

The logo for KenTrade features the text "KenTrade" in a blue sans-serif font, with a red circle containing a white "e" at the end. A grey swoosh is positioned behind the text, curving from the top left towards the bottom right.

**KenTrade**e

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# **STRATEGIC PLAN**

**(2015/16-2019/20)**

**NOVEMBER 2015**

*Simplifying Trade Process for Kenyas Competitiveness*

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## LIST OF ABBREVIATIONS AND ACRONYMS

|                    |   |   |
|--------------------|---|---|
| <b>AAEC</b>        | - | African Alliance for E-Commerce                         |
| <b>AFFA</b>        | - | Agriculture, Food and Fisheries Authority               |
| <b>BOD</b>         | - | Board of Directors                                      |
| <b>BPR</b>         | - | Business Process Re-engineering                         |
| <b>CEO</b>         | - | Chief Executive Officer                                 |
| <b>C &amp; F</b>   | - | Clearing and Forwarding                                 |
| <b>CMS</b>         | - | Customs Management System                               |
| <b>CRM</b>         | - | Customer Relationship Management                        |
| <b>CS &amp; CC</b> | - | Customer Service and Contact Centre                     |
| <b>CSR</b>         | - | Corporate Social Responsibility                         |
| <b>EAC</b>         | - | East African Community                                  |
| <b>EPA</b>         | - | Economic Partnership Agreement                          |
| <b>ERM</b>         | - | Enterprise Resource Management                          |
| <b>EU</b>          | - | European Union  |
| <b>FDI</b>         | - | Foreign Direct Investment                               |
| <b>GDP</b>         | - | Gross Domestic Product                                  |
| <b>GoK</b>         | - | Government of Kenya                                     |
| <b>HCC</b>         | - | Head Corporate Communications                           |
| <b>HR</b>          | - | Human Resource  |
| <b>HODs</b>        | - | Heads of Division/Department                            |
| <b>ICT</b>         | - | Information and Communications Technology               |
| <b>IFMIS</b>       | - | Integrated Financial Management Information System      |
| <b>IMS</b>         | - | Information Management System                           |
| <b>ISO</b>         | - | International Organization of Standardization           |
| <b>IT</b>          | - | Information Technology                                  |
| <b>KEBS</b>        | - | Kenya Bureau of Standards                               |
| <b>KENTRADE</b>    | - | Kenya Trade Network Agency                              |
| <b>KEPHIS</b>      | - | Kenya Plant Health Inspectorate Service                 |
| <b>KIFWA</b>       | - | Kenya International Freight and Warehousing Association |
| <b>KMA</b>         | - | Kenya Marine Authority                                  |
| <b>KNESWS</b>      | - | Kenya National Electronic Single Window System          |

## LIST OF ABBREVIATIONS AND ACRONYMS

|                    |   |   |
|--------------------|---|---|
| <b>KPA</b>         | - | Kenya Ports Authority   |
| <b>KPIs</b>        | - | Key Performance Indicators  |
| <b>KRA</b>         | - | Kenya Revenue Authority   |
| <b>KWATOS</b>      | - | Kilindini Waterfront Automated Terminal Operations System                   |
| <b>MCS&amp;CC</b>  | - | Manager Customer Service and Contact Centre                                 |
| <b>M &amp; E</b>   | - | Monitoring and Evaluation   |
| <b>M E &amp; R</b> | - | Monitoring, Evaluation and Reporting  |
| <b>MF</b>          | - | Manager Finance   |
| <b>MIARC</b>       | - | Manager Internal Audit, Risk and Compliance                                 |
| <b>MICT</b>        | - | Manager ICT   |
| <b>MPCC</b>        | - | Mombasa Port Community Charter  |
| <b>MS&amp;P</b>    | - | Manager Strategy and Planning   |
| <b>MTF</b>         | - | Manager Trade Facilitation  |
| <b>MTP</b>         | - | Medium-Term Plan  |
| <b>NPG</b>         | - | National Payment Gateway  |
| <b>NPS</b>         | - | National Payments System  |
| <b>NESWS</b>       | - | National Electronic Single Window System                                    |
| <b>PESTEL</b>      | - | Political, Economic, Social, Technological, Environmental and Legal factors |
| <b>PM</b>          | - | Project Manager   |
| <b>PMS</b>         | - | Performance Management System   |
| <b>PPB</b>         | - | Pharmacy and Poisons Board  |
| <b>SWOT</b>        | - | Strengths, Weaknesses, Opportunities and Threats                            |
| <b>SWS</b>         | - | Single Window System  |
| <b>TNA</b>         | - | Training Needs Assessment   |
| <b>UN</b>          | - | United Nations  |
| <b>WCO</b>         | - | World Customs Organization  |
| <b>WTO</b>         | - | World Trade Organization  |

## FOREWARD



KenTrade is a facilitator of one of the major flagship projects under the Economic Pillar of the Kenya Vision 2030: implementation of the National Electronic Single Window System (Kenya TradeNet). The implementation of the System is expected to contribute to the overall finance - sector goals and strategies as stipulated in the Kenya Vision 2030 and the Medium Term Plan Two (MTP2). Further, in line with the Mombasa Port Community Charter (MPCC), KenTrade has a major role to play in addressing the challenges that act as barriers to trade facilitation.

The expectations from stakeholders involved in trade and trade facilitation is very high, and their goodwill towards implementation of the Kenya TradeNet is paramount. Therefore, it is important for KenTrade to develop and nurture this goodwill.

I am therefore pleased to unveil KenTrade's 2015/16-2019/2020 Strategic Plan, which provides the road map working towards our Vision "To be among the global leaders in ecommerce and trade facilitation". In preparing this strategic plan, we took into account the Agency's performance and experiences so far, and the dynamic operating environment and the challenges it poses to the Agency so as to provide strategies and mechanisms that respond adequately to the challenges and expected changes.

This strategic plan expresses the future aspirations of all the stakeholders of the Agency. It is a framework through which we shall apply our resources and strengths to exploit the available opportunities and confront any threats that may face us towards achieving our mission "To facilitate trade by simplifying and harmonizing business processes through effective management of the TradeNet System and provision of related services for Kenya's global competitiveness".

The successful implementation of the strategic plan will require a combined effort of the various stakeholders. However, the primary responsibility of implementing this plan lies with the Board, management and employees of KenTrade. The Board is committed to ensuring successful implementation of this Strategic Plan and will continuously provide an enabling environment to enable the management and staff realize their full potential. The Board together with the management will endeavour to build and sustain linkages and collaborations with stakeholders to enhance synergy among players in trade facilitation in pursuit of the realization of the Kenya Vision 2030.

I take this opportunity to sincerely thank the entire team that was involved in the preparation of this Strategic Plan, including my Board of Directors, Management and all staff for their commitment during the process. I am optimistic that we have what it takes to achieve the objectives set out in this Strategic Plan.

Gen. Joseph R. E. Kibwana (Rtd). EGH, CBS

**BOARD CHAIRMAN**

*Your G2B trading partner*

I am pleased to unveil the second Strategic Plan for KenTrade covering the period 2015/16- 2019/20. This is an opportune moment for us to look back and take stock of the last planning period as we plan for the next. Looking back, the previous Strategic Plan served us well and saw the operationalisation of the Kenya TradeNet System. Although some of the targets set may not have been achieved, a good number of the initiatives that were planned were implemented successfully while others are in the finalization stage. We are therefore glad to move into the next phase with more experience and with optimism of achieving even more.

The 2015/16-2019/20 Strategic Plan has been prepared through a consultative process involving the Board, management, staff and key stakeholders. The participatory approach has been useful in enriching the process, programmes and other initiatives proposed in the Plan and ensuring ownership at all levels which will subsequently enhance effective implementation. The Strategic Plan takes into account the experiences, challenges and lessons learnt during the implementation of the 2012 / 13 – 2014/15 Strategic Plan.

The Agency carried out a contextual analysis that entailed assessment of developmental and operational challenges taking into consideration both internal and external environments. It took stock of its internal strengths and weaknesses as well as the external opportunities and threats while considering the existing policy, political, economic, social, technological, environmental and legal frameworks in existence. In addition, the Agency conducted stakeholder and risks analyses in order to identify its stakeholders; their expectations and functional relationships with the Agency; together with potential risks in implementation. These analyses were instrumental in identifying mitigation measures and strategic issues that need to be addressed.

The results of the analyses informed the formulation of the Agency’s vision, mission and core values; determination of the strategic themes that need to be addressed during the planning period and subsequently formulating strategic objectives, strategies and activities in line with the Agency’s mandate.



While implementing the Plan, the heads of divisions/departments will be responsible for meeting their respective service delivery targets in conformity with the implementation plan and the annual performance contracts. The Plan will be cascaded downwards into detailed annual work plans with clear performance targets. The Agency recognizes that successful implementation of this Plan will depend on the cooperation and commitment of key stakeholders and timely availability of resources. The Agency will therefore work very closely with the key stakeholders to ensure that the planned activities are implemented within the limited available resources.

I am confident that with the requisite support of all the stakeholders and guided by an appropriate corporate culture that is effectively informed by our core values: Customer focus, Integrity, Efficiency, Equity, Accountability, Creativity and innovation, and Team work, KenTrade will effectively realize its mission.

I take this opportunity to thank the Board, Management and all Staff for their role in the development of this Strategic Plan. I also thank VAS Consultants for their commitment in guiding us through the process.

Amos S. Wangora

**AG. CHIEF EXECUTIVE OFFICER**

## EXECUTIVE SUMMARY

Kenya Trade Network Agency (KenTrade) was formally established through legal notice No. 6 of 28th January 2011. The principle objective of KenTrade is to establish, operationalise and manage the Kenya National Electronic Single Window System (KNESWS) and to facilitate trade. To be able to overcome the challenges posed by the dynamic nature of the operating environment, the Agency recognized the need to develop a Strategic Plan that will guide its operations for the period 2015/16-2019/20.

Strategic Planning provides the framework that facilitates efficient and sustainable utilization of resources in the delivery of the core business of an organization. The Plan will help the Agency position itself strategically in its operational environment by aligning itself effectively to the changes taking place in that environment. In developing this plan, a participatory and all inclusive approach was adopted. The approach entailed review of various documents, consultations with key stakeholders and workshops.

Based on the foregoing, a review of the Agency's vision, mission and core values was undertaken, followed by a scan of the agency's operating internal and external environments. From the analysis, key strategic themes that require intervention during the planning period were identified. The strategic themes formed the basis for the setting of strategic objectives for the agency for the next five years. The strategic themes identified are:

1. Legal and Regulatory Framework;
2. Management of the Single Window System;
3. Customer Service;
4. Business Development and Marketing; and
5. Institutional Capacity and Sustainability.

To address the strategic themes, the following strategic objectives were developed:

- i. To have appropriate legal and corporate governance frameworks in by the year 2020.
- ii. To maintain at least 99.982% availability of the Kenya TradeNet System.
- iii. To facilitate reduction of cargo clearance time from 4.5 days to an average of one day and reduction of cost of doing business across borders by at least 10% by 2020.
- iv. To increase quality and timeliness of service delivery to stakeholders by increasing customer satisfaction by 3% annually from the current base line of 74%.
- v. To raise internally generated funds to finance at least 20% of the Agency's operating budget by year 2020.
- vi. To increase operational efficiency in service delivery.
- vii. To ensure optimum productivity and enhanced service delivery by continuously developing the human capital of the Agency

To achieve these objectives, appropriate strategies and actions for each strategy were identified. In addition, the implementing actors, the time frame, the expected outcome and output indicators were determined. These have been documented in an implementation plan presented in chapter five of this Strategic Plan.



### 1.1 Organizational Background

Kenya Trade Network Agency (KenTrade) was established through Legal Notice No. 6 of 28th January 2011. The principle objective of KenTrade is to establish, operationalise and manage the Kenya National Electronic Single Window System (KNESWS) also known as the Kenya Trade Net System and to facilitate trade. The Kenya TradeNet System needs to be interfaced with systems of all stakeholders involved in international trade to provide an end to end electronic solution for trade logistics. The Kenya Trade Net System, is to serve as a single entry point for parties involved in international trade and transport logistics to lodge documents electronically, for processing and approval and to make payments electronically for fees, levies, duties and taxes due to the Government, on goods imported /exported into/ from the country.

The Kenya Trade Net System is a Vision 2030 flagship project under the Economic Pillar, which seeks to help the country achieve a sustainable economic growth of 10% per annum. The Kenya Trade Net System is to integrate and interface with systems of all stakeholders involved in international trade to provide an end to end electronic solution for trade logistics. Establishment of the system is envisaged to bring about greater harmonization and better sharing of the relevant data across Government Departments/Systems and result in improved efficiency, transparency and effectiveness of official controls, enhance revenue collection and reduce costs of doing business for both the Government and the business community.

### 1.2 Kenya Development Challenges

#### 1.2.1 Global and Regional Challenges

Kenya's long term development plan, the Vision 2030 highlights various challenges that the country will face in its quest to achieve the Vision's targets. The challenges emanating from the global and regional arena include greater competition at the international level emanating from changing global and regional trading arrangements in particular, the multilateral trading arrangements under the World Trade Organisations (WTO) and the regional trading arrangement under the Economic Partnership Agreement (EPA) between the East African Community (EAC) countries and the European Union (EU).

The tariff reductions under the EPA imply increased access of EU producers of raw materials, capital equipment and final manufactured goods to the Kenyan market duty and quota free thus placing limits to the extent to which Kenya can pursue protectionist policies to promote industrial development. In addition, with the tariff revenues foregone on EU imports, the EPA will also limit the extent to which Kenya can rely on trade-related taxes for budgetary purposes.

### **1.2.2 National Challenges**

In the internal environment, Kenya's challenges include: ensuring continued macroeconomic stability; minimizing institutional risks, especially related to corruption and security; scaling up the quantity and quality of infrastructure, especially the condition of roads, access to and reliability of water, delays in cargo clearance, high cost of electricity, port and rail services; inefficiencies due to limited adoption of new technologies, governance issues, high transaction costs for businesses; and low level of investments in relation to the GDP, estimated at 20% of GDP.

### **1.3 Kenya's Development Agenda**

Kenya's long term development agenda is set out in the Kenya Vision 2030. The aim of the Vision is to make Kenya a globally competitive and prosperous country by transforming it into an industrialized middle income nation, providing a high quality life for all its citizens in a clean and secure environment. Kenya Vision 2030 is anchored on three pillars, namely economic, social and political.

#### **The Economic Pillar:**

Is geared towards achieving prosperity for all Kenyans by attaining an annual growth rate of 10% per annum and sustaining it through the Vision period. Under this pillar, flagship projects have been identified in tourism, agriculture, manufacturing, wholesale and retail, business process outsourcing and financial services.

#### **The Social Pillar:**

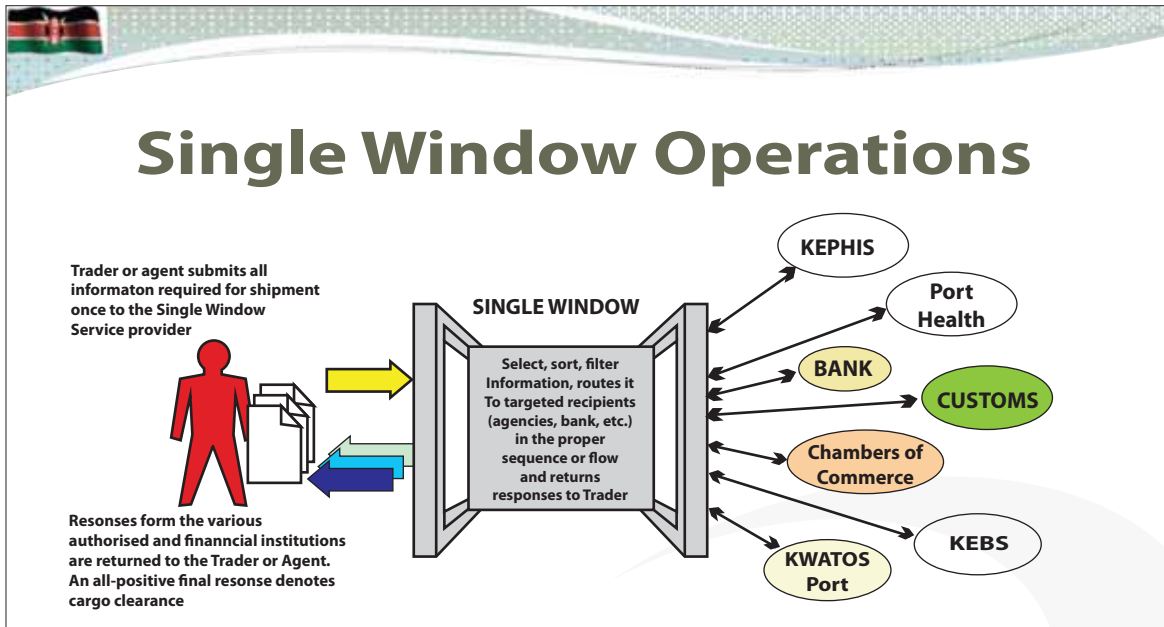
Seeks to build a just and cohesive society with social equity in a clean and secure environment. The priority sectors identified to achieve this include education and training, health, water and sanitation, the environment, housing and urbanization, gender, youth and vulnerable groups.

#### **The Political Pillar:**

Is intended to realize an issue based, people centred, result oriented and accountable democratic system. The specific areas identified for achievement of this priority are respect for the rule of law, protection of individual rights and freedoms, electoral and political processes, democracy and public service delivery, transparency and accountability, security, peace building and conflict resolution. To operationalise the Kenya Vision 2030, the Government developed and implemented the first five-year Medium Term Plan (2008-2012). The second five-year Medium Term Plan is for years 2013-2017.

### **1.4 The Role of KenTrade in the Achievement of Vision 2030**

Vision 2030 recognizes that the economy will expand as a result of growth in productivity. In the Economic pillar of the Vision, one of the flagship projects is the National Electronic Single Window System (NESWS) (Kenya TradeNet System) which seeks to integrate a complex heterogeneous government agencies ecosystem into a single common platform as shown in Figure 1. The system will help in streamlining clearance process for sea, air and land cargo hence positioning the country as a key trading hub in Africa. Based on the KRA report for 2011/2012, the estimated dwell time at the port of Mombasa is given as 8 days 9 hours, 15 hours 45 minutes for land border stations and 6 days 1 hour at the airports.



**Figure 1: Single Window Operations**

KenTrade therefore has an important role to play in the realization of Vision 2030 through implementation and management of the Kenya TradeNet System.

To fulfill its mandate, there is need to sustain linkages with other Government institutions including the National Treasury, Ministry of Foreign Affairs and International Trade, Ministry of Transport and Infrastructure, and Ministry of East Africa Affairs, Commerce and Tourism, Kenya Revenue Authority (KRA), Kenya Maritime Authority (KMA), Kenya Ports Authority (KPA) among other institutions both within the public and private sector.

### 1.5 Rationale For The Strategic Plan

The Strategic Plan aims at identifying and selecting the most appropriate strategies for utilizing the skills and resources available to KenTrade to enable it achieve specified/objectives, while taking into account the external environment in which it operates.

Given the envisaged benefits of the implementation of the Kenya TradeNet System, it is important that the process is properly managed through effective coordination of all the stakeholders (public & private sectors) involved in trade logistics. To this end and to enhance the discharge its mandate effectively and efficiently, the Agency realized the need to adopt a proactive approach by developing a strategy which will ensure a structured approach to the management of Kenya TradeNet System and other trade facilitation initiatives. The Strategic Plan will enable it rally together resources and the efforts of its staff and other key players.

The Strategic Plan builds upon the existing Government documents as well as lessons from implementation of the previous Strategic Plan. With this Strategic Plan, the Agency will be able to prioritise the most important aspects of its business and choose the most efficient ways of utilising its resources to effectively discharge its mandate.

## **1.6 Expected Operating Environment/Planning Assumptions**

In developing the Strategic Plan, the following assumptions have been made based on the expected operating environment:

- 1) That there will be no adverse changes in regulations.
- 2) That the country's economic growth will remain on the upward trend.
- 3) That there shall be social and political stability in the country.
- 4) That the National Treasury will in the medium term continue funding KenTrade.

## **1.7 Planning Methodology**

In developing the Strategic Plan, a participatory process was used. This approach was aimed at ensuring synergy in the generation of ideas, enhancing ownership of the Strategic Plan and enhance its implementation. The methodology involved document review, pre-workshop interviews/discussions and strategic planning workshops.

### **1.7.1 Document Review**

Some of the documents that were reviewed and subsequently informed the preparation of the Strategic Plan include:

- 1) The Constitution of Kenya 2010;
- 2) Kenya Vision 2030;
- 3) Second Medium Term Plan 2013–2017;
- 4) Ministry of Devolution and Planning Guidelines for preparation of Strategic Plans 2013-2017;
- 5) Legal Notice No. 6 of 2011;
- 6) KenTrade's Strategic Plan (2012/2013 – 2014/2015);
- 7) KenTrade's financial reports for the period 2012-2015;
- 8) Performance contract reports 2013/2014;
- 9) KenTrade Draft Bill, 2013;
- 10) Draft Business Model; Report
- 11) The Single Window System documentation.
- 12) Kenya Revenue Authority Third Time Release Study 2011; and
- 13) Report of the Presidential Taskforce on Parastatal Reforms, 2013.

### 1.7.2 Pre-Workshop Interviews/Discussions

Discussions were held with KenTrade management staff and selected stakeholders. These were aimed at obtaining information pertinent to the strategic planning process.

### 1.7.3 Strategic Planning Workshops

To incorporate the views of stakeholders, and in order to enhance ownership of the strategic plan, the following workshops were held:

- i. **A two (2)** day strategic planning workshop with the staff which culminated in a draft Strategic Plan.
- ii. **A one (1)** day strategic planning workshop with the Board and management to refine the draft Strategic Plan.
- iii. **A half (1/2) day** workshop with KenTrade stakeholders to allow for their input in the Strategic Plan.

### 1.8 Organization Of The Plan

This Strategic Plan consists of seven chapters.

**Chapter one** is introduction, which covers KenTrade's background, Kenya's development challenges, Kenya's development agenda, role of KenTrade in attainment of Kenya's Vision 2030, the rationale for the Strategic Plan, planning assumptions, the methodology used in developing the plan and organization of the plan.

**Chapter two** presents the institutional review, covering KenTrade's mandate and core functions, vision, mission, and core values.

**Chapter three** presents situational analysis which comprises a review of KenTrade's past performance, the internal and external environment analysis and stakeholder analysis.

**Chapter four** provides the strategic analysis which consists of strategic themes, objectives and strategies.

**Chapter five** focuses on the implementation matrix, which covers the expected outcomes, activities, output indicators, time frame and implementing actors in respect of each strategy.

**Chapter six** deals with the institutional structure, and highlights the functions of the Board of Directors, the CEO, Divisions and Departments.

**Chapter seven** covers the monitoring, evaluation and reporting mechanism and includes the objectives of ME&R, the ME&R framework, accountability and risk, and key performance indicators that will enhance effective and efficient implementation of the Strategic Plan.



# CHAPTER TWO



## INSTITUTIONAL REVIEW

### 2.1 The Mandate of KenTrade

The mandate of the KenTrade as provided in the Legal Notice No. 6 of 2011 is to establish and manage a National Electronic Single Window System (NESWS) and to facilitate trade. The National Electronic Single Window System shall serve as a single entry point for parties involved in international trade and transport logistics to:

- 1) Lodge documents electronically, for processing and approval; and
- 2) Make payments electronically for fees, levies, duties and taxes due to the Government, on goods imported or exported in the country.

### 2.2 Core Functions

Arising from its Mandate, the Agency'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 programmes for all stake holders 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.

## VISION

To be among the global leaders in trade facilitation through e-commerce.

## MISSION

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

## CORE VALUES

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

- i. **Customer focus**  
The Agency commits itself to attaining the highest standards in service delivery to all stakeholders.
- ii. **Integrity**  
The Agency is committed to acting in an honest, transparent and responsible manner in discharging its roles.
- iii. **Efficiency**  
The Agency will ensure that all its operations are undertaken in a manner that facilitates efficiency and effectiveness in service delivery.
- iv. **Equity**  
In discharging its functions, the Agency will treat all stakeholders equitably.
- v. **Accountability**  
The Agency shall remain accountable to its stakeholders and will accept responsibility for its decisions and actions.
- vi. **Creativity and innovation**  
The Agency will be a learning organization that embraces change and continuously enhances creativity and innovation in its business processes.
- vii. **Team work**  
The staff and the Board of KenTrade shall work as a team and nurture a performance driven culture.

# CHAPTER THREE



## SITUATIONAL ANALYSIS

### 3.1 Evaluation of KenTrades Past Performance

A review of KenTrade's past performance was undertaken in order to isolate those factors that have contributed to favourable or unfavourable results. This was carried out through an analysis of the Agency's performance in the implementation of the various objectives of the previous Strategic Plan. The results of the analysis are as follows:

#### 1. Legal and regulatory framework:

The Agency had planned to facilitate enactment of an Act of Parliament and facilitate harmonization of conflicting legislation by 2015. The Agency managed to benchmark with Singapore, Japan, Philippines, Ghana, Madagascar, Malaysia and Mauritius for global best practices in Single Window System implementation. Consultative meetings with stakeholders were conducted to assess the level of preparedness for the imminent roll out of Kenya TradeNet System. Further, an overview of the legal regime governing trade, customs, licensing and related documentation was examined. A draft bill was developed and proposed amendments to the conflicting legislation drafted.

#### 2. Development and operationalisation of National Electronic Single Window System:

KenTrade procured and implemented the system, which became operational in October 2013. On integration with stakeholder systems, the Agency has finalized phase one of integration while phase two is ongoing. The Agency undertook stakeholder training and capacity building on the use of the system with more than 5,000 stakeholders having been trained and 1992 users registered.

#### 3. Capacity Building of the Agency:

The Agency planned to build capacity to facilitate equality, efficient and effective services to the stakeholders. The Agency developed an organization 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 Business needs. The Human Resource Manual and related Policies were also developed and implemented. The Agency is in the process of finalizing a performance management tool in a bid to strengthen its performance management.

#### **4. Centralized Database For Trade Statistics and Information:**

KenTrade had planned to review, simplify, harmonize and standardize relevant and current trade documentation; develop simple and user-friendly systems. The Agency is in the process of developing the Kenya TradeNet System that will capture trade statistics. Standardization of trade documents and formats is also ongoing.

#### **5. Customer Service Delivery:**

KenTrade planned to eliminate multiplicity of trade documentation, unnecessary clearing processes and procedures and reduce transactional costs. The Agency has developed a standard data format and improved the clearing processes and procedures.

KenTrade has also operationalised the customer contact centre, which was commissioned in January 2014 to support stakeholders in the use of Kenya TradeNet System.

#### **6. Financial Sustainability:**

The Agency planned to mobilize resources to support its activities. In addition to government funding, it managed to partner with development partners and secured financial support. The Agency has also identified potential sources of revenue including transaction fees for the use of the Kenya TradeNet System in its proposed business model. The business model is awaiting approval.

#### **7. Visibility and Corporate Image:**

KenTrade developed a brand name and logo, and has developed a draft corporate social responsibility (CSR) policy. The Agency has developed a communication strategy whose implementation is ongoing.

### **3.2 Challenges**

During the implementation of the 2012-2015 Strategic Plan, KenTrade faced the following challenges:

1. Limited financial resources which hampered execution of some of the planned activities.
2. Delay in the appointment of the Board which resulted in delays in the necessary approvals.
3. Resistance to change by some stakeholders slowed the pace of the system implementation.

### **3.3 Lessons Learnt**

KenTrade has learnt the following lessons from the implementation of the 2012-2015 Strategic Plan:

1. Adequate and competent staff is imperative in facilitating effective implementation of the Strategic Plan.
2. Stakeholder preparedness and buy-in is key in achieving the Agency's mandate thus there is need for continuous stake holder sensitization on the mandate of the Agency, its functions and the likely impact of its activities on their operations.
3. Change management is critical for the successful implementation of the Kenya TradeNet System and thus KenTrade will need to implement a change management programme as it continues with implementation of the system.
4. Team work 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.
5. The cost of Single Window operations is high thus there is need for Ken Trade to implement income generating initiatives to supplement government capitation in maintenance.
6. Political good will is critical and there is need for KenTrade to ensure good rapport with the Government.
7. Legal backing is important therefore the need for KenTrade to fast track enactment of the KenTrade Bill.

### **3.4 Environmental Scanning**

In developing the Strategic Plan for KenTrade, an analysis of the Agency's internal and external operating environment was undertaken.

#### **3.4.1 Internal Environment**

Analysis of the internal environment entailed identification of issues within KenTrade that may positively (strengths) or negatively (weaknesses) affect its performance. The strengths and weaknesses identified are summarized below.

## STRENGTHS

The main strengths of KenTrade include:

- i. Unique mandate and product (Kenya TradeNet System) with great potential;
- ii. Competent and committed staff;
- iii. Experienced, knowledgeable and supportive Board;
- iv. Good ICT infrastructure;
- v. Diversity in experience and knowledge among staff;
- vi. Strong institutional linkage with Government;
- vii. Young and ambitious workforce; and
- viii. Strong relationships with development partners.

## WEAKNESSES

The weaknesses of KenTrade are:

- i. Dependence on Government and development partners for financial support;
- ii. Limited human capital;
- iii. Limited technical knowhow and Reliance on the vendor of the Kenya TradeNet System;
- iv. Inadequate organizational structure;
- v. Poor internal communication;
- vi. Inadequate communication infrastructure;
- vii. Inadequate office space; and
- viii. Lack of disaster recovery and business continuity plan and capabilities.

### 3.4.2 External Environment

Analysis of the external environment identified factors outside KenTrade that may impact on the agency positively (opportunities) or negatively (threats). The analysis was undertaken through a review of the political, economic, social, technological, environmental and legal (PESTEL) factors which are outside KenTrade's control. From the external environment scan, the following opportunities and threats were identified:

## **a) Opportunities**

The opportunities available to KenTrade include:

- i. Political/Government good will;
- ii. Support from development partners;
- iii. Regional integration leading to expanded customer base;
- iv. Income generating opportunities such as software development and provision of consultancy services within the region and value added services;
- v. Collaboration with stakeholder institutions such as Shippers Council, KIFWA and AAEC;
- vi. Regional infrastructure development;
- vii. Availability of human resource capital in Kenya;
- viii. ICT advancements such as big data (data mining to identify useful patterns in data to provide hitherto unavailable information) ;
- ix. Emerging technologies e.g. e-commerce;
- x. Availability of IT infrastructure in the country;
- xi. The Single Customs Territory which will promote trade facilitation initiatives;
- xii. Existence of an enabling legal environment and national IT policy;
- xiii. WTO trade facilitation agreement; and
- xiv. Technological obsolescence which creates market for new technological solutions that KenTrade can develop.)

## **b) Threats**

The threats to KenTrades are;

- i. Weak legal framework for KenTrade and lack of enforcement mechanism;
- ii. Resistance to change by stakeholders;
- iii. Political interference;
- iv. Technological obsolescence;
- v. ICT security threats due to increased cybercrime;
- vi. Adverse legal changes such as WTO and WCO;
- vii. Multiplicity in system development (KRA and CMS similar to Kenya TradeNet System);
- viii. Limited legislation in data protection;
- ix. Conflicting legislation;
- x. Change in Government Policy;
- xi. Mergers of state Agencies; and
- xii. Competition by organizations providing similar services.

# KENYA TRADENET STAKEHOLDERS > 27 PGA'S

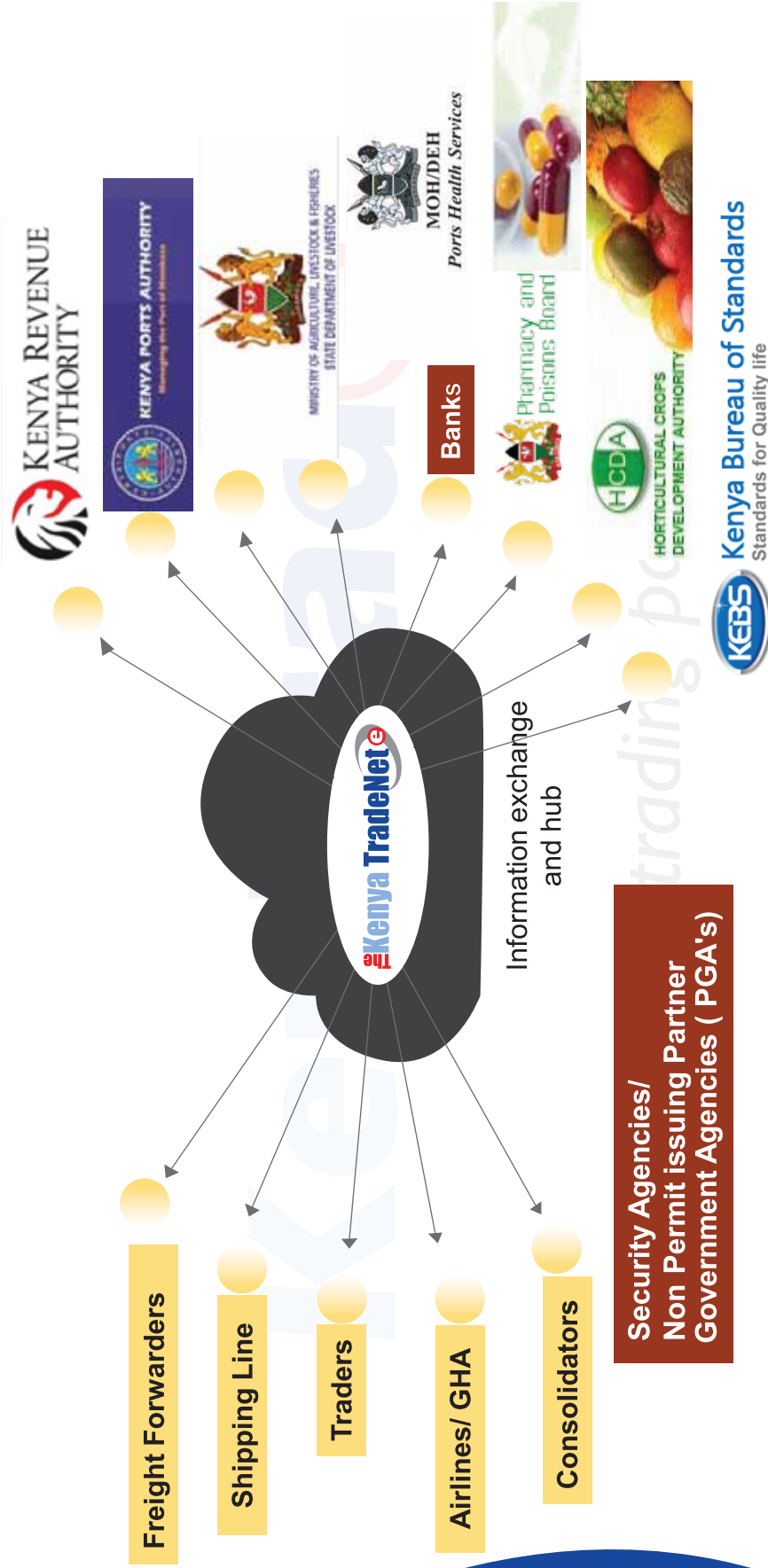




Table 1: Stakeholder Analysis

| Stakeholder  | Role/Functions of the Stakeholder   | Stakeholder's expectations from KenTrade   | What KenTrade should do to meet stakeholder's expectations  | What the stakeholder should do to assist the KenTrade   |
|--|---|--|---|---|
| Government ministries<br>e.g. The National Treasury, Foreign affairs and International Trade | <ul style="list-style-type: none"> <li>▶ Provision of an enabling environment</li> <li>▶ Compliance with set Agency's policies and guidelines</li> <li>▶ Provision of accurate and timely information</li> <li>▶ Supporting legal framework</li> <li>▶ Adequate funding of the Agency.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Professionalism, transparency and accountability in execution of the Agency's functions</li> <li>▶ Timely setting and advise on Agency's policies and guidelines</li> <li>▶ Timely review of Agency's policies and guidelines.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Implementation, effective and efficient management of the Kenya TradeNet System.</li> </ul>  | <ul style="list-style-type: none"> <li>▶ Support KenTrade in implementing strategic and operational policies that includes trade and transport logistics.</li> </ul>                |
| Government Regulatory Agencies e.g. KRA, KEBS, KEPHIS , KPA, etc.                            | <ul style="list-style-type: none"> <li>▶ Verification, approval and issuance of permits for exports and imports in and out of Kenya.</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Faster and efficient services in trade and transport logistics by implementing Kenya TradeNet System .</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Implement the Kenya TradeNet System .</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Support KenTrade in implementing strategic and operational policies that includes trade and transport logistics.</li> </ul>                |
| Shipping Agents  | <ul style="list-style-type: none"> <li>▶ Lodging and submission of sea manifests .</li> <li>▶ Receipt of payments from Clearing and</li> </ul>  | <ul style="list-style-type: none"> <li>▶ Consolidated fees.</li> <li>▶ Integration with regional economies.</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Undertake prudent cost analysis to determine fees and how/when it should be paid.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Support KenTrade in implementing strategic and operational policies and programmes that includes trade and transport logistics.</li> </ul> |

| Stakeholder                            | Role/Functions of the Stakeholder  | Stakeholder's expectations from KenTrade   | What KenTrade should do to meet stakeholder's expectations   | What the stakeholder should do to assist the KenTrade  |
|--|--|--|--|--|
|  | Forwarding (C&F) Agents.<br><ul style="list-style-type: none"> <li>▶ Issue of delivery orders to C &amp; F Agents.</li> <li>▶ Receipt of documents from C &amp; F Agents.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Reliable and transparent document processing platform.</li> <li>▶ Stakeholder awareness.</li> <li>▶ Distribution of approved manifest</li> </ul>                              | <ul style="list-style-type: none"> <li>▶ Ensure efficient and effective Kenya TradeNet System implementation.</li> <li>▶ Actively participate in EAC fora on Single Window .</li> </ul>                                |  |
| Clearing and Forwarding Agents         | <ul style="list-style-type: none"> <li>▶ Opening of consignment files.</li> <li>▶ Payment of all levies and charges.</li> </ul>  | <ul style="list-style-type: none"> <li>▶ Simplified documentation process through the Kenya TradeNet System .</li> <li>▶ Facilitation of electronic payment of charges.</li> </ul>                                     | <ul style="list-style-type: none"> <li>▶ Simplified documentation process through the Kenya TradeNet System .</li> <li>▶ Facilitate electronic payment of charges.</li> </ul>  | <ul style="list-style-type: none"> <li>▶ Support and comply with the Kenya TradeNet System operational requirements.</li> <li>▶ Give feedback on the Agency's performance.</li> </ul>  |
| Shippers                               | <ul style="list-style-type: none"> <li>▶ Cargo owners (Importers/exporters )</li> </ul>  | <ul style="list-style-type: none"> <li>▶ Simplified documentation process through the Kenya TradeNet System .</li> <li>▶ Facilitation of electronic payment of charges.</li> </ul>                                     | <ul style="list-style-type: none"> <li>▶ Simplified documentation process through the Kenya TradeNet System .</li> <li>▶ Facilitation of electronic payment of charges.</li> </ul>                                     | <ul style="list-style-type: none"> <li>▶ Support and comply with the Kenya TradeNet System operational requirements .</li> <li>▶ Give feedback on the Agency's performance.</li> </ul>   |
| Airlines operators and ground handlers | <ul style="list-style-type: none"> <li>▶ Lodging/Submission of air manifest</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Integration with Regional Economies .</li> <li>▶ Reliable and Transparent document processing platform .</li> <li>▶ Adequate stakeholder sensitization/ awareness.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Undertake prudent cost analysis to determine fees and how/when it should be paid.</li> <li>▶ Ensure efficient and effective Kenya TradeNet System Implementation .</li> </ul> | <ul style="list-style-type: none"> <li>▶ Support KenTrade in implementing strategic and operational policies and programmes that includes trade and transport logistics .</li> <li>▶ Give feedback on the Agency's performance.</li> </ul> |

| Stakeholder  | Role/Functions of the Stakeholder   | Stakeholder's expectations from KenTrade  | What KenTrade should do to meet stakeholder's expectations   | What the stakeholder should do to meet the KenTrade   |
|--|---|---|--|---|
| Transporters   | <ul style="list-style-type: none"> <li>▶ Transport of cargo</li> </ul>                                  | <ul style="list-style-type: none"> <li>▶ Timely and structured release of cargo.</li> <li>▶ Efficient ports gate system.</li> </ul>                       | <ul style="list-style-type: none"> <li>▶ Integration with KWATOS system.</li> </ul>  | <ul style="list-style-type: none"> <li>▶ Support KenTrade in rolling out a business model to ensure sustainability of the System</li> <li>▶ Support KenTrade in lobbying for enactment of KenTrade bill</li> <li>▶ Compliance to operational requirements.</li> <li>▶ Efficient trucks.</li> <li>▶ Support KenTrade in rolling out a business model to ensure sustainability of the System .</li> <li>▶ Support KenTrade in lobbying for enactment of Ken Trade bill</li> </ul> |
| Pre-shipment permit organizations e.g. AFFA (Tea, Coffee and Horticulture Directorates), PPB, etc. | <ul style="list-style-type: none"> <li>▶ Issue of pre-shipment permits.</li> </ul>                      | <ul style="list-style-type: none"> <li>▶ Digitization of the issuance of permits .</li> <li>▶ Availability of a dynamic risk management system</li> </ul> | <ul style="list-style-type: none"> <li>▶ Facilitate online issuance of permits.</li> <li>▶ Provide dynamic risk module for targeting cargo.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Conform to the re - engineered permit issuance procedure to comply with the Kenya TradeNet Syst em.</li> <li>▶ Support Ken Trade in rolling out a business model to ensure sustainability of the System</li> <li>▶ Support Ken Trade in lobbying for enactment of Ken Trade bill</li> </ul>  |
| Banks  | <ul style="list-style-type: none"> <li>▶ Collection of payments</li> <li>▶ Approval of bonds</li> </ul> | <ul style="list-style-type: none"> <li>▶ Facilitation of electronic payment for permits.</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Facilitate online issuance of permits</li> </ul>  | <ul style="list-style-type: none"> <li>▶ Timely execution of their chores</li> </ul>  |

| Stakeholder             | Role/Functions of the Stakeholder   | Stakeholder's from KenTrade   | What KenTrade should do expectations  | What the stakeholder should do to assist the KenTrade  |
|-------------------------|---|---|---|--|
|                         |   | <ul style="list-style-type: none"> <li>▶ Timely approval of Security Bonds</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Facilitate online application of Security Bonds</li> </ul>   |  |
| Insurance Companies     | <ul style="list-style-type: none"> <li>▶ Approval of bonds</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Timely approval of Security Bonds</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Facilitate online application of Security Bonds</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Timely execution of their chores</li> </ul>   |
| Exporters and importers | <ul style="list-style-type: none"> <li>▶ Opening of consignment files;</li> <li>▶ Payment of all levies and charges; goods and collection.</li> <li>▶ Lodging of customs document through Kenya TradeNet System.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Simplified documentation process through the Kenya TradeNet System ;</li> <li>▶ Facilitation of electronic payment of charges.</li> <li>▶ Minimum time lag in integration.</li> </ul>          | <ul style="list-style-type: none"> <li>▶ Simplified documentation process through the Kenya TradeNet System ; and</li> <li>▶ Facilitate electronic payment of charges.</li> <li>▶ Minimum system interruptions</li> </ul> | <ul style="list-style-type: none"> <li>▶ Support and comply with the Kenya TradeNet System operational requirements; and</li> <li>▶ Give feedback on the Agency's performance.</li> </ul>  |
| Development Partners    | <ul style="list-style-type: none"> <li>▶ Provision of Technical and financial support.</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Prudent utilization of donor funds.</li> <li>▶ Timely implementation of the Kenya TradeNet System.</li> <li>▶ Frequent feedback on the Kenya TradeNet System implementation status.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Conform to agreed implementation timelines and procedures .</li> <li>▶ Develop an effective monitoring, evaluation &amp; reporting framework.</li> </ul>                         | <ul style="list-style-type: none"> <li>▶ Provide technical assistance and advice.</li> <li>▶ Ensure timely disbursement</li> <li>▶ Support KenTrade in rolling out a business model to ensure sustainability of the System</li> <li>▶ Support KenTrade in lobbying for enactment of KenTrade bill</li> </ul> |

| Stakeholder        | Role/Functions of the Stakeholder   | Stakeholder's from KenTrade   | What KenTrade should do to meet stakeholder's expectations  | What the stakeholder should do to assist the KenTrade   |
|--------------------|---|---|---|---|
| Board of directors | <ul style="list-style-type: none"> <li>▶ Policy direction</li> <li>▶ Support in resource mobilization</li> <li>▶ Good corporate governance</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Implementation of developed policies</li> <li>▶ Achievement of the Agency's objectives</li> </ul>  | <ul style="list-style-type: none"> <li>▶ Effective and efficient management of Kenya TradeNet System</li> <li>▶ Adherence to policy guidelines</li> </ul> | <ul style="list-style-type: none"> <li>▶ Provision of policy direction in a timely manner</li> <li>▶ Adherence to good corporate governance</li> </ul>    |
| Staff              | <ul style="list-style-type: none"> <li>▶ Innovation, creativity and optimal productivity</li> <li>▶ Commitment to the Agency's mandate</li> <li>▶ Efficiency and effectiveness in service delivery</li> </ul> | <ul style="list-style-type: none"> <li>▶ Job security and sustainability of the Agency</li> <li>▶ Professional development</li> <li>▶ Competitive and equitable remuneration</li> <li>▶ Healthy, safe and secure working environment</li> </ul> | <ul style="list-style-type: none"> <li>▶ Implementation of best practices in human resource management</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Innovation, creativity and enhanced productivity</li> <li>▶ Adherence to set policies and procedures.</li> </ul> |

# CHAPTER FOUR

## STRATEGIC MODEL <sup>e</sup>

### 4.1 Strategic Themes

Strategic themes are the key performance areas in which an organization must excel to achieve its mission and vision, and deliver value to its customers. They are the organization's pillars of excellence. The identified strategic themes for KenTrade for the planning periods are:

1. Legal and regulatory framework;
2. Management of the Single Window System
3. Customer service;
4. Business development and marketing; and
5. Institutional capacity and sustainability.

#### 4.1.1 Legal and Regulatory Framework

For KenTrade to succeed in execution of its mandate, it needs a strong backing of the law. Thus the Agency will pursue the enactment of an enabling Act of Parliament by ensuring finalization of the draft bill. Further there will be need for the harmonization of existing legislation that govern stakeholders involved in international trade to ensure they are in tandem with the Kenya TradeNet System initiative.

Good corporate governance helps organizations in improving economic efficiency and growth as well as enhancing stakeholder confidence. Thus there's need to strengthen corporate governance of the Agency.

#### 4.1.2 Management of the Kenya TradeNet System

With the implementation of the Kenya TradeNet System, KenTrade focus during this planning period is to effectively manage the system with the aim of ensuring delivery of its objectives of reducing delays and lowering costs associated with clearance of goods at the Kenyan borders while maintaining requisite controls and collection of levies, fees, duties and taxes where applicable on imports and exports. Towards this, KenTrade will use the latest systems that will enable achievement of the highest level of availability of Kenya TradeNet.

For effective management of the Kenya TradeNet System KenTrade intends to enhance integration of the system with those of stakeholders, strengthen security of the systems that will assure integrity as well as ensure adequate hardware maintenance and software upgrading.

To enhance stakeholder appreciation and use of the system, KenTrade will work closely with its key stakeholders to ensure the necessary cooperation during the implementation process. In addition, there will be need for stakeholder capacity building to enhance the use of the System.

#### **4.1.3 Customer Service**

KenTrade recognizes and values its customers/stakeholders and is committed to meeting their expectations through maintaining high standards of service delivery. To achieve this, the Agency will entrench a customer service culture aimed at ensuring excellent service to stakeholders.

#### **4.1.4 Business Development and Marketing**

To ensure financial sustainability of the Agency, it is imperative that the Agency develops new products and services that meet stakeholders' needs. Thus there is need for continuous research and development aimed at identifying market gaps that require new products and services or improvement of the existing products and services. KenTrade intends to enhance its visibility so as to enhance awareness of its existence and operations among the stakeholders. The Agency also appreciates the importance of giving back to the society and will therefore put in place measures that will increase its participation in Corporate Social Responsibility (CSR) activities.

#### **4.1.5 Institutional Capacity and Sustainability**

Adequate human resource capacity is key in ensuring that KenTrade achieves its mandate and vision. As such an appropriate organizational structure needs to be put in place. In addition the Agency will strive to maintain qualified and skilled human resource. Further the Agency needs to enhance employee performance management through strengthening of the performance management system to measures where possible. There will also be need to streamline the operations of the Agency by putting in place adequate facilities to promote efficiency and effectiveness.

## 4.2 Objectives and Strategies

The strategic themes gave rise to the following strategic objectives and strategies:

**Table 2: Strategic Themes, Objectives and Strategies**

| Strategic theme                        | Objective  | Strategies   |
|--|--|--|
| Legal and Regulatory Framework         | To have appropriate legal and Corporate Governance frameworks in place by 2020.  | i. Facilitate the enactment of the Act and electronic payment system regulation. |
|  |  | ii. Facilitate harmonization of conflicting legislations .                       |
|  |  | iii. Compliance with good corporate governance and Mwongozo guidelines.          |
| Management of the Single Window System | 1. To maintain at least 99.982% availability of the Kenya TradeNet System.   | i. Set up the Kenya TradeNet System Secondary hosting site.                      |
|  |  | ii. Set up the Kenya TradeNet System Disaster Recovery hosting site.             |
|  |  | iii. Develop and implement the second generation Kenya TradeNet system.          |
|  |  | iv. Replace the Kenya TradeNet Primary hosting Infrastructure.                   |
|  |  | v. Replace the Kenya TradeNet Secondary hosting Infrastructure.                  |
|  | 2. To facilitate reduction of cargo clearance time from 4.5 days to an average of one day and reduction of cost of doing business across borders by at least 10% by 2020 . | i. Full operationalisation of the Kenya TradeNet.                                |
|  |  | ii. Integrate the Kenya TradeNet System with stakeholder systems.                |
|  |  | iii. Implement a paperless environment.  |
|  |  | iv. Implement the e-Trade Portal.  |
|  |  |  |
| Customer service                       | To increase quality and timeliness of service delivery to stakeholders   | i. Enhance customer satisfaction   |



| Strategic theme                           | Objective   | Strategies   |
|---|---|--|
|   | by 3% annually from the current baseline of 74%.  | <ul style="list-style-type: none"> <li>ii. Benchmarking with the industry for best practices .</li> <li>iii. Enhance CS&amp;CC staff capacity</li> <li>iv. Enhance communication to stakeholders</li> </ul>  |
| Business Development and Marketing        | To raise internally generated funds to finance atleast 20% of the Agency's operating budget by year 2020.   | <ul style="list-style-type: none"> <li>i. Introduce new products and services .</li> <li>ii. Implement a business pricing model.</li> <li>iii. Enhance visibility and corporate image</li> </ul>   |
| Institutional Capacity and Sustainability | <ul style="list-style-type: none"> <li>1. To increase operational efficiency in service delivery by 2020.</li> <li>2. To ensure optimum productivity and enhanced service delivery by continuously developing the human capital of the Agency.</li> </ul> | <ul style="list-style-type: none"> <li>i. Improve business processes</li> <li>ii. Enhance use of ICT based solutions</li> <li>iii. Strengthen risk management and internal controls</li> <li>iv. Expenditure control</li> <li>v. Research and development</li> <li>i. Institutionalize the performance management framework .</li> <li>ii. Implement effective HR policies.</li> <li>iii. Ensure optimal staff complement by reviewing the organizational structure.</li> <li>iv. Strengthen staff capacity</li> <li>v. Enhance employee motivation</li> </ul> |

# CHAPTER FIVE



## IMPLEMENTATION PLAN

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

### THEME 1: LEGAL AND REGULATORY FRAMEWORK

Objective 1: To have appropriate legal and corporate Governance frameworks in place by 2020.

| Strategy   | Activity  | Expected Outcome  | Output indicator   | Timeline      | Implementing Actor                |
|--|---|---|--|---------------|-----------------------------------|
| Facilitate enactment of the Act and national payment gateway regulations | Revision of the draft bill  | Supportive legislation  | Draft bill   | December 2016 | Head of Legal Affairs             |
|  | Revision of the NPG regulations   | Operational NPG regulations   | Draft NPG regulations  | June 2017     | Head of Legal Affairs             |
|  | Sensitization of stakeholders on the bill   | Stakeholder acceptance of the bill  | Meetings with key stakeholders                               | October 2016  | Head of Legal Affairs/CEO/Board   |
| Facilitate harmonization of conflicting legislations                     | Identify conflicting legislations and draft necessary amendments                  | Harmonized legislation  | Draft amendments   | June 2016     | Head of Legal Affairs/ CEO/ Board |
|  | Sensitization of Stakeholders on the proposed amendments                          | Stakeholder acceptance of the amendments  | Meetings with key stakeholders                               | December 2016 | Head of Legal Affairs/CEO/Board   |
|  | Lobbying with Parliament and Stakeholders   | Government/ stakeholder support and acceptance of the bill                          | Conflicting legislations amended and harmonized with the Act | December 2016 | Head of Legal Affairs/CEO/Board   |
| Compliance with good corporate governance and Mwingozo guidelines        | Undertake training of board members and senior management on corporate governance | Better understanding of corporate governance by board members and senior management | Number of people trained certificate and training report     | December 2015 | Head of Legal Affairs             |
|  | Revise the board charter  | Improved decision making by the board of directors                                  | Revised Board charter  | December 2015 | Head of Legal Affairs             |
|  | Board undertake performance evaluation  | Improved accountability of the board  | Board evaluation report                                      | June 2016     | Head of Legal Affairs/CEO/Board   |

**THEME 2 : MANAGEMENT OF THE SINGLE WINDOW SYSTEM**

Objective 2 .1: To maintain at least 99.982% availability of the Kenya TradeNet System.

| Strategy   | Activity                  | Expected Outcome             | Output Indicator                      | Timeline       | Implementing Actor  |
|--|---------------------------|------------------------------|---------------------------------------|----------------|---------------------|
| Set up the Kenya TradeNet System Secondary hosting site.           | Mobilize funds            | Sufficient budget allocation | Amount allocated                      | 30th June 2016 | CEO/MF              |
|  | Develop specifications    | Approved specifications      | Approved specifications document      | 30th June 2016 | MICT                |
|  | Procure the services      | Service provider             | Signed contract with service provider | 31st Dec 2015  | Manager Procurement |
| Set up the Kenya TradeNet System Disaster Recovery hosting site.   | Set up the Site           | Working failover site        | Level of system uptime                | 30th June 2016 | MICT                |
|  | Mobilize funds            | Sufficient budget allocation | Amount allocated                      | 30th June 2016 | CEO/MF              |
|  | Develop specifications    | Approved specifications      | Approved specifications document      | 31st Mar 2016  | MICT                |
| Develop and implement the second generation Kenya TradeNet system. | Procure the Services      | Service provider             | Signed contract with service provider | 30th June 2016 | Manager Procurement |
|  | Set up the Site           | Working DR site              | Data availability                     | June 2017      | MICT                |
|  | Undertake project scoping | Approved concept             | Approved concept document             | June 2017      | MICT                |
|  | Mobilize funds            | Sufficient budget allocation | Amount allocated                      | June 2017      | MICT /MF            |
|  | Recruit human capacity    | Adequate human capacity      | No. of staff recruited                | June 2017      | MICT                |

| Strategy  | Activity                                     | Expected Out come                               | Output indicator                                     | Timeline       | Implementing Actor |
|---|--|---|--|----------------|--------------------|
| Replace the Kenya TradeNet Primary hosting infrastructure | Develop business requirements specifications | Approved BPR                                    | Approved BPR document                                |                | MICT               |
|   | Design the system                            | Approved system requirements specifications     | Approved system requirements specifications document | September 2017 | MICT               |
|   | Develop and test system                      | Operational system                              | Signed off test certificate                          | December 2017  | MICT               |
|   | Implement the system                         | Working second generation Kenya TradeNet system | System availability                                  | June 2018      | MICT               |
|   | Mobilize funds                               | Sufficient budget allocation                    | Amount allocated                                     | June 2017      | MICT/MF            |
|   | Develop specifications                       | Approved specifications                         | Approved specifications document                     | September 2017 | MICT               |
|   | Procure the Services                         | Service Provider                                | Signed contract with service provider                | September 2017 | MICT/PM            |
|   | Set up the infrastructure                    | Working infrastructure                          | Level of system uptime                               | 30th June 2018 | MICT               |
|   | Mobilize funding                             | Sufficient budget allocation                    | Amount allocated                                     | June 2019      | MF                 |
|   | Develop specifications                       | Approved specifications                         | Approved specifications document                     | September 2019 | MICT               |
| Replace the Kenya TradeNet Secondary hosting.             | Procure the Services                         | Service provider                                | Signed contract with service provider                | September 2019 | MICT/PM            |
|   | Set up the infrastructure                    | Working infrastructure                          | Level of system uptime                               | 30th June 2020 | MICT               |

Objective 2.2: To reduce cargo clearance time from 4.5 days to an average of one day by 2020 and the cost of doing business across borders by at least 10% by 2020

| Strategy   | Activity  | Expected Outcome                               | Output indicator   | Timeline      | Implementing Actor |
|--|---|--|--|---------------|--------------------|
| Full operationalisation of the Kenya TradeNet System                     | Implement the remaining modules of the system   | Fully operational Kenya TradeNet system        | Cargo clearance time and cost of doing business            | June 2016     | MICT / MTF         |
|  | Develop and disseminate operating instructions and guidelines for the system to users | Effective utilization of the system            | Operational instructions and guidelines manuals in place   | June 2016     | MTF                |
|  | Put in place a business continuity and disaster recovery plan                         | Business continuity and disaster recovery plan | Operational Business continuity and disaster recovery plan | June 2016     | MIARC/MTF/MICT     |
| Integrate the Kenya TradeNet System with stakeholder systems every year. | Mobilize resources  | Sufficient budget allocation                   | Amount allocated   | Annually      | MICT/MTF           |
|  | Develop integration specifications  | Approved integration specifications            | Approved specifications document                           | Annually      | MICT/MTF           |
|  | Implement the integration   | Working integration                            | Number stakeholder system integrated                       | Annually      | MICT/MTF           |
| Implement a paperless environment  | Bring on board all PGAs and end users   | More PGAs and end users enrolled to use system | Number of users and number of documents.                   | December 2016 | MICT/MTF           |
|  | Streamline trade processes of PGAs  | Streamlined trade processes                    | Number of Sign-offs with PGAs                              | Annually      | MICT/MTF           |

| Strategy                     | Activity  | Expected Outcome                           | Output indicator                                   | Timeline       | Implementing Actor |
|------------------------------|---|--|--|----------------|--------------------|
|                              | Simplify and harmonize (re-engineer) business processes of PGAs | Simplified and harmonized processes        | Number of Sign-offs with PGAs                      | Annually       | MICT/MTF           |
| Implement the e-trade Portal | Undertake project scoping                                       | Approved concept                           | Approved concept document                          | June 2016      | MICT / MTF         |
|                              | Mobilize funding  | Sufficient budget allocation               | Amount allocated                                   | September 2016 | MF/CEO             |
|                              | Map business processes and procedures                           | Approved business processes and procedures | Business process and procedure manuals             | December 2016  | MTF                |
|                              | Update the System with business processes                       | Updated System                             | Number of business processes and procedures mapped | June 2017      | Project Manager    |

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### THEME 3: CUSTOMER SERVICE

Objective 3: To increase quality and timeliness of service delivery to stakeholders by 3% annually from the current baseline of 74%

| Strategy  | Activity   | Expected Out come  | Output indicator  | Timeline                     | Implementing Actor |
|---|--|--|---|------------------------------|--------------------|
| Enhance customer satisfaction                     | Implement all modules of the CRM system  | Timely response to customers   | Turn -around-time   | December 2017                | MCS&CC             |
|   | Fully utilize the voice monitoring capabilities of the Avaya system                          | Timely response to customers   | Turn -around-time   | December 2017                | MCS&CC             |
| Benchmarking with the industry for best practices | Implement the customer service charter   | Adherence to service charter commitments                                       | Level of customer satisfaction                                      | December 2017                | MCS&CC             |
|   | Identify and visit reputable contact centres   | Industry's best practices on Customer Relationship Management                  | Benchmarking report   | December 2016                | MCS&CC             |
|   | Implement the benchmarking recommendations   | Increased customer satisfaction  | Level of customer satisfaction                                      | December 2016                | MCS&CC             |
| Enhance CS&CC staff capacity                      | Identify gaps in customer relationship management among the staffs                           | Gaps in CRM  | Gaps analysis report  | December 2015 and continuous | MCS&CC             |
|   | Carry out coaching and mentoring   | Improved customer communication and positive attitude                          | Level of customer complaints<br>Reduced number of escalations cases | December 2015 and continuous | MCS&CC             |
| Enhance Communication to stakeholders             | Use ICT innovations for Proactive communication  | Less aggressive and more understanding customers                               | Level customer complaints   | December 2015                | MCS&CC/MICT        |
|   | Sensitize stakeholders on Kenya TradeNet System and availability of the call centre services | Informed and satisfied stakeholder community and Increased usage of the system | Level customer satisfaction Kenya TradeNet System usage             | Continuous                   | MCS&CC             |

**THEME 4 : BUSINESS DEVELOPMENT AND MARKETING**

Objective 4 : To raise internally generated funds to finance at least 20% of the Agency's operating budget by year 2020

| Strategy  | Activity   | Expected Outcome                         | Output indicator   | Timeline                     | Implementing Actor |
|---|--|--|--|------------------------------|--------------------|
| Introduce new products and services             | Identify potential new products and prioritize them  | New products and services offering       | Number of products/ services identified  | December 2015                | MTF/MICT           |
|   | Undertake research and development through collaborative arrangements with educational and research institutions | Informed products/ services development  | Signed collaboration framework agreement number of products/ services identified | June 2016 and continuous     | MTF/MICT/MS &P     |
|   | Launch and market the new products to potential users  | Uptake of new products increased revenue | Level of products/ services uptake. Amount generated from new products           | January 2017                 | MTF/MICT/MS &P     |
| Develop and implement a business pricing model. | Carry out market research  | Informed pricing model                   | Market research report   | December 2015                | MTF/MICT/MS &P     |
|   | Develop the appropriate charges for the products/services  | Optimal pricing for services             | Pricing structure in place   | December 2015                | MF/MTF/MICT        |
| Enhance visibility and corporate image          | Implement the pricing structure  | Increased revenue                        | Amount generated   | Continuous                   | MF/MTF             |
|   | Develop and implement communication strategy   | Increased stakeholder engagement         | Operational communication strategy   | December 2015 and continuous | HCC                |
|   |  | Increased public awareness               |  |                              |                    |



| Strategy | Activity  | Expected Outcome  | Output indicator                   | Timeline                 | Implementing Actor |
|----------|---|---|------------------------------------|--------------------------|--------------------|
|          | Develop and implement social responsibility programme   | Operational CSR programme in place                                | Operational CSR programme in place | June 2016 and continuous | HCC                |
|          | Establish relations with the media through media briefing, press releases and press conferences | Increased public awareness on KenTrade<br>Positive media coverage | Level of media engagements         | Continuous               | HCC                |

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**THEME 5 : INSTITUTIONAL CAPACITY AND SUSTAINABILITY**

Objective 5 .1: To increase operational efficiency in service delivery

| Strategy   | Activity  | Expected Outcome                      | Output indicator                          | Timeline       | Implementing Actor |
|--|---|---------------------------------------|---|----------------|--------------------|
| Improve business processes                       | Finalize development of policies and operational manuals      | Service business processes            | Policies and operational manuals in place | December 2015  | HODs               |
|  | Document processes for ISO certification                      | Increased quality in service delivery | Documentation of all processes            | December 2015  | HODs               |
|  | Acquire ISO certification                                     | Increased quality in service delivery | ISO certification attained                | March 2016     | CEO/ HODs          |
| Enhance use of ICT based solutions               | Implement FMIS  | Increase in operations                | Timely and accurate management of reports | September 2015 | MICT/HODs          |
|  | Procure and implement ERM                                     | Increase in operations                | ERM system in place                       | June 2016      | MICT/HO Ds         |
|  | Train staff in use of ICT solutions                           | Improved productivity                 | Level of use of ICT                       | Continuous     | MICT/HODs          |
| Strengthen risk management and internal controls | Undertake business processes Risk identification and analysis | Effective risk management             | Risk assessment report                    | December 2015  | MIARC              |
|  | Implement appropriate risk controls and monitoring systems    | Reduced risk exposure for the agency  | Level of risk exposure                    | Continuous     | MIARC              |
|  | Develop and implement business continuity plan                | Reduced risk exposure for the agency  | Business continuity plan                  | June 2016      | MIARC              |
|  | Develop and implement appropriate internal controls           | Effective internal controls           | Internal control systems on place         | June 2016      | MIARC              |

| Strategy                 | Activity  | Expected Outcome                 | Output indicator                             | Timeline   | Implementing Actor |
|--------------------------|---|----------------------------------|--|------------|--------------------|
| Expenditure control      | Prepare departmental work plans and budgets                 | Increased operational efficiency | Departmental work plans and budgets in place | Annually   | HODs               |
|                          | Implement the approved plans and budgets                    | Increased efficiency             | Impact of annual work plans and budgets      | Annually   | HODs               |
| Research and development | Prepare and implement a monitoring and evaluation work plan | Expenditure control              | M& E reports                                 | Annually   | MS&P               |
|                          | Identify research areas across the Agency                   | Information based decisions      | Areas of research identified                 | June 2016  | HODs               |
|                          | Develop research plan                                       | Increased efficiency             | Research plan in place                       | Annually   | HODs               |
|                          | Undertake research and circulate findings                   | Information based decisions      | Research reports                             | Annually   | HODs               |
|                          | Implement the research recommendations                      | Effective decisions              | Impact of decisions on KenTrade operations   | Continuous | HODs               |

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Objective 5 .2: To ensure optimum productivity and enhanced service delivery by continuously developing the human capital of the Agency.

| Strategy  | Activity   | Expected Outcome                                | Output indicator                       | Timeline      | Implementing Actor |
|---|--|---|--|---------------|--------------------|
| Institutionalize the performance management framework                   | Develop performance management policy                      | Increased staff productivity                    | Performance management system in place | December 2015 | Manager HR & Admin |
|   | Implement performance management system                    | Increased staff productivity                    | Staff performance appraisal            | December 2016 | Manager HR & Admin |
|   | Develop a performance based reward and recognition system  | Improved employee morale and staff satisfaction | Recognition reward and system in place | December 2016 | Manager HR & Admin |
|   | Implementation of the rewards and recognition system       | Improved employee morale and staff satisfaction | Employees rewarded or sanctioned       | December 2016 | Manager HR & Admin |
| Implement effective HR policies   | Identify the gaps in the HR policy manual                  | Best practices in HR management                 | Gap analysis report                    | December 2015 | Manager HR & Admin |
|   | Review the HR policies                                     | Best practices in HR management adopted         | Revised HR policy                      | June 2016     | Manager HR & Admin |
|   | Implement the revised HR manual                            | Improved employee morale and staff satisfaction | Level of employee satisfaction         | Continuous    | Manager HR & Admin |
| Ensure optimal staff complement by reviewing the organization structure | Identify HR gaps based on the business model               | Adequately resourced Agency                     | Staff gaps analysis report             | June 2016     | Manager HR & Admin |
|   | Design organization structure and undertake job evaluation | Optimal staffing levels at the agency           | Reviewed organization structure        | December 2016 | Manager HR & Admin |
| Strengthen staff capacity   | Conduct Training Needs Assessment ( TNA )                  | Enhanced competency levels and performance      | TNA report                             | Annually      | Manager HR & Admin |

| Strategy                    | Activity  | Expected Out come                           | Output indicator   | Timeline   | Implementing Actor                     |
|-----------------------------|---|---|--|------------|--|
| Enhance employee motivation | Develop and implement training programmes                   | Enhanced competency levels and performance  | Training reports<br>Training evaluation reports              | Continuous | Manager HR & Admin/ Training committee |
|                             | Develop implement employee welfare and benefits programme   | Increased staff motivation and productivity | Welfare and benefits programmes in place                     | June 2016  | Manager HR & Admin                     |
|                             | Acquire enough office space and provide necessary equipment | Enhance employee commitment and engagement  | Adequate office space  | Continuous | Manager HR & Admin                     |
|                             | Conduct employee satisfaction & work environment surveys    | Increased employee satisfaction             | Employee satisfaction of work environment and survey reports | Annually   | Manager HR & Admin                     |
|                             | Implement recommendations of the survey                     | Increased employee satisfaction             | Level of employee satisfaction                               | Annually   | Manager HR & Admin                     |

# CHAPTER SIX

## INSTITUTIONAL STRUCTURE AND FUNCTION

To facilitate the effective and efficient execution of the Strategic Plan KenTrade will adopt the following structure and functions.

### 6.1 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 fulfill its mandate efficiently. During the planning period the following committees will assist the board in discharging its role:

- i. Human Resource and Administration Committee;
- ii. Finance Committee;
- iii. Technical/Business Committee; and
- iv. Audit and Risk Committee

### 6.2 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.

### 6.3 Divisions and Departments

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

- i. Operations Division; and
- ii. Corporate Services Division.

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

### 6.3.1 Operations Division

This operations division has the following departments:-

#### a) Trade facilitation:

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 organisations that 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; and
- viii. Management of trade statistics.

#### b) ICT:

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 the 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).

### **c) Customer Service:**

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 analysing 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.

### **6.3.2 Corporate Division**

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 mobilisation 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 programmes;
- viii. Preparing, implementing and controlling the Human Resource and administration budget; and
- ix. Enforcing safety and security procedures.

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

### **1) Procurement:**

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 organisation's procurement plan in order to realise 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;

## **2. Corporate Communication:**

The core functions of the department include:

- i. Execution of the media relations plans which are in line with the KenTrade's strategic interests;
- ii. Identifying and implementing common themes to communicate KenTrade's agenda;
- iii. Preparation of KenTrade's documentaries and publications such as newsletters, calendars and articles in journals;
- iv. Management of the relationship with media houses;  
Development of materials for current social media networking platforms; and
- vi. Co-ordination of press releases and KenTrade image building activities.
- vii. Implement KenTrade's CSR activities

## **3. Strategy and Planning:**

The core functions of the department include:

- i. Coordinate the implementation of departmental work plans and budgets;
- ii. Preparation, coordination and monitoring of the Agency's strategic plan implementation;
- iii. Co-ordination with relevant organisations on issues of strategy and planning;
- iv. Preparation and coordination of issues relating to performance contract within the Agency;
- v. Overseeing effective periodic Monitoring, Evaluation and Reporting of the Agency's activities as outlined in the Strategic Plan, Annual Work Plan and Performance Contract;
- vi. Manage the identification, design and implementation of Research and Development initiatives in support of the Agency's mandate and Business Strategy.
- vii. Coordinate the implementation of the Quality Management System
- viii. Preparation of periodic and ad hoc reports for decision making; and
- ix. Identification of key corporate issues and partnerships for policy advocacy and planning.

#### **4. 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. Carry out Corporation Secretarial functions.

#### **5. Risk and Internal Audit:**

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. Ensuring that the Agency's risk management, internal controls, and governance processes are adequate and functioning;
- ii. Carrying out timely and continuous audits, verifying and monitoring of financial transactions of KenTrade;
- iii. Checking and reporting on organizational systems in place;
- iv. Developing and implementing a risk management framework;
- v. Vouching and monitoring expenditure;
- vi. Carrying out investigations where necessary;
- vii. Ensuring accuracy of internal management reports; and
- viii. Ensuring compliance with relevant legislative or regulatory issues.

The institutional structure is depicted in the organogram presented in section 6.4.

## 6.4 KENTRADE ORGANOGRAM

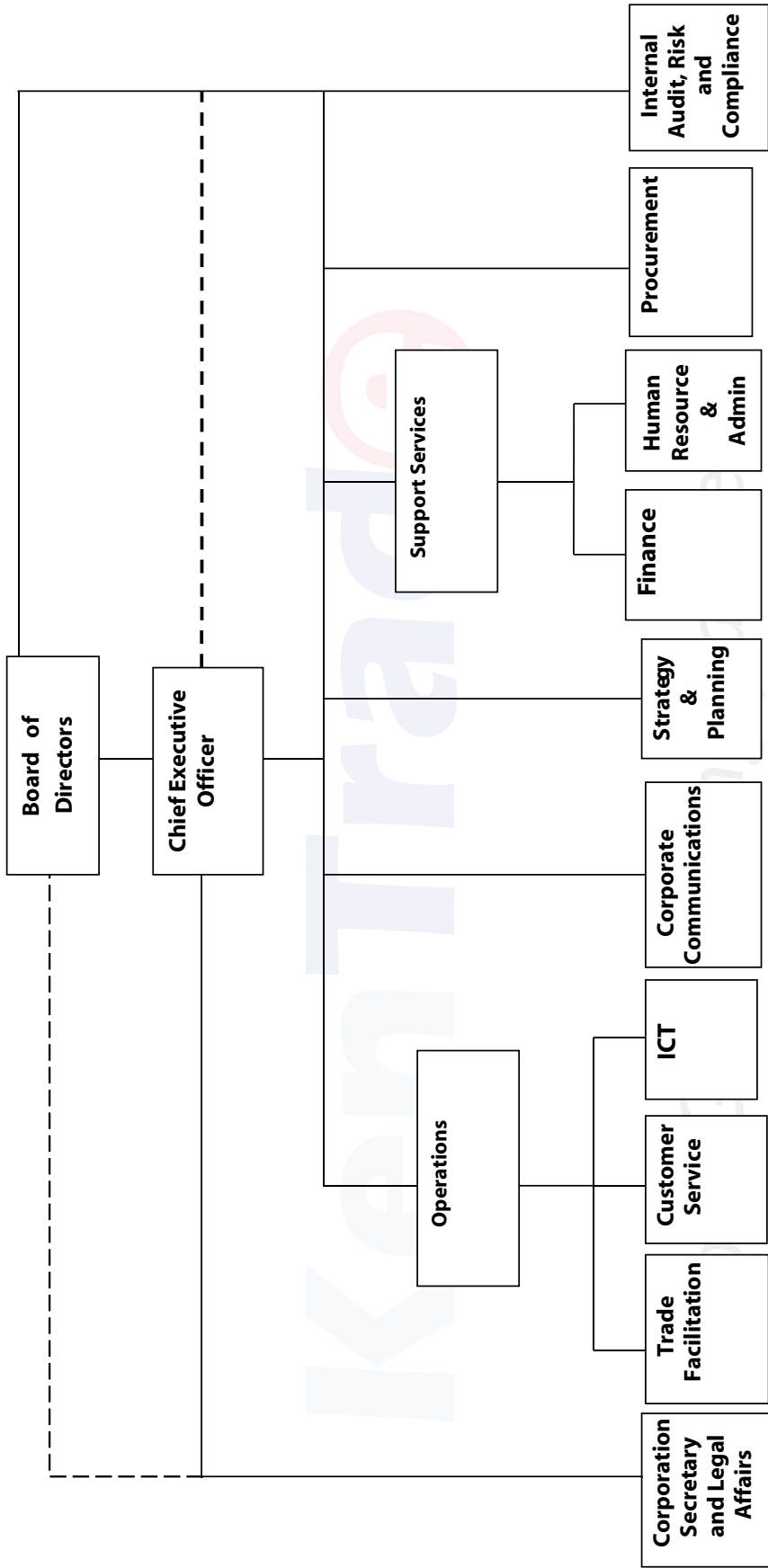


Figure 2: Organogram

# CHAPTER SEVEN



## MONITORING, EVALUATION AND REPORTING

### 7.1 Objectives of Monitoring, Evaluation and Reporting

To successfully implement this Strategic Plan, a monitoring, evaluation and reporting (ME&R) framework has been developed. The ME&R framework will enable the KenTrade to 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.

### 7.2 Monitoring, Evaluation and Reporting Framework

The following ME&R framework will be put in place by KenTrade in order to enhance successful implementation of the Strategic Plan:

- a) A management M&E committee to be established comprising of the Agency CEO, Heads of Divisions and Departments to oversee the implementation of the Strategic Plan.
- b) The M&E committee will hold monthly meetings to review the status of the Strategic Plan implementation as it relates to their respective divisions and departments. Monthly departmental progress reports shall be submitted and discussed during the meetings. In addition, areas requiring strategy change shall be identified and appropriate action taken.
- c) The M&E team will be reporting quarterly to the Board on the progress made towards the attainment of the objectives.
- d) The Strategic Plan will be reviewed annually so as to ensure that necessary changes in the objectives, strategy, activities etc (informed by new information regarding the Agency or the environment) are effected.

**Note:**

The key performance indicators shown in section 7.4 will provide guidance on more objective review of the progress of the Strategic Plan implementation.

**7.3 Accountability And Risk****7.3.1 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.

**7.3.2 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:

**7.3.2.1 Strategic Risks**

- i. Some of the proposed programmes/activities may be opposed by some stakeholders.
- ii. Weak monitoring, evaluation and reporting framework may interfere with implementation of the Plan.
- iii. Political and economic instability may interfere with implementation of the Plan.

### 7.3.2.2 Operational Risks

- i. Loss of skilled manpower may interfere with implementation of the plan.
- ii. Lack of support from key stakeholders.
- iii. Inability to synchronize disbursement with work plans and procurement plans.
- iv. External and sometimes internal customers not understanding the operational procedures may hinder successful implementation.

### 7.3.2.3 Financial Risks

- i. Inadequate funding may affect the implementation of the Agency's programmes.
- ii. Misappropriation of funds.
- iii. Lack of support by development partners.

### 7.3.2.4 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.

### 7.3.3 Mitigation, Monitoring and Reporting of Risks

To mitigate the effects of the above risks on this Plan, the Agency will implement the following measures:

- i. **Strategic**-Effective implementation of programmes 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 & management of any risk.

## 7.4 PROJECTED KEY PERFORMANCE INDICATORS

Table 3 shows the projected key performance indicators.

Table 3: Key Performance indicators

| Indicator   | 2014/15  | 2015/16  | 2016/17  | 2017/18  | 2018/19  | 2019/20  |
|---|----------|----------|----------|----------|----------|----------|
|   | Baseline | Target   |          |          |          |          |
| Kenya TradeNet Systems uptime.                          | 99.982%  | 99.982%  | 99.982%  | 99.982%  | 99.982%  | 99.982%  |
| Cargo clearance time for Imports at Mombasa             | 4.5 days | 4.5 days | 4 days   | 3.5 days | 3 days   | 2.5 days |
| Cargo clearance time at airports                        | 2.5 days | 2.5 days | 2 days   | 1.5 days | 1 day    | 1 day    |
| Cargo clearance time at border points                   | 1.5 days | 1.5 days | 1.5 days | 1 day    | 1 day    | 0.5 day  |
| Cargo clearance time for Exports                        | 4.5 days | 4 days   | 4 days   | 3 days   | 2.5 days | 1 day    |
| % reduction in cost of doing business across borders    |          | 2%       | 2%       | 2%       | 2%       | 2%       |
| Customer Satisfaction Index                             | 74%      | 77%      | 80%      | 83%      | 86%      | 89%      |
| Employee satisfaction                                   | 58%      | 60%      | 64%      | 67%      | 70%      | 73%      |
| Implementation of the Customer Service Charter          |          | 50%      | 80%      | 90%      | 100%     | 100%     |
| Stakeholder awareness at the Port community             |          | 70%      | 100%     | 100%     | 100%     | 100%     |
| Utilization of the CRM System                           |          | 50%      | 100%     | 100%     | 100%     | 100%     |
| Proportion of budgetary resources internally generated. | 0%       | 0%       | 5%       | 10%      | 15%      | 20%      |
| Employee capacity and performance                       | 30%      | 30%      | 40%      | 50%      | 60%      | 70%      |



## APPENDIX: TEMPLATE FOR STRATEGY IMPLEMENTATION PROGRESS REVIEW

| Perspective | Objective   | Strategy  | Key performance indicators                              | Target                  |                   |                  |                  |                  |
|-------------|---|---|---|-------------------------|-------------------|------------------|------------------|------------------|
|             |   |   |   | 2015/16                 | 2016/17           | 2017/18          | 2018/19          | 2019/20          |
| Financial   | To raise internally generated funds to finance at least 20% of the Agency's operating budget by year 2020               | Introduce new products and services.                                    | Products/Services                                       |                         |                   |                  |                  |                  |
|             |   | Develop and implement a business pricing model.                         | Proportion of budgetary resources internally generated. | 0%                      | 5%                | 10%              | 15%              | 20%              |
|             |   | Enhance visibility and corporate image                                  | Sensitizations campaigns                                |                         |                   |                  |                  |                  |
| Customer    | To increase quality and timeliness of service delivery to stakeholders by 3% annually from the current baseline of 74%. | Enhance customer satisfaction   | Customer Satisfaction Index                             | 74%                     | 77%               | 80%              | 83%              | 84%              |
|             |   | Benchmarking with the industry for best practices.                      | Number of days taken to resolve customer issues         | 7 days                  | 7 days            | 7 days           | 7 days           | 7 days           |
|             |   | Enhance CS&CC staff capacity  | Organisations visited                                   |                         |                   |                  |                  |                  |
|             |   | Enhance communication to stakeholders                                   | Implementation of the Customer Service Charter          | 50%                     | 80%               | 90%              | 100%             | 100%             |
|             |   | To maintain at least 99.982% availability of the Kenya TradeNet System. | Stakeholder awareness at the Port community.            | 70%                     | 100%              | 100%             | 100%             | 100%             |
| Customer    | To maintain at least 99.982% availability of the Kenya TradeNet System.   | Set up the Kenya TradeNet System Secondary hosting site.                | Kenya TradeNet System uptime                            | 99.98%                  | 99.98%            | 99.98%           | 99.98%           | 99.98%           |
|             |   | Set up the Kenya TradeNet System Disaster Recovery hosting site.        | Operational disaster recovery site                      | Approved specifications | Contract in place | DR site in place | DR site in place | DR site in place |

| Perspective        | Objective  | Strategy   | Key performance indicators                                   | Target  |   |                                   |                                   |                                  |                                  |
|--------------------|--|--|--|---|---|-----------------------------------|-----------------------------------|----------------------------------|----------------------------------|
|                    |  |  |  | 2015/16   | 2016/17   | 2017/18                           | 2018/19                           | 2019/20                          |                                  |
| Internal Processes | To facilitate reduction of cargo clearance time from 4.5 to one day by 2020 and reduction of cost of doing business across borders by at least 10% by 2020 | Develop and implement the second generation Kenya TradeNet system.   | Second generation Kenya TradeNet system implementation.      | Approved concept document                                 | Approved system specifications                        | Second Generation system in place | Second Generation system in place |                                  |                                  |
|                    |  |  | Replace the Kenya TradeNet Primary hosting Infrastructure.   | Kenya TradeNet Primary hosting Infrastructure replaced.   |   |                                   | Replaceme nt system in place      | Replaceme nt system in place     |                                  |
|                    |  |  | Replace the Kenya TradeNet Secondary hosting Infrastructure. | Kenya TradeNet Secondary hosting Infrastructure replaced. |   |                                   |                                   | Replaceme nt system in place     |                                  |
|                    |  | To facilitate reduction of cargo clearance time from 4.5 to one day by 2020 and reduction of cost of doing business across borders by at least 10% by 2020 | Full operationalisation of the Kenya TradeNet.               | Implement a paperless environment.                        | Cargo clearance time for Imports at Mombasa           | 4.5 days                          | 4 days                            | 4 days                           | 3 days                           |
|                    |  |  |  |   | Cargo clearance time for Exports                      | 4 days                            | 4 days                            | 3.5 days                         | 3 days                           |
|                    |  |  |  |   | % Reduction in co st of doing business across borders | 2%                                | 2%                                | 2%                               | 2%                               |
|                    |  |  |  |   | Number of users of the portal                         |                                   | Approved concept documents        | No. of business processes mapped | No. of business processes mapped |
|                    |  | To increase operational efficiency in service delivery by 2020   | Improve business processes                                   | Enhance use of ICT based solutions                        | Full utilization of the CRM System                    | 50%                               | 100%                              | 100%                             | 100%                             |
|                    |  |  |  |   | Appropriate policies and procedures implemented       | 100%                              | 100%                              | 100%                             | 100%                             |

| Perspective         | Objective   | Strategy  | Key performance indicators                          | Target     |                                    |                     |                              |                |
|---------------------|---|---|---|------------|------------------------------------|---------------------|------------------------------|----------------|
|                     |   |   |   | 2015/16    | 2016/17                            | 2017/18             | 2018/19                      | 2019/20        |
| Learning and growth | Strengthen risk management and internal controls  | Expenditure control   | Budgets overruns                                    | None       | None                               | None                | None                         | None           |
|                     |   | Research and development  | Research reports                                    |            |                                    |                     |                              |                |
|                     | To have appropriate legal and Corporate Governance frameworks in place by 2020.   | Facilitate the enactment of the Act and national payment gateway regulation | Act of parliament in place                          | Draft bill | Draft NPG regulation in place      |                     |                              |                |
|                     |   | Facilitate harmonization of conflicting legislations                        | Relevant Acts Revised                               |            | Conflicting legislation harmonized |                     |                              |                |
|                     | To ensure optimum productivity and enhanced service delivery by continuously developing the human capital of the Agency | Compliance with good corporate governance and Mwongozo guidelines           | Compliance with good corporate governance practices | 100%       | 100%                               | 100%                | 100%                         | 100%           |
|                     |   | Institutionalize the performance management framework.                      | Employee performance rating                         |            | PMS in place                       |                     |                              |                |
|                     |   | Implement effective HR policies   | Employee satisfaction                               |            | Gap analysis report                | Revised HR policies |                              |                |
|                     |   | Ensure optimal staff complement by reviewing the organizational structure.  | Effective organization structure                    |            |                                    | Staff gaps analysis | Reviewed structured in place |                |
|                     |   | Strengthen staff capacity   | Employee competence/skills                          |            | TNA report & staff training        | Staff training      | TNA report & staff training  | Staff training |
|                     |   | Enhance employee Motivation   | Employee satisfaction                               | 58%        | 64%                                | 67%                 | 70%                          | 73%            |



Your G2B trading partner



## OUR CONTACTS



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