Go live support	Increased usage of the system		Number of stakeholders using the system	Quarterly	All PGAs	All KIFWA members	All EXIMS, Banks Insurance	5	5	5	
	ii. Roll out the TradeNet System at the borders	Identification of borders to roll out	Identified borders	Reduced cargo documentation & clearance time Reduced cost of doing business in the country	Number of borders stations identified	Quarterly	1	1	1	0.5	0.5	0.5	**DTF** **MTF& VAS**
		Sensitize & train the stakeholders on the TradeNet System	Stakeholders awareness created and uptake		Number of stakeholders sensitized	Quarterly	30	30	30	1	1	1	
		Support to Stakeholders	Increased usage		Number of stakeholders using the system	Quarterly	30	30	30	0.5	0.5	0.5	
	iii. Establish stakeholder collabora	i) Engage EAC through the Ministry of East African Affairs.	Inclusion of KenTrade in the regional projects	Ease of doing business in the	Number of meetings held,	Quarterly	2	4	4	0.3	2	1	**DTF** **MTF& VAS**

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
	tion through sharing of data and increasing trade across the Northern Corridor		initiatives	region Increased trade within the Northern corridor Increase compliance									
		ii) Participate in the EAC ICT systems integration forums	KenTrade's requirements included in the EAC ICT System		Signed off requirements	Quarterly	Agreed Work plan	70% implemented work plan	100% implemented work plan	1	2	1	
		iv) Integrate SWS to the EAC cargo clearance systems	Sharing of data with regional systems		Amount of data shared	Quarterly	20% sharing of relevant and approved data	50% sharing of relevant and approved data	100% sharing of relevant and approved data	5	3	2	
	iv. Documentation of at least ten (10) commodities annually on trade portal	Identify the commodities	Identified commodities	Simplified trade procedures, Reduced cost of doing business Increased trade	Number of commodities identified	Quarterly	10	10	10	2	2	2	**DTF**
		Engage key stakeholders and document the procedures	AS IS procedure documented		Number of Stakeholders Engaged	Quarterly	50	50	50	0.5	0.5	0.5	

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
		Sign off the 10 procedures with PGAs	"TO-BE" procedure documented		Number of procedures signed off	Quarterly	10	10	10	0.5	0.5	0.5	
		Publish the procedures	Published procedures on the infotradeKenya website		Number of procedures published	Quarterly	10	10	10	-	-	-	
	v. Simplification and Harmonization of trade procedures for at least two (2) commodities per year	Hold stakeholders meeting to map the 'AS-IS' and 'To BE'	Mapped procedures	Reduced cargo documentation time Reduced transaction cost	Number of Simplified and Published Procedures	Quarterly	2	2	2	2	2	2	**DTF**
		Document and sign off the "TO-BE" simplified procedures	Signed off simplified procedures		Number of Signed off simplified procedures	Quarterly	2	2	2				
		Publish simplified procedures in the E-portal	Published procedures		Number of Published procedures	Quarterly2	2	2	2				
	vi. Implementation of Business	Acquire data warehouse solutions: -BI Solution;	Delivery of all solutions required.	Visibility on perform	Implementation Contrac;	Quarterly	**3**			Kshs 115M			**DITIIS**

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
	Intelligence platform	-Integration / Replication layer solutions and -Hosting Services for the data warehouse, integration layer		ance of MPCC KPIs;	No of services / solutions acquired;								
		Implement Data warehouse, integration/ replication layer and BI Solutions	Functional Data Warehouse and Business Intelligence Platform; Functional integration layer;	Enhanced decision making;	% of implementation	Quarterly	**50%**	**80%**	**100 %**				**DITIIS**
		Train/sensitize end users on use of the BI Solution	Enhanced capacity to use BI tool	Enhanced decision making;	No of users trained / sensitized;	Quarterly	**50**	**50**	**50**				**DTF**
	vii. Implementation of the digital logistics market place platform	Conduct feasibility study/Gather Requirements;	Project viability	Enhanced transparency in trade activities; Enhanced Value chain/M	Feasibility / requirements report;	Quarterly	**1**			**10**	**10**	**10**	**DITIIS**
		Design and Develop the platform;	Developed Digital platform		Implementation contract		**80%**	**100 %**					

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
				arket linkages	Design documentation;								
		Carry out Quality Assurance and Testing of the platform;	Working platform Digital platform		UAT sign offs		**80%**	**100 %**					**MP**
		Acquire Hosting environment/ resources;	Hosting environment acquired		Hosting contract		**100%**						**DITIIS**
		Rollout the digital Logistics Market Platform;	Operational system		No of user categories		**2**	**2**	**2**				**MP**
	viii. Implementation of the relevant sections of the Trade Facilitation Agreement and other Trade related agreements.	Identify trade agreements and relevant key provisions to be implemented	Identified TF Related Provisions	Reduced cargo documentation time Reduced transaction cost	Number of identified trade agreements	Quarterly	**3**	**3**	**3**	2	2	2	**DTF** **MTF&VAS**
		Develop an implementation plan	Developed implementation plan		Approved plans	Quarterly	**1**	**1**	**1**				
		Implement the plan	Implemented agreements		No of activities implemented	Quarterly	**1**	**1**	**1**				
	ix. Integrate the Kenya TradeNet System	Finalize integration with KRA-iCMS.	Faster permit lodgment, processing & cargo clearance	Reduced cargo documentation time	Integrated Systems	Quarterly	100%	1	1	5	5	5	**DTF** **MTF&VAS**

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
	with stakeholder systems.		Seamless exchange of data/information	Reduced transaction cost Paperless Trade									
		Identify other systems to be integrated	Identified systems		Number of identified systems	Quarterly	1	1	1				
		Develop implementation plan	Developed implementation plan		Implementation Plan	Quarterly	1	1	1				
		Implement the stakeholder integration	Implemented Integration		Approved implementation plan	Quarterly	1	1	1	2	2	2	**DITIIS**
	x. On board the remaining stakeholders on the TradeNet System.	Identify new Stakeholders	Stakeholders identified	Increased efficiency	Number of new stakeholders identified	Quarterly	50	50	50	-	-	-	**DTF**
		Stakeholder Engagement	Stakeholder buy-in		Number of forums held	Quarterly	2	2	2	0.5	0.5	0.5	
		Configure the stakeholders in the	Stakeholders usage of the		Number of	Quarterly	1	1	1	2	2	2	

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
		system	system		stakeholders using the system								
		Training of stakeholders	Enhanced stakeholders capacity		Number of trained stakeholders	Quarterly	5	5	5	0.3	0.3	0.3	
		Stakeholders support	Increased usage of the system		Number of stakeholders using the system	Quarterly	1	1	1	-	-	-	
	xi. Monitor implementation of the MOU/SLAs between KenTrade and PGAs.	Generation of Monthly PGA performance reports.	Implemented MOU/SLA	Faster approvals	Reduced Cargo Dwell time	Quarterly	12	12	12				**DSCBD**
		Participation in the MPCC Meetings	Implementation of port charter commitments		Number of meetings attended	Quarterly	4	4	4	1.0	1.0	1.0	**DTF**
		Automation of PGA Performance reports	Ease in accessing performance report		Level of automation	Half yearly		100%					**DITIIS**
2. To build capacity of stakeh	i. Partnering with relevant training institutio	Identify and sign MOUs with relevant training institutions	MOUs signed with relevant training institutions	Stakeholder capacity on trade	Number partnerships/MOUs signed	Quarterly	2	2	2				DSCD/ DTF

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
older (Trainings and sensitizations)	ns to develop and administer training curriculum	Conduct a stakeholder training needs assessment to identify areas of training	Training needs identified	related matters enhanced, increased uptake of TradeNet services	Number of courses identified	Quarterly	1	1	1				DTF
		Design a training programme that includes trainings to be conducted, venues and costs etc	Training programme developed		Number of trainings planned	Quarterly	1	1	1				
		Conduct trainings	Stakeholders knowledge enhanced		Stakeholders trained	Quarterly	2	2	2	0.5	0.5	0.5	
	ii. Review the Agency training curriculum to focus on industry needs	Conduct a training needs assessment	Relevant trainings identified	Stakeholder capacity on trade related matters enhanced, increased uptake of TradeNet services	Trainings identified	Quarterly	1	1	1				DSCD/ DTF
		Revise the training curriculum	New curriculum developed and approved		Additional areas of trainings	Quarterly	1	1	1				DTF

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
	iii. Development and implementation of e-learning platform	Conduct feasibility study/Gather Requirements;	Project viability determined	Enhanced Utilization of KenTrade Services; Revenue; Enhanced Stakeholder knowledge on trade related issues;	Signed requirements document, feasibility study report;	Quarterly	100%						**DITIIS**
		Design and Develop the platform;	Developed e-learning platform			Quarterly		100%			**7**		
		Carry out Quality Assurance and Testing of the platform;	Working e-learning platform		UAT sign offs;	Quarterly		100%					**MP**
		Acquire Hosting environment/ resources;	Hosting environment acquired		Hosting contract.	Quarterly		100%					**DITIIS**
		Rollout the e-learning Platform;	Operational system		No of course modules uploaded	Quarterly		100%					**MP**
3. To facilitate domestic trade.	i. Expand KenTrade's systems to cover domestic Trade Facilitation	Identify the Counties (based on commodities they produce)	Identified counties	Increased inter county trade Reduced transaction costs	Number of counties identified	Quarterly	2	2	2	1	1	1	**DTF**
		Engage County governments	County buy-in		Number of forums identified	Quarterly	2	2	2	1	1	1	
		Sensitize County Government on areas of cooperation	Sensitized counties		Number of sensitized	Quarterly	2	2	2	5	5	5	

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
					counties								
	ii. Mapping trade procedures for counties.	Identify the procedures	Mapped procedures	Reduced cargo documentation time Reduced transaction cost	Number of identifies procedures	Quarterly	1	1	1	2	2	2	DTF
		Hold workshops with counties to map their AS-IS and TO BE procedures	Mapped AS IS procedure		Number of workshops held	Quarterly	1	1	1	2	2	2	
	iii. Provision of trade statistics	Identify trade statistics to be shared based on stakeholders needs	Identified statistics	Better decision making	Amount of statistics shared	Quarterly	5	5	5				**DSCBD**
		Design, develop and release a statistical bulletin	Enhanced reporting on statistics		Number of bulletins released	Quarterly	2	4	4				
Theme 2: Management of the TradeNet System and other Business Systems													
4. To maintain at least 99.5% availability of systems.	i. Set up the TFP primary hosting site	Develop Requirement specifications;	Project scoping	System Availability and Customer satisfaction	Requirement specifications document;	Quarterly	100%						**DITIIS**
		Acquire Hosting environment for TFP;	Hosting environment acquired		Hosting Contract;	Quarterly	100%				**150**		

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
		Acquire Infrastructure, Supporting software and Security Components for TFP	Supporting software licenses and infrastructure acquired		No of Supporting software licenses acquired;	Quarterly	100%						
		Test the hosting environment;	Working TFP primary hosting environment		Implementation and Test Report;	Quarterly	100%						
		Rollout TFP on new primary hosting environment;	Operational TFP primary hosting environment		No of PGAs migrated to TFP	Quarterly	80%	100%					
	ii. Implement and operationalize the secondary hosting environment for Kenya TradeNet System (TFP)	Develop Requirement specifications;	Project scoping	System Availability and Customer satisfaction	Requirements specification document;	Quarterly		100%					**DITIIS**
		Acquire Hosting environment;	Acquired hosting service provider		Hosting contracts;	Quarterly		100%			150		
		Acquire Infrastructure, Supporting software and Security Components;	Supporting software licenses and security components acquired		Supporting software licenses and security components	Quarterly		100%					
		Test failover to the secondary hosting	Working redundancy		Test report	Quarterly		50%	100 %				

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
		environment;	environments		for Successful Fail Over;								
		Rollout systems on new secondary hosting environment;	Operational secondary hosting environments		% of systems with working redundancies	Quarterly		50%	100 %				
	iii. Review, upgrade /replace and maintain internal Systems	Perform yearly review of all Agency Systems.	Status on currency of systems determined	Enhanced System availability and customer satisfaction	Systems review reports;	Quarterly	100%	100%	100 %				**DITIIS**
		Replace / upgrade obsolete systems;	Upgraded / updated systems		No of Systems upgraded	Quarterly	60%	80%	100 %		**20**	**20**	
		Acquire Maintenance services	System support		% of systems covered by maintenance contracts	Quarterly	100%	100%	100 %				
Theme 3: Financial Sustainability													
5. To finance 25% of the Agency's	i. Review and implement the marketing	Identify areas for review and develop new proposals	New proposals developed and implemented	Increase brand awareness and market share	Increase in revenue generation	Quarterly	100%	100%	100 %				**MMC**

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
operating budget by year 2023	strategy												
	ii. Review tariffs	Undertake a comparative analysis	Tariff proposals	Increase in revenue generated Revised tariffs	Comparative tariff analysis report	Annually		**1**					
	iii. Enhance the TradeNet System - Increase services and users	Develop new modules such as, Exports Management empty Containers and delivery order with CFSs	Approved requirements for the new modules	Reduce time taken to process and clear empty containers and goods	No of new modules	Quarterly	1	1	1	5	5	5	**DTF**
		Sensitization/Marketing of new/improved products and services	Sensitization / marketing plan	Increased levels of awareness	Uptake of products /services	Quarterly	**4**	**4**	**4**	5	5	5	**MMC**
	iv. Develop and implement framework to monetize trade statistics	Benchmark with other institutions that charge	Charging models identified	Increased revenue	No of organizations benchmarked	Quarterly	**3**		**3**	**0.3**			**DSCBD**
		Review the data management policy	Policy framework for the charge model		Policy document	Quarterly	**1**	**1**	**1**				
		Develop and implement a	Charging model		Level of impleme	Quarterly		**40%**	**100 %**				

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
		charging model	operational		ntation of charging model								
	v. Develop and implement framework for new product development through R&D.	Benchmark with best industry performers	Appropriate framework identified	High uptake of Agency products	Organizations benchmarked with and report	Annual	**2**						**MMC**
		Develop a framework	Structured approach product development		Framework developed			**100 %**					
	vi. Introduce new products and services.	Carry out market survey /gap analysis	Market needs determined	Increased revenue Self-sustainability	New VAS products	Quarterly	1	**1**	**1**				**MMC**
		Develop and implement proposals on new/improved products	Developed proposals		Number of products introduced/Increase in the uptake of products /services	Quarterly	1	1	1				
Theme 4: Institutional Capacity strengthening													
6. To increase operat	i. Improve business processes	Identify inefficient procedures in internal systems	Identified inefficient procedures	Improved service delivery	No. of identified inefficient	Quarterly	2	2	2	0.02	0.02	0.02	**MP**

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
ional efficiency in service delivery by 2023					procedures								
		Re-engineer inefficient procedures	Streamlined business processes	Improved service delivery	No. of Streamlined Processes	Quarterly	2	2	2	0.02	0.02	0.02	
		Implement proposed process improvements for internal systems	Process Efficiency	Improved service delivery	No of new processes Implemented	Quarterly	2	2	2	0.5	0.5	0.5	
	ii. Enhance use of ICT based solutions	Perform a needs analysis and propose improvements	Identified areas of improvement	Improved service delivery	% of automated internal processes		100%	100%	100 %	4	4	4	**DITIIS**
		Implement approved improvements;	Implemented improvements		% improvements made		100%	100%	100 %				
		Enhance ICT skills Capacity at the Agency	Improved skills base		% of staff trained		100%	100%	100 %				
	iii. Strengthen risk management and internal controls	Develop and Implement an Enterprise Risk Management Framework	Effective Risk Management Systems, Policies, Procedures and Practice	Reduced Risk Exposure	Risk Management Structure, Policy, Charter and Agency Risk	Semi Annually	100			**5**			**AMRC**

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
					Registers								
		Review adequacy and effectiveness of risk management systems and internal controls	Internal control systems and risk management structures in place	Effective risk management systems and internal controls	Audit review reports	Quarterly		1	1	1	1	1	**MIA**
	iv. Maintenance of the Quality Management System	Undertaking continuous Internal Quality Reviews and Surveillance audits on the implementation of the ISO 9001:2015 Quality Management System	Continuous improvement of internal processes and procedures	Quality Management Systems	Quality internal review reportss	Semi Annually	2	2	2	1	1	1	**AMRC**
	v. Expenditure control	Prepare Departmental work plans and budgets	Optimal Resource Utilization	Increased operational efficiency	Departmental work plans and budgets in place	Annually	100	100	100				All HODs
		Prepare and implement a monitoring and evaluation framework	Expenditure monitoring and control Systems	Prudent financial management practices	M& E reports	Quarterly	100	100	100				MSCS
		Implementation of PFM and procurement laws and regulations	Accurate and complete financial reports	Confidence in Agency's	Unqualified audit reports	Monthly and quarterly	100%	100%	100 %				**FM**

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
		with regards to budgeting, expenditure approval, imprests and procurement		financial management									
		Monitoring of expenditure with monthly, quarterly and annual reporting	Timely expenditure reports	Financial prudence and better decision making	Monthly reports	Monthly	12	12	12				**FM**
7. To increase productivity and enhance service delivery by continuously developing the human capital of the Agency.	i. Automate the performance management system	Benchmark & Develop requirements and specifications of the system based on balanced scorecard i.e. system design	System identified System specification	Improved staff performance and productivity	Benchmarking reports	Quarterly	1						**MHRA**
		Procure and develop the system	Vendor contract System prototype		Contract and level of system development	Weekly		60%	100 %	7			
		Roll out and implement the system	Production environment for the system User manuals User Acceptance		Level of system roll-Out	Monthly		100					
	ii. Review and	Obtain feedback/contributi	Annual report on review of	Revised policies	No. of polices	Annually	3	5	7				**MHRA**

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
	implement HR policies	ons from staff. Review HR & Admin policies and procedures. Seek approval for the Policies and implement them	Policies and procedures		developed/reviewed								
	iii. Continuously develop staff capacity	Carry out biannual training needs analysis;	TNA Report	High staff satisfaction and retention Improved productivity and efficiency	5 days training per staff % of staff trained	Bi-annual	100%	100%	100 %	**2.5**		**3**	
		Develop and implement approved annual training programme;	Annual training programmes				100	100	100	**10**	**12**	**15**	
		Undertake annual training effectiveness assessment	Training effectiveness Reports			Annual	100	100	100		**2**		
	iv. Conduct HR audit and imple	Determine the scope of the audit and develop the TORS	Terms of reference of the audit	Improved organizational efficienc	% implementation of the audit	Weekly	100						**MHRA**

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
	ment recommendations	Procure a consultant to undertake the audit	Signed contract	y Improved organizational efficiency	recommendations	Monthly		100			**5**		
		Present the audit findings and recommendations for adoption	HR audit report with recommendations			Monthly		100					
		Implement recommendations	Implementation matrix			Annually	60	80	100			**7**	
	v. Review the Org structure and HR instruments	Conduct Situational Analysis	Revised HR manuals & instruments	Improved organizational efficiency	% of implementation of the new structure	Annually	100%			**2**			**MHRA**
		Engage SCAC /PSC on the review	Letters to SCAC/PSC			monthly	100%						
		Determine New Structure & HR Instruments	Proposed new structure and HR instruments			Monthly	100%						
		Engage relevant stakeholders for feedback	Attendance registers for stakeholder engagements Stakeholder engagement reports			Monthly	100%						
		Seek Approval for Implementation	Request for approvals			Monthly	100%						
		Implement the new structure & HR Instruments	Approved organizational structure				80%	90%	100 %				

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
		Revise other policies accordingly	Implementation matrix										
	vi. Conduct employee satisfaction and work environment survey annually and implement recommendations	Develop TORs and procure a consultant to conduct the survey	Annual employee satisfaction and work environment survey reports	Improved employee satisfaction Increased staff retention rates	Employee satisfaction index	Annual	76	78	80	1	1	1	**MHRA**
		Present findings to Management and the Board for adoption	Minutes and feedback from management		Minutes	Annual	1	1	1				
		Continuously implement recommendations from employee satisfaction surveys	Employee satisfaction implementation Report		Monitoring report	Quarterly	4	4	4	4	4	4	
8. To institutionalize Research and development by 2021	Development and implementation of R&D policy	1. Benchmark with other institutions that have established R&D units;	Knowledge on R&D framework created	R&D culture created at the Agency	Number of organizations benchmarked	Quarterly	4			0.2			**DSCBD**
		2. Prepare Policy for Board review and approval;	Policy framework in place		Policy - Level of finalization of policy document	Quarterly	100%						

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
		3. Sensitize staff on R&D Policy and publish for use;	Staff awareness enhanced		Number of staff sensitized	Quarterly	100%	100%	100 %		0.1		
		4. Implement the policy	Increased R &D activities		Level of implementation	Quarterly		50%	100 %			2	
9. Enhance Corporate Image	i. Enhance stakeholder communication and engagements	Review/develop and implement communication strategy	Communication Strategy	Enhanced stakeholder communication	Communication Strategy Report	Annual	1		1	**2**			**MMC**
		Develop framework for stakeholders engagement and implementation	Stakeholder engagement implementation plans.	Cohesive and coordinated stakeholder engagements	Approved stakeholder engagement	Annual	1	1	1	**2**	**2**	**2**	
	ii. Enhance presence in the media	Develop and update a media (journalists) database	Journalists updated database	Enhanced media engagements	Updated media list	Quarterly	1	1	1				**MMC**
		Organize media, workshops, press conferences and press releases	Workshop reports	Enhanced publicity in the media	No of activities organized/ Reports	Quarterly	4	4	4	**2**	**2**	**2**	
		Develop a social media / digital marketing framework	Social media framework	Enhanced stakeholders	Approved framework	Annual	1			**1**			

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
				engagements									
		Engage Marketing and Public Relations consultant	Marketing and PR Agency engaged	Enhanced visibility, awareness of the Agency	Signed contract	Annual		1		**4**			
	iii. Increase Brand visibility and awareness	Conduct a brand Audit (perception survey) and implement the recommendations	Level of Awareness	Enhanced visibility and awareness	Brand Audit Report	Annual	1			**2**			**MMC**
		Revamp the corporate website	Dynamic, interactive professional website	Enhanced visibility and awareness	Approved revamped website	Annual		100%			**2**		
		Revise and implement the brand (identity) manual	Brand consistency at the Agency	Enhanced corporate identity	Approved brand (identity) manual /activities implemented	Annual	100%			**4m**			
		Review and implement the CSR Policy (Review and implement Corporate Social Investment (CSI) policy)	Structured CSR programs	Enhanced visibility / corporate image	Approved CSR Policy	Annual		100%			2m		

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
		Rebrand the Agency	New KenTrade Brand	Enhanced visibility and corporate image	Rebranding Report	Annual		100%			20 m		
10. Business Continuity	i. Develop and implement an Organization wide Business Continuity plan	Develop Disaster Recovery plan	Disaster recovery plan in place	Business stability / resilience / continuity	Disaster Recovery Plan	Quarterly	100%						**DITIIS**
		Test Disaster Recovery plan	Level of effectiveness determined		Disaster Recovery Plan test report	Quarterly	100%	100%	100 %				
		Operationalize the BCP	Enhanced level of preparedness		Level of implementation		15%	50%	100 %	7.5	25	17.5	
	ii. Implement and maintain Information Security Management System (ISMS) Framework.	Maintain ISO/IEC 27001:2013 certification;	Assurance of systems availability, integrity and confidentiality	Assurance of Business Continuity	% of successful audits conducted	**Quarterly**	60%	80%	100 %				**MITI**
		Implement Controls to address Information Security Risks	Enhanced reliability and satisfaction		Implemented IS Controls	Quarterly	60%	80%	100 %	48	16	16	

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
	iii. Put in place a risk management framework	Develop and Implement an Enterprise Risk Management Framework	Effective Risk Management Systems, Policies, Procedures and Practice	Reduced Risk Exposure	Risk Management Structure, Policy, Charter and Agency Risk Registers	Quarterly	100%			**4**			**AMRC**
	iv. Review and implement Business Model	Review the proposal done during the past plan period and update	Updated business model proposal	Business sustainability	Reviewed Business model report	Quarterly	100%			3			**DSCBD**
		Carry out stakeholder consultations on the proposed business model	Stakeholder proposals and approval of model		No of stakeholders engaged and the engagement report	Quarterly	10			2			
		Seek necessary approvals for the proposed model	Approval to implement the new business model		Approval granted	Quarterly		100%					
		Initiate implementation of the approved model	New business model initiated		Level of implementation of new business model	Quarterly			10%			**4**	
	v. Develop and	Initiate the process and Develop the	Architecture scope, vision	Better alignme	Request for	Quarterly	100%			**5**			**DITIIS**

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
	implement an enterprise architecture framework - (based on TOGAF - The Open Group Architecture Framework 9.2)	Architecture vision	and team	nt of IT to business needs;	architecture work; Statement of architecture work;								
		Develop Business Architecture	Baseline and Target Business Building Blocks		Architecture requirement specification; Business architecture components;	Quarterly	50%	100%					
		Develop Data and Applications Architecture	Baseline and Target Data and application Building Blocks		Data and application architecture components	Quarterly		100%					
		Develop Technology Architecture	Baseline and Target Technology Building Blocks		Technology architecture components	Quarterly		100%					
		Develop Opportunities and solutions	Solution Building Blocks		Architecture roadmap	Quarterly		100%					

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
		Plan for Migration	Migration plan		Implementation and Migration plan; Finalised architecture roadmap;	Quarterly		100%					
Theme 5: Customer Service													
11. To increase quality and timeliness of service delivery to stakeholders by increasing customer satisfaction by 1% annually from the	i. Benchmarking with the industry for best practices and implement recommendations	Identify organizations and the processes to benchmark against	-Improved turnaround times by CCAs	Increased level of customer satisfaction	Increased quality service	Bi-annually	1		1				**MCS &CC**
		Undertake a benchmarking activity	knowledge of different strategies of achieving results	Quality Service delivery standards		Quarterly	1		1		0.5	0.7	
		Implement recommendations of benchmarking	Processes simplified or revised during benchmarking	Improved processes - Improved output and quality service		Quarterly	50%	100%	50%	2	1	1.5	
	ii. Enhance	Procure a	Clarity of	Increase	Report	Quarterly	100%			5			**MCS**

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
current customer satisfaction index 81.3%.	the current systems to improve service delivery	consultant to undertake the audit of CS&CC systems	scope and nature of work	d Customer delivery Turn-around-Time on all CSCC commitments Customer satisfaction									**&CC**
		Present the findings and recommendations to management	Adoption and By management			Quarterly	100%						
		Implement the findings of the consultancy	Upgraded systems Simplification of support processes		Upgraded systems	Quarterly	40%	60%	100 %	20	10	20	
	iii. Review and implement the customer service policy	Benchmark with experienced public and private institutions	The relevant companies and areas of Customer policy to benchmark on	Maintaining high standards of service delivery	Increased levels of satisfaction -Earning Industry's recognition awards	Quarterly		1					**MCS &CC**
		Develop and present a draft for review by management	Adoption and approval by senior management					**1**					
		Present proposed policy to the BOD for review and approval	Adoption and approval by senior management					**1**					
		Sensitize staff on the new policy	An enlightened staff -Improved service delivery					**1**					

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
		Sensitize stakeholders on the policy	-enlightened stakeholder community					4	4		3	6	
	iv. Develop and implement the BPO policy	Identify and benchmark with the top BPOs	A better understanding of the BPO operating environment	A well informed setup of the BPO environment	Bench-marking report	Quarterly	1						MCS &CC
		Develop the BPO policy for adoption	Adoption of the policy	Guiding document of matters BPO	The policy	Quarterly	100%			0.5			
		Formulate 2 year implementation framework Implement the policy	Action plan and implementation framework	Customer Service Support	Operationalization of a BPO section	Quarterly	100%				5	3	
	v. Conduct customer satisfaction surveys bi-annually and implement recommendati	Develop TORs and procure a consultancy to conduct Customer Satisfaction Survey	Customer satisfaction framework	Improve /Maintain high level of customer service	Improved quality customer service	Quarterly	1		1		5		MCS &CC
		Review the outcome of the survey with Management	Understanding stakeholder perception of the Agency and their expectations			Quarterly	1		1				
		Design and implement a plan	Increased stakeholder	Stakeholder	Increased Custome	Quarterly	1		1			4	

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
	ons	against the recommendations		engagement plan	r satisfaction								
Theme 6: Legal and Regulatory Framework													
12. To continuously strengthen the legal and Corporate Governance frameworks in place.	i. Implement the National Electronic Single Window System Act	Lobby Parliament for enactment of National Electronic Single Window Bill.	Act of Parliament in Place	New Legislation	NESWS Act, 2019	Quarterly	**2**			**4**			**CSLAM**
		Undertake Outreach activities on compliance with the National Electronic Single Window Act	Awareness creation on the new NESWS Act	Increased compliance	Strong Legal Environment	Quarterly	**2**	**2**	**2**	**2**	**2**	**2**	
		Facilitate harmonization of conflicting legislation	Revision of Relevant Acts & Sensitizations on new laws	Supporting regulatory environment	Reduction in disputes	Quarterly		**100 %**			**4**		
	ii. Implement regulations on the National Electronic Single	Lobby Parliament for enactment of National Electronic Single Window Regulations.	Act of Parliament in Place	New Legislation	NEWSW Regulations	Quarterly	**2**			**4**			**CSLAM**
		Undertake Outreach activities on compliance with the National Electronic Single	Awareness creation on the new NESWS Act	Increased compliance	Sensitizations held	Quarterly	**2**	**2**	**2**	**2**	**2**	**2**	

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
	System Act	Regulations											
	iii. Compliance with Mwongozo guidelines	Ensure that the governance practices at the Agency are aligned to Mwongozo	Board activities held as scheduled	Statutory Meetings held	Number of Board activities held	Monthly	**100%**	**100 %**	**100 %**				**CSLAM**
		Undertake Governance Audit	Governance Audit conducted	Level of Compliance	Governance Audit Report	Quarterly	**1**	**1**	**1**	**1**	**1**	**1**	
	iv. Compliance with other legal and regulatory requirements	Sensitize Staff and Stakeholders on new legislation	Awareness on new legislation created	Level of Awareness on relevant Legislations	Number of Sensitizations held	Quarterly	**2**	**2**	**2**				**CSLAM**
	v. Conduct legal audit bi-annually and implement recommendations	Undertake Annual Legal Audits through Service Providers	Departments Audited	Level of Legal Compliance	Legal Audit Report Implementation Reports	Bi Annually	**1**	**1**	**1**	**1**	**1**	**1**	**CSLAM**
		Conduct legal compliance audit bi-annually and implement recommendations	Compliance to Legal and Regulatory	Good Corporate Governance Structures	Legal Compliance Review report	Bi Annually	**1**	**1**	**1**	**1**	**1**	**1**	

Strategic Objective	Strategy	Activity	Output	Outcome	Key Indicator	Reporting Schedule (Monthly/ Quarterly etc)	Targets (annual)			Budget (Mn) annual			Responsibility
							Y1	Y2	Y3	Y1	Y2	Y3	
	vi. Develop and implement policy on alternative dispute resolution.	Develop policy.	Policy approved	Policy on ADR	No. of cases finalized through ADR	Quarterly		**100 %**					**CSLAM**
		Finalize court cases through Alternative Dispute Resolution	Cases negotiated for ADR	Faster resolution of cases		Quarterly		**25%**	**50%**		**1**	**1.5**	